

Projects featured in this report



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Foundation is a 501c-3 nonprofit organization designed to help people create a lasting impact. With nearly 200 funds established since 1989, we work with donors, nonprofits, to make our county a stronger, healthier, more vibrant place to live. By connecting donors with causes personal to them and responding to ever-changing issues, we are all united around common goals of improvement, positive change

MESSAGE from the CEO & Board Chair

FINANCIALS challenge match opportunity

COLLABORATION amongst nonprofits & funders

Hesperia.

ARTS enriching lives for all

8-9 **LITERACY** fostering joy of reading

PARTNERS

pooling resources for more

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14-15 **INVESTORS** you make it all happen!

INVESTING with your IRA

The Oceana County Community and equitable access to resources for

everyone to thrive.

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Connecting is a core function of community foundations and it made for an exciting theme to showcase the many projects, programs and people impacted by our partners this past year. We know that our reach has grown throughout the county because our board made it a priority in our strategic plan – in donor support, expanded programs and connecting those resources to the unique needs of each community. The Foundation is also committed to understanding & responding to those needs by hosting community assessments where people can participate in developing a shared vision for their hometowns. We are hosting our fourth assessment in Walkerville on November 30th and we are eager to learn more about the community and which aspects residents want to protect and change. We have observed excellent outcomes & momentum from prior assessments in Shelby, Pentwater &

Message to our partners

In this report, we focused on a few areas of need & culture, as they intertwine to provide opportunities for people from babies to seniors to experience wellbeing. You'll see many instances of contributors coming together to fund a need or grow a program. Impact can happen at all levels of giving, as needs are so varied. While we all have more work to do... when we do it together, we all win. I'm particularly proud of the willingness of our nonprofit & community partners to meet quarterly to take a dive into our shared space to learn, identify where to combine efforts and to advocate for change. These group settings allow us to build relationships and bring us closer, so we can also build those shared plans.

As our roads connect us to each other and bridges provide an access from one side to another, we relish the progress our communities & partners have made to work together to create a place where everyone can thrive. It is our enduring promise to serve Oceana County, with belonging as a focal point in all

We thank you for being a part of this community thread that connects & multiplies impact many times over. With much gratitude and wishes for a wonderful holiday season.





eana | Community Foundation

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(231) 869-3377 oceanafoundation.org by the numbers...

\$120,150 IN IIRA GIFTS

NEW FUNDS

\$976,213 IN GRANTS **& SCHOLARSHIPS**

IN SCHOLARSHIP AWARDS

MEMBERS



\$104,830 IN GIFTS RAISED FOR \$25,000 YEAR-END CHALLENGE MATCH

\$67,000
IN NONPROFIT WISHES FUNDED!

GIVING MADE EASY 5

OCEANAFOUNDATION ORG/GIVE/GIVE-NOW



OF FINANCIAL POSITION for year ended December 31, 2022

BALANCE SHEET

ASSETS	2022	2021
Cash and cash equivalents		\$355,430
Investments	\$14,844,247	\$17,865,000
Property & Equipment, net		\$6,949
Total Assets	\$16,693,236	\$18,227,379
LIABILITIES		
Accrued expenses	\$8,072	\$4,752
Funds held as agency funds		\$636,610
Total Liabilities		\$641,362
NET ASSETS		
Total Net Assets	\$16,190,183	\$17,586,017
Total Liabilities & Net Assets		\$18,227,379
	•	, ,

STATEMENT OF ACTIVITIES	
PUBLIC SUPPORT & REVENUES 2022	2021
Contributions of financial assets \$2,496,750	\$1,266,158
Net investment and other income (\$2,712,237)	\$2,036,515
Total Public Support & Revenues (\$215,487)	\$3,302,673
EXPENSES	
Program services	\$888,434
Operating	\$229,905
Total Expenses	\$1,118,339
CHANGE IN NET ASSETS (\$1,395,834)	\$2,184,334
Net Assets, January 1	\$15,401,683
Net Assets. December 31	\$17.586.017

Vanguard Institutional Advisory Services, Investment Managers | Kruggel-Lawton, CPA (auditor) The portfolio experienced a market loss of -17.4% in 2022, however, the equity markets continue to recover in 2023.

CHALLENGE MATCH

We are excited to announce that an anonymous donor has provided a challenge match until December 31, 2023. We invite you to make a donation to support our Community Investment or Administrative Funds to help us meet this match.

Your gifts will support greatest needs and provide leadership in Oceana County.

GIVING TAX-WISE WITH YOUR IRA

More people are directing their Required Minimum Distribution or transferring up to \$100,000 per year to support favorite nonprofits and causes via Foundation Funds. Some have also established new Community Investment Funds - that benefit Oceana's greatest needs & opportunities. Turn to the back cover to learn more about this giving option.

In March, the Foundation held its first 'Deep Dive with Nonprofit & Community Partners.'

Given successful collaboration during the pandemic across community organizations, the Foundation recognized the opportunity to reconvene in a group setting to foster relationships, learn across various topics and find opportunities to work together.

onnection

NONPROFITS & COMMUNITY PARTNERS TAKE A DEEP DIVE INTO OCEANA'S TOP ISSUES

Prior to the first session, participants were surveyed to identify Oceana's toughest issues. Representatives from 44 organizations participated in robust breakout sessions on housing; government and economic development; food and healthcare insecurity; diversity, equity, and inclusion; daycare access and youth engagement; and resource accessibility.

"This was just a wonderful event," wrote one participant. "I came away from the morning feeling energized and learned from partners to better understand community needs." Another participant reiterated the positive takeaway by sharing, "Organizations are so

willing to work & collaborate together...our nonprofit community is very citizen-focused and in-tune with their needs."

The Foundation is dedicated to continuing this combination of networking, education, and guided conversations by hosting quarterly mini sessions to dive deeper into these topic areas and other opportunities. These "Free Dives" explore the areas most requested by participants. The first Free Dive was in August with keynote speaker Ken James, Muskegon Community College's first chief diversity officer. Ken discussed the importance of fostering belonging, as well as acknowledging that DEI work is an ongoing journey for individuals and organizations. While targeted to the Foundation's nonprofit partners, the quarterly meetings are open to anyone invested in helping to build a more vibrant Oceana County.

SERVICE CLUBS & DONORS UNITE TO SEND KIDS TO CAMP

Twenty-nine Oceana students received a scholarship to attend the camp of their choice this past summer. Every student who applied for a campership was awarded a grant ranging from \$100 to \$250. With the help of community partners, the Shelby Rotary Club and the Oceana Community Foundation awarded \$5,745 in camperships, determined by financial need with a preference for first-time applicants.

