

THE COLLINS FOUNDATION 2011 ANNUAL REPORT

WISDOM IN THEIR WORDS

ADVICE
CHANGE
LEADERSHIP
PERSPECTIVE
TRENDS

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Over the year 2011, The Collins Foundation made 262 grants totaling \$8.1 million. These grants were made to organizations located in all parts of Oregon and serving a wide variety of missions to benefit the people and communities of this state.



In this annual report we highlight the experience of a number of long-serving leaders among Oregon nonprofits. Their perspectives are valuable and informative, and they offer a wealth of wisdom about the changes they have seen during their tenures, and on issues that have persisted through societal shifts.

Large gifts and new initiatives are often celebrated for their significant impact and transformative potential, and rightly so. Equally important, but perhaps not as glamorous, is long-term committed leadership and consistent funding over time. All of the individuals interviewed for our annual report have successfully navigated their organizations through significant changes both internal and external.

The Collins Foundation has been in existence for sixty-four years, and our current trustees have extensive experience with Oregon nonprofits. We often see requests for projects that would not be possible were it not for a series of successful earlier developments. I think it is worth reflecting on how much of what we do today we owe to those who came before us, and how long-lasting and significant our contributions can be, both in immediate impact and by enabling future advances.

I often reflect on how our ability to make such satisfying and meaningful grants each year is due to my father, his two siblings, and their mother, who founded and funded our organization, and to those who so wisely managed the assets and work of this foundation through the decades.

A stylized, handwritten signature in black ink, consisting of a large 'T' followed by a series of loops and a long horizontal stroke.

TRUMAN W. COLLINS JR., President

We have all heard the maxim that the only thing constant in life is change, but often we fail to see the subtle shifts occurring around us until they add up to something big. Such was the case in 2011, when a group of



Oregon's longtime leaders and visionaries in the nonprofit and philanthropic sectors began announcing their near-term plans. All were planning a transition from their executive leadership roles to a new phase of life — one with fewer pressures and more personal freedom. Suddenly, change was here.

For this year's annual report, we interviewed some of these leaders, especially those with the longest tenures at nonprofits where The Collins Foundation has made grants over the past few decades. We selected individuals from around the state whose work has been creative and transformative within their respective communities and professional fields. Collectively, they represent more than 200 years of service to Oregonians. Individually, they continue to be driven by fresh ideas and boundless energy.

Synchronous with the transitions occurring in the nonprofit sector were those at local philanthropies. Greg Chaillé, who led the Oregon Community Foundation (OCF) for twenty-four years as president, stepped down at the end of 2011. Greg is a hero. His ability to effect change on a grand scale, and to do so with humility and grace, is the perfect expression of servant leadership. How fortunate for all of us that he is continuing as a senior advisor with OCF! Last September, Thomas Aschenbrener, founding president of the Northwest Health Foundation, announced his plans to retire in June 2012. Thomas is a visionary leader and a powerhouse of creativity. He has proven that a small foundation with a clear vision can have a big impact on public policy and public health. Moreover, the foundation he created models the principles of inclusion, equity, and diversity.

Transitions like these are bittersweet. We rejoice in the accomplishments of our colleagues and feel a tinge of sadness in knowing that our relationships with each of them will change. We also anticipate welcoming a new group of people who hold the potential for exceptional leadership.

A handwritten signature in black ink that reads "Cynthia G. Addams". The script is fluid and cursive.

CYNTHIA G. ADDAMS, Executive Vice President

WISDOM IN THEIR WORDS

One extraordinary person can make a remarkable difference in the world. This year we honor eight exceptional leaders as they transition from their roles at the helms of Oregon nonprofit organizations.

Each of these people leaves a lasting legacy, not only in terms of dollars raised and spent, facilities constructed, or even the people served. Each has left a positive, indelible imprint on our communities.

These leaders are inspiring, energetic, thoughtful, and creative. Each has spent more than two decades building an organization, sometimes from just an idea. In this report, we've asked them to share their perspectives on the past and the future, and to discuss some of the elements of their accomplishments. They talk about leadership and collaboration; strategies and vision.

The wisdom in their words is enlightening.

LEADERSHIP

“Be sensitive to how you do the work. How you do the work, at least in Lane County and this community, really matters. What you do is important — what your goals and aspirations are. But how you do it needs to be with decency, with integrity, with transparency, and with fairness. I think that matters very much. It allows you to draw good people to the work.”

PRISCILLA GOULD, UNITED WAY OF LANE COUNTY

“Remember you’re not the most important person in the room. When you’ve got an issue to grapple with, you want the right people in the room. Everybody has a piece of the truth. Everybody sees the issue in a different way. One of the philosophies we have in the theater is the best idea in the room wins. I work to draw the best idea out and make sure we’re examining all of the options. I make almost no decisions in isolation any more. For any decision of significance I’m involving many, many more people than I used to.”

PAUL NICHOLSON, OREGON SHAKESPEARE FESTIVAL

“What’s essential is being able to represent the organization to the community in a way people can understand how important this work is. Always remember where you need to go to learn what you need to learn. For us, it’s the parents — always staying in tune with the people we’re here for, listening to their stories. There’s so much richness in working with families.”

MINALEE SAKS, BIRTH TO THREE

“There’s a lot of pressure on executives to be fundraisers. That can be pretty intimidating. But it’s really about engaging people in the mission. If you keep that in mind, it’s fun. There’s joy in finding the connections when you have so many stakeholders, like we do.”

RACHEL BRISTOL, OREGON FOOD BANK



A SUMMER NIGHT ON THE ELIZABETHAN STAGE IN ASHLAND

“All of the performing arts are a team effort — they’re built on that. A good leader needs to be able to articulate a solid vision, be able to connect the organization to the mission, but also be able to adapt to new artistic challenges and new opportunities. A leader needs to be able to inspire the organization, the staff, the board, and the artists to challenge themselves to do their very best work.”

ALLEN NAUSE, ARTISTS REPERTORY THEATRE

“Looking at Portland, one of the unique qualities of nonprofits here is the spirit of collaboration. When I started out, it was more of a competitive environment. You were trying to get the contract or get the grant or only highlight your own agency. But now there really is this spirit of cooperation. You look at how to best serve the community. What does each organization bring to the table and how do we get the results? I think that’s very commendable. It best serves the public by utilizing the strengths of the nonprofits.”

DENNIS KEENAN, CATHOLIC CHARITIES

“A quote that keeps me going is one from Dr. Martin Luther King Jr.: ‘Our lives begin to end the day we become silent about things that matter.’ My role is to be an advocate and entrepreneur, setting an example while supporting and cultivating others to be leaders. It’s my job to say, ‘We need to go there,’ even if it means taking risks and stretching our capacity. Staff and others must know that if they take risks, you are there to support them.”

SHARON MILLER, NEIGHBORIMPACT

“We have two kinds of customers: first, our clients and participants in our programs. And because our programs serve low-income people who can’t pay, those programs are paid for by others: foundations, governments, and donors. They’re our customers, too. So we have these two big groups of customers that don’t have the same goals. It makes our work especially complex and challenging. You have to be sort of multilingual and flexible and deal with stakeholders with different goals, cultures, styles, and needs.”

KRISTA LARSON, METROPOLITAN FAMILY SERVICE

“I do believe theater can change people’s lives. It can change the way people see the world and the way they see themselves.”



PAUL NICHOLSON
33 years

Retiring end of 2012

OREGON SHAKESPEARE FESTIVAL ASHLAND

Founded in 1935, the Tony Award-winning Oregon Shakespeare Festival (OSF) is among the oldest and largest professional nonprofit theaters in the nation. Each year OSF presents an eight-and-a-half-month season of eleven plays in three theaters plus numerous ancillary activities, and undertakes an extensive theater education program.

Budget 1980: **\$2.6 MILLION**
Budget 2011: **\$29.1 MILLION**

Audience members 1980: **240,000**
Audience members 2011: **410,000**

“Retire sounds like you’re quitting everything. I’m using ‘graduate.’ It just means I’m leaving here and going out to do something else.”



KRISTA LARSON
19 years
Graduating June 2012
**METROPOLITAN
FAMILY SERVICE
PORTLAND**

Metropolitan Family Service (MFS) is dedicated to building stronger communities by providing an array of prevention-based services and programs. MFS invests in individuals and families that struggle with the many barriers associated with cultural and economic disparities, including inadequate education, health issues, isolation, unemployment, and poverty.

Budget 1996: **\$ 1.6 MILLION**
Budget 2011: **\$ 7.4 MILLION**

People served 1998: **9,000**
People served 2011: **37,000**

ADVICE

“Be bold. Ask good questions. And even more — listen. Speak out about what you believe in and find the point of agreement. It’s hard to argue whether or not we should do something about hunger, but we may have many different ideas about what to do about it. Look for places where there are points of agreement. Use that to build support and identify new opportunities and new ways of thinking about the issue that you may not have come to on your own.”

RACHEL BRISTOL, OREGON FOOD BANK



KAISER PERMANENTE VOLUNTEERS ON MARTIN LUTHER KING JR. DAY OF SERVICE IN PORTLAND

“It’s important to find complementarity. It’s important to have other leaders within the organization who have a skill set that’s different than your own. You’re looking for people who will challenge you on occasion. Don’t be afraid of that.”

DENNIS KEENAN, CATHOLIC CHARITIES

“Develop your listening skills. Delegate, but make the tough decisions when you have to. It’s a tough balance. People want to follow a strong leader. They want a leader with vision, a leader they can believe in. But they want and need to be heard. One person can’t have all the answers. My job is to find the answers wherever I can.”

ALLEN NAUSE, ARTISTS REPERTORY THEATRE

*“My advice to new leaders? Read a lot. Read in your field. Read in your funders’ fields. Read in your donors’ fields. Read in related fields. For example, read the *Wall Street Journal*. Read things that might not look like they have anything to do with your field. Read what the people who are important to you are reading.”*

KRISTA LARSON,
METROPOLITAN FAMILY SERVICE

“Relationships are everything: relationships with parents, funders, relationships with staff, relationships with your board. The things that get done are through relationships. Funders and foundations need to feel the possibilities of what their dollars can do.”

