

McCUNE
FOUNDATION

ANNUAL REPORT
2014

McCUNE FOUNDATION

ANNUAL REPORT
2014

Three PPG Place, Suite 400
Pittsburgh, Pennsylvania 15222
(412) 644-8779
Facsimile: (412) 644-8059
www.mccune.org

CHAIRMAN'S REPORT

The McCune Foundation supports non-profit organizations that advance the quality of life for the people of Southwestern Pennsylvania by fostering community vitality and economic growth to improve the region for current and future generations.

In September the Distribution Committee adopted this new Mission Statement. Those readers that have a keen eye and a good memory will see that the McCune Foundation remains committed to community vitality and economic growth that lasts well into the future. This commitment is met by supporting non-profits, primarily thru grants, that effectively serve the people of Southwestern Pennsylvania. This geographical restriction is new and recognizes that the Foundation is most effective by working in the region that it knows best.

The programs that result from this mission are Education, Health and Human Services, Humanities and Economic Development. In 2014 the Distribution Committee approved 140 new and conditional grants totaling \$27,018,000. This represents a 4% increase in giving over last year. All the grants made during our fiscal year 2014 are listed later in this report.

In the McCune Foundation's establishing document Mr. McCune required that all the assets of the Foundation be paid out in grants by October 16, 2029 and the Foundation cease operation on that date. Three years ago the Distribution Committee instituted a "Constant Stream" spending policy that equalizes the granted amounts year to year. Any variations in this amount would be due to portfolio fluctuations. While this policy reduces the total amount spent in the next 15 years, it allows us to maintain our staffing levels and deliver resources to the community that are put to work immediately. The result is that this year we distributed 7.63% of our assets, without including administrative costs.

At the same time that the Constant Stream was adopted, the McCune Foundation instituted a new grants program called simply "Big Ideas." These large grants are designed to be transformative and change the vector of the grantee in both direction and velocity. Also, these grants must have impact beyond the organization - thus strengthening a larger community. To quote our Executive Director, Hank Beukema, "We're trying to transfer our DNA to others." While these grants could be seen to further the Foundation's legacy, the Foundation, as a quiet donor, prefers that they be seen as the community and region's legacy.

In December 2013, the Foundation awarded a Big Idea grant to Bridgeway Capital, the region's largest Community Development Financial Institution.

Multiple grants over three years will create the Emerging Opportunities Fund to provide predevelopment grants and loans, as well as mezzanine loans, to support community development projects in low and moderate-income neighborhoods. It is expected that the grant will attract other investors resulting in a \$15 million Fund. Proceeds will be reinvested, thus leading to over \$27 million in investments over the next 10 years. Conservatively, these early-stage investments will result in at least \$175 million of direct investment in distressed communities. The grant is the result of over two year's of staff work, a pilot grant in 2012 to test the concept and six months of Distribution Committee review. It typifies the full concept of a Big Idea.

After three years, the McCune Foundation has now made three Big Idea Grants to organizations with which it has worked for at least a decade or longer. The first was to Carnegie Mellon University for their Innovation Ecosystem Strategic Initiative. The second was to Innovation Works to create the Participation Fund and the third was to Bridgeway Capital. The Foundation is now taking a two-year hiatus from making grants in this category. This time will be used to finish payment of these grants and to evaluate the program. We will look at everything from the grant criteria and application process to the effectiveness of the grants already made. What we learn will be applied as we resume the program in 2016.

For five years now the staff, trustee and Distribution Committee of the McCune Foundation have been working toward the termination of the Foundation while maintaining a grants program based on our history. This change in focus was anticipated and planned for but it continually teaches us new lessons and forces us to adapt. Last year this report mentioned that we were beginning to have to turn down grant requests from organizations, and for purposes, that we would have approved in the past. In 2013-14 this trend has accelerated, resulting in a strain for everyone. In March at a Strategic Planning Session the Distribution Committee affirmed three simple principles to help address this challenge.

1. Leave it better than we found it.
2. Finish well the things we start.
3. Do not start things we cannot finish well.

Each grant program the Foundation runs has its own set of criteria. These three principles now apply to all requests with the hope that the strain will be lessened.