Over a third of this year's students attended local camps, including Oceana Conservation District, Camp Ao-Wa-Kiya, Blue Lake Fine Arts Camp and Grace Adventures. Others went to camps across the country, including Wyoming, Illinois, and northern Michigan. The program supports Oceana kids and teens interested in any camping focus – arts, sports, scouts, church, general, and leadership experiences.



Support for this summer's campership came from community donations and Foundation funds, including the Shelby Rotary Club Fund, Hart Rotary Club, David P. Markiewicz Memorial Fund, Pentwater Service Club Fund, the J.T. Sackett Memorial Fund, and the Shelby Optimists Club.

The Foundation administers the program, paying out all the camperships directly to camps. Shelby Library Director and Rotarian Tiffany Haight is the program's key contact person, distributing and collecting the applications, and assisting families with questions. "The value of camp is often taken for granted," she said. "Students of all backgrounds should be able to relax, play, and grow. We are so pleased with the collaboration amongst all the funders this year to help send 29 students to camp."

IN COMMUNITY, MUSIC, ART, AND PRESERVATION

lovers across the country have gathered in Rothbury to listen to live music, camp in the moonlight, and enjoy a location teeming in visual & dramatic art. The Electric Forest Music Festival is now recognized as one of the country's top summer music and art events. But behind the scenes, the Festival's Music in Schools program has supported local music education by donating money and instruments to area school music programs, helping to bridge the gap between diminishing school budgets and music programs.

Electric Forest began collaborating with the Oceana Community Foundation in 2019, creating the Electric Forest Charitable Fund to support music programs in public schools. With their 2022 donation, they expanded their outreach to support ALL Festival core values: Community, Arts, Music, and Preservation (CAMP). In 2022 the new CAMP Program continued to support local music programs while also funding community arts and parks projects. "HQ seeks to continue spreading The Forest ethos and uplifting Michigan's local music, arts, and nature," said Chad Cheek, CFO of AEG Presents. "Oceana County is Electric Forest's home and should be a place downtown Hart. Artist Bill Secunda exhibited of artistic discovery year-round."

For the last several years, music and art The Fund's commitment to music programs in public schools sparked a conversation about investing in Oceana's student bands. After providing a \$10,000 lead grant, other Foundation fundholders supported the initiative to raise \$14,500, including the Malcolm "Pete" Wood Memorial Fund, Little Point Sable Arts Fund, Thomas Clair Fund for Young Musicians and David P. Markiewicz Memorial Fund. The Foundation worked with area band directors to collect a 'wish list' of needs, with most focusing on replacing dilapidated instruments. With the fantastic collaboration between fundholders, each school was awarded \$2,000-\$3,500 based on presented needs. "Not every student can afford a rental program, so it is imperative that we have an adequate supply of instruments at our disposal," said Pentwater Public School's K-12 Music/Band Director Jesse Rodriguez. "Thank you for this opportunity to provide our kids with the best musical experience that

> Outside of the classroom, the Electric Music Charitable Fund supported other area collective fundraising projects, including the installation of a 22-foot 'Tin Man' sculpture in



a similar sculpture in the 2021 Grand Rapids Art Prize, leading to the commission of Hart's 'Tin Man' with the addition of a red heart in

The Festival also is partnering with Shelby Township to support its \$5.4 million Shelby Community Park. Their \$10,000 award will fund the installation of recycling containers throughout the 35-acre park. The work of the Electric Forest Charitable Fund and other Foundation fundholders illustrates that, when we work together as a community, there is no limit to the impact we can accomplish and enjoy.

REMEMBERING DALE LATHERS

When Dale retired in 1995 after a successful and varied career as an educator, administrator & lawyer, he and wife Jan moved to Silver Lake. Dale wanted to return to "God's Country" and the dunes. He loved being in Mears, often saying that the four-way stop in Mears was the "Center of the Universe." As one of seven children to Cecilia & Swift Lathers, the love of the dunes and the little town of Mears ran deep in the family.

Dale will be greatly missed in the community. He was active in the Oceana County Historical and Genealogical Society and the Historical Park in Mears was created under his guidance. The William R. Lathers Transportation Museum was built to honor his brother Bill (owner of Bill's Dune Rides at Silver Lake). The Park has grown over the years with various property acquisitions and is currently realizing a long-held dream of Dale's to build a large barn to accommodate farming equipment & displays.

As a faithful steward of his brother Bill's Trust, Dale always looked for opportunities to help neighbors, friends, and strangers. He worked with the Foundation to establish multiple named Foundation funds & provide significant donations to support nonprofits, area institutions, and large-scale community projects. He approached every opportunity to help through the lens of his brother's charitable interests and desire to quietly help those most in need. Dale possessed a gift for guiding difficult decisions, enabling him to see solutions to problems that had others stumped. As successor trustees, his wife Jan and son Jeff continue his work by responding to numerous community requests in the Foundation's grant cycles and supporting program initiatives like Read early. Read often. and the Complete Your Degree Program. The Foundation posthumously awarded a special recognition to Dale at their October Celebration Picnic - the Community Builder Award – to honor his indelible mark on the county and nonprofit sector.



In partnership with the William R. Lathers Foundation and the Oceana Youth Funds, White Lake Youth Theatre (WLYT) provided free classes this past summer to Oceana students. WLYT connects students ages two to 18 to theater, music, and dance. "Our dream is to cultivate confident, compassionate humans through education and access to the arts", explains Director Cindy Beth Davis-Dykema, "on and behind the scenes of The Playhouse stage."

The funds' combined \$5,000 grant prioritized support for youth living in Oceana County or attending one of its schools. For four weeks, students explored and developed their skills while making new friends at WLYT's Saturday School program. The cost of the classes can be a barrier to the organization's priority to never turn away a student because of financial

need. WLYT's inclusion of all students. regardless of ability to pay, makes scholarships like those provided by the William R. Lathers Foundation and the Oceana Youth Fund essential to its programming. While many of its students pursue successful theatrical arts professions, WLYT strives to use art education to provide students with a community and a greater sense of self.

BLUE LAKE PUBLIC RADIO-PROVIDING MUSIC AND NEWS, AND MORE 24/7 💒

While thousands of listeners in West Michigan and beyond tune in to Blue blue lake Lake Public Radio (BLPR) every day for classical and jazz music, plus news from NPR, many may not realize that because of its signal dominance and 24/7 professional staffing, it is the primary emergency alert system (EAS) station for Lake, Mason, and Oceana Counties.

