

Agenda

FFE Board of Directors

Kalamazoo Foundation for Excellence

Monday, October 12, 2020

2:00 PM

This meeting will be streamed live on the City's Facebook page (<https://www.facebook.com/KalamazooCity/>) and YouTube Channel (<https://www.youtube.com/channel/UCIgXSSXLSDxThVaaiRMsR5Q>). Commenting instructions are contained in the public meeting notice.

A. CALL TO ORDER

B. APPROVAL OF MINUTES

1. Approval of September 14, 2020, minutes

C. REPORTS AND COMMUNICATIONS

1. Stakeholder Conversation: Affordable Housing
2. Staff Communication: Affordable Housing

D. REGULAR AGENDA

1. Approval of 2021 Board and Committee Meetings
2. Director Terms of Office
3. Final 2021 Budget Approval

E. PUBLIC COMMENTS

F. BOARD MEMBER COMMENTS

G. ADJOURNMENT

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 preview 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.

KALAMAZOO FOUNDATION FOR EXCELLENCE BOARD OF DIRECTORS

MINUTES

Meeting of September 14, 2020

A meeting of the Kalamazoo Foundation of Excellence (KFFE) Board on September 14, 2020 held by videoconference in accordance with the Governor Whitmer's Executive Order No. 2020-154 was called to order by President Graham-Williams at 2:05 pm. Board members: Hopewell, Ritsema, Anderson, Hess, Urban, Calderone-Huezo, Carrel, Dannison, Hoffman, Lonberg, Miller, C. Taylor, and Washington were present; Directors McFarlin and A. Taylor were absent. Also present were Legal Counsel/Recording Secretary Clyde J. Robinson, Deputy City Manager Laura Lam, FFE Manager Steve Brown, DEI Director Dorla Bonner, City CFO Steve Vicenzi, and United Way of Battle Creek and Kalamazoo Region President and CEO Chris Sargent.

The minutes of the Annual Board Meeting held April 27, 2020 as corrected were moved for approval by Director Washington and seconded by Director Anderson. There being no further discussion, the motion was approved by unanimous voice vote.

FFE Coordinator Steve Brown provided a staff report on 2020 Programs and COVID-19 Responses using FFE funding. City Diversity, Equity and Inclusion Director Bonner reported that in the past data was not collected on the individuals served by City and FFE funded programs. So as to create a baseline and to determine the impact and effect of FFE funded programs, demographic and income data will be collected. Chris Sargent of United Way reported on \$2,635,000 of FFE funding on four programs to assist Kalamazoo individuals, families and businesses impacted by the COVID-19 pandemic. This included the Disaster Relief fund which provided food and housing to individuals; the Small Business Loan Fund; the Digital Access for All program to provide internet access for 1000 Kalamazoo Public School households through a partnership with the Kalamazoo Public Library; and a Learning Hubs program in partnership with KYD Network, using a model which has proven successful in San Francisco and Cleveland

Discussion of the programs ensued with Emeritus Director Hopewell questioning why recipients of the Small Business Loan program could opt-out of permitting disclosure of receipt of program funds given the commitment by the FFE Board to transparency. It was noted that the program was not fully funded by the FFE, it was administered by the United Way, and small businesses may be uncomfortable with public disclosure that it needed to loan since it may have a negative impact on how other creditors may view the business. Note was also taken of the limited impact the program had on minority-owned businesses. President Graham-Williams indicated that care should be taken to avoid FFE funds being used in a manner which perpetuates existing racial and economic inequality.

Mr. Brown reported on efforts to provide local students with internet access at home. Director Washington commented that current crisis only serves to bring attention to the existing inequality faced by many students that do not have such access. Additionally the City Commission will be requested at its September 21, 2020, meeting to approve FFE funding to provide support for 4-5 Learning Hubs to assist 200 KPS students who have various challenges (English as a second language, disability, food insecurity, etc) over the course of the current school year. The program is based on a model used with success in San Francisco and Cleveland and will be administered by KYD Network and likely located in school buildings. The funds for the project are available due to the COVID-limited 2020 summer Recreation Department programming.

