Kalamazoo Foundation for Excellence

Agenda
FFE Board of Directors

Monday, April 22, 2024 2:00 PM

Mayors Riverfront Park - 251 Mills St, Kalamazoo, MI 49048

A. CALL TO ORDER

B. APPROVAL OF AGENDA

C. APPROVAL OF MINUTES

1. Approve the Minutes of the February 12, 2024, Meeting

D. REPORTS AND COMMUNICATIONS

1. (No Action) Review the Draft Independent Audit

2. (No Action) Review Annual Financial Report Information

E. REGULAR AGENDA

1. Approve removal of the Attorney General concurrence provisions from Articles IV, X, and XII of the Articles and Sections 4.02, 4.12, and 11.01(B) of the Bylaws

2. Approve Budget Amendment of $39,000 for Fiduciary Insurance for FFE Investment Subcommittee

3. Approve the Board of Directors Attendance Policy

4. Approve the 2025 Draft Grant Distribution to the City of Kalamazoo

5. Accept The Resignation of Affinity Stakeholder Director Johnathan Yarbrough effective February 27, 2024

6. Approve Nominations and (Re)Appointments of Directors to the Foundation for Excellence Board

7. Elect Officers for One-Year Terms Ending at the Annual Board Meeting to be held in April of 2025

8. Approve Committee Appointments for One-Year Terms Ending at the Annual Board Meeting to be held in April of 2025

9. Approve Amendment for Executive Director Employment Agreement to allow for City of Kalamazoo Staff Cost of Living Adjustments (COLA)

F. PUBLIC COMMENTS

G. BOARD MEMBER COMMENTS

H. CLOSED SESSION

1. (No Action) Periodic Personnel Evaluation

I. ADJOURNMENT

General information about the Foundation for Excellence (FFE) including board meeting schedules, meeting agendas and minutes, bylaws, and much more can be accessed at: https://www.kalamazoocity.org/ffe.

Agendas and previous minutes and video streams for FFE meetings are available directly at: https://kalamazoomi.civicclerk.com/.

Questions regarding agenda items may be answered prior to the meeting by contacting the FFE Manager at 269.337.8047 or ffe@kalamazoocity.org.

KALAMAZOO FOUNDATION OF EXCELLENCE

PUBLIC COMMENT RULES

1. Persons attending a regular or special meeting of the Board of Directors of the Kalamazoo Foundation for Excellence shall be permitted to address the Board in conformity with this rule and the Michigan Open Meetings Act.

2. An individual wishing to address the Board shall wait to be recognized by the presiding officer.

3. A person addressing the Board shall provide their name and whether they are a resident of the City.

4. Remarks by a speaker shall be confined to matters within the purview of the Board and KFFE.

5. The chairperson of the meeting or a majority of the Board in attendance may permit individuals to speak once, for up to four (4) minutes, on specific matters being considered on the meeting agenda of the Board, except no comment is permitted on secondary or procedural motions to a main motion.

6. A speaker is permitted to address the Board once during the Public Comment portion of the meeting for up to four (4) minutes.

7. A speaker is not permitted to yield any unused portion of speaking time to other speakers.

8. A speaker may be ruled out of order for conduct that interrupts or disrupts the meeting.

Updated October 23, 2023

MINUTES
FFE Board of Directors

Kalamazoo Foundation for Excellence

Monday, February 12, 2024 2:00 PM

Mayor's Riverfront Park – 251 Mills Street, Kalamazoo, MI 49048

A. CALL TO ORDER - by President Sandra Calderon-Huezo – 2:01pm

ROLL CALL

Staff present: Legal Counsel/Recording Secretary - Richard Cherry & Alex Page from Miller Johnson; FFE Executive Director - Steve Brown; Chief Financial Officer – Steve Vicenzi

Guests present: Christina Anderson – City Planner; Rebekah Kik – Assistant City Manager

PRESENT- Balkema, Hess, Hoffman, Lonberg, Bostrom, Salas, Miller, Carrel, Ritsema, Calderon-Huezo, Vicenzi, Washington, Hopewell

ABSENT- Anderson (excused), Taylor, Harrison, Yarborough

B. APPROVAL OF MINUTES

ACTION: Director Ritsema moved to approve the October 30, 2023 minutes. Motion was seconded by Director Carrel. The minutes of the October 30, 2023 meeting were approved with non-substantive corrections by unanimous voice vote.

Discussion: Emeritus Hopewell asked for clarification on whether he is only permitted to speak during public comment based on his status as emeritus, which is not addressed by the bylaws, and discussed the term "tabled" versus "postponed" in the October 2023 minutes. ED Brown clarified that there was no procedural difference between the terms. Emeritus Hopewell also noted a typographical error in the spelling of Mr. Bogan's name, Northampton, and Director Carrel's last name, and that he should be noted as absent. ED Brown concluded the discussion regarding the proper procedure with Emeritus Hopewell was permissible, he just cannot motion, and Attorney Cherry and Director Balkema confirmed the action and language followed Roberts Rules.

C. REPORTS AND COMMUNICATIONS

1. Staff Presentation of FFE Funded Project Information.

Executive Director Brown presented to the Board the FFE funded project information website and described the information available online. Executive Director Brown noted that the website includes information on what FFE does, when, how much it costs, who was impacted, and (since 2020) the demographic information for each project. Executive Director Brown noted that FFE started without a budget and the increase in the budget in the last 7 years. Executive Director Brown also provided a baseline view of the City divided by neighborhoods to see what has been done with the tax reduction per capita and aspirational per capita as well as other tax data. Finally, Executive Director Brown discussed aspirational projects and presenting FFE's impact in the City with the information available and FFE's plan moving forward. He described the progress and explained the report to the Board in detail.

Discussion took place amongst the Directors regarding the FFE Funded Project Information. President Calderon-Huezo discussed the extent and importance of the drill down for each project and category. Director Balkema noted that it helpful to show where the money is going, noting that an increased investment and involvement in Kalamazoo 2035 will be important moving forward.

2. Staff Presentation of Imagine Kalamazoo 2035 Engagement.

Rebekah Kik, Assistant City Manager, and Christina Anderson, City Planner and Deputy Director of Community Planning and Economic Development Department, presented an overview of Imagine Kalamazoo 2035. Ms. Kik discussed the importance of engaging internal staff and boards into the 10-year plan. Ms. Kik also discussed the larger timeline, organizational values, the importance of good governance, and the City's goal to identify gaps from staff and plan what resources City Manager's office can bring to the table.

Ms. Anderson discussed the City's strategic vision and master plan, including the values and projects. She discussed the different types of plans: transportation improvement, HUD consolidated, parks & recreation, community sustainability plan, and the neighborhood plan. Ms. Kik discussed the printout of Imagine Kalamazoo 2035 and the phases and their transitions as well as how to reach each neighborhood. Ms. Anderson discussed methods to try to reach residents and to gauge engagement.

President Calderon-Huezo asked what languages the survey was available in and the City stated Spanish and English. The group discussed the importance of meeting people where they are. After gathering information, the City will present plans based on community's goals and outcomes. Ms. Kik noted that the timing of this presentation is best for FFE effectiveness and the City will continue to update FFE. ED Brown noted that FFE can support the prep work for investments and set expectations for the strategic opportunity now.

Director Lonberg asked what the City's values were specifically, and the City stated: integrity teamwork accountability ethics collaboration safety reliability. Director Longberg also asked about the relationship between staff and the public. Ms. Anderson responded that the public phase has not started, and the issue last year was that internal staff was left behind, so there will be check-ins and staff and community present. ED Brown asked Directors to send him an email and he can coordinate feedback.

3. Draft 2024 Action Plan – S.W.O.T. Strengths, Weaknesses, Opportunities, and Threats.

Executive Director Brown noted the annual action plan for ED Brown and staff.

D. REGULAR AGENDA

None.

E. PUBLIC COMMENTS

Ms. Davies notified FFE about the video How Finland Solved Homelessness. She noted that businesses, residents and tourists are asking the City to solve homelessness and that economic development is impacted by homelessness. Ms. Davies noted she would send FFE the link and how Finland addressed housing first and the issues related to homelessness.

F. BOARD MEMBER COMMENTS

Director Washington expressed that he appreciated the presentation regarding Imagine Kalamazoo 2035 and that the process is very involved, especially receiving community input. He reminded FFE that this takes time.

Emeritus Hopewell discussed the FFE Funded Project Information and inquired whether any projects have timed out and why, which he noted would be helpful to think about moving forward.

President Calderon-Huezo noted the equity factor on tax breaks – especially in neighborhoods that need increased impacts and that it will require different kinds of housing to address the issue of affordable housing.

Emeritus Hopewell expressed that FFE must follow Imagine Kalamazoo 2035 to make a large impact, noting that the City's budgeting process is where a lot of the work is done.

G. ADJOURNMENT - The meeting was adjourned at 3:33 p.m.

____
Richard O. Cherry
Recording Secretary

Kalamazoo Foundation for Excellence

FFE Board of Directors Staff Report

TO: Foundation for Excellence Board of Directors

FROM: The Audit Subcommittee
Steve Brown, Executive Director

DATE: April 22, 2024

SUBJECT: (No Action) Review the Draft Independent Audit

RECOMMEDATION:

(No Action) Review the Draft Independent Audit

BACKGROUND:

Aaron Stevens, CPA, CGFM, Principal, Director, of Maner Costerisan, presented the draft 2023 fiscal year independent audit to the Audit Subcommittee at their public meeting on April 1, 2024. The Subcommittee discussed the purpose and meaning of the audit process before handing the presentation over to Mr. Stevens, who presented an audit with an "unmodified" opinion, which is the highest level. Director Brown and CFO Vicenzi were temporarily dismissed because of the planned private discussion between the auditor and subcommittee members, which is a best practice to ensure candid conversation between the subcommittee as an arm of the governing body and the independent auditor. The draft audit was received by the subcommittee officially. The final audit was then prepared to be received by the Board on April 22, 2024, and is attached to this packet for Board review. The Annual Report will be completed and published alongside the audit to the online FFE document library following Board review.

2425 E. Grand River Ave.,
Suite 1, Lansing, MI 48912
517.323.7500
517.323.6346

April 1, 2024

To the Board of Directors of
Kalamazoo Foundation For Excellence
Kalamazoo, Michigan

We have audited the financial statements of Kalamazoo Foundation For Excellence for the year ended December 31, 2023, and we will issue our report thereon dated April 1, 2024. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our engagement letter to you. Professional standards also require that we communicate to you the following information related to our audit.

<u>Significant Audit Matters</u>

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Kalamazoo Foundation For Excellence are described in Note 1 to the financial statements. No new accounting policies were adopted, and the application of existing policies was not changed during 2023. We noted no transactions entered into by the entity during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimates affecting the financial statements were:

> Management's estimate of the calculation of the allowance for doubtful accounts related to promise to give is based on using present value techniques incorporating risk-adjusted discount rates. We evaluated the key factors and assumptions used to develop the allowance for doubtful accounts in determining that it is reasonable in relation to the financial statements taken as a whole.

> Management's estimate of the calculation of the fair value of investments is based on daily closing prices and yields for comparable securities. We evaluated the key factors and assumptions used to develop the fair value of investments in determining that it is reasonable in relation to the financial statements taken as a whole.

The disclosures in the financial statements are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. We did not identify any misstatements during the audit.

Disagreements with Management

For purposes of this letter, a disagreement with management is a disagreement on a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated April 1, 2024.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the entity's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the entity's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

<u>Other Matters</u>

This information is intended solely for the use of the Board of Directors and management of Kalamazoo Foundation For Excellence and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

Maner Costerisan PC

Kalamazoo Foundation for Excellence

241 W. South Street
Kalamazoo, MI 49007-4796
www.kalamazooffe.org

April 1, 2024

Maner Costerisan
2425 E. Grand River Avenue, Suite 1
Lansing, MI 48912

This representation letter is provided in connection with your audit of the financial statements of the Kalamazoo Foundation for Excellence (the Foundation), which comprise the statement of financial position as of December 31, 2023, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of April 1, 2024, the following representations made to you during your audit.

Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated December 18, 2023, including our responsibility for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.

2. The financial statements referred to above are fairly presented in conformity with U.S. GAAP.

3. We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

4. We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.

5. Significant assumptions we used in making accounting estimates, including those measured at fair value, are reasonable.

6. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with U.S. GAAP.

7. All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.

8. The effects of uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements as a whole. A list of the uncorrected misstatements is attached to the representation letter (currently none).

9. We are not aware of any pending or threatened litigation, claims, or assessments or unasserted claims or assessments that are required to be accrued or disclosed in the financial statements in accordance with U.S. GAAP, and we have not consulted a lawyer concerning litigation, claims, or assessments.

10. Significant estimates and material concentrations have been appropriately disclosed in accordance with U.S. GAAP.

11. Guarantees, whether written or oral, under which the Foundation is contingently liable, have been properly recorded or disclosed in accordance with U.S. GAAP.

12. We have reviewed, approved, and accepted responsibility for those financial statements and related notes. In regards to the non-attest services performed by you as identified in the attached addendum, we have:

    a. Made all management decisions and performed all management functions.

    b. Designated an individual with suitable skill, knowledge, or experience to oversee the services.

    c. Evaluated the adequacy and results of the services performed.

    d. Accepted responsibility for the results of the services.

Information Provided

13. We have provided you with:

    a. Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters.

    b. Additional information that you have requested from us for the purpose of the audit.

    c. Unrestricted access to persons within the Foundation from whom you determined it necessary to obtain audit evidence.

    d. Minutes of the meetings of the governing board or summaries of actions of recent meetings for which minutes have not yet been prepared.

    e. The final version of the document(s) to be included in the annual report will be provided to you as soon as available, and prior to the issuance of the annual report.

14. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

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15. We have no knowledge of any fraud or suspected fraud that affects the Foundation and involves:

    - Management,
    - Employees who have significant roles in internal control, or
    - Others where the fraud could have a material effect on the financial statements.

16. We have no knowledge of any allegations of fraud or suspected fraud affecting the Foundation's financial statements communicated by employees, former employees, grantors, regulators, or others.

17. We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements.

18. We are not aware of any pending or threatened litigation, claims, or assessments or unasserted claims or assessments that are required to be accrued or disclosed in the financial statements in accordance with U.S. GAAP, and we have not consulted a lawyer concerning litigation, claims, or assessments.

19. We have disclosed to you the identity of the Foundation's related parties and all the related party relationships and transactions of which we are aware.

20. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us.

21. Kalamazoo Foundation for Excellence is an exempt organization under Section 501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize the Foundation's tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.

22. We have reviewed and accepted your proposed journal entries, if any, and understand the effects of these entries on our financial statements by reviewing the draft of the independent auditor's report and financial statements. We concur with the presentation of the data in those statements, including the footnotes. We understand, as part of your audit, you prepared the draft financial statements and related notes and supplementary information. We have designated a competent management-level individual to oversee your services and have made all management decisions and performed all management functions. We have reviewed, approved and accepted responsibility for those financial statements and related notes.

23. It is understood between the Kalamazoo Foundation for Excellence and you that your audit of the financial statements were made in accordance with the standards outlined in the engagement letter and, accordingly, included such tests of the accounting records and such other auditing procedures as you considered necessary in the circumstances; that is, by means of testing and sampling of transactions and accounts because complete verification by detailed audit of every transaction was not practicable. We also understand that the testing and sampling procedures followed in your audit would not necessarily disclose errors or irregularities, should any exist.

Signature: ______________________ Signature: ______________________

Title: FFE Executive Director______________________ Title: CFO______________________

Kalamazoo Foundation for Excellence

241 W. South Street
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ADDENDUM TO REPRESENTATION LETTER

As part of the audit engagement, you have provided these services as "non-attest" or "non-audit" services.

- Preparation of the financial statements, including the related notes.
- Preparation of income tax returns and calculation of tax accruals.
- Assistance with the preparation and submission of audit financial information required by law or regulations.
- Assistance with, or the preparation of, year-end adjusting journal entries and work papers.
- Access to a secure portal for use in exchanging information electronically.

KALAMAZOO FOUNDATION FOR EXCELLENCE

REPORT ON FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2023

Maner Costerisan

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Maner Costerisan

2425 E. Grand River Ave.,
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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of
Kalamazoo Foundation For Excellence
Kalamazoo, Michigan

Opinion

We have audited the accompanying financial statements of Kalamazoo Foundation For Excellence (a nonprofit organization), which comprise the statement of financial position as of December 31, 2023, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Kalamazoo Foundation For Excellence as of December 31, 2023, and the changes in its net assets and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Kalamazoo Foundation For Excellence and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Kalamazoo Foundation For Excellence's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Kalamazoo Foundation For Excellence's internal control. Accordingly, no such opinion is expressed.

- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Kalamazoo Foundation For Excellence's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Maner Costerisan PC

April 1, 2024

KALAMAZOO FOUNDATION FOR EXCELLENCE
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2023

ASSETS		
Current assets		
Cash and cash equivalents	$	2,153
Current portion of contributions receivable, net		37,793,597
Total current assets		37,795,750
Noncurrent assets		
Investments		220,340,643
Contributions receivable, net (less current portion)		212,338,000
Total noncurrent assets		432,678,643
TOTAL ASSETS	$	470,474,393
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable	$	49,690
Due to City of Kalamazoo		183,850
TOTAL LIABILITIES		233,540
NET ASSETS		
Without donor restrictions		220,109,853
With donor restrictions		
Time-restricted for future periods		250,131,000
TOTAL NET ASSETS		470,240,853
TOTAL LIABILITIES AND NET ASSETS	$	470,474,393

See accompanying notes to financial statements.

KALAMAZOO FOUNDATION FOR EXCELLENCE
STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2023

	Without Donor Restrictions	With Donor Restrictions	Total
SUPPORT AND REVENUE			
Contributions	$ 4,005,169	$ -	$ 4,005,169
Investment return, net	35,982,623	-	35,982,623
Net assets released from restrictions	38,515,000	(38,515,000)	-
TOTAL SUPPORT AND REVENUE	78,502,792	(38,515,000)	39,987,792
EXPENSES			
Program services			
Operational assistance	18,500,872	-	18,500,872
Supporting services			
General and administrative	434,313	-	434,313
Fundraising	75,180	-	75,180
Total supporting services	509,493	-	509,493
TOTAL EXPENSES	19,010,365	-	19,010,365
CHANGE IN NET ASSETS	59,492,427	(38,515,000)	20,977,427
Net assets, beginning of year	160,617,426	288,646,000	449,263,426
Net assets, end of year	$ 220,109,853	$ 250,131,000	$ 470,240,853

See accompanying notes to financial statements.

KALAMAZOO FOUNDATION FOR EXCELLENCE
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED DECEMBER 31, 2023

	Program Services	Supporting Services			
	Operational Assistance	General and Administrative	Fundraising	Total Supporting Services	Total
Salaries and benefits	$ -	$ 135,287	$ 33,821	$ 169,108	$ 169,108
Bank fees	-	640	-	640	640
Professional fees	-	279,376	-	279,376	279,376
Insurance	-	1,256	-	1,256	1,256
Professional development	-	999	2,648	3,647	3,647
Postage	-	16,312	-	16,312	16,312
Software and applications	-	-	8,711	8,711	8,711
Planning and studies	-	-	30,000	30,000	30,000
Supplies	-	443	-	443	443
Contributions to City of Kalamazoo	18,500,872	-	-	-	18,500,872
TOTAL EXPENSES	$ 18,500,872	$ 434,313	$ 75,180	$ 509,493	$ 19,010,365

See accompanying notes to financial statements.

KALAMAZOO FOUNDATION FOR EXCELLENCE
STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2023

CASH FLOWS FROM OPERATING ACTIVITIES	
Change in net assets	$ 20,977,427
Adjustments to reconcile change in net assets to net cash (used) by operating activities	
Contributed stock	(42,514,400)
Realized and unrealized (gain)/loss on investments	(33,715,738)
Decrease in:	
Contributions receivable, net	38,514,403
Increase in:	
Accounts payable	17,537
Due to City of Kalamazoo	182,843
NET CASH (USED) BY OPERATING ACTIVITIES	(16,537,928)
CASH FLOWS FROM INVESTING ACTIVITIES	
Purchases of investments	(45,041,723)
Sales of investments	61,573,200
NET CASH PROVIDED BY INVESTING ACTIVITIES	16,531,477
NET (DECREASE) IN CASH AND CASH EQUIVALENTS	(6,451)
Cash and cash equivalents, beginning of year	8,604
Cash and cash equivalents, end of year	$ 2,153

See accompanying notes to financial statements.

NOTE 1 - NATURE OF THE ORGANIZATION

The mission of Kalamazoo Foundation For Excellence (the Foundation) is to "support the goals of the City of Kalamazoo, fund aspirational investments in the City, and empower Kalamazoo residents to achieve the lives they want for themselves and their families."

The Foundation was created to help the City of Kalamazoo accomplish priorities established, from time to time, by the City Commission to set the course for the City of Kalamazoo's future direction, to provide budget stability to the City resulting from the City's reduction of the ad valorem tax rate on property in addition to the reduction of payments received from the State, to provide for aspirational projects which the City of Kalamazoo wishes to undertake, and to perform any activities that may assist in exploring budgetary savings of the City or assisting the City which would be the best way to utilize the grants transferred to the City from the Foundation. The majority of the Foundation's revenue is from donations received from the general public.

The Foundation will make annual distributions to the City authorized by majority vote of the Board of Directors in an amount that is:

a. Equal to the difference between the amount that the City would have received in property tax revenue for the fiscal year-in-question calculated using a millage rate of 19.2705 mills ($19.2705 per $1,000 of taxable value) and the property tax revenue the City is budgeted to receive for the fiscal year-in-question under the City's proposed millage rate, plus,

b. A budget stabilization payment of $4,000,000 for fiscal year 2019 and thereafter, adjusted annually by the Municipal Cost Index, and

c. Additional annual distributions may be approved and made by the Foundation if requests are consistent with the Foundation's purposes and consistent with donor intent.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The Foundation's accounting policies conform to U.S. generally accepted accounting principles (GAAP) as applicable to nonprofit entities. The Financial Accounting Standards Board (FASB) is the accepted standard-setting body for establishing nonprofit accounting and financial reporting principles.

The following is a summary of the significant accounting policies of the Foundation:

Basis of Accounting

The Foundation utilizes the accrual method of accounting, which recognizes income when earned and expenses when incurred.

Cash and Cash Equivalents

Cash and cash equivalents consist of cash accounts and money market funds. The Foundation considers short-term highly liquid investments with maturities of three months or less as cash equivalents. Cash included in the investment category is not classified as a cash or cash equivalent.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Investments

Investments are stated at fair value. Net investment return is included in the statement of activities and consists of interest and dividend income, realized and unrealized gains and losses, less investment expenses. Investments are recorded as long-term as it is management's intent to hold for long-term purposes and not spend in the next 12 months. See Note 6 for discussion of fair value measurements.

Investments are managed by professional advisors subject to the Foundation's investment policy. The degree and concentration of market and credit risk vary by type of investment.

Contributions Receivable

Contributions receivable consists almost entirely of unconditional promises. We record unconditional promises to give that are expected to be collected within one year at net realizable value. Unconditional promises to give expected to be collected in future years are initially recorded at fair value using present value techniques incorporating risk-adjusted discount rates designed to reflect the assumptions market participants would use in pricing the asset. In subsequent years, amortization of the discounts is included in contribution revenue in the statements of activities. We determine the allowance for uncollectable promises to give based on historical experience, an assessment of economic conditions, and a review of subsequent collections. Promises to give are written off when deemed uncollectable. At December 31, 2023, the allowance was $0.

Beginning and ending balances for contributions receivable is reported as follows for the year ended December 31:

Contributions receivable, beginning of year	$ 288,646,000
Contributions receivable, end of year	$ 250,131,597

Net Assets

Net assets, revenues, gains and losses are classified on the existence or absence of donor or grantor-imposed restrictions. Accordingly, net assets and changes therein are classified and reported as follows:

Net Assets Without Donor Restrictions - Net assets available for use in general operations and not subject to donor or grantor restrictions.

Net Assets With Donor Restrictions - Net assets subject to donor (or grantor) imposed restrictions. Some donor restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor restrictions are perpetual in nature, where the donor stipulates that resources are maintained in perpetuity. Gifts of long-lived assets and gifts of cash restricted for the acquisition of long-lived assets are recognized as revenue when the assets are placed in service. Donor restrictions are released when a restriction expires, that is, when the stipulated time has elapsed, or when the stipulated purpose has been accomplished.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue and Revenue Recognition

Contributions of cash and other assets received without donor stipulations are reported as revenue and net assets without donor restrictions. Gifts received with a donor stipulation that limits their use are reported as revenue and net assets with donor restrictions. When a donor-stipulated time restriction ends, or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Unconditional contributions expected to be collected within one year are reported at their net realizable value. Unconditional contributions expected to be collected in future years are initially reported at fair value determined using the discounted present value of estimated future cash flows technique. The resulting discount is amortized using the level-yield method and is reported as contribution revenue.

Conditional contributions depend on the occurrence of a specified future and uncertain event to bind the donor and are recognized as assets and revenue when the conditions are substantially met, and the gift becomes unconditional.

Functional Expense Allocation

The costs of providing program and other activities will be reported in the statement of activities. The statement of functional expenses presents the natural classification of expenses that are allocated to program or supporting functions of the Foundation. Allocated expenses primarily consist of personnel costs, professional fees, and general expenses based on an analysis of wages and management's estimated use of resources.

Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America require management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from these estimates.

Concentration of Risk

The Foundation is required to disclose significant concentrations of risk regardless of the degree of such risk. Financial instruments that potentially subject the Foundation to concentrations of credit risk consist principally of cash and cash equivalents, investments, and contributions receivable. The Foundation places its cash with FDIC insured financial institutions. Although such cash balances exceeded the federally insured limits at certain times during the year, they are, in the opinion of management, subject to minimal risk. The Foundation has not experienced losses in any of these accounts.

Credit risk associated with contributions receivable is considered to be limited due to high historical collection rates and because substantial portions of the outstanding amounts are due from foundations supportive of the Foundation's mission.

Investments are maintained with diversified investment managers whose performance is monitored by management of the Foundation and the investment committee of the Board of Directors. Although the fair values of investments are subject to fluctuation on a year-to-year basis, the Foundation believes that the investment policies and guidelines are prudent for the long-term welfare of the Foundation.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Subsequent Events

In preparing these financial statements, the Foundation's management has evaluated events and transactions for potential recognition or disclosure through April 1, 2024, the date the financial statements were available to be issued.

NOTE 3 - TAX STATUS

The Foundation is exempt from U.S. federal income taxes under Section 501(c)(3) of the Internal Revenue Code, except for tax on "unrelated business income", as defined. The Foundation is not classified as a private foundation. No provision for U.S. income taxes is required.

In preparation of tax returns, tax positions are taken based on interpretation of income tax laws. Management periodically reviews and evaluates the status of uncertain tax positions and makes estimates of amounts, including interest and penalties, ultimately due or owed. No amounts have been recorded in the financial statements as uncertain positions. Tax returns generally remain open for examination by the various taxing authorities for a period of three to four years.

NOTE 4 - CONTRIBUTIONS RECEIVABLE

Unconditional promises to give are estimated to be collected as follows at December 31, 2023**:**

Within one year	$ 40,000,597
In one to five years	200,000,000
Over five years	40,000,000
	280,000,597
Less discount to net present value at rate of 1.91%	(29,869,000)
Contributions receivable, net	$ 250,131,597

At December 31, 2023, one donor accounted for nearly 100% of total promises to give.

During the year ended December 31, 2021, long-term residents of the community made an unconditional promise to give the Foundation $40,000,000 annually for ten consecutive years. Contributions received in the current year were released from restriction, while the remainder of the original promise to give that was made in 2021 was reported as contributions with donor-imposed time restrictions.

NOTE 5 - LIQUIDITY AND AVAILABILITY

The Foundation regularly monitors liquidity required to meet its operating needs and other contractual commitments, while also striving to maximize the investment of its available funds. For purposes of analyzing resources available to meet general expenditures over a 12-month period, the Foundation considers all expenditures related to its ongoing program service activities as well as the conduct of services undertaken to support those activities to be general expenditures.

The following table reflects the Foundation's financial assets as of December 31, 2023, reduced by amounts that are not available to meet general expenditures within one year of the statement of financial position date. Amounts appropriated from net assets with donor restrictions with one year of the date of the statement of financial position are considered available.

Financial assets available at year-end	
Cash and cash equivalents	$ 2,153
Contributions receivable, net of discount	250,131,597
Investments	220,340,643
Total financial assets available at year-end	470,474,393
Donor imposed restrictions	
Less time restricted funds until after 2023	(212,338,000)
Financial assets available to meet cash needs for general expenditures within one year	$ 258,136,393

The overall investment goal of the management of the assets of the Foundation is to maximize the likelihood of meeting the Foundation's spending objectives in perpetuity as it relates to the Foundation's mission and to the disbursement of funds by the Foundation's Board of Directors.

In addition, the investment goals include:

- Maintaining the ability to pay all distributions and obligations when due.
- Maximizing return within reasonable and prudent levels of risk.
- Preserving the real (i.e., inflation adjusted) purchasing power of assets.

In addition to financial assets available to meet general expenditures over the next 12 months, the Foundation operates with a balanced budget and anticipates collecting sufficient revenue to cover general expenditures. Investments that are considered long term on the statement of financial position are included in the financial assets available to meet cash needs for general expenditures and could be used to meet general expenditures.

NOTE 6 - FAIR VALUE MEASUREMENTS

GAAP have established a hierarchy that prioritizes the inputs to valuation techniques giving the highest priority to readily available unadjusted quoted prices in active markets for identical assets (Level 1 measurements) and lowest priority to unobservable inputs (Level 3 measurements) when market prices are not readily available or reliable.

NOTE 6 - FAIR VALUE MEASUREMENTS (continued)

The three levels of the hierarchy under GAAP are described below.

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that we can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly. These include quoted prices for similar assets or liabilities in active markets, quoted prices for identical or similar assets or liabilities in markets that are not active, inputs other than quoted prices that are observable for the asset or liability, and market-corroborated inputs.

Level 3: Unobservable inputs for the asset or liability. In these situations, we develop inputs using the best information available in the circumstances.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

Following is a description of the valuation methodologies used for assets measured at fair value. There have been no changes in the methodologies used at December 31, 2023.

Mutual Funds: Valued at the daily closing price as reported by the fund. Mutual funds held by the Foundation are open-end mutual funds that are registered with the Securities and Exchange Commission. These funds are required to publish their daily net asset value (NAV) and to transact at that price. The mutual funds held by the Foundation are deemed to be actively traded.

Debt Instruments - Corporate Bonds and U.S. Government Securities: The investment grade debt securities held by the Foundation often do not trade in active markets on the measurement date. If they do, they are measured at the closing price in that active market. In the absence of a trade on the measurement date for the identical security in an active market, corporate bonds and U.S. government securities are valued using inputs including yields currently available on comparable securities of issuers with similar credit ratings, recent market price quotations (where observable), bond spreads, and fundamental data relating to the issuer.

The preceding method described may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, although the Foundation believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date.

NOTE 6 - FAIR VALUE MEASUREMENTS (continued)

The following is market value summary by the level of inputs used, as of December 31, 2023, in evaluating the Foundation's assets carried at fair value. The inputs or methodology used for valuing securities may not be an indication of the risk associated with investing in those securities.

	Level 1	Level 2	Level 3	Total
U.S. Equities				
Mutual funds	$ 167,715,943	$ -	$ -	$ 167,715,943
U.S. Fixed Income				
Corporate securities	-	13,877,554	-	13,877,554
Government and agencies	-	36,978,198	-	36,978,198
International Fixed Income				
Corporate securities	-	1,760,868.00	-	1,760,868
Foreign currency	8,080	-	-	8,080
Total	$ 167,724,023	$ 52,616,620	$ -	$ 220,340,643

NOTE 7 - INVESTMENTS

The following table summarizes the cost basis and fair value (carrying value) of investments as of December 31, 2023:

	Cost	Fair Value
U.S. Equities		
Mutual funds	$ 134,044,755	$ 167,715,943
U.S. Fixed Income		
Corporate securities	15,033,621	13,877,554
Government and agencies	38,246,601	36,978,198
International Fixed Income		
Corporate securities	1,834,737	1,760,868
Foreign currency	8,080	8,080
Total	$ 189,167,794	$ 220,340,643

NOTE 8 - RELIANCE ON FUNDING SOURCES

The Foundation receives a substantial amount of their support from donations made by the general public. A significant reduction in the level of this support, if it were to occur, would have an effect on the Foundation's programs and activities.

