



Businesses Partnering with Community Foundations



Options for Planning

by

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Council of Michigan Foundations



The Council of Michigan Foundations is an association of more than 370 foundations and corporations which make grants for charitable purposes. As a membership organization, our mission is to enhance, to improve, and to increase philanthropy in Michigan. CMF provides technical assistance and consultations to Members and potential donors. Inquiries are welcome.

About the author

Vickie G. Langkam is the executive director of the Pharmacia & Upjohn Foundation and also serves as the manager for Contributions and Support Programs. She oversees the company's social investment programs, including foundation and company giving, in-kind donations, product donations for disaster relief and volunteerism. She has worked in the philanthropic field for more than 18 years and has served on a number of CMF panels and committees. She is especially interested in the role community foundations play in the U.S., and their relationship to the increased quality of life in communities where they are located.

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Foreword

Community foundations throughout Michigan are demonstrating their ability to grow permanent endowment funds to help address current and future community needs. As the examples in this paper show, several of these community foundations have developed successful partnerships with business leaders. However, more corporations in our state need to know about the benefits of these partnerships!

We are grateful to Vickie Langkam, Executive Director of the Pharmacia & Upjohn Foundation for authoring this helpful paper and encourage community foundations to use it as an added marketing tool in discussions with local and regional business leaders. The Council of Michigan Foundations (CMF) will submit a summary of this paper as an article for next May's issue of *Michigan Forward*—the issue of the State Chamber of Commerce publication that is devoted to philanthropy and volunteerism.

Publishing of this paper is made possible by the Mawby Fund to Increase and Improve Philanthropy, a permanent endowment fund of CMF providing funding for special initiatives to increase philanthropy in Michigan. A special thank you goes to the Kalamazoo Foundation for providing staff resources and research assistance. Using its professional staff and extensive resource library of materials on community foundations, CMF responds daily to inquiries related to both community foundation development and corporate giving programs.

We are excited about the growth of community foundations in Michigan and the potential that more partnerships with businesses have for continuing that growth. Working together, community and corporate foundation grantmakers can make a difference for our state! Please call us for assistance.

Dorothy A. Johnson, President
Council of Michigan Foundations

August, 1997



Introduction

Community foundations represent the fastest growing form of organized philanthropy in the United States. Part of this growth is fueled by more companies recognizing the options for charitable giving offered by community foundations. These options present viable solutions to community needs.

We hear repeatedly that there is one thing we can count on—“Change.” Change will be a constant in our lives as we deal with technology growth, vacillating economic conditions and factors that dictate doing more efficiently with less. As companies deal with employee reductions and limited resources, it is harder to create a positive impact in their communities. Community foundations offer resources and knowledge that can add value and efficiencies to company programs. These are just some of the reasons for this growth in new partnerships between community foundations and businesses. It is also why the opportunities offered by community foundations should not be overlooked by small businesses or corporations when planning their charitable goals.

It was a member of the Cleveland business community, Frederick H. Goff, who established the first community foundation in 1914. Goff wanted to find a way to enable people of modest means to pool their funds into a charitable entity that would benefit their communities. His idea has caught on across the U.S. There are now more than 520 community foundations with assets of

more than \$13.3 billion and annual grants exceeding \$861 million according to the 1995 community foundation survey conducted by The Columbus Foundation. Thanks to challenge grants from the W.K. Kellogg Foundation and the Lilly Endowment, there are now more than 150 in Michigan and Indiana alone.

The purpose of this paper is to highlight several existing partnerships which demonstrate the remarkable flexibility community foundations have

What is a Community Foundation?

It is a tax-exempt, nonprofit, autonomous, publicly supported, philanthropic institution. It manages a collection of permanently endowed funds for the long-term benefit of a geographic area. Endowed funds are created by individuals, companies, other foundations, charitable organizations and government agencies. As a neutral convener and provider of technical assistance, the community foundation can bring diverse community groups together to help tackle current needs and plan for the community's future.

in responding to the needs of the business community. Companies should think of their local community foundations when structuring a “cause-related” marketing program, setting up an employee matching fund or establishing scholarship funds.

It must be acknowledged that not all businesses are the same size, have similar philanthropic goals or resources. And not all community foundations have the staff, asset base or sophistication to partner with major corporations. However, both parties can benefit by sharing ideas and current models demonstrating the many services community foundations can provide both large global corporations and small local companies.

