2010 ANNUAL REPORT

striking a balance

SUPPORTING INNOVATIVE IDEAS VERSUS SUSTAINING BASIC NEEDS
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OUR FOUNDER

“It seems to me that every person, always, is in a kind of informal partnership with his community. His own success is dependent to a large degree on that community, and the community, after all, is the sum total of the individuals who make it up. The institutions of a community, in turn, are the means by which those individuals express their faith, their ideals and their concern for fellow men ….

“So broad and so deep are the objectives of the Mott Foundation that they touch almost every aspect of living, increasing the capacity for accomplishment, the appreciation of values and the understanding of the forces that make up the world we live in. In this sense, it may truly be called a Foundation for Living — with the ultimate aim of developing greater understanding among men.

“We recognize that our obligation to fellow men does not stop at the boundaries of the community. In an even larger sense, every man is in partnership with the rest of the human race in the eternal conquest which we call civilization.”

Charles Stewart Mott (1875 – 1973), who established this Foundation in 1926, was deeply concerned from his earliest years in Flint, Michigan, with the welfare of his adopted community.

Soon after he had become one of the city’s leading industrialists, this General Motors pioneer found a practical and successful way to express his interest. He served three terms as mayor (in 1912, 1913 and 1918) during a period when the swiftly growing city was beset with problems, with 40,000 people sharing facilities adequate for only 10,000.

As a private citizen, he started a medical and dental clinic for children and helped establish the YMCA and the Boy Scouts, along with the Whaley Children’s Center, in Flint.

Nine years after the Foundation was incorporated for philanthropic, charitable and educational purposes, it became a major factor in the life of Flint through organized schoolground recreational activities, which developed into the nationwide community school/education program.

From this start, the Foundation’s major concern has been the well-being of the community, including the individual, the family, the neighborhood and the systems of government. This interest has continued to find expression in Flint and also has taken the Foundation far beyond its home city.
OUR VALUES

Charles Stewart Mott’s central belief in the partnership of humanity was the basis upon which the Foundation was established. While this remains the guiding principle of its grantmaking, the Foundation has refined and broadened its grantmaking over time to reflect changing national and world conditions.

Through its programs of Civil Society, Environment, Flint Area and Pathways Out of Poverty, and their more specific program areas, the Foundation seeks to fulfill its mission of supporting efforts that promote a just, equitable and sustainable society.

Inherent in all grantmaking is the desire to enhance the capacity of individuals, families or institutions at the local level and beyond. The Foundation hopes that its collective work in any program area will lead toward systemic change.

Fundamental to all Mott grantmaking are certain values:

• Nurturing strong, self–reliant individuals with expanded capacity for accomplishment;
• Learning how people can live together to create a sense of community, whether at the neighborhood level or as a global society;
• Building strong communities through collaboration to provide a basis for positive change;
• Encouraging responsible citizen participation to help foster social cohesion;
• Promoting the social, economic and political empowerment of all individuals and communities to preserve fundamental democratic principles and rights;
• Developing leadership to build upon the needs and values of people and to inspire the aspirations and potential of others; and
• Respecting the diversity of life to maintain a sustainable human and physical environment.

OUR CODE OF ETHICS

Respect for the communities we work with and serve;
Integrity in our actions;
Responsibility for our decisions and their consequences.

• We are committed to act honestly, truthfully and with integrity in all our transactions and dealings.
• We are committed to avoid conflicts of interest and to the appropriate handling of actual or apparent conflicts of interest in our relationships.
• We are committed to treat our grantees fairly and to treat every individual with dignity and respect.
• We are committed to treat our employees with respect, fairness and good faith and to provide conditions of employment that safeguard their rights and welfare.
• We are committed to be a good corporate citizen and to comply with both the spirit and the letter of the law.
• We are committed to act responsibly toward the communities in which we work and for the benefit of the communities which we serve.
• We are committed to be responsible, transparent and accountable for all of our actions.
• We are committed to improve the accountability, transparency, ethical conduct and effectiveness of the nonprofit field.
Mission: To support efforts that promote a just, equitable and sustainable society.

**CIVIL SOCIETY**

**MISSION:** To strengthen philanthropy and the nonprofit sector as vital vehicles for increasing civic engagement and improving communities and societies.

**PROGRAM AREAS**
- Central/Eastern Europe and Russia
- South Africa
- United States
- Global Philanthropy and Nonprofit Sector

**ENVIRONMENT**

**MISSION:** To support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world.

**PROGRAM AREAS**
- Conservation of Freshwater Ecosystems in North America
- International Finance for Sustainability
- Special Initiatives

**FLINT AREA**

**MISSION:** To foster a well-functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.

**PROGRAM AREAS**
- Arts, Culture and Education
- Economic Revitalization
- Strengthening Community
- Special Initiatives

**PATHWAYS OUT OF POVERTY**

**MISSION:** To identify, test and help sustain pathways out of poverty for low-income people and communities.

**PROGRAM AREAS**
- Improving Community Education
- Expanding Economic Opportunity
- Building Organized Communities
- Special Initiatives

**EXPLORATORY & SPECIAL PROJECTS**

**MISSION:** To support unusual or unique opportunities addressing significant national and international problems. *(Proposals are by invitation only; unsolicited proposals are discouraged.)*

**PROGRAM AREAS**
- Historically and Predominantly Black Colleges and Universities
- Special Projects

**PROGRAM SNAPSHOT**

Vision: The Charles Stewart Mott Foundation affirms its founder’s vision of a world in which each of us is in partnership with the rest of the human race — where each individual’s quality of life is connected to the well-being of the community, both locally and globally. We pursue this vision through creative grantmaking, thoughtful communication and other activities that enhance community in its many forms. The same vision of shared learning shapes our internal culture as we strive to maintain an ethic of respect, integrity and responsibility. The Foundation seeks to strengthen, in people and their organizations, what Mr. Mott called “the capacity for accomplishment.”
Annual Message
You needn’t live in Flint — or even Michigan — to know that our state is facing directly into the head wind of a still unsettled economy. Our stubbornly high unemployment rate, rising crime statistics, shrinking residential base, escalating childhood poverty rate and other negative indicators have attracted such extensive media coverage as to be unavoidable.

And while the media have certainly heightened public awareness of these issues, for those of us living and working here, there’s nothing abstract about the facts and figures used to underscore the problems affecting this region. All around us we see signs of the day–to–day struggles people face — whether that’s long lines at soup kitchens and shelters, or the growing number of homes falling into foreclosure or, worse, abandonment.

At the same time, we also are acutely aware of just how severe the budgetary problems are at the local, county and state levels. Already, the Detroit Public Schools as well as several Michigan cities are operating under the auspices of state–appointed “emergency financial managers” — and Flint appears to be next.
Through boom times or bad, the Mott Foundation always has had a special relationship with our home community. After all, we were established in Flint in 1926 by our founder, and in 1928 made our first grants almost exclusively here. Even while our focus broadened over time to include national and international funding, we have continued to maintain a strong grantmaking presence in Flint. From 1928 through 2010, we have provided nearly $725 million ($1.86 billion in inflation–adjusted dollars, or almost 30 percent of our grant dollars) for projects that have benefited the Flint area.

Yet during the past few years in particular, we have found the basic needs of people in our region to be so large and inescapable that in 2009, and again in 2010, we made a special cluster of year–end grants that went beyond our normal yearly Flint–area grantmaking. Those grants, which taken together totaled $1.7 million, were designed to address quality–of–life issues and help shore up local emergency services for food, shelter, rent and utility assistance, and the like.

This kind of grantmaking response is far from unique in our history. To cite just one example: In the late 1970s, when idle youth had become a critical community concern, the Foundation stepped in with some large local grants to keep young people engaged in meaningful activities — something we continue to do today with our support for summer jobs and afterschool programming.

A balance somehow must be maintained between supporting innovation and making sure citizens’ basic needs are met through what one might call “sustenance grants.”

Certainly an argument always can be made for doing more. But those who look to philanthropy to underwrite the social safety net, particularly during tough economic times, must realize that philanthropic support can never be a stand–in for government funding. Philanthropy doesn’t have the resources — nor is it philanthropy’s proper role in society — to single–handedly fund the services and functions that traditionally have been part of government’s obligation to its citizens.
So what is the right role for philanthropy to play, particularly during such turbulent economic times? Foundations, although by no means all of them, can be quite nimble in their grantmaking, so when sudden needs arise they often can answer the call quickly — especially compared to large bureaucracies. And while that flexibility is especially useful in a depressed economy, that’s not to say that foundations should be looked upon to provide ongoing support to organizations and programs for the long haul.

Philanthropy also has been known to provide “risk capital,” support “R&D,” and test new and innovative ideas. That’s a role that can’t be lost, even while those of us located in hard-hit communities and economically depressed states feel the weight of the troubles around us. Indeed, it could be argued that it will take fresh thinking and new approaches to move us eventually out of the current economic morass — making it imperative to stay in the game.

We make no apologies for undertaking emergency grants or supporting certain activities that ordinarily would be the responsibility of government, because the simple truth is that services must be maintained if the community is to recover.

Therefore, a balance somehow must be maintained between supporting innovation and making sure citizens’ basic needs are met through what one might call “sustenance grants.”

Surely many in the philanthropic field are finding themselves engaged in this intricate balancing act. And more of us are likely to face this dilemma as governments at all levels continue to retrench in response to plummeting revenues.

With 44 of the 50 states reportedly facing financial difficulties, there already are signs that foundations are reacting to budget shortfalls by increasing their support to some grantees. A recent survey of philanthropic leaders conducted by the Foundation Center found that almost half of the respondents indicated they have provided grants or other kinds of assistance “in direct response to funding cuts resulting from the current state fiscal crises.” The center’s report went on to state that “one-third of the surveyed foundations (33 percent) reported that the fiscal crises affecting their state governments had influenced how their 2011 grants budget was set and/or how their funding was allocated.”

What’s more, the majority of those surveyed did not expect the anemic economy to improve soon, with some anticipating state-level budget difficulties to continue through 2013 or beyond.

For our part, the Mott Foundation is committed to helping our struggling home community while also maintaining our strong interest in supporting innovation. Yet when we use the term “innovation,” we aren’t necessarily referring to the creation of stunning new models or implementing sweeping change. Rather, here in Flint, we often see innovation percolating in organizations that use grant support to undertake studies, gather data, analyze metrics and retool old approaches or devise new ones. Even when we make grants that, at their core, are designed to address fundamental human needs, innovation can result — particularly if you believe that innovation is sometimes as basic as rethinking and revamping ways to deliver services and programs in light of radically changing social, cultural and economic needs.

Still, we recognize that making such changes takes time, sometimes lots of it, and may even require outside technical assistance. After all, it isn’t easy to marry creative thinking to fundamental systems change — all while trying to deliver services. Moreover, if an organization has faced unrelenting financial pressures for a sustained period of time, there may well be no more quick fixes, easy budget cuts or obvious fat to trim. Any further reductions could mean cutting muscle strength — and closing the doors. At such moments, providing support that gives an organization a little “breathing space” and the chance to work with top technical assistance providers may well be the most valuable thing a foundation can do.

Yet as important as such support may be, we also recognize that sometimes the depth and breadth of
the community’s needs require immediate attention. And we make no apologies for undertaking emergency grants or supporting certain activities that ordinarily would be the responsibility of government, because the simple truth is that services must be maintained if the community is to recover.

During 2010, we made a number of these “sustenance grants,” including, but not limited to:

- **Genesee County Parks & Recreation Commission.** We see the area’s parks and recreation system not only as a responsible steward of local natural resources, but also as an inexpensive recreation choice for residents who are trying to weather these difficult economic times. Moreover, a recent study showed that the parks and their visitors pumped more than $16 million into the local economy in 2010, so ensuring their vitality clearly has some positive economic effects on the area as well. In the past few years, we’ve made several large grants to the parks commission in the face of deep county budget cuts. In 2010, for instance, the Foundation granted the parks system $1.27 million to support the continuing operation and maintenance of its facilities and conduct much-needed maintenance and improvement projects. Since 1965, the Foundation has made grants totaling nearly $17 million in support of the county parks.

- **Flint community policing.** Unquestionably, 2010 was a challenging year for Flint, especially — but not only — in the area of public safety. Budget deficits forced reductions in the police force despite a rise in serious crime, including a record number of homicides and a serial stabber who further stressed an already stretched department and brought the city additional negative media attention. The Foundation, with a legacy of involvement in community policing that dates back to the late 1970s, was able to help the city institute the 21st Century Community Policing project with a two-year commitment of $3 million made in 2010. Included in that amount was funding for Michigan State University’s School of Criminal Justice to work closely with the Flint Police Department to institute community-oriented policing techniques systemwide. Grant funds are being used to help the police department better utilize technology and...
trend data to deploy officers, provide continuous evaluation and feedback to the police department and city leaders, establish trained volunteer units at the neighborhood level and provide officer training through MSU’s National Neighborhood Foot Patrol Center.

- **Food Bank of Eastern Michigan.** Combating hunger is no small task in a community as hard-pressed as ours. Taking on that challenge is the Food Bank of Eastern Michigan, which started in 1981 as a small grassroots community organization distributing surplus food throughout Genesee County, as well as in 21 other counties in the region. Today, the food bank solicits, stores and distributes between 19 million and 20 million pounds of food annually, either directly or through a network of some 400 partner agencies that include soup kitchens, church pantries, homeless shelters and other charities. Since 1990, the Mott Foundation has provided six grants totaling more than $1.6 million to implement technology and facility upgrades to increase food distribution.

Included in that amount was our 2010 year-end grant of $100,000 that allowed the food bank to procure low-cost, high-protein grocery items, as well as to upgrade the agency’s inventory management system with bar-scanning capability.

The food bank actually serves as a good example of how grants can sometimes allow an organization to fulfill basic needs and — simultaneously — demonstrate innovation. Mott Foundation support has been used over time by the food bank to institute a number of forward-thinking features that have made it a leader in the field of food distribution. For example, the organization was honored by Feeding America, the nation’s largest domestic hunger-relief charity, with Model Program Awards for innovative programming in technology, distribution, fundraising, public relations and programs.

As important as it is to respond to strategic opportunities and emergency situations where sustenance and quality of life are at stake, we also have remained committed to funding innovative ideas.
and programs in many fields, in hopes that they might contribute to new ways of tackling problems at the community or even the societal level. To offer but a few examples:

- **Afterschool/community education.** There may be no other grant program more associated with the Mott Foundation than our support for community education, which began in 1935. We have maintained this focus over the years — in the U.S. and more recently in Central/Eastern Europe — while flexing and adapting it to changing times. In 1998, for instance, we began one of our most high-profile collaborations by partnering with the U.S. Department of Education on the 21st Century Community Learning Centers (21st CCLC) program. That collaboration today supports nearly two million children and youth in more than 10,000 school/community afterschool programs in rural and inner-city public schools across the U.S. From 1998 to date, the Foundation’s investment in afterschool and the 21st CCLC has been more than $147 million; during that period, Mott’s funding helped leverage approximately $12 billion in federal funding. One of our key interests has been supporting technical assistance and data collection to deepen the field’s understanding of what a high-quality afterschool program looks like — information that is especially critical in a time of constricting resources and funding. As part of our grantmaking, since 2002 the Foundation also has supported the National Statewide Afterschool Network to provide technical assistance to local programs as well as build bipartisan and widespread public support for the afterschool movement. In our home community, $3.1 million was granted to the Genesee Area Focus Fund in 2010 for the YouthQuest Afterschool Initiative, which collaborates with Flint’s 21st CCLC program to provide children with opportunities to grow through a safe, engaging and exciting afterschool learning experience.

- **Urban land use.** The Center for Community Progress, launched in January 2010, is wrestling with the timely andorny issue of land use and re-use — a serious problem affecting Flint, Detroit and many other communities statewide and nationwide. The center’s innovative approach to rethinking and repurposing urban assets was born out of the lessons and strategies of the Foundation-funded Genesee County Land Bank. (The Land Bank, created in 2002, pioneered the land-banking strategy in Michigan and has since served as a model across the country for addressing vacant and foreclosed properties.) The center is helping cities around the country explore new ways to respond to chronic property abandonment; stabilize at-risk neighborhoods; and transform vacant lots into affordable housing, new business ventures and open green spaces. The center also is raising awareness of issues related to urban land-use reform through research, conferences and dissemination of reports and other publications. Initial support for the center came in the form of a combined $1 million in grants from the Mott and Ford foundations. Mott support for the center now totals $2 million.

