2016
FOR WACO. FOREVER.
ANNUAL REPORT
WE PROMOTE SOLUTIONS TO COMMUNITY CHALLENGES, STRENGTHEN LOCAL NONPROFITS, ENGAGE PHILANTHROPISTS AND MANAGE CHARITABLE ASSETS IN ORDER TO IMPROVE QUALITY OF LIFE IN McLennan COUNTY.

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LISA JAYNES, CPA
Financial Analyst, Family Abuse Center
It’s more than just a tag line; it’s the very essence of our organization. Waco Foundation is the community foundation for Waco and McLennan County. We were founded by local community members who trusted us with their charitable wishes, and over time we have grown because of local philanthropists who believe the Foundation to be the best steward of their charitable funds in perpetuity. We take this responsibility very seriously and work every day to ensure our funds are doing the most good for Waco.

Waco Foundation is dedicated to serving and supporting philanthropy within our community. We are grateful for the giving spirit that runs deep through our city and generates the good work that makes Waco great. The Foundation is here to help facilitate that continued generosity so Waco can be an amazing community for generations to come.

We seek to help local donors fulfill their philanthropic goals and leave a lasting legacy for the causes they support. Whether that’s by providing information about a nonprofit, managing a donor advised fund, helping to plan a charitable estate gift or sharing information about year-end giving, IRA charitable rollovers or non-cash gifts, the Foundation is here to help facilitate giving in our community.

Local philanthropy is the key to creating a brighter future for our residents. Waco Foundation will be here, working on behalf of our community forever. Join us as we continue to build our philanthropic legacy, For Waco, Forever.

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For Waco. Forever.

Thank you Many thanks to Jim Haller Waco Foundation Board of Trustees and staff would like to thank Jim Haller for ten years of outstanding service to the Foundation. Jim served as Chairman of the Board in 2013 and 2014 and has provided a decade of thoughtful leadership to the Foundation. Jim’s dedicated service to our community is truly appreciated by all who have worked with him.

Waco Foundation invested more than $3.75 million into the community this year...

- $503,236 MAC Scholarship money
- $879,849 grants and services to local nonprofits
- $2,380,166 grants from other Waco Foundation component funds

...all to improve quality of life in McLennan County.
"Determine the thing that can and shall be done, and then we shall find the way."

- Abraham Lincoln
To say the MAC Program changed my life is an understatement. I currently serve as the Assistant Director of Transfer Admissions at Baylor where I work to recruit and provide admissions counseling to transfer students, specifically students transferring from McLennan Community College. I’m able to identify with the students I work with because I was a transfer student myself. Each time I hear their stories I am reminded of the opportunities the MAC Program gave me – the chance to attend the school of my dreams and ultimately launch into a career I love.

In 1995, Mary Ruth and Malcolm Duncan, Sr. established the MAC College Money Program in partnership with Waco Foundation to ensure every local student has the opportunity to achieve a college degree, no matter what their financial circumstances may be. Over the last two decades the MAC Program has become an essential piece of the education landscape in our community and has provided support to more than 42,000 local students.

The MAC College Money Program uses a three-prong approach to support local students. The MAC Program...

1. Provides personalized assistance to help students and their families complete their financial aid applications and maximize the amount of financial aid they receive.

2. Teaches high school seniors and their parents about the financial aid process and how they can access available support to help make college affordable.

3. Awards grants and scholarships to high achieving, local students with financial need so they can realize their dreams of completing a college degree.
This year, the LeadershipPLENTY® Institute - Waco celebrated the special milestone of graduating more than 100 local leaders over the program’s five-year existence.

The LeadershipPLENTY® Institute-Waco was established through the Today’s Action Tomorrow’s Leaders steering committee to identify, recruit and develop leaders who represent the rich diversity of the greater Waco area. Waco Foundation proudly underwrites and administers LeadershipPLENTY® as part of the Foundation’s commitment to investing in the future success of our community.

The LeadershipPLENTY® Institute-Waco is designed for people of varying backgrounds, occupations and experiences who are passionate about improving the local community and developing and enhancing their own leadership skills. The program trains community members using ten instruction modules that teach critical leadership skills such as managing conflict, meeting facilitation and management, communicating effectively and building community partnerships.

