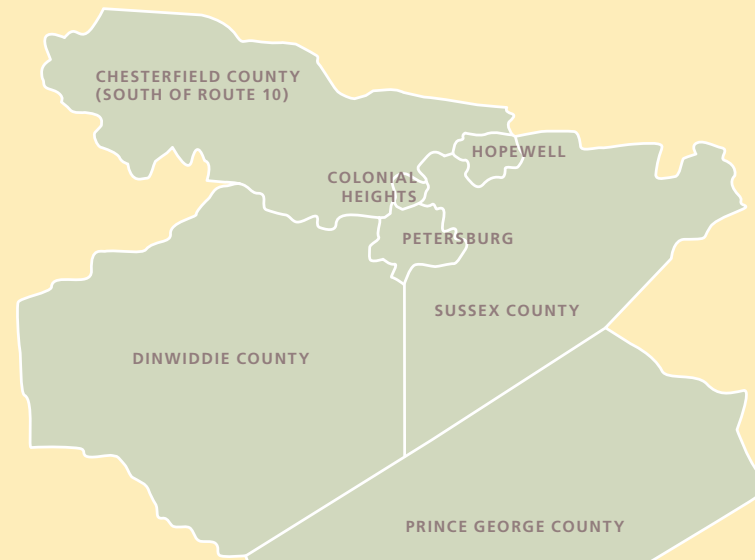


*Striving to transform  
the region by strategically  
leveraging resources  
for community impact*

# The Cameron Foundation

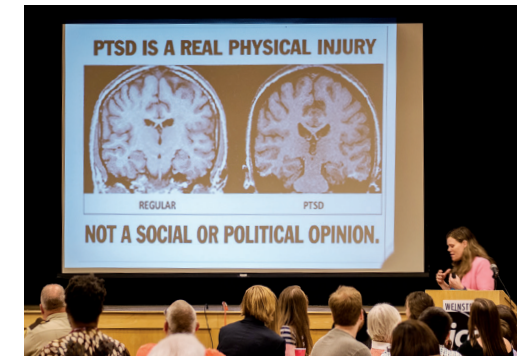
## 2014/15 Biennial Report



## 2014–2015 Highlights

During 2014–2015, the period covered by this report, the Foundation engaged in thoughtful reflection on its first 10 years of philanthropy and made meaningful revisions to its work. It engaged national experts to recommend best-practice models to update the Foundation’s capacity-building portfolio and then rolled out many new offerings. In addition to continuing its traditional responsive grants program, the Foundation also introduced proactive grantmaking to enhance the impact of its work. The Foundation awarded \$6.7 million in responsive grants to answer a broad range of community needs across the region.

This report features a diverse selection of stories resulting from the Foundation’s work with nonprofits and other partners serving the Tri-Cities and surrounding counties. Visit [www.camfound.org](http://www.camfound.org) for additional details about The Cameron Foundation’s many grant opportunities, awards and proactive investments.

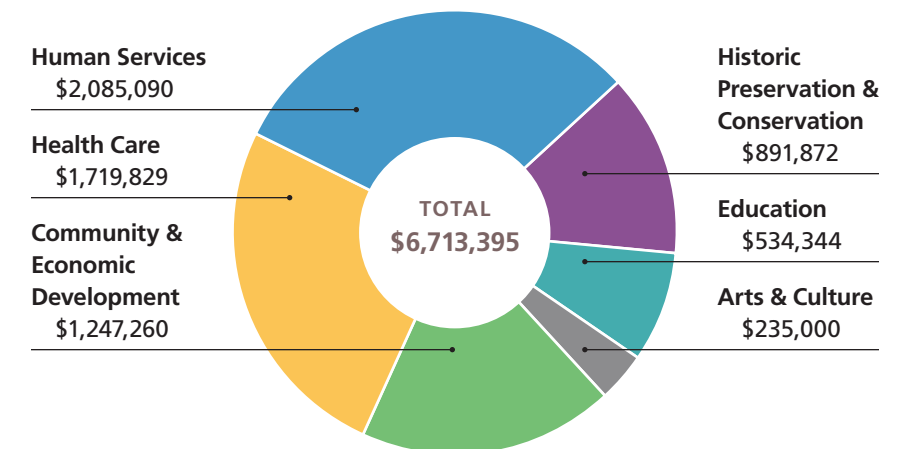


*COVER: As the Foundation gives more emphasis to the environmental factors that contribute to a culture of health, it is making new investments in connecting the community to the region’s natural and cultural resources. Pictured here, people enjoy the Appomattox River that threads through the area and is gaining recognition as a key asset to the region’s vitality.*