- **Community colleges and workforce development.** Two Foundation-funded demonstration projects are contributing important innovations to the fields of higher education and workforce development. These projects are premised on work supported by the Foundation as early as 1986 that examined ways to help low-income workers prepare for — and succeed in — living-wage jobs in particular fields or industry sectors. The resulting model is known as “sectoral employment development” and, in recent years, some community colleges have experimented with the approach — tailoring curricula that align with the needs of local businesses, while partnering with local nonprofits to help ensure that students receive the supports needed to be successful in school and the labor market. This innovative blend of higher education and the “sectoral” workforce development...
strategy is evident in: The Courses to Employment Demonstration Project, operated by the Aspen Institute’s Workforce Strategies Initiative and funded with $4.4 million in Foundation grants since 2006; and the Creating Career Paths for the Low-Skilled in High Poverty Areas demonstration, a project of Jobs for the Future in partnership with the National Council on Workforce Education, which has received more than $1 million in Foundation support since 2008.

We’d certainly like to think that some of this work in education, land use, and workforce development ultimately will bear fruit that can contribute to a more productive society and a more robust economy. Moreover, funding people, ideas and programs that are breaking new ground is part of what makes working in philanthropy so exciting, and so gratifying.

Yet at the same time it is sobering to see so much obvious need, right in our own backyard. Unfortunately, until the economy rebounds, we and many other foundations likely will continue to feel we are caught in a troubling position where we must somehow strike the right balance between supporting basic needs and funding new and innovative ideas.

**Governance and Administration**

The Mott Foundation closed out 2010 with assets of $2.23 billion, a small increase compared with $2.08 billion at the end of 2009. Included in this section is a chart, “Total assets at market value & 2010 dollars,” which tracks our asset performance since 1963.

The past year saw several especially noteworthy staff changes — key among them the retirement in December 2010 of Jean Simi, my longtime Executive Assistant and the Foundation’s Corporate Assistant Secretary.

Jean, who managed the executive office with aplomb for 28 years, was unparalleled in terms of her wisdom, dedication and professionalism. For years, Jean was my “right hand” as schedule organizer, travel planner, sounding board, dear friend and more. For all of those reasons, she is missed.

Taking up the challenge of filling her shoes is Lisa R. Maxwell, who joined the Foundation in 2003 as a Senior Administrative Secretary. Lisa has been a steady, capable and genial presence in my outer office for several years, often providing help to Jean and filling in during her absences.

We also said goodbye in late January 2011 to Stephen A. McGratty, who retired after 18 years with the Foundation’s Investment Office. During the past five years, Steve was responsible for the Foundation’s private equity portfolio, expanding our relationships with outstanding managers in that space and laying the groundwork for continued profitable investments in the future.

We wish both Jean and Steve many happy, healthy years ahead.

William S. White, President
Grant Activity:
$17,574,442 / 155 Grants

<table>
<thead>
<tr>
<th>Region/Region</th>
<th>Grant Activity (in millions)</th>
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<tbody>
<tr>
<td>CENTRAL/EASTERN EUROPE AND RUSSIA</td>
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<tr>
<td>EU New Member States</td>
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<td>Western Balkans</td>
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<td>Western Former Soviet Union</td>
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<td>Nonprofit Sector Effectiveness and Accountability</td>
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Mission: To strengthen philanthropy and the nonprofit sector as vital vehicles for increasing civic engagement and improving communities and societies.

CENTRAL/EASTERN EUROPE AND RUSSIA

**GOAL:** To foster a civil society in which nonprofits strengthen democratic values and practices and have access to adequate and responsive resources.

**OBJECTIVES/WHAT WE SEEK**

- **Active Civic Participation.** People and nonprofits empowered to take collective action that promotes and defends democratic values.
- **Philanthropy Development.** A more robust culture of private giving for public good.

SOUTH AFRICA

**GOAL:** To assist poor and marginalized communities to unlock resources and realize their development needs and aspirations.

**OBJECTIVES/WHAT WE SEEK**

- **Community Advice Office Sector.** Stronger community advice offices and related community-based organizations that provide free and accessible legal advice and related services to poor and marginalized people.
- **Philanthropy Development.** The growth of philanthropy with improved responsiveness to the needs of poor and marginalized communities.

UNITED STATES

**GOAL:** To increase the nonprofit and philanthropic sectors’ responsiveness and capacity to address social and community needs.

**OBJECTIVES/WHAT WE SEEK**

- **Nonprofit Sector Responsiveness.** A robust infrastructure to protect and promote a vibrant and responsive nonprofit sector and philanthropy.
- **Community Philanthropy.** Philanthropy that promotes vitality and resiliency in local communities.

GLOBAL PHILANTHROPY AND NONPROFIT SECTOR

**GOAL:** To foster global platforms for philanthropy and the nonprofit sector that respond to the needs of local communities.

**OBJECTIVE/WHAT WE SEEK**

- **Philanthropy and Nonprofit Sector.** Improved effectiveness of global philanthropy and nonprofit support organizations through international collaboration and exchange of knowledge.

**Note:** This snapshot reflects the program plan that was approved by the Mott Foundation’s Board of Trustees in March 2011. However, the grant listings and charts within this report are organized under the previous program plan, which was in effect in 2010.
### Central/Eastern Europe and Russia

#### EU New Member States

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Purpose</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academy for the Development of Philanthropy in Poland</td>
<td>Warsaw, Poland</td>
<td>Community foundation development fund</td>
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<td>General purposes</td>
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<td>AGORA Platform: Active Communities for Development Alternatives</td>
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<td>General purposes</td>
<td>$120,000 – 36 mos.</td>
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<td>Subtotal:</td>
<td></td>
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<td>$1,761,070</td>
<td>EU New Member States</td>
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### Western Balkans

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Purpose</th>
<th>Amount</th>
<th>Duration</th>
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<tbody>
<tr>
<td>Association for Civil Society Development – SMART</td>
<td>Split, Croatia</td>
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<td>$60,000 – 24 mos.</td>
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<td>Association for Psychosocial Help and Development of Voluntary Work</td>
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<td>Centre for Development and Promotion of Voluntary Work</td>
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<td>Association 'Mi'</td>
<td>Split, Croatia</td>
<td>General purposes</td>
<td>$60,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Balkan Investigative Reporting Network</td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>General purposes</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>CARE USA</td>
<td>Atlanta, GA</td>
<td>Strengthening civil society in Western Balkans</td>
<td>$160,000 – 18 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Center for Civil Initiatives</td>
<td>Zagreb, Croatia</td>
<td>General purposes</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Centers for Civic Initiatives – Tuzla</td>
<td>Tuzla, Bosnia and Herzegovina</td>
<td>General purposes</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Centre for Research, Documentation and Publication</td>
<td>Pristina, Kosovo</td>
<td>Planning and administrative support</td>
<td>$65,000 – 18 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Civic Initiatives</td>
<td>Belgrade, Serbia</td>
<td>General purposes</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Civil Society Promotion Center</td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>General purposes</td>
<td>$60,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Community Building Mitrovica</td>
<td>Mitrovica, Kosovo</td>
<td>General purposes</td>
<td>$51,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Fund for Active Citizenship</td>
<td>Podgorica, Montenegro</td>
<td>Institutional and program development support</td>
<td>$150,000 – 18 mos.</td>
<td>General purposes</td>
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<tr>
<td>Group 484</td>
<td>Belgrade, Serbia</td>
<td>General purposes</td>
<td>$70,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Heartefact Fund</td>
<td>Belgrade, Serbia</td>
<td>General purposes</td>
<td>$70,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Helsinki Committee for Human Rights in Republika Srpska</td>
<td>Bijeljina, Bosnia and Herzegovina</td>
<td>General purposes</td>
<td>$69,800 – 24 mos.</td>
<td>Court support network</td>
</tr>
</tbody>
</table>

### Interreligious Council in Bosnia and Herzegovina

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Purpose</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kosovo Women’s Network</td>
<td>Pristina, Kosovo</td>
<td>General purposes</td>
<td>$50,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Mozaiik Community Development Foundation</td>
<td>Sarajevo, Bosnia and Herzegovina</td>
<td>General purposes</td>
<td>$22,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Network for the Affirmation of NGO Sector – MANS</td>
<td>Podgorica, Montenegro</td>
<td>General purposes</td>
<td>$50,000 – 24 mos.</td>
<td>General purposes</td>
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</tbody>
</table>

### Western Former Soviet Union

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Purpose</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Association for International Education and Exchange</td>
<td>Dortmund, Germany</td>
<td>Encouraging development of non-governmental organizations in Belarus</td>
<td>$100,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Civic Analysis and Independent Research Center</td>
<td>Perm, Russia</td>
<td>Civil initiatives for public benefit support service</td>
<td>$180,000 – 24 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Civic Space</td>
<td>Kyiv, Ukraine</td>
<td>Institutional development</td>
<td>$100,000 – 36 mos.</td>
<td>General purposes</td>
</tr>
</tbody>
</table>
Civil Society Institute
Kyiv, Ukraine
$100,000 – 24 mos.
General purposes

Committee of Voters of Ukraine
Kyiv, Ukraine
$140,000 – 24 mos.
General purposes

Community Foundation Partnership
Togliatti, Russia
$105,000 – 24 mos.
Institutional development

Foundation for Independent Radio Broadcasting
Moscow, Russia
$200,000 – 24 mos.
Participatory radio as a means for community development in Russia

Foundation-Administered Project
$5,397
Legal and regulatory environment for foreign donor activity in Russia

International Center for Not-for-Profit Law
Washington, DC
$100,000 – 24 mos.
Building an enabling legal environment for Ukraine’s nonprofit sector

Krasnoyarsk Center for Community Partnerships
Krasnoyarsk, Russia
$200,000 – 36 mos.
General purposes

Municipal Center for Humanistic Technologies ‘AHALAR’
Chernihiv, Ukraine
$100,000 – 24 mos.
Territory of development: community mobilization in Ukraine

National Center for Prevention of Violence ‘ANNA’
Moscow, Russia
$150,000 – 24 mos.
Mobilizing local communities to prevent domestic violence

NGO School
Moscow, Russia
$125,000 – 24 mos.
Increasing private donations to Russian nonprofit sector

Nizhni Novgorod Voluntary Service
Nizhni Novgorod, Russia
$218,881 – 36 mos.

Perm Civic Chamber
Perm, Russia
$50,000 – 12 mos.
Civic expeditions – civil influence

Pontis Foundation
Bratislava, Slovakia
$100,000 – 24 mos.
Building capacity of Belarus’ analytical community

Siberian Civic Initiatives Support Center
Novosibirsk, Russia
$170,000 – 24 mos.
Community development in Volga region

Step by Step Moldova
Chisinau, Moldova
$150,000 – 24 mos.
Community school development in Moldova

Ukrainian Helsinki Human Rights Union
Kyiv, Ukraine
$100,000 – 24 mos.
General purposes

Ukrainian Step by Step Foundation
Kyiv, Ukraine
$180,000 – 36 mos.
Community development in Ukraine through community school programs

Subtotal:
$2,694,278

CEE/Russia Regional

CEE Citizens Network
Banska Bystrica, Slovakia
$136,000 – 24 mos.
General purposes

Center for Community Change
Washington, DC
$25,000 – 7 mos.
Organizing training in Central/Eastern Europe

Czech Donors Forum
Prague, Czech Republic
$150,000 – 24 mos.
CEENERGI – Central and Eastern European Network for Responsible Giving

European Foundation Centre
Brussels, Belgium
$30,000 – 24 mos.
Grantmakers East Forum

Foundation-Administered Projects
$27,956
Community education development assistance project in Central/Eastern Europe and former Soviet Union

German Marshall Fund of the United States
Washington, DC
$1,000,000 – 120 mos.
Black Sea Trust for Regional Cooperation

Latvian Rural Forum
Riga, Latvia
$200,000 – 24 mos.
Pre-accession partnerships for rural Europe

Trust for Civil Society in Central and Eastern Europe
Washington, DC
$60,000 – 28 mos.
Central/Eastern Europe NGO fellowship program

Subtotal:
$1,663,432

Program Area Total:
$8,188,580

South Africa

Nonprofit Sector and Philanthropy

Charities Aid Foundation–Southern Africa
Johannesburg, South Africa
$70,000 – 24 mos.
General purposes

Common Purpose South Africa
Johannesburg, South Africa
$80,000 – 24 mos.
Training for leaders of nonprofit organizations

Community Based Development Programme
Johannesburg, South Africa
$100,000 – 24 mos.
General purposes

Community Connections
Philippi, South Africa
$80,000 – 24 mos.
General purposes

Community Development Foundation Western Cape
Bergvliet, South Africa
$100,000 – 24 mos.
General purposes

Eastern Cape NGO Coalition
East London, South Africa
$150,000 – 24 mos.
General purposes

Gordon Institute of Business Science
Johannesburg, South Africa
$35,000 – 12 mos.
Policy, leadership and gender studies ‘Dialogue Circles’

Ikhala Trust
Port Elizabeth, South Africa
$120,000 – 22 mos.
General purposes

MaAfrika Tikkun
Johannesburg, South Africa
$120,000 – 24 mos.
Core operational support

Pitseng Trust
Johannesburg, South Africa
$40,000 – 24 mos.
General purposes

South African Institute for Advancement
Cape Town, South Africa
$20,000 – 24 mos.
General purposes

Sustainability Institute
Stellenbosch, South Africa
$40,000 – 12 mos.
Capacity building for development

Tides Center
San Francisco, CA
$75,000 – 36 mos.
Africa Grantmakers’ Affinity Group

Subtotal:
$1,030,000

Rights, Responsibilities and Participation

Black Sash Trust
Cape Town, South Africa
$200,000 – 24 mos.
General purposes

Centre for Public Participation
Durban, South Africa
$40,000 – 12 mos.
Local government support program
Community Law and Rural Development Centre
Durban, South Africa
$200,000 – 24 mos.
General purposes

Community Organisation
Urban Resource Centre
Cape Town, South Africa
$80,000 – 24 mos.
Building partnerships between organizations of urban poor and local authorities

Gender Links
Johannesburg, South Africa
$80,000 – 24 mos.
Women and local government project

Isandla Institute
Kenilworth, South Africa
$50,000 – 12 mos.
General purposes

Karoo Centre for Human Rights
Beaufort West, South Africa
$100,000 – 24 mos.
General purposes

Rhodes University
Grahamstown, South Africa
$150,000 – 24 mos.
Legal Aid Clinic: advice office project

Social Change Assistance Trust
Cape Town, South Africa
$200,000 – 24 mos.
General purposes

Trust for Community Outreach and Education
Cape Town, South Africa
$100,000 – 12 mos.
Community engagement with local government

University of KwaZulu–Natal
Durban, South Africa
$75,000 – 12 mos.
Centre for Civil Society

University of the Western Cape
Cape Town, South Africa
$100,000 – 24 mos.
Fair Share

Subtotal: $1,475,000
Rights, Responsibilities and Participation

Race and Ethnic Relations

Apartheid Museum
Johannesburg, South Africa
$100,000 – 24 mos.
General purposes

Diakonia Council of Churches
Durban, South Africa
$50,000 – 12 mos.
Social justice program

Ditshwanelo CAR/PAS
Johannesburg, South Africa
$40,000 – 12 mos.
General purposes

Five Star Films
Cabin John, MD
$75,000 – 12 mos.
“Breaking the Rules” film project

Institute for Healing of Memories
Cape Town, South Africa
$200,000 – 36 mos.
General purposes

Institute for Justice and Reconciliation
Cape Town, South Africa
$120,000 – 24 mos.
General purposes

Satyagraha – In Pursuit of Truth
Durban, South Africa
$40,000 – 12 mos.
General purposes

South African History Online
Pretoria, South Africa
$80,000 – 24 mos.
General purposes

South African Holocaust Foundation
Cape Town, South Africa
$40,000 – 2 mos.
National school curriculum support

Steve Biko Foundation
Johannesburg, South Africa
$100,000 – 24 mos.
General purposes

Subtotal: $845,000
Race and Ethnic Relations

Special Opportunities

Foundation–Administered Project
$208,065
Technical support and dialogue platform

Subtotal: $208,065
Special Opportunities

Program Area Total: $3,558,065
South Africa

United States

Nonprofit Sector Effectiveness and Accountability

Alliance for Nonprofit Management
Washington, DC
$25,000 – 12 mos.
General purposes

Association of Small Foundations
Washington, DC
$120,000 – 24 mos.
General purposes

CFLeads
Kansas City, MO
$40,000 – 12 mos.
General purposes

Communications Network
Naperville, IL
$30,000 – 36 mos.
General purposes

Council of Michigan Foundations
Grand Haven, MI
$5,000 – 24 mos.
General purposes

Council on Foundations
Arlington, VA
$200,000 – 24 mos.
Community foundation leadership team