Since logging on-air in 1982, BLPR has gained a wide audience throughout the west side of Michigan, across the lake, and streaming worldwide. But outside of its intrinsic value as a vehicle for musical enjoyment and exploration and incisive news coverage, explains BLPR Director of Broadcasting Klay Woodworth, "it can be lifesaving." The Emergency Alert System (EAS) is a national public warning system that requires media outlet operators to provide vital information during a national emergency.

The Sparks/Ryan Memorial Fund provided a \$3,000 grant to support BLPR's upgrades to a remotecontrol system for its transmitter facility in Hesperia. The original system requires staff technicians to travel from the office in Twin Lake to the transmitter to fix malfunctions. Upgrades not only will improve the reliability of BLPR's programming and public service but improve efficiency and its staff's ability to address issues immediately. BLPR's transition to a new system will ensure it's there when our counties need it most.

BRINGING STORIES TO LIFE BY 'BUILDING STORIES'

This summer, the Pentwater Historical Society brought history to life by creating, printing, and installing a series of interpretive panels around the downtown area. The 'Building Stories' project combines the Historical Society's expertise and storytelling with the beauty of Pentwater's Main Street. Each panel shares the story of a building or business, illustrating its individual history within the context of Pentwater's growth. The project includes

artwork from illustrator Libby VanderPloeg and narratives written by her mother, award-winning historian Pam VanderPloeg. 'Building Stories' received a combined \$1,000 grant from the

Little Point Sable - Arts Fund and the Foundation's Community Investment Fund to match a grant from the Michigan Humanities Council. Little Point Sable Association (LPSA) established the Arts Fund in 2005 with proceeds from an annual concert in the stone church there. With a focus on nurturing local arts and entertainment, the Arts Fund has provided \$61,000 in grants since then and also created the Barry Ross Memorial Scholarship. Dr. Barry Ross is the former Assistant Conductor of the Kalamazoo Symphony and Professor of Music Emeritus at Kalamazoo College. For 16 years, he not only performed at the annual Arts Benefit Concerts, but identified, recruited, and organized the performers... a Little Point Sable version of an 'impresario.' In honoring his impact on growing the Arts Fund, the Association established the Barry Ross Scholarship to continue his legacy of supporting budding musicians and artisans.

ARTS IN THE SCHOOLS

Community members educators across Oceana County are dedicated to growing arts and music programs in area schools. For Hesperia Community Schools, at the top of its wish list was replacing its 25-year-old choir risers with newer models meeting guidelines for safe choral performances. With a grant from the William R. Lathers Foundation Fund, Hesperia students were able to perform with

confidence in their safety. Nancy Blount, Hesperia's music teacher, was the driving force in replacing the outdated risers. When the grant was announced at the school, she said, "the student reaction was like they won the lottery!"

Other Foundation investments into student art programs this year include a \$500 grant from the Little Point Sable Arts Fund to Spitler Elementary School to purchase necessary supplies like construction paper, glue sticks, paint, markers, canvases, etc. and a \$500 grant to Hesperia High School's ceramics program from Lavern & Shelley Blocher. The grant supported the addition of new wheels for clay for students to use and was given in memory of a dear friend's son. Both requests were funded through the Foundation's Community Wish Lists.



Imagining

IMAGINING A NEW READING PLACE FOR STUDENTS AT WALKERVILLE LIBRARY

For students of Walkerville Public Schools, books are only a few steps away. The village's public library is housed in the school, open weekday afternoons for students to relax, read, and work on school projects. Yet, in the age of the internet and social media, engaging teen readers can often be difficult. Walkerville Public Library turned to the Foundation's Community Wish Lists for help in re-vamping their spaces to appeal to older students. With a \$1,700 combined grant from the Oceana Youth Fund and the Gary & Mary Ann Peterson "Grandpa & Grandma Pete" Memorial Fund, Walkerville students in grades 6-12 can enjoy new books and activities in the library's newly remodeled teen and tween space.

The Oceana Youth Advisory Committee (YAC), which guides over \$20,000 awards annually in grants from the Oceana Youth Fund, understands the appeal of unwinding with an exciting book. The Committee is made up of students from across all Oceana County schools, including Walkerville. They have a unique insight into the needs of area middle and high school students as they are classmates



Each year, the Foundation releases its Community Wish List, a compilation of projects and items THE SHARE STATE that local nonprofits, schools, and government agencies wish for but are outside of their budget. In 2022, the list connected almost \$67,000 in donations to 33 organizations! For some donors, the Community Wish List is a way to make an incognito impact on Oceana County — last year over a quarter of donations were made anonymously.

The Oceana County Sheriff's Department was one of the recipients, receiving \$475 to purchase a new library cart for the department's Corrections Division in Hart. Incarcerated residents of the 66bed jail will be provided with books, periodicals, and other reading materials, aligning with the Sheriff's Department goal of helping residents become law-abiding and engaged community members upon their release, while providing a humane and safe environment during their incarceration. To help residents transition into involved community residents, the library cart connects residents to local news and events while supplementing the jail's GED equivalency program by helping residents plan for their educational and occupational future. The Foundation is home to the Friends of Oceana County Sheriff's Office Fund, a committee-advised fund that supports their activities and programs.



and friends. YAC's investment in Walkerville Public Library aligns with its last two needs assessments, which found stress from schoolwork and a need for positive coping skills as top issues among Oceana students. YAC has prioritized grantmaking for programs supporting mental health and positive coping skills - just like the Walkerville's teen reading space. YAC conducts a county-wide needs assessment survey every three years with the most recent results

available on the Foundation's web site.

CREATING LITERACY CORNERS ACROSS THE COUNTY

For young readers of all ages, it can be difficult to settle down with a book given the contagious distractions associated with friends, play and youthful energy levels. Great Start Collaborative (GSC), in collaboration with Read early. Read often. (RERO)

are helping to create relaxing, imaginative environments for Ferry and Walkerville children to enjoy a book and a facilitated playgroup. Literacy Corners are calm, comfortable spaces outfitted with soft furniture, a teepee reading nook, rugs, toys, and books for kids ages 0-5. GSC also furnishes each literacy corner with its inspiREading resources, sharing tips and tricks for parents, caregivers, and teachers to engage young readers. With funding provided by GSC and the Randall & Linda Wagner Family Fund, Literacy Corners were installed at Walkerville Wesleyan Church and Ferry Community Center.