MINALEE SAKS, BIRTH TO THREE

PACIFIC CONTINENTAL BANK EMPLOYEES PARTICIPATE
IN A DAY OF CARING EVENT IN EUGENE



“Clarity of mission, vision, and values: You have to begin there if you’re going to be a good leader. The vision needs to be rooted in the aspirations of the community, especially if you’re doing the kind of work United Way is doing — or any nonprofit organization. The vision needs to be rooted in the very sincere dreams and hopes of the people you’re serving.”

PRISCILLA GOULD, UNITED WAY OF LANE COUNTY

“We’ve done a great deal of strategic planning over the years. That has very much shaped the way the organization is today. If you look at the facilities we have, the work on stage, the audience, the diversity, the financial health, the facilities — they’re not the result of coincidence. They’re the result of making decisions about what we want to accomplish, deciding how we are going to go about accomplishing it, and then doing it.”

PAUL NICHOLSON, OREGON
SHAKESPEARE FESTIVAL

“Measure success by results. Set the bar high, but do it in steps. Don’t kill yourself and everyone around you. Give others room to do it their way. Be the change agent, but be conscious of the pressures on others. Leading, at times, is like being a parent: knowing when you need to nurture and when to let go and trust.”

SHARON MILLER, NEIGHBORIMPACT

“I love this community. I love the people in it, the idiosyncrasies of it, the quirks and the beautiful aspects of it.”



PRISCILLA GOULD
30 years

Retired February 2012

UNITED WAY OF LANE COUNTY
SPRINGFIELD

United Way has been working to improve lives in Lane County for more than 60 years. Its 10-year goals set around education, income, and health are based on comprehensive strategies developed by hundreds of community partners, along with United Way, aimed at creating long-lasting change.

Budget 1990: ~ **\$1.6 MILLION**

Budget 2011: ~ **\$5.5 MILLION**

“While I am very proud of the OFB Network model, I didn’t want to build one of the largest food distribution networks in the country. I want to end hunger.”



RACHEL BRISTOL
29 years

Retiring end of June 2012

OREGON FOOD BANK
PORTLAND

Oregon Food Bank (OFB) is a nonprofit charitable organization that works to help low-income families eliminate hunger and its root causes throughout Oregon and Clark County, Washington. The OFB Network of 20 regional food banks and 900-plus partner agencies helps nearly one in five households in Oregon fend off hunger through distributing food from a variety of sources, education programs, and outreach.

Budget 1983: ~ **\$150,000**

Budget 2011: **\$57.9 MILLION**

Pounds of food distributed 1983:

~ **2 MILLION**

Pounds of food distributed 2011:

45 MILLION

PERSPECTIVE



PARENTS AND SON IN A BIRTH TO THREE INCREDIBLE INFANTS® GROUP IN EUGENE

“Parents everywhere love their children, want to do the best they can, and welcome support and information. I wouldn’t have known that what we created in Eugene, Oregon, would help children living in the inner city of East Orange, New Jersey, or in Bucharest, Romania. The concepts that we’ve identified are universal. Even if we don’t know a culture very well, parents want to know what we have to tell them. They figure out how to make it work for them.”

MINALEE SAKS, BIRTH TO THREE

“We take the role of diversity and inclusion very, very seriously. For example, we offer more employment to actors of color than any other theater in the United States. That’s pretty amazing. Here we are, in a small town in Southern Oregon, and we can absolutely claim that. We are really pushing the diversity issue in terms of employment and audience — and in terms of the art we produce.”

PAUL NICHOLSON,
OREGON SHAKESPEARE FESTIVAL

“When I was growing up, my family was relatively poor, so I know how important it is to help people see that they have the capacity to do more than their current life circumstances. It’s a sense of empathy and compassion for people who are disadvantaged.”

DENNIS KEENAN, CATHOLIC CHARITIES

“You need a passion for the mission and then a vision of what’s possible to achieve, constantly looking for leaders within the organization and bringing on the right staff that can help move the organization forward with fresh ideas. In our work, it’s really a sense of community. It’s a community mission and it’s a community solution that’s required.”

RACHEL BRISTOL, OREGON FOOD BANK



“Part of our vision is to connect with our community. The world has shrunk. We need to think of our community in a broad way — we’ve done international tours, we’ve invited international artists to work with us, and we’ve created relationships with arts organizations in other countries. We’re part of a world community.”

ALLEN NAUSE, ARTISTS REPERTORY THEATRE

2011 PRODUCTION OF *SUPERIOR DONUTS*
IN PORTLAND

“We’re seeing many more funding models that are giant collaborations, systemic collaborations where people don’t just partner on a grant but meet regularly for years, forming very tight partnerships. It’s a mixture of different organizations, not just providers: school systems, governments, and businesses. Many diverse kinds of organizations are coming together to work on funding and collaboration for service at a larger level.”

KRISTA LARSON, METROPOLITAN FAMILY SERVICE

“Today, everyone is juggling multiple roles, working longer hours. The requirements for compliance and accountability have grown exponentially. Head Start, one of my favorite programs, has over 3,500 performance standards! Remember: Lift up your head from the day-to-day requirements and focus on the outcomes and results. Remember your mission.”

SHARON MILLER, NEIGHBORIMPACT

“It’s the quality of people I get to work with, whether they’re donors, volunteers, agency leaders, board members, or partners. The quality of people continually inspires, challenges, and delights me and keeps me coming back.”

PRICILLA GOULD, UNITED WAY OF LANE COUNTY

“Every play, every day, every season, every budget presents its own challenges.”



ALLEN NAUSE
24 years

Retiring end of 2013

ARTISTS REPERTORY THEATRE PORTLAND

Artists Repertory Theatre is the longest-running professional theater in Portland. Artists Rep takes on challenging and provoking, premiere plays true to its mission of striving to challenge artists and audiences with plays of depth and vibrancy, and exploring the strengths, frailties, and diversity of the human condition.

Budget 1988: **\$100,000**

Budget 2011: **\$2.2 MILLION**

Subscribers 1988: **UNDER 200**

Subscribers 2011: **4,000**

“I found my life work, luckily, way back when I had my first baby. I’ve never doubted it.”



MINALEE SAKS
34 years

Retiring July 2013

BIRTH TO THREE EUGENE

Minalee Saks co-founded Birth To Three and has developed it into a nationally recognized parenting program providing local services and support for parents internationally. Birth To Three has served nearly 90,000 Lane County parents and has become an integral part of the prevention services network for at-risk families across Oregon. Its mission: Every child will be raised by nurturing, skilled parents.

Budget 1978: **\$27,000**

Budget 2011: **\$1.3 MILLION**

Families served 1978: **45**

Families served 2011: **1,500**

CHANGE

“When the economy suffers our families suffer: hunger, homelessness, family violence, substance abuse — all the community ills go up as the economy suffers. The erosion in support for human services at a time when the demand is skyrocketing is really an important issue. I look at the organizations we work with. They’ve been running on fumes for a couple of years, and I don’t see it changing. I see a significant shift in how our communities deliver human services and what we can deliver. As a nation and as a community we have to keep paying attention.”

PRISCILLA GOULD,
UNITED WAY OF LANE COUNTY

“If ever there were an opportunity to change federal policy to ensure that people’s basic needs are met — including food, which is essential to our kids’ ability to learn and to an adult’s ability to work and be productive — that time is now. We have 50 million people on food stamps or eating out of emergency food boxes. That’s just not right. My hope is that Oregon Food Bank will continue to be bold in its policy work, recognizing that not everyone agrees with everything we support, because the social and economic costs of hunger are tremendous and require national policy solutions.”

RACHEL BRISTOL, OREGON FOOD BANK



CLARK FAMILY CENTER IN PORTLAND

“One of the beauties of working with the private sector is that it provides a greater opportunity for innovation. You can look at a new approach to something, an unmet community need. It might be something that’s off the radar screen, something that’s not as politically popular. You can design an approach and test it. Society changes quickly. The social environment is changing all the time. It’s important to try new strategies. The private sector allows you the flexibility to do that.”

DENNIS KEENAN, CATHOLIC CHARITIES

“In the ’70s, when we founded Birth to Three, there were government dollars for social services and for creating innovative programs. We don’t see that any more. Instead we’re seeing the erosion of existing programs. Until the last 12 or 13 years, Birth To Three was mostly government funded, but now government funding for our parenting groups is essentially zero percent of our budget. Government funding for this kind of prevention has really fallen away.”

MINALEE SAKS, BIRTH TO THREE



VOLUNTEER LEADERS LAUNCH THE CAMPAIGN TO EXPAND FOOD BANK FACILITIES IN REDMOND

“Back in the ’70s and ’80s, people would go into theater knowing that they were never going to make any money, but knowing that it was an important value in society to have theater. We were idealists. We thought we could change the world through theater. People who go into arts training now see it more as a career or a job, not as an ideal. I’m not saying that’s a bad thing, but it’s a thing. It changes the way they work and how the work can get done.”

PAUL NICHOLSON,
OREGON SHAKESPEARE FESTIVAL

“When I started we had one IBM Selectric typewriter with autocorrect. When we ‘cut and pasted’ reports, we used scissors. In terms of how people find us, how we communicate, and the wealth of information that’s available — the Internet has revolutionized our work. Today, services must be based on best practices and research-based outcomes. But with all of the technology and communication tools, funders have come to think that if you can report on it, you will. So there’s more bureaucracy.”

SHARON MILLER, NEIGHBORIMPACT

“My work is my avocation. Since the day I was hired, it has allowed me to fulfill my beliefs about social justice and equal opportunity.”



SHARON MILLER
26 years

Retiring fall 2012

NEIGHBORIMPACT
REDMOND

Founded in 1985, NeighborImpact is dedicated to empowering individuals and families to succeed and become engaged citizens in the community. It is broadly recognized as Central Oregon’s primary provider of emergency and hunger relief services, transitional housing, Head Start, housing counseling, and home energy conservation programs.

Budget 1986: **\$433,937**

Budget 2011: **\$16.1 MILLION**

People served 1986: **2,459**

People served 2011: **60,000**

“I’m a life-long Catholic and believe in the social mission of the church, bringing compassion and dignity to everyone.”