STEERING COMMITTEE MEMBERS

Alexis Christensen, Waco Community Development Corporation
Ashley Allison, Waco Foundation
Chela Rosas, Waco Independent School District
Christina Swanson, CenTex Hispanic Chamber of Commerce
Esmeralda Cueto-Hudson, City of Waco
Felicia Goodman, Cooper Foundation
Josette Ayres, A JILL of All Trades, LLC
Kris Kaiser Olson, Community Volunteer
LeReine DuPuy, Community Volunteer
Laveda Brown, Cen-Tex African American Chamber of Commerce, Quinn Campus Inc.
Matthew Polk, PhD, MBA, Prosper Waco
Rachel Martinez, Greater Waco Chamber of Commerce
Randy H. Riggs, CPA, PCC, McLennan County Tax Office
Rodney Martin, YMCA of Central Texas
Dr. Stephen Reid, Truett Theological Seminary; Community Race Relations Coalition

ROUND 5 PARTICIPANTS:

Marilyn Bell, Rachel Bettinger-Cooney, Tara Briscoe, Meliana Charles, Pt Chen, Abbey Dizdar, Dr. Francene Francis, Wendy Gragg, Ruth Graham, Sandra Henry, Cinthia Hernandez, Amy Hines, DeShauna Hollie, LaJuan Jones, Rachel Kent, Rebecca Mann, Youngdae Moon, Sabrina Moore, Jackie Nyberg, Stephen Orr, Mary Perez, Cresanda Poik, Robin Reid, Reyna Reyes, Cecilia Rodriguez, Jerry Snider, Tammy Stevens, Christina Swanson, Angelica Veracruz, Sharron Vickers, Jennifer Werse, Garland White, Holly Widick, Lisa Wilhelmi, Lori Young

LEADERSHIP WACO SCHOLARSHIPS

KATTINA BRYANT & MARY PEREZ

To celebrate the success of the LeadershipPLENTY® Institute-Waco and the more than 100 program graduates, Waco Foundation sponsored two scholarships for alumni to participate in Leadership Waco to further develop their leadership skills. Kattina Bryant and Mary Perez were selected to receive the Leadership Waco scholarships.
The SmartBabies Initiative, along with other community partners, identified three focus areas to improve quality of life for McLennan County children ages 0-3.

**1. TEEN PREGNANCY PREVENTION & PRENATAL CARE**

Teen Pregnancy Prevention

Prosper Waco, the community’s collective impact initiative, adopted three goals related to teen pregnancy prevention and prenatal care. Prosper Waco’s Health Steering Committee will aim to reduce disparities of poor birth outcomes by 50%; increase the percentage of women receiving annual preventive care by 10%; and reduce the rate of teen pregnancy across all racial groups by 10%. Prosper Waco’s adoption of the goals related to the SmartBabies focus areas significantly expands the breadth of work taking place to address these important community issues.

**2. PREGNATAL CARE**

Prenatal Care

The SmartBabies Initiative successfully partnered with Baylor Scott & White – Hillcrest, Family Abuse Center and other local nonprofits to expand high quality, voluntary home visiting to improve quality of life for children. Through partnerships, collaboration and advocacy, Nurse Family Partnership (NFP) and Healthy Outcomes Through Prevention and Early Support (HOPES) were officially launched in Waco in 2016. NFP is an evidence based community healthcare program that empowers low-income, first time mothers to become confident parents and strong women by partnering them with nurses who visit their homes. HOPES works to align parents and caregivers with the tools they need to strengthen their families by developing goals and objectives centered on family wellbeing, child development and healthy outcomes. The advocacy efforts of the SmartBabies Initiative is responsible for bringing $3 million to the Waco community over the next few years to significantly increase the amount of good work that is being conducted in early childhood through home visiting programs.
Waco Foundation strengthens nonprofits through grants, guidance and fund management in order to build a better community both today and in the future.

