



VENTURA COLLEGE FOUNDATION
your dreams. our mission.

FULL BOARD MEETING

Wednesday, April 7, 2021

Zoom Meeting

5:15 p.m. – 6:45 p.m.



VENTURA COLLEGE FOUNDATION
your dreams. our mission.

BOARD OF DIRECTORS - Regular Meeting

Wednesday, April 7, 2020, 5:15 p.m.

Via Zoom

AGENDA

- 5:15 p.m. **A CALL TO ORDER** VAN NIEUWBURG
- PUBLIC COMMENTS:** This is an opportunity for members of the public to address the Ventura College Foundation Board of Directors.
- 5:16 p.m. **B WELCOME / ROLL CALL** VAN NIEUWBURG
- C ITEMS ADDED OR CHANGED IN THE AGENDA SINCE APPROVED BY THE EXECUTIVE COMMITTEE** VAN NIEUWBURG
- Section D: Consent Agenda-**
1. March 17, 2021 Finance Committee Meeting Minutes (p. 41)
 2. **Motion A-** Removing Mike Montoya, Secretary, and Authorizing Juli Blasingame, Director of Finance, as Signer on Investment Accounts with added internal controls. (p. 54)
 3. **Motion B-** Approve recommendation by Executive Committee at March 17, 2021 meeting to accept Ed Summers onto the Board
- Section H: Chairman's Report-**
4. Added Notification to Full Board of Executive Committee approval of 2nd Draw of PPP Forgivable SBA Loan for \$150,000 on April 1, 2021
 5. Added soliciting opinion regarding prospective gifts from Cannabis Company
- Section H: Executive Director – General Update**
6. "Conflict of Interest Forms" replaced with "Board Agreements to be Updated"
- 5:17 p.m. **D CONSENT AGENDA – Single action for approval of items listed below:** VAN NIEUWBURG
1. March 2, 2021 Scholarship and Grants Committee Meeting Minutes (p. 12-13)
 2. December 7, 2020 Program Sustainability Committee Meeting Minutes (p. 14-15)
 3. March 8, 2021 Program Sustainability Committee Meeting Minutes (p. 16-17)
 4. Development Activity Report Q3 (p. 18-20)
 5. Fundraising Gift Reports (p. 21-22)
 6. Anticipated Planned Gifts Report (p. 23-24)
 7. Multi-year Pledge Report (p. 25)
 8. Marketing & Media Report (p. 26-33)
 9. January 20, 2021 Finance Committee Meeting Minutes (p. 38)

10. February 17, 2021 Finance Committee Meeting Minutes (p. 39-40)
11. Q2 2020-2021 Balance Sheet vs. Prior Year (p. 42-43)
12. Q2 2020-2021 Profit and Loss vs. Budget (p. 44-47)
13. Q2 2020-2021 Profit and Loss vs. Prior Year (p. 48-50)
14. Q2 2020-2021 Variance Report (p. 51-53)
15. **Motion A-** Approve Required Schwab Investment Resolution Removing Mike Montoya, Secretary, and Authorizing Juli Blasingame, Director of Finance, as Signer on Investment Accounts including additional internal controls as described in Memo A (p. 54)
16. **Motion B-** Approve recommendation by Executive Committee at March 17, 2021 meeting to accept Ed Summers onto the Board

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|-----------|--|---------------|
| 5:25 p.m. | E GUEST SPEAKER – Student | KING |
| 5:33 p.m. | F ITEMS REMOVED FROM THE CONSENT AGENDA FOR FURTHER DISCUSSION | VAN NIEUWBURG |
| 5:35 p.m. | G MARKETING MOMENT (p. 34-37) | HARVEY |
| 5:40 p.m. | H COMMITTEE, STAFF & ADMINISTRATIVE REPORTS 1. Board Chair – General Update <ol style="list-style-type: none"> a. Review of Executive Committee actions between board meetings <ol style="list-style-type: none"> i. Approved Schedule of Commensurate Return; will be posted on website. ii. Approved of Tax Form 990 FYE June 30, 2020; will be posted on website. iii. Approved of 2nd Draw of PPP Forgivable SBA Loan for \$150,000 b. Soliciting opinion regarding prospective gifts from Cannabis Company | VAN NIEUWBURG |
| | 2. College President – General Update | HOFFMANS |
| | 3. Executive Director – General Update <ol style="list-style-type: none"> a. Board Agreements to be Updated b. OSHER Update c. PR Incidents d. Schedule of Commensurate Return Presentation | KING |
| | 4. Scholarship & Grants Committee | HEMMING |
| | 5. Program Sustainability Committee | DEMBOWSKI |
| | 6. Marketplace | VAN NIEUWBURG |
| | 7. Finance/Budget Committee | KREUTZ |
| | 8. Strategic Plan Committee | KING/OKERT |
| | 9. Investment Committee | COLLIN |
| | 10. Nominating Committee | VAN NIEUWBURG |
| | 11. Personnel Committee | VAN NIEUWBURG |
| 6:45 p.m. | I <u>ADJOURNMENT</u> | |

INFORMATIONAL ITEMS

1. Agenda of Full Q2 BOD April 7, 2021 (p. 2-4)
2. December 2, 2020 Executive Committee Minutes (p. 5-7)
3. February 24, 2021 Executive Committee Minutes (p. 8)
4. December 16, 2020 Full Board of Directors Meeting Minutes (p. 9-11)
5. March 2, 2021 Scholarship and Grants Committee Meeting Minutes (p. 12-13)
6. December 7, 2020 Program Sustainability Committee Meeting Minutes (p. 14-15)
7. March 8, 2021 Program Sustainability Committee Meeting Minutes (p. 16-17)
8. Development Activity Report Q3 (p. 18-20)
9. Fundraising Gift Reports (p. 21-22)
10. Anticipated Planned Gifts Report (p. 23-24)
11. Multi-year Pledge Report (p. 25)
12. Marketing & Media Report (p. 26-33)
13. Marketing Moment (p. 34-37)
14. December 2, 2020 Finance Committee Meeting Minutes (*pending*)
15. January 20, 2021 Finance Committee Meeting Minutes (p. 38)
16. February 17, 2021 Finance Committee Meeting Minutes (p. 39-40)
17. March 17, 2021 Finance Committee Meeting Minutes (p. 41)
18. Q2 2020-2021 Balance Sheet vs. Prior Year (p. 42-43)
19. Q2 2020-2021 Profit and Loss vs. Budget (p. 44-47)
20. Q2 2020-2021 Profit and Loss vs. Prior Year (p. 48-50)
21. Q2 2020-2021 Variance Report (p. 51-53)
22. Memo A: Removing Mike Montoya, Secretary, and Authorizing Juli Blasingame, Director of Finance, as Signer on Investment Accounts (p. 54)
23. Memo dated 2-26-2021 to Board of Directors and Foundation Finance Department (p. 55-56)
24. Schwab Update Organization Account Form (p. 57-70)
25. 2019-2020 Schedule of Commensurate Return (p. 71-72)
26. 2020-2026 Strategic Plan (p. 73-104)
27. Miracle Mile Advisors Investment Reports (p. 105-121)
28. Board Roster-Public (p. 122)
29. Updated Board Calendar (p. 123)

Ventura College Foundation | Board of Directors

EXECUTIVE COMMITTEE MEETING

Wednesday, December 2, 2020 | 5:15 p.m.

Zoom Video Conference

MINUTES

Directors Present: Rob van Nieuwburg – Chair, Ken Collin, Ruth Hemming, Anne King, Nicole Kreutz, Kristin Ockert

Staff Present: Juli Blasingame

CALL TO ORDER

Mr. van Nieuwburg called the meeting to order at 5:26 p.m.

MOTION: Motion to approve Executive Committee meeting minutes:

- Approve September 16, 2020 Executive Committee Minutes
- Approve October 28, 2020 Executive Committee Minutes

Dr. Hemming moved; Ms. Ockert seconded. MSC

MOTION: Approval of the full consent agenda for the full board meeting on December 16, 2020 including Motion A provided that the ASVC Board approves of the statement prior to the full board meeting, otherwise the balance of the consent agenda is approved without Motion A:

- Accept approved September 16, 2020 Executive Committee Minutes
- Approval September 23, 2020 Full Board of Directors Meeting Minutes
- Approval October 6, 2020 Program Sustainability Committee Meeting Minutes
- Approval October 21, 2020 Personnel Committee Meeting Minutes
- Approval October 21, 2020 Finance Committee Meeting Minutes
- Approval October 28, 2020 Audit Committee Meeting Minutes
- Accept approved October 28, 2020 Executive Committee Minutes
- Approval November 3, 2020 Scholarship and Grants Committee Meeting Minutes
- Approval November 9, 2020 Investment Committee Meeting Minutes
- Approval November 19, 2020 Finance Committee Meeting Minutes
- **Motion A:** Approve VC Foundation Equity and Anti-Racism Statement presented in **Memo A**
- **Motion B:** Approve that the funds left over after setting aside the CalPERS payroll settlement in the VCF \$100,000 designated reserve is used to pay for the temporary Marketplace relocation to the West Lot, additional expenses incurred due to the solar installation in the East Lot, and lost revenues due to both.

Dr. Hemming moved; Ms. Ockert seconded. MSC

COMMITTEE REPORTS:

SCHOLARSHIP & GRANTS:

Dr. Hemming reviewed highlights from November 3, 2020 Scholarship and Grants Committee Meeting Minutes.

PROGRAM SUSTAINABILITY:

Ms. King reviewed the Good News Report, Q2 fundraising reports. She confirmed that fundraising totals are ahead of budget for this period, and employee giving is ahead of expectations.

MARKETPLACE:

Mr. van Nieuwburg reported that through the temporary move to the West Lot and COVID compliance has been very challenging, the Weekend Marketplace staff are doing well and sustaining the operation.

FINANCE:

Ms. Kreutz reported that the committee reviewed Q2 financials and continues to monitor cash flow in monthly meetings. Ms. Blasingame reviewed the Q2 variance report. Ms. King acknowledge the excellent work of Ms. Blasingame throughout her first year on staff. The group congratulated Ms. Blasingame on her first anniversary on staff.

INVESTMENT:

Mr. Collin remarked on the investment and economic outlook and that there had been volatility early Q4 of FY2019-20 but that the market and our investments recovered by June 30, 2020. Regarding the investment performance moving forward, the election is in play. Mr. Collin expressed his gratitude for and pride in the work of the foundation and investment management firm, Miracle Mile Advisors, during the pandemic.

AUDIT:

Ms. Blasingame and Ms. King reviewed the 2019-2020 Financial Audit and acknowledged that the audit documents' acceptance by the VCCCD Board of Trustees has been delayed until the new year.

INVESTMENTS:

Mr. Collin reported as of October 3% increases in Pools 1, 4 and 5 and no losses in Pools 2 & 3 as expected. He offered that Miracle Mile Advisors our doing a good job for us. Mr. Collin projected that the election will have an impact on our investments, but that the impact is projected to be positive.

NOMINATING:

Ms. King reported that no committee meeting took place in Q2. Ms. Ockert reminded the committee that the strategic plan calls for increasing diversity on the board. Ms. King reported that she and staff member, Mr. Pantoja (not present), have begun to interview LatinX leaders in Oxnard and Santa Clara River Valley and have reviewed some names that have surfaced with Mr. LaVere (not present) and Mr. van Nieuwburg.

The meeting was adjourned at 6:11 pm.

Minutes recorded by Anne Paul King.

Ventura College Foundation
Board of Directors
Executive Committee Meeting
Wednesday, February 24, 2020, 8:00 – 8:30 am
Via ZOOM

Minutes

Executive Committee Members Present:

Rob van Nieuwburg – Chair, Boomer Butler, Matt LaVere, Anne Paul King, Nicole Kreutz, Kim Hoffmans, Kristin Ockert

Background: The attached 2019-2020 Schedule of Commensurate Return is required to be submitted to the Ventura County Community College District by Fri, Feb 26th in preparation for the Board of Trustees March public meeting on Mar 9th.

This is a new annual report required by California Ed Code Title V to document the use of taxpayer dollars by Community College district auxiliary foundations and the return on that investment. The Ventura College Foundation is an authorized auxiliary organization of the Ventura County Community College District.

Led by the foundation's Director of Finance, Juli Blasingame CPA, and with significant support by the foundation staff, Executive Director Anne King, and the Ventura College Executive Team led by President Kim Hoffmans, this report was almost three months in the making. The net return by the Ventura College Foundation on \$372,098 of documented college and district investment, some of it reimbursed, is \$1,432,424 with an additional \$17,378,205 in future benefits to the district/college. Additionally, 655.7 hours of donated time by the foundation board of directors was valued at \$98,355 as well as 438 hours of donated time by community members on the scholarship review committee was valued at \$10,950.

Mr. van Nieuwburg called the meeting to order at 8:03 am with a quorum confirmed by Ms. King.

Ms. King reviewed the 2019-20 Ventura College Foundation Schedule of Commensurate Return with the committee.

Motion – Approve the 2019-20 Schedule of Commensurate Return as presented.

Moved by Dr. Hoffmans, seconded by Mr. Butler. MSC

The meeting was adjourned at 8:20am.

Minutes submitted by Anne Paul King.

Ventura College Foundation
BOARD OF DIRECTORS MEETING
Wednesday, December 16, 2020 | 5:15 p.m.
Zoom Video Conference

MINUTES

A regular meeting of the Board of Directors of the above corporation was held on **Wednesday, December 16, 2020, at 5:16 p.m.** via Zoom conference call. The purpose of this meeting was to conduct general business.

A quorum was declared present based on the presence of the following directors:

Directors Present (14): Keith Barnard, Catherine Bojorquez, Ken Collin, Ellyn Dembowski, Ruth Hemming, Kim Hoffmans, Anne King, Nicole Kreutz, Matt LaVere, Kristin Ockert, Mike Orman, Eleanor Tillquist, Rob van Nieuwburg, and Harald Wulff.

Directors Absent (7): Boomer Butler, Amy Cherot, Nuris Dante, Abra Flores, Mike Montoya, Carlo Plascencia, and Donna Santo.

Staff Present: Julie Blasingame, Jaimee Galvan, Julie Harvey, Gerry Pantoja, and Cyndie Whitley

CALL TO ORDER

Board Chair Rob van Nieuwburg called the meeting to order at 5:16 p.m.

WELCOME

Mr. van Nieuwburg welcomed board members.

APPROVAL OF ITEMS ON CONSENT AGENDA

MOTION: Dr. Hemming moved to approve the consent agenda. Mr. LaVere seconded. MSC.

CONSENT AGENDA – Single action for approval of items listed below:

1. Accept approved September 16, 2020 Executive Committee Minutes
2. Approval September 23, 2020 Full Board of Directors Meeting Minutes
3. Approval October 6, 2020 Program Sustainability Committee Meeting Minutes
4. Approval October 21, 2020 Personnel Committee Meeting Minutes
5. Approval October 21, 2020 Finance Committee Meeting Minutes
6. Approval October 28, 2020 Audit Committee Meeting Minutes
7. Accept approved October 28, 2020 Executive Committee Minutes
8. Approval November 3, 2020 Scholarship and Grants Committee Meeting Minutes
9. Approval November 9, 2020 Investment Committee Meeting Minutes
10. Approval November 19, 2020 Finance Committee Meeting Minutes
11. **Approval Motion A:** VC Foundation Equity and Anti-Racism Statement presented in **Memo A.**
12. **Approval Motion B:** The funds left over after setting aside the CalPERS payroll settlement in the VCF \$100,000 designated reserve is used to pay for the temporary Marketplace relocation to the West Lot, additional expenses incurred due to the solar installation in the East Lot, and lost revenues due to both.

VIDEO-ELIJAH WALKER, CURRENT VC STUDENT AND VCF SCHOLARSHIPS RECIPIENT

Ms. King and Ms. Harvey presented a short testimonial, a VCF marketing video, of Mr. Walker's path to VC, the impact of VC and VCF on his college career, and the future plans made possible by his experience on campus.

MARKETING MOMENT

Ms. Harvey presented the impact metrics of the first year of the foundation's new website. Highlights include 3.12% increase in unique page views, 4.38% increase in average time on page, and a whopping 82.19% increase in the number of transactions. These improvements increased online donations from \$13,548 in the last year of the old site to \$37,979 in online donations in the first year of the new site.

COMMITTEE, STAFF, AND ADMINISTRATIVE REPORTS:

Board Chair:

Mr. van Nieuwburg discussed the timing, effort by foundation and campus staff, COVID compliance elements, and costs to move the Marketplace to the temporary location in the West Lot. He reminded the board of the critical role that the Marketplace revenue represents in our budget.

Executive Director:

Ms. King praised the Marketplace staff for their hard work to move the operation successfully in a tight timeframe over Thanksgiving holiday, and the continued excellent COVID compliance efforts especially in the face of heavy concerns levied by the neighborhood residents who live north of the college. Ms. King reported that she has been in close communication with the County Health Department and the City of Ventura Compliance Office. She expressed confidence that Marketplace operation was safe and compliant, according to the required COVID protocols of the city, county, and State of California. Ms. King praised the entire foundation staff, campus staff and leadership, district police, the foundation board, vendors, and donors for the heroic efforts which have improved our cash position significantly over the last quarter.

College President:

Dr. Hoffmans added her praise for the foundation staff. Dr. Hoffman continued with her campus report on the challenges of the pandemic including contact tracing, conducting some necessary classes and labs in person. She praised the campus faculty, staff, and administrators for their exceptional work throughout the pandemic. She announced the Red Tape to Red Carpet award given to the new VC Veterinary Technician program, a public-private partnership with Ohana Pet Hospitals and VC. District reserve funds have paid for all college level English and Math textbooks needed by most students who transfer from VC. Students will be required to return textbooks. Thirty-four percent of all classes at VC are ZTC (Zero Textbook Cost). In December, 37 nursing students completed their degrees and participated in a drive through pinning ceremony. VC's award-winning Faculty Academy works on pedagogy (methods of teaching) in the classroom. About 500 students graduated in the Fall. Mrs. Tillquist asked about whether pins were needed for the nursing student graduates. Dr. Hoffman will confirm. Mrs. Tillquist said she would order more if needed.

Scholarship and Grants Committee:

Dr. Hemming referenced the good work of the committee and staff to continue to support students as documented in the Minutes and Program Update in the board packet.

Program Sustainability Committee:

Mr. Pantoja referenced the fundraising reports in the board packet and that fundraising goals continue to be

exceeded in FY2020 despite the pandemic. He thanked the board for their generosity and leadership. He highlighted other items in the Good News report in the board packet and referenced accomplishments of the board, staff, and donors.

Marketplace Committee:

Mr. van Nieuwburg said this report was given in his chairman's report earlier.

Finance and Budget Committees:

Mrs. Kreutz referenced the Q1 financial reports in the board packet and solicited questions from those present. She reported that the committee and staff continue to meet monthly to monitor cash flow. Ms. Blasingame reported that about \$76,000 would be moved out of reserves to pay for Marketplace relocation expenses due to the district solar project.

Audit Committee:

Ms. Blasingame reported that no material weaknesses or deficiencies were identified in the 2019-20 audit.

Investment Committee:

Mr. Collin reported our brokerage firm, Miracle Mile Advisors, were doing a great job for the foundation through the pandemic.

Nominating Committee:

Mr. LaVere reported that though the committee had not met in the last quarter, that Ms. King and he had discussed implementing an annual board nominating process.

Personnel Committee:

Mr. LaVere referred the board to the committee minutes. He reported that management and directors on staff continue to work with wage reductions and that the database specialist had been reinstated, after being laid off in March. This will allow staff fundraisers increased time to raise funds. No additional staffing reductions or additions are anticipated at this time. He thanked the hard work of the existing staff. Finally, he reported that the assessment resulting from the 2019 CalPERS audit is anticipated to be \$42,000. The matter will be closed once the foundation is billed and the assessment paid.

With no further business, the meeting was adjourned at 6:26 pm.

Ruth Hemming
Vice Chair, Board of Directors

Date

Minutes recorded by Anne Paul King

**Ventura College Foundation
Scholarship and Grants Committee**

Tuesday, March 2, 2021 | 5:15pm-6:15pm
Zoom Online Meeting

Committee Members Present: Amy Cherot, Ruth Hemming – VCF Vice Chair, Anne King,
Mike Orman, Rob van Nieuwburg – VCF Chair

Staff: Jaimee Galvan

MINUTES

Dr. Hemming called the meeting to order at 5:19pm.

Motion – Rob van Nieuwburg moved to approve the minutes from the Scholarship & Grants Committee meeting held on November 3, 2020 and seconded by Mike Orman. MSC.

Program Updates:

Mrs. Galvan informed the committee that the general scholarship application deadline was extended due to the low number of submitted applications. The extension yielded an additional 49 applications. She shared some updates about the review committee including the unconscious bias training held in the fall, the decision to remove transcripts from the reader process, the implementation of a blind review process, and the new cap on reviews per reader to allow for more readers to score applications and minimize the opportunity for reader exhaustion.

The Textbook Lending Library has adjusted to ensure that students with unmet need are prioritized. The Library is considering prioritizing students in certain service programs such as the Educational Assistance Center (EAC) and Extended Opportunity Programs and Services (EOPS) in the future.

Mrs. Galvan shared that the first year of the Jerry Arellano Veterans Resource Center Library textbook vouchers has served 52 students so far in the 2020/2021 academic year amounting to just under \$30,000 in support.

Scholarship Applicant Survey Response Discussion:

Mrs. Galvan reviewed the survey responses received from students who applied in this most recent scholarship cycle and the Committee discussed some common themes and potential updates for the next application cycle.

2021/2022 Budget Considerations:

Ms. King announced that staff have begun preparing the budget for next year. One big consideration is regarding the future of scholarship awarding events. She noted that staff have learned from this last year that a virtual aspect of our awarding events must remain given that attendance has been so great in this format. Ms. King also shared staff recommendations for only on-campus scholarship awarding events when we are able to gather in-person again. Discussion is still open about having one big event or a few small ones.

Another big budget consideration Ms. King shared is the possibility of a scholarship position opening in Ventura College's Office of Financial Aid.

Equity Statement Update:

Ms. King recommended an update to the recently approved Equity and Anti-Racism Statement to add students of all abilities to the sentence that states, "The Foundation is committed to ensuring that Ventura College is a safe and welcoming campus for students of all races, religions, genders, and sexual orientation and that every student is afforded equitable opportunities to succeed." The Committee approved of the change and felt that since it was in the spirit of the Ventura College Foundation Board of Director's intent in approving the original statement, the statement would not need to be voted on by the full board and could still acknowledge the full board's approval on the updated version.

Scholarship Deferral Appeal Review:

Mrs. Galvan presented two deferral appeal requests to the committee for review.

Motion – Amy Cherot moved to approve both deferral appeal requests and this was seconded by Mike Orman. MSC.

With no further business, the meeting was adjourned at 6:16pm.

Minutes recorded by Jaimee Galvan

Ventura College Foundation | Board of Directors

PROGRAM SUSTAINABILITY COMMITTEE

Monday, December 7, 2020 at 5:15 p.m.
Zoom Conference Call

MINUTES

Directors Present: Ellyn Dembowski; Abra Flores; Anne King; Rob van Nieuwburg

VCF Staff Present: Gerry Pantoja, Jaimee Galvan; Julie Harvey

CALL TO ORDER

Mrs. Ellyn Dembowski called the meeting to order at 5:15 p.m.

FOUNDATION UPDATE

Mr. Pantoja began the meeting by reviewing the latest fundraising report. The report showed the Foundation has raised 81% of its unrestricted goal and 52% of its restricted goal, overall, the Foundation has raised 62% of its total fundraising goal. Though 81% of the unrestricted goal had been raised, Mr. Pantoja highlighted that \$19,500 of that total were pledges still outstanding from Board Members. Mrs. Harvey had created pledge and Mr. Pantoja would be following up by email with those Board Members to ensure they make their gift.

Ms. Harvey then provided an overview of the Foundation's Giving Tuesday campaign. Though there were technical issues with the online giving platform, the campaign helped raised unrestricted dollars for the Foundation.

Mrs. King then discussed with the committee the latest developments regarding the relocation of the weekend marketplace as the construction for solar panel project would be soon. Mrs. King also discussed the Foundation's latest efforts to work with the College so it is FERPA compliant, and identify the steps needed to ensure it is.

PRESIDENT'S CIRCLE UPDATE AND EVENT UPDATE

Mr. Pantoja and Mrs. Galvan provided the committee with an update of the upcoming President's Circle Event, Pastries with the President. The Foundation was able to secure a sponsor, Li More Cakes, would be providing cookies for the gift bags for all those who RSVP for the event.

Finally, Mr. Pantoja reviewed with the committee the current list of President's Circle Members. There are currently 17 members which is one more than last year for those members who were directly solicited to become President's Circle.

PLANNED GIVING STRATEGY

Mr. Pantoja then reviewed with the committee the latest honor roll list of George McNeely Society Members and the Anticipated Planned Gift List. Mr. Pantoja's plan in the new calendar year is to touch base with these donors to confirm which ones have the Foundation in their will/estate plans to reflect a more accurate list. In the process, he hopes to secure gift agreements, so the Foundation is aware of any planned gifts that have been made.

ADJOURNMENT

There being no further business, the meeting was duly adjourned at 6:15 p.m. The next meeting will be scheduled after the New Year.

MINUTES TAKEN AND RECORDED BY GERRY PANTOJA.

Ventura College Foundation | Board of Directors

PROGRAM SUSTAINABILITY COMMITTEE

Monday, March 8, 2021 at 5:15 p.m.
Zoom Conference Call

MINUTES

Directors Present: Ellyn Dembowski; Abra Flores; Anne King; Mike Montoya; Rob van Nieuwburg

VCF Staff Present: Gerry Pantoja, Jaimee Galvan; Julie Harvey

CALL TO ORDER

Mrs. Ellyn Dembowski called the meeting to order at 5:15 p.m.

FOUNDATION UPDATE

Mr. Pantoja began the meeting by reviewing the latest fundraising report. The report showed the Foundation has raised 117% of its unrestricted goal and 67% of its restricted goal, overall, the Foundation has raised 84% of its total fundraising goal. Mr. Pantoja acknowledged the recent efforts made by various board members to help secure a variety of gifts to support the Foundation such as the \$10,000 grant from the Julius Gius Memorial Rotary Foundation towards Stronger Foundation Campaign and the \$1,000 from the Bank of the Sierras for the 2021 sponsorship awarding celebration. These efforts have allowed the Foundation to meet several of its goals before the end of the third quarter. Additionally, the Foundation's overall fundraising effort, including non-goal amounts, is in line with historical performances.

Mr. Pantoja and Ms. Harvey also discussed the recent success of the Athletic Department's "Have a Heart" campaign that exceeded its goal for the second year in a row. They explained this has become a great model to share with others around campus and at the Foundation of the success of utilizing social media platforms to drive awareness and generate new donors. Mr. Pantoja also discussed working with Mrs. Dembowski to follow up with those remaining board members who have yet to make their annual board commitment to the President's Circle Fund.

The final item discussed was about the Fiscal Year 2022 budget process. Mr. Pantoja shared the development team is in the process of putting together goals and reviewing appropriate expenses for the following year. Because the next Program Sustainability meeting will not be until May, Mr. Pantoja recommended emailing the committee the goals for FY for their review and approval before

submitting them for the final budget. Additionally, Mrs. King shared with the committee the Foundation is exploring alternate awarding ceremonies for FY22. With a variety of factors to consider, it's possible the awarding ceremonies we were used to will return in a different format in order to adapt to the Foundation's financial health, keeping virtual elements to be more inclusive, and allow for Foundation resources to be diverted to address other needs.

PRESIDENT'S CIRCLE UPDATE AND EVENT UPDATE

Mr. Pantoja and Mrs. Galvan provided the committee with a recap of the last President's Circle Event, Cocktails with Cathy. He thanked Mrs. Dembowski and Mrs. Kellye Patterson for being the sponsors for this event. He shared the gift bags have been a great touch to these events adding an element of fun and conversation started among the attendees.

Mr. Pantoja then provided the details for the upcoming event, Java with Jennifer. He shared they have found a business who will provide the coffee for the gift bag but are in need of financial sponsors. He will be emailing the full board to see if anyone will help with this effort and Mrs. Alma Flores agreed to contribute \$100 to help with the effort.

Finally, Mr. Pantoja reviewed with the committee the current list of President's Circle Members. There are currently 21 members and that includes the group's first corporate member.

DAY OF GIVING

Mrs. Harvey provided an overview of the Foundation's plans for a campus wide Day of Giving to potentially take place April 20th and 21st. She shared with the group the benefits of moving away from Giving Tuesday (Tuesday after Thanksgiving) and why creating a signature day for the campus is the better option. Mrs. Harvey discussed that campus partners that want to participate must meet certain criteria to have a successful fundraiser during this campaign.

OPEN DISCUSSION

Before closing, Mrs. Dembowski asked the Foundation about its plans to recruit new board members. Mrs. King shared she is working to schedule a Nominating Committee to move the process along so new prospects are vetted and recruited to join the board.

ADJOURNMENT

There being no further business, the meeting was duly adjourned at 6:13 p.m. The next meeting will be Monday, May 10, 2021 at 5:15pm

MINUTES TAKEN AND RECORDED BY GERRY PANTOJA.

GOOD NEWS

- \$200,000+ pledge to create Julie Taylor & Patrick Murray Foster Youth Scholarship Endowment from the Patrick Murray Trust
- \$25,000 to create Alan and Bonnie & Paul Lubock Scholarship Endowment from Paul & Bonnie Lubock (Bonnie is VC Alum)
- \$25,000 to create Faith Family Advanced Manufacturing Program Endowment – operating endowment for VC's Advanced Manufacturing Program
- \$10,000 unrestricted grant from Julius Gius Memorial Rotary Foundation towards Stronger Foundation Campaign
- \$5,000 from Janet McNeely Curtis & Charles M Curtis to support the VC Agriculture Department
- \$5,000 unrestricted grant for Stronger Foundation Campaign and \$1,000 President's Circle gift from Ventura County Credit Union (first corporate President's Circle Member)
- \$4,270.28 grant from the American Legion 339 Post to Veterans Resource Center
- \$841.12 donated by Ventura College Deans to fund VC Classified Senate Scholarship
- Team Dembowski, Ellyn Dembowski and Kellye Patterson, for sponsoring the gifts bags for President's Circle event - Cocktails with Cathy

CROWDFUNDING CAMPAIGNS:

- Stronger Foundation, Stronger Future Campaign/Giving Tuesday: \$15,514.13 of \$19,250 (81% of Goal)
- VC Athletics Giving Tuesday Campaign: \$4,478.38 of \$4,000 (112% of Goal)
- Facebook Fundraiser by Jim McGee for the Wendy McGee Memorial Scholarship - \$11,831

PRESIDENT CIRCLE (as of March 8, 2020): *

- Mrs. Shirley A. Anderson
- Dr. Bob Beilin, Ph.D.
- Mrs. Debe Bylo
- ***Mrs. Donna J. Clark (new)***
- Mrs. Mary J. Coe
- Mrs. Janet M. Curtis

- Dr. John Davidson, M.D.
- Mr. John Hammer
- Mr. Myron G. Harrison
- Ms. Julie Harvey
- Mr. Bill and Elise Kearney
- ***Mr. Jordan Laby (renewal)***
- Mrs. Barbara Meister
- Ms. Dena M. Mercer
- Mr. Gerry E. Olsen
- Mr. Millard G. Reed
- Mr. Rene G. Rodriguez
- Mrs. Mary E. Saputo
- ***Mr. Ed Summers (new)***
- Mrs. Kim Van De Venter
- ***Ventura County Credit Union (new)***
- ***Mrs. Cheryl Widders (renewal)***

Board Members: *

- **Keith Barnard**
- Cathy Bojorquez
- **Boomer Butler**
- Amy Cherot
- Ken Collin
- **Ellyn Dembowski**
- **Nuris Dante**
- Abra Flores
- Ruth Hemming
- Kim Hoffmans
- Anne Paul King
- Matt LaVere
- Kristen Ockert
- **Mike Orman**
- Eleanor Tillquist
- **Rob van Nieuwburg**
- Harald Wulff

GRANTS:

- Charitable Foundation Grant - \$2,500 (\$1,250 for Basic Needs & \$1,250 for Unrestricted)
- Bank of the Sierra - \$5,000 Grant for Basic Needs
- The Foundation for VCCU Grant - \$5,000 for Stronger Foundation Campaign

SCHOLARSHIP AWARDING CELEBRATION SPONSORSHIPS: \$9,500

- \$5,000 from Southern California Edison
- \$2,000 from Citizens Business Bank
- \$1,500 from Searle Creative
- \$1,000 from Bank of the Sierra

SCHOLARSHIPS

- \$15,405 raised to date to fund Larry Baratte Memorial Scholarship (before 10% Sustainability Gift)
- \$3,600 pledge to establish Advocates for Social Justice Scholarship by Dr. Jennifer Kalfsbeek-Goetz & Dr. Jack Goetz
- \$1,200 to create Anika M. Veres Nursing scholarship by Anika M. Veres
- \$1,200 Scholarship to create Grey Dog Ranch Scholarship by Dr. Allison Jones
- Gerry Olsen additional \$2,300 to add to his Annual Scholarship

OTHER FUNDRAISING EFFORTS

- Debbie Bylo - \$5,000 Unrestricted Gift
- Ed Stiles - \$5,361.30 Stock Gift for VC Golf Program
- Lydia Hopps - \$1,000 for Basic Needs