DENNIS KEENAN
22 years

Retired December 2011

CATHOLIC CHARITIES
PORTLAND

Since 1933, Catholic Charities has been bringing hope, resources, and advocacy to the poorest and most vulnerable throughout Oregon, regardless of faith, race, marital status, or condition in life. The organization serves as the professional social service arm of the Archdiocese of Portland, yet is funded completely through grants and donations.

Budget 1989: **\$100,000**

Budget 2011: **\$12 MILLION**

People served 1989: **~ 1,000**

People served 2011: **39,000**

TRENDS



IN PORTLAND, EXPERIENCE CORPS MENTORS WORK WITH STUDENTS TO IMPROVE READING COMPREHENSION

“The future will bring major swings in funding and social policy. Folks need to be very savvy in positioning their organizations for new opportunities, assessing the relevance of current services, and facing the possibilities of letting go of or merging their organizations.”

SHARON MILLER, NEIGHBOR|IMPACT

“We hear a lot about wealthy baby boomers and people who are well off who have the opportunity to make donations or work as volunteers or go back and work as staff at nonprofits. But there’s going to be a large, increasing population of older adults that don’t have resources, as well.”

KRISTA LARSON, METROPOLITAN FAMILY SERVICE

“We’re now into the second generation of kids who have not had any education in the arts, whether it be theater or music or the visual arts, sculpture or painting. Because of the elimination of arts education in the schools, they lack the cultural literacy or vocabulary for the arts. That’s something we’ve had to deal with. It’s had a huge impact on our ability to reach out to younger audiences.”

PAUL NICHOLSON,
OREGON SHAKESPEARE FESTIVAL

“Audiences want more flexibility. They live in a mobile society and make decisions last minute, checking smart phones to see what’s playing and bargain hunting. They have so many options. We have to be able to adapt quickly and get information to them.”

ALLEN NAUSE, ARTISTS REPERTORY THEATRE

THE COLLINS FOUNDATION

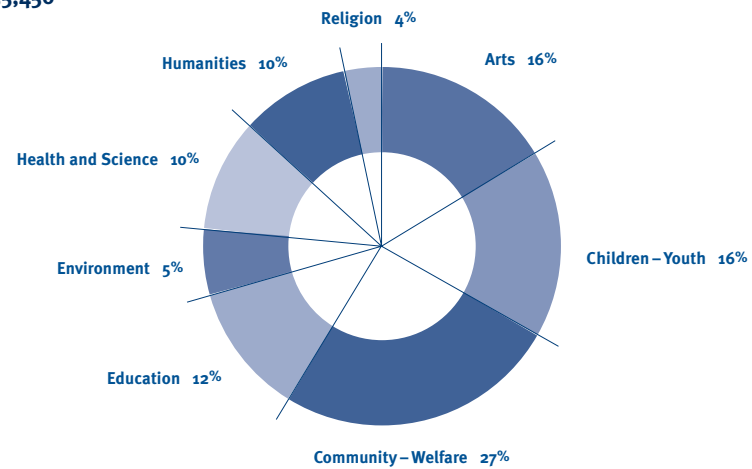
2011

STATEMENT OF GRANTS
AND FINANCIAL STATEMENTS

2011 GRANT TOTALS

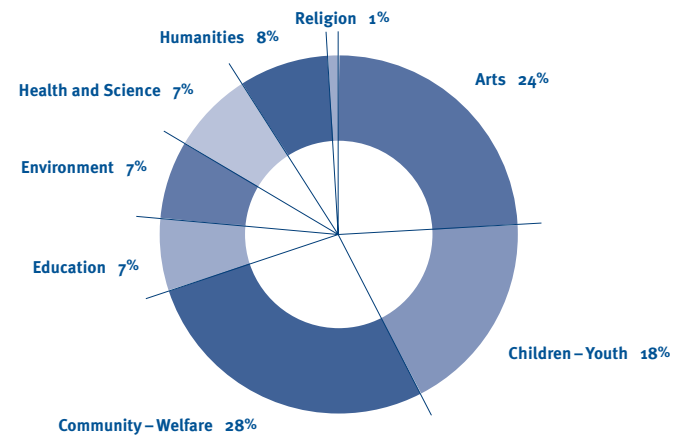
PERCENT OF TOTAL DOLLARS

Total grants paid: **\$8,055,450**



PERCENT OF TOTAL GRANTS

Total number of grants: **262**



ARTS		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Artists Repertory Theatre Portland, Oregon	Support operations and programs, and launch an outreach initiative to attract younger audiences (2 years)	\$ 75,000	\$ 40,000	\$ 35,000
Arts Alliance of Yamhill County Carlton, Oregon	Support the 2011 Art Harvest Educational Studio Tour	2,500	2,500	
Arts Central Bend, Oregon	Support arts education programs and mobile outreach to rural communities	15,000	15,000	
Arts Council of Pendleton Pendleton, Oregon	Support operations and programs (3 years)	50,000	15,000	15,000
Astoria Music Festival Astoria, Oregon	Produce a season of classical music concerts and educational programs	6,000	6,000	
Bag and Baggage Productions Hillsboro, Oregon	Increase individual donations to support operations and programs through a challenge grant	10,000		10,000
Beaverton Arts Foundation Beaverton, Oregon	Produce and present Ten Tiny Dances, a group of culturally diverse performances	3,000	3,000	
Broadway Rose Theatre Company Tigard, Oregon	Produce an original musical entitled <i>Ripper</i>	10,000	10,000	
Cappella Romana Portland, Oregon	Celebrate the ensemble's 20th-anniversary season with concerts in Portland and Newport	7,500	7,500	
Chamber Music Northwest Portland, Oregon	Present the 41st season of concerts, education, and outreach events	14,000	14,000	
Classic Greek Theater Portland, Oregon	Present <i>Iphegenia in Tauris</i> in the classic Greek manner in celebration of the company's 25th anniversary	6,500	6,500	
Columbia Arts Hood River, Oregon	Support community arts programs	15,000	15,000	
Columbia Gorge Arts in Education Hood River, Oregon	Support a writers-in-residence program for middle and high school students	9,000	9,000	
Corvallis Arts Center Corvallis, Oregon	Create rentable meeting space in the arts facility	20,000	20,000	
Craterian Performances Company Medford, Oregon	Upgrade the theater's sound system	30,000	30,000	
Do Jump! Extremely Physical Theatre Portland, Oregon	Support artistic programming (2 years)	30,000	20,000	10,000
Eastern Oregon Regional Arts Council La Grande, Oregon	Support artist residencies in 10 Eastern Oregon counties and a community music program in La Grande	10,000		10,000
Elgin Economic Development and Growth Endeavor Elgin, Oregon	Restore the historic Elgin Opera House to increase community access	45,000	45,000	
Eugene Concert Choir Eugene, Oregon	Present the choir's 37th season of performances, education, and outreach	8,000	8,000	

ARTS

		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Friends of Chamber Music Portland, Oregon	Attract new donors and increase contribution levels through a challenge grant	\$ 10,000	\$ 10,000	
Homowo African Arts and Cultures Portland, Oregon	Support operations and programs to mark the organization's 25th anniversary	10,000	10,000	
Imago, The Theatre Mask Ensemble Portland, Oregon	Develop and produce two original works (2 years)	25,000	15,000	\$ 10,000
The John G. Shedd Institute for the Arts Eugene, Oregon	Upgrade heating, ventilation, and air conditioning systems for the musical arts center	50,000	50,000	
Lane Arts Council Eugene, Oregon	Provide artist residencies in rural Lane County schools	9,000	9,000	
Liberty Restoration Astoria, Oregon	Renovate Liberty Theatre's second story to increase community meeting and event space and improve the building's safety	15,000	15,000	
Literary Arts Portland, Oregon	Support Oregon Book Awards, Oregon Literacy Fellowships, and Writers in the Schools programs	24,000	24,000	
Metropolitan Youth Symphony Portland, Oregon	Support concerts and community outreach programs	10,000	10,000	
Miracle Theatre Group Portland, Oregon	Support the theater's 28th season of works drawn from Hispanic experience	20,000	20,000	
Museum of Contemporary Craft Portland, Oregon	Support operations and special programs celebrating the museum's 75th anniversary (2 years)	75,000	35,000	40,000
Neskowin Coast Foundation Otis, Oregon	Renovate a studio and replace a residence for visiting artists on the Sitka campus	50,000	50,000	
Northwest Children's Theater and School Portland, Oregon	Support mainstage productions	14,000	14,000	
Northwest Professional Dance Project Portland, Oregon	Support operations and programs (2 years)	35,000	15,000	
Oregon Ballet Theatre Portland, Oregon	Support operations and programs	80,000		80,000
Oregon College of Art and Craft Portland, Oregon	Support Artist-in-Residence programs (3 years)	96,000	32,000	64,000
Oregon Repertory Singers Portland, Oregon	Strengthen enrollment in the youth choir education program	7,500	7,500	
Oregon Shakespeare Festival Association Ashland, Oregon	Support operations and programs	100,000	100,000	
Oregon Symphony Association Portland, Oregon	Support operations and programs	100,000	100,000	
Painted Sky Portland, Oregon	Connect Native American youth to their cultural roots through traditional dance instruction and performances	5,000	5,000	

