To provide philanthropic leadership to strengthen our community by fostering collaboration and giving, today and in the future.

Our mission
Our vision
To be the catalyst and recognized leader in community philanthropy.

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The Midland County Youth Action Council silent disco tent was a hit at Riverdays 2019, which marked the first year of the attraction.
Dear Friends,

This letter comes to you at a unique time in history as we deal with both a worldwide pandemic and a dam failure resulting in historic flooding. While we are looking back at the past year, we do so with acknowledgment of our current situation. The theme for our annual report is “community.” This crisis has brought our community together as we all face the reality that we’re in this together. And never has the power of community, of neighbors working together, been more evident.

The famous anthropologist Margaret Mead was asked what she considered the first sign of civilization. We may have anticipated that the answer would have been a tool or clay pot or another type of artifact. Instead, Margaret Mead’s answer was a healed femur. A femur is the longest bone in the body, linking hip to knee. When someone breaks a leg, they can’t survive to hunt, fish or escape enemies unless they have help from others. Thus, a healed femur indicates that someone cared for the injured individual, providing protection and companionship. This is what community is about – staying together and caring for one another.

The vision statement for our community states, “Midland County: Together-Forward-Bold. An exceptional place where everyone thrives.” Never have our times demanded quite the level of togetherness, forward thinking and boldness as today. It will take all of us working together for our community to thrive. As Aesop said, “In union, there is strength.”

Our annual report captures stories of our community at work caring for one another and helping to build a thriving community. You will read about the impact of our giving, our youth and our donors. Midland Area Community Foundation continues to be “for good, for ever” for our community.

Community foundations are built on the premise that everyday people with a vision and a passion for their community can bring about transformation and touch the lives of future generations. Thank you for joining with us to enrich and improve the quality of life in this place we’re proud to call home.

Appreciatively,

Sharon Mortensen, President & CEO | Duncan Stuart, Board Chair
Something special about the Midland community is the interconnectedness of its resources. Area nonprofits know that they are stronger together than on their own, and much of this network is supported by the Midland Area Community Foundation.

One of these organizations is Pinecrest Farms, a long-term care facility for people battling medical complexities, Alzheimer’s disease, dementia, mental illness and developmental disorders. Pinecrest offers its residents, most of whom are over 70 years of age, a range of services and activities, but the most anticipated activity is when Midland County ESA (Educational Services Agency) kids come to visit.

“When the kids come, it is easy to see the joy they bring to the residents. There is lots of laughter, smiles, and happiness,” says Director of Nursing Ronda Cunningham. The kids interact with the residents through activities such as playing music, singing, dancing, and decorating cookies.

Hosting activities was a cumbersome task at the Pinecrest facility though. During activities, the staff would need to flip the dining area into an activity room, rearranging and sanitizing the furniture. A $100,000 grant from the Midland Area Community Foundation changed this. With the grant, Pinecrest is adding a multigenerational space to the building that will serve as a dedicated activity and physical therapy room.

The grant will also help Pinecrest expand the dining room and parking lot, and add two handwashing stations, a shower room and a clinical room – upgrades that Blewett says will improve the overall wellness of the residents and Pinecrest’s position as a community partner. “This grant will help us make more community connections so we can bring more services, people, activities and students into Pinecrest.”

Pinecrest’s intergenerational programming partner, ESA, is also a Midland Area Community Foundation grantee. ESA collaborates with Community Mental Health of Central Michigan and MidMichigan Health to provide services at the Pediatric Center for Rehabilitation and Behavioral Health. The Pediatric Center serves as an all-encompassing facility for children with autism, from infant to 26 years old, and their parents. ESA coordinates care between the school, medical professionals, therapists and other providers to help parents provide the best possible care for their child. Coordinated care is an extremely beneficial service for parents navigating the complex waters of caring for their child with autism.

ESA received a grant for $90,500 to perform critical safety updates to their new Pediatric Center home, which was previously Windover High School. A radio and intercom system, improved lighting, wall padding, sensory-friendly bathroom features and a water fountain will all improve the safety, wellness and experience of the people who leverage ESA’s services, which will ultimately impact the Midland community.

“Midland prides itself on being an inclusive community,” John Searles, ESA superintendent, said. “When people with disabilities live a more inclusive life, that’s a good thing not only for the individual but for the entire community. The Pediatric Center helps people realize their dreams, get connected to resources and be better integrated into the fabric of the community.”

