2021 Annual Report
Irving S. Gilmore demonstrated a sincere commitment to Kalamazoo through his caring, kindness and support. In simple, elegant ways, Mr. Gilmore inspired the community to pursue a strong sense of social and cultural awareness for the benefit of all people.

A uniquely multifaceted individual, Irving Gilmore was a merchant, an arts patron, a concert-quality pianist, a business leader and a military veteran. He was also a gentle man with a dry sense of humor who showed heartfelt compassion for others around him. Throughout his life, Mr. Gilmore helped by sharing his good fortune with others less fortunate.

Irving Gilmore shunned the spotlight, preferring instead to contribute in a quiet, dignified manner. He showed his concern through frequent and often anonymous gifts that addressed a wide range of needs. In addition to sharing numerous financial gifts with the community, he worked to help others gain the skills needed to help themselves.

Mr. Gilmore found his greatest joy in the arts, for which he showed unwavering support. He not only helped gifted individuals express their unique talents, but encouraged others to support the creative expressions of the human spirit as both artists and audience. He knew that cultural and performing arts needed support to grow. He also knew that the arts offered powerful instrumental benefits. Indeed, Mr. Gilmore understood that the arts catalyze imaginative practices in and across community sectors.

Looking ahead, Mr. Gilmore wanted to provide for his community in perpetuity, ensuring that his special personal philanthropy would live on. In 1972, Mr. Gilmore established the Irving S. Gilmore Foundation and arranged for it to receive the bulk of his estate upon his death. Mr. Gilmore passed away in 1986 at the age of 85, leaving Kalamazoo a wonderful legacy.

Just as he encouraged others to unlock their own potential, today the Foundation funds key organizations that help unlock the community’s potential. Through the Foundation that bears his name, Mr. Gilmore’s commitment to the people of the Kalamazoo community lives on.
Adapting To The Pandemic

by Richard M. Hughey, Jr., Executive Vice President / CEO

The pandemic has been with us for some time. So long, in fact, that the Foundation touched upon this very issue in its 2020 Annual Report Grantee Highlights section. As I commented in the Introduction to that section:

“[T]he coronavirus proved especially punishing for arts organizations, artists and arts educators alike. [That said,] many of our community’s individuals and organizations stepped-up, fueled by incredible imagination, ingenuity and innovation. They brought us the arts in novel ways, using virtual platforms, unique outdoor settings and collaborative outreach efforts, often reaching across multiple sectors. [In fact, the] pandemic afforded opportunities for arts organizations, artists and arts educators to reflect upon pre-existing practices and where appropriate, adjust for the better.”

This year’s Grantee Highlights section once again addresses COVID-19’s impact on our community’s nonprofit organizations, specifically those within the health, human services and education sectors. Collectively, these organizations adjusted admirably in meeting needs and sustaining opportunities for our residents, often creating entirely new standard operating procedures which enhanced overall organizational or programming effectiveness. Indeed, many of these advances will stay in place well beyond the pandemic.

Over the next few pages, you will find various examples of Kalamazoo nonprofit organizations that adapted resiliently to the pandemic, thereby providing for the wellbeing of our community members and enriching their lives. The Irving S. Gilmore Foundation truly appreciates these efforts and hopes that you do as well. Let us all express our appreciation and gratitude to these fine organizations whenever and wherever opportunities arise.
Fred Rogers once said, “When I was a boy and I would see scary things in the news, my mother would say to me, ‘Look for the helpers. You will always find people who are helping.’”

Within two weeks of preschools being closed for COVID, it was abundantly clear to our team at KC Ready 4s that the pandemic was going to dramatically affect the lives of our young children as well as the livelihoods of our partner providers. We knew it was essential to bring our network of program directors together to share ideas and resources, to problem solve and, most of all, to listen and help.

After a year of working together in new creative ways and listening to the needs of the early education sector, we knew there was one statistic we could not ignore: Over 75% of our partner teachers had no health benefits. During the pandemic, record numbers of teachers left the field, and we knew this was one way KC Ready 4s could help.

In July of 2021, KC Ready 4s introduced Thriving Teachers Thriving Children, an employee assistance program that provides all of the teachers and staff in 26 of our partner providers access to telemedicine, counseling, a crisis line and wellness resources at no cost. PCCN Preschool Director Laurie Kreg said, “The Thriving Teachers initiative is going to gift our teachers and their families the opportunity to seek necessary health supports that our programs simply cannot afford. It’s another example of how KC Ready 4s continues to not only support young learners in Kalamazoo County but also the programs that are leading the way in high quality early childhood education.”

For more information, visit www.kcready4s.org

Kalamazoo Experiential Learning Center

The Kalamazoo Experiential Learning Center (KELC), together with our college interns, was challenged to find unique ways to gather and create community placemaking while being safe and addressing COVID protocols. Throughout the year, the event team looked at many ways to host events that authentically addressed the activity’s mission while assuring safety in the event execution. Two important programs emerged through this challenge.

First, challenged with how to keep our food truck entrepreneurs sustainable and help our artists find unique and safe venues to perform, we relied on a very strong partnership with the Kalamazoo Health Department and our local municipalities. Together, we identified the needs of the community slowly emerging from a pandemic and protocols that would support the best mix of blending distanced gathering and an authentic feel of community. Unique outdoor spaces provided a fabulous blend where artists could perform in their “pod” and food trucks could offer the unique experience of street food. The funds helped us to host seven Friday Night Food Truck Rallies and 12 Tuesday night rallies with over 5,000 people attending.

Also in 2021, as the neighborhoods slowly emerged from the pandemic, the Kalamazoo Department of Public Safety and the Kalamazoo County Sheriff’s Department understood at their core that kids needed to get out of their apartments to safely engage with others in the community. Working to identify pockets of communities
experiencing this challenge, KELC and the team of interns popped up five carnival events where kids and officers played, competed and enjoyed winning prizes. Trust was built and kids simply had fun.

For more information, visit www.experientiallearningcenter.org

Kalamazoo Literacy Council

Like most educational institutions, the Kalamazoo Literacy Council (KLC) is adapting to the changing learning environment brought on by the COVID-19 global pandemic. During the first year of the pandemic, the KLC had the largest and most diverse range of virtual options for adult learners in Kalamazoo County thanks to the creation of its Virtual Learning Center and Laptop Loaning Program. The KLC also added an outdoor classroom in the Read and Seed Community Garden and Interpretive Learning Center in partnership with Goodwill Industries of Southwestern Michigan to safely provide multi-generational learning options for adults and their families.

Now, the KLC is building a hybrid learning model to accommodate the needs and preferences of adult learners who choose to learn virtually, in-person or in both settings. Despite the challenges and uncertainty, the KLC has continued to successfully lead the Everyone Needs to Read Adult Literacy Initiative, which has strengthened and expanded instruction for adults with low literacy skills in Kalamazoo County since September 2010. This initiative has aligned services across the adult learning continuum from adult literacy, English as a Second Language, Adult Basic Education and post-secondary education to deliver better outcomes for adults who struggle to read.

In total, KLC served 524 adult learners and their families, including immigrants and refugees who have settled in the greater Kalamazoo area in the past year.

