

**MINUTES**  
**Foundation Planning Task Force**  
**November 29, 2017, 6:00 p.m.**  
**Lakewood City Auditorium**

The meeting was called to order at 6:05 p.m.

**Members Present (9)**

Mike Bentley	Daniel Cohn	Chuck Garven
Ben Miladin	Erin Murphey	Brittany O'Connor
Dawn Pyne	Vicki Smigelski	Kristen Warzocha

**Others Present**

Randell McShepard, Facilitator  
Shannon Strachan, Executive Assistant to Mayor

**Not Present (7):**

Katie Collin    Phyllis Dykes    Jeanine Gergel  
Marth Halko    George Hillow    Laura Rodriguez-Carbone  
Judy Wright

1. Erin Murphy, Chair called the meeting to order. Welcome remarks were made and Erin asked Shannon Strachan to introduce the City's new Public Information Officer, Katie Nix, who will be available to help the Task Force with dissemination of information to the community.
2. The first order of business was to confirm and approve the minutes from the October 19, 2017 meeting which were sent out for review prior to this meeting. The chair asked for any comments or corrections. There being no comments or changes the Chair advised the Minutes were approved by consensus.
3. The Chair next invited Randy McShepard to provide a summary of the Community Forum held on November 15<sup>th</sup>. Randy summarized an overall success. Thirty-nine residents attended the forum to listen to the task force progress and to participate in round table discussions. Task force members facilitated at each round table discussion and took notes on the community comments. Randy consolidated the notes reflecting the community comments into a document provided to all task force members. The task force members were asked for comments and feedback about the forum. Dawn Pyne recommended that future community engagement programs be captured with photos or video. All were in agreement.
4. The Chair asked that Randy McShepard continue with a presentation of the proposed time-line for the task force to complete its work. A tentative time-line document was provided to the task force for general discussion. On first glance the members felt that the time-line was a good "birds-eye" view of what yet needs to be done and the order of procedure. Some general comments consisted of:
  - a. Dan Cohn was concerned that the task force had not yet made a decision to utilize a Community Advisory committee as part of the structure of the new foundation and it appeared in the time-line. A general discussion was had and understood that some of the time-line was making assumptions based on task force and community comments and might alter as the task force work continued. It was understood that should an advisory committee be recommended, it would require some time internally amongst the task force and with the community to finalize who would be represented on the advisory committee.
  - b. Dan Cohn also suggested that in addition to a Mission and Vision the group might also want to include a set of Values for the new foundation to assist the future board.
  - c. At the request of Vicki Smigelski, Erin Murphy provided an update given to the Communications Subcommittee by Kevin Butler, the city Law Director in response to

several questions the subcommittee had posed and important to the time-line. Most important is that the task force needs to have an incorporated structure in place by the completion date for the CCF Lakewood Family Health Center (projected opening date expected to be on or after June 1, 2018). The opening date is the trigger-date for the first payment to the foundation. The IRS nonprofit application should also have been applied for but it would not be necessary for the approval to have been received. The importance is to have the new foundation have the ability to receive funds even if the funds cannot yet be dispersed until IRS approval is received.

- d. There was next a discussion about the importance of having the Mayor, members of council and Lakewood Hospital Association at the meetings. The Mayor has had a representative at the meetings. It was agreed it was time to more formally invite LHA members and Council Members to the task force meetings. Their presence and/or representation and input, as well as the Mayor's, at future meetings would be helpful in crafting a final proposal that will be acceptable in accordance with Section 4.1 of the Master Agreement.
  - e. Finally, it was agreed that the subcommittee chairs should provide time-lines for their more specific work in line with Randy's proposed time-line. There was a discussion about where the retention of legal counsel would begin and which subcommittee would drive that process. It was agreed that the Structure Subcommittee should handle this aspect and begin preparation of an RFP.
5. The next order of business was to review the "Common Term Definitions" drafted by Martha Halko at the request of the task force. A discussion was had and the group was in general agreement with terms as defined. Chuck Garven was pleased with the definition of "health" being broad. Vicki Smigelski acknowledged the importance of defining "social determinants of health" and "population health management". Ben Miladin indicated that an additional term that should be defined is "behavioral health". Those in attendance agreed this term sheet will be helpful and acknowledged there would be the opportunity to add further terminology particularly with regard to defining terms used in the mission, vision and value statements. A copy of the defined terms is attached to these minutes.
6. The chair next asked Randy McShepard to take the task force through a "This or That" exercise to begin building consensus on various topics. Consensus is necessary for decisions to be made about the new foundation structure. Documents creating the foundation and IRS applications will result. Full task force discussion was had on the following topics with main comments following:

**a. Should the new wellness foundation be "in perpetuity" or "spend down"?**

- On first glance it seems there would be better community support for the foundation being in perpetuity.
- Concern that the eventual Board should have flexibility of choice in funding
- Health is a long-term game, it is the measure of power and resources and the access to them. This seems directed to a foundation geared to perpetuity.
- To make this decision we need to ask ourselves "What would the foundation spend money on to make a "big difference" in Lakewood?"
- Community Forum comments had some indication that this foundation should make a "bigger" and "bolder" impact and do things differently. This could suggest a spend down.
- Spend down foundations do not spend so much of their money on expenses associated with investment planning. More money to be put back into the community.
- Can we create a structure that is flexible and allows the foundation to start with a goal of perpetuity and change to a spend down if appropriate?
- Spend down program can still leave a legacy with the program being sustainable.

