

# MICHIGAN COMMUNITY FOUNDATIONS DATABOOK

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**2015**

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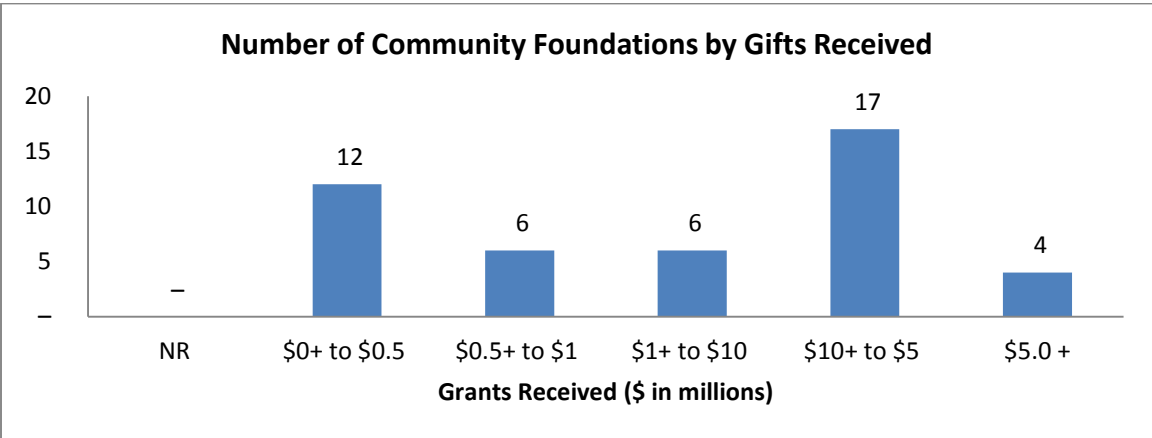
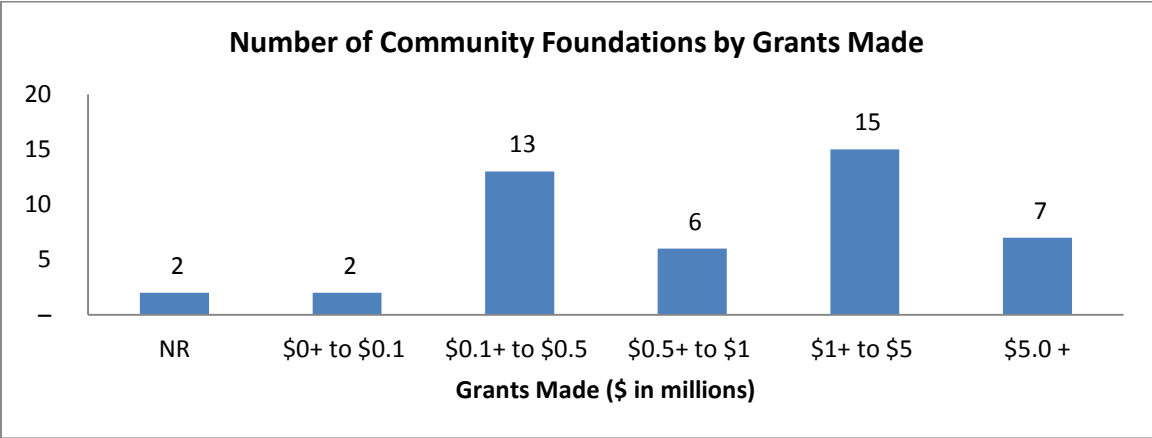
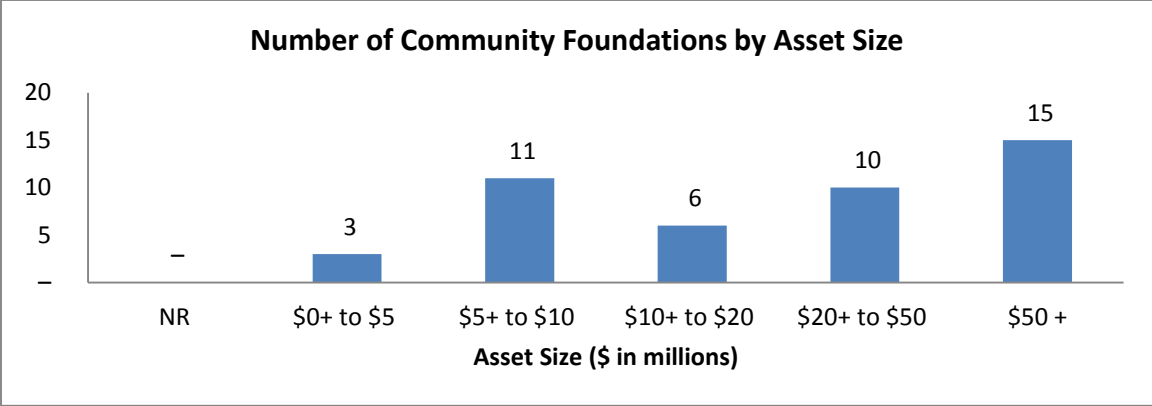
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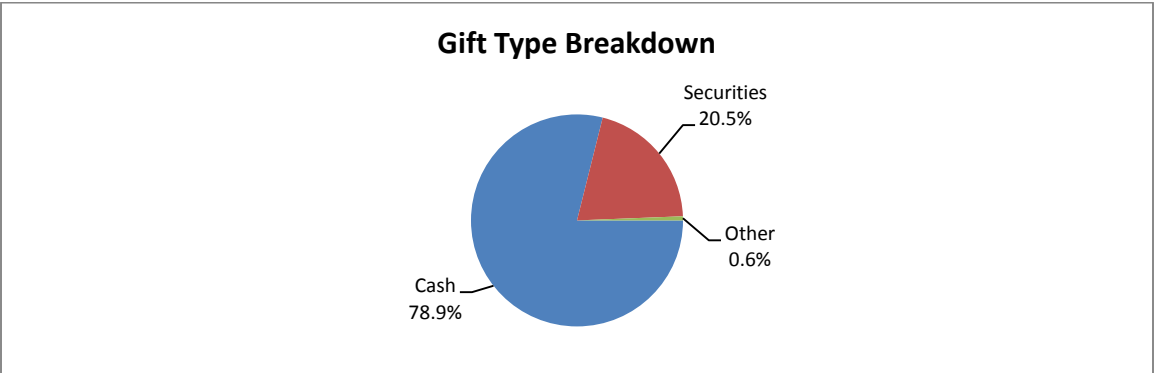
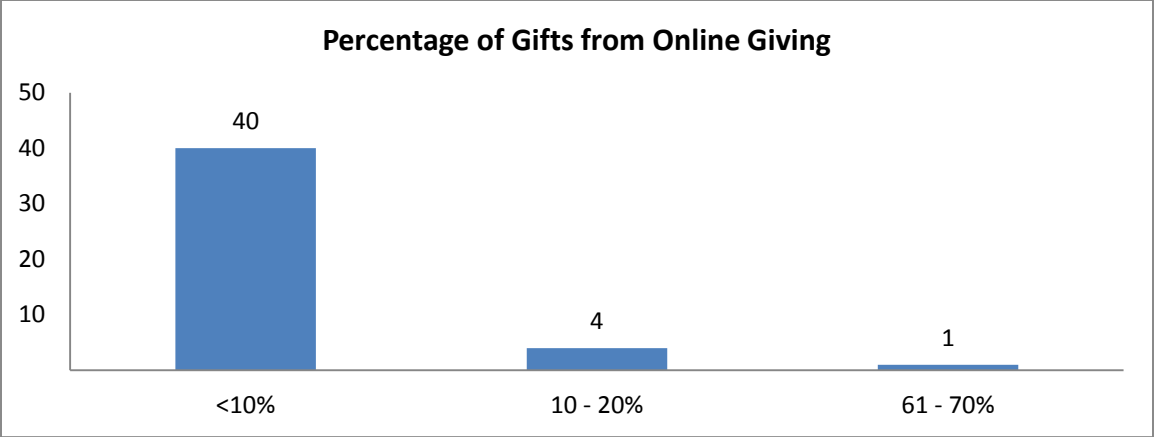
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## **Section I: Finance and Operations**

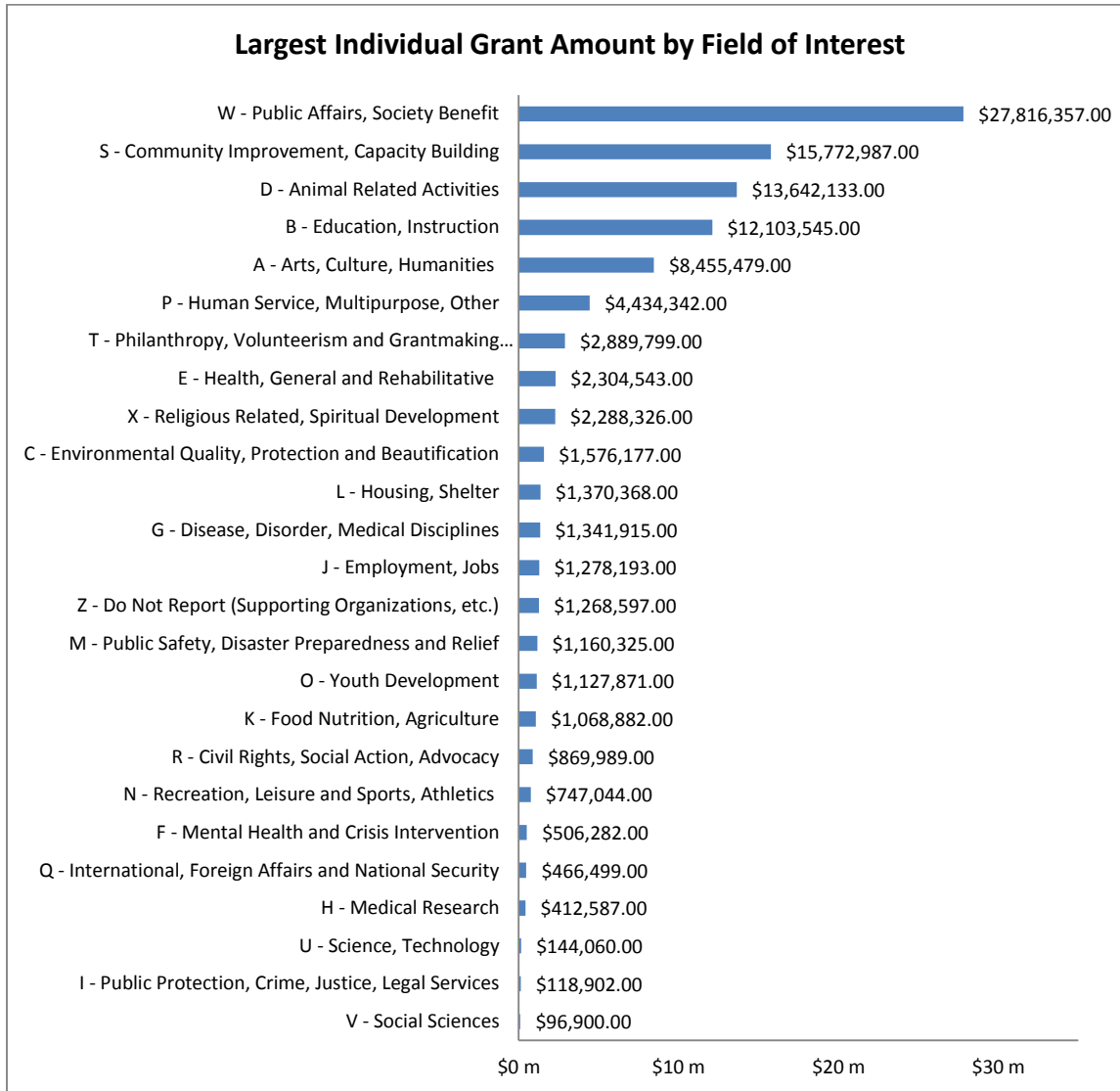
## Community Foundation Data Summary (As of foundation's latest FYE)

