We dedicate our 2017 Annual Report in memory of two of our long-time friends, Karen Snider and Miles J. Gibbons, Jr.

Karen and Miles will be greatly missed by The Foundation for Enhancing Communities, the community-at-large, and by those who knew them well. Our community is a better place because of their dedication and leadership.

Karen Snider
TFEC Board of Directors
2005-2011
2013-2017

Miles J. Gibbons, Jr.
TFEC Board of Directors
2007-2012

Dream Create Sustain
Dear Donors:

We are pleased to present the 2016 Annual Report of The Foundation for Enhancing Communities. The Foundation for Enhancing Communities and our six Regional Foundations, which include the Camp Hill Community Foundation, Dillsburg Area Foundation, Franklin County Foundation, Hershey Community Foundation, Hartsgrove Foundation, Mechanicsburg Area Foundation and the Perry County Community Foundation, had another very successful year. We ended the year with 36 new funds, management agreements and projects. Our contributions for 2016 totaled $7.5 million, which resulted in total assets of $80 million. Reaching this new pinnacle of growth was not do what we do each year. Your dedication and commitment to making the region a better place to live, work and play is a precious gift we

Our Women’s Fund had another successful year. We offered three events: the Annual Grantsee Recognition Breakfast in March, our Power of the Purse Event in September, and a Wine and Choose Event in November for potential members. We gave two Women in Philanthropy Awards: Anna Chopel and Jane Murray for their extraordinary and generous service to the nonprofit community. These women honor to welcome 37 new Dream Team members. Elaine Nesley served as our chair in 2016. Her attention to detail, leadership and enthusiasm assimil the group to grow beyond its expectations in funds and new members. Sincere thanks to Elaine and the members of the Advisory Executive Committee for their loyal and dedicated work.

Our team consists of a strong, cohesive group of professionals whose contributions are critical in meeting the strategic goals and objectives of an ever-growing, flexible, ever-adapting organization. We welcomed Faith Elmes in February as our Scholarship Associate, Jennifer Strechay in March as our Program Officer for Community Investment and Brigid Elmes in February as our Scholarship Associate, Jennifer Strechay in March as our Program Officer for Community Investment and Brigid

2016 Annual Report

3

The Foundation for Enhancing Communities
Dream • Create • Sustain

You, our donors, provide The Foundation for Enhancing Communities with the ability to grow and flourish in our service to others in the region.
Ways to Give
You can choose to give cash to establish a fund or contribute to an existing fund; however, there may be significant tax advantages to contributing other types of assets such as:

- Marketable securities
- Closely held business stock
- Real estate
- Life insurance policies
- Mutual fund shares
- Nontraditional assets such as collections, art and antiques
- Qualified retirement plan assets such as IRA, 401K, 403(b), or pensions

Donors may create a fund and/or grow an existing fund through a gift of marketable securities, closely held business stock, or mutual funds.

I want to support... Nonprofits that are meaningful to me

Dream          •          Create          •          Sustain

Did you know...? The IRA charitable rollover provision, made permanent in 2015 through the PATH Act, allows individuals 70 ½ years old or older to roll over up to $100,000 from an Individual Retirement Account (IRA) annually to charity without being federally taxed. The provision makes it possible for donors to establish funds now, during their lifetime, rather than through their estate plan, allowing them to see the positive effect on the community. The gift can be placed into a charitable fund in the individual’s name, the name of their family, or in honor or memory of someone. It can be nonpermanent or endowed and could grow over time, into perpetuity supporting the nonprofit organizations and causes you care about.

Closely Held Business Stock

Dream          •          Create          •          Sustain

Donors may create a fund and/or grow an existing fund through a gift of marketable securities, closely held business stock, or mutual funds.

Dicki and Bob Dolan Fund

“Having a TFEF donor advised fund allows us to budget our contributions, but also allows us to be flexible when an unexpected need emerges. The DonorCentral website allows us to see where our past philanthropy has gone and allows us to other organizations that may deserve our support. By contributing to our fund with stock that has appreciated over a long time, we can deduct the full value of the stock from federal income taxes without having to pay capital gains tax on the appreciation. TFEF makes it very easy, their attitudes prepares the necessary forms and a staff member comes to the office to execute the trades. We appreciate how TFEF helps us to help the community.”

- Dicki and Bob Dolan

Private Foundation Services

TFEC offers private foundations any number of services including a management service agreement, the establishment of a committee advised fund to facilitate the annual 5% spending requirement, and/or the dissolution of the private foundation and conversion to a named fund. We can also manage grantmaking programs.

Employee Assistance Funds (EAF)

Sometimes known as “Hardship Funds,” EAFs allow for employers or employees to donate to a fund which, in turn, helps fellow employees in need. Employees who need special assistance due to an unforeseen circumstance, such as illness or an accident, can apply for help through the fund, fostering a sense of community within the organizations.

The Children’s Home Foundation Fund

“The Board of Directors of the Children’s Home Foundation was pleased to transfer our funds and the fund management to TFEF so that we can more efficiently and at lower costs support our mission to provide aid to economically disadvantaged children in Cumberland, Dauphin and Perry counties.”

- David Skerpon, Children’s Home Foundation, Board Member

The Flagger Force Foundation

“The Flagger Force Foundation is an employers funded, company-supported charitable foundation that oversees our Employee Hardship Fund. The Flagger Force Foundation was created to give back to our employees who work hard day in and day out to provide safe, quality work zones for the public. Partnering with TFEF was the right choice for us. The TFEF staff understood exactly what we needed to establish its Foundation and made the process seamless for us.”

- Michelle Doner, CEO, President, and Co-Founder of Flagger Force
Discretionary Funds
When you establish an Area of Interest or Unrestricted fund you are able to name your fund, personalizing it to create your legacy. This allows your legacy to live on in perpetuity, making a lasting gift that will address our region’s changing needs, forever.

Discretionary funds provide the ability for quick response to changing community needs. Earnings from these funds provide grants to a network of nonprofit organizations throughout the central Pennsylvania counties of Cumberland, Dauphin, Franklin, Lebanon, Perry, and northern York. Grant decisions are made by volunteer advisory committees and are distributed through a competitive application process for the most current community needs.

Unrestricted Fund
This discretionary fund is not specifically designated to a particular use by you and is used as community needs change year to year.

Jonathan Vipond, III and Tim E. Bunner Fund
“Our purpose and thinking then and now was to give, broadly, but effectively, to a community foundation that would better than we be able to assess, measure, and support the most significant unmet needs in this community, which has given us generous lives and livelihoods. We still believe and know that TFEC is that community resource to handle that task.”

