



Kalamazoo
Foundation for
Excellence

Agenda FFE Board of Directors

Monday, April 27, 2026 2:00 PM

251 Mills St. Kalamazoo, MI

A. CALL TO ORDER

1. Roll Call: Anderson, Balkema, Bogan, Bostrom, Carrel, Drumm, Hankins, Hess, McKague, Parker, Salas, Taylor, Vazquez-Alatorre, Westbury, Wilson
2. Approve the Agenda
3. Welcome Guests: Nominated FFE Directors, Isabela Robinson, Neighborhood Stakeholder (Eastside) and Jose Alexis Mejia, Arts Stakeholder

B. APPROVAL OF MINUTES

1. Approve February 23, 2026, minutes

C. REPORTS AND COMMUNICATIONS

1. (No Action) 2025 Newsletter
2. (No Action) Engagement for Tenth Anniversary Planning Communications

D. REGULAR AGENDA

1. Receive and Review Annual Independent Audit and Financial Report Documents
2. Approve the Estimated 2027 Grant Distribution to the City of Kalamazoo
3. Approve Nominations and (Re)Appointments of Directors to the Foundation for Excellence Board
4. Elect Officers for One-Year Terms
5. Approve Committee Appointments for One-Year Terms Ending at the Annual

Board Meeting to be held in April of 2026

E. PUBLIC COMMENTS

F. BOARD MEMBER COMMENTS

1. (No Action) Director Thank You for Directors Carrel and Taylor

G. 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 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 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 April 7, 2026



Kalamazoo
Foundation for
Excellence

Minutes FFE Board of Directors

Monday, February 23, 2026 at 2:00 PM

251 Mills St., Kalamazoo, MI 49048

A. CALL TO ORDER

1. Roll Call

Present: Bostrom, Hankins, Balkema, Drumm, Parker, Salas, Vazques Alatorre, Anderson, Westbury, Bogan, Hess, Wilson, McKague

Staff Present: Steve Brown - Executive Director; Steve Vicenzi - CFO; Richard Cherry- Board Counsel

Absent: Carrel (excused), Taylor

2. Approve Agenda

Action: Motion to approve Agenda

- **Motion:** Parker
- **Second:** Vazques Alatorre

3. Welcome Guests

- Carrie Ann Williams – City of Kalamazoo Grants Division Manager
- Rebekah Kick - Deputy City Manager
- Christina Anderson – City Planner

B. APPROVAL OF MINUTES

1. Approve Minutes -minor typos will be revised

- **Moton:** Westbury
- **Second:** Bogan

C. REPORTS AND COMMUNICATIONS

1. **(No Action) Imagine Kalamazoo 2035 Update** -City Planner Christina Anderson, Deputy City Manager Rebecca Kick

1. **Background and Purpose**

- update on the Imagine Kalamazoo 2035 community engagement process.
- The Imagine Kalamazoo Strategic Vision is the guiding document for city investment and policy, and determines eligibility for foundation funding.
- New engagement focused on deeper, more representative demographic and geographic participation.

2. Timeline and Engagement Process

- **Start:** September 2024; currently in Phase 3 (Winter 2026).
- Timeline adjusted to maximize inclusivity and respond to community feedback.
- Phases:
 - **Phase 1 (Fall 2024–Winter 2025):** Retrospective on last 10 years, identified main themes; engaged via toolkits, community roadshows, book reads (e.g., “Happy Cities”), self-facilitated sessions, and institutional partnerships (e.g., Bronson, KVCC).
 - **Phase 2 (Spring 2025):** Developed nine strategic themes into potential goal statements through topic-focused, participatory meetings citywide and in focus groups.
 - **Pause:** Six-month hiatus to analyze collected data; internal review and cross-referencing with best practices, market studies, and input from the Western Michigan University evaluation labs.
 - **Phase 3 (Winter–Spring 2026):** “Design It”—focuses on strategy, implementation, and still in the midst of additional community engagement by neighborhood.

3. Engagement Highlights

- Over 4,300 points of contact as of December 2025.
- Efforts made to reach underrepresented groups via roadshows, toolkits, institutional partnerships, and demographic surveys.
- Efforts included focus on measurable outcomes, lessons learned from the last vision/master plan (e.g., need for clearer goals, actionable items, and metrics).
- Noted ongoing challenge in achieving representative demographic participation (survey sample skewed female and white, efforts ongoing to improve outreach to BIPOC communities).

4. Analysis & Results

- **Top Themes Identified:** Housing, DEI (Diversity, Equity, Inclusion, Accessibility), economic mobility, sustainability, operational excellence, continuous engagement, and others.
- Community, staff, and expert focus groups informed refinement of the vision.
- **New Draft Structure:** Nine strategic vision goals, supported by five cross-cutting principles (DEI&A, economic mobility, sustainability, operational excellence, and continuous engagement).
- **Examples of Implementation Challenges:** Staffing to support park expansions, incremental planning, budgeting.

5. Draft Vision and Values

- Vision statement and organizational purpose crafted from engagement exercises.
- Values: Integrity, respect, accountability, teamwork, innovation, inclusion. Behaviors identified to operationalize each value.
- Strategic framework aligns all other city plans (e.g., HUD Consolidated Plan, Parks/Rec Plan) upward toward Imagine Kalamazoo's vision.

6. Commission, Staff, and Process Alignment

- Emphasis on having city staff involved early and deeply in the visioning process to secure buy-in.
- **Government Strategy Document (GSD or “Get Stuff Done”):** Created to align departmental implementation and resourcing with the community vision.
- Recognition that commission alignment is both essential and sometimes a “fail point”; ultimately, elected officials must be stewards of the plan and resist veering toward pet projects not supported by broad engagement or strategic objectives.
- Discussion highlighted the importance of humility—respecting the scope and depth of public engagement as a north star for decision-making.

7. **Metrics, Public Participation, and Feedback**

- Goals > outcomes > strategies > measures—new structure to provide clarity and accountability.
- Ongoing work with Western Michigan University Evaluation Lab on data analysis, visualizations, and demographic representation.
- Commitment to transparency and continuous community feedback (public participation plan, improved communications, targeting more meetings in all neighborhoods by March).

8. **Key Discussions**

- Importance of language/accessibility in communications.
- Alignment of community engagement data, city commission retreats/priorities, and national community surveys (e.g., benchmarking against similar cities).
- Honest assessment and communication of what has/hasn't been achieved from 2025 to 2035 in master plan actions.
- Feedback loops, clear reporting mechanisms, and engagement with youth and “hard to reach” populations (e.g., targeted school/middle school engagements, partnership with literacy council).

