



Kalamazoo
Foundation for
Excellence

Agenda FFE Executive Committee

Monday, January 27, 2025

3:00 PM

Kalamazoo City Hall – 241 West South Street

A. CALL TO ORDER

1. Roll Call
2. Approve Agenda

B. APPROVAL OF MINUTES

1. Approve December 9, 2024, Minutes.

C. REPORTS AND COMMUNICATIONS

D. CONSENT AGENDA

E. REGULAR AGENDA

1. Approve Board Survey
2. Recommend Scheduled Review of FFE Policies and Descriptions
3. Recommend the 2024 Annual Executive Director Review

F. PUBLIC COMMENTS

G. BOARD MEMBER COMMENTS

H. 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

**KALAMAZOO FOUNDATION FOR EXCELLENCE
BOARD OF DIRECTORS
EXECUTIVE COMMITTEE**

MINUTES

Meeting of December 9, 2024

- A. Call to Order
 - 1. The meeting of the Kalamazoo Foundation for Excellence (KFFE) Executive Committee was called to order at 3:02 p.m. in the Community Room of City Hall by President Calderon-Huezo.
 - 2. Roll Call. Vice President Ritsema, Secretary Bostrom, Treasurer Balkema, and Directors Bogan and Parker were present. A quorum was present.
- B. Approval of Minutes
 - 1. The draft minutes of the October 7, 2024, meeting were moved for approval by Treasurer Andrea Bostrom and seconded by Mary Balkema with typographical error corrections. The motion was approved by unanimous voice vote.
- C. Reports and Communications
 - 1. Annual aspirational reporting was discussed as being added to the annual City Manager's update letter to the FFE for the 2024 year in review.
 - 2. Ensure communications are adequately included in 2025 SWOT.
 - 3. No comments.
 - 4. Add the Board Survey detailed review to the next Nominating Committee agenda.

(Vice President Ritsema had to excuse himself from the meeting for a standing commitment.)
- D. Closed Session
 - 1. Treasurer Balkema would be gathering Executive Director review forms from Executive Committee members for review and action at the next scheduled meeting, where a recommendation for updated compensation would be prepared for the February 2025 Board meeting.
- E. Regular Agenda
 - 1. Treasurer Balkema moved and Director Bogan seconded a motion to approve the February 24, 2025, Board agenda with corrections and clarification that the agenda items merited setting expectations with Directors that the meeting would last until 5pm instead of the typical 4pm. The motion passed by unanimous voice vote.
- F. No public comments.
- G. No board comments.
- H. President Calderon-Huezo adjourned the meeting at 4:33 p.m.

The next meeting is scheduled for Monday, January 27, 2025, at 3 p.m.
Minutes Drafted: December 9, 2024.

Minutes Approved: _____

Steve Brown, Recording Secretary



Kalamazoo
Foundation for
Excellence

FFE Executive Committee Staff Report

TO: Foundation for Excellence Executive Committee

FROM: Steve Brown, Executive Director

DATE: January 27, 2025

SUBJECT: Approve Board Survey

RECOMMEDATION:

Approve the 2025 Board Survey questions for gathering and analysis and presentation at the February 2025 Board meeting.

BACKGROUND:

The FFE Board has participated in surveys since its founding in order to ensure superlative board culture, staff and city relations, and daily and strategic operations. Past results are included in the strategic dashboard for discussion and preparation for reissuing the survey in advance of the February 2025 Board work session. The survey has historically been issued via an online form and required approximately 10-15 minutes to complete.

Welcome to the anonymous 2025 FFE Board Survey. Your contribution here will take between 10 and 15 minutes. Please be as candid as you feel necessary, keeping in mind results may be made public. Your responses as a group will help our organization continually improve.

FFE Mission and Goals

1. Can you state and explain the FFE's mission areas if asked?

No

☐

Yes

☐

2. Please describe the mission areas of the FFE in your own words.

3. What makes the FFE meaningful to you?

4. How familiar are you with the following:

Not familiar at all

Somewhat familiar

Very familiar

The impact(s) of the
FFE-funded property
tax reduction

☐☐☐

The impact(s) of the
FFE-funded budget
stabilization support
to the City
government

☐☐☐

The impact(s) of
FFE-funded
aspirational
programs in the
community

☐☐☐

The major areas of
aspirational
investment by FFE

☐☐☐

5. In what ways, if any, have you personally experienced FFE-funded impact?

	Disagree	Unsure	Agree
I have seen new sidewalks	☐	☐	☐
I have seen new trees planted	☐	☐	☐
I know youth in development programs	☐	☐	☐
I know youth that have a free bus pass	☐	☐	☐
I know small businesses that have been supported	☐	☐	☐
I have seen new housing built or renovated	☐	☐	☐
I know of critical home repairs such as roofs being provided	☐	☐	☐
I know someone who avoided tax foreclosure	☐	☐	☐
I have noticed lower property taxes	☐	☐	☐
I have noticed improved City government services (of any kind)	☐	☐	☐

Other (please specify)

6. Please put the FFE's three mission areas in order of importance to the future prosperity of Kalamazoo based on your opinion

☐	Property tax reduction
☐	City budget stabilization
☐	Aspirational programs

Reflections as a Board Director

7. Do you feel that you understand your roles and duties as a board member?

No	Unsure	Yes
☐	☐	☐

8. Do you feel you've contributed to the FFE so far as a Director (Write Yes/No) and what more could you do?

9. What practical challenges do you face in your role as a board member (for example, time to read meeting packets, etc.)?

