

One Marshall County Board Meeting

September 17, 2025 | Marshall County Community Foundation

Board Members in Attendance: Keegan Campbell, Matthew Celmer, Keith Fraine, Eric Holsopple, Jeff Houin, Justine Johnson, Robert Listenberger, Amanda Morris-Feldman, Gary Neidig, Martin Oosterbaan, Shawn Peterson, Jeremy Riffle, Chelsea Smith, Angela Workman, Linda Yoder

Board Members Absent: Ed Barcus, Jonah Best, Jesse Bohannon, Roger Ecker, Lisa Mullaney, Jason Nine, Andy Seddelmeyer, Nicholas Witwer

Committee Leads: Sandy Garrison, Greg Hildebrand

EnFocus: Eglia Bregu, Megan Dale, Lauren Lumbra, Andrew Wiand

Discussion Topics

- **Strategic Planning Workshop**
 - **Process Overview:** Past activities included current state analysis, information gathering, SWOT. Upcoming activities include developing project proposals with committees including budget and staffing plans
 - Three drafted strategies encompass the five thematic pillars; a fourth proposed strategy relates to strengthening the community ecosystem
 - Board reviewed draft strategic planning grid including strategies and objectives
- **Assessment Discussion:** The board acknowledged a need to consider how we will assess implementation of projects and completion of objectives, or the need to make changes?
 - Committees should report progress regularly, with an annual assessment of projects and change of objectives/targets if needed
 - All information should be published on our website
- **Objectives Discussion:**
 - Population growth and retention is critical; support initiatives that attract people to visit and live in Marshall County (arts, child care, housing, workforce development etc.)
 - Interest in housing as a root cause of health issues
 - Large transportation need, in terms of infrastructure (state and local levels), public transportation, and accessibility
 - Emergency services have staffing and funding needs
 - Quality of life objectives should be integrated across committees

- Asset mapping and communications is key for quality of place
- Recruitment of health providers is a significant need
- Consider metric of per capita GDP, in addition to wages, as a measure of business growth
- Need for increased support of small business ecosystem
- Connect role of creatives/innovators to economic development
- What needs to happen to enhance an environment attractive to industry? What types of employers do we want to attract, and how to maintain variety?
- Which assets do we want to enhance vs create new?
- Consider public engagement through a survey to receive feedback
- Consider adding board members representing key organizations to strengthen the ecosystem
- Consider broader caregiving needs in addition to childcare
- Desire to support County comprehensive planning effort
- **Operations**
 - **Fundraising**
 - Match funding update: verbal commitments made for first \$75K match (internal capacity building). Working toward securing the second \$75K match for the community program.
 - Matches must be committed by Dec 31 2025
- **Confirm Scheduling for Upcoming Meetings**
 - October 15
 - November 19

Official Business

- New Motion: approve minutes from last meeting
 - Forwarded by Matthew Celmer
 - Seconded by Jeremy Riffle
 - Approved unanimously
- New Motion: adjourn
 - Forwarded by Matthew Celmer
 - Seconded by Jeremy Riffle
 - Approved unanimously