Established in 2003, The Cameron Foundation is a private foundation that was formed from the proceeds of the sale of Southside Regional Medical Center by the Hospital Authority of the City of Petersburg. Its service area comprises the area historically served by the hospital, including the cities of Petersburg, Colonial Heights and Hopewell; the counties of Dinwiddie, Prince George and Sussex; and the portion of Chesterfield County lying south of Route 10. The Foundation’s vision is for this region to be recognized for its quality of life, many opportunities for its residents to succeed, sustainable nonprofit sector, and its cultural and historic attractions.

Since 2004, The Cameron Foundation has awarded \$72.5 million to organizations serving residents in its service area. Through its work, the Foundation strives to transform the Tri-Cities and surrounding counties into a healthy, vibrant and economically vital region by strategically leveraging resources for community impact.

**RESPONSIVE GRANTS BY FUNDING AREA**  
FISCAL YEARS 2014 AND 2015 COMBINED





## Tackling Food Insecurity and Expanding Access to Healthy Options

The U.S. Department of Agriculture reports that over the past 20 years across the country, average food prices have increased by 2.5% annually. The rise contributes significantly to higher food insecurity rates. In the Foundation's service area, over 24,600 individuals are unsure where their food will come from. The Colonial Heights Food Pantry (CHFP) began 12 years ago as a church program serving four families. Now housed in a 5,400 square foot building, it has become a vital community resource. It is the Tri-Cities satellite site for Meals on Wheels, a Feedmore program serving Colonial Heights, Hopewell, Petersburg, Dinwiddie and Prince George. A walk-in cooler that was installed for that purpose also allows CHFP to distribute more fresh produce to its clients, adding to the pantry's importance as a partner. In fiscal year 2015, CHFP enlisted 2,000 volunteers to serve nearly 9,500 individuals over multiple visits. Cameron's overall funding to the agency totals \$524,000 since the first award in 2008. In 2015, the pantry joined the inaugural cohort of four organizations designing capacity building plans through the Partnership for Nonprofit Excellence's Organizational Improvement Process, also funded by the Foundation. These investments position CHFP to better answer some of the most basic needs of its clients.

## Promoting Healthy and Equitable Communities

As part of its strategy to promote a culture of health across the region, in 2015 The Cameron Foundation engaged Dr. Michael Royster of the Institute for Public Health Innovation (IPHI) to facilitate a series of workshops and technical assistance. The sessions, which are co-sponsored by individual jurisdictions, engage stakeholders to identify, develop and implement best practice community models to combat health disparities. The work focuses on health indicators that are specific to the locality. Prince George County officials kicked off the first training, which convened stakeholders across many sectors, including health, education, public safety, community development, human services, faith groups, and several departments within the county government. Other localities working with IPHI include the cities of Petersburg and Hopewell as well as Sussex County.



## Engaging Residents in Creative Placemaking

Across the country, arts communities are known to contribute to the economic vitality of their surroundings. The Foundation's interest in the intersections between community and economic development, arts and culture prompted it to bring in Artspace, the nation's leading developer of arts facilities, to determine the feasibility of creating quality, affordable, live-work spaces for artists in Petersburg. A groundswell of supporters stepped in to help promote a major survey of area artists, arts organizations and creative businesses. Pictured here, Eugene B. Batiste III produced a 60-second video featuring local artists who encouraged the audience to "Take the survey!" Over 730 individuals and 105 creative and cultural organizations and businesses participated. The survey analysis revealed a need for affordable live-work spaces and accommodations for other creative enterprises. Currently, the Foundation is pursuing options for such a development.