2. **(No Action) 2025 FFE Endowment Report - Vicenzi**

- Value as of December 2025: ~\$385 million; as of February 2026, post-donation/sale, ~\$420 million.
- Significant growth in real returns: 2.78% for the quarter; 12.8% real return year-over-year.
- Recent \$55M annual donor contribution received and reinvested; will decrease to \$40M/year going forward through 2030.
- Portfolio rebalancing completed as per October board instruction, all allocations within policy.
- Progress: On track/ahead of schedule toward initial \$500M endowment target
- Inflation/Property Tax Implications: Monitoring real estate market trends; future scenarios include adjusting the aspirational funding portion if/when property tax reimbursement outpaces endowment returns, changes in tax law being closely monitored.
- Emphasized need for continued holistic, strategic reassessment by board as facts and priorities evolve over coming decades.

3. **(No Action) 2025 Program and Operations Data -Brown**

- Operational efficiency: Over 98% of every dollar goes to programming/impact; 1–2% to administration.
- \$220M invested since 2017; \$483M projected investment through 2040.
- Youth Development: 15,800+ youth impacted (registrations, school mobility, family programming); nearly 300,000 free youth bus rides since 2019.
- Economic Development: 325 small business grants, 52 technical assistance grants, numerous infrastructure projects (sidewalks, bike lanes, water lines, trees), leveraging \$11 in external funding for every \$1 invested in affordable housing.
- Housing: 617 affordable units added (including 191 single-family homes); zero tax foreclosures since program initiation in 2019.
- Project Tracking: Data shows most capital investments (81%) made in core neighborhoods; project investments (e.g., programs) at 56% in core neighborhoods; demographic data tracks race, gender, age, with 92% reporting achieved in 2025.
- Demography for impact recipients skews young, female, and Black or African-American (compared to city averages); ongoing need to improve income/disability reporting.

- Evaluation and KPIs: Each aspirational project now requires 1–3 defined outputs and outcomes. Tracking and reporting have improved, demonstrated by steadily increasing percentage of achieved outcomes year-over-year.
- Transparency: Dashboard with project and demographic data available on the website; considering publishing more granular demographic info pending sensitivity concerns.

4. (No Action) Communication Exercise -Brown

- Communications/Newsletter Taskforce: Review and feedback session for the annual and 10th anniversary newsletters—call for improved readability, more visuals, concise storytelling, neighborhood-level data, and a stronger call to action for engagement.
- Volunteers sought for communications planning
 - McKague
 - Bostrom
 - Bogan

D. CONSENT AGENDA

E. REGULAR AGENDA

1. Approve Fiscal Year 2026 Budget Amendment

Budget Amendment - \$24,500 added for communications—approved via roll call.

- **Motion:** Balkema
- **Second:** Hess

2. Executive Director Compensation

Executive Director Compensation found on page 18 and 19 of Board Packet, motion to approve compensation as recommended by executive committee.

Discussion - participation in evaluation process was disappointingly low (~7% response); call for improved engagement and possible process adjustment to coincide with October meetings (vs. December). Approved via voice vote.

- **Motion:** Balkema
- **Second:** Westbury

F. PUBLIC COMMENTS

None

G. BOARD MEMBER COMMENTS

None

H. ADJOURNMENT – 4:32 pm

Richard O. Cherry
Recording Secretary

DRAFT



Kalamazoo
Foundation for
Excellence

FFE Board of Directors Staff Report

TO: Foundation for Excellence Board of Directors

FROM: Steve Brown, Executive Director

DATE: April 27, 2026

SUBJECT: (No Action) Engagement for Tenth Anniversary Planning Communications

RECOMMEDATION:

(No Action) Engagement for Tenth Anniversary Planning Communications

BACKGROUND:

Staff will present a framework for a year of celebration in 2027 and engage directors on overall strategy and expectation setting, including exploring needs for a 2027 communications budget.



Kalamazoo
Foundation for
Excellence

FFE Board of Directors Staff Report

TO: Foundation for Excellence Board of Directors

FROM: Steve Brown, Executive Director

DATE: April 27, 2026

SUBJECT: Receive and Review Annual Independent Audit and Financial Report Documents

RECOMMEDATION:

Receive and Review Annual Independent Audit and Financial Report Documents

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 (Audit).
- 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).
- 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.



MEMORANDUM

Date: March 2, 2026

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

From: Mary Balkema, Treasurer, Kalamazoo Foundation for Excellence

Mayor Anderson and City Manager Hankins;

The following report is submitted 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 \$20,878,459 from its endowment to the City of Kalamazoo from January 1, 2025, to December 31, 2025. Of that sum, \$15,904,940 was used to lower 2025 City property taxes for all taxpayers to 12 mills, \$86,660 was used to true-up the 2024 City property tax reduction, and \$4,886,859 was paid to stabilize the City’s budget consistent with Section 9.03 of the FFE Bylaws. A total of \$5,000,000 was budgeted for Aspirational Projects but none of those funds were drawn upon by the City.

Respectfully Yours,

A handwritten signature in black ink that reads "Mary Balkema". The signature is written in a cursive, flowing style.

Mary Balkema
Treasurer and Housing 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.



OFFICE OF THE CITY MANAGER

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Kalamazoo, MI 49007-4796
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www.kalamazoocity.org

MEMORANDUM

Date: March 31, 2026
To: The Board of Directors of the Kalamazoo Foundation for Excellence
From: Malcolm Hankins, 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 \$20,878,459 from the FFE endowment for the fiscal year beginning 1.1.2025 and ending 12.31.2025.

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,

A handwritten signature in black ink, appearing to read 'Malcolm Hankins', written over a white background.

Malcolm Hankins
City Manager

Report Regarding Projects

City Property Tax Reduction Reimbursement Grant – Required

The FFE 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] (...)”

For 2025, \$15,904,940 was received by the City from the FFE to achieve this end. Furthermore, \$86,660 was received by the City from the FFE to true-up the 2024 City property tax reduction.

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.”

For 2025, \$4,886,859 was received by the City from the FFE to stabilize the City's budget.

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 (...)”

For 2024, \$5,000,000 of Aspirational funds were approved but none were drawn upon or transferred to the City from FFE because existing resources at the City from prior grants and grant years were sufficient to pursue projects. A report on those projects is provided below.

