



## **BOARD OF TRUSTEES MEETING MINUTES**

August 1, 2024

C3F Conference Room; 301 Water Street, East Jordan

Members Present: Jennifer Boyer, Keith Carey, Jeff Crouse, Pam Grassmick, Cindy Grice, Jim Lentz, Bill Lorne, Angie Nachazel, Dean Solomon, Tom Teske, Carol Timmer, Erika Van Dam, Anna Young

Members Absent: John McLeod, Monica Peck

Staff Present: Ashley Cousens, Bekah Rutz, Pam Decker, Megan Havrilla DeHoog, Sara Ward

Staff Absent: Matt Greer

Guests Present: None

### **Preliminary Activities**

Board Chair Keith Carey welcomed the group and called the meeting to order at 10:03 a.m.

- a. Amendments to the Agenda – *please note the action item honoring Dick Joseph*

***Motion by A. Young, with support from J. Boyer, to approve the amendment to the agenda.  
Motion passed, 13-0.***

### **Consent Agenda**

The group addressed the consent agenda, which included:

1. Minutes of the 5/2/2024 Regular Meeting
2. Unanimous Written Consent of the 5/24/2024 Community Priorities Grant Recommendations
3. Minutes of the 7/11/2024 Executive Committee Meeting
4. Minutes of the 7/18/2024 Investment Committee Meeting
5. Minutes of the 7/18/2024 Finance Committee Meeting
6. Quarter-End Consolidated Financial Statements and Revenue/Expense Report
7. Confirmation of Grants and Internal Grants totaling \$1,751,288 (April – June)
8. Confirmation of Scholarships totaling \$475,300 in awards to 58 individuals
9. Committee Members – 2024 mid-year revision
10. Fund Actions
  - Larimer Family Fund – opened
  - Beaver Island Cultural Arts Association (2) – name change
  - Walloon Lake Trust and Conservancy Fund – name change

- Gotcha! Fund – name change
- Charlevoix County Farm Bureau – final award

***Motion by A. Nachazel, with support from J. Lentz, to approve the consent agenda items as presented.***

***Motion passed, 13-0.***

## **Discussion**

**Relevance ‘Formula’** - Sara Ward led trustees as they tested and strengthened this ‘formula’ for relevance. The purpose of the activity was to provide guidance to help staff focus and filter day-to-day efforts and objectives. The formula begins with the concepts that people need to know about the C3F and the C3F must meet a need for those people in order for our organization to be relevant. Trustees commented as follows:

- “People who work in pursuit of a thriving community” might be nonprofit partners (including municipal partners) or volunteers (for organizations or service clubs)
- Support for people who “care,” “work,” and “give.”
- “People” might be too limited – it should also encompass organizations and businesses.
- Missing from the Venn diagram is individual beneficiaries of C3F funding – consider how folks like scholarship recipients or those who enjoy a program made possible with C3F support might become aware of our organization as well.
- Relative to meeting the “need to make a positive impact toward a thriving Charlevoix County and offering ways to be a part of it,” trustees suggested that to some extent the impact should be “visible.”

If those two elements of the formula are true in addition to ongoing continuous improvement to as a trusted, credible, creative, and responsive organization for our community’s future, over time we should see:

- An increase in donors
- An increase in giving
- An increase in local grantmaking
- An increase in engagement
- An increase in the number of members joining our Legacy Society

Trustees cautioned that these measures may be heavy on the donor side and encouraged staff to consider what stories we want to tell about impact that demonstrate the value of our work and grantmaking. For example, the story shared by Child & Family Services at the Grant Advisory Committee Training in June made dollars and concepts real and helped those in attendance to grasp work at a human level. Another trustee noted that at a management level, it makes sense to measure some of the desired outcomes related to specific activities. Another suggestion was to complete the following sentence: “we know we’re more relevant today than we were yesterday because...” to help us understand how the measures apply. Trustees and staff discussed meaningful measures of engagement including examples that show organizations and individuals are looking to the C3F as a resource and a partner.

Staff will refine the formula and use this feedback to shape our work and long-term evaluation of that work moving forward.

**What is a Thriving Charlevoix County?** – Ashley Cousens took the relevance formula to the next logical question: how do we define a ‘*thriving* Charlevoix County?’ Trustees gathered in small groups to describe the characteristics of a vibrant community and people who are thriving and recorded them on post it notes. Then trustees grouped the notes on the wall for reflection and clarification.

- See attachment at the end of this document.

The group recognized that the people in the room are representative of just a slice of the community. We should supplement it with existing information as much as possible. One trustee noted support for a YACer on the board to increase representation.

**Strategic Plan: New Format and Process** – Sara shared some context around our strategic plan, which will be complete at the end of 2024. The timing of review of the current plan and input for the next plan have traditionally been part of the board agendas in the first part of the year. This timing doesn’t align with our budgeting process or our staff work planning, making the strategic plan itself feel consistently out-of-date or supplemental. The proposed process will also include elements of strategic planning at each board meeting, which was suggested in the Board Survey in May. Finally, the document will include three categories of objectives: priority objectives (short-term and clearly defined); anticipated objectives (projects that are ‘up next’ but not currently in our work flow); and aspirational objectives (long-term targets for future years). Trustees were supportive of both the format and the changes in timing and the alternative format.

Keith Carey and Jeff Crouse exited the meeting at 11:28 a.m.

## Action

- Frey Family Fund – modification and distribution** – Sara explained the desired path of a donor advised fund becoming an unrestricted for grantmaking fund (Fund for the Community) when the advisor is no longer able to advise. We will follow that path in the case of the Frey Family Fund. The unusual part is that the Frey Foundation and John Frey’s family have requested a single distribution to Crooked Tree Arts Center to benefit the ballet program to help them fulfill his final charitable wishes. While this is not a typical action, Sara has spoken with both legal counsel and the Frey Foundation President Holly Johnson and recommends fulfilling this request in order to honor John’s wishes and solidify long-term relationships with his family and his family’s foundation (and early supporter of this foundation).

***Motion by D. Solomon, with support from A. Young, to close the Frey Family Fund and use the remaining balance to establish the Frey Family Fund for the Community as presented.***

***Motion passed, 11-0.***

***Motion by B. Lorne, with support from A. Nachazel, to approve a \$200,000 grant from the Frey Family Fund for the Community to the Crooked Tree Arts Center for the Ballet Program, as requested by the Frey Foundation on behalf of the Frey family. Motion passed, 11-0.***

- b. **Council of Michigan Foundations Annual Conference Support** - The CMF annual conference will be in Traverse City this fall and the ten Northern Michigan Community Foundations are providing support collaboratively to help sponsor the costs.

***Motion by P. Grassmick, with support from J. Boyer, to sponsor the Council of Michigan Foundations annual conference with a distribution of \$2,500 from the Administrative Endowment, as recommended administratively. Motion passed, 11-0.***

- c. **Administrative Endowment grant to Trustees Fund for the Community in honor of Dick Joseph** – Sara shared that Dick Joseph was an early trustee of the Community Foundation, an attorney in Charlevoix, and the connection to Ethel Coeling whose estate gift in 2002 changed the landscape of the Community Foundation. He passed away at the end of July. As is Community Foundation tradition when a former trustee passes away, we recommend making a grant in his honor to benefit unrestricted grantmaking through the Trustees Fund for the Community.

***Motion by J. Boyer, with support from J. Lentz, to support a \$5,000 grant to the Trustees Fund for The Community from the Administrative Endowment in honor of Dick Joseph. Motion passed, 11-0.***

**Adjourn at 11: 40 a.m.**