

# **Emerald Development and Economic Network, Inc.**

Board of Directors  
Tuesday, April 5, 2022

## **AGENDA**

1. Approval of Minutes of the February 1, 2022, Meeting (5 min)
2. Governance Committee Report\* - **Josh Levin** (20 min)  
  
**Resolution GV2204700** – Based upon the recommendation by the Governance Committee, the EDEN Board of Directors elect the EDEN Board Committee Chairs for the 2022 – 2023 year at follows:  
  
Finance/Real Estate Development Committee – Beth Adams  
Properties Committee – Douglas Shelby  
Programs Committee – Michele Sommerfelt  
Governance Committee – Josh Levin  
Fund Development & Communications Committee – Susan Licciardi  
  
**Resolution GV2204702** – Based upon the recommendation by the Governance Committee, The Board of Directors of EDEN, Inc. approves the Amended Code of Regulations.  
  
**Resolution GV2204704** - To accept the nomination of Dr. Andreena Jackson as an official board member of EDEN Inc. Board of Directors effective April 5, 2022.  
  
**Resolution GV2204705** - To remove Hal Gunder as a board member due to his inability to fulfill his duties.  
  
.- 3. Finance Committee Report\* - **Beth Adams/Sharon Parks** (5 min)  
  
Presentation of the February financial statements for review and acceptance by the Board (motion required)
- 4. Board Development – Succession Planning – **BVU & Elaine Gimmel** (60 min)
- 5. All Other Committee Reports – Posted on the Board Portal
- 6. Adjourn

Note: \*Board Minutes and Committee reports are maintained on file at EDEN offices

## EMERALD DEVELOPMENT AND ECONOMIC NETWORK, INC.

### Board of Directors Annual Meeting Minutes Tuesday, February 1, 2022

**Board Members Present:** John Mark Tichar, Dennis Morton, Josh Levin, Susan Licciardi, Beth Adams, Michele Sommerfelt, Amanda Miller, Joni Todd, Dawn Ellis, Matt Large, Mark Dodds, Jon Petrus, and Ken Silliman - (Meeting held via Microsoft TEAMS)

**Absent with Notice:** Douglas Shelby, Timothy Williams, and Hal Gunder

**Absent:** Maurice Agee and Kanika Williams

**EDEN Staff Present:** Elaine Gimmel, Sharon Parks, Emma Petrie-Barcelona, and Laurel Martinson

President, John Mark Tichar, called the Board of Directors meeting to order at 5:33 p.m.

1. **Approval of the Minutes for the December 7, 2021, meeting**

The December 7, 2021, Board of Director Meeting minutes were approved. Motion by Dennis Morton and seconded by Michele Sommerfelt. The motion passed unanimously.

On behalf of EDEN's Board of Directors, Dennis Morton and Mark Dodds were presented with tokens of appreciation for their hard work, dedication, and mentorship while serving on the EDEN Board. Also, a tree will be planted this Spring in Dennis's honor for his 9 years of leadership to EDEN, and the Board of Directors. EDEN Staff presented Dennis with an EDEN necktie and handkerchief, and Mark with an EDEN jacket.

2. **Finance Committee Report\* - Beth Adams/Sharon Parks**

The Finance Committee met on Wednesday, January 26, 2022

Sharon gave a brief overview of the December 2021 Financial Statements.

- The budget came in under \$534,000, due to some of our grants being underspent. What attributed to this was that we were unable to recruit property owners, and we did not have the staffing to perform on these grants.
- EDEN received notice from the Small Business Association (SBA) that our full 1.3 million of the Paycheck Protection Loan (PPP) was forgiven.
- The LIHTC Annual Audits are underway.
- Northridge, Emerald Commons, South Pointe, and Harper's Pointe came in better than budget.
- Liberty, Edgewood, Buckeye, Winton, West Village, Inez and Greenbridge II came in under budget, but the properties are still showing a profit.
- Greenbridge I is underperforming.
- The Finance Committee will focus on one LIHTC building a month and then determine what can be done to increase the performance for that property.

**Resolution F2202701** – Authorizing the Executive Director, Elaine Gimmel, or in her absence the Chief Operating Officer, or the Chief Financial Officer, to execute contracts for programs/activities approved in the EDEN, Inc. 2022 - 2023 Operating Budget. Motion by Michele Sommerfelt and seconded by John Mark Tichar. The motion passed unanimously.

The December 2021 Financial Statements were presented for review and discussion. Motion by Michele Sommerfelt and seconded by John Mark Tichar. The motion passed unanimously.

**3. Properties Committee Report\* - Emma Petrie Barcelona**

The Properties Committee met on Tuesday, January 4, 2022

The Properties Committee Reports are posted on the Board Portal for review.

- Real Estate Development is moving to the Finance Committee. The Committee discussed what elements will remain in Properties Committee and what will remain in Finance Committee.
- The Committee reviewed current operations regarding properties, property management, maintenance assets as well as real estate.

**Resolution H2202703** – To apply for HDAP Funding in the amount of \$600,000 for the purpose of developing a permanent supportive housing project on Broadway Avenue, Lorain, Ohio. Elaine Gimmel, Executive Director of the Corporation is authorized to execute and deliver any documentation required for the application for HDAP Funding. Motion by Michele Sommerfelt and seconded by John Mark Tichar. The motion passed unanimously.

**5. Programs Committee Report\* - Dennis Morton/Emma Petrie Barcelona**

The Programs Committee met on Tuesday, January 4, 2022

The Programs Committee Reports are posted on the Board Portal for review.

- Dennis announced that Michele Sommerfelt will be taking over as the Programs Committee chair.
- Emma stated that the Programs Committee discussed new applications, new programs and new funding sources.
- Programs in the lease-up phases were discussed including progress and the next steps for Mainstream and HAP.
- Michele commented on the strategic plan in relation to the work of Programs, and how some of those goals that were marked for year two and three get reflected in the Programs Committee Agenda.
- The Programs Committee will remain on the first Tuesday of every other month, but the three committee members are open to a conversation about changing the time of the meeting.
- Michele invited others to join the Programs Committee; if interested, please contact Michele.

6. **Fund Development and Communications Report\* – Sue Licciardi/Elaine Gimmel**

Susan mentioned the fabulous materials that were sent out by Judi and Jacquie, which were the “EDEN at a Glance” and the packet of letters that were put together to send out to contacts.

- Elaine discussed the 2021 Giving Report Dashboard, and we are going to do an ongoing analysis to present better data.
- The Annual Fund is underway, and we are currently over \$20,000 and our goal is around \$40,000.
- The Committee is sending out a lot of online marketing, by sending stories, pictures, and more information about EDEN and how to donate.
- Jacquie has committed to starting an EDEN Newsletter and may be reaching out to Board members to interview for the newsletter.
- The Committee will be meeting on the first Wednesday of every other month starting in March. If you are interested in attending, the meetings start at 4pm.

7. **Governance Committee Report\* - Josh Levin**

The Governance Committee met on Monday, January 10, 2022

Resolution GV2202699 – To elect the EDEN, Inc. Board of Directors’ Officers for the 2022 - 2023 year as follows:

President: John Mark Tichar

Vice President: Jon Petrus

Treasurer: Beth Adams

Secretary: Douglas Shelby

Motion by Michele Sommerfelt and seconded by Dennis Morton. The motion passed unanimously.

- Resolution GV2202702, to amend the Code of Regulations will be voted on at the April Board meeting. We are awaiting clarification from the ADAMHS Board on if having a consumer on the Board was a requirement of our contract or a practice. Two substantial changes to the Code of Regulations, will be the change of responsibilities for the Finance and Properties Committees, and adding advisory members as non-voting members to the Board.
- The Board must find at least three additional CHDO qualified members to remain compliant.
- Josh asked the Board to send their completed Conflict of Interest forms to Laurel. If you have any questions regarding the policy or form, please contact Josh.
- At the April Board meeting we will approve the Committee Chairpersons.

8. **Presidents Report\* - John Mark Tichar**

- John Mark reminded the Board members of the DEI session on Wednesday, March 9, 2022.
- John Mark addressed the need to improve and boost engagement of the Board members. He also noted that there is an imbalance of members who participate at the meetings.
- John Mark suggested restructuring the Board agenda with time slots for each section. Jon Petrus is leading the effort to revamp the Board agenda and is planning to share his ideas at the next Governance Committee meeting.

- Sue Licciardi mentioned that when the Board met in person, there was more participation, and she hopes that we will be able to do that again in the future.
- Amanda suggested utilizing the chat to express your ideas and thoughts.
- John Mark suggested that the Presidents Report becomes a dedicated time for the Board in its entirety can discuss specific topics.

9. **Executive Director's Report\* – Elaine Gimmel**

Updates were provided in addition to those presented in the Finance, Properties, Programs, Fund Development, and the Governance Committee Reports.

- Bridge Pointe Commons – We took possession, but we do not have the final certificate of occupancy, which is holding up HQS inspections from the housing authority. A small open house for the end of February, or the beginning of March is in the works. The Mayor of Elyria is excited about this development and wants the community to be respectful to the residents.
- The Communications Work Group, which is part of the DEI Committee created a draft statement and it was part of the ED report and is on the portal for the Board to review. Also, the DEI Committee would like to do a presentation at one of our future Board meetings.
- Norma Herr – We signed the purchase agreement for the second site to expand Norma Herr. This project will provide non congregate living for homeless women in Cuyahoga County. We continue to work with the YMCA, city, and county on the final design.
- Cuyahoga County issued an RFP. They specifically mentioned the rehab for Norma Herr and the men's shelter at 2100 Lakeside. We are currently working on a budget.
- Cuyahoga County Office of Community Development released an RFP to support Housing Choice Voucher participants. The funds will pay for a security deposit and two months rent up front as well as services and LL repairs.

Elaine presented "A Review of 2021" – The presentation highlighted on the accomplishments and challenges of EDEN's Departments.  
The presentation will be on the Board portal.

There being no further business, the Board Meeting adjourned at 7:20 p.m.

The next Board Meeting is scheduled for Tuesday, April 5, 2022.

\*Reports maintained on file and located on the Board Portal.

# **Governance Committee Planning mtg**

**March 8, 2022**

## **Reimagining Board Meetings**

- Jon Petrus to lead discussion

## **Code of Regulations Review**

- Discuss suggested changes to vote on in April
- Dennis remaining on committees

## **Board Attendance**

- Member outreach – Hal

## **Board Recruitment**

- Potential Board Candidates
  - Huntington – Andy Smith (Not CHDO)
  - Cogswell Hall Tenant – Elaine met with YWCA staff on 3/2 (CHDO)
  - Beth – address needed for potential candidate (CHDO)
  - CNP candidate Phil Studmire– checking to insure he can participate during work hours (CHDO)
  - Univ Settlement – setting up mtg (CHDO)
  - Mtg with Councilwoman Jasmine Santana about Board candidates on 3/23 (CHDO)
  - Meeting with BVU referral on 3/9 (CHDO)

## **April Meeting Prep:**

- Resolution for Committee Chairs
- Resolution for Code of Regulations

## **Board Committee Meetings**

- Need for recruitment of members to committees
- Follow-up from John Mark's statement

## **Board Development**

- Succession Planning – April
- DEI Committee – June

## **Mentor/Mentee Program**

**Next meeting:** Tuesday, May 10, 2022 5-6:30 pm

## **Governance Committee Meeting Minutes March 10, 2022**

### **Attendance:**

Attended: Michele Sommerfelt, Josh Levin, Sharon Parks, Jon Petrus, John Mark Tichar, Emma Petrie-Barcelona, Beth Adams, Amanda Miller

Absent: Elaine Gimmel

### **Reimagining Board Meetings**

The Committee discussed reimagining the EDEN Board Meeting Agenda/Format. Jon Petrus led discussion that provided for (1) feedback from Board members, (2) proposed meeting format changes and (3) proposed meeting agenda.

Feedback from Board members are provided for in Attachment A.

Proposed meeting format changes are as follows:

- Consensus of the Committee is to move up the Executive Director's & Board President's report the Board meeting agenda
- Move up board development in the meeting agenda prior to committee meeting updates
- Establish an agenda with timeframes – stay on track throughout the meeting. If a topic takes longer consider taking it to separate discussion or if the conversation is valuable agree to continue and cut something else less important.
  - Use time in Teams window; show minutes available for each topic on Agenda
- Highlight an EDEN success story – start each meeting with this, need staff ownership to facilitate. This will help Board get more exposure and connection to those we serve. Elaine has mentioned this is something she will incorporate in her ED report
  - Could be client, staff, or broader organization
  - Emma thought to prepare a success story for 6 Board meetings is doable
- For committee updates, limit the discussion to no more than 5 minutes (taking 25 minutes of meeting time). Committee updates should highlight 1-3 top items, providing the committee's perspective to the board. If possible, it should include one item that would generate broad board dialogue. This may take some coaching to the Board chairpersons.
- Respect the board's time. We should generally end by the expected time. Of course, if there is a time sensitive topic the board will understand extra time may be needed on occasion.

Proposed meeting format is the following:

- Prior meeting approval, resolutions or Board votes that may require a quorum; 5-10 minutes
- Executive Director's Report; 5-10 minutes
- Board President's Report; 5-10 minutes
- Board development topic; 15 minutes
- Committee Updates
  - Finance: 5-10 minutes (board's fiduciary duties may necessitate longer time)
  - Governance: 5 minutes
  - Properties: 5 minutes
  - Programs: 5 minutes
  - Fund Development: 5 minutes
- Total Time: 75 minutes
- Parking Lot topics: 15 minutes

Jon indicated that he will draft guideposts / bullet points for Committee Chairperson guidance for Board updates.