Community Foundation	Assets	Grants Made	Gifts Received
Community Foundation for Southeast Michigan	\$765,265,744	\$100,881,344	\$84,126,748
Kalamazoo Community Foundation	\$449,115,370	\$18,121,223	\$9,435,755
Grand Rapids Community Foundation	\$329,413,892	\$10,673,454	\$16,776,942
Fremont Area Community Foundation	\$229,477,664	\$7,243,851	\$6,338,648
Community Foundation of Greater Flint	\$165,786,977	\$4,603,786	\$2,236,067
Community Foundation for Muskegon County	\$156,575,533	\$12,441,563	\$23,281,380
Battle Creek Community Foundation	\$113,010,571	\$7,610,443	\$5,737,380
Midland Area Community Foundation	\$87,495,897	\$4,695,918	\$5,529,155
Grand Haven Area Community Foundation	\$83,973,302	\$3,875,058	\$4,782,327
Capital Region Community Foundation	\$83,462,712	\$4,132,308	\$3,288,617
Ann Arbor Area Community Foundation	\$77,656,338	\$4,971,047	\$4,186,573
Saginaw Community Foundation	\$56,865,264	\$1,591,718	\$10,684,490
Community Foundation of the Holland/Zeeland Area	\$54,408,241	\$4,428,313	\$5,810,456
Grand Traverse Regional Community Foundation	\$52,346,125	\$5,727,253	\$4,585,100
Community Foundation of St. Clair County	\$51,637,408	\$2,135,519	\$4,733,407
Petoskey-Harbor Springs Area Community Foundation	\$37,159,218	\$2,047,776	\$3,308,084
Bay Area Community Foundation	\$36,179,120	\$1,981,713	\$1,179,736
Community Foundation for Northeast Michigan	\$36,002,820	\$1,015,447	\$5,428,415
Charlevoix County Community Foundation	\$30,700,162	\$1,726,749	\$2,559,416
Barry County Community Foundation	\$28,728,641	-	\$2,552,850
Greenville Area Community Foundation	\$28,667,816	\$946,758	\$2,911,041
Community Foundation of the Upper Peninsula	\$24,185,690	\$1,491,142	\$1,268,490
Sturgis Area Community Foundation	\$23,875,186	\$930,927	\$615,882
Jackson Community Foundation	\$22,764,363	\$1,012,603	\$1,521,144
Lenawee Community Foundation	\$21,212,876	\$1,103,669	\$1,454,585
Allegan County Community Foundation	\$18,279,041	\$631,811	\$545,265
Mt. Pleasant Area Community Foundation	\$15,176,582	\$371,157	\$991,870
Hillsdale County Community Foundation	\$14,222,280	\$917,342	\$1,227,368
Four County Community Foundation	\$13,733,922	\$340,567	\$259,671
Community Foundation of Marquette County	\$13,410,283	\$762,837	\$898,015
Tuscola County Community Foundation	\$10,217,167	\$451,050	\$410,722
Mackinac Island Community Foundation	\$9,944,621	\$228,515	\$1,321,284
Cadillac Area Community Foundation	\$9,234,227	\$112,030	\$149,298
Lapeer County Community Foundation	\$9,195,636	\$291,594	\$177,980
Frankenmuth Community Foundation	\$9,030,651	\$616,362	\$1,218,269
Michigan Gateway Community Foundation	\$8,911,403	\$405,641	\$414,110
M&M Area Community Foundation	\$8,127,062	\$335,626	\$542,195
Roscommon County Community Foundation	\$6,733,545	\$73,784	\$190,443
Community Foundation of Monroe County	\$6,446,302	\$103,047	\$402,164
Shiawassee Community Foundation	\$6,134,071	\$206,542	\$416,558
Branch County Community Foundation	\$5,982,325	\$156,481	\$382,117
Albion Community Foundation	\$5,012,428	-	\$639,825
The Huron County Community Foundation	\$3,878,129	\$31,364	\$178,569
Otsego County Community Foundation	\$3,673,094	\$280,847	\$132,161
Chippewa County Community Foundation	\$2,911,725	\$125,768	\$158,952
<b>2015 Survey Total</b>	<b>\$3,226,221,424</b>	<b>\$211,831,947</b>	<b>\$224,989,524</b>
<b>2014 Survey Total</b>	<b>\$3,020,891,617</b>	<b>\$149,692,308</b>	<b>\$214,874,439</b>

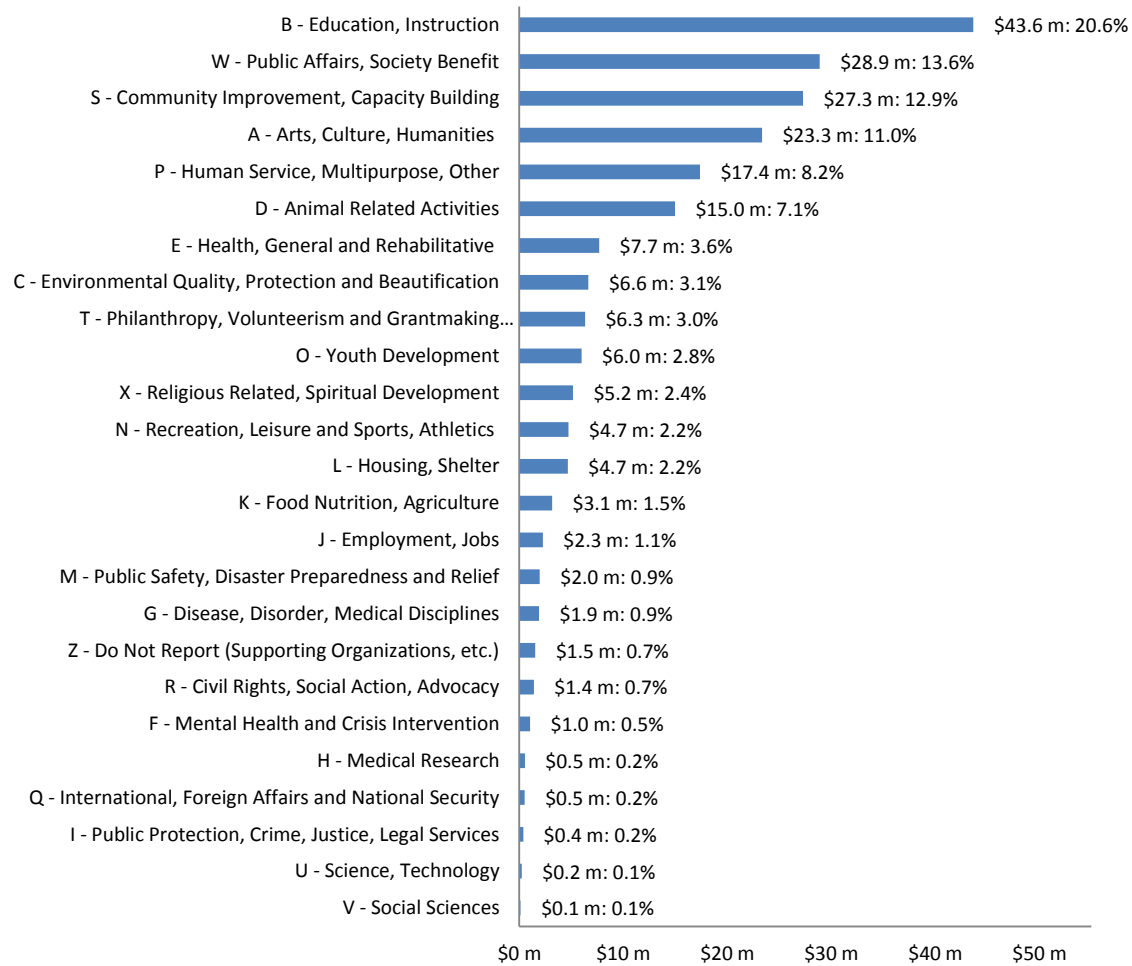




## Grants – Field of Interest Break Down



## Total Annual Grant Amounts by Field of Interest

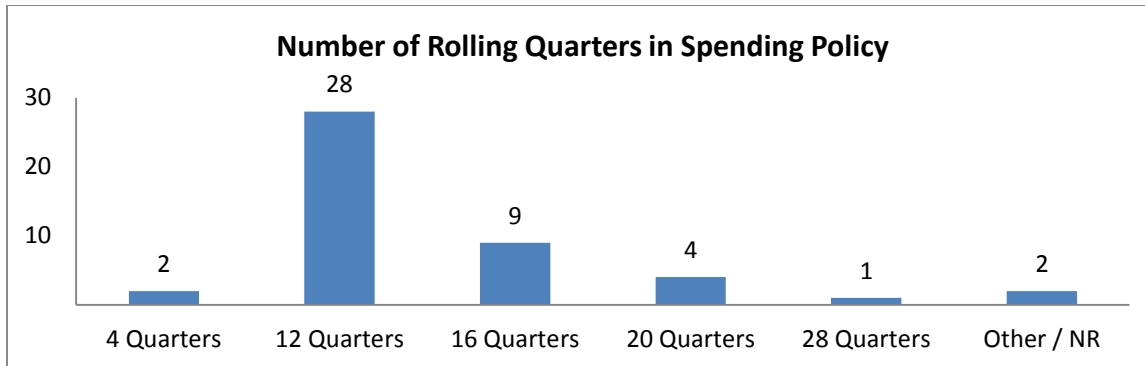




## **Section II: Finance and Operations**

### Number of CFs by General Spending Policy

GSP Percentage	Admin Fee Included	Admin Fee Excluded	No Response
4.0%	–	10	–
5.0%	15	16	3
6.0%	3	–	–
<b>Total</b>	<b>18</b>	<b>26</b>	<b>44</b>



### Average Number of FTEs by Department

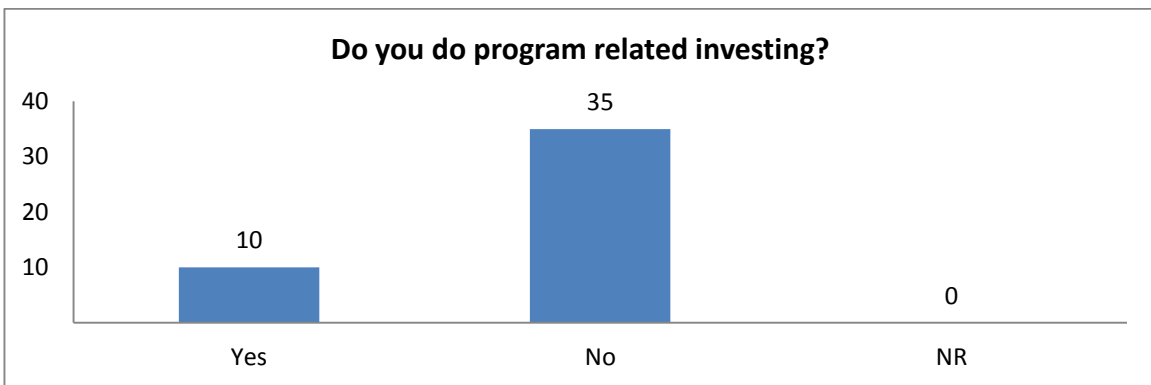
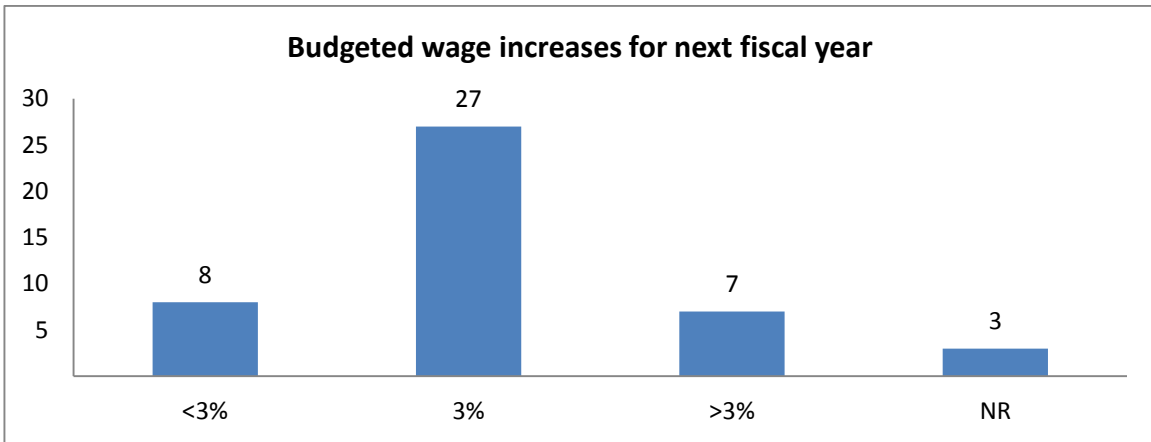
Asset Category	CEO/Exec Director	Communica-tions	Development	Finance & Admin	General Support	Other	Program	Tech
<b>\$0+ to \$5</b>	0.9	0.0	0.0	0.3	0.4	0.0	0.3	0.0
<b>\$5+ to \$10</b>	1.0	0.5	0.5	1.5	0.8	0.5	1.0	
<b>\$10+ to \$20</b>	0.9	0.0	0.0	0.5	0.8	0.0	1.3	0.0
<b>\$20+ to \$50</b>	1.0	0.6	0.3	1.6	0.5	0.0	1.5	0.1
<b>\$50 +</b>	1.1	1.3	2.8	3.3	1.1	1.0	4.2	0.3