NOTE 9 - RELATED PARTY TRANSACTIONS

As indicated in Note 1, the Foundation exists to help the City of Kalamazoo. The Foundation is a component of the City of Kalamazoo and is included in the City's audited financial statements. Additionally, the City of Kalamazoo provides personnel to perform the administrative and financial services for the Foundation. These services are provided without charge to the Foundation. The value of those services is not considered material to the financial statements taken as a whole and therefore has not been recognized in these financial statements.

NOTE 10 - SUBSEQUENT EVENT

In February 2024, the Foundation received the fourth installment of the unconditional promise to give that is detailed in Note 4, and an additional donation of $15 million dollars from an anonymous donor. The fair value of these contributions as of that date was $60,496,331.

FFE Board of Directors Staff Report

Kalamazoo Foundation for Excellence

TO: Foundation for Excellence Board of Directors

FROM: Finance Committee
Steve Brown, Executive Director

DATE: April 22, 2024

SUBJECT: (No Action) Review Annual Financial Report Information

RECOMMEDATION:

(No Action) Review Annual Financial Report Information

BACKGROUND:

In compliance with Sections 4 and 6 of the FFE Bylaws, the following financial statements and reports are presented for Board review:
+ An FFE Income Statement (Draft from 12.31.2023 FFEIS summary).
+ Year-end balance sheet, including trust funds and funds restricted by donors or the Board (Audit).
+ A written notice addressed to the City Manager and Mayor describing the type and amount of all support the Corporation provided to the City during the Corporation's taxable year immediately preceding the taxable year in which the written notice is provided.
+ A copy of the Corporation's Form 990 (Forthcoming, May).
+ An annual report from the City Manager to reflect its use of funds received from the Corporation for the previous year and a report regarding projects and initiatives undertaken with the funds distributed by the Corporation.

Performance of the

Kalamazoo Foundation for Excellence

December 31, 2023

The market value of portfolio assets increased from $201.2 million to $220.3 million during the fourth quarter of 2023, an increase of $19.1 million or 9.49%. During the quarter there were contributions of $5.6 million and withdrawals amounted to $8.0 million. Interest and dividend income for the quarter amounted to $304,130.69.

The portfolio weighted average return for the quarter, net of manager fees, was 10.79%. The 1-year return, net of manager fees, was 19.98%.

Equities comprised 70.1% of the Kalamazoo Foundation for Excellence portfolio at the end of the quarter. The equity portion of the portfolio returned 11.69% for the quarter, and 26.27% over the last year.

Fixed Income comprised 24.9% of the Kalamazoo Foundation for Excellence portfolio at the end of the quarter. The fixed income portion of the portfolio returned 6.72% for the quarter, and 5.59% over the last year.

Real Estate comprised 4.9% of the Kalamazoo Foundation for Excellence portfolio at the end of the quarter. The real estate portion of the portfolio returned 18.2% for the quarter and 12.08% over the last year.

Cash and equivalents totaled $245,074; 0.11% of the total assets.

The portfolio target allocation approved by the investment committee on August 25, 2021 is 70% equities, 25% fixed income, 5% real estate, and 0% cash.

The inflation-adjusted, or real return, for the quarter was 11.13% as the US BLS All Urban inflation rate for the quarter was -0.34%. With an annual inflation rate of 3.35% the one-year real return was 16.63%. Since May 1, 2020, the return on the portfolio, net of manager fees, has been 8.68% nominal and 3.66% real with a since-inception inflation rate of 5.02%.

Respectfully submitted,
March 6, 2024

Kalamazoo Foundation for Excellence

241 W. South Street
Kalamazoo, MI 49007-4796
www.kalamazoocity.org/ffe

MEMORANDUM

Date: March 18, 2024

To: Mayor of the City of Kalamazoo
The Kalamazoo City Manager

From: Alisa Carrel, Treasurer, Kalamazoo Foundation for Excellence

---

Mayor Anderson and City Manager Ritsema;

The following report is submitted by me, Alisa Carrel, Treasurer of the Foundation for Excellence, in compliance with Section 4.18 – Report to Directors, of our bylaws, which states that:

> *"A written notice addressed to the City Manager and Mayor describing the type and amount of all of the support the Corporation provided to the City during the Corporation's taxable year immediately preceding the taxable year in which the written notice is provided."*

The Foundation for Excellence provided $18,500,872 to the City of Kalamazoo from January 1, 2023, to December 31, 2023. Of that sum, $13,986,662 was used to lower City property taxes for all taxpayers to 12 mills and $4,514,210 was used to stabilize the City's budget consistent with Section 9.03 of the FFE Bylaws.

Respectfully Yours,

Alisa Carrel

Alisa Carrel
Treasurer and Arts Sector Stakeholder Director

The Mission of the Kalamazoo Foundation for Excellence is to support the goals of the City of Kalamazoo, fund aspirational investments in the city, and empower Kalamazoo residents to achieve the lives they want for themselves and their families.

THE CITY OF Kalamazoo

OFFICE OF THE CITY MANAGER
241 W. South Street
Kalamazoo, MI 49007-4796
Phone: (269) 337-8047
Fax: (269) 337-8182
www.kalamazoocity.org

MEMORANDUM

Date: March 21, 2024

To: The Board of Directors of the Kalamazoo Foundation for Excellence

From: James K. Ritsema, ICMA-CM, Kalamazoo City Manager

Directors,

The following report is submitted in compliance with Section 4.18 – Report to Directors, of the Foundation for Excellence bylaws, which states:

> *"An annual report from the City Manager to reflect its use of funds received from the Corporation for the previous year and a report regarding projects and initiatives undertaken with the funds distributed by the Corporation."*

The City received $18,500,872 from the FFE endowment for the fiscal year beginning 1.1.2023 and ending 12.31.2023, used for lowering City property taxes for all taxpayers by 38% and stabilizing the City's Budget.

The City is profoundly grateful for the existence of the Foundation for Excellence and looks forward to our ongoing relationship to benefit everyone in the Kalamazoo community.

Sincerely,

James K. Ritsema, ICMA-CM
City Manager

DRAFT

Kalamazoo Foundation for Excellence

2023
Annual Report

A Proven Partnership for Everyone in Kalamazoo

The Foundation for Excellence (FFE) is an innovative 501(c)3 non-profit support corporation that was created in 2017 to address systemic challenges to the prosperity of Kalamazoo. The FFE was originally announced alongside a commitment of $70.3 million to support its creation, and to stabilize the City's budget, lower the property tax rate, and invest in aspirational community projects.

To-date, the FFE has supported many aspirational projects and programs that have the potential to impact the lives of all residents, including infrastructure, affordable housing, economic development, and youth development.

Fiscal Year 2023

The Foundation for Excellence fiscal year 2023 allocation to the City was set at $23,865,732 following public presentations and discussion before City Commission in December 2022, and a vote of the City Commission on January 17, 2023. Of this sum, $18,500,872 was directed to stabilization of the City's budget and lowering the City property taxes from 19.0275 mills to 12 mills. Furthermore, $5,364,860 was allocated for aspirational City programs.

Budget Stabilization

A stable City budget reduces challenges to operating and helps to ensure that highly impactful and equitable aspirational projects are possible.

Tax Reduction

The significant investment in tax reduction for all City properties is intended to result in improved prosperity for our community. The average taxpayer's savings because of FFE is 11% on City property tax.

Aspirational Support, by Project and Goal

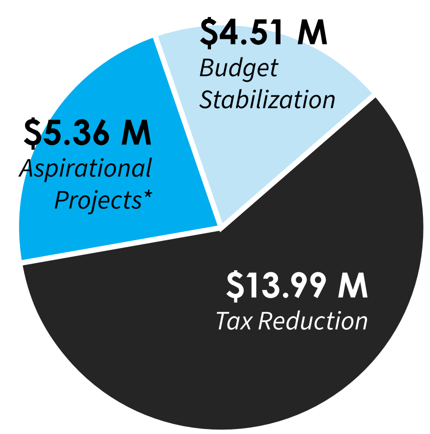
Residents are the beginning and the end of FFE's cycle of impact. All community goals funded by FFE were outlined by residents as part of the award-winning Imagine Kalamazoo 2025 planning process. This work builds on the City's deep investment in broad community involvement and collaboration.

The Imagine Kalamazoo goals are derived from extensive community input, which focused the attention of City activities on five core neighborhoods with high levels of generational poverty and needed re-investment: Northside, Eastside, Edison, Vine, and Oakwood.

The FFE's founding documents guide programming choices to address generational poverty, youth development, remove barriers to under-employed and unemployed people, and improve infrastructure and neighborhoods, which align with the ten goals of Imagine Kalamazoo. City of Kalamazoo staff currently use a scoring process to ensure that projects proposed by City departments align with FFE and Imagine Kalamazoo goals, and have conducted the appropriate planning work to be successful. These projects are proposed to the FFE Board of Directors and City Commission in alternating public meetings for review, discussion, and final approval.

The FFE's online Investment Map documents that aspirational investments have overwhelmingly been made in city core neighborhoods and shows that the Imagine Kalamazoo plan is working where it is needed most.

2023 FFE Budget Allocation



*Includes operational costs

An interactive map of savings as well as aspirational investments is available at **kalamazooffe.org.**

Aspirational Project Budgets 2017 - 2023

Statement of Financial Position

December 31, 2023

ASSETS	
Current assets	
Current portion of cash and cash equivalents	$ 2,153
Current portion of contributions receivable, net	37,793,597
Total current assets	37,795,750
Noncurrent assets	
Investments	220,340,643
Contributions receivable, net (less current portion)	212,338,000
Total noncurrent assets	432,678,643
TOTAL ASSETS	$ 470,474,393
LIABILITIES AND NET ASSETS	
Current liabilities	
Accounts payable	$ 49,690
Due to City of Kalamazoo	183,850
TOTAL LIABILITIES	233,540
NET ASSETS	
Without donor restrictions	222,109,853
With donor restrictions	
Time-restricted for future periods	250,131,000
TOTAL NET ASSETS	470,240,853
TOTAL LIABILITIES AND NET ASSETS	$ 470,474,393

Statement of Activities

Year Ended December 31, 2023

	Without donor restrictions	With donor restrictions	Total
SUPPORT AND REVENUE			
Contributions	$ 4,005,169	$ -	$ 4,005,169
Investment return, net	35,982,623	-	35,982,623
Net assets release from restrictions	38,515,000	(38,515,000)	-
TOTAL SUPPORT AND REVENUE	78,502,792	(38,515,000)	39,987,792
EXPENSES			
Program Services			
Operational Assistance	18,500,872	-	18,500,872
Supporting services		-	
General and administrative	434,313	-	434,313
Fundraising	75,180		75,180
Total Supporting Services	509,493	-	509,493
TOTAL EXPENSES	19,010,365$	-	$ 19,010,365
CHANGE IN NET ASSETS	59,492,427	(38,515,000)	20,977,427
Net assets, beginning of year	160,617,426	288,646,000	449,263,426
Net assets, end of year	$ 220,109,853	$ 250,131,000	$ 470,240,853

2023 FFE Board of Directors

Sandra Calderon-Huezo
President, Neighborhood Focus: Edison

James K. Ritsema
Vice President, City Manager

Alisa Carrel, Treasurer
Arts Organizations

Barbara Hamilton-Miller
Secretary, Neighborhood Focus: Oakland-Winchell

David Anderson
Mayor

Mary Balkema
Housing Sector

Dr. Andrea Bostrom
Healthcare Sector

Vacant
At-Large Member

Jeanne Hess
City Commissioner

Stephanie Hoffman
City Commissioner

Rachel Lonberg
Faith-Based Organizations

Ida Salas
Business Sector

Alice Taylor
Neighborhood Focus: Northside

Vacant
Affinity Organizations

Von Washington, Jr.
Education

Bobby J. Hopewell
Founding Director Emeritus

How does FFE work?

Donations to the Foundation for Excellence are invested in an endowment to ensure it will last for generations to come. Every year, the endowment earnings provide millions of dollars to fund projects and programs to realize our community's vision, stabilize the city budget, and reduce taxes. Annual grants are approved by the FFE Board of Directors before final approval by Kalamazoo's elected representatives, the City Commission.

Governance and Policies

The FFE strives to maintain the highest ethical standards and maximum transparency in everything it does. All meetings are announced in advance and open to the public subject to the Open Meetings Act. In 2018, the Board of Directors unanimously approved core governance policies, including those regarding conflicts of interest, diversity and equal opportunity, financial accountability, and whistle-blower protections. An open document library including all policies is available online at **www.kalamazooffe.org**.

Who is on the FFE Board of Directors?

The FFE bylaws establish a 15-member Board of Directors. Ten members are stakeholder directors, each representing a community interest such as healthcare, education, or business. Five are City Directors, representing the City of Kalamazoo generally. These members include the Mayor, City Manager, two City Commissioners, and one At-Large city representative. Stakeholder and At-Large terms rotate every three years while City Directors serve for the duration of their employment or elected service. An effort is made to cultivate a Board that is largely representative of the community and that will add unique insights about every facet of Kalamazoo.

One-third of board positions expire each year, meaning there are opportunities annually for community members to participate. Board members are responsible for attending at least three meetings per year and contributing to the responsible and transparent operation of the foundation. There are no requirements on previous board membership or restrictions on who can apply, (though an overall percentage of city residents is required). Positions expire on May 31 each year and vacancies are announced along with application instructions in December.

Questions or Comments?

241 W South Street
Kalamazoo, MI 49007-4976
ffe@kalamazoocity.org
kalamazooffe.org

FFE Board of Directors
Staff Report

Kalamazoo Foundation for Excellence

TO: Foundation for Excellence Board of Directors

FROM: Executive Committee
Steve Brown, Executive Director

DATE: April 22, 2024

SUBJECT: Approve removal of the Attorney General concurrence provisions from Articles IV, X, and XII of the Articles and Sections 4.02, 4.12, and 11.01(B) of the Bylaws

RECOMMEDATION:

Approve removal of the Attorney General concurrence provisions from Articles IV, X, and XII of the Articles and Sections 4.02, 4.12, and 11.01(B) of the Bylaws

BACKGROUND:

Please refer to the attached memorandum from FFE Counsel Miller Johnson Attorneys for full information.

The Articles of Incorporation, as they now exist and as they may be further amended, may be amended upon unanimous vote of the Board of Directors and the concurrence of the City Commission and the Michigan Attorney General's Charitable Trust Division or its successor.

Subject to its Articles of Incorporation, the Corporation's Bylaws may be altered or amended by the affirmative vote of three quarters (3/4) of all Directors then in office, which must include the affirmative vote of a majority of the City Directors present at the meeting, provided a quorum exists and that notice of the meeting has been give to all Directors at least twenty one (21) days before the meeting together with a copy of the proposed amendment.

The type of notice shall be that which is allowed for a regular meeting of the Board of Directors, as provided in Section 4.06A of the Bylaws.

Any such amendment of the Bylaws can only be effective with the concurrence of the City Commission and the approval of the Michigan Attorney General's Charitable Trust Division or its successors.

The Charitable Trust Section of the Michigan Attorney General did not consent to accepting the role or responsibility of approving amendments to the Kalamazoo Foundation for Excellence's governing documents and has requested that the Kalamazoo Foundation for Excellence seek a court order approving the amendment of its governing documents. The Michigan Attorney General shall be provided with notice of any such court hearing.

Kalamazoo Foundation for Excellence

CITY OF KALAMAZOO
FOUNDATION FOR EXCELLENCE
241 West South Steet
Kalamazoo, Michigan 49007

NOTICE OF PROPOSED AMENDMENTS TO ARTICLES AND BYLAWS

The next regular meeting of the Foundation for Excellence Board of Directors will take place on April 22, 2024, at 2, in the Community Room at Mayor's River Front Park. At this meeting the Board will consider the following amendments to its Articles and Bylaws:

1. **Delete the second paragraph of Section 4.02 of the Bylaws, which reads, "The Board of Directors shall then consist of fifteen (15) members. The number of Directors may be increased or decreased only with the concurrence of the Michigan Attorney General Charitable Trust division or its successor."**

   Reason: Michigan law requires a minimum of three directors. There is no statutory requirement that the Michigan Attorney General Charitable Trust division or its successor must approve an increase or decrease in the number of directors of the Board. Such language unnecessarily restricts the authority of the Board of Directors. The Michigan Attorney General did not consent to accepting such a role and has requested that the KFFE seek a court order to amend its governing documents.