Emma suggested for Board President to convene Committee Chairpersons to prep for Board meetings.

## **Code of Regulations Review**

Committee discussed proposed Code of Regulation changes. All the changes have been discussed at previous Committee meetings. The latest redline states that at least one Director shall be a homeless or formerly homeless individual. However, the redline removes the prior addition that at least one Director shall be a current or prior consumer of one or more mental health and/or homeless services as it was determined this is not a legal requirement. The changes will be voted on at the April meeting.

## **Board Attendance**

A key initiative for the Board is to ensure that each Director is engaged in ongoing Board meetings and activities. The Code of Regulations requires each member attend at least 75% of the Board meetings. The committee has discussed the need for understanding extenuating circumstances, and the Board wants to be supportive to accommodate each of its member's individual circumstance. However, based on Board meeting attendance reports, Mr. Gunder has not attended a meeting for over a year. Furthermore, there has been unsuccessful attempts thus far to have a meaningful dialogue with Mr. Gunder regarding his interest level to continue on EDEN's Board. Pursuant to the Code of Regulations, Directors who are either unable or unwilling to fulfill their duties, including regular attendance at meetings, shall resign or may be removed.

There have been several unsuccessful attempts to contact member Hal Gunder. Elaine and Josh



have tried to outreach to Mr. Gunder regarding Board participation. To date, there has been no response from Mr. Gunder. Therefore, Committee recommends presenting a resolution at the April Board meeting to remove Mr. Gunder from the Board.

Therefore, the Governance committee is recommending a Board resolution be created to remove Mr. Gunder from the Board.

## **Board Recruitment**

The Committee discussed in general Board Recruitment efforts. Elaine was not in attendance at the meeting, specific updates were not discussed. However, general summary of efforts is below:

### **Potential Board Candidates**

- Huntington – Andy Smith (Not CHDO)
- Cogswell Hall Tenant – Elaine met with YWCA staff on 3/2 (CHDO)
- Beth – address needed for potential candidate (CHDO)
- CNP candidate Phil Studmire– checking to insure he can participate during work hours (CHDO)
- Univ Settlement – setting up mtg (CHDO)
- Mtg with Councilwoman Jasmine Santana about Board candidates on 3/23 (CHDO)
- Meeting with BVU referral on 3/9 (CHDO)

## **Committee Chairperson**

The Committee discussed that Josh will continue to be Governance Committee Chairperson for next year. Committee chairpersons will be voted on at the April Board meeting.

## **April Meeting Prep:**

The Governance Committee will request that the following resolutions be prepared for the April Board meeting:

- Resolution to remove Hal Gunder from the Board
- Resolution for Committee Chairs
- Resolution for Code of Regulations

## **Board Development**

- Succession Planning – April
- DEI Committee – June

**Next meeting:** Tuesday, May 10, 2022 5-6:30 pm

# Attachment

## Feedback collected:

- Discussion rushed at times – especially as we get to the end of meetings, may need a someone to help with time management during
- Committee Updates are at time very comprehensive and typically dialogue with other members of the board is limited
- Little time focused at board meetings learning about those clients EDEN serves
- Move up the Executive Director & President's reports. These reports would also benefit from some reflection on what news the full Board needs to hear from leadership and staff.
  - Sets tone of meeting
- Hi-light an EDEN client success story – This suggestion is a valuable one and is similar the origin story of the Board Development piece currently on the agenda. About 3 years ago we realized that there is no on-going mechanism beyond Orientation to bring knowledge to the Board. So, we added the 15 minutes of Board Development to the agenda and have used it to highlight staff members, key partners to EDEN, an Acronym handout reviewed, etc. It matches that piece, and the Client success story could be combined to be a 15-minute piece of the agenda. It matches well with the Strategic Plan objective of Board engagement.
- I think we agree (and let me know if otherwise) that the board, in fulfilling its fiduciary duties, needs to be able to assess the funding available to meet the board-agreed-upon objectives of the corporation. And, generally, committees are set up to allow for that oversight. But to fulfill that obligation, the view of the board, most often, should be from the proverbial 20,000 foot level and not 'in the weeds' details. (Difficult to maintain!)
- Specifically on the point of getting to much 'into-the-weeds', Board Committee discussions should be, and generally are, detailed. The reports are posted to the website (sometimes late) so board members can read them. So, I believe the attempt should be to avoid having them read verbatim and, as you said, only those issues most critical should be mentioned at the general board meeting.
- When it comes to those we serve, you may not be aware that the DEI committee/Task-force is working diligently on starting a resident newsletter with a focus on individual stories. The effort is both to have our residents realize they are not alone and further to celebrate the heritage of their backgrounds. In the past we have had individuals come and present their stories to the board, and that could be done again, periodically.
- I say periodically, because I think the issue of board meeting time management is important but at the same time adherence to the clock may not become more important than, nor interfere with, the fiduciary responsibility. Which may mean that the financial report should possibly be more detailed than others, showing any slow, or deferred funding which may require EDEN advances, unexpected expenses, and potential resolutions. Again, not everything needs to be highlighted at the general board meeting, but some detail is critical.
- Feedback from 1/21 conversation with Ken Silliman
  - EDEN has excellent leadership from the Executive Director and Board President, knowledgeable and capable in their roles. Additionally, you share the board chairs are capable and knowledgeable. They have a good understanding on what is going on.
  - Need to know audience and what's going to resonate. Messaging will vary based on audience. Status of elevator speech? Check with Jackie on status – Emma/Sharon.
  - There is a lack of engagement from the tenant representatives (a lot can be gained from them), few attended a board meeting in 2021, we talked about some of the reason why, I believe this extends beyond the tenant representatives

- Information shared in the board packet or during the meeting can be difficult to understand – EDEN is a complex organization – we should be more intentional about providing succinct and easy to understand info (sometimes this will be difficult)
  - Committee read outs are lengthy and, in some cases, read line by line of what's included in the board packet
  - You suggested to shorten the committee read outs to 5 minutes, the committee chair should provide a high-light/essence of what's included in the full packet, but not cover everything. Information should be shared at a 5<sup>th</sup> grade level for the benefit of all board members
  - We should assume board members are not knowledgeable and provide more context on topics, knowledge will grow over time – but we always will have newer members, so we need stay focused sharing at a lower comprehensive level
- Time should be left for parking lot topics or topics a board member wants to raise
- Time management of the meeting is important to be respectful of all those provide service
- Supportive of sharing a client success story – he indicated this has been done in the past, but supportive to bring back, need to make time on the agenda.
- Supportive of pulling up the Executive Director and Board President updates at the beginning of the meeting.
- Board education is important, and Ken supports, but we need to shorten the length of the committee readouts to make this happen
- Consider making the board meetings 60 minutes vs. 90 minutes, end on time – may not be possible. Nonetheless the meeting should end at the scheduled time
- Ken shared that in past years, National Statistics and local statistics on homelessness was shared with the board. HUD provides a homeless update to congress every fall. Ken believes the last time this was shared with the board was 2015. I think we all need to be better grounded in both EDEN's numbers and local and national level. We'll need to follow-up with Elaine/Emma on this and get their input. This is a fantastic idea, in my opinion.
  - Greater resources outside EDEN's ecosystem; broader issues impacting homelessness.
  - Opportunity to establish KPI's, Michele said this may be incorporated into the Programming Committee report.
- As a follow up yesterday to increasing board engagement I really liked the suggestion of having new board members do "Meet'n'Greets" with the other Board members individually and I would also add the senior management team. Even 15-20 with each one spread out over 3-6 months would go a long way toward knowledge building and engagement. Bios and org charts are great, but nothing replaces a good old coffee chat, even over Zoom.
  - Some form of mentorship, perhaps from an informal perspective.

**Objective:** Solicit feedback from current board members to assist in increasing the board's experience which would in turn increase board engagement and contribution to EDEN.

**Feedback collected:**

- Discussion rushed at times – especially as we get to the end of meetings, may need a someone to help with time management during
- Committee Updates are at time very comprehensive and typically dialogue with other members of the board is limited
- Little time focused at board meetings learning about those clients EDEN serves
- Move up the Executive Director & President's reports. These reports would also benefit from some reflection on what news the full Board needs to hear from leadership and staff.
- Hi-light an EDEN client success story – This suggestion is a valuable one and is similar the origin story of the Board Development piece currently on the agenda. About 3 years ago we realized that there is no on-going mechanism beyond Orientation to bring knowledge to the Board. So, we added the 15 minutes of Board Development to the agenda and have used it to highlight staff members, key partners to EDEN, an Acronym handout reviewed, etc. It matches that piece, and the Client success story could be combined to be a 15-minute piece of the agenda. It matches well with the Strategic Plan objective of Board engagement.
- I think we agree (and let me know if otherwise) that the board, in fulfilling its fiduciary duties, needs to be able to assess the funding available to meet the board-agreed-upon objectives of the corporation. And, generally, committees are set up to allow for that oversight. But to fulfill that obligation, the view of the board, most often, should be from the proverbial 20,000 foot level and not 'in the weeds' details. (Difficult to maintain!)
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- When it comes to those we serve, you may not be aware that the DEI committee/Task-force is working diligently on starting a resident newsletter with a focus on individual stories. The effort is both to have our residents realize they are not alone and further to celebrate the heritage of their backgrounds. In the past we have had individuals come and present their stories to the board, and that could be done again, periodically.
- I say periodically, because I think the issue of board meeting time management is important but at the same time adherence to the clock may not become more important than, nor interfere with, the fiduciary responsibility. Which may mean that the financial report should possibly be more detailed than others, showing any slow, or deferred funding which may require EDEN advances, unexpected expenses, and potential resolutions. Again, not everything needs to be highlighted at the general board meeting, but some detail is critical.
- Feedback from 1/21 conversation with Ken Silliman
  - EDEN has excellent leadership from the Executive Director and Board President, knowledgeable and capable in their roles. Additionally, you share the board chairs are capable and knowledgeable. They have a good understanding on what is going on.

- There is a lack of engagement from the tenant representatives (a lot can be gained from them), few attended a board meeting in 2021, we talked about some of the reason why, I believe this extends beyond the tenant representatives
  - Information shared in the board packet or during the meeting can be difficult to understand – EDEN is a complex organization – we should be more intentional about providing succinct and easy to understand info (sometimes this will be difficult)
  - Committee read outs are lengthy and, in some cases, read line by line of what's included in the board packet
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  - We should assume board members are not knowledgeable and provide more context on topics, knowledge will grow over time – but we always will have newer members, so we need stay focused sharing at a lower comprehensive level
- Time should be left for parking lot topics or topics a board member wants to raise
- Time management of the meeting is important to be respectful of all those provide service
- Supportive of sharing a client success story – he indicated this has been done in the past, but supportive to bring back, need to make time on the agenda.
- Supportive of pulling up the Executive Director and Board President updates at the beginning of the meeting.
- Board education is important, and Ken supports, but we need to shorten the length of the committee readouts to make this happen
- Consider making the board meetings 60 minutes vs. 90 minutes, end on time – may not be possible. Nonetheless the meeting should end at the scheduled time
- Ken shared that in past years, National Statistics and local statistics on homelessness was shared with the board. HUD provides a homeless update to congress every fall. Ken believes the last time this was shared with the board was 2015. I think we all need to be better grounded in both EDEN's numbers and local and national level. We'll need to follow-up with Elaine/Emma on this and get their input. This is a fantastic idea, in my opinion.
- As a follow up yesterday to increasing board engagement I really liked the suggestion of having new board members do "Meet'n'Greets" with the other Board members individually and I would also add the senior management team. Even 15-20 with each one spread out over 3-6 months would go a long way toward knowledge building and engagement. Bios and org charts are great, but nothing replaces a good old coffee chat, even over Zoom.

**Proposed board meeting changes based on feedback:**

- Move up the Executive Director's & Board President's report up in the meeting agenda – hearing from Exec Dir and Board Pres should be a hi-light
- Move up board development in the meeting agenda prior to committee meeting updates
- Establish an agenda with timeframes – stay on track throughout the meeting. If a topic takes longer – consider taking it to separate discussion or if the conversation is valuable – agree to continue and cut something else less important.
- Hi-light an EDEN client success story – start each meeting with this, need staff ownership to facilitate. This will help board get more exposure and connection to those we serve. Elaine has mentioned this is something she will incorporate in her ED report
- For committee updates, limit the discussion to no more than 5 minutes (taking 25 minutes of meeting time). Committee updates should hi-light 1-3 top items, providing the committee's perspective to the board. If possible, it should include one item that would generate broad board dialogue. This may take some coaching to the Board chairs. We will need someone to own sharing and directing with committee chairs
- Respect the board's time. We should generally end by the expected time. Of course, if there is a time sensitive topic the board will understand extra time may be needed on occasion.

**Proposed components & order of board meeting (90 minutes):**

- Prior meeting approval, resolutions or Board votes that may require a quorum; 5-10 minutes
- Executive Director's Report; 5-10 minutes
- Board President's Report; 5-10 minutes
- Board development topic; 15 minutes
- Committee Updates
  - Finance: 5-10 minutes (board's fiduciary duties may necessitate longer time)
  - Governance: 5 minutes
  - Properties: 5 minutes
  - Programs: 5 minutes
  - Fund Development: 5 minutes
- Total Time: 75 minutes
- Parking Lot topics: 15 minutes

EDEN, INC.