It is hoped that the examples offered here will stimulate new planning ideas by those responsible for corporate giving as well as encourage community foundation directors to develop closer ties to the business community. The end results could mean more business involvement in community issues, enhanced programs, and more efficient use of business resources. Businesses concerned about their communities, their employees’ quality of life, and ways to ensure a positive environment to conduct business — read on. For community foundations looking for ways to assist companies large and small, this may offer ideas on which you can build.

Businesses Partnering With Community Foundations

Why Partner with a Community Foundation?

Community foundations offer potential corporate partners a wealth of information on community needs, charitable organizations, resources for leveraging, and tax considerations. A company's business goals, the size of its charitable contributions programs and the types of communities where facilities are located will help determine which needs can be fulfilled by working with a community foundation.

Community foundations have expertise in local needs and issues at a level not necessarily attainable in corporate social investment initiatives. They can serve as the local eyes for national and international corporations. Companies working with community foundations should view partnering as an extension of their own resources. It can range from an annual review of local needs to managing a company giving program. A community foundation offers a respected buffer from hundreds of funding requests.

Those who follow corporate giving trends are predicting that more and more companies will give through industry associations and other intermediaries rather than to individual organizations, because of the time and resources involved. The trend to outsource company matching programs is growing at a rapid rate. As operational

resources become more limited, the mandate has become to be as efficient as possible in allocating charitable resources.

Benefits Community Foundations Offer Businesses

- * Option of pooling funds with others results in greater community impact
- * Professional trained staff supplement corporate staff
- * Experienced at screening and evaluating proposals
- * Helps avoid duplication by funding sources
- * Serves as a buffer when saying no is painful
- * Leverages contributions with other community resources
- * Evaluates the impact of contributions
- * Neutralizes the politics involved with a request
- * Professionally manages investments to protect erosion of dollars
- * Provides local perspective when there are numerous company locations
- * Identifies changing community needs
- * Knows local nonprofit organizations
- * Offer tax benefits (the State of Michigan offers a tax credit for qualifying funds)

A community foundation's ability to pool assets for stable growth rates is an efficient and effective tool. They can also absorb the burdens of administering a charitable program. Experienced staff can provide the necessary research to create specialized grantmaking programs.

Why collaborate with another organization or outsource any part of a company giving program? Let's do a full circle and get back to that word,

“Change.” As marketplace forces compel companies to become more “lean and efficient,” new means to accomplish charitable goals are being sought. This type of partnership can provide a full range of benefits. For the smaller local company, this partnership could provide the ability to have a program versus not being able to participate in community affairs. The larger corporation can stretch its resources by tapping into additional services provided by community foundations.

Partnership Examples

Chicago Community Trust— A Unique Partnership

At a time when it was questionable whether Quaker Oats would be able to continue its company giving program, the company chose to enter into a unique partnership with the Chicago Community Trust that broke new ground for corporate philanthropy.

Using Quaker Oats Foundation guidelines, the Trust now provides the initial evaluation of requests, processes correspondence, transmits checks in the name of the Quaker Oats Foundation, and performs other administrative tasks. While the evaluation process is similar to the usual practices of the Trust, the Quaker Oats Foundation has rewritten its guidelines to help the Trust screen requests and developed a system of review. Anne Blanton, assistant director of the Trust, notes that Quaker will make the ultimate decision about which programs it will support.

“We were looking for a way to remain effective with our corporate philanthropy while at the same time controlling our costs,” said Bill Smithburg, Quaker’s chairman and chief executive officer. “Our strategic alliance with The Chicago Trust gives us access to additional professional resources for evaluating grant requests and for monitoring the progress of programs supported by our grants. It’s an alliance that will have a very positive impact on our grant making in Chicago and other communities.”

“This is the first time the Trust has entered into this type of partnership with a corporation. As part of the new alliance, Quaker is establishing an endowment fund at the Trust with an initial contribution of \$50,000,” said Kenneth Smith, Chairman of the Trust’s executive committee.