## Keeping Students on Track for Graduation

Communities In Schools (CIS) is known for its best-practice model of providing wrap-around support to at-risk students as well as school-wide services with community partners. For struggling schools across the country, CIS has helped to lower dropout rates, increase graduation rates, and improve proficiency in math and reading. In 2014, the Foundation began investing in CIS for Petersburg City Public Schools, where the graduation rate of 70.9% is nearly 20 percentage points lower than the state average. Cameron has awarded \$240,000 to date and provides ongoing staff support to CIS of Virginia to aid in establishing a local affiliate. Leveraging its funding, the group has secured \$1.6 million in state appropriations over four years for CIS of Petersburg. Pictured here, a Petersburg student is among a group of 80 students touring Howard University on a CIS-arranged visit to inspire them to see beyond graduation day.

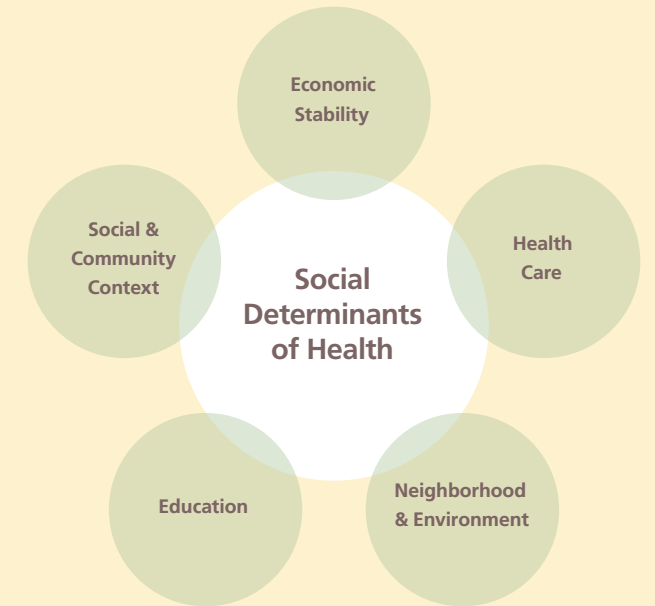


## Preserving Sacred Places

Many religious buildings are more than places of worship — they are essential to providing space for community-serving programs and contribute to the historic fabric of an area. Recognizing this, the Foundation introduced the Sacred Landmarks Grant for exterior restoration of landmark religious buildings. It is one of few such efforts nationally. Prior to suffering hurricane and water damage, historic Martin's Brandon Episcopal Church in Prince George County was the site of religious services, social gatherings, and civic events. Its \$25,000 grant to restore the bell tower has spurred new support for further preservation and is helping it to reengage more with the community.

## Proactive Grantmaking

While the majority of the Foundation's funding is still directed to its responsive grants program, during 2014, it introduced some proactive work as a supplemental strategy to improve the Foundation's impact through increased collaboration with community partners. In these proactive investments, priority is given to visible, high impact projects that transform the community and/or address the social determinants of health. This shift enables the Foundation to take a deeper look at health, through a broader lens beyond health care interventions, as research shows that health starts in people's homes, neighborhoods, workplaces, and the larger community — long before the point where a person needs health care. The social determinants of health are those community factors outside of traditional healthcare and public health that cross-sector collaborators are able to address to improve community health. Some examples of social determinants include food access, safe and affordable housing, educational attainment, income as well as improved work and neighborhood environments.



The Foundation may use different approaches leading up to a proactive grant, including:

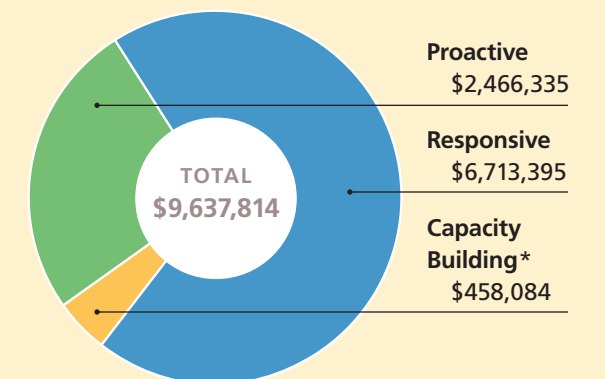
- Reaching out directly to one or more organizations to jointly develop an innovative project to address a specific need.
- Preparing a request for proposal to address a specific community need and distribute it to a select group of organizations to submit proposals for funding consideration.
- Convening local organizations with expertise in particular fields of interest to brainstorm innovative approaches to address a specific community need.
- Attempting to leverage its impact by bringing together funders to explore a specific issue or project of mutual interest for joint funding.

