ON THE COVER  clockwise from top

- People relax with their dog on the shoreline of Lake Superior. Mott’s grantmaking supports efforts to secure sustainable levels of clean water for people and the environment in the Great Lakes basin.
  PHOTO: JAMES SCHWABEL / ALAMY

- Flint residents gathered in November 2019 to identify priorities for moving the city forward. It was one of a series of community conversations held as part of Mott’s Focus on Flint initiative.
  PHOTO: KATHRYN THOMAS

- A student maps the steps to college and career with the help of Wayne State University’s C2Pipeline, a 21st Century Community Learning Center program in Detroit. Mott has supported efforts to increase access to high-quality afterschool and summer learning programs for more than 80 years.
  PHOTO: COURTESY OF C2PIPELINE, WAYNE STATE UNIVERSITY

- In advance of the 2020 census in the United States, Mott grantees helped to mobilize opposition to a proposed citizenship question that could have discouraged immigrants from participating.
  PHOTO: JOHN MCCARTEN, COURTESY OF NEW YORK CITY COUNCIL
# Table of Contents

## 2019: The Year in Review
- 2

## Foundation Overview
- Our Founder: 8
- Our Values: 9
- Our Code of Ethics: 9
- Our Work: 10

## Programs & Grants
- Civil Society: 12
- Education: 16
- Environment: 20
- Flint Area: 24
- Exploratory and Special Projects: 29
- Employee and Trustee Grants: 29

## Finance
- Profile: 2019 Assets: 32
- Profile: 2019 Grantmaking: 33
- Report of Independent Certified Public Accountants: 34
- Statements of Financial Position: 35
- Statements of Activities: 36
- Statement of Cash Flows: 37
- Notes to Financial Statements: 38

## Trustees & Staff
- Board and Committees: 52
- Officers and Staff: 52
- Transitions: 53
It’s always an interesting exercise to look back on the prior year’s grantmaking from the vantage point of the current context. For instance, I now know that 2019 marked a turning point: It was the last year before we knew the devastation the novel coronavirus would cause to public health and economies around the world. I also hope it was the last year in which our society failed to take appropriate action to begin dismantling systemic racism.

As we look for ways to address big challenges, philanthropies sometimes discover potential solutions to problems we had not yet even anticipated. For instance, a couple of years ago I challenged our staff to explore ways that technology could reduce inequities by providing enriching educational opportunities to students in afterschool programs — no matter where they are. At the time, I was thinking mostly of students in lower-income school districts and rural areas.
I was not yet thinking about students who might suddenly be learning at home due to a global pandemic. And, yet, Mott’s Education team spent much of 2019 supporting the development of a new app for afterschool providers that is proving to be even more valuable in the context of 2020, when so many children are learning at home.

In my mind, that has always been one of the most important roles for philanthropy: innovating and testing ideas with the hope of finding solutions that are worthy of taking to scale.

Though this report looks back at the Mott Foundation’s 2019 grantmaking, I also look forward to being able to share successes — and challenges — of this and other efforts we support. Because every lesson learned has the potential not only to strengthen our own grantmaking, but also to benefit others who are working to make good things happen in the world.

In the meantime, here are some highlights of Mott’s 2019 grantmaking across our four programs:

**EDUCATION**

To broaden access to outstanding learning opportunities for students across the country, our Education team directed significant energy and resources to the development of Mizzen by Mott. Built with and for afterschool professionals, this new app offers exciting content designed to spark children’s creativity and love of learning. For example, Jazz at Lincoln Center, one of Mizzen’s thematic partners, is collaborating with another grantee, Foundations, Inc., to create curricula that engage children in the power, spirit and history of music through literature, dance, science and social studies. Also via Mizzen, the University School’s Young Entrepreneur Institute is offering high-quality content to afterschool programs around the country, while simultaneously partnering with grantees that are part of the 50 State Afterschool Network to expand entrepreneurship learning opportunities for young people. Through support from the Foundation, the Mizzen app and all of its educational content are free to afterschool professionals nationwide.

Advocacy for the field also remained a cornerstone of our grantmaking last year. The Afterschool Alliance and grantees in the 50 State Afterschool Network continued to educate policymakers about all the ways in which out-of-school time supports children, working parents and our nation’s economy. Federal funding for 21st Century Community Learning Centers reached an all-time high of $1.25 billion in fiscal year 2020, and the program served more than 1.7 million children.

As youth learn, they also have opportunities to lead and serve. In 2019, America’s Promise Alliance, United Way of Genesee County and Youth Service America collectively achieved an 11-fold increase in service opportunities for young people, engaging more than 330,000 youth in making a difference in their communities.
FLINT AREA

Listening to Mott’s home community, understanding its needs and concerns, and engaging residents in moving the city forward remained central to our Flint Area grantmaking. This included grants for a community-based laboratory, where residents test and monitor the city’s drinking water, as well as for efforts to amplify residents’ voices in local land-use planning and processes. Both grants were part of our five-year, $100 million commitment, announced in May 2016, to help Flint recover and rise from its water crisis. With more than $14.2 million in related support in 2019, by year’s end our progress toward that commitment totaled $96.7 million.

To help residents share a story that extends beyond the water crisis, we launched Focus on Flint. Bringing together data about how Flint is doing as a community and residents’ perspectives, the resulting report served as a springboard for a series of community conversations in which participants identified strengthening neighborhoods as their top priority. We responded with a pledge of $1 million to fund related projects, invited residents to share their ideas for where the money should go and, in 2020, engaged the community in voting on the proposed initiatives.

Our hometown grantmaking also supported renovations now underway at the Sloan Museum of Discovery and Flint Public Library. This included matching local donations for the work at Sloan and, following city residents’ approval of a bond for improvements at the library, additional funding for that project. Both reflect a history of support from the community and Mott for the institutions of the Flint Cultural Center.

CIVIL SOCIETY

As communities around the world grappled with increased social and political polarization, Mott supported efforts to protect and reinvigorate civic engagement, ensure meaningful justice for all and address global problems at the local level. In advance of the 2020 census in the United States, our grantees helped to mobilize opposition to a proposed citizenship question that the Census Bureau estimated could have discouraged 9 million immigrants in this country from participating. Ultimately, the Supreme Court ruled against the question’s use, helping to ensure new census data will more accurately account for the needs of many underserved communities.
The release of a Mott-supported landmark study, Justice for All, revealed that more than 5 billion people around the world lack meaningful access to justice. By providing a clear picture of the challenges faced in overcoming that gap, the report by the Task Force on Justice will help to inform and guide efforts to put the needs of people at the center of justice systems — as opposed to focusing on institutional reform. The Task Force is part of the Pathfinders for Peaceful, Just and Inclusive Societies initiative at New York University.

Our grantmaking also explored the increasing impact of digital technology on how people communicate and participate in the civic space. We made grants to four organizations that aim to provide the sector with a full, forward-looking understanding of the challenges of the digital revolution, as well as opportunities for harnessing its power and strengthening global civil society.

**ENVIRONMENT**

Mott has long been part of the philanthropic community working to support programs around the world that protect communities and the natural resources that sustain them. In 2019, our grantees helped several Great Lakes states make progress on developing standards for safe, affordable drinking water. Our home state of Michigan led the way, implementing a new lead-in-water rule and developing regulatory limits on seven types of per- and polyfluoroalkyl substances. Commonly known as PFAS, these persistent, toxic industrial chemicals are being detected in a growing number of lakes, rivers and other sources of drinking water across the United States.
On the international front, our grantees helped persuade the European Investment Bank to stop financing fossil fuel projects after 2021. Instead, the bank could provide as much as $1 trillion for renewable energy projects in the coming years. Grantees scored another major victory when the China Development Bank adopted environmental and social governance standards designed to reduce impacts from the Belt and Road Initiative, which thus far has invested $190 billion in 600 infrastructure projects worldwide.

Mott grantees also continue to increase access to solar power in rural Tanzania and isolated communities in the Amazon forest. In Brazil, a Mott-funded renewable energy symposium helped inspire the Brazilian government’s More Light for the Amazon project. The $420 million (U.S.) initiative, launched in February 2020, seeks to provide off-grid solar energy systems to 70,000 Indigenous people and increase economic activity in forest communities. In rural Tanzania, our grantees are partnering with local organizations to establish and maintain solar mini grids that support agricultural activity and a variety of small businesses.

I’ve highlighted here just a small portion of our work in 2019. Reflecting our commitment to transparency in philanthropy, the pages that follow include lists of all the grants we made, a summary of our assets, statements of financial position and activities, and a list of our trustees and staff.

I invite you to stay connected to the work of the Foundation and our grantees as it happens. Visit our website, sign up for our e-newsletters and follow us on social media.

What’s most important to know is that, in these challenging times, the Mott Foundation remains committed to supporting and inspiring new efforts to promote a just, equitable and sustainable society — for everyone.

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

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

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

— CHARLES STEWART MOTT (1875–1973)
Our Values

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

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

Inherent in all of Mott’s grantmaking is the desire to enhance the capacity of individuals, families or institutions at the local level and beyond. We hope our collective work in any program area will lead toward systemic change.

Fundamental to all Mott grantmaking are certain values:

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

Our Code of Ethics

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

We are committed to:

• Acting honestly, truthfully and with integrity in all our transactions and dealings;
• Avoiding conflicts of interest;
• Appropriately handling actual or apparent conflicts of interest in our relationships;
• Treating our grantees fairly;
• Treating every individual with dignity and respect;
• Treating our employees with respect, fairness and good faith and providing conditions of employment that safeguard their rights and welfare;
• Being a good corporate citizen and complying with both the spirit and the letter of the law;
• Acting responsibly toward the communities in which we work and for the benefit of the communities that we serve;
• Being responsible, transparent and accountable for all of our actions; and
• Improving the accountability, transparency, ethical conduct and effectiveness of the nonprofit field.
OUR WORK

OUR VISION: The Charles Stewart Mott Foundation affirms our founder’s vision of a world in which each of us is in partnership with the rest of the human race — where each individual’s quality of life is connected to the well-being of the community, both locally and globally. We pursue this vision through creative grantmaking, thoughtful communication and other activities that enhance community in its many forms. The same vision of shared learning shapes our internal culture as we strive to maintain an ethic of respect, integrity and responsibility. The Foundation seeks to strengthen, in people and their organizations, what Mr. Mott called “the capacity for accomplishment.”

OUR MISSION: To support efforts that promote a just, equitable and sustainable society.

OUR PROGRAMS: We pursue our vision and mission by making grants through four program teams, as well as by supporting exploratory and special projects. You’ll find more information about the specific objectives of each program area in the Programs & Grants section of this report.

CIVIL SOCIETY

PURPOSE: To help foster engaged, empowered and equitable communities throughout the world.

PROGRAM AREAS:
- Strengthening Civic Space
- Enhancing Community Philanthropy
- Increasing Access to Justice
- Special Initiatives

EDUCATION

PURPOSE: To expand opportunities for children and youth to succeed in school, work and, ultimately, life.

PROGRAM AREAS:
- Advancing Afterschool
- Graduating High School College & Career Ready
- Youth Engagement
- Special Initiatives

ENVIRONMENT

PURPOSE: To support programs around the world that protect communities and the ecosystems upon which they depend.

PROGRAM AREAS:
- Addressing the Freshwater Challenge
- Transforming Development Finance
- Advancing Climate Change Solutions
- Special Initiatives

FLINT AREA

PURPOSE: To help our hometown of Flint solve problems, create opportunities and build a vibrant future for the community and its residents.

PROGRAM AREAS:
- Revitalizing the Education Continuum
- Enriching Lives Through Arts and Culture
- Restoring Community Vitality
- Meeting Evolving Community Needs

EXPLORATORY AND SPECIAL PROJECTS

PURPOSE: To support unusual or unique opportunities addressing significant national and international problems. Proposals are by invitation only. Unsolicited proposals are discouraged.
PROGRAMS & GRANTS
CIVIL SOCIETY OVERVIEW

To help foster engaged, empowered and equitable communities throughout the world, we make grants in the following areas:

STRENGTHENING CIVIC SPACE

**GOAL:** Promote, protect and reinvigorate the space for civic engagement.

**OBJECTIVES:**
- **STRENGTHENING THE POLICY ENVIRONMENT FOR CIVIL SOCIETY:** We support effective advocacy and outreach to help strengthen the policy environment for civil society.
- **ADVANCING CIVIL SOCIETY DEVELOPMENT:** We support research, policy analysis and innovative practices that help advance civil society development.

ENHANCING COMMUNITY PHILANTHROPY

**GOAL:** Support the development of community foundations that foster just, equitable and sustainable societies.

**OBJECTIVES:**
- **EXPANDING THE COMMUNITY FOUNDATION FIELD:** We are working to grow and strengthen community philanthropy in Africa, Europe and Latin America.
- **COMMUNITY FOUNDATIONS ADVANCING SUSTAINABLE DEVELOPMENT GOALS:** We are helping community foundations advance progress toward achieving the United Nations’ Sustainable Development Goals at the local level.

INCREASING ACCESS TO JUSTICE

**GOAL:** Promote social equity in communities by increasing access to justice.

**OBJECTIVES:**
- **EXPANDING COMMUNITY-BASED PARALEGAL ORGANIZATIONS:** We strive to build the capacity of community-based paralegal organizations in selected countries.
- **FOSTER REGIONAL AND GLOBAL LEARNING:** We work to foster regional and global learning, networking and collaboration within the access to justice community.