The Midland Area Community Foundation is proud to partner with organizations that serve people of all ages and provide much needed critical services to the greater Midland community.
Pinecrest Farms residents look forward to when Midland County Educational Services Agency (ESA) kids come to visit. Together they do activities such as play music, read or decorate cookies. Pinecrest and ESA both received MACF grants in 2019.
The Midland County Youth Action Council (MCYAC) is a group of determined youths, grades 6-12, who represent a variety of Midland County schools. MCYAC members learn about philanthropy through stewarding an endowed fund that supports initiatives and organizations that enrich and improve the quality of life of youths living in Midland County. MCYAC, an initiative of Midland Area Community Foundation (MACF), is modeled after MACF, with the uniqueness of being exclusively student-led.

“I'm unbelievably proud of these students who dedicate their energy and talents to improve their community,” said Sara JacobsCarter, Youth Impact coordinator for the Midland Area Community Foundation. “From the Adult Action Mini-Grants, supporting the Ready for School Preschool Scholarship Program, and various volunteer projects, MCYAC has proven to be a uniquely impactful organization.”

On average, over $100,000 is granted by MCYAC annually through Teacher Mini-Grants and Quarterly Grants. Quarterly Grants of up to $10,000 each are awarded to youth-focused organizations or programs enriching the lives of young people in Midland County. Prior recipients of Quarterly Grants include Little Forks Conservancy, Resonators Drumline, Girls on the Run of Central Michigan and Midland County Juvenile Care Center. Teacher Mini-Grants are awarded to Midland County teachers seeking supplies or support for innovation in education. In addition to their traditional Quarterly Grants and Teacher Mini-Grants, in 2019, MCYAC introduced Adult Action Mini-Grants and Youth Philanthropy Mini-Grants. Both new grant opportunities are up to $500 per award. The Adult Action Mini-Grant is offered to groups of dedicated adults as they support the youth population in Midland County. The Youth Philanthropy Mini-Grant is offered to young people who want to make a change in their communities, who have a plan and are looking for funding. Plans for the Adult Action Mini-Grant and Youth Philanthropy Mini-Grant must benefit an existing governmental or educational entity or a 501(c)(3) charitable organization.

“A big highlight of 2019 was the completion of the mural project,” said Anish Middha, 2019-20 MCYAC president. “Having such a unique representation of youth empowerment in the center of our city has been humbling and motivating.”

The mural, “Connection,” compiles depictions of earth, natural greenery, mechanical gears, a starry sky and a lightbulb that bears the word “change.” It stretches the length of the south wall at Circle Auto Parts, located off Washington Street, viewable from U.S. 10. The mural was completed by artist Jazzmyn Benitez and provides a physical representation of MCYAC's mission to the Midland community.

“The thing I'm most proud of is our increased representation of all Midland County schools,” said Middha. “My eyes have been opened to the need for more representation beyond MPS Schools. We have around six to eight members from Meridian now, which is awesome. MCYAC believes in inclusion, and we would welcome more members from non-MPS schools throughout Midland County.”

For more information about MCYAC, or if you know someone who might be interested in joining, visit midlandfoundation.org/initiative/mcyac.
Above: MCYAC members at the mural celebration of “Connection” on Washington Street.
Left: Kiran Sequiera, MCYAC vice president, speaks at a local event.
Right: MCYAC members at Ripple Effect.
Jenni and Jon Wendt had a general understanding of the Midland Area Community Foundation (MACF), but it wasn’t until Jenni’s involvement with MACF’s Investment Committee, that they fully realized the possibilities and advantages of starting a fund.

“I had just undergone a career diversion and went back to school to get my M.B.A. after practicing law for 18 years,” said Jenni. “My studies had an emphasis on treasuries, securities and investments. With my additional education history in social work, Midland Area Community Foundation Board of Trustees Board Chair Duncan Stuart approached me and suggested I join the Investment Committee … and that’s when we fully began to understand what MACF is capable of.”

Donor advised funds are a charitable account, used for supporting organizations and causes important to donors. Other advantages of opening a donor advised fund are ease of use for tax deductions and tax-free growth.

“The idea of opening our donor advised fund first came about in December of 2019 due to the tax incentives associated with operating a fund,” stated Jenni. “We also knew we wanted to direct our giving in directions we believed in. We really wanted our giving to have a big impact. That’s what led us to Miracle Field.”