Area of Interest Fund
This discretionary fund is designated to one area of charitable interest by you, such as the arts, health and human services, education, and more.

The Patricia H. Ferris Family Fund, a fund of the Mechanicsburg Area Foundation, was established to support programs that serve families with children that include a food/nutrition component to their services.

Thad G. Gayman Memorial Scholarship Fund
“We chose TFEC because they were able to provide the resources we needed to successfully organize this fund. We had to do extensive research to complete tasks in the beginning, but after meeting with TFEC, they were able to handle everything for us and were very knowledgeable. As a small group of individuals, having the opportunity to take our time reaching the fund minimum has made starting this fund significantly less stressful. TFEC has allowed us to focus on planning our fundraising events and enjoying them without added responsibilities.”

You can give through TFEC
Anyone can create a fund to leave a legacy that impacts the community forever. The minimum contribution level to start a fund is $30,000, and you have five years to reach that level. That’s $2,000 per year over 5 years, or less than $200 a month!

Start Your Charitable Journey
We can help you achieve your philanthropic goals

You can benefit nonprofit organizations through a gift of real estate that is received, held, managed, leased and otherwise processed by TFEC Properties, Inc. TFEC Properties, Inc. can also arrange charitable gifts of real estate and can even consider partial sales/part gift transactions, such as real estate with a small mortgage to be paid. TFEC Properties, Inc. can also receive real estate in various arrangements like gift annuities, which address your ongoing income needs and in your lifetime to make the charitable gift now and in the future. Additionally, TFEC Properties, Inc. can arrange for real estate and provide management of real estate for the benefit of other nonprofit organizations.

Unrestricted Fund
You can give a gift of Real Estate

“…We decided to work with TFEC Properties to meet our goal of liquidating real estate for charitable purposes because of their knowledge and expertise in processing charitable contributions. We have used their services several times and would encourage others to pursue this avenue of charitable giving.”

- Ron and Lenora Stern

Dream          •          Create          •          Sustain

The Foundation for Enhancing Communities

2016 Annual Report
**Overview**

Established in 2000, the Women’s Fund broadens the awareness of, and response to, issues affecting women and girls through the power of collective philanthropy. The Women’s Fund is part of a nationwide movement, allowing women to fulfill their desire to give back.

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There are also three volunteer subcommittees that work to achieve the goals and objectives of the Women’s Fund: Grantmaking, Marketing & Events, and Women in Philanthropy.

- Educate others about philanthropy and issues affecting women and girls
- Raise money and award grants that address issues affecting women and girls
- Promote inclusiveness and cultural competence in giving and grantmaking
- Empower all women to recognize themselves as philanthropists

**2017 Advisory Committee**

The Women’s Fund is led by a dedicated group of women:

- Elaine Nisley, Chair
- Sarah Berens
- Dr. Carolyn C. Dumanow
- Sylvia Harper, Vice Chair
- Kristin Kerwin Hull
- Jennifer Luxer
- Kelli Light

There are also three volunteer subcommittees that work to achieve the goals and objectives of the Women’s Fund: Grantmaking, Marketing & Events, and Women in Philanthropy.

Women's Fund

- Educate others about philanthropy and issues affecting women and girls
- Raise money and award grants that address issues affecting women and girls
- Promote inclusiveness and cultural competence in giving and grantmaking
- Empower all women to recognize themselves as philanthropists

**Women in Philanthropy**

In 2016, we honored special recognition to two award winners: Ms. Anna Chappella and Ms. Jane Murray. Each was honored for their many years of providing time, talent and treasure to causes supporting women and girls in our community. In addition, we awarded the Inaugural Youth in Philanthropy award to two young women, Madison and Alexia Schratt, who exhibit the same qualities.

- A Woman in Philanthropy award must be nominated by her peers as an individual who has made outstanding contributions to local nonprofit organizations. Fifteen women, and now two young women, have received this award since its inception in 2011.

**Central Susquehanna Intermediate Unit**

In 2016, the Women’s Fund awarded the Central Susquehanna Intermediate Unit (CISU) a $2,000 grant for Pinnacle Place, a home for young mothers and their children where they are connected to resources that will help them continue their education, become employed and learn how to become independent. Those who live at Pinnacle Place are there because at some point in their lives they experienced trauma in some way; it is the mission of the program to help the young women overcome that trauma and move toward a safe and secure life.

- Kim Erks, Family Education, Program Manager, CISU

**Invest in Women... Change the Future**

"The Women’s Fund is one quarter of the way to our goal of a one million dollar endowment fund. In addition to funding the endowment, the Women’s Fund has granted over $115,000 since 2008. These grants have enabled many nonprofit organizations to meet the needs of women in Dauphin, Cumberland, Lebanon, Perry and Franklin Counties. We have made strides in the areas of economic self-sufficiency, health, and education and we look forward to continued success and your support at our signature events."

- Elaine Nisley, Chair

**Join the Movement**

A $1,000,000 endowment will enable the Women’s Fund to enhance the lives of women and girls in Central PA now and in the future. You can help us reach our goal by joining the more than 100 individuals who are changing the lives of women and girls.

With your first $1,000 gift, you become a member of the DREAM TEAM, with a total of $2,500 in contributions, you can help CREATE a difference in the lives of women and girls; with a total of $5,000 you can help SUSTAIN the collective impact of the Dream Team; and when you reach the mark of $10,000, you will INSPIRE others with your gift and join the ranks of an elite group of givers who believe that investing in women and girls is a worthwhile endeavor. Consider also creating your LEGACY to support women and girls in Central PA now and forever.

2016 Annual Report
There are several types of scholarship funds that you can establish: permanent or nonpermanent and restricted or committee advised. You determine the criteria for your scholarship such as financial need, class rank, GPA, leadership, etc. You can select scholarship awardees with the assistance of a committee using objective criteria or assign a committee to make decisions based on your criteria. TFEC administers the award process and payment of all awards each semester for you. Scholarships may only be used towards the cost of tuition, fees and/or books.

**Scholarship Funds**

**TFEC Scholarship Funds**

2016/2017 Academic Year

TFEC manages more than 120 scholarship funds that relieve some of the financial burden that higher education can place on a student and his or her family.

- Total Student Award Recipients: 210
- Total Scholarships Awarded: $577K+

**Management Service Agreements**

2016/2017 Academic Year

TFEC administers three scholarship funds: the Samuel L. Abrams Foundation Scholarship, the Ray S. Shoemaker Scholarship, and the Ann D. Lowengard Scholarship.