GSC recently established five permanent book walk stations at Oceana's elementary schools to combine movement, play, and reading. Caregivers and children can read a book together, on their own or as part of a facilitated event. GSC and RERO plan to install more book walks, including one at the Shelby Township Community Park. Book walks not only encourage families to exercise together, but also introduce reading and walking as fun activities for high-energy readers to enjoy.

FIGHTING THE SUMMER LITERACY SLUMP

For the Great Start Collaborative (GSC) learning doesn't stop during the summer. With a \$5,000 grant from the Gary & Mary Ann Peterson "Grandpa & Grandma Pete" Memorial Fund, the GSC team provided two free, high-interest books last summer to local students in grades 6-8 through its inspiREading program. Each student also received a notebook, pens or pencils, and an invitation to join a virtual book club led by area teachers or a literacy specialist. Each book contains a QR code linked to GSC's website, helping students and their caregivers find out about upcoming book bus events, literacy tips, and activities.

"We know that not all students have access to books outside of school and in their homes," explained Jaynie Manier, a literacy specialist. "Local schools and caregivers have acknowledged a need for literacy support at the middle school level, especially over the summer months." Part of GSC's innovative approach to inspiREading is its Book Bus, a renovated school bus packed with high interest, culturally relevant books for kids of all ages. The Book Bus brings materials to school book fairs and pop-up events across Oceana County. Through the program students received books before the start of summer break, adding to each student's own home library.

The Gary & Mary Ann Peterson "Grandpa & Grandma Pete" Memorial Fund was established in 2006 in memory of Mary Ann Peterson to support children's literacy, a cause close to Mary Ann's heart. The fund name was recently updated to include Grandpa Pete's name when he passed in 2022. Gary and Mary Ann were dedicated community volunteers and as Mary Ann was fond of saying, "If you can read, you can learn anything!"

FUTURE TEACHERS GAIN PHILANTHROPIC EXPERIENCE

During a meeting of West Shore Community College (WSCC) and the West Shore ESD's Literacy Network, Shelby Middle School's special education teacher Shellie Dorman explained the school library's limited funding. WSCC Professor Sean Henne volunteered his Future Teacher's Club to write a grant application to expand the library's collection of social studies books. With a combined \$1,000 grant from the William R. Lathers Foundation and the Gary & Mary Ann Peterson "Grandpa & Grandma Pete" Memorial Fund, 113 new books were added to update the library's history and geography sections!

The books were chosen from the students' recommended reading list, carefully cultivated to provide resources bridging historical stories to modern readers, featuring protagonists from a range of different identities and cultural backgrounds. One of the WSCC students who worked on the grant noted, "reading quality social studies books helps us to discover what's outside our small town to allow us to dream big."

Professor Henne was impressed by the layers of partnership that made the project possible - from generous donors, through the Foundation itself and its Youth Advisory Council, to the Shelby Middle School staff and the eager energy of the Club students who wrote the grant. The collaborative grant application between WSCC students and Shelby Middle School was a first for the Foundation and an excellent example of connecting resources with needs.



MORE BOOKS FOR THE LITTLEST HANDS AT AREA LIBRARIES

Recognizing library books as the start of many children's reading journey, the Foundation's early literacy initiative - Read early. Read often. (RERO) - partnered with four area libraries to purchase 800 new board books for their youngest readers. The project, "Reimagine Reading," was designed to improve early literacy development, use of area libraries, and the accessibility of bilingual, diverse materials. With the new books in circulation, the number of board books at the Shelby Area District Library, Hart Area Public Library, Walkerville Public/School Library, and Pentwater Township Library has doubled.

"The new collection is very popular," Tiffany Collins-Haight, Shelby Area District Library Director, explained. "We've noticed an increase in circulation and parents have been impressed with the selection."

Developing these skills and a love of reading begins with providing households with materials in their primary language, with 19.2% of Oceana's Pre-K population living in non-English speaking households. The importance of language-accessible books is paramount to addressing the state's literacy gap - which is why half of Reimagine Reading's books and resources are in Spanish. Each donated book highlights the importance of social/emotional development, showcasing themes like emotions, individuality, and coping mechanisms. Every story is an opportunity for a child to learn more about the world around them and their role in creating a more caring future. Further, each book has RERO's and Great Start Collaborative's branding, encouraging families to explore online resources.



Connecting Students to Pet Therapy

This school year, a new – and unusual – student is attending Patricia St. Clair Elementary. Greta, Hesperia Community School's new therapy dog, joined a special education classroom after completing her training and accreditation by the Alliance of Therapy Dogs. "Social struggles beget academic struggles and decreased motivation; emotional impairments inhibit relational skills," the teacher explained. "A creative solution that is proven to remediate such struggles is exposure to therapy dogs." The Foundation's Youth Advisory Council (YAC) awarded a \$2,000 grant to support Greta's career as Our Panther Club Therapy Dog. YAC is led by Oceana high schoolers connected to support students across the county.



Connecting Seniors to New Opportunities

The Oceana Council on Aging is always looking for new ways to engage their clients and encourage independence, social interaction, health and wellness. Through a \$2,385 grant from the Community Investment Fund, the Council purchased new audio-visual equipment to support its vast array of activities, including movie nights, guest speakers and presentations, and exercise classes. Upgrading the Council's equipment will better serve older adults of different hearing and visual capabilities, while supporting their integration into new and existing programs. The senior center also added a new pickleball court, with a grant from the Marge & Doug Gregg Fund providing paddles, balls and a net.



Connecting Safety & Support for Domestic Violence Victims

Communities Overcoming Encounters (COVE) is a beacon of hope for area families fleeing domestic or sexual violence. With its 23-bed shelter in Ludington, women and their children can find a welcoming haven that is equipped with food, hygiene items, clothing and toys. Faced with expensive HVAC repairs, COVE received \$7,500 to update their shelter's system from anonymous donors in response to requests submitted to the Foundation's Community Wish Lists and Community Grants programs. COVE additionally received \$2,500 to purchase supplies for its Oceana Support Group and much-needed cleaning supplies and bedding for its shelter. By connecting grant program requests to interested donors, the Foundation helps to support agencies and clients in their times of need.





