

Report



Meet Gavin Clark—Park County Community Foundation's next Executive Director.

GAVIN CLARK SELECTED BY COMMUNITY FOUNDATION AS NEXT EXECUTIVE DIRECTOR

The Park County Community Foundation has unanimously approved Gavin Clark as its next Executive Director. Beginning January 2, Clark will succeed Peter Fox who recently resigned after nearly four years in the role. Fox will continue to serve the Foundation through the end of year and on a contract basis in 2019 to ensure a seamless transition to Clark.

A resident of Livingston since 2014, Clark has spent the bulk of his professional career in non-profit development, strategic planning and organizational leadership. He previously served as philanthropy manager of the American Prairie Reserve and founded Donor Development Strategies, a national fundraising firm focused on raising money for PBS and NPR stations. He earned a bachelor's degree from the University of Portland.

"I'm honored to have been asked to lead this organization and build from its solid footing," said Clark. "As Park County grows and new challenges arise, I look forward to working with a community so clearly dedicated to improving the lives of all our neighbors."

"We had a lot of great candidates apply for this job, but Gavin really stood out for his ability to connect with people – be they staff, board or donors – and rally them

towards a vision," said Bruce McKnight, board chair. "The next chapter of the Foundation looks very bright under his leadership."

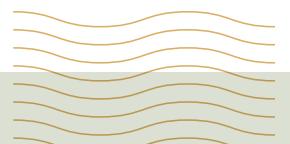
Under Fox's leadership, the Community Foundation has seen significant growth. Hired in 2014 on a part-time basis, Fox's position grew to full-time as a result of new resources to the Foundation. A full-time program director and half-time administrator subsequently were added to the team. The community grant program has grown four-fold to over \$130,000 in fiscal year 2018 and the number of other programs implemented under Peter's leadership including fiscal sponsorships, early childhood education, non-profit training network, community housing project and many more are numerous.

"Peter is leaving the organization in a great spot," said McKnight. "There have been a lot of foundational elements put in place during his tenure and we just really appreciate what he's done and how we are set up moving into the future."

"I'm excited about a new generation of talent exemplified by Gavin and our team continuing the leadership of the Community Foundation," Fox said. "It has been a privilege for me to serve this vital county-wide resource and the people of Park County."

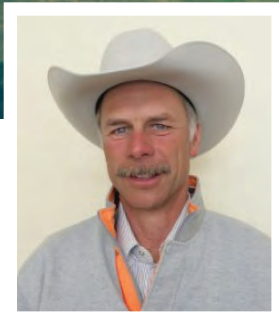
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MEET THE DIRECTORS

We are pleased to announce four recent appointments to the Community Foundation Board of Directors. Each person adds individual skills and insights to enrich our Foundation's growth and development.



Sky Anderson

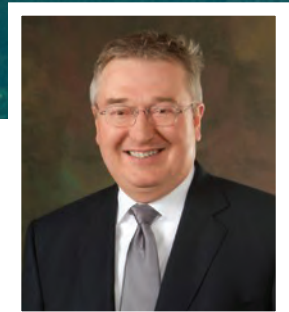
Shields Valley rancher Sky Anderson lends his extensive knowledge of Park County history and land use issues -- as well as his lively sense of humor -- as a new member of the Community Foundation Board.

His long record of public service includes the Shields Valley School Board, and boards of the Bank of the Rockies, Montana Farm Bureau Federation, and the Montana Farm Bureau Foundation.

Anderson grew up in Clyde Park area and earned a degree in animal science from Montana State University. He works with his brother Shiell on the family ranch established in 1964, where he lives with his partner Monica Switzer and works with his sons Steel and Stryker.

"I've been here my whole life and know quite a few people in the county," Anderson says. "As far as references and context, I know a lot of the history of the area and how things have developed."

Park County is developing faster than some other rural counties in the state and because of this, Anderson says he sees a real need for the Foundation's work.



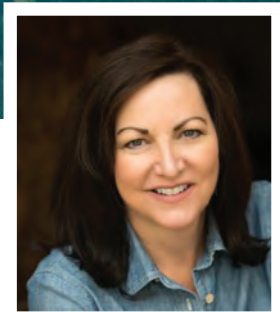
Ken Cochrane

Ken Cochrane brings extensive legal and nonprofit experience to the Community Foundation board.

