



DATE: September 26, 2023

TIME: 12:00 pm

LOCATION: CAPK Administrative Office
5005 Business Park North
Bakersfield, CA 93309

Board of Directors Meeting Agenda

I. Call to Order

a. Roll Call

Kevin Burton (Chair)	Don Bynum	Chase Nunneley
Janea Benton	Nila Hogan	Fred Plane
Michael Bowers	Ariana Joven	Michele Shain
Lillian Brust	Traco Matthews	Chei Whitmore

II. Public Comment

The public may address the Board of Directors on items not on the agenda but under the jurisdiction of the Board. Speakers are limited to 3 minutes. If more than one person wishes to address the same topic, the total group time for the topic will be 10 minutes. Please state your name before making your presentation.

III. Consent Agenda

The Consent Agenda consists of items that are considered routine and non-controversial. These items are approved in one motion unless a member of the Board or Public requests removal of a particular item. If comment or discussion is requested, the item will be removed from the Consent Agenda and will be considered in the order listed.

a. Minutes of the May 30, 2023 Board of Directors Meeting – **Action Item (p. 3-6)**

IV. New Business

- | | |
|--|---|
| a. Financial Reports- – Action Item (p. 7-11) | Tracy Webster, Chief Financial Officer |
| b. Banking Institution Signing Authority with Resolution– Action Item (12-13) | Tracy Webster, Chief Financial Officer |
| c. CAPK Foundation Ad Hoc Committee: Financial Modeling – Info Item (p. 14-48) | Pritika Ram, Chief Business Development Officer |
| d. Friendship House Community Center (FHCC) Sports Field Enhancement Update – Info Item (p. 49-57) | Catherine Anspach, Director of Development
Emilio Wagner, Director of Operations |
| e. Food Bank Expansion Ribbon Cutting, October 5 th , 2023 – Info Item (p. 58) | Catherine Anspach, Director of Development |
| f. Friendship House Community Center (FHCC) Mixer, October 5 th , 2023 – Info Item (p. 59) | Catherine Anspach, Director of Development |
| g. Board Member commitment “Give and Get” – Info Item (p. 60) | Catherine Anspach, Director of Development |
| h. Save the Dates – Info Item (p. 61) | |

- | | |
|--|---|
| 1. Feed the Need, September 27 th , 2023 (p. 62-63) | Catherine Anspach, Director of Development |
| 2. Macy’s Round-up for Charity, October 2023 – Verbal item | Catherine Anspach, Director of Development |
| 3. The Masquerade, October 28 th , 2023 (p. 64-65) | Catherine Anspach, Director of Development |
| 4. KGET Holiday Drive, November 15 th , 2023 – Verbal item | Catherine Anspach, Director of Development |
| 5. Bakersfield Turkey Day Run, November 23, 2023 (p. 66) | Catherine Anspach, Director of Development |
| 6. Spring Event 2024 (p. 67) | Catherine Anspach, Director of Development
Ariana Joven, The Wonderful Company
Government Affairs Manager |
| i. CAPK Foundation Website Updates – Info Item (p. 68-70) | Catherine Anspach, Director of Development |
| j. Partnership Programs – Info Item (p. 71-75) | Catherine Anspach, Director of Development |

V. Board Member Comments

VI. Next Scheduled Meeting

Board of Directors Meeting
12:00 pm
Tuesday, November 28, 2023
5005 Business Park North
Bakersfield, CA 93309

VII. Adjournment

This is to certify that this Agenda Notice was posted in the lobby of the CAPK Administrative Office at 5005 Business Park North, Bakersfield, CA and online at www.capk.org by 12:00 pm, September 21, 2023. Lara Popkin, Assistant to the Director of Development.



DATE	May 30, 2023
TIME	12:00 pm
LOCATION	CAPK Administrative Office 5005 Business Park North Bakersfield, CA 93309

COMMUNITY ACTION PARTNERSHIP OF KERN FOUNDATION

Board of Directors Meeting Minutes

I. Call to Order

Board Vice Chair Ariana Joven called the meeting to order at 12:01 pm at the CAPK Administrative Offices, located at 5005 Business Park North., Bakersfield, CA.

a. Roll Call

Roll Call was taken with a quorum present:

Present: Ariana Joven (Vice Chair), Janea Benton, Michael Bowers, Don Bynum, Traco Matthews (arrived at 12:04 pm), Chase Nunneley, Fred Plane, Chei Whitmore

Absent: Kevin Burton, Michael Brown, Nila Hogan, Michele Shain

Others Present: Jeremy Tobias, Chief Executive Officer; Pritika Ram, Chief Business Development Officer; Tracy Webster, Chief Financial Officer; Catherine Anspach, Director of Development; Rebecca Moreno, Director of Community Development; other CAPK staff.

II. Public Comments

No one addressed the Board.

III. Consent Agenda

Motion was made and seconded to approve the Consent Agenda. Carried by unanimous vote (Plane/Nunneley).

IV. New Business

a. Financial Reports – Tracy Webster, Chief Financial Officer – **Action Item**

Tracy Webster presented the above action item and reported there were 143 contributions made from January 1, 2023, to April 30, 2023, totaling \$133,181.66, most of which were attributed to the Food Bank. Tracy noted that there is a negative equity balance for the Oasis Family Resource Center that is attributed to the vehicle purchased, and Kern Health System will be providing the reimbursement funds.

The Profit & Loss Income statement shows the total income to date is \$563,912 and total expenses are \$254,219. Most of the revenue is from the CAPK agency in the amount of \$408,000.

Motion was made and seconded to approve the financial reports presented on May 30, 2023. Carried by unanimous vote (Plane/Nunneley).

b. Form 990 Filed – Tracy Webster, Chief Financial Officer – **Info Item**

Tracy Webster reported the 990 Forms for the Foundation were filed in March 2023 and noted the comparison from the prior year shows a positive balance due to contributions from CAPK.

c. Highlight of Monthly Corporate Donors – Catherine Anspach, Director of Development – **Info Item**

Catherine Anspach provided the highlights of the corporate donors and where those donations are directed to.

Ariana Joven asked how the contributions came about. Catherine said that the \$10,000 from Tri-Counties Bank came about through conversations with their staff, Pritika Ram and me. Other donations are from continuous donors to CAPK.

d. Appointment of New Board Members – Catherine Anspach, Director of Development – **Action Item**

Catherine Anspach reported that Lillian Brust has been nominated to join the Foundation Board. Lillian is an Insurance Agent with Clifford & Bradford Insurance Agency and a longtime resident of Bakersfield. She has been hands on with many other local nonprofits to help them raise funds and will be a great asset to the CAPK Foundation Board.

Motion was made and seconded to approve staff's recommendation. Carried by unanimous vote (Matthews/Whitmore).

e. Fundraising Developments – Catherine Anspach, Director of Development - **Info Item**

1. Friendship House Community Center Mixer on October 5, 2023 – Catherine Anspach, Director of Development

Catherine Anspach reminded the Board that the Friendship House Community Center (FHCC) has their own Advisory Board who holds annual fundraising events to benefit FHCC. They are active in soliciting donations to offset costs. Catherine asked the Foundation Board members to support the event and encouraged members to pass along the event flyer and sponsorship information.

Jeremy Tobias provided some history about the FHCC Advisory Board and said that it has been around since the 50's. They experienced significant hardship about 15 years ago and approached CAPK to take over, with the caveat that they maintain their own Advisory Board. Jeremy also noted that when CAPK was in its beginning stages, Board meetings were held at the FHCC.

Ariana Joven asked Catherine to forward the sponsor packet to the Board by email so they can help to solicit sponsorships for the event and encouraged everyone to purchase a ticket to attend.

2. Friendship House Community Center Sports Field Enhancement Update – Emilio Wagner, Director of Operations

Emilio Wagner said there are 3 projects identified and the Request for Proposals (RFP's) have gone out. Lighting has completed the RFP process, and Bronco Electric was selected, but staff are waiting for the City of Bakersfield for approval. It is estimated that the work will be completed in about 3-4 months. Lights will also shine on the basketball court. For the fencing, a second RFP was sent out as no proposals

were received from the first attempt. Emilio said there should be approximately \$250,000 in excess funds that can be applied to solar panels. Pritika Ram said that a proposal was submitted several months ago and notice of award will be announced in July. If not awarded, we can rollover the remaining funds and jump start a campaign.

3. Huggy Heart Campaign Update – Chei Whitmore, Market President, Valley Strong Credit Union

Chei Whitmore reported that the credit union began selling Huggy Hearts on May 1. The goal was to sell \$5,000 and that amount has been exceeded. Chei provided incentives to each branch and although she does not have the final numbers yet, the amount is expected to exceed \$7,000.