Subtotal: $1,429,848
Nonprofit Sector Effectiveness and Accountability

Racial and Ethnic Diversity in Philanthropy

Arab Community Center for Economic and Social Services
Dearborn, MI
$30,000 – 12 mos.
Center for Arab–American philanthropy

$55,500 – 12 mos.
Technical assistance to collaborative for Arab–American philanthropy

Asian Americans/Pacific Islanders in Philanthropy
San Francisco, CA
$90,000 – 36 mos.
General purposes

Council of Michigan Foundations
Grand Haven, MI
$150,000 – 12 mos.
Transforming Michigan philanthropy through diversity and inclusion

Council on Foundations
Arlington, VA
$150,000 – 24 mos.
Diversity and inclusiveness program

Foundation Center
New York, NY
$75,000 – 12 mos.
Diversity in philanthropy research metrics

Hispanics in Philanthropy
San Francisco, CA
$120,000 – 28 mos.
General purposes
Native Americans in Philanthropy
Minneapolis, MN
$90,000 – 36 mos.
General purposes

Tides Center
San Francisco, CA
$140,000 – 24 mos.
Emerging practitioners in philanthropy project
$100,000 – 12 mos.
Philanthropic initiative for racial equity
Subtotal: $1,000,500

Racial and Ethnic Diversity in Philanthropy

Nonprofit Sector Research
Association for Research on Nonprofit Organizations & Voluntary Action
Indianapolis, IN
$35,000 – 36 mos.
General purposes

Foundation Center
New York, NY
$120,000 – 24 mos.
General purposes
$50,000 – 12 mos.
GuidesFire
Subtotal: $193,543

Special Opportunities
Faith & Politics Institute
Washington, DC
$50,000 – 24 mos.
General purposes

State of Michigan
Lansing, MI
$143,543 – 12 mos.
Office of foundation liaison
Subtotal: $193,543

Program Area Total: $3,383,891

United States

Special Initiatives – International
Nonprofit Sector and Philanthropy
American Ireland Fund
Boston, MA
$40,000 – 12 mos.
Diaspora philanthropy conference and toolkit

Association of Charitable Foundations
London, England
$10,000 – 60 mos.
General purposes

CIVICUS: World Alliance for Citizen Participation
Washington, DC
$120,000 – 24 mos.
Affinity Group for National Associations
$80,000 – 12 mos.
General purposes

Community Foundation Network
London, England
$171,500 – 24 mos.
General purposes

Council on Foundations
Arlington, VA
$50,000 – 24 mos.
Global philanthropy leadership initiative
$50,000 – 24 mos.
Global philanthropy program

European Foundation Centre
Brussels, Belgium
$100,000 – 12 mos.
General purposes

Foundation–Administered Projects
$20,000
Global community philanthropy architecture
$42,406
Mexican community foundation development
Subtotal: $42,406

Program Area Total: $2,443,906

Special Initiatives – National
Nonprofit Sector and Philanthropy

Global Fund for Community Foundations
Belfast, Ireland
$250,000 – 14 mos.
Small grants and capacity-building program

Network of European Foundations for Innovative Cooperation
Brussels, Belgium
$32,000 – 12 mos.
Membership and administrative support
$228,000 – 12 mos.
Youth empowerment partnership program

Philanthropy Bridge Foundation
Dartford, England
$100,000 – 12 mos.
General purposes

Research Foundation of the City University of New York
New York, NY
$200,000 – 24 mos.
International community foundation fellows program

Synergos Institute
New York, NY
$150,000 – 24 mos.
Senior fellows program

U.S.–Mexico Border Philanthropy Partnership
San Diego, CA
$300,000 – 24 mos.
General purposes

World Affairs Council of Northern California
San Francisco, CA
$25,000 – 12 mos.
Global Philanthropy Forum
Subtotal: $2,218,906

Special Initiatives – International
Nonprofit Sector and Philanthropy

Madariaga College of Europe Foundation
Brussels, Belgium
$150,000 – 12 mos.
Citizens’ Europe program

Partners for Democratic Change
Washington, DC
$75,000 – 12 mos.
Global Philanthropy Forum

Subtotal: $225,000

Program Area Total: $2,443,906
Special Initiatives – International

Program Total: $17,574,442

Civil Society
Grant Activity:
$10,215,130 / 87 Grants

<table>
<thead>
<tr>
<th>Environment</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONSERVATION OF FRESHWATER ECOSYSTEMS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strengthening the Environmental Community</td>
<td>$1.527</td>
<td>18</td>
</tr>
<tr>
<td>Public Policies</td>
<td>$2.028</td>
<td>17</td>
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<tr>
<td>Site-Based Conservation</td>
<td>$0.325</td>
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<tr>
<td><strong>INTERNATIONAL FINANCE FOR SUSTAINABILITY</strong></td>
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<tr>
<td>Infrastructure and Energy for a Sustainable Future</td>
<td>$3.248</td>
<td>21</td>
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<tr>
<td>Sustainable Regional Development and Integration</td>
<td>$1.925</td>
<td>13</td>
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<tr>
<td>Special Opportunities</td>
<td>$0.177</td>
<td>3</td>
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<tr>
<td><strong>SPECIAL INITIATIVES</strong></td>
<td></td>
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</tr>
<tr>
<td>Growth Management and Urban Revitalization in Michigan</td>
<td>$0.525</td>
<td>7</td>
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<tr>
<td>Special Opportunities</td>
<td>$0.460</td>
<td>6</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>$10.215</td>
<td>87</td>
</tr>
</tbody>
</table>
CONSERVATION OF FRESHWATER ECOSYSTEMS IN NORTH AMERICA

GOAL: To advance the conservation and restoration of freshwater ecosystems in North America, with emphasis on the Great Lakes and, to a lesser extent, portions of the southeastern U.S.

OBJECTIVES/WHAT WE SEEK

• Strengthening the Environmental Community. A strong, effective and sustainable non-governmental organization (NGO) community dedicated to the long-term conservation of freshwater ecosystems.

• Public Policies. Well-designed and effectively implemented water-quality and water-quantity policies that advance the conservation of freshwater ecosystems.

• Site-Based Conservation. Selected freshwater ecosystems protected and restored through place-based conservation activities.

INTERNATIONAL FINANCE FOR SUSTAINABILITY

GOAL: To shape international investment and trade to support sustainable development and reduce environmental degradation.

OBJECTIVES/WHAT WE SEEK

• Infrastructure and Energy for a Sustainable Future. Infrastructure and energy investments that contribute to environmental sustainability and offer local economic opportunity.

• Sustainable Regional Development and Integration. Regional trade and investment strategies that contribute to local sustainable development, with an initial emphasis on South America.

• Special Opportunities. Unique opportunities to advance sustainable development goals and promote capacity building for NGOs.

SPECIAL INITIATIVES

GOAL: To respond to unique opportunities to advance environmental protection in the U.S. and internationally.

OBJECTIVES/WHAT WE SEEK

• Special Opportunities. One-time opportunities to contribute to the resolution of significant domestic, international or global concerns.

• Growth Management and Urban Revitalization in Michigan. In Michigan’s urban areas and surrounding older communities, a human-built environment designed to promote environmental health, economic prosperity and social equity.

PROGRAM OVERVIEW: ENVIRONMENT

Mission: To support the efforts of an engaged citizenry working to create accountable and responsive institutions, sound public policies and appropriate models of development that protect the diversity and integrity of selected ecosystems in North America and around the world.
<table>
<thead>
<tr>
<th>Organization</th>
<th>City</th>
<th>State</th>
<th>Purpose</th>
<th>Amount</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Conservation of Freshwater Ecosystems</strong></td>
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<tr>
<td><strong>Strengthening the Environmental Community</strong></td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Alabama Rivers Alliance</td>
<td>Birmingham, AL</td>
<td>$30,000 – 30 mos.</td>
<td>General purposes</td>
<td></td>
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<tr>
<td>Alliance for the Great Lakes</td>
<td>Chicago, IL</td>
<td>$200,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
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<tr>
<td>Coalition to Restore Coastal Louisiana</td>
<td>Baton Rouge, LA</td>
<td>$10,000 – 18 mos.</td>
<td>General purposes</td>
<td></td>
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<tr>
<td>Environmental Support Center</td>
<td>Washington, DC</td>
<td>$35,000 – 19 mos.</td>
<td>Strengthening capacity of freshwater groups in Southeast and Great Lakes</td>
<td></td>
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<tr>
<td>Flint River Watershed Coalition</td>
<td>Flint, MI</td>
<td>$80,000 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Freshwater Future</td>
<td>Petoskey, MI</td>
<td>$315,750 – 24 mos.</td>
<td>General purposes</td>
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<tr>
<td>Grand Traverse Regional Land Conservancy</td>
<td>Traverse City, MI</td>
<td>$150,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
<td></td>
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<tr>
<td>Great Lakes United</td>
<td>Amherst, NY</td>
<td>$15,000 – 24 mos.</td>
<td>General purposes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Minnesota Environmental Partnership | St. Paul, MN | $90,000 – 24 mos. | General purposes | Northeast Minnesota program
| River Alliance of Wisconsin | Madison, WI | $135,000 – 24 mos. | General purposes | Great Lakes program
| River Network | Portland, OR | $325,000 – 24 mos. | Building citizen capacity for freshwater protection |
| Wisconsin Wetlands Association | Madison, WI | $30,000 – 36 mos. | General purposes | |
| **Public Policies** | | | | |
| American Rivers | Washington, DC | $150,000 – 24 mos. | Ensuring healthy river flows | |
| Clean Water Network | Washington, DC | $45,000 – 24 mos. | General purposes | |
| Clean Wisconsin | Madison, WI | $100,000 – 24 mos. | Managing water resources for today and tomorrow | |
| Environmental Defence | Toronto, Canada | $75,000 – 12 mos. | Protecting Great Lakes | |
| Foundation-Administered Project | | $3,190 | Book release event | |
| Georgia Wildlife Federation | Covington, GA | $110,000 – 24 mos. | Georgia comprehensive statewide water management | |
| Great Lakes Commission | Ann Arbor, MI | $500,000 – 18 mos. | Eco-separation of the Chicago—area waterway system to prevent invasion by Asian carp | |
| Great Lakes Indian Fish and Wildlife Commission | Odanah, WI | $65,000 – 12 mos. | Great Lakes sulfide-ore mining project | |
| GreenLaw | Atlanta, GA | $50,000 – 36 mos. | Georgia clean water project | |
| Louisiana Environmental Action Network | Baton Rouge, LA | $65,000 – 32 mos. | Water quality project | |
| Midwest Environmental Advocates | Madison, WI | $80,000 – 24 mos. | Water quality protection and conservation project | |
| Mobile Baykeeper | Mobile, AL | $110,000 – 12 mos. | Alabama urban stormwater project | |
| National Wildlife Federation | Reston, VA | $335,000 – 24 mos. | Great Lakes water quality project | |
| Southern Environmental Law Center | Charlottesville, VA | $115,000 – 12 mos. | Water quality protection | |
| Tulane University | New Orleans, LA | $25,000 – 30 mos. | Tulane Environmental Law Clinic water quality and wetlands project | |
| Upper Chattahoochee Riverkeeper | Atlanta, GA | $140,000 – 24 mos. | Georgia water policy project | |
| World Wildlife Fund | Washington, DC | $60,000 – 24 mos. | Relicensing engagement in Mobile Bay Basin | |
| **Site-Based Conservation** | | | | |
| Nature Conservancy | Arlington, VA | $75,200 – 84 mos. | Northern Great Lakes forest project | |
| | | | Site-based freshwater conservation in Great Lakes Basin | |
| **International Finance for Sustainability** | | | | |
| **Infrastructure and Energy for a Sustainable Future** | | | | |
| ActionAid | London, England | $385,000 – 24 mos. | General purposes | Breton Woods Project
| American University | Washington, DC | $75,000 – 24 mos. | Sustainable finance project | |
| Bank Information Center | Washington, DC | $25,000 – 24 mos. | Sustainable financial relations project | |
| Corner House | Dorset, England | $200,000 – 24 mos. | General purposes | |
| Forest Peoples Programme | Moreton-in-Marsh, England | $250,000 – 24 mos. | Promoting forest people’s interests in international forest policymaking | |
| Friends of the Earth | Washington, DC | $50,000 – 24 mos. | Advancing sustainability in development finance | |
| Global Greengrants Fund | Boulder, CO | $250,000 – 24 mos. | Supporting local knowledge: small grants for energy and infrastructure | |
| Institute for Policy Studies | Washington, DC | $150,000 – 24 mos. | Building a new economy that addresses climate and global finance | |
### International Rivers
Berkeley, CA
$15,000 – 24 mos.
General purposes

### Les Amis de la Terre
Montreuil, France
$125,000 – 12 mos.
International financial institution reform and capacity building

### Mani Tese
Milan, Italy
$350,000 – 24 mos.
Mainstreaming environmental sustainability in global financial flows North–South

### NGO Forum on ADB
Quezon City, Philippines
$17,500 – 24 mos.
General purposes

### Oil Change International
Hyattsville, MD
$100,000 – 12 mos.
International program

### PLATFORM
London, England
$150,000 – 24 mos.
Reforming energy investment

### Tides Canada Initiatives
Vancouver, Canada
$50,000 – 24 mos.
Halfifax Initiative

### Urgewald
Sassenberg, Germany
$250,000 – 24 mos.
Promoting environmental and social standards in financial sector

### World Resources Institute
Washington, DC
$405,000 – 24 mos.
International financial flows and environment

#### Subtotal: $3,247,500
Infrastructure and Energy for a Sustainable Future

### Sustainable Regional Development and Integration

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amazon Watch</td>
<td>San Francisco, CA</td>
<td>$250,000 – 24 mos.</td>
<td>International finance and Amazon program</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
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<tr>
<td>Asociación Civil Labor</td>
<td>Moquegua, Peru</td>
<td>$50,000 – 12 mos.</td>
<td>Strengthening Peruvian civil society for social and environmental monitoring of IIRSA and Camisea</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
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<tr>
<td>Center for Socio–Environmental Support</td>
<td>Cunha, Brazil</td>
<td>$240,000 – 24 mos.</td>
<td>General purposes</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
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<tr>
<td>Centro Peruano de Estudios Sociales</td>
<td>Lima, Peru</td>
<td>$140,000 – 18 mos.</td>
<td>Accountability for integration and infrastructure investments in Peru</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
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<tr>
<td>Derecho Ambiente y Recursos Naturales</td>
<td>Lima, Peru</td>
<td>$175,000 – 24 mos.</td>
<td>General purposes</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
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<tr>
<td>Fundación Ambiental Y Recursos Naturales</td>
<td>Buenos Aires, Argentina</td>
<td>$200,000 – 24 mos.</td>
<td>Monitoring infrastructure investments in Argentina</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$3,247,500</strong></td>
<td></td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
</tr>
</tbody>
</table>

### Indian Law Resource Center
Helena, MT
$150,000 – 24 mos.
Integration investments and indigenous peoples in South America

### Instituto del Bien Común
Lima, Peru
$100,000 – 24 mos.
Impacts of large-scale infrastructure projects and development in Peruvian Amazon

### Instituto Latinoamericano de Servicios Legales Alternativos
Bogotá, Colombia
$110,000 – 24 mos.
Strengthening civil society engagement in regional integration and infrastructure investments in Colombia

### Instituto Socioambiental
Sao Paulo, Brazil
$150,000 – 12 mos.
Impacts of investments of Brazilian National Development Bank on regional sustainability

### IPS–Inter Press Service
Montevideo, Uruguay
$150,000 – 24 mos.
Growing role of Brazil in Latin America

### National Alliance of Latin American & Caribbean Communities
Chicago, IL
$200,000 – 24 mos.
Building Latino immigrant capacity on regional integration

### Uruguay Study Center of Appropriate Technologies
Montevideo, Uruguay
$10,000 – 24 mos.
Impacts and alternatives to new trade regime on environmental and sustainability options in Latin America

#### Special Opportunities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Center for Investigative Reporting</strong></td>
<td>Berkeley, CA</td>
<td>$75,000 – 10 mos.</td>
<td>Informing public about issues in international finance and sustainability: carbon market</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
</tr>
<tr>
<td><strong>Foundation–Administered Project</strong></td>
<td></td>
<td>$12,490</td>
<td></td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
</tr>
<tr>
<td><strong>Institute for Agriculture and Trade Policy</strong></td>
<td>Minneapolis, MN</td>
<td>$75,000 – 12 mos.</td>
<td>Regulating speculation</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
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<tr>
<td><strong>Third World Network Berhad</strong></td>
<td>Penang, Malaysia</td>
<td>$15,000 – 24 mos.</td>
<td>Capacity building in the South on climate change and sustainable development</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
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</table>