$879,849 in grants and services to 117 LOCAL NONPROFITS

Advocacy Center for Crime Victims and Children • Advocates for Plastics Careers in America • Animal Birth Control Clinic • Antioch Community Church, STARs, Mercy House, etc. • Arts Alliance, GWCC • Association of Fundraising Professionals, AFP • AVANCE • Waco • Baylor University • Baylor Scott & White Hillcrest/Scott & White Healthcare Foundation • Big Brothers Big Sisters • Boys & Girls Clubs of Waco • Brazos Education Foundation • The Brazos Forum • Cameron Park Zoological Society • Care Net Pregnancy Center of Central Texas • Carluts - Waco • CASA of McLennan & Hill Counties • Central Texas Chapter of the National Association of Development • Central TX Chapter of the National Association of Development • Central Texas Literacy Coalition • Czech Heritage Museum • Temple Group • China Spring Education Foundation • ChristUnited Women’s Job Corps • City of Waco • Communities in Schools (CIS) • Compassion Ministries • Regional Director for Congressman Bill Flores • Cooper Foundation • The Cove • Cradled by Love, Hope, and Healing • Creative Waco • Cenikor Foundation • CenTex Hispanic Chamber of Commerce • McLennan County • Dr Pepper Museum • EDAC Economic Opportunities Achievement Corporation • FaccIt Together Waco • Family Abuse Center • Friends of the Waco McLennan Co. Library • Fuzzy Friends Rescue • Garland School of Social Work • Generations Adoptions • Girl Scouts of Central Texas • Greater Waco Chamber of Commerce • Greater Waco Sports Commission • Heart of Central Texas Independent Living Mobility Services • Heart of Texas Autism Network • Heart of Texas Goodwill Industries • Heart of Texas Urban Gardening Coalition • Heart of Texas Workforce • Helping Hands Ministry • Historic Waco Foundation • HOTAN - Autism Network • Humane Society of Central Texas • International Justice Mission • Jesus Said Love • JH Hines Elementary • Junior League Waco • Just for Kids Ministries, Inc. • LSBC Food Pantry • Making Awesome Things Happen (MATH) • MARC Pets • Master Gardeners • McLennan County Hunger Coalition • McLennan County Juvenile Justice Dept • Meals & Wheels • Mental Health Care Alliance • Mercy Needs Foundation • Methodist Children’s Home • Midway ISD Education Foundation • Missouri Waco Mission World • NAMI Waco • NEEMA House • NeighborWorks Waco • Nurse Family Partnership • One Book, One Waco • Pan-Hellenic • Pitt Linder Foundation (Associated with Family Counseling and Children’s Services) • Planned Parenthood Greater Texas • Trinity Waco • Providence Foundation • Rapport Foundation • Restoration Haven Gateway Shelter for Men and Women • Salvation Army • SeniorCare Planners • Shepherd’s Heart • Special Olympics • SPJST Education and Nature Center • St. Paul’s Episcopal Day School • St. Paul’s Lutheran Church • Storybook Christmas • Southern Sustainable Agriculture Research and Education • Talitha Kouns • Texas Hunger Initiative • Texas Homeless Network • Texas Rangers Healthcare Foundation • Texas Sports Hall of Fame (TSHOF) • WACCE, Inc. • Waco Center for Youth • Waco Civic Theatre • Waco Community Development Corp • Waco Family Practice Foundation • Waco Habitat for Humanity • Waco Hispanic Museum • Waco ISD • Waco ISD Education Foundation • Waco Valley Club • Waco Women’s Lions Club • Waco Sports Commission • Waco Symphony Association • Waco Symphony Orchestra • Waco McLennan County Public Health District • Waco, Texas Transportation • World Hunger Relief Inc. • WRBA - Waco General Baptist Association • Youth Chorus of Central Texas
This year, Capacity Building trainings have covered a variety of topics including good governance (boardmanship), major gift development (fundraising), proposal writing, succession planning and meeting facilitation. A significant amount of time and effort has also been focused on building the capacity of individuals within the public and nonprofit sectors to lead well, apply the proven practices they are learning and facilitate positive change both within their organizations and the larger community.