- Total Student Award Recipients: 183
- Total Scholarships Awarded: $707K+

**PATH Program Matching Funds**

- PATH Program Match Amounts: $172K+
- up to $2,500

**New Scholarship Funds Established in 2016**

**Ely-Wain Scholarship Fund**

Anne and Rick Wain created this fund to honor their parents’ contribution to their own educations, and to benefit graduating seniors from Cumberland Valley High School who have plans to study in French as a major or minor at a college or university.

- Total Student Award Recipients: 20
- Total Scholarships Awarded: $10K

**St. Hilaire French Scholarship Fund**

This scholarship fund will benefit graduating seniors from Cumberland Valley High School who have plans to study sustainability-related degrees.

- Total Student Award Recipients: 20
- Total Scholarships Awarded: $10K

**Honorable Todd A. Hoover Memorial Scholarship Fund**

This scholarship fund was started to honor the life and work of Todd A. Hoover who was dedicated to his family, faith, and public service.

- Total Student Award Recipients: 20
- Total Scholarships Awarded: $10K

**Leon Lowengard Scholarship.**

This scholarship fund was started with the hopes of empowering Upper Dauphin Area High School students to pursue their own passion.

- Total Student Award Recipients: 20
- Total Scholarships Awarded: $10K

**Memorial Scholarship Fund**

This scholarship fund was established through the estate of Kenneth “Tony” Viani to support students from Susquenita High School in football and track.

- Total Student Award Recipients: 20
- Total Scholarships Awarded: $10K

**Robert (“Bob”) Stone Jr. Memorial Fund**

This scholarship fund was started to honor Bob’s family and friends established this scholarship award in his honor to be given to a Sun Valley High School student.

- Total Student Award Recipients: 20
- Total Scholarships Awarded: $10K

**Ely-Wain Scholarship Fund**

This scholarship fund was established through the estate of Kenneth “Tomy” Viani to support students from Susquenita High School who plan to study education with the intent to teach after graduation. Preference is given to students planning to teach biology or a science-related field.

- Total Student Award Recipients: 20
- Total Scholarships Awarded: $10K

**We established this fund as an enduring commitment to today’s and tomorrow’s students working towards a future in which humankind and nature coexist in unified, peaceful, and prosperous harmony.**

- Anne Wain

**Scholarships You can help students access higher education**

You can help students access higher education...
The impact that the students have had on our housing program participants has been profound. The students help assess the mental health issues that have been blocking a woman’s potential to break out of the cycle of poverty. This has elevated our ability to assist women and leverage community resources to address a gap in services. The mental health issues are very real factors in whether a resident will achieve long-term independence and the skills learned from the Occupational Therapists are often sufficient to help a woman gain control, and learn how to maintain control over previous mental barriers.

- Denise Britton, Executive Director, Shalom House

Shalom House seeks to empower women and transform lives. For 30 years it has been a safe home for up to 21 women and their children during times of crisis as they work with counselors to achieve self-sufficiency. Shalom House offers emergency sheltering, the SHARP program serving chronically homeless women, and the SHARP VETS program, a transitional housing program for homeless, female veterans. The Partnership for Independence and Positive Mental Health, a partnership with Elizabethtown College’s Occupational Therapy program that first began in June, is an initiative to address the root causes of homelessness, which often includes mental health issues. Occupational Therapists are equipped with a coping skills toolbox that provides them with a variety of techniques to help women address mental and behavioral issues that are a barrier to personal growth and success. These tools are designed to help residents with issues of self-control, negative thoughts and attitudes, and inappropriate responses rooted in emotion and trauma issues.

“$5,000 Grant amount awarded to Shalom House for their Partnership for Independence and Positive Mental Health.”

- Janice R. Black, President and CEO, TFEC

“A partnership between The Foundation for Enhancing Communities and Elizabethtown College’s Occupational Therapy program is helping women and their children break free from the cycle of poverty.”

- David W. Hix, Executive Director, HYP

“Shalom House House seeks to empower women and transform lives. For 30 years it has been a safe home for up to 21 women and their children during times of crisis as they work with counselors to achieve self-sufficiency.”

- Janice R. Black, President and CEO, TFEC

“Today’s young people are tomorrow’s leaders. If we do not ensure they are adequately prepared to be leaders and philanthropists of the future, then our efforts at Shalom House and the rest of the community will be in vain. The Emerging Philanthropist Program provides the opportunity for the younger generation to become involved in the philanthropic world.”

- Derek Whitesel, Executive Director, HYP

“A partnership between The Foundation for Enhancing Communities and Elizabethtown College’s Occupational Therapy program is helping women and their children break free from the cycle of poverty.”

- David W. Hix, Executive Director, HYP

“Partnership for Independence and Positive Mental Health, a collaboration between Elizabethtown College’s Occupational Therapy program and Shalom House, works to address the root causes of homelessness, often including mental health issues. Occupational Therapists provided a coping skills toolbox to help women address mental and behavioral issues that hinder personal growth and success.”

- Janice R. Black, President and CEO, TFEC

“The Emerging Philanthropist Program is a great way for our members at HYP to learn and develop the art of philanthropy, as well as financially contribute to a nonprofit in the area.”

- Derek Whitesel, Executive Director, HYP

“Engaging Harrisburg’s next generation of philanthropists. Shalom House seeks to empower women and transform lives. For 30 years it has been a safe home for up to 21 women and their children during times of crisis as they work with counselors to achieve self-sufficiency.”

- Janice R. Black, President and CEO, TFEC

“The Emerging Philanthropist Program is a great way for our members at HYP to learn and develop the art of philanthropy, as well as financially contribute to a nonprofit in the area.”

- Derek Whitesel, Executive Director, HYP
Achieve your charitable goals with a future gift

TFEC manages and serves as trustee for 45 charitable trusts, valued at $10.1 million (12/31/16). These trusts include Charitable Remainder Unitrusts, Charitable Remainder Annuity Trusts, and Charitable Lead Trusts. These agreements are legal arrangements where you can transfer assets irrevocably to a trust, which then invests them and creates two (split) interests. You can establish these legacy gifts to increase the impact of your charitable gifts, receive a lifetime income, and/or qualify for income, gift, and estate tax benefits. Charitable trusts have a minimum $50,000 contribution requirement. In most circumstances, legal services are required and are available to you without charge through TFEC’s relationship with Nauman, Smith, Shissler & Hall, LLP.

“Connie and Gail established the Charitable Remainder Trust in 1997 because they had a number of stocks that had substantially grown in market value from their original cost. Connie also wanted to see the operation of a CRT in actual practice, since he was about to become the chair of TFEC’s Board of Directors. Donating the stocks to TFEC enabled the Siegels to get a partial charitable deduction for their gift and also enabled them to spread capital gain taxes over future years. Additional funds could be added to the same trust in future years. In addition, the charities selected by Connie and Gail to receive permanent funding after the death of the survivor could also be changed while either was alive. The Siegels receive a payment out of the CRT each quarter that may be used for any purpose of their choice. Since income from the CRT is taxable, we provide them with the required tax forms.”