#### Subtotal: **$177,490**
Special Opportunities

### Program Area Total: **$5,349,990**
International Finance for Sustainability

### Special Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Growth Management and Urban Revitalization in Michigan</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
</tr>
<tr>
<td>Foundation for the Uptown Reinvestment Corporation</td>
<td>Flint, MI</td>
<td>$80,000 – 12 mos.</td>
<td></td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
</tr>
<tr>
<td><strong>Funders’ Network for Smart Growth and Livable Communities</strong></td>
<td>Coral Gables, FL</td>
<td>$50,000 – 24 mos.</td>
<td>General purposes</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
</tr>
<tr>
<td><strong>Michigan Environmental Council</strong></td>
<td>Lansing, MI</td>
<td>$100,000 – 15 mos.</td>
<td>Michigan Transportation Reform Partnership</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
</tr>
<tr>
<td><strong>Michigan State University</strong></td>
<td>East Lansing, MI</td>
<td>$25,000 – 8 mos.</td>
<td>2010 Legislative Leadership Program</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
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<tr>
<td><strong>Michigan Suburbs Alliance</strong></td>
<td>Ferndale, MI</td>
<td>$100,000 – 24 mos.</td>
<td>Transportation reform</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
</tr>
<tr>
<td><strong>University of Michigan</strong></td>
<td>Ann Arbor, MI</td>
<td>$70,000 – 12 mos.</td>
<td>SMART program</td>
<td><strong>Infrastructure and Energy for a Sustainable Future</strong></td>
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</tbody>
</table>

#### Subtotal: **$525,000**
Special Opportunities

### **Total**
**$4,875,000**
Special Initiatives

## Sustainable Regional Development and Integration
Grant Activity: $33,341,883 / 90 Grants

<table>
<thead>
<tr>
<th>Grant Activity:</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts and Culture</td>
<td>$7.704</td>
<td>19</td>
</tr>
<tr>
<td>Education</td>
<td>$6.495</td>
<td>12</td>
</tr>
<tr>
<td>Economic Development</td>
<td>$10.888</td>
<td>14</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>$0.745</td>
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<tr>
<td>Children and Families</td>
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<td>21</td>
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<tr>
<td>Housing and Neighborhoods</td>
<td>$2.114</td>
<td>7</td>
</tr>
<tr>
<td>Philanthropy/Nonprofit Sector</td>
<td>$1.050</td>
<td>5</td>
</tr>
<tr>
<td>Race Relations</td>
<td>$0.055</td>
<td>1</td>
</tr>
<tr>
<td>Special Initiatives</td>
<td>$1.771</td>
<td>6</td>
</tr>
<tr>
<td>Totals</td>
<td>$33.342</td>
<td>90</td>
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</table>

Flint Area

<table>
<thead>
<tr>
<th>Grant Activity:</th>
<th>Grant Dollars (in millions)</th>
</tr>
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<tbody>
<tr>
<td>Arts and Culture</td>
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<td>Education</td>
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<td>Economic Development</td>
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<tr>
<td>Race Relations</td>
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</tr>
<tr>
<td>Special Initiatives</td>
<td>$1.771</td>
</tr>
</tbody>
</table>

in millions

- $5.739 (34 Grants)
- $11.633 (19 Grants)
- $14.199 (31 Grants)
- $1.771 (6 Grants)
PROGRAM OVERVIEW: FLINT AREA

Mission: To foster a well–functioning, connected community that is capable of meeting the economic, social and racial challenges ahead.

ARTS, CULTURE AND EDUCATION

GOAL: To support education, arts and cultural institutions as critical forces for positive change and key determinants of the community’s quality of life and economic well–being.

OBJECTIVES/WHAT WE SEEK

• Arts and Culture. Strong and vibrant local cultural organizations that provide diverse arts and cultural opportunities to all residents of Genesee County.

• Education. A continuum of high–quality learning opportunities that meet the needs of Flint–area children, youth and adults from pre–kindergarten through college.

ECONOMIC REVITALIZATION

GOAL: To support efforts that improve local governance, regional cooperation, community participation and the Flint area’s economic vitality.

OBJECTIVES/WHAT WE SEEK

• Economic Development. A vibrant and diverse regional economy.

• Workforce Development. Quality employment opportunities for Flint–area residents who face multiple barriers to good jobs in the regional labor market.

STRENGTHENING COMMUNITY

GOAL: To support activities that provide opportunities for children and families, improve neighborhoods and the community, and sustain a vibrant nonprofit sector.

OBJECTIVES/WHAT WE SEEK

• Children and Families. Healthy and productive lives for Genesee County children and families.

• Housing and Neighborhoods. Affordable housing and livable neighborhoods, with an emphasis on the city of Flint.

• Philanthropy/Nonprofit Sector. A strong, local nonprofit sector capable of meeting community needs.

• Race Relations. A community with the capacity to address issues of race and ethnicity honestly and productively.

SPECIAL INITIATIVES

GOAL: To respond to critical opportunities and/or issues that have the potential to improve significantly the quality of life in the Flint area.

OBJECTIVE/WHAT WE SEEK

• Special Initiatives. Flexibility to respond to critical needs, seize special opportunities, leverage other resources and incubate new program areas in the Flint community.
Arts and Culture

Arts and Culture

ArtServe Michigan
Wixom, MI
$75,000 – 36 mos.
Michigan Cultural Data Project

Buckham Fine Arts Project
Flint, MI
$25,000 – 12 mos.
General purposes

Community Foundation of Greater Flint
Flint, MI
$2,148,538
Endowment funds

Flint Area Convention & Visitors Bureau
Flint, MI
$30,000 – 10 mos.
Back to the Bricks/Bikes on the Bricks

Flint Cultural Center Corporation
Flint, MI
$70,000 – 7 mos.
Kearsley streetscape

Flint Institute of Arts
Flint, MI
$90,908 – 8 mos.
"Landscapes from the Age of Impressionism" exhibit

Flint Institute of Music
Flint, MI
$3,100,000 – 12 mos.
YouthQuest afterschool initiative

Flint Institute of Music
Flint, MI
$150,000 – 12 mos.
Genesea Early College

Kettering University
Flint, MI
$15,000 – 12 mos.
Metal Muscle mentoring program

Mott Community College
Flint, MI
$149,977 – 12 mos.
Smart Teachers As Role models (STAR) initiative

Policy Studies Associates Inc.
Washington, DC
$462,015 – 36 mos.
Three-year evaluation of YouthQuest afterschool initiative

United Way of Genesee County
Flint, MI
$550,000 – 12 mos.
Adjustment to previous grant

University of Michigan–Flint
Flint, MI
$65,000 – 12 mos.
College entrepreneurship program

Subtotal: $7,704,075

Arts and Culture

Education

Central Michigan University
Mt. Pleasant, MI
$105,000 – 12 mos.
GEAR UP college day program

EduGuide
Lansing, MI
$118,000 – 12 mos.
Gear Up Michigan project

Flint Area Science Fair
Flint, MI
$45,000 – 31 mos.
General purposes

Flint Community Schools
Flint, MI
$70,000 – 3 mos.
Summer Tot Lot program

Flint District Library
Flint, MI
$425,000 – 12 mos.
Technology upgrade

Genesea Area Focus Fund
Flint, MI
$3,100,000 – 12 mos.
YouthQuest afterschool initiative

Genesea Intermediate School District
Flint, MI
$150,000 – 12 mos.
Genesea Early College

Kettering University
Flint, MI
$15,000 – 12 mos.
Metal Muscle mentoring program

Mott Community College
Flint, MI
$149,977 – 12 mos.
Smart Teachers As Role models (STAR) initiative

Policy Studies Associates Inc.
Washington, DC
$462,015 – 36 mos.
Three-year evaluation of YouthQuest afterschool initiative

United Way of Genesee County
Flint, MI
$550,000 – 12 mos.
Adjustment to previous grant

Subtotal: $6,494,992

Education

Program Area Total: $14,199,067
Arts, Culture and Education

Foundation for the Uptown
Reinvestment Corporation
Flint, MI
$200,000 – 9 mos.
Downtown redevelopment project

Flint STRIVE replication program
Flint, MI
$150,000 – 12 mos.
Microenterprise microlending program

Flint Area Specialized Employment Services Inc.
Flint, MI
$1,400,000 – 12 mos.
Community development financial institution program

Flint Area Specialized Employment Services Inc.
Flint, MI
$150,000 – 12 mos.
Flint STRIVE replication program

Greater Flint Health Coalition
Flint, MI
$125,000 – 12 mos.
Flint Healthcare Employment Opportunities project

Subtotal: $10,888,263

Economic Revitalization

Economic Development

AutoHarvest Foundation
Ann Arbor, MI
$300,000 – 12 mos.
Accelerating automotive innovation

Crim Fitness Foundation
Flint, MI
$576,000 – 24 mos.
Capacity building

Subtotal: $10,888,263

Economic Development

Workforce Development

Disability Network
Flint, MI
$20,000 – 10 mos.
Employment training for staff

Flint Area Specialized Employment Services Inc.
Flint, MI
$1,400,000 – 12 mos.
Community development financial institution program

Flint STRIVE replication program
Flint, MI
$150,000 – 12 mos.
Flint STRIVE replication program

Greater Flint Health Coalition
Flint, MI
$125,000 – 12 mos.
Flint Healthcare Employment Opportunities project

Subtotal: $10,888,263

Economic Development

Workforce Development

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Flint STRIVE replication program
Flint, MI
$150,000 – 12 mos.
Flint STRIVE replication program

Greater Flint Health Coalition
Flint, MI
$125,000 – 12 mos.
Flint Healthcare Employment Opportunities project

Subtotal: $10,888,263

Economic Development

Workforce Development

Disability Network
Flint, MI
$20,000 – 10 mos.
Employment training for staff

Flint Area Specialized Employment Services Inc.
Flint, MI
$1,400,000 – 12 mos.
Community development financial institution program

Flint STRIVE replication program
Flint, MI
$150,000 – 12 mos.
Flint STRIVE replication program

Greater Flint Health Coalition
Flint, MI
$125,000 – 12 mos.
Flint Healthcare Employment Opportunities project

Subtotal: $10,888,263
### Strengthening Community

#### Children and Families

<table>
<thead>
<tr>
<th>Organization</th>
<th>City</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Big Brothers Big Sisters of Greater Flint</td>
<td>Flint, MI</td>
<td>$150,000</td>
<td>12 mos.</td>
<td>Amachi collaborative</td>
</tr>
<tr>
<td>Catholic Charities of Shiawassee and Genesee Counties</td>
<td>Flint, MI</td>
<td>$112,000</td>
<td>24 mos.</td>
<td>North End Soup Kitchen program expansion</td>
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<tr>
<td>Catholic Outreach</td>
<td>Flint, MI</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>Medical transportation program</td>
</tr>
<tr>
<td>Flint Area Specialized Employment Services Inc.</td>
<td>Flint, MI</td>
<td>$85,000</td>
<td>12 mos.</td>
<td>Flint STRIVE Academy youth empowerment program</td>
</tr>
<tr>
<td>Food Bank of Eastern Michigan</td>
<td>Flint, MI</td>
<td>$100,000</td>
<td>6 mos.</td>
<td>Increasing food distribution and access</td>
</tr>
<tr>
<td>Genesee Area Focus Fund</td>
<td>Flint, MI</td>
<td>$800,000</td>
<td>12 mos.</td>
<td>Summer youth initiative</td>
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<tr>
<td>Genesee County Department of Human Services</td>
<td>Flint, MI</td>
<td>$15,000</td>
<td>12 mos.</td>
<td>Middle school family resource centers</td>
</tr>
<tr>
<td>Mott Community College</td>
<td>Flint, MI</td>
<td>$45,718</td>
<td>7 mos.</td>
<td>Teen CEO Initiative</td>
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<tr>
<td>Old Newsboys of Flint</td>
<td>Flint, MI</td>
<td>$30,000</td>
<td>4 mos.</td>
<td>Coats for Kids</td>
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<tr>
<td>Resource Genesee</td>
<td>Flint, MI</td>
<td>$30,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>One Stop Housing Resource Center</td>
<td>Flint, MI</td>
<td>$50,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
</tbody>
</table>

#### Housing and Neighborhoods

<table>
<thead>
<tr>
<th>Organization</th>
<th>City</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Center for Community Progress</td>
<td>Flint, MI</td>
<td>$1,500,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Genesee County Habitat for Humanity</td>
<td>Flint, MI</td>
<td>$90,000</td>
<td>12 mos.</td>
<td>Three-year plan for growth and renewal in city of Flint</td>
</tr>
<tr>
<td>Genesee County Land Bank Authority</td>
<td>Flint, MI</td>
<td>$124,165</td>
<td>12 mos.</td>
<td>Neighborhood and community planning</td>
</tr>
<tr>
<td>Local Initiatives Support Corporation</td>
<td>New York, NY</td>
<td>$225,000</td>
<td>36 mos.</td>
<td>Flint and Genesee County community development project</td>
</tr>
<tr>
<td>Metro Community Development</td>
<td>Flint, MI</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Salem Housing Community Development Corporation</td>
<td>Flint, MI</td>
<td>$75,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
</tbody>
</table>

#### Foundation–Administered Project

<table>
<thead>
<tr>
<th>Organization</th>
<th>City</th>
<th>Amount</th>
<th>Duration</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salvation Army of Genesee County</td>
<td>Flint, MI</td>
<td>$200,000</td>
<td>12 mos.</td>
<td>Rent and utility assistance program</td>
</tr>
<tr>
<td>Shelter of Flint Inc.</td>
<td>Flint, MI</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Wellness AIDS Services Inc.</td>
<td>Flint, MI</td>
<td>$60,000</td>
<td>4 mos.</td>
<td>Debt reduction</td>
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<tr>
<td>YWCA of Greater Flint</td>
<td>Flint, MI</td>
<td>$340,000</td>
<td>6 mos.</td>
<td>Capital improvements</td>
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<tr>
<td>SafeHouse shelter</td>
<td>Flint, MI</td>
<td>$40,000</td>
<td>12 mos.</td>
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</table>

#### Special Initiatives

<table>
<thead>
<tr>
<th>Organization</th>
<th>City</th>
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</tr>
</thead>
<tbody>
<tr>
<td>City of Flint</td>
<td>Flint, MI</td>
<td>$1,150,000</td>
<td>12 mos.</td>
<td>Flint 21st century community policing</td>
</tr>
<tr>
<td>Flint Area Congregations Together</td>
<td>Flint, MI</td>
<td>$110,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Flint Club</td>
<td>Flint, MI</td>
<td>$25,000</td>
<td>5 mos.</td>
<td>General purposes</td>
</tr>
<tr>
<td>Flint Downtown Development Authority</td>
<td>Flint, MI</td>
<td>$25,000</td>
<td>1 mo.</td>
<td>Fourth of July Festival</td>
</tr>
<tr>
<td>Genesys Health Foundation</td>
<td>Grand Blanc, MI</td>
<td>$110,770</td>
<td>8 mos.</td>
<td>Life science cluster economic impact analysis</td>
</tr>
<tr>
<td>Michigan State University</td>
<td>East Lansing, MI</td>
<td>$350,000</td>
<td>12 mos.</td>
<td>Flint 21st century community policing technical assistance</td>
</tr>
</tbody>
</table>

#### Race Relations

<table>
<thead>
<tr>
<th>Organization</th>
<th>City</th>
<th>Amount</th>
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</tr>
</thead>
<tbody>
<tr>
<td>American Arab Heritage Council</td>
<td>Flint, MI</td>
<td>$55,000</td>
<td>12 mos.</td>
<td>Immigration services</td>
</tr>
<tr>
<td>Robert E. Weiss Advocacy Center for Children and Youth</td>
<td>Flint, MI</td>
<td>$19,900</td>
<td>6 mos.</td>
<td>Building acquisition</td>
</tr>
<tr>
<td>Salvation Army of Genesee County</td>
<td>Flint, MI</td>
<td>$200,000</td>
<td>12 mos.</td>
<td>Rent and utility assistance program</td>
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<td>Flint, MI</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>General purposes</td>
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</tbody>
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#### Philanthropy/Nonprofit Sector

<table>
<thead>
<tr>
<th>Organization</th>
<th>City</th>
<th>Amount</th>
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<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>BoardSource</td>
<td>Washington, DC</td>
<td>$100,000</td>
<td>14 mos.</td>
<td>Building nonprofit leadership initiative</td>
</tr>
<tr>
<td>Center for Leadership Innovation</td>
<td>Ellicott City, MD</td>
<td>$75,000</td>
<td>12 mos.</td>
<td>Michigan Latino Nonprofit Leadership Academy</td>
</tr>
<tr>
<td>Community Foundation of Greater Flint</td>
<td>Flint, MI</td>
<td>$100,000</td>
<td>12 mos.</td>
<td>General purposes</td>
</tr>
</tbody>
</table>

#### Program Area Total:

- Workforce Development: $745,000
- Economic Revitalization: $11,633,263

#### Program Area Total:

- Strengthening Community: $2,519,618
- Race Relations: $5,738,783
- Special Initiatives: $33,341,883

#### Annual Report

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Development</td>
<td>$745,000</td>
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<tr>
<td>Economic Revitalization</td>
<td>$11,633,263</td>
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<tr>
<td>Strengthening Community</td>
<td>$2,519,618</td>
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<tr>
<td>Race Relations</td>
<td>$5,738,783</td>
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<tr>
<td>Special Initiatives</td>
<td>$33,341,883</td>
</tr>
</tbody>
</table>

**Economic Revitalization Program Total:** $2,114,165

**Strengthening Community Program Total:** $2,519,618
### Grant Activity:
$27,812,573 / 149$ Grants

<table>
<thead>
<tr>
<th>Pathways Out of Poverty</th>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>IMPROVING COMMUNITY EDUCATION</strong></td>
<td></td>
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<tr>
<td>Community–Driven Reform</td>
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<tr>
<td>Educational Opportunities for Vulnerable Youth</td>
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<tr>
<td>Learning Beyond the Classroom</td>
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<td><strong>EXPANDING ECONOMIC OPPORTUNITY</strong></td>
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<tr>
<td>Income Security</td>
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<tr>
<td>Reducing Barriers to Employment</td>
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<tr>
<td>Retention and Wage Progression</td>
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<td><strong>BUILDING ORGANIZED COMMUNITIES</strong></td>
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<tr>
<td>Building Community Organizing Infrastructure</td>
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<tr>
<td><strong>SPECIAL INITIATIVES</strong></td>
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<tr>
<td>Transitions</td>
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<tr>
<td>Exploratory and Special Projects</td>
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<td><strong>Totals</strong></td>
<td>$27.813</td>
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</tr>
</tbody>
</table>
PROGRAM OVERVIEW: PATHWAYS OUT OF POVERTY

Mission: To identify, test and help sustain pathways out of poverty for low-income people and communities.