The San Francisco Foundation— The Donor Advised Fund

The San Francisco Foundation has produced a useful brochure titled, *In Partnership With Your Closely-Held Bay Area Business* to serve as a springboard for discussion between businesses and their tax and financial advisors. The booklet offers suggestions on how to use equity in a closely-held business for charitable purposes.

An example given in the brochure is Mr. Don Troutman, a local business owner, who found the services of the community foundation to be just what he needed. Mr. Troutman sits on the boards of several local charities, and his wide circle of friends includes the directors of many others. Each week he receives so many appeals that by December his in-basket overflows.

Mr. Troutman was considering establishing a private foundation to handle charitable giving. Instead, he worked with the San Francisco Foundation and created a donor-advised fund making an irrevocable gift of 25,000 shares of stock. Grants are recommended each year to be

distributed from the income generated by the fund. Because a donor-advised fund was established instead of a private foundation, he is free of the payout restrictions, excise taxes, annual filings and other administrative duties incurred by private foundations.

A donor-advised fund may also be created by a corporation. It provides a dependable stream of income during down years and can be added to during good economic times. This approach smooths out the peaks and valleys inherent in any business. A fund at a community foundation allows donors a greater annual income tax deduction because of the foundation's public charity tax status. Cash gifts are deductible up to 50 percent of the donor's contribution base. Gifts of long-term appreciated property are deductible up to 30 percent. If a company creates its own private foundation, the tax rates would be 30 percent and 20 percent respectively. Taxes are not imposed on the income generated by community foundation funds which results in more funds for charitable purposes.

The community foundation takes care of all administrative paperwork, legal and audit fees, writing of checks, monitoring and grant research. The business makes suggestions or "advises" how funds may be distributed. By using a donor-advised fund, a company can participate in making the community a better place to live without incurring additional overhead expenses and can enjoy a greater tax benefit.

Kalamazoo Foundation— *The Field of Interest Fund*

"Field of interest" funds are a popular tool for corporate involvement with a community foundation. Such a fund was created at the Kalamazoo Foundation by The Upjohn Company to improve the infrastructure in Kalamazoo County and create an environment conducive for governmental cooperation. A grant of \$10 million was

paid over five years to the foundation and a partnership was formed.

A county-wide advisory committee was assembled by the foundation for the Infrastructure Fund consisting of city and county officials, two community leaders and two technical representatives from the company. This committee reviews needs and recommends programs for funding to the foundation board. This process provides a means for the company to help the community through a partner that manages the process by convening, mediating discussions, approving and administering the grants. The discussions of the advisory committee expose members of local and county governments to each others' concerns and needs.

The company has created other funds at the foundation and also matches gifts to education, arts, museum and library funds administered by the foundation. Several of the company's employees have established special interest funds as memorials or for community needs. "Our board and staff find the expertise the Kalamazoo Foundation brings to the table invaluable. You need to use every available resource to continue to address growing requests for funds and make a difference in your community," notes Don Parfet, President of the Pharmacia & Upjohn Foundation. In 1995, The Upjohn Company merged with Pharmacia AB of Sweden creating Pharmacia & Upjohn. "We have been very fortunate to have a global company in Kalamazoo that knows the importance of working with the community," said Jack Hopkins, President of the Kalamazoo Foundation.

The Fremont Area Foundation— *A Scholarship Fund*

FMB-Old State Bank has made an investment in the youth of greater Newaygo County by creating a special scholarship fund with an initial gift of \$10,000. This fund provides scholarships for graduating Newaygo County high school

seniors from communities with bank branch offices. Each high school nominates two individuals to the foundation education committee, who make the final selection based on specific criteria including financial need.

“The bank has been a generous supporter of many community programs and projects. Their commitment to the greater Newaygo County community is very evident,” said Libby Cherin, the Foundation’s executive director. “I believe this is a wonderful opportunity,” stated Rick Dyer, the President and CEO of FMB-Old State Bank. “This community has been our home for more than 100 years and we care about what happens here. We have entrusted our investment to the Fremont Area Foundation because their programs and the organizations they support fulfill needs for the community’s growth and vitality.”

Community Foundation for Southeastern Michigan— Special Purpose Funds

Kids Club Foundation is the name of a special fund started in 1996 by Unitron Industries of Port Huron, Michigan in partnership with the Community Foundation for Southeastern Michigan. The purpose of the fund is to support the needs of hearing-impaired children throughout the United States.