Catherine said that the branch managers from each of the branches were invited to tour the Friendship House, which helped motivate the staff to sell the hearts.

4. Kern Health Systems Grant: Oasis Family Resource Vehicle – Catherine Anspach, Director of Development

Catherine displayed a photo of the vehicle that was purchased for the Oasis Family Resource Center and thanked all that were instrumental in raising funds for the vehicle.

Ariana announced that Catherine will be sending out an email to create an ad-hoc committee for event planning and encouraged all to participate.

V. Special Program Presentation

a. M Street Navigation Center – Rebecca Moreno, Director of Housing & Supportive Services

Rebecca Moreno provided a brief summary of the programs offered at the M Street Navigation Center and said there are 147 beds, serving adults 18 and over. Three meals, plus snacks, are provided each day in partnership with the Food Bank. The Navigation Center is a closed pantry, that also includes pet food and laundry items. Clothing, personal hygiene items, pet care and kennels are also provided. All pets are kept in the kennels, with the exception of documented emotional support animals that are allowed to stay with the clients.

Rebecca also highlighted the services and classes offered, which include a group of barbers that provide haircuts, with music playing, food, etc. Financial literacy classes are provided for those that get matched for housing, so they learn how to manage their budget. Substance abuse and mental health services are available in addition to the medical and dental services that are offered. Other services include a bible study, the M Street Café, recycling, and training programs where clients can participate in a paid internship with job offers at the conclusion of the internship. Many of the clients participate in the certification classes at Bakersfield College, and upon completion, there is a formal graduation which brings great joy and pride for the graduates.

Rebecca also provided statistics and highlights noted in the attached presentation for the M Street Navigation Center and the Safe Camping / Safe Parking.

VII. Board Member Comments

- No comments.

VIII. Next Scheduled Meeting

Board of Directors Meeting
12:00 pm
Tuesday, September 26, 2023
5005 Business Park North
Bakersfield, CA 93309

IX. Adjournment

The meeting was adjourned at 12:46 pm.



BOARD MEETING

SEPTEMBER 26, 2023

FINANCIAL REPORT

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Community Action Partnership of Kern Foundation
 Contributions by purpose
 for the period of 01/01/2023 to 08/31/2023

Purpose	Amount	# Contributions
General	\$15,786.76	75
In-Kind Donations	\$0.00	22
M Street Navigation Center - Homeless Center	\$5,384.43	6
Oasis Family Resource Center - Ridgecrest	\$53,980.00	14
Friendship House Mixer 2023	\$6,500.00	5
East Kern Family Resource Center	\$3,036.28	7
Shafter Youth Center	\$37,500.00	3
Volunteer Income Tax Assistance - VITA	\$15,367.00	11
Food Bank	\$109,866.87	103
Friendship House	\$4,026.05	5
Head Start	\$1,000.00	2
CAPK Foundation	\$800.00	1
COVID 19 Emergency Relief	\$51.50	1
Women, Infants, and Children (WIC)	\$500.00	1
Total	\$253,798.89	256



Community Action Partnership of Kern Foundation

Income Statement

for the period of 01/01/2023 to 08/31/2023

Account Number	Account Name	Amount
Income		
4220	Contributions Income	\$196,121.18
4230	Fundraising	\$12,560.00
4450	Misc Revenue	\$255.00
4900	CAPK Agency Contribution	\$395,157.36
Total Income		\$604,093.54
Expense		
5105	Salaries	\$98,947.42
5205	Benefits	\$14,496.31
6105	Local Travel - Staff	\$203.71
6120	Out of Town Travel - Staff	\$1,619.30
6135	Per Diem - Staff	\$476.75
6305	Office Supplies	\$7,411.24
6505	Legal Fees	\$1,674.90
6510	Audit Fees	\$1,350.00
6520	Consultant Services	\$40,000.00
6525	Software Support/Maintenance	\$380.00
6610	Postage	\$259.26
6615	Printing	\$4,373.34
6625	Hiring Costs	\$0.75
6635	Board Costs	\$802.81
6645	Tuition/Registration Fees - Staff	\$2,273.55
6660	Equipment Rent/Lease	\$1,079.70
6675	Outreach	\$7,349.50
6680	Training Expenses	\$143.46
6685	Meeting Expenses	\$52.50
6695	Bank Fees	\$299.68
6715	Licensing/Misc Fees	\$100.00
6790	Misc Expense	\$2,657.93
6990	Contribution - CAPK	\$190,839.95
9999	Indirect Expense	\$17,587.19
Total Expense		\$394,379.25
Net Income (Loss)		\$209,714.29



Community Action Partnership of Kern Foundation

Balance Sheet
as of 08/31/2023

Account Number	Account Name	Amount
Assets		
1000	Checking	\$250,634.35
Total Assets		<hr/> \$250,634.35
Liabilities		
Total Liabilities		<hr/> \$0.00
Equity		
3000	General Fund - Fund Balance	\$250,634.35
Total Equity		<hr/> \$250,634.35
Total Liabilities + Total Equity		<hr/> <hr/> \$250,634.35



Community Action Partnership of Kern Foundation

Budget: Year to Date

for the period of 01/01/2023 to 08/31/2023

Account Number	Account Name	Actual	YTD Budget	Difference
Income				
4220	Contributions Income	\$196,121.18	\$272,053.36	\$-75,932.18
4230	Fundraising	\$12,560.00	\$0.00	\$12,560.00
4450	Misc Revenue	\$255.00	\$0.00	\$255.00
4900	CAPK Agency Contribution	\$395,157.36	\$0.00	\$395,157.36
Total Income		\$604,093.54	\$272,053.36	\$332,040.18
Expense				
5105	Salaries	\$98,947.42	\$104,770.64	\$-5,823.22
5205	Benefits	\$14,496.31	\$32,478.64	\$-17,982.33
6105	Local Travel - Staff	\$203.71	\$2,666.64	\$-2,462.93
6110	Local Travel - Board	\$0.00	\$1,666.64	\$-1,666.64
6120	Out of Town Travel - Staff	\$1,619.30	\$5,866.64	\$-4,247.34
6125	Out of Town Travel - Board	\$0.00	\$2,533.36	\$-2,533.36
6135	Per Diem - Staff	\$476.75	\$1,166.64	\$-689.89
6140	Per Diem - Board	\$0.00	\$933.36	\$-933.36
6150	Vehicle Gasoline	\$0.00	\$1,666.64	\$-1,666.64
6205	Rent/Lease	\$0.00	\$2,333.36	\$-2,333.36
6305	Office Supplies	\$7,411.24	\$5,866.64	\$1,544.60
6505	Legal Fees	\$1,674.90	\$5,000.00	\$-3,325.10
6510	Audit Fees	\$1,350.00	\$1,333.36	\$16.64
6520	Consultant Services	\$40,000.00	\$9,871.36	\$30,128.64
6525	Software Support/ Maintenance	\$380.00	\$4,000.00	\$-3,620.00
6605	Communications	\$0.00	\$1,533.36	\$-1,533.36
6610	Postage	\$259.26	\$5,000.00	\$-4,740.74
6615	Printing	\$4,373.34	\$13,333.36	\$-8,960.02
6625	Hiring Costs	\$0.75	\$300.00	\$-299.25
6630	Employee Costs	\$0.00	\$1,600.00	\$-1,600.00
6635	Board Costs	\$802.81	\$8,000.00	\$-7,197.19
6645	Tuition/Registration Fees - Staff	\$2,273.55	\$2,333.36	\$-59.81
6650	Tuition/Registration Fees - Board	\$0.00	\$1,466.64	\$-1,466.64
6660	Equipment Rent/Lease	\$1,079.70	\$0.00	\$1,079.70
6675	Outreach	\$7,349.50	\$1,666.64	\$5,682.86
6680	Training Expenses	\$143.46	\$2,333.36	\$-2,189.90
6685	Meeting Expenses	\$52.50	\$31,000.00	\$-30,947.50
6695	Bank Fees	\$299.68	\$1,000.00	\$-700.32
6715	Licensing/Misc Fees	\$100.00	\$0.00	\$100.00
6790	Misc Expense	\$2,657.93	\$0.00	\$2,657.93
6990	Contribution - CAPK	\$190,839.95	\$0.00	\$190,839.95
9999	Indirect Expense	\$17,587.19	\$25,172.00	\$-7,584.81
Total Expense		\$394,379.25	\$276,892.64	\$117,486.61
Total		\$209,714.29	\$-4,839.28	\$214,553.57



capk
FOUNDATION
MEMORANDUM

To: Board of Directors

Tracy Webster

From: Tracy Webster, Chief Financial Officer

Date: September 26, 2023

Subject: Agenda Item 4b: Banking Institution Signing Authority with Resolution – **Action Item**

Due to staff turnover, we are required to change authorized signors on the CAPK Foundation's bank account at Valley Republic Bank. The following Foundation Offices will be listed as signers:

- Jeremy T. Tobias, Chief Executive Officer and President
- Louis Gill, Chief Program Officer and Vice President
- Pritika Ram, Chief Business Development Officer and Secretary

Furthermore, the following individual will be removed as a signer on the account:

- Traco Matthews

The CAPK Foundation Board is required to approve all new signers and the removal of signers.