2024 Approved Aspirational Projects

Background

Since 2021 the City and FFE have collaborated to track performance of investments using a Key Performance Indicator (KPI) approach that sets measurable goals within a set time frame by which to establish if a project has achieved its intentions or not. City staff choose their own KPI categories and targets with help from other staff as needed. Categories and targets are never imposed on project leaders. Each project must establish a minimum of one and a maximum of three outputs as well as the same amount for outputs to receive FFE funding.

Outputs and Outcomes

An output is defined as numbers of people, events, services, objects, or similar items that can be counted, such as number of youths enrolled in a program. An outcome is defined as the change in knowledge, skill or attitude of a person, such as percentage of youth enrolled who exhibit better time-management skills when leaving the program than on arrival.

Assessment

Each annual output and outcome target should be met, but a variance of +/- 10% is afforded every project because of acceptable real-world variations, such that a project targeting 10 participants but receiving only 9 would be recorded as achieving its objective.

Reporting

2025 Project	2025 Grant Amount	Status	Output Targets Achieved	Outcome Targets Achieved
Capacity Building Small Business Support	\$50,000	Completed	2 of 2	2 of 2
Critical Code Repair	\$138,000	Completed	1 of 1	1 of 1
Housing Development Fund (Loan Pool)	\$1,702,000	Partially Completed	0 of 2	1 of 1
HomeShare Pilot Program	\$80,000	Not Completed	0 of 1	0 of 1
MyCITY Summer Youth Employment	\$619,000	Completed	2 of 2	3 of 3
Counselor-In-Training Program	\$24,000	Completed	1 of 1	3 of 3
Youth Action Council	\$15,000	Completed	2 of 2	2 of 3
SuperRec	\$230,000	Completed	2 of 2	3 of 3
All Things Possible	\$116,000	Completed	2 of 2	3 of 3
Event Support	\$10,000	Partially Completed	0 of 0	0 of 0
Pedestrian Sidewalk Improvement Projects*	\$1,360,000	Not Completed	Behind in bidding	

KALAMAZOO FOUNDATION FOR EXCELLENCE
REPORT ON FINANCIAL STATEMENTS
YEAR ENDED DECEMBER 31, 2025



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Grand Rapids, MI 49546

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of the
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, 2025, 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, 2025, 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.

Maney Costerian PC

Lansing, Michigan
March 10, 2026

**KALAMAZOO FOUNDATION FOR EXCELLENCE
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2025**

ASSETS

Current assets

Cash and cash equivalents	\$	7,205
Current portion of contributions receivable, net		<u>36,389,000</u>

Total current assets		<u>36,396,205</u>
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Noncurrent assets

Investments		389,109,721
Contributions receivable, net (less current portion)		<u>138,864,000</u>

Total noncurrent assets		<u>527,973,721</u>
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TOTAL ASSETS		<u><u>\$ 564,369,926</u></u>
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LIABILITIES AND NET ASSETS

LIABILITIES

Current liabilities

Accounts payable	\$	75,555
Due to City of Kalamazoo		<u>197,198</u>

TOTAL LIABILITIES		<u>272,753</u>
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NET ASSETS

Without donor restrictions		388,844,173
With donor restrictions		
Time-restricted for future periods		<u>175,253,000</u>

TOTAL NET ASSETS		<u>564,097,173</u>
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TOTAL LIABILITIES AND NET ASSETS		<u><u>\$ 564,369,926</u></u>
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**KALAMAZOO FOUNDATION FOR EXCELLENCE
STATEMENT OF ACTIVITIES
YEAR ENDED DECEMBER 31, 2025**

	Without Donor Restrictions	With Donor Restrictions	Total
SUPPORT AND REVENUE			
Contributions	\$ 17,670,094	\$ -	\$ 17,670,094
Investment return, net	51,131,258	-	51,131,258
Net assets released from restrictions	37,085,000	(37,085,000)	-
TOTAL SUPPORT AND REVENUE	105,886,352	(37,085,000)	68,801,352
EXPENSES			
Program services			
Operational assistance	20,878,459	-	20,878,459
Supporting services			
General and administrative	469,663	-	469,663
Fundraising	54,970	-	54,970
Total supporting services	524,633	-	524,633
TOTAL EXPENSES	21,403,092	-	21,403,092
CHANGE IN NET ASSETS	84,483,260	(37,085,000)	47,398,260
Net assets, beginning of year	304,360,913	212,338,000	516,698,913
Net assets, end of year	\$ 388,844,173	\$ 175,253,000	\$ 564,097,173

See accompanying notes to financial statements.

**KALAMAZOO FOUNDATION FOR EXCELLENCE
STATEMENT OF FUNCTIONAL EXPENSES
YEAR ENDED DECEMBER 31, 2025**

	Program Services		Supporting Services		Total Supporting Services	Total
	Operational Assistance	General and Administrative	Fundraising	Fundraising		
Salaries and benefits	\$ -	\$ 158,541	\$ 39,635		\$ 198,176	\$ 198,176
Bank fees	-	713	-		713	713
Professional fees	-	227,650	-		227,650	227,650
Insurance	-	30,698	-		30,698	30,698
Professional development	-	-	5,607		5,607	5,607
Software and applications	-	-	9,728		9,728	9,728
Administrative fees	-	51,504	-		51,504	51,504
Subscriptions	-	200	-		200	200
Supplies	-	357	-		357	357
Contributions to City of Kalamazoo	20,878,459	-	-		-	20,878,459
TOTAL EXPENSES	\$ 20,878,459	\$ 469,663	\$ 54,970		\$ 524,633	\$ 21,403,092

**KALAMAZOO FOUNDATION FOR EXCELLENCE
STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2025**

CASH FLOWS FROM OPERATING ACTIVITIES	
Change in net assets	\$ 47,398,260
Adjustments to reconcile change in net assets to net cash (used) by operating activities	
Contributed stock	(54,749,114)
Realized and unrealized (gain)/loss on investments	(44,998,429)
Decrease in:	
Contributions receivable, net	37,085,000
Increase in:	
Accounts payable	35,795
Due to City of Kalamazoo	4,587
	<u>4,587</u>
NET CASH USED BY OPERATING ACTIVITIES	<u>(15,223,901)</u>
CASH FLOWS FROM INVESTING ACTIVITIES	
Purchases of investments	(61,451,516)
Sales of investments	76,678,179
	<u>76,678,179</u>
NET CASH PROVIDED BY INVESTING ACTIVITIES	<u>15,226,663</u>
NET INCREASE IN CASH AND CASH EQUIVALENTS	2,762
Cash and cash equivalents, beginning of year	<u>4,443</u>
Cash and cash equivalents, end of year	<u><u>\$ 7,205</u></u>

See accompanying notes to financial statements.