"Over the 10 years I've lived here, I've become more involved in the community and in environmental issues," he said. "I felt the need to broaden the scope of my involvement. (The Community Foundation) pitched me for a donation and I pitched them for a seat on the board."

Major issues in Park County that Cochrane hopes to work on include housing, jobs and getting better internet service, which would drive economic and educational growth, he said.

Cochrane has practiced family law in California for 48 years, many of them at McCormick Barstow LLP. He now works for the firm remotely from his home. He holds a bachelor's degree from the University of California-Davis and graduated from the Hastings College of Law at the University of California. Cochrane lives with his partner Jane, who hails from a cattle ranching family. His son Collin lives in California while his daughter Carrie lives in Colorado.



Signe Lahren

Signe Lahren wants to help bridge the gaps between groups in Park County as a member of the Community Foundation board of directors.

Lahren grew up in Livingston but moved away before returning home in 2001. As managing broker for Berkshire Hathaway MT Properties in Livingston, she’s helped people from elsewhere buy dream homes in Montana and has seen the struggle of local people to afford their own.

“I think locals have a sense of disenfranchisement,” she said. “They see people buying beautiful properties and they can’t even afford a single-family home. I think I have an ability to bridge that gap, between the old Livingston and the new.”

Lahren said sensible economic growth and development are important to her. “I love this community and I want to see it grow in a sustainable way. I want to make sure the local voice doesn’t die, but change is coming.”

She has an undergraduate degree from the University of Washington and a law degree from University of Montana. She and husband Charley Caplis have two sons ages 11 and 13.



Vicki Regula

Vicki is a natural resource compliance specialist with the National Park Service in Yellowstone National Park. She works to ensure park projects adhere to applicable state and Federal laws to protect the park’s natural and cultural resources. She has earned a bachelor’s degree in natural resources from University of Nebraska in Lincoln and a master’s degree in rangeland ecology from University of Wyoming.

She grew up in the flat lands of eastern Nebraska. But a trip to Yellowstone in the mid-1990s captivated her to the Yellowstone and surrounding area landscape. Vicki and her husband Joe enjoy living in Gardiner where they share their yard with deer, elk, bison, and bighorn sheep.

She loves trail running, hiking, camping, helping homeless pets finding their forever home, and spending time doting on her rescue dogs and cats. She also is an active volunteer with the Stafford Animal Shelter in Livingston.

Vicki brings her experience in communications, working with others, and organizing to Park County Community Foundation.



COMMUNITY FOUNDATION EMBARKS UPON COMPREHENSIVE LOOK TO FUTURE FOR PARK COUNTY

With civic encouragement and participation of local governments, The Park County Community Foundation has initiated a comprehensive project to be of widespread and long-term benefit to our community.

Since its inception, the Park County Community Foundation has largely made strategic decisions and grants based on information available from partner grantees and other community organizations. Feedback from these groups and donors has suggested that there is no countywide civic plan and little coordination among nonprofit and governmental efforts.

This fostered a belief that there was significant overlap among these well-meaning groups and that better coordination among them toward a common vision could result in improved success treating the underlying causes of Park County's challenges and making limited philanthropic dollars go further.

Through collaboration with civic leaders, city and county government, educational leaders and other key stakeholders, the Community Foundation committed to convening and facilitating the initiative identified as the "Community Vision and Profile Project."

The Foundation also committed to permanently hosting an online interactive database that will be a resource for every nonprofit, for-profit, governmental, educational and

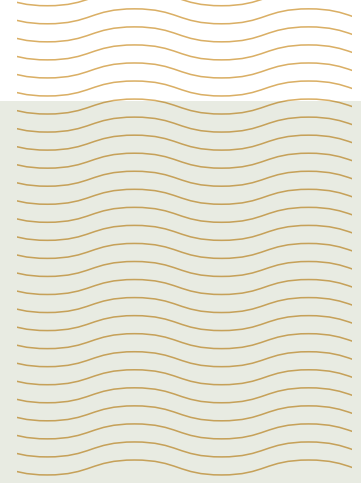
citizen-driven entity in Park County, Montana. The project is expected to be completed in late spring 2019. Outgoing executive director Peter Fox will continue to lead the effort for the Foundation.