**Names in bold and italicized have been added since Q2 Good News Report*

VENTURA COLLEGE FOUNDATION GIFT REPORT
RECONCILED

FY 2020/2021

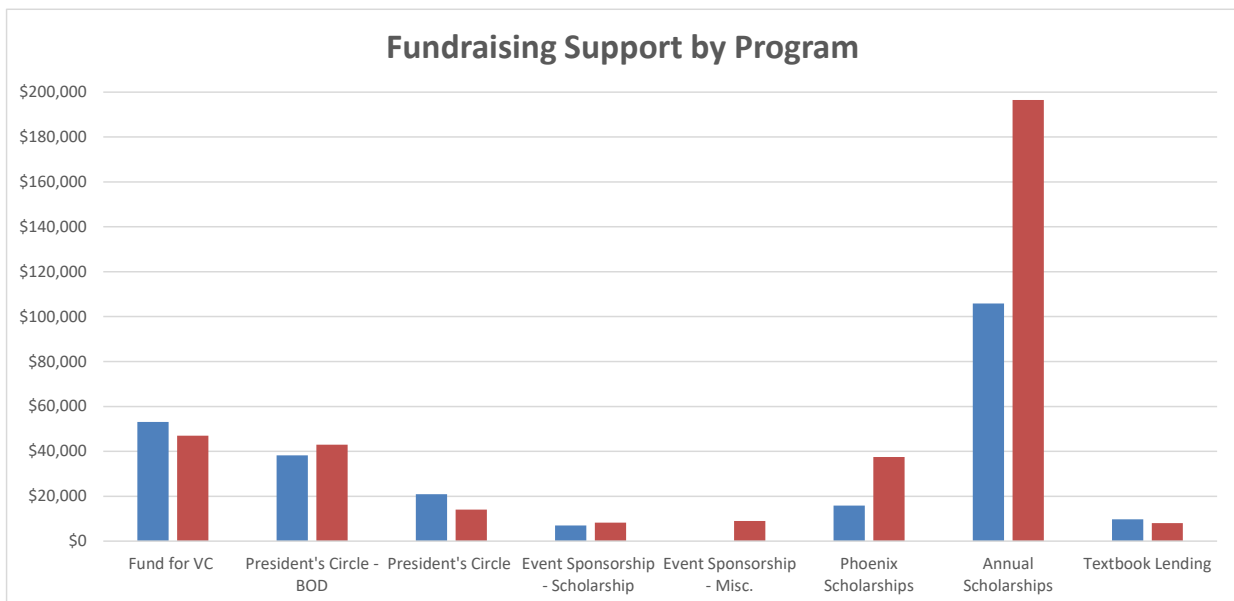
FY 2020/2021 OVERVIEW
Q1-Q2 7/1/2020 - 12/31/2020

| | Total Gifts/Pledges Raised | # Donors [†] | # Gifts [‡] | Total New FY21 Dollars Raised [‡] | New FY21 Dollars Goal | % New FY21 Dollars Raised Toward Goal |
|---|----------------------------------|--------------------------|-------------------------|---|-----------------------------|---|
| <i>Fund for VC</i> | \$ 53,041 | 82 | 209 | \$53,041 | \$47,000 | 113% |
| <i>President's Circle - BOD</i> | \$ 39,182 | 20 | 21 | \$38,182 | \$43,000 | 89% |
| <i>President's Circle</i> | \$ 20,900 | 17 | 25 | \$20,900 | \$14,000 | 149% |
| <i>Event Sponsorship - Scholarship</i> | \$ 7,000 | 2 | 2 | \$7,000 | \$8,250 | 85% |
| <i>Event Sponsorship - Misc.</i> | \$ - | 0 | 0 | \$0 | \$9,000 | 0% |
| TOTAL UNRESTRICTED | \$120,123 | 121 | 257 | \$119,123 | \$121,250 | 98% |
| <i>Phoenix Scholarships</i> | \$ 15,813 | 5 | 5 | \$15,813 | \$37,500 | 42% |
| <i>Annual Scholarships</i> | \$ 105,909 | 55 | 154 | \$105,909 | \$196,500 | 54% |
| <i>Textbook Lending</i> | \$ 9,720 | 10 | 32 | \$9,720 | \$8,000 | 122% |
| TOTAL RESTRICTED | \$131,442 | 70 | 191 | \$131,442 | \$242,000 | 54% |
| TOTAL (UNRESTRICTED + RESTRICTED) | \$251,564 | 191 | 448 | \$250,564 | \$363,250 | 69% |
| <i>Campus Programs</i> | \$ 33,212 | 60 | 176 | \$33,212 | \$94,000 | |
| <i>Promise</i> | \$ 60 | 1 | 6 | \$60 | | |
| <i>Veteran Textbook Lending</i> | \$ - | 0 | 0 | \$0 | | |
| <i>Endowed Scholarships[‡]</i> | \$ 22,134 | 26 | 66 | \$22,134 | | |
| <i>Program Operating Endowments[‡]</i> | \$ 76,067 | 12 | 47 | \$76,067 | | |
| TOTAL RESTRICTED (No goals) | \$ 131,472 | 99 | 295 | \$131,472 | | |
| COMPLETE TOTALS | \$383,037 | 290 | 743 | \$382,037 | | |

†Includes monthly employee payroll deductions

‡Does not include pledge payments due in future FY

§Funds raised towards endowment principal, not earnings



| | Gifts/Pledges | # Donors | # Gifts |
|-------------------|------------------|-------------|------------|
| TOTALS | \$383,037 | 250 | 743 |
| By Source | | | |
| Individuals | \$214,027 | 248 | 796 |
| Corporations | \$110,465 | 20 | 27 |
| Foundations | \$58,491 | 7 | 10 |
| By Purpose | | | |
| Restricted | \$262,914 | 149 | 485 |
| Unrestricted | \$120,123 | 117 | 256 |

Legal/Hard credit only

VENTURA COLLEGE FOUNDATION GIFT REPORT

FY 2020/21

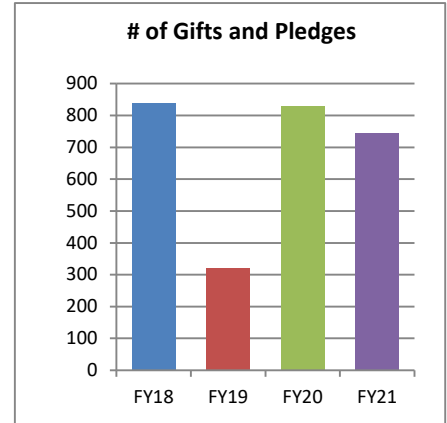
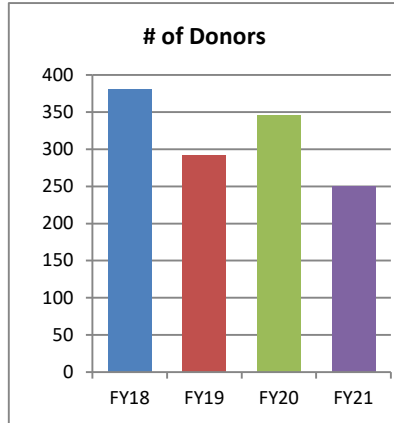
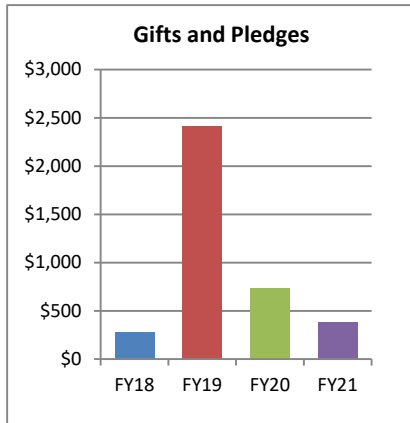
3-YEAR VIEW

As of 9/30/2020

| | FY18 Q1 - Q2 | FY19 Q1 - Q2 | FY20 Q1 - Q2 | FY21 Q1 - Q2 |
|--------------------|-----------------|-----------------|-----------------|-----------------|
| | \$278,366 | \$2,410,121 | \$729,020 | \$383,037 |
| # of Donors | 380 | 292 | 345 | 250 |
| # of Gifts/Pledges | 839 | 321 | 830 | 743 |
| Year-End Totals | \$13,467,142 | \$2,821,693 | \$1,519,208 | |

*GIFTS AND PLEDGES

In \$1,000s

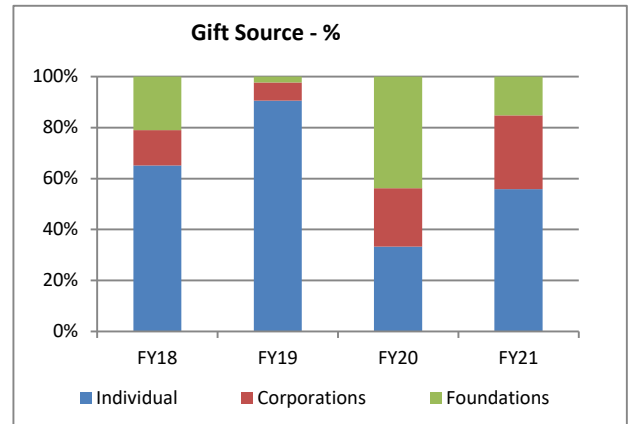
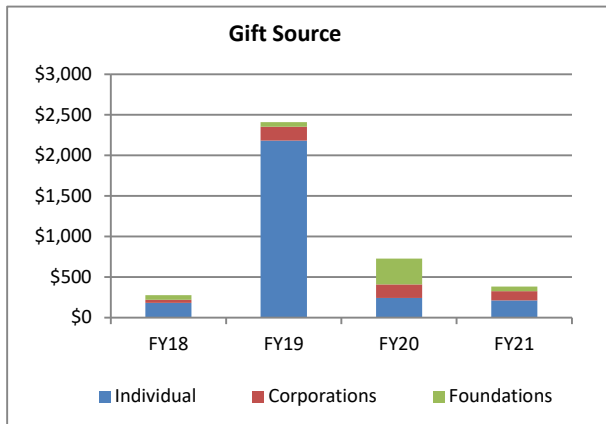


| | FY18 Q1 - Q2 | FY19 Q1 - Q2 | FY20 Q1 - Q2 | FY21 Q1 - Q2 |
|--|-----------------|-----------------|-----------------|-----------------|
|--|-----------------|-----------------|-----------------|-----------------|

| | | | | |
|--------------|-----------|-------------|-----------|-----------|
| Individual | \$181,229 | \$2,183,108 | \$242,959 | \$214,027 |
| Corporations | \$38,731 | \$172,163 | \$166,616 | \$110,465 |
| Foundations | \$58,407 | \$54,850 | \$319,125 | \$58,491 |

SOURCE

In \$1,000s

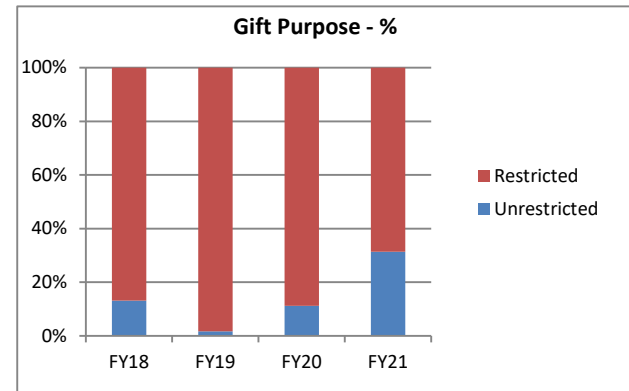
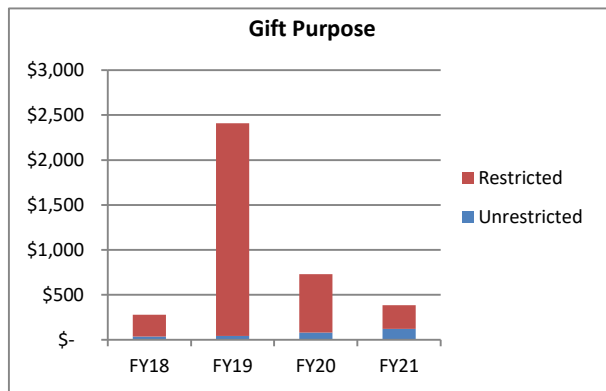


| | FY18 Q1 - Q2 | FY19 Q1 - Q2 | FY20 Q1 - Q2 | FY21 Q1 - Q2 |
|--|-----------------|-----------------|-----------------|-----------------|
|--|-----------------|-----------------|-----------------|-----------------|

| | | | | |
|--------------|-----------|-------------|-----------|-----------|
| Unrestricted | \$36,470 | \$41,176 | \$81,862 | \$120,123 |
| # of Donors | 44 | 44 | | |
| Restricted | \$241,896 | \$2,368,044 | \$647,168 | \$262,914 |
| # of Donors | 103 | 116 | | |

PURPOSE

In \$1,000s



Includes monthly employee payroll deductions
Includes pledges payable over 5 years

CONFIRMED ANTICIPATED PLANNED GIFTS (Irrevocable)

| <u>Amount</u> | <u>Donor</u> | <u>Type of Planned Gift</u> | <u>Designation</u> |
|----------------------|---------------------|------------------------------------|----------------------------|
| \$17,759 | Amy Cherot | Charitable Gift Annuity | <i>Unrestricted</i> |
| \$12,500* | Mark L. Goldenson | Deferred CGA | Nursing Program |
| \$152,746 | Robert Milton | Charitable Gift Annuity | Unrestricted |
| \$183,005 | SUB-TOTAL | | |

*Fund is managed by Ventura County Community Foundation, with residual estimated from current value of \$30,038 as of September 30, 2014. No further information is available.

PENDING/PROBABLE PLANNED GIFTS (Revocable)

| <u>Anticipated Amount</u> | <u>Donor</u> | <u>Type of Planned Gift</u> | <u>Designation</u> |
|----------------------------------|-------------------------|------------------------------------|---|
| TBD | Sanford Weiss | Bequest | TBD |
| \$500,000 | John Lupton | Bequest | Endwmnt-75% Schlrsip, 25% Txtbk |
| \$500,000 | Barbara Wise | Bequest | Promise/Textbook/Scholships |
| \$500,000 | Jack Halpert | Bequest | TBD |
| \$300-\$400 | Ed Stile | Bequest | Golf Program |
| \$300,000 | D. Townsend & S. Pallas | Bequest/Tertiary | Baseball Program |
| \$250,000 | Vella Buchanan | Bequest | Unrestricted |
| \$250,000 | Virginia Stout | Bequest | Promise Program |
| \$200,000 | Aurora Loss | Bequest | Scholarships/Nursing Equipment |
| \$100-\$200K | Ruth O. Johnson | Bequest | Music Dept. |
| \$100,000 | Kathleen Schrader | Bequest | Nursing/Paramedic Programs |
| \$100,000 | Carl Boggs | Bequest | Scholarships |
| <i>\$50,000</i> | <i>Ruth Hemming</i> | <i>Life Insurance Policy</i> | <i>TBD</i> |
| <i>\$50,000</i> | Irene Henry | Life Insurance Policy | Endowed Scholarship |
| \$40,000 | Gerry Olsen | Bequest | Endowed Scholarship |
| 35% Residue | Don Hatala | Bequest (est. \$250K) | Scholarships - STEM |
| TBD | Bill Scarpino | Bequest | Support for Veteran Students |
| TBD | James Dunn | Bequest | Wendy Dunn Memorial Scholarship |
| <i>TBD</i> | <i>Abra Flores</i> | <i>Bequest</i> | <i>Theatre/Costume Design Scholarship</i> |
| TBD | John Woolley | Bequest | Unrestricted |

| | | | |
|----------------------|------------------------|--------------------|-----------------------------------|
| <i>TBD</i> | <i>Ellyn Dembowski</i> | <i>Bequest</i> | <i>TBD</i> |
| TBD | Jeff Ferguson | Bequest | 50% Art Dept/50% Music Endwmnt |
| TBD | Dave and Joyce Evans | Bequest | TBD |
| TBD | Donald Greenberg | Bequest | TBD |
| TBD | Don Belless | Bequest or Annuity | Textbook Library |
| 20% Residue | Robert Milton Estate | Bequest | Unrestricted |
| TBD | Barbara Caulfield | Annuity | VCOMT |
| TBD | Norbert Tan | Bequest | Unrestricted |
| \$3,400,000 + | SUB-TOTAL | | |

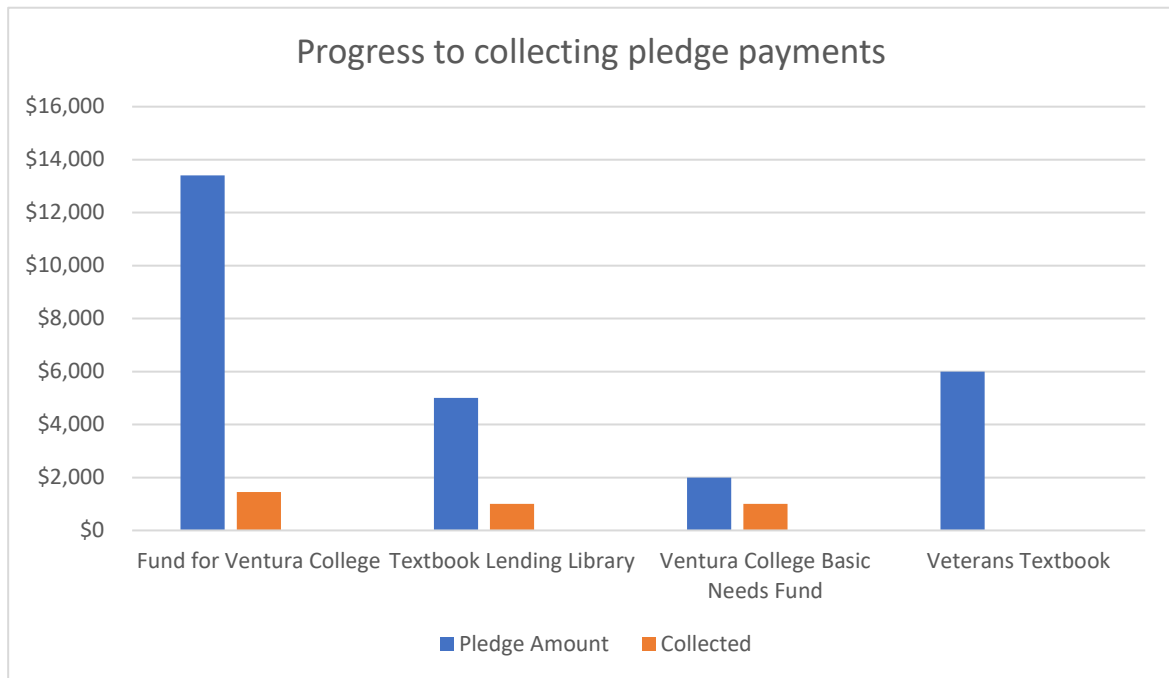
APPROX. TOTAL: \$3,400,000+ identified (25 individuals including 3 VCF current or former board members)

MULTI-YEAR PLEDGE FUNDRAISING REPORT**Multi-Year Pledge Payments Due by Fiscal Year**

as of 3/8/21

| Pledge Payment Due Date | Amount Collected from FY21 Fundraising | Amount Due from FY22 Fundraising | Amount Due from FY23 Fundraising | Total to be Received | Collection Rate |
|-------------------------|--|----------------------------------|----------------------------------|----------------------|-----------------|
| FY21 | \$3,450 | | | \$19,700 | 18% |
| FY22 | | \$0 | | \$4,700 | 0% |
| FY23 | | | \$0 | \$2,000 | 0% |

| Fund | Pledge Amount | Collected | Pledge Balance | % Left to Collect |
|-----------------------------|---------------|-----------|----------------|-------------------|
| Fund for Ventura College | \$13,400 | \$1,450 | \$11,950 | 11% |
| Textbook Lending Library | \$5,000 | \$1,000 | \$4,000 | 20% |
| Ventura College Basic Needs | \$2,000 | \$1,000 | \$1,000 | 50% |
| Veterans Textbook | \$6,000 | \$0 | \$6,000 | 0% |



MARKETING & MEDIA REPORT

December 2020 – February 2021 Media Placements

Who's Who in Nonprofits & Foundations – Anne Paul King

Pacific Coast Business Times – December 11, 2020

December 11-17, 2020

Who's Who in Nonprofits & Foundations | Pacific Coast Business Times

11A

Rick Keith
Foundation Executive
Director
VNA Health
Santa Barbara



Rick Keith currently serves as the VNA Health executive director of the Foundation. He joined VNA in 2012 as executive director of its foundation. Keith works with the board of directors, management, staff, volunteers, and donors to ensure that VNA provides more than \$2.4 million dollars of charitable care for the community. VNA is a nonprofit provider of comprehensive home health care and hospice care serving Santa Barbara, Lompoc, Solvang, Buellton, and Santa Ynez. Keith began his fundraising career 36 years ago at his alma mater—Hardin-Simmons University in Abilene, Texas. He has spent the majority of his career in higher education and health care development, and served at the highest levels of his profession to help individuals and organizations fulfill their philanthropic goals and objectives.

Anne Paul King
Executive Director
Ventura College
Foundation
Ventura



Anne Paul King's duties as executive director of the Ventura College Foundation are to oversee the foundation's \$2.7 million annual budget and \$26 million in assets, with a focus on building a solid donor base to increase support for student scholarships, academic program enhancements, and equipment. In 2020, the foundation awarded scholarships to 248 students totaling \$683,748, the largest annual scholarship distribution in the foundation's history. These scholarships and other foundation programs enable students to pursue their college education despite financial challenges. For her work with the Ventura College Foundation, King was named the AFP Santa Barbara/Ventura Professional Fundraiser of the Year in 2019.

Peter Laugharn
President, CEO
Conrad N. Hilton
Foundation
Westlake Village



Peter Laugharn serves as president and CEO of the Conrad N. Hilton Foundation. He has 25 years of foundation and nonprofit experience, with a focus on improving the well-being of vulnerable children. Previously, Laugharn was executive director of the Firelight Foundation, an organization that supports African nonprofits serving vulnerable children and families. Prior to Firelight, Laugharn served as director of the Netherlands-based Bernard van Leer Foundation, a private foundation that works to improve opportunities for children in need. Laugharn began his career at Save the Children, where he helped develop the Village Schools model, which promoted access to basic education, girls' schooling and community participation. The model helped 45,000 children go to school.

Lorlie Leetham
Executive Director
Associate Vice President
Cal Poly Corp.
San Luis Obispo



A fourth generation San Luis Obispo native, Lorlie Leetham has served as executive director and associate vice president for the Cal Poly Corporation since July 2014. In this role, she works with the board of directors and university leadership to set the strategic direction for the corporation. She is also responsible for the day-to-day operation of its programs and services. Leetham has been with Cal Poly San Luis Obispo since 1996. Leetham holds a bachelor's degree in business administration from Cal Poly SLO, with a concentration in accounting. She is also a licensed certified professional accounting. Cal Poly Corp. is one of the largest nonprofit in the Tri-Counties, with close to \$100 million in revenue and more than 200 employees.

Ventura College Foundation Provides Record Support in 2019-20 Despite Pandemic Challenges

American Towns – January 15, 2021

<https://www.american towns.com/news/ventura-college-foundation-provides-record-support-in-201920-despite-pandemic-challenges-31026766-ventura-ca.html>

Amigos805 – January 18, 2021

<http://amigos805.com/ventura-college-foundation-provides-record-support-in-2019-20-despite-pandemic-challenges/>

Citizens Journal – January 17, 2021

<https://www.citizensjournal.us/ventura-college-foundation-provides-record-support-in-2019-20-despite-pandemic-challenges/>

Ventura College Foundation Provides Record Support in 2019-20 Despite Pandemic Challenges . . . Continued

Daily Advent – January 18, 2021

<https://www.dailyadvent.com/news/c7694e739a7b9acd7d7cc71021bef8d4-Ventura-College-Foundation-Provides-Record-Support-in-201920-Despite-Pandemic-Challenges>

Moorpark Patch – January 15, 2021

<https://patch.com/california/moorpark/ventura-college-foundation-provides-record-support-2019-20>

News Break – January 18, 2021

<https://www.newsbreak.com/california/ventura/education/2146694504229/ventura-college-foundation-provides-record-support-in-2019-20-despite-pandemic-challenges>

Ventura Breeze – January 27, 2021

<https://venturabreeze.com/2021/01/27/ventura-college-foundation-provides-record-support-in-2019-20-despite-pandemic-challenges/>

The List: Foundations – Ventura College Foundation (#24 out of 25)

| 10A | | Pacific Coast Business Times | | | January 29 - February 4, 2021 | | |
|-----------|------|---|--|----------------|--|---------------------------|-----------|
| THE LIST | | Foundations | | | Next week: IT & Internet Services Providers | | |
| Rank | | Name | Phone | Total assets | Funding purpose | Executive director | Year est. |
| (Prior) | | Address | Website | | | | |
| City, ZIP | | | | | | | |
| 16 | (17) | SBCC Foundation 721 Cliff Drive Santa Barbara, 93109 | (805) 730-4401 www.sbccfoundation.org | \$59.8 million | To support Santa Barbara Community College students and programs through sustained philanthropy | Geoff Green | 1976 |
| 17 | (18) | Scholarship Foundation of Santa Barbara 2253 Las Positas Road Santa Barbara, 93105 | (805) 687-6065 www.sbscholarship.org | \$58.6 million | To support Santa Barbara County students in their pursuit of higher education with financial aid advising and scholarships | Barbara Robertson | 1962 |
| 18 | (15) | Ann Jackson Family Foundation PO Box 5580 Santa Barbara, 93150 | (805) 969-2258 www.annjacksonfamilyfoundation.org | \$58 million | Health and human services, arts, education, community institutions and resources | Palmer Jackson | 1978 |
| 19 | (19) | Towbes Foundation P.O. Box 20130 Santa Barbara, 93120 | (805) 962-2121 www.towbes.com | \$56 million | Strengthen the communities of Santa Barbara County by partnering with region nonprofits through grantmaking | Kristen Sullivan | 1980 |
| 20 | (20) | Santa Barbara Bowl Foundation 1122 N. Milpas St. Santa Barbara, 93103 | (805) 962-7411 www.sbbowl.com | \$44.7 million | Supports the Santa Barbara Bowl | Rick Boller | 1981 |
| 21 | (21) | Santa Barbara Hospice Foundation 2050 Alameda Padre Serra, Ste. 100 Santa Barbara, 93103 | (805) 563-8820 www.hospiceofsantabarbara.org | \$40.6 million | Provides financial support to Hospice of Santa Barbara | David Selberg | 1983 |
| 22 | (22) | Wendy P. McCaw Foundation PO Box 939 Santa Barbara, 93102 | (805) 965-8080 www.wendy-mccaw.com | \$31.9 million | Wildlife and environmental projects, animal protection and welfare, historic preservation | Wendy McCaw | 1998 |
| 23 | (23) | Allan Hancock College Foundation 800 S. College Drive, Ste. B106 Santa Maria, 93454 | (805) 925-2004 ahcfoundation.org | \$30 million | A resource for thousands of Allan Hancock College students. | Jon Hooten | 1977 |
| 24 | (24) | Ventura College Foundation 4667 Telegraph Road Ventura, 93003 | (805) 289-6461 www.venturacollegefoundation.org | \$26.4 million | Provides financial support to the students and campus programs of Ventura College. | Anne Paul King | 1983 |
| 25 | (25) | Marian Regional Medical Center Foundation 1400 E. Church St. Santa Maria, 93454 | (805) 739-3000 www.supportmarianmedical.org | \$22.9 million | Securing philanthropic support for the Sisters of Saint Francis of Penance and Christian Charity at Marian. | Jessa Brooks ² | 1982 |

Sources: Email and phone surveys. Notes: ¹ Pam Lewis is the foundation's chief operating officer. ² Brooks is the foundation's vice president of philanthropy. n/a = not available. nr = not ranked. This list was completed in January 2021.

Ventura College Launches Veterinary Technology Program

AmericanTowns/Ventura – January 8, 2021

<https://www.american towns.com/news/ventura-college-launches-veterinary-technology-program-31021753-ventura-ca.html>

Amigos805.com – January 7, 2021

<http://amigos805.com/ventura-college-launches-veterinary-technology-program/>

Citizens Journal – January 10, 2021

<https://www.citizensjournal.us/ventura-college-launches-veterinary-technology-program/>

Daily Advent – January 10, 2021

<https://www.dailyadvent.com/news/cd7dcdf8a10e424d02618bd184515141-Ventura-College-Launches-Veterinary-Technology-Program>

PRLog.org - January 10, 2021 (148 views)

<https://www.prlog.org/12853239-ventura-college-launches-veterinary-technology-program.html>

Moorpark Patch – January 8, 2021 (605 likes)

<https://patch.com/california/moorpark/ventura-college-launches-veterinary-technology-program>

News Break – January 10, 2021

<https://www.newsbreak.com/california/ventura/news/2142054200013/ventura-college-launches-veterinary-technology-program>

Santa Paula Times – January 15, 2021 – Front Page (see next page for article)

Vida News – January 28, 2021, page B2

https://vidanewspaper.com/wordpress/3d-flip-book/edition_1-28-21/

Ventura Chamber – January 8, 2021

<http://ventura.chambermaster.com/news/details/ventura-college-launches-veterinary-technology-program-01-08-2021>



Ventura College Launches Veterinary Technology Program – Cont.

Santa Paula Times – January 15, 2021 – Front Page

Ventura College offers vet tech program



Submitted photo

Dr. Jill Muraoka Lim said Ohana Pet Hospital is helping build a new teaching lab adjacent to the Ventura College East Campus and the Santa Paula's pet hospital for the newly launched Veterinary Technology Program. The program will culminate in an associate of science degree; classes begin spring 2021 at Ventura College's East Campus in Santa Paula.

Ventura College is offering a new two-year Veterinary Technology Program, culminating in an associate of science degree. Classes begin this spring at Ventura College's East Campus in Santa Paula.

After successfully completing the first-year curriculum, students will receive a Certificate of Achievement in Veterinary Assistant, which will enable them to seek entry-level employment in the field of veterinary technology while completing the associate of science degree requirements.

Ventura College partnered with Ohana Pet Hospital to launch the program. "Ohana is helping build a new teaching lab adjacent to the Ventura College East Campus and our Santa Paula hospital location, which are in the same building," said Dr. Jill Muraoka Lim, a founding partner of Ohana Pet Hospital. "We are also working with the Ventura College Foundation on fundraising efforts."

The program is seeking accreditation from the Amer-



Vet tech: Continued from Page 1

ican Veterinary Medical Association. Accreditation occurs one to two years after a program has begun. The program is on course to receive accreditation by the time the initial group of students successfully completes the two-year curriculum. Students will then be eligible to take the Veterinary Technician National Exam to become a registered veterinary technician.

Preparation for the national exam are embedded in courses throughout the program. Besides classwork, students will receive training in lab courses and participate in clinical externships at Ohana Pet Hospital.

"We are grateful for the help and support of the Ohana Pet Hospital staff," said Dr. Kim Hoffmans, Ventura College president. "Their clinical experience brings real-world knowledge into the classroom."

There are currently no AVMA-accredited veterinary technology programs in Ventura, Santa Barbara or San Luis Obispo counties. "The Ventura College program is important in that it provides local students with a solid education to enter a profession with many diverse

'We are grateful for the help and support of the Ohana Pet Hospital staff. Their clinical experience brings real-world knowledge into the classroom.'

— Dr. Kim Hoffmans, Ventura College president

career paths and opportunities for growth," said Lim. "In addition, due to a local (and national) shortage of qualified and educated veterinary technicians and assistants, this program will help fill the staffing void that all veterinary hospitals face."

The Ventura College Foundation assists the college to successfully facilitate the corporate and campus partnership for the Veterinary Technology Program. Other foundation efforts for educational and local economic development have resulted in the development of the college's Diesel Mechanics Program, a relaunch of the Agricultural Program (with a renovated avocado orchard and Living Learning Lab) and the Gene Haas Advanced Manufacturing Lab expansion.

"It's important that students can apply what they learn in college to good-paying jobs in our community," said Anne Paul King, Ventura College Foundation executive director. "The return

on our corporate partners' investment in education is immediate."

Program classes are full for the spring semester. Ventura College will host information sessions and make applications available in March for the Veterinary Technology Program's 2021-22 school year.

For more information, go to www.venturacollege.edu, select Programs & Courses and type in "Veterinary Technology Program" in the search box.

Established in 1983, the Ventura College Foundation is a 501(c)(3) nonprofit organization and operates financially independent from Ventura College. It transforms students' lives through education by providing innovative and vital resources and financial support. The Foundation collaborates with Ventura College to enhance human potential, civic engagement, careers and academic success of students enabling their effective impact and legacy on the college, local workforce, and our community. The Foundation also hosts the Ventura College Foundation Marketplace; an outdoor shopping experience held every weekend on the Ventura College campus.

For more information, contact Julie Harvey at 805-289-6502 or jharvey@vcccd.edu or visit www.VenturaCollegeFoundation.org.



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The Ventura College Art Department Receives \$50,000 Donation from Carnegie Art Cornerstones

***Amigos805* - February 3, 2021**

<http://amigos805.com/ventura-college-art-dept-receives-50000-donation-from-carnegie-art-cornerstones/>

***The Californer* – February 3, 2021**

<https://californer.com/dca/ventura-college-art-dept-receives-50000-donation-from-carnegie-art-cornerstones-californer-10118333>

***Citizens Journal* - February 3, 2021**

<https://www.citizensjournal.us/ventura-college-art-dept-receives-50000-donation-from-carnegie-art-cornerstones/>

***eTrade Wire* – February 3, 2021**

<https://etradewire.com/news/ventura-college-art-dept-receives-50000-donation-from-carnegie-art-cornerstones>

***The Fillmore Gazette* – February 5, 2021**

<http://www.fillmoregazette.com/school/ventura-college-art-dept-receives-50000-donation-carnegie-art-cornerstones>

***Moorpark Patch* – February 3, 2021**

<https://patch.com/california/moorpark/ventura-college-art-dept-receives-50-000-donation-carnegie>

***News Break* – February 4, 2021**

<https://www.newsbreak.com/california/ventura/news/2157381217432/ventura-college-art-dept-receives-50000-donation-from-carnegie-art-cornerstones>

***Pacific Coast Business Times* – Good Works: February 12, 2021**

SUPPORTING COLLEGE ART

The Ventura College Art Department received a \$50,000 endowment from the Carnegie Art Cornerstones, the Ventura College Foundation announced on Feb. 3.

The goal of the endowment is to create a fund to help support and enrich the visual arts gallery and exhibition program for future art students at Ventura College. The college hosts six to eight art exhibits annually. The money will go towards preparing the exhibits and providing art supplies for the students in order to help promote education and artistic growth.

Since there are currently no in-person galleries due to the COVID-19 pandemic, the funds will not be used until it is safe to host live exhibits again.