City CFO Steve Vicenzi provided the Finance Committee report. As of June 30, 2020, the FFE had a fund balance of \$85.5 million. In 2021, proposed awards to the City will be composed of about \$17,260,000 for Budget Stabilization/Tax Reduction purposes and about \$8,526,000 for Aspirational Projects.

Mr. Brown presented the Executive Committee report which noted the desire to increase diversity, equity and inclusion work with the Board.

President Graham-Williams inquired as to whether was any recorded public comments. She was informed that there were none. The President then asked if there were any Director comments.

Director Anderson made several points which included concerns by the City Commission that grants/loans to local businesses be done through an equity lens; that FFE funds (with the assistance of other sources) has permitted the City to provide disaster relief quicker than it has in the past and to a better degree than other communities; that said, there are still challenges in addressing homelessness, which a local millage request on the November ballot will provide assistance; he praised the efforts of the Investment Committee whose advice will permit continued growth in the FFE endowment; and given the recent spate of gun violence, noted a desire to use funds to address violence reduction efforts.

Director Lonberg voiced concerns regarding safety and policing and asked that consideration be made to reimagine how we as community care for each other; that we encourage everyone to do better.

Director C. Taylor asked that FFE funds spent on existing violence reduction programing be spend locally.

Director Urban noted the impact that the COVID-19 crisis has had on the criminal justice system; he suggested that FFE money might be spent to permit victims and those cooperating with law enforcement to go into hiding pending resolution of their cases.

Director Hoffman praised the efforts of the City Commission and City staff in the recent adoption of the Housing Equity ordinance. She asked whether this model might be used in the criminal justice context.

Upon the motion by Director Anderson, seconded by Director Carrel the meeting was adjourned by President Graham-Williams at 4:16 pm.

Minutes Drafted: September 21, 2020.

Minutes Approved:

Clyde J. Robinson, Recording Secretary

Foundation for Excellence Agenda Report

Date: **10/12/2020 FFE**

Item: **D.1.**

Kalamazoo Foundation for Excellence

TO: Foundation for Excellence Board of Directors

FROM: Prepared by: Steve Brown, Foundation for Excellence Manager

DATE: October 12, 2020

SUBJECT:

Approval of 2021 Board and Committee Meetings

RECOMMENDATION:

It is recommended that the Board review and approve the draft 2021 schedule of board and committee meetings.

BACKGROUND:

Meetings were fixed for the first time in regular days of week and times beginning in 2020. This was successful and staff recommends maintaining that. It is important to strike the right cadence and timing with FFE committee meetings and Board meetings, and also with City Commission meetings, in order for the FFE to effectively conduct its business. New meetings can be added throughout the year and canceled as needed in accordance with the Open Meetings Act. It is anticipated that meetings will be conducted by teleconference, with telephone-based public commenting and broadcast online, at least through the winter of 2021.

STRATEGIC VISION ALIGNMENT:

FISCAL IMPACT:

2021 Schedule of the FFE Board and Committees

Date of Meeting	Finance Committee	Executive Committee	Board of Directors
Monday, February 1	2:00 p.m.	3:00 p.m.	
Monday, February 15			2:00 p.m. Work Session
Monday, April 12	2:00 p.m.	3:00 p.m.	
Monday, April 26			2:00 p.m. Annual
Monday, August 30	2:00 p.m.	3:00 p.m.	
Monday, September 13			2:00 p.m. Business
Monday, October 11	2:00 p.m.	3:00 p.m.	
Monday, October 25			2:00 p.m. Business
Monday, December 13	2:00 p.m.	3:00 p.m.	
<i>Approved</i>	<i>10.12.2020</i>		
<i>Posted Publicly</i>			

Meetings are open to the public and held via web conferences viewable on the City's Facebook and YouTube pages until further notice, when they will resume in person in the Community Room of City Hall at 241 W. South Street.