SPECIAL INITIATIVES

**GOAL:** Advance the Civil Society program mission by ensuring flexibility and responsiveness.

*With the support of AdvocAid, paralegals and social workers operating throughout Sierra Leone offer a legal lifeline and personal support to women involved in the justice system.*

**PHOTO:** SHANTELLE SPENCER, COURTESY OF ADVOCaida
STRENGTHENING CIVIC SPACE

STRENGTHENING THE POLICY ENVIRONMENT FOR CIVIL SOCIETY

African Philanthropy Forum
Lagos, Nigeria
$75,000 – 24 mos.
General purposes

CIVICUS: World Alliance for Citizen Participation
Washington, DC
$150,000 – 36 mos.
Affinity Group of National Associations
$250,000 – 30 mos.
General purposes

Council of Michigan Foundations
Grand Haven, MI
$345,000 – 36 mos.
General purposes

Council on Foundations
Washington, DC
$1,000,000 – 24 mos.
General purposes

Foundation-Administered Project
Lansing, MI
$130,000
Office of Foundation Liaison

Independent Sector
Washington, DC
$200,000 – 24 mos.
General purposes

National Council of Nonprofits
Washington, DC
$485,000 – 24 mos.
General purposes

Network of European Foundations
Brussels, Belgium
$50,000 – 24 mos.
Membership and administrative support

Philanthropy Puerto Rico
San Juan, Puerto Rico
$150,000 – 24 mos.
General purposes

Philanthropy Roundtable
Washington, DC
$90,000 – 36 mos.
General purposes

Tides Center
San Francisco, CA
$70,000 – 24 mos.
Africa Grantmakers’ Affinity Group

Ukrainian Philanthropists Forum
Kyiv, Ukraine
$150,000 – 24 mos.
General purposes

Worldwide Initiatives for Grantmaker Support
São Paulo, Brazil
$400,000 – 24 mos.
General purposes

Subtotal: $3,545,000
Strengthening the Policy Environment for Civil Society

CIVIL SOCIETY 2019 GRANT ACTIVITY

<table>
<thead>
<tr>
<th>Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening Civic Space</td>
<td>$5.660</td>
<td>34</td>
</tr>
<tr>
<td>Strengthening the Policy Environment for Civil Society</td>
<td>$3.545</td>
<td>16</td>
</tr>
<tr>
<td>Advancing Civil Society Development</td>
<td>$2.115</td>
<td>18</td>
</tr>
<tr>
<td>Enhancing Community Philanthropy</td>
<td>$4.387</td>
<td>14</td>
</tr>
<tr>
<td>Expanding the Community Foundation Field</td>
<td>$2.612</td>
<td>9</td>
</tr>
<tr>
<td>Community Foundations Advancing Sustainable Development Goals</td>
<td>$1.775</td>
<td>5</td>
</tr>
<tr>
<td>Increasing Access to Justice</td>
<td>$4.510</td>
<td>24</td>
</tr>
<tr>
<td>Expanding Community-Based Paralegal Organizations</td>
<td>$2.605</td>
<td>16</td>
</tr>
<tr>
<td>Foster Regional and Global Learning</td>
<td>$1.905</td>
<td>8</td>
</tr>
<tr>
<td>Special Initiatives</td>
<td>$2.865</td>
<td>10</td>
</tr>
<tr>
<td>Exploratory</td>
<td>$0.650</td>
<td>3</td>
</tr>
<tr>
<td>Refugee Integration</td>
<td>$1.150</td>
<td>4</td>
</tr>
<tr>
<td>Legacy</td>
<td>$1.065</td>
<td>3</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$17.422</td>
<td>82</td>
</tr>
</tbody>
</table>

ADVANCING CIVIL SOCIETY DEVELOPMENT

Access Now
New York, NY
$200,000 – 24 mos.
General purposes

Alliance Publishing Trust
London, England
$150,000 – 36 mos.
General purposes

Association for Research on Nonprofit Organizations & Voluntary Action
Indianapolis, IN
$60,000 – 36 mos.
General purposes

Candid
New York, NY
$100,000 – 36 mos.
General purposes

Carnegie Endowment for International Peace
Washington, DC
$200,000 – 24 mos.
Advancing next generation of civil society assistance

Charities Aid Foundation
London, England
$50,000 – 12 mos.
East Africa philanthropy infrastructure assessment

Fund for Global Human Rights
Washington, DC
$200,000 – 24 mos.
Enabling Environment for Human Rights Defenders Program

TOTAL: $17,422,453
82 Grants

$2,865,000
10 Grants

$5,660,000
34 Grants

$4,510,000
24 Grants

$4,387,453
14 Grants

$17,422,453
82 Grants
Global Dialogue
London, England
$10,000 – 24 mos.
Ariadne network membership
$25,000 – 12 mos.
Funders’ Initiative for Civil Society

Indiana University
Bloomington, IN
$200,000 – 24 mos.
Global Philanthropy Environment Index
$55,000 – 18 mos.
Philanthropy panel study

International Center for Not-for-Profit Law
Washington, DC
$400,000 – 24 mos.
General purposes

Johns Hopkins University
Baltimore, MD
$50,000 – 57 mos.
Global civil society information system
$15,000 – 36 mos.
International Society for Third-Sector Research
$100,000 – 30 mos.
Nonprofit Employment Data Project

Philanthropy New York
New York, NY
$100,000 – 24 mos.
Chronicle of Philanthropy

Support Foundation for Civil Society
Istanbul, Turkey
$100,000 – 24 mos.
General purposes

Urban Institute
Washington, DC
$100,000 – 24 mos.
Tax Policy and Charities Project

Global Fund for Community Foundations
Johannesburg, South Africa
$500,000 – 24 mos.
General purposes

Institute for the Development of Social Investment
São Paulo, Brazil
$125,000 – 9 mos.
Community philanthropy development in Brazil

Research Foundation of the City University of New York
New York, NY
$275,000 – 24 mos.
International fellows program on community philanthropy

Southern Africa Trust
Kyalami, South Africa
$450,000 – 36 mos.
Small grants and capacity-building program

Trag Foundation
Belgrade, Serbia
$550,000 – 36 mos.
Western Balkans Community Foundations Initiative

Subtotal: $2,612,453
Expanding the Community Foundation Field

COMMUNITY FOUNDATIONS ADVANCING SUSTAINABLE DEVELOPMENT GOALS

Academy for the Development of Philanthropy in Poland
Warsaw, Poland
$600,000 – 36 mos.
Community Foundation Development Fund

Brookings Institution
Washington, DC
$75,000 – 36 mos.
Promoting community-led implementation of sustainable development goals

Candid
New York, NY
$200,000 – 24 mos.
Community foundation leadership metrics and sustainable development goals

CFLeads
Accord, MA
$300,000 – 36 mos.
General purposes

Community Foundations of Canada
Ottawa, Canada
$600,000 – 36 mos.
Building community foundations’ capacity to act on sustainable development goals

Subtotal: $1,775,000
Community Foundations Advancing Sustainable Development Goals

Program Area Total: $4,387,453
Enhancing Community Philanthropy

BEHAVING ACCESS TO JUSTICE
EXPANDING COMMUNITY-BASED PARALEGAL ORGANIZATIONS

AdvocAid
Freetown, Sierra Leone
$120,000 – 24 mos.
General purposes

A farmer in Cauca, Colombia, prepares netting for packaging her produce. Reducing poverty by connecting people in remote regions to the broader marketplace is one way that community development organizations and community foundations are responding to the Sustainable Development Goals put forth by the United Nations.

PHOTO: COURTESY OF VALLE EN PAZ

ENHANCING COMMUNITY PHILANTHROPY
EXPANDING THE COMMUNITY FOUNDATION FIELD

Bundesverband Deutscher Stiftungen
Berlin, Germany
$75,000 – 36 mos.
European Community Foundation Initiative

CFLeads
Accord, MA
$300,000 – 20 mos.
Building broader communities in the Americas

Evaluar Consultores
Bogota, Colombia
$100,000 – 12 mos.
Developing community foundations in Colombia

Foundation-Administered Project
$237,453
Promoting community foundation concept and practice

Subtotal: $2,115,000
Advancing Civil Society Development

Program Area Total: $5,660,000
Strengthening Civic Space
CIVIL SOCIETY GRANTS LISTING

Association of University Legal Aid Institutions Trust
*Potchefstroom, South Africa*
$600,000 – 36 mos.
Advice office support project

Cape Peninsula University of Technology
*Cape Town, South Africa*
$75,000 – 12 mos.
Bachelor of paralegal studies and community-based paralegals

Casual Workers Advice Office
*Johannesburg, South Africa*
$10,000 – 24 mos.
General purposes

Catholic Commission for Justice and Peace of the Archdiocese of Lilongwe Lilongwe, Malawi
$100,000 – 24 mos.
Access to Justice Project

Centre for Community Justice and Development
*KwaZulu-Natal, South Africa*
$200,000 – 24 mos.
General purposes

Centre for Community Justice and Development
*KwaZulu-Natal, South Africa*
$200,000 – 24 mos.
General purposes

Charity and Health Foundation
*Kherson, Ukraine*
$100,000 – 24 mos.
Community legal centers in Ukraine

Hlanganisa Institute of Development
*Johannesburg, South Africa*
$250,000 – 24 mos.
Multi-agency grants initiative: advice office regranting project

Legal Aid Board – Sierra Leone
*Treetown, Sierra Leone*
$150,000 – 24 mos.
Access to justice in remote areas of Sierra Leone

Legal Aid Forum
*Kigali, Rwanda*
$250,000 – 24 mos.
General purposes

Legal Development Network
*Kyiv, Ukraine*
$200,000 – 24 mos.
Strengthening Legal Development Network’s member organizations

Paralegal Advisory Service Institute
*Lilongwe, Malawi*
$150,000 – 24 mos.
General purposes

ProBono.Org
*Johannesburg, South Africa*
$100,000 – 12 mos.
Community advice office support project

Social Change Assistance Trust
*Woodstock, South Africa*
$100,000 – 12 mos.
Dullah Omar School for Paralegalism

Social Justice Initiative
*Johannesburg, South Africa*
$100,000 – 24 mos.
General purposes

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

Subtotal: $2,605,000
Expanding Community-Based Paralegal Organizations

**FOSTER REGIONAL AND GLOBAL LEARNING**

Hague Institute for Innovation of Law
*The Hague, Netherlands*
$200,000 – 24 mos.
General purposes

Namati
*Washington, DC*
$400,000 – 24 mos.
General purposes

New York University
*New York, NY*
$300,000 – 24 mos.
Pathfinders for Peaceful, Just and Inclusive Societies: Civil society participation and voice

Paralegal Advisory Service Institute
*Lilongwe, Malawi*
$100,000 – 15 mos.
African Centre of Excellence for Access to Justice Project

Proteus Fund
*Amherst, MA*
$405,000 – 24 mos.
Transparency, Accountability and Participation Network

The Elders
*London, England*
$200,000 – 24 mos.
Access to Justice Program

University of the Western Cape
*Cape Town, South Africa*
$500,000 – 24 mos.
Access to justice in Africa and sustainable development goals

The Elders
*London, England*
$200,000 – 24 mos.
Access to Justice Program

University of the Western Cape
*Cape Town, South Africa*
$500,000 – 24 mos.
Research project: Creating an enabling environment for community paralegals in Africa

Subtotal: $1,905,000
Foster Regional and Global Learning

Program Area Total: $4,510,000
Increasing Access to Justice

**SPECIAL INITIATIVES**
**EXPLORATORY**

Center for Disaster Philanthropy
*Washington, DC*
$150,000 – 36 mos.
Disaster preparation and response

Institute of International Education
*New York, NY*
$200,000 – 24 mos.
Global Travel and Learning Fund

International Academy Berlin for Innovative Pedagogy, Psychology and Economy gGmbH
*Berlin, Germany*
$300,000 – 24 mos.
Youth Empowerment Partnership Program

Subtotal: $650,000
Exploratory

**REFUGEE INTEGRATION**

Alianza Americas
*Chicago, IL*
$200,000 – 24 mos.
General purposes

Hispanics in Philanthropy
*Oakland, CA*
$300,000 – 36 mos.
European Program for Integration and Migration

Ukrainian Women’s Fund
*Kyiv, Ukraine*
$150,000 – 24 mos.
Internally Displaced Persons and Communities: Building tolerance through dialogue

Subtotal: $1,150,000
Refugee Integration

**LEGACY**

Council of Michigan Foundations
*Grand Haven, MI*
$1,000,000 – 53 mos.
William S. White Fund for Innovation in Community Philanthropy

National Center for Family Philanthropy
*Washington, DC*
$100,000 – 60 mos.
General purposes

Research Foundation of the City University of New York
*New York, NY*
$15,000 – 23 mos.
Impact of partnerships and trusts supporting civil society in Eastern Europe

Youth Communication Center – Banja Luka
*Banja Luka, Bosnia and Herzegovina*
($50,000)
Adjustment to previous grant

Subtotal: $1,065,000
Legacy

Program Area Total: $2,865,000
Special Initiatives

Program Total: $17,422,453
Civil Society
To expand opportunities for children and youth to succeed in school, work and, ultimately, life, we make grants in the following areas:

**ADVANCING AFTERSCHOOL**

**GOAL:** Promote access to quality afterschool educational opportunities.

**OBJECTIVES:**
- **BUILDING AN AFTERSCHOOL INFRASTRUCTURE:** Our grants support a national infrastructure of organizations dedicated to increasing the quality of afterschool programs for children, youth and families.
- **FOSTERING AFTERSCHOOL POLICY:** Our funding supports the development of effective policies and partnerships to increase quality afterschool programs for children, youth and families.
- **IMPROVING AFTERSCHOOL QUALITY & INNOVATION:** Our grantmaking advances research and exemplary models that increase student engagement in learning and prepare students for college and career.

**GRADUATING HIGH SCHOOL COLLEGE & CAREER READY**

**GOAL:** Increase high school graduation and college and career readiness for youth.

**OBJECTIVES:**
- **EXPANDING QUALITY PROGRAMS:** Our funding supports efforts to expand quality college- and career-readiness programming through the afterschool infrastructure.
- **ADVANCING INNOVATIONS:** Our funding seeks to broaden the implementation of — and investment in — innovative college- and career-readiness strategies.

**YOUTH ENGAGEMENT**

**GOAL:** Advance strategies that lead to greater and more meaningful youth participation in schools, communities and the economy.

**OBJECTIVES:**
- **YOUTH ENTREPRENEURSHIP:** We seek to expand entrepreneurial education and experiences for youth in low- and moderate-income communities.
- **ENGAGING YOUTH THROUGH SERVICE:** We seek to increase youth engagement in the K-12 system through service.