IMPROVING COMMUNITY EDUCATION

GOAL: To ensure that community education serves as a pathway out of poverty for children in low-income communities.

OBJECTIVES/WHAT WE SEEK

• Community-Driven Reform. Effective community-driven reform strategies that increase student achievement across entire school districts and at the state or regional level.

• Educational Opportunities for Vulnerable Youth. Policies and practices that ensure that vulnerable youth are prepared for college and careers.

• Learning Beyond the Classroom. High quality learning beyond the classroom initiatives that increase student success by providing students with multiple ways of learning, anchored to high standards and aligned with educational resources throughout a community.

EXPANDING ECONOMIC OPPORTUNITY

GOAL: To expand opportunity for those in, or at risk of, persistent poverty by promoting policies and programs that increase income and assets, help people connect to the labor market and enable them to advance into better-quality, higher-paying jobs.

OBJECTIVES/WHAT WE SEEK

• Income Security. A social safety net that augments families’ efforts to escape poverty.

• Reducing Barriers to Employment. Innovative strategies that enable low-skill, low-income job seekers to enter the labor market.

• Retention and Wage Progression. Workforce development policies and practices that help low-income workers stay in the labor market and increase their earnings over time.

BUILDING ORGANIZED COMMUNITIES

GOAL: To enhance the power and effectiveness of the community-organizing field in order to strengthen and sustain the involvement of low-income communities in shaping their futures.

OBJECTIVE/WHAT WE SEEK

• Building Community Organizing Infrastructure. Strong and effective community-organizing networks at the national, regional, and state levels that foster community engagement and positive change in poor communities.

SPECIAL INITIATIVES

GOAL: To sustain promising practices and promote innovative and multidisciplinary approaches to reduce persistent poverty.

OBJECTIVES/WHAT WE SEEK

• Transitions. Policies and practices that strengthen micro-enterprise in the U.S. in order to maximize its potential as a means for low-income entrepreneurs to escape from poverty.

• Exploratory and Special Projects. Flexibility to identify critical issues, seize special opportunities, research issues to determine future program directions and promote crosscutting projects.
Improving Community Education

Community-Driven Reform

Community Foundation for the National Capital Region
Washington, DC
$80,000 – 12 mos.
Collaborative for education organizing

Hyde Square Task Force
Jamaica Plain, MA
$70,000 – 12 mos.
Collaborative for educational change

Interfaith Education Fund
Austin, TX
$250,000 – 24 mos.
General purposes

Parent/Teacher Home Visit Project
Sacramento, CA
$80,000 – 24 mos.
General purposes

PICO National Network
Oakland, CA
$75,000 – 12 mos.
Louisiana Interfaith Together

Public Interest Projects
New York, NY
$230,000 – 12 mos.
Communities for public education reform

Subtotal: $785,000

Community-Driven Reform

Educational Opportunities for Vulnerable Youth

Center for Law and Social Policy
Washington, DC
$100,000 – 24 mos.
Reconnecting the disconnected: building systems to reconnect youth to education and jobs

Community Foundation for the National Capital Region
Washington, DC
$25,000 – 12 mos.
Youth Transition Funders Group

Community Foundation of Greater Flint
Flint, MI
$50,000 – 12 mos.
Genesee County Out-of-School Youth Initiative

Editorial Projects in Education
Bethesda, MD
$100,000 – 12 mos.
Diplomas Count: The Graduation Project

Intercultural Development Research Association
San Antonio, TX
$39,848 – 24 mos.
Brown and Mendez dialogues on multiple pathways to graduation

Jobs for the Future
Boston, MA
$150,000 – 12 mos.
Creating new designs for graduation and post-secondary success for off-track youth

Lansing Community College
Lansing, MI
$150,000 – 18 mos.
High school diploma completion initiative

Michigan’s Children
Lansing, MI
$200,000 – 24 mos.
Improving outcomes for out-of-school youth in Michigan

National League of Cities Institute
Washington, DC
$300,000 – 18 mos.
Municipal leadership for disconnected youth

San Francisco State University
San Francisco, CA
$100,000 – 15 mos.
Building green energy and technology pathways

School & Main Institute
Boston, MA
$150,000 – 12 mos.
Schools for the Future: integrating career and technical education into new alternative education models

Southern Education Foundation
Atlanta, GA
$150,000 – 18 mos.
Policy strategies and actions addressing needs of high school dropouts

Tides Center
San Francisco, CA
$100,000 – 12 mos.
Youth Development Institute: developing community-based career and technical education strategies for dropouts

University of Michigan-Flint
Flint, MI
$237,500 – 13 mos.
Pre-college summer residential and academic year bridge program

Youth Connection Charter School
Chicago, IL
$100,000 – 12 mos.
Career pathways program

Subtotal: $1,952,348

Educational Opportunities for Vulnerable Youth

Learning Beyond the Classroom

Academy for Educational Development
Washington, DC
$100,000 – 24 mos.
Promising practices in afterschool programs

Afterschool Alliance
Washington, DC
$1,000,000 – 12 mos.
General purposes

After-School Corporation
New York, NY
$200,000 – 24 mos.
Expanded learning time/New York City

After School Matters
Chicago, IL
$12,000 – 18 mos.
Aligning high school afterschool with school reform

Asia Society
New York, NY
$200,000 – 18 mos.
Promising practices in afterschool global literacy

Baltimore’s Safe & Sound Campaign
Baltimore, MD
$225,000 – 36 mos.
Maryland statewide afterschool network

Central Susquehanna Intermediate Unit
Milton, PA
$225,000 – 36 mos.
Pennsylvania statewide afterschool network

Collaborative Communications Group
Washington, DC
$250,000 – 24 mos.
Support for New Day for Learning community

Council of Chief State School Officers
Washington, DC
$125,000 – 20 mos.
Moving Forward Conference

Council of Michigan Foundations
Grand Haven, MI
$75,000 – 12 mos.
Race to the Top–Michigan

Education Sector
Washington, DC
$250,000 – 24 mos.
Next generation of accountability for out-of-school education

Education’s Next Horizon
Baton Rouge, LA
$225,000 – 36 mos.
Louisiana statewide afterschool network

Finance Project
Washington, DC
$250,000 – 24 mos.
Funding strategies for statewide afterschool networks

Foundation Center
New York, NY
$350,000 – 24 mos.
Statewide afterschool networks

Foundation Center
New York, NY
$125,000 – 20 mos.
Foundations for education excellence

GMMB Inc.
Washington, DC
$750,000 – 16 mos.
New Day for Learning social marketing campaign

Grantmakers for Education
Portland, OR
$26,000 – 36 mos.
General purposes

Harvard University
Cambridge, MA
$375,000 – 24 mos.
Supporting New Day for Learning evaluation and research

Indiana Association of United Ways
Indianapolis, IN
$225,000 – 36 mos.
Indiana statewide afterschool network
Institute for Educational Leadership  
Washington, DC  
$200,000 – 24 mos.  
Coalition for community schools

LA’s BEST  
Los Angeles, CA  
$100,000 – 12 mos.  
General purposes

Michigan Association of United Ways  
Lansing, MI  
$225,000 – 36 mos.  
Michigan statewide afterschool network

Minnesota Department of Education  
Roseville, MN  
$225,000 – 36 mos.  
Minnesota statewide afterschool network

National Conference of  
State Legislatures  
Denver, CO  
$550,000 – 24 mos.  
Informing legislatures on statewide afterschool policy

National Council of La Raza  
Washington, DC  
$200,000 – 18 mos.  
Latino family engagement and best practices in afterschool

National League of Cities Institute  
Washington, DC  
$350,000 – 24 mos.  
City leaders engaged in afterschool reform and New Day for Learning

National Public Education Support Fund  
Washington, DC  
$25,000 – 12 mos.  
Education Funders Strategy Group

National School Boards Association  
Alexandria, VA  
$25,000 – 24 mos.  
School board leadership to promote high quality extended-day learning for all students

Nebraska Children and Families Foundation  
Lincoln, NE  
$225,000 – 36 mos.  
Nebraska statewide afterschool network

New Jersey School–Age Care Coalition  
Westfield, NJ  
$225,000 – 36 mos.  
New Jersey statewide afterschool network

New Mexico Public Education Department  
Santa Fe, NM  
$225,000 – 36 mos.  
New Mexico statewide afterschool network

New Visions for Public Schools  
New York, NY  
$300,000 – 24 mos.  
General purposes

Ohio Valley Educational Cooperative  
Shelbyville, KY  
$225,000 – 36 mos.  
Kentucky statewide afterschool network

Synergy Enterprises Inc.  
Silver Spring, MD  
$200,000 – 12 mos.  
21st Century Community Learning Centers summer institute

United Way of Metropolitan Atlanta  
Atlanta, GA  
$225,000 – 36 mos.  
Georgia statewide afterschool network

Virginia Child Care Resource and Referral Network  
Richmond, VA  
$225,000 – 36 mos.  
Virginia statewide afterschool network

Wireless Generation  
Brooklyn, NY  
$400,000 – 7 mos.  
ThirdSpace: data-driven accountability in afterschool

Wyoming Community Foundation  
Laramie, WY  
$225,000 – 36 mos.  
Wyoming statewide afterschool network

Subtotal:  
$9,215,000  
Learning Beyond the Classroom

Program Area Total:  
$11,952,348  
Improving Community Education

Expanding Economic Opportunity

Income Security

Arise Citizens’ Policy Project  
Montgomery, AL  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Brandeis University  
Waltham, MA  
$367,034 – 24 mos.  
Assets learning project

Brandon Roberts + Associates  
Chevy Chase, MD  
$200,000 – 12 mos.  
Working poor families project

California Budget Project  
Sacramento, CA  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Center on Budget and Policy Priorities  
Washington, DC  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Colorado Center on Law and Policy  
Denver, CO  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Foundation–Administered Projects  

$204,303  
Asset–building capacity–building meeting

$19,033  
Fiscal opportunity project

Hatcher Group  
Bethesda, MD  
$130,000 – 15 mos.  
State earned–income tax credit initiative

Hope Enterprise Corporation  
Jackson, MS  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Maine Center for Economic Policy  
Augusta, ME  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Massachusetts Budget and Policy Center  
Boston, MA  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

MDRC  
New York, NY  
$350,000 – 12 mos.  
AutoSave demonstration

Michigan League for Human Services  
Lansing, MI  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

Michigan Unemployment Insurance Project  
Ann Arbor, MI  
$100,000 – 24 mos.  
General purposes

North Carolina Justice Center  
Raleigh, NC  
$100,000 – 24 mos.  
State Fiscal Analysis Initiative

State Environmental Leadership Program  
Madison, WI  
$300,000 – 24 mos.  
Federal budget advocacy project

Urban Institute  
Washington, DC  
$100,000 – 24 mos.  
Joint Tax Policy Center

Washington University  
St. Louis, MO  
$300,000 – 12 mos.  
SEED universal policy initiative

Subtotal:  
$3,430,370  
Income Security

Reducing Barriers to Employment

Catholic Charities Archdiocese of New Orleans  
New Orleans, LA  
$97,538 – 12 mos.  
Alternative staffing project

Emerge Community Development  
Minneapolis, MN  
$100,000 – 12 mos.  
Alternative staffing employment and enterprise outcomes
**Fifth Avenue Committee**  
Brooklyn, NY  
$100,000 – 12 mos.  
Alternative staffing employment and enterprise outcomes

**Goodwill Association of Michigan**  
Pentwater, MI  
$100,000 – 12 mos.  
General purposes

**Goodwill Industries of West Michigan**  
Muskegon, MI  
$180,000 – 15 mos.  
GoodTemps

**Goodwill Industries—Suncoast**  
St. Petersburg, FL  
$100,053 – 12 mos.  
Alternative staffing employment and enterprise outcomes

**Goodwill Staffing Services**  
Austin, TX  
$100,000 – 12 mos.  
Alternative staffing employment and enterprise outcomes

**Heartland Alliance for Human Needs & Human Rights**  
Chicago, IL  
$75,000 – 12 mos.  
National Transitional Jobs Network

**ICA Group**  
Brookline, MA  
$225,000 – 12 mos.  
Alternative staffing alliance

**Options for Independence**  
Huisinga, LA  
$100,000 – 12 mos.  
Alternative staffing project

**Public/Private Ventures**  
Philadelphia, PA  
$199,495 – 12 mos.  
Gulf coast alternative staffing project

**University of Massachusetts—Boston**  
Boston, MA  
$274,356 – 12 mos.  
Alternative staffing outcomes for job candidates and employers

**UpLIFTD**  
Baton Rouge, LA  
$83,000 – 12 mos.  
Alternative staffing project

**Alliance for Justice**  
Washington, DC  
$20,000 – 23 mos.  
Resources for evaluating community organizing

**Center for Community Change**  
Washington, DC  
$345,000 – 24 mos.  
Building and expanding community organizing

**Corporation for a Skilled Workforce**  
Ann Arbor, MI  
$250,000 – 12 mos.  
Building capacity of Michigan’s workforce system

**CSR Inc.**  
Arlington, VA  
$313,326 – 24 mos.  
Replicating successful sector employment program

**Focus: HOPE**  
Detroit, MI  
$750,000 – 12 mos.  
General purposes

**Insight Center for Community Economic Development**  
Oakland, CA  
$200,000 – 12 mos.  
Planning southern sector initiative

**Jobs for the Future**  
Boston, MA  
$337,000 – 12 mos.  
Creating career paths for low-skilled in high-poverty areas

**National Wildlife Federation**  
Reston, VA  
$250,000 – 24 mos.  
Michigan community college green jobs training network