Recommendation:

Staff recommends the Board of Directors authorize, with Resolution, the following Officers to be signers of the CAPK Foundation bank account with Valley Republic Jeremy T. Tobias, Chief Executive Officer and President; Louis Gill, Chief Program Officer and Vice President; and Pritika Ram, Chief Business Development Officer and Secretary.



RESOLUTION # 2023-02

A Resolution of the Board of Directors of the Community Action Partnership of Kern Foundation Approving the Banking Institution Signing Authority

The Board of Directors of Community Action Partnership of Kern Foundation located at 5005 Business Park North, Bakersfield, CA 93309, met virtually on May 28, 2021, in Bakersfield, California at a regularly scheduled Board meeting and resolved as follows:

WHEREAS, Community Action Partnership of Kern (CAPK) is a private, non-profit 501(c)(3) corporation established as a result of the Economic Opportunity Act of 1964, and is the federally designated community action agency serving the low-income, elderly, and disadvantaged residents of Kern County; and

WHEREAS, CAPK is charged with the responsibility of continuing the battle to alleviate poverty in Kern County by developing and implementing creative and innovative programs, and has adopted the philosophical position of “Helping People, Changing Lives” in its quest to assist people in need, and families with minimal or no resources; and

WHEREAS, the CAPK Foundation, a wholly owned subsidiary and private, non-profit 501(c)(3) corporation, was established to exclusively benefit CAPK by conducting fundraising activities and developing and managing an endowment that supports CAPK; and

WHEREAS, the CAPK Foundation requires a banking institution be established to conduct business, separate from CAPK, and the CAPK Foundation Board has approved Valley Republic Bank as the official banking institution for the CAPK Foundation; and

NOW, THEREFORE, be it resolved that the following CAPK Foundation Officers are added as signers for the CAPK Foundation bank account with Valley Republic Bank: Jeremy T. Tobias, Chief Executive Officer and President; Louis Gill, Chief Program Officer and Vice-President; and Pritika Ram, Chief Business Development Officer and Secretary.

APPROVED by a majority vote of the Directors of the Community Action Partnership of Kern Foundation, this 26th day of September 2023.

Kevin Burton, Chair
CAPK Foundation Board of Directors

Date



MEMORANDUM

To: Board of Directors

From: Pritika Ram, Chief Business Development Officer

Date: September 26, 2023

Subject: *Agenda Item #4c*: CAPK Foundation Ad Hoc Committee: Financial Modeling – **Info Item**

During the Feb 2023 CAPK Governing Board meeting, there was a request to create an Ad-hoc Committee to discuss the financial modeling of the CAPK Foundation to ensure adequate operational funding moving forward, which included identifying various options (i.e., tradition and non-traditional models).

CAPK Governing Board: Curtis Floyd and Maritza Jimenez
CAPK Foundation Board: Kevin Burton and Ariana Joven
Dual Role: Fred Plane

The intent of the Ad Hoc Committee is to propose a model(s) that meets our needs and has the appropriate infrastructure to sustain the Foundation. The agency partnered with nonprofit consultancy CCS Fundraising to undertake an assessment aimed at assessing various models and growing our impact. CCS was specifically tasked with evaluating the way the CAPK Foundation is presently operated with the goal of helping us optimize our operations in a way that will help us achieve that. Gathering both insights and feedback from our most respected and aspirational peer organizations is critical to building a strategic growth plan that can be implemented.

In August 2023, CCS concluded the assessment and developed five (5) operational funding models for CAPK's consideration. All options generate a return on investment (ROI) and offer varying degrees of financial support. Further, each option includes a set of financial model assumptions, as described on slide 13/33.

Enclosed is the full report and the following are the CCS recommendations:

Option 4: CAPK only pays for Foundation staff salaries, and the Foundation covers the remainder of its operational budget.

Option 5: A hybrid approach – CAPK pays for Foundation staff salaries, then gradually reduces funding for the remainder of the operational budget to 0%.

The primary reason the CAPK Governing Board of Directors requested an Ad Hoc Committee was to review the operational models for the Foundation and determine the Foundations ability to be "self-sufficient", meaning the Foundation is capable of meeting its needs or requirements independently, without relying on external assistance or resources. Based on the Foundation's

performance to date, CAPK and the Foundation together have raised a total of \$3.885M in philanthropic dollars since its inception, including \$3M for the Food Bank expansion in 2022. Additionally, they received a \$1M commitment for the FHCC Campaign, bringing the total to \$4.885M. The Foundation has spent an average of \$0.3 cents for every philanthropic dollar raised in the 3-year period. CAPK has seen an average return of 1122% on total foundation expenses to date. As you can see, based on the current performance to date, the Foundation is “self-sufficient” from the standpoint that it raises far more revenue than it costs in operational expenses. The operation of the Foundation is a large net gain to the agency. The only question to answer is how we move the money around within the Foundation and the agency to provide for the operational dollars.

When assessing the various operational funding models proposed via the CCS study, it is important to note that the estimated amount raised by the Foundation over the 9-year study period is constant, it doesn't change. Selecting any of the models does not generate any greater revenue for the combined entity of CAPK and the Foundation. The models offer suggestions on how to move the money around within this closed, dual entity structure. They merely circulate and account for the money in differing accounting methods.

The Ad Hoc Committee and leadership team reviewed all options and are currently recommending *Option 1: The Foundation continues to receive 100% financial support from the parent company*. Although the CCS recommendations do offer an opportunity to become “non-reliant” on the parent company, they lack the following considerations that impact the intermediate and long-term survivability of the Foundation as part of its core function: to cultivate strong relationships in the community and raise philanthropic funds that are invested in CAPK programs.

- Administrative burden (i.e., indirect, operational expenses, layered clerical duties);
- Internal and External confusion (i.e., confusion among the two companies and mission drift);
- Continued division between the entities; and
- Agency and Programmatic organizational adoption and value of the Foundation.

Focusing purely on providing financial support to the supporting organization allows the Foundation to be strategic on philanthropic initiatives and allocate resources in generating ROI for the parent organization. It also helps maintain the parent/subsidiary relationship that the IRS designation entails and prevents the supporting organization from making decisions independently of their parent organization.

Under Option 1 the CAPK Foundation will continue to present an annual operating budget to the Governing Board of Directors for approval. This allows the boards and leadership team to evaluate prior performance and current conditions of the Foundation and adjust the operational support as needed.

This agenda item is informational and an opportunity to offer any feedback while staff and the Ad Hoc committee finalize the recommendation to CAPK Governing Board. We expect to bring a final recommendation for action to the October 25th CAPK Board of Directors.

Attachment

CCS financial modeling report for the CAPK Foundation

CAPK Foundation Development Project

FINAL REPORT

AUGUST 2023




FUNDRAISING

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ACKNOWLEDGEMENTS

CCS is pleased to present this final report to the Community Action Partnership of Kern (CAPK) team, to the CAPK Governing Board, and to the CAPK Foundation Board of Directors.

The CCS team would like to share our most sincere thanks for the support, guidance, and partnership we have received from the staff and leadership at CAPK and the CAPK Foundation. We look forward to our continued partnership.



CCS TEAM



**AASHIKA
PATEL**

Executive Vice President
CCS Fundraising



**MARGARET
GALLAGHER**

Vice President, Research
CCS Fundraising



**SAMANTHA
LEVEUGLE**

Senior Director
CCS Fundraising

INTRODUCTION

The Community Action Partnership of Kern hired CCS in June 2023 to develop financial models that identify a path to financial independence for the CAPK Foundation, or that reduce CAPK's financial support of the Foundation. Specifically, CCS focused on three questions:

1. Can the CAPK Foundation achieve near stand-alone state? If so, what would be an appropriate level of operational support in the near to long-term?
2. What is the Foundation's philanthropic potential?

How do we optimize operations to achieve it?

3. Which gift crediting policies should be in place to accurately and efficiently report Foundation revenue numbers?

To answer these questions, CCS interviewed CAPK board members, staff members, and completed a peer benchmarking exercise. Additionally, CCS reviewed CAPK's donor database, financial statements, internal policies, and strategic plans.

The information and recommendations found in the following slides are the result of this analysis.

INTERIM REPORT SUMMARY

While the Foundation does not have a sophisticated fundraising operation, it **successfully raises above its annual operating budget each year**. This fact alone points to the viability of the operation. Foundation expenses have been under budget, and cost per dollar raised has hovered around target (\$0.25-\$0.35).