Connecting a Community to a Brighter Future

The Shelby Area Chamber of Commerce is looking to reinvigorate the downtown, beginning with purchasing sixteen new seasonal banners to hang from the main street's light poles. The Sparks/Ryan Fund granted the Chamber \$5,000 to replace damaged and outdated banners. The recently regrouped Chamber plans to highlight businesses, non-profits and other community organizations via the banners to better support downtown commerce. The Sparks/Ryan Fund additionally supported the Village of Shelby's beautification efforts, in partnership with the Chamber, by helping to purchase new planters & flowers. The Foundation's Community Investment Fund also provided a \$2,500 grant for the Village's new façade grant program.



Connecting Exercise & Fun Together

The Ladder Community Center offers a welcoming place, with varied equipment, a walking track and instruction to meet senior wellness needs at little to no cost (for qualifying SilverSneakers & Prime Fitness members). With a \$2,100 grant from the Wilson Family Little Point Sable Fund, the Ladder added to their collection of exercise equipment and storage for its growing program. Some of its new purchases include hand weights and resistance bands, allowing participants to explore multiple forms of exercise. At the core of the Ladder's program is creating an environment for older adults to connect, have fun, and be active.



Connecting Youth to Leadership Growth

American Youth Foundation's (AYF) National Leadership Conference empowers teens to become tomorrow's leaders through community work, team building, and mentorship. With a \$2,000 grant from the Henry & Dorothy V. Fischer Family Fund, five Oceana high school students will receive full scholarships to attend the Leadership Conference at Camp Miniwanca for the first cohort of an Oceana County Leadership Lab program. The Camp also had several equipment needs met in 2022 via the Foundation's annual wish lists – the Kimmel Family Fund provided two new bows for the camp's archery program and the Janie Denman Legacy Fund helped to purchase a set of 24 new lifejackets for kids at their Stony Lake waterfront.



Connecting & Preserving Natural Resources for All

The Oceana Conservation District helps to protect our vibrant wildlife and native flora. The William R. Lathers Foundation Fund supported the District's ongoing efforts to identify, treat and remove invasive species at no cost to Oceana County residents. Pictured above is a one acre stand of Japanese Knotweed that was damaging building foundations and infiltrating a neighboring farm field. Beyond protecting the environment, the District hosts engaging events for nature enthusiasts of all ages. Anonymous donors supported a recent wish list request for a portable speaker set for educational events such as farm field days, school field trips, and workshops. Mrs. Mullen's Closet and an anonymous donor together donated \$1,500 to purchase new equipment for their Knee-High Naturalists Program, an all-outdoor forest school program for preschoolers.



Connecting the Community to Valued Experiences

Claybanks Township Park offers people the priceless chance to walk the shoreline, visit with family and friends, and hike nature trails. The Township received a \$5,000 grant from the Henry and Dorothy V. Fischer Family Fund to renovate its aging observation deck. With all new materials and donated labor provided by the Trinity Lutheran Church's Men's Club, the deck will be more accessible, easier to maintain, and extend its longevity. This popular viewing platform is now set to last another 30 years for capturing sunsets, hosting special ceremonies and simply viewing one of Oceana's favorite Lake Michigan bluffs.



Connecting Students to New Tech & Career Paths

With ever-changing forms of entertainment and self-expression, Shelby Public Schools is exploring new ways to connect students with alternative forms of media. Through a \$1,500 grant from Ralph's Kids Fund, the high school can host its own audiovisual class. New podcasting and video editing equipment provides students hands-on learning about creative storytelling and filmography as possible career paths. Ralph's Kids Fund was established in fond memory of Dr. Ralph Horton, a well-regarded dentist and education advocate, who served on Shelby's school board for two decades. His family established Ralph's Kids Fund to create equal access for Shelby students to explore new and exciting learning experiences and to support basic needs.



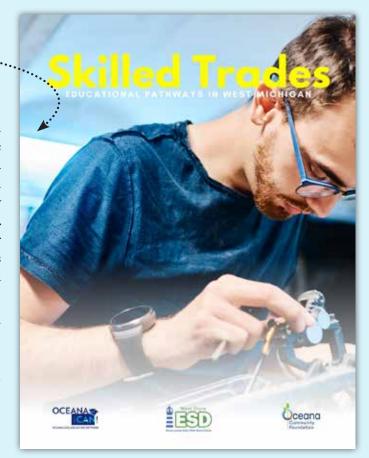


Connecting Families with Stable Housing & Food

TrueNorth Community Services is tackling resource insecurity for low-income families. Providing families with emergency funding and resources helps to also promote housing stability. Joining in the work, the Kimmel Family Fund awarded a grant to purchase gas cards for families searching for a safe place at night. Additional donor partners made a combined \$5,000 grant to TrueNorth's Weekend PowerPacks and food pantry programs, including the William R. Lathers Foundation Fund, the Healthy Youth, Healthy Seniors Fund, and Gail Paulus Family Fund. Weekend PowerPacks is a hunger prevention program that provides 400 K-12 students weekly with emergency food. Grant support also assisted a food pantry which distributes 14 days of food, based on household size.

Almost a fifth of the Foundation's 2023 scholarship awards supported students pursuing careers in the skilled trades and agriculture. Twelve scholarships support these students along their pathways to become a truck driver, welder, farmer, wind turbine technician, electrical lineman and more. "Over the past couple of years, there has been a shift in how many think about higher education," Foundation CEO Tammy Carey explained. "While four-year degrees remain a popular pathway for many students, our donor partners have been also establishing scholarships to support students pursuing a trade. Not every student is built for a traditional educational experience. Our scholarships reflect that diversity of interest."

Two years ago the Foundation board took an in-depth look at our scholarship program's overall impact. From that analysis came two strategic decisions: (1) to invest in adult learners wanting to pursue new careers and increase their household prosperity and (2) to grow outreach and support for skilled trades careers. As a result, the Complete Your Degree program was launched and a new Skilled Trades pathway booklet was developed in partnership with the Oceana College Access Network and the West Shore ESD's Career Technical Education department.



INSPIRING UPDATES FROM THE COMPLETE YOUR DEGREE PROGRAM

At the Foundation's Celebration Picnic and Program on October 16, two participants from the Complete Your Degree (CYD) program presented compelling stories about their progress to a rapt audience. They highlighted the importance of the threepronged program that goes beyond tuition assistance, to providing support for life needs and success coaching.

> Alan Cruz is part of the first cohort of five CYD students who started fall of 2022. He was a 2009 graduate of Walkerville High School who was unable to apply for college because of responsibilities for his younger siblings. After a dozen years of work in the food industry, he developed an interest in electronics, but, as he said in his stirring talk during the program, his experience with college enrollment was "so frustrating!"