Cameron has a special interest in utilizing proactive grants in cases where:

- There is a collaborative project with several partners that cannot be accommodated by grants to individual organizations through the responsive grants process.
- An innovative cross-sector approach to address a specific need involves organizations from multiple fields of interest.
- There is an initiative of significant scale and impact on the community that will require multi-year funding.
- There are special opportunities or urgent needs that have a funding timeline that falls outside of the Foundation's two responsive grant cycles.
- The project has the potential to leverage significant funding from other sources.

### GRANT CATEGORIES

FISCAL YEARS 2014 AND 2015 COMBINED



*\*The Foundation considers General Operating Support (GOS) an essential capacity-building resource — since these funds are awarded through the Foundation's responsive grant program, GOS is included in the responsive grant amount.*

## Capacity Building 2.0

After investing \$10 million over eight years to build the capacity of Southside Virginia nonprofit organizations, The Cameron Foundation invested time in an intrinsic review of its capacity building program in 2014. This process led to a refocus of the capacity building strategy toward greater impact and sustainability for Cameron's universe of nonprofits. The redesigned approach to capacity building, aimed at nonprofit excellence in the region, includes six elements:

**DUKE UNIVERSITY NONPROFIT MANAGEMENT CLASSES** — The Cameron Foundation works in partnership with Duke University to provide nonprofit management classes at the Foundation's headquarters in Petersburg. The classes, which are customized through Duke University's Office of Continuing Education, represent a cornerstone of the Foundation's capacity building program.

**PARTNERSHIP FOR NONPROFIT EXCELLENCE (PNE)** — PNE manages multiple programs to provide Central Virginia nonprofits with the tools they need to improve their effectiveness and efficiency for greater impact. The Cameron Foundation has engaged PNE to provide capacity-building services to selected grantees through two tracks:

- The Organizational Improvement Process provides a deep dive assessment, working one-on-one with a consultant to determine organizational needs and to create a comprehensive capacity building plan. This more intensive track is being implemented with a cohort of organizations chosen by The Cameron Foundation each year.
- Standards for Excellence is a national initiative to promote the highest standards of nonprofit governance, management and operations. The Standards for Excellence provides organizations with a framework for self-assessing their needs based upon a best practices model and includes tools and model policies to assist with implementation. Each year, the Foundation also supports a cohort of its grantees to undertake this work.

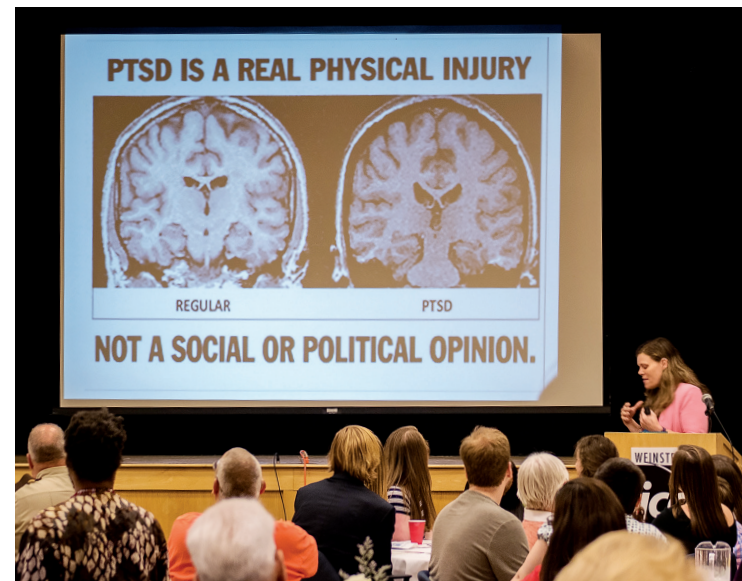
**NONPROFIT RESOURCE CENTER & CONNECT VA** — These resources offer access to information aimed at improving management, governance, operations and programs. Both tools serve diverse groups, ranging from large to small and emerging organizations aligned with Cameron priorities, as well as those not aligned with the Foundation's goals but of valuable service to the community.