The Foundation's growth has been slowed due to:

- Non-codified gift crediting policies
- Lack of clear strategy, goals, and storytelling from leadership
- Redundant solicitation efforts
- Lack of culture of philanthropy

The Foundation is still relatively young and in a nascent phase. It is working toward being able to support a sophisticated fundraising operation.

With additional direction, structure, and institutional support, **the Foundation has the potential to be a meaningful profit center for CAPK.**

To support its philanthropic efforts, the Foundation will need help from the parent agency with establishing a culture of philanthropy at every level of the organization.

PATH FORWARD: STRATEGIZE & RELAUNCH

Develop a strategic plan and relaunch the Foundation with specific funding priorities distinct from the government funded efforts of the parent company

PROS

- Maintain expense flexibility
- Opportunity for diverse revenue streams
- Leverage connections and expertise of dynamic fundraising board
- Taper off operational support as fundraising revenue increases

CONS

- CAPK will have to underwrite Foundation operations for a few more years as fundraising improves

IMPLEMENTATION CONSIDERATIONS

- Leadership will need to set strategic plan, a case for support, and fundraising goals in place
- Clear gift crediting policies will need to be codified and ratified for accurate accounting
- Institutional support and culture of philanthropy across the organization will be essential
- **Identify an appropriate operational budget support model & consider taking a set percentage from every gift raised for operational support**

PEER SUPPORTING ORGANIZATIONS

that were interviewed had improved operations during their active years with strategic planning, compelling cases for support, and clear goals

Most foundations had dedicated fundraising staff whose salaries were supported by the Parent organization and obtained operational funding from outside sources for the remainder of the Foundation's operational budget (admin fee, donors, or endowment).

18.6

Average years
active

\$3.5M

Average annual
revenue

\$770K

Average operational
budget

7.2

Average number of
staff members

Additionally, all were considered the designated fundraising arm of their supported charity, meaning that development efforts were kept within the Foundation. All Foundations abided by strict accounting rules, in which checks either 1) had the Foundation name in the payee line, 2) donors were asked to re-write checks or checks were endorsed to the Foundation upon document review.

PEER SUPPORTING ORGANIZATIONS

operate under a variety of financial models

Foundations operated under one of the following: 1) received parent support for salaries, 2) received parent support for salaries & took an administrative fee, 3) received funding from donors & volunteers. These models were the basis for the creation of the CAPK financial model in the following slides.

Peer # 1 – Parent pays for 50% of salaries, all other expenses funded by endowment

Peer #2 – Takes 30% admin fee from every gift for operations

Peer #3 – Has a handful of donors that pay for annual operating budget

Peer #4 – Parent pays for salaries and benefits; takes a 5% admin fee from every gift for all other expenses

Peer #5 – Operates entirely with volunteers; corporate partners fund annual fundraiser

PHILANTHROPIC POTENTIAL

With leadership support and a concerted effort, CAPK has the potential of raising \$1.2M-\$1.9M from major donors over the next five years

A Wealth Engine analysis of all individual donors in CAPK’s donor database identified 110 donors with a five-year gift capacity range between \$500K and \$7.5K. If successfully cultivated and solicited, gifts from these donors could result in \$1.2M to \$1.9M in revenue over the next five years. Additionally, Wealth Engine identified 1,636 donors who could give an average of \$36K annually via annual appeal (assuming a 20% participation rate).

Gift Capacity Range	Number of Donors in Range
\$300K-\$500K	1
\$200K-\$300K	3
\$100K-\$200K	19
\$75K-\$100K	12
\$50K-\$75K	22
\$40K-\$50K	9
\$30K-\$40K	15
\$25K-\$30K	7
\$20K-\$25K	4
\$15K-\$20K	10
\$10K-\$15K	4
\$5K-\$7.5K	4
Grand Total	110

Major Gifts - 5 Year Potential	
Low End	\$ 1,215,000
Mid-Range	\$ 1,577,500
High End	\$ 1,940,000

Annual Appeal – Yearly Potential	
# of Prospects	1,636
Average Gift Amount	\$ 112
Total Potential	\$ 183,232
20% Participation	\$ 36,646

THE CAPK FOUNDATION HAS

The potential of raising an average of \$519K annually, or \$2.5M over 5 years

Assuming 20% annual appeal participation, a robust major gift program that raises the targets listed on the previous slide, and consistent Foundation/Corporate giving numbers from FY2022, the CAPK Foundation could raise upwards of \$2.5M over the next five years. Achieving this level of growth is ambitious and may require a longer timeframe (5-10 years). This fundraising potential is the basis for the revenue assumptions and forecast in the CAPK financial model in the following slides.

Low End		Mid Range		High End	
Annual Appeal	\$36,646	Annual Appeal	\$36,646	Annual Appeal	\$36,646
Major Gifts	\$243,000	Major Gifts	\$315,500	Major Gifts	\$388,000
Corporate Giving	\$140,000	Corporate Giving	\$140,000	Corporate Giving	\$140,000
Foundation Giving	\$27,800	Foundation Giving	\$27,800	Foundation Giving	\$27,800
Yearly Event	\$15,000	Yearly Event	\$20,000	Yearly Event	\$25,000
Special Partnerships (i.e., Huggy Heart)	\$15,000	Special Partnerships (i.e., Huggy Heart)	\$20,000	Special Partnerships (i.e., Huggy Heart)	\$25,000
Yearly Total	\$447,446	Yearly Total	\$519,946	Yearly Total	\$592,446
Total 5 Year	\$2,237,232	Total 5 Year	\$2,599,732	Total 5 Year	\$2,962,232

FINANCIAL MODEL OPTIONS

CCS developed five funding options for CAPK's consideration. All options generate an ROI and offer varying degrees of financial support.

Option #1

The Foundation continues to receive 100% financial support from CAPK

Option #2

The Foundation no longer receives funding from CAPK and is 100% financially independent

Option #3

Financial support is decreased each year by 10% until the Foundation receives a maximum of 20% funding each year

Option #4

CAPK only pays for Foundation staff salaries, and the Foundation covers the remainder of its operational budget

Option #5

A hybrid approach - CAPK pays for Foundation staff salaries, then gradually reduces funding for the remainder of the operational budget to 0%

FINANCIAL MODEL ASSUMPTIONS

This model operates on several overarching assumptions, including:

1. It assumes that **outside of CAPK and an administrative fee, there are no other funding sources available for the Foundation**. Specifically, it assumes that no major donors are funding the operations of the Foundation exclusively, and that there are no endowment distributions supplementing funding.
2. It assumes **that all fundraised dollars are restricted** (total unrestricted dollars accounted for 0.62% of all fundraised dollars YTD2023), and that the administrative fee (10%) taken from every gift directly supports operations. It is important to note that with unrestricted dollars, the Foundation could achieve a higher level of financial independence each year.
3. It assumes that **all existing expenses will continue to be incurred for the foreseeable future**, and that these expenses **will continue to grow at an average, yearly inflation rate of 3% (salaries grow at a COLA of 2%)**.
4. It assumes that **the administrative fee that can be charged by the Foundation cannot exceed 10%** to avoid competition between CAPK and the Foundation.
5. It assumes that **if the Foundation incurred a deficit, that this deficit would be paid by CAPK** (as the Foundation has little reserves and unrestricted funds).
6. It assumes that **100% of the Foundation's yearly net income is given to CAPK for programmatic support** and is not carried over year to year (i.e., the Foundation has no savings).
7. It assumes that **the Foundation can successfully raise 20% more than it did in the previous fiscal year, each year going forward**.

All other relevant assumptions are listed throughout the model as "line-item assumptions".

OPTION #1 – 100% DEPENDENT

At the expected expense and revenue level, the Foundation could generate an ROI of upwards of 464% by year 9 with complete parent financing.

	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenue									
CAPK Contribution	\$303,486.87	\$484,350.49	\$412,240.96	\$420,321.64	\$428,597.30	\$437,072.85	\$445,753.31	\$454,643.85	\$463,749.75
Fundraising	500,000	600,000	720,000	864,000	1,036,800	1,244,160	1,492,992	1,791,590	2,149,908
Total Revenue	803,487	1,084,350	1,132,241	1,284,322	1,465,397	1,681,233	1,938,745	2,246,234	2,613,658
Total Expenses	303,487	484,350	412,241	420,322	428,597	437,073	445,753	454,644	463,750
Net Income (Loss)	\$500,000	\$600,000	\$720,000	\$864,000	\$1,036,800	\$1,244,160	\$1,492,992	\$1,791,590	\$2,149,908
Cost per \$ Raised	0.38	0.45	0.36	0.33	0.29	0.26	0.23	0.20	0.18
ROI	165%	124%	175%	206%	242%	285%	335%	394%	464%

If all Foundation expenses were covered by CAPK, the Foundation could give 100% of fundraised dollars to the parent agency for program support. With a relatively consistent expense level (between \$400K and \$500K over 10 years), every dollar spent on the Foundation could generate an ROI of upwards of 464% within 9 years.