Circling back to the beginning of this report, while the Mission Statement was approved in September, the work on it began during the Strategic Planning session in March. The wordsmithing that occurs in mission statement rewrites is often endless. Early in the process the Distribution Committee substituted the word "improve" for the word "change." Change is a word used throughout the non-profit world and it was easy for it to appear in early iterations of the Mission Statement. However, the committee agreed that simply saying change does not indicate if that change is for the better or the worse. Improve indicates striving for

change for the better. The debate around whether our grants create change for the better could be unending. However, all of us that work for the McCune Foundation are committed to the improvement of this region for current and future generations.

Michael M. Edwards
Chairman

DISTRIBUTION COMMITTEE

Michael M. Edwards
Chairman

Ronald R. Davenport, Jr.

Adam B. Edwards

John H. Edwards

Laura E. Ellsworth

Sarah McCune Losinger

James C. Roddey

STAFF

Henry S. Beukema
Executive Director

Laurel Shaw Randi
Senior Program Officer

A. Sam Reiman
Senior Program Officer

Robert W. Lukitsch
Business Manager

Valerie L. Fahrny
Grants Administrator

Alneda R. Richardson
Senior Secretary

McCUNE FOUNDATION GRANTS

2014

In 2014, the McCune Foundation disbursed 140 new and conditional grants totaling \$27,018,000. All recipient organizations are located in Western Pennsylvania, most in the Pittsburgh area.

Education

In 2014, the Education Program awarded 17 grants totaling \$7,265,000. Populations served include: adults, children, youth and college-aged students. Grants in the Education Program promote excellence in the institutions of Higher Education, independent Elementary and Secondary Schools, and ancillary education programs (General Education). The Education Program supports capital projects, research and development, financial aid, program, and endowment to accomplish the following strategic priorities:

- Leverage university research capacity to enhance the region's competitive advantage in economic development;
- Work with universities as anchors for community revitalization strategies;
- Increase access to independent schools and higher education;
- Recruit and retain exceptional faculty; and,
- Develop and deliver quality enrichment programs for school aged children, particularly with a focus on math, arts, science and reading.

Allegheny College

\$300,000

To initiate the MARC Wellness Center project.

Allegheny County Library Association

\$25,000

To develop a new model for public library services countywide.

Carlow University

\$500,000

To develop the new Learning Commons.

Carnegie Mellon University

\$3,500,000

To (1) establish an Innovation Scholars Program, (2) create Innovation Graduate Fellowships, (3) further develop an Enhanced Recoverable Grant Program, and (4) establish a Commercialization Tools Development Fund.

Chatham University	\$500,000	<i>Toward Phases IA & IB of the Eden Hall Campus development.</i>
Entrepreneurial Youth	\$100,000	<i>To continue the development of the Pathway Model.</i>
Fund for Advancement of Minorities through Education	\$100,000	<i>To establish The FAME Academy.</i>
Neighborhood Academy	\$250,000	<i>To help refinance bond debt.</i>
Saint Vincent College	\$250,000	<i>To support reduced teaching loads of faculty in the Boyer School of Natural Sciences, Mathematics & Computing.</i>
Schenley Heights Community Development Program	\$40,000	<i>To support the expansion of the agency's after school and summer camp programs.</i>
The Fred Rogers Company	\$250,000	<i>To support Season Two of Daniel Tiger's Neighborhood.</i>
University of Pittsburgh	\$250,000	<i>Toward the PittVentures project.</i>
University of Pittsburgh, Department of Industrial Engineering	\$250,000	<i>To further establish Industry Studies as a multidisciplinary research field in the Department of Industrial Engineering.</i>
University of Pittsburgh, Graduate School of Public and International Affairs	\$25,000	<i>Toward author stipends related to the Pittsburgh Philanthropy Project.</i>
Urban Impact Foundation	\$50,000	<i>To support the hiring of two urban missionaries for the education program.</i>

Winchester Thurston School

\$750,000

To help endow the School's City as Our Campus academic program, one component in the CelebrateWT \$20.6M capital campaign.

WQED Multimedia

\$125,000

Toward the second season of iQ: smartparent.