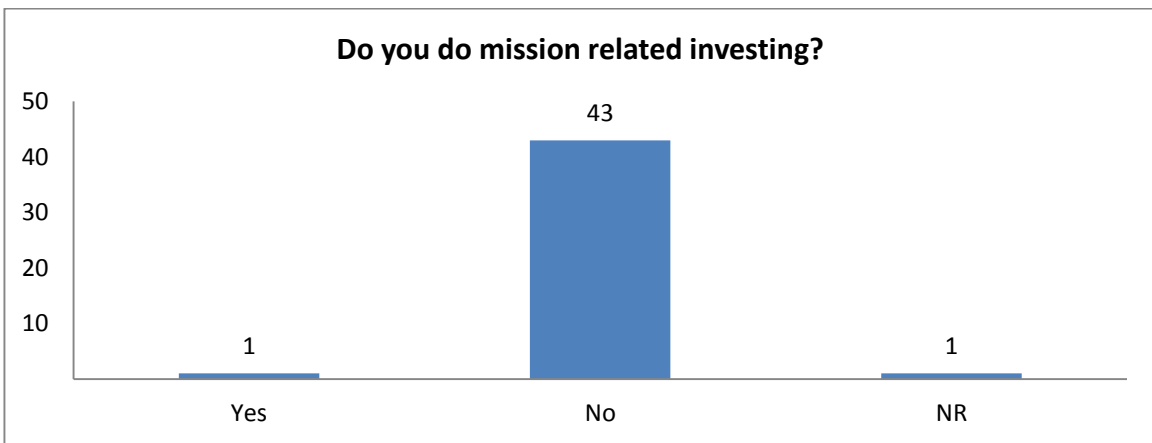
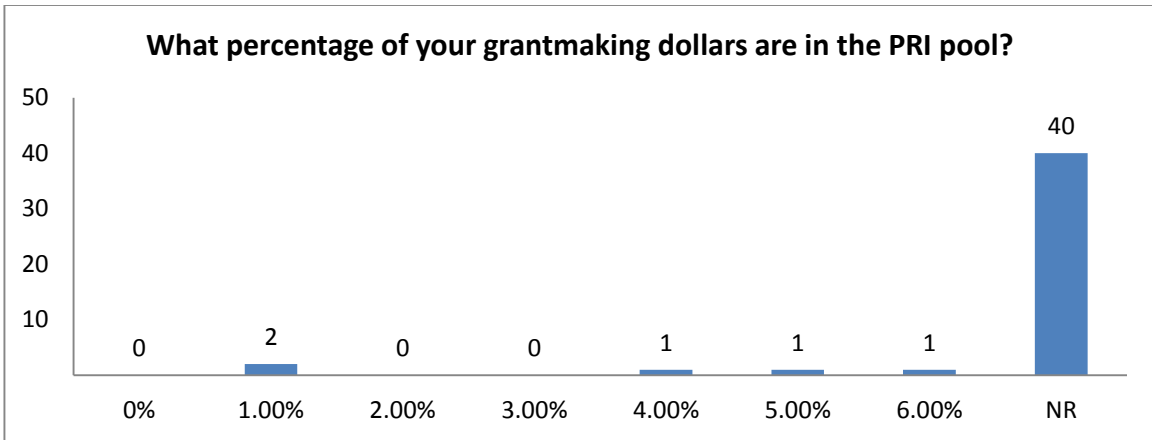
### Average Number of Transactions per Year

Asset Category	FTE	# of Funds	Grants Requested	Grants Approved	Gifts Received
<b>\$0+ to \$5</b>	0.54	68	62	73	503
<b>\$5+ to \$10</b>	0.92	85	246	105	511
<b>\$10+ to \$20</b>	0.61	162	289	229	929
<b>\$20+ to \$50</b>	0.95	263	530	427	1,790
<b>\$50 +</b>	2.14	655	1,225	1,170	2,453

## Fees on Funds

Fund Type	0 - 0.49%	0.5 - .99%	1.0 - 1.49%	1.5 - 1.99%	2.0 - 2.49%	3.0% +	Other
Donor Advised	1	2	26	12	5	0	0
Pass-Through	5	1	8	2	9	6	11
Agency	1	6	31	7	1	0	0
Scholarship	1	1	12	14	18	0	1
Other	2	0	8	1	5	1	0
Designated Fund	2	3	30	7	3	0	0
Field of Interest	1	1	24	12	7	0	0

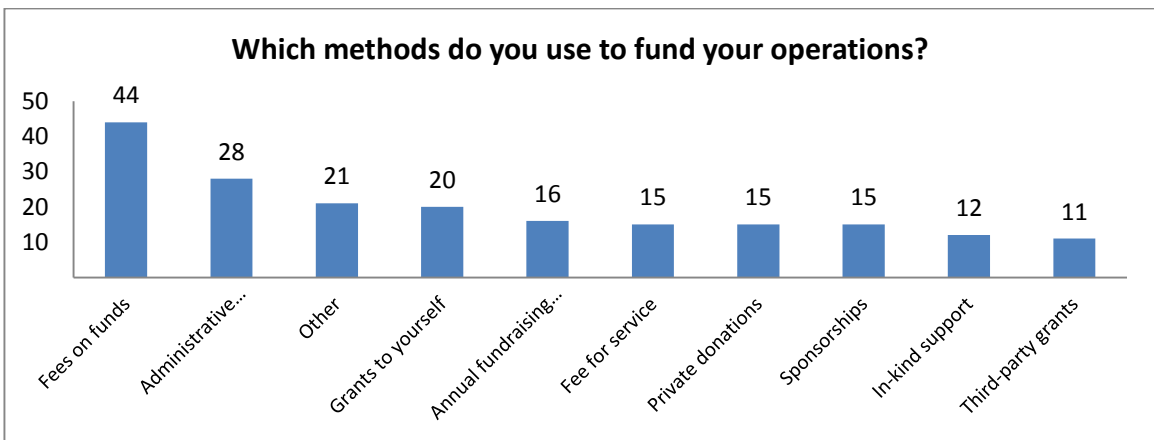
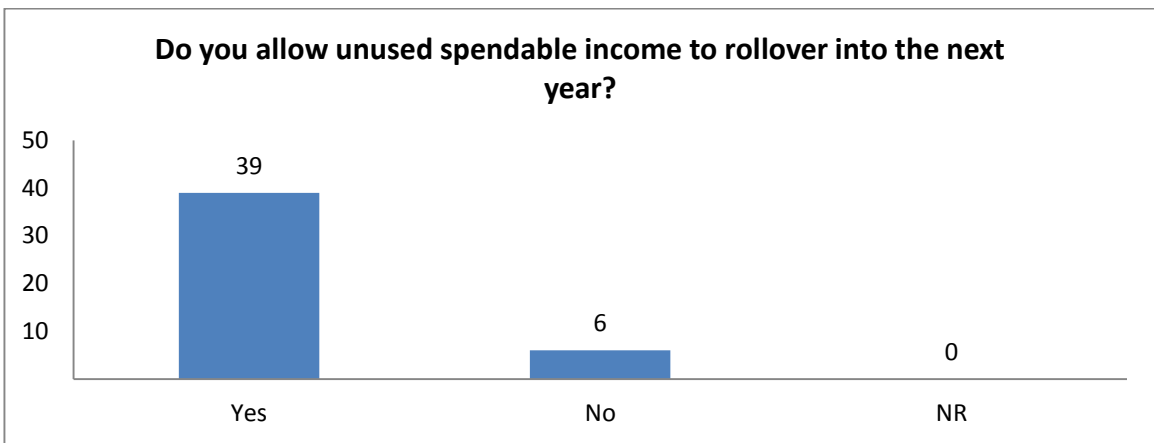
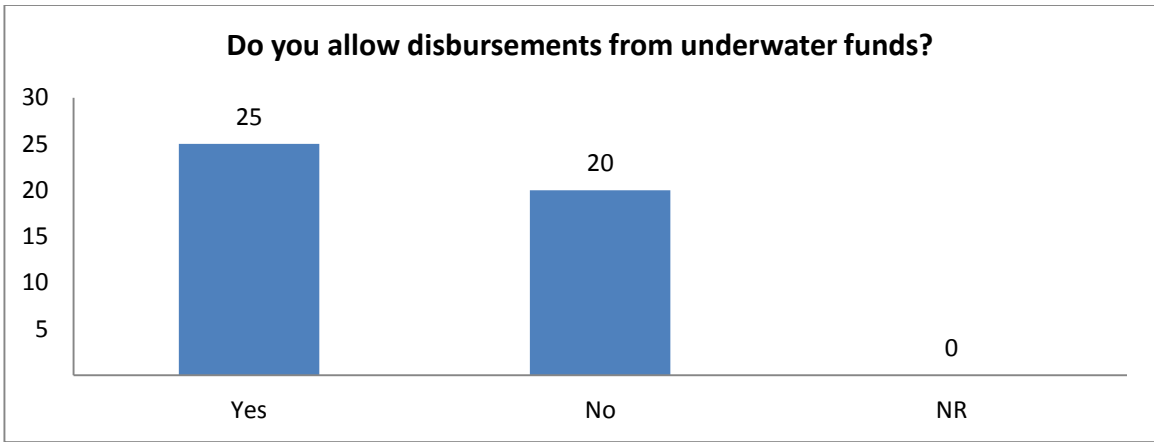


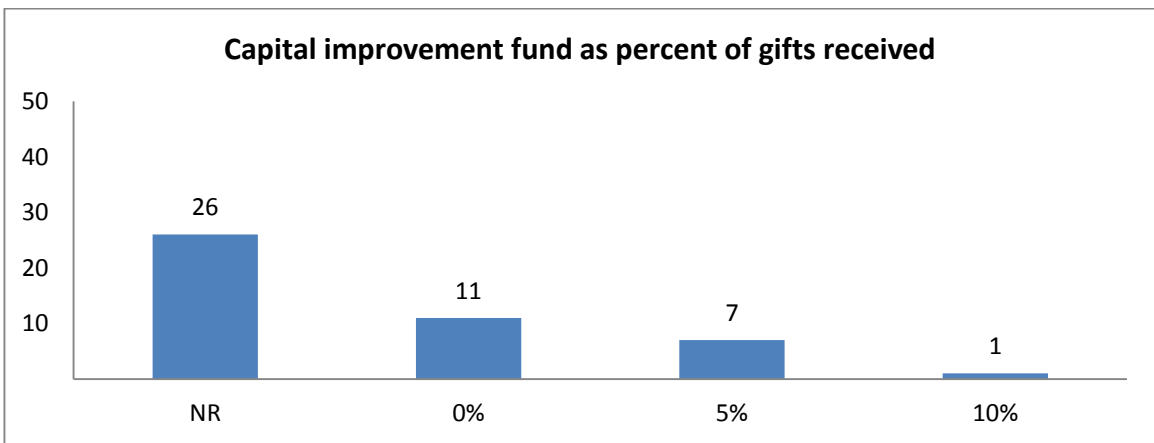
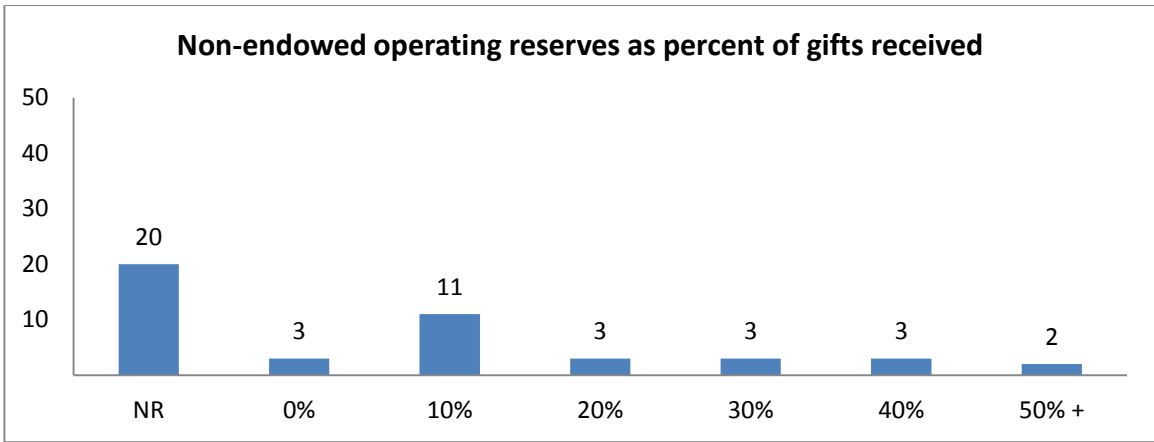


At the foundation doing mission related investing the MRI investment selection process is overseen by the executive committee. They did not provide any information regarding who performs due diligence on MRIs.