– Janice R. Black, President and CEO, TFEC, in reference to Conrad M. and Gail Siegel’s Charitable Remainder Unitrust

Legacy Giving

In addition to accepting direct contributions, TFEC assists you in making legacy gifts. Often these gifts are deferred based upon your personal estate planning and income needs. Even though gifts might be deferred, you could have immediate tax benefits. Deferred gifts include bequests, charitable remainder trusts, charitable annuity trusts, charitable lead trusts, and real estate with retained life interests. When you make a legacy gift, you are invited to become a member of our 1920 Legacy Society. Members of the 1920 Legacy Society receive recognition on our website, invitations to special events, and a token to say thank you for extending TFEC with your legacy.
Parents & Partners
Improving kindergarten readiness with a focus on professional development

Parents & Partners also provides tailored trainings to meet the needs of Family Engagement Specialists in the Harrisburg School District. Topics include parental/teacher communication, and ways to engage each parent in their child’s education.

Additionally, Parents & Partners offers professional development to early learning providers six times throughout the year. Topics have related to acquiring special services for children, and families, early education needs in the community, and social/development.

Kindergarten Transition Conference
In 2016, Parents & Partners and the Lancaster-Lebanon IU-13 collaborated to bring a two-county Kindergarten Transition Conference to the area. Early learning providers, school district staff, and community partners came together to learn how to further grow and adapt transition practices. Research shows that a seamless transition into kindergarten is critical for young children in order to be successful in their future academic careers. This conference acts as the tone for their future school experiences. This year’s presenters provided their best practices in how they handle this important transition for children, families, and educators with a focus on brain development in children.

About Parents & Partners
Parents and Partners is a special initiative of TFEC that provides support for the whole family, broadens community resources by giving children and their families the tools they need to be successful, and builds strong partnerships between the community, early learning providers, and the Harrisburg School District. TFEC developed the Parents & Partners program through the Early Childhood Communities Innovation Zone Grant of $75,000 a year for three years, with a match from TFEC that provides support for the whole family, broadens community resources by giving children and their families the tools they need to be successful, and builds strong partnerships between the community, early learning providers, and the Harrisburg School District.

Girl Scouts in the Heart of Pennsylvania
In 2016, the Whittaker Fund for Math and Science Education awarded Girl Scouts in the Heart of Pennsylvania a $25,000 grant for their Girls Go STEM program. Highlighting their focus on offering hands-on, cooperative science programs, and scholarships. The Math and Science Institute was managed through a grant-making program to benefit math and science programs, and scholarships. The Math and Science Institute was managed through a grant-making program to benefit math and science programs, and scholarships.

Funding and support from The Whitaker Fund for Math and Science Education has provided the opportunity to reach more girls throughout Cumberland, Dauphin, and Perry counties, inspiring them with high-quality STEM learning opportunities, and possibly changing the course of their lives.

Ellen Kizer, Chief Executive Officer and a former Girl Scout, Girl Scouts in the Heart of Pennsylvania.
2016 Total Grants
$4,271,326

2016 Total Grants by Program Area

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<tr>
<th>Program Area</th>
<th>Amount</th>
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<td>Arts &amp; Humanities</td>
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<td>Education</td>
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Bridges are metaphors for everything in life, ...
The bridge is not just about getting back and forth between north and south...

The bridge is about connecting our communities.
- Jim West

*donor advised funds only
A Regional Foundation
Serving Cumberland, Dauphin, Franklin, Lebanon, and Perry Counties and the Dillsburg Area

Grant Committee
Karen Snider, Chair*
MaryJo R. Abrans
MaryAnn E. Aron*
Jennifer N. Barr*
Dr. David Brownstein
Barbara A. Darke#
Linda B. Hekis
Deen Q. Langan*
Renee L. Litar
David R. Skipper
Richard D. Spiegelman
Cynthia T. Tolona
Pervis Chai
L. Jeffrey Mattern,
Chair, ex officio

*New in 2017
#Term Expired in 2016
^Our dear friend, Karen Snider, passed away in early 2017. Karen was largely involved in the community and active with The Foundation for Enhancing Communities. She will be dearly missed by the Greater Harrisburg Foundation, the community-at-large, and by those who knew her. Our community was a better place because of her.

The Foundation for Enhancing Communities
Established 1920

In 2016, the “Arts for All” partnership awarded the Pennsylvania Regional Ballet a $3,000 grant for the R.A.I.S.E. program. R.A.I.S.E (Refined Arts Inspire Successful Education) is an educational arts program that engages 5th graders through instruction of dance, music, choreography, and uses movement as a tool to instill in children discipline, commitment, teamwork and self-confidence. Students participate once a week in a 12-week residency that culminates with a final performance. Two instructors and a classically trained pianist work with students in an environment that encourages positivity and creative thinking, which in turn helps develop students’ self-esteem. While working with each student artistically, physically and mentally, students gain an understanding that hard work, discipline and commitment can lead to future successes beyond the classroom.

Pennsylvania Regional Ballet

In 2016, the “Arts for All” Partnership, a partnership between The Foundation for Enhancing Communities (TFEC) and the Cultural Enrichment Fund (CEF), granted $50,000 to 17 organizations. This unique collaborative funding initiative aims to improve the efficiency and increase the overall impact of grant funding for arts programming in our community by providing grants to local nonprofit organizations that conduct arts and cultural programming. “Arts for All” Partnership grants will increase access to the arts in the capital region by funding free public performances for families, ticket subsidy programs that fill houses, innovative programs that engage and build young audiences and educational outreach programs. Priority is given to programs that increase arts engagement and access among diverse audiences, underserved and/or economically disadvantaged communities. Additionally, the “Arts for All” Partnership furthers each organization’s vision of ensuring the existence of a vibrant and diverse arts community in the capital region – an arts community which is accessible to all residents.

2016 Total Assets $62,104,137 (76.20% of total TFEC assets)
2016 Total Grants $3,452,641 (80.83% of total TFEC grants)
The mission of the Early Childhood Strategic Initiative is to explore and invest in programs that focus on kindergarten readiness for children ages 3 to 5-years-old who are not in pre-school settings and may, for multiple reasons, have barriers to accessing those services.

Grantmaking
Phase One of the Early Childhood Strategic Initiative consisted of grantmaking to fund pilot research to determine programmatic priorities.