Date: **10/12/2020 FFE**

Item: **D.2.**

Foundation for Excellence Agenda Report

Kalamazoo Foundation for Excellence

TO: Foundation for Excellence Board of Directors

FROM: Prepared by: Steve Brown, Foundation for Excellence Manager

DATE: October 12, 2020

SUBJECT:

Director Terms of Office

RECOMMENDATION:

It is recommended that the Board conduct its annual review of Director terms of office expiring in the coming year and direct staff to engage the governance facilitator and City Commission to prepare re-appointments and new appointment processes as needed for the April 2021 Board meeting.

1. Nathan Dannison, At Large City Director
2. Dr. Angela Graham-Williams, Healthcare Stakeholder Director
3. Barbara Miller, Neighborhood Director for Oakland/Winchell
4. Von Washington Jr., Education Director

BACKGROUND:

Please refer to the attached board table for information on appointment dates, term lengths, and term limits.

Bylaws, Section 4.02.:

City Directors

"As the initial terms of office for the Commission Directors and the At-Large City Director expire or as positions held by Commission Directors or the At-Large City Director become vacant or are about to become vacant, all future appointments to these positions shall be made by the City Commission. The City Commission shall nominate people to be considered to fill the position(s) of Commission Director and/or At-Large City Director and shall vote to nominate persons to fill any vacant positions."

Stakeholder Directors

"If a Stakeholder Director's term of office as a Director is about to expire or if the Director's position held by a Stakeholder Director is vacant or about to become vacant, the Stakeholder Group that nominates persons to this Director position shall be convened by the Governance Facilitator. The nominee can be the person who is currently serving as a Stakeholder Director, provided, however, that this person is not barred from being reelected and serving an additional term"

All Directors

"(...) all Director positions, except those of the *Ex officio* Directors, shall be filled by vote of the Board of Directors following nomination by the City Commission."

Articles of Incorporation, Article IV:

"A General Director may serve two (2) consecutive three year terms. Except as provided herein, after a General Director has served two (2) consecutive three year terms, this General Director must wait one year before he/she can be reelected or reappointed as a General Director. If a General Director serves two (2) consecutive full terms, but one of these terms is less than three (3) years, then this General Director may be reelected for a third consecutive term of three (3) years and then must wait one year before he/she can be reelected or reappointed as a General Director."

STRATEGIC VISION ALIGNMENT:

FISCAL IMPACT:

Board Group	Board Position	Name	Term	Rotation Class	Original Appoi	Reapp #1	Current Expirati	Terms w/ Partia	Term Limit
City Director	<i>Ex officio Director</i>	David Anderson	Term of office	N/A	11/11/2019		11/8/2021	N/A	N/A
City Director	<i>Ex officio Director</i>	James K Ritsema	Term of office	N/A	10/17/2017		Employment	N/A	N/A
City Director	Commission Director	Jeanne Hess	Term of office	Class I	6/1/2020		(11/13/23)	N/A	N/A
City Director	Commission Director	Jack C Urban	Term of office	Class I	1/2/2018		(11/8/2021)	N/A	N/A
City Director	At Large City Director	Nathan Dannison	3-year	Class III	1/2/2018		5/31/2021	1 of 2	5/31/2024
Stakeholder D	Neighborhood	Sandra Calderon-Huezo	3-year	Class I	1/2/2018	6/1/2019	5/31/2022	2 of 3	5/31/2025
Stakeholder D	Arts Community	Alisa Carrel	3-year	Class II	1/2/2018	6/1/2020	5/31/2023	2 of 3	5/31/2026
Stakeholder D	Healthcare	Dr. Angela Graham-Williams	3-year	Class III	1/2/2018		5/31/2021	1 of 2	5/31/2024
Stakeholder D	Housing Sector	Stephanie Hoffman	3-year	Class I	6/1/2019		5/31/2022	2 of 3	5/31/2025
Stakeholder D	Affinity Organization	Charlene Taylor	3-year	Class II	1/2/2018	6/1/2020	5/31/2023	2 of 3	5/31/2026
Stakeholder D	Business/Banking	Adam McFarlin	3-year	Class II	1/2/2018	6/1/2020	5/31/2023	2 of 3	5/31/2026
Stakeholder D	Neighborhood	Barbara Miller	3-year	Class III	1/2/2018		5/31/2021	1 of 2	5/31/2024
Stakeholder D	Neighborhood	Alice Taylor	3-year	Class II	1/2/2018	6/1/2020	5/31/2023	2 of 3	5/31/2026
Stakeholder D	Education	Von Washington Jr.	3-year	Class III	1/2/2018		5/31/2021	1 of 2	5/31/2024
Stakeholder D	Faith-Based Org.	Rachel Lonberg	3-year	Class I	6/1/2019		5/31/2022	2 of 3	5/31/2025
Non-Voting	Member Emeritus	Bobby J Hopewell	Lifetime Emeritu	N/A	10/17/2017		Lifetime		N/A