Whether it’s through our support of peer exchanges, leadership skills development or lessons on change management, our goal is to equip McLennan County leaders and nonprofits with the tools they need to facilitate the change that leads to community transformation.

Waco Foundation’s Capacity Building Program offers an array of high quality learning opportunities for nonprofit staff, board and volunteers interested in implementing best practices of the field.

The Endowment Match Campaign

To encourage nonprofit endowment building, Waco Foundation launched
THE ENDOWMENT MATCH CAMPAIGN
with five local nonprofits. The selected participants are:
Animal Birth Control Clinic
Care Net Pregnancy Center
Family Abuse Center
Fuzzy Friends Rescue
Waco Regional Baptist Association

Waco Foundation believes it is imperative for nonprofit organizations to plan today for their financial future. Outside funding sources are constantly in flux and competition for philanthropic dollars continues to increase. Organizations must plan now to ensure they can continue to provide the services many in our community count on.

Nonprofit endowment funds provide a perfect avenue for organizations to set aside resources today to provide for tomorrow. Income from an endowment fund generates ongoing financial support in perpetuity. Waco Foundation believes endowment funds are one of the best ways to ensure an organization’s successful future, which is why we launched the Endowment Match Campaign.

Each Endowment Match Campaign recipient submitted an application and committed to raising a minimum of $20,000 for their endowment fund. By participating in the campaign, the nonprofits are eligible to receive a 10:1 match up to $10,000 from Waco Foundation as they work to build their endowment fund. Additionally, the Foundation provides professional fundraising trainings and support for these organizations throughout the campaign.

Waco Foundation is committed to supporting local nonprofits so they can continue to serve our community for years to come. We invite you to keep up-to-date on the Endowment Match Campaign by following #fundingourfuture on social media.
Waco Foundation empowers donors to leave a lasting legacy by providing personalized advice and services to donors interested in making a long-term impact.

“No one has ever become poor by giving.”

Anne Frank
All giving can be considered “planned” when deciding how much to give, when to give, in what way and to what cause. Waco Foundation recognizes that most people’s greatest opportunity to give to charity may come after their lifetime when they no longer need their assets. These gifts don’t have to be complicated, but they do require thoughtful planning to provide the greatest benefit to the donor, their heirs and the charity or cause they want to support.

Our staff is here to partner with our donors and their advisors to help facilitate planned gifts that result in lasting legacies for our community. For more information, please contact Waco Foundation’s Planned Giving Coordinator, Rachel Hobbs at rhobbs@wacofoundation.org.

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**PLANNED GIVING SERVICES**

- Charitable Gift Facilitation
  - Planning with Donors and Advisors
  - Asset Identification and Acceptance
  - Asset Management
  - Asset Liquidation
  - Gift Administration
  - Compliance with IRS Rules & Regulations
- Gift Anonymity (if desired)
- Safeguarding of Donor’s Charitable Intent in Perpetuity

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**MARK & ANDREA OWEN**

“As God has abundantly blessed us, we have found no greater joy than giving and sharing those blessings with others. We are thankful for the role Waco Foundation plays in making it easy to give different type of assets that best suit our current and future giving goals.”

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**BRIAN & MELISSA BIVONA**

“Waco Foundation provides flexible tools that augment both our current and future philanthropic goals. Currently the use of our donor advised fund at the Foundation allows us to have a more favorable income tax result than we could get without the fund. Long-term we’ve developed a plan through the Foundation that will use the fund to help ensure that our charitable legacy supports organizations that we care about forever.”

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**MALCOLM DUNCAN, SR.**

“I think every McLennan County high school senior should have the opportunity to go to college, and I’ve partnered with Waco Foundation for more than 20 years to help make this a reality. I’ve included the Foundation in my estate plans because I know they will continue this important work for future generations.”