ARTS		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
PassinArt: A Theatre Company Portland, Oregon	Present the play <i>Bourbon at the Border</i>	\$ 5,000	\$ 5,000	
Peter Britt Gardens Music and Arts Festival Association Medford, Oregon	Support operations and programs for the Classical Festival in Jacksonville	15,000	15,000	
Polaris Dance Company Portland, Oregon	Support a season of performances	8,000	8,000	
Portland Actors Conservatory Portland, Oregon	Develop a Master of Fine Arts degree program for professional actors	15,000	15,000	
Portland Art Museum Portland, Oregon	Support exhibitions and programs	100,000		\$100,000
Portland Baroque Orchestra Portland, Oregon	Expand programming to attract new audiences and broaden repertoire	16,000	16,000	
Portland Center Stage Portland, Oregon	Support operations and programs	90,000	90,000	
Portland Festival Symphony Portland, Oregon	Present free outdoor summer concerts in Portland neighborhood parks	10,000	10,000	
Portland Gay Men's Chorus Portland, Oregon	Support concerts and performances	7,000	7,000	
Portland Institute for Contemporary Art Portland, Oregon	Implement year-round programming in new flexible space, and a new leadership model to increase organizational capacity (3 years)	75,000	40,000	35,000
Portland Opera Association Portland, Oregon	Support operations and programs	90,000		90,000
Portland Playhouse Portland, Oregon	Strengthen the theater's organizational infrastructure to increase programming capacity	15,000	15,000	
Portland Revels Portland, Oregon	Produce <i>The Christmas Revels</i>	6,000	6,000	
Portland Symphonic Choir Portland, Oregon	Leverage new and increased donations to support programming through a challenge grant (2 years)	8,000	4,000	
Portland Taiko Portland, Oregon	Produce <i>Beat Salad: U-Pick</i> concerts and events, and support a transition in executive leadership	15,000	15,000	
Portland Youth Philharmonic Association Portland, Oregon	Support operations and programs	12,000	12,000	
Profile Theatre Project Portland, Oregon	Support the theater's 15th-anniversary season	12,500	12,500	
Regional Arts & Culture Council Portland, Oregon	Integrate the arts into all areas of K–8 education in schools serving low-income populations within the tri-county metropolitan area (2 years)	100,000	60,000	40,000
Rogue Valley Symphony Association Ashland, Oregon	Upgrade patron management software and purchase a website management tool	10,000	10,000	

ARTS

		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Ross Ragland Theater Klamath Falls, Oregon	Provide outreach and education for children	\$ 9,000	\$ 9,000	
Salem Art Association Salem, Oregon	Support operations and programs	20,000	20,000	
Salem Chamber Orchestra Salem, Oregon	Support performances and educational outreach	6,000	6,000	
Sowelu Theater Portland, Oregon	Complete a screen adaptation of the play <i>Anse and Bhule</i>	5,000	5,000	
Tears of Joy Theatre Portland, Oregon	Provide arts enrichment programs to Oregon elementary schools	10,000	10,000	
Third Angle New Music Ensemble Portland, Oregon	Support operations and programs and leverage increased individual contributions through a challenge grant	5,000	5,000	
Third Rail Repertory Theatre Portland, Oregon	Support production expenses associated with a change in performance venue	20,000	20,000	
White Bird Portland, Oregon	Support operations and programs featuring contemporary dance performances (2 years)	35,000	15,000	
Young Audiences of Oregon Portland, Oregon	Support operations and programs; increase the donor base through a challenge grant; and integrate arts education into Beaverton School District's curricula for grades 3–5 (3 years)	140,000	70,000	\$ 70,000
Young Musicians and Artists Portland, Oregon	Expand the diversity of students and faculty in a summer arts camp (2 years)	18,000	9,000	
Youth Symphony of Southern Oregon Medford, Oregon	Support education and outreach initiatives	7,000	7,000	

CHILDREN – YOUTH

A Family for Every Child Springfield, Oregon	Strengthen adoption services for foster children with special needs	20,000	20,000	
Albertina Kerr Centers Foundation Portland, Oregon	Create home-like environments in group homes for youth with mental health and developmental challenges	40,000	40,000	
Birth to Three Eugene, Oregon	Leverage new and increased donations through a challenge grant; and support operations and programs (2 years)	60,000	30,000	10,000
Boys & Girls Club of the Greater Santiam Lebanon, Oregon	Establish a teen center in Lebanon (3 years)	60,000	20,000	10,000
Boys & Girls Club of the Western Treasure Valley Ontario, Oregon	Provide a comprehensive educational program for low-income children experiencing academic challenges	20,000	20,000	
Boys & Girls Club of Western Lane County Florence, Oregon	Implement a teen violence and bullying prevention program for the Siuslaw School District and the local community	10,000	10,000	
Boys & Girls Clubs of Portland Metropolitan Area Portland, Oregon	Provide literacy programs for low-income youth	30,000	30,000	

CHILDREN – YOUTH		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Bridgeway House Eugene, Oregon	Expand a program that encourages the development of social skills in children and teens with autism (2 years)	\$ 20,000	\$ 10,000	
Campbell Institute Portland, Oregon	Implement a birth-to-eight learning model in the Earl Boyles Elementary School neighborhood serving low-income students and families (3 years)	150,000	50,000	\$100,000
CASA of Jackson County Medford, Oregon	Support operations and programs to advocate for more children at risk of abuse (2 years)	35,000	15,000	
CASA of Marion County Salem, Oregon	Restore a half-time case manager position to advocate for children in foster care or at risk of abuse (2 years)	20,000	10,000	
Children First for Oregon Portland, Oregon	Support programs to improve the health and welfare of vulnerable children in Oregon	20,000	20,000	
Children's Cancer Association Portland, Oregon	Purchase customized musical carts for two pediatric hospitals treating children with serious illnesses	12,000	12,000	
Children's Center of Clackamas County Oregon City, Oregon	Increase capacity to serve child victims of physical or sexual abuse and their families (3 years)	70,000	40,000	30,000
Children's Justice Alliance Portland, Oregon	Strengthen services to families affected by a parent's incarceration and promote systemic improvements in law enforcement, corrections, child welfare, and legal services (2 years)	60,000	20,000	
Children's Relief Nursery Portland, Oregon	Establish a satellite nursery to serve children at risk of abuse and their families in East Portland (3 years)	120,000	30,000	20,000
ChristieCare Marylhurst, Oregon	Support capital improvements to implement a new program model serving youth with psychiatric disorders	50,000	50,000	
Community Connection of Northeast Oregon La Grande, Oregon	Provide before- and after-school care to underserved children (3 years)	30,000	15,000	15,000
The Dougy Center Portland, Oregon	Rebuild the main facility serving grieving children and their families (3 years)	175,000	120,000	55,000
Family Building Blocks Salem, Oregon	Extend prevention services to high-risk new parents to promote healthy parenting skills (2 years)	35,000	15,000	
Family Nurturing Center Medford, Oregon	Enhance parenting education and provide therapeutic services to toddlers recovering from trauma	30,000	30,000	
Friends of the Children of the Klamath Basin Klamath Falls, Oregon	Develop a transition model for at-risk students approaching high school graduation	10,000	10,000	
Friends of the Children – Portland Portland, Oregon	Provide services to at-risk children enrolled in a study evaluating the efficacy of a long-term mentoring program (3 years)	120,000	50,000	70,000
Girls Inc. of Northwest Oregon Portland, Oregon	Support group programs for girls at selected middle and high school sites	16,000	16,000	
Heart of Oregon Corps Bend, Oregon	Employ at-risk youth to restore public lands through a summer conservation program in Central Oregon	12,000	12,000	
J Bar J Youth Services Bend, Oregon	Provide one-on-one community-based mentoring for youth in Deschutes, Crook, and Jefferson counties	15,000	15,000	

CHILDREN – YOUTH

		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Janus Youth Programs Portland, Oregon	Renovate a residential treatment facility for juvenile sex offenders	\$ 70,000	\$ 70,000	
Juliette's House McMinnville, Oregon	Replace the roof of an abuse intervention center	12,000	12,000	
Kids Intervention & Diagnostic Service Center Bend, Oregon	Provide comprehensive child-abuse prevention and intervention services for children and their families in Jefferson and Crook counties (2 years)	45,000	25,000	\$ 20,000
Kinship House Portland, Oregon	Provide therapeutic services to more children and families transitioning from foster care into adoption	17,000	17,000	
Maslow Project Medford, Oregon	Support a drop-in resource center that provides wraparound services to homeless and at-risk youth	25,000	25,000	
Mt. Emily Safe Center La Grande, Oregon	Support a child-abuse prevention and intervention program serving Union County and Oregon's northeast region	20,000	20,000	
Northwest Youth Corps Eugene, Oregon	Upgrade the Youth Corps facility to expand programs and serve more youth	80,000	80,000	
Oregon Coast Community Action Coos Bay, Oregon	Support Court Appointed Special Advocate services to children who have experienced abuse and/or neglect	15,000	15,000	
Oregon Community Fndn./Parenting Education Collaborative Portland, Oregon	Expand the number of parenting education hubs serving Oregon communities (3 years)	300,000		200,000
Oregon Mentors Portland, Oregon	Pilot a new training and program assessment model for mentoring agencies	20,000	20,000	
Outside In Portland, Oregon	Purchase a van to transport at-risk youth	25,000	25,000	
Outward Bound Lake Oswego, Oregon	Provide scholarships for low-income youth to participate in a wilderness program, and establish a school-based, year-round center in the Reynolds School District	18,000	18,000	
p:ear Portland, Oregon	Support operations and leverage new donor gifts to provide services to homeless and transitional youth (2 years)	40,000	15,000	
PlayWrite Portland, Oregon	Support playwriting workshops for at-risk youth and evaluate the program's intervention model (2 years)	25,000	15,000	10,000
Quality Child Care of Florence Florence, Oregon	Purchase and install a modular building to serve as an early-learning childcare facility for low-income families	45,000	45,000	
Self Enhancement, Inc. Portland, Oregon	Provide an academic and personal achievement program to low-income students in grades 3–12 at Humboldt School and Jefferson High School (3 years)	300,000	110,000	190,000
The Shadow Project Portland, Oregon	Support an incentive program designed to improve educational outcomes for children in special education classrooms (2 years)	37,500	17,500	
Shape Up Across Oregon Portland, Oregon	Support a statewide school-based program to promote physical exercise and healthful nutrition for children	12,000	12,000	
SnowCap Community Charities Fairview, Oregon	Expand a supplemental weekend food program for children experiencing food insecurity in East Multnomah County (2 years)	8,200	4,550	