As part of the Futures for Frontliners program Alan received some tuition assistance for study at West Shore Community College, but it was the CYD program that really made a difference for him. "All I had to worry about was to give it my 100% and complete my certificate." The program didn't just help Alan with tuition, but also supported his starting tools for a new apprenticeship at Indian

Alan became the first graduate in the CYD program, earning not only his degree but a nice graduation gift of more tools from Foundation donors and skilled trades employer Dan & Laura Muirhead. In a touching moment, Laura presented the gift at the end of his speech. It was also announced that Alan became a U.S. Citizen this year.

ewest students to enroll in the CYD program. She followed in the footsteps of her mother & grandmother to become a Certified Nursing Assistant (CNA), but she yearned to become a nurse. Her co-worker and

mentor at Oceana Council on Aging's Our Friend's House,

Sara Kraner, explained while introducing Lauryn that she had observed her ambition and felt she would succeed, but could use support. Sara happened to pick up a copy of the Foundation's 2021 Annual Report, Enduring, and saw the introduction of the CYD program on the back cover. Both women knew this was the answer for Lauryn.

"Not only could I never afford to go," she said in her emotional speech, "I had no clue how to get involved." It was Foundation Program Officer Hannah Naples who served as Lauryn's coach. "All the odds were against me. I would be the first in my family to attend college," explained Lauryn. "These conversations were never had at our dinner table - it will be at mine."

Lauryn took her first college class this past summer. Both Lauryn and Alan emphasized the long-term effects of the program's broad support. "It gives me hope," said Lauryn, "and the ability to encourage others just like me."

"I feel so grateful to be part of this community and have people that support the Foundation to make this kind of help available," said Alan. "I have been encouraging my brothers, especially my younger brother who is currently attending Hart High School as a Junior to attend college. "It was a life-changing decision," he told the Foundation audience. "I believe it will be so rewarding once I reach my goal of becoming a master electrician and have my own business."



CLANCY AERTS SKILLED TRADES & HEALTHCARE SCHOLARSHIP

Clancy Aerts embodied a commitment to hard work towards success in life. After graduating from Michigan State University with a degree in Dairy Manufacturing, Clancy began as a milk tester at the Department of Agriculture and later retired as an Assistant Market Administrator. He gave a hundred percent to whatever he was working on, including being a loving father, the mayor of the City of Hart, a certified volunteer EMT, or the president of the Oceana Fair.

Clancy's wife of 63 years established the Clancy Aerts Skilled Trades & Healthcare Scholarship after his passing in 2022. Its first recipient is Carla Estrada-Navarette, a Shelby High School graduate and sophomore at the University of Michigan. Like Clancy, Carla tackles her dreams with tenacity. "Through the years I learned to take advantage of the education I was given. I studied the subjects that were my weakest such as English and made a pencil my weapon," Carla hopes to attend graduate or medical school, and explains her perseverance and dedication to a career as a future doctor. "Even on a large campus such as the University of Michigan, education still offers an arena for a girl like me who is from a small town and first-generation college student."



LARRY WAGNER APPLETREE **AUTOMOTIVE SKILLED TRADES SCHOLARSHIP**

If asked to describe Larry Wagner in a single word, 'mentor' would be the popular answer. Larry founded Appletree Automotive at Silver Lake after a 17-year career as Hart High School's shop teacher. Chad Coker, one of Larry's protégés and later successor at Appletree Automotive, established the Larry Wagner Appletree Automotive Skilled Trades Scholarship in honor of Larry's impact on several generations of tradespeople. In partnership with the Wagner family, Chad hopes to continue Larry's legacy of supporting the young men and women in our community who will become our next generation of skilled tradespeople. In providing its third award in 2023, to Trayce Tate, Larry's scholarship has taken on a reflective tone after his passing in September. "Those of you that knew him on any level understand what a rare type of person he is," Chad shared. "Anytime there is a mention of his name, there is nothing but positive comments."



FOLLOW YOUR DREAMS

Amelia Tuinstra's journey from student to apprentice piano technician began a decade ago when they first began playing & composing music on the piano. In addition to being a published author and poet, Amelia's musical talent has been recognized numerous times during their time with the Hart School Band. They recently graduated from Hart High School with straight A's and a full-ride ticket to several prestigious schools. However, after deep introspection and the courage to consider what makes them happiest, the path became clear - to pursue a trade in a niche field that has significant growth potential, both professional and personal. "I get to work with people I enjoy, with the instrument I adore, and continue to learn...I know it's cliché but follow your dreams," shared Tuinstra.

As the former director of Hart's well-regarded band for nearly forty years, Clarence Metzler shared Amelia's love for music. Two former students. Jim Stover and Karen Trommater Stover, established the Clarence Metzler Memorial Hart Band Scholarship Fund to recognize his commitment to teaching and his positive impact on hundreds of students. Amelia is a recipient of the Clarence Metzler Memorial Hart Band Scholarship, which has helped them purchase an electric tuner for their apprenticeship in partnership with the Hart Public Schools Robert E. Diman Educational award.



"I graduated from Hart High School and have always wanted to be involved in aviation," explained Alexander Enns, a recipient of the Oceana Aviators Scholarship. "This fall I began attending the School of Missionary Aviation Technology in Ionia towards earning my A&P certification." Scott and Angela Geiger established the Oceana Aviators Scholarship to support those who share Scott's passion for flight. Scott is a local aviation enthusiast and understands the sector's great need for more mechanics



FUTURE FARMER

"I am so thankful that my parents took me to work in the fields when I was younger, which made: me develop so much experience and prepare me for what will come in the future as a farmer," explained Anthony Rayo, a recent graduate of Hart High School and now a student at Michigan State University. Anthony received the Robert J. Gebhart Memorial Scholarship and plans to earn his degree in Agriculture, Food, and Natural Resources Education before starting his own farm. Established by Bob's family and friends, the memorial scholarship honors students studying at his alma mater, Michigan State University. Bob was passionate about agriculture, MSU and Golden Hart Fruit Farms and Trucking Company - his legacy lives on through this scholarship.



PROFESSIONAL ARTIST "As the daughter of the founder of the Pink and Green Bowl, it's important to me to help educate and spread awareness about an illness that touches so many," ASM Tech and Shelby High School graduate Maggie Hill shared. "I remember the support my community offered my family during my mother's battle with cancer, which has urged me to spread that level of kindness to my community." Maggie is a recent recipient of the Terry & Pam Roach Cancer Survivor Scholarship and is studying visual arts at the University of Michigan. This special scholarship was established by its namesakes after their own battles with cancer.