As an endowed fund, the Kids Club Foundation maintains all donations in perpetuity, spending only the earnings generated from the principal to provide grants for worthy projects. Unitron contributes a percentage of its hearing product sales to the fund annually. The company also publicizes information on the Kids Club Fund in publications for their customers. Contributions to the fund are received from others throughout the U.S.

The Community Foundation for Southeastern Michigan also has a partnership with Comerica Bank, which created a Community Economic

Development Fund. The Comerica Bank Community Economic Development Fund supports neighborhood development projects in the city of Detroit and other low- and moderate-income communities within the Comerica Bank service area in southeastern Michigan.

Both of these funds operate with advisory committees that include company representatives but are independent from their respective companies.

The Jackson Community Foundation— A Matching Gift Model

As with many corporations, CMS Energy of Jackson, Michigan offers to match dollar-for-dollar donations by their employees, retirees and dependents to a community foundation. Charitable gifts of \$25 up to \$2,000 per year are matched. This has been particularly helpful to the Jackson Community Foundation, located in the Company’s hometown of Jackson. These matching gifts help to encourage a broad-base of support which strengthens the community.

CMS Energy also maintains a “field of interest” fund started in 1990 to supplement its own foundation giving. The fund provides grants to enhance the quality of life in Jackson by supporting the arts and humanities. By working with the community foundation, the company can leverage additional resources in the community where their corporate offices are located.

The Columbus Foundation— The Supporting Organization

Mr. E. W. “Billy” Ingram, founder of White Castle Systems, made a decision in 1981 to establish the Ingram-White Castle Foundation as a supporting organization of The Columbus Foundation, in Columbus Ohio. Three staff members of White Castle Systems assist in administering foundation grants from this foundation with assets exceeding \$14 million.

The Ingram-White Castle Foundation has its own 501(c)(3) tax-exempt public charity status from the Internal Revenue Service, and it is joined to the Columbus Foundation through its Board, which is appointed by the Columbus Board. Family and corporate members can serve on the Board of the supporting organization, which may also oversee its own investment program. The Columbus Foundation is paid a fee for administering the supporting foundation.

Respondents to The Columbus Foundation's 1995 survey of 520 community foundations reported 59 foundations working with 159 supporting organizations. While the majority of

supporting organizations are created by families or individuals, companies thinking of creating a private corporate foundation should investigate the possibility of establishing a supporting organization with a community foundation. It offers all of the benefits of a community foundation while providing a little more independence than offered in a donor-advised fund relationship.

The Columbus Foundation has provided a helpful list of issues to be considered before establishing a supporting organization, which are included in the appendices.

Summary

Community foundations represent a willing and able partner for businesses interested in strengthening communities where their employees live. As these examples summarize, a community foundation offers a flexible legal structure to help a company meet its charitable goals and respond to changing community needs.

Companies are developing comprehensive strategies aligned with their missions to leverage resources and benefit key stakeholders (employees, customers and their communities).

As an integral part of their community, the community foundation is a valuable resource to businesses, citizens and nonprofit organizations. Their unique attributes allow them to turn a donor's generous intent into a beneficial reality for the community.

For more information about the partnering with community foundations in your region, contact the Council of Michigan Foundations at (616) 842-7080 or the Council on Foundations at (202) 466-6512.

Community Foundation Funds

Community foundations offer a variety of funds to meet donor interests and changing community needs. All of these funds may be established in the name of a company, employee or valued customer. The different types of funds can be summarized as follows:

Unrestricted Fund—These funds offer the most flexibility to the community foundation in placing support within the community. The donor receives reports, but usually desires no direct involvement.

Field of Interest Funds—A field of interest fund is targeted at more than 5 different potential areas united by a common issue—such as education, economic development, the arts, the environment, and health. A company may want to consider starting or supporting this type of fund based on its own priorities or collaborate with other businesses to create a common fund, such as an Economic Development Fund. These funds often have an advisory committee that makes recommendations to the foundation board.

Geographic Field of Interest Funds—Companies may want to establish a fund to serve a particular community in which a business facility is located.

Donor Designated Funds—A specific charity or several charities can be named as recipients of a fund, with annual support in a fixed amount or a percentage of available income. Should the designated charity cease to exist, or should its mission be changed, the foundation would locate another organization(s) that matches the original intent of the donor.