2. **Add a new second paragraph of Section 4.02 of the Bylaws, to read, "The Board of Directors shall consist of at least three (3) directors. The initial number of directors shall be set at fifteen (15) directors."**

   Reason: Michigan law requires a minimum of three (3) directors.

3. **Delete Section 4.12 of the Bylaws, which reads, "<u>Increasing the Number of Directors</u>. The number of Directors may be increased or decreased only with the concurrence of the Michigan Attorney General's Charitable Trust division or its successor."**

   Reason: There is no statutory requirement that the Michigan Attorney General Charitable Trust division or its successor must approve an increase or decrease in the number of directors of the Board. Such language unnecessarily restricts the authority of the Board of Directors. The Michigan Attorney General did not consent to accepting such a role has requested that the KFFE seek a court order to amend its governing documents.

4. **Add new Section 4.12 of the Bylaws, to read, "The numbers of directors can be increased or decreased from time to time, by resolution of the**

Board, but such action by the Board shall require a vote of a majority of the entire Board and no decrease shall shorten the term of any director then in office. The number of directors may not be decreased below the minimum number of three (3) directors."

Reason: The proposed Section 4.12 restores the authority of the Board of Directors to increase or decrease the number of directors without the approval of the Charitable Trust Section of the Michigan Attorney General.

5. **Delete the second paragraph of Article IV of the Articles, which reads, "The Board of Directors shall then consist of fifteen (15) members. The number of Directors may be increased or decreased only with the concurrence of the Michigan Attorney General Charitable Trust division or its successor."**

   Reason: There is no statutory requirement that the Michigan Attorney General Charitable Trust division or its successor must approve an increase or decrease in the number of directors of the Board. Such language unnecessarily restricts the authority of the Board of Directors. The Michigan Attorney General did not consent to accepting such a role and has requested that the KFFE seek a court order to amend its governing documents.

6. **Add new second paragraph to Article IV of the Articles, to read, "The Board of Directors shall consist of at least three (3) directors. The initial number of directors shall be set at fifteen (15) directors."**

   Reason: Michigan law requires a minimum of three (3) directors.

7. **Article X shall be deleted in its entirety and replaced with the following language:**

ARTICLE X

Upon dissolution of the Corporation, the directors shall, after paying or making provision for the payment of all the liabilities of the Corporation, distribute all the assets of the Corporation to organizations chosen by the directors which are tax exempt under Section 501(c)(3) of the Internal Revenue Code. Recipient Section 501(c)(3) organizations shall be chosen by majority vote of the board of directors. Recipient organizations shall be organized, and at all times shall operate, exclusively for the benefit of, to perform the functions of, or to carry out charitable purposes similar to the charitable purpose of the Kalamazoo Foundation for Excellence.

Reason: There is no statutory requirement that the Michigan Attorney General Charitable Trust division or its successor must approve of the organizations to receive the assets of the KFFE upon dissolution. Such language unnecessarily restricts the authority of the Board of Directors. The Michigan Attorney General did not consent to accepting such a role has requested that the KFFE seek a court order to amend its governing documents.

8. **Article XII shall be deleted in its entirety and replaced with the following language:**

ARTICLE XII

These Articles of Incorporation, as they now exist and as they may be further amended, may be amended upon unanimous vote of the Board of Directors and the concurrence of the City Commission. This reservation of powers to the City Commission is granted pursuant to MCL 450.2209(1)(f) and is intended to limit the discretion or powers of the Corporation's Board of Directors on those specific matters which are to be decided by the City Commission or on which the City Commission has the power to act.

Reason: There is no statutory requirement that the Michigan Attorney General Charitable Trust division or its successor must approve amendments to the KFFE's Articles. Such language unnecessarily restricts the authority of the Board of Directors. The Michigan Attorney General did not consent to accepting such a role has requested that the KFFE seek a court order to amend its governing documents.

Posted on: March 21, 2024 at 3:40 p.m.

Scott A. Borling

Scott A. Borling, City Clerk

JTM

cc: Richard O. Cherry

FFE Board of Directors
Staff Report

Kalamazoo Foundation for Excellence

TO: Foundation for Excellence Board of Directors

FROM: Finance Committee
Steve Brown, Executive Director

DATE: April 22, 2024

SUBJECT: Approve Budget Amendment of $39,000 for Fiduciary Insurance for FFE Investment Subcommittee

RECOMMEDATION:

Approve Budget Amendment of $39,000 for Fiduciary Insurance for FFE Investment Subcommittee

BACKGROUND:

A Budget Amendment of $39,000 is being requested to obtain Fiduciary Insurance for the FFE Investment Subcommittee. The subcommittee has been seeking this coverage since inception to allow for additional protection for those charged with making investment decisions on behalf of the organization. Two quotes have been received and will be evaluated and one chosen not to exceed the approved amount.

FFE Board of Directors
Staff Report

Kalamazoo
Foundation for
Excellence

TO: Foundation for Excellence Board of Directors

FROM: Executive Committee
Steve Brown, Executive Director

DATE: April 22, 2024

SUBJECT: Approve the Board of Directors Attendance Policy

RECOMMEDATION:

Adopt the Board of Directors Attendance Policy

BACKGROUND:

At its December 11, 2023, meeting, the Executive Committee requested a draft Director Attendance Policy from staff for consideration at its next meeting and possible recommendation to the Board for approval. A draft policy is attached that was based on open source examples, and revised by FFE legal counsel Miller Johnson Attorneys as well as the FFE Executive Committee prior to being recommended to the Board for approval at the April 8, 2024, meeting. If approved, the policy becomes effective immediately and will be included in the roster of approved Board policies. Meeting changes that would accompany this policy are documenting approved or unapproved absences for all Directors at all meetings.

Kalamazoo Foundation for Excellence
DRAFT Board Director Attendance Policy

Approved at the annual meeting of the Board of Directors on ___________.

PURPOSE

This policy supports the full contribution of every Director to the overall health of the Board by ensuring Directors are fully informed voting participants and to create accountability for chronic lack of participation.

DEFINITIONS

A Board attendance problem occurs if any of the following conditions exist in regard to a Director's attendance to Board and committee meetings:

1. The Director has two un-notified absences in a row ("un-notified" means the Director did not notify the Executive Director or President before an upcoming meeting to indicate they would be late or absent.
2. The Director has any combination of three un-notified and/or notified absences in a row.
3. The Director misses one third of the total number of relevant Board and/or committee meetings in a twelve-month period that aligns with the standard Director term of office from June 1 to May 31.

RESPONSE TO A BOARD-ATTENDANCE PROBLEM

If a Board-attendance problem exists per the definitions above regarding a Director, the Board President will promptly contact the Director to discuss the problem. The Director's response will be shared by the President with the Executive Committee at their next meeting. In that meeting, the Executive Committee will decide what actions to take regarding the Director's future Directorship on the Board. If the Executive Committee decides to recommend terminating the Directorship to the Board (for Stakeholders) or City Commission (for City Directors), such termination shall proceed in a manner consistent with Section 4.08 of the FFE Bylaws and the termination will be communicated in writing to the Director, on which date the termination shall be effective. The letter will explain the Board's decision and ask that they return all FFE-issued materials to FFE staff within two weeks.

If the Director in question is the current elected Board President, any member of the Executive Committee may initiate the response outlined above and the Vice President or other officer will contact the President and take the necessary steps.

The Nominating Committee may initiate the process to recruit a new Director promptly or postpone until the next annual cycle.

If the process outlined above or any language of this policy in any way conflicts with the FFE Bylaws, the language of the FFE Bylaws shall govern.

RELATED DEFINITIONS AND RESPONSES

Section 4.08 **Removal** of the FFE Bylaws outline the general terms for rescinding any Directorship.

Kalamazoo Foundation for Excellence

FFE Board of Directors Staff Report

TO: Foundation for Excellence Board of Directors

FROM: Finance Committee
Steve Brown, Executive Director

DATE: April 22, 2024

SUBJECT: Approve the 2025 Draft Grant Distribution to the City of Kalamazoo

RECOMMEDATION:

Approve the 2025 Draft Grant Distribution to the City of Kalamazoo

BACKGROUND:

The attached memorandum contains complete information on this item.

Kalamazoo
Foundation for
Excellence

241 W. South Street
Kalamazoo, MI 49007-4796
www.kalamazoocity.org/ffe

MEMORANDUM

Date: **April 12, 2024**

To: **The FFE Board of Directors**

From: **FFE Finance Committee, Executive Director and Chief Financial Officer**

Subject: **Fiscal Year 2025 FFE Grant to the City of Kalamazoo and Endowment Projection**

---

1. GRANT SUMMARY

The Foundation for Excellence (FFE) was founded in 2017 to establish a $500 million endowment to support the City of Kalamazoo in reducing property taxes for all taxpayers 38%, stabilizing the City's budget, and funding aspirational community investments in perpetuity. This memo conveys the draft recommended FFE grant of $25,740,000 to the City of Kalamazoo for the 2025 fiscal year in all three areas of funding:

- Tax Reduction Reimbursement: Estimate of $15,810,000
- Budget Stabilization: $4,930,000
- Aspirational Investments: $5,000,000

This recommendation prudently balances the requirement to achieve and maintain a $500 million endowment while maximizing resources for the greater good of Kalamazoo.

Additionally, this memo explains a long-term endowment spending strategy, subject to annual review, that creates a robustly healthy endowment to grant an estimated $483 million from 2025 to 2040 and, most importantly, continue to do so in perpetuity:

- Tax Reduction Reimbursement: $319,000,000
- Budget Stabilization: $99,000,000
- Aspirational Investments: $65,000,000

Please refer to the subsequent sections of this memo for background, policy, and methodology.

Respectfully Submitted,

Steve Brown, Executive Director

Steve Vicenzi, CFO

The Mission of the Kalamazoo Foundation for Excellence is to support the goals of the City of Kalamazoo, fund aspirational investments in the city, and empower Kalamazoo residents to achieve the lives they want for themselves and their families.

2. HISTORY OF THE FFE ENDOWMENT

2017-2022: began with historic grant funds totaling $150 million given directly to the City of Kalamazoo by the Stryker Johnston Foundation to begin fulfilling the FFE's mission while its administrative and governance structures and endowment were put in place.

2020-2030: began in 2020 when the FFE endowment received an $86 million gift, followed in 2021 by a $400 million pledge to be contributed to the endowment from 2021 to 2030, and a pledge of in 2023 of $45 million to be contributed from 2024 to 2026.

2031-2040: will begin in 2031 once the endowment is fully funded. At that point the FFE will operate entirely from market earnings for the first time, although additional gifts to the endowment will always be gratefully accepted.

3. GRANTMAKING RULES AND DETAIL

The total annual amount paid to the City by FFE is determined by the Board of Directors using section Article II of the Articles of Incorporation, Section 9.03 of the Bylaws, and the FFE Spending Policy, which are discussed in detail below to show how granting is calculated. The Board relies on consultation with retained financial advisers and staff, the FFE Investment Subcommittee and Finance Committee, and engages City Commission through the Mayor, City Manager, and two City Commissioners on the FFE Board.

The Tax Reduction Reimbursement and Budget Stabilization grants are required to be disbursed to the City each year based on formulas that calculate their value. The Aspirational grant, however, is only to be awarded to the City if, and at a level whereby, doing so does not diminish the endowment's permanence and/or ability to cover the Tax and Budget grants long term.

City Property Tax Reduction Reimbursement Grant – Required
Bylaws, Section 9.03, Subsection A, states this grant shall be "equal to the difference between the amount that the City would have received in real estate tax and personal property tax revenue for the fiscal year-in-question calculated using a millage rate of 19.2705 mills ($19.2705 per $1000 of taxable value) less the amount of real and personal property taxes that the City is budgeted to receive for the fiscal year-in-question under the City's proposed millage rate [12] (…)"

- 2025 est. value of Kalamazoo real estate and personal property: __PENDING____
- 2025 est. City earnings at previous rate of 19.2705 mills: __ PENDING ____

Kalamazoo Foundation for Excellence

- 2025 est. City earnings at current rate of 12 mills: ___ PENDING ___
- Total 2025 FFE Tax Reduction Reimbursement Grant: ___ PENDING ____

TABLE 1 – History or Tax Reduction Reimbursement Grants

Fiscal Year	2017	2018	2019	2020	2021	2022	2023	2024	2025**	Avg.
Tax Grant*	$10.86	$11.72	$12.18	$12.60	$12.99	$13.60	$14.37	$15.35	$15.81	
Annual increase	N/A	7.97%	3.95%	3.42%	3.09%	4.71%	5.66%	6.81%	3.01%	4.84%

**in millions of dollars*

***projected as of 3/1/2024*

Budget Stabilization Grant – Required

Bylaws, Section 9.03, Subsection B, states that this grant shall be "$4 million for budget fiscal 2019 and thereafter adjusted annually by the Municipal Cost Index developed by the American City & County Magazine, or another credible model addressing the price of the unique market basket of goods and services purchased by local governments, to address the structural revenue imbalance to City finances due to Michigan's broken municipal finance system."

TABLE 2 – History of Budget Stabilization Grants

Fiscal Year	2017	2018	2019	2020	2021	2022	2023	2024	2025**	Avg.
Budget Grant*	N/A	$3.8	$4	$4.12	$4.24	$4.37	$4.5	$4.74	$4.93	
Inflating Factor	N/A	N/A	5.26%	3.00%	3.00%	3.00%	3.28%	5.00%	4.00%	3.79%

**in millions of dollars*

***projected as of 3/1/2024*

Aspirational Community Investments – Conditional

Bylaws, Section 9.03, Subsection C, states that "Additional annual distributions may be approved (…) (i) consistent with the purposes set forth in Article II in the Articles of Incorporation of this Corporation; and, (ii) consistent with donor intent as specified in the Statement of Donor Intent (…)."

TABLE 3 – History of Aspirational Grants

Fiscal Year	2017	2018	2019	2020	2021	2022	2023	2024	2025**
Aspirational Grant*	$3.15	$12.43	$10.01	$10.23	$8.54	$8.61	$4.46	$0.67	$5.00

**in millions of dollars*

***projected as of 3/1/2024*

Note: The 2024 FFE aspirational grant was lowered to relieve the endowment after financial setbacks related to market downturns associated with COVID and in context of the City receiving $38 million of federal resources including from the American Rescue Plan Act (ARPA).

FFE Spending Policy

"In determining whether to appropriate or accumulate fund assets Section 9.03 of the FFE Bylaws will be consulted, and FFE will act in good faith with the care that an ordinarily prudent person in a like position would exercise under similar circumstances. In accordance with Michigan's Uniform Prudent Management of Institutional Funds Act, the following [seven] factors will be considered in the determination to spend or accumulate endowment assets:"

I. <u>The duration and preservation of the endowment fund</u>

The FFE endowment is required to be permanent and to meet its required liabilities of Tax Reimbursements and Budget Stabilization in perpetuity. To create the highest reasonable probability of achieving this the FFE's financial projections must:

- achieve an endowment >$500 million by 12.31.2030 when major gifts to FFE end;
- maintain >1% annual growth net of expenses and inflation for 15 projected years.

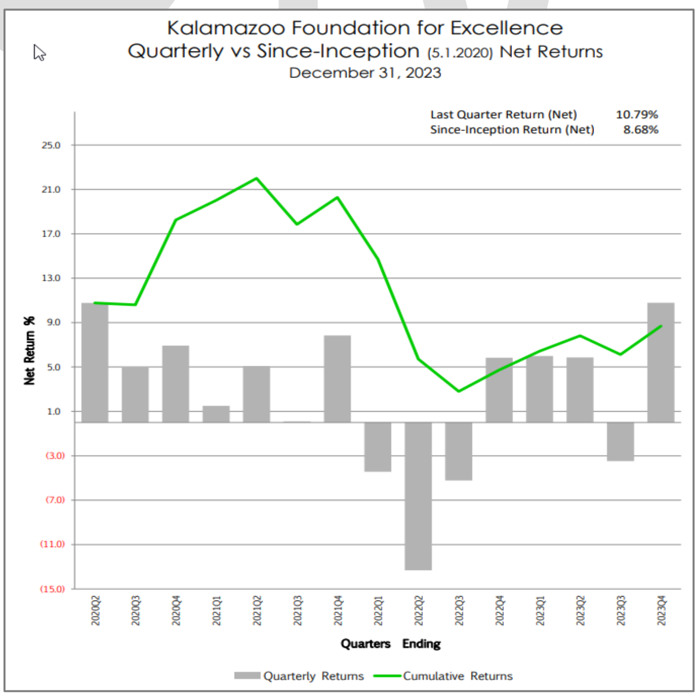
II. <u>The purposes of the institution and the endowment fund</u>

The purpose of the FFE is to provide resources to the City of Kalamazoo to support its goals (The Imagine Kalamazoo Master Plan and other adopted plans) in perpetuity.