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**Your Gift – Your Lasting Legacy**
Mr. and Mrs. Jesse Acosta
Ms. Carol Allen
Dr. and Mr. David Allen
Mr. and Mrs. Eckford Allen
Nancy Allen
Mr. and Mrs. Sam E. Allison
Dr. and Mrs. Walter Allison
Dr. and Mrs. Michael Atlass
Mr. and Mrs. Brian Ayeworth
Dr. and Mrs. Paul Bailey
Mr. and Mrs. Eckman Bailey
Mr. and Mrs. Berry Bauer
Mr. and Mrs. Jake Bauer
Mr. and Mrs. Wilken D. Bauer
Todd Behringer
Mr. and Mrs. James B. Bennett
Ms. Nancy L. Bennett
Ms. Cynthia Blandino
Mr. and Mrs. Peter Blevins
Mr. and Mrs. Randy Blevins
Mrs. Sarah Lou Bracken
Mr. and Mrs. James D. Boatman
Mr. and Mrs. Brian P. Bivona
Ms. Nancylu Bennett
Mr. and Mrs. K.W. Bennett
Mr. and Mrs. James B. Bennett
Mr. Todd Behringer
Mr. and Mrs. William D. Bauer
Mr. and Mrs. Jake K. Bauer
Mr. and Mrs. Benjy Bauer
Dr. and Mrs. Paul Bailey
Mr. and Mrs. M. Brian Aynesworth III
Dr. and Mrs. Michael Attas
Dr. and Mrs. Walter Allison
Mr. and Mrs. James D. Boatman
Mr. and Mrs. Brian P. Bivona
Ms. Nancylu Bennett
Mr. and Mrs. K.W. Bennett
Mr. and Mrs. James B. Bennett
Mr. Todd Behringer
Mr. and Mrs. William D. Bauer
Mr. and Mrs. Jake K. Bauer
Mr. and Mrs. Benjy Bauer
Dr. and Mrs. Paul Bailey
Mr. and Mrs. M. Brian Aynesworth III
Dr. and Mrs. Michael Attas
Dr. and Mrs. Walter Allison
Mr. and Mrs. James D. Boatman
Mr. and Mrs. Brian P. Bivona
Ms. Nancylu Bennett
Mr. and Mrs. K.W. Bennett
Mr. and Mrs. James B. Bennett
Mr. Todd Behringer
Waco Foundation protects community charitable resources to ensure our donors' intentions and our community's needs will be met for decades to come.

MANAGE CHARITABLE ASSETS

"We make a living by what we get, but we make a life by what we give."

- Winston Churchill

AUDITORS: Jaynes, Reitmeier, Boyd and Therrell, PC

AUDIT COMMITTEE: Kris Kaiser Olson – Chair Sam Allison Steve Cates Lisa Jaynes, CPA

INVESTMENT COMMITTEE: Malcolm Duncan, Jr. – Chair Sam Allison Cara Chase Kyle Deaver David Dickson Jim Haller Bill Pakis Tom Salome

INVESTMENT CONSULTANT: Colonial Consulting, LLC


AUDITORS: Jaynes, Reitmeier, Boyd and Therrell, PC

AUDIT COMMITTEE: Kris Kaiser Olson – Chair Sam Allison Steve Cates Lisa Jaynes, CPA

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INVESTMENT CONSULTANT: Colonial Consulting, LLC

Waco Foundation Fund
Sample Scenario

An endowment fund was established at Waco Foundation in 1989 with an initial gift of $150,000. Additional gifts to the fund have been received since its establishment; most between $25-$250 with one larger gift of $10,000. The fund is invested in Waco Foundation’s endowment portfolio and receives annual distributions of income to support the organization. Today the fund is worth more than $740,000, and annual income distributions of approximately $37,000 help support the organization’s operations. This example highlights how an endowment fund can continue to maintain purchasing power over time while distributing significant income to support an organization or cause.

Waco Foundation Fund Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1989</td>
<td>$150,000</td>
</tr>
<tr>
<td>1996</td>
<td>$304,796</td>
</tr>
<tr>
<td>2004</td>
<td>$549,751</td>
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<tr>
<td>2011</td>
<td>$623,509</td>
</tr>
<tr>
<td>2016</td>
<td>$740,279</td>
</tr>
</tbody>
</table>

Provides approximately $37,000 of income per year.