Donor-Advised Funds—One of the most popular funds is the advised fund that allows for participation by the donor. By law, the foundation is required to retain the ultimate authority for fund distributions. However, donors may make suggestions as to the recipients of the grants and avoid restrictions placed on private foundations.

Scholarships—Scholarships may be for any level of education. Schools may be specified and/or field of study may be designated. The foundation will appoint a selection committee or work with the school to determine recipients. The company and its employees can establish scholarship criteria, and the foundation assumes all of the administrative work.

Finally, a company may choose to establish an independent yet linked supporting organization as described in The Columbus Foundation example on page 11.

Issues for Consideration in the Creation of a Supporting Organization

The Columbus Foundation and other foundations offer the following list of questions to think about when considering a supporting organization.

1. What is the name of the foundation?
2. What level of visibility will the foundation have? (Published guidelines, press releases regarding grantmaking activities, annual report, etc.)
3. Will the foundation have a primary focus? Is there a geographic focus?
4. Will there be restrictions regarding distributions from the foundation? (Spending rule, restriction of grant size)
5. Will there be a discretionary grants policy?
6. Who will be the initial trustees and what will be the length of trustee terms? (The community foundation, by law, must appoint the majority of the members taking into consideration suggestions of the donor.)
7. What is the process for identifying future trustees?
8. How many trustees constitute a quorum and will there be special voting requirements for actions such as grantmaking or spending from principal?
9. What are the titles for the foundation's officers? (If there are officers that need not be trustees, they should also be identified.)
10. If committees are established (now or in the future), what are their limitations?
11. Which law firm will be retained as counsel to the foundation?
12. Which investment agent(s) will manage the foundation's assets?
13. Where will the foundation's checking account be held and how many signatures are required on checks? Which officers are authorized?
14. Which officers are authorized to execute documents necessary to conduct the foundation's business?
15. Will a majority, super majority, or unanimous vote be required to amend the creating documents?
16. What vote is required to dissolve the foundation and what should happen upon the dissolution of the foundation?

Resources

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Annual Report

The Chronicle of Philanthropy, July 11, 1996

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Future”

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Foundation Survey Supporting Organiza-
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Foundation GIFT Program, and Ed
Sullivan, Heritage Fund of Bartholomew
County, Indiana.

Community Foundation for Southeastern Michigan
“1996 Yearbook”

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Doing Well by Doing Good” by Mark
Holoweiko

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setts

The San Francisco Foundation, “In Partnership
With Your Closely-Held Bay Area Busi-
ness”

Redesigning Corporate Philanthropy, John F. Coy

Community Foundations in Michigan

Albion Civic Foundation

(517) 629-3349
203 S. Superior Street
Albion, MI 49224
Fax: (517) 629-8027

Alger Regional Community Foundation

(906) 387-4686
P.O. Box 39
Munising, MI 49862
Fax: (906) 387-2436

Allegan County Foundation

(616) 673-8344
325 Hubbard Street
P.O. Box 15
Allegan, MI 49010
Fax: (616) 673-7190

Ann Arbor Area Community Foundation

(313) 663-0401
201 S. Main Street, Suite 801
Ann Arbor, MI 48104-2113
Fax: (313) 663-3514

Baraga County Community Foundation

(906) 353-7898
c/o UPCC
P.O. Box 320
L'Anse, MI 49946
Fax: (906) 353-8540

Barry Community Foundation

(616) 945-4010
450 Meadow Run, Suite 400
P.O. Box 81
Hastings, MI 49058-0081
Fax: (616) 945-4536

Battle Creek Community Foundation, The

(616) 962-2181
One Riverwalk Centre
34 W. Jackson Street
Battle Creek, MI 49017-3505
Fax: (616) 962-2182

Affiliates:

Athens Community Foundation

(616) 729-4238
P.O. Box 111
Athens, MI 49011

Homer Area Community Foundation

(517) 568-4461
P.O. Box 201
Homer, MI 49245
Fax: (517) 568-7125

Bay Area Community Foundation

(517) 893-4438
703 Washington Avenue
Bay City, MI 48708
Fax: (517) 893-4448

Berrien Community Foundation

(616) 983-3304
515 Ship Street, Suite 210
St. Joseph, MI 49085-1155
Fax: (616) 983-4939