The Middle of the Mitt Miracle Field is a project which will bring Miracle League baseball to Midland. The Miracle League program is open to children and adults with physical and intellectual disabilities who want to play baseball. The program permits all players to hit, run and score with the assistance of community volunteers. The field model is designed to be barrier-free and fully accessible with a soft, rubber surface. Midland Area Community Foundation holds this project fund, and Jenni and Jon have chosen to support the initiative through their donor advised fund.

“As a family who values diversity and inclusion, contributing to this project allows us to walk the talk,” stated Jenni. “For our kids, this project will be about more than just having fun, but also an opportunity for us to make a difference as a family.”

For Jenni and Jon, their involvement with MACF goes beyond just the two of them. Their involvement also sets an example for their children, Alivia (8) and Henry (5).

“Growing up, my mother took me to the nursing home every weekend. It didn’t matter whether or not I had a grandparent there,” stated Jenni. “I think that really instilled something in me and made me think about how I could do that with my kids. Hearing my daughter Alivia talk about how many friends she could make from our involvement with the Miracle Field solidified that we’re putting our resources in the right place. Our involvement with this project won’t just be something that Jenni and Jon do, it’s something that the Wendts do.”

The Wendts join over 75 families and individuals with donor advised funds held at MACF. On average, donor advised funds collectively give out $3 million per year.
Jenni and Jon Wendt started a donor advised fund that supported the Middle of the Mitt Miracle Field project. They hope their involvement with MACF sets an example for their children, Henry (5) and Alivia (8).
Your Midland Area Community Foundation holds over 600 individual funds, each with a different purpose, each impacting our community through grants and/or scholarships. Most funds were established by individuals partnering with MACF to positively impact our community.

Grant totals reflect all funds held at MACF. Grants on the following pages represent only the Community Foundation’s competitive grants. Money for these grants comes from community investment funds held at MACF and the Midland Youth Action Council.

$4,096,180
Our Grantmaking

$1,379,648
DEVELOPING OUR TALENT

$960,725
BUILDING OUR LIVELIHOOD

$761,954
CARING FOR OUR PEOPLE

$993,853
ENRICHING OUR COMMUNITY

Pizza Baker employees are all smiles after a successful crowdfunding project was conducted with MyPros and Midland Business Alliance.
By working with Midland’s Community Success Panel, we outlined four major focus areas for MACF. We believe that to work towards a more vibrant, thriving community, our efforts should focus on these broad areas.

**Building our livelihood** means focusing on economic development and infrastructure. **Developing our talent** means focusing on education and the development and engagement of our youth. **Caring for our people** means focusing on health, human services, poverty, housing and public safety. **Enriching our community** means focusing on arts, culture, entertainment, recreation, diversity and the environment.

We believe that moving forward together with our donors and the community, we can help to transform our community as we focus on these areas. Together, we’re enriching and improving our quality of life.

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**Developing our Talent**

Midland County offers high quality education and learning opportunities throughout life. Our community nurtures a skilled workforce and places high value on post-secondary learning. We provide opportunities for children and youth to realize their hopes and dreams.

**Building our Livelihood**

Midland County creates and sustains competitive advantages for existing and future businesses. We are well-connected and invest in our physical and technological infrastructure.

**Caring for our People**

The Midland community provides a coordinated and comprehensive system of supportive health and human services so that all may thrive. We encourage self-sufficiency and accept our individual responsibilities to collaborate to create the safest community in the country.

**Enriching our Community**

Midland County is a vibrant hub of arts, culture, entertainment and recreational opportunities. We are committed to equality and inclusion, and we welcome, embrace and accept all people. We are a sustainable community that values and protects its natural resources.
ALL COMPETITIVE GRANTS 2019

Developing our Talent

Adoption Option Inc. - $6,000
LEAP Summer and LEAP Forward

Arc of Midland - $4,154.90
Sensory kits

Blessed Sacrament Elementary School - $9,135.00
Enhancing science/STEM curriculum with hands-on science kits

Bullock Creek Schools - $9,748.73
Solar energy at Bullock Creek High School

Coleman Community Schools - $15,000
Classroom audio enhancements systems to impact student engagement and achievement

Jefferson Middle School - $6,000
One Author, One Community

Midland Kids First - $39,161.25
Enhanced community-based youth supports project

Midland Kids First - $10,000
Juvenile court summer activities project

Reaching Our Community Kids - $40,000
Positive Alternatives for high school students