CHILDREN – YOUTH		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
South Lane Family Nursery Cottage Grove, Oregon	Strengthen agency infrastructure to meet increased demand for child and family services to prevent child abuse (2 years)	\$ 35,000	\$ 20,000	\$ 15,000
Southern Oregon Child and Family Council Central Point, Oregon	Support Listo Family Literacy Program serving low-income Latino families in Jackson County	25,000	25,000	
Woape Brightwood, Oregon	Provide community service, education, and workforce development opportunities for at-risk youth in northeast Clackamas County	10,000	10,000	
YMCA of Columbia-Willamette Portland, Oregon	Renovate the Recreation Lodge at Camp Collins (3 years)	225,000		225,000
COMMUNITY – WELFARE				
211info Portland, Oregon	Support a coordinator position to expand an online and telephone information/referral community-service network throughout Oregon (2 years)	50,000	20,000	
Bend's Community Center Bend, Oregon	Hire a full-time kitchen manager to oversee all food-related operations for low-income residents and seniors (2 years)	20,000	12,000	8,000
Bethlehem Inn Bend, Oregon	Strengthen organizational capacity to provide housing and support services to individuals and families experiencing homelessness in Central Oregon	30,000	30,000	
Better People Portland, Oregon	Reduce recidivism among former offenders using a cognitive-behavioral therapy curriculum	10,000	10,000	
Blanchet House of Hospitality Portland, Oregon	Construct a facility to serve individuals experiencing poverty and homelessness (3 years)	200,000	125,000	75,000
Care To Share Beaverton, Oregon	Support operations and programs providing basic-needs assistance to low-income individuals and families (2 years)	35,000	15,000	
Center Against Rape and Domestic Violence Corvallis, Oregon	Construct a facility to provide comprehensive services for survivors and those at risk of domestic and sexual violence	40,000	40,000	
Central Oregon Veterans Outreach Bend, Oregon	Support mobile medical and dental services for homeless veterans and other homeless individuals	10,000	10,000	
Comprehensive Options for Drug Abusers (CODA) Portland, Oregon	Expand supportive housing for low-income women in recovery and their children	50,000	50,000	
Community Mediation Services Eugene, Oregon	Provide affordable mediation services to low- and moderate-income parents experiencing marital conflict or divorce	15,000	15,000	
Community Partners for Affordable Housing Tigard, Oregon	Create community space and expand the agency's office space in an affordable-housing complex	40,000	40,000	
Daytime Enrichment Activities & Recreation Beaverton, Oregon	Expand program space to serve more adults with profound developmental disabilities (2 years)	22,000	4,000	
DePaul Industries Portland, Oregon	Prepare and train individuals with disabilities to work in the food-processing industry (2 years)	65,000	25,000	
East County One Stop Gresham, Oregon	Engage a corps of high school students exploring health careers to provide services and companionship to low-income seniors (2 years)	20,000	12,000	8,000

COMMUNITY – WELFARE

		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Eastern Oregon Mission Hermiston, Oregon	Construct a shelter for homeless families in Umatilla and Morrow Counties	\$ 50,000	\$ 50,000	
Farmers Ending Hunger Salem, Oregon	Support agency operations and processing and packaging of food products for food pantries and food banks (2 years)	45,000	15,000	
Food for Lane County Eugene, Oregon	Hire a half-time multicultural outreach person to increase access to food assistance for Latino and other communities of color (3 years)	45,000	15,000	\$ 10,000
Food Roots Tillamook, Oregon	Strengthen Tillamook County's food systems through participation in a national demonstration project	5,000	5,000	
Full Access Eugene, Oregon	Install an elevator to improve access for clients with disabilities in a building co-owned with Oregon Supported Living Program	30,000	30,000	
Gates Fire District Emergency Services Support Gates, Oregon	Construct community space adjacent to a new fire hall	40,000	40,000	
Hacienda Community Development Corporation Portland, Oregon	Strengthen organizational infrastructure to sustain affordable housing and self-sufficiency programs for low-income individuals and families (2 years)	80,000	30,000	
Heart of Grant County Canyon City, Oregon	Expand an advocate position for survivors and those at risk of domestic violence (2 years)	20,000	10,000	
Help Now Advocacy Center Medford, Oregon	Hire a part-time bilingual advocate to spearhead Hispanic advocacy and outreach activities for low-income Rogue Valley residents	5,000	5,000	
HIV Alliance Eugene, Oregon	Provide HIV/AIDS outreach, prevention strategies, and interventions for high-risk men (2 years)	25,000	10,000	
Innovative Housing Portland, Oregon	Sustain a school and community success program for K–12 student residents at two low-income housing sites (2 years)	15,000	5,000	
Jewish Family & Child Service Portland, Oregon	Provide safety-net services for low-income families and individuals, including seniors and people with disabilities	15,000	15,000	
JOIN Portland, Oregon	Develop a network of faith communities to form meaningful relationships with people transitioning from homelessness (3 years)	60,000	25,000	35,000
Klamath Crisis Center Klamath Falls, Oregon	Renovate a facility to ensure privacy and increase services for victims of domestic violence (2 years)	45,000	15,000	
La Pine Park & Recreation Foundation La Pine, Oregon	Renovate a building into a teen center and multi-use community facility	50,000	50,000	
Loaves and Fishes Centers Portland, Oregon	Support operations and programs at meal sites serving low-income seniors in the Portland metropolitan area	25,000	25,000	
Lutheran Community Services Northwest Beaverton, Oregon	Support HopeSpring, a transitional housing program for homeless women and their families	10,000	10,000	
Macdonald Center Portland, Oregon	Purchase a property to provide low-income housing, co-locate the agency's programs, and increase services to low-income adults (2 years)	80,000	50,000	30,000
Mano a Mano Salem, Oregon	Support operations and programs serving low-income Latino and immigrant individuals and families (2 years)	35,000	20,000	15,000

COMMUNITY – WELFARE		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Marion-Polk Food Share Salem, Oregon	Launch a sustaining-donor campaign to assure year-round financial stability	\$ 75,000	\$ 75,000	
MayDay Baker City, Oregon	Provide services to victims of domestic violence and prevention education to schools in Baker County	10,000	10,000	
Mediation Works, A Community Dispute Resolution Center Medford, Oregon	Enhance program services in Coos, Curry, Jackson, and Josephine counties (2 years)	40,000	20,000	
Mercy Corps Portland, Oregon	Support Action Center education programs and partnerships with schools	15,000	15,000	
Mercy Foundation Roseburg, Oregon	Hire a part-time specialist to implement a comprehensive child-abuse prevention and intervention strategy in Douglas County (2 years)	50,000	28,000	\$ 22,000
Metropolitan Affordable Housing Corporation Eugene, Oregon	Support operations and capacity building to enhance affordable-housing options for low-income families in Eugene	30,000	30,000	
Metropolitan Family Service Portland, Oregon	Support a parenting program and a car-loan program to strengthen low-income families (2 years)	50,000	20,000	
Mid-Willamette Valley Community Action Agency Salem, Oregon	Renovate the agency's headquarters serving low-income children and families	90,000	90,000	
Muslim Educational Trust Portland, Oregon	Construct a community center that reflects Muslim culture and tradition and offers recreational, cultural, social, and educational programs to the wider community (2 years)	110,000	80,000	30,000
National Alliance for the Mentally Ill (NAMI) Oregon Portland, Oregon	Expand a peer-managed assistance program for uninsured and underinsured individuals with mental illness in the tri-county area (2 years)	51,000	15,000	
Next Door Hood River, Oregon	Renovate a facility to consolidate the agency's social-service programs into one building	35,000	35,000	
Nonprofit Association of Oregon Portland, Oregon	Support operations and programs as the agency transitions to a new organizational model (3 years); and document the status of Oregon's nonprofit sector	85,000	35,000	25,000
North Lincoln Hospital Foundation Lincoln City, Oregon	Construct an early-learning facility to expand services to low-income families with young children	30,000	30,000	
Northwest Pilot Project Portland, Oregon	Provide housing and support services to low-income homeless seniors and those at risk of homelessness	30,000	30,000	
Northwest Portland Ministries Portland, Oregon	Build sustainability for the agency's food programs through a challenge grant	15,000		15,000
Old Church Society Portland, Oregon	Improve The Old Church's heating and cooling systems	10,000	10,000	
Operation Coquille Coquille, Oregon	Renovate a community aquatic center	50,000	50,000	
Operation Nightwatch – Portland Portland, Oregon	Hire a program coordinator to expand hospitality services to homeless individuals (3 years)	30,000	10,000	
Oregon Food Bank Portland, Oregon	Acquire food for distribution to families in need; and renovate a facility in Washington County to increase service capacity throughout the state (3 years)	350,000	225,000	25,000

COMMUNITY – WELFARE

		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Partnership to End Poverty Redmond, Oregon	Support Project Connect, linking homeless and low-income Central Oregon residents with basic-needs services	\$ 15,000	\$ 15,000	
Pedagogy Institute Portland, Oregon	Provide financial literacy and asset-building assistance to low-income and minority families and business owners in Multnomah and Washington counties	18,900	18,900	
Portland Impact Portland, Oregon	Complete the implementation of a consolidated client-database system	40,000	40,000	
Raphael House of Portland Portland, Oregon	Provide shelter and intervention services for survivors of domestic violence and their children	20,000	20,000	
Rebuilding Together*Washington County Beaverton, Oregon	Repair mobile homes for low-income families, seniors, and individuals with disabilities	5,000	5,000	
Rural Development Initiatives Eugene, Oregon	Provide financial literacy, entrepreneurship guidance, and microenterprise development to Latino communities in rural Oregon (2 years)	60,000	36,000	\$ 24,000
Salem-Keizer Coalition for Equality Salem, Oregon	Support operations and programs to improve educational outcomes for Latino, African American, and low-income students (2 years)	45,000	20,000	
Salem-Keizer Community Development Corporation Salem, Oregon	Weatherize an affordable housing complex in Salem for low-income residents	25,000	25,000	
Senior Citizens Council of Clackamas County Oregon City, Oregon	Maintain guardian/conservatorship services for low-income and indigent seniors and adults with disabilities	6,000	6,000	
Sisters of the Road Portland, Oregon	Provide services to individuals experiencing poverty and homelessness through a challenge grant	40,000	20,000	20,000
Society of St. Vincent de Paul, Rogue Valley District Council Medford, Oregon	Support operations and programs serving low-income individuals and families	20,000	20,000	
Somali Community Services Coalition Portland, Oregon	Provide social services to Somali refugee families experiencing or at risk of domestic violence (2 years)	20,000	10,000	
St. Andrew Legal Clinic Portland, Oregon	Support operations and increase access to legal services for low-income clients (2 years)	50,000	25,000	
St. Vincent de Paul Society of Lane County Eugene, Oregon	Purchase an apartment complex to provide housing and wraparound services for chronically homeless female veterans	50,000		50,000
Step Forward Activity Center Baker City, Oregon	Construct a building to house new manufacturing operations and alternatives-to-employment activities for adults with developmental disabilities	25,000	25,000	
Store to Door Portland, Oregon	Maintain a program manager position to provide grocery and medication delivery services for seniors and individuals with disabilities	12,000	12,000	
Tillamook County Women's Resource Center Tillamook, Oregon	Enhance volunteer programming to provide services to survivors of domestic violence	25,000	25,000	
Tualatin Valley Workshop Hillsboro, Oregon	Purchase upgraded equipment to provide employment opportunities to adults with developmental disabilities	7,500	7,500	
Volunteers of America – Oregon Portland, Oregon	Relocate the agency's domestic violence intervention services (3 years)	115,000	60,000	55,000