**AMENDED AND RESTATED CODE OF REGULATIONS**

April 5, 2022

**ARTICLE I**  
**THE CORPORATION**

**Section I - Name:**

The name of this corporation shall be Emerald Development and Economic Network, Inc., hereinafter referred to as EDEN, Inc.

**Section II – Location:**

The principal office of the Corporation in the State of Ohio shall be located in the County of Cuyahoga.

**Section III - Purpose:**

As stated in the Articles of Incorporation, the corporation is organized exclusively for charitable purposes within the meaning of Section 501(c)(3) of the United States Internal Revenue Code, or the corresponding provisions of any future United States Revenue law, including but not limited to the provision of housing opportunities and housing related services to low-income, mentally ill and/or disabled persons through the sponsorship of and development of affordable housing; the acquisition, ownership and management of housing; and the administration of programs of financial and other types of housing assistance and services primarily in Northeast Ohio, including but not limited to, Cuyahoga, Lorain, Lake, Ashtabula and Medina counties, and other jurisdictions with prior approval of the Board of Directors. In furtherance of such purposes, the Corporation shall have and exercise all powers conferred on nonprofit corporations under the laws of the State of Ohio, or which may be hereafter conferred; to make distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Service; and to support or conduct such other or further

activities as may be desirable to lessen the burdens of government. Any statement of the Corporation's mission shall be consistent with the substance of this statement of purpose in the Articles of Incorporation.

Section IV – Compliance:

In order to carry out its purposes, the Corporation shall at all times comply with federal and state laws applicable to its tax exempt status and its implementation of various housing related programs. The Board of Directors shall adopt and implement policies and procedures as required by federal law, state law, or contract terms consistent with the authority granted by Section 1702 of the Ohio Revised Code and the Articles of Incorporation.

ARTICLE II  
BOARD OF DIRECTORS

Section I - General Powers and Duties:

The Board of Directors shall have the authority to govern the affairs and business of the Corporation and exercise all the powers and privileges accorded Board of Directors by law. The Board of Directors shall establish and monitor corporate policies necessary to carry out the mission and purpose of the Corporation. The Board of Directors shall provide general supervision over the finances of the Corporation and over compliance with all applicable laws and regulations. The Board of Directors may adopt bylaws, policies, procedures and regulations consistent with applicable law, the Articles of Incorporation and these Regulations. The Board of Directors may create or dissolve categories of nonvoting members and advisory boards or councils, and may establish subsidiary or affiliated business entities as they deem desirable.



## Section II – Corporate Membership:

For the purpose of any statute or rule of law relating to corporations, the members of the Board of Directors shall be taken to be the members of the Corporation, and they shall have all the rights and privileges of members; provided that where the provision of any law relating to meetings of the Board of Directors differ from meetings of members, it shall be sufficient to comply with the provisions relating to Board of Directors.

## Section III – Directors:

No adult person shall be ineligible for or disqualified from election to the Board of Directors because of race, religion, national origin, gender, sexual orientation, or physical or mental disability. The qualifications for election to the Board of Directors shall include knowledge, experience, integrity and relationships needed to govern this Corporation. Not less than one-third (1/3) of the Directors on the Board of Directors shall be residents of low-income neighborhoods, or low-income persons residing in the community, or elected representatives of low-income neighborhood organizations, as required for certification under 24 CFR 92.2. At least one Director shall be a homeless or formerly homeless individual. No person shall be eligible for appointment or election as a voting Director. while employed as a staff member or independent contractor of the Corporation. The membership of the Board of Directors shall not have more than one-half (1/2) of the members consist of persons who are related by consanguinity or by marriage. A Director shall abstain on any vote that directly affect persons employed or to be employed by the Corporation. who are related to the Directors by consanguinity or by marriage.

## Section IV - Number:

The Board of Directors of the Corporation shall consist of at least nine members and not more than twenty-one members.

Section V – Election:

The names of nominees for election to three-year terms shall be presented to the Board of Directors not less than two weeks prior to the meeting at which the election shall occur. To fill a vacancy on the Board of Directors before the end of a term, the Executive Committee of the Board shall nominate one or more qualified candidates for each vacancy and present the names of the nominees to the Board of Directors for election.

Section VI - Term of Office:

The terms of office shall commence on the date of the annual meeting for election of Directors and Officers, unless the election is to fill the vacancy of a Director who leaves office before the end of his or her term. Directors shall be elected for terms of three years ending upon the election of their successor in office or a determination by the Directors not to fill the vacancy. Directors who have served three consecutive full three year terms shall be ineligible for re-election to the Board of Directors for a period of one year.

Section VII – Meetings:

An Annual meeting shall be held each year for the election of Board of Directors as may be required, to elect officers, to receive reports and for such other business deemed appropriate. The Board of Directors shall meet regularly at least six times each year for business. Special meetings of the Board may be called by the President, or by any other officer of the Corporation upon the request of three (3) elected members of the Board of Directors. Reasonable and timely notice of a special meeting and its purpose shall be delivered to all members of the Board of Directors.

Section VIII – Quorum:

A simple majority of current voting Directors shall constitute a quorum. Unless any Director at the meeting objects, a Director may, for good cause, attend by Microsoft Teams or

other available video conferencing technology, provided that all Directors in attendance may hear and be heard by each other.

Section IX – Manner of Acting:

The act of a majority of the Directors present at any meeting in which a quorum is present shall be the act of the Board of Directors, unless the act of a greater number is required by law, or by these by-laws. Action of the Board of Directors without a meeting may be by simple majority written consent. Written consent may be conveyed by email or electronic facsimile.

Section X – Standard of Conduct:

Directors owe a duty of care and a duty of loyalty to the Corporation which requires that each Director attend to the business of the Corporation according to fiduciary standards and act only in the best interest of the Corporation. Directors shall attend at least 75% of Board of Directors meetings annually. Attendance may be in person, via phone or video conference. Directors who are either unable or unwilling to fulfill their duties of care and loyalty, including regular attendance at meetings, shall resign or may be removed from office by a simple majority vote of the Board of Directors.

ARTICLE III  
OFFICERS

Section I – Officers:

The officers of the Corporation shall be a President, a Vice-President, a Secretary, a Treasurer and such other officers as may be elected in accordance with the provisions of these Regulations. The Board of Directors may elect or appoint such other officers, including one or more Vice-Presidents, Assistant Secretaries or Treasurers, as it shall deem desirable, such officers to have the authority to perform the duties prescribed, by the Board of Directors.

## Section II - Election of Officers:

The Board of Directors shall elect officers at its annual meeting, such officers to be from the membership of the Board of Directors. Terms of office shall be for one (1) year or until the next annual election of officers. Elected officers shall be eligible for re-election, except that no person shall serve as President for more than three (3) consecutive one (1) year terms.

## Section III - Duties of Officers and Removal:

Each officer shall have the power and duties ordinarily pertaining to the office as well as such duties assigned by the President and/or by the Board of Directors. An officer may be removed with or without cause by simple majority vote of the Board of Directors.

## Section IV – Vacancies:

If vacancies occur in the offices of Vice-President, Secretary or Treasurer, the President, in consultation with the Executive Committee, will appoint a Board member to that unexpired term(s). Should a vacancy occur in the office of President, the Executive Committee shall appoint a Director to that unexpired term.

## Section V – Executive Officer:

The Board of Directors shall appoint and employ an executive officer of the Corporation who shall execute under the authority of the Directors the policies, procedures and actions of the Board of Directors and be responsible for the conduct of the Corporation's business. The executive officer shall employ, supervise and discharge all employees, consultants and contractors necessary for the work of the Corporation and fix their compensation according to the policies and the budget approved by the Board of Directors. The executive officer shall execute legal documents, contracts, forms, payroll authorizations, and other legal and financial instruments as authorized by the Directors. The executive officer

shall report and be personally accountable to the Board of Directors at such times and in such manner as the Board of Directors may require, attend meetings of Directors and of standing committees of the Board of Directors; and shall have the title Executive Director, or such other title as the Directors may designate.

#### ARTICLE IV COMMITTEES

##### Section I- Types of Committees

There shall be two types of Committees - Standing and Ad-Hoc Committees. The Standing Committees shall be: Executive Committee, Finance Committee, Properties Committee, Programs Committee and Governance Committee. The Chair and members of the Standing Committees shall be selected and appointed by the President with approval of the Board of Directors. The Board of Directors from time to time may appoint as committee members to Standing and Ad-Hoc Committees individuals who are not Directors; provided, however, that at least a majority of Standing Committee members will be members of the Board of Directors. All committees shall report to the Board of Directors. All Committees shall be led by a Director as Chairperson. All Committees shall adopt Guiding Principles to focus the activities of the Committee. The Guiding Principles shall be reviewed by the Committee on an annual basis and reviewed by the Board of Directors no less than every three years.

##### Section II- Executive Committee

The Executive Committee shall consist of the officers of the Board of Directors and the Chairpersons of the Standing Committees. The Executive Committee exercise such powers and functions as may be delegated to it from the Board of Directors and shall: (1) present a slate of candidates as recommended by a Nominating Committee for election as Officers of the Board of Directors to be presented to the Board of Directors prior to the Annual Meeting; (2) Qualify and

present to the Board at such times as may be required nominations to fill vacancies on the Board of Directors; (3) Monitor and provide oversight of compliance of the Corporation with all applicable federal, state and local regulations; with the Articles of Incorporation, this Code of Regulations and policies adopted by the Board of Directors; and with grant and contract obligations accepted by the Corporation; (4) conduct an annual performance review of the Executive Director. The Executive Committee shall exercise the powers of the Board of Directors between Board meetings.

### Section III- Finance Committee

The Finance Committee shall monitor and provide oversight of all fiscal matters including but not limited to: (1) the securing of funds; (2) the preparation of an annual operating budget for adoption by the Board of Directors; (3) review of all financial audits made and all financial reports required by federal, state or local agencies; (4) real estate development; and (5) such other tasks as are assigned by the Board of Directors.

### Section IV- Properties Committee

The Properties Committee shall monitor and provide oversight of all matters related to the property and facilities of the Corporation, including but not limited to: the acquisition, property/asset management and disposition of all real property, and such other tasks as assigned by the Board of Directors.

### Section V- Programs Committee

The Program Committee shall monitor and provide oversight of the management of and participation in all public and privately funded programs of the Corporation, and such other tasks as assigned by the Board of Directors.

### Section VI – Governance Committee

The Governance Committee shall; (1) oversee matters of corporate governance and administration for the Board of Directors; (2) periodically review administrative and governing

documents of the Board of Directors and Corporation; (3) monitor participation and attendance of members of the Board of Directors; (4) facilitate orientation of new members of the Board of Directors; (5) serve as Nominating Committee and make recommendations to the Executive Committee for the election of Officers to the Board of Directors.

#### Section VII - Ad Hoc Committees

Ad Hoc Committees shall be appointed by the President for a specific purpose, and shall remain in existence only as long as necessary to accomplish their specific purpose. A Director shall serve as the Chairperson of all Ad Hoc Committees. Each Ad Hoc Committee shall have at least two Directors as members. Once an Ad Hoc committee has been in existence for a period of one (1) year, the Board of Directors may vote to convert the Ad Hoc to a Standing Committee. If the Ad Hoc Committee becomes a Standing Committee, the Amended Code of Regulations shall be amended accordingly.

### ARTICLE V GENERAL POLICIES AND STANDARDS OF CONDUCT

It is the policy of the Corporation to require of its Board of Directors, staff, volunteers and program participants full compliance with all federal, state and local laws, regulations and program requirements, including but not limited to the following: (a) equal employment opportunity; (b) fair housing; and (c) conflicts of interest. To assure full compliance with all applicable laws, regulations, the requirements of various governmental programs, and its own standards of conduct, the Board of Directors shall: (1) adopt and maintain in effect appropriate policies and procedures; (2) direct the executive officer to publish and enforce each of those policies and procedures in a manner to achieve maximum compliance; and (3) monitor the implementation and enforcement of those policies and procedures. It is further the policy of the

Corporation to monitor changes in applicable laws and regulations and to amend its policies and procedures as necessary to maintain maximum compliance.

ARTICLE VI  
ADVICE OF LOW-INCOME PROGRAM BENEFICIARIES

The Corporation shall have a formal process of obtaining advice from its low-income program beneficiaries. This process may be changed from time to time by vote of the Board of Directors. The current written formal process is attached hereto as Exhibit A.

ARTICLE VII  
BOOKS AND RECORDS

The Corporation shall keep and distribute to members of the Board of Directors the minutes of meetings of the Board of Directors and maintain a record of the names of all members of the Board of Directors with the dates of their respective terms of office and their current addresses.

ARTICLE VIII  
AMENDMENT

These Regulations may be altered, amended or repealed and new Regulations may be adopted by a majority vote of the Board of Directors present at any regular meeting or at any special meeting, if at least fifteen (15) days written notice is given of intention to alter, amend, or repeal or to adopt new Regulations at such meeting.

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CERTIFICATION

That the undersigned Secretary of the Corporation known as EDEN, Inc., does hereby certify that the above and foregoing Amended and Restated Code of Regulations were duly adopted by the Board of Directors of said Corporation, as the Amended and Restated Code of Regulations of said Corporation, on the 5th day of April, 2022.