**KALAMAZOO FOUNDATION FOR EXCELLENCE
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. \$4,000,000 for budget fiscal year 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, so as to address the structural revenue imbalance to City finances due to shortcomings of Michigan’s municipal finance system, 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.

**KALAMAZOO FOUNDATION FOR EXCELLENCE
NOTES TO FINANCIAL STATEMENTS**

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. The Foundation records 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. The Foundation determines 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, 2025, the allowance was \$0.

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

Beginning of year	<u>\$ 212,338,000</u>
End of year	<u>\$ 175,253,000</u>

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.

KALAMAZOO FOUNDATION FOR EXCELLENCE
NOTES TO FINANCIAL STATEMENTS

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.

**KALAMAZOO FOUNDATION FOR EXCELLENCE
NOTES TO FINANCIAL STATEMENTS**

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 March 10, 2026, 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, 2025:

Within one year	\$	40,000,000
In one to five years		160,000,000
		200,000,000
Less discount to net present value at rate of 1.91%		(24,747,000)
Contributions receivable, net	\$	175,253,000

At December 31, 2025, 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.

**KALAMAZOO FOUNDATION FOR EXCELLENCE
NOTES TO FINANCIAL STATEMENTS**

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, 2025, 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	\$ 7,205
Contributions receivable, net of discount	175,253,000
Investments	<u>389,109,721</u>
Total financial assets available at year-end	564,369,926
Donor imposed restrictions	
Less time-restricted for future periods	<u>(175,253,000)</u>
Financial assets available to meet cash needs for general expenditures within one year	<u><u>\$ 389,116,926</u></u>

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.

KALAMAZOO FOUNDATION FOR EXCELLENCE
NOTES TO FINANCIAL STATEMENTS

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.

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 the Foundation 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, the Foundation develops 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, 2025.

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.

**KALAMAZOO FOUNDATION FOR EXCELLENCE
NOTES TO FINANCIAL STATEMENTS**

NOTE 6 - FAIR VALUE MEASUREMENTS (continued)

The following is market value summary by the level of inputs used, as of December 31, 2025, 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.

	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Total</u>
U.S. Equities				
Mutual funds	\$ 296,967,790	\$ -	\$ -	\$ 296,967,790
U.S. Fixed Income				
Corporate securities	-	21,806,919	-	21,806,919
Government and agencies	-	67,025,419	-	67,025,419
International Fixed Income				
Corporate securities	-	3,309,593	-	3,309,593
Total	<u>\$ 296,967,790</u>	<u>\$ 92,141,931</u>	<u>\$ -</u>	<u>\$ 389,109,721</u>

NOTE 7 - INVESTMENTS

The following table summarizes the cost basis and fair value (carrying value) of investments as of December 31, 2025:

	<u>Cost</u>	<u>Fair Value</u>
U.S. Equities		
Mutual funds	\$ 233,834,140	\$ 296,967,790
U.S. Fixed Income		
Corporate securities	21,907,442	21,806,919
Government and agencies	69,443,528	67,025,419
International Fixed Income		
Corporate securities	<u>3,238,787</u>	<u>3,309,593</u>
Total	<u>\$ 328,423,897</u>	<u>\$ 389,109,721</u>

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.

**KALAMAZOO FOUNDATION FOR EXCELLENCE
NOTES TO FINANCIAL STATEMENTS**

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.

NOTE 10 - SUBSEQUENT EVENT

In February 2026, the Foundation received the sixth 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 \$56,714,776.



Kalamazoo
Foundation for
Excellence

FFE Board of Directors Staff Report

TO: Foundation for Excellence Board of Directors

FROM: Steve Brown, Executive Director

DATE: April 27, 2026

SUBJECT: Approve the Estimated 2027 Grant Distribution to the City of Kalamazoo

RECOMMEDATION:

Approve the Estimated 2027 Grant Distribution to the City of Kalamazoo

BACKGROUND:

The attached memorandum contains complete information on this item.

MEMORANDUM

Date: April 1, 2026

To: Board of Directors

From: Finance Committee

Subject: Estimated Fiscal Year 2027 FFE Grant to the City of Kalamazoo

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 estimated FFE grant recommended by Finance Committee on March 30, 2026, to the City of Kalamazoo for the 2027 fiscal year, of \$27,050,000, including:

- 2027 Tax Reduction Reimbursement: Estimate of \$17,010,550
- Previous Year Tax Reduction Reconciliation: PENDING
- 2027 Budget Stabilization: Estimate of \$5,144,274
- 2027 Aspirational Investments: Estimate of \$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, reviewed annually, that creates a robustly healthy endowment to grant an estimated \$456 million from 2026 to 2040 and, most importantly, continue in perpetuity:

- Tax Reduction Reimbursement: \$302,000,000
- Budget Stabilization: \$94,000,000
- Aspirational Investments: \$60,000,000

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

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] (...)”

TABLE 1 – History or Tax Reduction Reimbursement Grants

Fiscal Year	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027**
Tax Grant*	\$10.86	\$11.72	\$12.18	\$12.60	\$12.99	\$13.60	\$13.99	\$15.35	\$15.90	\$16.50	\$17.01
Annual increase	N/A	7.97%	3.95%	3.42%	3.09%	4.71%	2.87%	9.72%	3.58%	3.77%	3.09%
Reconciliation	-	-	-	-	-	-	\$0.385	\$0.867	\$119.1	TBD^	TBD
Post-Rec increase	-	-	-	-	-	-	-	7.39%	3.82%	TBD^	

*In millions of dollars.

**Projected as of 3/1/2026.

^Reconciliation for current fiscal year announced in Q4.

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	2026	2027**
Budget Grant*	N/A	\$3.8	\$4	\$4.12	\$4.24	\$4.37	\$4.5	\$4.74	\$4.89	\$5.02	\$5.14
Inflating Factor	N/A	N/A	5.26%	3.00%	3.00%	3.00%	3.28%	5.1%^	3.1%^	2.70%	2.50%

*In millions of dollars.

**Projected as of 3/1/2026.

^Denotes year when State of Michigan inflation multiplier was used instead of Municipal Cost Index

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	2026	2027
Aspirational Grant*	\$3.15	\$12.43	\$10.01	\$10.23	\$8.54	\$8.61	\$4.46	\$0.67	\$5.00	\$5.00	\$5.00

*In millions of dollars.