Health and Human Services

The Human Services program area awarded 38 grants totaling \$5,384,000 this fiscal year. Grants in the health and human services program focus on health, social services, and community improvement. The interdisciplinary approach to grantmaking in this program area works with community-based and regional institutions to address pressing community needs by supporting the critical work of existing programs. The program also supports new initiatives that seek to find and ameliorate the root causes of community distress and disinvestment. The Human Services area supports capital projects, research and development, organizational capacity building, and programming with the following strategic priorities:

- Transfer education and research assets into economic opportunities for the region;
- Leverage public and private dollars for broad-based support of community assets;
- Promote self-sufficiency of residents;
- Increase social and economic stability of communities and the region; and,
- Test and support effective prevention programs.

Adelphoi, Inc.

\$150,000

To help renovate two group homes, an aspect of the \$6.5M Campaign for Excellence.

Asbury Foundation

\$100,000

For the Living Well Program.

Big Brothers Big Sisters of Greater Pittsburgh, Inc.

\$25,000

To help expand the organization's individual donor base.

Center for Hope	\$200,000	<i>Toward Phase II renovations to the second floor.</i>
Center that CARES	\$40,000	<i>Toward youth programming in the Jeron Grayson Community Center.</i>
Children's Institute	\$435,000	<i>To support the Family-Centered Care Coordination initiative (Medical Home).</i>
East End Cooperative Ministry	\$35,000	<i>To hire a firm to conduct a search for a new Executive Director.</i>
Family House, Inc.	\$75,000	<i>To complete crucial renovations and repairs at the Neville and McKee Houses.</i>
Family Resources	\$50,000	<i>To develop the organization's fundraising infrastructure.</i>
Family Resources	\$100,000	<i>As a conditional challenge grant to grow the organization's individual donor base.</i>
Goodwill of Southwestern Pennsylvania	\$75,000	<i>For the YouthWorks youth employment program.</i>
Hill District Federal Credit Union	\$100,000	<i>To expand reserve funds.</i>
Hosanna House, Inc.	\$350,000	<i>To support general operations in 2014.</i>
Jewish Community Center of Greater Pittsburgh	\$35,000	<i>For R&D money to test two new programs.</i>
Jewish Healthcare Foundation of Pittsburgh	\$150,000	<i>To develop a Person Centered Care Assurance Model (I-Count) Business Plan for people with complex needs.</i>

McGowan Institute for Regenerative Medicine	\$500,000	<i>To support the launch of the Pediatric Device Initiative.</i>
Millvale Community Library	\$50,000	<i>For roof and other renovations at the Millvale Library.</i>
National Council of Jewish Women	\$76,000	<i>To support the STANDING FIRM program during a time of transition.</i>
New Castle Community YMCA	\$50,000	<i>To help complete the Strengthening the Heart of the Community campaign.</i>
Pittsburgh Community Kitchen	\$100,000	<i>Toward the launch and growth of Pittsburgh Community Kitchen.</i>
Pittsburgh Community Services, Inc.	\$85,000	<i>To create a reserve fund.</i>
Pittsburgh Mercy Health System, Inc.	\$115,000	<i>Toward the purchase of a medically equipped van for Operation Safety Net.</i>
Pittsburgh Project	\$150,000	<i>To support youth programs and an executive search.</i>
Pittsburgh Soccer in the Community	\$25,000	<i>To support the Pittsburgh City Soccer Club initiative.</i>
Rankin Christian Center	\$38,000	<i>To support the Community Learn and Serve program, over two years.</i>
Residences At Wood Street	\$250,000	<i>Toward renovations of the 55,000 sq. ft. of commercial rental space at Wood Street Commons.</i>
Sojourner House MOMS	\$150,000	<i>To help rebuild and repair two buildings in Homewood.</i>

Sprout Fund	\$200,000	<i>To advance the regional economic impact of the Kids+Creativity Network.</i>
St. Margaret Foundation	\$100,000	<i>To renovate and make upgrades to the Family Health Care Center in Lawrenceville.</i>
The Pittsburgh Foundation	\$75,000	<i>To help purchase new vans for the County's Family Support Centers.</i>
Three Rivers Youth	\$250,000	<i>To help retire the debt on the East Liberty headquarters.</i>
Tickets for Kids Foundation	\$50,000	<i>For technology improvements and staff training.</i>
Union Project	\$75,000	<i>For working capital to implement the current Strategic Business Plan.</i>
United Way of Allegheny County	\$500,000	<i>Toward the \$10M United Way Forward Fund.</i>
University of Pittsburgh, School of Medicine	\$250,000	<i>Toward recruiting a scientist in pharmacogenomics.</i>
Venture Outdoors, Inc.	\$75,000	<i>To pilot a new program model of outdoor recreation for low-income children and youth living in primarily urban settings.</i>
Watson Institute	\$200,000	<i>Toward the Watson Life Resources project.</i>
Women's Center and Shelter of Greater Pittsburgh	\$100,000	<i>To grow the individual donor base.</i>