Branch County Community Foundation

(517) 278-4517
100 W. Chicago, Suite 209
Coldwater, MI 49036
Fax: (517) 279-2319

Affiliate:

Colon Foundation Fund

(616) 432-3625
119 S. Black Avenue
Colon, MI 49040
Fax: (616) 432-3625 call first

Cadillac Area Community Foundation

(616) 775-9911
107-1/2 N. Mitchell
P.O. Box 102
Cadillac, MI 49601
Fax: (616) 775-2511

Affiliate:

Missaukee County Community Foundation

(616) 839-4354
1751 S. Morey Road
Lake City MI 49651

Capital Region Community Foundation

(517) 485-1630
300 N. Washington Square,
Suite 104
Lansing, MI 48933-0104
Fax: (517) 485-1636

Affiliate:

Eaton County Community Fund, The

(517) 543-2310
c/o MSU Extension
Courthouse Complex
Charlotte, MI 48813
Fax: (517) 543-8119

Charlevoix County Community Foundation

(616) 536-2440
507 Water Street
P.O. Box 718
East Jordan, MI 49727-0718
Fax: (616) 536-2640

Community Foundation for Delta County

(906) 786-6654
2500 7th Avenue South
Suite 121
Escanaba, MI 49829
Fax: (906) 786-9124

Community Foundation for Muskegon County

(616) 722-4538
Community Foundation Bldg.,
Suite 200
425 W. Western Avenue
Muskegon, MI 49440
Fax: (616) 722-3739

Affiliates:

Ludington Area Foundation

(616) 845-0326
P.O. Box 10
Ludington, MI 49431
Fax: (616) 845-6857

Oceana County Community Foundation

(616) 873-5651
c/o Oceana ISD
844 Griswold
Hart, MI 49420
Fax: (616) 873-5779

**Community Foundation
for Northeast Michigan**
(517) 354-6881
123 Water Street
P.O. Box 282
Alpena, MI 49707
Fax: (517) 356-3319

Affiliate:

**Straits Area Community
Foundation
North Central Area
Community Fund**

**Community Foundation for
Southeastern Michigan**
(313) 961-6675
333 W. Fort St., Suite 2010
Detroit, MI 48226
Fax: (313) 961-2886

Affiliates:

**Chelsea Community
Foundation**
(313) 961-6675
P.O. Box 45
Chelsea, MI 48118
Fax: (313) 961-2886

**Community Foundation for
Livingston County**
(313) 961-6675
333 W. Fort St., Suite 2010
Detroit, MI 48226
Fax: (313) 961-2886

**Community Foundation of
Greater Flint**
(810) 767-8270
502 Church Street
Flint, MI 48502-1206
Fax: (810) 767-0496

Affiliates:

Clio Area Community Fund
(810) 767-8270
502 Church Street
Flint, MI 48502-1206
Fax: (810) 767-0496

Fenton Community Fund
(810) 767-8270
502 Church Street
Flint, MI 48502-1206
Fax: (810) 767-0496

Grand Blanc Fund
(810) 767-8270
502 Church Street
Flint, MI 48502-1206
Fax: (810) 767-0496

Lapeer Community Fund
(810) 767-8270
502 Church Street
Flint, MI 48502-1206

**Community Foundation
of Monroe County**
(313) 242-1976
P.O. Box 627
111 E. First Street
Monroe, MI 48161-0627
Fax: (313) 242-1976

Affiliate:

**Bedford Community
Foundation**
(313) 854-5455
P.O. Box 103
Lambertville, MI 48144
Fax: (313) 854-1722

**Community Foundation
of St. Clair County**
(810) 984-4761
800 Military Street, Suite 309
Port Huron, MI 48060
Fax: (810) 984-3394

**Community Foundation
of the Holland/Zeeland
Area, The**
(616) 396-6590
c/o First of America Bank
One West 8th Street
Holland, MI 49423
Fax: (616) 394-7059

**Community Heritage
Foundation of Eaton Rapids**
(517) 663-3453
209 South River Street
Eaton Rapids, MI 48827-1503
Fax: (517) 663-3334