For more information, visit www.kalamazooliteracy.org

Kalamazoo Loaves & Fishes

The COVID-19 pandemic significantly altered Kalamazoo Loaves & Fishes’ (KLF) 38-year service model. Prior to the pandemic, KLF operated a network of 30 pantries throughout Kalamazoo County. Clients were able to shop in-person and had a bank of “points” to spend on their groceries. Overnight, this model changed to curbside pickup at just a few locations and KLF was able to continue operations throughout the entirety of the pandemic.

To provide greater accessibility, KLF launched a home delivery program in March 2020, which has grown to 70 deliveries each day. While both curbside pickup and home delivery were born out of necessity, clients report preferring these service elements over the pre-pandemic model. KLF currently has 21 pantries in its network, including 11 school-based units. Six additional mobile food distributions were added, resulting in 12 mobile distributions throughout Kalamazoo County each month.
KLF also increased targeted outreach services to support those with unique food needs, including individuals facing homelessness and refugees seeking safety. New partnerships were formed involving several new agencies who secure food from KLF to provide their clients with congregate meals, emergency packs or pantry items. Since the beginning of the pandemic, KLF has served over 3,000 brand new households. On average, KLF provides food assistance to 27,000 unduplicated individuals each year from just over 10,000 households.

For more information, visit www.kzoolf.org

Ministry with Community

With over four decades of experience serving those in crisis in Kalamazoo, Ministry with Community has adapted to change many times. That’s why when COVID-19 arrived in March 2020, we knew exactly what we had to do: open our doors every morning while keeping our members (those we serve) safe.

We acted quickly to provide masks for everyone inside our facility and placed plastic barriers in high traffic areas. We installed special filters in our HVAC system to trap viral particles. When people started testing positive for COVID but had no home to safely isolate in, we set up motel stays so they could recover safely and peacefully.

We’ve had to limit the number of people in our space to allow for physical distancing, and it’s one of the hardest decisions we’ve ever had to make. But from the start, members utilized the services they needed and left to allow others in. Since meals could no longer be safely served family style in our dining room, we shifted to take-out containers and modified the back door of the kitchen to act as a walk-up window where anyone can take a meal to go.

We are proud to say that we have remained open 365 days per year, even throughout the pandemic. We continuously offered all our usual services, including laundry, showers, restrooms, two meals each day, hygiene items and, through our Social Work and Peer Support Team, assistance with housing, obtaining a birth certificate or an ID, and more.

For more information, visit www.ministrywithcommunity.org

Open Doors Kalamazoo

When COVID-19 caused everything to shut down, Open Doors Kalamazoo was only weeks away from our annual fundraising luncheon, Discover Open Doors. The event typically gathers 500 supporters of our work, “building relationships to overcome homelessness.” Our staff began working from home, the event was cancelled, and our focus turned to keeping our residents and shelter guests safe.

Meanwhile, we placed a pause on taking in new shelter guests. Those who were already guests at the shelter had to remain in their rooms. We provided tablets so that everyone could stay connected with loved ones and continue attending AA/NA meetings, if needed.

More than half of our residence community experienced a loss of income. We received emergency funding to pay for their housing, provide essential needs and ensure that families with children were equipped for virtual schooling.
While addressing these immediate needs, we were also keeping a cautious eye on the horizon for the long-term impacts on the economy and housing. When we were asked to serve as one of three local partner organizations in the COVID Emergency Rental Assistance program, we seized the opportunity.

Through social media, we shared videos of residents and shelter guests telling their stories of strength and hope. In return, our supporters showed us how greatly they care about the people who live in our community. Thanks to their generous support, we have been able to help more than 200 people not just avoid homelessness but overcome it.

For more information, visit www.opendoorskalamazoo.org

OutFront Kalamazoo

Like many smaller non-profits, the COVID-19 pandemic impacted OutFront Kalamazoo in a myriad of ways. We had to look at ALL of our programming – from Youth Group to Kalamazoo Pride – and make decisions about how to move forward in offering services and structured groups to our area’s LGBTQ+ community. Also, like many others, we had to climb the technical learning curve if we were to bring meaningful services to our community virtually. We shuttered our office in mid-March of 2020, just two-and-one-half months after hiring a new executive director and began the process of moving most of our services to a virtual digital platform.

Our services like Youth Group and TransCend pivoted to virtual with relative ease. A simple email to group members explaining the new paradigm and learning to use a platform like Zoom made things relatively straightforward. But other programming, like Pride and our annual Winter Gala, took much more thought and time to plan and execute. Pride became a month-long virtual celebration with entertainment and educational programming instead of a two-day festival. Our annual Winter Gala morphed into the Always OutFront Awards, presented virtually in the spring.

While we could not boast the same engagement numbers for Pride and the Always OutFront Awards as we did for their in-person, pre-COVID counterparts, we did successfully reach many hundreds of people and let them know – pandemic or not – OutFront Kalamazoo would be #AlwaysOutFront.

For more information, visit www.outfrontkzoo.org

Prevention Works

For 27 years, Prevention Works has helped build a stronger community by providing prevention strategies and health education services to youth and families. Our programs are recognized for enhancing social emotional health, substance use prevention, violence prevention, parenting and family life skills. Prevention Works partners with schools, churches, youth agencies and neighborhood community centers to remove barriers for the participants we serve.

Along with the entire world, Prevention Works underwent a paradigm shift due to the global pandemic, immediately closing all programs and services. There was a service delivery crisis given our limited ability to connect with our community. As a result, Prevention Works had to reimage how to connect to the community with vital services.
Virtual program delivery required us to marry technology with tenacity, exploring new engagement strategies to connect to the ones who need our services the most. Operational priorities required staff to rely on upgraded technology. Prevention Works joined community collaborations to improve accessibility efforts for youth and family participants, alongside the Kalamazoo Youth Development Network and the Kalamazoo Public Library.

Despite the barriers, Prevention Works responded to the “call to action,” opened its doors, and created a Community Learning Hub. The Hub provided a safe and structured learning environment with accessible Wi-Fi, technology, tutoring, mental health services, school supplies, meals and staffing to supervise in-person learning for Kalamazoo Public School students. Prevention Works provided wraparound support services, prevention programs and social emotional development for 12 male students and their families. All 12 completed their academic year and advanced to the next grade.

Due to the Kalamazoo Department of Public Safety experiencing an increase of youth crimes, Prevention Works partnered with Public Safety, the Kalamazoo County Juvenile Court, the Boys & Girls Clubs and Youth Opportunities Unlimited to offer comprehensive wraparound support for 15 of the most vulnerable, justice impacted youth (ages 14-18). Prevention Works was the host site for this summer program and also provided programming to support the youth.

For more information, visit www.prevention-works.org

**Sherman Lake YMCA**

A lot has changed at Sherman Lake YMCA over the past two years, but our commitment has remained the same – to always be here for our community when they need us most, with open arms and caring hearts.

More than a gym, a pool or a camp, the Sherman Lake YMCA is about elevating community for all who live here. In “normal” times, we do that by helping people get healthy, by connecting seniors to in-person social networks and by teaching our campers about Honesty, Caring, Respect and Responsibility (or what we call HCCR). Recently, however, elevating community has meant something much different.

In response to the needs of families with school-aged children in our community, we created the Sherman Lake Scholars program in the fall of 2020 as an adaptation of our summer day-camp program. Half of each child’s day was spent online completing schoolwork and the other half was spent outdoors participating in traditional camp activities. More than 90 children participated in this program between September 2020 and March 2021. While the true cost of Sherman Lake Scholars was cost prohibitive for many families, we were able to implement a tiered pricing model, allowing families to pay what they could afford.