***Projected as of 3/1/2026.*

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. The duration and preservation of the endowment fund

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. The purposes of the institution and the endowment fund

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. General economic conditions

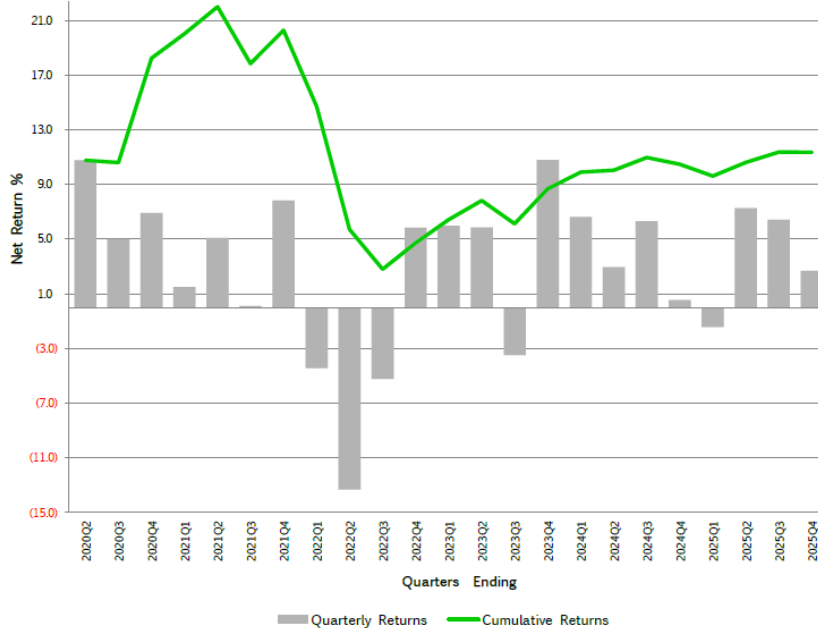


Table 4* below shows quarterly earnings and cumulative returns in FFE’s brief existence.

**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 are 7.50%. 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 12.31.2025, FFE has experienced “a since-inception inflation rate of 4.22%.” Future annual inflation rates of approximately 3% are accurate for FFE projections. That rate is applied to Budget 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.

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 would 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 would double every 27 years. This would 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 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

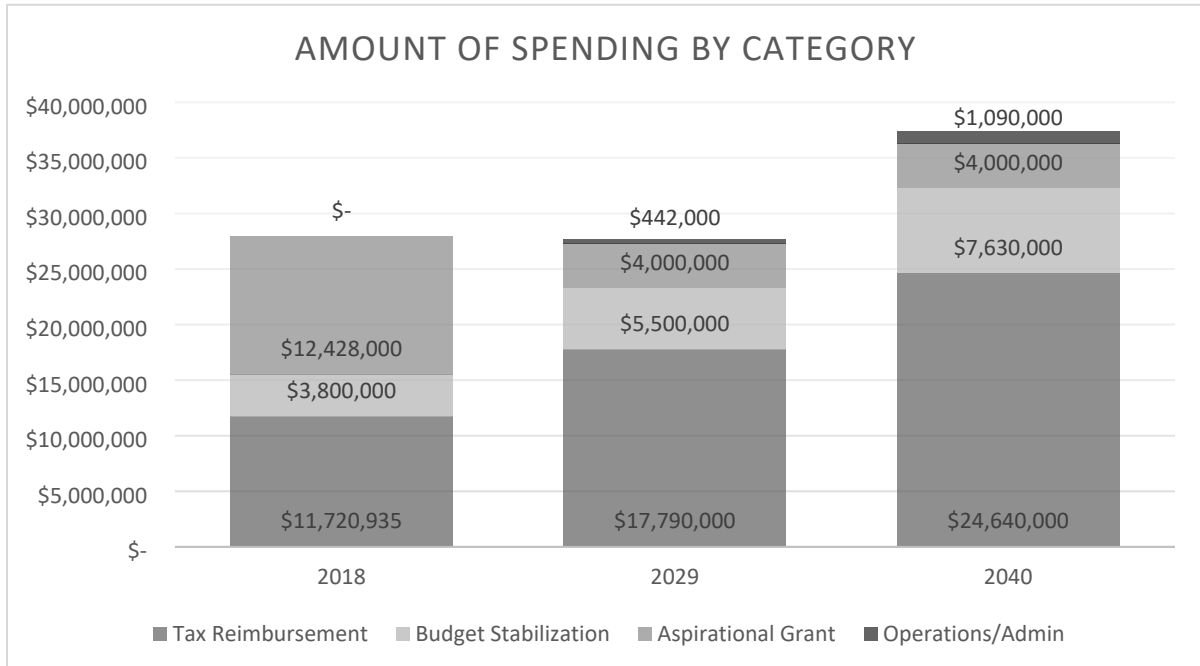
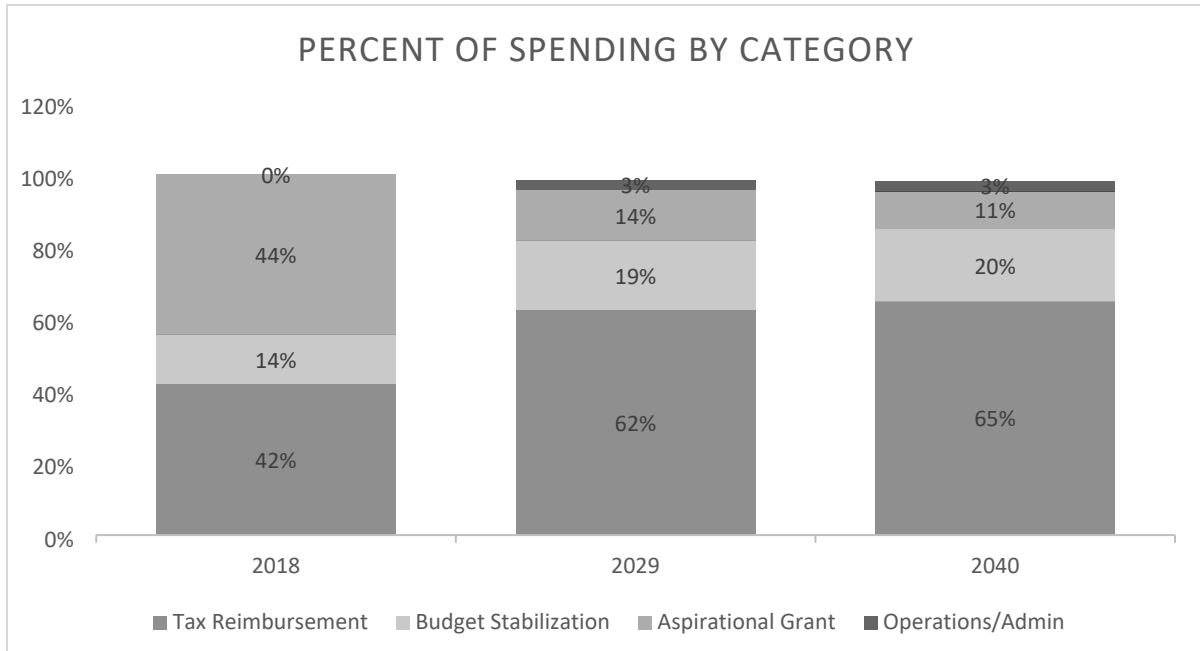


TABLE 8



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.