**Dickinson County
Community Foundation**
(906) 774-0363
P.O. Box 648
Iron Mountain, MI 49801
Fax: (906) 774-7640

Affiliate:

**Norway Area
Community Fund**
(906) 563-7172
102 Forest Drive
Norway, MI 49870
Fax: (906) 563-9571

Four County Foundation
(810) 752-4484
115 Rawles St., P.O. Box 118
Romeo, MI 48065-0118
Fax: (810) 752-6751

Fremont Area Foundation, The
(616) 924-5350
108 South St., P. O. Box B
Fremont, MI 49412-0176
Fax: (616) 924-5391

Affiliates:

**Big Rapids Area Community
Foundation**
(616) 796-3055
P.O. Box 1012 C
Big Rapids, MI 49307
Fax: (616) 796-8414

**Lake County Community
Foundation**
(616) 745-8107
Route B, Box 2258A
Baldwin, MI 49304

**Osceola County Community
Foundation**
P.O. Box 37
Reed City, MI 49677-0037

**Grand Haven Area
Community Foundation**
(616) 842-6378r
One South Harbor Drive
Grand Haven, MI 49417
Fax: (616) 842-9518

Affiliate:

**Coopersville Area
Foundation**
(810) 445-8111
126 Eastmanville Road
Coopersville, MI 49404
Fax: (616) 837-9705

Grand Rapids Foundation, The
(616) 454-1751
209-C Waters Building
161 Ottawa, N.W.
Grand Rapids, MI 49503
Fax: (616) 454-6455

Affiliates:

**Hudsonville Community
Foundation**
(616) 247-2219
3046 Country Court
Hudsonville, MI 49426
Fax: (616) 669-3559

Ionia County Community Foundation
(616) 527-8720
302 W. Main Street
Ionia, MI 48846
Fax: (616) 527-7745

Sparta Community Foundation
(616) 887-9417
1222 Twelve Mile Rd.
Sparta, MI 49345

Wyoming Community Foundation
(616) 531-0210
2459 - 28th Street, S.W.
Wyoming, MI 49509

Grand Traverse Regional Community Foundation
(616) 935-4066
115 Park Street
Traverse City, MI 49684
Fax: (616) 941-4066

Affiliate:
Otsego County Community Foundation
(517) 732-7548
c/o Wegmeyer Insurance Agency
P.O. Box 1366
Gaylord, MI 49735
Fax: (517) 732-7916

Gratiot County Community Foundation
(517) 875-4222
1131 E. Center Street
P.O. Box 310
Ithaca, MI 48847
Fax: (517) 875-2858

Greater Frankenmuth Area Community Foundation
(517) 652-6104
P.O. Box 317
Frankenmuth, MI 48734
Fax: (517) 652-8919

Greater Rochester Area Community Foundation
(248) 651-6210 ext. 3218
501 W. University
P.O. Box 431
Rochester, MI 48308-0431
Fax: (248) 651-1982

Greenville Area Foundation
(616) 754-2640
116 E. Washington
Greenville, MI 48838
Fax: (616) 754-4740

Hillsdale Community Foundation
(517) 439-5101
52 East Bacon, P.O. Box 276
Hillsdale, MI 49242-0276
Fax: (517) 439-5109

Huron County Community Foundation
(517) 269-2850
1160 S. VanDyke
Bad Axe, MI 48413
Fax: (517) 269-2844

Affiliate:
Tuscola County Community Foundation
(517) 673-2175
c/o Janks Foundation
205 West Sherman Street
Caro, MI 48723
Fax: (517) 673-2177

Jackson Community Foundation, The
(517) 787-1321
230 W. Michigan Avenue
Jackson, MI 49201
Fax: (517) 787-4333

Kalamazoo Foundation
(616) 381-4416
151 S. Rose Street, Suite 332
Kalamazoo, MI 49007
Fax: (616) 381-3146

Affiliate:
Greater South Haven Foundation Fund
(616) 381-4416
c/o Kalamazoo Foundation
151 S. Rose Street, Suite 332
Kalamazoo, MI 49007
Fax: (616) 381-3146

Leelanau Township Foundation, Inc.
(616) 386-9000
P.O. Box 818
Northport, MI 49670
Fax: (616) 386-7829

M & M Area Community Foundation
(906) 864-3599
2010 Tenth St., P.O. Box 847
Menominee, MI 49858
Fax: (906) 864-9381