For more information, visit www.shermanlakeymca.org

**Synergy Health Center**

Synergy Health Center’s UrbanZone is strategically located between the North and East sides of Kalamazoo, with the goal of improving the quality of life for Black and Brown adolescents in the community. The COVID-19 pandemic brought an unprecedented disruption to the educational system, an uncanny recognition of social injustices and the unfolding of trauma in the lives of our youth.

UrbanZone was able to act quickly, opening its doors as a Community Learning Hub in partnership with Kalamazoo Youth Development Network and Kalamazoo Public Schools to provide educational support weekly. To better serve youth and community, we found ourselves pivoting and restructuring program delivery. We took
time to revisit the heart of our mission and vision looking for greater impact. Out of the ashes, we developed a new cohort approach creating tremendous learning opportunities for students in 9th through 12th grade while providing educational and mental health support.

Through the support of various funders, UrbanZone was able to launch several innovative programs, including The College Academic Success Team (CAST), designed to prepare students for academic success and college preparation. Collaboration with Kalamazoo Valley Community College helps bring the college experience directly to the students, including college tours. UrbanZone also launched the Mind Health Ambassadors Program, which teaches adolescents about mental health and mindfulness techniques, including Yoga practices, so they can become mind health ambassadors in their schools and community. Our new programming allows more students to be helped by our mission of transforming lives and empowering people for a lifetime.

For more information, visit www.synergykzoo.org/urbanzone

Western Michigan University Homer Stryker M.D. School of Medicine

In response to the COVID-19 pandemic, the Western Michigan University Homer Stryker M.D. School of Medicine (WMed) implemented relevant Kalamazoo County health education programs. For instance, Vaccine Community Team Champions partnered with inner-city community organizations – Mothers of Hope, El Concilio and Hope thru Navigation – to provide vaccines and vaccination education for Kalamazoo’s diverse patient population, including those who are unhoused.

Meanwhile, WMed medical students received real-world experience led by WMed faculty Dr. Cheryl Dickson, Associate Dean, Health Equity and Community Affairs and Associate Professor, Pediatrics, and Dr. Matt Longjohn, Assistant Professor, Department of Family and Community Medicine. In total, 95% of the community members who attended our events received vaccinations and others learned more about the misconceptions of the vaccine from medical students.

Indeed, WMed students are working with grassroots organizations to create culturally responsive messaging aimed at providing education about the COVID-19 vaccine and addressing hesitancy among many in the Black and Hispanic communities, thereby encouraging them to receive the vaccine. According to Dr. Dickson:

“This work is going to help the students be better providers in the future as physicians and they will learn what it means to be able to communicate more effectively with patients from diverse backgrounds who might not have as much trust in the healthcare system. That’s really what will help in the improvement of health outcomes.”

For more information, visit www.med.wmich.edu
The Irving S. Gilmore Foundation endeavors to develop and to enrich the Greater Kalamazoo community and its residents by supporting the work of nonprofit organizations. The Foundation’s funding priorities are:

**Arts, Culture & Humanities**

The Foundation promotes the enjoyment, understanding, appreciation and/or instrumental use of visual arts, performing arts, media arts, communications, humanities, and history.

**Human Services**

The Foundation supports youth development, life skills, food and nutrition, public safety, parks and recreation, and other social/human services that benefit individuals, families and neighborhoods. However, the Foundation does not generally support athletics and only nominally supports housing and shelter.

**Education**

The Foundation supports educational programs and activities that enhance the capacity for life-long learning. However, the Foundation does not generally support core operations and programming of K-12 educational institutions.

**Community Development**

The Foundation promotes quality of life through appropriate investments that strengthen, unify and build community spirit, and enhance capacity for innovation and growth.

**Health & Well-Being**

The Foundation promotes health and wellness programs and activities that enhance the physical, mental and emotional needs of individuals.
In accordance with the example and directives of its founder, the Irving S. Gilmore Foundation encourages grant applications from Kalamazoo area nonprofit, tax-exempt organizations whose work benefits or will benefit the community. The Foundation does not make grants to individuals. The Foundation Trustees will make all decisions regarding the funding of proposals without discrimination on the basis of race, religion, color, sex, height, age, sexual orientation, gender identity, weight, marital status, genetic information, disability, military status or national origin of the organization’s staff or volunteers. It is expected that all beneficiaries of funding from the Irving S. Gilmore Foundation will adhere to existing state and federally mandated affirmative action policies.

**How to Apply**

Please visit our website at [www.isgilmore.org](http://www.isgilmore.org) for detailed funding guidelines and proposal submission deadlines.

**The Priorities of the Foundation are:**

- Arts, Culture and Humanities
- Human Services
- Education
- Community Development
- Health and Well-Being

**2021 Grants Summary**

In 2021, the Foundation’s Trustees approved 155 grants totaling $12,675,806. The Foundation also matched 30 charitable gifts made by the Trustees and Staff for an additional $39,820. The following chart illustrates the total grants awarded by each program area as well as gifts matched:

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Number of Grants</th>
<th>Dollar Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts, Culture &amp; Humanities</td>
<td>61</td>
<td>$5,418,562</td>
</tr>
<tr>
<td>Human Services</td>
<td>48</td>
<td>$2,466,874</td>
</tr>
<tr>
<td>Education</td>
<td>7</td>
<td>$390,000</td>
</tr>
<tr>
<td>Community Development</td>
<td>21</td>
<td>$2,775,370</td>
</tr>
<tr>
<td>Health &amp; Well-being</td>
<td>18</td>
<td>$1,625,000</td>
</tr>
<tr>
<td>Matching Gifts</td>
<td>30</td>
<td>$39,820</td>
</tr>
</tbody>
</table>
In 1972, Irving S. Gilmore created the Foundation that bears his name and funded it with $5,000 to continue his commitment to the arts and critical needs of the community. Upon Mr. Gilmore’s death on January 17, 1986, his Will provided for the distribution of the residue of his estate, which represented the majority of his assets, to the Foundation. The date-of-death value of his estate’s residue – the net bequest to the Foundation – was $67,010,041. On December 31, 2021, Foundation investments were valued at $387,978,516.

Grants Since Inception

Since 1986, the Foundation has awarded 5,868 grants to over 530 organizations, totaling $296,927,506. The following chart illustrates the totals by each program area the Foundation supports:

<table>
<thead>
<tr>
<th>Program Area</th>
<th>Number of Grants</th>
<th>Dollar Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts, Culture &amp; Humanities</td>
<td>2,103</td>
<td>$152,257,175</td>
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<tr>
<td>Human Services</td>
<td>1,500</td>
<td>$59,317,039</td>
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<tr>
<td>Education</td>
<td>238</td>
<td>$26,805,740</td>
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<tr>
<td>Community Development</td>
<td>619</td>
<td>$43,274,781</td>
</tr>
<tr>
<td>Health &amp; Well-being</td>
<td>258</td>
<td>$14,530,936</td>
</tr>
<tr>
<td>Matching Gifts</td>
<td>1,150</td>
<td>$741,835</td>
</tr>
</tbody>
</table>

Invested Assets

The invested assets chart shows the growth of the Foundation’s investments from 1986 to 2021.
2021 Grants
By Priority Area

Arts, Culture & Humanities
The Foundation promotes the enjoyment, understanding, appreciation and instrumental use of visual arts, performing arts, media arts, communications, humanities and history.