**RECOGNITION AWARDS** — In addition to continuing to offer the Cleveland A. Wright Award for Outstanding Community Service, the Cleveland A. Wright Lecture Series was introduced in 2015 as a way to bring the community together to learn from national experts in areas of nonprofit practice. The Handy L. Lindsey, Jr. Award for Excellence in Organizational Management celebrates organizations moving toward Standards for Excellence Accreditation, national recognition of an organization's use of the highest standards of practice.

**LEARNING COMMUNITIES** — Collective learning among nonprofit leaders in the same field has proven to be an approach to improve practice and develop peer relationships that spur greater collaboration. Learning communities can be a follow-up to events like the Foundation-sponsored 2014 Regional Health Summit, or organized separately to focus on a community issue.

**EVALUATION** — Formative evaluation of select Cameron grantees now aids the Foundation's learning about the progress that nonprofits are making towards achieving their goals while also supporting the Foundation's work in creating greater community impact. Formal evaluation of other programs, such as the Duke offerings and PNE-supported work with Cameron grantees, also is ongoing.

Following an in-depth process to align itself with best practices for organizational management in legal and regulatory compliance, NAMI Central Virginia (pictured to the left) earned national recognition from the Standards for Excellence Institute in 2015. It was among a cohort of just four local nonprofits serving the Tri-Cities to participate through a program that was facilitated by the Partnership for Nonprofit Excellence and funded by The Cameron Foundation. All four participating organizations also were honored with the Foundation's Handy L. Lindsey Award for Excellence in Organizational Management in October 2015 during the Foundation's annual ceremony. NAMI Central Virginia, a local branch of the National Alliance on Mental Illness, promotes recovery and seeks to improve the lives of Central Virginians with serious mental illness through education, support, resources, advocacy and anti-stigma campaigns.



## Cleveland A. Wright Lecture Series

Through the Cleveland A. Wright Lecture Series, community lectures are intended to contribute to a culture of excellence in the region. Featuring expert speakers or panels, each lecture will expose outside thought leaders and sector influencers to Southside organizations to benefit regional nonprofits, civic leaders and funders.

In 2015, The Cameron Foundation launched its inaugural Cleveland A. Wright Lecture by hosting Will Allen as a guest speaker during the Foundation's annual ceremony. Allen, farmer and founder and CEO of Growing Power Inc., is recognized as a preeminent practitioner of urban agriculture, providing training and building community food security systems, in America and throughout the world. He is a past recipient of a John D. and Katherine T. McArthur Foundation McArthur Fellowship and also was named one of the 100 World's Most Influential People by *Time* magazine in 2010.

Over the course of two days, Allen met with community leaders and toured the local Petersburg area to learn more about some of the barriers for people living in local food deserts. During his speech, he then discussed models that other communities are employing to overcome similar challenges by increasing food production and improving access to healthy foods.



ABOVE: While touring, Allen visited the Harding Street Urban Agricultural Center, a former community center situated in a Petersburg food desert. The building has been converted by Virginia State University into an indoor food production facility and urban agriculture learning venue. The Foundation's funding for renovations to the kitchen enables the center to provide educational programs for people in the community. LEFT: At the conclusion of his two-day visit, Allen lectured to a standing-room-only audience at the Foundation's 11th annual ceremony.

## Recognition Award Programs

The Cameron Foundation's Cleveland A. Wright Award for Outstanding Community Service rewards nonprofit organizations for outstanding work that improves the quality of life of residents in The Cameron Foundation's service area. This annual award is named in honor of the Foundation's first board chair (and current board member) for his leadership and untiring service to the community. The Wright Award is accompanied by a \$20,000 gift to the one group that is chosen to receive it.