Mackinac Island Community Foundation
(906) 847-3701
P.O. Box 1933
Mackinac Island, MI 49757
Fax: (906) 847-3893

Manistee County Foundation
(616) 723-7269
P.O. Box 31
Manistee, MI 49660
Fax: (616) 723-6410

Marquette Community Foundation
(906) 226-7666
220 W. Washington, Suite 520
P.O. Box 185
Marquette, MI 49855-4331
Fax: (906) 226-2104

Affiliates:
Ishpeming Community Fund
603 Mather Avenue
Ishpeming, MI 49849

Negaunee Community Fund
(906) 475-4157
101 S. Pioneer Avenue
Negaunee, MI 49866

Marshall Community Foundation
(616) 781-2273
126 W. Michigan, Suite 202
Marshall, MI 49068
Fax: (616) 781-9747

Michigan Gateway Community Foundation
(616) 695-3521
P.O. Box 351
Buchanan, MI 49107-0351
Fax: (616) 695-4250

Midland Foundation
(517) 839-9661
812 W. Main Street
P.O. Box 289
Midland, MI 48640
Fax: (517) 832-8842

**Mt. Pleasant Area
Community Foundation**
(517) 773-7322
111 S. University
P.O. Box 1283
Mt. Pleasant, MI 48804-1283
Fax: (517) 773-2115

Affiliate:
**Clare County Community
Foundation**
(517) 386-7451
1005 North McEwan
Clare, MI 48617

**Ontonagon County
Community Foundation**
(906) 884-6086
Director
P.O. Box 151
Ontonagon, MI 49953

**Petoskey-Harbor Springs
Area Community
Foundation**
(616) 348-5820
616 Petoskey St., Suite 002
Petoskey, MI 49770
Fax: (616) 348-5883

**Saginaw Community
Foundation**
(517) 755-0545
100 S. Jefferson, Suite 501
Saginaw, MI 48607
Fax: (517) 755-6524

**Sanilac County
Community Foundation**
(810) 648-3634
47 Austin Street
P.O. Box 307
Sandusky, MI 48471-0307
Fax: (810) 648-4932

**Schoolcraft County
Community Foundation**
(906) 341-2834
P.O. Box 473
Manistique, MI 49854
Fax: (906) 341-5931

Shiawassee Foundation
(517) 725-5101
4051 South M-52
Owosso, MI 48867
Fax: (517) 725-1989

Sturgis Foundation
(616) 659-8508
310 N. Franks Avenue
Sturgis, MI 49091
Fax: (616) 659-8111

Affiliate:
**Constantine Area
Community Foundation**
310 N. Franks Avenue
Sturgis, MI 49091

**Tecumseh Community
Fund Foundation, Inc.**
P.O. Box 142
Tecumseh, MI 49286

**Three Rivers Area
Foundation**
(616) 279-7402
P.O. Box 453
1752 M-86
Three Rivers, MI 49093

**Upper Peninsula
Community Foundation
Alliance**
(906) 353-8545
P.O. Box 320
Baraga, MI 49908-0320
Fax: (906) 353-8540

Affiliates:
**Forest Park
Community Fund**
104 Elm Grove Lane
Crystal Falls, MI 49920-1025

**Gogebic County
Community Fund**
(906) 932-5666
112 S. Suffolk
Ironwood, MI 49938

**Greater Keweenaw
Community Fund**
(906) 482-9229
P.O. Box 101
Houghton, MI 49931

**Les Cheneaux
Community Fund**
(906) 484-2256
P.O. Box 366
Cedarville, MI 49719

**Paradise Area
Community Fund**
(906) 492-3363
P.O. Box 39
Paradise, MI 49768

**Sault Ste. Marie
Community Fund**
(906) 635-4300
320 Ashmun Street
Sault Ste. Marie, MI 49783
Fax: (906) 635-4319

**St. Ignace Area
Community Fund**
(906) 643-6950
560 N. State Road
St. Ignace, MI 49781
Fax: (906) 643-9380



Cost: \$5



Council of Michigan Foundations

One South Harbor Avenue
Grand Haven, MI 49417
616/842-7080
FAX: 616/842-1760
e-mail: cmf@cmif.org