Phase Two of the Early Childhood Strategic Initiative is a four year grant that will serve to connect families to early childhood services and resources by ensuring that quality early childhood services and resources exist and are accessible to children and their families, educators, and the greater community.

Through these initiatives, TFEC seeks to leverage this effort to ultimately improve access to quality early learning opportunities for all children in South Central Pennsylvania.

Summary of Grant Work
Phase One
For more than a year, the Greater Harrisburg Foundation has worked with School Readiness Consulting to conduct an indepth needs assessment on the existing opportunities and challenges faced by families with young children accessing early childhood education, including cultural, economic, and geographic barriers. To achieve this, TFEC engaged four community partners who gathered families to connect to early childhood services and resources and who have recently experienced challenges while attempting to access services.

TFEC plans to present the findings of its Early Childhood Needs Assessment, and introduce a new correlating grant opportunity in spring 2017.

Phase Two
Phase Two will directly serve to act upon the results discovered and recommendations made in conjunction with Phase One.

In 2016, the Greater Harrisburg Foundation’s Challenge For Giving awarded the Mount Gretna School of Art ($5,000 grant). MGSoA is now entering its sixth year as a top-quality painting program, attracting students from colleges and universities throughout the region and nationwide. MGSoA has many former students that are moving on to careers in the arts and developing paths as professional artists. Funding from this grant will help launch the “Four Pillars” artist residency, a new nonprofit service of MGSoA that will feature deserving MGSoA alumni and non-alumni artists each summer. This will strengthen the school’s bond to its alumni and cement their connections to Mount Gretna itself.

Community supporters will be proud to see beneficiaries of the school return to report on the positive impact MGSoA has had on their careers as artists and give back to the summer cultural experience in Mount Gretna.
The Alzheimer’s Association

In 2016, the Mechanicsburg Area Foundation awarded the Alzheimer’s Association a $3,800 grant for their Sing for the Moment Choir. The Alzheimer’s Association was founded in 1980 with a mission to eliminate Alzheimer’s disease through the advancement of research, to provide and enhance care and support for all affected, and to reduce the risk of dementia through the promotion of brain health. As part of their mission, the Sing for the Moment Choir is a community outreach program that strives to help those dealing with the early stages of dementia and their care partners to enjoy music and socialize with other people living with Alzheimer’s. Although the focus of the choir is social interaction, participants also benefit from the wellness aspects of singing, such as reduced stress and improved mood.

“This Sing for the Moment Choir is a wonderful social engagement program which will benefit the well-being of those living with Alzheimer’s disease/dementia, and their loved ones. The Alzheimer’s Association is extremely grateful to the Mechanicsburg Foundation for this grant, which allows us to move forward with this project.”

- Olivia Maturano, Constituent Services Coordinator, the Alzheimer’s Association

Pictured, from left to right, is Sing for the Moment Choir planning committee members Kerwin Stetler, Olivia Maturano, Leslie Amoros, and Gary Scicchitano. The Sing for the Moment Choir is currently recruiting singers. Please contact Olivia Maturano, Constituent Services Coordinator at 717-651-5220, ext. 2123 or omaturano@alz.org for more information.
In 2016, the Franklin County Foundation awarded a $2,900 grant to the Alexander Hamilton Memorial Free Library for Novel Reels, an innovative pilot program which leverages a recent renovation of a local movie theater to drive traffic to the library located just down the street. The program is a public/private partnership between the Alexander Hamilton Memorial Free Library, the Waynesboro Community Theater Project and High Rock Holdings. The program offers three top-rated movies free to the public, along with free popcorn, candy, and soda. Participants will also receive a free copy of the novel that inspired the movie. Along with the book is a coupon redeemable at the library for another free book related to the first by author, series, or subject. The books also include activity cards and discussion points with the intent of encourage open dialogue in the home. The goal of the program is to support literacy by distributing books and driving traffic to the library where patrons are introduced to the many services the library provides. The 2017 movies are The Hobbit, Mrs. Peregrine’s Home for Peculiar Children, and How to Train Your Dragon.

“I am so thrilled to partner with local organizations and offer such a unique program to our community. Getting books into the hands of our patrons and giving them the opportunity to see the movies will be so much fun.”

- Lori Milach, Director, Alexander Hamilton Memorial Free Library
In 2016, the Perry County Community Foundation awarded a $2,500 grant to the Perry County Literacy Council (PCLC) for redevelopment of its website.

The Perry County Literacy Council has provided adult education programs since 1984, offering adult basic one-to-one tutoring, high school equivalency preparation classes and onsite testing, and the PCLC Career Pathway Program that prepares job seekers for work with certifications and credentials valued by employers. A collocated workplace provides opportunities for on-the-job training and employment in the customer service industry. PCLC leads a one-stop satellite site where unemployed, dislocated, and disabled adults and youth can access employment services aligned with the PA CareerLink® system. In 2016, PCLC reconstructed its website. This beautifully designed, welcoming site, attracts and facilitates the needs of participants, donors, and partners. Additionally, it reflects PCLC's commitment to human-centered service delivery, and rural access to programs and services at a single point of contact.

“This capacity building grant has supported a sustainable asset that promises to generate participant, donor, and partnership outcomes that will contribute to growth and expansion.”

- Kathleen Freuler, Executive Director, Perry County Literacy Council

Visit https://www.perryliteracy.com/ to see more of their brand new website.
In 2016, the Camp Hill Community Foundation awarded CONTACT Helpline a $500 grant for its “Information and Referral” program, a program which served 2,754 callers from April 2016 to December 2016. Through this award, CONTACT Helpline was able to provide Camp Hill residents with a 24-hour listening, health and human service information, and referral service hotline that may be reached by dialing 3 easy-to-remember digits 2-1-1. Callers were provided support for their emotional needs through non-judgmental, active listening and were able to learn about community resources to assist with food, clothing or heating needs. Awarded funds were applied to the cost of telephone expenses so that services could continue to be offered at no cost to all consumers.

“We were able to assist more Cumberland County callers than the previous year. Awarded funds covered the telephone costs for those callers, making accessing services easier. The number one reason someone called was for emotional support. The number one basic need request was for rent assistance. It also seemed that the election elevated caller stress levels, as many callers expressed concerns over the election process. Many continue to struggle to make ends meet and were able to find direction for assistance by calling 2-1-1. With the support of the Camp Hill Community Foundation, we were truly able to meet the needs of our community through one call at a time.”