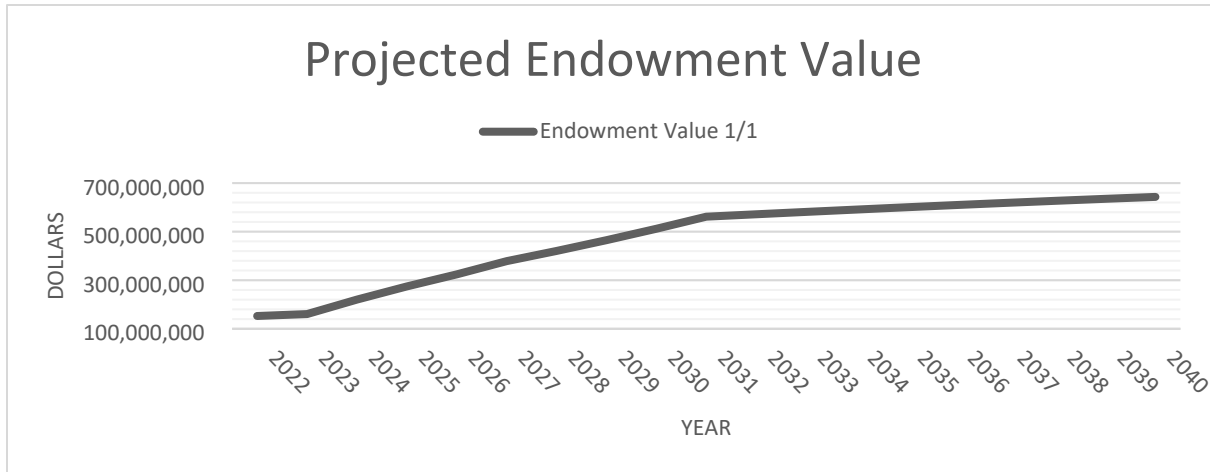
4. SPENDING POLICY CONCLUSION

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 2026 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 2026 APPROVAL

- March 2026 – City Tax Assessment Board of review provides estimated Tax information;
- March 30, 2026 – FFE Finance Committee recommends draft 2027 Disbursement amounts;
- April 27, 2026 – FFE Board adopts the draft 2027 Grant disbursement amounts;
- September 14, 2026 – FFE Committees review draft 2027 City request;
- September 28, 2026 – FFE Board reviews draft 2027 City request;
- October 5, 2026 – FFE Finance and Executive Committees review 2027 Budget and Grant;
- October 26, 2026 – FFE Board reviews and votes to approve 2027 Budget and Grant;
- January 2027 (First meeting) – City Commission votes to adopt 2027 Budget and Grant.



City Commission Agenda Report

City of Kalamazoo

Date: **4/27/2026**

Item: **D.3.**

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

FROM: Prepared by: Steve Brown, FFE Executive Director

DATE: April 27, 2026

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

RECOMMENDATION:

Approval of the following nominations for appointment and reappointment to the Foundation of Excellence Board of Directors:

- the re-appointment of **Adrian Vazquez-Alatorre** as the Affinity/Nonprofit Stakeholder Director for a three-year term ending on May 31, 2029.
- the re-appointment of **Ida Salas** as Business/Banking Stakeholder Director for a three-year term ending on May 31, 2029.
- the appointment of **Jose Alexis Mejia** as Arts Sector Stakeholder Director for a three-year term ending on May 31, 2029.
- the appointment of **Isabena Robinson** as Neighborhood Stakeholder Director (Eastside) for a three-year term ending on May 31, 2029.

BACKGROUND:

A one-page online and paper application was released with instructions for a one-month-long application period from 1.1.2026 to 1.31, 2026. Over 100 partners, City Commissioners and Board members along with select City staff were contacted to share the applications by email. Social media promotion created broad awareness of the application process. All eligible applications were assessed by Stakeholder Group and Nominating Committee members 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. No applicants may be in debt to the City or ineligible because of its codes or ordinances, which is determined by relevant City departments.

There were five eligible applications for the open Arts Sector Stakeholder Director position. Per the FFE Bylaws, the education stakeholder “shall be drawn from a local nonprofit art, music, or performing arts organization.” The nominating committee assisted by community stakeholders in the arts sector strongly selected Jose Alexis Mejia of the Kalamazoo Institute of Arts for his community engagement, innovative work with the KIA, and personal experience as a musician as well.

There were eleven eligible applications for 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 (1) representative on the Board at one time.” The nominating committee assisted by community stakeholders in the neighborhood sector also strongly selected Isabela Robinson, noting her long-term residence on the Eastside, professional and volunteer engagement in the community and strong application materials.

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

Consult (two-way conversation) – the community will have a chance to react to the project through two-way conversation.

FISCAL IMPACT:

ISABELA MIRANDA ROBINSON

COMMUNITY & CIVIC LEADERSHIP PROFILE

Community-rooted public-sector leader, neighborhood advocate, and economic development supporter with more than 17 years of lived experience on Kalamazoo's Eastside. Brings deep understanding of neighborhood systems, public funding, and cross-sector collaboration through service in county government, nonprofit governance, and community-based initiatives. Longstanding advocate for equitable economic development, resident voice, and sustainable investment aligned with the Imagine Kalamazoo Vision.

NEIGHBORHOOD & COMMUNITY ENGAGEMENT

Eastside Neighborhood Resident – City of Kalamazoo (2009–Present)

Resident of the Eastside neighborhood for 17 years with sustained engagement in neighborhood advocacy, community planning conversations, and local civic processes. Deep familiarity with neighborhood priorities related to housing stability, economic opportunity, public safety, and community assets.