Resonators Competitive Drumline of Mid-Michigan - $10,000
Drumline equipment replacement project

Building our Livelihood

Greater Midland Community Centers, Inc. - $7,067
Expand access and build infrastructure to serve rural youth

Hope Township - $40,000
New offices

Kings Daughters and Sons of Midland Inc. - $10,000
Community Christmas Closet

YWCA Great Lakes Bay region - $10,000
Women's Economic Empowerment Program

Caring for our People

Big Brothers Big Sisters of Midland County - $40,000
1:1 Mentoring – Deeper Impact through Innovation

Bullock Creek Schools - $4,860
Learning opportunities for parents of young children, foster and adoptive parents of children with challenging pasts

Coleman Area Fire Authority - $65,000
Emergency medical response vehicle replacement

Girls on the Run – Central Michigan - $5,250
Program scholarships 2019

Greater Midland Community Centers - $22,945
Benefit Early Care and Education and Aquatic Wellness program

Home to Stay - $12,000
Low-income energy efficiency home repair and accessibility modifications

Larkin Township Fire Department - $37,414
Wildland and rescue UTV
Lions Visually Impaired Youth Camp - $6,000
2019 Residential summer camp for impaired children

Midland Area Youth Football League - $7,800
Youth Football: Safety Meets Technology

Midland Center for Accessible Health Care - $20,000
Support the efforts of Helping Hands Dental Center

Midland Community Former Offender Advocacy and Rehab - $12,000
Rapid rehousing, job acquisition and substance use disorder assistance

Midland County Educational Services Agency - $40,000
Midland wellbeing through mastery of applied positive psychology

Midland County Educational Services Agency - $90,500
Pediatric Center for Rehabilitation and Behavioral Health

Midland County Habitat for Humanity - $40,000
Neighborhood revitalization 2019

Midland County Health Department - $5,000
Influenza vaccine for uninsured/underinsured adults

Pinecrest Farms - $100,000
Multigenerational space

Reece Endeavor of Midland - $12,389.93
High-efficiency furnace installations

Rural Community Health Worker Network - $40,000
Community Outreach Resource Extension (C.O.R.E.)

Ten Sixteen Recovery Network - $30,000
Women’s recovery house

The Legacy Center for Community Success - $10,300
Community based e-cigarette and marijuana education

West Midland Family Center - $40,000
Family crisis prevention project

Enriching our Community

Chippewa Nature Center - $125,000
Chippewa Trail Bridge maintenance and repair project

City of Midland MI – Parks & Recreation - $100,000
Central Park Miracle Field

Coleman Community Schools - $40,000
Comet community “WOW” project: Growing for the Future

Greater Midland Community Centers - $100,000
Building for Tomorrow: next steps for the Greater Midland Community Center

Midland Center for the Arts - $15,000
New museum experience

Midland County Agricultural & Horticultural Society - $100,000
Midland Fair Equestrian Center

Northwood University - $25,000
Northwood University Founders Garden

Self Love Beauty - $5,000
Growth in mother/daughter, father/daughter, mother/son relationships
With over $100 million in total assets, the Midland Area Community Foundation is poised to continue focusing on our mission well into the future. The dollar amounts below represent over 600 individual funds opened during our 47-year history. Some are temporary funds, many are endowed, all have a purpose of helping with causes our donors care about.

Ringing true to our slogan, **MACF IS FOR ALL.** Any person can make a difference through their gift, large or small, to the Midland Area Community Foundation.

$110,680,869

**TOTAL ASSETS**

|$9,493,227 |
|---|---|
|AGENCY FUNDS |

|$5,057,642 |
|---|---|
|FIELD-OF-INTEREST FUNDS |

|$33,081,033 |
|---|---|
|COMMUNITY INVESTMENT FUNDS |

|$7,150 |
|---|---|
|GIVING CIRCLE FUNDS |

|$25,693,266 |
|---|---|
|DESIGNATED FUNDS |

|$3,676,936 |
|---|---|
|PROJECT FUNDS |

|$12,895,416 |
|---|---|
|DONOR ADVISED FUNDS |

|$20,776,199 |
|---|---|
|SCHOLARSHIP FUNDS |
Agency Funds
Endowing a nonprofit organization
A simple and efficient way to build an endowment and help create sustainability for local nonprofits.

Community Investment Funds
Meeting ever-changing needs
Help address a broad range of local needs, including future needs that often cannot be anticipated today.