Date: **10/12/2020 FFE**

Item: **D.3.**

Foundation for Excellence Agenda Report

Kalamazoo Foundation for Excellence

TO: Foundation for Excellence Board of Directors

FROM: Prepared by: Steve Brown, Foundation for Excellence Manager

DATE: October 12, 2020

SUBJECT:

Final 2021 Budget Approval

RECOMMENDATION:

It is recommended that the Board approves the 2021 budget for Foundation for Excellence activities of the City of Kalamazoo of \$25,798,714, having concurred with its methodology and detail: \$4,243,600 for Budget Stabilization, \$13,016,024 for Tax Reduction, and \$8,539,090 for Aspirational Projects as outlined in the budget detail.

BACKGROUND:

The attached Budget Transmittal Memo contains a full summary and introduction to the budget, as well as an appendix outlining funding areas, and an appendix detailing FFE projected expenses in 2021. As in previous years, City staff has worked internally and with partner organizations to determine an Aspirational budget draft that marries financial need and program capacity of the City and partners for continuing and innovating new programs that are aligned by the FFE Articles of Incorporation, Mission Statement, and Imagine Kalamazoo 2025 Strategic Vision.

The process of formally conveying the budget began with discussions at the FFE Finance Committee on August 31, and moved through an initial full presentation to the FFE board on September 14. A full presentation to the City Commission followed on October 5. Pending approval of this recommended FFE disbursal, it will be included in the City budget for approval by the City Commission.

Staff remain grateful for the ongoing positive and fruitful discussions among board members and commissioners regarding Imagine Kalamazoo alignment in service to the entire community of Kalamazoo.

Note that an upward adjustment of \$12,353 for FFE personnel was made since the draft

presentation. No other adjustments have been made.

STRATEGIC VISION ALIGNMENT:



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.

This budget follows the method of determining the amount of the annual distribution set forth in section 9.03 of the bylaws and supports the FFE's crucial mission 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."

FISCAL IMPACT:

DRAFT MEMORANDUM

10/8/2020

To: President Dr. Angela Graham-Williams and the Board of Directors

From: Steve Brown, Foundation for Excellence Manager

Subject: The Recommended Fiscal Year 2021 FFE Budget of the City of Kalamazoo

Following successful presentations to this Board on September 14, and City Commission on October 5, I am pleased to present the final 2021 FFE budget of the City of Kalamazoo.

The proposed grant is \$25,798,714, which includes \$4,243,600 for budget stabilization, \$13,016,024 for tax reduction to City property taxpayers, and \$8,539,090 for aspirational projects as outlined in the budget detail. This budget follows the method of determining the annual distribution set forth in section 9.03 of the bylaws and supports the FFE's mission 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.