- Kelly Gollick, Executive Director, CONTACT Helpline

CONTACT Helpline

Dial 211

Sustain

The Foundation for Enhancing Communities

Dream • Create • Sustain

2016 Annual Report 31
Emily Fanton is the Melvin J. and Alice Gayle Reeder Scholarship recipient for the 2016-2017 academic year. Emily is currently majoring in International Business at Messiah College. She enjoys Messiah because the faculty is personable and genuinely aims to invest in their students. She appreciates that the faculty challenge students to look through a lens of faith as they learn both in and out of the classroom. Emily will cherish her Messiah College experience for a lifetime.

After graduation, Emily hopes to utilize her degree working for an international company either here or abroad. She feels being able to use her degree to contribute to a nonprofit or civic organization impacting the community in a positive way would be a blessing.

"After participating in numerous mission’s trips growing up, I have developed a heart for missions. I love serving people all over the world because I know each person has potential, regardless of their economic or social status. I receive the greatest joy when I can see someone through God’s eyes it puts life in perspective."

- Emily Fanton

Scholarship Recipient

"Having this scholarship is such a privilege as it is a constant reminder of my roots. It has allowed me to take a piece of the Dillsburg community with me to college; what could be better? I would like to thank the Reeder family for their confidence, belief, and generosity."

- Emily Fanton

Scholarship Recipient
Annual Investment Performance

<table>
<thead>
<tr>
<th>Year</th>
<th>Model E</th>
<th>Model A</th>
<th>Benchmark</th>
<th>Rank</th>
<th>Percentile</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 yr</td>
<td>13.3%</td>
<td>13.3%</td>
<td>10.5%</td>
<td>1 of 145</td>
<td>98%</td>
</tr>
<tr>
<td>3 yr</td>
<td>6.9%</td>
<td>6.9%</td>
<td>5.0%</td>
<td>1 of 138</td>
<td>98%</td>
</tr>
<tr>
<td>5 yr</td>
<td>13.4%</td>
<td>13.4%</td>
<td>9.7%</td>
<td>1 of 132</td>
<td>100%</td>
</tr>
<tr>
<td>10 yr</td>
<td>6.1%</td>
<td>5.9%</td>
<td>5.3%</td>
<td>1 of 114</td>
<td>100%</td>
</tr>
</tbody>
</table>

Since Inception (21 yrs) | 8.4% | 8.1% | 7.6% | 1 of 53 | 96% |

Results are net of fees included in the mutual funds but before TECUs for investment and management fees and are as of 12/31/16.

2 Standard deviation is a statistical measurement of the dispersion of investment returns over the 21-year period. A higher standard deviation indicates a wider dispersion of past returns and thus greater historical volatility.

4 To minimize market fluctuations, the fixed income component is invested in funds that focus on high-quality, intermediate term bonds. It is heavily weighted to U.S. Government bonds.

5 100% Equities

6 70% Equities & 30% Fixed Income

7 30% Fixed Income

Average Annual Returns\(^1\) vs. Benchmarks\(^2\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Model E</th>
<th>Model A</th>
<th>Benchmark</th>
<th>Total (^{3})</th>
<th>Total (^{3})</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 yr</td>
<td>5.5%</td>
<td>5.5%</td>
<td>4.0%</td>
<td>70% Eq 15% MSCI-EAFE</td>
<td>120% Eq 20% Russell 2000</td>
</tr>
<tr>
<td>3 yr</td>
<td>3.8%</td>
<td>3.8%</td>
<td>3.2%</td>
<td>65% Eq 35% MSCI-EAFE</td>
<td>100% Eq 10% Russell 2000</td>
</tr>
<tr>
<td>5 yr</td>
<td>3.4%</td>
<td>3.4%</td>
<td>2.9%</td>
<td>60% Eq 40% Russell 2000</td>
<td>90% Eq MSCI-EAFE</td>
</tr>
<tr>
<td>10 yr</td>
<td>2.9%</td>
<td>2.9%</td>
<td>2.5%</td>
<td>55% Eq 45% Russell 2000</td>
<td>80% Eq Russell 2000</td>
</tr>
</tbody>
</table>

\(^1\) Results are net of fees included in the mutual funds but before TECUs for investment and management fees and are as of 12/31/16.

\(^2\) Standard deviation is a statistical measurement of the dispersion of investment returns over the 21-year period. A higher standard deviation indicates a wider dispersion of past returns and thus greater historical volatility.

\(^3\) Benchmarks are constructed and not tax free. In 2004, the benchmarks were adjusted because small cap and international allocations were increased. In 2005 and prior years, the Model E equity benchmark was 70% S&P 500, 20% Russell 2000 and 10% MSCI-EAFE, and Model A’s benchmark was 49%, 33% and 7%, respectively.

Historical Investment Performance

Statement of Financial Position as of December 31, 2016 and 2015

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td>$64,709,005</td>
</tr>
<tr>
<td>Liabilities</td>
<td>$61,612,884</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$3,196,121</td>
</tr>
</tbody>
</table>

Statement of Activities as of December 31, 2016 and 2015

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales and Revenues</td>
<td>$60,997,247</td>
</tr>
<tr>
<td>Expenses</td>
<td></td>
</tr>
<tr>
<td>Net Income</td>
<td>$26,256</td>
</tr>
</tbody>
</table>

Historical Investment Performance

Annual Investment Returns\(^1\)

1 Results are net of fees included in the mutual funds but before TECUs for investment and management fees and are as of 12/31/16.

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4 To minimize market fluctuations, the fixed income component is invested in funds that focus on high-quality, intermediate term bonds. It is heavily weighted to U.S. Government bonds.

5 100% Equities

6 70% Equities & 30% Fixed Income

7 30% Fixed Income

Average Annual Returns\(^1\) vs. Benchmarks\(^2\)

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Another year has come and gone and it is a wonderful time to reflect back on the year that has passed and to review our investment history.

From an investment standpoint, 2016 proved to be ideal. We had ten months of steady, positive growth with relatively minor fluctuations which was creating a nice and steady return of between 6% and 7% for both Models A and E. Then there was an election, which in the view of most political experts resulted in an upset. On election night, the futures market for equities dropped significantly. Investment experts predicted 200 - 300 point drops for the DJIA when it opened on Wednesday morning. When the market did open, it dropped, but by less than 60 points. Within the first hour of trading it was back in positive territory. It continued upward through the end of the year, closing for the year at 19,762.

Through the entire year, including this very unexpected year-end run, our asset allocation served us well. By the end of the year, Model E had reached 13.5% for the year and Model A earned 10.5%. Making 2016 a very successful year for TFEC. The benchmarks for the Models were 13.0% and 9.9% respectively, so once again we outperformed our benchmark by about .5% — exactly as we had set out to do. This is a very good result for the short term.