## Investment Rates of Return as of 12-31-2014

	Asset Size	Annualized Rate of Return			
		1 Year	3 Years	5 Years	10 Years
Foundation 1	\$50 +	3.6%	8.7%	8.0%	5.9%
Foundation 2	\$50 +	6.3%	13.9%	11.1%	7.0%
Foundation 3	\$50 +	2.6%	11.1%	8.2%	5.4%
Foundation 4	\$50 +	2.9%	11.4%	9.0%	6.1%
Foundation 5	\$50 +	2.3%	9.3%	7.6%	5.6%
Foundation 6	\$50 +	5.7%	10.0%	7.9%	5.6%
Foundation 7	\$50 +	7.1%	14.0%	11.7%	8.4%
Foundation 8	\$50 +	3.3%	12.6%	9.8%	6.8%
Foundation 9	\$50 +	7.1%	14.8%	11.3%	8.0%
Foundation 10	\$50 +	4.6%	11.6%	8.4%	
Foundation 11	\$50 +	5.3%	10.9%	8.6%	5.7%
Foundation 12	\$50 +	2.5%	11.2%	8.6%	7.5%
Foundation 13	\$50 +	2.4%	8.6%	6.6%	4.4%
Foundation 14	\$50 +	4.7%	10.0%	8.3%	
Foundation 15	\$50 +	6.2%	12.3%	10.4%	7.1%
Foundation 16	\$20+ to \$50	5.4%	13.9%	10.8%	7.7%
Foundation 17	\$20+ to \$50	4.4%	13.0%	10.3%	7.6%
Foundation 18	\$20+ to \$50	7.6%	14.5%	11.3%	7.9%
Foundation 19	\$20+ to \$50	3.1%	11.7%	9.3%	6.9%
Foundation 20	\$20+ to \$50	2.7%	8.4%	7.0%	
Foundation 21	\$20+ to \$50	4.9%	37.0%	85.4%	
Foundation 22	\$20+ to \$50	4.1%	10.5%	8.1%	8.0%
Foundation 23	\$20+ to \$50	3.9%	8.0%	6.8%	5.8%
Foundation 24	\$20+ to \$50	2.7%	10.5%	7.8%	11.6%
Foundation 25	\$20+ to \$50	5.8%	11.1%	9.9%	
Foundation 26	\$10+ to \$20	6.4%	10.5%		
Foundation 27	\$10+ to \$20	2.9%	10.3%	7.9%	5.8%
Foundation 28	\$10+ to \$20	–	–	–	–
Foundation 29	\$10+ to \$20	5.5%	10.9%	10.6%	7.3%
Foundation 30	\$10+ to \$20	1.8%	10.1%	7.9%	5.9%
Foundation 31	\$10+ to \$20	5.4%	12.3%	9.5%	7.0%
Foundation 32	\$5+ to \$10	9.1%	15.5%	12.7%	8.7%
Foundation 33	\$5+ to \$10	9.3%	10.0%	8.3%	5.0%
Foundation 34	\$5+ to \$10	5.9%	9.4%		
Foundation 35	\$5+ to \$10	4.1%	10.6%	8.5%	–
Foundation 36	\$5+ to \$10	4.8%	12.1%	8.9%	5.8%
Foundation 37	\$5+ to \$10	3.1%	9.4%	7.4%	
Foundation 38	\$5+ to \$10	6.6%	11.5%	8.2%	
Foundation 39	\$5+ to \$10	3.7%	9.5%	7.8%	5.5%
Foundation 40	\$5+ to \$10	5.1%	10.9%	8.0%	4.8%
Foundation 41	\$5+ to \$10	5.0%	12.3%	9.3%	–
Foundation 42	\$5+ to \$10	3.2%	5.5%	5.1%	5.1%
Foundation 43	\$0+ to \$5	4.6%	9.6%	–	–
Foundation 44	\$0+ to \$5	4.7%	10.7%	9.3%	
Foundation 45	\$0+ to \$5	3.1%	11.9%	8.3%	
<b>Average</b>		<b>4.6%</b>	<b>11.4%</b>	<b>10.2%</b>	<b>5.9%</b>





## Funding Operating Budgets

Founda- tion	Asset Size	Fees on funds	Annual fundraising event	Administrative endowment fund	Grants to yourself	Private donations	3rd party grants	In-kind support	Sponsor- ships	Fee for Service	Other
1	\$50 +	75.0%				8.7%					16.3%
2	\$50 +	78.0%		6.0%	8.0%				1.0%		7.0%
3	\$50 +	64.0%		2.0%	33.0%				1.0%		
4	\$50 +	85.0%			2.0%						13.0%
5	\$50 +	65.0%		6.0%	14.0%						15.0%
6	\$50 +	100.0%									
7	\$50 +	65.0%			28.0%					7.0%	
8	\$50 +	100.0%									
9	\$50 +	100.0%									
10	\$50 +										
11	\$50 +	68.0%		7.0%	20.0%			1.0%	4.0%		
12	\$50 +	83.0%	-	-	-	-	-	-	14.0%	1.0%	2.0%
13	\$50 +	80.0%	11.5%	1.2%	-	0.5%	-	2.1%	1.7%	1.4%	1.6%
14	\$50 +	88.0%		5.0%			5.0%			2.0%	
15	\$50 +	61.7%		17.2%		13.7%		4.1%		3.0%	0.3%
16	\$20+ to \$50	72.4%		23.7%		0.3%				3.4%	0.2%
17	\$20+ to \$50	54.0%	3.0%	37.0%					3.0%	3.0%	
18	\$20+ to \$50	84.7%		15.3%							
19	\$20+ to \$50	96.7%			2.0%						1.3%
20	\$20+ to \$50	65.0%		18.0%						17.0%	
21	\$20+ to \$50	100.0%									
22	\$20+ to \$50	49.1%	2.9%	-	11.0%	11.7%	0.2%	5.7%	1.7%	15.0%	2.6%
23	\$20+ to \$50	82.0%			15.5%			2.5%			
24	\$20+ to \$50	60.0%	-	4.0%	8.0%	-	-	-	4.0%	24.0%	-
25	\$20+ to \$50	75.0%	17.0%		4.0%		4.0%				
26	\$10+ to \$20	69.0%		31.0%							
27	\$10+ to \$20	56.0%		7.0%		17.0%			18.0%		2.0%
28	\$10+ to \$20	44.0%	-	56.0%	-	-	-	-	-	-	-
29	\$10+ to \$20	77.0%	-	8.0%	15.0%	-	-	-	-	-	-
30	\$10+ to \$20	79.0%	5.0%	16.0%							
31	\$10+ to \$20	100.0%									
32	\$5+ to \$10	90.0%		10.0%							
33	\$5+ to \$10	70.0%							5.0%		25.0%
34	\$5+ to \$10	100.0%	-	-	-	-	-	-	-	-	-
35	\$5+ to \$10		100.0%								
36	\$5+ to \$10	97.0%		1.0%	2.0%						
37	\$5+ to \$10	44.0%	20.0%	1.0%		3.0%		14.0%	18.0%		
38	\$5+ to \$10	75.0%		5.0%							20.0%
39	\$5+ to \$10	55.0%	9.0%	6.0%	-	18.0%	2.0%	10.0%	-	-	-
40	\$5+ to \$10	100.0%									
41	\$5+ to \$10	40.0%			60.0%						
42	\$5+ to \$10	51.3%		15.3%	17.6%		15.4%				0.4%
43	\$0+ to \$5	35.0%	22.0%			23.0%					20.0%
44	\$0+ to \$5	40.0%	55.0%	5.0%							
45	\$0+ to \$5	81.0%	19.0%								



## **Section III: Community Leadership**

Foundation	Most impactful community leadership activity	Role of community foundation
<b>Albion Community Foundation</b>	We completed our role as the leader in the multi million dollar restoration of the Bohm Theatre.	We provided staffing until the nonprofit could get its own staffing, secured funding, and managed construction.
<b>Allegan County Community Foundation</b>	Safe Harbor Children's Advocacy Center was awarded a grant for the Forensic Interview program. The human impact is the gentility with which the children are treated. As victims, the diminishment of more trauma is of the highest priority. The financial impact has a ripple effect; multiple organizations do not have to pay for the interview they have to conduct which saves thousands per organization per year. Grantee Organization Grant Amount: \$10,000 Please provide a brief description of this grant. When children are abused the process typically involves multiple interviews (CPS, law enforcement, the court system, etc.) but the forensic interviews are conducted by a highly trained interviewer in a child-friendly environment with all concerned parties (those who would have done their own interview) present. The interview is taped, the children are much less intimidated and because they are interviewed one time, they are no re-traumatized.	The Foundation established the Allegan County Food Pantry Collaborative as a result of the severe hunger issues in the county. The Collaborative is comprised of seventeen pantry members that meet quarterly and participate in shared resources, networking and education. Because each pantry is stronger, more efficient and more effective since the ACFPC started, those in need have benefited greatly. Please briefly discuss how your community foundation played this leadership role. The Foundation brought the pantries together to get feedback on their needs, hired consultants to do group work with the members to help a once segregated sector become more united, has funded two coordinators to oversee the membership and the generation of resources. The Foundation's director is present and active during and between meetings.
<b>Ann Arbor Area Community Foundation</b>	1. Give Local Ann Arbor Area - we raised almost \$2 million in a single day for 50 local nonprofits. This was the first and only time we have undertaken a match day event. 2. With Americans for the Arts, we undertook a survey of the economic impact of Arts in Washtenaw county. We announced the stunning data results at our annual meeting.	We led, coordinated, funded and executed both projects. Both have had a substantial impact in Washtenaw County
<b>Barry County Community Foundation</b>	"Love Where You Live Event" BCF hosted a community event presented by Peter Kageyama, author of For the Love of Cities. A morning presentation to community members followed by an afternoon workshop challenging attendees to break down barriers and celebrate their communities.	In addition to planning and hosting this event, BCF provided 4 \$500 grants to the most popular group ideas that centered on ways to celebrate their community.
<b>Battle Creek Community Foundation</b>	BCCF is involved with all of the leadership activities within our community. Its part of our mission!	Providing administrative services, opportunities to connect people, hosting leadership sessions, etc.

<b>Bay Area Community Foundation</b>	Our Board participated in a Comprehensive Community Leadership retreat from which they have prioritized our areas of focus, one of which is serving as a convener to increase access to the Saginaw Bay. Our goal is to develop clean and accessible beaches and waterfront recreational opportunities which is one of the goals identified in Bay County's Road Map to the Future.	One of the steps the Board has taken is to commit \$50,000 per year for five years to provide grants to organizations that are working towards this goal. We are using this money to leverage other monies from other granting organizations.
<b>Branch County Community Foundation</b>	Staff was part of the WeCan committee, a national movement to end obesity in four year old children in our county. Staff attended meetings, created marketing materials, put together events to distribute information in the community and put together presentations for schools. Staff also offered mini grants to daycare providers to purchase and create gardens in containers with their youth.	The leadership role taken by staff included funding, the knowledge staff brought to the committee, the ability to see opportunities for collaboration in the community.
<b>Cadillac Area Community Foundation</b>	The Imagination Library is the most impactful grant we make as it is giving an age appropriate book to 60% of the children from 0-5years old in our three county area. Teaching a love of reading will have a profound affect upon the child's ability to read which will create better citizens and employees.	We are holding the funds and paying the bills for the Imagination Library program as well as providing leadership to the businesses involved in supporting the program.
<b>Capital Region Community Foundation</b>	Assistance with establishing the Clinton County College Access Network.	The Foundation was instrumental in forming the Ingham County CapCAN in (Capital Area College Access Network) several years ago. CapCAN is a collaborative group of educational institutions, nonprofit organizations, and other interested partners working to increase postsecondary educational attainment rates. In 2014 and 2015, the Foundation was actively involved in helping another county within its jurisdiction, Clinton County, form a local CapCAN chapter. The Foundation's Chief Operating Officer, a Clinton County resident, serves on the Clinton County CapCAN Board, and assisted the Clinton County CapCAN in securing funding from local government and service clubs to meet "match" requirements and commence operations. The Foundation's COO also provided a great deal of leadership and guidance to the successful establishment of this new CapCan Program.