Designated Funds
Helping local organizations sustain and grow
Make a lasting impact for a particular nonprofit organization – a senior center, museum or other organization.

Donor Advised Funds
A personal approach to giving
Be actively involved in grantmaking with a simple, powerful personal approach to giving that is oftentimes called a “charitable checking account.”

Field-of-Interest Funds
Connecting personal values to high-impact opportunities
Target specific areas of community investment such as arts, recreation, youth development or other initiatives that you are passionate about.

Giving Circle Funds
Giving with a group
Combine your contributions with other like-minded individuals so that everyone can collectively make a lasting difference on the causes they value. We’ll manage the details while your group focuses on making an impact.

Project Funds
Focus on fundraising, not fund management
The ideal vehicle for a short-term community project. We’ll manage all accounting, tax receipts and donor communication so you can focus on fundraising.

Scholarship Funds
Investing in deserving students
Develop talent by helping hardworking area students achieve their lifetime dreams.

All these types of funds can be set up in a way to memorialize a loved one or honor a family/individual.
Members of the Legacy Society have chosen to include the Community Foundation in their estate plans. This means that after they pass, assets such as their IRA or real estate will be gifted to your Community Foundation. The goal of the Legacy Society is to recognize and honor members for their foresight, dedication and philanthropic spirit.

Gene Anderson
Mary E. Armstrong *
Dorothy Van Arsdale *
Charles R. Ashcraft*
Carolyn Ayre *
Richard Ayre*
Gwendolyn M. Bagley*
George* R. and Dorothy* J. Baker
Barbara* and Wayne* E. Barrett
Orrin* H. and Eleanor* L. Barrett
Rebecca S. Bastuk
Karl W. and Sandra R. Bauman
Harry J. Beamish*
Imogene Beattie*
Marian Bebb*
Linda and Neil Bell
Sharon Brady
Stuart* S. and Katherine* Branson
David and Colleen Bremer
William* A. and Sylvia B. Bridge
Veronica Cermak*
Fern Christenson*
Daniel J. and Linda Cline
Donna Comfort*
Helen M. and Floyd* Copus
Ronald F. Cornier
Eleanor Currie*
Ruth E. Dangler*
Janet Darby and Nicholas Darby
Matt and Kathleen Davis
Greg and Robyn Dorrien
Marion Dudd *
Catherine Elliott*
Donald and Marilyn J. Findlay
Ellowese Denise Freer
Michael R. and Cassie J. Gambrell
Kathleen* and Howard* Garrett
Catherine Gerace*
William and Karen Gibson
W. Herman Gieseler*
Mark and Alison Goethe
Roger* and Virginia Gohrband
James* and Priscilla* Gorman
L. Scott Govitz
Julius Grosberg*
Reigh* and June* Gunderson
Linda Haight
Dr. Kuno* and Lois* Hammerberg
Donal D. and *Sally E. Hammond
Francine Heinze*
Robert L.* and Cheryl K. Johnson
Sharon Kalina
Kevin B. and Jennifer A. Kendrick
Kennylov Wold Keskey *
Charles Kline*
Dennis K. and Jacqueline Klipa
Sharon L. Sims-Koffman
Jeff Kroeger
Douglas E. Lake*
Linda and Lester Lamparski
Sue Haske Lane*
Hal Lange
Paul E. and Charlotte Larsen
James R. Malek
Lawrence* and Eleanor* Matthews
Gerald* T. and Charlotte B. Maxson
Michael and Linda McComb
Marty and Jan McGuire
Bernie Meister
Celia G. Mendoza
Ann H. Moore*
Robert and Sharon Mortensen
Sylvia Myers
Mary Eileen O’Brien *
Howard Ode *
Edward and Indira Oskvarek
Barbara B. Panian *
Ruth Peele*
Faye E. Prescott *
Mildred* and Mark* Sheldon Putnam
Alex A. and Ashley B. Rapanos
John S. Reder*
Robert B. and Jean W. Reinhart*
Ruth M. Rice*
Joseph E.* and Joan H. Rogers
Hugo L. Schaefer, Jr.*
Mary E. Smith
Sandra Steele
Marvin M. Stein*
Betty L. Summerville
Joann C. and Glen Taylor
Terrance and Deborah Temperly
Mary R. Thomas *
Frederic C. Tuttle *
Mary M. Wilson
Lois M. Yack*
David and Terri Zimmerman
George and Gladys Zubulake
* Deceased
Planned giving does not require a large income or vast estate, only a thoughtful intention to make a difference in your community. To learn more about the Legacy Society, contact us at 989-839-9661.
<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$3,669,015</td>
<td>$3,760,979</td>
</tr>
<tr>
<td>Investments</td>
<td>105,600,299</td>
<td>89,200,979</td>
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<tr>
<td>Prepaid expenses and other assets</td>
<td>192,941</td>
<td>131,440</td>
</tr>
<tr>
<td>Parks and improvements</td>
<td>668,647</td>
<td>668,647</td>
</tr>
<tr>
<td>Office facility and equipment, net</td>
<td>549,967</td>
<td>570,849</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$110,680,869</strong></td>
<td><strong>$94,332,894</strong></td>
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<table>
<thead>
<tr>
<th>LIABILITIES AND NET ASSETS</th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$54,329</td>
<td>$299,941</td>
</tr>
<tr>
<td>Grants payable</td>
<td>41,238</td>
<td>240,600</td>
</tr>
<tr>
<td>Restricted organizational funds</td>
<td>2,547,582</td>
<td>2,179,388</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$2,643,149</strong></td>
<td><strong>$2,719,929</strong></td>
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| **Net Assets**                      |            |            |
| Without donor restrictions          | $105,797,922| $89,591,150|
| With donor restrictions             | 2,239,798  | 2,021,815  |
| **Total net assets**                | **$108,037,720** | **$91,612,965** |
| **Total liabilities and net assets**| **$110,680,869** | **$94,332,894** |
### PUBLIC SUPPORT, REVENUE, AND GAINS