10. What has made prior board or team experiences positive that we can learn from?

11. Please rate your level of comfort doing the following with our current group of Directors:

	Uncomfortable	Neutral	Comfortable
Openly discussing difficult topics that may lead to conflict	☐	☐	☐
Being the sole dissenting voice on a topic	☐	☐	☐
Demonstrating leadership to see tough things through	☐	☐	☐
Making big decisions that impact many people	☐	☐	☐
Sharing out challenging FFE news with your community	☐	☐	☐
Knowing what it means to represent your stakeholder group or official body	☐	☐	☐

12. Choose up to three words that describe what you most expect to see from your fellow Board members:

13. In the course of your daily life since becoming an FFE Director, how often, if ever, have you discussed for any reason the FFE's mission areas with someone?

	Never	A few times on average per year	Monthly	Weekly or Daily
Property tax reduction and its impact(s)	☐	☐	☐	☐
Budget stabilization to the City and its impact(s)	☐	☐	☐	☐
Aspirational programs and their impact(s)	☐	☐	☐	☐
How and/or why FFE funds what it does	☐	☐	☐	☐
The source(s) of the FFE Endowment	☐	☐	☐	☐
How to donate to the FFE endowment	☐	☐	☐	☐

Future of the FFE

14. What is your biggest hope for the Foundation's impact? (We appreciate the ambitiousness of this question, but please be as specific as possible.)

15. To ensure ongoing optimal communication between staff and Directors:

	Disagree	Neutral	Agree
Staff send enough email updates between meetings	☐	☐	☐
Staff send appropriately detailed email updates between meetings	☐	☐	☐
I would like more stories about program impact including meeting people	☐	☐	☐
I would like more charts and graphs about program impact	☐	☐	☐
Staff are always available for me when I need them	☐	☐	☐
I feel comfortable speaking candidly in private with staff	☐	☐	☐
I have felt blindsided by an agenda item at a board meeting once or more	☐	☐	☐

16. Please share any questions or comments that you have for the Executive Director or City leadership:

17. Is the FFE doing all that it realistically can to help Kalamazoo?

- ☐ No
- ☐ Unsure
- ☐ Yes

Please comment on why you selected your answer.

18. Being an FFE Director makes me feel good

Not Good	Neutral	Very Good
☐		☐

19. Being an FFE Director makes me feel anxious

Not Anxious

Neutral

Very Anxious

20. I would recommend becoming an FFE Board Director to someone I know

Never Recommend

Neutral

Highly Recommend



FFE Executive Committee Staff Report

TO: Foundation for Excellence Executive Committee

FROM: Steve Brown, Executive Director

DATE: January 27, 2025

SUBJECT: Recommend Scheduled Review of FFE Policies and Descriptions

RECOMMEDATION:

Recommend a scheduled review of FFE Policies and Descriptions to the Board to be conducted by staff in consultation with Board directors for Executive Committee review and Board approval by the end of 2025.

BACKGROUND:

Periodic Policy review on a cadence of 5 to 7 years is a best practice for nonprofits according to most sources. The attached roster of 21 policies, spanning approximately 85 pages, shows the approval date of most policies to be 2018, meaning that 2025 brings the opportunity for a scheduled policy review. The Board is the appropriate group to approve changes to its policies and will need to be engaged during 2025 to review policies and return recommended changes to the Executive Committee for review and recommendation to the Board for approval. Due to the nature of the work, it is recommended that staff lead the updates and consult with Directors throughout the process.

Foundation for Excellence
Approved Policies and Descriptions
Last updated 5/2/2024

Document	Status	Approved	Page
Policy			
Confidentiality Policy	Board Approved	5.23.18	2
Conflict of Interest Policy	Board Approved	5.23.18	4
Diversity Policy	Board Approved	5.23.18	10
Equal Opportunity Policy	Board Approved	5.23.18	11
Expense Reimbursement Policy	Board Approved	5.23.18	12
Financial Accountability policy	Board Approved	10.22.18	15
Gift Acceptance Policy	Board Approved	5.23.18	25
Purchasing Policy	Board Approved	4.24.23	39
Privacy Policy	Board Approved	5.23.18	41
Record Retention and Destruction Policy	Board Approved	5.23.18	42
Social Media Policy	Board Approved	5.23.18	45
Spending Policy	Board Approved	10.22.18	47
Whistle-Blower Policy	Board Approved	5.23.18	48
Director Attendance Policy	Board Approved	4.22.24	51
Audits Subcommittee Description	Board Approved	10.22.18	52
Engagement Expectations	Board Approved	5.23.18	54
Executive Committee Description	Board Approved	5.23.18	57
Finance Committee Description	Board Approved	5.23.18	59
Investment Subcommittee Description	Board Approved	10.22.18	61
Nominating Committee Description	Board Approved	4.24.23	63

APPENDICES

Investment Policy Statement	Board Approved	4.22.19	N/A
Freedom of Information Act Policy/Procedures/Guidelines	Board Approved	4.22.19	N/A



FFE Executive Committee Staff Report

TO: Foundation for Excellence Executive Committee

FROM: Steve Brown, Executive Director

DATE: January 27, 2025

SUBJECT: Recommend the 2024 Annual Executive Director Review

RECOMMEDATION:

Recommend the 2024 Annual Executive Director Review to the Board including updated compensation

BACKGROUND:

From the minutes of the December 9, 2024, Executive Committee: "Treasurer Balkema would be gathering Executive Director review forms from Executive Committee members for review and action at the next scheduled meeting, where a recommendation for updated compensation would be prepared for the February 2025 Board meeting."