<b>Charlevoix County Community Foundation</b>	The Charlevoix County Community Foundation partnered with a private foundation to study economic development and rural poverty.	The Charlevoix County Community Foundation acted as a convener, bringing together leaders from all across Charlevoix County representing business and industry, schools, city and county government, nonprofit organizations and many more.
<b>Chippewa County Community Foundation</b>	NR	NR
<b>Community Foundation for Muskegon County</b>	CFMC took a lead role in establishing the founding Board of Directors for Muskegon's first Boys and Girls Club. CFMC convened community leaders, provided initial staff support, applied for and received regional and national grants to support the effort, held the campaign fund, and provided a challenge grant to inspire local giving. Much of 2014 was spent planning and fundraising, and the Boys and Girls Club of the Muskegon Lakeshore opened in April of 2015, and has already reached capacity membership, serving 100+ of Muskegon' youth daily.	see above
<b>Community Foundation for Northeast Michigan</b>	CFNEM is the fiscal agent for the Great Lakes Stewardship Initiative. This is a program for place-based environmental education where the teachers take the students out into the environment to learn. The teachers and schools partner with community agencies to work on projects that will be beneficial to all parties. CFNEM has built many relationships with these agencies and schools and more than \$1 million has come through CFNEM for this program.	We were able to act as the fiscal agent at a much lower cost than other agencies. We also are much more flexible in our turnaround time for grant requests than most other agencies would be.
<b>Community Foundation for Southeast Michigan</b>	The mediation of Detroit's bankruptcy via "the Grand Bargain" in 2014 was one of the most important milestones for the region in decades. The Community Foundation was asked to play a number of key roles in this activity, which ultimately led to millions of dollars from foundations and individuals across the country being pooled and targeted toward activities which made the mediation a reality.	Community Foundation leadership played a number of roles, including: approaching and soliciting local and national foundations for funds to support the efforts of the "Grand Bargain"; convening key stakeholders for discussions that led to a successful conclusion; and agreeing to serve as the home for the management of some funds related to the Grand Bargain via our supporting organization, called the Foundation for Detroit's Future.

<b>Community Foundation of Greater Flint</b>	<p>As part of our strategic planning process, our board articulated a desire for the Foundation to put a stake in the ground around a key community issue. A task force was formed and completed a structured analysis to determine which community issue to recommend to the board. The task force recommended that LITERACY become our Foundation's stake in the ground with a "focus on improving literacy rates throughout Genesee County with a concerted effort on geographical areas of greatest need in the City of Flint." In the Fall of 2014, all parties interested in improving literacy rates in Flint and Genesee County were invited to participate in a community engagement process that would result in an articulated literacy plan. We played an active role in this process by using our knowledge and relationships, our ability to convene and our ability to attract donors and other funders to help establish a highly-structured community collaborative in order to achieve substantial improvement on the large-scale, complex social problem of low-literacy. The community embarked upon a six-month planning process, convening monthly Community Planning Sessions with an average of nearly 150 participants at each session. Community members worked in seven action teams, four of which addressed literacy across the lifespan, or from "twinkle to wrinkle," including Early Childhood, Youth, Opportunity Youth, and Adult teams. Three additional teams worked with a focus on the infrastructure of the Network: Performance Measurement, Communications, and Resource Development. Through the collective work of a host of community members we have an articulated literacy plan with specific priorities and a governance structure that will sustain our community literacy network.</p>	<p>Excerpt from above: We played an active role in this process by using our knowledge and relationships, our ability to convene and our ability to attract donors and other funders to help establish a highly-structured community collaborative in order to achieve substantial improvement on the large-scale, complex social problem of low-literacy.</p>
<b>Community Foundation of Marquette County</b>	<p>We (Community Foundation of Marquette County) collaborated with Eagle Mine, United Way, and Great Lakes Center for Youth Development to facilitate a County wide needs assessment using Public Sector Consultants.</p>	<p>This leadership resulted in a \$100K per year gift for the expected life of Eagle Mine. (Approx. 8 years) \$50,000 per year for start up and operational costs for the Marquette Alger Technical Middle College and \$50,000 per year for an endowment with CF of Marquette County. By working with community corporate and non profit organizations we were able to determine need for relevant career training to fill open positions that allow our young professionals to remain in Marquette County with</p>

		significant careers in the technical fields.
<b>Community Foundation of Monroe County</b>	Monroe County College Access Network that has encouraged participation and collaboration between many sectors of our community.	We developed a leadership team comprised of K-12, non-profit and business sectors representatives. Their role is to encourage a college going culture in our community. They monitor the communities progress and assist in sustaining and promoting college access.
<b>Community Foundation of St. Clair County</b>	In 2014, the Community Foundation's leadership and involvement with Give Where You Live, the national day of giving initiative, was the single activity that had the most community impact, given the resulting significant level of awareness and financial support for non-profits in our region and for philanthropy in general, and the increased capacity and development skills gained by non-profits through their participation. Through our leadership, on May 6, 2014 (the "National Day of Giving"), 3,883 donors came together to support 78 charitable organizations who became the recipients of \$768,491 in gifts/match funds ---an amazing accomplishment for a struggling region of Michigan.	Our leadership role was multi-faceted with Give Where You Live. The first facet began with our partnership with Kimbia and Council on Foundations at the national level to bring as much technological and financial resources as available to our community. Our awareness and promotion of local philanthropy, outreach to area non-profits and the one-day event was widespread, driven by our network of donors and regional/community partners, through e-mail and social media messaging, printed materials, radio and newspaper features, and word of mouth. Most area non-profit organizations have limited staff, many of which started the process without a clue where to begin or how to approach the day---as a result, our development staff held multiple training sessions offering guidance and suggestions for reaching donors and marketing their needs and participation in this event. Finally, not only were we a direct funder/fundraiser of \$70,000 in match and prize

		<p>monies used as incentive for donors wanting to make the most out of their donations, our staff, provided the manpower for the event, with assistance from many volunteers, and provided all donation processing and accounting surrounding this event, which resulted in \$768,491 being raised to support non-profits throughout our region.</p>
<p><b>Community Foundation of the Holland/Zeeland Area</b></p>	<p>We provided support and committed start-up funding for a Holland SmartZone which offers a unique opportunity to support and accelerate the work of developing the waterfront in a way that will benefit the community for years to come.</p>	<p>Our board investigated how SmartZone has impacted other communities and participated in the discussions and committed dollars to qualify for the legislature's consideration.</p>
<p><b>Community Foundation of the Upper Peninsula</b></p>	<p>NR</p>	<p>NR</p>
<p><b>Four County Community Foundation</b></p>	<p>Capac Schools back to school backpack program. This collaborative effort provides backpacks to students and food for area families. The Foundation splits the cost of a semi-truck load of food and provides volunteers including Trustees, Emeritus members and Youth Advisory Committee members.</p>	<p>Four County Community Foundation collaborated with other organizations to make this event a success. We communicate with the local community bank to provide funding for the truck full of food. Other partners include: Community Foundation of St. Clair County, Port Huron Hospital Foundation, Eastern Michigan Food Bank and Capac Community Schools.</p>

<b>Frankenmuth Community Foundation</b>	We sponsored a Roundtable meeting with leaders from the schools, city and township governments, service organizations, community education, the arts council, and other local foundations.	We chaired the event and helped in creating synergy between grantors and potential grantees to promote the community and identify its needs.
<b>Fremont Area Community Foundation</b>	The primary service area for Fremont Area Community Foundation is rural Newaygo County. In recognition that small business development is a key economic driver for rural communities, FAF engaged the local community around issues related to entrepreneurship. A county-wide convening of organizational representatives and individual citizens identified the need to strengthen the local entrepreneurship network. Three working groups were formed to address this need: Creative Capital, Entrepreneurship Education, and Stronger Partnerships and Community Awareness. This work was launched in 2014 and gained sufficient momentum to continue into 2015. Immediate results were enhanced connections among providers of entrepreneurial services, greater awareness of the continuum of services, and liaisons between post-secondary educators and an existing secondary program for young entrepreneurs.	Fremont Area Community Foundation believes that entrepreneurship is an important component to a sustainable local economy. For that reason, on March 10, 2014 the Community Foundation hosted fifteen stakeholders to discuss how to support entrepreneurship in Newaygo County. Information on the entrepreneurial climate in West Michigan and the ecosystems that entrepreneurs operate in was presented. Stakeholders then identified some of the assets and needs regarding entrepreneurship in Newaygo County. Upon completing the brainstorming, the group selected strengthening the entrepreneurial network in the County as the area on which to focus. Additional members from the business community who could help move the conversation forward were also identified. On July 7, 2014, nineteen stakeholders met to envision what a strengthened entrepreneurship network would look like and identify key actions that would jump start efforts to realize that vision. Key actions were then grouped by similarity and aligned with stakeholders. The groups of key actions are categorized by stronger partnerships, raising community awareness, creative capital, and integrating entrepreneurship into education. On November 19, 2014, seventeen stakeholders were convened to develop implementation steps for the key actions identified in July. Implementation groups were formed around creative capital, education, and stronger partnerships and community awareness.



<b>Grand Haven Area Community Foundation</b>	Over the past year, GHACF had received several inquiries from multiple local food service providers that ranged from needing funding for food, space, volunteer capacity, and client nutritional education. In order to determine funding priorities, GHACF worked with the Ottawa County Food Policy Council to convene the food service providers in the northern part of Ottawa County in order to conduct a needs assessment and prioritization process.	As a result of the above convening, a \$900 Technical Assistance grant was awarded to the Ottawa County Department of Public Health to develop a plug-in for the existing Ottawa County Food Policy Council website which has improved communication among food service providers – increasing their ability to leverage resources.
<b>Grand Rapids Community Foundation</b>	Implementation of our Diversity and Inclusion policy, requiring that organizations requesting unrestricted grants from the Community Foundation must affirm that: 1) No person is excluded from organization services due to discriminatory reasons including age, disability, economic circumstance, race, ethnicity, gender, gender identity or expression, sexual orientation, world view, spiritual beliefs, marital status, national origin or veteran status. 2) No one is excluded from consideration for employment or volunteer participation, regardless of age, disability, economic circumstance, race, ethnicity, gender, gender identity or expression, sexual orientation, world view, spiritual beliefs, marital status, national origin or veteran status. 3) The organization strives to intentionally increase inclusive practices and incorporate diversity throughout its mission, governance board, staff, volunteers, vendors and constituents.	Grand Rapids Community Foundation held several informational sessions, explaining the policy and the steps that would be taken to implement it. We provided resources on our website, and as a result, the conversation and demand for training and support for nonprofits to improve their practices and policies have increased.
<b>Grand Traverse Regional Community Foundation</b>	Sexual abuse in children is one of the most harmful of the Adverse Child Experiences. The GTRCF has taken the leadership role, in partnership and support from the Big Ten and Michigan State University, to educate, raise awareness, and gain regional commitment of leadership in striving to eradicate child sexual abuse in our region. In doing so we convened local healthcare, legal and community leaders to design a plan and then facilitated partnerships with critical agencies and provided grants to launch and support this work.	see above
<b>Greenville Area Community Foundation</b>	NR	NR
<b>Hillsdale County Community Foundation</b>	HCCF partnered with Jackson College to provide vocational training opportunities for area high school students. The Welding & Advanced Manufacturing Program (WAMP) allows students to earn college credits in Industrial, Welding, & Energy Industry courses. Students completing the two-year program will be work-ready.	HCCF collaborated with Jackson College and high school guidance counselors to establish this much-needed program. HCCF provided a majority of the needed funding, promoting the program to donors, local school districts,

		students, parents and the Hillsdale County community.
<b>Jackson Community Foundation</b>	Cross-Network community collaborative bridging Health and Education and forming a new network around the issue of poverty.	Helped facilitate multi-governance structure conversation around ways to capture savings and reinvest community resources around a pilot population.
<b>Kalamazoo Community Foundation</b>	The Learning Network of Greater Kalamazoo	The Learning Network serves as Kalamazoo County's cradle to career education initiative designed to create and sustain a culture of learning at home, in school, at work and throughout the community. The Kalamazoo Community Foundation serves as the fiscal sponsor of the organization providing backbone administrative support, office and meeting space and also significant financial investment. The Community Foundation has leveraged existing relationships to engage community partners in the initiative. Additionally, our CEO has served as chair of the Learning Network's Leadership Council over the past year and other members of the Community Foundation's staff provide ongoing consultation and assistance in support of the Learning Network.
<b>Lapeer County Community Foundation</b>	We held our Annual Celebration at the historic Lapeer County Courthouse in downtown Lapeer. Both long-time supporters and potential new supporters were invited to this event by the Board of Trustees to celebrate the accomplishments and the various support the Foundation has provided to the Lapeer County community throughout the year. In addition, our vibrant Youth Advisory Committee (YAC) members invited their parents to share in this occasion.	This event was held at the beautifully restored historic Lapeer County Courthouse where guests were served appetizers and beverages. Presentations were made throughout the evening including scholarship recipients sharing their gratitude for the support given to them as well as the career paths and/or degrees they were working towards along with student members of the YAC giving presentations about the Youth Needs Survey to better serve the students of Lapeer County. Financial accomplishments and highlights were also shared with the attendees.