The Ventura College Art Department Receives \$50,000 Donation from Carnegie Art Cornerstones . . . Continued

PRLog.org - (89 views)

<https://www.prlog.org/12856669-ventura-college-art-dept-receives-50000-donation-from-carnegie-art-cornerstones.html>

VC Reporter Arts Briefs - February 17, 2021

<https://vcreporter.com/2021/02/arts-briefs-news-in-art-and-culture-from-around-the-county-6/>

Ventura College Foundation's Weekend Marketplace Returns to East Parking Lot

Amigos805 - February 10, 2021

<http://amigos805.com/ventura-college-foundations-weekend-marketplace-returns-to-east-parking-lot/>

The Camarillo Acorn - February 19, 2021

<https://www.thecamarilloacorn.com/articles/colleges-swap-meet-returns/>

Citizens Journal - February 13, 2021

<https://www.citizensjournal.us/ventura-college-foundations-weekend-marketplace-returns-to-east-parking-lot/>

Moorpark Patch – February 10, 2021

<https://patch.com/california/moorpark/ventura-college-foundations-weekend-marketplace-relocates>

News Break – February 10, 2021

<https://www.newsbreak.com/california/ventura/education/2163333869004/ventura-college-foundations-weekend-marketplace-returns-to-east-parking-lot>

PRLog.org - February 10, 2021 (62 views)

<https://www.prlog.org/12857642-ventura-college-foundations-weekend-marketplace-returns-to-east-parking-lot.html>

Santa Paula Times - February 17, 2021 (see next page for article)

Ventura Chamber – February 10, 2021

<http://ventura.chambermaster.com/list/member/ventura-college-foundation-ventura-12012.htm>

VC Reporter - Happenings: February 18, 2021

<https://vcreporter.com/2021/02/happenings-feb-18-25-2021/>

Ventura College Foundation's Weekend Marketplace Returns to East Parking Lot . . . Continued

Santa Paula Times - February 17, 2021 (see next page for article)

Ventura College Foundation's Weekend Marketplace returns to East Parking Lot

Ventura College Foundation's Weekend Marketplace, which temporarily moved to the West Parking Lot on the Ventura College campus while solar panels were installed at its home on the East Parking Lot, will return to its permanent location on Feb. 20 and 21. The Marketplace was closed Feb. 13 and 14 to relocate its office, storage unit and equipment back to the East Parking Lot.

The East Parking Lot is able to accommodate more vendors and guests than the smaller West Parking Lot location. Prior to the pandemic, the Marketplace drew about 2,000 shoppers each weekend with 300 to 400 vendors. However, because of current COVID pandemic restric-

tions, the attendance is capped at 25% of capacity, and the number of Marketplace vendors has been limited.

"We want to thank all our vendors, patrons and neighbors to the Marketplace who have been supportive as we first closed, reopened, then moved and are now moving back," says Anne Paul King, the foundation's executive director. "It's been a rollercoaster."

For more than three decades, the community has relied on the Marketplace for affordable fresh produce and other items. Vendors' families have been supported by weekend sales. Our foundation has relied on the vendor rental revenue to support Ventura College students.

'We want to thank all our vendors, patrons and neighbors to the Marketplace who have been supportive as we first closed, reopened, then moved and are now moving back,' "It's been a rollercoaster.'

— Anne Paul King,
foundation executive director

"When the Marketplace temporarily closed because of COVID,

many people in Ventura County lost an important resource," says King. "That's why, despite all the ups and downs, it was important that we did all we could to keep the Marketplace open."

COVID Marketplace hours are 8 a.m. to 2 p.m., Saturday and Sunday. COVID safety and spacing protocol remains in place for both vendors and visitors. All vendors and visitors must wear face coverings and practice proper social distancing.

Admission is free. For vendor information, contact Esmeralda Juarez, marketplace supervisor at 805-289-6062 or email, ejarez@vcccd.edu. For general Marketplace information, go to [www.venturacol-](http://www.venturacollegefoundation.org/weekend-marketplace)

[legefoundation.org/weekend-mar-](http://www.venturacollegefoundation.org/weekend-marketplace)
[ketplace](http://www.venturacollegefoundation.org/weekend-marketplace).

Established in 1983, the Ventura College Foundation is a 501(c)(3) nonprofit organization and operates financially independent from Ventura College. It transforms students' lives through education by providing innovative and vital resources and financial support.

The Foundation collaborates with Ventura College to enhance human potential, civic engagement, careers and academic success of students enabling their effective impact and legacy on the college, local workforce, and our community. The Foundation also hosts the Ventura College Foundation Marketplace.

Other News Mentions/Coverage

Farmer's Markets and Farm Fresh Produce Around Ventura County

Conejo Valley Guide – January 18, 2021

<https://www.conejovalleyguide.com/welcome/farmers-markets-and-farm-fresh-produce-around-ventura-county.html>

Ventura College's Black History Virtual Event Disrupted By Racial Slur, Graphic Images

VC Star - February 7, 2021

<https://www.vcstar.com/story/news/2021/02/07/ventura-college-virtual-event-disrupted-racial-slur-graphic-images/4414382001/>

Ventura Marketplace Offers Plenty of Unique Items

Tri-County Sentry - February 25, 2021

<https://tricontrysentry.com/Article/Index/1d8291df-b216-4c1d-a9e4-a57f9ac4673a>



VENTURA COLLEGE FOUNDATION FACEBOOK FUNDRAISERS

1. Find Us On Facebook

Search For: Ventura College Foundation OR
@VCFoundation



Q Search Facebook

2. On the Ventura College Foundation Facebook Page, Click **Fundraisers** on the menu



YOUR
DREAMS.
OUR
MISSION.

VENTURA COLLEGE
FOUNDATION

VenturaCollegeFoundation.org/donate



Ventura College Foundation

@VCFoundation · Nonprofit Organization

Donate

Home

About

Fundraisers

Events

More ▾

Liked

Message

...

3. Under **Create a Fundraiser**, Click **Raise Money**

Create a Fundraiser

Support this nonprofit by creating a fundraiser that people can donate to.



Raise Money

VENTURA COLLEGE FOUNDATION FACEBOOK FUNDRAISERS


4. Next you will fill in a few **DETAILS** regarding your Facebook Fundraiser:

- **Confirm** that Facebook shows that you are fundraising for the Ventura College Foundation
- **Decide** your fundraising goal. **Best practice is \$200-\$300**, unless you are certain that you can raise more.
- **Confirm** that Facebook shows US Dollars (USD) under **Select Currency**
- **Enter an End Date** for your fundraiser. **Best practice is 15– 30 days**, but make sure if you are fundraising as part of a special fundraising campaign your dates align with the campaign.
- **Choose the Title of Your Fundraiser.** **Best Practice** is to include your **name**, **what the fundraiser is for** (i.e. Birthday Fundraiser, Giving Tuesday, Campus Fundraising Campaign), and **what program will benefit from the fundraiser.** For Example, *John Smith's #HaveAHeart Fundraiser for VC Athletics*
- **Share a little bit why you are passionate to raise money for this fundraiser** or you can use the default Ventura College Foundation language.
- **Click Create** and your fundraiser will launch on Facebook.

Fundraisers › Fundraiser Type › Details

Details

Fundraiser for

 Ventura College Foundation
You and 34 friends have donated • Education • Ventura, California

[Edit Nonprofit](#)

How much money do you want to raise?
200

Select Currency
US Dollars (USD)

When should your fundraiser end?
Jan 29, 2021

What's the title of your fundraiser?
Julie's fundraiser for Ventura College Foundation

Why are you raising money?
Want to join me in supporting a good cause? I'm raising money for Ventura College Foundation and your contribution will make an impact, whether you donate \$5 or \$500. Every little bit helps. Thank you for your

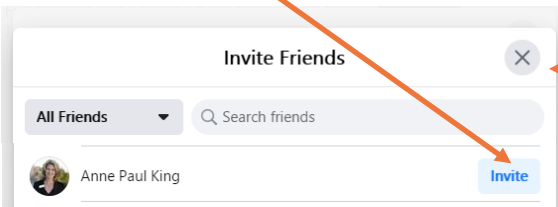
Fundraisers are public, so anyone on or off Facebook can see them. Only people on Facebook can donate. Facebook charges no fees for donations to nonprofits. All donations will go directly to the nonprofit you chose.

[Create](#)

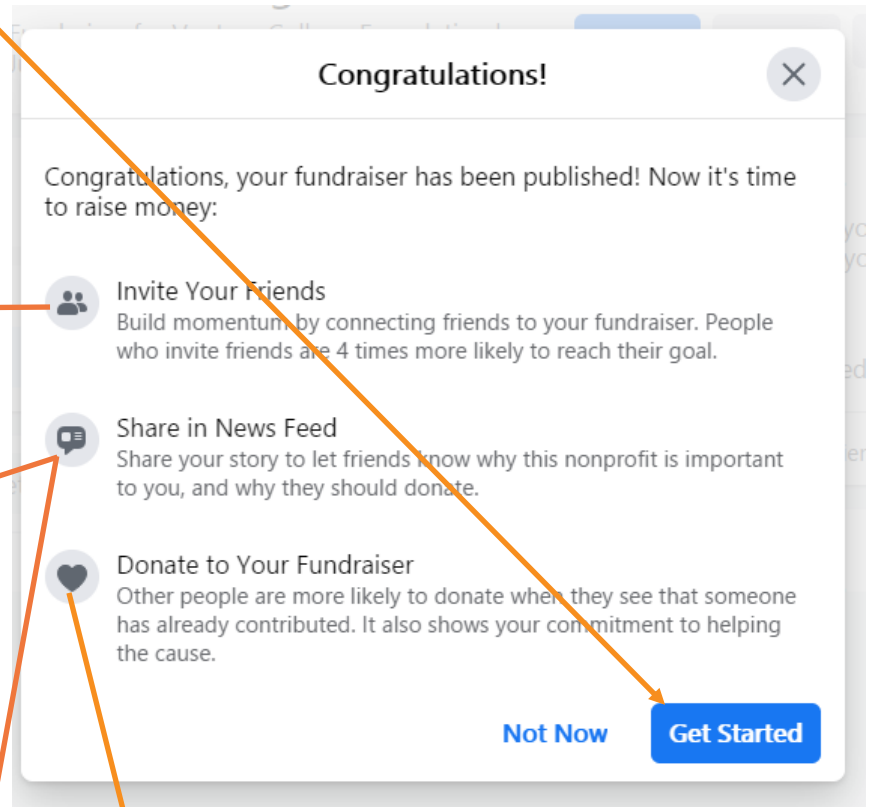
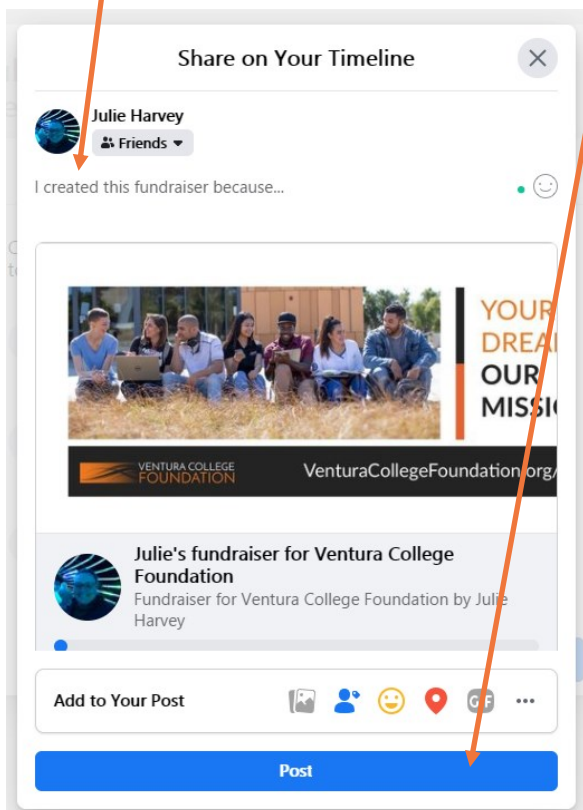
VENTURA COLLEGE FOUNDATION FACEBOOK FUNDRAISERS

5. After you click, **CREATE** the following window will appear and it's time to get your fundraising efforts off the ground!

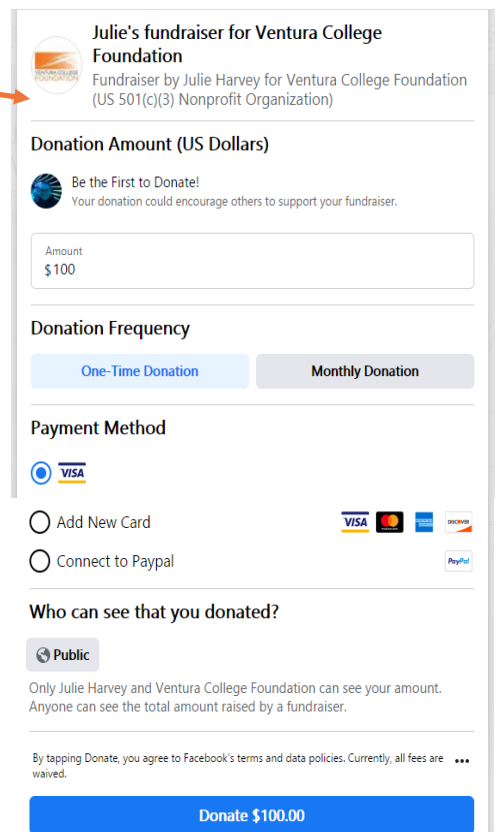
6. Click **Get Started** and start inviting Facebook friends to check out your fundraiser.



7. **Write** a little something why you created this fundraiser. After you are done, click **Post** and your fundraiser will be posted on your Facebook Page for all your friends to see.



8. **Donate** to Your Fundraiser or Consider a **Match**—this shows your commitment to the cause and gets the fundraiser started!





TIPS FOR A SUCCESSFUL FACEBOOK FUNDRAISER

1. Start Small, Build Up:

Set an initial goal (\$200-\$300), but don't stop there. If you hit your goal early on, push for more! Give donors a sense that they are helping you to reach incremental goals, rather than their gift being a small drop in a big bucket.

2. Start with a Match:

Matching gifts are not new, but they work because it builds on a donor's desire to work together for common good. This isn't something you are asking your family and friends to do **FOR YOU**, it is something they are doing **WITH YOU**.

3. Spread the word:

Many Facebook fundraisers fail because the fundraiser just puts them out there, expecting people to stumble across the page and give. No matter the method, **passive fundraising doesn't work** as well as active fundraising. Invite Facebook friends to the fundraiser by starting with close friends and those likely to give. Each time a friend gives, tag and thank them in a post so it appears in front of their friends.

4. Show Appreciation and Say Thanks Through a Variety of Means:

- Immediately thank your donors on Facebook
- Provide progress updates in group posts tagging friends or in private messages
- Since Facebook doesn't share donor and address information to the receiving organization, consider private messaging all donors requesting their contact information so you can send a personal hand-written note, and/or passing on to the organization (only with the donor's permission) so they could properly acknowledge the gift
- Do a thank you video that you post on Facebook

5. Support Others with Their Personal Fundraisers:

Don't expect others to donate to your Facebook Fundraiser if you aren't paying it forward by supporting others. Make a conscience effort to support the causes that your family and friends hold dear. Even if it is just \$5 here and there— don't forget to pay it forward!

Need Help, Have Questions?

Contact Julie Harvey, Development Manager at 805-289-6502 or email: jharvey@vccd.edu



BOARD OF DIRECTORS – FINANCE MEETING MINUTES

Wednesday, January 20, 2021, 5:15 p.m.
Via Zoom

Board Members Present: Abra Flores, Anne Paul King, Nicole Kreutz, Catherine Bojorquez, Rob van Nieuwburg, Michael Montoya, Ruth Hemming, Michael Orman

Staff Present: Juli Blasingame

CALL TO ORDER

Mrs. Kreutz called the meeting to order at 5:17 p.m.

DISCUSSION-Financial reports

Ms. Blasingame presented the Statement of Activities Actual versus Budget for the year to date as of December 30, 2020 and the unrestricted cash projection for January through June 2021. Income is above budget and cash flow is favorable versus our prior projection, largely due to increased Marketplace and unrestricted donation revenue and decreased spending.

DISCUSSION – Market Place

Mrs. King provided an update on the status of the Marketplace. We closed the Marketplace for two weeks due to an employee in the office testing positive for COVID. We quarantined those employees with exposure, and therefore did not have enough staff to remain open. Two other employees subsequently tested positive, but one was in the same household as the first employee, and therefore it did not constitute an “outbreak”. We have reduced our capacity to 20% and will continue to disallow food trucks as long as the stay at home orders are in effect.

Discussion –PPP Loan

Mrs. King and Ms. Blasingame provided an update on the original PPP Loan and the new “Second Draw” loan. We expect the full original loan to be forgiven, though the bank has not provided a forgiveness application at this time. We also hope to receive about the same amount as a “second draw”. We will apply for this loan as soon as we have clear instructions. For the second draw we must show a reduction in gross receipts of 25% for at least one quarter.

Discuss- Commensurate Return Report

Mrs. King reported on the progress of the Commensurate Return Report, which will be provided to the District on February 26 and will detail the benefits received from Ventura College and provided to Ventura College by the Foundation. Ms. Bojorquez will be assisting us by providing the value of the services rendered by Ventura College personnel. The Board will need to approve this report prior to providing it to the District.

ADJOURNMENT

There being no further business, the committee duly adjourned at 5:58 p.m.



BOARD OF DIRECTORS – FINANCE MEETING MINUTES

Wednesday, February 17, 2021, 5:15 p.m.
Via Zoom

Board Members Present: Abra Flores, Anne Paul King, Nicole Kreutz, Rob van Nieuwburg, Ruth Hemming, Amy Cherot

Staff Present: Juli Blasingame, Director of Finance

CALL TO ORDER

Mrs. Kreutz called the meeting to order at 5:18 p.m.

DISCUSSION-Financial reports

Ms. Blasingame presented the unrestricted cash projection as of February 1 and the following second quarter financials as they will be presented to the Executive Board at the March meeting:

- Statement of Activities Actual versus Budget for the year to date as of December 31, 2020
- Variance Report for the year to date ending December 31, 2020
- Statement of Activities current year versus prior year at December 31
- Balance Sheet at December 31, 2020 versus prior year end, June 30, 2020

Ms. Kreutz requested additional details be added to Other income in the Variance Report, and Ms. Blasingame stated she would update and re-send to the committee.

MOTION -Ms. Hemming moved and Mr. van Nieuwburg seconded to approve the second quarter financials to be presented to the Executive Board, providing the change requested by Ms. Kreutz is completed first. **MSC.**

DISCUSSION – March Finance Committee Meeting

The Committee discussed whether it was necessary to hold a meeting in March, and decided that it would not be required unless circumstances change. They discussed the Budget meeting coming up in March, and decided that could be held as a joint Finance Committee/Budget Committee meeting. Ms. Blasingame stated that since the budgeting process has been purposely delayed this year due to so many uncertainties, there may not be anything to present in March. She will keep the Committee updated on that process.

Discussion –Signer on Investment Account

Mrs. King informed the Committee that the Board Secretary has requested to be removed as signer from our investment account, as they are held at the same institution as his personal investments and he wishes to avoid any appearance of impropriety. Our investment advisors require us to provide an additional signer, who must be within a specified category of trustee or employee. Mrs. Kreutz, as Treasurer, has the authority to assign a new signer to the account. After discussion, the Committee decided Ms. Blasingame, as CFO, should replace the Secretary. The Committee requested additional internal controls be put in place in the event that Ms. Blasingame should need to fill in as signer. Mrs. King and Ms. Blasingame will prepare a memo and forward to Mrs. Kreutz for approval and sign-off, then forward to our investment advisors.

ADJOURNMENT

There being no further business, the committee duly adjourned at 6:17 p.m.



BOARD OF DIRECTORS – FINANCE MEETING MINUTES

Wednesday, March 17, 2021, 5:00 p.m.
Via Zoom

Board Members Present: Abra Flores, Anne Paul King, Nicole Kreutz, Rob van Nieuwburg, Catherine Bojorquez
Staff Present: Juli Blasingame, Director of Finance

CALL TO ORDER

Mrs. Kreutz called the meeting to order at 5:07 p.m.

DISCUSSION-990

Ms. Blasingame presented the draft fiscal year 2019-2020 990 as prepared by our outside CPAs, and reviewed by herself, Mrs. King and the Finance Manager.

MOTION - Mr. van Nieuwburg moved and Ms. Flores seconded to recommend approval of the 990 to the Executive Committee. **MSC.**

ADJOURNMENT

There being no further business, the committee duly adjourned at 5:12 p.m.

VENTURA COLLEGE FOUNDATION
Balance Sheet
December 31, 2020 vs June 30, 2020

| | Dec 31, 2020 | Jun 30, 2020 | Change | % Change |
|---|-------------------------|-------------------------|--------------------------|----------------|
| ASSETS | | | | |
| Current Assets | | | | |
| Bank Accounts | | | | |
| Total 1000 CCB - Campus - 0687 | 12,641.03 | 32,153.19 | (19,512.16) | -0.61 |
| 1310 CCB - Scholarships - 8029 | 63,292.11 | 155,048.96 | (91,756.85) | -59.18% |
| 1320 CCB - Money Market - 5773 | | | | |
| 1324 Restricted Funds | 137,728.88 | 17,817.84 | 119,911.04 | 672.98% |
| 1325 Unrestricted Funds | 79,382.98 | 103,453.54 | (24,070.56) | -23.27% |
| Total 1320 CCB - Money Market - 5773 | \$ 217,111.86 | \$ 121,271.38 | \$ 95,840.48 | 79.03% |
| 1330 CCB - VCF Operating - 8003 | | | | |
| 1334 Restricted Funds | 18,862.92 | 30,722.37 | (11,859.45) | -38.60% |
| 1335 Unrestricted Funds | 16,709.63 | 40,885.90 | (24,176.27) | -59.13% |
| Total 1330 CCB - VCF Operating - 8003 | \$ 35,572.55 | \$ 71,608.27 | \$ (36,035.72) | -50.32% |
| 1340 Union Bank - FSA - 6321 | 1,222.85 | 2,666.46 | (1,443.61) | -54.14% |
| Total 1350 Petty Cash | 480.00 | 480.00 | 0.00 | 0.00 |
| Total Cash in Banks | \$ 330,320.40 | \$ 383,228.26 | \$ (52,907.86) | -13.81% |
| Pledges Receivable | 810,701.99 | 7,555,610.56 | (6,744,908.57) | -89.27% |
| Other Current Assets | | | | |
| 1500 Prepaid Expense | 34,907.13 | 23,478.91 | 11,428.22 | 48.67% |
| 1505 Prepaid FSA Expense | 3,335.46 | 4,543.42 | (1,207.96) | -26.59% |
| Total 1500 Prepaid Expense | \$ 38,242.59 | \$ 28,022.33 | \$ 10,220.26 | 36.47% |
| 1510 Suspense | 6.99 | 0.00 | 6.99 | |
| 1520 Undeposited Funds | 1,525.64 | 100.00 | 1,425.64 | 1425.64% |
| 1530 Unemployment Tax Deposit | 9,175.49 | 14,359.02 | (5,183.53) | -36.10% |
| Total Other Current Assets | \$ 48,950.71 | \$ 42,481.35 | \$ 6,469.36 | 15.23% |
| Total Current Assets | \$ 1,189,973.10 | \$ 7,981,320.17 | \$ (6,791,347.07) | -85.09% |
| Fixed Assets | | | | |
| 1600 Marketplace Booth | 47,846.08 | 47,846.08 | 0.00 | 0.00% |
| 1610 Equipment - Market Place | 59,091.64 | 59,091.64 | 0.00 | 0.00% |
| 1620 Equipment - Administration | 70,051.17 | 70,051.17 | - | 0.00% |
| 1630 Tenant Improvements | 48,784.65 | 48,784.65 | - | 0.00% |
| 1640 Accum Depr.-MP Booth | (46,966.78) | (46,737.76) | (229.02) | -0.49% |
| 1650 Accum Depr-MP Equipment | (59,091.75) | (59,091.75) | - | 0.00% |
| 1660 Accumulated Depreciation | (70,051.17) | (70,051.17) | - | 0.00% |
| 1670 Accum Depr - Tenant Imp | (41,388.30) | (38,949.06) | (2,439.24) | -6.26% |
| Total Fixed Assets | \$ 8,275.54 | \$ 10,943.80 | \$ (2,668.26) | -24.38% |
| Other Assets | | | | |
| 1700 Charitable Gift Annuities | 248,607.61 | 248,607.61 | 0.00 | 0.00% |
| 1850 Deposits | 1,938.00 | 1,938.00 | 0.00 | 0.00% |
| 1900 Investments | | | | |
| 1910 FCCC - Osher Endowment | 1,347,558.96 | 1,373,658.96 | (26,100.00) | -1.90% |
| 1930 Investment Pools 1 | 8,405,049.50 | 7,702,327.49 | 702,722.01 | 9.12% |
| 1934 Endow. Sch. - Hansen Pool 2 | 549,622.31 | 550,917.65 | (1,295.34) | -0.24% |
| 1950 Investment - Pool 3 Unrestricted | 1,240,717.06 | 585,232.30 | 655,484.76 | 112.00% |
| 1951 Pool 3 Donor Restricted | 438,400.48 | 469,051.00 | (30,650.52) | -6.53% |
| 1952 Pool 3 BOD Designated Reserve | 100,000.00 | 100,000.00 | 0.00 | 0.00% |
| Total 1950 Investment - Pool 3 Unrestricted | \$ 1,779,117.54 | \$ 1,154,283.30 | \$ 624,834.24 | 54.13% |
| 1960 Investment - Pool 4 | 14,349,189.66 | 6,744,440.02 | 7,604,749.64 | 112.76% |
| 1970 Investment - Pool 5 | 2,282,413.21 | 1,991,206.96 | 291,206.25 | 14.62% |
| Total 1900 Investments | \$ 28,712,951.18 | \$ 19,516,834.38 | \$ 9,196,116.80 | 47.12% |
| Total Other Assets | \$ 28,963,496.79 | \$ 19,767,379.99 | \$ 9,196,116.80 | 46.52% |
| TOTAL ASSETS | \$ 30,161,745.43 | \$ 27,759,643.96 | \$ 2,402,101.47 | 8.65% |
| LIABILITIES AND EQUITY | | | | |
| Liabilities | | | | |

VENTURA COLLEGE FOUNDATION
Balance Sheet
December 31, 2020 vs June 30, 2020

| | Dec 31, 2020 | Jun 30, 2020 | Change | % Change |
|--|-------------------------|-------------------------|------------------------|----------------|
| Current Liabilities | | | | |
| Accounts Payable | | | | |
| SCHOLARSHIP LIABILITY | 67,957.56 | 93,987.22 | (26,029.66) | -27.69% |
| 2300 Accounts Payable - VCF | 142,973.12 | 573,325.78 | (430,352.66) | -75.06% |
| 2400 Accounts Payable - Campus | 51,926.24 | 172,565.22 | (120,638.98) | -69.91% |
| 2450 Accounts Payable - Scholar. | 2,900.50 | 0.00 | 2,900.50 | |
| Total Accounts Payable | \$ 264,442.29 | \$ 838,762.11 | \$ (574,319.82) | -68.47% |
| Other Current Liabilities | | | | |
| 2500 DUE TO/DUE FROM | | | | |
| 2510 Ops Due to/from Other | (21,243.00) | (685,000.00) | 663,757.00 | 96.90% |
| 2515 Scholarship Due to/from Other | 2,883.00 | - | 2,883.00 | |
| 2520 Endowments Due to/from Other | 10,000.00 | 10,000.00 | - | 0.00% |
| 2525 Money Mkt Due to/from Other | (4,627.00) | | (4,627.00) | |
| 2540 Campus Due to/from Other | 12,987.00 | 675,000.00 | (662,013.00) | -98.08% |
| Total 2500 DUE TO/DUE FROM | \$ 0.00 | \$ 0.00 | \$ 0.00 | |
| 2700 Accrued Payroll | 18,225.07 | 12,943.74 | 5,281.33 | 40.80% |
| 2710 Accrued Vacation | 29,051.88 | 26,956.02 | 2,095.86 | 7.78% |
| 2720 Aflac Payable | 9.54 | -9.54 | 19.08 | 200.00% |
| 2740 FSA Payable | 4,369.27 | 5,212.88 | (843.61) | -16.18% |
| 2780 Accrued Expenses | 43,252.29 | 50,932.79 | (7,680.50) | -15.08% |
| Total Other Current Liabilities | \$ 94,908.05 | \$ 96,035.89 | \$ (1,127.84) | -1.17% |
| Total Current Liabilities | \$ 359,350.34 | \$ 934,798.00 | \$ (575,447.66) | -61.56% |
| Long-Term Liabilities | | | | |
| 2735 Unfunded Pension Liability | 237,535.00 | 237,535.00 | 0.00 | 0.00% |
| 2900 Unearned Conditional Grant | 144,000.00 | 144,000.00 | 0.00 | 0.00% |
| Total Long-Term Liabilities | \$ 381,535.00 | \$ 381,535.00 | \$ 0.00 | 0.00% |
| Total Liabilities | \$ 740,885.34 | \$ 1,316,333.00 | \$ (575,447.66) | -43.72% |
| Equity | | | | |
| 3000 Net Assets - Without Donor Restrictions Beg of Year | 824,947.96 | 717,319.96 | 107,628.00 | 15.00% |
| 3010 Net Assets With Donor Restrictions Beg of Year | 25,618,363.00 | 25,725,991.00 | (107,628.00) | -0.42% |
| Net Income | 2,977,549.13 | | 2,977,549.13 | |
| Total Equity | \$ 29,420,860.09 | \$ 26,443,310.96 | \$ 2,977,549.13 | 11.26% |
| TOTAL LIABILITIES AND EQUITY | \$ 30,161,745.43 | \$ 27,759,643.96 | \$ 2,402,101.47 | 8.65% |

Thursday, Feb 11, 2021 09:21:18 AM GMT-8 - Accrual Basis

VENTURA COLLEGE FOUNDATION
Profit and Loss vs Budget
Six Months Ended December 31, 2020

| | Actual | Budget | \$ Variance | % Variance |
|--|---------------|---------------|----------------|------------|
| Income | | | | |
| 4000 DONATIONS | | | | |
| 4200 Donations - Unrestricted | 119,238.33 | 77,749.98 | 41,488.35 | 53.4% |
| 4300 Donations - Perm Restricted | 98,201.00 | 0.00 | 98,201.00 | |
| 4400 Donations - Temp Restricted | | | | |
| 4410 Phoenix | 15,813.07 | 29,000.00 | (13,186.93) | -45.5% |
| 4430 Annual | 105,808.54 | 104,500.00 | 1,308.54 | 1.3% |
| 4432 Osher Donations | 32,100.00 | 26,400.00 | 5,700.00 | 21.6% |
| 4435 Promise | 60.00 | | 60.00 | |
| 4437 Textbook lending | 9,720.00 | 2,500.00 | 7,220.00 | 288.8% |
| 4440 Campus | 33,211.52 | 48,500.00 | (15,288.48) | -31.5% |
| Total 4400 Donations - Temp Restricted | \$ 196,713.13 | \$ 210,900.00 | \$ (14,186.87) | -6.7% |
| 7053 Sustainability Gift Expense | (24,931.61) | (1,277.78) | (23,653.83) | 1851.2% |
| Total 4000 DONATIONS | \$ 389,220.85 | \$ 287,372.20 | \$ 101,848.65 | 35.4% |
| 5000 Market Place Revenue | 295,034.00 | 300,000.00 | (4,966.00) | -1.7% |
| 5020 VIP MP Parking | 30,765.00 | 33,600.00 | (2,835.00) | -8.4% |
| Total 5000 Market Place Revenue | \$ 325,799.00 | \$ 333,600.00 | \$ (7,801.00) | -2.3% |
| 5100 Interest Income | 145.23 | 210.00 | (64.77) | -30.8% |
| 5300 In-Kind Income | 10,346.30 | 12,000.00 | (1,653.70) | -13.8% |
| 5400 Other Income | 20,238.95 | 9,920.00 | 10,318.95 | 104.0% |
| 5450 Sustainability gift revenue | 25,151.92 | 1,277.78 | 23,874.14 | 1868.4% |
| Total Income | \$ 770,902.25 | \$ 644,379.98 | \$ 126,522.27 | 19.6% |
| Gross Profit | \$ 770,902.25 | \$ 644,379.98 | \$ 126,522.27 | 19.6% |
| Expenses | | | | |
| 6000 PROGRAMMATIC | | | | |
| 6100 SCHOLARSHIPS | | | | |
| 6152 Annual | 22,851.00 | 2,000.00 | 20,851.00 | 1042.6% |
| 8300 Endowed Scholarships | 7,557.20 | | 7,557.20 | |
| Total 6100 SCHOLARSHIPS | \$ 30,408.20 | \$ 2,000.00 | \$ 52,282.34 | 2614.1% |
| 6200 GRANTS | | | | |
| 6220 Textbook/Lending Library Grant | 1,486.95 | | 1,486.95 | |
| 6225 Vet Promise Textbook Expense | | 59,084.00 | (59,084.00) | -100.0% |
| Total 6200 GRANTS | \$ 1,486.95 | \$ 59,084.00 | \$ 2,242.49 | 3.8% |
| 6300 OTHER PROGRAM EXPENSES | | | | |
| 6330 Bad Debts | 2,450.00 | | 2,450.00 | |
| 6370 Campus Expense | 32,882.75 | 48,500.00 | (15,617.25) | -32.2% |
| 6375 Campus In-Kind Expense | 2,795.00 | 12,000.00 | (9,205.00) | -76.7% |
| 8400 Program Endowment Disbursement | 191,487.00 | 92,000.00 | 99,487.00 | 108.1% |
| Total 6300 OTHER PROGRAM EXPENSES | \$ 229,614.75 | \$ 152,500.00 | \$ 78,601.70 | 51.5% |
| Total 6000 PROGRAMMATIC | \$ 261,509.90 | \$ 213,584.00 | \$ 133,126.53 | 62.3% |
| 7000 ADMINISTRATION | | | | |
| 7002 Bank Charges | 240.00 | 90.00 | 150.00 | 166.7% |
| 7004 CalPERS | 3,669.39 | 5,093.04 | (1,423.65) | -28.0% |
| 7006 Board Expense | | 1,500.00 | (1,500.00) | -100.0% |
| 7008 Computer Expense | | 250.00 | (250.00) | -100.0% |
| 7010 Professional Development | 39.00 | 0.00 | 39.00 | |
| 7012 Depreciation | 2,439.24 | 1,024.48 | 1,414.76 | 138.1% |
| 7018 Employee Benefits | 5,899.20 | 6,862.20 | (963.00) | -14.0% |
| 7022 Insurance | 4,223.97 | 6,045.06 | (1,821.09) | -30.1% |
| 7024 Licenses & Fees | 741.04 | 730.00 | 11.04 | 1.5% |
| 7026 Office Expense | 617.46 | 1,150.00 | (532.54) | -46.3% |
| 7028 Mileage | | 50.00 | (50.00) | -100.0% |
| 7032 Printing | 71.48 | | 71.48 | |