KEY OBJECTIVES:

1. Develop a countywide Community Vision for the Future based on public input representing a broad cross-section of Park County.
2. The vision will be based on both quantitative data and qualitative perspectives.
3. The Vision for the Future will be broadly accepted, realizing there will always be elements of the community where acceptance is not guaranteed.
4. The Vision will help guide community investment, efficient allocation of resources, and enable collaboration and identification of project priorities.
5. Prepare a Community Profile for Park County that defines the current community in terms of elements of the Community Capitals Framework, namely: Human, Social, Cultural, Natural, Built, Financial and Political.
6. The Community Profile and the Community Vision will be housed and maintained on the Park County Community Foundation website for access by all.



Thanks to the hospitality of AMB West Philanthropies, the Community Foundation hosted a Nonprofit Convening at the West Creek Ranch conference center in the Paradise Valley. The day-long convening was an opportunity for nearly 35 social-service nonprofit groups to learn about the Foundation initiated project and provide valuable insight and perspectives into county issues.



“Plan for the future as that is where you are going to spend the rest of your life.”

MARK TWAIN

PROJECT PHASES:

PHASE 1:

We've done an extensive scan of secondary quantitative data published in various surveys and reports within and external to Park County, with information relevant to the County. An initial Advisory Team has been assembled consisting of a Park County commissioner, Livingston City manager, community citizen representative and Community Foundation staff and directors.

PHASE 2:

Hosted by the AMB West Philanthropies, a convening of Park County nonprofit leaders provided their initial input for the project. A second convening, this of community leaders from across the county, was held in late October. A third aspect will be an online, qualitative survey to a broader group of community members.

PHASE 3:

Beginning in early 2019, this phase will involve convening focus groups and/or one-on-one interviews in Wilsall, Clyde Park, Livingston, Emigrant, Gardiner and Cooke City. From the involvement and input to date, the project team will develop an outline of the Community Vision based on community input, assessment, and needs identified through quantitative data and qualitative perspectives. From there,

the team will advance a draft of the Community Profile to incorporate key data points that will inform how Park County is moving towards the Community Vision.

PHASE 4:

This phase will convene several “town hall” meetings to gather wide community input and feedback on the Community Vision outline. From this point, the Community Vision and the Community Profile documents will be revised and refined.

PHASE 5:

Results will be presented to each segment of the Park County Community, and a comprehensive interactive website will be launched for access by all.

COMMUNITY VISION:

An aspirational vision that articulates where the county could be in the future based on a specific framework of key focus areas.

COMMUNITY PROFILE:

The data points that will be used to track where Park County is now and how it is progressing towards the vision including a forecast of what would happen if we did nothing.



FOUNDATION PARTNERS IN CONVENING “COMMUNITY MEETING ON HOUSING”

One of the most vexing challenges in Park County today – and much of Montana – is the shortage of what is called “affordable housing.” The term refers to the cost of housing commensurate with an individual’s or family’s income, or no more than 30 percent of gross income.

Earlier this year, the Community Foundation partnered with Katie Weaver of the county’s Montana State University Extension Office and Tracy Menez of the Park-Gallatin office of Human Resource Development Council (HRDC) to convene a diverse group of county residents to take a deep dive into the issue.

Significant progress has been made in better definition of this multi-faceted challenge to county economic vitality and quality of life for residents from Wilsall to Gardiner and Cooke City. Initially, much of the focus has been

on the City of Livingston as a population center where housing-stock inventory is low and questions are raised about the impact of vacation rentals, among other topics.

Council members include representatives from the clergy, home builders, realtors, senior citizen advocates, city and county government, banking, a title company, major employers and HRDC housing specialists. The goal of the group is to become better educated about local housing challenges, and then use that knowledge to inform the wider community and identify solutions to the housing shortage.

Currently, the group is dissecting affordable housing research and options developed for Missoula with an eye toward replicating some “lessons learned” and best practices here.