<b>Lenawee Community Foundation</b>	We are the backbone organization for the Lenawee College Access Network, a partnership which encourages postsecondary credentials and degrees, as well as military service. Our ultimate goal is to build a better economy and community.	In addition to serving as the fiscal sponsor, staff served as treasurer, on the executive and leadership teams, and engaged our YAC members on the Leadership & Action Teams. The Foundation shared an AmeriCorps*VISTA member
<b>M&amp;M Area Community Foundation</b>	NR	NR
<b>Mackinac Island</b>	Acting as convener for meetings to spread the word about Pipeline 5.	Bringing separate groups together at one place to present their thoughts and ideas. Logistics and advertising
<b>Michigan Gateway Community Foundation</b>	We partnered with a new not for profit organization that supports the local educators with resources, lesson plans and ideas to teach and promote financial literacy. It was felt that the current curriculum lacked effective tools for teaching financial literacy	We secured funding for the start up costs, provided office space, technical support, administrative advice, and staffing support to get the organization up and running. Today they are preparing to file for their own tax status, they maintain a resource filled website, and are organizing and running programs in the local schools.
<b>Midland Area Community Foundation</b>	Embarked on a community Strategic Planning process (Midland: Exploring Our Future).	This process was hosted by the Midland Area Community Foundation and initiated by the Midland Community Success Panel. It was designed to be a community-based strategic plan.
<b>Mt. Pleasant Area Community Foundation</b>	In 2014, the local chapter of the American Red Cross ceased operations. While most major services would still continue through a regional office in Lansing, all local programs stopped. The Mt. Pleasant Area Community Foundation worked to connect donors to the infant food pantry with another local nonprofit organization, Community Compassion Network, whose board agreed to take on the supplies and future operation of the pantry. The William Ellis Brockman Infant Pantry is now open on Wednesdays from 11 am to 2 pm at the First Presbyterian Church. The program's new home has brought an increase in donations and support.	During a time of change in our community, the Mt. Pleasant Area Community Foundation convened like-minded individuals to resolve a problem quickly. We served as a connector between community members and nonprofit organizations.
<b>Otsego County Community Foundation</b>	In 2014, along with Huron Pines (a conservation based organization) The Northeast Michigan Nonprofit Leaders Series. The series was designed as an annual schedule of training programs on topics of interest to nonprofit board and staff members. These trainings, along with efforts to keep our region's diverse nonprofits connected, are incredibly valuable to our	Through listening and observing we knew this was a need in our area. Through networking we connected with Huron Pines who eagerly partnered with us to help bring this needed resource to our area.

	<p>nonprofit partners and help them to better meet the needs of our community. While other parts of the state have access to regular capacity-building opportunities, there has been a gap in these types of services in Northeast Michigan. However, there is no shortage of enthusiasm from the hardworking nonprofits in our area who passionately strive to do more and be better at what they do. Conversations with local nonprofits have sharply underlined that ongoing trainings are vitally needed and strongly desired by organizations across our region. The Otsego County Community Foundation has specifically identified a need for more capacity-building opportunities for nonprofits as a major goal through our recently-updated strategic plan. When nonprofit organizations have access to ongoing training, they can provide better services and everyone in our community benefits. The need for training opportunities has been punctuated by feedback from workshops we have hosted for nonprofit board and staff members. During the first three workshops we have already reached 91 nonprofit leaders in the community, representing more than 35 different organizations!</p>	<p>Additionally we have provided grants to fund the programs.</p>
<p><b>Petoskey-Harbor Springs Area Community Foundation</b></p>	<p>Community leadership in the area of food and farming</p>	<p>The Petoskey-Harbor Springs Area Community Foundation has played an important role in catalyzing action in the area of local agriculture over the last several years. Contributing staff time, convening partners, providing grant dollars, and more have moved our community to the action of supporting a local food and farming coordinator to capitalize on the activity and opportunity in our region. Community Foundation staff will serve on the steering committee for the coordinator, will continue to provide lead grant dollars, and will commit to prioritizing the activities over the next three years as the initiative advances to the next level.</p>
<p><b>Roscommon County Community Foundation</b></p>	<p>Our annual Scholarship/Financial Aid Expo</p>	<p>Each year, we invite local nonprofit organizations and colleges to provide information to students about their financial aid departments and scholarships available. Most of the students in our county would not be able to attend</p>

		college without some type of aid.
<b>Saginaw Community Foundation</b>	Convening representatives from non-profits, education, health care, economic development, business, faith-based, government, public safety, legislative and community to discuss how we/they can best align their services with each other for the betterment of the community	The Saginaw Community Foundation is the Chair of the Saginaw County community collaborative called Alignment Saginaw. This membership meets on a monthly basis and there is a standard agenda that includes legislative/policy updates; Community Health Improvement Plan updates; and public safety updates. In addition, we make use of this forum to provide information/education on mileages, gaps in services, and other needs. For example, this body was the first to be informed, thanks to representation from Kildee's office, about the My Brother's Keeper Initiative, and Alignment Saginaw has been the body to keep an eye on the initiative and what it means to Saginaw County. In fact, we were instrumental in organizing the meeting with the Mayor to sign on as a MBK community.
<b>Shiawassee Community Foundation</b>	NR	NR
<b>Sturgis Area Community Foundation</b>	NR	NR
<b>The Huron County Community Foundation</b>	In the past fiscal year, the Huron County Community Foundation led a county wide survey for establishing strategic priorities. The outcome of these surveys were then publicized leading to many conversations across the county about what is more important to the growth and future of Huron County. HCCF Grantmaking was also impacted by the strategic priorities process.	HCCF played a large role in this community leadership activity as we were the organization administering the survey for various service and government organizations around the county. We then compiled the data and were able to rank the priority areas by importance. Since that time, one of our communities took the results and formed a Placemaking subcommittee of citizens to enhance their community in this way, since it was shown that Placemaking was a large priority area for the county. We were proud to provide a resource to the county and also were able to use these findings

		to ensure our grantmaking was having as large of an impact as possible in the areas where community stakeholders feel the county needs to progress!
<b>Tuscola County Community Foundation</b>	Assisted community organization with the distribution of thousands of books to county pre-school children to foster and enhance reading opportunities for our counties pre-school children.	Served as fiscal agent for the collection and distribution of funds which maintained the pre-school book distribution system for hundreds of our area children.

## **Section IV: Impact Grants**

Foundation	Grantee	Amount	Grant Description
Albion Community Foundation	Albion Economic Development Corporation	\$36,000	To assist in the development and construction of a food hub and commercial kitchen incubator.
Allegan County Community Foundation			
Ann Arbor Area Community Foundation	HIV AIDS Resource Center	\$40,000	We funded a merger of two organizations, using regional structure to affect change for a marginalized community, and creating efficiencies in the sector.
Barry County Community Foundation	Nashville Route 66 Business District	\$500	During a "Love Where You Live" workshop different groups of community members brainstormed ways to show off why we love our communities. This particular group's idea was to create the World's Largest Ice Cream Sundae down M66 (a major highway that runs through their downtown) There were 192 volunteers and the event was attended by over 5,000 people.
Battle Creek Community Foundation	CentraCare	\$300,000	CentraCare provides services for the frail and elderly of Calhoun County. In an effort to continue services and expand, BCCF have provided a grant to them, as well as paid for construction associated with the expansion.
Bay Area Community Foundation	Saginaw Basin Land Conservancy	\$100,000	The innovative O.U.R. Project was designed to provide people in urban areas with access to nature, right where they live, work, and play. Focusing on three main elements: urban ambassador landscapes, nature based education and active outdoor programming, the O.U.R. Project transformed a series of vacant or neglected Bay City spaces into portals for active outdoor recreation and learning.
Branch County Community Foundation	No More Campaign	\$12,000	This grant was provided to the community in conjunction with the national NO More campaign to end domestic violence in our community. Grant paid for billboards, educational pieces to distribute in schools and community.
Cadillac Area Community Foundation	ISD Career Tech Center	\$18,600	Created a Scholarship program for the students at the Career Tech Center where there are little opportunities for Scholarships.
Capital Region Community Foundation	Ronald McDonald House of Mid-Michigan	\$75,000	The project was a cohesive plan to rehabilitate the 15 year old Ronald McDonald House of Mid-Michigan that hosts families who have critically ill children receiving medical treatment in our local hospitals and clinics. It transformed the house into a place that keeps parents in a positive, proactive mindset to help their children heal.



Charlevoix County Community Foundation	Conservation Resource Alliance	\$50,000	The grant leveraged more than \$200,000 in additional grants, which will be utilized to meet the local match necessary for the Conservation Resource Alliance (CRA) to submit State and Federal grant proposals that will ultimately result in the construction of a free-span bridge over the Jordan River at Old State Road. The current bridge passes over two old culverts that are creating erosion and fish passage issues that are detrimental to the health of the river.
Chippewa County Community Foundation	Sault Area High School	\$7,000	The grant provide the funds to bring Challenge Day to Sault Area High and Middle School students. 450 students participated in this life changing event.
Community Foundation for Muskegon County	Boys and Girls Club of Muskegon	\$250,000	The Community Foundation for Muskegon County (CFMC) issued a \$250,000 challenge grant to help spur local fundraising support fore \$1,000,000 needed to establish our area's first Boys and Girls Club.
Community Foundation for Northeast Michigan	River Center Committee	\$6,840	The River Center is working to build interest in the study of the Thunder Bay River and its tributaries and the importance of their protection and preservation. This grant was to help build a display at the Thunder Bay National Marine Sanctuary Maritime Heritage Center where the public and school children in particular will learn about this.
Community Foundation for Southeast Michigan	Michigan Opera Theatre	\$300,000	This is support over two years for an opera series aimed at boosting regional community engagement. While the impact this grant will have on this agency is significant, what is most important to our Foundation's strategy is that the project is linking a number of key arts organizations across the region together in partnership, as MOT hosts modern operas in a number of unique venues, most of which are other nonprofit organizations.
Community Foundation of Greater Flint	C. S. Mott Community College	\$77,420	This board-advised grant supported a consulting team and full-time coordinator to lead the development of a community literacy plan in Genesee County. The plan will create a well-coordinated, integrated system for literacy service delivery for Genesee County that increases literacy levels through a well-managed coalition of organizations. Mott Community College serves as the backbone organization for the Literacy Network.
Community Foundation of Marquette County	Fund for Marquette, Ishpeming Community Fund, Negaunee Community Fund	\$7,500	The grant purpose was to assist Trillium House with costs associated with the creation and startup of a non-profit organization. Trillium House will be a residential unit with a home like environment for all Hospice patients who either cannot e home or who chose not to be home for their final illness.