VENTURA COLLEGE FOUNDATION
Profit and Loss vs Budget
Six Months Ended December 31, 2020

| | Actual | Budget | \$ Variance | % Variance |
|--------------------------------------|----------------------|----------------------|--------------------|---------------|
| 7034 Payroll Service | 8,989.10 | 4,080.00 | 4,909.10 | 120.3% |
| 7035 Salaries | 36,798.15 | 38,776.92 | (1,978.77) | -5.1% |
| 7036 Payroll Taxes | 2,653.00 | 2,981.94 | (328.94) | -11.0% |
| 7038 Postage | 69.60 | 49.98 | 19.62 | 39.3% |
| 7042 Marketing | 3,275.03 | | 3,275.03 | |
| 7044 Professional Services | 8,000.00 | 13,800.00 | (5,800.00) | -42.0% |
| 7048 Unemployment Insurance Expense | 29.61 | | 29.61 | |
| 7052 Small Equipment | 770.14 | 1,275.00 | (504.86) | -39.6% |
| 7056 Workers' Compensation | 211.45 | 507.18 | (295.73) | -58.3% |
| Total 7000 ADMINISTRATION | \$ 78,736.86 | \$ 84,265.80 | (5,528.94) | -6.6% |
| 7500 DEVELOPMENT | | | | |
| 7504 CalPERS | 7,187.55 | 9,975.36 | (2,787.81) | -27.9% |
| 7506 Board Expense | | 600.00 | (600.00) | -100.0% |
| 7508 Computer Expense | 3,800.12 | 0.00 | 3,800.12 | |
| 7509 Direct Marketing | 5,899.05 | 7,724.50 | (1,825.45) | -23.6% |
| 7510 Professional Development | 140.00 | 4,390.00 | (4,250.00) | -96.8% |
| 7511 Donor Meetings | 3.20 | 2,200.00 | (2,196.80) | -99.9% |
| 7512 Donor Recognition | | 2,000.00 | (2,000.00) | -100.0% |
| 7514 Dues & Subscriptions | 2,648.58 | 5,415.00 | (2,766.42) | -51.1% |
| 7515 Depreciation | | 591.24 | (591.24) | -100.0% |
| 7518 Employee Benefits | 12,812.43 | 11,648.46 | 1,163.97 | 10.0% |
| 7520 Insurance | 1,070.25 | 4,621.74 | (3,551.49) | -76.8% |
| 7522 Merchant Fees - Online Donation | 448.96 | 1,000.02 | (551.06) | -55.1% |
| 7524 Mileage | | 500.02 | (500.02) | -100.0% |
| 7526 Office Expense | | 500.00 | (500.00) | -100.0% |
| 7528 Professional Services | 6,410.80 | 15,200.00 | (8,789.20) | -57.8% |
| 7530 Marketing | 11,020.60 | 8,950.00 | 2,070.60 | 23.1% |
| 7532 Printing & Graphic Design | 763.72 | 1,545.00 | (781.28) | -50.6% |
| 7535 Salaries | 51,545.29 | 52,456.08 | (910.79) | -1.7% |
| 7536 Payroll Taxes | 3,842.95 | 4,033.86 | (190.91) | -4.7% |
| 7538 Postage | 8.70 | | 8.70 | |
| 7541 Special Events | 197.14 | 510.00 | (312.86) | -61.3% |
| 7550 Unemployment Insurance Expense | 74.75 | | 74.75 | |
| 7555 President's Special Fund | | 750.00 | (750.00) | -100.0% |
| 7556 Workers' Compensation | 213.62 | 507.18 | (293.56) | -57.9% |
| Total 7500 DEVELOPMENT | \$ 108,087.71 | \$ 135,118.46 | (27,030.75) | -20.0% |
| 7500 SCHOLARSHIP | | | | |
| 7504 CalPERS | 6,971.31 | 9,677.82 | (2,706.51) | -28.0% |
| 7508 Computer Expense | 6,487.50 | 9,000.00 | (2,512.50) | -27.9% |
| 7509 Direct Marketing | 1,045.90 | 3,692.65 | (2,646.75) | -71.7% |
| 7510 Professional Development | 518.00 | 510.00 | 8.00 | 1.6% |
| 7515 Depreciation | | 595.20 | (595.20) | -100.0% |
| 7518 Employee Benefits | 12,224.86 | 11,301.02 | 923.84 | 8.2% |
| 7520 Insurance | 1,034.97 | 6,651.06 | (5,616.09) | -84.4% |
| 7526 Office Expense | | 535.00 | (535.00) | -100.0% |
| 7528 Professional Services | 4,000.00 | 4,400.00 | (400.00) | -9.1% |
| 7530 Marketing | 5,328.08 | 5,817.50 | (489.42) | -8.4% |
| 7535 Salaries | 55,577.11 | 52,696.38 | 2,880.73 | 5.5% |
| 7536 Payroll Taxes | 4,182.68 | 4,052.34 | 130.34 | 3.2% |
| 7538 Postage | - | 170.00 | (170.00) | -100.0% |
| 7550 Unemployment Insurance Expense | 119.91 | | 119.91 | |
| 7552 Scholarship Awards Events | | 50.00 | (50.00) | -100.0% |
| 7556 Workers' Compensation | 108.40 | 507.18 | (398.78) | -78.6% |
| Total 7500 SCHOLARSHIP | \$ 97,598.72 | \$ 109,656.15 | (12,057.43) | -11.0% |

VENTURA COLLEGE FOUNDATION
Profit and Loss vs Budget
Six Months Ended December 31, 2020

| | Actual | Budget | \$ Variance | % Variance |
|---|------------------------|----------------------|---------------------|----------------|
| 7500 PROGRAMS | | | | |
| 7502 Bank Charges | 30.00 | | 30.00 | |
| 7504 CalPERS | 6,971.31 | 9,677.82 | (2,706.51) | -28.0% |
| 7508 Computer Expense | 1,900.02 | 0.00 | 1,900.02 | |
| 7509 Direct Marketing | 1,348.90 | 3,686.85 | (2,337.95) | -63.4% |
| 7510 Professional Development | 152.99 | 50.00 | 102.99 | 206.0% |
| 7512 Donor Recognition | | 50.00 | (50.00) | -100.0% |
| 7514 Dues & Subscriptions | 9.99 | | 9.99 | |
| 7515 Depreciation | | 523.44 | (523.44) | -100.0% |
| 7518 Employee Benefits | 12,229.62 | 11,301.02 | 928.60 | 8.2% |
| 7520 Insurance | 1,034.97 | 6,651.06 | (5,616.09) | -84.4% |
| 7528 Professional Services | 4,000.00 | 4,400.00 | (400.00) | -9.1% |
| 7530 Marketing | 5,862.49 | 5,482.50 | 379.99 | 6.9% |
| 7535 Salaries | 54,860.22 | 51,807.18 | 3,053.04 | 5.9% |
| 7536 Payroll Taxes | 4,129.37 | 3,983.94 | 145.43 | 3.7% |
| 7550 Unemployment Insurance Expense | 119.91 | | 119.91 | |
| 7556 Workers' Compensation | 113.53 | 507.18 | (393.65) | -77.6% |
| Total 7500 PROGRAMS | \$ 92,763.32 | \$ 98,120.99 | (5,357.67) | -5.5% |
| 8000 MARKET PLACE | | | | |
| 8002 Bank Charges | 277.00 | | 277.00 | |
| 8004 CalPERS | 4,815.33 | 6,685.98 | (1,870.65) | -28.0% |
| 8006 Computer Expense | 2,040.00 | 2,520.00 | (480.00) | -19.0% |
| 8008 Courier Service | 2,512.03 | 2,520.00 | (7.97) | -0.3% |
| 8012 CC Processing Merchant Fees | 1,658.90 | 3,300.00 | (1,641.10) | -49.7% |
| 8014 Depreciation | 229.02 | 641.28 | (412.26) | -64.3% |
| 8018 Employee Benefits | 8,811.63 | 7,807.34 | 1,004.29 | 12.9% |
| 8020 Insurance | 9,608.90 | 12,110.64 | (2,501.74) | -20.7% |
| 8023 Marketing | 2,719.48 | 2,690.00 | 29.48 | 1.1% |
| 8024 Licenses & Fees | 654.00 | 1,000.00 | (346.00) | -34.6% |
| 8026 Office Expense | 82.40 | 498.00 | (415.60) | -83.5% |
| 8030 Repairs & Maintenance | 16,119.87 | 11,604.00 | 4,515.87 | 38.9% |
| 8032 Printing & Signage | 3,192.87 | 840.00 | 2,352.87 | 280.1% |
| 8034 Security | 17,108.61 | 36,200.00 | (19,091.39) | -52.7% |
| 8035 Salaries | 86,576.66 | 84,099.00 | 2,477.66 | 2.9% |
| 8036 Payroll Taxes | 6,120.31 | 6,467.22 | (346.91) | -5.4% |
| 8037 Small Equipment | | 330.00 | (330.00) | -100.0% |
| 8038 Street Sweeping | 3,554.00 | 7,200.00 | (3,646.00) | -50.6% |
| 8040 Supplies | 8,274.82 | 11,960.00 | (3,685.18) | -30.8% |
| 8042 Trash | 7,963.65 | 19,200.00 | (11,236.35) | -58.5% |
| 8044 Vendor Appreciation | | 3,150.00 | (3,150.00) | -100.0% |
| 8046 Telephone | | 450.00 | (450.00) | -100.0% |
| 8056 Workers' Compensation | 2,077.64 | 6,086.10 | (4,008.46) | -65.9% |
| Total 8000 MARKET PLACE | \$ 184,397.12 | \$ 227,359.56 | (42,962.44) | -18.9% |
| Total Expenses | \$ 823,093.63 | \$ 868,104.96 | (45,011.33) | -5.2% |
| Net Operating Income | (52,191.38) | (223,724.98) | 171,533.60 | 76.7% |
| Other Income- RESTRICTED | | | | |
| 5500 Investment Income-RESTRICTED | | | | |
| 5520 Change in Market Value | 2,822,166.45 | (20,000.00) | 2,842,166.45 | 14210.8% |
| 5540 Interest & Dividends | 242,387.67 | 120,000.00 | 122,387.67 | 102.0% |
| Total 5500 Investment Income- RESTRICTED | \$ 3,064,554.12 | \$ 100,000.00 | 2,964,554.12 | 2964.6% |
| 8500 Investment Fees- RESTRICTED | | | | |
| 8510 Manager Fee | 46,960.91 | 35,968.00 | 10,992.91 | 30.6% |
| Total 8500 Investment Fees | \$ 46,960.91 | \$ 35,968.00 | 10,992.91 | 30.6% |

VENTURA COLLEGE FOUNDATION
Profit and Loss vs Budget
Six Months Ended December 31, 2020

| | Actual | Budget | \$ Variance | % Variance |
|--|-----------------|-----------------|--------------|------------|
| Net Investment income- RESTRICTED | \$ 3,017,593.21 | \$ 64,032.00 | 2,953,561.21 | 4612.6% |
| Other Income- UNRESTRICTED | | | | |
| 5500 Investment Income-UNRESTRICTED | | | | |
| 5520 Change in Market Value | 2,109.45 | (20,000.00) | 22,109.45 | 110.5% |
| 5540 Interest & Dividends | 13,244.11 | 12,000.00 | 1,244.11 | 10.4% |
| Total 5500 Investment Income- UNRESTRICTED | \$ 15,353.56 | \$ (8,000.00) | 23,353.56 | 291.9% |
| 8500 Investment Fees- UNRESTRICTED | | | | |
| 8510 Manager Fee | 3,206.26 | 1,412.00 | 1,794.26 | 127.1% |
| Total 8500 Investment Fees | \$ 3,206.26 | \$ 1,412.00 | 1,794.26 | 127.1% |
| Net Investment income- UNRESTRICTED | \$ 12,147.30 | \$ (9,412.00) | 21,559.30 | 229.1% |
| Net Income | \$ 2,977,549.13 | \$ (169,104.98) | 3,146,654.11 | 1860.8% |
| NET RESTRICTED INCOME | 3,036,412.13 | 72,070.22 | | |
| NET UNRESTRICTED INCOME | (58,863.00) | (241,175.20) | | |
| | 2,977,549.13 | (169,104.98) | | |

VENTURA COLLEGE FOUNDATION
Profit and Loss vs Prior Year
Six Months Ended 12/31/20 vs Prior Year

| | Jul - Dec, 2020 | Jul - Dec, 2019 | Change | % Change |
|---|----------------------|------------------------|------------------------|----------------|
| Income | | | | |
| 4000 DONATIONS | | | | |
| 4200 Donations - Unrestricted | 119,238.33 | 82,437.28 | 36,801.05 | 44.64% |
| 4300 Donations - Perm Restricted | 98,201.00 | 29,564.25 | 68,636.75 | 232.16% |
| 4400 Donations - Temp Restricted | | | | |
| 4410 Phoenix | 15,813.07 | 45,870.00 | (30,056.93) | -65.53% |
| 4430 Annual | 105,808.54 | 116,066.97 | (10,258.43) | -8.84% |
| 4432 Osher Donations | 32,100.00 | 6,000.00 | 26,100.00 | 435.00% |
| 4435 Promise | 60.00 | 22,139.00 | (22,079.00) | -99.73% |
| 4437 Textbook lending | 9,720.00 | 28,652.00 | (18,932.00) | -66.08% |
| 4440 Campus | 33,211.52 | 334,179.36 | (300,967.84) | -90.06% |
| Total 4400 Donations - Temp Restricted | \$ 196,713.13 | \$ 552,907.33 | \$ (356,194.20) | -64.42% |
| 7053 Sustainability Gift Expense | (24,931.61) | | (24,931.61) | |
| Total 4000 DONATIONS | \$ 389,220.85 | \$ 664,908.86 | \$ (275,688.01) | -41.46% |
| 5000 Market Place Revenue | 295,034.00 | 645,923.10 | (350,889.10) | -54.32% |
| 5020 VIP MP Parking | 30,765.00 | 85,093.00 | (54,328.00) | -63.85% |
| Total 5000 Market Place Revenue | \$ 325,799.00 | \$ 731,016.10 | \$ (405,217.10) | -55.43% |
| 5100 Interest Income | 145.23 | 224.76 | (79.53) | -35.38% |
| 5300 In-Kind Income | 10,346.30 | 37,890.00 | (27,543.70) | -72.69% |
| 5400 Other Income | 20,238.95 | 70,931.69 | (50,692.74) | -71.47% |
| 5450 Sustainability gift revenue | 25,151.92 | | 25,151.92 | |
| Total Income | \$ 770,902.25 | \$ 1,504,971.41 | \$ (734,069.16) | -48.78% |
| Gross Profit | \$ 770,902.25 | \$ 1,504,971.41 | \$ (734,069.16) | -48.78% |
| Expenses | | | | |
| 6000 PROGRAMMATIC | | | | |
| 6100 SCHOLARSHIPS | | | | |
| 4500 Unclaimed Scholarships (forfeitures) | | -1,000.00 | 1,000.00 | 100.00% |
| 6152 Annual | 22,851.00 | 21,160.50 | 1,690.50 | 7.99% |
| 8300 Endowed Scholarships | 7,557.20 | 3,000.00 | 4,557.20 | 151.91% |
| 8350 Annual Rollover Scholarships | | 2,800.00 | (2,800.00) | -100.00% |
| Total 6100 SCHOLARSHIPS | \$ 30,408.20 | \$ 25,960.50 | \$ 4,447.70 | 17.13% |
| 6200 GRANTS | | | 0.00 | |
| 6220 Textbook/Lending Library Grant | 1,486.95 | 15,096.77 | (13,609.82) | -90.15% |
| 6225 Vet Promise Textbook Expense | | 1,250.00 | (1,250.00) | -100.00% |
| Total 6200 GRANTS | \$ 1,486.95 | \$ 16,346.77 | \$ (14,859.82) | -90.90% |
| 6300 OTHER PROGRAM EXPENSES | | | | |
| 6330 Bad Debts | 2,450.00 | | 2,450.00 | |
| 6370 Campus Expense | 32,882.75 | 369,510.84 | (336,628.09) | -91.10% |
| 6375 Campus In-Kind Expense | 2,795.00 | 37,890.00 | (35,095.00) | -92.62% |
| 8400 Program Endowment Disbursement | 191,487.00 | 115,884.00 | 75,603.00 | 65.24% |
| Total 6300 OTHER PROGRAM EXPENSES | \$ 229,614.75 | \$ 523,284.84 | \$ (293,670.09) | -56.12% |
| Total 6000 PROGRAMMATIC | \$ 261,509.90 | \$ 565,592.11 | \$ (304,082.21) | -53.76% |
| 7000 ADMINISTRATION | | | | |
| 7002 Bank Charges | 240.00 | 97.00 | 143.00 | 147.42% |
| 7004 CalPERS | 3,669.39 | 2,419.69 | 1,249.70 | 51.65% |
| 7010 Professional Development | 39.00 | 25.00 | 14.00 | 56.00% |
| 7012 Depreciation | 2,439.24 | 2,448.56 | (9.32) | -0.38% |
| 7014 Dues & Subscriptions | | 50.00 | (50.00) | -100.00% |
| 7016 Employee Appreciation | | 1,474.14 | (1,474.14) | -100.00% |
| 7018 Employee Benefits | 5,899.20 | 6,335.64 | (436.44) | -6.89% |

VENTURA COLLEGE FOUNDATION
Profit and Loss vs Prior Year
Six Months Ended 12/31/20 vs Prior Year

| | Jul - Dec, 2020 | Jul - Dec, 2019 | Change | % Change |
|---|------------------------|------------------------|------------------------|-----------------|
| 7022 Insurance | 4,223.97 | 3,880.78 | 343.19 | 8.84% |
| 7024 Licenses & Fees | 741.04 | 724.00 | 17.04 | 2.35% |
| 7026 Office Expense | 617.46 | 1,569.91 | (952.45) | -60.67% |
| 7028 Mileage | | 151.96 | (151.96) | -100.00% |
| 7030 Miscellaneous Meetings | | 49.65 | (49.65) | -100.00% |
| 7032 Printing | 71.48 | 140.13 | (68.65) | -48.99% |
| 7034 Payroll Service | 8,989.10 | 624.69 | 8,364.41 | 1338.97% |
| 7035 Salaries | 36,798.15 | 20,800.62 | 15,997.53 | 76.91% |
| 7036 Payroll Taxes | 2,653.00 | 1,565.45 | 1,087.55 | 69.47% |
| 7038 Postage | 69.60 | | 69.60 | |
| 7042 Marketing | 3,275.03 | | 3,275.03 | |
| 7044 Professional Services | 8,000.00 | 10,332.32 | (2,332.32) | -22.57% |
| 7048 Unemployment Insurance Expense | 29.61 | (1,052.77) | 1,082.38 | 102.81% |
| 7052 Small Equipment | 770.14 | 1,398.80 | (628.66) | -44.94% |
| 7056 Workers' Compensation | 211.45 | 197.12 | 14.33 | 7.27% |
| Total 7000 ADMINISTRATION | \$ 78,736.86 | \$ 53,232.69 | \$ 25,504.17 | 47.91% |
| 7500 DEVELOPMENT, SCHOLARSHIPS & PROGRAMS | | | | |
| 7502 Bank Charges | 30.00 | 20.00 | 10.00 | 50.00% |
| 7504 CalPERS | 21,130.17 | 21,127.09 | 3.08 | 0.01% |
| 7506 Board Expense | | 870.16 | (870.16) | -100.00% |
| 7508 Computer Expense | 12,187.64 | 9,085.00 | 3,102.64 | 34.15% |
| 7509 Direct Marketing | 8,293.85 | 24,040.74 | (15,746.89) | -65.50% |
| 7510 Professional Development | 810.99 | 10,727.47 | (9,916.48) | -92.44% |
| 7511 Donor Meetings | 3.20 | 644.14 | (640.94) | -99.50% |
| 7512 Donor Recognition | | 23,144.03 | (23,144.03) | -100.00% |
| 7514 Dues & Subscriptions | 2,658.57 | 1,979.72 | 678.85 | 34.29% |
| 7516 Employee Appreciation | | 154.36 | (154.36) | -100.00% |
| 7518 Employee Benefits | 37,266.91 | 55,316.46 | (18,049.55) | -32.63% |
| 7520 Insurance | 3,140.19 | 3,276.74 | (136.55) | -4.17% |
| 7522 Merchant Fees - Online Donation | 448.96 | 630.67 | (181.71) | -28.81% |
| 7524 Mileage | | 189.89 | (189.89) | -100.00% |
| 7526 Office Expense | | 2,084.32 | (2,084.32) | -100.00% |
| 7527 Payroll Service | | 6,011.62 | (6,011.62) | -100.00% |
| 7528 Professional Services | 14,410.80 | 31,726.06 | (17,315.26) | -54.58% |
| 7530 Marketing | 22,211.17 | 16,692.48 | 5,518.69 | 33.06% |
| 7532 Printing & Graphic Design | 763.72 | 999.80 | (236.08) | -23.61% |
| 7535 Salaries | 161,982.62 | 188,199.56 | (26,216.94) | -13.93% |
| 7536 Payroll Taxes | 12,155.00 | 14,180.70 | (2,025.70) | -14.28% |
| 7538 Postage | 8.70 | 72.45 | (63.75) | -87.99% |
| 7541 Special Events | 197.14 | 3,353.26 | (3,156.12) | -94.12% |
| 7550 Unemployment Insurance Expense | 314.57 | | 314.57 | |
| 7552 Scholarship Awards Events | | 3,564.35 | (3,564.35) | -100.00% |
| 7556 Workers' Compensation | 435.55 | 1,893.36 | (1,457.81) | -77.00% |
| Total 7500 DEVELOPMENT, SCHOLARSHIP AND PROGRAMS | \$ 298,449.75 | \$ 419,984.43 | \$ (121,534.68) | -28.94% |
| 8000 MARKET PLACE | | | | |
| 8002 Bank Charges | 277.00 | 12.00 | 265.00 | 2208.33% |
| 8004 CalPERS | 4,815.33 | 5,642.18 | (826.85) | -14.65% |
| 8006 Computer Expense | 2,040.00 | 2,040.00 | - | 0.00% |
| 8008 Courier Service | 2,512.03 | 2,450.46 | 61.57 | 2.51% |
| 8012 CC Processing Merchant Fees | 1,658.90 | 3,438.95 | (1,780.05) | -51.76% |

VENTURA COLLEGE FOUNDATION
Profit and Loss vs Prior Year
Six Months Ended 12/31/20 vs Prior Year

| | Jul - Dec, 2020 | Jul - Dec, 2019 | Change | % Change |
|-------------------------------------|------------------------|------------------------|------------------------|-----------------|
| 8014 Depreciation | 229.02 | 229.02 | - | 0.00% |
| 8016 Employee Appreciation | | 1,866.49 | (1,866.49) | -100.00% |
| 8018 Employee Benefits | 8,811.63 | 14,773.02 | (5,961.39) | -40.35% |
| 8020 Insurance | 9,608.90 | 9,709.36 | (100.46) | -1.03% |
| 8023 Marketing | 2,719.48 | 7,065.01 | (4,345.53) | -61.51% |
| 8024 Licenses & Fees | 654.00 | 830.00 | (176.00) | -21.20% |
| 8026 Office Expense | 82.40 | 353.42 | (271.02) | -76.68% |
| 8030 Repairs & Maintenance | 16,119.87 | 7,969.30 | 8,150.57 | 102.27% |
| 8032 Printing & Signage | 3,192.87 | 1,647.32 | 1,545.55 | 93.82% |
| 8033 Payroll Service | | 3,048.92 | (3,048.92) | -100.00% |
| 8034 Security | 17,108.61 | 33,826.01 | (16,717.40) | -49.42% |
| 8035 Salaries | 86,576.66 | 94,478.89 | (7,902.23) | -8.36% |
| 8036 Payroll Taxes | 6,120.31 | 7,157.90 | (1,037.59) | -14.50% |
| 8037 Small Equipment | | 961.88 | (961.88) | -100.00% |
| 8038 Street Sweeping | 3,554.00 | 6,784.50 | (3,230.50) | -47.62% |
| 8039 Professional Services | | 8,098.57 | (8,098.57) | -100.00% |
| 8040 Supplies | 8,274.82 | 7,352.58 | 922.24 | 12.54% |
| 8042 Trash | 7,963.65 | 16,363.29 | (8,399.64) | -51.33% |
| 8044 Vendor Appreciation | | 344.64 | (344.64) | -100.00% |
| 8046 Telephone | | 450.00 | (450.00) | -100.00% |
| 8056 Workers' Compensation | 2,077.64 | 5,375.52 | (3,297.88) | -61.35% |
| Total 8000 MARKET PLACE | \$ 184,397.12 | \$ 242,269.23 | \$ (57,872.11) | -23.89% |
| Total Expenses | \$ 823,093.63 | \$ 1,281,078.46 | \$ (457,984.83) | -35.75% |
| Net Operating Income | (52,191.38) | \$ 223,892.95 | \$ (276,084.33) | -123.31% |
| Other Income | | | | |
| 5500 Investment Income | | | | |
| 5520 Change in Market Value | 2,824,275.90 | 631,383.16 | 2,192,892.74 | 347.32% |
| 5540 Interest & Dividends | 255,631.78 | 340,546.79 | (84,915.01) | -24.93% |
| Total 5500 Investment Income | \$ 3,079,907.68 | \$ 971,929.95 | \$ 2,107,977.73 | 216.89% |
| Total Other Income | \$ 3,079,907.68 | \$ 971,929.95 | \$ 2,107,977.73 | 216.89% |
| Other Expenses | | | | |
| 8500 Investment Fees | | | | |
| 8510 Manager Fee | 50,167.17 | 39,023.00 | 11,144.17 | 28.56% |
| Total 8500 Investment Fees | \$ 50,167.17 | \$ 39,023.00 | \$ 11,144.17 | 28.56% |
| Total Other Expenses | \$ 50,167.17 | \$ 39,023.00 | \$ 11,144.17 | 28.56% |
| Net Other Income | \$ 3,029,740.51 | \$ 932,906.95 | \$ 2,096,833.56 | 224.76% |
| Net Income | \$ 2,977,549.13 | \$ 1,156,799.90 | \$ 1,820,749.23 | 157.40% |

**VENTURA COLLEGE FOUNDATION
FINANCIAL STATEMENT VARIANCE REPORT
FOR PERIOD 07/01/2020- 12/31/2020**

Threshold for variance explanation is over/under budget by 10% and \$10,000

INCOME

4200 Donations – Unrestricted: Over Budget by \$41,488 and 53.4%

- President's Circle donations are \$8k over budget due to fundraising efforts directed at increasing unrestricted funds
- \$10k in unbudgeted from Julius Gius Memorial Rotary Foundation
- \$4,657 from Facebook fundraisers
- \$10k from Fidelity Charitable
- \$5k new Unrestricted grant from Tyrone Heritage Foundation
- \$5k donation from Debe Bylo unbudgeted

4300 Donations- Permanently Restricted: \$98,201- Not Budgeted

- \$50k Carnegie Art Cornerstones
- \$25k Faith Family Endowment for Advanced Manufacturing
- \$23,899 Bonnie Lubbock

4410 Phoenix Temporarily Restricted Donations: Under Budget (\$13,186) and (45.5%)

- Tyrone Heritage Foundation cut their funding in half, which accounts for \$12,500 of the decrease

4440 Campus Temporarily Restricted Donations: Under Budget (\$15,288) ad (31.5%)

- Timing

5400 Other Income: Over Budget \$10,319 and 104%

- The additional income is mainly due to the administrative fee on operating endowment disbursements being \$9,852 more than budgeted. The increased disbursement is due to our decision to distribute up to 10% instead of 4-5% based on analysis and board approval.

5450 Sustainability Gift Income/7053 Sustainability Gift Income: Over Budget \$23,874 and 1,868%

- Sustainability gift was added at the very end of our budget process, and was budgeted very conservatively.

EXPENSES

6152 Annual Scholarship: Over Budget \$20,851 and 1,043%

- Due to ESTEEM and paramedic scholarships awarded "off cycle". The difference is only timing.

6225 Vet Textbook/Lending Library Grant: Under budget (\$59,084) and (100%)

- We have not been billed for this, yet.

6370 Campus Expense: Under budget (\$15,617) and (32.2%)

- This expense correlates to income received. As income is under budget, this expense is also.

8400 Program Endowment Disbursements: Over Budget \$99,487 and 108%

- With board approval, we were able to disburse up to 10% (twice our budgeted disbursement), so that we might serve more students in this year.

Administrative Operating Expenses: Under budget (\$5,529) and (6.6%)

- There are some small temporary savings (\$2,500 in tax prep fees), but most are permanent savings due to expense cuts, in spite of the unbudgeted \$3,275 in marketing costs related to Blackbaud data breach.

Development Operating Expenses: Under budget (\$27,031) and (20%)

- \$2,071 Direct Marketing: Overage due to Blackbaud data breach mailing and communications, offset some by other savings
- (\$8,789) Professional Services: This is a difference in how K&M grant making is budgeted versus expensed. We pay a contract retainer to K&M, and budget based on that, as we know we will need the cash. However, per GAAP, it is only expensed when the retainer is used. To date, we have used less services than retainer. We usually have retainer left at the end of the year, so it is likely we will be under budget.
- (\$2,486) Dues & Subscriptions- Variance is mainly due to the timing of expense, and we expect to spend the full budget
- (\$4,200) in donor recognition/meeting savings due to COVID lockdowns. Likely to be permanent savings.
- (\$4,250) Professional development savings due to COVID lockdowns/inability to attend conferences
- (\$3,551) Insurance: savings largely due to unemployment, which was budgeted in this line, but has not been billed as anticipated at the beginning of COVID

Scholarships Operating Expenses: Under budget (\$12,057) and (11%)

- (\$2,512) Computer Expenses: Variance is due to timing of expense, but full budget will be spent
- (\$5,616) Insurance: savings largely due to unemployment, which was budgeted in this line, but has not been billed as anticipated at the beginning of COVID
- (\$2,647) Direct Marketing: marketing efforts have been redirected as necessary due to COVID (especially to marketplace), and we expect some savings in this department through year end

Marketplace Operating Expenses: Under budget (\$42,962) and (18.9%)

- The following expenses are under budget because costs are less than prior year due to decreased operations. We expect these to be permanent savings:
 - (\$19,091) Security
 - (\$3,646) Street sweeping
 - (\$3,685) supplies

- (\$11,236) Trash
- (\$3,150) Vendor appreciation
- \$4,516 Repairs and Maintenance over budget due to \$9,900 to stripe West Lot (absent this expense, R&M would be under budget). Next quarter we will incur additional, unbudgeted, costs due to the move back to the East lot.
- (\$2,501) Insurance- this underage is due to unemployment being lower than anticipated, but will likely be partially absorbed during the year as the claims are billed by our administrator

INVESTMENT INCOME/EXPENSE

5502 Change in market value – Over budget \$2,864,276 and 7,161%

- The market recovered tremendously in the first half of our fiscal year, and we had conservatively budgeted for slight losses.

5540 Interest and dividends- Over budget \$123,631 and 94%

- We have more funds in our investment pools, largely due to receiving the Miriam Schwab payment.

8510 Investment Manager Fees- Over budget \$12,787 and 34%

- Due to holding more funds in our investments

MEMO A

To: Ventura College Foundation Board of Directors
From: Anne Paul King, Executive Director
Date: March 31, 2020
Subject: Removing Mike Montoya, Secretary, and Authorizing Juli Blasingame, Director of Finance, as Signer on Investment Accounts

BACKGROUND

See attached VCF MEMO, dated February 26, 2021 to Board of Directors and Foundation Finance Department.

Recommendations:

Approve Required Schwab Resolution (attached; page 14) to authorizes the removal of Mike Montoya, VCF Secretary, and adds Juli Blasingame, Director of Finance to be the fourth signer on VCF investment account. Should the Executive Director be unavailable to sign transfer requests related to our investment accounts, the Director of Finance will have the authority to direct transfers, but that Gerard Tamparong, Miracle Mile Advisors investment advisor, has been directed to notify and receive additional approval from Ken Collins, Investment Chair, or an alternate authorized signer.



BOARD OF DIRECTORS 2020-2021

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Chair

Ruth Hemming, Ed.D
Vice-Chair

Nicole Kreutz
Treasurer

Michael Montoya
Secretary

Keith Barnard
Robert Beilin, Ph.D, MFT
Catherine Bojorquez
J. Boomer Butler, C.P.A.
Daisy Castillo
Amy Cherot
Ken Collin
Nuris Dante
Ellyn Dembowski
Abra Flores
Kim Hoffmans, Ed.D
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Matt LaVere, Esq.
Kristin Ockert
Mike Orman
Donna Santo, Esq.
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Patricia Wendt
Harald Wulff

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David Pugh†
Richard Taylor, Esq.
Lucia Tebbe†
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Hon. Colleen Toy White
John Woolley, Ed.D
Helen Yunker†

† Deceased

MEMO

TO: Board of Directors and Foundation Finance Department

FROM: Anne Paul King, Executive Director and Juli Blasingame, Director of Finance

DATE: February 26, 2021

RE: Authorized signers on Charles Schwab investment accounts

Background: As per the internal requirements of our investment managers at Miracle Mile Advisors, we must have four authorized signers (“agents”) on our investment accounts, which are held by Charles Schwab. These four signers must fall into specified categories of individuals, including Treasurer, Assistant Treasurer, Secretary, Assistant Secretary, or CFO.

Issue: We had previously had Mike Montoya, Secretary, as an agent, but Mike has a personal investment account at Schwab, and due to the way Charles Schwab manages accounts, our investment portfolio was visible in Mike’s personal portal (Schwab assigns accounts based on social security numbers and tax IDs). In appearance, Mike would be able to transfer funds from our account to his. Although this would require Miracle Mile to affect the transfer, and we do not believe this would happen, Mike requested we remove him as signer to avoid any semblance of impropriety.

Resolution: It is the responsibility of the Treasurer to determine who will replace Mike as a signer. The various possibilities were discussed by our Finance Committee at the meeting on February 17, 2021. The possible individuals were determined to be Nicole Kreutz, Treasurer or Juli Blasingame, Director of Finance (as CFO).

It was discussed that Nicole is an employee at Citizen’s Business Bank, which is the bank to which we transfer funds from our investment accounts. Although Nicole has no access to our accounts at CBB, Nicole, with the Committee’s input, determined there would still be an appearance of impropriety, which we wish to avoid.

This left the Director of Finance as the remaining option. All committee members stated they were comfortable having the Director of Finance be signer, with some added internal control measures. Since the Director of Finance reconciles the investment accounts and oversees the Accountant who completes the transfer



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Hon. Colleen Toy White
John Woolley, Ed.D
Helen Yunker†

† Deceased

paperwork, the Committee determined it in the best interest of the Foundation to institute controls which would prevent the possibility of collusion and coverup within the finance department.

To that end, Nicole Kreutz, Treasurer, authorized that should the Executive Director be unavailable to sign transfer requests related to our investment accounts, the Director of Finance will have the authority to direct transfers, but we will request that Gerard Tamparong, our investment advisor, notify and receive approval from Ken Collins, Investment Chair, or an alternate authorized signer.