Community Board Member & Volunteer – Kalamazoo, MI

Over 15 years of service as a community board member and volunteer supporting neighborhood-based and citywide initiatives. Advocated for equitable economic development, community-centered planning, and responsible stewardship of public and philanthropic resources.

BOARD & GOVERNANCE EXPERIENCE

Habitat for Humanity – Board Member (6 years)

Provided governance oversight and strategic guidance for affordable housing initiatives. Contributed to organizational stewardship, community partnerships, and long-term mission sustainability.

Habitat for Humanity – Family Selection Committee (8 years)

Served on the Family Selection Committee, supporting transparent and equitable processes for selecting partner families. Helped ensure alignment with organizational values, housing readiness, and community impact goals.

Southwest Michigan Childcare Resources – Board Member (5 years)

Supported governance, strategic planning, and organizational oversight for a regional early childhood support organization. Advanced access to childcare resources, workforce support, and systems coordination.

PROFESSIONAL EXPERIENCE

Program Director / Supervisor – Kalamazoo County Health & Community Services Department

Provide leadership within a public-sector system supporting children, families, and communities. Collaborate with nonprofit, philanthropic, healthcare, and educational partners across Kalamazoo County. Navigate public funding structures, compliance requirements, and data-informed decision-making.

ENTREPRENEURSHIP & ECONOMIC DEVELOPMENT

Founder / Owner – Pre-K International (Kalamazoo, MI)

Operate an early childhood education and workforce development enterprise serving local families and educators. Navigate regulatory systems, licensing, and sustainable business operations.

Managing Partner – Miralton LLC (Kalamazoo, MI)

Co-lead real estate development efforts focused on community-aligned housing and long-term neighborhood investment. Engage with city economic development processes, planning considerations, and regulatory frameworks.

EDUCATION

EDUCATION

Bachelor of Arts (B.A.), International Business
Universidade Estácio de Sá – Rio de Janeiro, RJ, Brazil

Bachelor of Arts (B.A.), Early Childhood Administration
Ashford University – San Diego, CA

Master's Degree, Early Childhood Education Leadership (Expected July 2026)

Jose Alexis Mejia, M.A

SUMMARY

Community engagement and equity leader with 7+ years of experience across higher education, nonprofits, and the arts. Currently serving in a senior role within a public arts institution, leading inclusive programming, partnerships, and access initiatives that center culture, creativity, and community voice. Known for building trusted relationships, designing impactful public-facing experiences, and advancing equity through strategic, people-centered approaches.

EDUCATION

Master of Arts, Youth and Community Development Western Michigan University, Kalamazoo, MI	June 2024
Bachelor of Science, Community Health Education Western Michigan University, Kalamazoo, MI	June 2018

PROFESSIONAL EXPERIENCE

Associate Director of Equity and Community Engagement, Kalamazoo Institute of Arts
Kalamazoo, MI. September 2024 - Present

- Lead the development and implementation of the KIA’s Inclusion, Diversity, Equity, and Accessibility (IDEA) strategic plan, fostering organizational change in collaboration with the Senior Leadership Team.
- Build and strengthen reciprocal partnerships with local community organizations to co-author and deliver inclusive programming and equitable access to art education and museum resources.
- Develop and execute a comprehensive community engagement strategy aligned with the KIA’s strategic goals, utilizing data-driven insights to enhance outreach and broaden audience engagement.
- Cultivate and manage relationships with diverse stakeholders, including visitors, members, volunteers, and ambassadors, ensuring that programming reflects community needs and perspectives.
- Establish and monitor performance metrics to measure internal and external IDEA initiatives, providing analysis and recommendations to guide continuous improvement and strategic planning efforts.

Navigation Specialist, Multicultural Affairs for Students, Western Michigan University,
Kalamazoo, MI. August 2023 – June 2024

- Develop and implement programs and initiatives relevant to the new beginner student population with assistance from the other academic and student affairs departments.
- Develop, prepare, and maintain student data by monitoring student progress & assessment of program elements.

- Advances student retention and graduation by providing student support as part of the navigator network.

Coordinator of Student Services, College Assistance Migrant Program (CAMP),
Western Michigan University,
Kalamazoo, MI. August 2022 – August 2023

- Provide comprehensive academic guidance to program scholars, including performing periodic assessments and monitoring progress.
- Assist with the implementation of all educational and supportive services activities by coordinating educational excursions and provide weekly workshops.
- Hire, train, evaluate, and supervise peer leaders and academic tutors.

Coordinator of Outreach and Recruitment, College Assistance Migrant Program (CAMP),
Western Michigan University,
Kalamazoo, MI. August 2018 - August 2022

- Identify, inform, and recruit students of seasonal/migrant farm working backgrounds in Michigan and South Texas.
- Coordinate with schools, state and local agencies to increase college access, student engagement, and retention to identify eligible participants
- Ability to work with first year students of diverse racial and ethnic cultures.
- Utilize Salesforce to track WMU applicants and connect with WMU's Admission office

Community Health Worker, Intercare Community Health Network
Bangor, MI. April 2018 – August 2018.

- Act as patient advocate and liaison between the patient/family and community service agencies (i.e. schools, Department of Health and Human Services, hospitals, etc.)
- Serve as cultural mediator and patient advocate as it relates to communication barriers.
- Improved access to health care service through reducing the need for emergency and specialty services.

TEACHING EXPERIENCE

Instructor, Western Michigan University: First Year Experience – FYE 2100 CAMP

Fall 2022 & Fall 2023

- College-success strategies and exposure for first-year CAMP students. The curriculum focuses on college readiness, exposure, and migrant and seasonal farmworker history to enhance CAMPc students' transition into college and fortify retention rates.

LEADERSHIP, & COMMITTEE INVOLVEMENT

Leadership Development

ONEplace Emerging Leader Academy (ELA), Cohort 2025

- Selected for a six-month, cohort-based leadership development program preparing emerging leaders for executive and governance roles in the nonprofit sector
- Engaged in intensive learning focused on equity, personal leadership development, collective impact, governance, strategic direction, fundraising, and cultural competency

Kalamazoo Institute of Arts, Inclusion Diversity, Equity & Access Cultural Competency Series, Participant & Staff Lead

- Participated in a multi-session institutional learning series on inclusion, identity, and cultural competency facilitated by Dr. Mark Orbe
- Engaged in reflective dialogue and arts-aligned professional development to support inclusive practice within a public arts institution

Boards, Committees & Advisory Service

- **Cesar Chavez March Event Committee;** Kalamazoo Cesar E. Chavez March. January 2019 – present
- **Committee Member;** Western Michigan University Latinx Employee Association. September 2019 - June 2024
- **Board Member,** El Concilio Kalamazoo. August 2020 – January 2023.
- **Co-Chair Executive Board,** Southwest Michigan Migrant Resource Council. January 2020 – January 2023.
- **Committee Member;** Western Michigan University Office of Diversity and Inclusion Teams. August 2018 – present.
- **Committee Member;** Western Michigan University MLK Gold Scholarship Committee. Fall 2020 – Spring 2021.
- **Committee Member;** Advocates for Latino Student Advancement in Michigan Education (ALSAME). May 2018 – August 2020.
- **Advisor;** Western Michigan University Registered Student Organization, Sigma Lambda Beta Fraternity Inc. August 2018 – Spring 2021.
- **Member;** National HEP/CAMP Association. Fall 2018 – Fall 2021.