Community Foundation of Monroe County	City of Monroe	\$10,000	Replacing an existing deteriorating play structure with Pour-In-Place safety surfacing and an accessible structure at Martin Luther King Park.
Community Foundation of St. Clair County	Blue Water Land Fund (for Redevelop. of St. Clair Courtyard)	\$500,000	The grant made to our supporting organization, Blue Water Land Fund, for the redevelopment of the St. Clair Plaza Courtyard leads our list of the most impactful grants in 2014 for several reasons. First, although we may have led development and fundraising efforts, the project reinforces the wonderful results that can occur when donors, stakeholders, partners, friends and the Community Foundation work together towards a common vision of improving our quality of life and enhancing our regional prosperity. With this particular project, a common and collaborative vision arose from one donor's initial request to help determine how to make a signature impact in downtown St. Clair that could re-energize the St. Clair Plaza and its stores that were continuing to feel the financial effect of the 2014 closure of town's St. Clair Inn. Secondly, for many years, the Community Foundation's priorities have been strategically focused on "placemaking" ---the concept of making our communities great places to live, work/build businesses and play, which we know in part means showcasing our unique downtowns and beautiful coastline. Thirdly, given this project's high visibility in the community, seen by thousands of people every day from land and water, it continues to spur interest and expansion. In 2015, this development saw additional improvements made possible by private and public support, including a Michigan Economic Development Corporation (MEDC) challenge grant.
Community Foundation of the Holland/Zeeland Area	Community Action House	\$75,000	Three year grant funding toward EPIC Empowerment Institute to launch and expand the Ending in Poverty in our Community initiative, equipping CAH's clients to move from poverty to psychological self-sufficiency by delivering empowerment skill training and coaching and partnering with local employers to commit to hiring.
Community Foundation of the Upper Peninsula			

Four County Community Foundation	Oxford Public Library	\$1,850	The Foundation supported the library in hosting the traveling Smithsonian Institution Exhibition - The Way We Worked. It was developed by the National Archives and Records Administration and explores how work became a key component in American culture. It chronicles 150 years of work in America and explores significant changes; the rise of manufacturing, immigration, urbanization, the diversification of the American workplace and economic depression. More than 15,000 visitors delighted in the exhibition's oral histories, local displays, fireside chats, films and discussions. Library staff stated "This new collaboration with members of our community was perhaps the most rewarding result of this project and it is hoped that we will continue to work with these outstanding volunteers"
Frankenmuth Community Foundation	City of Frankenmuth- Youth Recreation	\$360,000	Purchase of property to be utilized for youth recreation
Fremont Area Community Foundation	Newaygo County Regional Educational Services Agency	\$250,000	Program expansion upstart costs: A multi-agency collaboration to expand educational opportunities for Newaygo County students and residents, while growing the communities' skilled workforce in the area of Mechatronics. Project goals: • To develop an Agriculture Center of Excellence, with an increasing Career Tech-Center population serving as a pipeline, that offers access to innovative curriculum, advanced facilities, and qualified instructors to link education and industry in order to meet evolving needs in Newaygo County's economy • To increase the post-secondary enrollment and completion rates in NC RESA sponsored programs • To increase the visibility of post-secondary options offered through NC RESA sponsored programs via partnerships with Baker College, Muskegon Community College and Michigan State University.
Grand Haven Area Community Foundation	Little Red House	\$100,000	As the sole provider of comprehensive adult day care services in our community, The Little Red House was awarded a grant to triple the size of their existing facility, which was originally built to serve 10-12 adults. Currently serving 45 participants each week, this expansion allowed them to respond to the increasing demand for their services.
Grand Rapids Community Foundation	KConnect	\$300,000	KConnect received \$300,000 to establish a common vision for solving Kent County's large-scale social problems. Bringing together business, education, philanthropy, human services, faith-based, nonprofit and grassroots organizations, KConnect aims to put all children in Kent County on the path to school success and economic self-sufficiency.

Grand Traverse Regional Community Foundation	Village of Ellsworth	\$1,250	Ellsworth is a very small community in Antrim County, and like other small communities in Northern Michigan they were hit hard by the economic decline of the past decade. We awarded them this grant to help pay for a facilitator who can help them come up with an action plan to address critical needs in their community. We were also able to secure a matching grant from another area funder.
Greenville Area Community Foundation	Spectrum Health Foundation	\$12,458	This grant supported the Project Save Our Children program for students in five Montcalm County School districts and Belding, that provides a pro-active, hands-on education program with the goal of preventing drunk and distracted teenage driving.
Hillsdale County Community Foundation	Hillsdale Co Disabled American Veterans Aux Unit 68	\$2,500	A first time applicant, the Hillsdale County DAV Auxiliary was awarded a grant to serve wounded veterans and their families. The funds were used to assist with emergency social services needs, such as food, shelter & medical needs.
Jackson Community Foundation	Legal Services	\$16,000	This grant was designed to prevent homelessness by collaborating with other agencies and the courts in an effort to provide holistic services to families facing a loss of their home, including legal representation, mediating landlord/tenant disputes, representing domestic violence survivors facing a choice between homelessness and abuse, assisting individuals in obtaining and maintaining a stable household income, and educating the community on closely related topics. To date, they successfully provided full representation in court or at an administrative hearing in 226 cases, achieving positive results in 93% of those cases. They also successfully mediated 131 cases which means the parties were able to reach a mutual agreement prior to proceeding in front of the judge. This generally included preventing eviction entirely; the addition of extra time to pay and/or move; and/or reduced amounts of rent owed. In some cases, mediators were able to schedule specific repairs by landlords while reducing the rent a tenant owed during the time for repair.

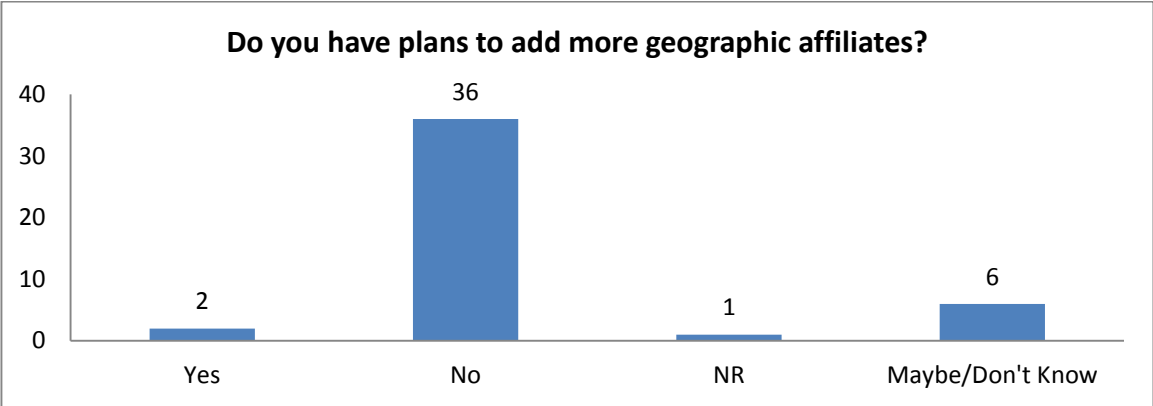
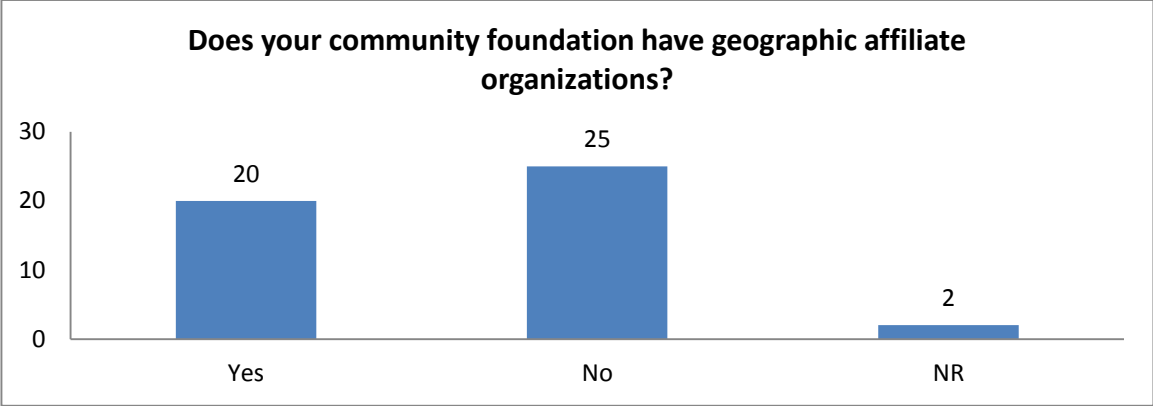
Kalamazoo Community Foundation	Kalamazoo County Ready 4s	\$350,000	Kalamazoo County Ready 4s (KC Ready 4s) is a community-designed organization focused on helping local public and private pre-kindergarten programs reach high quality; offering tuition assistance to qualifying families so they can afford to enroll their 4-year-olds in high-quality pre-kindergarten programs; and building a sustainable pre-kindergarten program for all 4-year-olds in Kalamazoo County. This grant helped to provide tuition assistance in 'high-quality' pre-kindergarten classrooms for 4-year-olds from low-income families and for operational expenses to help sustain and enhance the program quality of private preschool providers. In its 4th year of operation, KC Ready 4s increased the number of private providers involved in achieving 4 or 5 stars under Michigan's Great Start to Quality system, bringing the total to 48. KC Ready 4s provided some level of tuition support to 205 families. Through collaborative efforts, 1,538 4-year-olds were supported either through HeadStart, Great Start Plus or KC Ready 4s. Pre- and post-kindergarten readiness assessments also indicated a significant increase in participants' average academic test scores at kindergarten entrance.
Lapeer County Community Foundation	Lapeer Community Schools-Athletic Complex	\$50,000	This grant was made to dramatically improve and enhance the high school athletic fields of the largest school district in Lapeer County. Phase 1 of the project provided for basic infrastructure upgrades, paved entrance and walkways, visitor grandstands as well as new and upgraded restrooms, handicap accessibility and other site improvements. The total cost of Phase 1 was estimated at \$975K. Our grant to this project was part of initial seed monies used to promote interest in this project and to get it off the ground. In addition to the benefits provided to the local school district, this project will open up this improved facility for usage to the whole community as well as instill a renewed sense of pride.
Lenawee Community Foundation	Dolly Parton Imagination Library	\$49,000	We delivered 19,953 age-appropriate books to Lenawee children ages birth to five. Books were delivered to the 1,600-1,700 children's homes one time a month. This is a great investment in early childhood literacy which prepares kids for school and life.
M&M Area Community Foundation			
Mackinac Island	Mackinac Arts Council	\$8,000	Provided 9 free great quality concerts to residents, workers and visitors of the island.
Michigan Gateway Community Foundation	Buchanan Community Schools Girls Be Positive Program	\$2,000	The grant improved self esteem and self image of high school girls through a variety of programs and sessions led by counselors and professional practitioners in partnership with the local school. There were also recreation opportunities, fitness

			activities, group building sessions as part of the program. It was evaluated very highly.
Midland Area Community Foundation	MACF - Fun Zone Project Fund	\$125,000	This grant was directed toward a total renovation of a children's activity structure in Midland that has been here for 20 years. The community was greatly involved with contributions as well.
Mt. Pleasant Area Community Foundation	Community Compassion Network	\$5,000	This grant made it possible for Community Compassion Network to purchase food for a mobile food pantry. CCN partners with the Greater Lansing Food Bank to purchase and distribute food for approximately ten cents per pound. This allows CCN to provide guests with more than \$100 worth of food at each mobile pantry. More than 900 individuals were served as a result of this grant: approximately 25% ages 0-17, 50% ages 18-59, and 25% ages 60 and older. The lesson observed at every pantry is that many families are struggling, but also come with grateful hearts and a willingness to share with others. 20-25 guests also volunteer to help during food distribution, desiring to serve as a means of giving back. Many question, "Why don't these people get a job?" Some are too old or too young for employment, but many do have jobs. Some are seasonal, and others are low paying positions. Stretching their food budget allows them to pay other bills. The Mt. Pleasant Area Community Foundation guided and supported CCN as they applied for and achieved status as a charity at both the state and federal levels. The growth of this organization will allow them to accomplish their mission to help families in need of supplemental food to obtain it easily, efficiently, equitably and with dignity.
Otsego County Community Foundation			
Petoskey-Harbor Springs Area Community Foundation	Multiple	\$10,000	In 2013 our board of directors proactively made grants to five trusted nonprofit partners positioned to help individuals and families with "essential needs" when other resources were not available (\$4,000 each). What we learned was surprising: The average dollar amount to remove a barrier or meet a basic need was about \$182 per individual or family. Motivated to continue this learning--and the impact---our board approved a second round of grants for the same five organizations (\$2,000 each, or \$10,000). As a result of these grants, our community foundation is exploring how to endow a fund that will provide a minimum of \$2,000 annually to the five agencies, growing the grant amount, and including more organizations as possible.