Since its creation in 2017, \$11.9 million of funds contributed in support of the FFE's goals have provided unprecedented financial stability for the City. With a stable budget, City services are being maintained and adapted to community needs based on the Imagine Kalamazoo 2025 Strategic Vision. Kalamazoo City property taxpayers have experienced relief from \$47.1 million of tax liability since 2017 following the reduction of the City's property tax millage from 19.2705 mills to 12.0000 mills. This reduction makes Kalamazoo more competitive in retaining and attracting residents, businesses, and jobs.

Finally, \$36.2 million has been budgeted for aspirational projects since 2017 for innovative projects and programs that align with the Imagine Kalamazoo vision, including the Youth Mobility Fund, affordable housing initiatives, complete streets and park improvements, economic development assistance to small businesses, and grantees of the Shared Prosperity Kalamazoo High Impact Fund.

The full potential and impact of the Foundation for Excellence investment in Kalamazoo is becoming increasingly evident over these initial years. To communicate this story, staff continue to present the work in the annual newsletter, annual financial report, and through online tools: the Imagine Kalamazoo project tracker (www.imaginekalamazoo.com/projects) and the tool that displays investment by City neighborhood and by goal area (www.kalamazoo.org/ffedashboard). Together with the FFE's online document library and public meetings, the FFE is living its culture of transparency and accountability for the public good.

On behalf of the City of Kalamazoo I would like to thank you the entire Board of Directors for your commitment to realizing the unique vision and impact of the Foundation for Excellence.

Respectfully Yours,



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.

Imagine Kalamazoo 2025 Goals and FFE Programs	Total 2017-2020 Grants to City*	Proposed 2021 Grant to City
Budget Stabilization	\$11,920,000	\$4,243,600
Tax Reduction	\$47,092,033	\$13,016,024
Subtotal	\$59,012,033	\$17,259,624
Aspirational Projects		
Safe Community		
Lead Services Replacements	\$2,000,000	\$500,000
Complete Neighborhoods, Connected City, Inviting Public Places		
Great Neighborhoods: Infrastructure	\$7,950,000	\$1,782,500
Great Neighborhoods: Park Enhancements	\$4,180,000	\$4,500
Neighborhood Engagement and Activation	\$300,000	\$100,000
Downtown: Inviting and Accessible Spaces	\$500,000	
Youth Development		
MyCity Summer Youth Employment	\$3,150,000	\$825,000
All Things Possible (ATP)	\$308,800	\$134,674
SuperRec	\$400,400	\$175,358
Youth Mobility Fund (YMF)	\$750,000	
Digital Access for All (DAFA)	\$200,000	\$100,000
Shared Prosperity		
Shared Prosperity Kalamazoo High Impact Fund	\$2,106,500	
Economic Vitality		
Economic Development	\$7,250,000	\$1,933,200
Affordable Housing	\$5,275,000	\$2,410,000
Environmental Responsibility		
Home Energy Efficiency Audit Pilot	\$66,000	\$92,000
Good Governance, Program Costs		
FFE Personnel	\$1,263,830	\$481,858
Communication & Evaluation	\$200,000	
FFE Projected Expenses	\$236,500	
Total 1% Contingency per Goal Area	\$97,983	
Subtotal	\$36,235,013	\$8,539,090
TOTAL	\$95,247,046	\$25,798,714

* Values will reflect 2020 COVID response resources following the City's end-of-year budget adjustment.

APPENDIX A

Budget Descriptions

1. TAX REDUCTION

Bylaws, Section 9.03, Subsection A: “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, so as to provide the City a tax rate that is correlative to other municipalities in the Kalamazoo area (...)”

- Total 2021 Projected Taxable Values = \$1,790,251,517
- Projected difference in taxes under 19.2705 mills and current 12 mills = \$13,016,024

2. BUDGET STABILIZATION

Bylaws, Section 9.03, Subsection B: \$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, so as to address the structural revenue imbalance to City finances due to Michigan's broken municipal finance system. 2017, N/A; 2018, \$3.8M; 2019, \$4M; 2020, \$4.12M; 2021, \$4.23M.

3. ASPIRATIONAL PROJECTS AND PROGRAMS

Bylaws, Section 9.03, Subsection C: 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 (...)