COMMUNITY – WELFARE

		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Wisdom of the Elders Portland, Oregon	Produce culturally tailored multimedia career-path curricula for Native Americans and English language learners	\$ 15,000	\$ 15,000	
Women's Crisis Support Team Grants Pass, Oregon	Support a violence-prevention educator to serve middle and high school students in Josephine County	20,000	20,000	
Womenspace Eugene, Oregon	Provide advocacy services for survivors of intimate partner violence in Lane County and their children	20,000	20,000	
Yamhill Community Action Partnership McMinnville, Oregon	Construct a client services center and food bank to serve low-income Yamhill County residents	80,000	80,000	
Friends of Zenger Farm Portland, Oregon	Present Healthy Eating on a Budget workshops to low-income families (2 years)	25,000	10,000	

EDUCATION

Bend Science Station Bend, Oregon	Provide science education programs to students in three Bend-La Pine elementary schools	10,000	10,000	
Community Transitional School Portland, Oregon	Furnish a new classroom for a school serving homeless families	10,000	10,000	
De La Salle North Catholic High School Portland, Oregon	Support an enrollment growth initiative to achieve program sustainability (2 years)	75,000	25,000	
E2 Foundation/Friends of Outdoor School Portland, Oregon	Support Outdoor School by implementing a fee-based summer arts-and-nature day camp in East Multnomah County	20,000	20,000	
Foundations for a Better Oregon Portland, Oregon	Support Chalkboard Project to improve K–12 public education; build reserves to administer a federal grant; and establish a policy advisor position with the Oregon Education Investment Board	286,500	286,500	
I Have a Dream Foundation Portland, Oregon	Implement the Dreamer School Project serving low-income students at Alder Elementary School (3 years)	120,000	40,000	\$ 80,000
Minds Matter of Portland Portland, Oregon	Support local operations and mentoring programs serving academically motivated, low-income high school students	10,000	10,000	
Neskowin Valley School Neskowin, Oregon	Provide community school programs and arts education, and support infrastructure improvements (2 years)	20,000	10,000	
Oregon Children's Foundation Portland, Oregon	Support SMART program services to increase child literacy	50,000	50,000	
Oregon Community Fndn./Community 101 Portland, Oregon	Support a school-based service-learning program for high school students (3 years)	45,000	15,000	30,000
Portland Opportunities Industrialization Center Portland, Oregon	Support a transition program for low-income, at-risk young adults to foster education, employment, and self-sufficiency skills beyond high school (2 years)	30,000	12,000	
Portland Reading Foundation Portland, Oregon	Sustain operations as the agency implements a multi-year plan to expand reading intervention services into elementary schools serving low-income families	15,000	15,000	
Portland Workforce Alliance Portland, Oregon	Hire a part-time program assistant to increase career-related opportunities for low-income high school students (3 years)	30,000	15,000	15,000

EDUCATION

		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Portland Youthbuilders Portland, Oregon	Redesign programming to increase graduation rates of low-income students in college or apprenticeship programs (3 years)	\$ 50,000	\$ 25,000	\$ 25,000
Reed College Portland, Oregon	Construct a new performing arts facility (3 years)	350,000	175,000	175,000
Salem Schools Foundation/Salem-Keizer Education Foundation Salem, Oregon	Provide extended learning opportunities to underserved elementary and middle school students through a challenge grant	50,000	50,000	
University of Portland Portland, Oregon	Renovate Clark Memorial Library on the university campus (3 years)	300,000	200,000	100,000
Youth Employment Institute Portland, Oregon	Expand an academic skills remediation program to include younger at-risk students, ages 14–16 (2 years)	37,000	25,000	12,000

ENVIRONMENT

Forest Park Conservancy Portland, Oregon	Lead collaborative efforts to conserve and restore 63 acres of native habitat in Forest Park (2 years)	50,000	30,000	20,000
The Freshwater Trust Portland, Oregon	Conduct stream-flow restoration projects in the John Day, Umatilla, Grand Ronde, Willamette, and Tillamook Basins (3 years)	30,000	10,000	
Lake County Resources Initiative Lakeview, Oregon	Develop renewable energy projects in Lake County	25,000	25,000	
Lower Nehalem Community Trust Manzanita, Oregon	Increase donor support through a challenge grant, and purchase undeveloped edge-land to protect the Nehalem Estuary (2 years)	30,000	10,000	
The Nature Conservancy Portland, Oregon	Purchase the last remaining tract of private property at Table Rocks	80,000	80,000	
NextStep Recycling Eugene, Oregon	Refurbish donated computers and implement a digital literacy program to serve low-income students and families in Lane County	15,000	15,000	
Northwest Earth Institute Portland, Oregon	Support program operations to promote stewardship of the environment	25,000	25,000	
Oregon Coast Aquarium Newport, Oregon	Develop a digital education project to promote scientific inquiry and ocean literacy among high school students	20,000	20,000	
Oregon Environmental Council Portland, Oregon	Hire a part-time volunteer and outreach coordinator (2 years)	22,000	16,000	6,000
Oregon Rangeland Trust Pendleton, Oregon	Promote the use of conservation easements as a means of protecting ecologically significant lands (2 years)	25,000	10,000	
Oregon Shores Conservation Coalition Seal Rock, Oregon	Expand a volunteer coordinator position to increase citizen involvement in coastal conservation activities (2 years)	15,000	10,000	5,000
Oregon Wild Portland, Oregon	Complete the Glaze Meadow reforestation project, and implement/document a collaborative restoration model for Eastern Oregon forests	15,000	15,000	
Oregon Zoo Foundation Portland, Oregon	Upgrade avian conservation and exhibition programs	65,000	65,000	

ENVIRONMENT

		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Our United Villages Portland, Oregon	Support technology upgrades to increase the Rebuilding Center's operational efficiency and enhance community recycling and salvage activities	\$ 10,000	\$ 10,000	
Portland Audubon Society Portland, Oregon	Increase access to environmental conservation programs and natural areas for diverse communities in East Portland (3 years)	85,000	25,000	\$ 15,000
SOLV Hillsboro, Oregon	Develop and implement a statewide volunteer environmental-education project (2 years)	55,000	30,000	25,000
Southern Oregon Land Conservancy Ashland, Oregon	Increase organizational capacity and memberships through a challenge grant	20,000		20,000
Sustainable Northwest Portland, Oregon	Foster collaborative strategies to promote environmental sustainability in 12 Eastern Oregon counties, and increase individual donor support through a challenge grant (2 years)	25,000	5,000	20,000
Tualatin Riverkeepers Tigard, Oregon	Increase cultural diversity among members, volunteers, and leadership	8,000	8,000	
The Wetlands Conservancy Tualatin, Oregon	Hire a volunteer coordinator to implement a multi-tier volunteer program (3 years)	30,000	15,000	15,000

HEALTH AND SCIENCE

Blue Mountain Healthcare Foundation John Day, Oregon	Replace patient beds at Blue Mountain Hospital	25,000	25,000	
Center for Community Counseling Eugene, Oregon	Provide mental health services for uninsured and underinsured adults in Lane County	10,000	10,000	
Columbia River Community Health Services Boardman, Oregon	Construct a facility for a Federally Qualified Health Center serving low-income individuals in northern Morrow County	75,000	75,000	
Community Health Center Medford, Oregon	Renovate a Federally Qualified Health Center to incorporate a team-based healthcare model that expands services to low-income, vulnerable populations	70,000	70,000	
Dental Foundation of Oregon Wilsonville, Oregon	Support a mobile dental clinic for underserved students in elementary schools across Oregon (3 years)	60,000	15,000	
La Clinica del Valle Family Health Care Center Medford, Oregon	Renovate a Federally Qualified Health Center facility to provide dental services to low-income residents of Jackson County (3 years)	175,000	100,000	75,000
Medical Foundation of Marion & Polk Counties Salem, Oregon	Expand Project Access, a volunteer physician program providing medical services to uninsured and underinsured individuals	30,000	30,000	
Planned Parenthood Health Services of Southwestern Oregon Eugene, Oregon	Construct a regional health services and education center in Lane County (2 years)	75,000	50,000	25,000
Project Access NOW Portland, Oregon	Coordinate access to primary and specialty care services for low-income, uninsured individuals in Clackamas and Multnomah counties (2 years)	75,000	30,000	
Project Quest Portland, Oregon	Purchase an integrated database for a health center serving low-income and uninsured individuals	15,000	15,000	
Returning Veterans Project Portland, Oregon	Provide counseling and supportive healthcare services at no cost to veterans returning from recent conflicts and to their families	8,500	8,500	