Attest: \_\_\_\_\_  
Douglas Shelby, Secretary



**EMERALD DEVELOPMENT & ECONOMIC NETWORK, INC.**  
**Board of Directors**  
**Committees List and Board Meeting Schedules - 2022**

**FINANCE/REAL ESTATE COMMITTEE**

Beth Adams – Chair  
John Mark Tichar  
Ken Silliman  
Amanda Miller

Staff Liaison: Sharon Parks  
Elaine Gimmel  
Emma Petrie-Barcelona  
Richard Carr

Meetings are held on the fourth Wednesday of every month at 1pm:  
2/23, 3/23, 4/27, 5/25, 6/22, 7/27, 8/24, 9/28, 10/26, 11/23 and 12/28

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**PROPERTIES COMMITTEE**

Douglas Shelby – Chair  
Michele Sommerfelt  
John Mark Tichar  
Matt Large

Staff Liaison: Emma Petrie-Barcelona  
Elaine Gimmel  
Sharon Parks  
Ijaz Qureshi  
Christie Tatman-Stroh  
Richard Carr  
Mike Rudolph

Meetings are held on the third Tuesday of every other month at 2pm:  
1/5, 3/15, 5/17, 7/19, 9/20, and 11/15

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**PROGRAMS COMMITTEE**

Michele Sommerfelt - Chair  
Douglas Shelby  
John Mark Tichar

Staff Liaison: Emma Petrie-Barcelona  
Elaine Gimmel  
Sharon Parks  
Khaz Ra'el  
Jessie Beck

Meetings are held on the first Tuesday of every other month at 3:30pm:  
1/5, 3/1, 5/3, 7/5, 9/6, and 11/1

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**GOVERNANCE COMMITTEE**

Josh Levin – Chair  
Michele Sommerfelt  
John Mark Tichar  
Jon Petrus  
Beth Adams

Staff Liaison: Elaine Gimmel  
Sharon Parks  
Emma Petrie-Barcelona

Meetings are held on the second Tuesday of every other month at 5:00 pm:  
3/8, 5/10, 7/12, 9/13, and 11/8

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**FUND DEVELOPMENT & COMMUNICATIONS COMMITTEE**

Sue Licciardi – Chair  
John Mark Tichar  
Jon Petrus

Staff Liaison: Elaine Gimmel  
Judi Engel  
Sharon Parks  
Jacquie Skrzypiec  
Emma Petrie-Barcelona

Meetings are held on the first Wednesday of every other month at 4:00 pm:  
3/2, 5/4, 7/6, 9/7, and 11/2

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**DEI (DIVERSITY, EQUITY & INCLUSION) AD HOC COMMITTEE**

Joni Todd

Meetings are held monthly. The time and date varies.

## **BOARD MEETING SCHEDULE**

**February 1 – Annual BOD Meeting**

**April 5**

**June 7**

**August 2**

**October 4**

**December 6**

**Meetings are scheduled for the first Tuesday of every other month at EDEN Headquarters or via Microsoft Teams – 5:30pm – 7:00 pm**



*Housing Is Our Foundation*

## Board of Directors Application - Confidential Information -

<b>Personal</b>			
First	MI	Last	
Andreena	M.	Jackson	
Home Address 10603 Miles Ave. Cleveland, Ohio 44105			
Home Phone	Work Phone	Cell Phone	E-mail
216.539.2266		216.225.0027	andreenajackson@yahoo.com
Employer / Business			Title
Mindfitness Coaching & Consulting LLC.			Owner/CEO
Business Address			
4169 E. 106 <sup>th</sup> St. Cleveland OH 44105			
<p>Type of business or organization: Mindfitness provides coaching and consulting services to individuals and corporations. For individuals, Mindfitness provides strategic coaching based on their personal experiences, lifestyle and goals. For organizations Mindfitness provides consulting services in areas of integrated care, strategic planning, program design, in addition to staff development and leadership training.</p>			

<b>Education/Training/Certifications</b>			
	Name & City of School	Year Graduated	Degree
High School	James F. Rhodes  Cleveland, OH	1990	H.S. Diploma
College	Case Western Reserve University,  Cleveland OH	2006	MSSA Social Service Administration

Other	The Cummings Institute of Behavioral Health	2020	Doctorate of Behavioral Health
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### Community Involvement/Special Interests

Organization	Role / Title	Date of Service
1. <b>Leaders of Tomorrow (LOT)</b> Leadership organization for 8 <sup>th</sup> through 12 <sup>th</sup> grade students, that promotes life skills, public speaking, discussion of current events and time management skills.	Volunteer / Workshop facilitator	Jan 2016- March 2020
2. <b>Mt. Pleasant Annual Black History Program</b>	Program Coordinator for Children's program	February 2012- February 2019
3. <b>1000lbs Lighter Fitness Center</b>	Facilitate 8- week Training on Health and Wellness	September 10 <sup>th</sup> , 2021- December 17 <sup>th</sup> 2021
4. <b>Walden University</b>  <b>Starke State College</b>	Field Instructor	Feb 2020- April 2020  Feb 15 <sup>th</sup> , 2022 – Current
5. <b>Organized Chaos</b> – Professional women's organization	Volunteer	January 2017 – Current

Please list notable achievements in your service to the above organization/s:

**Leaders of Tomorrow (LOT)** I facilitated workshop to students; topics included *Business Etiquette, Leadership, and Time Management.*

**Mt. Pleasant Annual Black History Program** received the *Outstanding Achievement Award (2018)* for working with youth over the years in planning their portion of the program

**1000lbs Lighter Fitness Center** – Neighborhood fitness center where I provided 8-week workshops to gym members and community members to discuss their mental and physical health. Topics included *Time Management; Stages of Development; Relationship with Food; Goal Setting; Defense Mechanisms; Effective Communication; Vision Boards and What's Your Why.*

Please describe your other volunteer experience: I am also a part of my family club, fundraisers to maintain Bi-Annual family reunions, these fundraisers have included dinner sales, organized trips to the Amish Country and the Winery. In my capacity as a Parent Teacher Organization (PTO) President (2012) I facilitated fundraisers, that included popcorn sales, cook dough sales, raffles.

Please describe your interest in serving on EDEN's Board:

As a former owner and operator of a group home, (Marshall Manor) and boarding house for 9 years I found it very rewarding to assist a disenfranchised population with housing and improving their quality of life. However, it was very difficult to maintain staff and manage residents with behavioral issue with limited staff and operating on a limited budget. While I have not totally abandoned my desire to provide direct housing to the Mental Health and IDD population, my hope is that serving on EDEN's board will continue to fulfil my desire to assist this population with the same goal but on a larger scale.

### Community Contacts

Please mark contacts that you maintain in the community:

	Manufacturing/Retail		Financial	x	Media
	Government		Labor		Judicial
	Education		Philanthropic	x	Related agencies
x	Community Service		Legal		

Do you know any current EDEN Board members? no

Are you willing to advocate on behalf of EDEN?  
yes

Are you willing to allow the agency or others representing the agency to use your name as a source of referral for fundraising? yes

Provide any additional information about your community contacts: As a result of participating in many programs and working with many community members, I feel I have a wealth of resources and community contacts that can potentially contribute to EDEN's mission and vision.



## Board Requirements

Please check each duty you are willing to perform on a regular basis:

x	Attend Board Meetings	x	Cultivate prospective donors
x	Serve on committees and attend committee meetings	x	Identify potential contributors
x	Chair a committee	x	Make personal requests for contributions
x	Suggest names for Board membership	x	Sign fundraising letters
x	Help organize and attend special events	x	Accompany staff on visits to donors/prospective donors
x	Make an annual financial contribution according to personal means	x	Attend meetings during the workday

If you left any box blank, please explain why:

## Skill Sets

Please mark the skills and/or interest that bring you to EDEN's Board:

	Finance		Business Management		Accounting
	Human Resources	x	Fundraising		Grant Writing
x	Administration	x	Outreach/Advocacy		Nonprofit Experience
x	Community Service	x	Leadership Development		Law/Legal Issues
	Policy Development	x	Real Estate		Banking
x	Program Evaluation		Information Technology		Web Design
	Public Relations	x	Strategic Planning	x	Event Planning
x	Campaign Planning		Education/Instruction		Medical/Healthcare
x	Membership Growth		Marketing/Social Media	x	Poverty / Homelessness Issues

Tell us about the skills you checked and/or provide information about other skills that you maintain:  
Based on the various positions and roles I have held in the professional and volunteer capacity I have acquired experience and skills that can benefit the organizations and goals.


## Committees

As a member of the Board of Directors, you will soon find the majority of the work is done at the committee level. Here is a list and brief description of committees which make up our Board. Please check the appropriate committees which will best serve your particular skill sets. We encourage you to join at least one committee.

	<b>Executive Committee:</b> Review and monitor overall management of EDEN's Board of Directors activities and serve as Board liaisons to staff leadership. Meetings are held on an as needed basis throughout the year.
X	<b>Finance Committee:</b> Review and monitor all fiscal matters for EDEN; Meetings are held on the fourth Wednesday of every other month at 1pm
	<b>Properties Committee:</b> Review and monitor the acquisition, management and disposition of all real property in which EDEN has an interest; Meetings are held on the first Tuesday of every other month at 2pm.
X	<b>Programs Committee:</b> Review and monitor the management of and participation in all public and privately funded programs of the Corporation; Meetings are held on the first Tuesday of every other month at 3pm.
	<b>Governance Committee:</b> Oversee matters of corporate governance and administration for the Board of Directors; Meetings are held on the first Tuesday of every other month at 5:30 pm.

## Optional: Please attach resume

I have read and completed this application. I have had the opportunity to discuss any questions with the Board's Governance Committee and I wish to be considered for Board membership.

  
Signature

03/17/2022  
Date

Andreana M. Jackson  
Printed Name

On behalf of the Board of Directors who give their time, talent and treasure, we want to personally thank you for your interest in our organization. We will do our best to process your application in a timely manner. If you do become an EDEN Board member, you will be required to submit your social security number to us.

Sincerely,

John Mark Tichar  
President, Board of Directors

Elaine Gimmel  
Executive Director



**OFFICE USE ONLY**

Referred by: \_\_\_\_\_

**Please email, fax or mail to Elaine Gimmel, Executive Director.  
Thank you.**

**Emerald Development and Economic Network, Inc.  
7812 Madison Avenue  
Cleveland, OH 44102**

**Phone: (216) 961-9690  
Fax: (216) 651-4066**

**egimmel@edencle.org**

**Emerald Development and Economic Network, Inc. (EDEN)  
Board of Directors Job Description**

**Members of the Board of Directors of EDEN will serve three-year terms\* and will:**

- 1. Commit to the mission, vision, and strategic goals of EDEN.**
- 2. Attend meetings of the Board of Directors:** Meetings are held up to 11 times a year. There may also be occasional special professional development trainings and/or special planning sessions. Board members are asked to attend all Board meetings each year and are required to attend at least 75%.
- 3. Actively participate on at least one committee and attend all or the majority of committee meetings:** Current committees are: Executive, Finance, Governance, Programs, Properties, and Ad-Hoc Fund Development.
- 4. Prepare for meetings in advance:** Commit to reading, preparing, sending, and considering materials in advance of meetings.
- 5. Make a personal financial contribution:** Every member of the Board is expected to make a personal financial contribution on an annual basis, in addition to in-kind contributions of time and resources, although no specific dollar amount is required, and amounts will remain confidential.

6. **Serve as community ambassador of EDEN:** Be familiar with and speak in support of EDEN, allow his/her name to be used in support of EDEN, and participate from time to time in meetings with funders and/or other important community meetings.
7. **Disclose any potential conflict of interest with EDEN.**
8. **Refrain from discussing or sharing confidential Board business with non-board members.**

*I understand that as a member of the EDEN Board of Directors, I will be held accountable to the expectations above on an annual basis.*



Signature

03/17/2022

Date

Andreana M. Jackson

Printed Name

\*A member may be elected to serve up to three consecutive three-year terms. After taking one year off from EDEN Board service, an individual may be re-elected to the Board.

# ANDREENA M. JACKSON, DBH MSSA LSW

10603 Miles Ave. Cleveland, OH 44105 ♦ (216) 225.0027 ♦ andreenajackson@yahoo.com

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## PROFESSIONAL CREDENTIALS

Licensed Professional Social Worker – LSW # S-1100001  
(Supervision Hours completed license eligible).

Field Instructor – Walden University, Baldwin Wallace and Stark State (Kent State University)

Institute for Healthcare Improvement- IHI Member -Certification in  
Quality Improvement in Healthcare

Licensed Adult Family Home, Ohio Department of Health License# 2500

Contracted with the ADAMHS Board (2008)

## CLINICAL SKILLS

- Ten years providing biopsychosocial assessments, counseling and case management to the mental health population. Administered various screening tools.
- Experience working with patients' w/ trauma history, severe depression, severe anxiety resistant to medication therapy; Bipolar disorder, Schizophrenia spectrum disorders and personality disorder
- Supervise a staff of 10 care providers comprised of, licensed therapists, home care providers, and case managers
- Facilitate a variety of trainings related to Behavioral Health; Motivational Interview, leadership
- Addresses referrals from providers including referrals via warm hand-offs, as well as, conduct follow-up consults with physicians and other health care providers of findings and recommendations
- Participates in monthly Cleveland Clinic multidisciplinary collaborative meetings to assess needs and coordinate services
- Maintain case load of 15 to 20 patients weekly, and minimum of 5 patients a day
- Effective oral, written and communication skills
- Passionate interest in Integrated Healthcare, Behavioral Health and Developmental Disabilities.