This memo will be provided to Gerard Tamparong, Miracle Mile Advisors, and Cynthia Whitley, VCF Finance Manager, for inclusion in the foundation's internal control policies.



Update Your Schwab One® Organization Account for Incorporated and Non-Incorporated Organizations

Page 1 of 18

Investment Advisor ("IA") Information (This portion to be completed by IA.)

IA Firm Name (Please print.)

IA Master Account Number

Service Team

IA Contact Name (if follow-up is required)

IA Telephone Number

IA Email Address

Is your firm (or a principal, employee, or related person* of your firm) an owner and/or Authorized Agent of this account? ☐ Yes ☐ No

If "Yes," is it intended that this account will hold assets belonging to persons or entities other than your firm, your firm's employees, or yourself, or relatives of you or your firm's employees? ☐ Yes ☐ No

*A "related person" is defined as any advisory affiliate or any person who is under common control with your firm. See Form ADV for additional information.

If you answered "Yes" to both questions above, please answer the following: Is this an advisor-controlled fund? ☐ Yes ☐ No

(If "Yes," complete the following questions.)

Is the IA or any of its Directors, Officers, Employees, Affiliates, or Subsidiaries involved in the ongoing management or business operations of the Organization? ☐ Yes ☐ No

Was the IA or any of its Directors, Officers, Employees, Affiliates, or Subsidiaries involved with the establishment of the Organization?

☐ Yes ☐ No

Does the IA or any Director, Officer, Employee, Affiliate, or Subsidiary directly or indirectly receive compensation or other payments or benefits from the Organization? ☐ Yes ☐ No

- If you are submitting a handwritten form, please print in ALL CAPITAL LETTERS. Please provide all required information or your request may incur delays.
- Use this form to update information for Authorized Individuals, Control Persons, and/or Beneficial Owners for your Organization.
- **If all existing Authorized Individuals are being revoked and replaced, we will also need a copy of an organizational document (e.g., Corporate Resolution, Board Resolution, or Board Meeting Minutes) as proof of appointment to transact on behalf of the Organization.**
- If the Organization wishes to have the ability to write checks in the Account, please complete and submit a Checkwriting and Visa® Debit Card Application for Organization Accounts.

1. Account Information

For information about Schwab's privacy policy, see the Schwab One Account Application Agreement for Incorporated and Non-Incorporated Organizations (the "Agreement"). Schwab will use the information provided to verify the identity of your Organization and its Authorized Agents. As provided in the Agreement, Schwab is also authorized to inquire as to the creditworthiness of the Organization or of any person associated with your account(s).

Name of Organization

Account Number

Account Number

Account Number

Account Number

Account Number

Account Number

Account Number

Account Number

Account Number

Account Number

Account Number

Account Number

Account Number

Account Number

Account Number



2. Required Information About the Organization's Primary Business or Professional Activity

To properly categorize and serve your Organization, we need to know the type of activity in which it is engaged. Please provide the six-digit North American Industry Classification System (NAICS) code that best describes your business (if you don't know your NAICS code, you can look it up at www.census.gov/eos/www/naics/).

| | | | | | |
|--|--|--|--|--|--|
| | | | | | |
|--|--|--|--|--|--|

6-Digit NAICS Code

Country of Incorporation/Establishment

State of Incorporation/Establishment

3. Required Information About the Account

Source of Funds in Account (Check all that apply.)

Please provide the source of assets that will be deposited or held in the account(s). If the source is a transfer from another firm, please indicate the source of funds that were used to purchase the assets.

- ☐ Salary, wages, savings
 ☐ Working capital
 ☐ Investment capital gains
 ☐ Corporate income
☐ Family, relatives, inheritance
 ☐ Sales of property
 ☐ Other (please specify): _____

Purpose of Account (Check all that apply.)

- ☐ Business Operating Revenue and Expense Processing
 ☐ Investing of Retirement Funds
 ☐ Investing of College Funds
☐ Investing for Estate Planning Purposes
 ☐ Business Payroll Processing
 ☐ Business Funding
☐ Investing of Pooled Assets
 ☐ Investing of Business Revenue
 ☐ Business Cash Management and Treasury
☐ General Investing
 ☐ Investing for Tax Benefits
☐ Other (please specify): _____

4. Update Information About Authorized Individuals, Control Persons and ≥10% Beneficial Owners

Note: Existing roles/individuals on the account, that are not being changed on this form, will be maintained as is.

You must complete this section for each **Authorized Individual** and **at least one Control Person of the Organization** and **all ≥10% Beneficial Owners**.

- ☐ Check here if no single individual or Legal Entity/Trust owns ≥10% of this Organization. You agree to notify Schwab if or when someone owns ≥10% of the Organization in the future. If checked, complete the following for Authorized Individuals and at least one Control Person (e.g., principals, directors, officers, and managing members).

| | |
|------------------------|---|
| Authorized Individuals | <ul style="list-style-type: none"> Any individual or representative of an owner, partner, member, officer, employee, or agent of the Organization that is authorized by the Organization to: <ul style="list-style-type: none"> Buy and sell securities; Withdraw and transfer cash and securities; Sign contracts, waivers, and releases; and Otherwise conduct business with Schwab on behalf of the Organization. Complete the "Individual 1" section for the Primary Authorized Individual who will receive all email correspondence from Schwab. Schwab will have no obligation of inquiry with respect to the validity of, or authority with respect to, any transaction or instruction provided by an Authorized Individual. |
| Control Persons | <ul style="list-style-type: none"> An individual with significant responsibility for managing the Organization (e.g., a Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Managing Member, General Partner, President, Vice President, or Treasurer). Please complete Section 4b for a Legal Entity or Trust that is a Control Person of the Organization. At least one Control Person is required. |
| ≥10% Beneficial Owners | <ul style="list-style-type: none"> Each individual, if any, who owns, directly or indirectly, ≥10% of the equity interests of the Organization (e.g., each natural person who owns ≥10% of the shares of a corporation). In the instance where a Trust is an equity owner of the Organization, the Trustees are considered Beneficial Owners per industry regulations. Please complete Section 4c with Trust and Trustee information. Please note that the Beneficial Ownership information provided in this application will be applied to all other similarly registered Organization accounts with the same Taxpayer Identification Number (TIN) maintained at Schwab. |



4a. Add Individuals Who Are Authorized Individuals, Control Persons and/or ≥10% Beneficial Owners

If there are more than four new individuals who are Authorized Individuals, Control Persons and/or ≥10% Beneficial Owners, please make, complete, and attach additional copies of this section.

Individual 1

Role of Individual on Account (Select all that apply.)

☐ Primary Authorized Individual ☐ Authorized Individual ☐ Control Person ☐ ≥10% Beneficial Owner

Title or Capacity of Individual (Select all that apply.)

☐ CEO ☐ CFO ☐ COO ☐ Chairman of the Board ☐ Member/Managing Member
☐ President ☐ Vice President ☐ Treasurer ☐ Assistant Treasurer ☐ Partner/General Partner
☐ Owner ☐ Secretary ☐ Assistant Secretary ☐ Representative of Member ☐ Representative of Partner/General Partner
☐ Manager ☐ Representative of Manager ☐ Other (specify): _____

Name *First* _____ *Middle* _____ *Last* _____

Home Street Address (no P.O. boxes) _____

Mailing Address (if different from home; P.O. boxes may be used) _____

City _____ City _____

State or Province _____ Zip or Postal Code _____ State or Province _____ Zip or Postal Code _____

Preferred Telephone Number (including area code) _____ Alternate Telephone Number (including area code) _____

☐ Home ☐ Business ☐ Mobile: _____ ☐ Home ☐ Business ☐ Mobile: _____

Social Security Number _____ Date of Birth (mm/dd/yyyy) _____ Email Address _____

Country(ies) of Citizenship (Must list each separated by a comma.) _____ Country of Legal Residence _____

☐ USA ☐ Other: _____ ☐ USA ☐ Other: _____

ID Number and Type (Please select only one box and provide the relevant information below.)

☐ Passport ☐ Driver's License ☐ Gov't Issued ID _____
 Identification Number _____ Country or State of Issuance _____ Expiration Date (mm/dd/yyyy) _____

Employment Status (Please check only one.)

☐ Employed ☐ Self-Employed ☐ Retired ☐ Homemaker ☐ Student ☐ Not Employed

Occupation (If you selected "Employed" or "Self-Employed," please select one option that best describes your occupation.)

☐ Business Owner/Self-Employed ☐ Financial Services/Banking Professional ☐ Military ☐ Consultant
☐ Executive/Senior Management ☐ Information Technology Professional ☐ Educator ☐ Other (specify): _____
☐ Medical Professional ☐ Other Professional ☐ Sales/Marketing _____
☐ Legal Professional ☐ Clerical/Administrative Services ☐ U.S. Government Employee (Federal/State/Local)
☐ Accounting Professional ☐ Foreign Government Employee (Non-U.S.) ☐ Trade/Service (Labor/Manufacturing/Production)

Employer Name/Business Name _____ Business Street Address _____

City _____ State _____ Zip Code _____

For Beneficial Owners Only:

What is your percentage of ownership? _____%

What is your source of wealth? (Check all that apply.)

☐ Salary, wages, savings ☐ Family, relatives, inheritance ☐ Litigation award ☐ Gambling ☐ Social Security benefits
☐ Investment capital gains ☐ Invention/patent ☐ Lottery ☐ Gifts ☐ Sale of property or business

The Next Two Questions Are Required by Industry Regulations:

Are you or an immediate family member associated with or employed by a stock exchange or member firm of an exchange or FINRA, or a municipal securities broker-dealer?

☐ No ☐ Yes (If "Yes," you must attach a letter from your or your immediate family member's employer or affiliated broker-dealer approving the establishment of your account when submitting this application. **List the company name** _____.)

Are you a director, 10% shareholder or policy-making officer of a publicly held company?

☐ No ☐ Yes (If "Yes," enter company name _____ and trading symbol _____.)



Individual 2

Role of Individual on Account (Select all that apply.)

☐ Authorized Individual ☐ Control Person ☐ ≥10% Beneficial Owner

Title or Capacity of Individual (Select all that apply.)

☐ CEO ☐ CFO ☐ COO ☐ Chairman of the Board ☐ Member/Managing Member
☐ President ☐ Vice President ☐ Treasurer ☐ Assistant Treasurer ☐ Partner/General Partner
☐ Owner ☐ Secretary ☐ Assistant Secretary ☐ Representative of Member ☐ Representative of Partner/General Partner
☐ Manager ☐ Representative of Manager ☐ Other (specify): _____

Name First

Middle

Last

Home Street Address (no P.O. boxes)

Mailing Address (if different from home; P.O. boxes may be used)

City

City

State or Province

Zip or Postal Code

State or Province

Zip or Postal Code

Preferred Telephone Number (including area code)

Alternate Telephone Number (including area code)

☐ Home ☐ Business ☐ Mobile: _____

☐ Home ☐ Business ☐ Mobile: _____

Social Security Number

Date of Birth (mm/dd/yyyy)

Email Address

Country(ies) of Citizenship (Must list each separated by a comma.)

Country of Legal Residence

☐ USA ☐ Other: _____

☐ USA ☐ Other: _____

ID Number and Type (Please select only one box and provide the relevant information below.)

☐ Passport ☐ Driver's License ☐ Gov't Issued ID

Identification Number

Country or State of Issuance

Expiration Date (mm/dd/yyyy)

Employment Status (Please check only one.)

☐ Employed ☐ Self-Employed ☐ Retired ☐ Homemaker ☐ Student ☐ Not Employed

Occupation (If you selected "Employed" or "Self-Employed," please select one option that best describes your occupation.)

☐ Business Owner/Self-Employed ☐ Financial Services/Banking Professional ☐ Military ☐ Consultant
☐ Executive/Senior Management ☐ Information Technology Professional ☐ Educator ☐ Other (specify): _____
☐ Medical Professional ☐ Other Professional ☐ Sales/Marketing _____
☐ Legal Professional ☐ Clerical/Administrative Services ☐ U.S. Government Employee (Federal/State/Local)
☐ Accounting Professional ☐ Foreign Government Employee (Non-U.S.) ☐ Trade/Service (Labor/Manufacturing/Production)

Employer Name/Business Name

Business Street Address

City

State

Zip Code

For Beneficial Owners Only:

What is your percentage of ownership? _____%

What is your source of wealth? (Check all that apply.)

☐ Salary, wages, savings ☐ Family, relatives, inheritance ☐ Litigation award ☐ Gambling ☐ Social Security benefits
☐ Investment capital gains ☐ Invention/patent ☐ Lottery ☐ Gifts ☐ Sale of property or business
The Next Two Questions Are Required by Industry Regulations:

Are you or an immediate family member associated with or employed by a stock exchange or member firm of an exchange or FINRA, or a municipal securities broker-dealer?

☐ No ☐ Yes (If "Yes," you must attach a letter from your or your immediate family member's employer or affiliated broker-dealer approving the establishment of your account when submitting this application. List the company name _____.)

Are you a director, 10% shareholder or policy-making officer of a publicly held company?

☐ No ☐ Yes (If "Yes," enter company name _____ and trading symbol _____.)


Individual 3

Role of Individual on Account (Select all that apply.)

☐ Authorized Individual ☐ Control Person ☐ ≥10% Beneficial Owner

Title or Capacity of Individual (Select all that apply.)

☐ CEO ☐ CFO ☐ COO ☐ Chairman of the Board ☐ Member/Managing Member
☐ President ☐ Vice President ☐ Treasurer ☐ Assistant Treasurer ☐ Partner/General Partner
☐ Owner ☐ Secretary ☐ Assistant Secretary ☐ Representative of Member ☐ Representative of Partner/General Partner
☐ Manager ☐ Representative of Manager ☐ Other (specify): _____

Name First

Middle

Last

Home Street Address (no P.O. boxes)

Mailing Address (if different from home; P.O. boxes may be used)

City

City

State or Province

Zip or Postal Code

State or Province

Zip or Postal Code

Preferred Telephone Number (including area code)

Alternate Telephone Number (including area code)

☐ Home ☐ Business ☐ Mobile: _____

☐ Home ☐ Business ☐ Mobile: _____

Social Security Number

Date of Birth (mm/dd/yyyy)

Email Address

Country(ies) of Citizenship (Must list each separated by a comma.)

Country of Legal Residence

☐ USA ☐ Other: _____

☐ USA ☐ Other: _____

ID Number and Type (Please select only one box and provide the relevant information below.)

☐ Passport ☐ Driver's License ☐ Gov't Issued ID

Identification Number

Country or State of Issuance

Expiration Date (mm/dd/yyyy)

Employment Status (Please check only one.)

☐ Employed ☐ Self-Employed ☐ Retired ☐ Homemaker ☐ Student ☐ Not Employed

Occupation (If you selected "Employed" or "Self-Employed," please select one option that best describes your occupation.)

☐ Business Owner/Self-Employed ☐ Financial Services/Banking Professional ☐ Military ☐ Consultant
☐ Executive/Senior Management ☐ Information Technology Professional ☐ Educator ☐ Other (specify): _____
☐ Medical Professional ☐ Other Professional ☐ Sales/Marketing
☐ Legal Professional ☐ Clerical/Administrative Services ☐ U.S. Government Employee (Federal/State/Local)
☐ Accounting Professional ☐ Foreign Government Employee (Non-U.S.) ☐ Trade/Service (Labor/Manufacturing/Production)

Employer Name/Business Name

Business Street Address

City

State

Zip Code

For Beneficial Owners Only:

What is your percentage of ownership? _____%

What is your source of wealth? (Check all that apply.)

☐ Salary, wages, savings ☐ Family, relatives, inheritance ☐ Litigation award ☐ Gambling ☐ Social Security benefits
☐ Investment capital gains ☐ Invention/patent ☐ Lottery ☐ Gifts ☐ Sale of property or business
The Next Two Questions Are Required by Industry Regulations:

Are you or an immediate family member associated with or employed by a stock exchange or member firm of an exchange or FINRA, or a municipal securities broker-dealer?

☐ No ☐ Yes (If "Yes," you must attach a letter from your or your immediate family member's employer or affiliated broker-dealer approving the establishment of your account when submitting this application. List the company name _____.)

Are you a director, 10% shareholder or policy-making officer of a publicly held company?

☐ No ☐ Yes (If "Yes," enter company name _____ and trading symbol _____.)


Individual 4

Role of Individual on Account (Select all that apply.)

☐ Authorized Individual ☐ Control Person ☐ ≥10% Beneficial Owner

Title or Capacity of Individual (Select all that apply.)

| | | | | |
|------------------------------------|--|---|---|--|
| <input type="checkbox"/> CEO | <input type="checkbox"/> CFO | <input type="checkbox"/> COO | <input type="checkbox"/> Chairman of the Board | <input type="checkbox"/> Member/Managing Member |
| <input type="checkbox"/> President | <input type="checkbox"/> Vice President | <input type="checkbox"/> Treasurer | <input type="checkbox"/> Assistant Treasurer | <input type="checkbox"/> Partner/General Partner |
| <input type="checkbox"/> Owner | <input type="checkbox"/> Secretary | <input type="checkbox"/> Assistant Secretary | <input type="checkbox"/> Representative of Member | <input type="checkbox"/> Representative of Partner/General Partner |
| <input type="checkbox"/> Manager | <input type="checkbox"/> Representative of Manager | <input type="checkbox"/> Other (specify): _____ | | |

Name First

Middle

Last

Home Street Address (no P.O. boxes)

Mailing Address (if different from home; P.O. boxes may be used)

City

City

State or Province

Zip or Postal Code

State or Province

Zip or Postal Code

Preferred Telephone Number (including area code)

Alternate Telephone Number (including area code)

☐ Home ☐ Business ☐ Mobile: _____

☐ Home ☐ Business ☐ Mobile: _____

Social Security Number

Date of Birth (mm/dd/yyyy)

Email Address

Country(ies) of Citizenship (Must list each separated by a comma.)

Country of Legal Residence

☐ USA ☐ Other: _____

☐ USA ☐ Other: _____

ID Number and Type (Please select only one box and provide the relevant information below.)

☐ Passport ☐ Driver's License ☐ Gov't Issued ID

Identification Number

Country or State of Issuance

Expiration Date (mm/dd/yyyy)

Employment Status (Please check only one.)

☐ Employed ☐ Self-Employed ☐ Retired ☐ Homemaker ☐ Student ☐ Not Employed

Occupation (If you selected "Employed" or "Self-Employed," please select one option that best describes your occupation.)

| | | | |
|---|--|---|---|
| <input type="checkbox"/> Business Owner/Self-Employed | <input type="checkbox"/> Financial Services/Banking Professional | <input type="checkbox"/> Military | <input type="checkbox"/> Consultant |
| <input type="checkbox"/> Executive/Senior Management | <input type="checkbox"/> Information Technology Professional | <input type="checkbox"/> Educator | <input type="checkbox"/> Other (specify): _____ |
| <input type="checkbox"/> Medical Professional | <input type="checkbox"/> Other Professional | <input type="checkbox"/> Sales/Marketing | |
| <input type="checkbox"/> Legal Professional | <input type="checkbox"/> Clerical/Administrative Services | <input type="checkbox"/> U.S. Government Employee (Federal/State/Local) | |
| <input type="checkbox"/> Accounting Professional | <input type="checkbox"/> Foreign Government Employee (Non-U.S.) | <input type="checkbox"/> Trade/Service (Labor/Manufacturing/Production) | |

Employer Name/Business Name

Business Street Address

City

State

Zip Code

For Beneficial Owners Only:

What is your percentage of ownership? _____%

What is your source of wealth? (Check all that apply.)

| | | | | |
|---|---|---|-----------------------------------|---|
| <input type="checkbox"/> Salary, wages, savings | <input type="checkbox"/> Family, relatives, inheritance | <input type="checkbox"/> Litigation award | <input type="checkbox"/> Gambling | <input type="checkbox"/> Social Security benefits |
| <input type="checkbox"/> Investment capital gains | <input type="checkbox"/> Invention/patent | <input type="checkbox"/> Lottery | <input type="checkbox"/> Gifts | <input type="checkbox"/> Sale of property or business |

The Next Two Questions Are Required by Industry Regulations:

Are you or an immediate family member associated with or employed by a stock exchange or member firm of an exchange or FINRA, or a municipal securities broker-dealer?

☐ No ☐ Yes (If "Yes," you must attach a letter from your or your immediate family member's employer or affiliated broker-dealer approving the establishment of your account when submitting this application. List the company name _____.)

Are you a director, 10% shareholder or policy-making officer of a publicly held company?

☐ No ☐ Yes (If "Yes," enter company name _____ and trading symbol _____.)


4b. Add Control Person That Is a Legal Entity

If the new Control Person is a Legal Entity or a Trust, provide the information requested below—all information is required. In addition, please complete the information requested for at least one of the underlying Control Persons/Trustees of the Legal Entity/Trust.

| | | | | | |
|---|--|---|---|-----------------------------------|--------------------|
| Name of the Legal Entity or at least one of the current Trustees of the Trust | | | | Legal Entity Tax ID Number | |
| If Legal Entity is known by another name, enter name. | | | | Telephone Number | |
| Legal Entity Street Address (no P.O. boxes) | | | Mailing Address (if different from street; P.O. boxes may be used) | | |
| City | | | City | | |
| State or Province | | Zip or Postal Code | State or Province | | Zip or Postal Code |
| Country of Incorporation/Establishment | | State of Incorporation/Establishment | Date of Incorporation/Establishment (mm/dd/yyyy) | | |
| <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> <input type="text"/> | | | | | |

6-Digit NAICS Code

Provide the following information for at least one Control Person/Trustee for the above Legal Entity/Trust. If information was provided for the Control Person/Trustee in Section 4a, list only his/her name below.

Control Person/Trustee

| | | | | |
|---|--|---|--|--|
| Name First | | Middle | Last | |
| Home Street Address (no P.O. boxes) | | | City | |
| State or Province | | Zip or Postal Code | | |
| Preferred Telephone Number (including area code) | | | Alternate Telephone Number (including area code) | |
| <input type="checkbox"/> Home <input type="checkbox"/> Business <input type="checkbox"/> Mobile: _____ | | | <input type="checkbox"/> Home <input type="checkbox"/> Business <input type="checkbox"/> Mobile: _____ | |
| Social Security Number | | Date of Birth (mm/dd/yyyy) | Email Address | |
| Country(ies) of Citizenship (List each separated by a comma.) | | | Country of Legal Residence | |
| <input type="checkbox"/> USA <input type="checkbox"/> Other: _____ | | | <input type="checkbox"/> USA <input type="checkbox"/> Other: _____ | |
| ID Number and Type (Please select only one box and provide the relevant information below.) | | | | |
| <input type="checkbox"/> Passport <input type="checkbox"/> Driver's License <input type="checkbox"/> Gov't Issued ID | | | | |
| Identification Number | | Country or State of Issuance | Expiration Date (mm/dd/yyyy) | |
| Employment Status (Please check only one.) | | | | |
| <input type="checkbox"/> Employed <input type="checkbox"/> Self-Employed <input type="checkbox"/> Retired <input type="checkbox"/> Homemaker <input type="checkbox"/> Student <input type="checkbox"/> Not Employed | | | | |
| Occupation (If you selected "Employed" or "Self-Employed," please select one option that best describes your occupation.) | | | | |
| <input type="checkbox"/> Business Owner/Self-Employed <input type="checkbox"/> Financial Services/Banking Professional <input type="checkbox"/> Military <input type="checkbox"/> Consultant | | <input type="checkbox"/> Executive/Senior Management <input type="checkbox"/> Information Technology Professional <input type="checkbox"/> Educator <input type="checkbox"/> Other (specify): _____ | | |
| <input type="checkbox"/> Medical Professional <input type="checkbox"/> Other Professional <input type="checkbox"/> Sales/Marketing | | <input type="checkbox"/> Legal Professional <input type="checkbox"/> Clerical/Administrative Services <input type="checkbox"/> U.S. Government Employee (Federal/State/Local) | | |
| <input type="checkbox"/> Accounting Professional <input type="checkbox"/> Foreign Government Employee (Non-U.S.) <input type="checkbox"/> Trade/Service (Labor/Manufacturing/Production) | | | | |
| Employer Name/Business Name | | Business Street Address | | |
| City | | State | Zip Code | |

The Next Two Questions Are Required by Industry Regulations:

Are you or an immediate family member associated with or employed by a stock exchange or member firm of an exchange or FINRA, or a municipal securities broker-dealer?

☐ No ☐ Yes (If "Yes," you must attach a letter from your or your immediate family member's employer or affiliated broker-dealer approving the establishment of your account when submitting this application. **List the company name** _____.)

Are you a director, 10% shareholder or policy-making officer of a publicly held company?

☐ No ☐ Yes (If "Yes," enter company name _____ and trading symbol _____.)



4c. Add Trusts That Are ≥10% Beneficial Owners

In the instance where a Trust is a ≥10% equity owner of the Organization, the Trustees are considered Beneficial Owners per industry regulations. Information for at least one current Trustee is required. If there is more than one Trust that is a ≥10% Beneficial Owner of the Organization, please make, complete, and attach additional copies of this Section 4c.

Name of Trust _____

Country of Establishment _____

State of Establishment _____

What is the Trust's percentage of ownership in the Organization? _____%

Please complete Part 1 for a current Trustee(s) that is an Individual and Part 2 for a current Trustee that is an Entity Trustee.

Part 1: Trustee(s) That Is an Individual

Provide the following information for at least one current Trustee of the aforementioned Trust. If information was provided for a current Trustee in Section 4a or 4b, list only his/her name below.

Trustee

Name *First* _____ *Middle* _____ *Last* _____

Home Street Address (no P.O. boxes) _____ City _____

State or Province _____ Zip or Postal Code _____

Preferred Telephone Number (including area code)

Alternate Telephone Number (including area code)

☐ Home ☐ Business ☐ Mobile: _____

☐ Home ☐ Business ☐ Mobile: _____

Social Security Number _____ Date of Birth (mm/dd/yyyy) _____

Email Address _____

Country(ies) of Citizenship (List each separated by a comma.)

Country of Legal Residence

☐ USA ☐ Other: _____

☐ USA ☐ Other: _____

ID Number and Type (Please select only one box and provide the relevant information below.)

☐ Passport ☐ Driver's License ☐ Gov't Issued ID

Identification Number _____ Country or State of Issuance _____ Expiration Date (mm/dd/yyyy) _____

Employment Status (Please check only one.)

☐ Employed ☐ Self-Employed ☐ Retired ☐ Homemaker ☐ Student ☐ Not Employed

Occupation (If you selected "Employed" or "Self-Employed," please select one option that best describes your occupation.)

☐ Business Owner/Self-Employed ☐ Financial Services/Banking Professional ☐ Military ☐ Consultant
☐ Executive/Senior Management ☐ Information Technology Professional ☐ Educator ☐ Other (specify): _____
☐ Medical Professional ☐ Other Professional ☐ Sales/Marketing

☐ Legal Professional ☐ Clerical/Administrative Services ☐ U.S. Government Employee (Federal/State/Local)

☐ Accounting Professional ☐ Foreign Government Employee (Non-U.S.) ☐ Trade/Service (Labor/Manufacturing/Production)

Employer Name/Business Name _____ Business Street Address _____

City _____ State _____ Zip Code _____

The Next Two Questions Are Required by Industry Regulations:

Are you or an immediate family member associated with or employed by a stock exchange or member firm of an exchange or FINRA, or a municipal securities broker-dealer?

☐ No ☐ Yes (If "Yes," you must attach a letter from your or your immediate family member's employer or affiliated broker-dealer approving the establishment of your account when submitting this application. List the company name _____.)

Are you a director, 10% shareholder or policy-making officer of a publicly held company?

☐ No ☐ Yes (If "Yes," enter company name _____ and trading symbol _____.)



Part 2: Entity Trustee

Complete this section if the Trustee is an entity (Corporate Trustee or other entity).

Name of Legal Entity

| | | | | | |
|--|--|--|--|--|--|
| | | | | | |
|--|--|--|--|--|--|

Legal Entity Tax ID Number If Legal Entity is known by another name, enter name.**6-Digit NAICS Code****Telephone Number****Legal Entity Street Address** (no P.O. boxes)**City****State or Province****Zip or Postal Code****State of Incorporation/Establishment****Country of Incorporation/Establishment****Date of Incorporation/Establishment** (mm/dd/yyyy)**Required Information About Entity Trustee Control Person**

Complete this section for one Control Person of the aforementioned Entity Trustee.

Entity Trustee Control Person**Name First****Middle****Last****Home Street Address** (no P.O. boxes)**City****State or Province****Zip or Postal Code****Preferred Telephone Number** (including area code)**Alternate Telephone Number** (including area code)☐ Home ☐ Business ☐ Mobile: _____☐ Home ☐ Business ☐ Mobile: _____**Social Security Number****Date of Birth** (mm/dd/yyyy)**Email Address****Country(ies) of Citizenship** (List each separated by a comma.)**Country of Legal Residence**☐ USA ☐ Other: _____☐ USA ☐ Other: _____**ID Number and Type** (Please select only one box and provide the relevant information below.)☐ Passport ☐ Driver's License ☐ Gov't Issued ID**Identification Number****Country or State of Issuance****Expiration Date** (mm/dd/yyyy)**Employment Status** (Please check only one.)☐ Employed ☐ Self-Employed ☐ Retired ☐ Homemaker ☐ Student ☐ Not Employed**Occupation** (If you selected "Employed" or "Self-Employed," please select one option that best describes your occupation.)

| | | | |
|---|--|---|---|
| <input type="checkbox"/> Business Owner/Self-Employed | <input type="checkbox"/> Financial Services/Banking Professional | <input type="checkbox"/> Military | <input type="checkbox"/> Consultant |
| <input type="checkbox"/> Executive/Senior Management | <input type="checkbox"/> Information Technology Professional | <input type="checkbox"/> Educator | <input type="checkbox"/> Other (specify): _____ |
| <input type="checkbox"/> Medical Professional | <input type="checkbox"/> Other Professional | <input type="checkbox"/> Sales/Marketing | |
| <input type="checkbox"/> Legal Professional | <input type="checkbox"/> Clerical/Administrative Services | <input type="checkbox"/> U.S. Government Employee (Federal/State/Local) | |
| <input type="checkbox"/> Accounting Professional | <input type="checkbox"/> Foreign Government Employee (Non-U.S.) | <input type="checkbox"/> Trade/Service (Labor/Manufacturing/Production) | |

Employer Name/Business Name**Business Street Address****City****State****Zip Code****The Next Two Questions Are Required by Industry Regulations:**

Are you or an immediate family member associated with or employed by a stock exchange or member firm of an exchange or FINRA, or a municipal securities broker-dealer?

☐ No ☐ Yes (If "Yes," you must attach a letter from your or your immediate family member's employer or affiliated broker-dealer approving the establishment of your account when submitting this application. **List the company name** _____.)

Are you a director, 10% shareholder or policy-making officer of a publicly held company?

☐ No ☐ Yes (If "Yes," enter company name _____ and trading symbol _____.)

5. Revoke Authorized Individual(s), Control Person(s) and/or ≥10% Beneficial Owner(s)

Revoke all of the following individuals (including Trustees) or legal entities (including Trusts and Entity Trustees) who are Authorized Individual(s), Control Person(s) and/or ≥10% Beneficial Owner(s).

Name of Individual/Legal Entity

Role of Individual to Be Removed (Select all that apply.) ☐ **Authorized Individual** ☐ **Control Person** ☐ **≥10% Beneficial Owner**

Name of Individual/Legal Entity

Role of Individual to Be Removed (Select all that apply.) ☐ **Authorized Individual** ☐ **Control Person** ☐ **≥10% Beneficial Owner**

Name of Individual/Legal Entity

Role of Individual to Be Removed (Select all that apply.) ☐ **Authorized Individual** ☐ **Control Person** ☐ **≥10% Beneficial Owner**

Name of Individual/Legal Entity

Role of Individual to Be Removed (Select all that apply.) ☐ **Authorized Individual** ☐ **Control Person** ☐ **≥10% Beneficial Owner**

Name of Individual/Legal Entity

Role of Individual to Be Removed (Select all that apply.) ☐ **Authorized Individual** ☐ **Control Person** ☐ **≥10% Beneficial Owner**

Name of Individual/Legal Entity

Role of Individual to Be Removed (Select all that apply.) ☐ **Authorized Individual** ☐ **Control Person** ☐ **≥10% Beneficial Owner**

Name of Individual/Legal Entity

Role of Individual to Be Removed (Select all that apply.) ☐ **Authorized Individual** ☐ **Control Person** ☐ **≥10% Beneficial Owner**

Name of Individual/Legal Entity

Role of Individual to Be Removed (Select all that apply.) ☐ **Authorized Individual** ☐ **Control Person** ☐ **≥10% Beneficial Owner**

Name of Individual/Legal Entity

Role of Individual to Be Removed (Select all that apply.) ☐ **Authorized Individual** ☐ **Control Person** ☐ **≥10% Beneficial Owner**

Name of Individual/Legal Entity

Role of Individual to Be Removed (Select all that apply.) ☐ **Authorized Individual** ☐ **Control Person** ☐ **≥10% Beneficial Owner**



6. New Authorized Individual Signature(s)

By signing this Authorization, each individual in his or her representative and individual capacity ("you") certifies, represents and warrants that all the information supplied in this Authorization is complete, true and correct. You also agree that you have received and read a copy of the attached Application Agreement, which contains a predispute arbitration clause. You acknowledge and agree that this arbitration clause is a binding obligation both of the Organization and of you with respect to your capacity as an Authorized Individual on the account(s).

You represent and warrant that you have all the requisite power and authority to (1) provide tax certifications; (2) establish, maintain, and operate an account(s) with Schwab on behalf of the Organization; and to bind the Organization to the Application Agreement and all incorporated agreements and disclosures, including, but not limited to, the Schwab One® Account Agreement and the *Charles Schwab Pricing Guide for Individual Investors*, each as amended from time to time (the "Agreement and Disclosures"). You represent and warrant that the Organization documents, resolutions, agreements, and laws governing the Organization permit the establishment and maintenance of the account(s) in accordance with the Agreement and Disclosures. You represent and warrant that you will not take any action or provide any instruction to Schwab that exceeds your authority under the Organization documents, resolutions, agreements, and laws governing the Organization.

You represent and warrant that each Authorized Individual listed on this Application or subsequently provided to Schwab is authorized by the Organization to act individually, independently, and without the consent of any owner, member, manager, partner, board, director, officer, or other person of the Organization. You represent and warrant that any notice sent to any Authorized Individual will constitute notice to the Organization. You represent and warrant that nothing in the Organization documents, agreements, and laws governing the Organization imposes any obligation upon Schwab for determining the purpose or propriety (i) of any instructions received from any Authorized Individual or (ii) of payments or deliveries to or among Authorized Individuals.