Arts Council of Greater Kalamazoo
Arts Media Coverage
Face Off Theatre Company
General Operating Support
Kalamazoo Artistic Development Initiative
Grant Program
Program Support
Tessitura and Community Box Office Support
Theatre Kalamazoo

Bach Festival Society of Kalamazoo
General Operating Support

Barn Theatre School for Advanced Theatre Training
Backstage Xperience

Black Arts & Cultural Center
General Operating Support

Blendings Vocal Ensemble
General Operating Support

Brass Band of Battle Creek
Production Costs

Crescendo Academy of Music
Marvelous Music!
General Operating Support

Farmers Alley Theatre
General Operating Support

Fire Historical and Cultural Arts Collaborative
General Operating Support

Fontana Chamber Arts
General Operating Support

Glass Art Kalamazoo
General Operating Support

Grand Valley University Foundation
WGVU Great Performances
WGVU Kalamazoo Lively Arts

Helen L Fox Gospel Music Center
Equipment
General Operating Support

Irving S. Gilmore International Keyboard Festival
General Operating Support
Livestream Support

Julius and Esther Stulberg Competition
General Operating Support

Kalamazoo Book Arts Center
General Operating Support

Kalamazoo Children’s Chorus
General Operating Support

Kalamazoo Civic Theatre
Facility Improvements
General Operating Support

Kalamazoo Concert Band Association
Administrative Support

Kalamazoo Institute of Arts
General Operating Support

Kalamazoo Junior Symphony Society
General Operating Support

Kalamazoo Male Chorus
General Operating Support

Kalamazoo Poetry Festival
Poetry Celebration
Technical Assistance

Kalamazoo Regional Educational Service Agency (KRESA)
Education for the Arts (EFA)
General Operating Support
Education for the Arts (EFA)
Student Artistic Equipment Program
Education for the Arts (EFA) Student Arts Scholarships

Kalamazoo Symphony Orchestra
Kalamazoo Kids in Tune and Orchestra Rouh
General Operating Support

Mall City Harmonizers
General Operating Support

Michigan Festival of Sacred Music
General Operating Support
Human Services

The Foundation supports youth development, life skills, food and nutrition, public safety, parks and recreation, and other social/human services that benefit individuals, families and neighborhoods. However, the Foundation does not generally support athletics and only nominally supports housing and shelter.

Aacorn Farm
General Operating Support

Arc Community Advocates
General Operating Support

ASK Family Services
General Operating Support

Big Brothers Big Sisters
Kalamazoo County General Operating Support

Boys & Girls Clubs of Greater Kalamazoo
General Operating Support

Can-Do Kitchen
General Operating Support

Center for Transformation
General Operating Support

Communities in Schools of Kalamazoo
General Operating Support

Community Healing Centers
STREET and Girls of the Heart Program Support

Community Homeworks
General Operating Support

Comstock Community Center
Equipment

Disability Network Southwest Michigan
Kalamazoo County Independent Living Program Support

Douglass Community Association
General Operating Support

Ecumenical Senior Center
Commercial Kitchen Improvements
General Operating Support

Edison Neighborhood Association
Program Support

First Congregational Church
Community Outreach Program Support
Drop-in Child Care Center

First Day Shoe Fund
General Operating Support

Friends with Disabilities
Program Support

GFM/The Synergy Center (dba Synergy Health Center)
UrbanZone Program Support

Gilmore Foundation
General Operating Support

Girls on the Run of Greater Kalamazoo
General Operating Support

Goodwill Industries of Southwestern Michigan
GAP Program Support

Housing Resources Incorporated (HRI)
General Operating Support

Interfaith Homes of Kalamazoo
Program Support

Junior Achievement Of Southwest Michigan
Kalamazoo County General Operating Support

Kairos Dwelling
General Operating Support

Kalamazoo Center for Youth & Community
(dba Eastside Youth Strong)
Program Support
Education
The Foundation supports educational programs and activities that enhance the capacity for life-long learning. However, the Foundation does not generally support core operations and programming of K-12 educational institutions.

Kalamazoo County Ready 4s (KC Ready 4s)
General Operating Support
Kalamazoo Literacy Council
General Operating Support
Kalamazoo Youth Development Network (KYD Network)
Community Learning Hubs
Read and Write Kalamazoo (RAWK)
General Operating Support
Specialized Language Development Center (dba SLD Read)
Kalamazoo County General Operating Support

Community Development
The Foundation promotes quality of life through appropriate investments that strengthen, unify and build community spirit, and enhance capacity for innovation and growth.

Building Blocks of Kalamazoo
General Operating Support
Charter Township of Comstock
Beautify Comstock Center Initiative
Council of Michigan Foundations
Annual Conference
General Operating Support
Gryphon Place
Volunteer Kalamazoo
Interfaith Strategy for Advocacy and Action in the Community (ISAAC)
Program Support
Kalamazoo Downtown Partnership
General Operating Support
Holiday Program Support

Kalamazoo County Child Abuse and Neglect Council
Kids Are Special Program Support
Kalamazoo Gay/Lesbian Resource Center (dba OutFront Kalamazoo)
General Operating Support
Kalamazoo Loaves & Fishes
Grocery Pantry Program Support
Kalamazoo Neighborhood Housing Services (KNHS)
Home Ownership Center
Kalamazoo Valley Habitat for Humanity
Equipment
Kalamazoo County Housing Program Support
Kalamazoo Youth Development Network (KYD Network)
General Operating Support
Kalamazoo, City of
Milham Park Playground Improvements
LIFT Foundation
Emergency Winter Shelter Response
Ministry With Community
General Operating Support
Open Doors Kalamazoo
General Operating Support
Portage Community Outreach Center
Youth Program Support
Portage, City of
Dr. Martin Luther King Jr. Memorial Park
Residential Opportunities Incorporated (ROI)
Affordable Housing Program
St. Luke’s Episcopal Church
Partners in Transition Program Support
United Way of the Battle Creek and Kalamazoo Region
Kalamazoo County Eviction Diversion Project
Urban Alliance
General Operating Support
YWCA Kalamazoo
Ready to Learn & Grow Program Support
Health & Well-being
The Foundation promotes health and wellness programs and activities that enhance the physical, mental and emotional needs of individuals.

Cheff Therapeutic Riding Center
Equipment
General Operating Support

Community AIDS Resource & Education Services of Southwest Michigan (CARES)
Kalamazoo County General Operating Support

Community Healing Centers
Facility Improvements

Constance Brown Hearing & Speech Center
General Operating Support

Eversight
Kalamazoo County Gift of Sight Program Support

Hospital Hospitality House of Southwest Michigan
General Operating Support

Kalamazoo Community Mental Health & Substance Abuse Services (dba Integrated Services of Kalamazoo)
Facility Improvements

Kalamazoo County Juvenile Home Foundation
Music Therapy Program Support

Kalamazoo Regional Educational Service Agency (KRESA)
WoodsEdge Music Therapy Program Support

Lending Hands of Michigan
General Operating Support

Planned Parenthood of Michigan
Kalamazoo County Education and Outreach Program Support

Prevention Works of Southwest Michigan
Kalamazoo County Program Support

Western Michigan University Homer Stryker MD School of Medicine (WMed)
Early Introduction to Health Careers Program Support
Vaccine Community Team Champions Program Support

YWCA Kalamazoo
Women and Infant Support for Health (WISH) Program Support
Opinion
We have audited the accompanying financial statements of Irving S. Gilmore Foundation (the Foundation), which comprise the statement of financial position as of December 31, 2021, and the related statements of activities, functional expenses and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Irving S. Gilmore Foundation as of December 31, 2021, and the changes in its net assets and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

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

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

Auditor’s Responsibilities for the Audit of the Financial Statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

• Exercise professional judgment and maintain professional skepticism throughout the audit.

• Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
Independent Auditor’s Report (continued)

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation’s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Foundation’s ability to continue as a going concern for a reasonable period of time.

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

Report on Summarized Comparative Information

We have previously audited the Foundation’s 2020 financial statements, and we expressed an unmodified opinion on those audited financial statements in our report dated April 19, 2021. In our opinion, the summarized comparative information presented herein as of and for the year ended December 31, 2020 is consistent, in all material respects, with the audited financial statements from which it has been derived.

April 19, 2022
## Statement of Financial Position
(with Comparative Totals for 2020)

<table>
<thead>
<tr>
<th>Assets</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$6,648,425</td>
<td>$6,241,833</td>
</tr>
<tr>
<td>Investment income receivable</td>
<td>371,532</td>
<td>360,642</td>
</tr>
<tr>
<td>Prepaid expenses and other</td>
<td>39,762</td>
<td>60,624</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>7,059,719</td>
<td>6,663,099</td>
</tr>
<tr>
<td><strong>Investments:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>16,221,332</td>
<td>16,468,642</td>
</tr>
<tr>
<td>U.S. Government and agency securities</td>
<td>21,161,252</td>
<td>14,303,080</td>
</tr>
<tr>
<td>Equity securities</td>
<td>195,459,490</td>
<td>184,525,121</td>
</tr>
<tr>
<td>Corporate debt securities</td>
<td>29,185,978</td>
<td>27,884,687</td>
</tr>
<tr>
<td>Securitized debt instruments</td>
<td>8,417,791</td>
<td>10,754,488</td>
</tr>
<tr>
<td>Limited partnership</td>
<td>30,723,551</td>
<td>28,479,811</td>
</tr>
<tr>
<td>Mutual funds</td>
<td>80,160,697</td>
<td>69,776,954</td>
</tr>
<tr>
<td><strong>Total investments</strong></td>
<td>381,330,091</td>
<td>352,192,783</td>
</tr>
<tr>
<td><strong>Property and equipment:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leasehold improvements</td>
<td>736,391</td>
<td>736,391</td>
</tr>
<tr>
<td>Furnishings and fixtures</td>
<td>228,088</td>
<td>228,088</td>
</tr>
<tr>
<td>Equipment</td>
<td>66,907</td>
<td>66,907</td>
</tr>
<tr>
<td><strong>Total property and equipment</strong></td>
<td>1,031,386</td>
<td>1,031,386</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>1,010,871</td>
<td>1,005,793</td>
</tr>
<tr>
<td><strong>Net property and equipment</strong></td>
<td>20,515</td>
<td>25,593</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$388,410,325</td>
<td>$358,881,475</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and net assets</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$280,087</td>
<td>$240,465</td>
</tr>
<tr>
<td>Accrued expenses</td>
<td>5,063</td>
<td>4,396</td>
</tr>
<tr>
<td>Pension contribution payable</td>
<td>51,117</td>
<td>49,675</td>
</tr>
<tr>
<td>Accrued excise tax</td>
<td>186,500</td>
<td>157,000</td>
</tr>
<tr>
<td>Grants payable</td>
<td>509,000</td>
<td>1,282,481</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>1,031,767</td>
<td>1,734,017</td>
</tr>
<tr>
<td>Grants payable, long-term</td>
<td>350,000</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>1,381,767</td>
<td>1,734,017</td>
</tr>
<tr>
<td><strong>Net assets without donor restrictions</strong></td>
<td>$387,028,558</td>
<td>$357,147,458</td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>$388,410,325</td>
<td>$358,881,475</td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
## Statement of Activities
(with Comparative Totals for 2020)

### Revenues and gains

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bank interest</td>
<td>$395</td>
<td>$35,121</td>
</tr>
<tr>
<td>Investment income:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest</td>
<td>1,355,495</td>
<td>1,615,047</td>
</tr>
<tr>
<td>Dividends</td>
<td>8,672,069</td>
<td>5,986,102</td>
</tr>
<tr>
<td>Realized and unrealized gains</td>
<td>36,515,092</td>
<td>61,616,049</td>
</tr>
<tr>
<td>Other</td>
<td>27,114</td>
<td>4,524</td>
</tr>
<tr>
<td>Investment income:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>46,569,770</td>
<td>69,221,722</td>
</tr>
<tr>
<td>Less investment management fees</td>
<td>(1,842,788)</td>
<td>(1,417,533)</td>
</tr>
<tr>
<td>Net investment income</td>
<td>44,726,982</td>
<td>67,804,189</td>
</tr>
<tr>
<td>Total revenues and gains</td>
<td>44,727,377</td>
<td>67,839,310</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program services</td>
<td>14,604,405</td>
<td>15,061,775</td>
</tr>
<tr>
<td>Management and general</td>
<td>241,872</td>
<td>238,134</td>
</tr>
<tr>
<td>Total expenses</td>
<td>14,846,277</td>
<td>15,299,909</td>
</tr>
<tr>
<td>Change in net assets</td>
<td>29,881,100</td>
<td>52,539,401</td>
</tr>
</tbody>
</table>

Net assets, beginning of year

|                      | 357,147,458 | 304,608,057 |

### Net assets, end of year

|                      | $387,028,558 | $357,147,458 |

See accompanying notes to financial statements.
### Statement of Functional Expenses

(With Comparative Totals for 2020)

<table>
<thead>
<tr>
<th></th>
<th>Program Services</th>
<th>Management and General</th>
<th>Total</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>$519,187</td>
<td>$72,210</td>
<td>$591,397</td>
<td>$573,241</td>
</tr>
<tr>
<td>Payroll taxes</td>
<td>37,491</td>
<td>5,132</td>
<td>42,623</td>
<td>41,116</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>167,341</td>
<td>46,014</td>
<td>213,355</td>
<td>222,621</td>
</tr>
<tr>
<td>Conferences and training</td>
<td>315</td>
<td>3,190</td>
<td>3,505</td>
<td>14,451</td>
</tr>
<tr>
<td>Depreciation</td>
<td>4,316</td>
<td>762</td>
<td>5,078</td>
<td>5,953</td>
</tr>
<tr>
<td>Equipment</td>
<td>28,093</td>
<td>6,298</td>
<td>34,391</td>
<td>32,049</td>
</tr>
<tr>
<td>Excise tax</td>
<td>544,348</td>
<td>—</td>
<td>544,348</td>
<td>504,000</td>
</tr>
<tr>
<td>Grants</td>
<td>12,959,645</td>
<td>—</td>
<td>12,959,645</td>
<td>13,463,234</td>
</tr>
<tr>
<td>Insurance</td>
<td>12,344</td>
<td>2,178</td>
<td>14,522</td>
<td>14,111</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>1,047</td>
<td>4,063</td>
<td>5,110</td>
<td>7,988</td>
</tr>
<tr>
<td>Office supplies</td>
<td>—</td>
<td>4,233</td>
<td>4,233</td>
<td>5,443</td>
</tr>
<tr>
<td>Parking</td>
<td>8,199</td>
<td>1,171</td>
<td>9,370</td>
<td>9,487</td>
</tr>
<tr>
<td>Printing</td>
<td>—</td>
<td>3,342</td>
<td>3,342</td>
<td>3,628</td>
</tr>
<tr>
<td>Professional services</td>
<td>264,515</td>
<td>74,655</td>
<td>339,170</td>
<td>325,908</td>
</tr>
<tr>
<td>Rent</td>
<td>55,181</td>
<td>9,737</td>
<td>64,918</td>
<td>63,405</td>
</tr>
<tr>
<td>Utilities</td>
<td>2,383</td>
<td>8,887</td>
<td>11,270</td>
<td>13,274</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$14,604,405</strong></td>
<td><strong>$241,872</strong></td>
<td><strong>$14,846,277</strong></td>
<td><strong>$15,299,909</strong></td>
</tr>
</tbody>
</table>