- We want the eventual Board to be proactive in identifying issues faced by the community and supporting programs that include appropriate tracking and measuring for success. Maybe spend down would encourage this type of behavior more than perpetuity?
- It is important to know what the regulators, Mayor, City Council and Lakewood Hospital Association think is best for community?
- No consensus, conversation to continue

**b. Should the new wellness foundation do “ongoing fundraising” or just “manage and invest the funds it is scheduled to receive”?**

- Forum attendees wanted to see fundraising
- General consensus amongst the task force was that fundraising is hard and expensive work requiring extra personnel. Better for the foundation to help other nonprofits with their fundraising versus competing for limited funds within Lakewood.
- Task force members discussed and did want the ability to accept unsolicited funds and to accept grant funding from large national foundations to distribute locally for specific programs or issues facing the community.
- Comment that this issue also overlaps with the issue of “public” versus “private” foundation. Would like the ability to fund programming as well as provide advocacy and address public policy issues.

**c. Should the new wellness foundation focus “upstream on prevention” or “downstream on treatment”?**

- Some task force members felt that prevention has the possibility of providing better results and the prevention of chronic illness. Chuck Garven indicated that prevention should include prevention of further complications from chronic illness – stabilize.
- Ben Miladin indicated that part of the identification should be to fund programs that do not have other sources and funding for prevention.
- Identify gaps that have sustaining impacts on Lakewood residents.
- Prevention focus needs to also pay attention to social determinants of health because we do not as a society want to pay for social services. Access is therefore a big factor.
- General consensus was to keep the decision flexible for the eventual Board.

**d. Should the new wellness foundation focus on “programming” or “leaving a legacy”?**

- Most felt that the new foundation should focus on programming.
- Task force felt that leaving a legacy (like a tangible building) is outside the monetary resources available unless there is collaboration with a partner.

This consensus building will continue at the December 14, 2017 meeting.

7. The next order of business was to begin a discussion about the Mission and Vision. Randy provided the task force with very rough drafts of possible Mission and Vision statements based on previous task force conversations, community input and other conversion foundations’ mission statements. A general discussion was had by the group including picking out words or phrases that resonated with them. Vicki Smigelski commented that whatever the mission statement ended up being, it should be a statement that every resident in Lakewood would understand and be able to champion. Randy stated to the group that this was just a kick-off point and it would be beneficial for the group to continue thinking about the potential mission statement and forward any thoughts or comments to him. He told the group that it might be helpful for them to think about the 3 questions he tries to answer when creating a mission statement: 1) What business are

we in? 2) Who are we serving? and 3) What result do we expect? This discussion will be continued at the December 14, 2017 meeting.

8. The Chair next stated that it was time for subcommittee updates. The structure committee update was forwarded to the Chair by Katie Collin who was unable to attend. Erin indicated that Katie asked the task force members to review the Structure Subcommittee presentation and submit any questions or other structure options/suggestions they have to her before the next meeting. Katie also advised she would be sending out a doodle poll to schedule the next structure subcommittee meeting.
9. The Chair called upon Michael Bentley to provide an update about the Communications Subcommittee. Mike directed the task force to the handout of the draft answers to community questions that had been gathered from various groups around the community. He asked that the task force members provide any comments, objections or additions to the questions to him by Sunday, December 3, 2017. The final answers will be posted on the FPTF webpage in hopes that other community members will find them helpful. There was some discussion about the webpage and it was suggested that the FPTF meeting schedule be added to the webpage.
10. The Chair next turned to the public for any comments or questions.
  - MaryAnne Crampton thanked the task force for their work on this complicated project. She indicated that in a 2011 a study she was involved with on the priorities for Human Services found that there was a strong community need for advocacy and convening, confirming that the foundation would be right to focus not only on programming but also on advocacy. She also suggested that a “legacy” did not need to be something tangible like a building, but could also be a program that was funded, becomes successful and is sustained well into the future. This is an opportunity to establish a new culture of health and wellness. She also indicated she liked the task force’s concern for allowing the eventual Board flexibility – an additional option might be to allow non-board members to serve on foundation committees.
  - Pam Smith stated she attended tonight because she missed the forum. She was very intrigued with the idea of the foundation pushing forth “big ideas” and felt that including a community advisory committee as part of the foundation structure would be very important to advise the board on what is important to the community. She also thought the members of the community advisory committee would have a direct communication line to the community via their friends, coworkers, family and contacts in the community. This would be an important means to disseminate foundation work and successes.
  - Dean Dilzell suggested that flexibility by the foundation to invest larger amounts of money in programs or projects might be important and to understand that increasing required spending from 5% to 25% as discussed this evening may not provide a large enough fund.
11. Before closing the meeting the Chair reviewed the action items:
  - a. Subcommittee Chairs to work with their committees to create a draft time-line for their work using the December 2017 through May 2018 time-frame as recommended in the Tentative Timeline presented by Randy.
  - b. Task force members to review the Structure Subcommittee PowerPoint presentation which can be found on the FPTF webpage. Submit any questions, suggestions for additional structures and be ready for a robust conversation in December.
  - b. Structure Subcommittee to begin creation of an RFP for legal counsel for the task force.
  - c. All task force members to review the FAQ’s from the Communications Subcommittee and submit changes or questions to Mike Bentley by Sunday, December 3, 2017.

12. Meeting was adjourned at approximately 8:15 p.m.



November 30, 2017

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Shannon Strachan, Secretary

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Date

**Foundation Planning Task Force**  
**November 30, 2017 - Meeting Documentation**

1. Meeting Agenda
2. Community Forum Notes – 11/15/17
3. Common Terms Defined
4. Tentative Timeline for the Foundation Planning Task Force Work (2017-18)
5. Rough Draft of Possible Mission and Vision Statements
6. Draft FAQs proposed by the Communications Subcommittee