III. <u>General economic conditions</u>

Table 4 below shows quarterly earnings and cumulative returns in FFE's brief existence.

TABLE 4*



**Figures are net of investment fees only, not net of grants to City, operations, or inflation.*

The predicted average gross rates of endowment earnings in the FFE's Investment Policy Statement were confirmed in February of 2024 as remaining accurate for the foreseeable future. These rates are 6.50% while the endowment is valued under $300 million and 7.50% once it is valued above $300 million. These rates are based on historic earnings from FFE's mix of investments projected forward over the long term to meet the FFE's spending needs while prudently managing risk.

IV. The possible effect of inflation or deflation

According to the most recent Investment Subcommittee report, dated 12.31.2023, FFE has experienced "a since-inception inflation rate of 5.02%." Inflation now appears to be stabilizing at lower levels. Future annual inflation rates of 3% were also confirmed in February 2024 as accurate for FFE projections. That rate is applied to Budged Stabilization and Operations/Admin expenses but not to Aspirational Grants or Tax Reduction Reimbursement, which is based on assessed property value that increases depending on trends in real estate markets. Deflation is not being discussed as a risk by FFE's financial advisors at this time.

V. The expected total return from income and appreciation

Between 2031 and 2040, once current major contributions to the endowment end, average earnings of the FFE endowment net of investment fees, grants to the City, operations expenses, and 3% inflation, are projected to be 1.48% annually as shown in **Table 5**.

TABLE 5

Average Endowment Earnings for the Period	2031-2040
Gross	7.50%
Net	1.48%

As **Table 6** shows, at a rate of 1.48% annual net earnings, the FFE endowment's total value will grow by 14.11% from 2031 to 2040. This means a doubling of value in 49 years. Meanwhile, because of FFE's spending requirements, expenses will double every 27 years. This will result in decreasing annual net returns from 1.74% in 2031 to 1.19% in 2040.

TABLE 6

Growth for the Period	From 2031 to 2040
Annual Expenses	26.65%
Endowment Value	14.11%

Lastly, it is important to look at long term trends in FFE fund availability shown in **Table 7**. FFE Aspirational grants are projected in this memo to remain flat at approximately $4 million per year in order to meet requirements but will be reassessed using this same process annually to confirm and adjust as needed. **Table 7** shows Aspirational grants remaining steady as an absolute sum while **Table 8** shows Aspirational grants becoming a smaller percentage of FFE's annual budget. This is because the two required expenses of Tax Reimbursement and Budget Stabilization are expected to continue to grow based on the formulas required in the Bylaws.

TABLE 7

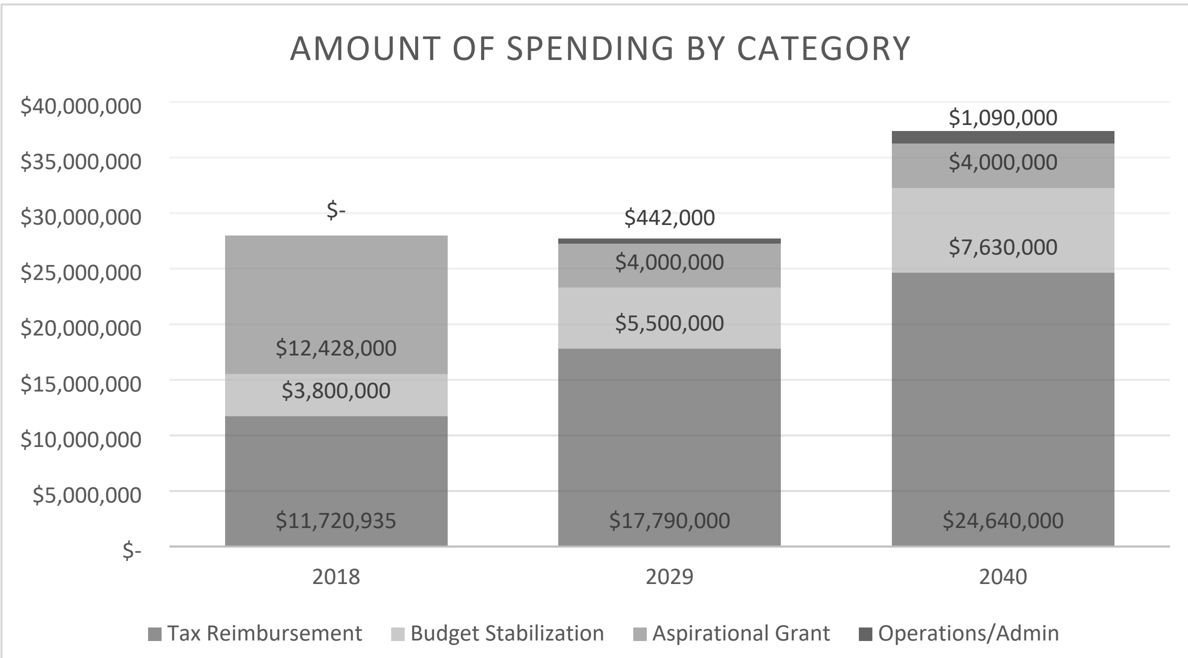
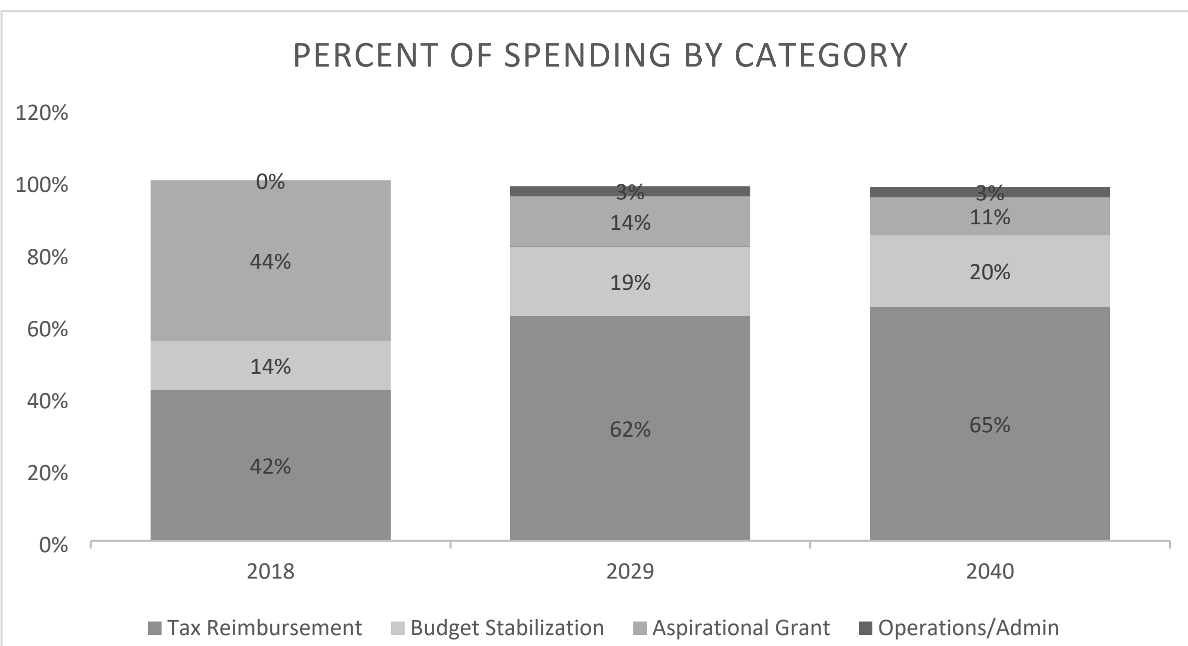


TABLE 8



VI. Other resources of the institution

FFE possesses no other resources.

VII. The investment policy of the institution

The FFE's Investment Policy Statement sets forth the official structure for the Endowment Fund's assets that are expected to produce a sufficient investment return over the long term to meet the FFE's spending objectives while prudently managing risk. As a check on the reasonableness of how risk and return are balanced in the Investment Policy Statement and spending recommendation contained in this memo the FFE's financial advisors conducted an analysis that determines the probability of achieving a >$500 million at 12.31.2030 given known projected expenses by iterating the scenario 1,000 times with different market conditions, good and bad. FFE's odds of achieving the set targets are established at 67%. The remaining 33% chance of not achieving them is divided evenly as 16.5% chance of having more and 16.5% of having less, with very few of those scenarios failing below $500 million.

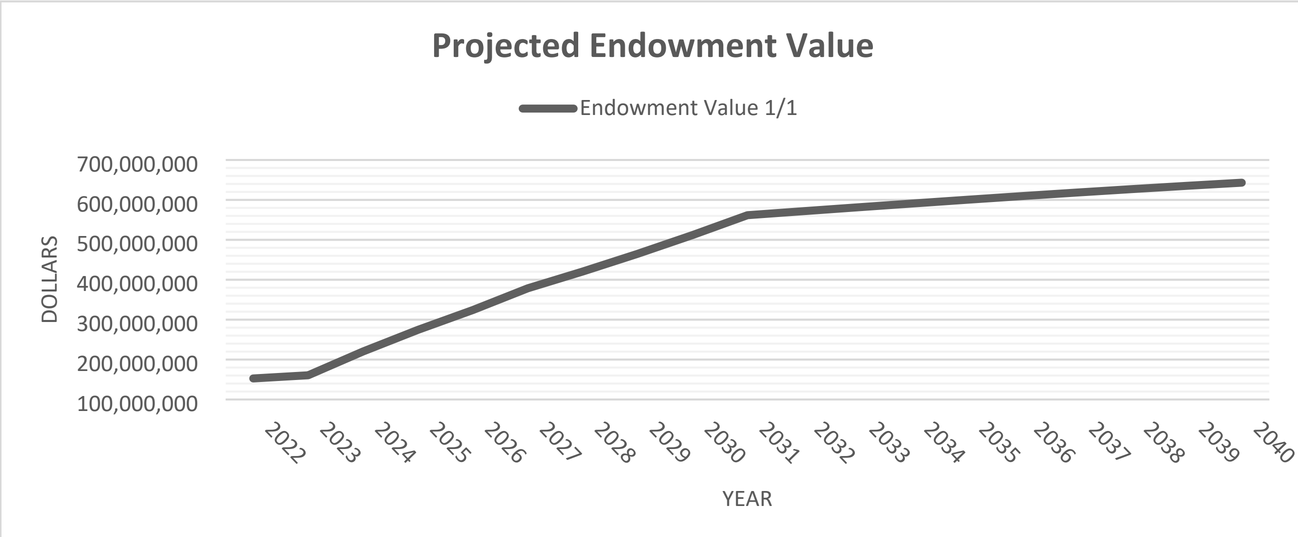
4. SPENDING POLICY CONCLUSION

The grants proposed in this memo present a balanced approach that "an ordinarily prudent person in a like position would exercise under similar circumstances." This approach has a high probability of achieving the required >$500 million value by 12.31.2030 and maintaining >1% annual growth out to 2040 as shown in **TABLE 9** while maximizing resource availability to the City Kalamazoo.

By contrast, an average increase of just 25% in total Aspirational spending between 2025 to 2040 would result in a 33% reduction of annual net endowment growth in 2040 from 1.19% to 0.80%, well below the >1% target.

The FFE Spending Policy will be revisited annually to update projections with annual earnings and valuations. This memo will be issued on the timeline in Section 5. Continual prudent risk management by FFE decisionmakers will form a healthy endowment to contribute an estimated $483 million to Kalamazoo from 2025 to 2040 and make such grants possible forever.

TABLE 9



Finally, to give broader context to the Spending Policy conclusion, FFE's long-term planning has been compared to other non-private foundations, which typically grant 5% of their endowment value each year. As **Table 10** shows, FFE is on average currently significantly exceeding 5% and will remain on average 0.51% above 5% to 2040. Therefore, the FFE Board, City Commission, and broader community can be confident that the FFE is being thoughtful and intentional to make as many resources available as reasonably possible each year and will continue to revisit the topic annually to ensure long term support of the Kalamazoo.

TABLE 10

Projected Averages for the Period Shown	2020-2030	2031-2040
Expenses as a Percent of the Endowment's Value	8.35%	5.51%

5. TIMELINE FOR FISCAL YEAR 2025 APPROVAL

March 6, 2024 – FFE Investment Subcommittee report for Q4-2023 endowment issued
March 30, 2024 – City Tax Assessment Board of review provides estimated Tax information
April 8, 2024 – FFE Finance Committee reviews draft 2025 Disbursement amounts
April 22, 2024 – FFE Board adopts the draft 2025 Grant disbursement amounts
August 26, 2024 – FFE Finance and Executive Committees review draft 2025 City request
September 23, 2024 – FFE Board reviews draft 2025 City request
October 7, 2024 – FFE Finance and Executive Committees review 2025 Budget and Grant
October 28, 2024 – FFE Board reviews and votes to approve 2025 Budget and Grant
January 2025 (First meeting) – City Commission votes to adopt 2025 Budget and Grant

FFE Endowment Projection

3/11/2024

	2025	2030	2035	2040
Endowment Value 1/1	274,480,000	509,240,000	596,450,000	637,610,000
Investment Earnings on 1/1 balance less CY distribution	17,800,000	38,200,000	42,200,000	45,000,000
Endowment Contributions w/ investment earnings	29,770,000	11,320,000		
Endowment Distributions			(33,320,000)	(38,020,000)
Endowment Value 12/31	**322,050,000**	**558,760,000**	**605,330,000**	**644,590,000**
Endowment Contributions				
Additional Fundraising				
Annual contributions	55,000,000	40,000,000		
Distributions	(26,760,000)	(29,260,000)		
Net contribution to invest	28,240,000	10,740,000	-	-
Contribution Earnings after annual disbursement 10 months inves	1,530,000	580,000	-	-
Contribution Value with Investment earnings	29,770,000	11,320,000	-	-
Endowment Distributions:	Estimate	Estimate	Estimate	Estimate
Tax Reimbursement	(15,810,000)	(18,320,000)	(21,240,000)	(24,640,000)
Tax Reimbursement True Up Payment				
Budget Stabilization Payment	(4,880,000)	(5,670,000)	(6,580,000)	(7,630,000)
Aspirational Projects	(5,000,000)	(4,000,000)	(4,000,000)	(4,000,000)
Operational Expenses:				
Operations/Admin	(710,000)	(810,000)	(940,000)	(1,090,000)
Investment Consultant Fees	(190,000)	(240,000)	(290,000)	(340,000)
Investment Custody Fees	(170,000)	(220,000)	(270,000)	(320,000)
Total Endowment Distributions	**(26,760,000)**	**(29,260,000)**	**(33,320,000)**	**(38,020,000)**

Assumptions:

Budget Stabilization to increase by Municipal Cost Index, assumed 3.00%.

Endowment Target - $500M

Rounded to nearest $10,000

Investment return <$300M	**6.50%**
Investment return >$300M	**7.50%**

Utilized prior 5-years to model next 5, then smoothed, net of manager fee's

Kalamazoo Foundation for Excellence

FFE Board of Directors Staff Report

TO: Foundation for Excellence Board of Directors

FROM: Executive Committee
Steve Brown, Executive Director

DATE: April 22, 2024

SUBJECT: Accept The Resignation of Affinity Stakeholder Director Johnathan Yarbrough effective February 27, 2024

RECOMMEDATION:

Accept The Resignation of Affinity Stakeholder Director Johnathan Yarbrough effective February 27, 2024

BACKGROUND:

Please see Director Yarbrough's attached resignation letter establishing that he is leaving Kalamazoo for an employment opportunity.

JONATHAN YARBROUGH

Kalamazoo, MI 49007 • 269-552-8329 • JYarbrough0515@gmail.com

February 27th

Foundation For Excellence
Kalamazoo, MI

Dear Mr. Brown,

I am writing to inform you of my intention to resign from the Foundation For Excellence Board as the Director of Affinity Organizations effective immediately, February 27th, 2024. This is due to a new job opportunity outside of Kalamazoo Michigan.