See accompanying notes to financial statements.
### Statement of Cash Flows

(with Comparative Totals for 2020)

**Operating activities**

<table>
<thead>
<tr>
<th>Description</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in net assets</td>
<td>$29,881,100</td>
<td>$52,539,401</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash used in operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>5,078</td>
<td>5,953</td>
</tr>
<tr>
<td>Net realized and unrealized gains on investments</td>
<td>(36,515,092)</td>
<td>(61,616,049)</td>
</tr>
<tr>
<td>Changes in operating assets and liabilities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income receivable</td>
<td>(10,890)</td>
<td>27,514</td>
</tr>
<tr>
<td>Other current assets</td>
<td>20,862</td>
<td>82,357</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>39,622</td>
<td>66,934</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>31,609</td>
<td>158,698</td>
</tr>
<tr>
<td>Grants payable</td>
<td>(423,481)</td>
<td>408,731</td>
</tr>
<tr>
<td>Total adjustments</td>
<td>(36,852,292)</td>
<td>(60,865,862)</td>
</tr>
<tr>
<td><strong>Net cash used in operating activities</strong></td>
<td>(6,971,192)</td>
<td>(8,326,461)</td>
</tr>
</tbody>
</table>

**Investing activities**

<table>
<thead>
<tr>
<th>Description</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Purchases of investments</td>
<td>(84,976,246)</td>
<td>(104,155,244)</td>
</tr>
<tr>
<td>Proceeds from sales of investments</td>
<td>92,354,030</td>
<td>111,077,453</td>
</tr>
<tr>
<td>Equipment expenditures</td>
<td>—</td>
<td>(21,103)</td>
</tr>
<tr>
<td><strong>Net cash provided by investing activities</strong></td>
<td>7,377,784</td>
<td>6,901,106</td>
</tr>
<tr>
<td><strong>Net increase (decrease) in cash and cash equivalents</strong></td>
<td>406,592</td>
<td>(1,425,355)</td>
</tr>
</tbody>
</table>

Cash and cash equivalents, beginning of year: $6,241,833
Cash and cash equivalents, end of year: $6,648,425

See accompanying notes to financial statements.
Note A — Summary of Significant Accounting Policies

Purpose of Foundation
The Irving S. Gilmore Foundation (the Foundation) was established to administer the assets received from the estate of Irving S. Gilmore. The Foundation’s mission is to support and enrich the cultural, social and economic life of Greater Kalamazoo. The priorities of the Foundation are: the arts, culture, and humanities; human services; education; community development; and health and well-being.

Basis of Accounting
The financial statements have been prepared on the accrual basis of accounting in conformity with accounting principles generally accepted in the United States of America.

Basis of Presentation
The Foundation follows net asset accounting methods, whereby revenues are classified for accounting and reporting purposes into one of two net classes:

• Net Assets Without Donor Restrictions — net assets available for use in general operations which are not subject to donor-imposed restrictions.

• Net Assets With Donor Restrictions — net assets subject to donor-imposed restrictions that may be temporary in nature, such as those that will be met either by actions of the Foundation, the passage of time, or both. Other donor-imposed restrictions are perpetual in nature and require those resources be maintained permanently by the Foundation. The Foundation does not hold any net assets with restrictions.

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

Cash and Cash Equivalents
For purposes of the statement of cash flows, the Foundation considers all highly liquid investments with a maturity of three months or less when purchased outside of the investment portfolio to be cash equivalents.

Investments
Investments of the Foundation are maintained with outside investment management companies. Investments sold are valued using the specific identification method. Net investment return is reported in the accompanying statement of activities and consists of interest and dividend income, realized and unrealized gains and losses, less external investment expenses. Investments are stated at their fair values. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. See Note D for discussion of fair value measurements.
In accordance with Internal Revenue Service regulations, the Foundation is generally required to distribute at least 5% of its investable assets each year. After considering the long-term expected return on its investment assets and the possible effect of inflation, the Foundation’s Board of Trustees has established a policy of spending 5% of investable assets annually.

The Foundation’s investment policy seeks to achieve an after-cost total real rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution requirement with acceptable levels of risk. Funds are invested in a well-diversified asset mix, which includes primarily equity and debt securities, that is intended to result in a consistent inflation-protected rate of return that has sufficient liquidity to make an annual distribution of 5% of investable assets, while growing the funds if possible. Investment risk is measured in terms of the total investment portfolio; investment assets and allocation between asset classes and strategies are managed to not expose the portfolio to unacceptable levels of risk. It is the Foundation’s policy that no more than 8% of the total stock portfolio may be invested in the common stock of any one corporation. Not more than 10% of the outstanding shares of any one corporation may be held. With the exception of securities issued by the U.S. Government and its agencies, no single fixed income issue should represent more than 5% of the total fixed income portfolio. Not more than 5% of any individual issue may be held. With the approval of the chairman of the Investment Committee, occasional exceptions to these policies may be made.

**Fair Value**
The carrying amounts reflected in the statement of financial position for cash, receivables and payables approximate the respective fair values due to the short-term nature of those instruments.

**Property, Equipment and Depreciation**
Property and equipment are stated at cost. Purchases in excess of $5,000 are capitalized. Depreciation is recognized over the estimated useful lives of the assets on a straight-line basis.

**Functional Allocation of Expenses**
The costs of providing the various programs have been summarized on a functional basis in the statement of activities. The statement of functional expenses presents the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among the program and supporting services benefited. The expenses that are allocated are compensation and benefits, depreciation, equipment, insurance, printing, occupancy costs, supplies, and professional services, which are allocated on the basis of management’s estimate of time and effort. Although the methods of allocation used are considered reasonable, other methods could be used that would produce different amounts.

**Income Tax Status**
The Internal Revenue Service has determined that the Foundation is a private non-operating foundation which is exempt from income tax under Section 501(a) as a Foundation described in Section 501(c)(3) of the Internal Revenue Code.
Summarized Prior-Year Information

The financial statements include certain prior year summarized comparative information in total but not by net asset class. Such information does not include sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. Accordingly, such information should be read in conjunction with the Foundation’s financial statements for the year ended December 31, 2020, from which the summarized information was derived.