- Excel at addressing high pressure situations as a team member and independently
- Ability to work effective with people of diverse cultures, ages, economic background cultural competence and sensitive matters.

## EXPERIENCE

### **11/20- Current CEO, Mindfitness Coaching & Consulting, Cleveland, OH**

As an independent contractor, MCC provides coaching and consulting services to individuals, small businesses, and corporations. For individuals, MCC provides strategic coaching based on their personal experiences, lifestyle, and goals. On a broader scale, MCC provides consulting service in areas of integrated care, strategic planning, program design, in addition to staff development and leadership training.

### **10/18- 12/20 Clinical Supervisor Empowering Integrated Care Solutions, Cleveland, OH**

Provide direct supervision to a staff of 10. Manage caseload of 10 clients for therapy sessions. Conduct annual reviews, facility trainings and weekly staff meetings. Assist with daily operations.

### **01/08-7/18 Owner/Operator, Marshall Manor Adult Care Facility, Cleveland, OH**

Provided direct care to five residents of the mental health population. Resident's diagnosis included Schizophrenia, Bipolar, Depression and Anxiety. Clients were considered high functioning. Facility provided assisted residents with ADL's, transportation to and from doctors' appointments and engaged residents in leisure activities, such as movies, library and park activities.

### **10/15- 06/18 Clinical Therapist, The Centers for Families and Children E. Cleve, OH**

Manage day-to-day operations of the agency's satellite office located inside of the Stephanie Tubbs Jones Health Center in collaboration with The Cleveland Clinic Hospital. Utilizing the AIMS Integrative Primary Care model to provide primary care patients with access to behavioral health and wellness services in a cohesive and seamless environment. Provide biopsychosocial assessments and assessment updates, which included measures for level of care, drug and alcohol treatment needs, and counseling needs.

### **08/11- 09/15 CPST/Counselor, The Centers for Families and Children, Parma, OH**

Provide case management and counseling services and conducted biopsychosocial assessments /updates to the behavioral health population. Services have included, treatment plans and case notes; accompanying clients to court, administrative hearings and some medical appointment. Currently maintain an active caseload of 67 clients. Assisted with program implementation and headed several committees.

### **04/11-07/15 Volunteer, Behavioral Health Therapist -The Free Medical Clinic of Greater Cleveland, Cleve, OH**

Provide direct counseling services to clients assigned by The Free Clinic. Facilitate group and individual counseling; conduct biopsychosocial assessments, crisis; intervention, referrals and case management services. Caseload included five clients.

01/08-Current **Owner/Operator, Marshall Manor Adult Care Facility, Cleve, OH**

Provided direct care to five residents of the mental health population. Resident's diagnosis included Schizophrenia, Bipolar, Depression and Anxiety. Clients were considered high functioning. Facility provided assisted residents with ADL's, transportation to and from doctors' appointments and engaged residents in leisure activities, such as movies, library and park activities.

03/04-05/06 **Assistant Director, Heights Youth Center, Cleve, Hts. OH**

Provided oversight and supervision to staff working in day care center and after school program. Assisted director with programing and providing resources to disenfranchised and minority population. Worked within the confines of budget restraints and limited resources.

**EDUCATION & CERTIFICATION**

2017- 2020     **Doctorate of Behavioral Health, The Cummings Institute, Phoenix, AZ**  
2004-2006     **Master of Science in Social Administration, Mandel School of Applied Social Sciences, Case Western Reserve University, Cleveland, Ohio**  
2000-2002     **Bachelor of Science, Business Economics/Finance Specialization, David N. Myers University, Cleveland, Ohio**  
Sep. -2008     **Notary Public (Expires September 5<sup>th</sup>, 2023)**

**MEMBERSHIPS AND AFFILIATIONS**

National Association of Social Workers  
National Association of Mental Illnesses  
National Association of Adult Family Homes  
Organized Chaos, Women in Leadership

# **Emerald Development and Economic Network, Inc.**

## **Resolution No. GV2204700**

**The Board of Directors of EDEN, Inc. approves the following Resolution:**

Based upon the recommendation by the Governance Committee, the EDEN Board of Directors elects the following as EDEN Board Committee Chairs for the year 2022-2023.

Finance/Real Estate Committee:	Beth Adams
Properties Committee:	Douglas Shelby
Programs Committee:	Michele Sommerfelt
Governance Committee:	Joshua Levin
Fund Development & Communications Committee:	Susan Licciardi

Motion: \_\_\_\_\_

Second: \_\_\_\_\_

Date Adopted: April 5, 2022

# EDEN, Inc.

## Resolution No. GV2204702

**The Board of Directors of Eden, Inc. approves the following Resolution:**

Based upon the recommendation by the Governance Committee, The Board of Directors of EDEN, Inc. approves the Amended Code of Regulations.

Motion: \_\_\_\_\_

Second: \_\_\_\_\_

Date Adopted: April 5, 2022 \_\_\_\_\_

**Emerald Development and Economic Network, Inc.  
(EDEN, Inc.)**

**Resolution No. GV2204704**

**The Board of Directors of EDEN, Inc. approves the following Resolution:**

Based upon the recommendation by the Governance Committee, The Board of Directors of EDEN, Inc. approves the nomination of Andreena Jackson as an official Board member.

Motion: \_\_\_\_\_

Second: \_\_\_\_\_

Date Adopted: April 5, 2022



**Emerald Development and Economic Network, Inc.  
(EDEN, Inc.)**

**Resolution No. GV2204705**

**The Board of Directors of EDEN, Inc. approves the following Resolution:**

Pursuant to Section X of Article II of the Amended and Restated Code of Regulations, and based on the recommendation of the Governance Committee, The Board of Directors of EDEN, Inc. is hereby removing Hal Gunder from office as a Board of Director based on his inability to fulfill his duties, including regular attendance at meetings.

Motion: \_\_\_\_\_

Second: \_\_\_\_\_

Date Adopted: April 5, 2022



**AGENDA**  
**PROPERTIES COMMITTEE**  
**March 15, 2022**

**General**

- Affirm committee chairperson to submit to Board
- Plan for Denison/3<sup>rd</sup> Project

**Property Management**

- Dashboard Report (attachment)
- PSH Move Out Summary Report (attachment)
- Bridge Pointe Lease-up
- Hunter House contract

**Maintenance – Reports will be provided as they become available**

- Leadership & Staffing status
- Work Order Report (attachment)

**Asset Management**

- Asset Management Report (attachment)

**Incidents**

- Incidents (property damage and/or insurance risk)
    - 1/8/22- Norma Herr resident lit towel on fire, damage in basement bathroom
    - 1/19/22- EC tenant set bed on fire; Fire Department responded; sprinklers extinguished the fire. Tenant is fine, unit sustained damage.
    - 2/13/22- GB dispute between tenants resulted in one being cut by a knife by the other one; victim was transported to hospital. Biohazard needed to clean up blood around unit and elevator.
    - 2/14/22- GB resident has smoke going into the hallway; alarms did go off. FD reset panel
- General: some reports of falls in parking lots after storms/ice- all reviewed and not substantiated

Next meeting - Tuesday, May 17, 2022



## **PROPERTIES COMMITTEE**

**March 15, 2022 at 2:00PM**

**Board of Director Participants:** Michele Sommerfelt, John Mark Tichar

**EDEN Staff Participants:** Elaine Gimmel, Christie Tatman-Stroh, Richard Carr, Ijaz Qureshi, Sharon Parks

### **General**

- Committee Chairperson – The committee recommended Doug Shelby remain as the chair of the committee. Since he was absent, the topic will be discussed with him to ensure he wants to remain as chair.
- Denison/Third Project – We want to sell this property. Staff had a call with our HUD representative, Andrew Uzzle, in January and he was supposed to come back to us with confirmation of next steps but has not. Staff has attempted to contact him with no success so we will now reach out to his supervisor.

### **Property Management & Maintenance Updates (all attached)**

- Dashboard Report
  - The dashboard was from January because due to date of meeting, February financials were not closed yet. We should be able to pull prior month's information going forward – this meeting fell on 15th, but others will be later dates. Committee reviewed items including average days vacant which is longer than we are striving for. Obtaining some items for turnover continues to be an issue (supply chain lag and lack of availability of needed items) so the units are not ready for inspection or occupancy until those can be replaced/fixed when needed. Ijaz asked for a list so he can contact our vendors directly. Additionally, we continue to struggle in getting referrals for the CMHA project-based units. We also have applicants now refusing an efficiency unit and insist on waiting for 1-bedroom units.
- PSH Move Out Summary Report
  - Moveout rates that occurred in 2021 are very similar to 2022. We have experienced more deaths in the first 3 months of the year -most are health related. Move outs in February decreased from January by 50%. FrontLine will be working with MetroHealth on a pilot mobile medical clinic that will visit 2 PSH buildings to start.
- Bridge Pointe Commons Lease Up
  - LMHA's waiting list of nine hundred applicant that we had to go through before we could open up to new applicants, resulted in only one qualifying tenant. They have now opened the portal so Coordinated Entry and other providers can submit applications for clients in the homeless system. Goal is for lease up by 4/30/2022.

- Hunter House
  - OCCH found an interested management company to hopefully take over the property management of this PSH building.
  - We have a meeting scheduled for 3/28/2022.
- Staffing
  - We are looking to add a Maintenance Foreman for PSH to oversee unit turnovers.
- Work Order Report
  - Work orders have increased for scattered sites due to ADAMHS inspections in the first quarter of the year. LIHTC open work orders have decreased, and HUD properties remain about the same. We are working with staff to insure they are closing out work orders timely.
- Incidents (property damage and/or insurance risk)
  - There were four property related incidents in the most recent period.

### **Asset Management (attached)**

- Asset Management Report
  - The current priorities and focus of Asset Mgmt were discussed including RFPs for landscaping, reviewing preventative contracts for HVAC, EDEN's HQ renovations, & planning for Liberty Year 15.
  - EDEN has been discussing the option of beginning to do some of our own snow removal. We have had issues finding contractors as well as having them meet our expectations. We are looking at what our insurance carrier would approve and what it would take to begin a pilot.

### **Project Development (attached)**

- Real Estate Development Report
  - Discussed the projects listed in the report.
    - Bridge Pointe has been turned over the Prop Mgmt to lease up.
    - TAY's construction numbers continue to increase so we are trying to obtain additional funding.
    - Expansion Phase 1 – About 30% complete. Applied for additional funds due to soil issues which resulted in increased costs.
    - Expansion II - Working with County staff on getting hard commitment of funds – gave a soft commitment and now are stating we need to respond to their RFP which may not align with OHFA timeline.
    - Granada 11 – Buyer is working on renovation so the unit will pass POS inspection.
    - NHWC – Working with City and County to obtain funding commitments and plan for options to fill budget deficit.

Next meeting - Tuesday, May 17, 2022- 2:00PM.

## Emerald Development & Economic Network

# RENTAL PROPERTY FINANCIAL REPORT

[illegible]

## PSH Move out Summary 2022

[illegible]

Work Orders status

2/28/2022

Removed Asset Alerts from  
total work orders

Scattered Sites/Group Homes/ADAMHS Board

	Monthly Created	Monthly Completed	Routine Completed	Emergency Completed	Priority Completed	Total Open work orders	More than 30 days old	Asset Alerts / House keeping
Jan-22	597	530	481	14	35	432	262	99
Feb-22	677	509	482	5	22	580	361	47
Mar-22								
Apr-22								
May-22								
Jun-22								
Jul-22								
Aug-22								
Sep-22								
Oct-22								
Nov-22								
Dec-22								

LIHTC Properties

	Monthly Created	Monthly Completed	Routine Completed	Emergency Completed	Priority Completed	Total Open work orders	More than 30 days old	Asset Alerts / House keeping
Jan-22	378	280	214	8	58	276	170	
Feb-22	275	335	243	3	67	234	208	
Mar-22								
Apr-22								
May-22								
Jun-22								
Jul-22								
Aug-22								
Sep-22								
Oct-22								
Nov-22								
Dec-22								

HUD Properties

	Monthly Created	Monthly Completed	Routine Completed	Emergency Completed	Priority Completed	Total Open work orders	More than 30 days old	Asset Alerts / House keeping
Jan-22	1	14	12	0	2	10	10	
Feb-22	5	5	3	0	2	10	9	
Mar-22								
Apr-22								
May-22								
Jun-22								
Jul-22								
Aug-22								
Sep-22								
Oct-22								
Nov-22								
Dec-22								

Emergency work orders

	Monthly Completed	Average Time to Complete, Goal- less than 24 hours
Jan-22	21	4.56 hrs
Feb-22	8	15.12 hrs
Mar-22		
Apr-22		
May-22		
Jun-22		
Jul-22		
Aug-22		
Sep-22		
Oct-22		
Nov-22		
Dec-22		



## ASSET MANAGEMENT REPORT

3/14/2022

1. **Landscaping** - RFP's have been issued for landscaping for this year. Looking to add additional vendors.
2. **Preventative Maintenance for HVAC** - Several of the contracts are expiring, RFPs has been issued.
3. **Inspections** - Quarterly exterior inspections are being conducted, also annual interior inspections being completed to assess capital needs of the scattered sites projects.
4. **EDEN HQ upgrade** – 3 bathrooms have been renovated. A new contractor has been assigned to complete the insulation for the front offices. Three additional offices are in the planning stage to be constructed for management staff. Having issues with the roof leaks at HQ. Getting an assessment done by a roofer to determine scope of work involved to fix the ongoing issue.
5. **Employee's accessibility system** – The employee's accessibility system has been ordered, waiting for the contractor to schedule. We ordered it 4 weeks ago. The lead time was 12 weeks, but we haven't received a ship date.
6. **Inventory** - Yardi and MRI software are being considered for replacement of our current software. We are looking into having an inventory system part of our new software, also there is a possibility of adding procurement software in the future. Currently working with the Property Managers to create inventory list specific to their buildings.
7. **Emerald Commons** – Procuring quotes to do capital improvements.
8. **Liberty** – Capital improvement assessment needs are being determined since the building is close to the end of 15 years compliance period. The compactor is being replaced, waiting for the syndicator to approve. A loaner compactor was installed until a new compactor can be installed.
9. **Third Project** – We are waiting for additional guidance from HUD on how to proceed with the termination of the contract.
10. **London** - We will be listing the property for sale once we have finalized on the sale price.
11. **Vehicles for Maintenance / Snow removal** - Considering purchasing a truck to do snow removal for some of the properties and have capability to do snow removal in case of an emergency. Two mini cargo vans have been ordered but might replace one of them with a truck.
12. **Bridge Pointe Commons** - All initial maintenance equipment and furniture have been delivered. The furniture and lodging kits have been placed in the units. Received Certificate of Occupancy on February 25<sup>th</sup>, 2022.