I appreciate the opportunities that the Foundation for Excellence has given me during my time, and I wish everyone on the team much success in the coming years.

Sincerely,
Jonathan Yarbrough

J.Yarbrough

Date: **4/22/2024**
Item: **E.6.**

City Commission Agenda Report

City of Kalamazoo

TO: Mayor Anderson, Vice Mayor Hess, and City Commissioners

FROM: Nominating Committee
Steve Brown, Executive Director

DATE: April 22, 2024

SUBJECT: Approve Nominations and (Re)Appointments of Directors to the Foundation for Excellence Board

RECOMMENDATION:

Appointment of Jamauri Bogan as the At Large Director to the Foundation for Excellence Board of Directors for a three-year term ending on May 31, 2025, and nomination of the following Sector Representatives for reappointment or appointment to the Foundation for Excellence Board of Directors:
- the re-appointment of Andrea Bostrom as Healthcare Stakeholder Director for a three-year term ending on May 31, 2027;
- the appointment of Dr. Karika Parker as Education Stakeholder Director for a three-year term ending on May 31, 2027;
- the appointment of Kelsey McKague as Neighborhood Stakeholder Director (Oakwood) for a three-year term ending on May 31, 2027.

BACKGROUND:

A one-page online and paper application was released with detailed instructions in December prior to the one-month application period (1.1-1.31, 2024). Over 100 partners, City Commissioners and Board members were empowered to share applications, which were also available at KPL branches. Extensive social media promotion and 30,000 direct mail FFE newsletters created broad awareness of the application process. All eligible applications were assessed by Stakeholder Group members and Nominating Committee members together to ensure that final nominations contributed 1) a diversity of abilities to conduct the duties of the Board 2) a diversity of representation across sectors and 3) a diversity of perspectives, using a primary lens of the FFE's Board Engagement Expectations Policy.

There were five eligible applications to the open Education Stakeholder Director seat. Per the FFE Bylaws, the education stakeholder "shall be drawn from local educational institutions including, but not limited to, Kalamazoo Public Schools, Kalamazoo Valley Community

College, Kalamazoo College, Western Michigan University (including the Stryker School of Medicine and Cooley Law School), and other private educational institutions." Furthermore, applicants may not be in debt to the City nor ineligible because of its codes or ordinances, which is determined by relevant City departments.

There were three eligible applications to the open Neighborhood Stakeholder Director seat. Per the FFE Bylaws, the Neighborhood stakeholder "shall be drawn from persons living in the neighborhoods in the City with an organized neighborhood association. Best efforts shall be made to seek stakeholders from the various neighborhoods on a revolving basis, with priority given to those neighborhoods where at least 51% of households have incomes at or below 80% of the area median income. [Eastside, Edison, Northside, Oakwood, Vine] No organized neighborhood association shall have more than one (I) representative on the Board at one time." Furthermore, applicants may not be in debt to the City nor ineligible because of its codes or ordinances, which is determined by relevant City departments.

There were three eligible applications to the open At Large City Director seat in the 2024 cycle. Per the FFE Bylaws, the At Large Director "shall be chosen from the Kalamazoo community, who shall not be directly connected to any of the Stakeholder Groups or their members, nor be an employee or elected official of the City." Furthermore, applicants must be "registered electors" in the City of Kalamazoo, and may not be in debt to the City nor ineligible because of its codes or ordinances, which is determined by relevant City departments. At-Large Directors are appointed directly by the City Commission.

STRATEGIC VISION ALIGNMENT:

Strategic Goal Impact:
Good Governance- Ensuring the City organization has the capacity and resources to effectively implement the community's Strategic Vision in a way that is sustainable over the long term.

COMMUNITY ENGAGEMENT:

Appropriate Depth of Engagement
Collaborate (two-way conversation) - the community will have a chance to shape the project by providing feedback.
Discussion: Refer to Attached memo.

FISCAL IMPACT:

Jamauri Bogan
Developer

EDUCATION

Aug 2014 – May 2019

Master of Business Administration – Western Michigan University

Bachelor of Science - Western Michigan University

PROFESSIONAL EXPERIENCE

Feb 2018 - Present

Co-Founder, Nekton Investments
Co-founded and established Nekton Investment, specializing in real estate investment and development.
Demonstrated proficiency in decision-making, capital raising, and relationship-building within the real estate industry.
Delivered consistent and substantial returns to investors, showcasing expertise in asset management.

Feb 2020 - Present

Founder & CEO, Bogan Developments
Founded Bogan Developments, focusing on addressing the needs of moderate to low-income communities through mixed-income developments.
Led a groundbreaking $4.5 million new construction project featuring an early learning center in partnership with the YMCA and workforce housing.

May 2023 - Present

Partner, Edison Community Partners
Partnered in a minority-owned development company specializing in affordable family and senior housing, levering the low-income housing tax credit program.

Jun 2020 - Present

Developer, Hollander Development Corporation
Worked to coordinate development activities on over $90 million of pipeline investment.

SKILLS & ABILITIES

- Real Estate Development
- Financial Literacy Education
- Capital Raising
- Relationship Building
- Asset Management
- Community Development

ACHIEVEMENTS

- Awarded Humanitarian Award at the Famous Idaho Potato Bowl in 2019 for exceptional community service efforts.
- Featured in a Fox Sports Detroit story in 2019 for contributions to financial literacy education and leadership class at Loy Norrix High School.
- Recipient of the inaugural Chamber's Choice Alumnus of the Year Award in 2022 in recognition of outstanding achievements and contributions.

COMMUNITY INVOLVEMENT

- Board Member, Community Homeworks
- Member, Big Brothers Big Sisters Junior Leadership Committee
- Member, Western Michigan University Real Estate Committee

REFERENCES

- Available upon request

Kelsey McKague

Professional Summary

I'm a naturally creative and analytical thinker with a proven track record as a strategic business professional. My ability to balance creativity with professionalism enables me to efficiently and impactfully problem-solve in diverse roles. As an industrious project manager, I am committed to timeliness, organization, communication, and innovation.

Education

Bachelor of Arts, Kalamazoo College | Kalamazoo, MI **September 2011 – June 2015**

Major: English | Minor: Business

Experience

Kalamazoo RESA | Community Engagement Liaison **July 2023 – Present**

- Developed, managed, and maintained long-term relationships with new and existing community and employer partners to support Career Connect experiences.
- Collaborated with department teams to recruit and support community and employer partners, facilitating career awareness, exploration, work-based learning, and student recruitment events.
- Implemented relationship management systems, documenting processes, and maintaining engagement data in Salesforce.

Southwest Michigan First | Director, Project Manager **July 2016 – June 2023**

- Operated across multiple disciplines, engaging with Community Partnership, Economic Development, Small Business, Entrepreneurial, Leadership Development, Event, and Administrative teams.
- Built and maintained relationships with 65 companies, providing support and resources to alleviate pain points.
- Launched and facilitated an entrepreneurial program, First Path, geared towards individuals looking to workshop their business idea and provided them the confidence and tools they need to launch a business.
- Developed and executed multiple small business series events, which supported local small businesses and entrepreneurial efforts by highlighting local experts on each designated topic. The series featured 28 community leader panelists and over 450 unique attendees in its first year.
- Led the distribution of State-level funded COVID-19 relief grants for small businesses.
- Designed and curated Catalyst University, a full-day leadership conference for 2,800 attendees. Led multiple teams of internal staff, volunteers, production crew, and event center staff to coordinate and produce the event.
- Assisted in ideating, planning, and executing ECONOMIX, an annual national conference aimed at bringing together over 450 economic developers and site location consultants from across the U.S., Canada, and the Caribbean.
- Responsible for full-cycle contract management with event providers, speakers, and talent, from recruitment through contract execution.
- Created systems, databases, and processes for organizing the 160+ events Southwest Michigan First executes each year.

MPI Research, Inc. | Report Coordinator **February 2016 – June 2016**

- Created Cellular Molecular Biology reports based on pre-clinical research.
- Collaborated across departments to meet FDA and Good Laboratory Practice standards.
- Ensured clear and concise communication across all platforms.

Professional Development

- Diversity, Equity and Inclusion in the Workplace Certificate (2021) – University of South Florida
- Graduate, Leadership Kalamazoo Class of 2022
- Graduate, First 50 Class of 2017

Memberships

- Member, Rotary Club of Kalamazoo (December 2023 – Present)
- Member, Downtown Kalamazoo Partnership Coalition for Experience (January 2019 – December 2021)

Skills

- Proficient in Microsoft Office, Salesforce, and other specialized data collection and reporting systems.
- Excellent written and verbal communication skills.
- Skilled in proofreading, revising, structure, and tone, with strong grammatical skills.
- Experienced interviewer and project coordinator.

Karika Ann Parker, Ph.D.

ACADEMIC APPOINTMENTS

Western Michigan University, Lewis Walker Institute for the Study of Race and Ethnic Relations, 2023-present

Post-Doctoral Fellow

Western Michigan University, Osher Lifelong Learning Institute (OLLI), 2022

Instructor

Kalamazoo College, Community & Global Health, 2018-2020

Instructor and Co-director

Western Michigan University, College of Health & Human Services. 2012, 2013

Instructor

Kalamazoo Valley Community College, 2003-2010

Instructor

EDUCATION

Western Michigan University-PhD, Department of Educational Leadership, Research and Technology: Organizational Analysis/Higher Education, 2022

> Dissertation: *"Complex Adaptive Systems Leadership in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) Environment: A Case Study of a First-Year Female Superintendent of Color"*

Western Michigan University -Master of Arts, Department of History, 2007

Western Michigan University-Bachelor of Arts, Departments of Sociology and Black Americana Studies, 2002

RESEARCH INTERESTS

Complex Adaptive Systems Leadership	Board Development
	Policy Development
	Organizational Analysis
	Public Health Equity
	Government and Public Organizations
Community-Based-Participatory Research (CBPR)	Community-Engaged Research
Interdisciplinary Research Methodologies	Diversity, Equity and Inclusion
	US History, Race, Class, Gender and Cultural Sensitivity

PROFESSIONAL RECOGNITION:

PUBLICATIONS

Referred Manuscripts.

Hofrichter, R., Candy, R., Daniel-Echols, M... **Parker, K.A.,** (2018). *Advancing Public Narrative for Health Equity & Social Justice, National Association of City and County Health Officials*, 3-56.

Parker, K. (2022). *Souvenir Booklet, Edison Is On Project*. Western Michigan University and Kalamazoo Literacy Council. [Brochure].

Parker. K. (2008, June 1). "Strong Women Strutting Men: A Black Women's Civil Rights Historiography," Community Voices, Vol. 4, No. 11.

Manuscript In Preparation

Parker, K. (2024). Brick by Brick: Albert James White an African American Mason Built the Beacon of Light for Western Michigan University's Heritage Hall in Kalamazoo Michigan. Intended 2024: The History Press.

Articles in Preparation

Parker, K. "Complexity Science. A Paradigm shift for Leadership." Intended 2024: *Leadership*.

Parker, K. "Organizational Leadership: Organizational Challenges at the Helm. Intended 2024: *Board Leadership*.

Parker, K. "The Role of Race and Gender: A Case for A First Year Female Superintendent of Color." Intended 2024: *American Society for Quality*.

ADMINISTRATIVE AND PROFESSIONAL LEADERSHIP

Post Doctoral Fellow (Fall 2023-present) Lewis Walker Institute for the Study of Race and Ethnic Relations, Western Michigan University, Kalamazoo MI.

Major Duties and Responsibilities:

- Grant writing-renewal applications for: (a) Stryker-Johnson Foundation (b) Public Welfare Foundation and (c) Idlewild-related projects and the development of a Cafe Momentum-style program in Kalamazoo, MI.
- Conduct research related to the Idlewild Project: (a) defining structural and institutional racism using Idlewild and Big Star Lake as two contrasting examples; (b) development of a white paper that addresses the manner in which or factors that led to stymied growth in Black communities--an exploration of 3-6 African American communities in Michigan (or other Great Lakes States) that have not ascended to the economic heights consistent with similarly situated or neighboring communities (Muskegon, Covert, Benton Harbor)
- Assist the director with coordinating efforts to execute the shared vision of the HNRS 2900/LWIR 3500 students and the Idlewild community.
- Assist with leading a Spring Break service-learning trip to Idlewild and the instruction of summer 2024 HNRS 2900/LWIR 3500 course on Idlewild.
- Facilitate partnership with the Kalamazoo Literacy Council and Western Michigan University.
- Attend/represent the Director at appropriate community meetings or trainings and other duties as assigned.

Dissertation Community Fellow (July 2022-April 2023), Western Michigan University, Kalamazoo Literacy Council, Kalamazoo MI.

Major Duties and Responsibilities:

- Created and designed a course to explore the history, heritage, and culture of the Edison neighborhood and other topics of interest, (Lewis Walker Institute for the Study of Race and Ethnic Relations and Osher Lifelong Learning Institute).
- Compiled and presented historical photographs (1890s-2022) of the Edison neighborhood showcase numerous community-based partnerships, robust land and housing developments and an innovative business/industry sector.
- Developed and presented workshop on how culture, history, equity and the social determinants of health impacts the work of community-university partnerships in the Edison neighborhood.
- Developed concepts to further advance the work of Place Matters! Using a community-based participatory process to deepen and further expand capacity for change in literacy outcomes for Western Michigan University and the Kalamazoo Literacy Council in the Edison neighborhood.

Founder and President, (January 2018-present), Onyx Executive Leadership Consulting, LLC. Kalamazoo MI.

<u>Major Duties and Responsibilities:</u>

- Serve as lead consultant and facilitator to provide and coordinate technical assistance to local, state and national entities in government, education and non-profit.
- Nationally certified ToP Master Trainer, Ingham County Health Department, Lansing, MI 2017.
- Extensive 1-on-1 coaching, mentoring and technical assistance for senior level executives, governmental boards of trustees, non-profits, higher education, K-12 boards of education and all levels of organizational employees.
- Elected Officials-Board of Directors and Trustees: Develop and Implement Workshops through facilitated dialogue on Complex Adaptive Systems Leadership (CASL) during organizational changes at the helm. Prepare officials for national searches: superintendents, library directors, township supervisors: develop, prepare first, second and finalist round interview questions. Assemble Executive Search Committees, create agendas, flow processes for selection, screening and narrowing down finalist and hiring of final candidate.
    - Board of Governance Contracts: Kalamazoo Public Schools, Kalamazoo Public Library, Southwest Michigan Behavioral Health Leadership Team, Oshtemo Township (all in Kalamazoo, MI).
- Areas of expertise include, policy development and implementation, executive leadership, organizational assessment and analysis, complex adaptive systems, board development and relations, health equity, qualitative research and public health.
- Lead academic/community collaborative projects requiring cross disciplinary approaches, and develop and implement organizational assessment tools and analysis.
- Specialized executive-level coaching for executive directors, superintendents, comptrollers, township supervisors and department heads.

Director, Careers in Health & Medicine/**Executive Director,** F.W. & Elsie Heyl Science Scholarship Fund/ **Co-Director,** Community & Global Health (faculty), (May 2018-April 2020), Kalamazoo College, Kalamazoo MI.

<u>Major Duties and Responsibilities:</u>

Director, Careers in Health & Medicine

- Oversaw all aspects of advising of allied health students in preparation for medical and dental school.

Executive Director, Heyl Science Scholarship Fund

- Oversaw, directed, disbursed, planned, and coordinated funds for undergraduate students attending Kalamazoo College and Graduate Fellowships to Yale (in exact sciences – chemistry, physics, biology, mathematics, computer science). Served as Fund Secretary of **2.2-million-dollar endowment.**

Co-Director, Community and Global Health (CGHL)

- Interdisciplinary concentration enabling students to explore the determinants and consequences of individual and community health, critically examine relevant global, national, and local policies and programs, and learn theories and methodologies important to the study of public health, health equity and modern plagues. Course taught: Issues in Public Health.

Senior Project Coordinator, (November 2016-January 2018) Center for Health Equity Practice/ Michigan Public Health Institute, Okemos MI

Major Duties and Responsibilities:

- Lead facilitator, oversaw grant development, planned, and coordinated public health project activities.
- Developed public health curricula, facilitated workshops, and assisted in the coordination of projects in the area of health equity and social justice as an effort to transform the practice of public health within a social justice framework.

Coordinator, (April 2015 to 2016) Power of We/Ingham County Government, Lansing MI.