**PHI**  
Bronx, NY  
$200,000 – 12 mos.  
Building communication capacity

**Prima Civitas Foundation**  
Lansing, MI  
$252,000 – 12 mos.  
Moving ideas to market initiative

**Mott Community College**  
Flint, MI  
$75,000 – 12 mos.  
Achieving the dream

**IUAF Northwest**  
Tukwila, WA  
$150,000 – 24 mos.  
General purposes

**Interfaith Funders**  
Longmont, CO  
$35,000 – 24 mos.  
General purposes

**Interfaith Worker Justice**  
Chicago, IL  
$50,000 – 12 mos.  
Training organizers for immigrant community

**InterValley Project**  
West Newton, MA  
$220,000 – 24 mos.  
Capacity building for InterValley network

**Iowa Citizens for Community Improvement**  
Des Moines, IA  
$180,000 – 24 mos.  
Capacity building and expansion

**Isaiah Institute**  
New Orleans, LA  
$80,000 – 12 mos.  
Organizing in African–American churches

**Jeremiah Group**  
Harvey, LA  
$100,000 – 24 mos.  
General purposes

**Jewish Funds for Justice**  
New York, NY  
$85,000 – 12 mos.  
Organizing apprenticeship program

**National Council of La Raza**  
Washington, DC  
$225,000 – 12 mos.  
Intermediary support for organizing communities

**Nonprofit Community Development**  
New York, NY  
$150,000 – 24 mos.  
General purposes

---

**Building Organized Communities**

**Building Community Organizing Infrastructure**

**Alliance for Justice**  
Washington, DC  
$20,000 – 23 mos.  
Resources for evaluating community organizing

**Center for Community Change**  
Washington, DC  
$345,000 – 24 mos.  
Building and expanding community organizing

**Corporation for a Skilled Workforce**  
Ann Arbor, MI  
$250,000 – 12 mos.  
Building capacity of Michigan’s workforce system

**CSR Inc.**  
Arlington, VA  
$313,326 – 24 mos.  
Replicating successful sector employment program

---

**Community Catalyst**  
Boston, MA  
$150,000 – 12 mos.  
Community learning partnership

**Community Training and Assistance Center**  
Boston, MA  
$225,000 – 12 mos.  
Intermediary support for organizing communities

**Community Voices Heard**  
New York, NY  
$10,000 – 24 mos.  
New York statewide organizing

**Direct Action and Research Training Center**  
Miami, FL  
$300,000 – 24 mos.  
General purposes

**Foundation-Administered Project**  
$294,087  
Intermediary support for organizing communities annual meeting

**Harriet Tubman Center for Recruitment and Development of Organizers**  
Detroit, MI  
$25,000 – 16 mos.  
General purposes

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**Retention and Wage Progression**

**Aspen Institute**  
Washington, DC  
$225,000 – 12 mos.  
Sector skills academy

**Center for Automotive Research**  
Ann Arbor, MI  
$250,000 – 12 mos.  
Program for Automotive Labor and Education

**Corporation for a Skilled Workforce**  
Ann Arbor, MI  
$250,000 – 12 mos.  
Building capacity of Michigan’s workforce system

---
National People’s Action  
Chicago, IL  
$130,000 – 24 mos.  
General purposes  
$225,000 – 12 mos.  
Intermediary support for organizing communities

PICO National Network  
Oakland, CA  
$75,000 – 12 mos.  
Community outreach on housing foreclosure and predatory lending  
$300,000 – 24 mos.  
General purposes

Public Interest Projects  
New York, NY  
$70,000 – 16 mos.  
Public attitudes on financial reforms

Southern Echo Inc.  
Jackson, MS  
$225,000 – 12 mos.  
Intermediary support for organizing communities

Virginia Organizing Inc.  
Charlottesville, VA  
$200,000 – 24 mos.  
General purposes

Subtotal: $4,249,087  
Building Community  
Organizing Infrastructure

Program Area Total: $4,249,087  
Building Organized Communities

Special Initiatives

Transitions

ACCION USA  
New York, NY  
$750,000 – 25 mos.  
Developing central office for ACCION USA

Aspen Institute  
Washington, DC  
$250,000 – 12 mos.  
Demonstrating scale in domestic microenterprise

$150,000 – 12 mos.  
Innovations for microenterprise field

$250,000 – 12 mos.  
MicroTest

$100,000 – 12 mos.  
Tracking trends for microenterprise field

Center for Rural Affairs  
Lyons, NE  
$150,000 – 12 mos.  
Rural microenterprise development

Corporation for Enterprise Development  
Washington, DC  
$150,000 – 12 mos.  
Federal microenterprise policy expansion project

Subtotal: $1,800,000  
Transitions

Exploratory and Special Projects

Harlem Children’s Zone  
New York, NY  
$223,000 – 12 mos.  
General purposes

Initiative for a Competitive Inner City  
Boston, MA  
$75,000 – 11 mos.  
Federal policy for distressed urban cities

Prima Civitas Foundation  
Lansing, MI  
$250,000 – 12 mos.  
General purposes

Subtotal: $548,000  
Exploratory and Special Projects

Program Area Total: $2,348,000  
Special Initiatives

Program Total: $27,812,573  
Pathways Out of Poverty
**EXPLORATORY & SPECIAL PROJECTS**

Mission: To support unusual or unique opportunities addressing significant national and international problems. (*Proposals are by invitation only; unsolicited proposals are discouraged.*)

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**Historically and Predominantly Black Colleges and Universities**

**Phelps Stokes Fund**
Washington, DC
$100,000 – 24 mos.
Ralph Bunche Societies

**Southern Education Foundation**
Atlanta, GA
$600,000 – 23 mos.
Center to Serve Historically Black Colleges and Universities

**Program Area Total:** $700,000

**Special Projects**

**Alliance of Religions and Conservation**
Manchester, England
$50,000 – 18 mos.
Seven-year plans for generational change: environmental partnership between United Nations and faith organizations

**Center for the Study of the Presidency and Congress**
Washington, DC
$150,000
Endowment of chair for leadership and ethics

**Dartmouth College**
Hanover, NH
$250,000 – 12 mos.
Emergency relief for earthquake in Haiti

**Drug Free America Foundation Inc.**
St. Petersburg, FL
$100,000 – 12 mos.
Drug awareness education

**Duke University**
Durham, NC
$100,000 – 24 mos.
Louisiana effective leadership program

**National Organization on Disability**
New York, NY
$200,000 – 54 mos.
AW2 careers project

**University of Missouri – Columbia**
Columbia, MO
$30,000 – 24 mos.
Journalism That Matters

**William J. Clinton Foundation**
New York, NY
$20,000 – 12 mos.
Clinton Global Initiative

**Program Area Total:** $975,000

**Employer/Trustee Grants**

In addition to its regular grantmaking, the Foundation also encourages charitable giving by its Trustees and staff. The Foundation’s match to these contributions is included as part of its total grant budget.

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**Grant Activity:** $1,675,000 / 11 Grants

- $975 in millions
- 9 Grants
- $700 in millions
- 2 Grants

- Historically and Predominantly Black Colleges and Universities
- Special Projects

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**Employee/Trustee Matching and Trustee-Initiated Grants**

**Employee/Trustee Matching Grants**

<table>
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<th>Program Area Total</th>
<th>$1,319,553</th>
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**Trustee-Initiated Grants**

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<tr>
<td>Trustee-Initiated</td>
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**Program Total:** $2,279,553

**Employee/Trustee Matching and Trustee-Initiated**

**TOTAL:** $92,898,581

**All Grants**
Finance
Profile: 2010

GRANTMAKING ACTIVITIES

Total: 492 Grants
(not including Employee/Trustee Matching & Trustee–Initiated Grants)

- Civil Society
  - 155 Grants
  - 18.9%

- Pathways Out of Poverty
  - 149 Grants
  - 29.9%

- Environment
  - 87 Grants
  - 11.0%

- Flint Area
  - 90 Grants
  - 35.9%

- Exploratory & Special Projects
  - 11 Grants
  - 1.8%

Total: $92,898,581

- Civil Society
  - $17.6
  - 18.9%

- Pathways Out of Poverty
  - $27.8
  - 29.9%

- Environment
  - $10.2
  - 11.0%

- Flint Area
  - $33.3
  - 35.9%

- Exploratory & Special Projects
  - $1.7
  - 1.8%

- Employee/Trustee Matching & Trustee–Initiated Grants
  - $2.3
  - 2.5%

ASSET ALLOCATION 12.31.10

Total: $2,227,385,917

- Total Growth Assets
  - $1,186.5
  - 53.2%

- Total Risk-Reduction Assets
  - $560.3
  - 25.2%

- Total Inflation–Protection Assets
  - $458.6
  - 20.6%

- Total Other Assets
  - $22.0
  - 1.0%
### Profile: 10-year Statistics

#### 2001–2010 Selected Financial Information (in millions)

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<th></th>
<th>2001</th>
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<td>$2,477.3</td>
<td>$2,626.1</td>
<td>$2,711.5</td>
<td>$1,929.9</td>
<td>$2,079.9</td>
<td>$2,227.4</td>
</tr>
<tr>
<td><strong>Total Assets – 2010 Dollars</strong></td>
<td>3,049.0</td>
<td>2,437.0</td>
<td>2,822.4</td>
<td>2,907.9</td>
<td>2,759.0</td>
<td>2,852.3</td>
<td>2,829.5</td>
<td>2,012.1</td>
<td>2,111.0</td>
<td>2,227.4</td>
</tr>
<tr>
<td><strong>12-Month Rolling Average Assets</strong></td>
<td>2,542.3</td>
<td>2,153.0</td>
<td>2,133.6</td>
<td>2,361.9</td>
<td>2,407.0</td>
<td>2,507.0</td>
<td>2,707.4</td>
<td>2,380.2</td>
<td>1,916.0</td>
<td>2,063.4</td>
</tr>
<tr>
<td><strong>Total Investment Income (Loss)</strong></td>
<td>(284.5)</td>
<td>(312.9)</td>
<td>477.3</td>
<td>287.8</td>
<td>84.4</td>
<td>290.5</td>
<td>245.0</td>
<td>(684.6)</td>
<td>289.3</td>
<td>275.5</td>
</tr>
<tr>
<td><strong>Total Investment Income (Loss) 2010 Dollars</strong></td>
<td>(352.9)</td>
<td>(379.2)</td>
<td>567.6</td>
<td>331.5</td>
<td>94.0</td>
<td>315.5</td>
<td>255.7</td>
<td>(713.8)</td>
<td>293.6</td>
<td>275.5</td>
</tr>
<tr>
<td><strong>Total Grants Awarded</strong></td>
<td>129.7</td>
<td>109.8</td>
<td>100.0</td>
<td>98.7</td>
<td>123.2</td>
<td>107.3</td>
<td>108.7</td>
<td>110.4</td>
<td>109.3</td>
<td>92.9</td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>131.1</td>
<td>128.0</td>
<td>124.8</td>
<td>136.3</td>
<td>132.1</td>
<td>142.7</td>
<td>158.2</td>
<td>100.6</td>
<td>134.2</td>
<td>127.9</td>
</tr>
</tbody>
</table>

**NOTE:** Private foundations are required to make qualifying distributions (grant payments and reasonable administrative expenses) equal to roughly 5% of their average assets each year. The basis of the 5% calculation is a rolling, or 12–month, average of the foundation’s investment assets.

* Total expenditures include grant payments, foundation–administered projects, administrative expenses, excise tax and investment expenses.

### 2001–2010 Grants Awarded by Program (in millions)

- Employee/Trustee Matching
- Exploratory
- Pathways Out of Poverty
- Flint Area
- Environment
- Civil Society

![2001–2010 Grants Awarded by Program](image)
Report Of Independent Certified Public Accountants

BOARD OF TRUSTEES
Charles Stewart Mott Foundation

We have audited the accompanying statements of financial position of the Charles Stewart Mott Foundation (the “Foundation”) as of December 31, 2010 and 2009, and the related statements of activities and cash flows for the years then ended. These financial statements are the responsibility of the Foundation’s management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America as established by the American Institute of Certified Public Accountants. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes consideration of internal control over financial reporting as a basis for designing audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation’s internal control over financial reporting. Accordingly, we express no such opinion. An audit also includes examining, on a test basis, evidence supporting the amounts and disclosure in the financial statements, assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Foundation as of December 31, 2010 and 2009, and the results of its activities and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

Southfield, Michigan
August 7, 2011
## Statements of Financial Position

### Years Ended December 31,

<table>
<thead>
<tr>
<th>Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
<td>2009</td>
</tr>
<tr>
<td>Investments, at fair value:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equity securities</td>
<td>$1,209,815,106</td>
<td>$1,216,862,050</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>82,459,231</td>
<td>106,507,034</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>95,218,267</td>
<td>82,915,219</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>769,526,770</td>
<td>503,670,688</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>5,000,000</td>
<td>14,000,000</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>43,383,777</td>
<td>134,236,695</td>
</tr>
<tr>
<td></td>
<td><strong>2,205,403,151</strong></td>
<td><strong>2,058,191,686</strong></td>
</tr>
<tr>
<td>Cash</td>
<td>14,576,577</td>
<td>3,346,542</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>1,208,155</td>
<td>1,740,038</td>
</tr>
<tr>
<td>Land, building and improvements, net</td>
<td>4,174,396</td>
<td>4,296,697</td>
</tr>
<tr>
<td>Other assets</td>
<td>2,023,638</td>
<td>12,305,464</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$2,227,385,917</strong></td>
<td><strong>$2,079,880,427</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants payable</td>
<td>$38,039,005</td>
<td>$52,006,241</td>
</tr>
<tr>
<td>Accounts payable and other liabilities</td>
<td>19,821,029</td>
<td>24,189,035</td>
</tr>
<tr>
<td>Deferred excise tax</td>
<td>5,248,872</td>
<td>1,412,681</td>
</tr>
<tr>
<td></td>
<td><strong>63,108,906</strong></td>
<td><strong>77,607,957</strong></td>
</tr>
<tr>
<td><strong>Unrestricted Net Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2,164,277,011</td>
<td>2,002,272,470</td>
<td></td>
</tr>
<tr>
<td><strong>Total Liabilities and Unrestricted Net Assets</strong></td>
<td><strong>$2,227,385,917</strong></td>
<td><strong>$2,079,880,427</strong></td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
## Statements of Activities

**Years Ended December 31,**

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends and Interest</td>
<td>$28,345,233</td>
<td>$32,659,243</td>
</tr>
<tr>
<td>Limited partnership income (loss)</td>
<td>9,326,412</td>
<td>(9,766,104)</td>
</tr>
<tr>
<td>Net realized gain (loss) on investments</td>
<td>53,308,456</td>
<td>(28,487,974)</td>
</tr>
<tr>
<td>Net unrealized gain on investments</td>
<td>184,423,708</td>
<td>295,344,228</td>
</tr>
<tr>
<td>Other income (expense)</td>
<td>59,501</td>
<td>(484,073)</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>275,463,310</td>
<td>289,265,320</td>
</tr>
<tr>
<td><strong>Investment expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct investment expenses</td>
<td>5,162,395</td>
<td>5,241,980</td>
</tr>
<tr>
<td>Provision for excise tax:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current</td>
<td>885,241</td>
<td>333,600</td>
</tr>
<tr>
<td>Deferred expense</td>
<td>3,836,191</td>
<td>5,478,258</td>
</tr>
<tr>
<td><strong>Total Investment expenses</strong></td>
<td>9,883,827</td>
<td>11,053,838</td>
</tr>
<tr>
<td><strong>Net investment income</strong></td>
<td>265,579,483</td>
<td>278,211,482</td>
</tr>
<tr>
<td><strong>Grants and operating expenses:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>91,032,717</td>
<td>108,369,042</td>
</tr>
<tr>
<td>Foundation–administered projects</td>
<td>1,667,357</td>
<td>850,610</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>14,437,858</td>
<td>16,091,827</td>
</tr>
<tr>
<td><strong>Total Grants and operating expenses</strong></td>
<td>107,137,932</td>
<td>125,311,479</td>
</tr>
<tr>
<td><strong>Net operating income</strong></td>
<td>158,441,551</td>
<td>152,900,003</td>
</tr>
<tr>
<td><strong>Other changes in unrestricted net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension–related changes other than net periodic pension cost</td>
<td>2,713,784</td>
<td>3,464,016</td>
</tr>
<tr>
<td>Postretirement health–care related changes other than net periodic benefit cost</td>
<td>849,206</td>
<td>1,375,114</td>
</tr>
<tr>
<td>Change in unrestricted net assets</td>
<td>162,004,541</td>
<td>157,739,133</td>
</tr>
<tr>
<td><strong>Unrestricted net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning of year</td>
<td>2,002,272,470</td>
<td>1,844,533,337</td>
</tr>
<tr>
<td>End of year</td>
<td>$2,164,277,011</td>
<td>$2,002,272,470</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
## Statements of Cash Flows