Arts, Humanities, and Religion

In 2014, the Humanities program area awarded 22 grants totaling \$3,225,000. Grants in this program area focus on Culture, Preservation, and Religion & Values. Cultural investments are made from the vantage point of regional economic development and the perspective that a city is more “livable” with a strong arts and culture sector, and a performance epicenter downtown that attracts patrons and out-of-town visitors. The Humanities area supports capital projects, endowment grants, technology, marketing, planning, operations through special relief grants, and programming for the following strategic priorities:

- Promote regional historic and cultural assets;
- Attract new audiences and future generations of residents who appreciate the humanities;
- Contribute to the economic development of the downtown corridor;
- Guard the region’s history and religious legacy; and,
- Support Christian education through academic institutions.

Andy Warhol Museum

\$200,000

To develop a digital application for iPads & iPhones.

Boyd Community Center

\$50,000

Toward construction of the new Lauri Ann West Community Center.

Bricolage Production Company

\$75,000

To support new staff and to undertake facility upgrades and renovations.

Carnegie Museum of Art

\$250,000

To help endow the proposed Charles “Teenie” Harris archivist position at the Museum.

Christian Associates of Southwest Pennsylvania

\$60,000

To support the Executive Minister transition.

Creative Nonfiction Foundation

\$75,000

To publish three novels as part of the Pittsburgh Revolution book series.

Frick Art & Historical Center

\$500,000

Toward the construction of the Education Center.

Friends of the Pittsburgh Urban Forest (dba Tree Pittsburgh)
\$45,000 *Toward the implementation of the Tree Nursery Business Plan.*

Greater Pittsburgh Arts Council
\$50,000 *To support the Visibility Campaign.*

Historical Society of Western Pennsylvania
\$400,000 *To support operations, new exhibits, and programming in 2014.*

Pittsburgh Arts & Lectures
\$20,000 *To match individual contributions to the PA&L Sustainability Fund.*

Pittsburgh Ballet Theatre
\$250,000 *Toward the new Ballet Theatre School Complex.*

Pittsburgh Children's Museum
\$175,000 *For the Eric Carle's exhibit.*

Pittsburgh Filmmakers/Pittsburgh Center for the Arts
\$65,000 *Toward developing a facilities master plan, and branding strategy.*

Pittsburgh Irish and Classical Theatre
\$50,000 *To support an earned revenue initiative.*

Pittsburgh Musical Theater
\$50,000 *Toward Phase I of the renovation to convert the James Centre into the permanent home of Pittsburgh Musical Theater.*

Pittsburgh Public Theater
\$100,000 *Toward Artistic Excellence and Audience Connection for the Masterpiece Season.*

Rodef Shalom Congregation
\$75,000 *To help endow the operations, maintenance and upkeep of the Biblical Botanical Garden.*

SLB Radio Productions, Inc.
\$25,000 *Toward replacing studio equipment.*

Society for Contemporary Craft
\$160,000 *Toward a shared CFO position that will serve five Pittsburgh-based arts organizations.*

Squonk Opera Inc.
\$50,000 *To create and present Pneumatica.*

Westmoreland Museum of American Art
\$500,000 *Toward the \$35 million Capital Campaign.*

Civic, Community, and Economic Development

A total of 41 grants totaling \$10,958,000 were made in 2014. Grants in the civic program area have a regional focus on new job growth and generating community wealth, support of core community assets, and quality of life improvements. Community development, public amenities, conservation, and overall regional grants are made in this program area. The Civic agenda supports capital projects, research and development, organizational capacity building, and operating and programming with the following strategic priorities:

- Spur investment in Pittsburgh's urban core and metropolitan area;
- Leverage public and private dollars for broad-based support of community assets;
- Revitalize Pittsburgh's neighborhoods by changing blighted market conditions;
- Support broad based community assets improving the livability of the region; and,
- Develop a New Economy in Pittsburgh that will return greater prosperity to the region.