Major Duties and Responsibilities:

- Coordinated, planned, and implemented city and county-wide public health, diversity and racial & health equity initiatives with monthly Power of We Consortium (PWC) meetings involving 250 community partners representing, faith-based, human services agencies, business sector, education (k-12) and higher education to inform and encourage dialogue on issues significant to improving community well-being.
- Directed and supervised the work of the AmeriCorps State director and AmeriCorps Vista director and the various PWC 7 committees and 12 coalitions, specific to education and youth, infrastructure and transportation, economic opportunity and racial healing and equity.
- Assured the financial sustainability for the ongoing work of Power of We Consortium (PWC). Prepared grant proposals of **$714, 000** designed to support the implementation of community collaboration strategies. Responsible for grant writing, analysis and compliance. Prepared reports as required by grant funding agencies on grant activities completed and planned.
- Worked with funders, County attorneys and the Board of Commissioners for the creation and execution of all contracts and agreements. Oversees the timely execution of required agreements and contracts.
- Provided strategic guidance in conjunction with committee chairs and members to identify and implement diversity aligned strategies of issue-based groups that target underlying problems that create successful implementation of evidence-based outcomes. Oversaw the implementation of committee decisions.
- Developed evidence-based programs, strategies, and activities designed to improve community collaboration. Provides resources and information to support community

initiatives. Convened community stakeholders around issues and needs cultivating community relationships with units of government, neighborhoods, community foundations, faith-based organizations, community agencies and area businesses.

- Collaborated with, and engaged community partners such as hospitals, churches, schools, businesses, neighborhood associations, and units of government in a continuous dialogue to promote the Power of We Consortium (PWC) concepts of equity and sustainability to advance the work of the consortium's Common Agenda.
- Maintained the Power of We website and social media as a resource for the Community Indicators Project utilizing data and analytical resources from various agencies, universities and consultants to produce reports on the quality of life of Ingham County residents.

Health Equity Manager and Executive Director (April 2012-2015) Kalamazoo County Government, Health and Community Services Center for Health Equity and Community Action Agency.

Major Duties and Responsibilities:

- Provided strategic leadership, direction, planning and development for the HCS Center for Health Equity and grant administration.
- Managed, directed, lead and planned overall strategic and operational direction and implementation of departmental activities with an operating budget of **$1,250,000** to address health equity, social determinants of chronic disease & illness, disparity and inequities in health outcomes and poverty.
- Developed, coordinated and trained 400 HCS employees on Health Equity.
- Developed and created first physician based, public health curriculum, and coordinated 1-on-1 trainings for 20 Residents (physicians-in-training) of the Homer Stryker MD School of Medicine.
- Developed and implemented a comprehensive and inclusive vision for the CHE utilizing a multi-sectored approach for Kalamazoo County.
- Introduced and implemented a Community Based Participatory Research (CBPR) methodology and multi-disciplinary approach with academic and community-based organizations.
- Co-developed, designed and implemented training curriculum for health department staff and external partners on health equity concepts and action steps specific to advancing health equity.
- Supervised the work of all program staff of CHE/CAA Programs and contracted program staff.

Director and Supervisor (September 2010- April 2012) Kalamazoo County Government, Health & Community Services, Center for Health Equity and Community Action Agency.

Major Duties and Responsibilities:

- Managed program staff, and fostered internal and external collaborations and initiatives to motivate both traditional and nontraditional public partners to take collective action in determining the barriers to health equity.

Instructor, (2012-2013) Western Michigan University College of Health & Human Services. Course: Major Issues in Health

Major Duties and Responsibilities

- Taught an undergraduate course entitled, Major Issues in Health, during the fall, spring and summer I semester.

Instructor, (January 2003-January 2010) Kalamazoo Valley Community College, Kalamazoo MI.

Major Duties and Responsibilities:

- Taught undergraduate courses entitled, American History 102, History 240: The African-American Experience, College Success Strategies, Teaching and Reading Studies 105; Sociology 102 & Contemporary Social Problems 103.

FELLOWSHIPS, AWARDS AND CERTIFICATES

Research Fellowships

- Dissertation Community Fellowship, 2022, 2023 (Kalamazoo Literacy Council and Western Michigan University)
- Patricia L. Thompson Dissertation Award, 2021, 2022 (Western Michigan University)
- University Dames Endowed Scholarship 2021, 2022 (Western Michigan University)
- Wegenke Endowed Dissertation Fellowship, 2022 (Western Michigan University)
- PastorOnCall Ministries, Inc., 2022 (Community Dissertation Completion Award, Kalamazoo, MI)
- WMU Presidential Scholar, 2002: Highest Honor bestowed upon an undergraduate student at WMU for academic research and overall achievement.
- Ronald E. McNair Post Baccalaureate Scholars, 1999-2001 (Western Michigan University, Member of the first selected group at WMU).
- ARCUS Center for Social Justice Fellow, 2013. National search, first local leader selected Health Equity Social Justice Fellow (HESJ) (Kalamazoo College).
- Institute for Faith and Public Health Leadership, 2012 (University of Illinois at Chicago Mid-American Center for Public Health Practice).
- Distinguished National Public Health Equity Leadership Institute (HELI) Scholar, 2011. Only non-physician to participate in the Health Equity Leadership Institute (HELI) for innovative medicine to address health disparities in heart, stroke, diabetes and prostate research (University of Wisconsin-Madison and University of Maryland Center for Health Equity).

- Thurgood Marshall Graduate Fellow, 2007 Department of History, (Western Michigan University).

Awards

- Recipient of Diversity in Excellence, 2022: Presented by Dr. Candy McCorkle, Vice President of Diversity and Inclusion, Western Michigan University.
- Recipient of the Merze Tate-Stone S 'hero Award, Kalamazoo College, 2016: Presented by Sonya Bernard-Hollins, Founder, Merze Tate-Stone Explorers Program.
- Recipient of Certification of Appreciation: Supervising Proctor I, Mentorship and Partnership, Michigan State University, 2012: Master of Public Health Practicum Office: Presented by Leslie A. Johnson.
- Recipient of Certification of Appreciation: Supervising Proctor II, Mentorship and Partnership, Michigan State University, 2012: Master of Public Health Practicum Office: Presented by Leslie A. Johnson.

Research and Creative Activities Award

Parker, K. (2001). The Academic Help Seeking Behaviors and Influences of African-American Students at Western Michigan University. Member of first graduating class of Ronald E. McNair Post Baccalaureate Scholars Program. Western Michigan University, Kalamazoo, MI.

GRANTS OF SERVICE

University/Community Engagement

Kalamazoo College, Arcus Center for Social Justice, (2011). Project Title: "Photo Voice". Awarded the first-ever Kalamazoo Community Foundation Community Investment grant for Health and Community Services (local health department) to conduct the first community-wide, youth led project. **Grant Award Funding: $15, 000**.

Public Health

Michigan Public Health Institute (MPHI), (2016-2018), Community Projects Coordinator (Kalamazoo, Battle Creek, Grand Rapids, Detroit, Ingham County, Okemos, MI.
Grant Award Funding: 3.1 million.

Kalamazoo County Government (Health and Human Services-local health department): Founding Director, Established the first Center for Health Equity in the state of Michigan to address the social determinants of health to attain and sustain optimal population health (2010-2015). **Grant Award Funding: $1, 250,000 (over 4-year period)**.

Community Foundations

Kalamazoo Community Foundation: Established a charitable women's giving circle to support approximately 300 women to receive computers, clothing, college fees paid, additional training dollars supplied, and personal care products (2011-12). Creating a Circle of Giving - CF Kalamazoo (kalfound.org). **Grant Award Funding: $10, 000.**

Gilmore Foundation: Wrote winning proposal resulting in a community organizing grant to host the first Kalamazoo County Health Equity Summit. **Grant Award Funding: $5, 000.**

Community Service (K-12)

Kalamazoo Public School Board, Office of the Superintendent, Hillside Middle School
Dorothy P. Young, former Principal of Hillside Middle School-Introduced and Completed the Renaming of the School Cafeteria, Library and Street (now called Dorothy P. Young Lane) located behind the school in honor of her 40-year career as teacher and principal (2017 and 2023), Kalamazoo, MI.

Community-Engagement

Chair, Michigan Power To Thrive (MPTT) Steering Committee, Organize bi-annual state-wide summit: Topics included: Michigan's Health Impact Assessment (HIA); Reducing Youth Arrests Keeps Kids Healthy and Successful; Adverse Childhood Experiences (ACES) and Mass Incarceration (2016 – 2017), Lansing, MI.

Member, Ingham County (Lansing, MI) Opioid Prevention Initiative Taskforce, 2016

Chair, Northside Ministerial Alliance Prayer Breakfast: Keynote speaker: Dr. Jeremiah Wright, 2013, Kalamazoo, MI.

Chair, United Way Community Investment Health Committee, 2012, Kalamazoo, MI.

Member, WMU School of Medicine, Inaugural Diversity Committee, 2012-2013, Kalamazoo, MI.

Chair, Kalamazoo County Free Health Clinic Board of Directors, 2011, Kalamazoo, MI.

Member, Borgess Health Disparities Taskforce, 2011-2013, Kalamazoo, MI.

Advisor, Kalamazoo Community Foundation, Racial Equity, 2010-13, Kalamazoo, MI.

Co-Chair Executive Community Services Team: United Way Affordable Housing Partnership 2006-07, Kalamazoo, MI.

Community Representative, Michigan Governor Jennifer Granholm, Initiative on Diversity in Kalamazoo County, Northside Ministerial Alliance, 2006-2007, Kalamazoo, MI.

REFERRED PRESENTATIONS AT PROFESSIONAL MEETINGS

Parker, K. (June 2023). "Higher Education Matters in Our Community" Action Matters: CommUnity Commencement. Kalamazoo Promise, Mothers of Hope, June 2021, June 2022, Kalamazoo, MI (Keynote Speaker).

Parker, K. (December 2022). "The EDISON is On Project: Place Matters!" Adult Literacy Research and Training Symposium. Fetzer Institute, Western Michigan University, Kalamazoo, MI (Keynote Speaker).

Parker, K. (March, 2019) "Higher Education and The Crisis: Michigan Mass Incarceration/School to Prison Pipeline," Community and Global Health Equity Conference, Kalamazoo College, Kalamazoo, MI (Moderator and Presenter).

Parker, K. (March 2019). "Global and Community Health: Community and University Connection's," Great Lakes Colleges Association, Hillsdale College, Hillsdale, MI. (Panelist).

Parker, K. (September 2017). "Public Health and Medicine: What's Health Equity?" HCImpact Conference, Michigan State University Honors College, Lansing MI (Presenter).

Parker, K. (August 2017). "Pathways to Prison, Mass Incarceration" Detroit One Television. *Pathways to Prison*, Michigan Public Health Institute, Fall Summit Documentary Conference, Lansing, MI (Organizer, Host, and Presenter).

Parker, K. (March 2017). "Putting Health Equity into Practice, Michigan Public Health Institute: A Case Study," Advancing Health Policy, Louisiana Public Health National Summit, New Orleans, Louisiana (Co-Presenter).

Parker, K. (September 2016). "Academic-Community and Public Health Collaborations: Do They Really Work?" Department of Psychology and Program Evaluation Conference, Michigan State University, Lansing, MI (Presenter).

Parker, K. (July 2016). "The History of a Local Legend: Dr. Merze Tate," Merze Tate-Stone Travel Writer Academy, Recipient of the Tate-Stone S 'hero Award, Kalamazoo College, Kalamazoo, MI (Presenter).

Parker, K. (June 2014). "Food Justice: Does It Really Matter?" Kalamazoo Public Library, Kalamazoo, MI (Presenter).

Parker, K. (January 2014). "Heart Health and Life Expectancy: Data analysis and Racial Disparities in Kalamazoo County" Borgess Hospital Heart Center for Excellence, Kalamazoo, MI. (Keynote Speaker).

Parker, K. (September 2013). "Food Access & Social Justice: Equity or Equality?" Harvest Fest, Kalamazoo County, MI (Presenter).

Parker, K. (July 2013). "Health Equity Outcomes for Kalamazoo County," State of Michigan Health Equity Summit, Kalamazoo County Government, Kalamazoo, MI. (Organizer, Host and Moderator).

Parker, K. (July 2013). "Is the Data Real? Racial and Gender Differences in Overall Population

Health Equity and Epidemiology," State of Michigan Health Equity Summit, Kalamazoo County Government, Kalamazoo, MI. (Co-Presenter).

Parker, K. (June 2013). "Diversity and Dr. Martin Luther King, Jr.-Realizing his Dream," Phoenix High School, Kalamazoo Public Schools, Kalamazoo, MI. Invited by Superintendent Michael Rice (Presenter).

Parker, K. (May 2013). "Food Justice & Food Access: Diversity and Equity," Kalamazoo College, Kalamazoo, MI (Presenter).

Parker, K. (April 2013). "Health Equity and the American Healthcare Experience," Western Michigan University (Grand Rapids, MI campus), Invited by Instructor Peter Battani. (Presenter).

Parker, K. (February 2013). "The Story of Henrietta Lacks," Rotaract of Kalamazoo. Kalamazoo, MI (Presenter).

Parker, K. (January 2013). "Bronson Hospital, Martin Luther King Celebration: Public Health Equity in Kalamazoo County, MI (Presenter).

Parker, K. (July 2012). "Faith and Public Health a Paradigm Shift," Northside Ministerial Alliance, Kalamazoo, MI (Presenter).

Parker, K. (2012). "Health Equity and Disparities in Healthcare," Richland Bible Church, Richland, MI (Presenter).

INVITED ACADEMIC PRESENTATIONS AND WORKSHOPS

Parker, K. (November 2023). "Albert White Commemoration Celebration: "The Edison is On Project: Place Matters!" Western Michigan University, Office of the President, Kalamazoo, MI. (Keynote Speaker).

Parker, K. (November 2023). "Equity and Organizational Development and Complex Adaptive Systems Design," Board of Trustees, Kalamazoo Public Library, Kalamazoo, MI. (Presenter).

Parker, K. (October 2023). "Leadership, Board Development and Implicit Bias," Board of Trustees, Kalamazoo Public Library, Kalamazoo, MI. (Presenter).

Parker, K. (September 2023). "Organizational Assessment and Director and Search Firm Recruitment Process," Board of Trustees, Kalamazoo Public Library, Kalamazoo, MI. (Presenter).

Parker, K. (August 2023). "Perceived Roles and Divergent Communications and Desired characteristics using Adaptive Leadership," Board of Trustees, Kalamazoo Public Library, Kalamazoo, MI. (Presenter).

Parker, K. (July 2023). "Policy and Leadership Development," Board of Trustees, Kalamazoo Public Library, Kalamazoo, MI. (Presenter).

Parker, K. (June 2023). "Leadership, Governance & Relationship Building," Board of Trustees, Kalamazoo Public Library, Kalamazoo MI. (Presenter).

Parker, K. (June 2023). "Are we ready? Readiness in welcoming a new superintendent," Board of Education Workshop, Kalamazoo Public Schools, Kalamazoo MI. (Presenter).

Parker, K. (May 2023). "Climate, Culture and Communication in Complex Leadership," Board of Education Workshop, Kalamazoo Public Schools, Kalamazoo, MI (Presenter).

Parker, K. (April 2023). "Effective Board Administrator Relationship: The Board of Education and the Superintendent," Board of Education Workshop, Kalamazoo Public Schools, Kalamazoo, MI. (Presenter).

Parker, K. (March 2023). "Is it time for a Board of Education Organizational Ombudsperson?" Board of Education Workshop, Kalamazoo Public Schools, Kalamazoo, MI. (Presenter).

Parker, K. (February 2023). "The Art of the Apology and the Art of Listening, Board of Education versus a First-Year Superintendent," Board of Education Workshop, Kalamazoo Public Schools, Kalamazoo, MI. (Presenter).

Parker, K. (February 2023). "The Art of Hiring a Superintendent Using Complex Adaptive Systems Design and Leadership," Board of Education Workshop, Kalamazoo Public Schools, Kalamazoo, MI. (Presenter).

Parker, K. (January 2023). "Governance, Leadership and Board Development: Interpersonal Relationships," Board of Education Workshop, Kalamazoo Public Schools, Kalamazoo, MI. (Presenter).

