The Kalamazoo Foundation for Excellence (FFE)

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Kalamazoo, Michigan

+ Located between Detroit and Chicago
+ Population 76,000
+ Poverty rate of 32%
+ Major employers: healthcare, higher education
Like many cities, Kalamazoo has faced increasing deficits over recent years+
  + Michigan's broken municipal funding model
  + Reduced property tax revenue
  + Rising healthcare and energy costs
Priority: Create Long-Term Sustainability

2014 Outlook

- Ongoing Revenues
- Ongoing Expenses
Identify Sustainable Revenues

+ Blue Ribbon Revenue Panel
+ Ten options were explored in-depth
+ Five were recommended
+ Even so, none fully addressed needs
A New Model

+ Continue status quo of more cuts and reduced services?
+ Pursue an income tax?
+ The community vision of Imagine Kalamazoo 2025 required resources
A New Model

+ Mayor Bobby J Hopewell and City Manager James K Ritsema explored a new option with community partners, and created The Foundation for Excellence
The Foundation for Excellence
+ Incorporated in 2017

Three Reasons for Being
+ Support City budget stability
+ Lower City property taxes
+ Support investment in aspirational programs in the city
Aspirational Fund Goals

+ Address generational poverty
+ Promote youth development
+ Remove barriers to employment
+ Address infrastructure needs
+ Help improve neighborhoods
Governance and Administration

+ Independent and accountable 501(c)3
+ Fifteen-member Board of Directors including ten stakeholder directors
+ Operated as a public body subject to the Open Meetings and Freedom of Information Acts
+ City Commission approval required
Vision and Values

+ Steward endowment in perpetuity
+ Maximize transparency at all stages
+ Leverage unique position between philanthropy and government
+ Respond innovatively and equitably to community needs
Imagine Kalamazoo 2025

http://www.imaginekalamazoo.com/

Creating a more prosperous future for our city.
Affordable Housing

+ Policy Work
+ Building and Rehabbing
+ Innovative Services
Economic Development

+ Grants and Loans to small business
+ Technical Assistance
+ Façade improvements
Youth Development

+ SuperRec - free drop-in summer camp
+ All Things Possible - horizon building
+ MyCity - Summer Youth Employment
+ Youth Mobility Fund
+ Digital Access for All
Infrastructure Investment

+ Removing lead water services
+ Repairing roads
+ Repairing sidewalks
+ Planting and trimming trees
+ Modernizing park equipment
Other Investments

+ Permanent Expungement Clinic
+ Tax Foreclosure Prevention
+ Financial Opportunity Center
+ Ongoing listening and research
Communication

+ Direct mailing
+ Web and social media
+ Public meetings
+ Mapping tool
Investment Map

• A public tool for all to use
• Shows investments by goal area and location
• Data is anonymous
• www.kalamazooicity.org/ffedashboard
Self-Reflection or Peer Activity

+ How can government and philanthropy partner around your community’s vision?

+ Key opportunities might include: Infrastructure, challenges no one wants to tackle, breaking tough silences, giving permission to think big and over generational timeframes...