**SPECIAL INITIATIVES**

**GOAL:** Maintain the Foundation’s flexibility to respond to new strategies, unique opportunities and changing social, economic and political contexts.
ADVLING AFTESSCHOOL
BUILDING AN AFTESSCHOOL INFRASTRUCTURE

Afterschool Alliance
Washington, DC
$550,000 – 12 mos.
VISTA Project

After-School All-Stars
Los Angeles, CA
$300,000 – 24 mos.
General purposes
$35,000 – 24 mos.
Nevada statewide afterschool network

Alaska Children’s Trust
Anchorage, AK
$240,000 – 36 mos.
Alaska statewide afterschool network

Alliance for Justice
Washington, DC
$125,000 – 24 mos.
Advocacy training

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

Collaborative Communications Group
Washington, DC
$1,800,000 – 24 mos.
Supporting national network of statewide afterschool networks

EmBe
Sioux Falls, SD
$225,000 – 36 mos.
South Dakota statewide afterschool network

Explora
Albuquerque, NM
$225,000 – 36 mos.
New Mexico statewide afterschool network

Foundation-Administered Project
$173,299
Afterschool technical assistance
$180,000
Advancing afterschool technical assistance
$195,000
Expanding quality afterschool

FowlerHoffman
Richmond, CA
$250,000 – 12 mos.
Supporting statewide afterschool networks

Fund for Educational Excellence
Baltimore, MD
$225,000 – 36 mos.
Maryland statewide afterschool network

Ignite Afterschool
Minneapolis, MN
$225,000 – 36 mos.
Minnesota statewide afterschool network

Indiana Afterschool Network Inc.
Indianapolis, IN
$225,000 – 36 mos.
Indiana statewide afterschool network

James Madison University
Harrisonburg, VA
$225,000 – 36 mos.
Virginia statewide afterschool network

Louisiana Tech University
Ruston, LA
$225,000 – 36 mos.
Louisiana statewide afterschool network

Michigan Association of United Ways
Lansing, MI
$150,000 – 12 mos.
Michigan statewide afterschool network

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

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

Operation Shoestring
Jackson, MS
$225,000 – 36 mos.
Mississippi statewide afterschool network

Save the Children Federation
Fairfield, CT
$225,000 – 36 mos.
Kentucky statewide afterschool network

EDUCATION 2019 GRANT ACTIVITY

<table>
<thead>
<tr>
<th>GRANT DOLLARS (in millions)</th>
<th>NUMBER OF GRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADVANCING AFTERSCHOOL</td>
<td>$ 15.256</td>
</tr>
<tr>
<td>Building an Afterschool Infrastructure</td>
<td>$ 8.321</td>
</tr>
<tr>
<td>Fostering Afterschool Policy</td>
<td>$ 3.285</td>
</tr>
<tr>
<td>Improving Afterschool Quality &amp; Innovation</td>
<td>$ 3.650</td>
</tr>
<tr>
<td>GRADUATING HIGH SCHOOL COLLEGE &amp; CAREER READY</td>
<td>$ 2.909</td>
</tr>
<tr>
<td>Expanding Quality Programs</td>
<td>$ .540</td>
</tr>
<tr>
<td>Advancing Innovations</td>
<td>$ 2.369</td>
</tr>
<tr>
<td>YOUTH ENGAGEMENT</td>
<td>$ 2.671</td>
</tr>
<tr>
<td>Youth Entrepreneurship</td>
<td>$ 1.571</td>
</tr>
<tr>
<td>Engaging Youth Through Service</td>
<td>$ 1.100</td>
</tr>
<tr>
<td>SPECIAL INITIATIVES</td>
<td>$ 1.000</td>
</tr>
<tr>
<td>Special Opportunities</td>
<td>$ 1.000</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$ 21.836</td>
</tr>
</tbody>
</table>

TOTAL $21,836,095
70 GRANTS

$1,000,000
4 GRANTS

$2,671,000
13 GRANTS

$15,255,874
40 GRANTS

$2,909,221
13 GRANTS

TOTAL
$21,836,095
70 GRANTS
Schaffer&Combs
San Francisco, CA
$497,280 – 24 mos.
Education program data collection and assessment

South East Education Cooperative
Fargo, ND
$225,000 – 36 mos.
North Dakota statewide afterschool network

United Way of Delaware
Wilmington, DE
$225,000 – 36 mos.
Delaware statewide afterschool network

University of Nevada, Las Vegas
Las Vegas, NV
$225,000 – 36 mos.
Nevada statewide afterschool network

Voices for Georgia’s Children
Atlanta, GA
$225,000 – 36 mos.
Georgia statewide afterschool network

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

Subtotal: $8,320,579
Building an Afterschool Infrastructure

FOSTERING AFTERSCHOOL POLICY

Afterschool Alliance
Washington, DC
$2,400,000 – 12 mos.
General purposes

Collaborative Communications Group
Washington, DC
$420,000 – 12 mos.
Afterschool Education and Outreach Project

Furman University
Greenville, SC
$310,000 – 24 mos.
Education Policy Institute

Grantmakers for Education
Portland, OR
$75,000 – 24 mos.
General purposes

LA’s BEST
Los Angeles, CA
$100,000 – 24 mos.
General purposes

Subtotal: $3,285,000
Fostering Afterschool Policy

IMPROVING AFTERSCHOOL QUALITY & INNOVATION

American Institutes for Research
Washington, DC
$68,035 – 45 mos.
21st Century Community Learning Centers and literacy skills

Foundations Inc.
Mt. Laurel, NJ
$125,000 – 12 mos.
21st Century Community Learning Centers Institute

National Geographic Society
Washington, DC
$622,000 – 12 mos.
Engaging afterschool programs in geography, exploration and science

STEM Next Opportunity Fund
San Diego, CA
$460,000 – 10 mos.
Increasing science, technology, engineering and math in afterschool

Synergy Enterprises Inc.
Silver Spring, MD
$250,000 – 10 mos.
21st Century Community Learning Centers Summer Institute

Subtotal: $3,650,295
Improving Afterschool Quality & Innovation

Program Area Total: $15,255,874
Advancing Afterschool

Students make deposits to savings accounts set up for them by the San Francisco Kindergarten to College Program. Mott’s grantmaking is spurring national interest in children’s savings accounts as a way to help families invest in their children’s educational future.

PHOTO: ALAIN Mclaughlin

GRADUATING HIGH SCHOOL COLLEGE & CAREER READY

Fund for Educational Excellence
Baltimore, MD
$150,000 – 24 mos.
Afterschool College and Career Readiness Initiative

Indiana Afterschool Network Inc.
Indianapolis, IN
$140,000 – 24 mos.
Afterschool College and Career Readiness Initiative

Nebraska Children and Families Foundation
Lincoln, NE
$100,000 – 24 mos.
Afterschool College and Career Readiness Initiative

University of Missouri – Columbia
Columbia, MO
$150,000 – 24 mos.
Afterschool College and Career Readiness Initiative

Subtotal: $540,000
Expanding Quality Programs
ADVANCING INNOVATIONS
Asset Funders Network
Chicago, IL  
$200,000 – 24 mos.  
General purposes

Brandeis University
Waltham, MA  
$450,000 – 24 mos.  
Assets Evaluation and Data Collection Project

CFLeads
Accord, MA  
$150,000 – 12 mos.  
Children’s savings accounts strategies for community foundations

City and County of San Francisco
San Francisco, CA  
$365,000 – 24 mos.  
Kindergarten to College Program

Civic Nation
Washington, DC  
$275,000 – 24 mos.  
College Promise Campaign

Foundation-Administered Project
$22,408  
Advancing children’s savings account program quality

Heartland Alliance for Human Needs & Human Rights
Chicago, IL  
$276,560 – 24 mos.  
Midwest Children’s Savings Account Initiative

Indiana Youth Institute
Indianapolis, IN  
$265,253 – 24 mos.  
Upper Midwest Children’s Savings Account Consortium

Mack & Moxy LLC
Irvine, CA  
$90,000 – 12 mos.  
Children’s Savings Account Outreach Project

National League of Cities Institute
Washington, DC  
$275,000 – 24 mos.  
Cities building bridges to postsecondary success

Subtotal: $2,369,221
Advancing Innovations

Program Area Total: $2,909,221
Graduating High School  
College & Career Ready

YOUTH ENGAGEMENT
YOUTH ENTREPRENEURSHIP
Massachusetts Afterschool Partnership
Boston, MA  
$175,000 – 24 mos.  
Afterschool Youth Entrepreneurship Initiative

New Jersey School-Age Care Coalition
Westfield, NJ  
$171,000 – 24 mos.  
Afterschool Youth Entrepreneurship Initiative

Philanthropy Roundtable
Washington, DC  
$150,000 – 24 mos.  
Youth entrepreneurship promotion

South Carolina Afterschool Alliance
Columbia, SC  
$160,000 – 24 mos.  
Afterschool Youth Entrepreneurship Initiative

University of Hawaii
Honolulu, HI  
$175,000 – 24 mos.  
Afterschool Youth Entrepreneurship Initiative

University of Missouri – Columbia
Columbia, MO  
$150,000 – 24 mos.  
Afterschool Youth Entrepreneurship Initiative

University School
Hunting Valley, OH  
$65,000 – 24 mos.  
Advancing entrepreneurship education

Utah Afterschool Network
Salt Lake City, UT  
$175,000 – 24 mos.  
Afterschool Youth Entrepreneurship Initiative

VentureLab
Austin, TX  
$350,000 – 18 mos.  
Youth entrepreneurship curriculum for afterschool programs

Subtotal: $1,571,000
Youth Entrepreneurship

ENGAGING YOUTH THROUGH SERVICE
City Year Inc.
Boston, MA  
$260,000 – 24 mos.  
Service Education and Outreach Project

National Youth Leadership Council
St. Paul, MN  
$400,000 – 24 mos.  
Afterschool and Service-Learning Initiative

United Way of Genesee County
Flint, MI  
$140,000 – 12 mos.  
National service and volunteer center capacity building

Youth Service America
Washington, DC  
$300,000 – 12 mos.  
Engaging youth in service

Subtotal: $1,100,000
Engaging Youth Through Service

Program Area Total: $2,671,000
Youth Engagement

SPECIAL INITIATIVES
SPECIAL OPPORTUNITIES
Community Education Commission
Detroit, MI  
$150,000 – 24 mos.  
Detroit Afterschool Initiative

Education Trust
Washington, DC  
$150,000 – 12 mos.  
Education Trust-Midwest: Michigan policy efforts

Focus: HOPE
Detroit, MI  
$500,000 – 12 mos.  
General purposes

Harlem Children’s Zone
New York, NY  
$200,000 – 24 mos.  
General purposes

Subtotal: $1,000,000
Special Opportunities

Program Area Total: $1,000,000
Special Initiatives

Program Total: $21,836,095
Education
To support programs around the world that protect communities and the ecosystems upon which they depend, we make grants in the following areas:

**ADDRESSING THE FRESHWATER CHALLENGE**

**GOAL:** Secure sustainable levels of clean water for people and the environment, particularly in the Great Lakes basin.

**OBJECTIVES:**
- **STRENGTHENING THE ENVIRONMENTAL COMMUNITY:** We seek a strong, effective and sustainable community of nongovernmental organizations dedicated to the long-term conservation of freshwater ecosystems.
- **INFORMING SOUND PUBLIC POLICIES:** We seek well-designed and effectively implemented policies that advance the conservation of freshwater ecosystems.

**TRANSFORMING DEVELOPMENT FINANCE**

**GOAL:** Shape international investment to support sustainable development and reduce environmental degradation.

**OBJECTIVES:**
- **SECURING INFRASTRUCTURE AND ENERGY FOR A SUSTAINABLE FUTURE:** We envision infrastructure and energy investments that contribute to environmental sustainability and offer local economic opportunity.
- **PROMOTING SUSTAINABLE REGIONAL DEVELOPMENT AND INTEGRATION:** We seek international and regional investments that contribute to local sustainable development, with a focus on South America.

**ADVANCING CLIMATE CHANGE SOLUTIONS**

**GOAL:** Advance the adoption of clean energy technologies at the community level in developing countries.

**OBJECTIVES:**
- **PROVIDING ACCESS TO CLEAN ENERGY IN DEVELOPING COUNTRIES:** We seek to increase the use of renewable energy systems in rural communities in Africa, Asia and South America.

**SPECIAL INITIATIVES**

**GOAL:** Respond to unique opportunities to advance environmental protection in the U.S. and internationally.

---

With support from Mott, villagers in Brazil’s Xingu Indigenous Territory are being trained to operate and maintain solar energy systems. The initiative also has informed efforts to provide solar power in more Amazon forest villages.

PHOTO: LETÍCIA LEITE, COURTESY OF INSTITUTO SOCIOAMBIENTAL
ADDRESSING THE FRESHWATER CHALLENGE

STRENGTHENING THE ENVIRONMENTAL COMMUNITY

Alliance for the Great Lakes
Chicago, IL
$500,000 – 24 mos.
General purposes

Bonneville Environmental Foundation
Portland, OR
$100,000 – 24 mos.
Change the Course Great Lakes

Citizens Campaign Fund for the Environment
Farmingdale, NY
$150,000 – 24 mos.
Protecting drinking water and restoring the Great Lakes

Environmental Advocates of New York
Albany, NY
$150,000 – 24 mos.
Clean Water for New York Campaign

Environmental Defence
Toronto, Canada
$150,000 – 24 mos.
Safeguarding the Great Lakes

Environmental Leadership Program
Greenbelt, MD
$150,000 – 24 mos.
Strengthening Great Lakes leadership

Flint River Watershed Coalition
Flint, MI
$160,000 – 24 mos.
General purposes

Freshwater Future
Petoskey, MI
$5,000 – 24 mos.
General purposes
$200,000 – 12 mos.
Technical assistance to boost Great Lakes communication

Groundwork Center for Resilient Communities
Traverse City, MI
$150,000 – 24 mos.
Great Lakes Business Network

Heart of the Lakes Center for Land Conservation Policy
Bay City, MI
$75,000 – 12 mos.
Advancing Illinois leadership on Great Lakes protection

Illinois Environmental Council Education Fund
Springfield, IL
$300,000 – 24 mos.
Strengthening land trusts and promoting collaboration to conserve freshwater systems in the Great Lakes basin

Michigan Environmental Council
Lansing, MI
$400,000 – 24 mos.
Creating 21st century water management system in Michigan

Northland College
Ashland, WI
$50,000 – 18 mos.
Great Lakes Islands Alliance

Ohio Environmental Council
Columbus, OH
$400,000 – 24 mos.
Great Lakes Ecosystem Project
$400,000 – 24 mos.
Lake Erie Protection and Restoration Project

PennFuture
Harrisburg, PA
$75,000 – 12 mos.
Our Water, Our Future

River Alliance of Wisconsin
Madison, WI
$50,000 – 24 mos.
Great Lakes program

River Network
Boulder, CO
$400,000 – 24 mos.
Great Lakes drinking water and healthy rivers

University of Illinois at Chicago
Chicago, IL
$150,000 – 28 mos.
Freshwater Lab internship program

Virginia Organizing Inc.
Charlottesville, VA
$30,000 – 36 mos.
Health and Environmental Funders Network

ENVIRONMENT 2019 GRANT ACTIVITY

<table>
<thead>
<tr>
<th>Grant Activity</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADDRESSING THE FRESHWATER CHALLENGE</td>
<td>$5,878</td>
<td>37</td>
</tr>
<tr>
<td>Strengthening the Environmental Community</td>
<td>$3,935</td>
<td>23</td>
</tr>
<tr>
<td>Informing Sound Public Policies</td>
<td>$1,943</td>
<td>14</td>
</tr>
<tr>
<td>TRANSFORMING DEVELOPMENT FINANCE</td>
<td>$4,950</td>
<td>26</td>
</tr>
<tr>
<td>Securing Infrastructure and Energy for a Sustainable Future</td>
<td>$3,240</td>
<td>13</td>
</tr>
<tr>
<td>Promoting Sustainable Regional Development and Integration</td>
<td>$1,710</td>
<td>13</td>
</tr>
<tr>
<td>ADVANCING CLIMATE CHANGE SOLUTIONS</td>
<td>$3,720</td>
<td>18</td>
</tr>
<tr>
<td>Providing Access to Clean Energy in Developing Countries</td>
<td>$3,720</td>
<td>18</td>
</tr>
<tr>
<td>SPECIAL INITIATIVES</td>
<td>$1,450</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>$15,998</td>
<td>84</td>
</tr>
</tbody>
</table>

TOTAL $15,998,388
84 GRANTS

$1,450,000
3 GRANTS

$5,878,410
37 GRANTS

$3,720,420
18 GRANTS

$4,949,558
26 GRANTS
**INFORMING SOUND PUBLIC POLICIES**

**Conference of Great Lakes and St. Lawrence Governors and Premiers**  
Chicago, IL  
$50,000 – 12 mos.  
Great Lakes Leadership Summit

**Council of State Governments**  
Lexington, KY  
$100,000 – 24 mos.  
Great Lakes legislative caucus education

**Elevate Energy**  
Chicago, IL  
$150,000 – 24 mos.  
Advancing solutions to water affordability

**Environmental Law & Policy Center**  
Chicago, IL  
$175,000 – 24 mos.  
Clean Water Act implementation in the Great Lakes region