Upcoming Accounting Pronouncement

In February 2016, the Financial Accounting Standards Board (FASB) issued Accounting Standards Update (ASU) 2016-02, Leases (Topic 842), which will require leases to be recorded as an asset on the statement of financial position for the right to use the leased asset and a liability for the corresponding lease obligation for leases with terms of more than twelve months. In June 2020, the FASB issued ASU No. 2020-05, Revenue from Contracts with Customers (Topic 606) and Leases (Topic 842). This standard delayed the effective date of ASU No. 2016-02 by one year to fiscal years beginning after December 15, 2021, with early adoption permitted. The Foundation is evaluating the impact the pronouncement may have on the financial statements.

Subsequent Events

Subsequent events were evaluated through April 19, 2022, which is the date the financial statements were available to be issued.

Note B — Cash and Cash Equivalents

Cash and cash equivalents at December 31, 2021 and 2020 consist primarily of institutional treasury obligation money market funds valued at $1 per share. Under certain circumstances, the valuation of the money market shares could decline below $1. Management does not consider declines in the fair value of the money market funds to be a significant risk.
Notes to Financial Statements (continued)

Note C — Investments

The cost, gross unrealized gains and fair values of investments as of December 31 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Cost</th>
<th>Unrealized Gain</th>
<th>Fair Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$16,221,332</td>
<td>—</td>
<td>$16,221,332</td>
</tr>
<tr>
<td>U.S. Government and agency securities</td>
<td>20,910,413</td>
<td>250,839</td>
<td>21,161,252</td>
</tr>
<tr>
<td>Equity securities</td>
<td>120,223,855</td>
<td>75,235,635</td>
<td>195,459,490</td>
</tr>
<tr>
<td>Corporate debt securities</td>
<td>28,227,668</td>
<td>958,310</td>
<td>29,185,978</td>
</tr>
<tr>
<td>Securitized debt instruments</td>
<td>8,357,802</td>
<td>59,989</td>
<td>8,417,791</td>
</tr>
<tr>
<td>Limited partnership</td>
<td>26,820,000</td>
<td>3,903,551</td>
<td>30,723,551</td>
</tr>
<tr>
<td>Mutual funds</td>
<td>47,613,515</td>
<td>32,547,182</td>
<td>80,160,697</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$268,374,585</td>
<td>$112,955,506</td>
<td>$381,330,091</td>
</tr>
</tbody>
</table>

Note D — Fair Value Measurements

The Foundation reports assets at fair value in the financial statements. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal, or most advantageous, market at the measurement date under current market conditions regardless of whether that price is directly observable or estimated using another valuation technique. Inputs used to determine fair value refer broadly to the assumptions that market participants would use in pricing the asset or liability, including assumptions about risk. Inputs may be observable or unobservable. Observable inputs are inputs that reflect the assumptions market participants would use in pricing the asset based on market data obtained from sources independent of the Foundation. Unobservable inputs are inputs that reflect the reporting entity’s own assumptions about the assumptions market participants would use in pricing the asset based on the best information available.
A three-tier hierarchy categorizes the inputs as follows:

**Level 1** — Quoted prices (unadjusted) in active markets for identical assets that the Foundation has the ability to access at the measurement date. Since valuations are based on quoted prices that are readily and regularly available in an active market, valuation of these assets does not entail a significant degree of judgment.

**Level 2** — Inputs other than quoted prices included within Level 1 that are observable for the asset, either directly or indirectly. These include quoted prices for similar assets in active markets, quoted prices for identical or similar assets in markets that are not active, inputs other than quoted prices that are observable for the assets and market-corrobated inputs.

**Level 3** — Unobservable inputs for the asset. In these situations, the Foundation develops inputs using the best information available in the circumstances.

The availability of observable inputs can vary from instrument to instrument and is affected by a wide variety of factors, including, for example, the liquidity of markets and other characteristics particular to the transaction. To the extent that valuation is based on models or inputs that are less observable or unobservable in the market, the determination of fair value requires more judgment.

The Foundation uses prices and inputs that are current as of the measurement date, obtained through multiple third-party custodians and from independent pricing services.

The Foundation’s assets measured at fair value on a recurring basis are as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Fair Value</th>
<th>Quoted Prices in Active Markets for Identical Assets (Level 1)</th>
<th>Significant Other Observable Inputs (Level 2)</th>
<th>Significant Unobservable Inputs (Level 3)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>December 31, 2021</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 16,221,332</td>
<td>$ 16,221,332</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>U.S. Government and agency securities</td>
<td>21,161,252</td>
<td>—</td>
<td>21,161,252</td>
<td>—</td>
</tr>
<tr>
<td>Equity securities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>185,958,677</td>
<td>185,958,677</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>International developed</td>
<td>8,157,590</td>
<td>8,157,590</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>International emerging markets</td>
<td>1,306,305</td>
<td>1,306,305</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Real estate</td>
<td>36,918</td>
<td>36,918</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>Corporate debt securities:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>24,422,643</td>
<td>—</td>
<td>24,422,643</td>
<td>—</td>
</tr>
<tr>
<td>International developed</td>
<td>4,222,949</td>
<td>—</td>
<td>4,222,949</td>
<td>—</td>
</tr>
<tr>
<td>International emerging markets</td>
<td>118,078</td>
<td>—</td>
<td>118,078</td>
<td>—</td>
</tr>
<tr>
<td>High yield</td>
<td>422,308</td>
<td>—</td>
<td>422,308</td>
<td>—</td>
</tr>
<tr>
<td>Securitized debt instruments</td>
<td>8,417,791</td>
<td>—</td>
<td>8,417,791</td>
<td>—</td>
</tr>
<tr>
<td>Limited partnership</td>
<td>30,723,551</td>
<td>—</td>
<td>—</td>
<td>30,723,551</td>
</tr>
<tr>
<td>Mutual funds:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic equity</td>
<td>42,241,269</td>
<td>42,241,269</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>International equity</td>
<td>29,440,628</td>
<td>29,440,628</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>International emerging — fixed</td>
<td>4,411,282</td>
<td>4,411,282</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>High yield</td>
<td>4,067,518</td>
<td>4,067,518</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 381,330,091</td>
<td>$ 291,841,519</td>
<td>$ 58,765,021</td>
<td>$ 30,723,551</td>
</tr>
</tbody>
</table>
Following is a description of the valuation methodologies used for investments measured at fair value on a recurring basis and recognized in the accompanying statement of financial position.

**Cash and Cash Equivalents**
Cash and cash equivalents include cash equivalents and fixed income investments with maturities of less than one year. Short-term investments are valued using observable market data and are categorized as Level 1 to the degree that they can be valued based on quoted market prices in active markets. The majority of these short-term investments are held in U.S. Treasury money market accounts. Although these cash equivalents are readily available, it is the intent of the Foundation to hold them for reinvestment purposes and therefore has classified them as investments.

**Equity Investments**
Equity investments consist of securities held in corporate stocks and are generally valued based on quoted market prices in active markets obtained from exchange or dealer markets for identical assets, and are accordingly categorized as Level 1, with no valuation adjustments applied.
Corporate bonds, U.S. Government and Agency Securities and Securitized Debt Instruments

Debt securities held by the Foundation often do not trade in active markets on the measurement date. In the absence of a trade on the measurement date for the identical security in an active market, corporate debt securities, U.S. government and agency securities and securitized debt instruments are valued using inputs including yields currently available on comparable securities of issuers with similar credit ratings, recent market price quotations (where observable), bond spreads, and fundamental data relating to the issuer, and are accordingly categorized as Level 2.