# EDEN INC.

## REAL ESTATE DEVELOPMENT REPORT

March 15, 2022

**1. BRIDGE POINT COMMONS PSH Project – 62 units**

**Location:** 338 Bridge Street, Elyria

**Contractor:** PIRHL Contractors

**Status:** The contractor secured the permanent occupancy permit on February 28, 2022. LMHA conducted HQS inspections on all 62 units on March 1. 9 units had deficiencies, which were corrected and certified on March 10<sup>th</sup>. We have verified the eligibility of LMHA's waiting list for residents and have qualified one person. LMHA will open their waiting list for BPC and we will work to get applications completed for referrals from coordinated entry. Property Management is working towards full lease up by the end of April. Development is currently working on close out with the funding sources.

**2. Cuyahoga TAY Transition Aged Youth PSH – 50 units**

**Location:** 1415-1430 E. 45<sup>th</sup> Street

**Contractor:** John G Johnson Construction

**Status:** The development team is pending a commitment from OHFA to secure additional credits for the development, which would result in approximately \$1,000,000 of additional equity. CHN has additionally submitted an application to Cuyahoga County for ARPA funds for \$1.5 million for this development. The additional funds are predominately needed to fund construction costs, which have escalated approximately \$1.5 million since Tax Credit application in 2021.

**3. Lorain PSH -62 units**

**Location:** 22<sup>nd</sup> and Broadway

**Contractor:** T.B.D.

**Status:** This project was submitted to OHFA for a tax credit allocation on February 10<sup>th</sup>, 2022. Awards are expected to be announced on May 18th.

**4. Scattered Sites/Group Homes/HUD properties/ADAMHS Bd Properties**

**A. EDEN Preservation Phase V – 8-unit rehab**

**Location:** E 58<sup>th</sup>, Wainfleet, and State Road.

**Contractor:** C and B Construction and Millstone Management

**Status:** The architect has filed for the building permit to reconstruct State Road. We anticipate a proposal from Millstone Management the week of March 21 and will work with the insurance company to confirm the costs and scope of work to enter into a construction contract. We are tracking the project to be complete in late September 2022.

**EDEN Expansion Initiative Phase I:** 7 newly constructed units

**Location:** E 162<sup>nd</sup> V/L and 7919 Madison Avenue V/L.

**Contractor:** Millstone Management

**Status:** Construction continues on all three buildings. Utility work is 75% complete, the framing for Townhouses is complete and all mechanical rough ins are in progress. E 162<sup>nd</sup> is anticipated to be framed the week of March 14 and the single family on Guthrie the week of March 21. We have applied to Cuyahoga County for \$300,000 of additional equity to fund unsuitable soils and cost overruns.

**EDEN Expansion Phase II:** 4 units of rehab at Nelson Court, 2 new units at 703 E. 162<sup>nd</sup>, one new unit at Nelson Court. Construct a new unit on Brookside Avenue. This is an 8 unit project

**Location:** 11710-11716 Nelson Court- Lakewood, 3907 Brookside, 703 E. 162<sup>nd</sup>.

**Contractor:** TBD

**Status:** OHFA is waiting on a funding commitment from Cuyahoga County to commit their funds. The project is currently in a financial holding pattern. The project was competitively bid, bids came in the week of March 5<sup>th</sup> within 5% of budget.

**EDEN Expansion and Rehab Phase III:** Reduction of 8 residential units into 4 at Madison Avenue. Creation of 6 units by converting retail storefronts at Madison and Lorain Avenues into housing. Rehab 2 units at Lorain Avenue, create off street parking. This is a 12 unit project.

**Location:** Madison Avenue, Lorain Avenue

**Status:** We submitted an application for \$1.5 million to Cuyahoga County for ARPA funds on March 11, we will be submitting an application for HDGF funds from OHFA in May and City HOME and ARPA funds in July for this project.

5. **Granada Unit 11:** Trust in God LLC continues rehab construction of this unit at a slow pace. Once construction is completed, we can request a point of sale inspection from the City and proceed to transfer ownership. The transaction is anticipated for early summer of 2022.

6. **Norma Herr Women's Center** – Complete rehab and expansion

**Location:** 2219 Payne Ave and 1600 East 23<sup>rd</sup> St

**Contractor:** Drake Construction

**Status:** The primary focus is applying for funding. We have submitted applications to the City of Cleveland for HOME and ARPA funds for \$8.5 million, Cuyahoga County for \$7.5 million, ODOD for \$1.5 million, and will be submitting an application to FHLBank Indianapolis in June for \$500,000.

We have a funding gap so we are looking into all possible sources including new market tax credits. The total development budget is \$21.6 million for the rehab and expansion of the facility. In addition to researching funding options, we are looking at how to lower costs to the project.

We have design review meetings with the Cleveland Flats district for construction of the elevator and exterior improvements as well as zoning approvals for 1600 E 23<sup>rd</sup> scheduled for March 17<sup>th</sup> and 24<sup>th</sup>. We are actively seeking proposals for construction financing.



**AGENDA**  
**PROGRAMS COMMITTEE**  
**March 1, 2022**

**Agenda Items:**

- Introductions
- Recommendation for Program Committee Chair
- Review current grant status and activity (attachment)
- Strategic Plan goals, alignment, and review
  - Discuss items relevant/ or important to this committee
  - Discuss performance metrics

**Update:**

- Pending Funding Requests
  - Cuyahoga County RFP
- Recent Awards
  - Partnership with Cuyahoga County for Reentry LL mitigation
- Lease-ups
  - Mainstream
  - HAP
  - 20TRA
  - Turnover units in all programs/grants

Next meeting - Tuesday, May 3, 2022



## **PROGRAMS COMMITTEE SUMMARY**

**March 1, 2022, 3:00 PM**

**Board of Director Participants:** Michele Sommerfelt, John Mark Tichar

**EDEN Staff Participants:** Elaine Gimmel, Emma Petrie Barcelona, Sharon Parks, Jessie Beck, Khaz Rael

- Introductions: Meeting opened with everyone sharing a win from the week.
- Recommendation for Program Committee Chair: Michele Sommerfelt is the recommended chair for the committee, to be approved at the next board meeting. The committee also discussed the feasibility and proposal of having committee chairs determined for the annual meeting; this would then have both the slate of officers and committee chairs at the same time.
- Review current grant status and activity (attachment): Implemented the green, yellow, and red reviews of the grants. Input is welcome for refining the color identification and exploring the items. The lease-up status and process was discussed.
- Strategic Plan goals, alignment, and review: MS noted that the committee should review the policy direction on behalf of the Board. JMT offered that the committee likewise could help support the work of linking the resources to the needs.
- Summary of discussion points to the Programs Committee working on the following Strategic Plan goals in 2022: 2A, 2C, 3C and 4 ( discussion outlined below)
  - Regarding specific items in the Strategic Plan, item 2C can be an area of focus for the committee. This includes evaluating satisfaction and success via the information gathered.
  - One possible measure of success: what are personnel costs relative to the grants (understanding capacity
  - Another idea was understanding how much money was needed to administer each program; ones operating at a deficit may still be appropriate and necessary for the organization. This analysis would provide clear needs for additional monetary support, which could include staff time on a program relative to the reimbursement amount or rate.
  - MS asked if there might be other ways to get feedback on the work, beyond the client satisfaction surveys.
  - EG mentioned that item 2A was also one that the Programs Committee should be involved with, as well as goal 4 about internal support. There was further discussion on what are good measures of success from a Board of Directors perspective, purposeful and helpful measures. JMT asked us to focus on what measures are practical and achievable. MS discussed goal 3C as fully informing the work and a great goal to focus on.

- The Committee agreed that it will pursue the nuance of asking for information about the grants, beyond the compliance and expenditures, to review impact and stability. The Committee will thus be exploring agency resources relative to the level of effort and the outcomes will be discussed further. The Committee will continue to develop tools for Board review of Programs work at the Agency as well as outline tasks to meet the Strategic Plan goals highlighted throughout this discussion.
- Pending Funding Requests: The Cuyahoga County RFP was discussed and the information about the Birthing Beautiful application that was not submitted by the partner.
- Recent Awards: The partnership with Cuyahoga County for Reentry LL mitigation was shared; there are no funds for EDEN, but it is a source that EDEN landlords will be able to access under certain circumstances, with proper documentation.

The next meeting is set for Tuesday May 3, 2022 at 3:00PM

	Programs Report For March 2022												
	Grant	Also Known As	Areas Utilized	Funding Source	Target # Households Served	Current Households Served 14-Dec-21	Current Households Served 15-Feb-22	percent change since prior month	percent of target	Department Responsible	current end date (if known)	Notes	Subrecipients
EDEN Grants													
Long Term Housing Program	Continuum of Care - 93 grant	TRA 1145 Units, Shelter Plus Care, 93	Cuy	HUD-CoC	1145	1178	1170	-0.7%	2.9%	RA	4/30/2022	Currently adding 45 households (Singles and RRH Transfers); need to continue to add more	
Long Term Housing Program	Continuum of Care - 04 SRA	SRA 2004	Cuy	HUD-CoC	228	216	209	-3.2%	-5.3%	RA	7/31/2022	needs to balance better with 145RA	
Long Term Housing Program	Continuum of Care - 14 SRA		Cuy	HUD-CoC	166	172	182	5.8%	3.6%	RA			
Long Term Housing Program	Continuum of Care - EC/LIB	SHP/EC-LIB, ECLib TRA	Cuy	HUD-CoC	39	42	43	2.4%	7.7%	RA	11/30/2022		FrontLine
Long Term Housing Program	Continuum of Care - EAX Extension	SHP/GB Ext., EAX	Cuy	HUD-CoC	95	98	99	1.0%	3.2%	RA	8/31/2022		FrontLine and YWCA
Long Term Housing Program	Continuum of Care - 19 TRA		Cuy	HUD-CoC	95	99	96	-3.0%	4.2%	RA			FrontLine and YWCA
Long Term Housing Program	Continuum of Care - 20 TRA	COC Reallocation to serve D+ Families	Cuy	HUD-CoC	33	24	23	-4.2%	-27.3%	RA		Needs to continue to add; Currently adding 31 households (All Chronic or highest priority)	YWCA
Long Term Housing Program	HOPWA Tenant Based Rental Assistance	H-TBRA	Cuy	HUD- HOPWA- Cleveland	55	53	52	-1.9%	-3.6%	RA	5/30/2022		
Long Term Housing Program	HOPWA Tenant Based Rental Assistance- CV	H-TBRA	Cuy	HUD- HOPWA- Cleveland						RA	5/30/2022		
Long Term Housing Program	Section 8 Mainstream	HCVF-Mainstream	Cuy, Lake, Ashtabula	HUD- HCV	325	219	224	2.3%	-32.6%	RA		Continue to add from Waiting list	
Long Term Housing Program	Housing Assistance Program (HAP)		Cuy	ADAMHS	182	92	91	-1.1%	-49.5%	RA	12/31/2022	Adding off of Waiting List; Awarded \$500,000 additional Dollars (70 Households); applications are stalled. May need to reopen waitlist	
Long Term Housing Program	Returning Home Ohio	RHO	Cuy	CSH	45	44	44	0.0%	-2.2%	RA			FrontLine
Mixed Program	Community Transition Program	CTP	Cuy, Lake, Lorain, Medina	CSH	79					HLQS		CTP includes Perm Subsidy, RRH Subsidy, and other financial support	FrontLine
Long Term Housing Program Administered for Other Agencies	Returning Home Cuyahoga	RHC	Cuy	Cuyahoga County	15	14	15	7.1%	-6.7%	HLQS	6/30/2022		FrontLine
Long Term Housing Program	Continuum of Care-GB/Winton	Euclid Metro Green	Cuy	HUD-CoC- Frontline	141	143	136	-4.9%	1.4%	RA	11/30/2022		
Long Term Housing Program	Continuum of Care - 1850/Famicos		Cuy	HUD-CoC- Frontline	10	10	10	0.0%	0.0%	RA	9/30/2022		
Long Term Housing Program	Continuum of Care - SP/EW		Cuy	HUD-CoC- Frontline	47	42	42	0.0%	-10.6%	RA	8/31/2022		
Long Term Housing Program	Continuum of Care - Payne Ave.		Cuy	HUD-CoC- Frontline	53	52	49	-5.8%	-1.9%	RA	3/31/2022		
Long Term Housing Program	Continuum of Care - Buckeye/8301		Cuy	HUD-CoC- Frontline	29	30	28	-6.7%	3.4%	RA	9/30/2022		
Long Term Housing Program	Continuum of Care - Miles		Cuy	HUD-CoC- Frontline	50	56	55	-1.8%	12.0%	RA	8/31/2022		
Long Term Housing Program	Continuum of Care - Front Steps		Cuy	HUD-CoC- Frontsteps	5	5	4	-20.0%	0.0%	RA	12/31/2022		
Long Term Housing Program	Continuum of Care-EAXI		Cuy	HUD-CoC- Frontline	71	64	69	7.8%	-9.9%	RA			
Short Term Housing Program	RRH - EDEN	EDEN RRH for Families and Singles Bonus FY2015	Cuy	HUD-CoC						RA	11/1/2022		
Short Term Housing Program	RRH - COC - DV Bonus		Cuy	HUD-CoC	100					RA	11/1/2022	overspending; reevaluating	
Short Term Housing Program	ESG - City		Cuy	HUD- ESG- Cleveland						RA	12/31/2022		
Short Term Housing Program	HOPWA Permanent Housing Program (PHP)		Cuy, Geauga, Lake, Lorain, Medina	HUD- HOPWA- Cleveland	48					RA	5/30/2022		
Short Term Housing Program	COHHIO/TANF - Housing Now for Homeless Families		Cuy	TANF- COHHIO			40			TBD	6/30/2022	Grant renewed	FrontLine
Short Term Housing Program Administered for Other Agencies	OHFA - Reentry Funds		Cuy	OHFA						TBD	6/30/2022	referrals are not as high as funded	
Short Term Housing Program	ESG - State (ODSA-HCRP)		Cuy	HUD- Ohio- Cuyahoga County						RA	6/30/2022		
Short Term Housing Program	RRH - COC - WSC 52		Cuy	HUD-CoC- WSCC						RA	12/31/2022	referrals are a problem with this grant	
Short Term Housing Program	RRH - COC - WSC 13		Cuy	HUD-CoC- Cuyahoga- WSCC						RA	5/30/2022	negotiation issues with this grant; we may overspend; all clients have to be dual enrolled	
Short Term Housing Program	RRH - COC - SA		Cuy	HUD-CoC- Cuyahoga- WSCC						RA			
Short Term Housing Program	ODH - A Place For Me		Cuy	ODH- YWCA						HLQS	6/30/2022	\$40,000 additional was secured; waiting for contract- will ramp up again	
Other Grants and Programs													
Other	Day One Families Fund		Cuy	Foundation						TBD	11/30/2022	can provide short-term rental assistance, utility assistance and related assistance for families	
Other	OHFA - COVID 19 Emergency Funds		Cuy	OHFA						TBD		almost out of funds	
Other	COHHIO Landlord Mitigation Funds		Cuy	COHHIO						TBD		almost out of funds	
Other	HOPWA- Hotel Program		Cuy	City of Cleveland						TBD	5/30/2022	difficult program; partners not providing appropriate service level	
Other	SSVF		Cuy	VA- FrontLine Service						TBD		EDEN provides Housing Location and HQS inspections, no rental assistance	
Other	Contract Inspections- MHARS Board		Lorain	MHARS Board Lorain County						HLQS		short staffed right now; still doing the work, but it is a challenge	