ACTION-Housing Inc.
\$100,000 *To further support the development of a ten-year strategy for supportive housing at scale and neighborhood-based development.*

ACTION-Housing Inc.
\$550,000 *To increase the organization's capacity and ramp-up efforts toward a 10-year plan.*

Allegheny Conference on Community Development	\$35,000	<i>For continued support of PowerUp Connect.</i>
Allegheny Conference on Community Development	\$500,000	<i>To establish a Site Fund to develop pad-ready sites for business attraction.</i>
Bridgeway Capital, Inc.	\$2,500,000	<i>For the Emerging Opportunities Fund.</i>
Community Foundation of Westmoreland County	\$50,000	<i>To launch the Revitalizing Westmoreland initiative.</i>
Community Theater Project Corporation / Kelly-Strayhorn Theater	\$50,000	<i>To enhance the Theater's programming and audience development and support the planning for the Theater's centennial.</i>
Diocese of Pittsburgh	\$36,000	<i>To support assembling, displaying, and maintaining the Pittsburgh Creche in 2013.</i>
Duquesne University	\$250,000	<i>To launch a community wetlab.</i>
East Liberty Development, Inc.	\$250,000	<i>To launch Thrill Mill.</i>
East Liberty Development, Inc.	\$50,000	<i>To help launch a Circles program in East Liberty and Sharpsburg.</i>
Grow Pittsburgh	\$110,000	<i>To support the Resource Depot.</i>
Hilltop Alliance	\$65,000	<i>Toward the Reinventing Allentown Business Development & Housing Revitalization Program.</i>
Idea Foundry	\$175,000	<i>To identify, vet, and commercialize promising life science technologies in partnership with the University of Pittsburgh.</i>

Innovation Works, Inc.	\$1,500,000	<i>Toward launching Riverfront Ventures.</i>
Manchester Citizens Corporation	\$175,000	<i>To implement the housing and business development priorities of the Manchester Neighborhood Plan.</i>
Millvale Borough Development Corporation	\$150,000	<i>Toward Phase I planning and design work for Bennett Station Town Square.</i>
Mon Valley Initiative	\$250,000	<i>For 2014 operating support.</i>
National Center for Arts and Technology	\$167,000	<i>To expand Bidwell's NCAT program.</i>
Neighborhood Allies	\$250,000	<i>Toward 2015 program support.</i>
New Sun Rising	\$25,000	<i>Toward staffing costs for one year to launch Kiva City Pittsburgh.</i>
Oakland Planning and Development Corporation	\$150,000	<i>To help expand the Rehab for Resale program.</i>
Pennsylvania Environmental Council, Inc.	\$100,000	<i>To expand the River Towns Program.</i>
Pittsburgh Life Sciences Greenhouse, Inc.	\$250,000	<i>To support the Executive in Residence program for one year.</i>
Renewable Manufacturing Gateway	\$250,000	<i>To support four energy related startups.</i>
RIDC Fund for Economic Growth	\$500,000	<i>Toward the Manufacturing Loan Fund.</i>
Starting-Gate	\$75,000	<i>Toward the build-out of the Proving Grounds facility.</i>

Steeple Project	\$30,000	<i>Toward the renovation of bathroom facilities in the former Immaculate Conception church.</i>
Strategic Regional Developments, Inc.	\$855,000	<i>For operating funds to develop the former LTV Coke Works in Hazelwood</i>
The Pittsburgh Foundation	\$500,000	<i>To support an equity co-investment into the East End Investment Fund.</i>
The Pittsburgh Foundation	\$60,000	<i>Toward Phase II of the community development data and evaluation pilot.</i>
Touchstone Center for Crafts	\$165,000	<i>To support the Transcending the Survival Cycle (TSC) Initiative.</i>
University Center for Social & Urban Research	\$50,000	<i>To support the Pittsburgh Regional Indicators Benchmarking Project in 2014.</i>
University of Pittsburgh, Graduate School of Public and International Affairs	\$30,000	<i>For continued support of the CONgress of NEighboring CommuniTies (CONNECT), over three years.</i>
University of Pittsburgh, Institute of Politics	\$55,000	<i>For program operations in 2014.</i>
University of Pittsburgh, Institute of Politics	\$100,000	<i>Toward planning for the Unconventional Oil and Gas Research Fund.</i>
Western Pennsylvania Conservancy	\$50,000	<i>Toward the Community Gardens Program in 2014.</i>
Western Pennsylvania Conservancy	\$500,000	<i>To endow the Community Gardens Program.</i>