The Handy L. Lindsey, Jr. Award for Excellence in Organizational Management recognizes nonprofit organizations serving the Tri-Cities area that are aspiring to best practices in nonprofit management and governance. It is named in tribute to the Foundation's first president and CEO for his belief in aspiring to excellence in philanthropy as well as his dedication in supporting local nonprofits to achieve greatness. Following a redesign of this management award in 2014 to reward organizations pursuing Standards for Excellence Accreditation, the first cohort of recipients was announced during The Cameron Foundation's annual ceremony in October 2015. The four organizations in the group also received gifts of \$5,000 each.

### CLEVELAND A. WRIGHT AWARD FOR OUTSTANDING COMMUNITY SERVICE

2014 RECIPIENT

Chesterfield-Colonial Heights Alliance for Social Ministry

2015 RECIPIENT

Friends of the Lower Appomattox River

### HANDY L. LINDSEY, JR. AWARD FOR EXCELLENCE IN ORGANIZATIONAL MANAGEMENT

2015 RECIPIENTS

Crater Community Hospice  
NAMI Central Virginia  
NAMI Virginia  
Virginia's Gateway Region

# Financial Summary

## STATEMENT OF FINANCIAL POSITION — years ended December 31\*

	2015	2014
<b>Assets</b>		
Cash and cash equivalents	\$ 1,440,412	\$ 416,642
Total investments	109,957,729	114,923,253
Other assets	9,923,035	15,921,076
<b>TOTAL ASSETS</b>	<b>\$121,321,176</b>	<b>\$131,260,971</b>
<b>Liabilities and net assets</b>		
Grants payable	\$ 910,453	\$ 1,309,038
Other liabilities	632,887	780,349
Total liabilities	1,543,340	2,089,387
Net assets	119,777,836	129,171,584
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$121,321,176</b>	<b>\$131,260,971</b>

## STATEMENT OF ACTIVITIES — years ended December 31\*

	2015	2014
<b>Revenue</b>		
Investment return	\$ (4,679,991)	\$ 5,160,064
Other income	603,200	7,900,124
<b>TOTAL INCOME</b>	<b>(4,076,791)</b>	<b>13,060,188</b>
<b>Expenses</b>		
Grants	3,728,838	4,478,354
Management expenses	1,588,121	2,200,899
<b>TOTAL EXPENSES</b>	<b>5,316,959</b>	<b>6,679,253</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$ (9,393,750)</b>	<b>\$ 6,380,935</b>

\* The financials in this report for 2015 are preliminary and unaudited, and for 2014 are final and audited.

# Building a Health Care Workforce Pipeline for the Region

Since providing Southside Health Education Foundation (SHEF) start-up funding in 2008, Cameron has awarded it over \$670,000 in capacity-building support and transferred approximately \$1.6 million in scholarship funds. SHEF's early work in administering local health-related scholarships quickly revealed the need for it to assume a more strategic role in facilitating health care workforce development regionally. Its new Southside Health Careers Exploring Program exposes youth to health and allied health fields. The organization also has provided over \$1 million in scholarships and other assistance to over 300 local students committed to pursuing a health-related career. Among recipients, 76% are now working in health care fields across the Southside region.

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Chequila H. Fields  
Vandy V. Jones, III  
Mark H. Stevens  
Ann C. Taylor (retired 2016)  
James L. Thacker, Jr. (retired 2016)  
Cleveland A. Wright

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Cleveland A. Wright

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Chequila H. Fields  
Vandy V. Jones, III  
J. Tolleison Morriss, VI  
Mark H. Stevens  
Larry C. Tucker

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### THE CAMERON FOUNDATION'S MEETING SPACES

As part of The Cameron Foundation's service to the community, it makes its meeting rooms available to nonprofit organizations and civic groups at no cost. Comparing 2014 to 2015, use of these rooms increased by approximately 20%. The rooms, which accommodate more than 1,800 people annually, provide a place for a broad range of community groups to convene for monthly and quarterly meetings, special trainings, and stakeholder events. More information about reserving a meeting room at the Foundation is found at [www.camfound.org/about-us](http://www.camfound.org/about-us).



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