A. Safe Community

Lead Services Replacements: The City of Kalamazoo’s Lead Water Service Replacement Program meets or exceeds all requirements, including new and more stringent laws passed in recent years. The City of Kalamazoo has been proactive with a lead water services replacement program that has been in place since 1992. At pre-2016 rates total system-wide lead service replacements would have taken 100 years to complete. Because of the FFE and other additional funding sources, lead service replacements are now funded at a rate to enable completion of system-wide replacements in 20 years. Approximately 70-80 water service replacements are anticipated as a result of FFE, consistent with previous years but depending on overall cost.

B. Complete Neighborhoods, Inviting Public Places, Connected City

Great Neighborhoods: Infrastructure: This year’s request focuses on repairing and replacing sidewalks in priority areas within ¼ mile of a school or other key community asset – a priority included in the Imagine Kalamazoo Master Plan, as well as extending Kalamazoo River Valley Trail in two significant areas between downtown and core neighborhoods. Funding for tree planting and management are also once again included, as are new sources for traffic calming and beautification of core neighborhoods.

C. Neighborhood Engagement and Activation

- a. **Neighborhood Planning:** seven neighborhood plans have been adopted to date (Edison, Eastside, Northside, Oakwood, Vine, Oakland Winchell, and Parkview Hills).
- b. **Expungement Clinic:** The FFE-funded expungement clinic has successfully helped residents exercise their right to have past offenses expunged and help to clear a path to employment and success for community members that have made mistakes in their past. This program will continue in 2021.

D. Youth Development

- a. **MyCITY (formerly YOU):** This program of the Kalamazoo Regional Educational Service Agency (KRESA) has partnered with the City since 2006. MyCITY Kalamazoo was modified because of COVID-19 to a predominantly virtual model for 2020 to allow for a safe and productive paid career exploration experience for youth ages 14-21 in the City of Kalamazoo. There were 154 participants who engaged in the virtual Career 101 and Career 2.0 pathways this summer which included activities guided by a Career Coach and focused on areas such as employability skills, career exploration, career pathway planning and industry focused project-based learning. Of the 154 participants, 65% earned a retention bonus for actively engaging fully in the program from start to finish. An additional 20% took advantage of the opportunity to make up incomplete activities from previous weeks and complete an optional career pathway planning bonus activity. The CareerNOW pathway of MyCITY Kalamazoo provided short term training opportunities in Certified Nurse Aide, Construction Trades, and Early Childhood Education through a combination of in-person and virtual classroom sessions.
- b. **All Things Possible (ATP):** A middle to high school summer transition program designed to eliminate skill gaps from the “summer slide.” Each day consists of work skills, life skills, recreational activities, talent development, and career/educational exposure. Attendance of ATP grew from 30 to 50 participants in 2018 and 2019. In 2020 the program was reduced to 50% capacity because of COVID-19 and turned into three, two-week programs. Twenty-five unique youth participated throughout the summer.
- c. **SuperRec:** Kalamazoo’s only free drop-in summer camp for youth. In 2019 the Kalamazoo Parks and Recreation Department’s SuperRec program built on the successful 2017 and 2018 expansions because of clear demand from families and added an additional site location. SuperRec works in City neighborhoods to offer free, socially enriching experiences to children aged 7 to 14, primarily those from underprivileged communities and backgrounds. Unique participants grew from 290 in 2017 and 304 in 2018 to 400 in 2019. Because of COVID-19, capacity was reduced to 50% at each site and a total of 146 unique were served youth throughout six, one-week sessions.
- d. **Digital Access for All (DAFA):** A partnership of Kalamazoo Public School, Kalamazoo Public Library, and the Kalamazoo Promise offers free Internet access to up to 1,000 KPS households. This helps students across the system more equitably participate in distance learning, become comfortable with technology, and explore the opportunities that are available online.
- e. **The Youth Mobility Fund (YMF):** A community partnership with Metro, KPS, and Kalamazoo Youth Development Network that provides fare-free transportation to public high school students. The program provided over 150,000 fare-free public bus rides in its pilot year from August 2019 to June 2020. Metro buses remain limited at 20% capacity due to COVID-19, and in response KPS will initially issue 400 Youth Mobility Fund cards to students who opt-in and are priority eligibility for the first trimester of the 2020-2021

school year.