HEALTH AND SCIENCE

		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Sanford Health Foundation Klamath Falls, Oregon	Construct a pediatric health clinic in Klamath Falls (3 years)	\$150,000	\$125,000	\$ 25,000
Southern Oregon Adolescent Study and Treatment Center Grants Pass, Oregon	Expand school-based mental-health promotion and prevention services to schools in rural Josephine County (3 years)	54,000	18,000	36,000
Southwest Community Health Center Portland, Oregon	Support clinic operations serving underinsured and uninsured individuals as the agency implements sustainability initiatives	25,000	25,000	
Virginia Garcia Memorial Foundation Cornelius, Oregon	Construct a comprehensive wellness facility and headquarters for a Federally Qualified Health Center providing healthcare to low-income individuals (3 years)	175,000	100,000	75,000
Volunteers in Medicine Clinic of the Cascades Bend, Oregon	Support clinic operations serving underinsured and uninsured individuals (2 years)	40,000	25,000	15,000
The Wallace Medical Concern Gresham, Oregon	Purchase equipment for a new medical clinic serving low-income individuals in East Multnomah County	50,000	50,000	
HUMANITIES				
Calyx Corvallis, Oregon	Provide literary publications and outreach to raise awareness of women's issues in Oregon, and upgrade the agency's website	5,000	5,000	
Columbia River Maritime Museum Astoria, Oregon	Restore the historic Astoria Railroad Depot to augment museum programming	75,000	75,000	
Coos County Historical Society North Bend, Oregon	Construct a historical and maritime center in Coos Bay	125,000		125,000
Crates Point The Dalles, Oregon	Replace and repair components of the Columbia Gorge Discovery Center's heating and cooling system	20,000		20,000
Curry County Library Foundation Gold Beach, Oregon	Replace outdated computer hardware for the online library system serving six libraries	16,000	16,000	
Fishtrap Enterprise, Oregon	Support operations and programs to promote literary arts in Eastern Oregon	20,000	20,000	
Gilliam County Library Condon, Oregon	Renovate a building to expand the library in Condon	40,000	40,000	
High Desert Museum Bend, Oregon	Present two exhibitions and support a year-long education project	10,000	10,000	
Independent Publishing Resource Center Portland, Oregon	Hire a community resource coordinator to expand affordable, independently published literary arts and media for individuals, and increase media literacy in schools (2 years)	15,000	10,000	5,000
Japanese Garden Society of Oregon Portland, Oregon	Support operations and programs	20,000	20,000	
The Library Foundation Portland, Oregon	Support an early-literacy program in collaboration with social-service providers to encourage parents to read with their children (3 years)	180,000	60,000	40,000
The Nature of Words Bend, Oregon	Support literary arts residencies and educational programs serving middle and high school students in Central Oregon	12,000	12,000	

HUMANITIES

		Authorized Current Year Authorized Prior Year	2011 Payments	Future Commitments
Oregon Council for the Humanities Portland, Oregon	Provide humanities courses for low-income individuals in Portland and Salem, and a summer humanities camp for teens	\$ 15,000	\$ 15,000	
Oregon Historical Society Portland, Oregon	Support operations, and produce a new permanent exhibit entitled <i>Oregon: Yours, Mine, Ours</i>	200,000	200,000	
Oregon Museum of Science and Industry Portland, Oregon	Produce on-site and traveling renewable-energy exhibits and programming in English and Spanish (3 years)	175,000	50,000	\$ 25,000
Oregon Nikkei Endowment Portland, Oregon	Hire an education manager to enhance educational programming and outreach (2 years)	30,000	20,000	10,000
Oregon Public Broadcasting Portland, Oregon	Expand radio infrastructure and underwrite <i>PBS Newshour</i> and <i>Oregon Field Guide</i> public television programs (3 years)	240,000	80,000	40,000
Oregon State Poetry Association Portland, Oregon	Produce an anthology of winning poetry from the 2011 Oregon Student Poetry Contest	1,500	1,500	
Portland Classical Chinese Garden Portland, Oregon	Implement a strategic plan to enrich visitors' experiences and increase earned income (3 years)	60,000	20,000	10,000
South Benton Community Enhancement Association Monroe, Oregon	Construct a new Monroe Public Library facility	50,000	50,000	
Willamette Writers West Linn, Oregon	Increase access to books for low-income, homeless, and at-risk children and youth	5,000	5,000	
World Affairs Council of Oregon Portland, Oregon	Provide international curricula programs to increase global literacy for K–12 students (3 years)	45,000	20,000	25,000
World Forestry Center Portland, Oregon	Renovate key facilities on the main campus (2 years)	100,000	25,000	

RELIGION

Ecumenical Ministries of Oregon Portland, Oregon	Engage Oregon's faith community in service for the common good, and present the 2011 Collins Lecture	150,000	150,000	
Holy Names Sisters Foundation Marylhurst, Oregon	Construct a spiritual retreat house in Oregon City for people of all faiths	10,000	10,000	
United Methodist Church, Oregon-Idaho Annual Conference Portland, Oregon	Strengthen and revitalize ministries throughout Oregon (2 years)	310,000	160,000	150,000
Totals			\$8,055,450	\$3,290,000

STATEMENT OF ASSETS, LIABILITIES, AND NET ASSETS — INCOME TAX BASIS

December 31, 2011 and 2010

	2011	2010
Assets		
Investments at fair value (Notes 1, 3, and 4)		
Invested cash and cash equivalents	\$ 7,180,092	\$ 6,056,920
Common and preferred stock	103,088,503	129,297,058
Corporate obligations	14,325,958	321,474
Limited partnership interests	36,885,599	37,996,869
Real estate funds	4,385,685	4,061,093
Total investments	165,865,837	177,733,414
Cash and cash equivalents (Notes 2 and 4)	1,407,510	621,715
Program-related investments (Notes 1 and 4)	600,000	600,000
Prepaid excise and income taxes (Note 5)	17,176	—
Other assets	75,690	83,331
Total assets	167,966,213	\$179,038,460
Liabilities and Net Assets		
Excise and income tax payable (Note 5)	—	109,591
Total liabilities	—	109,591
Unrestricted net assets (Note 1)		
(Including unpaid grants of \$3,290,000		
in 2011 and \$1,936,050 in 2010)	167,966,213	178,928,869
Total liabilities and net assets	\$167,966,213	\$179,038,460

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

STATEMENT OF REVENUE, EXPENSE, AND CHANGES IN NET ASSETS — INCOME TAX BASIS

Years ended December 31, 2011 and 2010

	2011	2010
Investment Income		
Dividends	\$ 2,768,311	\$ 2,497,651
Interest	71,098	23,966
Partnership and other investment income — net	535,123	142,896
Total revenue	3,374,532	2,664,513
Net gain (loss) on investments		
Realized	(2,869,766)	5,598,019
Unrealized — net	(1,811,800)	12,169,198
Net gain (loss) on investments	(4,681,566)	17,767,217
Total investment income (loss)	(1,307,034)	20,431,730
Investment expense		
Excise and income taxes (Note 5)	94,279	80,573
Management and custodial fees	660,963	619,478
Investment administration expenses	146,259	135,843
Total investment expense	901,501	835,894
Net investment income (loss)	(2,208,535)	19,595,836
Grants and Expenses		
Grants (Note 1)		
Arts	1,304,500	1,434,500
Children — Youth	1,311,050	1,001,650
Community — Welfare	2,176,400	2,368,278
Education	993,500	923,500
Environment	424,000	383,500
Health and Science	771,500	452,500
Humanities	754,500	603,130
Religion	320,000	300,000
Grants paid	8,055,450	7,467,058
Prior year grants refunded	(20,000)	—
Grant administration expenses	718,671	692,859
Total grants and expenses	8,754,121	8,159,917
Increase (decrease) in net assets	(10,962,656)	11,435,919
Net assets, beginning of year	178,928,869	167,492,950
Net assets, end of year	\$167,966,213	\$178,928,869

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

STATEMENT OF CASH FLOWS — INCOME TAX BASIS

Years ended December 31, 2011 and 2010

	2011	2010
Cash flows from investing activities		
Net investment income (loss)	\$ (2,208,535)	\$ 19,595,836
Adjustments to reconcile excess of expense to net cash provided by investing activities		
Unrealized (gain) loss on investments – net	1,811,800	(12,169,198)
Realized (gain) loss on investments	2,869,766	(5,598,019)
Investments – at cost		
Proceeds from sales of securities	80,720,732	45,410,524
Purchase of securities	(75,096,489)	(42,146,815)
Distributions from limited partnerships	2,995,942	2,909,103
Proceeds from sales of limited partnerships	4,886,305	2,750,000
Purchases of limited partnerships	(4,680,486)	(2,061,803)
Income on limited partnerships	(535,124)	(142,896)
Increase in invested cash and cash equivalents	(1,123,172)	(372,156)
Changes in other assets and liabilities – net	(100,823)	62,368
Net cash provided by investing activities	9,539,916	8,236,944
Cash flows from grant activities		
Grant payments	(8,055,450)	(7,467,058)
Prior year grants refunded	20,000	—
Payments for grant administrative expenses	(718,671)	(692,859)
Net cash used for grant activities	(8,754,121)	(8,159,917)
Increase in cash and cash equivalents	785,795	77,027
Cash and cash equivalents, beginning of year	621,715	544,688
Cash and cash equivalents, end of year	\$ 1,407,510	\$ 621,715

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

THE FOUNDATION

The Collins Foundation was founded in 1947 by four members of the Collins family. The purpose of the Foundation, as stated in the original documents of incorporation, is to operate and use its funds exclusively for religious, charitable, and educational purposes within the state of Oregon.

NOTE 1

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting The accompanying financial statements have been prepared on the method of accounting used for federal excise tax purposes. The revenues (except unrealized net gains on investments) and expenditures (except federal excise tax) are recognized when received or when paid.

Consequently, certain revenues and expenses are recognized in the determination of income in different reporting periods than they would be if the financial statements were prepared in conformity with generally accepted accounting principles. Although income tax rules are used to determine the timing of revenues and expenses, nontaxable revenues and nondeductible expenses are included in the determination of net income. As with all tax presentations, these tax accounting methods are subject to review and possible adjustment by the Internal Revenue Service.

Investments Investments in marketable securities are stated on the basis of current quoted market prices. Investment transactions are recognized on a settlement date basis. Investment transactions under such basis are not materially different from those that would be recognized on a trade date basis. Realized gains and losses are calculated based on the average cost method for both financial statement and tax return purposes. Unrealized gains or losses are recorded for the increase or decrease in the market value of assets from the beginning of the year to the

end of the year. Investments in limited partnerships and real estate funds are stated at estimated fair values provided by the managers of the interests.

The Foundation also invests in numerous partnerships, in which the Foundation is a limited partner, that specialize in making venture capital, buyout, distressed debt, and equity-based real estate investments. Such investments, typically investments in private equity or debt securities of companies or properties that are not publicly listed or traded, are not liquid investments. The value of such investments is determined by the partnerships' general partners, who must follow the valuation guidelines, such as appraisals and comparable company trade data, stipulated in the respective limited partnership agreements. The December 31 valuations of the investments in limited partnerships are based upon the value determined by the partnerships' general partner as of September 30, adjusted for capital contributions and distributions that occur during the quarter ended December 31. These amounts may differ from values that would be determined if the investments in limited partnerships were publicly traded or if the December 31 valuation amount were currently available. Realized gains and losses and unrealized changes in the fair value of investments in limited partnerships are reflected in the statement of revenues, expense and changes in net assets. The majority of limited partnerships are audited annually by independent public accounting firms. The Foundation is committed to invest funds into these partnerships. As of December 31, 2011, the Foundation has \$4.0 million in outstanding limited partnership commitments, including both domestic and international partnerships.

Program-Related Investments Program-related investments consist of interest-bearing loans and a preferred stock, which facilitate charitable activities. They are stated at cost, which approximates market value.

Grants Grants are recorded as expenditures in the year paid. Unpaid grants include grants with a payable date after year end and grants in which the restriction or matching requirement has not been met at year end. Unpaid grants are included in unrestricted net assets. Grants are generally approved subject to certain conditions. If these conditions are not met, or if the program or project approved for a grant needs less than the amount approved, grants may be refunded or canceled. Cancellations or refunds are recognized in the year in which they occur.

Use of Estimates The preparation of financial statements requires 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.

Subsequent Events The Foundation has evaluated subsequent events through March 20, 2012, which is the date these financial statements were available to be issued. Events, if any, are disclosed within the notes to these financial statements.

NOTE 2

CASH AND CASH EQUIVALENTS

Cash equivalents consist of highly liquid instruments such as money market accounts and certificates of deposit, with maturities of less than three months. Cash equivalents are recorded at cost, which approximates market value.

Cash and cash equivalents consist of the following at December 31:

	2011	2010
Cash – interest bearing	\$1,407,510	\$621,715

NOTE 3**CONCENTRATION OF CREDIT RISK**

The Foundation's assets consist of cash, equity securities, corporate obligations, limited partnership interests, and real estate funds. These financial instruments may subject the Foundation to concentrations of risk as, at various times during the year, cash balances may exceed amounts insured by the Federal

Deposit Insurance Corporation; the market value of securities is dependent on the ability of the issuer to honor its contractual commitments; and the investments are subject to changes in market values. Program-related loans are secured by real estate second mortgages and have a return that is below market rates. The loans are considered charitable activities.

NOTE 4**INVESTMENTS**

Investments consist of the following at December 31:

	2011		2010	
	Cost	Market	Cost	Market
Invested cash and cash equivalents	\$ 7,180,092	\$ 7,180,092	\$ 6,056,920	\$ 6,056,920
Common and preferred stock	94,918,161	103,088,503	119,243,262	129,297,058
Corporate obligations	14,288,271	14,325,958	300,000	321,474
Limited partnership interests	31,567,703	36,885,599	32,391,520	37,996,869
Real estate funds	5,000,000	4,385,685	5,000,000	4,061,093
Total	\$152,954,227	\$165,865,837	\$162,991,702	\$177,733,414

Invested cash and cash equivalents include cash and money-market funds held by the Foundation's investment managers.

NOTE 5**PROVISION FOR EXCISE AND INCOME TAX**

The Collins Foundation is classified as a private foundation as defined in the Tax Reform Act of 1986. The provisions of the Internal Revenue Code exempt the Foundation from federal and state income taxes. The Foundation is subject to federal and state tax on unrelated business income. The Foundation is subject to a federal excise tax of 2% on net investment income. If the average payout ratio for the past five years plus 1% of net investment income in the current year is less than the current year's charitable distributions, federal excise tax is payable at 1% of net investment income.

The Foundation paid federal excise tax of 1% in 2011 and 1% in 2010.

The net liabilities for federal excise tax and state income taxes consist of the following at December 31:

	2011	2010
Current	\$95,472	\$80,573
Deferred	(18,301)	122,921
Total	\$77,171	\$203,494

The deferred excise tax consists of excise tax on unrealized gains or losses on investments.

For 2011 and 2010 the Foundation had qualifying distributions of \$8,754,121 and \$8,159,917, respectively. As of December 31, 2011, the Foundation had qualifying distributions of \$282,175 in excess of the minimum requirement to meet distribution regulations

of the Internal Revenue Code for private foundations. As of December 31, 2010, distributions were in excess of the minimum requirements by \$224,131.

NOTE 6**PENSION PLAN**

The Foundation has a defined contribution salary deferral plan covering all eligible employees. The elective contributions to the plan are funded by voluntary salary reductions of the participants. The Foundation contributes 10% of all eligible employees' compensation. Pension expense during 2011 and 2010 was \$39,189 and \$35,807, respectively.

NOTE 7**COMMITMENTS**

Rental expense under the current lease for the Foundation's office space for 2011 and 2010 amounted to \$89,202 and \$90,029, respectively. At December 31, 2011, commitments for future minimum payments under this lease agreement, which expires on January 31, 2015, are \$100,828 for 2012, \$105,396 for 2013, \$109,993 for 2014, and \$9,198 for 2015.

NOTE 8**SUPPLEMENTAL DISCLOSURE OF CASH FLOW INFORMATION**

Cash paid for federal and state taxes was \$202,745 for 2011 and \$2,993 for 2010.

NOTE 9**INVESTMENT AND GRANT ADMINISTRATION**

The classification of administrative expenses between investment and grant expenses is determined by specific identification or an allocation based on time expended.

Board of Trustees
The Collins Foundation
Portland, Oregon

We have audited the accompanying statement of assets, liabilities, and net assets – income tax basis of The Collins Foundation as of December 31, 2011 and 2010, and the related statements of revenue, expense, and changes in net assets – income tax basis, cash flows – income tax basis, and grants for the years then ended. These financial statements are the responsibility of the Foundation's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

As described in Note 1, these financial statements were prepared on the basis of accounting the Foundation uses for income tax purposes, which is a comprehensive basis of accounting other than generally accepted accounting principles.

In our opinion, the financial statements referred to above present fairly, in all material respects, the assets, liabilities, and net assets of The Collins Foundation as of December 31, 2011 and 2010, and its revenue, expense, and changes in net assets, cash flows, and grants for the years then ended, on the basis of accounting described in Note 1.

Our audits were conducted for the purpose of forming an opinion on the basic financial statements taken as a whole. The accompanying supplementary financial information is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

March 20, 2012
Portland, Oregon



MANZER & DAVIS, LLP
Certified Public Accountants

GRANT POLICIES AND GUIDELINES

The Collins Foundation, an independent private foundation, was created in 1947 by Truman W. Collins and other members of the family of E. S. Collins. The Collins Foundation exists to improve, enrich, and give greater expression to the religious, educational, cultural, and scientific endeavors in the state of Oregon and to assist in improving the quality of life in the state. In its procedures, the Foundation has not been an “operating foundation” in the sense of taking the initiative in creating and directing programs designed to carry out its purpose. Rather, the trustees have chosen to work through existing agencies and have supported proposals submitted by colleges and universities, organized religious groups, arts, cultural, and civic organizations, and agencies devoted to health, welfare, and youth.

Eligibility Requirements

Grant requests are considered only from organizations/agencies that have established their tax-exempt status under Section 501(c)(3) of the Internal Revenue Code and are not private foundations as defined under section 509(a) of the Code, or that have tax exemption as a governmental or other publicly funded entity.

Grant requests are considered only from nonprofit organizations/agencies that have current registration with the offices of the Oregon State Attorney General and the Secretary of State.

Grants are made only for projects that directly benefit the residents of Oregon.

Grants are not made to specific individuals.

Policy Guidelines

- The Collins Foundation affirms its commitment to equal opportunity for all persons regardless of race, color, religious belief, gender, sexual orientation, age, or disability. It is our intent to make grants to nonprofit agencies that pursue these same values in their services and organization.

- The Foundation will consider only one grant request from the same organization in a twelve-month period, unless an additional request is invited by the Foundation.

- The Foundation normally will not consider an additional grant request from an organization receiving a multi-year grant until twelve months following the final scheduled payment of the multi-year grant.

- Grants normally are not made to elementary, secondary, or public higher education institutions, or to individual religious congregations.

- Grants normally are not made for development personnel, annual fundraising activities, endowments, operational deficits, financial emergencies, or debt retirement.

- In considering applications for substantial projects, the Foundation prefers to participate with other donors, and encourages the applicant to seek support from other sources to share in the total project.

Application Procedures

Grant application procedures and the required checklist are available at www.collinsfoundation.org.

Application Review

Foundation trustees meet six times annually to make decisions on grant requests. Foundation staff acknowledges each request received and informs eligible applicants of the date anticipated for consideration by the trustees. Once a request has been funded or declined, the applicant is notified promptly. Rarely is a grant decision deferred. When this occurs, however, the applicant is provided with an explanation and further instructions.

The grant review process begins after receiving a completed application and usually requires eight to twelve weeks, provided the applicant has complied fully with the application procedures. The submission of an incomplete grant proposal may cause delays in the Foundation's review and consideration of the request.

During the grant review period, Foundation staff may request an interview or a site visit in order to gain more information about the agency and its proposal. Additional written material may also be requested. Throughout this time, applicants are encouraged to notify the Foundation of any changes

in the status of the project under review, including its funding.

The Collins Foundation endeavors to serve people throughout Oregon. Despite this commitment, the Foundation is unable to support every request received. Denial of a grant should not necessarily be considered a reflection on the quality of a project or the worthiness of its sponsor.

Grant Reporting

Every organization receiving a grant from The Collins Foundation has a responsibility to report on the use of the funds granted. Reporting guidelines are provided with each of the Foundation's grant awards and are available for review on the Foundation's website. Unless otherwise indicated at the time disbursement is made, reports are required annually until the entire grant has been expended. Failure to report as required by the Foundation could influence future grant decisions by the trustees.

Inquiries

For questions or comments, e-mail: information@collinsfoundation.org

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THE COLLINS FOUNDATION TRUSTEES



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Maribeth W. Collins



Cherida Collins Smith



Ralph Bolliger



Lee Diane Collins Vest



Jerry E. Hudson

THE COLLINS FOUNDATION STAFF



Cynthia G. Addams



Cindy J. Knowles



Timothy R. Bishop



Susana P. Judkins



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