GRANTS FROM DONOR-ADVISED FUNDS ARE KEY TO RE-OPENED DOORS OF LIVINGSTON CHILD PROTECTIVE SERVICES

When the state Department of Public Health and Human Services opted last July to close the Livingston office of Child and Family Services in August, the community responded with determination. After all it was the fourth state services office to be shuttered in Park County in little more than a year.

This is the office that oversees protective services for children who are victims of abuse, neglect, and family disfunction in Park and Sweet Grass counties. Led by an immediate call to action from the two-county office of the nonprofit Court Appointed Special Advocates, several other nonprofits service children and families, education, health and city and county leadership looked for options to the planned closure.

City Manager Michael Kardoes, in consultation with county government counterparts, developed a plan to convert a section of the Livingston Civic Center for use by a smaller but albeit Livingston-based workers. But additional help was needed.

Kardoes contacted the Community Foundation for help with rewiring the Civic Center space for secure computer linkage with the state system and installing a DPHHS telephone system.

Within hours, two philanthropists holding donor-advised accounts who have strong child-welfare interests were contacted by the Foundation and unhesitatingly provided the necessary funding. On behalf of the Foundation Board of Directors, we thank these two generous donors.

CITY, SCHOOL DISTRICT BOOST EARLY CHILDHOOD COALITION

A new partnership with the City of Livingston and the Livingston School District has created a more sustainable future for the Park County Early Childhood Coalition.

In April 2018 the Livingston City Commission approved an agreement with the Park County Community Foundation to support the county's Early Childhood Coalition. The agreement calls for the Coalition's coordinator position to become a city employee and thus be eligible for certain benefits. Up to this point, the coordinator has been an independent contractor hired by the Community Foundation. The benefits package for the two-thirds time position amounts to about \$5,000.

Additionally, the city provides office space as well as IT and clerical support for the coordinator who now is within the Recreation Department.

This partnership ensures the grant funding is going as far as it can to benefit the children of Park County. Early Childhood Coalition programs are available to all children of Park County, not just city residents.

In February, the Livingston School District received a \$1.2-million literacy grant. As part of its grant application, the school district included the Park County Early Childhood Coalition as a partner to work with child care providers and preschool professionals to engage children and their parents in promoting literacy awareness. As a result, The School District has

committed \$10,000 a year for four years to support the Coalition coordinator position and further collaboration between the district and local private and nonprofit preschool professionals in developing assessments and interventions for kindergarten readiness skills in literacy.

The Community Foundation continues to serve as the grants administrator for the Coalition which is designed to improve networking, resource access, quality child care access, early childhood health intervention, trauma-informed care, kindergarten readiness and the health of young children ages 0-8 and their families in Park County.

Nonprofit Community Calendar aids coordination, participation

We received feedback from many nonprofits and community members that there is not a centralized location to view all upcoming nonprofit events and training opportunities. This was problematic because fundraisers were being scheduled on the same day and nonprofit staff and volunteers were missing upcoming trainings. When we redesigned our website, we included a calendar component. Now you can visit our website any time to view and submit upcoming events: www.PCCF-Montana.org.



A bevy of dads and kids attend a "Dinner with Dad" event at the Livingston Food Resource Center, in partnership with Community Health Partners. The April event was part of the "Week of the Young Child" organized by the Park County Early Childhood Coalition.

GRANT TO WILSALL FIRE DEPARTMENT IS A TRUE LIFE-SAVER

For a heart attack victim, each passing minute can mean the difference between life and death.

But for rural residents surrounding Wilsall in the northern part of the Shields Valley, it takes a half an hour or more for an ambulance to arrive from Livingston or for the rescue squad to drive a victim of cardiac arrest to the hospital. That's why it's essential for volunteer fire departments like the Wilsall Rural Fire District to have updated, life-saving equipment such as automated external defibrillators known as "AEDs."

With the help of a Park County Community Foundation grant, the Wilsall Fire Department recently purchased two new AEDs along with an additional device to train on.

The new equipment helps the volunteer fire department better serve the Shields Valley's aging population, said Sue Scott, a volunteer.

"(This equipment) is critical in this area," Scott said. "We get quite a few cardiac calls a year. (An AED) is the first thing that goes on a patient when there's a concern about cardiac arrest. Without, it puts us at a significant disadvantage."