Key Takeaway: This model is a viable solution for CAPK and the Foundation should the Board value return on investment more than cutting funding support.

OPTION #2 – 100% INDEPENDENT

At the expected expense and revenue level, it would take over 10 years for the Foundation to achieve financial independence.

	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenue									
CAPK Contribution	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fundraising	500,000	600,000	720,000	864,000	1,036,800	1,244,160	1,492,992	1,791,590	2,149,908
Total Revenue	500,000	600,000	720,000	864,000	1,036,800	1,244,160	1,492,992	1,791,590	2,149,908
Total Expenses	303,487	484,350	412,241	420,322	428,597	437,073	445,753	454,644	463,750
Net Income (Loss)	196,513	115,650	307,759	443,678	608,203	807,087	1,047,239	1,336,947	1,686,159
Cost per \$ Raised	0.61	0.81	0.57	0.49	0.41	0.35	0.30	0.25	0.22
Admin Fee Rev.	50,000	60,000	72,000	86,400	103,680	124,416	149,299	179,159	214,991
Deficit/Surplus	(\$253,487)	(\$424,350)	(\$340,241)	(\$333,922)	(\$324,917)	(\$312,657)	(\$296,454)	(\$275,485)	(\$248,759)

An administrative fee of 10% is not sufficient to cover Foundation expenses alone. The Foundation would experience a six-figure deficit each year for well over 10 years before it could achieve solvency. The deficit is too large to be entirely covered by the Foundation’s reserves or unrestricted dollars and would most likely have to be covered by CAPK.

- Key Takeaway: This model is not a viable solution for the Foundation or for CAPK at its projected revenue numbers.

OPTION #3 – STAGGERED DROP TO 20%

At the expected expense and revenue level, the Foundation would be financially solvent for 4 years, and would incur increasing deficits every year thereafter.

	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenue									
CAPK Contribution	\$319,137	\$434,000	\$328,056	\$292,675	\$255,803	\$217,384	\$177,361	\$135,674	\$92,261
Fundraising	500,000	600,000	720,000	864,000	1,036,800	1,244,160	1,492,992	1,791,590	2,149,908
Total Revenue	819,137	1,034,000	1,048,056	1,156,675	1,292,603	1,461,544	1,670,353	1,927,264	2,242,169
Total Expenses	303,487	484,350	412,241	420,322	428,597	437,073	445,753	454,644	463,750
Net Income (Loss)	500,000	551,778	637,986	738,568	866,265	1,026,776	1,226,950	1,475,018	1,780,865
Cost per \$ Raised	0.39	0.47	0.39	0.36	0.33	0.30	0.27	0.23	0.21
Parent Support %	100%	90%	80%	70%	60%	50%	40%	30%	20%
Parent Total \$	319,137	434,000	328,056	292,675	255,803	217,384	177,361	135,674	92,261
Admin Fee Rev.	50,000	60,000	72,000	86,400	103,680	124,416	149,299	179,159	214,991
Deficit/Surplus	\$50,000	\$61,778	\$51,764	\$12,732	(\$54,124)	(\$147,092)	(\$263,835)	(\$401,249)	(\$555,301)

The Foundation could sustain operations with administrative fee of 10% for four years. It is not sustainable thereafter - it would experience an increasing six-figure deficit each year. The deficit is too large to be entirely covered by the Foundation’s reserves or unrestricted dollars and would most likely have to be covered by CAPK.

- Key Takeaway: This model is not a viable solution for the Foundation or for CAPK at its projected revenue numbers.

OPTION #4 – SALARIES ONLY

At the expected expense and revenue level, it would take 10 years for the Foundation to be able to cover its operations with an admin fee of 10%.

	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenue									
CAPK Contribution	\$153,714	\$232,529	\$237,180	\$241,923	\$246,762	\$251,697	\$256,731	\$261,866	\$267,103
Fundraising	500,000	600,000	720,000	864,000	1,036,800	1,244,160	1,492,992	1,791,590	2,149,908
Total Revenue	653,714	832,529	957,180	1,105,923	1,283,562	1,495,857	1,749,723	2,053,456	2,417,012
Total Expenses	303,487	484,350	412,241	420,322	428,597	437,073	445,753	454,644	463,750
Net Income (Loss)	350,227	348,179	544,939	685,602	854,965	1,058,784	1,303,970	1,598,812	1,953,262
Cost per \$ Raised	0.46	0.58	0.43	0.38	0.33	0.29	0.25	0.22	0.19
Parent Total \$	153,714	232,529	237,180	241,923	246,762	251,697	256,731	261,866	267,103
Admin Fee Rev.	50,000	60,000	72,000	86,400	103,680	124,416	149,299	179,159	214,991
Deficit/Surplus	(\$99,773)	(\$191,821)	(\$103,061)	(\$91,998)	(\$78,155)	(\$60,960)	(\$39,723)	(\$13,619)	\$18,344

The cost to raise a dollar gradually decreases to industry standard of \$0.19, the Foundation can pay for all operational expenses except for salaries by year 9, and CAPK reduces operational support by 35%, then gradually more thereafter. Additionally, it is feasible for the Foundation to pay for the gradually decreasing, five figure deficits from unrestricted funds or from Foundation reserves as needed.

- Key Takeaway: This is a reasonable model for donors, the Foundation, and CAPK.

OPTION #5 - HYBRID (SALARIES & DECREASING OPERATIONAL SUPPORT)

At the expected expense and revenue level, the Foundation will be able to cover all operational expenses outside of salaries by year 2032 with a 10% admin fee.

	2024	2025	2026	2027	2028	2029	2030	2031	2032
Revenue									
CAPK Contribution	\$258,555	\$383,622	\$324,710	\$313,283	\$301,313	\$288,772	\$275,633	\$261,866	\$267,103
Fundraising	500,000	600,000	720,000	864,000	1,036,800	1,244,160	1,492,992	1,791,590	2,149,908
Total Revenue	758,555	983,622	1,044,710	1,177,283	1,338,113	1,532,932	1,768,625	2,053,456	2,417,012
Total Expenses	303,487	484,350	412,241	420,322	428,597	437,073	445,753	454,644	463,750
Net Income (Loss)	455,068	499,272	632,469	756,961	909,515	1,095,859	1,322,872	1,598,812	1,953,262
Cost per \$ Raised	0.40	0.49	0.39	0.36	0.32	0.29	0.25	0.22	0.19
Parent Support %	70%	60%	50%	40%	30%	20%	10%	0%	0%
Parent Total \$	258,555	383,622	324,710	313,283	301,313	288,772	275,633	261,866	267,103
Admin Fee Rev.	50,000	60,000	72,000	86,400	103,680	124,416	149,299	179,159	214,991
Deficit/Surplus	\$5,068	(\$40,728)	(\$15,531)	(\$20,639)	(\$23,605)	(\$23,885)	(\$20,821)	(\$13,619)	\$18,344

The cost to raise a dollar gradually decreases to industry standard of \$0.19, the Foundation can pay for all operational expenses except for salaries by year 9, and CAPK reduces operational support by 35% then gradually more thereafter. Additionally, it is feasible for the Foundation to pay for the deficits from unrestricted funds or from Foundation reserves.

➤ **Key Takeaway:** This is a reasonable model for donors, the Foundation, and CAPK.

CCS RECOMMENDATION: OPTION 4 OR 5

If reducing financial support is CAPK's primary goal, then it is our opinion that options 4 & 5 offer the most benefits. CAPK leadership should select & adopt the option that best fits the organization's needs for the next 10 years.

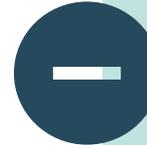
PROS:

- Reduce parent operational support by over 35% over the course of ten years (and more thereafter)
- Avoids 6 figure deficits
- Achieve an industry standard cost per dollar raised of \$0.19
- Foundation will be able to fund the remainder of the budget with an administrative fee of 10% within 9 years
- Gives the Foundation the ability to restrict the majority of funds raised for CAPK use



CONS:

- The Foundation will have deficits for 7-8 years until it achieves near stand-alone state
- The path to near stand-alone state is longer than anticipated; it will take over ten years to reduce Parent support by over 35%
 - CAPK will need to fund the Foundation for the next ten years



Note: Option 5 has the lowest deficit of the two options and two years of positive cashflow.

AN IMPLEMENTATION PLAN

That addresses the following three pillars will be necessary to achieve the results found in the financial model and to successfully relaunch Foundation efforts.