You authorize Schwab to apply the Beneficial Ownership information provided in this Update Form to all other similarly registered Organization accounts with the same Taxpayer Identification Number (TIN) maintained at Schwab.

You authorize Schwab to inquire from any source, including a consumer reporting agency, as to the identity of you and any organization you represent (as required by federal law), your or the Organization's creditworthiness and your or the Organization's ongoing eligibility for the account(s) at account opening, at any time throughout the life of the account(s), and thereafter for debt collection or investigative purposes.

You agree to notify Schwab immediately in writing of any change that would cause these representations and warranties to become incorrect or incomplete. You hereby, jointly and severally, in both personal and representative capacities, agree to indemnify Schwab, its affiliates, officers, directors, employees, and agents from, and to hold such persons harmless against, any claims, judgments, surcharges, settlements, or other liabilities or costs of defense or settlement (including investigative and attorneys' fees) arising out of or related to any act or omission to act by any Authorized Individual with respect to the account(s), the breach of any agreement with Schwab or any dispute involving you and the Organization.

The representations and obligations stated in this certification will survive the termination of the account(s).

By signing below, you represent and warrant that this Authorization and the incorporated Agreement and Disclosures constitute a legal, valid, and binding obligation enforceable against the Organization. You also agree, in your personal capacity, that your relationship with Schwab with respect to the account(s) will be governed by the Agreement and Disclosures.

The Agreement with Schwab includes a predispute arbitration clause. I acknowledge receipt of the predispute arbitration clause contained in the Arbitration Agreement section, on pages 2 and 3, of the Schwab One Account Application Agreement for Incorporated and Non-Incorporated Organizations.

This section must be signed by all new Authorized Individual(s).

X

Signature

Print Name

Today's Date (mm/dd/yyyy)

Title

X

Signature

Print Name

Today's Date (mm/dd/yyyy)

Title

X

Signature

Print Name

Today's Date (mm/dd/yyyy)

Title

X

Signature

Print Name

Today's Date (mm/dd/yyyy)

Title



7. Required Certificate of Authority and Resolution

The Organization adopts the following Certificate of Authority and Resolution:

Each of the undersigned hereby certifies, warrants, and represents to Charles Schwab & Co., Inc. ("Schwab") that the Organization is authorized as follows:

1. Each individual whose signature appears in Section 6 (each, an Authorized Individual) is authorized to (1) provide tax certifications; (2) establish, maintain, and operate an account(s) with Schwab on behalf of the Organization and to bind the Organization to the Application Agreement and all incorporated agreements and disclosures, including, but not limited to, the Schwab One® Account Agreement and the *Charles Schwab Pricing Guide for Individual Investors*, each as amended from time to time (the "Agreement and Disclosures"); and (3) designate persons to operate such account(s).
2. Each Authorized Individual is authorized to act individually, independently, and without the consent of the owner, member, manager, partner, officer, or director of the Organization. Notice sent to any Authorized Individual will constitute notice to the Organization. Nothing in the organizational documents, resolutions, agreements, and laws governing the Organization imposes any obligation upon Schwab for determining the purpose or propriety (i) of any instructions received from any Authorized Individual or (ii) of payments or deliveries to or among Authorized Individuals.
3. In the exercise of such authority, each Authorized Individual is empowered, on behalf of the Organization, to use or acquire any service offered by Schwab and its affiliates and to execute and deliver any and all documents, in the name of and on behalf of the Organization as may be requested or required by Schwab. This authority includes the power to open, now or in the future, one or more accounts, and, with respect to each account, to execute, on behalf of the Organization, any and all forms and agreements, including, but not limited to, agreements to arbitrate controversies, and to deal and transact with Schwab in connection with the account(s), including the authority to (i) obtain and terminate all such services as Schwab (or its affiliates or third-party service providers) may offer in connection with the account(s) (including, without limitation, any margin lending or Internet-based online services) and to execute on behalf of the Organization such documents and agreements as required by Schwab in connection with such services; (ii) appoint one or more individuals to act on behalf of the Organization as an Authorized Individual with regard to the Organization's account(s) with authority as described herein or in such forms and to deliver to Schwab any change form for an Authorized Individual, Power of Attorney, or other document to effect or evidence such appointment; and (iii) terminate any Authorized Individual's authority to act on the account(s). This authority also includes the power to instruct the transfer of funds, securities, and other assets, including, but not limited to, the entire account, by wire, check, or otherwise from the account to or for the account of any other person, including the Authorized Individual giving the instruction, without limit as to amount and without inquiry. This authority also includes the power to (i) give written, oral, or electronic instructions to Schwab to buy or sell stocks, bonds, options, and/or other securities, commodities, and commodity futures, and other property, whether for immediate or future delivery, and (ii) to secure payment with property of the Organization, including, but not limited to, stocks, bonds, options, and/or other securities.
4. The authority thereby conferred is not inconsistent or in conflict with any organizational documents, resolutions, agreements, other applicable constituent documents or laws governing the Organization and is within the Organization's power and authority and agreements and laws governing the Organization.
5. In case of the death or withdrawal of any one of the partners or members or in case of the termination or dissolution of the Organization, each of the undersigned agrees to notify Schwab promptly in writing and to execute any supplementary authorization that Schwab may require in such an event. If Schwab is not notified in writing, Schwab is authorized to continue to receive orders for the account(s) that may be given to Schwab by any one of the Authorized Individuals then surviving.
6. Other than the changes requested in this Authorization, Schwab may continue to rely upon all other certificates or resolutions that have been previously provided to Schwab, unless Schwab has received written notice of the revocation of such certificate or resolution. The undersigned agrees to notify Schwab immediately in writing of any change that would cause these representations and warranties to become incorrect or incomplete.

The Agreement with Schwab includes a predispute arbitration clause. I acknowledge receipt of the predispute arbitration clause contained in the Arbitration Agreement section, on pages 2 and 3, of the Schwab One® Account Application Agreement for Incorporated and Non-Incorporated Organizations.

(THIS SECTION MUST BE SIGNED BY AN EXISTING AUTHORIZED INDIVIDUAL FOR THE ORGANIZATION.)

IF ALL EXISTING AUTHORIZED INDIVIDUALS ARE BEING REVOKED AND REPLACED, A NEW AUTHORIZED INDIVIDUAL MAY SIGN BELOW AND SUBMIT A COPY OF AN ORGANIZATIONAL DOCUMENT (E.G., CORPORATE RESOLUTION, BOARD RESOLUTION, OR BOARD MEETING MINUTES) AS PROOF OF APPOINTMENT TO TRANSACT ON BEHALF OF THE ORGANIZATION.

X

Signature

Print Name

Today's Date (mm/dd/yyyy)

Title



8. Authorization to Update Account for Incorporated Organizations Only

Required Signatures for Incorporated Organizations Only

A minimum of two signatures are required to update your Schwab One® Organization Account. There must be at least one signature in each of the following categories:

Category 1: The Chairman of the Board, the President, or any Vice President of the Organization

Category 2: The Secretary, any Assistant Secretary, the Chief Financial Officer, the Treasurer, or any Assistant Treasurer of the Organization

If you are the only corporate officer, please sign in both Category 1 and Category 2, indicating your respective corporate roles under each category.

Please complete all four Signature fields: (1) sign name, (2) print name, (3) specify title, and (4) enter date. Schwab cannot complete these fields on your behalf—failure to complete all four fields will delay the processing of your request.

By signing this Authorization, each individual in his or her representative and individual capacity ("you") certifies, represents and warrants that all of the information supplied in this Authorization is complete, true and correct. You also agree that you have received and read a copy of the attached Schwab One Account Application Agreement for Incorporated and Non-Incorporated Organizations ("Application Agreement"), which contains a predispute arbitration clause. You acknowledge and agree that this arbitration clause is a binding obligation of both the Organization and of you with respect to your capacity as an Authorized Individual on the Account(s).

You represent and warrant that you have all the requisite power and authority to (1) provide the tax certifications and (2) establish, maintain, and operate an account(s) with Schwab on behalf of the Organization and to bind the Organization to the Application Agreement and all incorporated agreements and disclosures, including, but not limited to, the Schwab One Account Agreement and the applicable *Charles Schwab Pricing Guide*, each as amended from time to time (the "Agreement and Disclosures"). You represent and warrant that the organizational documents, resolutions, agreements, and laws governing the Organization permit the establishment and maintenance of the Account(s) in accordance with the Agreement and Disclosures. You represent and warrant that you will not take any action or provide any instruction to Schwab that exceeds your authority under organizational documents, resolutions, agreements, and laws governing the Organization.

You authorize Schwab to apply the Beneficial Ownership information provided in this Update Form to all other similarly registered Organization accounts with the same Taxpayer Identification Number (TIN) maintained at Schwab.

You authorize Schwab to inquire from any source, including a consumer reporting agency, as to the identity of you and any Organization you represent (as required by federal law), creditworthiness and ongoing eligibility for the Account(s) at account opening, at any time throughout the life of the Account(s), and thereafter for debt collection or investigative purposes.

You agree to notify Schwab immediately in writing of any change that would cause these representations and warranties to become incorrect or incomplete. You hereby, jointly and severally, in both personal and representative capacities, agree to indemnify Schwab, its affiliates, officers, directors, employees, and agents from, and to hold such persons harmless against, any claims, judgments, surcharges, settlements, or other liabilities or costs of defense or settlement (including investigative and attorneys' fees) arising out of or related to any act or omission to act by any Authorized Individual with respect to the Account(s), the breach of any agreement with Schwab, or any dispute involving you and the Organization. The representations and obligations stated in this certification will survive the termination of the Account(s).

By signing below, you represent and warrant that this Authorization and the Agreement and Disclosures constitute a legal, valid, and binding obligation enforceable against the Organization. You also agree, in your personal capacity, that your relationship with Schwab with respect to the Account(s) will be governed by the Agreement and Disclosures.

The Agreement with Schwab includes a predispute arbitration clause. You acknowledge receipt of the predispute arbitration clause contained in the Arbitration Agreement section, pages 2 and 3, of the Schwab One® Account Application Agreement for Incorporated and Non-Incorporated Organizations.

Required signature for Category 1: Chairman of the Board, President, or any Vice President

(Please provide at least one signature in this section.)

X

Signature

Print Name

Today's Date (mm/dd/yyyy)

Title: ☐ Chairman of the Board ☐ President ☐ Vice President

Required signature for Category 2: Secretary, any Assistant Secretary, Chief Financial Officer, Treasurer, or any Assistant Treasurer

(Please provide at least one signature in this section.)

X

Signature

Print Name

Today's Date (mm/dd/yyyy)

Title: ☐ Secretary ☐ Assistant Secretary ☐ Chief Financial Officer ☐ Treasurer ☐ Assistant Treasurer



9. Required Certificate of Authority and Resolution for Incorporated Organizations Only: President or Secretary

The Organization adopts the following Certification of Authority and Resolution:

The undersigned certifies that:

1. Each individual whose signature appears in Section 6 (each, an "Authorized Individual") is authorized to (1) provide tax certifications; (2) establish, maintain, and operate the account(s) with Schwab on behalf of the Organization and to bind the Organization to the Application Agreement and all incorporated agreements and disclosures, including, but not limited to, the Schwab One Account Application Agreement and the *Charles Schwab Pricing Guide for Individual Investors*, each as amended from time to time (the "Agreement and Disclosures"); and (3) designate persons to operate such account(s).
2. Each Authorized Individual is authorized to act individually, independently, and without the consent of the board or any director, officer, or other person of the Organization. Notice sent to any Authorized Individual will constitute notice to the Organization. Nothing in the organizational documents, agreements, and laws governing the Organization imposes any obligation upon Schwab for determining the purpose or propriety (i) of any instructions received from any Authorized Individual or (ii) of payments or deliveries to or among Authorized Individuals.
3. The authority thereby conferred is not inconsistent or in conflict with any organizational documents, resolutions, agreements, other applicable constituent documents, or laws governing the Organization and is within the Organization's power and authority and agreements and laws governing the Organization.

The information set forth in this Certificate of Authority and Resolution is true and correct, and Schwab may conclusively rely upon this Certificate of Authority and Resolution until the Organization delivers a written replacement Certificate of Authority and Resolution to Schwab at an address specified by Schwab.

X

Signature

Print Name

Today's Date (mm/dd/yyyy)

Title: ☐ President ☐ Secretary



VENTURA COLLEGE FOUNDATION

SCHEDULE OF COMMENSURATE RETURN TO/FROM VENTURA COUNTY COMMUNITY COLLEGE DISTRICT FISCAL YEAR END JUNE 30, 2020

DISTRICT CONTRIBUTIONS TO THE FOUNDATION

| | | |
|---|----|----------------|
| Salaries/payroll taxes/benefits (a) | | |
| Admissions & records | \$ | 12,104 |
| Student assistance/contact and other overhead | | 27,149 |
| Financial Aid Office | | 9,532 |
| Information Technology | | 15,352 |
| Library | | 15,671 |
| Executives | | 11,938 |
| Rent (b) | | 91,746 |
| Printing/copying/postage | | 91,000 |
| Administrative fees from operating endowments & campus pass thrus | | 1,850 |
| TOTAL CONTRIBUTED SERVICES PROVIDED BY DISTRICT | \$ | 204,809 |

REIMBURSEABLE SERVICES PROVIDED TO THE FOUNDATION

| | | |
|---|----|----------------|
| Janitorial and maintenance services for Marketplace bathrooms (d) | \$ | 9,900 |
| Supplies for Marketplace bathrooms (d) | | 9,882 |
| Health benefits (c) | | 147,507 |
| TOTAL SERVICES TO BE REPAID BY THE FOUNDATION | \$ | 167,289 |

TOTAL VALUE ALL SERVICES PROVIDED BY DISTRICT TO THE FOUNDATION

\$ 372,098

FOUNDATION REIMBURSEMENTS/PAYMENTS TO THE DISTRICT

TANGIBLE/MONETARY PAYMENTS & REIMBURSEMENTS

| | | |
|---|----|------------------|
| Cash reimbursement of health benefits | \$ | 147,507 |
| Cash reimbursement of maintenance and operations salaries (d) | | |
| Cash reimbursement of maintenance supplies (d) | | |
| Scholarships disbursed to VCCCD students | | 612,646 |
| Payments made directly to Ventura Community College Campus departments | | 513,098 |
| Payments made directly to Ventura Community College for Promise | | 84,578 |
| Textbooks purchased for textbook lending library at Ventura Community College | | 38,324 |
| TOTAL TANGIBLE/MONETARY PAYMENTS & REIMBURSEMENTS | | 1,396,153 |

NON-TANGIBLE SERVICES PROVIDED TO THE DISTRICT (salaries and benefits)

| | | |
|--|----|----------------|
| Management, tracking, reconciling of of endowments | \$ | 23,486 |
| Management of scholarship awarding and disbursement process | | 158,973 |
| Public relations/marketing | | 36,233 |
| Fundraising/donor stewardship | | 189,677 |
| TOTAL VALUE OF NON-TANGIBLE SERVICES PROVIDED TO THE DISTRICT | | 408,369 |

TOTAL BENEFITS PROVIDED TO THE DISTRICT

1,804,522

NET BENEFITS PROVIDED BY THE FOUNDATION TO THE DISTRICT IN 2019-2020

\$ 1,432,424

FUTURE BENEFITS TO THE DISTRICT

| | |
|--|-------------------|
| Permanently restricted endowments held for future scholarships | 5,106,218 |
| Permanently restricted endowments held for campus/programs support | 11,492,416 |
| Permanently restricted endowments held for future student awards | 74,777 |
| Temporarily restricted funds held for future campus support | 42,630 |
| Temporarily restricted funds held for future scholarships | 662,164 |
| | 17,378,205 |

NOTES:

- This represents an allocation of the costs of employees who work for the district but also provide services to the Foundation (eg, Board members, IT personnel and maintenance workers), based on the hours they have stated they worked to support the Foundation in 2019-2020.
- (a) Use of office space on Day Road as well as the parking lot for the weekend Marketplace.
- (b) Until September 2020 the Foundation purchased its employees' health insurance through the District in order to take advantage of collective costs. However, the Foundation reimbursed this to the college in full.
- (c) Per our MOU, we are to reimburse the College for all expenditures of M&O related to our Marketplace. However, we cannot pay them until they have invoiced us the cost, and we have not yet received the invoice for the 2019-2020 fiscal year. We have accrued an estimate on our books, and included that here as a reimburseable benefit provided by the District.
- (d)



OTHER ADDED BENEFITS TO THE DISTRICT FROM FOUNDATION EFFORTS

- A. On-going additional student recruitment and retention benefits enabled by scholarships and Promise program funds issued to students and the support provided to academic programs, and textbook support programs.
- B. On-going enhanced relationships with business partners contribute to internships offered, in-kind contributions, and industry experience for students.
- C. On-going long-term efforts support the growth of the Ventura College Schwab Academy of Music and Athletic Department fundraising.
- D. Consulting and fund processing services regarding non-profit fundraising regulations and best practices strengthens the capacity of the college's and district's mission delivery.
- E. On-going value of the estimated 23 VC Foundation Board Members' expands the reach of the college's impact. Time spent on board business and foundation meetings, committee service, and representation at community functions is estimated at 655.7 total hours spent. Valued at \$150.00 per hour, this equates to **\$98,355 of donated time** based on the following:
 - i. Executive Committee convened for 10 hours total. It includes 9 board members who are officers and/or committee chairs and who are not college or foundation employees.
 - ii. There are 9 standing committees, ranging from 7 to 13 members each, which convened for a total of 59.5 hours. For every hour, each committee chair contributed an additional hour in planning and/or follow up.
 - iii. The Ad Hoc Strategic Planning Committee convened for a total 5.5 hours with over 30 additional hours contributed by its chair.
 - iv. 23 board members convened at 4 quarterly board meetings and 1 annual retreat.
- F. 35 active scholarship review committee members from the community contributed 438 hours to read and review 1167 applications and attend 2 meetings. At \$25 per hour spent, a **total of \$10,950 were donated** by these volunteers.
- G. Goodwill established by the Foundation board with the community:
 - i. Supports advocacy efforts.
 - ii. Generates additional fundraising.
 - iii. Builds social capital between the community at-large, community leaders, and the campus community.



VENTURA COLLEGE FOUNDATION
your dreams. our mission.

SIX-YEAR STRATEGIC PLAN 2020-2026

VENTURA COLLEGE FOUNDATION SIX-YEAR STRATEGIC PLAN

Who we are

With this Strategic Plan, the Ventura College Foundation looks to a new era wherein our support for Ventura College students will adapt, increase and accelerate in the context of changing circumstances and needs. The Ventura College Foundation (VCF) works with students from all over the county and state to support their success at Ventura College (VC) and beyond. The college and foundation missions and master plans are each unique to their roles and aligned in order to provide the best service to students and the community as possible.

Ventura College Mission Statement:

At Ventura College, we transform students' lives, develop human potential, create an informed citizenry, and serve as the educational and cultural heart of our community. Placing students at the center of their learning experience, we serve a highly diverse student body by providing innovative instruction and student support, focusing on associate degree and certificate completion, transfer, workforce preparation, and basic skills. We are committed to the sustainable continuous improvement of our college and its services.

Ventura College Foundation Mission Statement:

The Ventura College Foundation transforms students' lives through education by providing innovative and vital resources and financial support. The Foundation collaborates with Ventura College to enhance human potential, civic engagement, careers, and academic success of students enabling their effective impact and legacy on the college, local workforce, and our community.

Changing Lives through Education

Established in 1983, the Ventura College Foundation is one of the most successful community college foundations in California, having raised more than \$39.6 million for Ventura College and its students. Through this support, the Foundation assists the College in facilitating student success and grows the impact and legacy of the College as a vital community asset. Approximately 6,000 students are supported by the VCF each school year.

Who our Students are

Ventura College has a main campus in the City of Ventura with an East Campus in Santa Paula. This flagship college serves the entire county with the highest concentration of students coming from the cities of Ventura, Oxnard, Santa Paula, Fillmore, and Camarillo. (details in appendix)

Students come to the Ventura College with a variety of strengths, dreams and needs. The college and the foundation work hand in hand to support those strengths and dreams and address needs that can interfere with students achieving their potential. VC is every bit a college of the community that has a 95 year history of serving families generation after generation. Many come to the college with great support systems and few barriers to success. Others have the same dreams but fewer resources. VC serves about 13,000 students per year. Today, notable annual statistical information about VC students are:

- 18% are housing insecure
- 40% are first in their families to go to college
- 50% are food insecure
- 60% are Latino
- 70% are classified as low- to moderate-income students (e.g. students with a household income of \$36,000 or less for a family of four)
- Over 2,000 students graduate annually
- About 1,000 students successfully transfer to 4-year universities with over 800 transferring to Cal States and UC's

The Unique Context of VCF as a Foundation

The Ventura College Foundation is a private 501(c)(3) charitable organization led by a 24-member board of directors. The foundation is an auxiliary organization of the Ventura County Community College District. With a \$2.4 million budget and \$26 million in assets. This foundation is one of the larger foundations in the California community college system. Through the power of education and the strength of this organization, VCF is uniquely positioned to drive additional and critical resources to close persistent equity gaps in our county.

Opportunities and Challenges

The foundation has three decades of well-established systems and funds to provide meaningful support for students at Ventura College. This is due to a number of strengths of the organization. We have a history of strong endowed support for scholarships and emerging strengths in

providing campus program support. Our staff, though stretched fairly thin, has very strong in professional experience. The board's passion for our mission is undeniable. Campus partnerships and coordination with the foundation has never been stronger. As a result, the foundation has had the ability to provide a range of resources to respond to student needs:

- **VC Promise Program**—Education Fees Funding for Qualified First and Second-Year Full-time Students; introduced the state to the power of tuition free education.
- **David P. Bianco Textbook Lending Library**—Reserve and Semester Collections.
- **General & Phoenix Scholarships**—Selected Continuing and Transfer Students
- **Phoenix Scholarships**—Unique support for students returning to college after a break in their education
- **Community Campus Tours**—Welcoming our community to campus
- **VC Campus Programs Support**—Driving Transformation through Public-Private Partnerships.
- **Weekend Marketplace**—Year-round community outdoor market on Saturdays and Sundays.

As circumstances in the community change, the foundation anticipates new needs that will require nimble planning including reassessment of staffing and resources needed to meet our goals of supporting students.

VCF has had the great advantage of a strong Weekend Marketplace that has long funded its operations and signature programs, such as the Promise and Textbook support. However, the Marketplace operation has vulnerabilities and limitations. In community events such as heavy rain or wildfire, can severely curtail the Marketplace revenue. The culture of the foundation embraces stability so for the decades it has relied on the revenue of the Weekend Marketplace and this has limited growth in fundraising. Given these challenges and the board's deep passion and devotion for the foundation's mission and the deeply felt impact on students' lives, access to new donor prospect pools and face-to-face outreach needs to be expanded. Untapped opportunities need to be explored, including expanding awareness among students, alumni and their families who may wish to support VCF for future generations of students. In addition, an increase in diversity in our outreach to cultural groups and for representation on the Board is seen as an important step in expanding our capacity to provide more students with more resources to support their success.

With the 100th anniversary of the college in 2025 and the foundation's 40th anniversary in 2023, the board has an opportunity to embrace strategies for new growth in funding and commit to funding current and new student support programs with 100% donated funds. This would allow the Marketplace revenue to be used to invest in additional professional fundraising work with and marketing to students, families, alumni,

businesses, and the community-at-large. The foundation could be more creatively and strategically involved on campus with fun student engagement to support outreach and a philanthropic culture. The Ventura County Community Foundation recently commissioned a study that shows that \$100 million in estate gifts will be given to charitable organizations in the county in each of the next ten years. However, the economy is overdue for a correction, and that correction is likely to land near to the time that would make sense for the foundation to launch the feasibility study for a capital campaign and ramp up in activity to celebrate the campus centennial. The foundation has an opportunity to attract and partner with additional legacy donors annually but will have to have a broad approach to minimize the impact of external events.

Our challenge is to build on our strengths, adapt with changing circumstances, address challenges and take advantage of opportunities. We need to ensure that staffing is adequate and has the right skills and resources to achieve the goals of this plan. We need to reach more constituencies in our communities to participate in the VCF as Board members, and we need to broaden our base for donors and other revenue. The VCF Strategic Plan has been developed in response to this landscape of opportunities and challenges.

VCF Programs

The Ventura College Foundation was initially established for the purpose of raising funds for student scholarships. While our focus has expanded over the years, we continue to support our students through our scholarship program. Our programs includes a “**before** by enabling enrollment to VC, **during** enrollment at VC, and **after** finishing at VC as students take their next step in achieving their dreams” approach to promoting student success.

Before: Enabling Access to a VC Education

Ventura College Foundation’s first-year VC Promise began in 2007. It was the first of its kind in the state and a model for other California community colleges. In fact, VC Promise's success was referenced in State Assembly Bill 19 that was signed into law in 2017. It establishes the statewide California Promise Program that waives tuition fees for qualified first-year full-time community college students. With the combined public-private funding from the state's program and community support, our VC Promise expanded in 2019, and qualified full-time students can now attend **two consecutive school years** at Ventura College tuition-free.

In the program’s first eleven years, annually, about 1000 first-year students, who graduated from Ventura County high schools had all educational fees not covered by state and Federal financial aid paid by the foundation.

The Promise program included specific support for agricultural workers from 2009 to 2011. This piece of the program was underwritten by the Limoneira Company.

From 2017-2019, the Promise Program expanded to include veterans. The Ventura College Foundation William and Helen Scarpino Veterans Promise Program was funded by donors who covered the costs of Ventura College enrollment and supplemental fees for qualified first-year of U.S. veteran and U.S. active duty military students. This allowed these students to reserve their GI Bill® for their four-year university education. The program included additional textbook support. The program served 34 veteran students over its two-year history. This program is now included in the CA Promise Program supporting first- and second-year full-time veteran students. The veteran textbook support portion remains a priority for the VC Foundation.

In our program's 13-year history, \$4 million had been awarded to over 14,000 VC Promise students. These VC Promise recipients were 70% more likely to graduate in four years than the non-Promise cohort of the same age.

As the state of California takes a larger role in delivering on the CA Promise, the VCF has the opportunity to identify new emerging needs and expand support in current areas where it is still needed.

During: Removing Barriers to Educational Progress and Success

Textbook Lending Programs

The Textbook Lending Library has been in existence since 2007 and was known on campus as the Faith George Lending Library. In 2010, it expanded to include the college's East Campus in Santa Paula. It is now known to the foundation as the David P. Bianco Textbook Lending Library in memory of one of the board's most ardent champions of the program. Over the years, the program funders included Title 5 funding. Currently the program is support primarily through foundation funds as well as Associated Students of Ventura College, and faculty donations of in-kind contributions.

Currently, the program exists in three parts:

- 1) The semester lending program is where students can check out up to three textbooks to use for an entire semester, at no cost to them. As resources are limited, these textbooks are checked out on a first-come, first-served basis. Before the start of the semester, we host a priority day where students can be the first to browse through the collection and check out the books. Even after the priority day, textbooks remain and students can stop by at any time during the semester to see what is available.

- 2) The reserve collection includes textbooks that are made available at the VC and East Campus Libraries to students for two-hour or overnight checkouts. The goal of this collection is to make available all textbooks required each semester.
- 3) The Jerry Arrellano Veterans Resource Center Library is funded by the VC Foundation and supported by veteran students' though in-kind donations. All veterans and dependents have access to this collection to help defray the high cost of required textbooks. This program was founded by donor, Chris Cole, in honor of Jerry Arrellano's memory and service. Mr. Cole founded it given that some combat veterans are not able to be in a larger crowd in a large facility such as our main campus library, especially at our per semester Textbook Lending Priority Day. Currently, the foundation provides qualified veteran students with a \$250 stipend for each of the semesters in their first year of college provided that they too donate at least one textbook a semester back to the center's lending library.

Scholarships for Continuing Students

Annually, about \$600,000 in funding through 450 scholarships are available to about 300 Ventura College students (2.3% of our 13,000 students) who are ready and able to benefit from the financial support, via a single Ventura College Foundation Scholarship Application. Our scholarships are designed to enable and encourage students to achieve their goals. Any student currently enrolled at Ventura College in the Fall and/or Spring in any given academic year who has successfully completed at least 12 units at the College by the end of the Fall Semester is eligible to apply. An independent reading committee of over 90 readers assesses each application through a blind process. One in two continuing student applicants is awarded \$1,000+ scholarship packages.

The Phoenix Scholarship Program was established in November 1999 by Ventura College Foundation board members who learned about the unique needs of Ventura College re-entry students. Re-entry students are those who have taken a break in their educational endeavors due to various life circumstances (military service, working, caring for a loved one, financial troubles, incarceration, etc.) for a minimum of one year but have returned to Ventura College to earn an education and/or learn new skills. The Phoenix Scholarship is designed to assist these students who have minimal or no resources to fund the cost of their education.

After: Supporting Transition to New Opportunities

Scholarships for Transfer Students

From our \$600,000 in annual scholarship funding, one in four applicants who are transferring to a 4-year university are awarded \$3,000+ packages through their student business account at their transfer institution.

Public Private Partnerships Create Career Pathways

The college supports 25 career education programs. The foundation staff work with a number of these programs annually to attract and support industry partners through grants from outside foundations and from the industry partners themselves. In addition to providing feedback on curriculum, tools and resources, industry partners are encouraged to provide apprenticeships and internships so that more and more of our students have industry experience before they graduate.

Our Vision for the Future

Much of the input received throughout this process embodied a strong vision of what the VCF future would look like – who VCF would be - by the end of this six-year period. The main pillars of this vision are:

The student support role is celebrated and evident

- The College and Foundation use a holistic approach to identify and address student needs and to remove barriers.
- Additional barriers to education are identified as they emerge, and effective partnerships allow increased student access to meaningful support (housing, food, childcare, school supplies and expenses beyond tuition and books, travel, etc.)

The Foundation can offer more and larger scholarships and services that meet additional student need

- Private donations grow as a percentage of revenue by 5% increase annually (fundraising goal dropped by 30% due to pandemic in 2020-21)
- Unrestricted donations grow as a percentage of donations—5% increase annually (no expected increase in 2020-21 due to pandemic)
- Marketplace effectively increases participation by 35 new vendors on Saturdays and maintains a high percentage of engagement on Sunday to support VCF operations and investments in growth. (vendor dropped by 50% due to COVID protocols in Q4 of 2019-20, and in 2020-21)

The College and Foundation relationship is evident and meets changing priorities

- College staff and faculty are aware of and engaged in Foundation activities. (on track)
- Clear and strong collaboration between the entities meets needs of both entities.
- The Foundation works closely with many college departments to enrich student experience. (on track)

VC and VCF Contributions to the Community are broadly acknowledged

- The Foundation helps the college to be recognized as a community leader.
- Strong messaging is a regular and compelling feature: success breeds success (on track)

The Foundation recognized as a strong professional and sophisticated organization!

- The Foundation employs intentional and regular evaluation of structure, methods and initiatives to ensure that goals and needs are met
- The Foundation ensures both high quality and high quantity of services are maintained as we grow in our impact--as we do more, we also do it well.
- The Foundation is comprised of engaged VCF board, volunteers, and staff: the right people doing the right stuff, fully trained, and fully supported.
- The Foundation tracks emerging best practices, industry trends, changes in relevant laws, ethics, effective structures, and tools and strives to be ahead of the curve!

Community Impacts

This plan is not just about our students, or Ventura College or the VCF. In its creation we focused on how what we can do can impact the community we care about so much. With the development of each goal, we looked on the impacts that our actions could support.

Goal 1: Expand Support to Students

- Closes societal and financial equity gaps by increasing and strengthening social capital through education and the advantages that this campus affords
- Improved quality of life for families in the county through the power of education
- Provide needed human resources in key industry sectors
- Supports growing educated workforce and expand tax base

Goal 2: Grow Revenue and Ensure Sustainable Financial Structure

- Effective community partnerships will match the benefits of the college to effectively address needs of the community
- Employ efficient and effective use of the community's financial investment including trust, professionalism, and transparency

- Promote a culture of giving and develop that leadership in the next generation of educated citizens
- Provide flexible and nimble support to address community needs both economic and culturally through education

Goal 3: Enhance Profile of College and Foundation as a Vital Partner in our Community

- Ventura College becomes a cultural center in the region—a place for the community to engage in common interests and come together to strengthen community relationships (expert lectures, athletics, music, arts, Diversity Fair, constructive community discourse)
- Marked growth in community engagement to understand and address the needs of the community through education and the cultural benefits of a college campus
- Active board engagement will reflect the diversity of our community to better address its needs and remove the barriers that the college can address most directly

Goal 4: Improve Information Management and Communication between College and Foundation

- Foster a greater unity of purpose to improve our collective impact across the college and the district
- Promote high standards of ethics, efficiency, effectiveness, professionalism and transparency in the use of public and private funds.

Goal 5: Ensure a Sustainable Operational Structure

- Strengthen and sustain the leadership of the foundation and the college to address the economic and cultural needs of the community through the power education and the campus as a cultural center.
- Maintain a focus on the changing landscape of the economy, and societal and cultural changes to effectively support the city and county through education and our campus.

How we are going to get there

What follows are the goals, objectives, and key strategies that the VCF Board and staff will pursue, in close collaboration with VC, in the coming 6 years. The current status of each key strategy is described as are year three indicators of progress and year six targeted outcomes. These goals, objectives and key strategies are not all-encompassing descriptions of the myriad of activities that will take

place at the VCF during this time, but instead highlight the areas of most focus and important leverage that will move the organization forward in our effort to continuously improve how we support students and the college.

The needs of students and communities will change over time and the Foundation and College will strive to keep pace with these changes. New opportunities to provide support will emerge and others fade. By addressing these changes and opportunities, we will enhance our ability to support adults who seek to improve their lives and those of their families to access education and training, thus strengthen the vitality of the communities we live in.

The Purposes of this Plan

The Ventura College Foundation (VCF) Six-Year Strategic Plan has specific purposes to ensure that it is a useful tool:

- To be a guidance document that is a living reference for goals, objectives, strategies and activities that the foundation staff and board members and their committees will act upon for the next 6 years.
- To be a reference document that contains information that can be used in VCF literature, donor conversations, promoting partnerships, etc.
- To clarify college and foundation intersections, both similarities and differences, as well as roles and responsibilities that enables effective and efficient collaboration.

Plan Development

The VCF Strategic Plan was created through a collaborative effort of many entities that provided valuable input. The VC Foundation Board of Directors joined the VCF staff to identify the critical purposes of the Plan. Stakeholders from around the region were invited to provide input through a public forum and written surveys. Representatives included students and their families, K-20 educators, large and small businesses, labor, government, donors, partners and VC campus leaders. Their input was reviewed by VCF staff and Pepperdine University undergraduate business students as part of their capstone projects. The full VCF Board reviewed the input and made suggestions for development of the plan. Lead Board Members and their committees evaluated a later plan draft resulting from this input for inclusion in the final plan and committed their efforts to the goals, strategies and outcomes embodied in

the plan below. Details regarding this process, including VCF staff and Board members roles and condensed versions of input and the data used, can be found in the Appendices.

Acknowledgements

From all who participated in the development of this plan, we want to thank everyone who contributed time, creativity, experience, perspective and most importantly their commitment to supporting the implementation of activities that will help our students and our organization to meet the ambitious goals of this plan.

VCF looks forward to working with donors and partners from across our region in support of a better future for everyone!

VCF Strategic Goals, Objectives, and Key Strategies for 2020-2026

GOAL 1: EXPAND SUPPORT TO STUDENTS (Scholarships and Grants Committee)

OBJECTIVES:

- A. Increase number and size of scholarships dispersed and student support services received.*
- B. Address current and future needs across the whole spectrum of the student populations*
- C. Make it easier for students to get aid even when going to multiple schools through advocacy across the district to support VC*
- D. Identify and remove barriers for students (textbooks & tools, support food & housing efforts, etc.)*
- E. Focus our funding to address gaps not addressed by other dollars*
- F. Enable more part-time students to move to full-time and/or complete in 6 years*
- G. Collaborate with community entities to expand range of opportunities for students*

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|--|--|---|---|---------------------|
| 1) Coordinate VCF development plan with VC Master Plan to enhance outreach and address support gaps that effect students | College Master Plan in place. VCF strategic plan in process. | Create a coordinated VCF programmatic plan updated annually to effectively support students in alignment with VC Master Plan. Set up systems to implement and metrics to gauge effects. | Implemented coordinated plan and met benchmarks of growth according to plan | B, D, E |
| 2) Learn more about students to determine needs | VCF on VC Basic Needs Task Force, VCF in VC Administrative Council meetings and retreats. VCF staff, VC Financial Aid Dir. and Registrar meet quarterly. VCF Staff manages VCF Student Ambassador feedback and outreach. | <ul style="list-style-type: none"> Expand engagement with Student Services Team; student clubs and campus niche programs Support VC student advocacy center | Adjust VCF student support programs regularly and intentionally to best serve students. Increase applicants to VCF programs and opportunities by 5% year over year. | A, B, D, E |
| 3) Expand Scholarship Programs for Full-Time Students | <ul style="list-style-type: none"> VC Promise students supported by VCF with grants administered by the college Colleges have current policies that are not coordinated Chancellor's cabinet and financial aid directors meet regarding inter-college coordination for students attending at multiple campuses. | <ul style="list-style-type: none"> Help motivate students to attend VC full-time through fundraising, branding and marketing Advocate at the State level for more financial support and reliability of that support Establish policy for contingency in case of inconsistent state support. Advocate for and develop reciprocity agreements with the other colleges & foundations for | <ul style="list-style-type: none"> More intentional coordination and engagement of the foundations in district-wide efforts to further meet students' needs across the district See increased percentage of full-time students Have contingency plan in place for state support fluctuations | A, C, D, E, G |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|---|--|---|---|---------------------|
| | | financial support for full-time status | | |
| 4) Redesign Part-time Student Support Program | Supported by textbook and scholarship programs | <ul style="list-style-type: none"> Identify barriers for students to attend full time and work with college to address. Incentivize completion within 4-6 year time frame. Market programs to part-time students. | Track number of part-time students associated with VCF programs who transition to full-time and/or complete within 6 years. | F |
| 5) Expand the Textbook Lending Library and start a Key Academic Tools Lending Program | Textbook semester lending and reserve collections funded by VCF; graphing calculator lending program supported by VC | <ul style="list-style-type: none"> Increase the number and type of books and academic tools available on main and east campuses. Work with library to collaborate on student needs and access. Expand access to “open sources” | Monitor lending library use by students. Target increase of number of students who access these libraries products by 5% year over year | D |
| 6) Increase the number of applicants who receive scholarships | Currently supporting 2.3% of students with scholarships. 300 student applicants in 3 of the last 4 years, with one spike of 500, when student ambassador program launched. | <ul style="list-style-type: none"> Increase effectiveness of marketing to students to increased pool and set realistic expectations of the number of scholarships for students available. Have bilingual student ambassadors at Marketplace etc. Market eligibility for grants, etc., budget realities and support opportunities Expand support systems for creating strong applications. | Increase applicant pool by 5% and number and size of scholarships dispersed 5% year over year. | A |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|--|--|--|---|---------------------|
| | | <p>(Student government, Ambassadors, tutors, etc.)</p> <ul style="list-style-type: none"> • Messaging: Destigmatize support and emphasize benefits • Implement marketing to parents in their languages. • Push info to faculty for students, including Career Technical Education (CTE) • Support VC presenters at high schools and middle schools with VCF info • Coordinate with VC outreach efforts to “stalled” students – didn't finish FAFSA, HS student who applied for but didn’t get into or didn’t enroll in 4-Yr school) | | |
| 7) Expand wrap-around Services Support | Current services include VC Pirates Cove, VC Basic Needs Pantry, VC Tutoring, Veterans Resource Center, Educational Assistance Center (EAC), Extended Opportunity Programs & Services (EOPS), VCF Textbook Lending Library (mentioned above) | Work closely with the VC Basic Needs Office and support services to identify how the VCF can aid them in addressing barriers such as housing and food insecurity, childcare and transportation, school supplies, professional clothing closet, more tutoring needed (increased collaboration and fundraising support) | Implement collaboration plan for increasing stable support for comprehensive wrap-around services that meet students’ need to stay in school. | D |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|---|--|--|---|---------------------|
| 8) Enhance support for campus programs in order to provide students with tools and experiences that wouldn't have access to otherwise | <ul style="list-style-type: none"> Developing internships, tool contributions, support for donor-college specified programs (e.g. Schwab music program) Works with VC Student Services, ASVC and First-Year Experience in outreach for VCF support opportunities | <ul style="list-style-type: none"> Create and implement a plan for soliciting community support for program specific tools and experiences for students. Initiate innovative educational enhancement grants that aim at enriching student experiences. Set targeted goals. | <ul style="list-style-type: none"> Increase the number of programs on campus actively supported by the foundation Educational enhancement grants increased by one new micro-project per year. Meet targeted goals set for year 6 | B, E |
| 9) Expand partnerships | VCF/VC expands, enriches or incubates about 2-3 academic programs per year with private community partners who provide tools and internship opportunities | <ul style="list-style-type: none"> Expand internship and job shadow development (collaborate with unions, workforce development agencies, etc.) Work with campus to identify and refer to resources in community to enhance and expand academic programs Support mentorship opportunities | Increase public-private engagement across campus. Add 1-2 engaged partners annually. | G |
| 10) Support Student Life Initiatives that Improve the Student Experience | Staff and student ambassadors are tabling at student outreach events to encourage student support applications throughout the fall | <ul style="list-style-type: none"> Incorporate activities that are fun and engaging for the student community that lead to more student applications for support, and more student giving. Tracking impacts and set targets. | 5% increase in applications and student giving year-over-year | B |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|--|---|--|--|---------------------|
| 11) Ensure programs are having impact and that growth in student support is managed well | <ul style="list-style-type: none"> VCF and VC offices of institutional effectiveness, Financial Aid office, Registrar, work to measure needs and outcomes with data. VCF has 1.0 full-time program professional | <ul style="list-style-type: none"> Evaluate program effectiveness and make adjustments as needed Evaluate program mix and balance Additional part-time programs professional on staff | <ul style="list-style-type: none"> Look at “T-Ten Program Business Model” create guidelines and manual for effective campus/private partnerships Formalize regular work and coordination with key campus partners (academic and student services) Additional part-time programs professional position becomes full-time | G |

GOAL 2: GROW REVENUE and ENSURE SUSTAINABLE FINANCIAL STRUCTURE (Program Sustainability, Investment and Marketplace Committees)

OBJECTIVES:

- A. Increase amount of revenue available to support student success
- B. Maintain on-going financial commitments and direct marketing efforts
- C. Add giving populations: Alumni Giving, Parent Giving, and Student Giving.
- D. Add additional Specific Campus Program and Services Support
- E. Balance revenue and expenses in order to meet activity goal
- F. Increase Marketplace revenue on Saturdays and maintain revenue on Sundays
- G. Expand ongoing internal partnerships between VCF staff and campus partners (administration, faculty, classified professionals, counseling, financial aid, registrar, tutoring, library, basic needs).
- H. Expand ongoing external partnerships between VCF staff, campus partners and community partners

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|--|--|---|---|---------------------|
| 1) Coordinate revenue generation to support students with the goals and priorities of the college. | <ul style="list-style-type: none"> Executive Director reports to college president on a daily basis, sits on VC Administrative Council, briefs VC Executive Committee bi-monthly. VCF staff coordinates efforts to varying degrees with Financial Aid Director, Registrar, VC Outreach Team, Career Education Deans, Athletic, Pirates Cove, VC Basic Needs Pantry, VC Tutoring, Veterans Resource Center, Educational Assistance Center (EAC), Extended Opportunity Programs & Services (EOPS). | <ul style="list-style-type: none"> Create a coordinated VCF development plan updated annually to effectively support students in alignment with VC Master Plan. Set up systems for interdepartmental communication, strategies to implement plan, and metrics to gauge effects. Identifying specific fundraising with sponsors to address student's barriers (parking, etc.) | <ul style="list-style-type: none"> Standardize expanded annual meeting schedule with key VC departments, committees and the district entities to better coordinate annual funding priorities to best support students. Funding and implementing new student support programs. | G |
| 2) Increase the number and size of scholarships | Currently, approximately 300 scholarships totaling \$600,000 distributed to students annually. | <ul style="list-style-type: none"> Expand donor networks to raise more money. Enhance donation management process to include analytics so that next-best prospects data can be mined and used by development staff and Board. Maintaining responsive and enhanced return on investment policy as needed to protect the value of the donors' investments and enable growth. | <ul style="list-style-type: none"> Meeting targeted goals established in year three. Successful capital campaign on track for completion. Successful adjustments made to investment policies, strategies and decisions in response to market changes. | A |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|--|--|---|--|---------------------|
| | | <ul style="list-style-type: none"> Targeted growth will be determined through capital campaign feasibility study. | | |
| 3) Use online media to increase public information to community about giving opportunities | <ul style="list-style-type: none"> Redesigned website and platform to enable expansion of social media marketing PR and marketing specialists on retainer Coordinated PR and marketing efforts with college and district. Branding effectively coordinated across all platforms and marketing and direct marketing vehicles. Marketing targets current donors, community partners and their Facebook communities. | <ul style="list-style-type: none"> Implemented protocol for coordinated, consistent work with college and district PIOs and marketing teams Use tracking information to expand to more platforms for broader access. Keep pace with multiple media marketing and direct marketing platforms changes in order to incorporate in action plans. Implement an expanded plan to reach businesses, alumni, parents and more community partners, additionally to donors and their communities. | <p>Expanded to multiple emerging platforms and track increase media activity.</p> <p>Expanded targeted populations to be impacted by marketing efforts to alumni, parents, students, businesses and other community partners by 5% year over year.</p> | H |
| 4) Create a culture of giving among current students | Some VCF Student Ambassadors and scholarship recipients are individually inspired to give without any VCF solicitation program. | <ul style="list-style-type: none"> Begin student giving campaign through partnership with ASVC and VCF Student Ambassadors to establish the habit of donating to VCF Establish metrics to measure results | Annual student giving campaigns with annual 5% increase in donors established. | C |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|--|---|---|---|---------------------|
| 5) Expand fundraising, structure staffing and utilize board to maximize capacity | <ul style="list-style-type: none"> • VCF is growing in its services to campus and the number of donations processed • 30% of the board members, 15% of the Executive Director's time, and 1.5 full-time equivalent staff are engaged in major gift solicitation. • VCF actively supports corporate partnerships with 4-7 campus programs annually and the number is growing with our successes. • Unrestricted funding is 9% of funds raised annually. • Marketplace revenue pays for 51% of all VCF expenses to run all student support programs and required organization operations. • Staff maintain light focus on planned giving. • VC Foundation board and college leadership bring partnership donor opportunities to VCF • Employee giving campaigns are growing 5% annually | <ul style="list-style-type: none"> • Expand executive director's time to engage in major gift fundraising to at least 30% by shifting administrative duties of executive director to an executive assistant • Expand prospect management and donor research by expanding database specialist position to full-time • Initiate Alumni engagement through a website interface for individual alumni engagement • Expand fundraising structure to take advantage of campus program partnership opportunities • Developed plans to expand planned giving, multi-year giving and board giving • Unrestricted fund plan increased by 5% from year 1. • Utilize increased board engagement to introduce partners and donors to VCF • Textbook lending is fully supported by philanthropic dollars. • Set targets for year 6 based on year 3 statistics. | <ul style="list-style-type: none"> • Annual goals met with a 5% increase year over year for items in 3-year indicators. • Four new campus program partnerships developed (e.g. athletics, sciences, veterinary tech, etc.) • Marketplace revenue used to pay expenses for required operations of VCF and provide resources to incubate new efforts. • All student support operations fully funded by philanthropic resources. | A, E |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|--|--|---|--|---------------------|
| | <ul style="list-style-type: none"> Targeted donor marketing efforts excludes alumni, students and parents due to limited staff time and resources. | | | |
| 6) Use anniversary and other special events to expand and cultivate donors ensuring that activities and themes align with mission and strategic plan | <ul style="list-style-type: none"> Executive director is a member of the 95th anniversary celebration committee Part-time events specialist is in place Currently do tours, awards events, donor sponsored events, donor recognition events. Events are sponsored supported. <ul style="list-style-type: none"> Four high touch, highly choreographed scholarship award events produced annually. | <ul style="list-style-type: none"> Partner with Campus 95th anniversary events to improve campus, community and alumni engagement through business, corporate, and citizen sponsorship Maintain/grow events list that is aligned with goals of VCF strategic plan Event specialist becomes full-time Sponsors identified for all events (self-sustaining). Carry out routine evaluation of events for continuous improvement Maintain high quality, high touch award event(s) to steward present and future donors. Establish and track impact metrics. | <ul style="list-style-type: none"> Partner with Campus 100th anniversary events to improve campus, community and alumni engagement through business, corporate, and citizen sponsorship <ul style="list-style-type: none"> Additional events are sponsor supported and aligned with mission and VCF strategic plan. Steward future alumni support; steward donor engagement; celebrate student success with increase number of scholarship recipients through awarding event(s). Events designed in accordance with indicated impacts. | E, G, H |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|---|--|--|--|---------------------|
| 7) Launch Capital Campaign in concert with VCF 40 th anniversary | <ul style="list-style-type: none"> • Proposal for a feasibility study for a campaign is being developed for consideration and approval. • VCF 40th anniversary celebration activities being identified. | <ul style="list-style-type: none"> • Possible campaign and 40th anniversary event structures are approved, sponsors identified, and VCF capacity to carry out events established. • Staffing changes according to feasibility study • Targets and goals established and tracked. | <ul style="list-style-type: none"> • Public phase of capital campaign in full swing. Milestones monitored for progress. • 40th Anniversary of VCF is celebrated and leveraged for capital campaign. | A, E, G, H |
| 8) Marketplace Revenue -- Expanded on Saturdays and Sustained on Sundays | <ul style="list-style-type: none"> • Currently, Sundays are sold out with large customer base • Saturday vendor base is below capacity. • Costs to run MP are increasing. • Current MP Staff is concentrated on operations. Do not have adequate vendor recruitment or marketing capacity. | <ul style="list-style-type: none"> • Maintain Sunday revenue • Part-time vendor recruitment and stewardship position filled • Institute targeted marketing strategy to target new vendors • Part-time weekend operations staff is added to team to support to vendors | <ul style="list-style-type: none"> • MP is at targeted capacity on Saturdays with 35 additional vendors. • Sundays remain at full capacity. | A, F |
| 9) Create short- and long-term plans for revenue and expense structures including a process for | <ul style="list-style-type: none"> • Marketplace revenue fulfills 50% of budgeted expenses. This is a vulnerable revenue source due to decisions made outside of the control of VCF such as weather and changing district priorities | <ul style="list-style-type: none"> • Maintain balance in fundraising sources that align with Giving USA reporting to maintain maximum efficiency. Ensure that we are within 5% of national percentages. • Set fundraising targets for VCF programs | <ul style="list-style-type: none"> • Revenue increased to targets by attracting new donors and establishing new donation habits. • Revenue increased through district-wide donations. • Increase fundraising for VCF programs | A, H |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|--|--|---|---|---------------------|
| facilitating district-wide gifts | <ul style="list-style-type: none"> • 50% of VCF revenue comes from donors, investment earnings and administration fees, which are more stable forms of revenue • 80% of donations come from individuals while 20% come from companies and foundations. This aligns with national trends, thus our fundraising sources are optimized currently. • VCF is uniquely positioned to facilitate district-wide donations | <ul style="list-style-type: none"> • Successful capital campaign is on track to establish new donation habits. • Establish an agreement with the district regarding the facilitation of district-wide gifts. | | |
| 10) Evaluate return on investment of Foundation activities | Cost per dollar raised is just under \$0.20, which is low according to industry standards. | <ul style="list-style-type: none"> • Create a business plan(s) in order to identify strategic investments for long-term revenue growth and improved services to students, and track targeted goals. • Evaluate the cost per dollar raised, especially relative to investments in growth | Meet expected targets and outcomes for returns on investments made. | A, E |

GOAL 3: ENHANCE PROFILE OF COLLEGE AND FOUNDATION AS VITAL PARTNER IN COMMUNITY (Personnel, Nominating, Program Sustainability Committees, VC and VCCCD administration)

OBJECTIVES:

- A. Highlight the impact of community support on student accomplishments that provide clear benefits for Ventura County
- B. Increase communication with past, current, future students and their families
- C. Engage community donors in stories of support for student success
- D. Engage VCF board members as spokespeople for VCF accomplishments and goals
- E. Work with businesses and organizations to incorporate their support for VC students as part of their identities.
- F. Collaborate with government entities to enhance messaging in support of students and campus programs

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|--|--|--|--|---------------------|
| 1) Expand marketing and branding capacity to engage broader community | <ul style="list-style-type: none"> VCF has a brand with a focus on VC Promise, textbook lending and scholarships. Branding standards in place Marketing budget funded yearly Marketing specialist on retainer Marketing coordinated with college and district Some metrics used and reported | <ul style="list-style-type: none"> Define and refine our VCF profile and branding, remembering to be bright, pithy and fun Identify new and sustain current target populations Incorporate branding in all information campaigns Establish impact metrics and track. | <ul style="list-style-type: none"> Evaluate impact of branding and marketing strategies for ongoing improvement. Ensure that alumni and friends programs are active and responsive Establish programs tailored to new target populations. | A, B, C |
| 2) Raise awareness about the college and the foundation in the community | <ul style="list-style-type: none"> Direct and social media marketing, public relations and some media strategies in place. | <ul style="list-style-type: none"> Increase communication with students, alumni and their families about VC and VCF through information campaigns (direct and social media marketing, public relations, | <ul style="list-style-type: none"> Review and evaluate the impacts of activities regarding targets and metrics | A, B, C, E, F |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|---|--|--|--|---------------------|
| | <ul style="list-style-type: none"> Board and staff facilitating business partners with campus programs. Student speakers at most VCF tours, large meetings, and events. | <p>media, alumni engagement activities, etc.)</p> <ul style="list-style-type: none"> Invite businesses and organizations to be “pirate supporters” and provide messaging materials. Expand outreach to government and non-government organizations for shared messaging opportunities (Unified School Districts, Boys and Girls Club, social and arts groups, etc.) Expand VCF speaker services for campus and community events (support through a “speakers bureau”) Set targets for activities and metrics to gauge impacts. | | |
| 3) Ensure a dynamic and diverse board membership who engage in elevating the VCF profile in the community | <ul style="list-style-type: none"> Established representation from educators, donors, Ventura Rotary, Ventura Yacht Club, banking, retired population, community college alumni, business community, attorneys, VC administrators, faculty, women and men | <ul style="list-style-type: none"> Expand objectives for board recruitment to include Hispanic, Santa Clarita Valley communities, City of Oxnard, Chambers of Commerce leadership, and elected officials as well as representation for millennials (both students and non-students) and students of any age. | <ul style="list-style-type: none"> Broad representation of constituencies on the Board Board members carrying out VCF messaging in the community. Increased number of community members engaged in campus activities. | A, D |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|----------------|--|--|-------------------------|---------------------|
| | <ul style="list-style-type: none"> Monthly campus tours to educate community members about VC and VCF | <ul style="list-style-type: none"> Use Board member and other networks to expand VFC networks Provide messaging support for board members as they prepare for community communications. Expanding the number and types of events used to educate community members about VC and VCF | | |

GOAL 4: IMPROVE INFORMATION MANAGEMENT AND COMMUNICATION BETWEEN COLLEGE AND FOUNDATION (Audit Committee, VC and VCF leadership)

OBJECTIVES:

- A. Ensure clarity and reconciliation of policies and processes between college and foundation
- B. Find ways to further support each other to effectively and efficiently to meet college and foundations goals
- C. Clarify roles and responsibilities between foundation and college staff to ensure that policies and procedures are followed.
- D. Ensure that all employees take the necessary trainings that enable the college and foundation to work together smoothly

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|---|--|---|---|---------------------|
| 1) Review interface with college and foundation leadership to clarify | <ul style="list-style-type: none"> Differing views between staff about what the foundation and college relationship is, and how to cooperate. | <ul style="list-style-type: none"> Initiate plan to improve enforcement of MOU and college policies, to include clarifying communication strategies and follow up. | Clear and efficient collaboration between college and foundation. | A, B, C |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|---|--|---|--|---------------------|
| collaboration points | <ul style="list-style-type: none"> MOU outlines relationship adequately but does not seem to have impacted all process interactions. Despite good communication and collaboration in some areas, there are still Information and communication gaps that hamper foundation operations. | <ul style="list-style-type: none"> Clarify roles and responsibilities for implementation. Clarify relationships with government agencies Set evaluation process and continuous improvement strategies. | | |
| 2) Work together to ensure that legal, industry and ethical standards are met. | <ul style="list-style-type: none"> Much is done to ensure these issues are addressed, but there are some areas in the interface between college and foundation that need improvement. Audited statements, tax filings, governing documents and some policy statements on website to meet transparency standards. | <ul style="list-style-type: none"> Identify and address areas of discrepancy and plan intervention, including training if needed. Coordinate sensitive aspects of fundraising, donor interface incl. tax info processing, database, accounting system, etc. | Audits show that all standards are met. | A, B, D |
| 3) Further integrate student support programs with financial aid, outreach and other campus offices | Ongoing meetings with several college departments to coordinate on communication with students and on fundraising. | <ul style="list-style-type: none"> Agreement on communication principles. Clarified roles and responsibilities for developing and implementing coordinated communication plan. | Communication principles carried out and coordination processes clear and implemented. | A, B, C |

GOAL 5: ENSURE A SUSTAINABLE OPERATIONAL STRUCTURE (Personnel, Finance, Audit, Nominating and Governance, and By-Laws Committees)

OBJECTIVES:

- A. *As the college grows and student needs grow, the Ventura College Foundation adapts to address changing priorities.*
- B. *Support board member recruitment, mentorship and promote robust participation.*
- C. *Make sure there is an adequate number of Foundation staff with the requisite skills and support to cover the functions needed for plan success.*
- D. *Make sure that the Foundations have adequate systems to carry out their functions successfully.*

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|--|--|---|--|---------------------|
| 1) Recruit and engage a diverse range of board members who reflect our community and are passionate about our mission. | <ul style="list-style-type: none"> Board members passionately support of our mission. Low level of turn over. Community representation: <ul style="list-style-type: none"> Balance of men and women Many with experience of community college from different perspectives One student from ASB About 29% are retired 20% are people of color Perspectives including business, finance, law, government, health, science, philanthropy | <ul style="list-style-type: none"> Recruit board members with the talents and interests that the Foundation needs to meet its goals. Engage full board in 1-2 committees each, especially fundraising Support board members with mentors and information necessary to carry out their roles, including Board Handbook, etc. Establish ad hoc committees for special projects, such as a capital campaign committee, and ensure membership whose engagement can carry out the project. | <ul style="list-style-type: none"> Broad community representation on the Board with passionate engagement. Board membership has an appropriate mix of skills and interests that match Foundation needs and goals. Increase number of board members who are engaged in fund raising. Special projects campaign on track (e.g. Capital Campaign) | A, B |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|---|--|---|--|---------------------|
| | | <ul style="list-style-type: none"> Nominating Committee establishes recruiting guidelines to engage leaders in key populations | | |
| 2) Ensure that Adequate Staff Resources Exist to support growth and campaigns | <p>See staff organizational chart in the Appendix --.</p> <p>Summary of current staffing:</p> <ul style="list-style-type: none"> 6 full-time Foundation professionals who facilitate fundraising, planned giving outreach, marketing, scholarship and grants distribution, student outreach, operations, and finance 3 part-time professionals in the VCF main office (CPA, donor database specialist, events specialist) 4 contractors on retainer to support human resources, marketing, public relations, grant writing Marketplace staff: 1- full time supervisor and 12 part-time professionals | <ul style="list-style-type: none"> Staffing changes made according to campaign feasibility study Continuously evaluate staffing functions and needs and adjust staffing to manage growth appropriately and effectively. | <ul style="list-style-type: none"> Continuous evaluation of staffing indicates that it is appropriate in number and skills to carry out Foundation functions successfully. Limited to very-low turnover. Only high quality staff hired. | C |
| 3) Update and align systems (processes and technical) | <ul style="list-style-type: none"> VCF actively engages in industry associations and organizations that educate | <ul style="list-style-type: none"> Evaluate systems to ensure continuous improvement. Increase engagement with networks of excellence both | Systems meet the needs of the Foundation efficiently and effectively. | D |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|---|--|--|-------------------------|---------------------|
| according to industry “best practices” recommendations to address Foundation goals. | <p>its members on best practices including:</p> <ul style="list-style-type: none"> ○ Council for the Advancement and Support of Education (CASE) ○ Association of Fundraising Professionals (AFP) ○ Center for Non-Profit Leadership ○ Network of California Community College Foundations ● Staff are encouraged to be active volunteers with other non-profits, board service is possible to network and identify trends. ● Current staff have a breadth of external experience that informs improvements of systems. ● Finances and reports are aligned with GAAP accounting standards | informally and formally to stay abreast of useful innovations. | | |

| Key strategies | Current status | Indicator year 3 | Targeted Outcome year 6 | Objective Addressed |
|----------------|---|------------------|-------------------------|---------------------|
| | <ul style="list-style-type: none"> • Employ or contract with a licensed CPA specialized in non-profit accounting • VCF Operations align with MOU with VCCCD | | | |

APPENDICES:

- Community info
 - Add State of the Region Report Info
- Student data
 - VC and VCF Strategic Community Forum PPT
 - Others
- Strategic Plan Development
 - Timeline
 - Phase in description and graphic
 - List of VCF executive committee members and Strategic Plan committee and writing team
 - Input submitted (edited and condensed)
 - Community Forum stakeholder participation list
 - Selected Pepperdine Student Report
 - Board Committees and associated goal areas
 - Research/evidence resources used
 - (Giving USA 2018 YE aggregate data)
- Foundation information
 - Staff org chart
 - Staffing “best practices” by like organizations
 - Current VCF Programs Update April 2019 – June 2019)
 - Year-end numbers and program names in the 3 buckets (access, support, launch), Parallel with Goal 1, A-F
 - Cost to raise a dollar (TBD insert FY2018-19 Audited numbers)
 - Foundation competitive analysis
 - State/federal impact outlook
 - Unrestricted vs. Restricted -- 3-Year View VCF Gift Report

Ventura College Foundation All Accounts

MONTHLY INVESTMENT REPORTS

As of 2/28/2021

ACCOUNTS

XXXX8156 Ventura College Foundation Pool 1
XXXX2094 Ventura College Foundation Pool 2
XXXX5805 Ventura College Foundation Pool 3
XXXX2126 Ventura College Foundation Pool 4
XXXX8552 Ventura College Foundation Pool 5

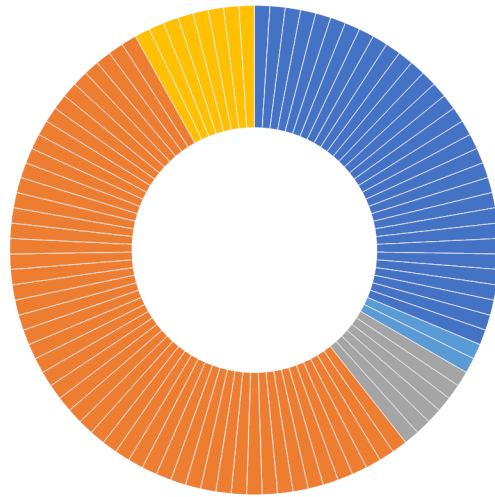
Market Overview

- U.S. large-cap equities managed to post a strong month of performance with the S&P 500 index up +2.8% despite a spike up in volatility in the last week of the month due to fears of inflation and rising bond yields.
- The broad U.S. fixed income market declined for the second consecutive month as the Bloomberg Barclays US Aggregate Bond index returned -1.4% for the month as inflation concerns led to a rise in rates with the 10-Year Treasury yield rising 34 bps in the month.
- Equity sector performance was mixed with the strongest returns coming from the Energy sector (+22.7%) and the weakest from the Utilities sector (-6.1%).

Portfolio Review and Outlook

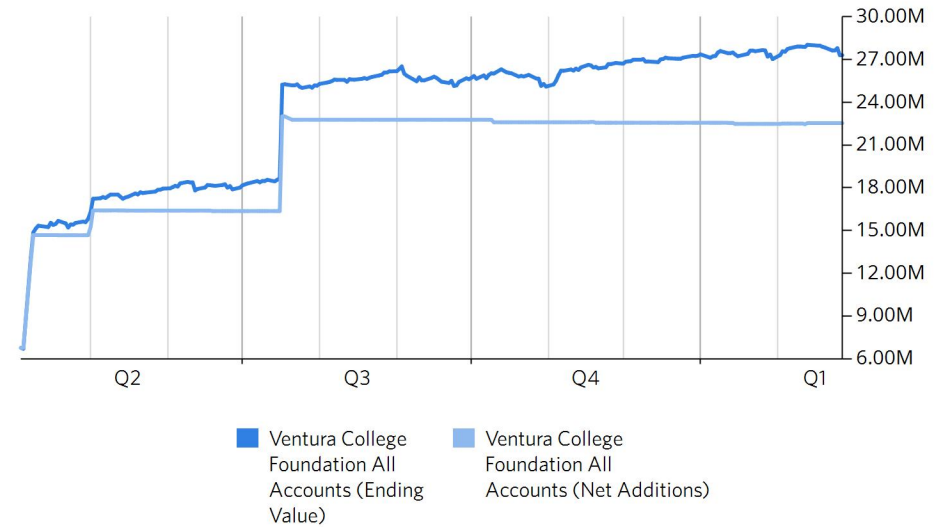
- The portfolio posted positive returns for February due to the allocation to equities. Within the equity sleeve, the overweight to financials was the largest positive contributor of relative performance. While within the fixed income sleeve, the position in high yield loans was the largest positive contributor of relative performance.
- We expect the global economy to fully recover by mid-2021 with global synchronized growth occurring in the second half of the year. However, market risks remain with rising inflation expectations and lofty valuations in certain areas of the market.
- Within equities, we still favor cyclical sectors, such as financials and industrials. While in fixed income, we continue to favor the credit areas of the market.