An AED analyzes heart rhythms and delivers an electric shock to restore heartbeat to normal. Immediate CPR and defibrillation can more than double a victim's chances of survival, according to the American Heart Association. For every minute that passes without CPR, the chances of survival after a cardiac event decrease by seven to 10 percent, AHA data shows.

Like the county's other rural fire departments, the Wilsall Fire Department has a small budget and was getting by with old equipment. Wilsall volunteers were using AEDs that were 15



Wilsall volunteer fire personnel display new AED units.

years old. The original manufacturer no longer made those models and the department had trouble finding replacement batteries.

"We were always concerned," Scott said. "Were these machines about to die completely?"

The new AEDs have increased the confidence of volunteers, said Judy Jenkins, another volunteer. That's important because, like other rural fire departments in Park County, Wilsall's call volume has steadily increased in the past few years. More than 80 percent of their calls involve some sort of emergency medical situation.

"When you live in a rural area when the response time can be 30 minutes, it's important for the rural fire department to be able to respond," Coleman said. "If it's not in the budget we make do with what we have. Really, this is helping us better serve the public."

DONOR-ADVISED GRANT SPELLS 'SUCCESS' FOR COUNTY BEE

Here's a test: Can you spell chinchilla?

No spellcheck allowed!

How about concierge? Cauliflower? Succulent?

These are some of the words Park County students spelled correctly during 2018 Park County Spelling Bee. This year's winner, 14-year-old Aidan Veress from the Gardiner School District, won the 2018 Spelling Bee after spelling 24 words right, the last one being decoy. Aidean also took first place in the 2017 Bee.

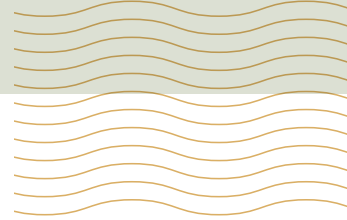
Park County has held a Spelling Bee since 1935, according to Jo Newhall, Park County superintendent of schools. A gift from a donor-advised fund held by the Park County Community Foundation helps fund the event held at the Shane Lalani Center for the Arts. Each year about 30 students from Park County participate in the Bee. Winners advance to the state Bee in Billings. From there, they have a chance to participate in the national Scripps Spelling Bee in Washington, D.C.

The Bee is important because it provides an opportunity for students from all schools across the county to get together including homeschooled and other non-traditional students, Newhall said.

"This is a rare cross-county event that allows all students in fourth through eighth grades to compete including public schools, private schools and homeschools," Newhall said. "Academic success is honored and celebrated in the spelling bees. Many times, these are students who have worked hard and their successes don't get all the attention that sports participation gets. All of our students need to be celebrated for their good works!"

And the practice at public speaking doesn't hurt either, Newhall said.

The 2019 Bee will be held Feb. 20. The Bee is funded through 2023 by a donor-advised grant from a retired couple – a school teacher and a newspaper editor.



GARDINER FOOD PANTRY EXPANSION AWARDED FOUNDATION'S FIRST-EVER MULTI-YEAR GRANT

It's 12:45 on a Tuesday afternoon in the middle of Gardiner's busy summer tourist season. Linda Gray is stocking shelves. She rushes to put away apples, granola bars and lettuce.

As soon as Gray opens the doors to Gardiner Food Pantry, half a dozen patrons show up. Gray sits at her desk, reviews intake forms, tallies numbers and makes small talk as they shop. Within the next half hour, a dozen more people show up. Gray seems to know everyone – she asks about jobs and health problems and car trouble. Although Food Pantry clients receive groceries for free, everyone Gray talks to on this Tuesday has at least one full-time job, at least for the summer. Some show up wearing nametags and shirts from the places where they work. But this is Gardiner, Gray explains, a community where people can have a full-time job in the summer and, because the cost of living is so high, cannot afford to feed themselves.

One man who said he has a full-time job, said groceries are expensive in Gardiner and he and his girlfriend cannot often make it to Livingston to find them for cheaper. Most of the money he makes working at a hotel is spent on his rent, thus making his weekly trip to the Food Pantry a necessity.

"I get 50 percent less stuff when I buy food in Gardiner than when I buy it any where else," he said.