E. Economic Vitality, Shared Prosperity

a. Economic Development

- i. **Business Development Fund:** A fund that makes significant resources available through the Small Business Program, including Technical Assistance, Business Grants up to \$2,500, Business Loans up to \$35,000 for eligible activities and Gap Financing up to \$25,000 for businesses that have received 75% of their needed financing through traditional lenders.
- ii. **Neighborhood Plan Projects:** New strategies include targeting ideas to neighborhood plans as they are created, including expansion of façade improvements to business signage created in collaboration with local artists and planned pop-up retail pilot.

b. Affordable Housing

- i. **Pathways Home Partnership:** A housing partnership of the City, Kalamazoo Neighborhood Housing Services, and Open Doors to move Kalamazoo residents from homelessness to homeownership.
- ii. **Site Acquisition:** A project supporting site acquisition in priority places to rebuild housing and mixed-use buildings.
- iii. **Housing for All:** A loan program for affordable housing infill. The program supports mixed-use development for small developers and Incremental Development Alliance coaching. It funds Low Income Housing Tax credit project gaps.
- iv. **Tax Foreclosure Prevention:** A program created in partnership with Kalamazoo County with an annual goal of zero tax foreclosures in the City of Kalamazoo.
- v. **Clouded Title Clearing:** A unique effort with the County to identify and assist families in addressing unclear ownership of homes to create wealth in those families. In its first year, 2020, this program created a total of \$334,000 of fair market value for eight families in core neighborhoods from an investment of \$4,400 FFE dollars.

F. Environmental Responsibility

Home Energy Efficiency Audit Second Year: the second year of the pilot program will continue to collect data by offering no-cost energy audits to clients, performing energy efficiency upgrades, working with minority contractors to explore opportunities to expand professional certifications, and engaging with housing program clients to ensure more efficient, safe, and comfortable homes.

G. Good Governance, Program Costs

- a. **FFE Personnel:** existing full-time positions are the Shared Prosperity Kalamazoo Coordinator, Neighborhood Activator, Youth Development Coordinator, and FFE Manager; the existing half-time positions are the Grants Specialist and Deputy City Manager responsible for FFE.
- b. **Communication and Evaluation:** staff will continue to implement the 2017 engagement strategy while adding new tactics to reflect a maturation of the FFE and its needs. Awareness-building, values alignment, and new tools will be the focus. There will also be added emphasis on tracking and evaluation of individual programs and projects as well as

- the overall outcome of FFE investments.
- c. **FFE Projected Expenses:** (SEE Appendix B)

APPENDIX B

FFE Projected 2020 Expenses Description

Direct expenses for the Foundation for Excellence in the 2021 fiscal year are projected to total \$219,000. As planned, these costs will be paid directly from the FFE's endowment account beginning with the 2021 fiscal year and moving forward and reported by to the Finance Committee in regular reports.

FFE Projected 2021 Expenses

Investment Consultant	180,000
Annual Independent Audit	7,500
Investment Due Diligence	6,500
Community Outreach	10,000
Board Liability Insurance	7,500
Investment Committee Liability Insurance	7,500
Total Projected Expenses	219,000

Other projected costs are Investment Manager Expenses and Investment Account Fees associated with managing the FFE endowment. Investment manager expenses are anticipated to increase significantly from 2019 due to the launch and partial funding of the endowment. The Foundation's investment strategy will have a once-annual cash flow requirement for paying expenses. These fees will be combination of base account fees and a percentage of investment.

Other Projected 2021 Expenses:

Investment Manager Expenses	\$250,000 estimate
Investment Account Fees	\$500,000 estimate