**Fund Development and Communications  
Board Report  
April 5, 2022**

1) 2021-2022 Annual Appeal

- Individual and Corporate gifts are down this year, which tracks with current trends. We stand at around \$23,000.
- We are asking board members to provide names/contacts for those who were sent the mailers provided to you, as we are actively building up our database regarding contacts to receive our communications.
- We will be engaging in a 'third leg' of the Appeal. Each board member is asked to provide five contacts and for this leg of the appeal. A reminder communication will be sent.

2) EDEN 2022 Events

After Jon Petrus raised the idea of a run/walk as our primary special event for 2022, the Department and Fund Development and Communications Committee members held a discussion on the topic and engaged in a great deal of follow-up research regarding the logistical planning required. It has been determined that this undertaking would require significant effort, and thus, could not be carried out this year, so we will continue to explore the possibility for 2023 and beyond. We are grateful to Jon for inquiring about the possibility, and for actively seeking opportunities to raise brand awareness and additional resources for EDEN.

We are hoping to hold a few smaller scale events—including a raffle—this year. Please approach the Committee if you have any ideas. Judi Engel plans to host a Wine Event in May/June, and all Board members/guests, Senior Leadership/guests, and others who are supportive of EDEN's mission will be invited. Your invitations will be soon to follow.

Our hope is to host a large event in the spring and begin to notify potential sponsors, so they budget for it in 2023.

- We will host a ribbon-cutting for the new family townhomes that are being constructed by EDEN in September, and hope that the Board will attend this important event with the project's stakeholders.
- Bridge Pointe Commons Community Open House---Slated for the evening of April 26<sup>th</sup>. Working with the Mayor of Elyria on logistics. We hope the board will attend for a tour of the facility. An invite will be forthcoming.

3) City of Lorain Planned PSH—We have had several media inquiries/contacts regarding the project and anticipate the interest to continue. We will continue to forward media coverage.

#### 4) Grant Applications:

- A tremendous amount of time and effort was focused on EDEN's application to Cuyahoga County for American Rescue Plan funding. The agency will be notified regarding grant decisions by the end of April. Our application request totaled \$19,271,529—which included the following components:
  - i. Capital Request: Norma Herr Complete Renovation and Acquisition of Adjacent Building - \$7,500,000
  - ii. Capital Request: Expansion Phase I: Town Homes Construction - \$300,000
  - iii. Capital Request: Expansion Phase III: Storefronts on Madison & Lorain Avenues - \$1,500,000
  - iv. Programming Request: Property Owner/Landlord Incentive Fund - \$752,484
  - v. Programming Request: Critical Time Intervention Pilot - \$967,335
  - vi. Programming Request: Expansion of Rapid Re-Housing - \$3,589,610
  - vii. Programming Request: Homeless Prevention & Diversion Fund for Cuyahoga County CoC - \$4,307,453
  - viii. Programming Request: Housing Location & Stability Services for Affiliated Partners - \$354,647
  - ix.
- a. Enterprise Community Partners awarded us \$42,000 toward hiring of a Construction Manager through the Section 4 program.
- b. Nord Family Foundation awarded EDEN \$100,000 in operating support.
- c. IICF – Insurance Industry Charitable Foundation: Judi attended the Grantee Reception at Oswald. She was given the opportunity to present on EDEN and use of the \$8k in grant funds, which will be the Furniture and Household Goods Fund for Families. Thank you to John Mark for the nomination. We can be nominated, again.
- d. A grant application for \$40k in general operating support was submitted to the Bicknell Fund.
- e. We plan to apply to the Cleveland Foundation for a significant Capacity Building Grant in mid-April, as well as continue to apply to a pool of identified prospects for Landlord Incentive Funds in case we do not receive county funding.

#### 5) Corporate Prospecting

The Department and Fund Development and Communications Committee is initiating a Corporate Fundraising initiative. We are currently compiling a list (which will be shared with the board) of the largest area companies, as well as corporate prospects identified via prospect research, and targeting them for eventual solicitation. This endeavor will require everyone to participate in the stewardship process—from identifying contacts,

to sending emails on behalf of the EDEN board, to arranging meetings, etc. Please be on the look out for the next steps in our effort. We are excited to engage with the Board on this important Team Approach to securing additional resources for EDEN!

6) Marketing & Communications Materials:

- b. Developed/printed 2021-2022 Annual Report
- c. Developed/printed EDEN agency brochure
- d. Developed/printed EDEN elevator card
- e. Developed/printed Mission/Vision/Values signs for all PSH buildings
- f. Developed/distributed February and March issues of Staff eNews
- g. Updated/distributed one-page building summaries and one-page program summaries with in-depth descriptions.

**EDEN Board of Directors Meeting  
Executive Director's Report**

**4/5/2022**

- **Continuum of Care Funding (Homeless System)**

- Cuyahoga County received \$32,821,378 for FY 2021 NOFO
- The nine renewal grants EDEN is grantee for were funded by HUD totaling \$22,142,667
- The other eight grants we are a sub-recipient for were also funded
- OHS will be completing a Strategic Plan for the CoC
  - i. Assessment of Homeless System
  - ii. System Modeling
  - iii. System Design including Infrastructure
  - iv. Implementation
- I was appointed to a Co-Chair seat of the OHS Advisory Board

- **EDEN's Headquarters Building**

- EDEN's HQ is not meeting the needs of our operations and is in need of significant upgrades/rehab including a roof.
- We have done some work to try and improve working conditions, but the space is not functioning as we need it to.
- We have a mortgage of approx. \$126,111 on the property.
- We have a number of housing projects around our HQ we have invested in.
- A capital campaign is a huge undertaking and competes with other needs the agency has. The estimated cost for a new bldg. is \$10 million.
- Senior leadership is starting to think about our property and what are the best options. Some ideas are:
  - i. Turn our HQ into housing and building a new HQ on the property- maybe where City Marine is or where our vacant lot is across the street (community garden area)
  - ii. Find a new location for HQ – build or rehab a bldg. and sell this property
  - iii. Find a new location and lease space

- **Bridge Pointe Commons**

- EDEN received a final Certificate of Occupancy on 2/25/2022
- HQS Inspections occurred on 2/28/2022
- Goal is to move all sixty-two tenants by end of April
- We had to go through all nine hundred applicants on LMHA's waiting list. It is now open for Coordinated Intake clients and others who might qualify.
- We are hoping to have an open house for neighbors and stakeholders on April 26<sup>th</sup> and a grand opening when the weather allows for an outdoor event.

- **DEI Initiative**
  - Members of the DEI Committee will be presenting to the board on the work they have been doing in June.
  - I now have a committee member helping me co-chair the committee.
- **Hunter House:**
  - EDEN met with OCCH, SMHA and ABC Mgmt to talk about the prospect of ABC becoming the Prop Mgr on 3/28/2022.
  - ABC is doing an on-site visit on 3/31 and requested financials.
  - ABC may be able to take on prop mgmt. before 8/31/2022.
- **Norma Herr Women's Center**
  - EDEN extended the purchase option agreement for the second site to expand NHWC. We continue to work with the city and county on funding and compliance measures and the YWCA on final design. We will present our final plans to the guests for feedback.
  - Estimated rehab/construction costs are currently at approx. \$21 million and will provide space for a census of approx. two hundred.
  - EDEN applied to City of Cleveland, Cuyahoga County, and ODOD for funding already.
  - We are also pursuing FHLB of Indianapolis and possibly New Market Tax Credits for additional dollars.
  - City of Cleveland gave us a letter of eligibility for \$4,529,270 on 3/29/2022.

#### **Meetings/Activities in February and March:**

##### **February:**

- Met with Lorain Councilwoman Joanne Moon – 2/2/2022
- County RFP Vendor Sessions – 2/4/2022 & 2/11/2022
- Renters' Rights Teach In – 2/9/2022
- City of Cleveland Budget Hearing – 2/10/2022
- Nord Family Foundation BPC Tour – 2/11/2022
- Interview with Elyria Chronicle – 2/15/2022
- Board Introduction Andy Smith (Huntington) – 2/16/2022
- A Place for Me Steering Committee – 2/17/2022
- Conflict Resolution Training – 2/18/2022
- Meeting Councilwoman Maurer & Kathleen Moser at HP – 2/24/2022
- OHS Governance Committee Mtg – 2/25/2022
- REEI Pre- Session – 2/25/2022
- Council of Agency Directors Mtg – 2/28/2022
- Lorain City Council Mtg – 2/28/2022

##### **March:**

- Mtg with Matt Zone (Western Reserve Land Conservancy) – 3/3/2022
- OHS Board Orientation – 3/14/2022
- OHS Advisory Board – 3/17/2022
- Conflict Resolution Training - 3/18/2022
- BVU Succession Planning mtg – 3/21/2022

- Enterprise NMTC Discussion – 3/21/2022
- Mtg with Councilwoman Jasmine Santana – 3/23/2022
- Board Introduction Andreena Jackson – 3/23/2022
- REEI Design Lab Re-Grouping Session – 3/24/2022
- CAD Mtg – 2/28/2022
- Hunter House Mgmt – 3/28/2022
- ADAMHS Bd/ HAP Discussion – 3/29/2022

# SUCCESSION PLANNING



# Objectives: Today's Discussion

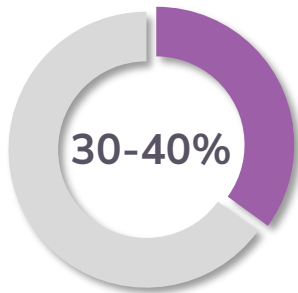
1. Value of Succession Planning
2. BVU's Process, Timeline and Responsibilities
3. Results from Interviews
4. Recommendations
5. Leadership Attributes for Executive Director
6. Review of Succession Planning Tool
7. Executive Director's Succession Plan
  - ✓ Interim Succession
  - ✓ Potential Successors – Readiness and Development Necessary
8. Search Strategies
9. Executive Onboarding Strategies