Portfolio Overview



| | |
|--|--------|
| XXXX8156 - Ventura College Foundation Pool 1 | 31.12% |
| XXXX2094 - Ventura College Foundation Pool 2 | 2.01% |
| XXXX5805 - Ventura College Foundation Pool 3 | 6.03% |
| XXXX2126 - Ventura College Foundation Pool 4 | 52.49% |
| XXXX8552 - Ventura College Foundation Pool 5 | 8.35% |

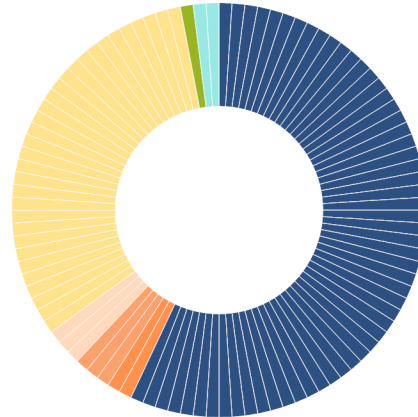
Market Value and Net Additions Since Inception



Portfolio Value Summary

| | Month To Date | Year To Date | Since Inception |
|-----------------|---------------|--------------|-----------------|
| Beginning Value | 27,030,651.1 | 27,365,392.2 | 0.0 |
| Net Additions | 56,923.0 | -20,634.2 | 22,534,629.5 |
| Net Gain | 218,006.3 | -39,177.6 | 4,770,950.9 |
| Ending Value | 27,305,580.4 | 27,305,580.4 | 27,305,580.4 |

Portfolio Asset Allocation



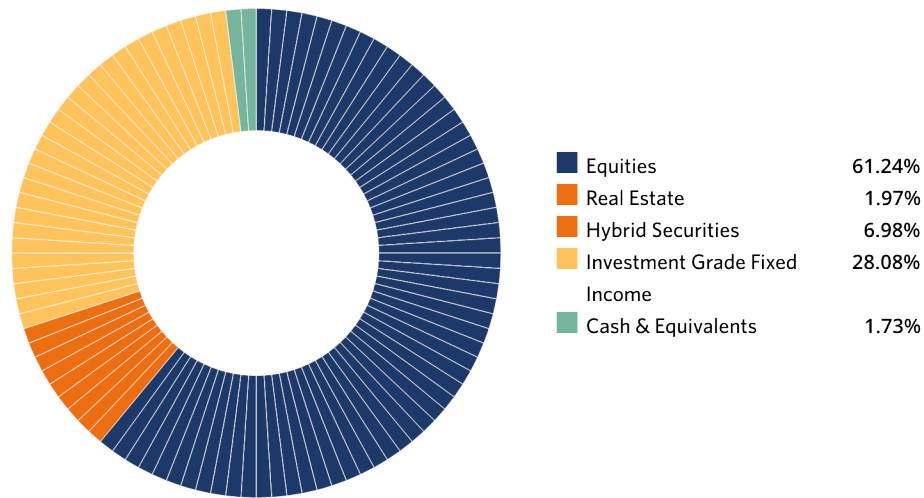
| | | | | | | | | | |
|-----------------------|--------|-----------------------|-------|----------------------|-------|------------|-------|---------------|--------|
| US Large Cap Equities | 56.67% | REITs | 1.83% | Preferred Securities | 3.18% | Bank Loans | 3.10% | Taxable Bonds | 32.28% |
| Cash | 0.95% | Short-Term Treasuries | 2.01% | | | | | | |

Summary of Accounts

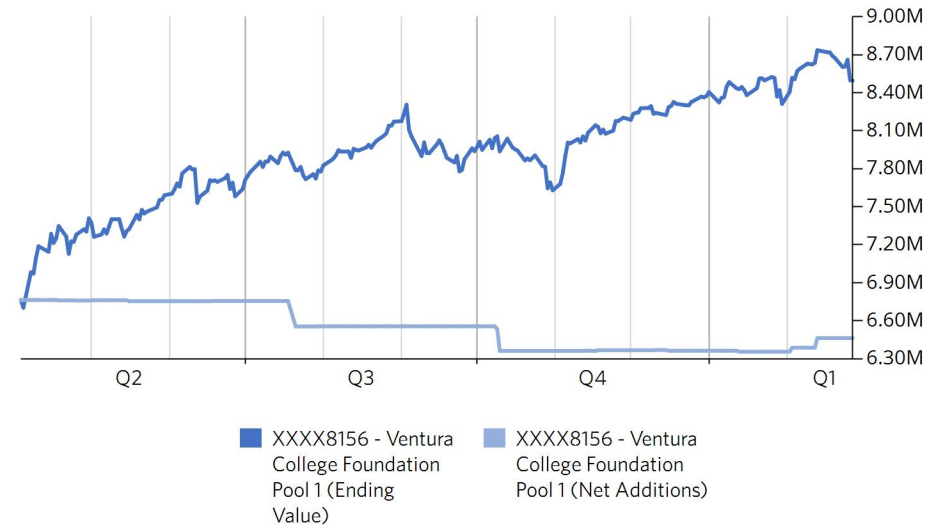
| | | | Month To Date | Year To Date | Since Inception |
|--|---------------------|----------------|---------------|---------------|---------------------|
| | Ending Value | Allocation | Return | Return | Return |
| Ventura College Foundation All Accounts | 27,305,580.4 | 100.00% | 0.81% | -0.14% | 25.87% |
| XXXX8156 - Ventura College Foundation Pool 1 | 8,496,201.9 | 31.12% | 0.95% | -0.07% | 30.60% |
| XXXX2094 - Ventura College Foundation Pool 2 | 548,952.7 | 2.01% | 0.00% | -0.12% | -0.35% ¹ |
| XXXX5805 - Ventura College Foundation Pool 3 | 1,647,494.4 | 6.03% | -0.56% | -0.69% | 0.79% ¹ |
| XXXX2126 - Ventura College Foundation Pool 4 | 14,333,243.3 | 52.49% | 0.91% | -0.11% | 25.82% ¹ |
| XXXX8552 - Ventura College Foundation Pool 5 | 2,279,688.1 | 8.35% | 0.90% | -0.12% | 27.28% ¹ |

¹ Not held for the entire period

Allocation by Asset Class



Market Value and Net Additions Since Inception



Activity Summary

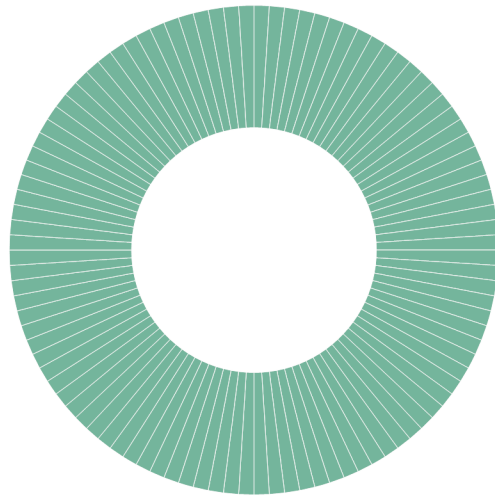
| | Month To Date | Year To Date | Since Inception |
|-----------------|---------------|--------------|-----------------|
| Beginning Value | 8,311,974.3 | 8,405,049.5 | 0.0 |
| Net Additions | 106,923.0 | 99,365.8 | 6,462,388.6 |
| Net Gain | 77,304.6 | -8,213.4 | 2,033,813.3 |
| Ending Value | 8,496,201.9 | 8,496,201.9 | 8,496,201.9 |

Holdings - By Account

| | Symbol | Price | Units | Ending Value | Allocation |
|---|--------|-------|----------|--------------------|----------------|
| XXXX8156 - Ventura College Foundation Pool 1 | | | | 8,496,201.9 | 100.00% |
| Equities | | | | 5,202,944.2 | 61.24% |
| US Large Cap Equities | | | | 5,202,944.2 | 61.24% |
| BERKSHIRE HATHAWAY INC DEL CL B NEW | BRKB | 240.5 | 23.0 | 5,531.7 | 0.07% |
| FINANCIAL SELECT SECTOR SPDR FUND | XLF | 32.3 | 18,800.0 | 607,428.0 | 7.15% |
| HEALTH CARE SELECT SECTOR SPDR FUND | XLV | 112.6 | 2,010.0 | 226,346.1 | 2.66% |
| INDUSTRIAL SELECT SECTOR SPDR FUND | XLI | 90.6 | 3,500.0 | 317,135.0 | 3.73% |
| INVESTCO QQQ TRUST | QQQ | 314.1 | 3,800.0 | 1,193,732.0 | 14.05% |
| ISHARES S&P 500 GROWTH ETF | IVW | 63.5 | 20,000.0 | 1,269,000.0 | 14.94% |
| VANGUARD DIVIDEND APPRECIATION INDEX FUND | VIG | 139.2 | 3,592.0 | 500,042.3 | 5.89% |
| VANGUARD S&P 500 ETF | VOO | 349.6 | 3,100.0 | 1,083,729.0 | 12.76% |
| Real Estate | | | | 167,229.0 | 1.97% |
| REITs | | | | 167,229.0 | 1.97% |
| VANGUARD GLOBAL EX-U.S. REAL ESTATE INDEX | VNQI | 54.7 | 3,060.0 | 167,229.0 | 1.97% |
| Hybrid Securities | | | | 593,073.0 | 6.98% |
| Preferred Securities | | | | 300,454.8 | 3.54% |
| ISHARES PREFERRED AND INCOME SECURITIES ETF | PFF | 37.4 | 8,040.0 | 300,454.8 | 3.54% |
| Bank Loans | | | | 292,618.2 | 3.44% |
| INVESTCO SENIOR LOAN ETF | BKLN | 22.2 | 13,181.0 | 292,618.2 | 3.44% |
| Investment Grade Fixed Income | | | | 2,385,974.6 | 28.08% |
| Taxable Bonds | | | | 2,385,974.6 | 28.08% |
| ISHARES 7-10 YEAR TREASURY BOND ETF | IEF | 115.8 | 2,997.0 | 346,932.7 | 4.08% |
| ISHARES IBOX \$ INVESTMENT GRADE CORPORATE BOND ETF | LQD | 132.3 | 983.0 | 130,021.4 | 1.53% |
| ISHARES MBS ETF | MBB | 109.2 | 2,257.0 | 246,351.6 | 2.90% |
| VANGUARD SHORT-TERM CORPORATE BOND INDEX FUND | VCSH | 82.8 | 3,097.0 | 256,307.7 | 3.02% |
| VANGUARD TOTAL BOND MARKET INDEX FUND | BND | 85.9 | 10,700.0 | 919,558.0 | 10.82% |
| WISDOMTREE YIELD ENHANCED U.S. AGGREGATE BOND FUND | AGGY | 52.0 | 9,358.0 | 486,803.2 | 5.73% |

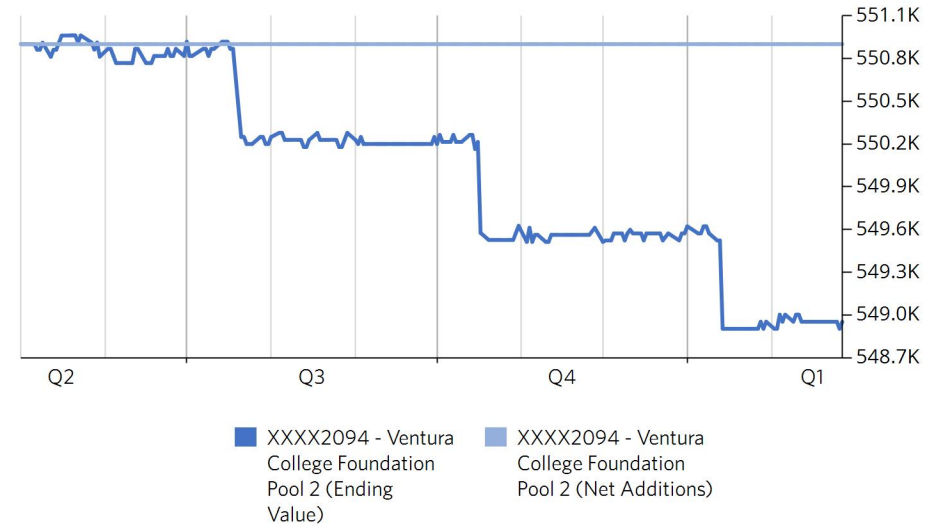
| | Symbol | Price | Units | Ending Value | Allocation |
|--------------------|--------|-------|-----------|--------------|------------|
| Cash & Equivalents | | | | 146,981.2 | 1.73% |
| Cash | | | | 146,981.2 | 1.73% |
| CASH | CASH | 1.0 | 146,981.2 | 146,981.2 | 1.73% |

Allocation by Asset Class



Cash & Equivalents 100.00%




Market Value and Net Additions Since Inception



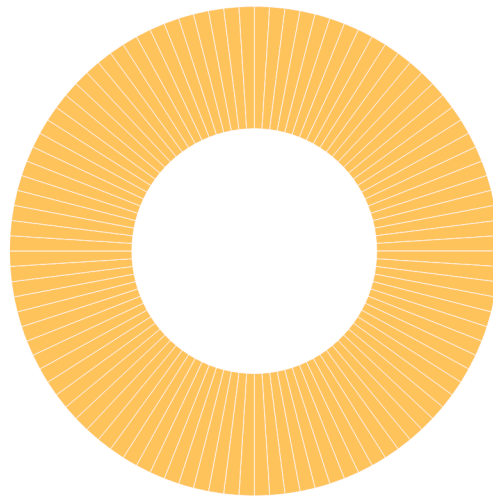
Activity Summary

| | Month To Date | Year To Date | Since Inception |
|-----------------|---------------|--------------|-----------------|
| Beginning Value | 548,952.7 | 549,622.3 | 0.0 |
| Net Additions | 0.0 | 0.0 | 550,901.0 |
| Net Gain | 0.0 | -669.6 | -1,948.3 |
| Ending Value | 548,952.7 | 548,952.7 | 548,952.7 |

Holdings - By Account

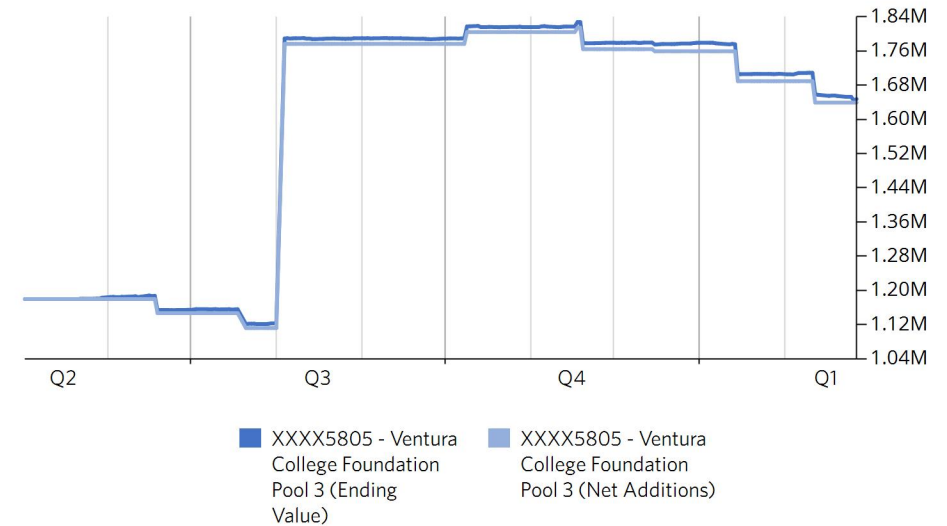
| | Symbol | Price | Units | Ending Value | Allocation |
|--|--------|-------|---------|------------------|----------------|
| XXXX2094 - Ventura College Foundation Pool 2 | | | | 548,952.7 | 100.00% |
|  Cash & Equivalents | | | | 548,952.7 | 100.00% |
|  Cash | | | | 441.9 | 0.08% |
| CASH | CASH | 1.0 | 441.9 | 441.9 | 0.08% |
|  Short-Term Treasuries | | | | 548,510.8 | 99.92% |
| ISHARES SHORT TREASURY BOND ETF | SHV | 110.5 | 4,963.0 | 548,510.8 | 99.92% |

Allocation by Asset Class



| | |
|-------------------------------|---------|
| Investment Grade Fixed Income | 100.00% |
| Cash & Equivalents | 0.00% |

Market Value and Net Additions Since Inception



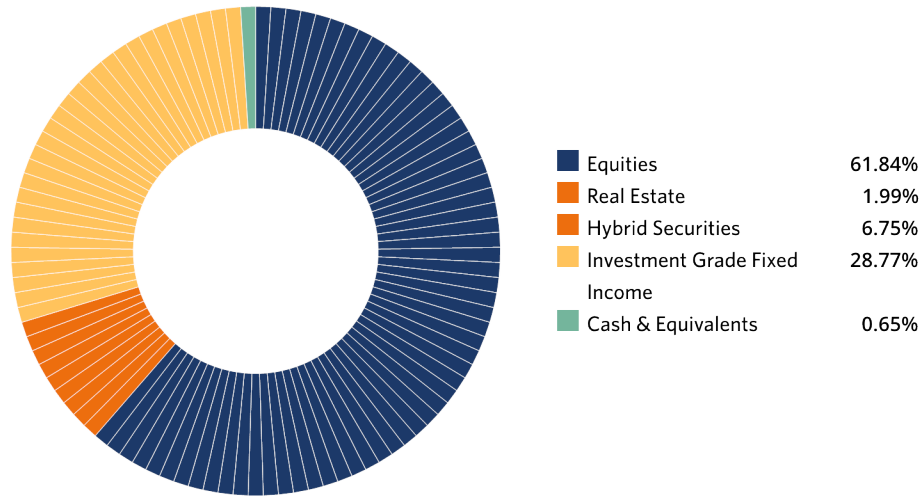
Activity Summary

| | Month To Date | Year To Date | Since Inception |
|-----------------|---------------|--------------|-----------------|
| Beginning Value | 1,706,681.3 | 1,779,117.5 | 0.0 |
| Net Additions | -50,000.0 | -120,000.0 | 1,639,201.8 |
| Net Gain | -9,186.9 | -11,623.1 | 8,292.6 |
| Ending Value | 1,647,494.4 | 1,647,494.4 | 1,647,494.4 |

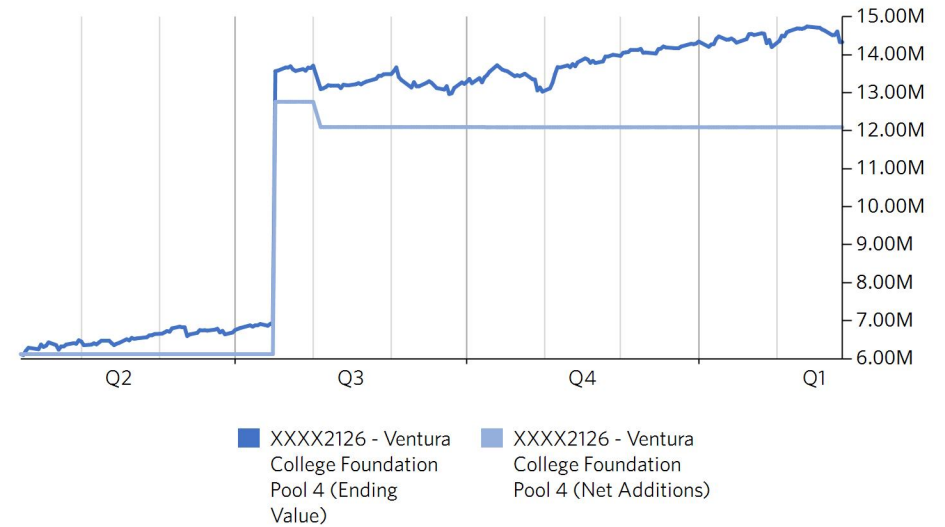
Holdings - By Account

| | Symbol | Price | Units | Ending Value | Allocation |
|---|--------|-------|----------|--------------------|----------------|
| XXXX5805 - Ventura College Foundation Pool 3 | | | | 1,647,494.4 | 100.00% |
| Investment Grade Fixed Income | | | | 1,647,425.1 | 100.00% |
| Taxable Bonds | | | | 1,647,425.1 | 100.00% |
| ISHARES MBS ETF | MBB | 109.2 | 7,304.0 | 797,231.6 | 48.39% |
| VANGUARD SHORT-TERM CORPORATE BOND INDEX FUND | VCSH | 82.8 | 10,273.0 | 850,193.5 | 51.61% |
| Cash & Equivalents | | | | 69.4 | 0.00% |
| Cash | | | | 69.4 | 0.00% |
| CASH | CASH | 1.0 | 69.4 | 69.4 | 0.00% |

Allocation by Asset Class



Market Value and Net Additions Since Inception



Activity Summary

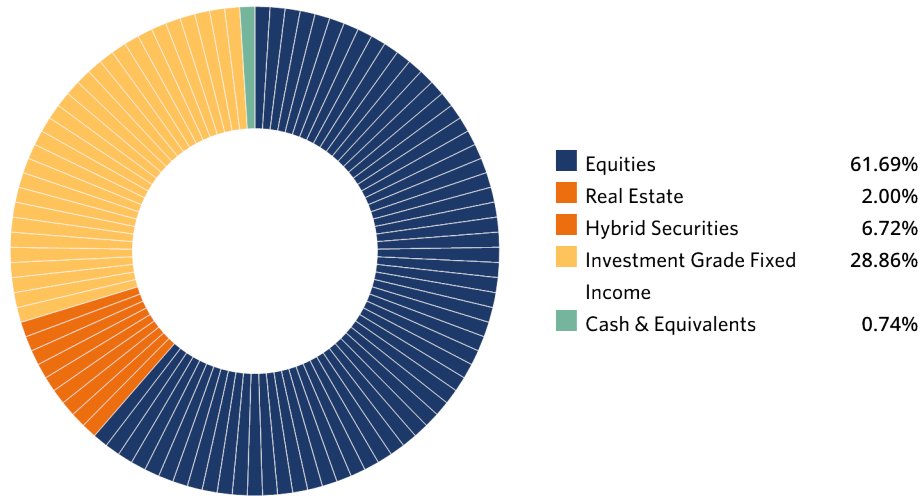
| | Month To Date | Year To Date | Since Inception |
|-----------------|---------------|--------------|-----------------|
| Beginning Value | 14,203,705.4 | 14,349,189.7 | 0.0 |
| Net Additions | 0.0 | 0.0 | 12,091,109.4 |
| Net Gain | 129,537.9 | -15,946.4 | 2,242,133.9 |
| Ending Value | 14,333,243.3 | 14,333,243.3 | 14,333,243.3 |

Holdings - By Account

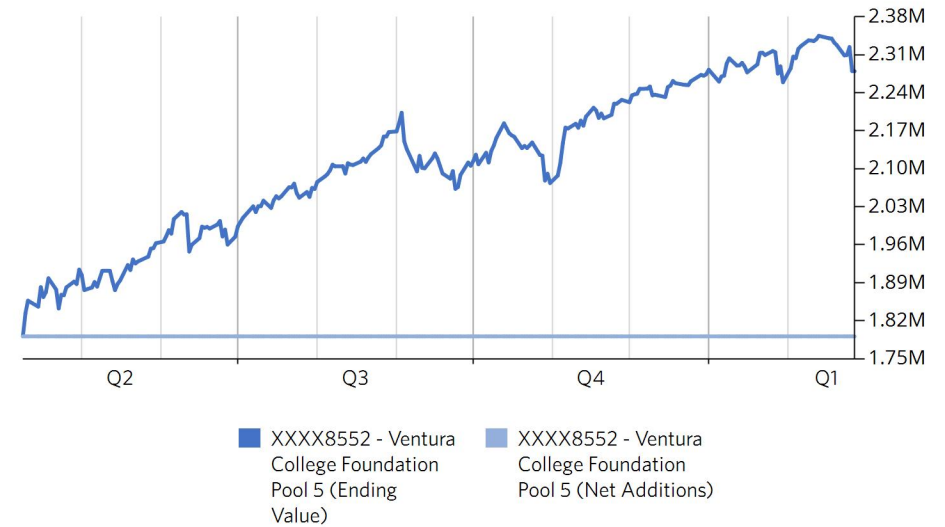
| | Symbol | Price | Units | Ending Value | Allocation |
|---|--------|-------|----------|---------------------|----------------|
| XXXX2126 - Ventura College Foundation Pool 4 | | | | 14,333,243.3 | 100.00% |
| Equities | | | | 8,863,522.0 | 61.84% |
| US Large Cap Equities | | | | 8,863,522.0 | 61.84% |
| FINANCIAL SELECT SECTOR SPDR FUND | XLF | 32.3 | 31,400.0 | 1,014,534.0 | 7.08% |
| HEALTH CARE SELECT SECTOR SPDR FUND | XLV | 112.6 | 3,300.0 | 371,613.0 | 2.59% |
| INDUSTRIAL SELECT SECTOR SPDR FUND | XLI | 90.6 | 6,000.0 | 543,660.0 | 3.79% |
| INVESCO QQQ TRUST | QQQ | 314.1 | 6,500.0 | 2,041,910.0 | 14.25% |
| ISHARES S&P 500 GROWTH ETF | IVW | 63.5 | 34,400.0 | 2,182,680.0 | 15.23% |
| VANGUARD DIVIDEND APPRECIATION INDEX FUND | VIG | 139.2 | 5,900.0 | 821,339.0 | 5.73% |
| VANGUARD S&P 500 ETF | VOO | 349.6 | 5,400.0 | 1,887,786.0 | 13.17% |
| Real Estate | | | | 285,819.5 | 1.99% |
| REITs | | | | 285,819.5 | 1.99% |
| VANGUARD GLOBAL EX-U.S. REAL ESTATE INDEX | VNQI | 54.7 | 5,230.0 | 285,819.5 | 1.99% |
| Hybrid Securities | | | | 966,847.0 | 6.75% |
| Preferred Securities | | | | 489,547.0 | 3.42% |
| ISHARES PREFERRED AND INCOME SECURITIES ETF | PFF | 37.4 | 13,100.0 | 489,547.0 | 3.42% |
| Bank Loans | | | | 477,300.0 | 3.33% |
| INVESCO SENIOR LOAN ETF | BKLN | 22.2 | 21,500.0 | 477,300.0 | 3.33% |
| Investment Grade Fixed Income | | | | 4,123,203.0 | 28.77% |
| Taxable Bonds | | | | 4,123,203.0 | 28.77% |
| ISHARES 7-10 YEAR TREASURY BOND ETF | IEF | 115.8 | 4,900.0 | 567,224.0 | 3.96% |
| ISHARES IBOX \$ INVESTMENT GRADE CORPORATE BOND ETF | LQD | 132.3 | 1,600.0 | 211,632.0 | 1.48% |
| ISHARES MBS ETF | MBB | 109.2 | 3,700.0 | 403,855.0 | 2.82% |
| VANGUARD SHORT-TERM CORPORATE BOND INDEX FUND | VCSH | 82.8 | 5,000.0 | 413,800.0 | 2.89% |
| VANGUARD TOTAL BOND MARKET INDEX FUND | BND | 85.9 | 20,200.0 | 1,735,988.0 | 12.11% |
| WISDOMTREE YIELD ENHANCED U.S. AGGREGATE BOND FUND | AGGY | 52.0 | 15,200.0 | 790,704.0 | 5.52% |
| Cash & Equivalents | | | | 93,851.8 | 0.65% |

| | Symbol | Price | Units | Ending Value | Allocation |
|----------------------------|--------|-------|----------|--------------|------------|
| <div><div></div>Cash</div> | | | | 93,851.8 | 0.65% |
| CASH | CASH | 1.0 | 93,851.8 | 93,851.8 | 0.65% |

Allocation by Asset Class



Market Value and Net Additions Since Inception



Activity Summary

| | Month To Date | Year To Date | Since Inception |
|-----------------|---------------|--------------|-----------------|
| Beginning Value | 2,259,337.4 | 2,282,413.2 | 0.0 |
| Net Additions | 0.0 | 0.0 | 1,791,028.7 |
| Net Gain | 20,350.7 | -2,725.1 | 488,659.5 |
| Ending Value | 2,279,688.1 | 2,279,688.1 | 2,279,688.1 |

Holdings - By Account

| | Symbol | Price | Units | Ending Value | Allocation |
|---|--------|-------|---------|--------------------|----------------|
| XXXX8552 - Ventura College Foundation Pool 5 | | | | 2,279,688.1 | 100.00% |
| Equities | | | | 1,406,296.1 | 61.69% |
| US Large Cap Equities | | | | 1,406,296.1 | 61.69% |
| FINANCIAL SELECT SECTOR SPDR FUND | XLF | 32.3 | 4,900.0 | 158,319.0 | 6.94% |
| HEALTH CARE SELECT SECTOR SPDR FUND | XLV | 112.6 | 519.0 | 58,444.6 | 2.56% |
| INDUSTRIAL SELECT SECTOR SPDR FUND | XLI | 90.6 | 900.0 | 81,549.0 | 3.58% |
| INVESCO QQQ TRUST | QQQ | 314.1 | 1,000.0 | 314,140.0 | 13.78% |
| ISHARES S&P 500 GROWTH ETF | IVW | 63.5 | 5,503.4 | 349,190.4 | 15.32% |
| VANGUARD DIVIDEND APPRECIATION INDEX FUND | VIG | 139.2 | 934.0 | 130,022.1 | 5.70% |
| VANGUARD S&P 500 ETF | VOO | 349.6 | 900.0 | 314,631.0 | 13.80% |
| Real Estate | | | | 45,523.5 | 2.00% |
| REITs | | | | 45,523.5 | 2.00% |
| VANGUARD GLOBAL EX-U.S. REAL ESTATE INDEX | VNQI | 54.7 | 833.0 | 45,523.5 | 2.00% |
| Hybrid Securities | | | | 153,231.8 | 6.72% |
| Preferred Securities | | | | 77,729.6 | 3.41% |
| ISHARES PREFERRED AND INCOME SECURITIES ETF | PFF | 37.4 | 2,080.0 | 77,729.6 | 3.41% |
| Bank Loans | | | | 75,502.2 | 3.31% |
| INVESCO SENIOR LOAN ETF | BKLN | 22.2 | 3,401.0 | 75,502.2 | 3.31% |
| Investment Grade Fixed Income | | | | 657,816.8 | 28.86% |
| Taxable Bonds | | | | 657,816.8 | 28.86% |
| ISHARES 7-10 YEAR TREASURY BOND ETF | IEF | 115.8 | 774.0 | 89,598.2 | 3.93% |
| ISHARES IBOX \$ INVESTMENT GRADE CORPORATE BOND ETF | LQD | 132.3 | 254.0 | 33,596.6 | 1.47% |
| ISHARES MBS ETF | MBB | 109.2 | 583.0 | 63,634.5 | 2.79% |
| VANGUARD SHORT-TERM CORPORATE BOND INDEX FUND | VCSH | 82.8 | 800.0 | 66,208.0 | 2.90% |
| VANGUARD TOTAL BOND MARKET INDEX FUND | BND | 85.9 | 3,247.0 | 279,047.2 | 12.24% |
| WISDOMTREE YIELD ENHANCED U.S. AGGREGATE BOND FUND | AGGY | 52.0 | 2,417.0 | 125,732.3 | 5.52% |
| Cash & Equivalents | | | | 16,820.0 | 0.74% |

| | Symbol | Price | Units | Ending Value | Allocation |
|--------|--------|-------|----------|--------------|------------|
| ■ Cash | | | | 16,820.0 | 0.74% |
| CASH | CASH | 1.0 | 16,820.0 | 16,820.0 | 0.74% |

**Ventura College
Foundation Board of
Directors | 2020-21**

| | <u>Member</u> | <u>Profession/Industry</u> | <u>VC Affiliation</u> | <u>Member Since FY</u> | <u>Residence</u> |
|-----|--|-----------------------------------|------------------------------|-------------------------------|-------------------------|
| 1. | Keith Barnard | Agricultural- Produce | Donor | 2018 | Ventura |
| 2. | Catherine Bojorquez | Education | Vice President VC | 2019 | Ventura |
| 3. | Boomer Butler, C.P.A. | Finance | Donor | 2018 | Ventura |
| 4. | Amy Cherot | Science – Retired | Donor | 2007 | Ventura |
| 5. | Ken Collin | Entrepreneur – Retired | Donor | 2015 | Ventura |
| 6. | Nuris Dante | Mortgage Broker | Donor | 2020 | Oxnard |
| 7. | Ellyn Dembowski | Real Estate | Alumnus | 2009 | Ventura |
| 8. | Abra Flores | Education - Retired | Donor | 2020 | Ventura |
| 9. | Ruth Hemming, Ed.D, Vice Chair | Education -- Retired | VC/OC/ MC Mgmt. | 2004 | Ojai |
| 10. | Anne Paul King | Education/Non-Profit | VCF Executive Director | 2017 | Thousand Oaks |
| 11. | Kim Hoffmans, Ed.D. VC President | Education | President VC | 2017 | Oxnard |
| 12. | Nicole Kreutz, MBA Treasurer | Banking | Alumnus | 2017 | Ventura |
| 13. | Matt LaVere, Esq. | Legal | Alumnus | 2015 | Ventura |
| 14. | Michael Montoya, Secretary | Energy - Retired | Corporate Donor | 2009 | Camarillo |
| 15. | Kristin Ockert | Education | Donor | 2019 | Ventura |
| 16. | Michael Orman | Banking | Corporate Donor | 2017 | Ventura |
| 17. | Carlo Plasencia | Student representative | President, ASVC | 2021 | Ventura |
| 18. | Donna Santo, Esq. | Legal | Donor | 2003 | Ventura |
| 19. | Ed Summer | Banking/Community Service | Donor | 2021 | Ventura |
| 19. | Eleanor Tillquist | Healthcare – Retired | Donor | 2015 | Ventura |
| 20. | Rob van Nieuwburg Chair | Automotive | Corporate Donor | 2004 | Ventura |
| 21. | Harald Wulff | Corporate Executive - Retired | Donor | 2020 | Ventura |
| 22. | Faculty Ex-Officio | Education | Faculty Rep. | TBD | Ventura |

VENTURA COLLEGE FOUNDATION/BOARD OF DIRECTORS

2020-2021 MEETING SCHEDULE & SPECIAL EVENTS

| | |
|---|---|
| <u>JULY 2020</u> 4 – Fourth of July 22 – Monthly Finance Committee (Wed. 5:15 pm) 29 – Personnel Committee | <u>JANUARY 2021</u> 20 – Monthly Finance Committee (Wed. 5:15 pm) TBD -- Program Sustainability |
| <u>AUGUST 2020</u> 5 – Executive Committee 12 – Program Sustainability 19 – Monthly Finance Committee (Wed. 5:15 pm) | <u>FEBRUARY 2021</u> 2 -- President's Circle Event, Cocktails with Cathy (6-7pm) 17 – Monthly Finance Committee (Wed. 5:15 pm) 24 – Executive Committee Meeting |
| <u>SEPTEMBER 2020</u> 1 - Scholarship & Grants Committee (5:15) 16 - Q1 Finance Committee (4:15 pm) 16 - Q1 Executive Committee (5:15 pm) 23 - Q1 Full BOD Meeting (Wed. 5:15pm) 29 – President's Circle House Party Event | <u>MARCH 2021</u> 2 - Scholarship & Grants Committee (Tues., 5:15pm) 8 -- Program Sustainability Meeting 17 - Q3 Finance Committee (Wed. 4:15 pm) 17 - Q3 Executive Committee (Wed. 5:15 pm) 23 -- President's Circle Event Java with Jennifer (9-10am) |
| <u>OCTOBER 2020</u> 6 – Program Sustainability 21 —Personnel Committee 21 – Monthly Finance Committee (Wed. 5:15 pm) 28 – Audit Committee 28 — Executive Committee | <u>APRIL 2021</u> 1 – Executive Committee Meeting (10-11am) 7 - Q3 FULL BOD Meeting (Wed. 5:15pm) 21 – Budget/Finance Committee #1 (Wed., 5:15pm) TBD - Investment Committee TBD – Marketplace Committee |
| <u>NOVEMBER 2020</u> 3 - Scholarship & Grants Committee (Tues., 5:15pm) 9 - Investment Committee 18 – Monthly Finance Committee (Wed. 5:15 pm) | <u>MAY 2021</u> 4 - Scholarship & Grants Committee Meeting (Tues., 5:15pm) 10 -- Program Sustainability Meeting (Wed. 5:15pm) 19 – Budget/Finance Committee #2 (Wed. 5:15pm) 25 -- President's Circle Event Coffee with Kim 20 - VC Graduation TBD – Personnel Committee TBD – Nominating Committee |
| <u>DECEMBER 2021</u> 2 - Q2 Finance Committee (Wed. 4:15pm) 2 - Q2 Executive Committee (Wed. 5:15 pm) 8 – Program Sustainability Meeting 10 – President's Circle Event Pastries with the President 16 - Q2 Full BOD Meeting (Wed. 5:15pm) | <u>JUNE 2021 (end of 2020-21 fiscal year)</u> 16 - Q4 Finance Committee (Wed. 4:15 pm) 16 - Q4 Executive Committee (Wed. 5:15 pm) 30 - Q4 FULL BOD Meeting (Wed. 5:15pm) TBD – Marketplace Vendor Appreciation BBQ |

New dates and meetings highlighted

Dates from previous calendar removed.

Events in boldface, enjoy