**Foundation-Administered Project**  
$59,410  
Strategic planning with drinking water grantees

**Great Lakes Indian Fish and Wildlife Commission**  
Odanah, WI  
$150,000 – 24 mos.  
Tribal science, training and communications project

**Metropolitan Planning Council**  
Chicago, IL  
$175,000 – 24 mos.  
Water Action Agenda

**Michigan Environmental Council**  
Lansing, MI  
$200,000 – 12 mos.  
Identifying water infrastructure funding options

**Michigan State University**  
East Lansing, MI  
$89,000 – 18 mos.  
Economic analysis of lead service line replacement

**Michigan Trout Unlimited**  
Dewitt, MI  
$150,000 – 24 mos.  
Protecting Great Lakes water resources

**Minnesota Center for Environmental Advocacy**  
St. Paul, MN  
$20,000 – 24 mos.  
Sustaining Great Lakes Project

**National Wildlife Federation**  
Reston, VA  
$70,000 – 24 mos.  
Sustaining Great Lakes Project

**Nature Conservancy**  
Arlington, VA  
$300,000 – 24 mos.  
Saginaw Bay Initiative

**Northeast-Midwest Institute**  
Washington, DC  
$255,000 – 24 mos.  
Great Lakes Washington Program

Subtotal: $3,935,000

**INFORMING SOUND PUBLIC POLICIES, Program Area Total:**  
$5,878,410

**TRANSFORMING DEVELOPMENT FINANCE**

**SECURING INFRASTRUCTURE AND ENERGY FOR A SUSTAINABLE FUTURE**

**Bank Information Center**  
Washington, DC  
$300,000 – 24 mos.  
General purposes

**Both ENDS Foundation**  
Amsterdam, Netherlands  
$100,000 – 16 mos.  
International financial institutions program

**Catholic Agency for Overseas Development**  
London, England  
$300,000 – 36 mos.  
Strengthening the ACCESS coalition

**Center for International Environmental Law**  
Washington, DC  
$200,000 – 24 mos.  
Ensuring development and climate finance supports sustainable development

**Christian Aid**  
London, England  
$125,000 – 15 mos.  
African Development Bank energy financing

**Foundation-Administered Project**  
$43,158  
Transforming Development Finance convenings

**Friends of the Earth**  
Washington, DC  
$300,000 – 24 mos.  
Advancing and protecting sustainability standards in development finance

**Inclusive Development International**  
Asheville, NC  
$300,000 – 24 mos.  
Building capacity to monitor Chinese investment in Asia

**NGO Forum on ADB**  
Quezon City, Philippines  
$300,000 – 24 mos.  
General purposes

**Oxfam America**  
Boston, MA  
$350,000 – 24 mos.  
Shifting the narrative: Addressing Africa’s energy poverty challenge

**Peregrine Environmental Consulting**  
Takoma Park, MD  
$121,400 – 12 mos.  
Creating Access to Justice Fund

**Vasudha Foundation USA**  
Sugar Land, TX  
$250,000 – 24 mos.  
Exploring best-practice models and pathways for international clean-energy finance

**World Resources Institute**  
Washington, DC  
$300,000 – 24 mos.  
Sustainable Finance Center

One of the world’s largest oil extraction facilities threatens the environment and indigenous communities in Argentina. Mott grantees are working to shift energy financing in developing countries to be more sustainable and to mitigate the social and environmental impacts of such large infrastructure projects.

*Photo: Courtesy of Mongabay.com*
World Wildlife Fund
Washington, DC
$250,000 – 24 mos.
Greening Chinese development finance
Subtotal: $3,239,558
Securing Infrastructure and Energy for a Sustainable Future

PROMOTING SUSTAINABLE REGIONAL DEVELOPMENT AND INTEGRATION
Asociacion Ambient y Sociedad Bogotá, Colombia
$200,000 – 24 mos.
Sustainable development finance in South America
Fondo de Mujeres del Sur
Asuncion, Paraguay
$190,000 – 24 mos.
South American Regional Fund
Getulio Vargas Foundation
Rio de Janeiro, Brazil
$300,000 – 24 mos.
Monitoring hydropower impacts in the Amazon
Global Greengrants Fund
Boulder, CO
$100,000 – 24 mos.
Environmental Defenders Collaborative
Global Investigative Journalism Network
Silver Spring, MD
$10,000 – 12 mos.
Global Investigative Journalism Conference Fellowship Program
Instituto Centro de Vida
Mato Grosso, Brazil
$233,200 – 24 mos.
Energy and infrastructure development in the Amazon
Interamerican Association for Environmental Defense
San Francisco, CA
$200,000 – 24 mos.
Promoting sustainability in energy and infrastructure investments in Latin America
International Accountability Project
New York, NY
$150,000 – 24 mos.
Early Warning System
International Rivers
Oakland, CA
$16,800 – 26 mos.
Strengthening dam standards and protecting rivers
Land is Life
Brooklyn, NY
$100,000 – 24 mos.
Tools for defending environmental defenders
Mongabay.org
Menlo Park, CA
$100,000 – 24 mos.
Brazilian Development Bank and the Amazon
Socio-Environmental Fund CASA
Sao Paulo, Brazil
($190,000)
Adjustment to previous grant

ADVANCING CLIMATE CHANGE SOLUTIONS
PROVIDING ACCESS TO CLEAN ENERGY IN DEVELOPING COUNTRIES.
Amazon Conservation Team
Arlington, VA
$200,000 – 24 mos.
Solar energy for Chiribiquete forest dwellers
Brazilian Association for Distributed Generation
Sao Paulo, Brazil
$150,000 – 24 mos.
Expanding distributed renewable energy in Amazon
Centro de Estudos Avancados de Promocao Social e Ambiental
Pará, Brazil
$25,000 – 24 mos.
Solar energy for Amazon River dwellers
EnAccess
Amsterdam, Netherlands
$400,000 – 24 mos.
General purposes
$500,000 – 24 mos.
Off-grid innovations for livelihoods
Entrepreneurship Management and Development Foundation (IMED)
Dar es Salaam, Tanzania
$124,320 – 24 mos.
Building sustainable local energy enterprises serving the poor
Global Fund for Community Foundations
Johannesburg, South Africa
$139,100 – 24 mos.
Building inclusive financial ecosystem for end users and enterprises
IDEAS-Instituto para o Desenvolvimento de Energias Alternativas e de Auto Sustentabilidade
Rio Grande do Sul, Brazil
$225,000 – 24 mos.
Light for a Better Life
Instituto Clima e Sociedade
Rio De Janeiro, Brazil
$200,000 – 24 mos.
Renewable Roraima: studies for isolated community electrification

Instituto Socioambiental
Sao Paulo, Brazil
$200,000 – 24 mos.
Energy distributed to isolated communities
$150,000 – 24 mos.
Solar Village: Tarandua
International Institute for Environment and Development
London, England
$100,000 – 12 mos.
Financing clean energy access
Rockefeller Philanthropy Advisors
New York, NY
$400,000 – 24 mos.
Shine: Investing in energy access for all
Salesian Missions
New Rochelle, NY
$82,000 – 28 mos.
Solar electrician and entrepreneurship training
Solar Energy Light Company Foundation
Bangalore, India
$400,000 – 24 mos.
Sharing Indian social entrepreneurs’ lessons for African off-grid energy
United Nations Foundation
Washington, DC
$200,000 – 24 mos.
Sustainable Energy for All
World Wildlife Fund
Washington, DC
$50,000 – 24 mos.
Renewable energy for extractive reserves in the Amazon
$175,000 – 24 mos.
Solar Village: Vila Limeira

Subtotal: $3,720,420
Providing Access to Clean Energy in Developing Countries
Program Area Total: $3,720,420
Advancing Climate Change Solutions

SPECIAL INITIATIVES
SPECIAL OPPORTUNITIES
Climate Leadership Council
Washington, DC
$200,000 – 12 mos.
General purposes
State of Michigan
Lansing, MI
$1,000,000 – 6 mos.
Ludington State Park land acquisition
University of Michigan–Ann Arbor
Ann Arbor, MI
$250,000 – 24 mos.
Broadening cross-cultural participation and diversity in Great Lakes advocacy

Subtotal: $1,450,000
Special Opportunities
Program Area Total: $1,450,000
Special Initiatives
Program Total: $15,998,388
Environment
To help our hometown of Flint solve problems, create opportunities and build a vibrant future for the community and its residents, we make grants in the following areas:

**REVITALIZING THE EDUCATION CONTINUUM**

**GOAL:** Increase educational opportunities that will help Flint area children, youth and adults achieve success in the classroom and the workplace.

**OBJECTIVES:**
- **EARLY CHILDHOOD EDUCATION:** We seek to increase access to high-quality early childhood education in Flint.
- **STRONG K-12 SYSTEMS:** We strive for a strong, sustainable K-12 system that provides local families with high-quality educational choices.
- **COMMUNITY EDUCATION:** We support a re-envisioned approach to community education for Flint residents.
- **COLLEGE AND CAREER:** We aim for broad access among residents to multiple educational and career pathways.

**ENRICHING LIVES THROUGH ARTS & CULTURE**

**GOAL:** Support local arts and cultural organizations as critical forces for positive change in Flint.

**OBJECTIVES:**
- **FLINT CULTURAL CENTER CAMPUS:** We strive to ensure that the Flint Cultural Center is strong, sustainable and has the capacity it needs to provide area residents, especially youth, with diverse, quality programming.
- **SMALLER ARTS ORGANIZATIONS:** We seek to strengthen the overall arts community in Flint in ways that cultivate and connect local artists, patrons and residents, and that attract diverse audiences from throughout the area.

**RESTORING COMMUNITY VITALITY**

**GOAL:** Stimulate local job growth, revitalize the city center and spark new economic energy in the greater Flint area.

**OBJECTIVES:**
- **A VIBRANT LOCAL AND REGIONAL ECONOMY:** We seek the development of a robust and diverse regional economy that builds on the area’s strengths and assets.
- **ATTRACT INVESTMENT TO DOWNTOWN FLINT:** We envision a city center that attracts both public and private investment.
- **AFFORDABLE HOUSING AND LIVABLE NEIGHBORHOODS:** We seek to cultivate affordable housing opportunities and strong neighborhoods in and around the city.
- **A CONNECTED ENTREPRENEURIAL COMMUNITY:** We aim for a vibrant and connected community of local entrepreneurs and small businesses.

**MEETING EVOLVING COMMUNITY NEEDS**

**GOAL:** Strengthen the capacity of area programs and organizations to help children and families meet their needs, embrace opportunities and improve their lives.

**OBJECTIVES:**
- **NONPROFIT/PHILANTHROPIC SECTOR:** We envision a strong nonprofit and philanthropic sector that supports high quality of life in Flint.
- **SPECIAL OPPORTUNITIES:** We strive to maintain the flexibility to help leverage opportunities and resources for the Flint community, test new ideas, incubate local projects and meet specific, unforeseen needs as they arise.

---

During his February 2019 visit to Flint, cellist Yo-Yo Ma performed with Baba Collins from the city’s Kuungana African Drum and Dance Company. Ma brought to Flint the message of cultural collaboration as a positive force for social change.

**PHOTO:** PETER SMITH, COURTESY OF UNIVERSITY MUSICAL SOCIETY
Revitalizing the Education Continuum

Early Childhood Education

Community Foundation of Greater Flint
Flint, MI
$250,000 – 12 mos.
Early childhood capacity building
$450,000 – 36 mos.
Early childhood education research
$125,000 – 12 mos.
Unified enrollment system

Subtotal: $825,000
Early Childhood Education

Strong K–12 Systems

Council of Michigan Foundations
Grand Haven, MI
$300,000 – 29 mos.
Launch Michigan

Education Trust
Washington, DC
$76,000 – 6 mos.
Education scenario analysis

Flint Community Schools
Flint, MI
($100,000)
Adjustment to previous grant

Subtotal: $8,285,546
Strong K–12 Systems

Community Education

Boys & Girls Clubs of Greater Flint
Flint, MI
$100,000 – 12 mos.
General purposes

Cranbrook Educational Community
Bloomfield Hills, MI
$500,000 – 11 mos.
Flint Community Schools Young Scientists

Crim Fitness Foundation
Flint, MI
$3,300,000 – 12 mos.
Community education initiative

$120,000 – 18 mos.
Community education innovation fund

$150,000 – 12 mos.
Sports equipment infusion

Genesee Area Focus Fund
Flint, MI
($36,355)
Adjustment to previous grant

$3,700,000 – 12 mos.
YouthQuest afterschool initiative

Subtotal: $7,833,645
Community Education

Flint Cultural Center Foundation
Flint, MI
$5,771,000 – 24 mos.
Flint Cultural Center Academy

Flint Cultural Center Corporation
Flint, MI
$1,086,500 – 12 mos.
Flint Cultural Center Academy implementation

Genesee Intermediate School District
Flint, MI
$44,800 – 12 mos.
Aviation Academy

$150,000 – 10 mos.
Genesee Early College

Michigan State University
East Lansing, MI
$751,470 – 12 mos.
Technical assistance for improved teaching and learning

University of Michigan–Flint
Flint, MI
$205,776 – 12 mos.
Committed to Excellence and Opportunity Program

Subtotal: $8,285,546
Strong K–12 Systems

FLINT AREA 2019 Grant Activity

<table>
<thead>
<tr>
<th>Grant Category</th>
<th>Grant Dollars (in millions)</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revitalizing the Education Continuum</td>
<td>$31.616</td>
<td>28</td>
</tr>
<tr>
<td>Early Childhood Education</td>
<td>$0.825</td>
<td>3</td>
</tr>
<tr>
<td>Strong K–12 Systems</td>
<td>$8.285</td>
<td>9</td>
</tr>
<tr>
<td>Community Education</td>
<td>$7.834</td>
<td>6</td>
</tr>
<tr>
<td>College and Career</td>
<td>$14.672</td>
<td>10</td>
</tr>
<tr>
<td>Enriching Lives through Arts &amp; Culture</td>
<td>$27.173</td>
<td>24</td>
</tr>
<tr>
<td>Flint Cultural Center Campus</td>
<td>$26.358</td>
<td>13</td>
</tr>
<tr>
<td>Smaller Arts Organizations</td>
<td>$0.815</td>
<td>11</td>
</tr>
<tr>
<td>Restoring Community Vitality</td>
<td>$8.751</td>
<td>38</td>
</tr>
<tr>
<td>A Vibrant Local and Regional Economy</td>
<td>$2.525</td>
<td>6</td>
</tr>
<tr>
<td>Attract Investment to Downtown Flint</td>
<td>$2.452</td>
<td>7</td>
</tr>
<tr>
<td>Affordable Housing and Livable Neighborhoods</td>
<td>$2.520</td>
<td>15</td>
</tr>
<tr>
<td>A Connected Entrepreneurial Community</td>
<td>$1.254</td>
<td>10</td>
</tr>
<tr>
<td>Meeting Evolving Community Needs</td>
<td>$6.191</td>
<td>33</td>
</tr>
<tr>
<td>Nonprofit/Philanthropic Sector</td>
<td>$4.444</td>
<td>19</td>
</tr>
<tr>
<td>Special Opportunities</td>
<td>$1.747</td>
<td>14</td>
</tr>
<tr>
<td>Totals</td>
<td>$73.731</td>
<td>123</td>
</tr>
</tbody>
</table>

Total $73,731,053
123 Grants

$6,191,469
33 Grants

$8,751,198
38 Grants

$27,172,450
24 Grants

$31,615,936
28 Grants

$3,700,000
12 mos.
YouthQuest afterschool initiative

$3,300,000
12 mos.
Community education initiative

$120,000
18 mos.
Community education innovation fund

$150,000
12 mos.
Sports equipment infusion

$36,355
Adjustment to previous grant

$7,833,645
Community Education
Children interact with a deep-sea exploration display at Courtland Center Mall in Flint. It is one of several Sloan Museum of Discovery exhibits temporarily housed at the shopping center while the museum undergoes a $26.5 million renovation that is supported, in part, by Mott.