FUTURE PEDIATRICIAN

"Being a part of a very physically and mentally demanding sport [like cross country] gives me confidence that I will be able to follow through and overcome difficult things in my future," stated Evalena Jeruzal, a graduate of Pentwater High School and recipient of the Joan & David Roseman Medical Scholarship. Evalena intends to use her resilience throughout her journey become a pediatrician, beginning her first year at Aquinas College this fall. Joan and David established the scholarship to support aspiring medical professionals like

themselves. David was the senior attending surgeon at St. Luke's and a Professor of Surgery at Rush University. Joan worked as the office manager of her husband's practice for two



UNRESTRICTED

Robert & Rose Haase Fund Julie & John Stivers Fund Community Investment Fund

DONOR ADVISED Dave & Kim Beckman Family Fund Bob & Wilma Beckman Love Your Neighbor Fund Bluhm-Lockwood Memorial Fund Bobier Family Stewardship Fund Robin Bradley Memorial Fund Jessica Lauren Bruce Fund for Bipolar Research Cancer and Critical Care Fund Carnes Family Interlochen Center for the Arts Fund Claycomb Family Memorial Fund Elaine & Lee Curtis Fund Electric Forest Charitable Fund Janie Denman Legacy Fund Wayne Elhart Be Nice Memorial Fund - Oceana Henry & Dorothy V. Fischer Family Fund Marge & Doug Gregg Fund Happy Farmers Art of Living Fund William Field Hart-Montague Trail Fund Todd & Kellie Fox Family Fund Iim Frank Memorial Fund Hart Rotary Club Fund Curtiss & Elizabeth Helgren Charitable Fund Dr. James R. Hines Shelby Community Improvement Rotary Club Fund Kimmel Family Fund Edward and Evelyn Kolbe Fund Mrs. Kronlein Reading Fund LaBarge-Beeber Family Fund Lake-Osceola State Bank Fund William R. Lathers Foundation David P. Markiewicz Memorial Fund

Gerald and Florence Mevers Fund Miller Charitable Fund Dan and Laura Muirhead Fund Mrs. Mullen's Closet Fund Col. Joe & Rilla Nameth Fund Neighbor to Neighbor Fund

McIntyre Whitehead Family Fund

Friends of Oceana County Sheriff Office Fund Ordoobadi Family Fund Gail Paulus Family Fund Pentwater Service Club Fund

Peterson-Carev Family Fund

Mary Ann Peterson "Grandma Pete" Memorial Fund Peterson Farms Fund

Raffaelli Family Fund Ralph's Kids Fund

Mary R. Sanford Memorial Fund Allan E. & Betty J. Seyfred Family Fund

Paul & Ann Schmiedeknecht Camp Fund Shelby Optimists Club Fund

Shelby Rotary Club Fund

Shelby State Bank Fund SLSD Jeep Invasion Fund

Sobecki Family Memorial Fund

Zack Snider Agricultural Memorial Fund Sparks/Ryan Memorial Fund

Patrick Steen Helping Hand Fund

Mark and Jan Trommater Family Fund James H. and Ann M. VanTassel II Family Fund

Randall and Linda Wagner Family Fund

Richard & Ryan Walsworth Memorial Fund Warren G. White Memorial Fund

Wilson Family Little Point Sable Fund Malcolm "Pete" Wood Memorial Fund

DESIGNATED

Thomas Clair Fund for Young Musicians Crystal Valley Care Fund James J. Farkas St. John's Catholic Church Cemetery Maintenance Fund George Wilber and Edna Hansen Endowment Fund Betty L. Johnston Family Fund William R. Lathers Golden Township Fund William W. Moyer Flower Creek Cemetery Fund William W. Moyer Oceana County Historical & Genealogical Society Fund Oceana County Historical and Genealogical Society Museum Trust Fund Robert I. Olendorf Memorial Fund Pentwater Red Barn Preservation Fund Shelby Area District Library Paul and Katherine "Kate" Lound Fund Trinity Lutheran Community Food Pantry Connie E. Bailey Memorial Fund John and Kay Vrbanac Fund

ORGANIZATION ENDOWMENT

COVE Oceana Endowment Fund Gene and Barb Davidson Pentwater Artisan Learning Center Fund Elbridge Community Church Endowment Fund Fountain Hill Center Lakeshore Office Fund Habitat for Humanity - Oceana County Fund Harbor House of Hart Fund Hart Area Public Library Fund Hart Community Performing Arts Association Fund Hesperia Community Library Endowment Fund Oceana Hispanic Center Fund Lakeshore Community Hospital Endowment Fund Love INC of Oceana County Fund New Era Christian School Educational Support Services Fund New Era Christian School Endowment Fund Oceana County Council on Aging Oceana County Historical & Genealogical Society

Oceana County Medical Care Facility Fund Oceana Christian School Education Fund OCEANA'S HOME Partnership/ Channel Housing Ministries Fund Pentwater Township Library Fund Pentwater Historical Society Fund Shelby Area District Library-Caroline "Kelly" Hansen Morse Memorial Fund St. Michael School, Brunswick, Education Fund

Trinity Lutheran Church Endowment Fund

United Way of the Lakeshore Oceana County Fund

FIELD OF INTEREST

Little Point Sable - Arts for Oceana County Fund Child Neglect and Abuse Prevention Fund Joe Foster Junior Golf Fund Bessie E. & Ethan Allen Grav Health Fund R.P. & M.J. Henry Family Fund Homeless Prevention Endowment Fund Eugene Kuhne Fund Nobles Family Medical Reserve Corps Fund Oceana College Access Sustainability Fund Oceana County Parks & Trails Fund Oceana Youth Fund Urgent Needs Fund

OPERATING

Oceana Foundation Administrative Fund Oceana County Community Foundation

SCHOLARSHIP

Clancy Aerts Skilled Trades & Healthcare Scholarship Oceana Aviators Scholarship Steve Boutell Memorial Scholarship

Sharon Bowen Memorial Scholarship

Boy Scout Camp Scholarship Robin Bradley Memorial Scholarship

John Bush III Memorial Scholarship

Elaine & Lee Curtis Scholarship

Gene Davidson Engineering & Skilled Trades Scholarship Emily Dykstra & Aunt Catherine Lound Scholarship