Parker, K. (January 2023). "Complex Adaptive Systems Leadership: The Aftermath of a Resigning Superintendent" Kalamazoo Public Schools, Board of Education Workshop, Kalamazoo Public Schools, Kalamazoo, MI. (Presenter).

Parker, K. (January 2023). "Complex Adaptive Leadership Behavior in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) Environment: A Case Study Female Superintendent of Color." The IAFOR International Conference on Education in Hawaii, Honolulu, HI. (Presenter).

Parker, K. (December 2022). "The EDISON is On Project: Place Matters!" 2022 Adult Literacy Research and Training Symposium. Fetzer Institute, campus of Western Michigan University Kalamazoo MI (Keynote Speaker).

Parker, K. (September 2022). "Complex Adaptive Design: Making Sense of Organizational

Change." International Academic Forum (IAFOR) Barcelona Conference on Education, Barcelona, Spain. (Co-Presenter).

Parker, K. (September 2022). "Complex Adaptive Leadership: Changes in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) Environment: A Case Study Female Superintendent of Color." International Academic Forum (IAFOR) Barcelona Conference on Education, Barcelona, Spain (Presenter).

Parker, K. (October 2019). "Racial Disparities and Sexually Transmitted Diseases in Michigan" Global and Community Adolescent Health Conference, University of Michigan, Ann Arbor, MI. (Presenter).

Parker, K. (October 2017). "How to create an advanced learning experience for staff of Michigan Department of Health & Human Services," Michigan Premier Public Health Conference, Mackinac Island, MI. (Presenter).

Parker, K. (October 2015). "Really? An Apple a Day: The State of Health Equity in Nutrition" State of Michigan Dietetics Association Internship Training, Western Michigan University, Kalamazoo MI. (Presenter).

Parker, K. (May 2015). "Creating A Center for Health Equity: A Framework for Public Health," Minnesota Public Health Association, Minneapolis, MN. (Co-Presenter).

Parker, K. (May 2015). "The Faces of Addiction. The Opioid Crisis: Hamilton and Ingham County," Ingham County, MI (Panelist).

Parker, K. (June 2013). "Local Public Health Department and Kalamazoo College-Community and College Partnerships to Advance Public Health," Community Based Participatory Research (CBPR) National Conference" University of California, San Francisco, CA (Co-Presenter).

Parker, K. (May 2012). "How to create a Center for Health Equity: A National Model of Practice," Clinical and Translational Public Health Policy and Research Conference, University of Minnesota, MN (Presenter).

Parker, K. (June 2008). "Strong Women Strutting Men: A Black Women's Civil Rights Historiography" Kalamazoo Public Library, Kalamazoo, MI (Presenter).

Parker, K. (October 2001). "The Academic Help Seeking Behaviors and Influences of African-American Students at Western Michigan University." 1st National Ronald E. McNair Post Baccalaureate Scholars Program. San Juan, Puerto Rico (Presenter).

MEDIA RECOGNITION AND INTERVIEWS

Albert White Heritage Hall Commemoration. MLive. WMU to honor Black brick mason who managed construction of school's first building - mlive.com (December 4, 2023) (Researcher and Presenter, November 9, 2023).

Western Michigan University to honor Albert White, pioneering builder of Heritage Hall | WWMT

WMU To Honor Kalamazoo's First Black Builder (wrkr.com)

WMU To Honor Kalamazoo's First Black Builder (wbxxfm.com)

Western Michigan University officials acknowledge pioneering status of Kalamazoo contractor | WKZO | Everything Kalamazoo | 590 AM · 106.9 FM

"Pathways to Prison, Mass Incarceration" Detroit One Television. Fall summit Documentary, *Pathways to Prison*, (August 2017), Lansing, MI (Host and Presenter).

Press Conference, State of Michigan, State Capital, Michigan's Health Impact Assessment (HIA) (Reducing Youth Arrests Keeps Kids Healthy and Successful), Adverse Childhood Experiences (ACES) and Mass Incarceration, 2016, Lansing, MI (Spokesperson, Michigan Power To Thrive).

PROFESSIONAL COMPETENCE:

COURSES

LWIR/IIAS 2000/2800 Strong Women Strutting Men: A Black Women's Civil Rights Historiography (Western Michigan University, Fall 2024).

HSV 4850 Major Issues In Health (Western Michigan University, 2012-2013).

CGHL 210 Contemporary Issues in Public Health: An Introduction (Kalamazoo College, 2018-2020)

HRY 102 American History to 1877 (Kalamazoo Valley Community College, 2003-2010)

HRY 240 African American Experience (Kalamazoo Valley Community College, 2003-2010)

SOC 102 Principals of Sociology (Kalamazoo Valley Community College, 2003-2010)

FYE 105 College Success Strategies, Teaching and Reading (Kalamazoo Valley Community College, 2003-2010).

SOC 103 Contemporary Social Problems (Kalamazoo Valley Community College, 2003-2010)

Western Michigan University, Teaching Assistant, African Civilizations, Department of History, 2005-2007.

NATIONAL CERTIFICATION

Technology of Participation (ToP) Master Trainer (2017)

- Focused Conversation: A universal framework to generate meaningful, productive dialogue around any topic.
- Consensus Workshop: Infuse group creative energy suing diversity of thought, opinions and perspectives into an agreement everyone can own and support.
- Action Planning: Plan and prepare a group project for launch, and develop shared commitment to timelines, tasks, and success measures.

LOCAL PROFESSIONAL SERVICE:

Advisory Council Member, Michigan Transformation Collective (formerly known as Truth Racial Healing and Transformation Law Design Group) Lewis Walker Institute for the Study of Race and Ethnic Relations, Western Michigan University, Kalamazoo, MI (2023).

Kalamazoo Department of Public Safety (KDPS), City of Kalamazoo, Community Leader Conversation Invited Leader, Lewis Walker Institute for the Study of Race and Ethnic Relations, Western Michigan University, Kalamazoo, MI (2023).

Advisory Council Member, Kalamazoo Literacy Council, Lewis Walker Institute for the Study of Race and Ethnic Relations, Western Michigan University, Kalamazoo, MI (2023).

Served on Curriculum Committee, Lewis Walker Institute for the Study of Race and Ethnic Relations, Western Michigan University, Kalamazoo, MI (2023).

NATIONAL PROFESSIONAL AFFILIATIONS and COMMUNITY MEMBERSHIPS

- Association of Society Quality (ASQ), Higher Education Vice Chair, Education Division
- Great Lakes Colleges Association (2018-2020)
- American Evaluation Association (AEA) (2016-present)
- National Association of County and City Health Officials (NACCHO) Health Equity and Social Justice Committee (2010-2020)
- Michigan Association of Local Public Health (MALPH) (2012-present)
- National Network of Public Health Professionals (NNPHP) (2016-present)
- PastorOnCall, Ministries Inc. Ordained Minister, Kalamazoo MI, (May 2017 – present)
- Second Baptist Church, Kalamazoo MI, Associate Minister, (2012-2016)
- Christian Leaders Institute Theological Seminary, Ordained Minister, (2018-present)
- William Clinton Campaign, Volunteer Lead Voter Registration Site Leader, Kalamazoo, MI (1992)
- Barack Obama Campaign, Volunteer Campaign Headquarter Site leader and Voter Registration Lead, Kalamazoo, MI (2008)

FFE BOARD OF DIRECTORS		FFE Board Position	Category	Notes 1	First Nam	Last Name	Original Appointment	Current Expiratio	Terms w/ Partial	Term Limit
	4/15/2024									
1	City Director	*Mayor and Ex officio Director*			David	Anderson	11/11/2019	Term of offic	N/A	N/A
2	City Director	*City Manager and Ex officio Director*			James K	Ritsema	10/17/2017	Employment	N/A	N/A
3	City Director	Commission Director			Qianna	Decker	4/1/2024	(4/1/2027)	N/A	N/A
4	City Director	Commission Director			Stephanie	Hoffman	3/21/2022	(11/10/25)	N/A	N/A
5	City Director	At Large City Director	General Director		Jamauri	Bogan	6/1/2024	5/31/2025	1 of 3	5/31/2031
6	Stakeholder Director	Neighborhood	General Director	Edison	Sandra	Calderon-Huezo	1/2/2018	5/31/2025	3 of 3	5/31/2025
7	Stakeholder Director	Arts Community	General Director		Alisa	Carrel	1/2/2018	5/31/2026	3 of 3	Limted out
8	Stakeholder Director	Healthcare	General Director		Andrea	Bostrom	6/1/2022	5/31/2027	2 of 3	5/31/2030
9	Stakeholder Director	Housing Sector	General Director		Mary	Balkema	6/1/2022	5/31/2025	1 of 2	5/31/2028
10	Stakeholder Director	Affinity/Nonprofit Organ	General Director		VACANT		9/23/2024	5/31/2026	1 of 3	5/31/2032
11	Stakeholder Director	Business/Banking	General Director		Ida	Salas	6/1/2022	5/31/2026	2 of 3	5/31/2029
12	Stakeholder Director	Neighborhood	General Director	Oakwood	Kelsey	McKague	6/1/2024	5/31/2027	2 of 2	5/31/2030
13	Stakeholder Director	Neighborhood	General Director	Northside	Alice	Taylor	1/2/2018	5/31/2026	3 of 3	5/31/2025
14	Stakeholder Director	Education	General Director		Karika	Parker	6/1/2024	5/31/2027	2 of 2	5/31/2030
15	Stakeholder Director	Faith-Based Org.	General Director		Rachel	Lonberg	6/1/2019	5/31/2025	1 of 2	5/31/2025

Skills												Demographics									
Resident of COK	Governance/Boar	Budgeting or	Anti-Poverty	Community	Economic	Community	Youth Develop	Fundraising/Fund	Job Training/	Neighborhood	Other	Age	Race/Ethnicity	Marital/Family Status	Gender Identity	Sexual Orientation	Education Level	Income	Veteran Status	Religious Affiliation (if	Other Diverse
Y	X	X	X	X								74-84	White	Married	Male	Heterosex	Bachelor's Degree		No		
Y	X	X		X	X	X			X	X		55-64	White	Married	Male	Heterosex	Bachelor's Degree		No		
Y	X	X		X		X	X					64-74	White	Married	Female	Heterosex	Bachelor's Degree		No		
Y	X	X	X	X		X						35-44	African Ar	Married	Female	Heterosex	Bachelor's Degree		No		
Y		X			X	X	X	X		X		1996	African Ar	Married	Male	Heterosex	Bachelor's Degree		No		
Y	X	X		X		X		X			X	35-44	Hispanic	Single	Female	Heterosex	Associate'	Under $3!	No	Catholic	
N	X			X		X		X		X	X	45-54	Caucasian	Single	Female	Heterosex	Master's [	$50,001-$	No	Christian	Hearing D
Y			X	X		X			X		X	64-74	Caucasian	Single	She/Her	She/Her	Doctorate	$75,001-$	No	Protestant	Mental He
N	X	X	X	X	X	X		X		X	X	55-64	Caucasian	Married	Female	Heterosex	Bachelor's	$75,001-$	No	Protestant	Housing &
N			X	X	X		X	X	X		X	35-44	Mexican	Married	Female	Heterosex	High Scho	$35,001-$	No	Christian	Diversity,
Y					X				X			1992	White		Female		Bachelor's	More thai	No		
Y				X								55-64	African Ar	Single	Female	Heterosex	Associate'	$35,001-$	No	Baptist	
N	X	X		X	X	X	X	X	X	X	DEI	1974	African American		Female		Doctorate	More thai	No		
Y	X					X		X				35-44	White	Married (:	cis womai	Heterosex	Master's [	$75,001-$	No	Unitarian	Universalis

10 City Residents

Kalamazoo Foundation for Excellence

FFE Board of Directors Staff Report

TO: Foundation for Excellence Board of Directors

FROM: Executive Committee
Steve Brown, Executive Director

DATE: April 22, 2024

SUBJECT: Elect Officers for One-Year Terms Ending at the Annual Board Meeting to be held in April of 2025

RECOMMEDATION:

Elect Officers for One-Year Terms Ending at the Annual Board Meeting to be held in April of 2025

BACKGROUND:

The Executive Committee recommended the following slate of officers for election at its April 8, 2024, meeting:
President - Sandra Calderon-Huezo, Neighborhood Stakeholder (Edison)
Vice President - James K. Ritsema, Ex Officio Director, Kalamazoo City Manager
Treasurer - Mary Balkema, Housing Stakeholder
Secretary - Dr. Andrea Bostrom, Healthcare Stakeholder
The process for electing Officers and Descriptions are laid out in Bylaws Sections 5.01 - 5.05.

FFE Board of Directors
Staff Report

Kalamazoo Foundation for Excellence

TO: Foundation for Excellence Board of Directors

FROM: Executive Committee
Steve Brown, Executive Director

DATE: April 22, 2024

SUBJECT: Approve Committee Appointments for One-Year Terms Ending at the Annual Board Meeting to be held in April of 2025

RECOMMEDATION:

Approve Committee Appointments for One-Year Terms Ending at the Annual Board Meeting to be held in April of 2025

BACKGROUND:

The attached worksheet excerpts relevant aspects of the Bylaws and lists ex officio Committee members and proposed members from each Committee at its previous meeting. The President, with the consent of the Board of Directors, shall designate the persons to serve on each committee, fill vacancies on committees, and serve as Chairperson of the committee. Full Committee descriptions are outlined in Bylaws Sections 6.01 - 6.04 and too extensive to include in this memo.

Kalamazoo Foundation for Excellence

April 11, 2024

BOARD MEMORANDUM

2024 Committee Appointments

Section 6.01 of the FFE Bylaws - *"The President, with the consent of the Board of Directors, shall designate the persons to serve on each committee, fill vacancies on committees, and serve as Chairperson of the committee."*

Finance Committee

See Section 6.03 of the FFE Bylaws.

Members: The Committee shall consist of FFE's Treasurer, the City's Finance Director or similar position (or a person appointed by the City's Finance Director), the City Manager, and two Stakeholder Directors.

1. ________________ (President, *ex officio*)
2. ________________ (Treasurer)
3. Steve Vicenzi (CFO/Finance Director)
4. James K Ritsema (City Manager)
5. ________________ (Balkema, Bostrom, Calderon-Huezo, Carrel, Lonberg, McKague*, Parker*, Salas, A. Taylor)
6. ________________ (Balkema, Bostrom, Calderon-Huezo, Carrel, Lonberg, McKague*, Parker*, Salas, A. Taylor)

Executive Committee

See Section 6.03 of the FFE Bylaws.

Members: President; Treasurer, Secretary; one City Director; and one representative of the Finance Committee in addition to the Treasurer.

1. ________________ (President, *ex officio*)
2. ________________ (Vice President)
3. ________________ (Treasurer)
4. ________________ (Secretary)
5. ________________ (Anderson, Bogan, Decker, Hoffman)
6. ________________ (Representative from Finance Committee other than Treasurer)

Nominating Committee

Approved Description: The Committee shall consist of members of the FFE board of directors.

1. Calderon-Huezo (President, *ex officio*)
2. Bostrom
3. Lonberg
4. ________________
5. ________________

Audit Subcommittee

Approved Description: The Committee shall consist of members of the FFE board of directors.

1. Calderon-Huezo (President, *ex officio*)
2. Bostrom
3. Balkema
4. Carrel
5. ________________

** Denotes Directors who are pending first appointment to the Board on April 24, 2023.*

The Mission of the Kalamazoo Foundation for Excellence is to support the goals of the City of Kalamazoo, fund aspirational investments in the city, and empower Kalamazoo residents to achieve the lives they want for themselves and their families.

FFE Board of Directors
Staff Report

Kalamazoo Foundation for Excellence

TO: Foundation for Excellence Board of Directors

FROM: Executive Committee

DATE: April 22, 2024

SUBJECT: Approve Amendment for Executive Director Employment Agreement to allow for City of Kalamazoo Staff Cost of Living Adjustments (COLA)

RECOMMEDATION:

Approve a three percent (3%) cost of living adjustment to the Executive Director's 2024 salary, retroactive to the beginning of the calendar year (1/1/2024) and amend the employment agreement to allow for COK Staff COLA.

BACKGROUND:

The Executive Director is an employee of the City of Kalamazoo that is leased by agreement to the Foundation for Excellence. The City has enacted a three percent (3%) cost of living increase for 2023 for which the Executive Director is eligible. The City required Board action approving the increase for its processes and documentation. This action is separate from the annual executive Director review process being conducted by FFE Board officers, which will be concluded and presented to the Board at its April 22 meeting.