PHOTO: COURTESY OF SLOAN MUSEUM OF DISCOVERY

**COLLEGE AND CAREER**

Genesee Area Focus Fund  
Flint, MI  
$825,000 – 12 mos.  
Summer Youth Initiative and TeenQuest

Greater Flint Health Coalition  
Flint, MI  
$175,000 – 12 mos.  
Flint Healthcare Employment Opportunities Program

Kettering University  
Flint, MI  
$12,500,000 – 48 mos.  
Learning Commons

Metro Community Development  
Flint, MI  
$50,000 – 12 mos.  
Helping young people to employment programs

Mott Community College  
Flint, MI  
$300,000 – 12 mos.  
Adult Career Pathway Program

Peckham Inc.  
Lansing, MI  
$296,745 – 12 mos.  
Work-readiness program

Specialized Employment Services Inc.  
Flint, MI  
$85,000 – 12 mos.  
Flint STRIVE Academy youth empowerment program

$300,000 – 12 mos.  
Flint STRIVE replication program

St. Luke N.E.W. Life Center  
Flint, MI  
$140,000 – 12 mos.  
Employment preparation program

Subtotal:  
$14,671,745

Program Area Total:  
$31,615,936  
Revitalizing the Education Continuum

**ENRICHING LIVES THROUGH ARTS & CULTURE**

**FLINT CULTURAL CENTER CAMPUS**

Flint Cultural Center Corporation  
Flint, MI  
$350,000 – 12 mos.  
Food services building demolition

$1,000,000 – 12 mos.  
Operating support

$100,000 – 12 mos.  
School and community programming

$5,000,000 – 28 mos.  
Sloan Museum of Discovery renovation and expansion project

Flint Institute of Arts  
Flint, MI  
$500,000 – 12 mos.  
Operating support

Flint Institute of Music  
Flint, MI  
$195,950 – 6 mos.  
Facility improvements

$41,750 – 12 mos.  
Music Around Town

Flint Public Library  
Flint, MI  
$15,000,000 – 29 mos.  
Library renovations and upgrades

Foundation for the Flint Cultural Center  
Flint, MI  
$4,000,000 – 120 mos.  
Flint Cultural Center organizations operating endowment

Sphinx Organization  
Detroit, MI  
$100,000 – 12 mos.  
Overture program and partnership with Flint Institute of Music

Tapology Inc.  
Mt. Morris, MI  
$70,000 – 12 mos.  
Tapology youth outreach

Subtotal:  
$26,357,700

OTHER SMALLER ARTS ORGANIZATIONS

Buckham Fine Arts Project  
Flint, MI  
$40,000 – 12 mos.  
General purposes

City of Flint  
Flint, MI  
$100,000 – 7 mos.  
Event policing and public safety

Community Foundation of Greater Flint  
Flint, MI  
$40,000 – 12 mos.  
Neighborhood arts and cultural events

Flint Downtown Development Authority  
Flint, MI  
$30,000 – 1 mo.  
Flint fireworks

Flint Public Art Project  
Flint, MI  
$28,250 – 4 mos.  
Free City Mural Festival

Greater Flint Arts Council  
Flint, MI  
$300,000 – 12 mos.  
General purposes

$160,000 – 12 mos.  
Parade of Festivals

Red Ink Flint  
Flint, MI  
$70,000 – 12 mos.  
General purposes
**Sylvester Broome**  
Empowerment Village  
*Flint, MI*  
$36,500 – 12 mos.  
Music education program

**University Musical Society**  
Ann Arbor, MI  
$10,000 – 4 mos.  
Yo-Yo Ma Day of Action

Subtotal: $814,750

**Genesee Area Focus Fund**  
*Flint, MI*  
$1,765,000 – 12 mos.  
Education and economic development initiatives

**Latinx Technology & Community Center**  
*Flint, MI*  
$100,000 – 12 mos.  
Capacity building

Subtotal: $2,525,000

**Brookings Institution**  
Washington, DC  
$100,000 – 12 mos.  
Metropolitan Policy Program

**Genesee County Habitat for Humanity**  
*Flint, MI*  
$125,000 – 12 mos.  
Flint BRAND program

**Genesee County Land Bank Authority**  
*Flint, MI*  
$600,000 – 12 mos.  
Homeowner-occupied repair program

**Flint Downtown Development Authority**  
*Flint, MI*  
$100,000 – 12 mos.  
Downtown placemaking

**Metro Community Development**  
*Flint, MI*  
$135,000 – 12 mos.  
Capacity building

**Foundation for the Uptown Reinvestment Corporation**  
*Flint, MI*  
$250,000 – 12 mos.  
Property acquisition and neighborhood stabilization

**Local Initiatives Support Corporation**  
*New York, NY*  
$250,000 – 12 mos.  
Flint and Genesee County community development project

**Michigan Community Capital**  
*Lansing, MI*  
$150,000 – 12 mos.  
Capacity building

**A Flint resident helps to identify future land use priorities in the city.**  
PHOTO: COURTESY OF SUSTAINABLE BUILT ENVIRONMENT INITIATIVE, MICHIGAN STATE UNIVERSITY
### Meeting Evolving Community Needs

#### Nonprofit/Philanthropic Sector

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catholic Charities of Shiawassee and Genesee Counties</td>
<td>Flint, MI</td>
<td>$290,000 – 12 mos.</td>
<td></td>
<td>Soup kitchens, warming center and medical transportation</td>
</tr>
<tr>
<td>Community Foundation of Greater Flint</td>
<td>Flint, MI</td>
<td>$1,471,342 – 12 mos.</td>
<td></td>
<td>Endowment funds</td>
</tr>
<tr>
<td>Crim Fitness Foundation</td>
<td>Flint, MI</td>
<td>$75,000 – 12 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Fair Food Network</td>
<td>Ann Arbor, MI</td>
<td>$150,000 – 12 mos.</td>
<td></td>
<td>Double Up Food Bucks project</td>
</tr>
<tr>
<td>Food Bank of Eastern Michigan</td>
<td>Flint, MI</td>
<td>$20,000 – 12 mos.</td>
<td></td>
<td>Flint Diaper Bank</td>
</tr>
<tr>
<td>Greater Flint Health Coalition</td>
<td>Flint, MI</td>
<td>$50,000 – 12 mos.</td>
<td></td>
<td>Building renovations</td>
</tr>
<tr>
<td>Salvation Army of Genesee County</td>
<td>Flint, MI</td>
<td>$50,000 – 12 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Shelter of Flint</td>
<td>Flint, MI</td>
<td>$90,000 – 12 mos.</td>
<td></td>
<td>Housing and food assistance</td>
</tr>
<tr>
<td>United Way of Genesee County</td>
<td>Flint, MI</td>
<td>$123,000 – 12 mos.</td>
<td></td>
<td>Berston Field House capacity building</td>
</tr>
<tr>
<td>United Way of Genesee County</td>
<td>Flint, MI</td>
<td>$300,000 – 24 mos.</td>
<td></td>
<td>Advocacy Center expansion</td>
</tr>
<tr>
<td>Voices for Children Advocacy Center</td>
<td>Flint, MI</td>
<td>$38,000 – 12 mos.</td>
<td></td>
<td>Facility upgrades</td>
</tr>
<tr>
<td>Whaley Children’s Center</td>
<td>Flint, MI</td>
<td>$30,000 – 12 mos.</td>
<td></td>
<td>Facility upgrades</td>
</tr>
</tbody>
</table>

#### Program Area Total: $4,444,342

### Special Opportunities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arab American Heritage Council</td>
<td>Flint, MI</td>
<td>$30,000 – 12 mos.</td>
<td></td>
<td>Immigration services</td>
</tr>
</tbody>
</table>

#### Subtotal: $4,444,342

### Program Area Total: $6,191,469

### A Connected Entrepreneurial Community

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ferris Wheel Innovation Center</td>
<td>Flint, MI</td>
<td>$322,000 – 12 mos.</td>
<td></td>
<td>100K Ideas</td>
</tr>
<tr>
<td>Foundation for the Uptown Reinvestment Corporation</td>
<td>Flint, MI</td>
<td>$60,000 – 15 mos.</td>
<td></td>
<td>Flint Food Works commercial kitchen</td>
</tr>
<tr>
<td>Genesee Chamber Foundation</td>
<td>Flint, MI</td>
<td>$100,000 – 12 mos.</td>
<td></td>
<td>Billy Durant Society</td>
</tr>
<tr>
<td>Mott Community College</td>
<td>Flint, MI</td>
<td>$128,000 – 12 mos.</td>
<td></td>
<td>Entrepreneurship network</td>
</tr>
<tr>
<td>Shelton of Flint</td>
<td>Flint, MI</td>
<td>$90,000 – 12 mos.</td>
<td></td>
<td>Housing and food assistance</td>
</tr>
<tr>
<td>United Way of Genesee County (Ferris Wheel Innovation Center)</td>
<td>Flint, MI</td>
<td>$123,000 – 12 mos.</td>
<td></td>
<td>Berston Field House capacity building</td>
</tr>
<tr>
<td>United Way of Genesee County (Foundation for the Uptown Reinvestment Corporation)</td>
<td>Flint, MI</td>
<td>$300,000 – 24 mos.</td>
<td></td>
<td>Advocacy Center expansion</td>
</tr>
</tbody>
</table>

#### Subtotal: $1,254,125

### A Connected Entrepreneurial Community Total: $8,751,198

### Meeting Evolving Community Needs

#### Nonprofit/Philanthropic Sector

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catholic Charities of Shiawassee and Genesee Counties</td>
<td>Flint, MI</td>
<td>$290,000 – 12 mos.</td>
<td></td>
<td>Soup kitchens, warming center and medical transportation</td>
</tr>
<tr>
<td>Community Foundation of Greater Flint</td>
<td>Flint, MI</td>
<td>$1,471,342 – 12 mos.</td>
<td></td>
<td>Endowment funds</td>
</tr>
<tr>
<td>Crim Fitness Foundation</td>
<td>Flint, MI</td>
<td>$75,000 – 12 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
<tr>
<td>Fair Food Network</td>
<td>Ann Arbor, MI</td>
<td>$150,000 – 12 mos.</td>
<td></td>
<td>Double Up Food Bucks project</td>
</tr>
<tr>
<td>Food Bank of Eastern Michigan</td>
<td>Flint, MI</td>
<td>$20,000 – 12 mos.</td>
<td></td>
<td>Flint Diaper Bank</td>
</tr>
<tr>
<td>Greater Flint Health Coalition</td>
<td>Flint, MI</td>
<td>$50,000 – 12 mos.</td>
<td></td>
<td>Building renovations</td>
</tr>
<tr>
<td>Salvation Army of Genesee County</td>
<td>Flint, MI</td>
<td>$50,000 – 12 mos.</td>
<td></td>
<td>General purposes</td>
</tr>
</tbody>
</table>

#### Subtotal: $2,520,000

### A Connected Entrepreneurial Community Total: $8,751,198

### Special Opportunities

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arab American Heritage Council</td>
<td>Flint, MI</td>
<td>$30,000 – 12 mos.</td>
<td></td>
<td>Immigration services</td>
</tr>
</tbody>
</table>

#### Subtotal: $1,747,127

### Special Opportunities Total: $1,747,127

### Program Area Total: $6,191,469

### Meeting Evolving Community Needs Total: $73,731,053

### City of Flint

<table>
<thead>
<tr>
<th>Organization</th>
<th>Location</th>
<th>Amount</th>
<th>Duration</th>
<th>Purpose and Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Flint</td>
<td>Flint, MI</td>
<td>$321,915 – 12 mos.</td>
<td></td>
<td>Maintenance of city parks</td>
</tr>
<tr>
<td>Community Foundation of Greater Flint</td>
<td>Flint, MI</td>
<td>$15,000 – 12 mos.</td>
<td></td>
<td>Leadership and community conversations</td>
</tr>
</tbody>
</table>

### Subtotal: $336,915

### Meeting Evolving Community Needs Total: $73,731,053

### City of Flint Total: $73,731,053
EXPLORATORY AND SPECIAL PROJECTS

PURPOSE: To support unusual or unique opportunities addressing significant national and international problems. Proposals are by invitation only. Unsolicited proposals are discouraged.