Mutual Funds

Daily traded mutual funds are generally valued based on quoted market prices in active markets obtained from exchange or dealer markets for identical assets, and are accordingly categorized as Level 1, with no valuation adjustments applied.

Limited Partnership

The fair value of the limited partnership is estimated based on the net asset values of the underlying securities held by the limited partnership. The limited partnership holds international equities which are traded in active markets, however, the investment in the limited partnership is considered Level 3 because the specifics of the inputs used are unobservable to other market participants.

Note E — Grants

Grants payable are summarized as follows at December 31:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payable in less than one year</td>
<td>$509,000</td>
<td>$1,282,481</td>
</tr>
<tr>
<td>Payable in one to five years</td>
<td>$350,000</td>
<td>—</td>
</tr>
</tbody>
</table>

The Foundation periodically makes conditional grants to donees (i.e., matching and challenge grants). These grants are not recorded as a liability until all grant conditions have been met by the donee. Conditional grants to various donees outstanding totaled $0 in 2021 and $103,000 in 2020.

The present value calculation for grants payable in more than one year is immaterial to the financial statements. As such, grants payable have not been adjusted.

Note F — Facility Lease
The Foundation leases its office facility under a noncancelable operating lease that expires in September 2026. Rent expense for the lease totaled approximately $64,900 in 2021 and $63,400 in 2020.
Future minimum lease payments under the noncancelable operating lease for the office space are as follows:

<table>
<thead>
<tr>
<th>Year ending December 31</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2022</td>
<td>$ 72,500</td>
</tr>
<tr>
<td>2023</td>
<td>76,800</td>
</tr>
<tr>
<td>2024</td>
<td>81,400</td>
</tr>
<tr>
<td>2025</td>
<td>86,200</td>
</tr>
<tr>
<td>2026</td>
<td>67,400</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 384,300</strong></td>
</tr>
</tbody>
</table>

Note G — Retirement Plan
The Foundation has a non-contributory qualified defined contribution retirement plan covering substantially all employees. The Foundation makes a contribution to the plan each year of at least 5% of participants’ compensation, as defined. Total contributions to the plan were $51,117 in 2021 and $49,675 in 2020.

Note H — Excise Taxes
The Foundation is exempt from federal income taxes and is classified as a private foundation under Section 501 of the Internal Revenue Code (IRC). It is subject to a federal excise tax on net investment income, including realized gains, as defined by the IRC. Excise tax expense was $544,348 in 2021 and $504,000 in 2020.
The Foundation is subject to a 1.39% excise tax rate.
Cash paid for excise tax totaled $357,848 in 2021 and $260,000 in 2020.

Note I — Risks and Uncertainties
The Foundation invests in various investment securities. Investment securities are exposed to various risks such as interest rate, market, and credit risks. Due to the level of risk associated with certain investment securities, it is at least reasonably possible that changes in the values of investment securities will occur in the near term and that such changes could materially affect investment balances and the amounts reported in the statement of financial position.
Note J — Liquidity and Availability

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the statement of financial position date, comprise the following at December 31:

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$6,648,425</td>
<td>$6,241,833</td>
</tr>
<tr>
<td>Investment income receivable</td>
<td>371,532</td>
<td>360,642</td>
</tr>
<tr>
<td>Investments</td>
<td>381,330,091</td>
<td>352,192,783</td>
</tr>
<tr>
<td>Financial assets available to meet cash needs for general expenditures within one year</td>
<td>$388,350,048</td>
<td>$358,795,258</td>
</tr>
</tbody>
</table>

Note K — COVID-19 Impact

The COVID-19 pandemic in the United States has caused business disruption through mandated and voluntary closings of various businesses and there is continued uncertainty around the duration of the pandemic. In response to the pandemic, the Foundation amended grant terms to aid grantees in the community.

The related financial impact and duration of the pandemic cannot be reasonably estimated at this time. Accordingly, the extent to which COVID-19 may impact the Foundation’s financial position and changes in net assets, fair values of investments and cash flows is uncertain, and the accompanying financial statements do not include adjustments related to the effects of the pandemic.

Note L — Subsequent Event

As of March 31, 2022, the fair value of total investments has declined approximately $32,600,000 from the fair value at December 31, 2021.
History of Trustee Service

Harold Jacobson  
September 1972 – October 1976

Arthur Homer  
September 1972 – October 1982

Richard M. Hughey, Sr.  
September 1972 – September 2009  
October 2009 - July 2012 (Emeritus)

Harold H. Holland  
October 1976 – July 1999

Floyd L. Parks  
October 1982 – Present

W. Jack Keiser  
January 1986 – October 1990

Russell L. Gabier  
November 1989 – November 2013  
December 2013 – February 2018  
(Emertitus)

Frederick W. Freund  
September 1999 – June 2007

Charles D. Wattles  
January 2006 – Present

Howard D. Kalleward  
October 2007 – October 2012  
November 2012 – Present  
(Emertitus)

Robert T. McDonough  
October 2007 – July 2009

Judith H. Moore  
April 2010 – Present

Ronald N. Kilgore  
October 2012 – Present

Robert M. Beam  
September 2013 – Present

Mason G. Coleman  
November 2017 – Present

External Committee Members

Committee Members

Audit Committee
Christina M. Adams*  
Robert M. Beam  
Mason G. Coleman  
Carol E. Duck  
Frederick D. Fischer*  
Richard M. Hughey, Jr.  
Ronald N. Kilgore  
David C. O’Donovan*  
Floyd L. Parks  
Carol R. Snapp  
Charles D. Wattles (Chair)

Investment Committee
Robert M. Beam  
Mason G. Coleman  
Carol E. Duck  
Frederick D. Fischer*  
Richard M. Hughey, Jr.  
Ronald N. Kilgore  
Floyd L. Parks  
Carol R. Snapp  
Charles D. Wattles (Chair)

Management Committee
Robert M. Beam  
Mason G. Coleman  
Carol E. Duck  
Richard M. Hughey, Jr.  
Ronald N. Kilgore  
Floyd L. Parks (Chair)  
Carol R. Snapp  
Charles D. Wattles

Program Committee
Robert M. Beam  
Mason G. Coleman  
Carol E. Duck  
Robert T. Ezelle*  
David D. Gardiner*  
Bruce R. Grubb*  
Richard M. Hughey, Jr.  
Howard D. Kalleward*  
Ronald N. Kilgore  
Judith H. Moore (Chair)  
Carol R. Snapp

*External Committee Members
Board of Trustees

Floyd L. Parks
Chairman

Mason G. Coleman
President

Judith H. Moore
First Vice President

Charles D. Wattles
Treasurer

Robert M. Beam
Secretary

Ronald N. Kilgore

Trustee Emeritus

Howard D. Kalleward

Staff Members

Richard M. Hughey, Jr.
Executive Vice President/CEO

Carol E. Duck, CPA
Vice President – Administration

Carol R. Snapp
Vice President – Program

Anita M. Porter
Executive Assistant

Faye A. Drenth-Thurman
Grants Management Assistant

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