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Change in unrestricted net assets</td>
<td>$162,004,541</td>
<td>$157,739,133</td>
</tr>
<tr>
<td>Adjustments to reconcile change in unrestricted net assets to cash used by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized (gain) loss on investments</td>
<td>$(53,308,456)</td>
<td>$28,487,974</td>
</tr>
<tr>
<td>(Income) loss on limited partnerships</td>
<td>$(9,326,412)</td>
<td>$9,766,104</td>
</tr>
<tr>
<td>Net unrealized (gain) loss on investments</td>
<td>$(184,423,708)</td>
<td>$(295,344,228)</td>
</tr>
<tr>
<td>Excess value of donated securities included with grants</td>
<td>$2,120,342</td>
<td>$2,582,227</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>$298,844</td>
<td>$314,253</td>
</tr>
<tr>
<td>Loss on fixed asset retirements</td>
<td>$14,469</td>
<td>$–</td>
</tr>
<tr>
<td>(Increase) decrease in accrued interest and dividends</td>
<td>$531,883</td>
<td>$375,836</td>
</tr>
<tr>
<td>(Increase) decrease in other assets</td>
<td>$10,281,826</td>
<td>$(9,184,930)</td>
</tr>
<tr>
<td>(Increase) decrease in deferred excise tax asset</td>
<td>$–</td>
<td>$4,065,577</td>
</tr>
<tr>
<td>Increase (decrease) in grants payable</td>
<td>$(13,967,236)</td>
<td>$(3,215,247)</td>
</tr>
<tr>
<td>Increase (decrease) in accounts payable and other liabilities</td>
<td>$(4,368,006)</td>
<td>$(5,955,222)</td>
</tr>
<tr>
<td>Increase (decrease) in deferred excise tax liability</td>
<td>$3,836,191</td>
<td>$1,412,681</td>
</tr>
<tr>
<td><strong>Total adjustments</strong></td>
<td>$(248,310,263)</td>
<td>$(266,694,975)</td>
</tr>
<tr>
<td>Net cash used by operating activities</td>
<td>$(86,305,722)</td>
<td>$(108,955,842)</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sales or redemptions of investments</td>
<td>$858,200,202</td>
<td>$713,248,023</td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>$(760,473,433)</td>
<td>$(605,398,731)</td>
</tr>
<tr>
<td>Acquisition of building improvements</td>
<td>$(191,012)</td>
<td>$(764,665)</td>
</tr>
<tr>
<td><strong>Net cash provided by investing activities</strong></td>
<td>$97,535,757</td>
<td>$107,084,627</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash</strong></td>
<td>$11,230,035</td>
<td>$(1,871,215)</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>$3,346,542</td>
<td>$5,217,757</td>
</tr>
<tr>
<td>Cash, end of year</td>
<td>$14,576,577</td>
<td>$3,346,542</td>
</tr>
<tr>
<td><strong>Supplemental disclosure of noncash investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment trades receivable (payable) at year end, included with sales/proceeds on investments</td>
<td>$66,395</td>
<td>$10,000,000</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
Notes To Financial Statements  December 31, 2010 and 2009

A. Mission and Grant Programs
   The Charles Stewart Mott Foundation (the “Foundation”) is a private grantmaking foundation established in 1926 in Flint, Michigan. The Foundation’s mission is “to support efforts that promote a just, equitable and sustainable society.” The Foundation’s grantmaking activity is organized into four major programs: Civil Society, Environment, Flint Area and Pathways Out of Poverty. Other grantmaking opportunities, which do not match the major programs, are investigated through the Foundation’s Exploratory and Special Projects program.

B. Accounting Policies
   The following is a summary of significant accounting policies followed in the preparation of these financial statements.

METHOD OF ACCOUNTING
   The financial statements have been prepared on the accrual basis of accounting, which includes recognition of dividends, interest and other income and expenses as earned or incurred. Trustee and Executive Committee grant actions are recognized as expense on the date of the action. Grants by the President or Executive Committee by specific authority conferred by the Trustees are recognized as expense on the date the authority is exercised. Grant expense is net of grant refunds.

RECENT ACCOUNTING PRONOUNCEMENTS
   The Foundation adopted the amended guidance from the Financial Accounting Standards Board (FASB) relating to fair value presentation in its December 31, 2009, financial statements for its investments in equity securities and limited partnerships. Adoption of this guidance did not have an impact on the fair value determination of applicable investments; however, it did require additional disclosures. See Note C – Investments for the additional disclosures related to the amended guidance.

Effective January 1, 2009, the Foundation adopted the new provisions set by the FASB, which clarified accounting for uncertainty in tax positions taken or expected to be taken in a tax return, including issues relating to financial statement recognition and measurement. There are two steps to recognizing and measuring uncertain tax positions. This new guidance prescribes a comprehensive model for recognizing, measuring, presenting and disclosing in the financial statements tax positions taken or expected to be taken on a tax return, including positions that the organization is exempt from income taxes or not subject to income taxes on unrelated business income. The Foundation is exempt from income tax under Internal Revenue Code (IRC) section 501(c)(3); however, as a private foundation is required to pay excise tax and tax on income unrelated to its exempt purpose. The Foundation recognizes interest and penalties related to income tax matters as a part of excise tax. There was no interest or penalties paid or accrued in the 2010 and 2009 financial statements. The tax years ending 2007, 2008 and 2009 are still open to audit for both federal and state purposes. The Foundation is currently under federal examination for the years 2008 and 2009. The Foundation does not anticipate any significant impact to its tax positions as a result of this examination. The adoption of this guidance did not have any impact on the Foundation’s financial statements.

CASH EQUIVALENTS
   Cash equivalents with original maturities of three months or less are reflected at market value and include short-term notes and commercial paper, which are included with investments.

OTHER ASSETS
   Included in other assets are investment trades receivable (where applicable) and land and buildings that were purchased by the Foundation for charitable purposes and are recorded at cost.
LAND, BUILDING AND IMPROVEMENTS

Land, building and improvements are recorded at cost. Upon sale or retirement of land, building and improvements, the cost and related accumulated depreciation are eliminated, and the resulting gain or loss is included in current income. Depreciation of building and improvements is provided over the estimated useful lives of the respective assets on a straight-line basis, ranging from 6 to 50 years.

Costs of office furnishings and equipment are consistently charged to expense because the Foundation does not deem such amounts to be sufficiently material to warrant capitalization and depreciation.

A summary of land, building and improvement holdings at year end is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$397,852</td>
<td>$397,852</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>9,411,891</td>
<td>9,361,446</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(5,635,347)</td>
<td>(5,462,601)</td>
</tr>
<tr>
<td></td>
<td>$4,174,396</td>
<td>$4,296,697</td>
</tr>
</tbody>
</table>

ESTIMATES

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

INVESTMENTS

Equity investments with readily determinable fair values, and all debt securities, are recorded on the trade date and are stated at market value based primarily on December 31 published quotations. Gains and losses from sales of securities are determined on an average cost basis.

Equity investments that do not have readily determinable fair values, representing amounts in venture capital and limited partnerships, are recorded on the trade date. These investments are stated at an estimate of fair value as determined in good faith by the general partner or fund managers. The Foundation believes the amounts recorded approximate fair value.

The Foundation’s 18.4% investment in United States Sugar Corporation (USSC), a non-publicly traded security with no readily determinable fair value, is priced based on an independent valuation of the USSC stock on a non-marketable minority interest basis.

The Foundation is party to certain limited partnership agreements, whereby the Foundation is committed to invest future funds into these partnerships. As of December 31, 2010, the Foundation has $572.1 million in outstanding limited partnership commitments, including both domestic and international partnerships.

Temporary investments in partnerships that are publicly traded and where the Foundation has no committed capital are included with equity securities and not limited partnerships for financial statement presentation.

RECLASSIFICATIONS

Certain amounts in the 2009 statements have been reclassified to conform to the 2010 presentation.
### C. Investment Securities

The following is a summary of cost and approximate fair values of the investment securities held at December 31 (in thousands):

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Fair Value</td>
<td>Cost Basis</td>
</tr>
<tr>
<td>Equity securities</td>
<td>$1,209,815</td>
<td>$1,007,621</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>82,459</td>
<td>79,135</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>95,218</td>
<td>82,987</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>769,527</td>
<td>701,352</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>43,384</td>
<td>43,465</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$2,205,403</td>
<td>$1,919,560</td>
</tr>
</tbody>
</table>

Investments valued at Net Asset Value (NAV) as of December 31, 2010, consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>Fair Value</th>
<th>Unfunded Commitments</th>
<th>Redemption Frequency</th>
<th>Redemption Notice Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities (a)</td>
<td>$368,935,642</td>
<td>$10,000,000</td>
<td>Quarterly to Annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Limited partnerships (b)</td>
<td>769,526,770</td>
<td>572,100,000</td>
<td>Quarterly to Annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td><strong>Total investments at NAV</strong></td>
<td>$1,138,462,412</td>
<td>$582,100,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(a) This category includes investments in real estate funds and hedge funds. The NAV of the real estate funds are as provided by the fund and determined using the fair value option or depreciable cost basis of the underlying assets. The NAV of the hedge funds is as provided by the fund using various observable and unobservable market valuation techniques as allowed by the Financial Accounting Standards Board (FASB). The majority of the hedge funds offers quarterly to annual liquidity options that require advance notice from 5 business days to 4 months, with various “lock–up” and “gate” provisions, while the real estate funds do not offer redemption options.

(b) This category includes investments in private equity funds, public equity funds, hedge funds, real estate funds and energy funds. The NAV of these funds is as provided by the general partner or fund manager using various observable and unobservable market valuation techniques as allowed by the FASB. The majority of the hedge funds offers quarterly to annual liquidity options that require advance notice from 5 business days to 4 months, with various “lock–up” and “gate” provisions, while the private equity, real estate and energy funds do not offer redemption options. The public equity funds offer a monthly redemption frequency with 30 days notice.

See footnote D for additional information regarding fair value measurements.

Due to the various liquidity limitations on the above referenced funds, the Foundation maintains a significant portion of its investments in highly liquid and other Level 1 assets so as to ensure that grantmaking and administrative expense needs are covered into the foreseeable future.

The Foundation has significant amounts of investment instruments. Investment securities, in general, are exposed to various risks, such as interest rate, credit and overall market volatility. Due to the level of risk associated with certain investment securities, it is reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect the amounts reported in the financial statements.
D. Fair Value Measurements

Effective January 1, 2008, the Foundation adopted a framework for measuring fair value under generally accepted accounting principles. Fair Value is defined as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. This process also establishes a fair value hierarchy, which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The standard describes three levels of inputs that may be used to measure fair value:

- **Level 1** — Quoted market prices in active markets for identical assets or liabilities.
- **Level 2** — Observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.
- **Level 3** — Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities.

Generally, assets held at the Foundation’s custodian, Comerica Bank, include cash equivalents, U.S. government obligations, corporate bonds and equity securities, which are publicly traded in active markets and are considered Level 1 assets. Equity securities purchased and held directly by the Foundation include private equities, hedge funds, real estate funds and energy funds.

The valuation of nonpublic investments requires significant judgment by the General Partner due to the absence of quoted market values, inherent lack of liquidity and the long-term nature of such assets. Private equity investments are valued initially based upon transaction price excluding expenses. Valuations are reviewed periodically utilizing available market and other data to determine if the carrying value of these investments should be adjusted. Such data primarily include, but are not limited to, observations of the trading multiples of public companies considered comparable to the private companies being valued. Valuations are adjusted to account for company-specific issues, the lack of liquidity inherent in a nonpublic investment, the level of ownership in the company and the fact that comparable public companies are not identical to the companies being valued. Such valuation adjustments are necessary because in the absence of a committed buyer and completion of due diligence similar to that performed in an actual negotiated sale process, there may be company-specific issues that are not fully known that may affect value. In addition, a variety of additional factors may be considered during the valuation process, including, but not limited to, financial and sales transactions with third parties, current operating performance and future expectations of the particular investment, changes in market outlook and the third-party financing environment. In determining valuation adjustments resulting from the investment review process, emphasis is placed on market participant’s assumptions and market-based information over entity-specific information.

The following table presents the investments carried on the statement of financial position by level within the valuation hierarchy as of December 31, 2010:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$ 772,984,870</td>
<td>–</td>
<td>$ 436,830,236</td>
<td>$ 1,209,815,106</td>
</tr>
<tr>
<td>U.S. Government obligations</td>
<td>82,459,231</td>
<td>–</td>
<td>–</td>
<td>82,459,231</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>95,218,267</td>
<td>–</td>
<td>–</td>
<td>95,218,267</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>–</td>
<td>–</td>
<td>769,526,770</td>
<td>769,526,770</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>–</td>
<td>–</td>
<td>5,000,000</td>
<td>5,000,000</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>43,383,777</td>
<td>–</td>
<td>–</td>
<td>43,383,777</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 994,046,145</td>
<td>–</td>
<td>$ 1,211,357,006</td>
<td>$ 2,205,403,151</td>
</tr>
</tbody>
</table>
A summary of Level 3 activity for the year is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2009</td>
<td>$ 821,190,819</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases</td>
<td>348,969,440</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>(102,590,959)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers – donated securities</td>
<td>(2,148,538)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realized gains</td>
<td>11,774,260</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrealized gains</td>
<td>134,161,984</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Balance, December 31, 2010</strong></td>
<td><strong>$ 1,211,357,006</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The following table presents the investments carried on the statement of financial position by level within the valuation hierarchy as of December 31, 2009:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$ 913,341,919</td>
<td>$–</td>
<td>$303,520,131</td>
<td>$1,216,862,050</td>
</tr>
<tr>
<td>Corporate bonds</td>
<td>82,915,219</td>
<td>$–</td>
<td>$–</td>
<td>82,915,219</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>$–</td>
<td>$–</td>
<td>503,670,688</td>
<td>503,670,688</td>
</tr>
<tr>
<td>Investment deposits in transit</td>
<td>$–</td>
<td>$–</td>
<td>14,000,000</td>
<td>14,000,000</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>134,236,695</td>
<td>$–</td>
<td>$–</td>
<td>134,236,695</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,237,000,867</td>
<td>$–</td>
<td>$821,190,819</td>
<td>$2,058,191,686</td>
</tr>
</tbody>
</table>

A summary of Level 3 activity for the year is as follows:

<table>
<thead>
<tr>
<th></th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2008</td>
<td>$ 712,445,833</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchases</td>
<td>156,904,603</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales</td>
<td>(76,845,041)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers – donated securities</td>
<td>(2,626,390)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Realized losses</td>
<td>(21,477,051)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrealized gains</td>
<td>52,788,865</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Balance, December 31, 2009</strong></td>
<td><strong>$ 821,190,819</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**E. Excise Tax and Distribution Requirements**

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code (IRC), but is subject to a 2% (1% if certain criteria are met) federal excise tax on net investment income, including realized gains, as defined in the IRC. The current excise tax is provided at 1% for 2010 and 2009. The deferred excise tax provision is calculated assuming a 2% rate and is based on the projected gains/losses that assume complete liquidation of all assets.

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excise tax payable (receivable)</td>
<td>$ 109,229</td>
<td>$ (275,000)</td>
</tr>
<tr>
<td>Deferred excise tax liability</td>
<td>$5,248,872</td>
<td>$1,412,681</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,358,101</strong></td>
<td><strong>$1,137,681</strong></td>
</tr>
</tbody>
</table>
Excise tax payments of $790,520 and $475,000 were paid in 2010 and 2009, respectively.

IRC Section 4942 requires that a private foundation make annual minimum distributions based on the value of its non–charitable use assets or pay an excise tax for the failure to meet the minimum distribution requirements. For the year ended December 31, 2010, the Foundation made qualifying distributions greater than the required minimum distribution of approximately $21.3 million. The Foundation has $47.6 million in prior year excess distributions to add to this amount, resulting in a net accumulated over–distribution of $68.9 million to be carried forward to 2011.

**F. Grants Payable**

Grants payable at December 31, 2010, are expected to be paid as follows:

<table>
<thead>
<tr>
<th>Payable in Year Ending December 31,</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014–15</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PROGRAMS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>$8,986,355</td>
<td>$1,444,321</td>
<td>$449,004</td>
<td>$4,000</td>
<td>$10,883,680</td>
</tr>
<tr>
<td>Environment</td>
<td>5,498,125</td>
<td>340,000</td>
<td>–</td>
<td>–</td>
<td>5,838,125</td>
</tr>
<tr>
<td>Flint Area</td>
<td>5,012,408</td>
<td>385,015</td>
<td>–</td>
<td>–</td>
<td>5,397,423</td>
</tr>
<tr>
<td>Pathways Out of Poverty</td>
<td>12,412,486</td>
<td>2,948,445</td>
<td>25,000</td>
<td>–</td>
<td>15,385,931</td>
</tr>
<tr>
<td>Other*</td>
<td>590,000</td>
<td>325,000</td>
<td>–</td>
<td>–</td>
<td>915,000</td>
</tr>
<tr>
<td><strong>Grants payable</strong></td>
<td>32,499,374</td>
<td>5,442,781</td>
<td>474,004</td>
<td>4,000</td>
<td>38,420,159</td>
</tr>
<tr>
<td>Less: Unamortized discount</td>
<td>–</td>
<td>337,251</td>
<td>43,367</td>
<td>536</td>
<td>381,154</td>
</tr>
<tr>
<td><strong>$ 32,499,374</strong></td>
<td>$ 5,105,530</td>
<td>$ 430,637</td>
<td>$ 3,464</td>
<td></td>
<td>$ 38,039,005</td>
</tr>
</tbody>
</table>

In addition, the Foundation has also approved grants that require certain conditions to be met by the grantee. Conditional grants excluded from the Foundation’s financial statements totaled $1,448,022 and $1,868,154 as of December 31, 2010 and 2009, respectively.