SPECIAL PROJECTS
Institute for Behavior and Health Inc.
Rockville, MD
$100,000 – 24 mos.
Youth substance abuse reduction program
National Public Radio
Washington, DC
$200,000 – 24 mos.
News and information programs
PEAK Grantmaking Inc.
Washington, DC
$20,000 – 24 mos.
General purposes

University of Michigan–Ann Arbor
Ann Arbor, MI
$24,960 – 14 mos.
Michigan news and information programs
Women of Zion Outreach Ministry
Port St. Lucie, FL
$20,000 – 12 mos.
Afterschool support

Program Area Total: $364,960
Program Total: $364,960

EXPLORATORY AND SPECIAL PROJECTS
EMPLOYEE AND TRUSTEE GRANTS

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

EMPLOYEE/TRUSTEE MATCHING GRANTS
Program Area Total: $1,938,615
Employee/Trustee Matching Grants

TRUSTEE-INITIATED GRANTS
Program Area Total: $1,467,000
Trustee Initiated

Program Total: $3,405,615
Employee/Trustee Matching and Trustee Initiated

TOTAL MOTT GRANTMAKING IN 2019: $132,758,564
2010–2019 SELECTED FINANCIAL INFORMATION

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets – Fair Value</td>
<td>$2,227.4</td>
<td>$2,159.9</td>
<td>$2,301.1</td>
<td>$2,584.0</td>
<td>$2,720.8</td>
<td>$2,788.2</td>
<td>$3,098.3</td>
<td>$3,005.3</td>
<td>$3,195.0</td>
<td></td>
</tr>
<tr>
<td>Total Assets – 2019 Dollars</td>
<td>2,611.5</td>
<td>2,459.4</td>
<td>2,575.5</td>
<td>2,849.3</td>
<td>3,058.3</td>
<td>2,956.0</td>
<td>2,967.7</td>
<td>3,229.6</td>
<td>3,074.0</td>
<td>3,195.0</td>
</tr>
<tr>
<td>12–Month Rolling Average Assets</td>
<td>2,063.4</td>
<td>2,227.7</td>
<td>2,246.8</td>
<td>2,393.3</td>
<td>2,657.5</td>
<td>2,786.7</td>
<td>2,709.0</td>
<td>2,918.3</td>
<td>3,073.5</td>
<td>3,123.0</td>
</tr>
<tr>
<td>Total Investment Income (Loss)</td>
<td>275.5</td>
<td>62.8</td>
<td>252.7</td>
<td>401.4</td>
<td>313.9</td>
<td>81.8</td>
<td>209.4</td>
<td>454.4</td>
<td>65.3</td>
<td>346.4</td>
</tr>
<tr>
<td>Total Investment Income (Loss) 2019 Dollars</td>
<td>323.0</td>
<td>71.5</td>
<td>282.8</td>
<td>442.6</td>
<td>343.5</td>
<td>88.9</td>
<td>222.8</td>
<td>473.6</td>
<td>66.8</td>
<td>346.4</td>
</tr>
<tr>
<td>Total Grants Awarded</td>
<td>92.9</td>
<td>89.3</td>
<td>91.0</td>
<td>101.0</td>
<td>101.4</td>
<td>119.1</td>
<td>124.4</td>
<td>122.2</td>
<td>131.4</td>
<td>132.8</td>
</tr>
<tr>
<td>Total Expenditures*</td>
<td>127.9</td>
<td>130.0</td>
<td>110.9</td>
<td>137.1</td>
<td>95.9</td>
<td>154.7</td>
<td>143.6</td>
<td>150.6</td>
<td>159.0</td>
<td>160.4</td>
</tr>
</tbody>
</table>

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

*Total expenditures include grant payments, foundation-administered projects, administrative expenses, excise and income taxes, and investment expenses.
PROFILE: 2019 GRANTMAKING

GRANTMAKING ACTIVITIES

TOTAL
364 GRANTS

in millions
Civil Society $17.4 / 13.1%
Education $21.8 / 16.4%
Environment $16.0 / 12.1%
Flint Area $73.7 / 55.5%
Exploratory and Special Projects $0.4 / 0.3%
Employee and Trustee Grants $3.4 / 2.6%

Does not include Employee and Trustee Grants

2010–2019 GRANTS AWARDED BY PROGRAM in millions

Employee and Trustee Grants
Exploratory and Special Projects
Flint Area
Environment
Education
Civil Society

$125
$100
$75
$50
$25
$0

REPORT OF INDEPENDENT CERTIFIED PUBLIC ACCOUNTANTS

Board of Trustees
Charles Stewart Mott Foundation

We have audited the accompanying financial statements of Charles Stewart Mott Foundation, which comprise the statements of financial position as of December 31, 2019 and 2018, and the related statements of activities and cash flows for the years then ended, and the related notes to the financial statements.

Management’s responsibility for the financial statements
Management is responsible for the preparation and fair presentation of these 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.

Auditor’s responsibility
Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements 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 entity’s internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Charles Stewart Mott Foundation as of December 31, 2019 and 2018, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Chicago, Illinois
July 31, 2020
## Statements of Financial Position

### Assets

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investments, at fair value</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>$ 53,260,729</td>
<td>$ 89,552,374</td>
</tr>
<tr>
<td>Public equities</td>
<td>471,594,615</td>
<td>385,975,815</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>345,070,890</td>
<td>273,326,064</td>
</tr>
<tr>
<td>Alternatives – limited partnerships</td>
<td>1,477,510,983</td>
<td>1,578,379,324</td>
</tr>
<tr>
<td>Alternatives – non-partnerships</td>
<td>810,757,210</td>
<td>654,734,735</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>10,255,542</td>
<td>4,136,410</td>
</tr>
<tr>
<td></td>
<td>3,168,449,969</td>
<td>2,986,104,727</td>
</tr>
<tr>
<td>Cash</td>
<td>16,575,776</td>
<td>8,845,593</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>1,189,707</td>
<td>1,066,203</td>
</tr>
<tr>
<td>Land, building and improvements, net</td>
<td>3,122,305</td>
<td>2,855,451</td>
</tr>
<tr>
<td>Other assets</td>
<td>5,648,645</td>
<td>6,430,244</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$ 3,194,986,402</td>
<td>$ 3,005,302,218</td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets Without Donor Restrictions

<table>
<thead>
<tr>
<th>Liability Type</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investment trades payable</td>
<td>$ 952,473</td>
<td>$ 428,311</td>
</tr>
<tr>
<td>Grants payable</td>
<td>29,941,947</td>
<td>27,244,273</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>43,871,505</td>
<td>43,899,222</td>
</tr>
<tr>
<td>Deferred excise tax</td>
<td>12,531,018</td>
<td>16,313,311</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td>87,296,943</td>
<td>87,885,117</td>
</tr>
<tr>
<td><strong>NET ASSETS WITHOUT DONOR RESTRICTIONS</strong></td>
<td>3,107,689,459</td>
<td>2,917,417,101</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS WITHOUT DONOR RESTRICTIONS</strong></td>
<td>$ 3,194,986,402</td>
<td>$ 3,005,302,218</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
### INCOME:

<table>
<thead>
<tr>
<th>Item</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dividends and interest</td>
<td>$29,546,181</td>
<td>$33,141,114</td>
</tr>
<tr>
<td>Limited partnership income (loss)</td>
<td>205,507,998</td>
<td>149,557,674</td>
</tr>
<tr>
<td>Net realized gain (loss) on investments</td>
<td>24,959,930</td>
<td>47,947,702</td>
</tr>
<tr>
<td>Net unrealized gain (loss) on investments</td>
<td>89,012,828</td>
<td>(163,849,738)</td>
</tr>
<tr>
<td>Other income (expense)</td>
<td>(2,581,270)</td>
<td>(1,481,853)</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>346,445,267</strong></td>
<td><strong>65,314,899</strong></td>
</tr>
</tbody>
</table>

### INVESTMENT EXPENSES:

<table>
<thead>
<tr>
<th>Item</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct investment expenses</td>
<td>8,405,911</td>
<td>8,176,966</td>
</tr>
<tr>
<td>Provision for taxes:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current excise tax</td>
<td>3,228,935</td>
<td>1,967,890</td>
</tr>
<tr>
<td>Deferred excise tax expense (credit)</td>
<td>(3,782,293)</td>
<td>(2,682,985)</td>
</tr>
<tr>
<td>Unrelated business income tax (credit)</td>
<td>-</td>
<td>(165,929)</td>
</tr>
<tr>
<td>State income tax</td>
<td>258,429</td>
<td>350,000</td>
</tr>
<tr>
<td><strong>Total Investment Expense</strong></td>
<td><strong>8,110,982</strong></td>
<td><strong>7,645,942</strong></td>
</tr>
</tbody>
</table>

**Net Investment Income**

- **2019**: $338,334,285
- **2018**: $57,668,957

### GRANTS AND OPERATING EXPENSES:

<table>
<thead>
<tr>
<th>Item</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants, net of refunds</td>
<td>129,410,362</td>
<td>129,916,872</td>
</tr>
<tr>
<td>Foundation-administered projects</td>
<td>2,968,098</td>
<td>1,841,216</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>18,701,229</td>
<td>18,078,835</td>
</tr>
<tr>
<td><strong>Total Net Operating Income (loss)</strong></td>
<td><strong>151,079,689</strong></td>
<td><strong>149,836,923</strong></td>
</tr>
</tbody>
</table>

- **2019**: $151,079,689
- **2018**: $149,836,923

### OTHER CHANGES IN NET ASSETS WITHOUT DONOR RESTRICTIONS:

<table>
<thead>
<tr>
<th>Item</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pension changes other than net periodic benefit cost</td>
<td>4,455,622</td>
<td>(3,469,119)</td>
</tr>
<tr>
<td>Postretirement healthcare changes other than net periodic benefit cost</td>
<td>(1,437,860)</td>
<td>4,281,837</td>
</tr>
<tr>
<td><strong>Increase (decrease) in net assets without donor restrictions</strong></td>
<td><strong>190,272,358</strong></td>
<td><strong>(91,355,248)</strong></td>
</tr>
</tbody>
</table>

### NET ASSETS WITHOUT DONOR RESTRICTIONS:

<table>
<thead>
<tr>
<th>Item</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of year</td>
<td>2,917,417,101</td>
<td>3,008,772,349</td>
</tr>
<tr>
<td>End of year</td>
<td><strong>$3,107,689,459</strong></td>
<td><strong>$2,917,417,101</strong></td>
</tr>
</tbody>
</table>
## STATEMENTS OF CASH FLOWS

**Years Ended December 31,**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase (decrease) in net assets without donor restrictions</td>
<td>$190,272,358</td>
<td>$(91,355,248)</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets without donor restrictions to net cash used by operating activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net realized (gain) loss on investments</td>
<td>(24,959,930)</td>
<td>(47,947,702)</td>
</tr>
<tr>
<td>(Income) loss on limited partnerships</td>
<td>(205,507,598)</td>
<td>(149,557,674)</td>
</tr>
<tr>
<td>(Increase) decrease in unrealized gains on investments</td>
<td>(89,012,828)</td>
<td>163,849,738</td>
</tr>
<tr>
<td>Excess value of donated securities included with grants</td>
<td>1,458,773</td>
<td>3,633,445</td>
</tr>
<tr>
<td>Depreciation expense</td>
<td>163,783</td>
<td>248,212</td>
</tr>
<tr>
<td>(Increase) decrease in accrued interest and dividends</td>
<td>(123,504)</td>
<td>(258,712)</td>
</tr>
<tr>
<td>(Increase) decrease in other assets</td>
<td>781,599</td>
<td>164,432</td>
</tr>
<tr>
<td>Increase (decrease) in grants payable</td>
<td>2,697,674</td>
<td>1,423,790</td>
</tr>
<tr>
<td>Increase (decrease) in other liabilities</td>
<td>(27,717)</td>
<td>471,036</td>
</tr>
<tr>
<td>Increase (decrease) in deferred excise tax liability</td>
<td>(3,782,293)</td>
<td>(2,682,985)</td>
</tr>
<tr>
<td>Total adjustments</td>
<td>(318,312,041)</td>
<td>(30,656,420)</td>
</tr>
<tr>
<td>Net cash used by operating activities</td>
<td>(128,039,683)</td>
<td>(122,011,668)</td>
</tr>
<tr>
<td><strong>Cash flows from investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proceeds from sales or redemptions of investments</td>
<td>905,300,325</td>
<td>643,610,355</td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>(769,099,822)</td>
<td>(522,324,527)</td>
</tr>
<tr>
<td>Acquisition of building improvements</td>
<td>(430,637)</td>
<td>(37,317)</td>
</tr>
<tr>
<td>Net cash provided by investing activities</td>
<td>135,769,866</td>
<td>121,248,511</td>
</tr>
<tr>
<td>Net increase (decrease) in cash:</td>
<td>7,730,183</td>
<td>(763,157)</td>
</tr>
<tr>
<td>Cash, beginning of year</td>
<td>8,845,593</td>
<td>9,608,750</td>
</tr>
<tr>
<td>Cash, end of year</td>
<td>$16,575,776</td>
<td>$8,845,593</td>
</tr>
<tr>
<td><strong>Supplemental disclosure of noncash investing activities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment trades receivable (payable) at year end, net</td>
<td>$9,303,069</td>
<td>$3,708,099</td>
</tr>
</tbody>
</table>
NOTES TO FINANCIAL STATEMENTS
December 31, 2019 and 2018

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

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

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

Income Taxes
The Foundation follows the authoritative guidance on accounting for and disclosure of uncertainty in tax positions (Financial Accounting Standards Board (FASB) – Accounting Standards Codification 740) which requires the Foundation to determine whether a tax position is more likely than not to be sustained upon examination, including resolution of any related appeals or litigation processes, based on the technical merits of the position.

The Foundation has received a favorable determination letter from the Internal Revenue Service stating that it is exempt from Federal income taxes under Section 501(a) of the Internal Revenue Code (“Code”) as an organization described in Section 501(c) (3). However, unrelated business income is subject to taxation. The Foundation’s liability for unrelated business income taxes was $0 for 2018. Any taxable income for 2019 is expected to be exceeded by a net operating loss available for carry forward.

On December 22, 2017, the United States enacted tax reform legislation commonly known as the Tax Cuts and Jobs Act of 2017 (the “Act”), resulting in significant modifications to existing tax law. There were no material effects on the Foundation’s financial statements as a result of the Act. Foundation management continues to evaluate the ongoing impact of the Act on the organization.

Concentration of Credit Risk
The Foundation maintains certain cash accounts, the balances of which, at times, may exceed federally insured limits. The Foundation has not experienced any losses in such accounts. Management believes the Foundation is not exposed to any significant credit risk on cash.

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

Land, Building and Improvements
Land, building and improvements are recorded at cost. Upon sale or retirement of land, building and improvements, the cost and related accumulated depreciation are eliminated, and the resulting gain or loss is included in current income. Depreciation of building and improvements is provided over the estimated useful lives of the respective assets on a straight-line basis, ranging from 3-50 years. Depreciation expense for the years ended December 31, 2019 and 2018 was $163,783 and $248,212, respectively.
B. ACCOUNTING POLICIES (continued)

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

A summary of land, building and improvement holdings at December 31 is as follows:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land</td>
<td>$397,852</td>
<td>$397,852</td>
</tr>
<tr>
<td>Building and improvements</td>
<td>10,287,661</td>
<td>9,866,534</td>
</tr>
<tr>
<td>Less accumulated depreciation</td>
<td>(7,563,208)</td>
<td>(7,408,935)</td>
</tr>
<tr>
<td></td>
<td>$3,122,305</td>
<td>$2,855,451</td>
</tr>
</tbody>
</table>

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

Investment Trades Receivable, Payable and Deposits in Transit
Investment trades receivable represent investments that have been sold with a trade date in the current year but for which the funds have not been received until the subsequent year. The pending cash equivalent to be received from such trades is classified as an investment for statement of financial position purposes. Investment trades payable represent investments that have been purchased with a trade date in the current year but for which the funds have not been sent until the subsequent year. This commitment to settle the trade is classified as a liability for statement of financial position purposes. Deposits in transit represent monies sent in the current year for purposes of purchasing an investment whose trade date is in the subsequent year. Such in transit amounts are classified as investments for statement of financial position purposes.

Other Assets
Included in other assets are land and buildings that were purchased by the Foundation for charitable purposes and are recorded at cost.

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

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

The Foundation’s investment in United States Sugar Corporation (“USSC”), a non-publicly traded security with no readily determinable fair value, is priced based on an independent appraisal of the USSC stock on a non-marketable minority interest basis. The Foundation’s investment in USSC’s outstanding shares was 16.2% and 16.4% at December 31, 2019 and 2018, respectively.

The Foundation is party to certain limited partnership agreements, whereby the Foundation is committed to invest future funds into these partnerships. As of December 31, 2019 and 2018, the Foundation has $282.6 million and $371.1 million, respectively, in outstanding limited partnership commitments, including both domestic and international partnerships.