PUBLIC SPEAKING, FACILITATION & CULTURAL LEADERSHIP

National | 2018–Present

Delivered keynote presentations, workshops, and facilitated experiences nationwide across education, arts, and community-based spaces.

Facilitator/Speaker

CoolSpeak The Youth Engagement Company

April 2023 – Present

- Provide experiential learning for students by teaching useful emotional and behavioral regulation techniques to coordinate postsecondary readiness, preparation and transition activities.
- Assist students in the development of college readiness, job readiness skills and personal qualities to prepare them for post secondary education.
- Perform all duties as deemed necessary, which are aligned in accordance with company policies and procedures to ensure student educational and behavioral goals and objectives are achieved.
- Collaborating with clients to develop action plans that center on the actualization of their stated ambitions.

Selected National Engagements (2024–2025)

Keynote Speaker & Facilitator unless otherwise noted

- Northwest College Assistance Migrant Program (CAMP) Consortium Conference: Yakima, WA
 - SLiCK Program Camps: Yuma, AZ; King City, CA (middle school, incoming freshmen, and returning students)
 - Partners for Rural Impact College Readiness Summit: Corbin & Richmond, KY
 - Philadelphia GEAR UP Celebration Week: Philadelphia, PA (Edison HS & South Philadelphia HS)
 - Community Action Partnership of San Luis Obispo County Couples Forum & Father’s Symposium — Pismo Beach, CA
 - TVCC Oregon Migrant Leadership Institute: Oregon
 - Saint Xavier University Student Leadership Training: Chicago, IL
 - National Association of State Directors of Migrant Education (NASDME)
 - University of Texas Rio Grande Valley Conference
 - Santa Ana College Student Kick-Off Event
 - Hampton City Schools College Readiness Conference: Hampton, VA
 - Allegheny Intermediate Unit 3 ESL Consortium: Pittsburgh, PA
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Additional Speaking & Facilitation Engagements (2018–2023)

- Latino Youth Conference, Grand Rapids Community College (multiple years)
 - Equity Within the Classroom Conference, Saginaw Valley State University
 - MI CAPP Student Leadership Summit , Battle Creek, MI
 - Latin Americans United for Progress (LAUP) Youth Leadership Conference, Holland, MI (Keynote)
 - Hispanic Youth Leadership Academy, Adrian, MI
 - Van Buren Intermediate School District Staff Orientation, Lawrence, MI
 - Campo to Campus at Western Michigan University
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CREATIVE PRACTICE & CULTURAL PRODUCTION

Founder & Creative Director, MiRosas

- Lead a multidisciplinary creative practice centered on music, storytelling, and cultural expression
- Produce and release original music projects that explore identity, memory, and community, distributed across major platforms
- Integrate creative practice with community engagement, public events, and arts-based programming

AWARDS

- Palma Award, Lambda Theta Alpha Sorority, Zeta Lambda Chapter, Western Michigan University, April 20, 2024
- Western Michigan University Office of Diversity and Inclusion Excellence in Diversity Award, College Assistance Migrant Program Team Recipient. July 14, 2020.

SOFTWARE PROFICIENCY

- Proficient in Microsoft Office Suite & (Word, Excel, PowerPoint) & Google Workspace proficiency (Google Docs, Sheets, Slides, Drive)
- Skilled in Social Media Platforms (Facebook, Twitter, Instagram, LinkedIn)
- Proficient in Adobe Premiere Pro (Videography)
- Canva proficiency: Designing visually engaging graphics for social media, marketing, and presentations



Kalamazoo
Foundation for
Excellence

FFE Board of Directors Staff Report

TO: Foundation for Excellence Board of Directors

FROM: Steve Brown, Executive Director

DATE: April 27, 2026

SUBJECT: Elect Officers for One-Year Terms

RECOMMEDATION:

Elect Officers for One-Year Terms Ending at the Annual Board Meeting to be held in April of 2027

BACKGROUND:

The Executive Committee recommended the following slate of officers for election at its March 30, 2026, meeting:

- President, Dr Andrea Bostrom
- Treasurer, Mary Balkema
- Secretary, Jamauri Bogan



Kalamazoo
Foundation for
Excellence

FFE Board of Directors Staff Report

TO: Foundation for Excellence Board of Directors

FROM: Steve Brown, Executive Director

DATE: April 27, 2026

SUBJECT: Approve Committee Appointments for One-Year Terms

RECOMMEDATION:

Approve Committee Appointments for One-Year Terms Ending at the Annual Board Meeting to be held in April of 2027

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.

BOARD MEMORANDUM
2026 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. Malcolm Hankins (City Manager)
5. _____ (Balkema, Bostrom, Drumm, Hankins, McKague, Mejia*, Parker, Robinson*, Salas, Vazquez-Alatorre, Westbury)
6. _____ (Balkema, Bostrom, Drumm, Hankins, McKague, Mejia*, Parker, Robinson*, Salas, Vazquez-Alatorre, Westbury)

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. _____ (Optional: Vice President)
3. _____ (Treasurer)
4. _____ (Secretary)
5. _____ (Anderson, Bogan, Hess, Wilson)
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. _____ (President, *ex officio*)
2. _____
3. _____
4. _____
5. _____

Audit Subcommittee

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

1. _____ (President, *ex officio*)
2. _____
3. _____
4. _____
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.



Kalamazoo
Foundation for
Excellence

FFE Board of Directors Staff Report

TO: Foundation for Excellence Board of Directors

FROM: Steve Brown, Executive Director

DATE: April 27, 2026

SUBJECT: (No Action) Director Thank You for Directors Carrel and Taylor

RECOMMEDATION:

(No Action) Director Thank You for Directors Carrel and Taylor

BACKGROUND: