



**Board Meeting and Retreat Agenda
November 20, 2024 6:30 PM ZOOM**

1. Call to Order and Roll Call

2. Mission minute:

Vision

Communities we can all call home.

Mission

Open Communities works to eradicate housing discrimination, and unjust practices that perpetuate segregation and inequity. We foster thriving, inclusive communities through fair housing enforcement, housing counseling, education, outreach, and advocacy.

3. Move to approve Consent Agenda Read before the meeting and call Cheryl before the meeting to ask questions]- a call for changes and correction and a vote to approve all items in the Consent Agenda.

- Minutes from September 9,2024 Annual Board meeting- *see addendum A*
- Development Report- *See Addendum B*
- OC Program Updates- *See Addendum C*
- Financials- *see Addendum D*
- CEO Report, including Strategic Plan Update– *see Addendum E*
- Strategic Plan Progress FY2024

4. Old Business-- CL Comments to 9/7 minutes- AI Project License, Board Mgt. Book, Board Gatherings

5. New Business

- a. Move to approve Helen Cho as new Board member.
- b. Move to approve renaming the “CEO” title to “Executive Director”, to align with non-profit organizational norms.
- c. Move to accept Jessica Flores’ resignation as Board Treasurer and approve Adam Klingher as new Board Treasurer.
- d. Move to approve amendments to OC By-laws as distributed with board packet.
- e. Move to approve the formation of two new committees: Policy (Roger) and Fundraising (Carol).
- f. Discussion of final distribution of remaining Fannie Mae Community Funds.
- g. Discussion and approve next book selection in the “Board Book Club- a year of learning together” series.
- h. Move to introduce discussion of the need to revise our mission statement.

6. Move to adjourn meeting.

Next Board Meeting: January 22, 2025 | 6:30-8:30 PM | ZOOM

Minutes of Open Communities Meeting 09/07/2024:

Meeting called to order at 9:35 a.m. Meeting is being recorded and everyone is aware of the recording and has approved of the recording.

Present from OC: Maurya Delaney

Board: Herb Brenner, Carol Golder, Grace Mya, Adam Klinger, Connie Berman, Roger Williams, Emily Love (Absent: Jessica Flores, Rose Shapiro)

Herb discussed the old days of OC, when there appeared to be some cronyism and issues related to financing. The organization kept all information on Excel spreadsheets, board had to make loans to meet payroll. We are in a much better place today.

Expecting \$160,000 from IRS for employee retention credit from Covid. Not yet received, and we will have to pay the accounting firm that filed the request 30,000 that will come out of the credit.

Board motion to pass funding of up to \$15,000 for a project working with Northwestern University students to develop a program to utilize artificial intelligence to search for discriminatory ads on the internet. Adam asked if the program would result in a license of the program for O.C.

Roger asked if the program would search for discriminatory local ads or on a national basis. Herb and Maurya said the recent lawsuit started with a local ad but became national.

Must have a working relationship with NU to receive up to \$75,000.

Carol pointed out the very nice note about Mayra included in materials.

Consent agenda unanimously approved.

New AmeriCorps staff person started in September, is doing great. Anayeli and Sarah Buckley went to fair housing counseling seminar. Sarah Buckley is now a HUD certified counselor for reverse mortgage applicants. Only one other counselor in the area. This could lead to additional income for O.C.

Cheryl wanted to point out a short book on board management (?) by James Ruell.

At what level of giving should a donor receive a written thank you or a phone call from a board member, or flowers or a lunch? A family foundation just gave a \$50,000 donation. Maurya suggested we include Dalal and Sarah BP in this discussion.

Discussed changing the board meeting to earlier, like 5:30, so staff could attend. Meeting time kept at 6:30.

Should we continue to hold the informal Zoom board gatherings? Board gathering thoughts on continuing and modifying.

-have a couple times a year

-some times to get together in person, including social options

-keep available for anytime we need to meet as just the board (no staff)

ADDENDUM A

Will continue Zoom board gatherings and maybe have social gatherings for a dinner a couple times a year. Maurya suggested we hold in person gatherings in different communities in our service area, check with development staff about involving township people.

Roger said District 65 finally recently approved a 5th Ward school because kids from the 5th ward were bussed to different schools. This leads to questions about inclusionary zoning. Should OC get involved in talking to Evanston City Council about zoning?

Herb said this zoning question is a national issue, the “missing middle.” Should we in certain parts of the community, allow for multi-family housing in single-family zoning communities? This is currently an issue in Northbrook. Arlington, VA is an extreme example of this situation. Gail Schecter, former OC Executive Director, is running for the Skokie zoning board. Herb encouraged board members to become more involved in housing issues in general.

Carol said that when time allows, OC staff gets involved in some zoning issues.

Roger discussed issues affecting those in the lower-middle class (\$40,000-80,000 annual income) who can't afford housing. Are we getting involved in that?

Meeting adjourned at **10:20 a.m.**

Development: Dalal Boudiaf/Sarah Petersen

September 1, 2024 – November 15, 2024

Development Updates

Development Department:

Dalal Boudiaf, Finance and Administration Director

Sarah Petersen, Development and Communications Director

Individual/Corporate Contributions

September 1, 2024 – November 15, 2024

First Name	Last Name	City	Note	Gift date	Gift amt
Claudia	Hall	Chicago	Quarterly donor since 6/29/24 (Dominic's partner)	9/28/24	\$25.75
Janice	Goldblatt	Highland Park	Monthly donor since 5/22/24	9/22/24	\$25.75
Jill	Graham	Evanston		10/14/24	\$103
Cinda	Axley	Evanston		10/22/24	\$100
Janice	Goldblatt	Highland Park	Monthly donor since 5/22/24	10/22/24	\$25.75
Carole	Segal	Winnetka	Annual gift	10/29/24	\$1,000
Janet	Swartz	Highland Park	Annual gift	11/5/24	\$250
Ten Thousand Villages		Evanston	Community Shopping Event 15% of purchase	10/24/24	\$283.95
Elephant+ Vine		Evanston	Community Dining Event 25% of purchases	10/24/24	TBA
			Individual	Total =	\$1,814.20

Grants Updates

Awarded

Funder	Amount Awarded	Purpose	Funding Period	Notes
Skokie American Rescue Plan	\$25,000	Funds to cover COVID expenses/losses	One-time lump sum	October 2024
RRF Foundation for Aging -	\$30,000	Organizational Capacity Building for Advocacy	1/1/25 – 12/31/25	Capacity Building
Glencoe Union Church	\$3,000	Unrestricted funding	9/1/24 – 9/1/25	General Operating
Housing Action Illinois	\$50,771.36	Housing Counseling		Received an extra \$50,771.36 on top of original award amount of

				\$41,472.09 from last fiscal year)
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Pending

Funder	Amount Requested	Restricted/Unrestricted	Anticipated Decision	Funding Period	Notes
New Trier Township (NTT)	\$30,975	Direct Services for Older Adults in New Trier Township	Spring 2025	5/1/25 – 4/30/26	Invited to the hearing at the NTT on 12/3/24
ACLS PhD Fellow Site Host	Fully funded \$70,000 per year plus \$8,000 for benefits for 2-year placement of full-time recent humanities/social services PhD	Capacity Building		Fellow would start August/September 2025	LOI submitted 9/26/24 Invited to apply and application submitted 11/18/24
HAI HOI – Housing Action Illinois – Homeownership Initiative	\$35,667.08	OC worked with HAI and is applying to receive these funds through HUD on behalf of its subgrantees	Still waiting to hear updates from HAI.	Approximately 7/1/24 – 3/31/25	App submitted on 4/4/24.
Cigna Group Foundation	\$100,000	LOI Accepted, invited/submitted full proposal	Nov 2024	1/1/24-12/32/24	Outreach to Veterans
Endeavor Community Investment Fund	\$200,719	2-year Capacity Building for volunteer/advocate network & tech	Fall 2024	1/1/25-12/31/26	Submitted 8/23/24
P.E.A.R.L. Milling Co Pledge Grant (Pepsi Co)	\$10,000-24,999	Black women; housing & economic stability; removing systemic barriers	Fall 2024	One time	LOI Submitted 6/26/24
HUD EOI	\$125,000	Education and Outreach Initiative	Spring 2024	5/1/25 – 4/30/26	Submitted on 11/14/24

HUD PEI	\$425,000/year for 4 years	Private Enforcement Initiative	Spring 2024	5/1/25 – 4/30/26	Submitted on 11/20/24
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Denied:

Funder	Amount Requested	Notes

Prospects:

Funder	Notes
First Bank of Highland Park	Rolling Application
Northwestern Univ Racial Equity Grant	Due 1/2025; in conversation with NWU professors & students regarding AI project to search for fair housing violations on rental websites
	The Development team is continuing to gather a list of prospects and family foundations that align with OC's mission and will make it a priority to apply for private/corporate grants.

Currents:

Name	Amount	Time Period
William C. McAlaine Foundation	\$50,000	Unrestricted gift, friend of Cheryl's
FHOI – Fair Housing Organization Initiative (HUD – Gov)	\$260,000	6/1/24 – 5/31/25
AARP Foundation	\$258,997.05 total over 3 years (1 st payment \$103,598.81 at start; \$64,749.26 after 10/8/24; \$64,749.26 after 10/8/25; \$25,899.72 after final report 1/2026)	1/1/2024-12/31/26
Illinois Access to Justice (Eviction Prevention)	\$140,000	7/1/24-6/30/25
HUD PEI	\$425,000 for 3 years (year 3 just ended)	11/1/23 – 10/30/24 ENDED
Niles Township	\$8,000	5/1/24-4/30/25
City of Des Plaines	\$7,198.16	5/1/24 – 4/31/25

Housing Action Illinois (HAI) – Housing Counseling Program	\$28,930.96	7/1/24-3/31/25
AgeOptions	\$48,004	10/1/24 – 9/30/25

EVENTS

Community Shopping/Dining Night Success: Many thanks to all who dined, shopped, and spread the word about our Community Shopping/Dining Day on October 24th! We will receive a check from Ten Thousand Villages for \$283.95, which is 15% of total sales for the event. We are still awaiting word from Elephant+Vine about the total we will receive for the 25% of OC purchases.

PEOPLE - STAFF/VOLUNTEERS/PARTNERS

New Positions and Titles: Dalal Boudiaf has been promoted to Finance and Administration Director and Sarah Petersen has been promoted to Development and Communications Director!

Adler University Development Intern: We were matched with Social Justice Practicum intern for the Development Department. Our intern, Porshia Baymon, will be working remotely 8-10 hours per week.

ACLS PhD Fellow Site Host Application: Our LOI was accepted and we submitted our full application on 11/18/24. If awarded, we will host a recent humanities or social sciences PhD for a 2-year fellowship. ACLS fully funds the position for \$70,000 the first year and \$72,000 the second year, plus \$8,000 to cover benefits. The fellow would help with developing/managing our volunteer and advocacy programs, oversee needs assessment research and client story gathering, and write position papers for advocacy.

COMMUNICATIONS

Thank-A-Thon: Thank YOU to our board members who have been calling our donors over \$250 dollars to say “THANK YOU for your support”. The Thank-A-Thon continues with social media posts sharing appreciation for staff, donors, funders, clients, and success stories. More gratitude and stories will be included in the November e-newsletter.

Website Redesign: Our website testing phase is complete. Next, OC staff will be trained and given access to editing capabilities. We met with a free Plain Language consultant to make the text more accessible. After final edits and updated images are added, the site will be ready for launch.

Online Marketing

We’ve kept a full social media calendar on Facebook (1, 749 followers), Instagram (1,596 followers), and LinkedIn (509 followers) to share all the great happenings at OC and the community, as well as educate the public about Fair Housing topics and area resources. Your likes, comments, and shares on our posts help expand our reach! Our e-newsletter mailing list keeps growing (3,749 subscribers) as we gather emails at our outreach events and people subscribe through our website.

Love to write?: Do you have an idea for a future OC blog post? We welcome guest writers to explore housing-related topics. Reach out to Sarah Petersen if you have an idea.



Fair Housing Board Update, 11/18 (September – Mid November 2024)

- General Updates
 - The Fair Housing Team has seen a sharp uptick in complaints of discrimination from community members. We have received at least twice as many complaints during this period than the previous board reporting period. As of yet, we can only speculate as to why.
 - The most common complaint is source of income discrimination, by far. We have had many referrals come from Connections from the Homeless and some other social service providers who are supporting clients with rental subsidies only to have the support rejected by landlords.
 - As the department director, Dominic has been fully immersed in FHIP applications throughout mid-October to today as the primary grant narrative author. We are applying for an Education and Outreach Initiative grant as well as a Private Enforcement Initiative grant – these sources are the pillars of fair housing department funding for private nonprofits, and if awarded, will provide the fuel for our education work for the next year (for EOI) and for our investigation and enforcement work for the next four years.
 - The whole management team has contributed to this rather massive task which involves dozens of pages of narratives regarding the need for enforcement, organizational history, staff experience and other topics; charts of enforcement, complaints, and tests over the past 2 years; budgets and other financial documents, and so on. As of writing this update, we are almost to the finish line on these applications.
- Advocacy
 - Much of the agency’s advocacy work has been on hold due to a mixture of timing and capacity. We continue to focus on two main campaigns – one to strengthen tenant’s rights in Evanston (a much-improved RLTO passed a few months ago and the group will keep pushing for Just Cause) and another to pass statewide legislation limiting so-called “crime-free” and nuisance property ordinances. The former group is meeting intermittently to discuss strategy – after the chair of Evanston’s Housing and Community Development Committee refused to take the matter up again in 2024, the group is debating how to strategize both before and after the local elections are held. As for the statewide group, the team is gearing up for the next legislative session in a couple of months; currently, Open Communities is helping to gather data (using Freedom of Information Act requests) from municipalities that enforce such ordinances.

- One other item of note in our advocacy sphere. Given the outcome of the election, the proposed rule on Affirmatively Furthering Fair Housing is almost certainly dead for the next four years. HOWEVER, we will continue to uphold the principle of AFFH as this idea comes directly from the Fair Housing Act statutory language and must be pursued. This means pushing local governments to reduce barriers to integration and pursue other means of increasing equitable opportunity and housing choice. One way to do this is by working with local advocates to advocate for adherence to the Affordable Housing Planning and Appeals Act (AHPAA) - we recently joined a group of advocates led by Impact for Equity and Housing Action Illinois to do just that.
- Investigations
 - We continue to pursue rather long-term systemic rental investigations and respond to community complaints. Rental testing will be somewhat reduced in the coming 6 months as our fair housing funding is more constrained and we have additionally committed to doing more design and construction / lending / and sales testing. Given the increase in complaints from the community, the implementation of this work has been somewhat delayed.
- Education Activities
 - Together with our Community Navigator Mayra Moreno and other support staff, the team has completed a dizzying amount of Outreach and Education during the past few months. In this particular time period, our fair housing team has participated in the following events (not exhaustive):
 - The fall housing fair at Northwestern.
 - Dominic spoke with an anthropology class on the request of Dr. Elizabeth Smith at Northwestern.
 - Adelaide spoke with students at ETHS twice.
 - We participated in a Skokie Health Equity panel.
 - Dominic facilitated a presentation from the Chicago Area Fair Housing Alliance at the Dearborn Realtist Board's (a Chicago-based Black real estate professional organization) monthly meeting.
 - We provided an in-person presentation on fair housing rights to residents of St. Leonard's Ministry, a group that serves men who have recently returned to Chicago from being incarcerated.
- Client Stories (all names changed). *Trigger warning – some rather upsetting cases this month.*
 - Alyssa called after her landlord told her and her disabled son that they had to be out in two weeks because of a minor incident where the son accidentally disrupted television service for less than 2 minutes. The landlord stated that the son, who has severe autism, “needs to be in an institution.” After conducting an intake, it came to light that Alyssa also has a disability and uses a wheelchair. The landlord had previously removed the ramp to her back door for aesthetic reasons, saying that she can use the front instead. He also forced the family to give away the family cat, which was an emotional support animal of the son, because he said the unit smelled bad. The animal was with the family for over ten years and was the son's

“best friend in the world.” Dominic is actively working with the client to collect information, build a narrative, and file a complaint with HUD.

- Rodrigo and Gabriela came to Open Communities in person and spoke with Dominic and Mayra. As mono-lingual Spanish-speakers and immigrants, they felt their landlord had taken advantage of them. After conducting more conversations with the couple, the woman reported to Mayra that her landlord (who is also her husband’s boss at a barber shop) had asked for sex in exchange for money off of their rent. He additionally groped Gabriela. She began crying on the phone and stated that they did not have any power in the situation. Mayra continues to work with the family to access some resources (they have been behind on the electrical bill and had to celebrate their son’s birthday party in the dark... a kind neighbor ran an electrical cord from his unit to theirs halfway through the celebration so that they could celebrate with light). Dominic immediately connected Gabriela with an attorney at Legal Aid Chicago who is going to assist them with the sexual harassment issue - a clear violation of the Fair Housing Act’s protections based on sex).

HC Board Report September 1st- November 18th

During this last period, the Housing Counseling Program served 49 clients with one-on-one counseling services and provided referrals to community resources and brief advice to 91 households. We are continuing to grow our Pre-Purchase program with more and more one on one counseling clients both in English and Spanish. We also held one, in person Pre-Purchase workshop. Sarah Buckley and Sarah Delgado both attended Housing Action Illinois' Annual Conference where Sarah Buckley spoke about her experience training and testing to become a Certified Reverse Mortgage Counselor. We continue to build partnerships with local service providers, municipal governments, and coalitions. Because of these connections, within the last month we were successfully able to get one of our senior client's roof repaired through Rebuilding Together. This client is a low-income senior living in Evanston's 5th Ward who relies on the rental income she receives from renting the upstairs unit in her 2-flat building. Recently she has had a leak that caused damage to the tenant's unit as well as significant damage to her kitchen. Since her tenant's lease is now up , she desperately needed to fix the leak so that she could rent out the unit to minimize any loss of income. Sarah Buckley was able to help the client apply for assistance with Rebuilding Together as well as communicate with both Rebuilding Together's contractors and the client to schedule visits and rectify miscommunications.

Thank you!

“

The services provided by Sarah Buckley were **awesome**. She's diligent, meticulous and she went way beyond what I expected with my housing situation. She's **DETERMINED** to find answers, she works closely with you every step until an answer is found... I recommend Sarah and Open Communities to everyone I encounter. I hope you will share my extended **thanks to Sarah once again.**

OPEN COMMUNITIES

Congrats!

#WeMadeHomeTheGoal

NEW HOME OWNERS!

OPEN COMMUNITIES

IA2J Report

Service Dates: Sept 1st – Nov 15th, 2024.

IA2J PROGRAM'S GOALS FY 2024-2025

- Referrals:138
- Number of individuals provided and Assessment: 138
- Accompaniments:72
- Individuals reached through KYR Presentations: 229
- Number of individuals through Outreach: 2469

Service Numbers Breakdown:

- Referrals:22 out of 136
- Number of individuals provided and Assessment: 22 out of 138.
- Accompaniments:17 out of 72
- Individuals reached through KYR Presentations:153 out of 229.
- Number of individuals through Outreach: 1543 out of 2469

UPDATES:

- During the month of October, we had a workshop long side with Centro Romero (another IA2J partner) to inform the community about their rights.

CLIENT STORIES:

- **September:** a client initially approached Open Communities CNC during an outreach event after leaving the clinic. She is pregnant and recently arrived from Mexico with her husband and 4-year-old child. They have been in the country for less than a year. Her due date was October 11th, and she lacked essential items for her unborn baby. After an intake and getting to know the family, Open Communities CNC secured a gift card from Erie Clinic to purchase a car seat and arranged donations of clothes, a crib, and a stroller for the client. Now, the client has the basic needs for her baby met and the CNC is looking for a family support program for them.
- **October:** a client initially came to the office with a concern about an overcharge on their electricity bill, which led to a disconnection of services. While discussing the experience they had with a possible illegal electrical connection, the client also shared a potential case

of sexual harassment by the landlord. After learning about the case, the Fair Housing Director and the Community Navigator Coordinator contacted the Legal Aid Chicago organization to see if they could assist with the sexual harassment situation. The intake process is now underway, and they will meet with the client in early November. Also, the Community Navigator Coordinator completed an emergency funds application with the City of Skokie. She also contacted the social worker who reviews the application and extend a warm hand referral in favor of this client.

- **November 1st:** a former client called the Community Navigator Coordinator at Open Communities, requesting prayers for her son, who was also a former client of Open Communities. He had fallen down the stairs at the Evanston Metra Station, hitting his head severely, which resulted in a serious concussion and required emergency surgery. The next day, the coordinator called the client to check on her son's condition following the surgery. The client informed her that her son had not survived the recovery and had passed away. The coordinator attended the funeral and has provided emotional support to the client throughout this difficult transition.

Open Communities
Balance Sheet
As of October 31, 2024

	Total		
	As of Oct 31, 2024	As of Oct 31, 2023 (PY)	
ASSETS			
Current Assets			
Bank Accounts			
1000 Gen Checking x7756	87,615.78	17,518.80	
1010 IHDA HAF ILRPP2 x4970	50.00	2.85	
1011 IHDA HSCP Deposits x1923	50.00	50.00	
1060 OC Organizational Fund @ ECF	85,234.15	73,416.60	
1086 Fannie Mae Community Fund x7944	509,129.49	622,548.62	<i>Board restricted funds related to Fannie Mae settlement</i>
1087 General Savings x7952	80,860.73	69,366.18	
1088 Board Restricted Savings x4738	261,038.82	251,103.97	
Total Bank Accounts	\$ 1,023,978.97	\$ 1,034,007.02	
Accounts Receivable			
1100 Grants & Accts Receivable	254,184.33	241,255.53	<i>Includes \$161.8k ERTC recivable from IRS</i>
Total Accounts Receivable	\$ 254,184.33	\$ 241,255.53	
Other Current Assets			
1200 Undeposited Funds	1,000.00	0.00	
1203 Rent Deposits	16,973.33	16,973.33	<i>deposit paid on Ridge Ave lease</i>
1400 Prepaid Expense - Insurance	0.00	0.00	
1401 D&O	142.00	154.00	
1402 Gen Liab	212.00	235.00	
Total 1400 Prepaid Expense - Insurance	\$ 354.00	\$ 389.00	
1405 Other Prepaid Expenses	240.00	1,833.34	
Total Other Current Assets	\$ 18,567.33	\$ 19,195.67	
Total Current Assets	\$ 1,296,730.63	\$ 1,294,458.22	
Fixed Assets			
1510M01 Furniture and Fixtures	24,804.00	24,804.00	
1599 Accumulated Depreciation	-5,315.15	-1,771.72	
Total Fixed Assets	\$ 19,488.85	\$ 23,032.28	
Other Assets			
1600 Right-of-Use Asset	330,375.90	434,757.76	<i>Asset related to value of leased property (offset by Lease Liab)</i>
Total Other Assets	\$ 330,375.90	\$ 434,757.76	
TOTAL ASSETS	\$ 1,646,595.38	\$ 1,752,248.26	
LIABILITIES AND EQUITY			
Liabilities			
Current Liabilities			
Accounts Payable			
2000 Accounts Payable	26,790.75	8,481.50	
Total Accounts Payable	\$ 26,790.75	\$ 8,481.50	
Credit Cards			
2190 Delaney #7752	203.28	3,264.27	
2195 Lawrence #7590	4,487.54	2,216.05	
Dalal B Credit Card	529.53		
Dominic V Credit Card	962.97		
Total Credit Cards	\$ 6,183.32	\$ 5,480.32	
Other Current Liabilities			
2050 Rent Deposit	5,200.00	5,200.00	<i>FLAP rent deposit held by Open Communities</i>
2201 Accrued Vacation	33,135.03	26,147.14	
Total Other Current Liabilities	\$ 38,335.03	\$ 31,347.14	
Total Current Liabilities	\$ 71,309.10	\$ 45,308.96	
Long-Term Liabilities			
2600 Lease Liability	348,613.17	428,780.52	<i>Liability for future rent payments on Ridge Ave lease</i>
Total Long-Term Liabilities	\$ 348,613.17	\$ 428,780.52	
Total Liabilities	\$ 419,922.27	\$ 474,089.48	
Equity			
3200 Unrestricted Net Assets	758,580.29	726,689.65	
3300 Board Restricted Funds	484,000.00	604,000.00	
Net Income	-15,907.18	-52,530.87	
Total Equity	\$ 1,226,673.11	\$ 1,278,158.78	
TOTAL LIABILITIES AND EQUITY	\$ 1,646,595.38	\$ 1,752,248.26	

Open Communities							
FY24 Budget-to-Actual Analysis							
As of October 31, 2024							
OPEN COMMUNITIES	FY25 BUDGET	FY25 ACTUAL THROUGH OCT 2024	FY25 BUDGET YTD THROUGH OCT 2024	VARIANCE (%)	FY24 ACTUAL	FY24 BUDGET	VARIANCE (%)
INCOME							
Contribution-Board	14,000	1,916	4,667	-59%	18,791	12,000	57%
Contributions-Individual	42,100	4,798	14,033	-66%	30,900	50,000	-38%
Events Tickets/Raffle	15,000	-	5,000	-100%	4,585	6,300	-27%
Events - Sponsorships/Contributions	-	-	-	0%	20,189	-	0%
Corporate Sponsorships/Contributions	50,000	-	16,667	-100%	16,529	15,000	10%
Foundations	300,000	119,749	100,000	20%	107,899	200,000	-46%
Litigation Income	36,000	7,500	12,000	-38%	105,510	20,000	428%
Program Income	-	5,636	-	0%	-	-	0%
Federal Govt (ERTC Refund)	-	-	-	0%	161,844	-	0%
Local Govt	50,000	25,000	16,667	50%	15,198	20,000	-24%
HUD-Fair Housing Grants	-	-	-	0%	-	-	-
HUD - PEI	170,000	42,712	56,667	-25%	502,770	425,000	18%
HUD - FHOI	260,000	93,092	86,667	7%	10,908	-	0%
HUD - EOI	-	-	-	0%	-	75,000	-100%
CDBG	55,000	-	18,333	-100%	15,308	55,000	-72%
IDHA Housing Counseling Grants	-	-	-	0%	-	-	-
IHDA ILRPP 2.0	-	-	-	0%	19,643	28,125	-30%
IHDA - HAF	-	-	-	0%	45,176	58,000	-22%
IHDA- HSCP	-	-	-	0%	-	-	0%
HUD/HAI Housing Counseling	80,000	50,978	26,667	91%	20,901	60,000	-
HAI - HSCP	-	-	-	0%	10,800	-	0%
ILA2J/Westside Justice	135,000	37,251	45,000	-17%	125,003	130,000	-4%
Age Options	33,200	-	11,067	-100%	-	-	-
Investment/Interest Income	24,000	10,880	8,000	36%	46,657	-	0%
TOTAL INCOME	1,264,300	399,512	421,433	-5%	1,278,612	1,154,425	11%
EXPENSES							
Payroll	844,032	280,519	281,344	0%	838,162	827,376	1%
Employer Payroll Taxes	84,403	21,460	28,134	-24%	75,678	82,738	-9%
Healthcare	36,000	11,686	12,000	-3%	31,967	24,000	33%
PEO Services (HR, Payroll, 401K, Benefits)	33,000	10,771	11,000	-2%	31,390	26,400	19%
Phone-Staff Reimbursement	8,400	2,550	2,800	-9%	9,508	7,200	32%
Accounting	15,400	6,120	5,133	19%	52,754	21,000	151%
Audit	10,000	-	3,333	-100%	14,700	9,000	63%
Legal Services	-	-	-	0%	4,973	-	0%
Marketing Consultant	-	-	-	0%	181	6,000	-97%
Marketing - Website	1,000	-	333	-100%	8,500	5,500	55%
Fair Housing Testers and Expenses	16,560	5,812	5,520	5%	10,828	6,000	80%
Americorp VISTA	6,000	8,806	2,000	340%	8,708	5,000	74%
Salesforce Implementation	15,000	5,034	5,000	1%	9,896	5,000	98%
Fundraising & Events	4,000	17	1,333	-99%	7,190	2,000	260%
Credit Card Fees	300	176	100	76%	172	850	-80%
Occupancy	106,126	34,795	35,375	-2%	69,166	69,420	0%
Sub-lease (FLAP)	(32,513)	(10,660)	(10,838)	-2%	(31,590)	(31,200)	1%
Insurance (Gen. Liability, D&O, WC)	8,100	5,382	2,700	99%	7,932	5,000	59%
Staff Training/Prof Development	2,004	4,052	668	507%	3,136	5,400	-42%
Staff Travel Out-of-town	2,004	2,174	668	225%	2,758	6,000	-54%
Conferences, Events (Staff attend)	2,004	-	668	-100%	1,548	7,200	-79%
HUD Approved Training	-	9,575	-	0%	1,887	-	0%
Events-local (OC host/participates)	2,004	-	668	-100%	-	700	-100%
Local Travel	2,004	581	668	-13%	1,538	2,400	-36%
Food/Refreshments/Staff Outing	1,500	668	500	34%	2,007	2,400	-16%
Marketing/advertising	2,100	-	700	-100%	4,989	4,000	25%
Bank Fees	900	310	300	3%	1,740	1,500	16%
Hiring	360	-	120	-100%	350	600	-42%
Equipment Expense	-	-	-	0%	-	-	0%
Memberships/Donations [Other orgs]	2,400	300	800	-63%	1,600	1,200	33%
Printing/Photocopy Gen	1,620	569	540	5%	2,555	3,600	-29%
Software License & Subscriptions	15,451	7,595	5,150	47%	12,711	13,224	-4%
Telecom (phones & internet)	24,000	6,962	8,000	-13%	23,893	16,000	49%
Translation Services	240	604	80	654%	-	1,600	-100%
Postage/Ship/Messgr	1,020	-	340	-100%	-	1,200	-100%
Office Supplies	6,000	2,839	2,000	42%	5,504	8,652	-36%
Govt Fees & Licenses	434	100	145	-31%	339	432	-22%
OC Grants to Non-Profits	-	-	-	0%	2,293	-	0%
Other or uncategorized	-	476	-	0%	-	-	-
TOTAL EXPENSES	1,221,853	419,273	407,284	3%	1,218,963	1,147,392	6%
NET OPERATING INCOME	42,447	(19,761)	14,149	-240%	59,649	7,033	748%
GAAP-ONLY ADJUSTMENTS							
Depreciation	-	-	N/A	N/A	3,543	N/A	-
Lease adjustment under ASU 2016-02	-	-	N/A	N/A	24,215	N/A	-
TOTAL GAAP-ONLY ADJUSTMENTS	-	-	-	-	(27,758)	-	-
NET INCOME - GAAP	42,447	(19,761)	14,149	-240%	31,891	7,033	353%
	-	0			-	-	

OPEN COMMUNITIES

BOARD MEETING: 11/20/2024 (FY25)

CEO REPORT- CHERYL LAWRENCE

- **Maury Delaney, Operations Manager**, resigned from OC. We invested in Evanston Leadership program and gave her significant training with our accountant. She was instrumental in stabilizing the organization and she will be missed by all of us. This unexpected resignation caused a shift of position within OC. Dalal Boudiaf has been named as Director of Finance and Administration and will take over most of the high level functions of Maurya's job (some we will share). Sarah Price is increasing her hours to take over other duties formally done by Maurya. Sarah Petersen has been named Development and Communications Director, taking the lead role in that department.
- **New Board Member**, Helen Cho is expected to be approved at this board meeting after several meetings and resounding enthusiasm.
- **Board Governance** made a leap forward at the board retreat. The Board gave important feedback on a plethora of new board forms and presentations. Final set of documents are expected by the next board meeting.
- **Audit for FY24** is moving along.
- **Federal Grant Applications**- OC has just submitted two federal grant applications; a \$125,000 one-year Education and Outreach (EOI), and four-year \$1,700,000 (\$425,000/yr) for Fair Housing Private Enforcement (PEI). We should hear something in late March or April.
- **New Grants** have been secured to support housing counseling, and will launch our organizing capacity (through RRF Foundation). Total of these two grants \$80,000.
- **Fannie Mae Community Fund**—You may remember that as part of the lawsuit settlement with Fannie Mae in 2022, we received \$604,000 that was set aside for the benefit of the community. We provided \$125,000 grant to Rebuilding Together, and will be granting \$185,000 to Community Partners for Affordable Housing soon. This leaves a net balance of \$294,000. The fund in its entirety needs to be allocated by February 2025. The Finance Committee will review our budget in December to provide recommendations on where to allocate the remainder of the funds. We have an opportunity to give ourselves a grant to support housing counseling and fair housing activities.

Department — LEADERSHIP TEAM

Rating 1-10

Notes**Goals Year 1: FY 2023-24**

The CEO and Leadership Team organized goals around the Strategic Initiatives to track progress on the Strategic Plan. Also included are other relevant projects.

1) Equity, Inclusion, Justice

1a) Create intentional culture of equity and care

- Space reimagined for inclusivity and information sharing to solidify team building, camaraderie, making space welcoming 7
- Address the issue of culture of urgency to help balance workload, lessen burnout, empower clients 7
- Continue to review all internal policies to ensure they are equitable and embedded within org processes 8

1b) Decide configuration of ongoing Equity Team (add "care" as part of team) 6

- charter, structure, roles, duties, etc.

1c) Train staff on equity definitions and concepts and knowledge of the unjust history, systems, and context of housing. 7

1d) Ensure we are consistently checking in with Racial Equity Assessment and tracking our progress on goals 8

2) Fundraising and Financial Health

2a) Produce and execute a plan to reduce reliance on government funding by increasing non-governmental funding through increased foundation grants and individual giving 7

2b) Support Development Department by reviewing materials regularly to ensure language/narratives do not reinforce systemic inequities 8

2c) Complete transition to internal finance department structure with oversight by Mission Accounting 7

2d) Ensure a comprehensive financial presentation in collaboration with Mission Accounting 7

2e) Ensure a balanced "operations" budget for FY25 5

2f) Engage staff in financial literacy by training on budget allocations and line-item spending, and setting process for participative budgeting 7

2g) Create internal processes for raises to coincide with budget development 8

2h) Ensure there is funding in the budget for equity improvement 5

3) Program Enhancement and Growth

3a) With Assistant Director of Fair Housing, increase types of FH testing, including structural discrimination like appraisal bias, mortgage bias, etc. 7

3b) With Assistant Director of Fair Housing, increase number of filings 6

3c) With Director of Housing Counseling, expand HC certifications to include Reverse Mortgage 7 Sarah Buckley is studying for certification right now.

3d) With Director of Housing Counseling, increase number of certified housing counselors to 3 10

3e) With department cooperation, strongly increase workshops in both number and scope 7

4) Data Management and Utilization (with sustainability as a focus)

4a) Complete Salesforce implementation for case management, and continue build out as finances allow 8

4b) With department cooperation, develop data and reports strategies with equity in mind; be explicit about what is being measured and how and include these 4 areas: 7

- Internal: retention, recruitment, salary equity (race & gender), disciplinary actions, etc. 4
- External: programmatic data (are we tracking the right things? How are we gathering participant, client and community data? [quantitative & qualitative] on needs, impact, etc.) 7
- Organization: participants, clients, communities touched with work (share data with partners re impact; gather data from them, like whose voices are we missing? Who do we never hear from?) 6
- Incorporate survey tools as a way to follow up with clients and interact with community 7

4c) Complete organization of SharePoint on Microsoft (where all electronic files are stored) 0 Not started yet.

4d) Organize all boxes of paper documents retrieved from storage (upload relevant docs) 5 Half way done

5) Staff Opportunities and Development

5a) Formalize internal processes for shared leadership structure 6

5b) Formalize decision-making processes 6

- develop & utilize REIAs for decision consideration (whole org, dept level, etc.)
 - categorize types of decisions for CEO, leadership team, and department levels; when collaborative
 - outline crisis decision processes
- 5c) Ensure cross-training through all departments 8

5d) Ensure all staff have professional training and personal development opportunities (HUD, HAI, Insperity, on racial equity, etc.) 8

5e) With Director of Operations, discuss and decide upon important Human Resource processes (see Equity Goal #7 for details) 8

5f) With Director of Operations, decide upon internal communication processes (for example, admin calendar, utilization of staff meetings, communication check-ins, and others in Equity Goal #6) 8

6) Board Oversight and Interface

6a) Ensure a comprehensive board onboarding process is in place (and coordinate materials with staff onboarding process) 8

6b) Leadership team members interface with (serve on) at least one board committee 4 Need to form additional committees

7) Communications, Marketing and Community Relations

7a) Oversee and execute a comprehensive outreach and communications plan to reach all communities within service area 8

7b) Remap website in preparation for website upgrade 8

7c) Ensure we find ways to include and lift up voices in the communities we serve who traditionally have not been included in discussions that affect their communities 8

8) Personal Development

8a) Reinstate law license 0

8b) Continue education and growth on equity issues to better understand how we can improve individually, interpersonally, and organizationally 6

Department — FAIR HOUSING

Goals Year 1: FY 2023-24

1) Expand testing methodologies to include design and construction, lending, sales, possibly others.

1a) Expand tester pool. 7

1b) Implement robust and regular training on testing. 4

We successfully recruited around 10 testers over the past year, many of whom have shown to be strong assets. We will continue to recruit to adjust for changing needs and general attrition of testers during the winter months of 2024 and early 2025. We identified testers with the needed strengths for specialized tester training and began implementing design and construction training, with design and construction tests on the way, however we still struggle to regularly offer “refresher” trainings and keep testers consistently updated and connected with the agency. 0

1c) Update and disseminate tester manual.

- 1d) Investigation staff learn the purchase process, design (accessibility) manual, and generally understand the housing market more deeply.
- 1e) Discuss specializing with different testers.

After discussions with other agencies, I don't believe that disseminating tester manuals is a wise idea due to concerns with published methodologies existing in too many places – we may be able to find a solution for this if current testers were able to access password protected information on a cloud, or something similar.

2) Make education more participatory, making community members feel that their knowledge is just as valued as staff.

- 2a) Building up more content as a starting point.
- 2b) Chances for participation: knowledge checks, experience sharing, peer resource sharing
- 2c) Creating worksheets for training - allowing time for peer led discussion (writing can help facilitate more openness). This can be done in groups.
- 2d) Post training surveys

3) Building more intentional partnerships with homelessness service providers, those serving justice-involved people, legal services.

- 3a) Setting up meetings with agency outreach staff.
- 3b) Regular check-ins with partner agencies (resource sharing among agency staff).
- 3c) Collaborate on events and education programming.
- 3d) Sharing consistent referral networks
- 3e) Prioritize BIPOC organizations, be intentional, focus/be open to grassroots folks/groups
- 3f) Create Racial Equity Impact Assessment tool for Fair Housing

4) Develop outside counsel partnerships to file lawsuits on systemic fair housing issues

- 4a) Investigate disparate impact areas like eviction, credit score, etc.
- 4b) Nuisance and crime-free ordinance work, zoning.
- 4c) Research, gathering leads, tracking advocacy

5) Increase level of administrative complaints

- 5a) Examine more template filings; perfect the complaint writing process
- 5b) Develop consistent settlement agreement language
- 5c) Deepen relationship with administrative agencies and investigators

6) Strengthen the intake process for fair housing department.

- 6a) Improve internal intake processes
- 6b) Train all intake staff and housing counselors to spot fair housing issues

Department — HOUSING COUNSELING

Goals Year 1: FY 2023-24

1) Create Points of Contact with lenders for forward mortgages and loss mitigation

- 1a) Call local lenders in North Shore and ask to learn about products
- 1b) Invite lenders to speak at webinars/workshops/ or events
- 1c) Attend events where lenders will be present

2) Create a more streamlined intake process

- 2a) Create a process for how we disseminate clients to counselors

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We worked with outside counsel – Soule, Bradtke, and Lambert – on one federal case that was successfully settled. We also have worked with Chicago Lawyers Committee for Civil Rights Under Law and Uptown Peoples' Law Center on extended investigations (and a subsequent human rights filing), but these are the extent of our work with outside counsel on fair housing cases (at least in the more formal context).

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2b) Create scripts to streamline referrals	3
2c) Better integration with Fair Housing	5
3) Build robust workshop program	
3a) Revise current rental 101 workshop	4
3b) Create financial workshop	6
3c) Connect with local libraries, school districts, elected officials, municipal governments to hold and advertise workshops	3
3d) Start advertising zoom Pre-Purchase workshops	3
3e) Create marketing strategy for workshops	3
3f) Create workshop evaluations	4
4) Increase client testimonials	
4a) Create an evaluation (final) document to capture testimonials and build into current client closing process	6
4b) Collaborate with Development Team to identify impact & experience questions	7
5) Track more client services outcomes	
5a) Initiate full use of SalesForce	8
5b) Build outcome data collection into SalesForce	8
5c) Meet with development to make sure all desired outcomes are captured	8
6) Build partnerships with other organizations to help overall goal of equitable access to housing	
• Prioritize BIPOC organizations, be intentional, focus/be open to grassroots folks/groups	5
• Reciprocity: offering back something valuable, follow-up, follow through	5
• Create Racial Equity Impact Assessment tool for partnerships	5

Department — DEVELOPMENT (Fundraising, Communications, Marketing)

Goals Year 1: FY 2023-24

1) Diversify funding sources to include more private grants/foundations/family foundation

1a) Prepare plan for new funding sources	6
1b) Apply for a wide range of private funding that supports mission and capacity building	8
• Keep watch for funding in new areas: advocacy, legal services, aging in place, data management	
1c) Build relationships with family foundations	4
1d) Continue outreach to funders in New Trier communities including foundations like Wayfarer Foundation, places of worship and local businesses. Seek funding from individual towns where it exists.	8

2) Increase and Steward Individual Donor Base

2a) Hold events	Held 3 fundraising events. 1 large- Walk the Redline, 2 small, plus restaurant month for Fair Housing. A different restaurant each week in April for Fair Housing month. Highest donors are board members. We need to reach out to next levels. All donors get a hand written note.
2b) Set up meetings with highest individual donors	4

Sarah attended 3 or 4 interfaith clergy and leaders meeting including presenting about our work. Sarah shared resources with them. They sought us out as an expert in affordable housing. We are collaborating with them on an affordable housing campaign. We continue to nurture our relationship with Glencoe Union Church who funds us yearly. We partnered through Evanston Own It with black churches in the 5th Ward and we had several churches and synagogues bring teams to walk at our event (Unitarian Church and temple Jeremiah, the pastor from Northminster) Vanessa organized the real estate event at the Faith temple Church (NAREB) where we participated. The Unitarian Church offered OC to be a recipient of their collection plate. Mary Beth Roth is a member of interfaith Action of Evanston. She is a regular advocate at our RLTO meetings.

2c) Connect with interfaith communities	8
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2d) Outreach to New Trier Township/ north suburban communities to expand our donor base. In 2024, do outreach in Highland Park and Highwood.

2e) Implement direct mail/email campaigns

3) Create Communications Plan highlighting the new vision, mission and values, broadcasting key strategic and equity initiatives, and supporting the financial growth of the organization by increasing visibility, appealing to historic donors and attracting new donors.

3a) Summarize strategy materials (i.e. in ppt, one-pagers, etc.)

3b) Social media-related posts

3c) Create and implement new website design

3d) Work with the development team to identify distinctions between the NT feeder communities and best tactics to approach; understand similarities and differences with Evanston.

4) Create Marketing/PR plan to highlight impact of work

4a) Gather data (metrics) and stories (respectful & told powerfully)

4b) Attain more publicity through news outlets (i.e., articles, interviews, etc.)

5) Review materials regularly to ensure language/narratives do not reinforce systemic inequities

Department — OPERATIONS (Administration, Finance and HR)

Goals Year 1: FY 2023-24

1) Internal Process and Procedures

1a) Review all internal processes and procedures and memorialize for sustainability

1c) Create protocols for building electronic folders and saving files to ensure sustainability and access to institutional knowledge

2) Staff support and recognition

2a) Annual Review (growth goals, supports needed, paths to leadership)

2b) Professional development and training opportunities

2c) Staff recognition of hard work and accomplishments

3) Internal Communication

3a) Utilize admin calendar to track whole organization and HR practices

3b) Decide on utilization of staff meeting time

3c) Method for collecting all current events, workshops, happenings, landing a new partner/grant, etc. (like a "living" newsletter)

3d) Develop transparent procedures for having challenging conversations and managing conflicts that arise (restorative practices; decision tree [legal v communication-based])

3e) Communication check ins around communication preferences for individuals

Department — COMMUNITY OUTREACH

Goals Year 1: FY 2023-24

6 We've done outreach and waiting to see if it expands our donor base (Wayfarer, NT Township)

8 Monthly newsletter, Spring and Fall appeals, Giving Tuesday, Hope for Homes Campaign and events email campaigns.

7 We have created the 1st annual report, a one-pager used for Wayfarer presentation and a PPT for SBB Research Group

7 Slow but its moving along

6

7 Sharing stories every month in our newsletter, need to get more stories in a format the Board can use
We have been in the local and national news around the RLTO and AI case. Cheryl on WBEZ. NU students did a video on our redline event. FH did small videos on real estate steering posted on YouTube. Staff interviews posted on YouTube and SM. Dominic has had several articles in local papers.

9

1) Re-introduce Open Communities to North shore towns north of Evanston, including Wilmette, Kenilworth, Winnetka, Glencoe and Northfield. In 2024, do outreach to Highland Park and Highwood.

1a) Continue working with new contacts at New Trier, New Trier township and the Village of Wilmette. Continue outreach to the libraries. Possibly work with lower feeder schools.

1b) Continue meeting with clergy throughout the township and connect with them. Begin grassroots organizing with places of worship.

1c) Continue to meet with leaders in local government.

1d) Work with other organizations like the Wilmette League of Women Voters, the Chambers of Commerce and the local Historical Museums.

1e) Work with Fair Housing (and Housing Counseling) staff to identify distinctions between the NT feeder communities and best tactics to connect; understand how NT feeder towns may differ and be similar to Evanston.

1f) Meet with local governments to increase varied/affordable housing options and to build inclusive communities.

Board of Directors and Board Committees

Strategy #1 — Fiduciary Responsibility: Funding and Budgeting

The Board of Directors will continue to refine and increase our fiduciary responsibilities to support Open Communities through our individual funding, fundraising and the measuring/managing of the budgeting and overseeing the financials.

Goals FY 2023-24:

1) Educate Board Members so they will clearly understand the different types of funding with definitions and historical trends for each.

2) Develop accurate post-pandemic budget expectations based on staff identifying potential new sources of unrestricted, non-governmental funding. Quarterly monitoring of progress.

3) Utilize financial dashboard created by staff for tracking and reporting with:

- financials at-a-glance (rev & exp)
- donors by category
- Expected donors continuing in future, new donors, etc.
- % to goals, etc.

4) Shift from tactical to strategic thinking (high level decision-making)

- Develop mission-focused guidelines for settlement spending for staff to implement.

5) Based on mid-year financial markers and achievements, define Year 2 and 3 goals.

Strategy #2 — Clarity and Accountability for Strategic Direction

The Board of Directors will continue to refine, monitor and hold the organization accountable for progress in aligning the organization with the Strategic Plan.

Goals FY 2023-24:

1) Shift from tactical to strategic thinking & decision-making in all board meetings and decisions.

2) Utilize dashboard developed by staff that will allow us to monitor, integrate and compare data for:

3) Define our impact on root causes (systemic housing inequities) and work with staff to find key indicators of how we are making a difference.

- Partner on developing organization Theory of Change.

- Consider program committee?

4) Review and measure implementation of the Year 1 strategic plan while refining the Years 2

and 3 plans based on learnings.

Strategy #3 — Public Standing, Community Perception, Outreach

The Board of Directors will work to become better educated in both Open Communities work and housing in general so to become influencers with the public and better overall ambassadors.

Goals FY 2023-24:

- 1) Understanding the impact and becoming fluent with organization vision/ mission/ values, data and stories, etc.
 - Use the organization's dashboard with marketing info: website visits, social media hits, number of volunteers, etc. to better understand the impact
 - Make sure that all board members see when we are in the press, and take pride in what we are doing.
 - Board members should try to attend all events and some trainings. Stipulate expectations in onboarding materials.
- 2) Develop a communication plan to ensure board and key stakeholders are updated with

stories of impact and important data metrics that demonstrate the organization's outcomes and impact (short/long term)

- 3) Build our impact by being ambassadors with community partnerships, donors and friends
 - share & prioritize events to attend
- 4) Provide input and feedback to staff on new general communications tools like website and other public items to provide the "layman's" point of view.

Strategy #4 — Building the Board, Operations, Relationships, Fundraising

Build a stronger, more informed and involved Board of Directors, with a goal of equity and justice in how we function and through decision making.

Goals FY 2023-24:

- 1) Create a plan for knowledge sharing (education, training by staff) which includes board sharing knowledge between themselves and between committees. Ideas include:
 - Presentations by various directors
 - Reports from staff on interactions with clients
 - More interaction generally with staff
 - Mission-related activities that allow board members, volunteers and staff to work together.
 - Invitations to public workshops
 - More in-person meetings (so less isolated from each other and mission)
 - Inclusion on emails with news about ongoing housing issues
- 2) Determine the appropriate committee structures and how to enhance the committee involvement:
 - assign 1 relevant staff member to each committee
 - create clear tie of committee to staff work
 - develop structure, clarity of purpose, accountability
 - set annual committee goals

3) Develop on-boarding process and materials, including expectations, general info on housing

(definitions, data), board calendar, committee info, org strategy, etc.

- 4) Complete a plan on individual Board members giving/getting and time expectations for gifts. Best practice to meet individually with board members to talk about value, need and financial giving intentions.
- 5) Establish processes for the Executive Committee including meeting schedules (Board, Executive, Finance and other committees) and establish overall goals for the year.
- 6) Add two to four qualified new members to the board.
- 7) Evaluate progress and finalize committee goals in third quarter (add to Years 2 & 3)