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

The following is a summary of fair values and cost basis of the investment securities held at December 31, 2019:

<table>
<thead>
<tr>
<th></th>
<th>Fair Value</th>
<th>Cost Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$53,260,729</td>
<td>$53,259,532</td>
</tr>
<tr>
<td>Public equities</td>
<td>471,594,615</td>
<td>397,468,139</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>345,070,890</td>
<td>347,257,004</td>
</tr>
<tr>
<td>Alternatives – limited partnerships</td>
<td>1,477,510,983</td>
<td>961,734,514</td>
</tr>
<tr>
<td>Alternatives – non-partnerships</td>
<td>810,757,210</td>
<td>523,108,827</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>10,255,542</td>
<td>10,255,542</td>
</tr>
</tbody>
</table>

$3,168,449,969   $2,293,083,558

The following is a summary of fair values and cost basis of the investment securities held at December 31, 2018:

<table>
<thead>
<tr>
<th></th>
<th>Fair Value</th>
<th>Cost Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$89,552,374</td>
<td>$89,552,109</td>
</tr>
<tr>
<td>Public equities</td>
<td>385,975,815</td>
<td>397,832,825</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>273,326,064</td>
<td>276,794,964</td>
</tr>
<tr>
<td>Alternatives – limited partnerships</td>
<td>1,578,379,329</td>
<td>986,155,999</td>
</tr>
<tr>
<td>Alternatives – non-partnerships</td>
<td>654,734,735</td>
<td>445,278,837</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>4,136,410</td>
<td>4,136,410</td>
</tr>
</tbody>
</table>

$2,986,104,727   $2,199,751,144

Investments valued at Net Asset Value (“NAV”) as of December 31, 2019, consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>Fair Value</th>
<th>Unfunded Commitments</th>
<th>Redemption Frequency</th>
<th>Redemption Notice Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities (a)</td>
<td>$707,260,499</td>
<td>$—</td>
<td>Quarterly to Annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Limited partnerships (b)</td>
<td>1,477,510,983</td>
<td>282,641,932</td>
<td>Quarterly to Annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Total investments at NAV</td>
<td>$2,184,771,482</td>
<td>$282,641,932</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Investments valued at NAV as of December 31, 2018, consisted of the following:

<table>
<thead>
<tr>
<th></th>
<th>Fair Value</th>
<th>Unfunded Commitments</th>
<th>Redemption Frequency</th>
<th>Redemption Notice Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities (a)</td>
<td>$557,421,665</td>
<td>$—</td>
<td>Quarterly to Annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Limited partnerships (b)</td>
<td>1,578,379,329</td>
<td>371,101,161</td>
<td>Quarterly to Annual if applicable</td>
<td>5 days to 4 months if applicable</td>
</tr>
<tr>
<td>Total investments at NAV</td>
<td>$2,135,800,994</td>
<td>$371,101,161</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
C. INVESTMENT SECURITIES (continued)

(a) This category includes investments in hedge funds and public equities. The NAV of the hedge and equity funds is as provided by the fund using various observable and unobservable market valuation techniques as allowed by the FASB. The majority of the hedge funds offer quarterly to annual liquidity options that require advance notice from 5 business days to 4 months, with various “lock-up” and “gate” provisions.

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

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

See footnote D for additional information regarding fair value measurements.

D. FAIR VALUE MEASUREMENTS

Fair value is defined as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market in an orderly transaction between market participants on the measurement date. In accordance with the authoritative guidance on fair value measurements and disclosures under generally accepted accounting principles (“GAAP”), the Foundation adopted a framework for measuring fair value under GAAP that establishes a fair value hierarchy which requires an entity to maximize the use of observable inputs and minimize the use of unobservable inputs when measuring fair value. The standard describes three levels of inputs that may be used to measure fair value:

- **Level 1** — Quoted market prices in active markets for identical assets or liabilities.
- **Level 2** — Observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data for substantially the full term of the assets or liabilities.
- **Level 3** — Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets or liabilities. Level 3 assets and liabilities include financial instruments for which fair value is determined using pricing models, discounted cash flow methodologies or similar techniques, as well as instruments for which the determination of fair value requires significant judgment or estimation.

As of December 31, 2019 and 2018, the Foundation’s Level 3 assets consist solely of its investment in USSC (see Footnote B). The valuation of the Series A common stock held by the Foundation was based on a combination of market and income valuation techniques including discounted cash flow analysis, land sale lease back analysis and selected public company analysis. Such techniques are reliant upon assumptions and estimates made by USSC management about future cash flows, growth rates and market share.

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

The following discussion describes the valuation methodologies used for financial assets measured at fair value. The techniques utilized in estimating the fair values are affected by the assumptions used, including discount rates and estimates of the amount and timing of future cash flows. Care should be exercised in deriving conclusions about the Foundation’s financial position based on the fair value information of financial assets presented on the following page.
D. FAIR VALUE MEASUREMENTS (continued)

The valuation of nonpublic or alternative investments requires significant judgment by the general partner or fund manager due to the absence of quoted market values, inherent lack of liquidity and the long-term nature of such assets. Private equity investments are valued initially based upon transaction price excluding expenses. Year-end valuations are as provided by the general partner or fund manager which are tied to capital statements and/or audited financial statements when available and are carried at NAV or its equivalent. These valuations include estimates, appraisals, assumptions and methods that are reviewed by the Foundation's independent investment advisors and management.

A summary of investments classified by NAV and fair value hierarchy are as follows:

Investments at fair value as of December 31, 2019:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Investments Measured at NAV</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$</td>
<td>53,260,729</td>
<td>$</td>
<td>$</td>
<td>$ 53,260,729</td>
</tr>
<tr>
<td>Public equities</td>
<td>—</td>
<td>471,594,615</td>
<td>—</td>
<td>—</td>
<td>471,594,615</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>—</td>
<td>345,070,890</td>
<td>—</td>
<td>—</td>
<td>345,070,890</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>1,477,510,983</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>1,477,510,983</td>
</tr>
<tr>
<td>Non-partnerships</td>
<td>707,260,499</td>
<td>—</td>
<td>—</td>
<td>103,496,711</td>
<td>810,757,210</td>
</tr>
<tr>
<td>Total</td>
<td>$ 2,184,771,482</td>
<td>$ 869,926,234</td>
<td>$</td>
<td>$ 103,496,711</td>
<td>$ 3,158,194,427</td>
</tr>
</tbody>
</table>

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

| Balance, December 31, 2018 | $ 97,313,070 |
| Sales/Grants               | (1,471,342) |
| Realized gains             | 1,458,773   |
| Unrealized gains (losses)  | 6,196,210   |
| Balance, December 31, 2019 | $ 103,496,711 |

Investments at fair value as of December 31, 2018:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>Investments Measured at NAV</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash equivalents</td>
<td>$</td>
<td>89,552,374</td>
<td>$</td>
<td>$</td>
<td>$ 89,552,374</td>
</tr>
<tr>
<td>Public equities</td>
<td>—</td>
<td>385,975,815</td>
<td>—</td>
<td>—</td>
<td>385,975,815</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>—</td>
<td>273,326,064</td>
<td>—</td>
<td>—</td>
<td>273,326,064</td>
</tr>
<tr>
<td>Limited partnerships</td>
<td>1,578,379,329</td>
<td>—</td>
<td>—</td>
<td>—</td>
<td>1,578,379,329</td>
</tr>
<tr>
<td>Non-partnerships</td>
<td>557,421,665</td>
<td>—</td>
<td>—</td>
<td>97,313,070</td>
<td>654,734,735</td>
</tr>
<tr>
<td>Total</td>
<td>$ 2,135,800,994</td>
<td>$ 748,854,253</td>
<td>$</td>
<td>$ 97,313,070</td>
<td>$ 2,981,968,317</td>
</tr>
</tbody>
</table>
D. FAIR VALUE MEASUREMENTS (continued)

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

<table>
<thead>
<tr>
<th>Description</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance, December 31, 2017</td>
<td>$122,837,840</td>
<td></td>
</tr>
<tr>
<td>Sales/Grants</td>
<td>(3,661,980)</td>
<td></td>
</tr>
<tr>
<td>Realized gains</td>
<td>3,633,445</td>
<td></td>
</tr>
<tr>
<td>Unrealized gains (losses)</td>
<td>(25,496,235)</td>
<td></td>
</tr>
<tr>
<td>Balance, December 31, 2018</td>
<td>$97,313,070</td>
<td></td>
</tr>
</tbody>
</table>

E. EXCISE TAX AND DISTRIBUTION REQUIREMENTS

The Foundation is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code (“IRC”), but is subject to a 2% (1% if certain criteria are met) federal excise tax on net investment income, including realized gains, as defined in the IRC. The current excise tax is provided at 1% for 2019 and 2018.

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excise tax payable (receivable)</td>
<td>$—</td>
<td>$—</td>
</tr>
<tr>
<td>Deferred excise tax liability</td>
<td>12,531,018</td>
<td>16,313,311</td>
</tr>
<tr>
<td></td>
<td>$12,531,018</td>
<td>$16,313,311</td>
</tr>
</tbody>
</table>

Excise tax payments of $3,228,935 and $2,092,142 were paid in 2019 and 2018, respectively.

Effective for the tax year beginning January 1, 2020, the criteria for determining whether a 1% or 2% excise tax rate applies has been eliminated in favor of a flat excise tax rate of 1.39%. As such, the deferred excise tax liability at December 31, 2019 has been calculated using this 1.39% rate (for 2018, the liability was calculated using a 2% rate). The deferred tax provision is calculated based on the projected gains/losses that assume complete liquidation of all assets.

IRC Section 4942 requires that a private foundation make annual minimum distributions based on the value of its non-charitable use assets or pay an excise tax for the failure to meet the minimum distribution requirements. For the year ended December 31, 2019, the Foundation made qualifying distributions less than the required minimum distribution by approximately $3.6 million. The Foundation had $10.3 million in prior year excess distributions, resulting in a net accumulated over-distribution of $6.7 million available to be carried forward to 2020.

F. GRANTS AND GRANTS PAYABLE

Grants payable at December 31, 2019, are expected to be paid as follows:

<table>
<thead>
<tr>
<th>Programs</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civil Society</td>
<td>$6,857,000</td>
<td>$2,564,500</td>
<td>$345,000</td>
<td>$9,766,500</td>
</tr>
<tr>
<td>Environment</td>
<td>6,362,226</td>
<td>667,500</td>
<td>—</td>
<td>7,029,726</td>
</tr>
<tr>
<td>Flint Area</td>
<td>2,101,018</td>
<td>160,000</td>
<td>—</td>
<td>2,261,018</td>
</tr>
<tr>
<td>Education</td>
<td>8,966,161</td>
<td>2,316,000</td>
<td>—</td>
<td>11,282,161</td>
</tr>
<tr>
<td>Other*</td>
<td>84,960</td>
<td>75,000</td>
<td>—</td>
<td>159,960</td>
</tr>
<tr>
<td>Grants payable</td>
<td>24,371,365</td>
<td>5,783,000</td>
<td>345,000</td>
<td>30,499,365</td>
</tr>
<tr>
<td>Less: Unamortized discount</td>
<td>—</td>
<td>512,581</td>
<td>44,837</td>
<td>557,418</td>
</tr>
<tr>
<td></td>
<td>$24,371,365</td>
<td>$5,270,419</td>
<td>$300,163</td>
<td>$29,941,947</td>
</tr>
</tbody>
</table>

*Includes Exploratory, Special Projects and Matching Gifts Program.
F. GRANTS AND GRANTS PAYABLE (continued)

In addition, the Foundation has also approved grants that require certain conditions to be met by the grantee. Conditional grants excluded from the Foundation’s financial statements totaled $8,239,184 and $8,013,933 as of December 31, 2019 and 2018, respectively.

Grant activity for the years ended December 31, 2019 and 2018, was as follows:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undiscounted grants payable, January 1</td>
<td>$27,813,727</td>
<td>$26,314,241</td>
</tr>
<tr>
<td>Grants approved</td>
<td>132,533,313</td>
<td>132,118,015</td>
</tr>
<tr>
<td></td>
<td>160,347,040</td>
<td>158,432,256</td>
</tr>
<tr>
<td>Less grants paid by program:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Civil Society</td>
<td>15,641,319</td>
<td>18,489,712</td>
</tr>
<tr>
<td>Environment</td>
<td>14,968,568</td>
<td>15,856,460</td>
</tr>
<tr>
<td>Flint Area</td>
<td>74,414,855</td>
<td>72,870,086</td>
</tr>
<tr>
<td>Education</td>
<td>20,692,318</td>
<td>19,019,921</td>
</tr>
<tr>
<td>Other*</td>
<td>4,130,615</td>
<td>4,382,350</td>
</tr>
<tr>
<td></td>
<td>129,847,675</td>
<td>130,618,529</td>
</tr>
<tr>
<td>Undiscounted grants payable, December 31</td>
<td>$30,499,365</td>
<td>$27,813,727</td>
</tr>
</tbody>
</table>

*Includes Exploratory, Special Projects and Matching Gifts Program.

Grantee Relationships

The Foundation makes grants on occasion to independent organizations with board members, who are also board members, key employees or family members of the Foundation. It is the Foundation’s policy and practice to obtain any potential conflict of interest from its board members and employees on an annual basis. Board members with any potential conflict of interest are prohibited from voting on grants to such organizations. Financial benefit to any staff or board member of the Foundation resulting from our grantmaking is prohibited.

While the Foundation strives to ensure that board, staff and family members do not have undue influence or derive personal gain from their affiliations with our grantees, the Foundation encourages board and staff members to be involved with our charitable interests so as to enhance the impact of our grantmaking. In 2019 and 2018, such affiliations accounted for less than 20% of the Foundation’s annual grantmaking total.
G. LIQUIDITY

Due to the various liquidity limitations on investments as discussed in footnote C, the Foundation maintains a significant portion of its investments in liquid assets to ensure that grantmaking, operating expenses, liability remediation and other cash outflow needs can be met into the foreseeable future (not less than one year). As of December 31, 2019 and 2018, approximately $1.342 billion and $1.035 billion of the investment portfolio is in liquid holdings, respectively, while current annual required and/or anticipated grantmaking and operating expenditure needs are approximately $150-$160 million for both 2019 and 2018.

Financial assets available to meet expenditures over the next twelve months as of December 31, 2019 and 2018:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ 16,575,776</td>
<td>$ 8,845,593</td>
</tr>
<tr>
<td>Cash equivalents</td>
<td>53,260,729</td>
<td>89,552,374</td>
</tr>
<tr>
<td>Accrued interest and dividends</td>
<td>1,189,707</td>
<td>1,066,203</td>
</tr>
<tr>
<td>Investment trades receivable</td>
<td>10,255,542</td>
<td>4,136,410</td>
</tr>
<tr>
<td>Public equities</td>
<td>471,594,615</td>
<td>385,975,815</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>345,070,890</td>
<td>273,326,064</td>
</tr>
<tr>
<td>Public equity and debt funds included with alternatives</td>
<td>443,913,442</td>
<td>272,006,555</td>
</tr>
<tr>
<td>Total</td>
<td>$ 1,341,860,701</td>
<td>$ 1,034,909,014</td>
</tr>
</tbody>
</table>

The Foundation monitors liquidity on an ongoing basis. This analysis includes consideration for redemptions from the alternative investment portfolio, as well as additional cash needs for uncalled capital commitments.
H. FUNCTIONAL ALLOCATION OF EXPENSES

The costs of operating the Foundation have been allocated among program-related, communications and operations (all of which are included with administration expenses on the Statements of Activities). Program-related expenses pertain principally to the direct programmatic grantmaking functions of the Foundation, such as reviewing proposals and awarding, monitoring and evaluating grants, whereas communications’s expenses include activities directly related to the Foundation’s external communications efforts. Operation’s expenses include all other non-program and non-communications related administrative expenses of the Foundation.