The Food Pantry feeds 25 to 35 families and individuals a week, according to Gray.

"There is definitely a need," Gray said. "Once you open the door, it flies wide open and you see all these other needs. We cater to the working poor. Some of these people work two to three jobs in the summer, but this is a tourist-driven location and jobs don't pay very much."

The Park County Community Foundation made its first-ever multi-year grant in May to the Gardiner Food Pantry for \$10,000 a year over the next three years to plan for a 9,000-square-foot new building and to expand operations. In addition to providing more space for the Food Pantry, the new building will house an expanded space for Livingston HealthCare, temporary housing for those in need and the G-Town Thrift Store, which is currently closed.

Livingston HealthCare currently operates out of the basement of the Baptist Church and needs more space to expand services. G-Town Thrift provided vital services to the town's seasonal and international employees, many of whom show up unprepared for the weather conditions in Montana, Gray said. The thrift store had to close because it lost its space.

HDRC is working with the Food Pantry to develop and manage the new temporary housing facility, which will hold 24 beds -- 12 for men and 12 for women. Temporary housing is a desperate need in Gardiner. Stories abound of people losing long-term rentals they could afford when units sell and are converted into vacation rentals.



Linda Gray

Locating the organizations in the same building will help providers connect people to more services. "It's a chance to talk, to ask, 'How are you today?', to supply our clients with clothing, to connect people to other services," Gray said.

A final budget for the project is still in the works, Gray said, but the Food Pantry hopes to have all the funding in place before construction begins. Community Foundation money gave the project "a great start," she said. For more information, contact Gray at (307) 250-5853 or Community Foundation Program Director Carly Burson at 224-3920.

HOW DOES THE PARK COUNTY COMMUNITY FOUNDATION DIFFER FROM OTHER NONPROFITS?

Most nonprofit organizations have a specific mission. By contrast, the Community Foundation mission is broad: to improve the quality of life in Park County. This breadth of mission reflects our ability to make grants in any field of interest with charitable benefit to our population

This flexibility allows us, on one hand, to serve a wider group of potential donors – community philanthropists – and, on the other

hand, a wider group of nonprofit organizations whom we consider our partners in improving life across Park County.

Local nonprofits benefit from the existence of the Park County Community Foundation because the foundation helps philanthropic dollars stay in the county. As the Community Foundation grows, it will become a center for charitable giving across Park County.

GRANT TO CASA SUPPORTS TRAINING OF COURT ADVOCATES FOR CHILDREN

Some nonprofits change the lives of their volunteers nearly as much as the clients they serve.

Volunteers who work as Court Appointed Special Advocates (CASAs) for Park County's most vulnerable children testify to the life-changing effects of their involvement for both themselves and the children with whom they form relationships.

"CASAs try to link the children to opportunities and services in the community that can support them and help them when their family is re-united or if they are adopted," said William Campbell, a local filmmaker and photographer who serves as a volunteer advocate. "In the process we see the worst and the best of our community. The CASA motto is 'For the Child.' If you keep your eye on the children and fight for their rights and interests, you can make a difference."

CASA is the only entity providing advocacy for child abuse and neglect victims in Park and Sweet Grass counties, the state's Sixth Judicial

District, for 20 to 50 children a year. Some cases move through the judicial system slowly, so CASA volunteers might be involved with a child for 10 years or longer, while others are resolved quickly, explained Ashley Peterson, CASA development and



Ashley Peterson and William Campbell

volunteer director. The program currently has 26 adult volunteers who advocate for children and represent their best interests in court.

"The impact is in so many different ways," Peterson said. "When you are able to see the results down the line it's incredibly meaningful."

Park County Community Foundation grant money supports CASA's volunteer training. The training to become a CASA volunteer is rigorous and requires new volunteers to participate in 30 hours of curriculum mandated by the national CASA organization. The initial training takes about two weeks to complete, Peterson said. After that, volunteers must participate in 12 hours of continuing education.

Training for volunteers proves invaluable because it introduces advocates to the many different scenarios they could encounter while working with a child in the court system, Peterson said. Education includes information about applicable laws, their roles and responsibilities in working with children, and gives them insight into latest trauma research.

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