Waco Foundation understands that donors and nonprofits have many things to consider when choosing an organization to administer and protect their charitable assets. Waco Foundation’s commitment to prudently manage and preserve the long-term value of charitable resources entrusted to our care is more than just our mission; it’s the way we operate on a daily basis.

Waco Foundation was established to exist in perpetuity and is governed by a Board of Trustees who are local, philanthropic community members with a deep understanding of the needs and challenges of our community. When a donor or organization is looking to establish a fund in permanence, Waco Foundation can provide the assurance and peace of mind that those funds will always be protected.

Why Put a Fund at Waco Foundation

Waco Foundation understands that donors and nonprofits have many things to consider when choosing an organization to administer and protect their charitable assets. Waco Foundation’s commitment to prudently manage and preserve the long-term value of charitable resources entrusted to our care is more than just our mission; it’s the way we operate on a daily basis.
A particular field of study or a need, academic achievement, may set up specific criteria for the creation of a fund. The donor might continue their education. Upon providing financial assistance, scholarship funds are dedicated to impact in the field they have meant the most to them. Examples of Field of Interest funds allow donors to name the fund when the fund is established. Designated funds can be established by an existing charitable organization/group.

**DONOR ADVISORY**

Donor Advisory funds provide philanthropists maximum flexibility over charitable giving, allowing donors to make distribution recommendations throughout the year to various qualified charities of their choice.

**DESIGNATED**

Designated funds provide an ongoing source of support for a specific charitable organization named by the donor when the fund is established. Designated funds can be established by an existing charitable organization/group.

**FIELD OF INTEREST**

Field of interest funds allow donors to identify areas of interest that mean the most to them. Examples include education, culture, and social services. The donor relies on Waco Foundation’s Board of Trustees to identify organizations capable of making the greatest impact in the field they have chosen.

**SCHOLARSHIP**

Scholarships are dedicated to providing financial assistance for individuals as they seek to continue their education. Upon creation of the fund, the donor may set up specific criteria for the scholarship such as financial need, academic achievement, or a particular field of study or a specific institution.
Our auditors have issued an unqualified opinion in their audit report for the fiscal year ending 3.31.2016. In addition, they reviewed our internal controls and noted no concerns.

**Financials as of 3.31.2016**

### Assets:
- Cash and Cash Equivalents: 1,990,185
- Investments: 69,278,960
- Equipment, Less Accumulated Depreciation: 30,192

**Total Assets:** 71,299,337

### Liabilities:
- Grants and Other Accounts Payable: 588,499
- Funds Held as Agency Endowments: 13,233,245

**Total Liabilities:** 13,821,744

**TOTAL NET ASSETS:** 57,477,593

### Revenue:
- Total Contributions: 1,928,847
- Total Program Income: 5,776
- Total Investment Income: (2,852,100)

**Total Revenue:** (917,477)

### Expenses:
- Grants and Program Services: 3,889,965
- Management, General and Fundraising: 533,361

**Total Expenses:** 4,423,326

**FYE Assets Under Management:** 71,299,337

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**Composition of Assets**

- Donor Advised Funds: 7,366,714
- Designated Funds: 2,178,524
- Discretionary Funds: 8,533,815
- Field of Interest Funds: 1,212,568
- General Operating Fund: 34,082,426
- Nonprofit Agency Funds: 15,675,003
- Scholarship Funds: 1,897,527
- Supporting Organization: 352,760

**Waco Foundation Staff**

- **Ashley Allison**, Executive Director
- **Catherine Bauer**, LeadershipPLENTY® Institute Coordinator
- **Rachel Hobbs, CPA**, Planned Giving Coordinator
- **Natalie Kelinske**, Executive Director of Communications & Donor Services
- **Jessica McAdoo**, MAC & Scholarship Coordinator
- **Leslie Mitchell, CPA**, Director of Finance
- **Kaitlyn Skinner**, Executive Communications Coordinator
- **Robbie Stabeno**, Director of Scholarships & MAC Program
- **Ashley Weaver**, Director of the SmartBabies Initiative
- **Jennifer Werse**, Administrative Assistant
- **Nicole Wynter**, Director of Grants & Capacity Building

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