IMPLEMENTATION PLAN - FINANCE

Specific goals will need to be set, and policies adopted to realize the results found in the Financial Model.



CAPK and the Foundation set mutually agreed upon fundraising goals and expense targets yearly

Having specific key performance indicators against which performance can be measured will help the Foundation achieve near stand-alone state in a timely manner, while adequately managing Parent spend. Progress towards goals should be closely monitored and re-evaluated each year.



Continued parent operational support for five to ten years

CAPK provides financial support to the Foundation as fundraising ramps up. Every year the Foundation puts forth a budget, the discussion is centered around percentage of support provided, and by how much that percentage can be decreased for the coming year.



The Foundation implements a 10% administrative fee policy

The Foundation takes a percentage for operations from all gifts coming into the Foundation or increases the level of unrestricted giving to fund operations. All other dollars are given to CAPK for programmatic support.



CAPK amends its Gift Acceptance Policies to include provisions for gift accounting and crediting

These policies should specify that administrative fees will only be deducted from a gift once (either for the Foundation or for CAPK) and should detail which gifts are to be credited to the Foundation and which are credited to the Parent. Checks intended for the Foundation (and for which there is documentation) should be endorsed to the Foundation. CAPK should also agree to report check deposits more frequently for timely donor acknowledgement procedures to take place.

IMPLEMENTATION PLAN - OPERATIONS

Clarifying and expanding the roles of Foundation staff will be required to support increased fundraising.



The Director of Development should be viewed as the executive leader of the Foundation (per industry standard)

The Director's role is to develop and implement strategic plan for the Foundation. The Director should also develop a strong case for support that compels donors to give, set annual fundraising goals, focus their efforts on major gift outreach as well as Foundation and Corporate Giving. All of these should be done in collaboration with CAPK leadership and the Foundation Board.



Fill the Associate Director of Development position in 2025

The Associate Director will work closely with the Director of Development to implement Foundation strategy & to achieve goals. They should take on the annual appeal, community engagement efforts, and events.



The Foundation Assistant's role should be expanded to include gift accounting procedures

The Foundation Assistant should more specifically focus on gift accounting, donor acknowledgement, and database management, and should assist with other tasks as needed.



The Foundation should adopt Gift Acceptance and Processing Policies with a gift crediting component

These policies should detail which gifts can be accepted, how they are to be processed & deposited, and how the donor is to be acknowledged. Policies should include a section agreeing to have documentation for every gift raised and to a monthly reconciliation process with CAPK's Finance Team.

IMPLEMENTATION PLAN - OPERATIONS

Clarifying and expanding the roles of Foundation staff will be required to support increased fundraising.



CAPK and the Foundation should mutually agree on the disbursement of Foundation funds and codify these procedures

While all monies fundraised for a specific program should be directly disbursed to that program (e.g., the Food Bank), a method via which other monies are distributed will need to be codified. There are several methods that can be employed:

- Individual programs can apply for grants from the Foundation
- All funds can be disbursed to CAPK annually and distributed at CAPK leadership's discretion
- A percentage of all funds can be disbursed to CAPK annually and distributed at leadership's discretion (the remainder would stay with the Foundation to build up an endowment or as reserves).

The disbursement process should be discussed and approved by the leadership of both boards and should meet the needs of CAPK programs.



The Foundation should create standardized major gift request letters, gift agreements, annual giving pledge cards

Having formalized gift agreement documents will facilitate the accounting portion of gift processing, ensuring that appropriate credit is given to the Foundation for gifts that may inadvertently be made out to CAPK (instead of CAPK Foundation).



The Foundation should set up its own mailbox to which it can direct donors to mail checks

Having a separate mailbox for the Foundation will further ensure that gifts intended for it are directed to it, and that checks for the Foundation are processed as a separate batch. This will facilitate gift crediting and processing for both, CAPK and the Foundation. This step can be completed when CAPK moves offices in 2024.

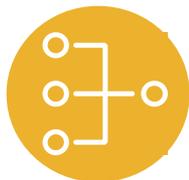
IMPLEMENTATION PLAN - PHILANTHROPY

Developing an internal culture of philanthropy will be essential to support increased fundraising. CAPK leadership should express clear support for the Foundation both internally & externally.



All fundraising efforts must be routed through the Foundation

At present, CAPK programs fundraise independently of the Foundation. This approach appears disjointed and creates confusion among donors. It is primordial that leadership agree to have all fundraising efforts (except government grant applications) set up and ran via the Foundation. Leadership must ensure that this is clearly communicated throughout the organization and adhered to.



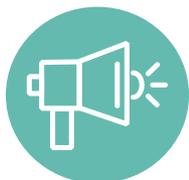
The Foundation should have a clear case for support and funding priorities

Since the Foundation will be the designated fundraising arm of CAPK, it will need to establish clear funding priorities to which donors can give. Priorities can include: the Food Bank, General Programmatic Support, an Emergency Fund, and a Special Projects Fund.



The Foundation should consider inviting program administrators and former governing board members to join its board or to participate in fundraising activities

Expanding agency engagement by extending board invitations to internal stakeholders or inviting them to participate in fundraising events or solicitations will help staff understand the importance of the Foundation and will help develop a culture of philanthropy throughout the organization.



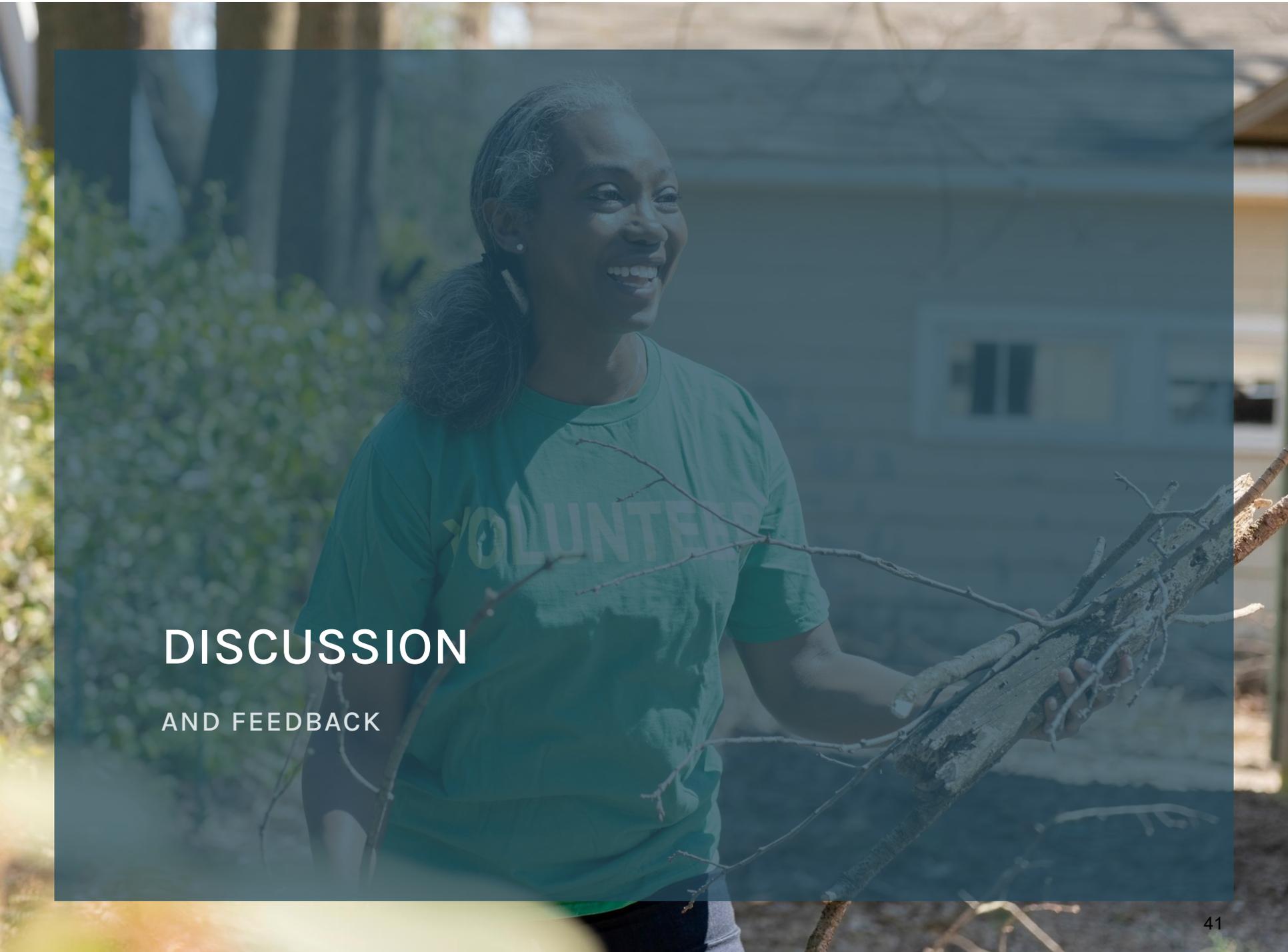
The Foundation should report progress & success stories during all-staff meetings and to the Governing Board more frequently

Sharing success stories and progress to date with all stakeholders will increase exposure to the Foundation, which in turn should help in the development of a culture of philanthropy.