Complete Your Degree Program Jordan Evans Memorial Scholarship

Ruth & Frans Feuerstein Scholarship

Melissa S. Fralic Scholarship

Full Circle Midwifery Scholarship

Robert J. Gebhart Memorial Scholarship

Gerald "Bud" & Judy Greiner Agricultural Scholarship

Hager-Lacey Memorial Scholarship Collin Hansen Skilled Trades Scholarship

Hart Public Schools Foundation Scholarship

Hart Rotary Club Scholarship

Hart Lions Memorial Scholarship

Hart Public Schools Robert E. Diman Scholarship Helen Hutt Scholarship

Edwin Johnson Memorial Scholarship

Kirk Music & Education

Michael W. Malburg Sr. Memorial Scholarship

Gerald L. Malburg Scholarship

Oceana/Mason MSU Alumni Scholarship

Clarence Metzler Memorial Hart Band Scholarship

Ruth Jean Oomen Nursing Scholarship

Parrington/Heyde Scholarship

Dean Patrick Scholarship Pentwater Public Schools

Rvan Scott Prudhomme Memorial Scholarship Terry & Pam Roach Cancer Survivor Scholarship

Lucas Rosalez Memorial Scholarship

Joan & David Roseman Medical Scholarship

Barry Ross Scholarship

Christopher Schaner Memorial Scholarship

Thomas Schaner Memorial Scholarship

Shelby Public Schools Foundation Scholarship

Shelby Rotary Club Scholarship

Shelby Area Chamber of Commerce Scholarship

Mereta Ann Spitler Scholarship

Seth J. Spitler & Margaret Schaner Spitler Scholarship

Bert Stevens Memorial Scholarship

Richard and Carole Tompkins Scholarship

Lisa Veltman Scholarship

Larry Wagner Appletree Automotive

Skilled Trades Scholarship

Walkerville Public Schools

Joseph P. Warmbier Scholarship Janet A. Wessel Scholarship

US Marine Brett Witteveen Memorial Scholarship

COMMUNITY PROJECT

Capacity Building Fund

Equipping the Pentwater Artisan Learning Center for the Next 20 Years Getty Park Renovation Fund

Oceana Can! Operating Fund

Oceana Conservation District Land Preservation Fund Oceana County Fair

Grandstand & Fairgrounds Renovation Fund

Oceana Read Early, Read Often Fund

Pentwater Beautification Fund

Protect Pentwater Harbor Campaign Services Fund

Pentwater-Hart Bike Trail Fund

Pentwater Historical Society Building Expansion Fund

Shelby Township Community Park Fund

Let's Connect

Contact us to learn more about ways we can help you have a positive, lasting impact on the community and causes you care about.



Charitable Fund Options

COMMUNITY INVESTMENT FUND Purpose: Addresses ever changing needs & opportunities of community.

Fee: 1.5% annually Awards: Grant review committee recommends grants.

FIELD OF INTEREST FUND

DESIGNATED & AGENCY FUNDS Purpose: Benefits specific charitable organization(s)

Minimum: \$5,000 Fee: 1% annually

Awards: Organizations receive grants annually.

SCHOLARSHIP FUND

DONOR ADVISED FUND

Purpose: Addresses charitable interests of founders. Minimum: \$5,000 (non-endowed over required) Fee: 1.5% annually Awards: Advisors recommend grants anytime.

ADMINISTRATIVE FUND

Purpose: Naming the Foundation as a beneficiary of planned or deferred gift Minimum: See fund types above or any amount to an existing Foundation fund Recognition: Members are recognized on Legacy Society Display and website

Public awareness of your generous action might encourage another to do so as well *** consider joining them today!

SEE THE LEGACY SOCIETY MEMBER LIST AT OCEANAFOUNDATION.ORG/GIVE/LEGACY-SOCIETY

BUILD A FUND

Flora, Fauna & Friends Build a Fund Ladder Community Center Build a Fund Lake Michigan Camp Harvey Weaver Preservation Build a Fund Tom & Jill Oomen Family Agricultural & Skilled Trades Scholarship Colleen Plummer Acts of Kindness Build a Fund Chuck Schultz Public Safety Scholarship Build a Fund



COMMUNITY FOUNDATION FOR OCEANA COUNTY

PO Box 902, 388 S Hancock St. Pentwater, MI 49449



A Giving Opportunity Just for RETIREES!

Most working people plan for their retirement throughout their careers. Through careful investment and good fortune, they may reach their "golden years" with a comfortable and secure income. What may come as a surprise to some is that when they reach a certain age, most commonly 70 1/2, retirees who have Individual Retirement Accounts (IRAs) must begin taking a Required Minimum Distribution (RMD) that can substantially boost taxable income. This boost can result in tax liabilities and affect other income-based calculations.

Many of those fortunate and frugal retirees are finding an ideal way to share their benefits with their community that also is a sound tax strategy. Up to \$100,000 per year can be transferred from an IRA to the Foundation in a direct rollover without first recognizing the distribution as income. While the law currently doesn't allow starting or adding to a Donor Advised Fund with the gift (everyone should discuss this with their own tax advisor), there are plenty of other options to make an impact.

"We knew that the RMD was coming," said Julie Stivers, who with her husband John of Stony Lake established a Community Investment Fund in the Foundation. "We just didn't quite realize the further implications of the increase in our taxable income.

We had already been thinking about establishing a fund with the Foundation, and this incentive really made sense to us."

A Community Investment Fund is a powerful means to address opportunities and challenges as they arise in Oceana County. Each year, the Grant Committee identifies where these collective funds would have the largest impact – connecting needs with resources! As the community changes, so will the projects that the fund supports. But donors also can choose to contribute to a scholarship fund or to multiple funds each year, depending on community needs and personal interest. "We give our RMD to the Foundation because we can select from so many different worthy causes and change our choices annually which allows us to spread our contributions across our community. It's a great way to give!" said contributors David & Nancy Peterson of Pentwater.

"Our lives have been blessed by over 80 years of summers in Oceana County and we feel a sense of gratitude for all that we have enjoyed and all that Oceana County has meant to our family. We feel that the Foundation, via our IRA gifts, gives us an easy and meaningful way to give back and to say thank you," shared Lynn & Jacquie Boynton of Little Point Sable Association.

Invest in Oceana

Community Investment Funds are a collection of funds established and grown by individuals, families & businesses. These funds are unrestricted in nature, meaning the Foundation and Grant committee have the flexibility to respond swiftly to critical & emerging needs and provide leadership to community initiatives.

Your gift will empower us to make strategic grants year after year, where need and opportunity are greatest.