Interim Grants

\$	186,000	Twenty-two grants of \$10,000 or less.
\$	27,018,000	Total

McCune Foundation

<u>Year and Total</u>	<u>Number of Grants</u>
1980 – \$1,909,500	101
1981 – \$2,385,000	94
1982 – \$3,308,500	99
1983 – \$3,874,500	89
1984 – \$3,857,300	49
1985 – \$12,149,310	56
1986 – \$13,144,265	45
1987 – \$11,234,258	30
1988 – \$10,158,285	39
1989 – \$13,364,994	37
1990 – \$15,289,998	39
1991 – \$13,358,171	39
1992 – \$11,613,467	43
1993 – \$13,616,950	72
1994 – \$13,555,400	111
1995 – \$13,825,050	99
1996 – \$16,341,104	131
1997 – \$21,480,575	142
1998 – \$28,087,930	160
1999 – \$29,331,700	161
2000 – \$28,391,003	143
2001 – \$27,858,921	185
2002 – \$25,375,494	188
2003 – \$23,612,390	197
2004 – \$25,597,625	201
2005 – \$27,309,422	194
2006 – \$26,792,859	213

<u>Year and Total</u>	<u>Number of Grants</u>
2007 – \$28,941,100	170
2008 – \$27,049,256	183
2009 – \$18,251,789	165
2010 – \$19,630,510	172
2011 – \$21,165,500	174
2012 – \$102,412,861	147
2013 – \$25,986,115	134
2014 – \$27,018,000	140

Information for Applicants

The broad mission of the McCune Foundation is to support non-profit organizations that improve the quality of life in southwest Pennsylvania by fostering community vitality and economic growth that will continue to improve the region for generations to come. Within these mission parameters, the Foundation is mindful that it is currently on a 15-year sunset trajectory that concludes in October 2029. This context is changing the “rules of engagement” in the grant selection process as the Foundation develops new criteria to guide its grantmaking in the final years. Three overarching principles are framing the conversation with prospective grantees:

- (1) Leave it better than you found it;
- (2) Finish well the things you have started; and,
- (3) Don’t start new things you cannot finish well.

These three lenses make it less likely that the Foundation will initiate or respond to potential engagements with organizations with whom it has **not** worked during its first 35 years of operations—preferring instead to build on past work in a manner that increases the likelihood of sustainable, effective operations and program delivery after the Foundation is gone.

In this competitive market place, there will be fewer available resources to support expanded or new operations and programs, unless they are directly related to the core mission of the organization, and produce revenue-producing opportunities well into the future. Submissions should present a realistic and persuasive case for the potential to significantly impact the health, growth and/or prosperity of the targeted constituency or community. Part of a compelling case is a clear understanding of the environment, both positive and negative, in which the proposed project or program will take place. Applicants should have and demonstrate the means to collect and analyze data that informs both the current situation and describes success.

The other part of a compelling case is demonstrated organizational capacity to deliver the program or project. Thoughtful consideration should be given to the potential risks and benefits to the organization, and what critical components have to be in place in order to succeed. Finally, the applicant must show that the project or program can be sustained after the grant period ends without additional McCune Foundation funding. McCune Foundation focuses its grants in

southwestern Pennsylvania, principally the Pittsburgh area. Unsolicited proposals from outside the region are not accepted.

Please visit the Grants page of the Foundation's website for a more comprehensive description of program areas and the types of projects more likely to receive support. Please also be aware that there are types of organizations and projects that the Foundation rarely or ever supports. These include:

- Public Education
- Government offices or authorities
- Advocacy
- Programs primarily supported/sponsored by government
- Special Events and Benefits

To apply for consideration, an organization should complete the Applicant Information Sheet (a link can be accessed in the upper left hand section of this web page). In your electronic submission please include a copy of the organization's IRS 501(c)(3) Determination Letter.

If the project meets current funding priorities and sufficient resources are available, the Foundation's staff will contact the applicant to arrange a meeting and to provide further guidance regarding submission of a proposal for formal consideration by the Distribution Committee. While the Committee typically meets four times a year, the number of projects and the increased level of Foundation involvement means that it may take several months for consideration to be given to new projects.

11 December 2014