A summary of 2019 and 2018 functional expenses by major category are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Program Department</th>
<th>Operations Department</th>
<th>Communications Department</th>
<th>2019 Administration Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$4,192,560</td>
<td>$3,137,686</td>
<td>$1,202,547</td>
<td>$8,532,793</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>2,928,345</td>
<td>2,279,683</td>
<td>806,621</td>
<td>6,014,649</td>
</tr>
<tr>
<td>Operations</td>
<td>278,821</td>
<td>1,375,434</td>
<td>26,988</td>
<td>1,681,243</td>
</tr>
<tr>
<td>Professional fees</td>
<td>302,226</td>
<td>1,058,861</td>
<td>—</td>
<td>1,361,087</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>720,846</td>
<td>223,343</td>
<td>17,064</td>
<td>961,253</td>
</tr>
<tr>
<td>Publications &amp; contract services</td>
<td>—</td>
<td>—</td>
<td>150,204</td>
<td>150,204</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$8,422,798</td>
<td>$8,075,007</td>
<td>$2,203,424</td>
<td>$18,701,229</td>
</tr>
<tr>
<td>Grants, net of refunds and Foundation-administered projects</td>
<td>$132,378,460</td>
<td>—</td>
<td>—</td>
<td>$132,378,460</td>
</tr>
<tr>
<td></td>
<td>$140,801,258</td>
<td>$8,075,007</td>
<td>$2,203,424</td>
<td>$151,079,689</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Program Department</th>
<th>Operations Department</th>
<th>Communications Department</th>
<th>2019 Administration Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>$4,035,872</td>
<td>$3,715,818</td>
<td>$1,067,256</td>
<td>$8,818,946</td>
</tr>
<tr>
<td>Other personnel costs</td>
<td>2,399,400</td>
<td>2,201,099</td>
<td>647,186</td>
<td>5,247,685</td>
</tr>
<tr>
<td>Operations</td>
<td>250,404</td>
<td>1,371,341</td>
<td>70</td>
<td>1,621,815</td>
</tr>
<tr>
<td>Professional fees</td>
<td>287,695</td>
<td>1,044,421</td>
<td>—</td>
<td>1,332,116</td>
</tr>
<tr>
<td>Travel and business expense</td>
<td>661,805</td>
<td>171,760</td>
<td>22,122</td>
<td>855,687</td>
</tr>
<tr>
<td>Publications &amp; contract services</td>
<td>—</td>
<td>—</td>
<td>202,586</td>
<td>202,586</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$7,635,176</td>
<td>$8,504,439</td>
<td>$1,939,220</td>
<td>$18,078,835</td>
</tr>
<tr>
<td>Grants, net of refunds and Foundation-administered projects</td>
<td>$131,758,088</td>
<td>—</td>
<td>—</td>
<td>$131,758,088</td>
</tr>
<tr>
<td></td>
<td>$139,393,264</td>
<td>$8,504,439</td>
<td>$1,939,220</td>
<td>$149,836,923</td>
</tr>
</tbody>
</table>
I. PENSION AND OTHER POSTRETIREMENT BENEFITS

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

<table>
<thead>
<tr>
<th></th>
<th>Pension Benefits</th>
<th>Postretirement Healthcare Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2018</td>
</tr>
<tr>
<td>Benefit obligation at December 31</td>
<td>$(82,909)</td>
<td>$(75,915)</td>
</tr>
<tr>
<td>Fair value of plan assets at December 31</td>
<td>69,542</td>
<td>59,531</td>
</tr>
<tr>
<td>Funded status at December 31</td>
<td>$(13,367)</td>
<td>$(16,384)</td>
</tr>
</tbody>
</table>

Amounts recognized in the statements of financial position:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prepaid benefit included with other assets</td>
<td>–</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Accrued benefit liability included with accounts payable and other liabilities</td>
<td>$(13,367)</td>
<td>$(16,384)</td>
<td>$(22,976)</td>
<td>$(20,462)</td>
</tr>
<tr>
<td>Net amount recognized</td>
<td>$(13,367)</td>
<td>$(16,384)</td>
<td>$(22,976)</td>
<td>$(20,462)</td>
</tr>
</tbody>
</table>

Employer contributions:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer contributions</td>
<td>$1,762</td>
<td>$734</td>
<td>$507</td>
<td>$464</td>
</tr>
</tbody>
</table>

Components of net periodic benefit cost:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service cost</td>
<td>$2,181</td>
<td>$2,251</td>
<td>$725</td>
<td>$894</td>
</tr>
<tr>
<td>Interest cost</td>
<td>3,074</td>
<td>2,730</td>
<td>858</td>
<td>871</td>
</tr>
<tr>
<td>Expected return on assets</td>
<td>(3,853)</td>
<td>(4,468)</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Amortization of net loss</td>
<td>1,799</td>
<td>1,441</td>
<td>0</td>
<td>235</td>
</tr>
<tr>
<td>Net periodic benefit cost (income)</td>
<td>$3,201</td>
<td>$1,954</td>
<td>$1,583</td>
<td>$2,000</td>
</tr>
</tbody>
</table>
I. PENSION AND OTHER POSTRETIREMENT BENEFITS (continued)

Benefit Obligations

The accumulated benefit obligation of the nonqualified pension plan was $6,506,004 and $8,317,128 as of December 31, 2019 and 2018, respectively. The accumulated benefit obligation of the qualified plan was $65,457,780 and $59,411,595 as of December 31, 2019 and 2018, respectively.

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

For measurement purposes, an initial annual rate of 6.75% for Pre-65 and 6.0% for Post-65 in the per capita cost of health care was used. These rates were assumed to decrease gradually each year to an ultimate rate of 4.5% by year 2030.

Asset Holdings

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

A summary of asset holdings in the pension plan at year end is as follows:

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Percent of Assets</th>
<th>Target Allocation</th>
<th>Percent of Assets</th>
<th>Target Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic stock</td>
<td>41.5%</td>
<td>40.3%</td>
<td>42.6%</td>
<td>40.3%</td>
</tr>
<tr>
<td>Debt securities</td>
<td>28.0%</td>
<td>30.0%</td>
<td>23.8%</td>
<td>25.5%</td>
</tr>
<tr>
<td>International stock</td>
<td>22.7%</td>
<td>21.7%</td>
<td>19.7%</td>
<td>21.7%</td>
</tr>
<tr>
<td>Real estate</td>
<td>5.8%</td>
<td>6.0%</td>
<td>7.0%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Real asset</td>
<td>2.0%</td>
<td>2.0%</td>
<td>2.1%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Multialternative</td>
<td>0.0%</td>
<td>0.0%</td>
<td>4.8%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Total</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>
I. PENSION AND OTHER POSTRETIREMENT BENEFITS (continued)

The following table presents the pension assets reported at NAV at year end:

<table>
<thead>
<tr>
<th>Investment Type</th>
<th>NAV 12/31/19</th>
<th>NAV 12/31/18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity securities</td>
<td>$ 44,650,512</td>
<td>$ 37,088,473</td>
</tr>
<tr>
<td>Debt securities</td>
<td>19,439,160</td>
<td>14,137,473</td>
</tr>
<tr>
<td>Real estate</td>
<td>4,056,562</td>
<td>4,194,308</td>
</tr>
<tr>
<td>Real asset</td>
<td>1,395,458</td>
<td>1,235,713</td>
</tr>
<tr>
<td>Multi alternative</td>
<td>–</td>
<td>2,874,956</td>
</tr>
<tr>
<td>Total</td>
<td>$ 69,541,692</td>
<td>$ 59,530,923</td>
</tr>
</tbody>
</table>

Expected Contributions

The Foundation expects to contribute $1,973,440 to its pension plans and $580,000 to its postretirement medical plan in 2020. For the unfunded plans, contributions are deemed equal to expected benefit payments.

Expected Benefit Payments

The Foundation expects to pay the following amounts for pension benefits, which reflect future service as appropriate, and expected postretirement benefits:

<table>
<thead>
<tr>
<th>Year</th>
<th>Pension Plans</th>
<th>Postretirement Healthcare</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>$ 3,493,440</td>
<td>$ 580,000</td>
</tr>
<tr>
<td>2021</td>
<td>3,483,440</td>
<td>600,000</td>
</tr>
<tr>
<td>2022</td>
<td>3,473,440</td>
<td>650,000</td>
</tr>
<tr>
<td>2023</td>
<td>3,513,440</td>
<td>670,000</td>
</tr>
<tr>
<td>2024</td>
<td>3,613,440</td>
<td>730,000</td>
</tr>
<tr>
<td>2025-2029</td>
<td>20,977,200</td>
<td>4,590,000</td>
</tr>
</tbody>
</table>

Defined Contribution 401(k) Plan

In addition to the above, the Foundation maintains a 401(k) defined contribution retirement plan for all eligible employees. The Foundation matches employee contributions up to $3,000 per year. For the years ending December 31, 2019 and 2018, the Foundation contributed $228,115 and $227,010, respectively.

J. SUBSEQUENT EVENTS

The COVID-19 pandemic has caused significant volatility in U.S. and international markets subsequent to the statement of financial position date of December 31, 2019 and through July 31, 2020, the date these financial statements were available to be issued. The breadth and duration of business disruption related to the pandemic and its lasting impact on the economy and financial markets is still evolving. The Foundation is not aware of any other subsequent events that would require recognition or disclosure in the financial statements.
Board and Committees

BOARD OF TRUSTEES*
Ridgway H. White  
Chair  
Frederick S. Kirkpatrick†  
Vice Chair  
A. Marshall Acuff, Jr.  
Lizabeth Ardisana  
Tiffany W. Lovett  
Webb F. Martin  
Olivia P. Maynard  
John Morning#  
Maryanne Mott  
Charlie Nelms  
Douglas X. Patiño#  
Jeremy R.M. Piper  
William H. Piper  
George E. Ross  
Marise M.M. Stewart  
Helen J. Taylor

AUDIT COMMITTEE
Webb F. Martin  
Chair  
A. Marshall Acuff, Jr.  
Frederick S. Kirkpatrick  
Olivia P. Maynard  
Charlie Nelms  
Jeremy R.M. Piper

EXECUTIVE COMMITTEE
Ridgway H. White  
Chair  
Frederick S. Kirkpatrick  
Webb F. Martin  
Maryanne Mott  
William H. Piper

INVESTMENT COMMITTEE
Ridgway H. White  
Chair  
A. Marshall Acuff, Jr.  
John K. Butler  
Elizabeth T. Frank  
Frederick S. Kirkpatrick  
Webb F. Martin  
William H. Piper  
Alan H. Van Noord

*The Members of the corporation are Frederick S. Kirkpatrick, Tiffany W. Lovett, Maryanne Mott, William H. Piper, Marise M.M. Stewart and Ridgway H. White.  
† Serves as presiding/lead outside director.  
‡ Trustee Emeritus

Officers and Staff

EXECUTIVE OFFICE
Ridgway H. White  
President and CEO  
Jennifer L. Liversedge  
Program Officer and Trustee Meeting Coordinator  
Lisa R. Maxwell  
Executive Assistant to the President/CEO and Board of Trustees

ADMINISTRATIVE GROUP
Mary A. Gaibraith  
Vice President – Administration, Chief Financial Officer and Secretary/Treasurer

Administrative Services
Gregory S. Hopton  
Accounting and Tax Manager  
Collette R. Pries  
Senior Accountant  
Brittany M. Knox  
Accountant  
Debra L. Cormier  
Payroll Administrator  
Annette M. Chamberlain  
Lynne M. Mortellaro  
Administrative Assistants  
Kim R. McDonald  
Office Assistant/Receptionist  
Kim E. Stoddard  
Facilities Manager  
Donald Corbray  
Gilbert Medrano  
Facilities Maintenance Technicians  
Patrick J. Turowicz  
Facilities Engineer

Grants Administration
Cindy S. Compeau  
Interim Director – Grants Administration  
Sharon C. Armbruster  
Ashley R. Johnson  
Senior Grants Accountants  
S. Renee Jackson  
Grants Accountant  
Jill A. Powell  
Administrative Assistant  
Chelsea Mohn  
Office Assistant

Human Resources
Julie M. Flynn  
Director – Human Resources  
Aria K. Sanders  
Human Resources Administrator

Information Technology
Michael L. Wright  
Chief Technology Officer  
Ellen Chien  
Information Technology Manager  
Joumana M. Klanseck  
Database Administrator/BI Analyst  
Ryan C. Madar  
Systems Engineer  
Kallie Gentile  
Technical Support Specialist

COMMUNICATIONS
Kathryn A. Thomas  
Vice President – Communications  
Jeffrey F. Alexander  
Jessica M. Jones  
Laurie Posner  
Sarah Schuch  
Communications Officers  
Duane M. Elling  
Communications Officer – Special Projects  
Macie D. Schriner  
Communications Officer – Online Strategies  
Glen A. Birdsell  
Librarian  
Craig Kelley Jr.  
Cristina G. Wright  
Communications Associates  
Jon Tise S. Lewis  
Administrative Assistant

INVESTMENTS
Jay C. Flaherty  
Vice President – Investments and Chief Investment Officer  
Kenneth C. Austin  
Cheryl Garneau  
Stephen W. Vessells  
Investment Managers  
Laura R. Bechard  
Investment Operations Manager  
Alicia T. Aguilar  
Investment Operations Analyst  
Laura D. Franco  
Kelly A. Swoszowski  
Administrative Assistants
Lists are current as of July 31, 2020.
For up-to-date lists, please visit our website at mott.org.

**TRANSITIONS**

The Mott Foundation bid fond farewells to two long-time staff members who retired this past year. Sandra Smithey served 20 years as a program officer with our Environment team. She managed international grantmaking related to trade, development finance and clean energy access.

Ona Kay Goza retired after 25 years as an administrative assistant. In that time, she worked with the Executive Office, Human Resources department, reception, library and the Education team. We offer both Sandra and Ona Kay our warmest congratulations and best wishes.
PRODUCTION CREDITS

CHARLES STEWART MOTT FOUNDATION
Contributing writers: Jeff Alexander, Jessica Jones, Laurie Posner, Sarah Schuch
Editor: Kathryn Thomas
Project manager: Duane Elling
Project support: Sharon Armbruster, Glen Birdsall, Gregory Hopton, Renee Jackson, Craig Kelley Jr., Jon’Tise Lewis, Macie Schriner, Cristina Wright

GRAPHIC DESIGN & PRODUCTION
Olmsted Associates Inc., Flint, Michigan

PRODUCTION ASSISTANCE
Sheila Beachum Bilby

PRINTING
Tepel Brothers Printing, Troy, Michigan

The global benchmark for responsible forest management. The FSC Logo identifies products which contain wood from well managed forests certified by Bureau Veritas Certification in accordance with the rules of the Forest Stewardship Council.
Cert. no. SW-COC-1530
© 1996 Forest Stewardship Council, A.C.