Grant activity for the years ended December 31, 2010 and 2009, was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undiscounted grants payable, January 1</td>
<td>$ 52,517,607</td>
<td>$ 55,993,994</td>
</tr>
<tr>
<td>Grants approved</td>
<td>93,318,713</td>
<td>109,065,677</td>
</tr>
<tr>
<td></td>
<td>145,836,320</td>
<td>165,059,671</td>
</tr>
</tbody>
</table>

Less grants paid by program:

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Society</td>
<td>20,548,917</td>
<td>21,686,485</td>
</tr>
<tr>
<td>Environment</td>
<td>11,102,005</td>
<td>10,686,906</td>
</tr>
<tr>
<td>Flint Area</td>
<td>37,147,348</td>
<td>43,617,257</td>
</tr>
<tr>
<td>Pathways Out of Poverty</td>
<td>35,328,338</td>
<td>33,958,505</td>
</tr>
<tr>
<td>Other*</td>
<td>3,289,553</td>
<td>2,592,911</td>
</tr>
<tr>
<td><strong>Undiscounted grants payable, December 31</strong></td>
<td><strong>38,420,159</strong></td>
<td><strong>52,517,607</strong></td>
</tr>
</tbody>
</table>

*INCLUDES EXPLORATORY, SPECIAL PROJECTS AND MATCHING GIFTS PROGRAM.
### G. Pension and Other Postretirement Benefits

The Foundation sponsors a qualified defined benefit pension plan covering substantially all employees along with an unfunded nonqualified plan for restoration of pension benefits lost due to statutory limitations imposed upon qualified plans. In addition, the Foundation sponsors an unfunded postretirement medical plan for all eligible employees. The qualified defined benefit pension plan is funded in accordance with the minimum funding requirements of the Employee Retirement Income Security Act.

Basic information is as follows:

<table>
<thead>
<tr>
<th>Amounts in ($000)</th>
<th>Pension Benefits</th>
<th>Postretirement Health–Care Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
<td>2009</td>
</tr>
<tr>
<td>Benefit obligation at December 31</td>
<td>$ (40,165)</td>
<td>$ (37,412)</td>
</tr>
<tr>
<td>Fair value of plan assets at December 31</td>
<td>35,490</td>
<td>28,158</td>
</tr>
<tr>
<td>Funded status at December 31</td>
<td>$ (4,675)</td>
<td>$ (9,254)</td>
</tr>
</tbody>
</table>

Amounts recognized in the statements of financial position:

- Prepaid benefit included with other assets
- Accrued benefit liability included with accounts payable and other liabilities
- Net amount recognized

| Employer contributions | $ 4,060 | $ 3,356 | $ 237 | $ 279 |
| Benefit payments       | $ (864) | $ (700) | $ (237) | $ (279) |

Components of net periodic benefit cost:

- Service cost
- Interest cost
- Expected return on assets
- Amortization of net loss
- Amortization of prior service cost
- Net periodic benefit cost
BENEFIT OBLIGATIONS

The accumulated benefit obligation of the nonqualified pension plan was $3,916,779 and $3,441,653 as of December 31, 2010 and 2009, respectively. The accumulated benefit obligation of the qualified plan was $32,093,131 and $29,192,602 as of December 31, 2010 and 2009, respectively.

The assumptions used in the measurement of the Foundation’s benefit obligations and net periodic benefit costs are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Pension Benefits</th>
<th>Postretirement Health-Care Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2010</td>
<td>2009</td>
</tr>
<tr>
<td>Discount rate (benefit obligation)</td>
<td>5.50%</td>
<td>5.80%</td>
</tr>
<tr>
<td>Discount rate (net periodic cost)</td>
<td>5.80%</td>
<td>5.90%</td>
</tr>
<tr>
<td>Expected return on plan assets</td>
<td>8.00%</td>
<td>8.00%</td>
</tr>
<tr>
<td>Rate of compensation increase</td>
<td>5.00%</td>
<td>5.00%</td>
</tr>
</tbody>
</table>

For measurement purposes, an initial annual rate of 9% in the per capita cost of health care was used. The rate was assumed to decrease gradually each year to an ultimate rate of 5% by year 2017.

ASSET HOLDINGS

The investment strategy is to manage investment risk through prudent asset allocation that will produce a rate of return commensurate with the plan’s obligations. The Foundation’s expected long-term rate of return on plan assets is based upon historical and future expected returns of multiple asset classes as analyzed to develop a risk-free real rate of return for each asset class. The overall rate of return for each asset class was developed by combining a long-term inflation component, the risk-free real rate of return and the associated risk premium.

A summary of asset holdings in the pension plan as of December 31, 2010, is as follows:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Percent of Assets</th>
<th>Target Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic stock</td>
<td>52.1%</td>
<td>50.6%</td>
</tr>
<tr>
<td>International stock</td>
<td>17.6%</td>
<td>16.9%</td>
</tr>
<tr>
<td>Real estate</td>
<td>5.7%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Debt securities</td>
<td>24.6%</td>
<td>30.0%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td></td>
</tr>
</tbody>
</table>

The following table presents the pension assets by level within the valuation hierarchy as of December 31, 2010:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$</td>
<td>$8,731,934</td>
<td>$</td>
<td>$8,731,934</td>
</tr>
<tr>
<td>Real estate</td>
<td>–</td>
<td>$941,246</td>
<td>$1,083,228</td>
<td>$2,024,474</td>
</tr>
<tr>
<td>Debt securities</td>
<td>–</td>
<td>$24,733,555</td>
<td>–</td>
<td>$24,733,555</td>
</tr>
<tr>
<td>Total</td>
<td>$ –</td>
<td>$34,406,735</td>
<td>$1,083,228</td>
<td>$35,489,963</td>
</tr>
</tbody>
</table>
A summary of Level 3 activity for the year is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2009</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2009</td>
<td>$ 934,349</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrealized gains</td>
<td></td>
<td>$ 148,879</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance, December 31, 2010</td>
<td>$ 1,083,228</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**EXPECTED CONTRIBUTIONS**

The Foundation expects to contribute $4,419,440 to its pension plans and $304,595 to its postretirement medical plan in 2011. For the unfunded plans, contributions are deemed equal to expected benefit payments.

**EXPECTED BENEFIT PAYMENTS**

The Foundation expects to pay the following amounts for pension benefits, which reflect future service as appropriate, and expected postretirement benefits, before deducting the Medicare Part D subsidy:

<table>
<thead>
<tr>
<th>Year</th>
<th>Pension Plans</th>
<th>Postretirement Health–Care Benefits</th>
<th>Postretirement Medicare Part D Subsidy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$ 2,260,440</td>
<td>$ 304,595</td>
<td>$ 21,146</td>
</tr>
<tr>
<td>2012</td>
<td>2,314,440</td>
<td>341,511</td>
<td>27,273</td>
</tr>
<tr>
<td>2013</td>
<td>2,425,440</td>
<td>401,807</td>
<td>30,824</td>
</tr>
<tr>
<td>2014</td>
<td>2,521,440</td>
<td>468,502</td>
<td>37,711</td>
</tr>
<tr>
<td>2015</td>
<td>2,680,440</td>
<td>486,243</td>
<td>32,103</td>
</tr>
</tbody>
</table>

**DEFINED CONTRIBUTION 401(K) PLAN**

In addition to the above, the Foundation maintains a 401(k) defined contribution retirement plan for all eligible employees. The Foundation matches employee contributions up to $3,000 per year. For the years ending December 31, 2010 and 2009, the Foundation contributed $225,406 and $225,916, respectively.

**H. Subsequent Events**

The Foundation evaluated its December 31, 2010, financial statements for subsequent events through August 7, 2011, the date the financial statements were available to be issued. The Foundation is not aware of any subsequent events that would require recognition or disclosure in the financial statements.

**Administration & Investment Expenses**

<table>
<thead>
<tr>
<th></th>
<th>Administration Total</th>
<th>Investment Total</th>
<th>2010</th>
<th>2009</th>
<th>2010</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$ 7,208,817</td>
<td>$ 7,395,759</td>
<td>$ 2,087,802</td>
<td>$ 1,919,259</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>4,462,094</td>
<td>5,371,675</td>
<td>846,964</td>
<td>862,078</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations</td>
<td>1,064,199</td>
<td>1,198,340</td>
<td>278,830</td>
<td>285,575</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional fees</td>
<td>766,469</td>
<td>1,105,445</td>
<td>1,886,479</td>
<td>2,128,771</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>721,624</td>
<td>753,884</td>
<td>62,320</td>
<td>46,297</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Publications and contract services</td>
<td>214,655</td>
<td>266,724</td>
<td>–</td>
<td>–</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>$ 14,437,858</strong></td>
<td><strong>$ 16,091,827</strong></td>
<td><strong>$ 5,162,395</strong></td>
<td><strong>$ 5,241,980</strong></td>
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</table>
Trustees & Staff
Board and Committees

BOARD OF TRUSTEES*
William S. White
Chairman
Frederick S. Kirkpatrick +
Vice Chairman
A. Marshall Acuff Jr.
Rushworth M. Kidder
Tiffany W. Lovett
Webb F. Martin
Olivia P. Maynard
John Morning
Maryanne Mott
Charlie Nelms
William H. Piper
John W. Porter
Marise M.M. Stewart
Claire M. White
Douglas X. Patiño
Trustee Emeritus

AUDIT COMMITTEE
Webb F. Martin
Chairman
Rushworth M. Kidder
Frederick S. Kirkpatrick
Olivia P. Maynard
John Morning
Charlie Nelms
John W. Porter

EXECUTIVE COMMITTEE
William S. White
Chairman
Frederick S. Kirkpatrick
Webb F. Martin
Maryanne Mott
William H. Piper
John W. Porter

INVESTMENT COMMITTEE
William S. White
Chairman
A. Marshall Acuff Jr.
Elizabeth T. Frank
Frederick S. Kirkpatrick
Webb F. Martin
William H. Piper

*The Members of the corporation are Frederick S. Kirkpatrick, Tiffany W. Lovett, Maryanne Mott, William H. Piper, John W. Porter, Marise M.M. Stewart, Claire M. White and William S. White.

+ Serves as presiding/lead outside director.

Board and committees lists as of May 1, 2011
Officers and Staff

EXECUTIVE OFFICE
William S. White
President and
Chief Executive Officer

Ridgway H. White1
Vice President – Special Projects

*Jean Simi
Executive Assistant and
Corporate Assistant Secretary

Lisa R. Maxwell
Executive Assistant

Jennifer Liversedge2
Assistant to the President and
Program Officer

ADMINISTRATIVE GROUP
Phillip H. Peters
Group Vice President –
Administration and Secretary/
Treasurer

ADMINISTRATIVE SERVICES
Gregory S. Hopton
Accounting Manager

Leslie Berent
Senior Accountant

Rebecca Burns
Administrative Accountant

Debra L. Cormier
Payroll Administrator

Annette M. Chamberlain
Administrative Secretary

Kim R. McDonald
Jill A. Powell
Word Processors

Teresa A. Littlejohn
Receptionist

Debra E. Bullen
Building Manager

Billy M. Powell
Building Operations Supervisor

Gilbert Medrano
Larry M. Stein
Building Operations Assistants

GRANTS ADMINISTRATION
Mary A. Gailbreath
Director, Grants Administration
and Assistant Secretary/Treasurer

Frederick L. Kump3
Grants Financial Analyst and
Program Officer

Cindy S. Compeau
S. Renee Jackson
Grants Accountants

Mary Beth Smith
Administrative Secretary, Program
Review Committee

Jean M. Bamberg
Administrative Assistant

Deborah K. Reid
Secretary

HUMAN RESOURCES
Julie M. Flynn
Human Resources Manager

Ona Kay Goza
Administrative Secretary

INFORMATION SERVICES
Gavin T. Clabaugh
Vice President – Information
Services

Michael L. Wright
Information Services Manager

Linda L. Davidson
User Coordinator

Eve C. Brown
Librarian

Glen A. Birdsall
Associate Librarian

Julie A. Scapelliti
Secretary/Help Desk Coordinator

INVESTMENTS
Michael J. Smith
Vice President – Investments and
Chief Investment Officer

Jay C. Flaherty
Cheryl Garneau
*Stephen A. McGratty
Stephen W. Vessells
Investment Managers

Laura R. Bechard
Investment Office Administrator

Alicia T. Aguilar
Assistant Investment
Administrator

Monica R. Smartt
Administrative Secretary

Laura D. Franco
Administrative Assistant

PROGRAMS AND
COMMUNICATIONS
Maureen H. Smyth
Senior Vice President – Programs
and Communications

*Neal Hegarty4
Director – Programs

Ruth M. Woodruff5
Administrative Secretary

PROGRAMS
CIVIL SOCIETY
Shannon L. Lawder
Program Director

Central/Eastern Europe
and Russia

J. Walter Veirs
Regional Director

Vera Dakova
Ross Maclaren
Program Officers

Michele H. Neumann
Secretary

South Africa

Vuyiswa Sidzumo
Director, South Africa

Mamotshidisi Mohapi
Associate Program Officer

Lydia Molapo
Administrative Secretary

United States and
Global Philanthropy
and Nonprofit Sector

Nicholas S. Deychakiwsky
Program Officer

Diane M. Gildner6
Secretary

ENVIRONMENT
Samuel B. Passmore
Program Director

Amy C. Shannon
Sandra N. Smitey
Program Officers

Jumana Z. Vasi
Associate Program Officer

Sandra J. Smith
Judy L. Wallace
Secretaries

FLINT AREA

Neal Hegarty4
Program Director

Alicia E.M. Kitsuse
Kimberly S. Roberson7
Ridgway H. White1
Program Officers

Shannon E. Polk
Associate Program Officer

*Tiffany J. Cole–Stitt
Program Assistant

Wynette L. Adamson
Secretary
PATHWAYS OUT OF POVERTY

Mark W. Abbott
Program Director
Jack A. Litzenberg*
Senior Program Officer
Christine A.W. Doby
Gwyn Hughes
Benita D. Melton
Yazeed A. Moore
Program Officers
DeJuan J. Woods
Associate Program Officer
Megan Russell Johnson
Program Assistant
Christine L. Anderson*
Crystal L. Bright*
Delia Cappel
Secretaries

COMMUNICATIONS
Carol D. Rugg
Vice President – Communications
Duane M. Elling
Maggie I. Jaruzel Potter
Communications Officers
Ann F. Richards
Communications Officer – New Media
*Peggy A. Harrington
Associate Communications Officer – New Media
Macie Schriner
Communications Officer – Online Strategies
Teri L. Chambr
Administrative Secretary
J. Gay McArthur
Secretary

LOANED STAFF
Karen B. Aldridge–Eason
Foundation Liaison, Office of Gov.
Rick Snyder, State of Michigan
(formerly Program Director, Flint Area program)

CONTRACT EMPLOYEES/CONSULTANTS
Vyacheslav Bakhmin, Civil Society program (Russia)
Joumana M. Klanseck,
Information Services
Jeanette R. Mansour, Programs
Shaun Samuels, Civil Society program (South Africa)
Svitlana Suprun, Civil Society program (Belarus, Moldova, Ukraine)
Darlene F. Wood, Administration
Cristina Wright, Web Administrator

*No longer with the Foundation
1Serves as Vice President – Special Projects and Program Officer for Flint Area
2Shared with Programs
3Shared with Flint Area program
*Peggy A. Harrington
4Serves as Vice President and Associate Director – Programs and Program Director for Flint Area
5Shared with Pathways Out of Poverty program
6Shared with South Africa office
7Shared with Civil Society program
8Shared with Flint Area and Pathways Out of Poverty programs
9Shared with Civil Society, Flint Area and Pathways Out of Poverty programs

Staff list as of July 11, 2011. This list reflects everyone who worked at the Foundation since the 2009 Annual Report was published in the fall of 2010.

For an updated staff list, please visit our Web site at www.mott.org.
PHOTO CREDITS

page 7, Genesee County Parks, Flint, Michigan

pages 9, 10, Rick Smith, Rochester, Michigan

PRODUCTION CREDITS

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Printing
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