We also have very good results for the long term, which is our primary objective in foundation investing. In the 21 years since inception of our total return investing philosophy, we have outperformed our benchmark for equity investing. Model E has returned 8.4% per year over that 21-year time, while its benchmark was at 6.8%. For our Model A, which blends equity and fixed income, our return exactly matched the benchmark at 7.6%. We are extremely proud of our long-term performance.

So with a positive 2016, what does 2017 look like? The economy appears to have a little more stability and volatility measure.

TFEC’s Assets as of December 31, 2016

<table>
<thead>
<tr>
<th>Components</th>
<th>Total Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advised Funds</td>
<td>$80,969,223</td>
</tr>
<tr>
<td>Advised Funds (Permanent)</td>
<td>103.4%</td>
</tr>
<tr>
<td>Advised Funds (Permanent)</td>
<td>16.6%</td>
</tr>
<tr>
<td>Advised Total Assets</td>
<td>24,491,320</td>
</tr>
<tr>
<td>Agency Funds</td>
<td>6,715,127</td>
</tr>
<tr>
<td>Area of Interest Funds</td>
<td>3.4%</td>
</tr>
<tr>
<td>Projects</td>
<td>4,991,547</td>
</tr>
<tr>
<td>Restricted Funds</td>
<td>7,177,997</td>
</tr>
<tr>
<td>Sustained Funds</td>
<td>15,445,496</td>
</tr>
<tr>
<td>Scholarships</td>
<td>10,224,119</td>
</tr>
<tr>
<td>Split Interest Agreement (Trust)</td>
<td>12.63%</td>
</tr>
<tr>
<td>Unrestricted Funds</td>
<td>11,797,098</td>
</tr>
<tr>
<td></td>
<td>14.30%</td>
</tr>
<tr>
<td></td>
<td>7,504,520</td>
</tr>
<tr>
<td></td>
<td>7.04%</td>
</tr>
</tbody>
</table>

TFEC has four different model investor options, and this past year, Model E, Model F, Model A, and Model M. Model F is dedicated to the management of assets through a disciplined, passive investment strategy which suggests that we not try to outperform the market in any given year. In order to realize market returns and maintain diversification at the lowest possible cost, TFEC invests in no-load, low-expense mutual funds. These funds, from reputable companies such as Vanguard and Dimensional Fund Advisors, are held within separate asset class pools.
New Funds

Agency Funds
Silver Spring Presbyterian Church Buildings and Ground Fund
This fund was established to maintain the Church’s historic buildings and campus.

Silver Spring Presbyterian Church Fund for the Living Word
This fund was established to ensure that the Word we hear today at Silver Spring Presbyterian Church will be known preached within this precious place.

Area of Interest Fund
Patricia H. Ferris Family Fund
This fund was established to support programs that serve families with children that include a food/nutrition component to their services in the Mechanicsburg Area.

Committee Advised Funds
The Bank of Landisburg Fund
This fund was established to support nonprofit organizations that focus on arts and culture, education, and human service, serving the residents of Perry County.

The Children’s Home Foundation Fund
The Children’s Home of Harrisburg formed by residents of Perry County.

The Children’s Home Foundation would dissolve and its assets would become a fund of The Foundation for Enhancing Communities.

Restricted Funds
Gerry Britcher Fund
This fund was established through the estate of Raymond W. Britcher, in memory of his father, Geraldine Jane Britcher, a lifelong resident of New Cumberland. The purpose is to make funds available to the New Cumberland Olde Town Association to be administered as part of its existing scholarship program, with one or more scholarships to be given in memory of Grace and Carrie Guhl, Raymond’s maternal grandparents.

Pete Britcher Fund
This fund was established through the estate of Raymond W. Britcher, in memory of his father and paternal grandparents, and is named for his father. The purpose is to make funds available to the Perry County Fair Board to be administered as part of its existing scholarship program, with one or more scholarships to be given in memory of Frank and Grace Britcher, Raymond Britcher’s paternal grandparents.

New Funds
Established in 2016

The Polar Bear Foundation | Agency Fund

This fund was created to enrich the academic, athletic, cultural, and artistic development of the students of the Northern York County School District. Since its inception in 2007, the Polar Bear Foundation has donated more than $200,000.00 through grants and scholarships for the benefit of the students in the district. In 2016, the Polar Bear Foundation created an endowment fund to establish a self-sustaining model to ensure financial stability.

“The Board of the Polar Bear Foundation wanted to create an endowment fund to guarantee the existence of the Foundation forever. We knew that many donors wanted to ensure that their contribution would continue to support the students in our school district for years to come. We explored a variety of options and decided to work with TFEC to help secure this million-dollar commitment for our students’ future.”

- Timothy J. Colgan, Esquire, Polar Bear Foundation President
Established in 2016

TFEC manages projects that provide charitable benefits for the community through this fiscal sponsorship, gifts to a project are tax-deductible.

Through a project agreement, TFEC can pay for eligible expenses related to the project’s goals and the net proceeds can be used to create a charitable fund at TFEC or be distributed to another nonprofit organization. TFEC provides objective fiscal oversight and expertise in order to ensure legal and accounting compliance. TFEC manages 70 projects totaling more than $1.7 million in assets (12/31/16). Grants, totaling $591,251, were made in 2016 from these projects to various nonprofit organizations such as Penn State University College of Medicine, Four Diamonds Fund, YWCA Greater Harrisburg, and the Harrisburg Symphony Association Fund.

Center for the Study of Human Trafficking in South Central Pennsylvania
The charitable purpose of the project shall be to educate the public concerning all aspects of human trafficking from a global to local perspective.

Marques Colston Foundation
The charitable purpose of the project shall be to identify and support individuals and community organizations focused on positively impacting communities through health and wellness and education initiatives.

Harrisburg Firefighters’ Special Operations Foundation
The charitable purpose of the project shall be to provide financial support for equipment, training, and apparatus to improve and/or continue the response capabilities of emergency services that respond to Harrisburg, Dauphin County, the South Central Region, the Commonwealth of Pennsylvania, and areas beyond as requested.

Loaves of Love
The charitable purpose of the project shall be to provide and maintain a Food Bank for individuals and families impacted by human immunodeficiency virus (“HIV”) and acquired immunodeficiency syndrome (“AIDS”).

MP Cares
The charitable purpose of the project shall be to provide financial assistance and support to local organizations, projects and causes to help the betterment of our neighborhoods and communities.

Susquehanna Civil Benevolence Fund
The charitable purpose of this project is to provide a means by which Susquehanna Civil employees can: (1) provide emergency benevolent aid to fellow employees and (2) contribute to local charities.