SUGGESTED IMPLEMENTATION TIMELINE

Implementation recommendations made above can be implemented within the next three years as follows:



A photograph of a woman with grey hair, smiling and looking to her right. She is wearing a green t-shirt with the word 'VOLUNTEER' printed on it. She is holding a large bundle of dry sticks or branches. The background shows a light-colored building and some greenery. The entire image is overlaid with a semi-transparent teal filter.

DISCUSSION

AND FEEDBACK



Thank You

APPENDIX



AGGREGATED BENCHMARKING RESULTS (1/4)

Organization	Est.	Active Years	Revenue	Operational Budget	Expenses as % of Revenue	Support from Parent?
Bakersfield ARC	2000	2	\$ 1,000,000	\$ 150,000	15%	None
Grimm Foundation	2011	12	\$ 1,500,000	\$ 450,000	30%	Independent
Kern Medical Foundation	1980	8	\$ 9,000,000	\$ 2,500,000	28%	None
CSUB Foundation	1970	50	\$ 6,000,000	\$ 750,000	13%	Salaries
CAPWYN	2002	21	\$ 100,000	\$ -	0%	None
Results		18.6	\$ 3,520,000	\$ 770,000		4/5 are independent

AGGREGATED BENCHMARKING RESULTS (2/4)

Organization	Board Composition	Performance Reporting	# Staff
Bakersfield ARC	No parent reps; must serve with Foundation before heading to Governing Board	President/CEO reports foundation performance to Governing Board	2
Grimm Foundation	N/A	N/A	5
Kern Medical Foundation	2 executives, 2 program leaders	Annual report presented publicly	4
CSUB Foundation	3 university executives	Annual report published and presented to CSU Board; Fact Book is published and shared yearly	25
CAPWYN	Former ED on the Board	N/A	0
Results	4/5 have parent org reps on the board	Most popular reporting method is an annual report	7.2

AGGREGATED BENCHMARKING RESULTS (3/4)

Organization	% for operations	Endowment Distribution %
Bakersfield ARC	0	0
Grimm Foundation	30	N/A
Kern Medical Foundation	Some donors support operations	N/A
CSUB Foundation	5%	4%
CAPWYN	0	0
Results	3/5 Fundraise for Operations	1/5 had an endowment with a distribution rate of 4%

AGGREGATED BENCHMARKING RESULTS (4/4)

Organization	Gift Crediting Policy
Bakersfield ARC	Unsolicited gifts are accounted for with Corporate; gifts that are the result of fundraising go to the Foundation
Grimm Foundation	Independent so kept all gifts; some pass through gifts or grants were allotted to the Foundation budget as revenue/expense (balanced out)
Kern Medical Foundation	Everything is routed to the Foundation; donors are asked to re-write checks if errors OR endorse the checks over to the Foundation
CSUB Foundation	Checks must be made out to the Foundation; donors are asked to re-write checks if issues; procedure exists to ensure correct endorsement
CAPWYN	N/A
Results	Only 1/5 routed all gifts through the Foundation; all ensured checks were made to the Foundation or endorsed over to the Foundation





FRIENDSHIP HOUSE COMMUNITY CENTER

SPORTS FIELD ENHANCEMENT PROJECT



Friendship House - a trusted neighbor in the community

Friendship House Community Center (FHCC) provides a safe and welcoming environment for children in the Southeast Bakersfield community.



PROJECT 1

Update: Perimeter Fencing Project

- The Fencing installation is underway, with an expected completion time of 3-4 weeks.



PROJECT 2

Update: Perimeter Lighting Project

- The lighting installation has been completed.



PROJECT 3

Update: Solar Project

- There are no recent updates on the solar project as we are awaiting confirmation that all the other tasks have been successfully completed before proceeding with the installation.

Update: Play Structure

- Starting September 25th, the Friendship House will commence the process of installing a poured-in-place surface for their existing play structure, which currently features wood chips.
 - This should be complete by September 28th.



You are Invited to join us for the:

Wonderful
community food center

Ribbon Cutting

OCTOBER 5, 2023

10 - 11:30 A.M.

520 S. WASHINGTON ST.
BAKERSFIELD, CA., 93307

SCAN QR CODE
TO R.S.V.P.



THE FRIENDSHIP HOUSE ADVISORY BOARD PRESENTS

PASSPORT *to Success*



THURSDAY, OCTOBER 5

FOOD, WINE, CRAFT BEER, SILENT AUCTION, & MUSIC

5:30 PM MEET & GREET · 6:00 PM PROGRAM

THE COLLECTIVE · 931 19TH ST.

It's For The Kids

TICKETS: \$50

For tickets and Sponsorship opportunities,
contact Lois Hannible: (661) 369-8926 or Lhannib@capk.org

Since 1958, The Friendship House Community Center has provided social services,
life-changing opportunities, and hope to the children and families in Southeast Bakersfield.



Board Member Roles & Responsibilities

Purpose

Basis board roles and responsibilities are the foundation for a successful board. The Foundation Board Member Roles & Responsibilities serves as your guide to being an integral part of the overall mission to support the CAPK agency in providing and advocating for resources that will empower members of the communities that CAPK serves, to be self-sufficient.

Roles & Responsibilities

- Create an atmosphere of philanthropy and ambassadorship by leading by example.
- Serve on at least one committee of the Board.
- Commit time to attend no less than 60% of Board & Committee meetings and other Foundation-sponsored events.
- Possess talents and abilities that are needed by the Board to advance the mission of the CAPK Foundation.
- Represent the broad diversity of the organization's constituency.
- Constructively participate in Board deliberations and activities.
- Volunteer for CAPK Foundation events throughout the year.
- Make the Foundation one of your top three charities of choice.
- Participate in friend and fund development for the Foundation.
- Be free of any conflict of interest.
- Uphold the Oath of Confidentiality.
- Offer a personal commitment to support the mission and values of Community Action Partnership of Kern (CAPK) and the CAPK Foundation.

Financial Responsibilities

- Secure monetary donation or contribute \$1000 in dues by the end of each calendar year.
- Financially support special campaign efforts, over and above annual support, as appropriate.

Foundation Board Member Signature

Date



MEMORANDUM

To: CAPK Foundation Board
From: Catherine Anspach, Director of Development
Date: September 26, 2023
Subject: *Agenda Item 4h: Save The Dates* **Info Item**

Mark your calendars for some of these important dates:

Wednesday, September 27, 2023

“Feed The Need” Food Drive

Month of October- October 1 to October 31.

“Macy’s Round-up for Charity

Saturday, October 28, 2023

“The Masquerade” Event to benefit M Street Navigation Center

Wednesday, November 15, 2023

KGET Holiday Food Drive

Thursday, November 23, 2023 (Thanksgiving)

Bakersfield Turkey Day Run to benefit CAPK Food Bank

Spring Event 2024

Feed the Need

3:00 P.M. - 9:00 P.M.

Kern County Fairgrounds

1142 S P St. Bakersfield, CA 93307



Get into the Kern County Fair **for FREE!**

Wednesday, Sept. 27, 2023



Receive one (1) free admission when you bring **six (6) non-perishable items** to the Kern County Fair main gates on **Sept. 27, 2023**.

Feed the Need and Get in for Free! Join us at the Kern County Fair and make a difference in your community. Bring 6 cans of **non-perishable food items** to support CAPK Food Bank and enjoy **FREE** admission to the fair. It's **six cans per person** and It's a win-win – have a great time at the fair while helping those in need. See you there!



Volunteer for Feed the Need!

There is also the opportunity to help create a difference with CAPK!

We are seeking volunteers to help with Feed the Need, helping count and organize canned foods as the community comes in through every entrance.

Volunteering is split into three different shifts you can choose from,

3:00 p.m. - 5:00 p.m.

5:00 p.m. - 7:00 p.m.

7:00 p.m. - 9:00 p.m.

Join us in combating food insecurity for families throughout Kern County, and ensuring everyone has food on their plate. Please click below and fill out our volunteer inquiry and sign up for Feed the Need to participate in this event.



Saturday, October 28



The Masquerade

Welcome to "The Masquerade," a night of mystery and enchantment where masks hide, music fills the air, and the evening is unforgettable.