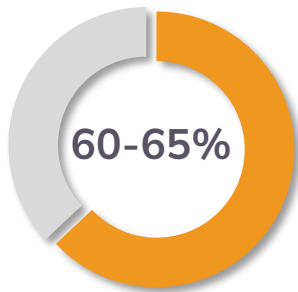
# Value of Succession Planning

*Nonprofits fill fewer senior roles internally...*

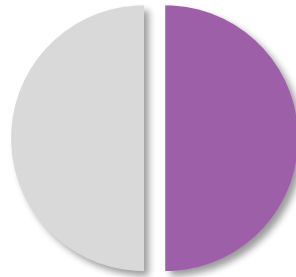
## Nonprofits



## Businesses



*but turnover at top is material...*



*Half of nonprofit EDs / Executive Directors plan to leave their position within the next 5 years<sup>1</sup>*

*so proactive planning is a necessity*

Nonprofits must focus on HR processes and benchmarks:

- Invest in leadership capacity
- Evaluate management compensation
- Explore new talent pools

Note: (1) Leading with Intent: A National Index of Nonprofit Board Practices 2017 Board Source

# Value of Succession Planning

## Long-term sustainability of the organization, mission, and impact

- Understand the depths or limits of your talent pool
- Recognize future leaders & cultivate talent
- Identify skill gaps and manage development
- Pinpoint & manage potential vulnerabilities and risks
- Establish effective change management
- Motivate team members with development opportunities
- Alleviate funder concerns

# Overview of Succession Planning



- Identify the critical roles and skills required to meet future needs



- Assess employees and identify potential successors for critical roles

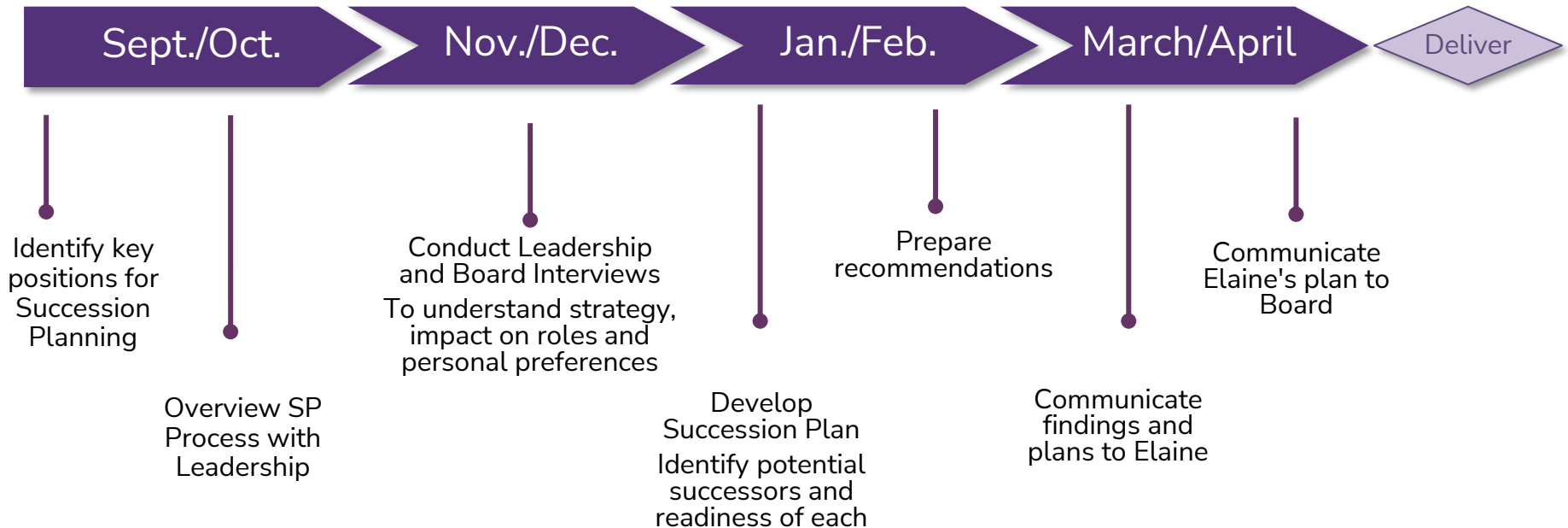


- Define development required to prepare for future role



- Plan recruitment and manage placement of identified candidates

# Timeline: Path Forward



# Results from Interviews

## Situation Analysis

### **Reputation:**

- 30-year track record and experience
- Good quality housing for low-income people who also need services
- Unique – few organizations in Ohio similar to EDEN
- National reputation for housing and security

### **External Factors Impacting the Organization:**

- Governmental funding changes
- Political changes and impacts on budgets
- COVID impacts on staff, clients, programs

### **Organization Structure and Workforce**

- 180 staff, looking to add real estate development staff
- Strong leadership team and knowledgeable committed staff

# Results from Interviews

## Situation Analysis

### Strengths:

- Fiscally sound with 6 months of cash on hand
- Continue to add to operating reserve with real estate development
- Committed to DEI with an organization-wide initiative
- Fill a niche – organization that owns and manages housing for people with special needs as well as manages their subsidies
- Tenacity and entrepreneurial spirit – nimble – move quickly and effectively
- Moving into real estate development
- Board – committed, open-minded, strategic
- Staff is client-focused first – always try to do the best by them
- Elaine's leadership – “she is Gorilla Glue”

# Results from Interviews

## Situation Analysis

### Areas for Attention:

- Marketing and visibility - known by public entities but not broader community and individuals
- No endowment and limited unrestricted funds – need to grow corporate support
- Mission focus has us saying “YES” to new projects without always thinking through logistics like staffing and infrastructure requirements
- Staff hiring and retention challenges – difficult to offer competitive wages
- Inconsistent staff training, development, and emergency succession planning
- Ensure funds are utilized efficiently. (ex. unit turnover, grant utilization)
- Institutional knowledge and experience concentrated in Elaine and senior staff
- Lack of diversity with staff leadership and board
- Maintaining staff connection between multiple locations

# Results from Interviews

## Situation Analysis

### Recommendations:

- Develop a robust fundraising and marketing plan to attract funding from foundations, businesses, and individuals
- Ensure board members have tools to be ambassadors (ex. elevator speech)
- Continue to think of innovative ways to attract and retain staff – remote work, training and development, improved onboarding, career paths, targeted and annual salary increases
- Create a culture of accountability making sure workload is balanced and performance evaluated.
- Be proactive about determining infrastructure, systems, policies, and staffing (right size and promotions) needs before committing to a new project
- Develop emergency succession plan for senior staff positions, including documentation of important processes and key organizational contacts
- Continue to engage board members – rotate committee assignments, focused meetings, strategic discussions
- Continue DEI initiatives



# Results from Interviews

## Situation Analysis

### **EDEN Culture:**

- Mission-driven
- Smart
- Hard working and efficient
- Inclusive
- Stressed
- Entrepreneurial
- Lean – resources are tight
- Ethical
- Trustworthy
- Accountable
- Goodness

# Attributes of Next ED

These attributes should inform your search and onboarding process

## Unique to EDEN

- Manages complexity
- Organizational development expertise
- Accessible
- Low ego
- Externally facing
- Strong networking abilities (hospitals, banks, government, funders, etc.)
- Understands affordable housing
- Understands nonprofit finance and funding opportunities

## Common Leadership Requirements

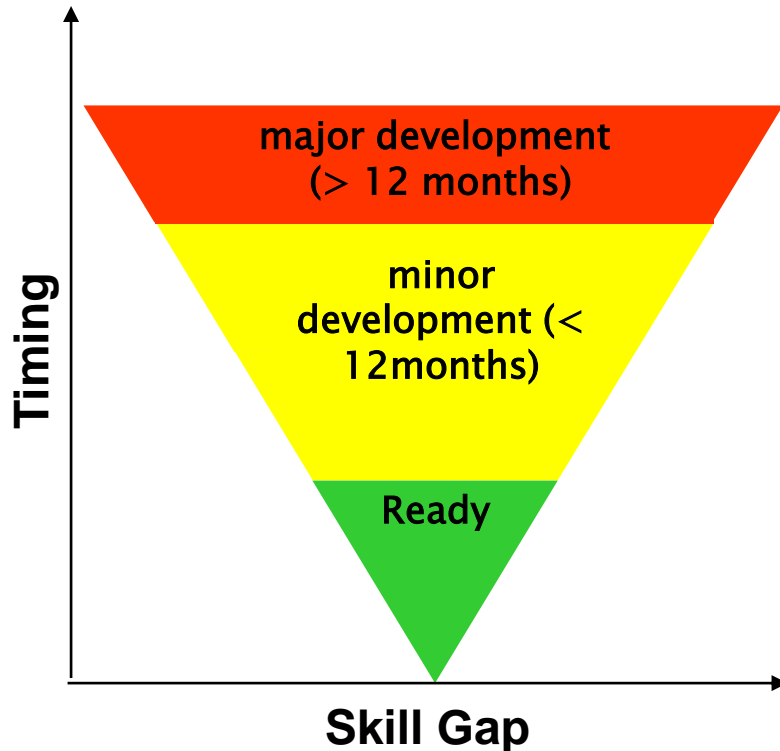
- Mission-driven
- Visionary & Strategic
- Collaborative
- Integrity / High Moral Character
- Excellent Communicator (written and verbal)
- Financial Acumen

# Roles with Successors

## Long-Term Successors

ROLE/NAME		LONG TERM SUCCESSION			
Role	Name	Ready Now – Minor Development ●	< 12 Months Development ●	> 12 Month Development ●	External Candidate ●
Executive Director	Elaine Gimmel		1	1	2
COO	Emma Petrie-Barcelona		3		
CFO	Sharon Parks		2		

# Readiness Assessment






- Readiness Assessment – a perceived knowledge/skill gap that needs to be “bridged” for the individual to perform the job
- The larger the timing gap, the more training and development that will be required
- Preparation time is critical and gap sizes need to be realistic and managed

FUNCTIONAL JOB RESPONSIBILITIES <i>(List no more than 10)</i>	INTERIM SUCCESSION LEAD(S)	LONG TERM SUCCESSION		
		CANDIDATE 1	CANDIDATE 2	CANDIDATE 3
		Mike Taylor	Kate Jones	External
a. <u>hr</u> strategic planning	John Smith	●	●	●
b. recruitment/selection	Kate Jones	●	●	●
c. classification/compensation	Kate/Bill	●	●	●
d. benefits administration	Mike Taylor	●	●	●
e. employee relations	Kate Jones	●	●	●
f. legal compliance	Mike Taylor	●	●	●
g. staff development/training	Kate Jones	●	●	●
h. worker's compensation	Mike Taylor	●	●	●
i. wellness/safety	Mike Taylor	●	●	●
j. management/staff consulting	John Smith	●	●	●
LEADERSHIP ATTRIBUTES		Indicate individual's level of capability for each attribute. See legend on second page.		
Initiative		2	1	
Integrity		2	2	
Leadership		1	1	
Adaptability		1	2	
Judgment		2	1	
Innovativeness		1	1	
Planning and Organization		2	1	
GENERAL READINESS		●	●	●

DEVELOPMENT REQUIRED	Minor, Moderate or Major	Minor, Moderate or Major	Minor, Moderate or Major
<b>DEVELOPMENT DESCRIPTION &amp; PLAN TO ADDRESS</b> <b>RECOMMEND 70, 20, 10 STAFF DEVELOPMENT MODEL</b> (70% On the job, 20% Coaching/Mentoring, 10% Training)	<u>70% On the job</u> • <u>20% Coaching/Mentoring</u> • <u>10% Training</u> •	<u>70% On the job</u> • <u>20% Coaching/Mentoring</u> • <u>10% Training</u> •	<u>70% On the job</u> • <u>20% Coaching/Mentoring</u> • <u>10% Training</u> •

#### LEGEND

#### *For functional job responsibilities:*

-  Satisfies requirement (ready to succeed)
-  Will satisfy requirement w/minor development (<12 months)
-  Will satisfy requirement w/major development (>12 months)

#### *For leadership attributes:*

- 0 – Candidate is lacking professional capabilities required for the position
- 1 – Candidate often demonstrates this particular professional attribute required for the position but has room to further develop in this specific area.
- 2 – Candidate possesses and demonstrates this specific professional attribute.

# Recommendations on Search Strategy

- ❑ Establish Search Committee of the Board – Include key community stakeholders (donors, volunteers, regional representation).
- ❑ Determine if necessary to engage outside search firm (based on geographic reach, position requirements, and leadership attributes).
- ❑ Identify top 3 to 5 strategic objectives that fall under ED's responsibility.
- ❑ Identify and agree upon 7 to 10 most critical competencies required to tackle strategic objectives.
- ❑ Consider inviting a number of individuals to apply for ED's role.
- ❑ Establish search, interview and hiring process and timeline.
- ❑ Develop interviewer strategy and roles.
- ❑ Agreement upon the compensation package before the search begins.



# Transition and Onboarding Recommendations

- ❑ Develop formal communication plan (internal & external).
- ❑ Identify key spokesperson and communication strategy for public release.
- ❑ Create a development and transition plan.
- ❑ The development plan must be tied to key strategic initiatives.
- ❑ Create a formal plan to introduce ED to key community stakeholders
- ❑ Support new ED to integrate with internal team such as: understanding formal and informal decision making, team and culture dynamics, and one on one meetings with board members
- ❑ Accelerated learning in key areas such as: strategic plan, key community stakeholder and donor relationships, financial landscape, cash flow, critical dates and risk areas
- ❑ 30 day and 90 day check points for ED and Board Chair