“Totally You”
The charitable purpose of this project shall be to support the Children’s Miracle Network at Penn State Children’s Hospital at Penn State Health Milton S. Hershey Medical Center so that patients will have a better quality of life and better treatment outcomes.

“Totally You”
The charitable purpose of the project shall be to unite the community as one family with a “Desire to Inspire Kindness” while actively supporting & raising funds for outreach programs that provide vital services for youth facing real life struggles.

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TFEC offers foundations and nonprofit organizations several options to advance their mission today and tomorrow. Furthermore, TFEC provides expertise to nonprofit organizations to help make smart, safe, and secure financial decisions to achieve their strategic goals.

Nonprofit Services
TFEC provides a range of services for nonprofit organizations or private foundations. Through this contractual relationship, a personalized package including options from accounting services to investment management is created, providing efficient financial administration.

TFEC currently administers 15 management services agreements, with assets totaling $41.2 million (12/31/16).

Agency Funds
An Agency Fund is an endowment fund established by a nonprofit organization with the income benefiting their programs in perpetuity. The process of building a successful Agency Fund requires commitment over many years from the entire nonprofit organization with a steadfast dedication to the principle of investing for the future. Income earned from the fund can be reinvested for compound growth or can provide a predictable income stream.

Fund income lessens the pressure to raise current operating dollars and helps to smooth the ups and downs of economic business cycles. Additionally, an Agency Fund sends a positive message to donors: the organization has achieved a key measure of financial stability and intends to carry out its mission for generations to come.

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Silver Spring Presbyterian Church Buildings and Ground Fund
Silver Spring Presbyterian Church Fund for the Living Word
"Our goal was to provide financial stability for the future of Silver Spring Presbyterian Church. The Foundation for Enhancing Communities came highly recommended..." - Gary Kirkoff, Finance Committee Chair, Silver Spring Presbyterian Church

Central Pennsylvania Food Bank
"Our experience with TFEC has been nothing short of exceptional. We knew in order to achieve our Bold Goal to End Hunger, establishing new partnerships and making new friends was vital. A fund with TFEC allows donors the flexibility to give to the Central Pennsylvania Food Bank in a whole new way."

Jennifer Powell, Director of Development, Central Pennsylvania Food Bank

Director Emeriti
John M. Aichele*
William H. Alexander
Tita Eberly
Gerald L. Hempt
Ellen Brody Hughes*
Raymond L. Gover
Lois Lehrman Gross
William Lehr, Jr.
Jacqueline Little
Harold A.B. McInnes
Claude E. Nichols, M.D.*
John S. Oyler, Esq.
Velma A. Redmond, Esq.
John McD. Sharpe, Jr., Esq.
Conrad M. Siegel
John M. Schrantz

Our dear friend, Karen Snider, passed away in early 2017. Karen was a member of our Board of Directors from 2005 - 2011 and returned for another term in 2013. We are indebted to her for her leadership. We will miss her.

*Deceased
2017 Standing Committees

Asset Development Committee
Parvati (Deid) Ehlers, Chair
Nancy Glint
Bob Halde
L. Jeffrey Matern
Barbara McKenner
Mike Moon
Joshua Smith
David F. Spang

Audit Committee
Glen P. Heisey, Chair
Sue M. Hoffman, CPA
Dolly M. Lalvani
Kenneth E. Lehman
William Lehr Jr.

Communications Committee
Kimberly K. Schaller, Chair
Lynn Burchfield
Kreane Nyerges
Dr. Jeffrey Fachia, Ph.D.
Meghan Salley
Adam Vassapt

Finance and Administration Committee
Michael R. Gilkeson, Chair
Dorothy Aronson
Robert E. Caplan, CPA
Robert J. Dolan, ASA
Debbie M. Lalvani

Grantmaking Committee
Richard D. Spiegelman, Chair
Marlissa R. Altrus
Marlissa E. Aron
Jennifer N. Bear
Dr. David Bronstein
Linda A. Hicks
Dwain G. Langen
Renée L. Lien
David B. Skerpon

Human Resource Committee
Carolyn Dunaway, Chair
Marlissa E. Aron
Glen P. Heisey
L. Jeffrey Matern

Human Resource Committee
L. Jeffrey Matern, Chair of the Board of Directors, serves as ex officio on all committees.

Investment Advisory Committee
Robert J. Dolan, ASA, Chair
Robert E. Caplan, CPA
Frederick D. Fischer
Howard Hunter
Glenn P. Heisey
Kenneth E. Lehman
William Lehr Jr.
Peter J. Resler, Esq.

Conrad M. Siegel, FSA
Richard D. Spiegelman
Jonathan Vipond, III, Esq.

Nominating Committee
Neal S. Wurt, Esq. Chair
L. Jeffrey Matern
Volina A. Redmond, Esq.
Jonathan Vipond, III, Esq.

Consultants
Conrad Siegel, FSA, Conrad Siegel Actuaries, Consulting Actuary and Founder
Brian E. Hoes, The ENVISION Group, Inc.
WebpayFX, Website Support
IntermixIT, IT Support
Maher Duessel, Auditor
Spencer G. Nauman, Jr., Esq., Nauman, Smith, Shissler & Hall, LLP, General Counsel

2017 TFEC Team
Standing (left to right):
Jennifer Streicher, Program Officer for Community Investment
Leslie Fick, Program Manager, Parents & Partners
Brian McDonald, Asset Development & Project Officer
Mark Bradham, Administrative Assistant
Jennifer Koechle, Communications Officer
Brandon Tsetser, Financial Services Associate
Allison Buchalter, Asset Development & Scholarship Officer
Jeannie Pedmore, Program Manager, Parents & Partners

Seated (left to right):
Heather LaManna, Executive Assistant
Kirk C. Demyan, Vice President & Chief Financial Officer
James R. Black, President & CEO
Jennifer Doyle, Vice President of Development & Community Investment
Jim Martin, Senior Financial Services Associate
Faith Elms, Scholarship Associate

Consultants
Conrad Siegel, FSA, Conrad Siegel Actuaries, Consulting Actuary and Founder
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Our Mission
Inspiring giving by partnering with donors to achieve their charitable goals, and strengthening our local communities by investing in them now and for future generations.

Our Values
Inclusion | We believe that all voices are vital for our region’s future. We promote equity and embrace the diversity of individuals, ideas, and expressions.

Stewardship | We are prudent and grateful stewards of the assets, time, and talent entrusted to us.

Endurance | We value creating permanent legacies that support long lasting community change.

Integrity | In everything we do we will accept nothing but the highest standards of honesty, mutual respect, confidentiality, and transparency.