\$50 - \$90

Get tickets

Date and time

 Saturday, October 28 · 7 - 11pm PDT

SATURDAY | OCTOBER 28 | 7P-11P

MUST BE 21+

GA: \$50 | VIP: \$90

(Get your tickets now, while supplies last.)



PURCHASE INVITE

In support of:



SCAN ME for a direct donation

REGISTRATION NOW OPEN!

The Park at River Walk • Bakersfield, CA.



Thanksgiving Day!
5K Run and 1 mile walk
Starts At 8:00 AM

BakersfieldTurkeyDayRun.com



BAKERSFIELD TURKEY DAY RUN

The Park at River Walk
11298 Stockdale Hwy.
Bakersfield, CA 93311

Thursday, November 23, 2024
6:30am late packet pickup begins
7:15am Costume, Gobble Contest, Spirit Award
(largest registered group)
7:30am races start in waves



- ~ Long Sleeve Thanksgiving theme shirts!
- ~ Turkey Day Run Medallion!
- ~ Donuts for every Finisher!
- ~ Age Group Winners for 5k!
- ~ Overall Male & Female Prize Purse!
- ~ Gobble & Strut Contest!
- ~ Music!

Your donation will move us closer to our goal of ensuring that children, families, and seniors of Kern County continue to receive nutritious food.





CAPK FOUNDATION WEBSITE UPDATES

New page: Ways to Give



DONATE

BECOME A PART OF MAKING A DIFFERENCE!

During these challenging times, the importance of coming together as a community to support those in need has never been clearer. With your donation, we are able to continue our mission and bring positive change to the lives of countless individuals in need. Your investment in Community Action Partnership of Kern reinforces our dedication and motivates us to work tirelessly towards creating a better and more compassionate community.



MONETARY DONATIONS

Your donation will go directly to support Community Action Partnership of Kern's (CAPK) programs. The CAPK Foundation was created to address the immediate funding needs of CAPK and to develop unrestricted funding sources for programs that serve people who are facing poverty and economic disadvantage.

[Click Here](#)



MONTHLY GIVING

Signing up for monthly giving is easy! Click below or contact our team to set up your recurring donation. Please make sure to click on the recurring donation box on the form.

Together, let's make a lasting impact and shape a better world for generations to come. Join our monthly giving community today and become a driving force for change.

[Click Here](#)



PARTNERSHIP PROGRAMS

Looking for other ways to support our mission? Click the link below to explore ways to organize your own company or school donation drive. We depend on people like you to share our mission and inspire others to join us in fighting food insecurity, ending homelessness and empowering youth and families in our community.

[Click Here](#)



EMPLOYEE GIVING

Are you wondering if your company provides a chance to amplify your personal contributions? You have the potential to double the impact of your generous gifts! Reach out to your Human Resources department to find out and connect with our dedicated Philanthropy team at CAPKfoundation@capk.org. Let's work together to make your donations go even further and create a greater positive change!

[Click Here](#)

WHAT WE SUPPORT



PROVIDING FREE TAX ASSISTANCE

The VITA team is available year-round to help low- and medium-income individuals and families prepare and e-file their income tax returns. The best part? There's no cost to work with VITA. Our team is here to provide free assistance to prepare your tax returns.

[Click Here](#)



FIGHTING FOOD INSECURITY

CAPK Food Bank provides food assistance to low-income families and individuals through a network of more than 150 partnering food distribution sites.

[Click Here](#)



EMPOWERING YOUTH AND FAMILIES

CAPK Operates four youth and family community centers throughout Kern County. These centers offer afterschool programs, summer enrichment and family support services.

[Click Here](#)



ENDING HOMELESSNESS

CAPK operates a 147-bed homeless Navigation Center in partnership with the County of Kern. This 24-hour shelter offers housing, meals, and an array of mental and medical care.

[Click Here](#)



SHAFTER YOUTH CENTER



EAST KERN FAMILY RESOURCE CENTER



FRIENDSHIP HOUSE COMMUNITY CENTER

Update on program pages: Sample- Food Bank

CAPK FOOD BANK

Kern County is one of the most fertile food-growing regions on the planet, a place that feeds this nation and the world, yet thousands of our neighbors go hungry because they don't have access to food. Bakersfield has been identified as the metropolitan area with the highest food insecurity in the nation, meaning many don't know where their next meal will come from.

Your donation will move us closer to our goal of expansion, and together, we can ensure that children, families, and seniors of Kern County continue receiving nutritious foods. Please click the link below to make a donation.

Donate today!



For decades, the Community Action Partnership of Kern (CAPK) Food Bank has been the nerve center of Kern County's efforts to push back against hunger. That food is distributed across Kern County through direct distributions and the assistance of more than 150 partner agencies and food pantries that rely on food from the CAPK Food Bank to feed their neighbors who are in crisis.

In 2020, CAPK experienced an incredible increase in the services we offer as the primary food bank in the County. The volume of food distributed reached 33 million pounds, which is a 61% increase from the year prior reaching over 600,000 residents. Food assistance has become so urgent now that our expansion project can no longer wait.



Here's a quick look at one of our food distributions events!

For partnership opportunities with the CAPK Food Bank [click here](#) or contact us at CAPKFoundation@capk.org





MEMORANDUM

To: CAPK Foundation Board
From: Catherine Anspach, Director of Development
Date: September 26, 2023
Subject: *Agenda Item 4j: Upcoming Partnerships* **Info Item**

The Foundation is partnering with the following organizations:

Wonderful Neighbor

The employees from the Wonderful Company will be donating new bikes to the youth at Friendship House & Shafter Youth Center for the holidays.

Orlie's Shoe Drive

This non-profit will be gifting new tennis shoes to the youth at Friendship House & Shafter Youth Center for the holidays.

Aera Energy

Aera Energy will be hosting their annual Coat Drive for our Head Start children. This annual event date is still to be determined.

BE A PART OF MAKING A DIFFERENCE!



Join us as we work together to uplift individuals and families from the challenges of poverty.



SCAN ME

At **Community Action Partnership of Kern (CAPK)**, we are proud of what we do for low-income individuals and families. But we need your help to break the cycle of poverty. Your support and compassion can bring hope and brighter tomorrows to those in need.

AREAS OF IMPACT



CAPK FOOD BANK

CAPK's Food Bank is the heart of a dynamic food distribution network that delivers 19 million pounds of staple foods, fresh produce, breads and meat to families in Kern County. Food from federal and state programs, local growers and donations from supporters is distributed to over 208 partner sites where volunteers share the food with those in need. The CAPK Food Bank also delivers food and fresh produce directly to the public through year-round Farmers' Market events and through the Senior Food Box program.

YOUTH AND FAMILY CENTERS

CAPK operates two Youth Centers in Kern, The Friendship House Community Center & The Shafter Youth Center, both offering a safe and welcoming environment for children through afterschool programs, summer enrichment and youth mentoring. CAPK also operates two Family Resource Centers, Oasis in Ridgecrest and East Kern in Mojave, both providing a variety of services to families in need. The Centers offer resources that are designed to meet the diverse needs of families in the community and help them thrive.

M STREET NAVIGATION CENTER

At our 24-hour facility, we open our doors to those who find themselves without shelter, offering more than just a roof over their heads. M Street Navigation Center offers shelter beds, meals, mental health services, medical care, case management and housing services through local providers to homeless individuals facing immense barriers. At CAPK, our mission goes beyond simple assistance; it's about restoring dignity and hope.

WAYS TO HELP



Support Food Insecurity

HOST A FOOD DRIVE:

By organizing a food drive, we can provide essential nourishment to those in need and spread hope throughout our community.



Support Homeless Services



HOST A HYGIENE DRIVE: a critical need that all too often goes unnoticed.

RAISE FUNDS: Your contribution will go towards preparing hearty, hot meals that will nourish both the body & spirit of our homeless neighbors.



Support Youth & Family Services

HOST A DRIVE:

Canned goods, hygiene products, and other staples will make a meaningful impact in the lives of families in crisis.

School Supplies, Sports Equipment, and Toys bring pure joy to the kids at our Youth Centers.



Partnership Program Sign-Up Form



ORGANIZATION INFORMATION

Name of Organization

Lead Contact Name

Organization's Address

City/State Zipcode

Phone Email

DONATION DRIVE INFORMATION

Food Drive Hygiene Drive Other

Date(s) of Drive

CAPK Program receiving donation:

Received By Date

Donor Signature Date

Email Form to: CAPKFoundation@capk.org
Mail Form to: The CAPK Foundation
 5005 Business Park N. Bakersfield, CA 93309

Any Questions? Please call (661) 336-5236 ext. 1157



Community Action Partnership of Kern Foundation is a supporting organization of Community Action Partnership of Kern ("CAPK").
 Federal Tax Identification Number (EIN) 86-1249865.