<table>
<thead>
<tr>
<th>Source</th>
<th>2019</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td>Contributions</td>
<td>$7,048,990</td>
<td>$7,276,741</td>
</tr>
<tr>
<td>Investment return, net</td>
<td>16,149,049</td>
<td>(6,133,778)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>208,292</td>
<td>171,741</td>
</tr>
<tr>
<td><strong>Total public support, revenue, and gains</strong></td>
<td><strong>$23,406,331</strong></td>
<td><strong>$1,314,704</strong></td>
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</table>

### EXPENSES

**Program services:**

<table>
<thead>
<tr>
<th>Program</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developing our talent</td>
<td>$1,599,907</td>
<td>$1,563,437</td>
</tr>
<tr>
<td>Enriching our community</td>
<td>1,701,740</td>
<td>1,688,067</td>
</tr>
<tr>
<td>Caring for our people</td>
<td>932,877</td>
<td>1,844,496</td>
</tr>
<tr>
<td>Building our livelihood</td>
<td>1,849,895</td>
<td>1,581,813</td>
</tr>
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**Support services:**

<table>
<thead>
<tr>
<th>Service</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>638,424</td>
<td>557,413</td>
</tr>
<tr>
<td>Fundraising</td>
<td>258,733</td>
<td>272,105</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$6,981,576</strong></td>
<td><strong>$7,507,331</strong></td>
</tr>
</tbody>
</table>

| Change in net assets            | 16,424,755 | (6,192,627) |
| Net assets at beginning of year | 91,612,965  | 97,805,592  |
| **Net assets at end of year**   | **$108,037,720** | **$91,612,965** |
OUR TEAM

Staff

Sharon Mortensen
President & CEO

Heather Crowl
Scholarship Coordinator & Impact Assistant

Laura Dittenber
Administrative & Development Assistant

Kyle Fahrner
Chief Financial Officer

Doug Wright
Career & College Access Network Coordinator

Alysia Christy
Director of Community Impact

Emily Schafer
Director of Development

Kevin LaDuke
Communications Officer

Sara JacobsCarter
Youth Impact Coordinator

**Trustees**

- **Duncan Stuart** – Board Chair
- **Dave Marsh** – Vice Chair
- **Dick Touvell** – Secretary
- **Rod Coleman** – Treasurer
- **William Garchow** – Trustee
- **John Hatfield** – Trustee
- **Jeff Hert** – Trustee
- **Katie Horning** – Trustee
- **Jon Lynch** – Trustee
- **Carol Miller** – Trustee
- **Jim Nigro** – Trustee
- **Michael Rogers** – Trustee
- **Angela Sheets** – Trustee
- **Kay Wagner** – Trustee
- **Jennifer Wendt** – Trustee