Roscommon County Community Foundation	Northern Michigan Children's Assessment Center	\$850	This grant was used to support the development of the Northern Michigan Children's Assessment Center.
Saginaw Community Foundation	Child Abuse and Neglect Council of the Great Lakes Bay Region	\$50,000	Our grant, joined with countless other supporters, assisted the organization with building a new facility that contains private and secure interview and medical exam rooms, dedicated observation rooms, space for trainings and classes and expanded office space for staff. This construction project was a total upgrade.
Shiawassee Community Foundation	Shiawassee United Way	\$4,000	Grant proceeds were used to purchase Meijer Simply Give cards for the Shiawassee Hunger Network. The cards were purchased during Meijer's "double match" days and resulting in a total of \$12,000 to benefit the Shiawassee Hunger Network.
Sturgis Area Community Foundation			
The Huron County Community Foundation	Friends of the Thumb Octagon Barn - Thumb Quilt Trail	\$1,000	The Thumb Quilt trail aims to connect tourism with the rich history of agriculture in the greater thumb region. Community members paint traditional quilt patterns on large pieces of wood. These quilt squares are then placed on historic barns throughout Huron, Sanilac, and Tuscola Counties. Quilt trails, like these, have gained popularity across the United States recently and we were proud to support an outlet for "inland tourism". A strategic priority of the Community Foundation for 2014-16 is tourism and this project gave us a way to approach this priority regionally, as the Tuscola County Community Foundation was also a supporter of the Thumb Quilt Trail.
Tuscola County Community Foundation	City of Caro	\$16,000	Provided support for the city to update an outdated children play area to create a safe-barrier free community playscape. This area had been vacant for many years. Now it provides community children a safe and fun area to play and exercise.

## **Section V: Geographic Affiliates**





Foundation	Affiliate	Asset Size	Structure	Fees Charged	Fee Basis
<b>Ann Arbor Area Community Foundation</b>	Ypsilanti Area Community Fund	\$1,939,385	Fund	Fees on funds, exactly the same as our regular fund fee schedule	A percentage of assets
<b>Ann Arbor Area Community Foundation</b>	Community Foundation of Plymouth	\$627,156	Fund	Fees on funds, exactly the same as our regular fund fee schedule	A percentage of assets
<b>Barry County Community Foundation</b>	Delton-Kellogg Education Foundation	\$376,605	Supporting Organization		A percentage of assets
<b>Battle Creek Community Foundation</b>	Athens Area Community Foundation	\$1,900,000	Fund	1%	Not applicable
<b>Battle Creek Community Foundation</b>	Homer Area community foundation	\$5,000,000	Fund	1%	Not applicable
<b>Bay Area Community Foundation</b>	Arenac Community Fund	\$625,455	Fund	We charge our standard fund fee for field of interest funds	A percentage of assets
<b>Cadillac Area Community Foundation</b>	Missaukee Area Community Foundation	\$396,800	Fund	1%	A percentage of assets
<b>Community Foundation for Muskegon County</b>	Community Foundation for Oceana County	\$9,514,129	Other - Write In	Percentage of administrative fees.	A percentage of assets
<b>Community Foundation for Muskegon County</b>	Community Foundation for Mason County	#####	Other - Write In	Percentage of administrative fees	A percentage of assets
<b>Community Foundation for Muskegon County</b>	Manistee Community Foundation	\$3,129,472	Other - Write In	Percentage of administrative fees.	A percentage of assets
<b>Community Foundation for Northeast Michigan</b>	Straits Area Community Foundation	\$1,929,549	Other - Write In	Just the regular admin fees for each individual fund	A percentage of assets
<b>Community Foundation for Northeast Michigan</b>	Iosco County Community Foundation	\$5,067,727	Other - Write In	Just the regular admin fees for each individual fund	A percentage of assets
<b>Community Foundation for Northeast Michigan</b>	North Central Michigan Community Foundation	\$2,941,508	Other - Write In	Just regular admin fees on each individual fund	A percentage of assets

<b>Community Foundation for Southeast Michigan</b>	Livingston Community Foundation	\$1,162,062	Fund	1.75%	A percentage of assets
<b>Community Foundation of Greater Flint</b>	Clio Area Community Fund	\$185,384	Fund	Administrative fees	A percentage of assets
<b>Community Foundation of Greater Flint</b>	Davison Community Fund	\$72,260	Fund	Administrative fees	A percentage of assets
<b>Community Foundation of Greater Flint</b>	Fenton Community Fund	\$284,507	Fund	Administrative fees	A percentage of assets
<b>Community Foundation of Greater Flint</b>	Flushing Area Community Fund	\$188,281	Fund	Administrative fees	A percentage of assets
<b>Community Foundation of Greater Flint</b>	Grand Blanc Community Fund	\$977,124	Fund	Administrative fees	A percentage of assets
<b>Community Foundation of Marquette County</b>	Greater Ishpeming Area Community Fund	\$53,541	Fund		A percentage of assets
<b>Community Foundation of Marquette County</b>	Negaunee Community Fund	\$46,726	Fund		A percentage of assets
<b>Community Foundation of Marquette County</b>	Gwinn Community Fund	\$2,464	Fund		Other - Write In
<b>Community Foundation of Monroe County</b>	Greater Milan Area Community Foundation	\$1,600,000	Supporting Organization	standard fees on funds	A percentage of assets
<b>Community Foundation of St. Clair County</b>	Algonac-Clay Community Fund	\$231,052	Fund	Fund management (admin) Fees and then they share proportionate investment costs as other funds do.	A percentage of assets
<b>Community Foundation of St. Clair County</b>	Citizens for St. Clair Fund	\$555,819	Fund	Fund management (admin) Fees and then they share proportionate investment costs as other funds do	A percentage of assets

<b>Community Foundation of St. Clair County</b>	Marysville Community Fund	\$65,470	Fund	Fund management (admin) Fees and then they share proportionate investment costs as other funds do	A percentage of assets
<b>Community Foundation of the Upper Peninsula</b>	Alger Regional Community Foundation	\$3,305,330	Fund	1.75% Admin. Fee on funds	A percentage of assets
<b>Community Foundation of the Upper Peninsula</b>	Community Foundation For Delta County	\$14,060	Separate 501(c)3	1.75% Administrative Fee on most funds. Cretens fund at .50 basis pts. due to size of fund.	A percentage of assets
<b>Community Foundation of the Upper Peninsula</b>	Gogebic-Ontonagon Community Foundation	\$141,000	Fund	1.75% Adminin Fee on funds	A percentage of assets
<b>Community Foundation of the Upper Peninsula</b>	Les Cheneaux Area Community Foundation	\$2,274,736	Fund	1.75%	A percentage of assets
<b>Community Foundation of the Upper Peninsula</b>	Rudyard Area Community Foundation	\$255,083	Fund	1.75%	A percentage of assets
<b>Community Foundation of the Upper Peninsula</b>	St. Ignace Area Community Foundation	\$1,509,545	Fund	1.75	A percentage of assets
<b>Community Foundation of the Upper Peninsula</b>	Schoolcraft County Community Foundation	\$2,045,105	Fund	1.75%	A percentage of assets
<b>Community Foundation of the Upper Peninsula</b>	Tahquamenon Area Community Foundation	\$235,197	Fund	1.75%	A percentage of assets
<b>Community Foundation of the Upper Peninsula</b>	West Iron County Area Community Foundation	\$158,227	Fund	1.75%	A percentage of assets
<b>Fremont Area Community Foundation</b>	Mecosta County Community Foundation	\$4,624,984	Other - Write In	Administrative fee	A percentage of assets
<b>Fremont Area Community Foundation</b>	Osceola County Community Foundation	\$7,673,077	Other - Write In	Administrative fee	A percentage of assets
<b>Fremont Area Community Foundation</b>	Lake County Community Foundation	\$4,273,399	Other - Write In	Administrative fee	A percentage of assets
<b>Grand Haven Area Community Foundation</b>	Coopersville Area Community Foundation	\$4,533,990	Other - Write In	Administrative fees	A percentage of assets

<b>Grand Haven Area Community Foundation</b>	Allendale Community Foundation	\$2,319,648	Other - Write In	Administrative fees	A percentage of assets
<b>Grand Rapids Community Foundation</b>	Cascade Community Foundation Fund	\$12,232	Separate 501(c)3	1%	A percentage of assets
<b>Grand Rapids Community Foundation</b>	East Grand Rapids Community Foundation Fund	\$21,165	Separate 501(c)3	1%	A percentage of assets
<b>Grand Rapids Community Foundation</b>	Ionia County Community Foundation Fund	\$1,045,035	Fund	1%	A percentage of assets
<b>Grand Rapids Community Foundation</b>	Hudsonville-Jenison Community Foundation Fund	\$234,743	Fund	1%	A percentage of assets
<b>Grand Rapids Community Foundation</b>	Sparta Community Foundation Fund	\$213,919	Fund	1.00%	A percentage of assets
<b>Grand Rapids Community Foundation</b>	Wyoming Community Foundation Fund	\$296,833	Fund	1.00%	A percentage of assets
<b>Greenville Area Community Foundation</b>	Lakeview Area Community Fund	\$743,445	Fund	all of their funds are charge the same 1%	Other - Write In
<b>Greenville Area Community Foundation</b>	Montcalm Panhandle Community Fund	\$246,069	Fund	all of their funds are charge the same 1%	Other - Write In
<b>Lenawee Community Foundation</b>	Adrian Area Fund	\$66,523	Fund	1.25%	A percentage of assets
<b>Lenawee Community Foundation</b>	Blissfield Area Fund	\$24,065	Fund	1.25%	A percentage of assets
<b>Lenawee Community Foundation</b>	Britton-Macon Area Fund	\$13,322	Fund	1.25%	A percentage of assets
<b>Lenawee Community Foundation</b>	Clinton Area Fund	\$16,351	Fund	1.25%	A percentage of assets
<b>Lenawee Community Foundation</b>	Deerfield Area Fund	\$22,810	Fund	1.25%	A percentage of assets
<b>Lenawee Community Foundation</b>	Hudson Area Fund	\$17,370	Fund	1.25%	A percentage of assets
<b>Lenawee Community Foundation</b>	Morenci Area Fund	\$191	Fund	1.25%	A percentage of assets

<b>Lenawee Community Foundation</b>	Onsted Area Fund	\$16,663	Fund	1.25%	A percentage of assets
<b>Midland Area Community Foundation</b>	Clare County Community Foundation	\$2,620,708	Other - Write In	minimal fees for office support	Other - Write In
<b>Midland Area Community Foundation</b>	Gladwin County Community Foundation	\$1,781,591	Other - Write In	minimal fees for office support	Other - Write In
<b>Sturgis Area Community Foundation</b>	Constantine Area Community Foundation	\$460,514	Fund		A percentage of assets
<b>Sturgis Area Community Foundation</b>	White Pigeon Area Community Foundation	\$332,705	Fund		A percentage of assets



## **Section VI: Software**



## Software use by area of work

Software	Accounting	Donor/Gifts	Grants	Scholarships
FIMS	14	15	14	12
Pearl	8	8	5	4
Blackbaud	7	8	5	4
Stellar iPhi	5	5	5	4
NR	3	2	6	7
Financial Edge (Blackbaud)	4	0	2	2
Quickbooks	3	1	2	0
Excel	0	1	1	3
Egrant	0	0	1	3
Raisers Edge (Blackbaud)	0	3	0	0
Fusion (Blackbaud)	0	0	2	1
Access	0	1	0	1
AwardSpring	0	0	0	1
Stars	0	0	0	1
Grants Edge and Smart Simple	0	0	1	0
Gift Works	0	1	0	0
Community Force	0	0	0	1
Jot Form	0	0	1	0
Stars Online by Cappex	0	0	0	1
CPA firm	1	0	0	0

## Planned software transitions (by new use case)

Software	Accounting	Donor/Gifts	Grants	Scholarships
NR / None	43	43	43	41
Stellar iPhi	1	1	1	2
Blackbaud	1	1	1	1
Award Spring	0	0	0	1