



Transitions Board of Directors Minutes

Susquehanna University Downtown Center – Selinsgrove, PA

August 26, 2025

MINUTES COMPILED AND SUBMITTED BY: Jen Drouin, Executive Assistant
 Reviewed by Secretary, Christine Dotterer

NOTE: All attachments and reports are on file with the Secretary

ATTENDANCE: P = PRESENT IN PERSON C = ON CONFERENCE CALL A = ABSENT L = ON LEAVE

	BOARD MEMBER		BOARD MEMBER		BOARD MEMBER
P	Sabra Karr, Co-President	P	Carol Apple	P	Armenta Hinton
P	Francy Magee, Co-President	P	Kendra Aucker, Past Board Co-President	P	Bev Neidert
P	Anthony Butto, Vice President	P	Angela Brouse	P	Helen Nunn, Past Board Co-President
P	Ed Sigl, Treasurer	P	Vickie Brown	P	Sherri Rippon
P	Christine Dotterer, Secretary	P	D. Toni Byrd,	P	Lisa Sojka
P	Mae-Ling Kranz, CEO	P	Terri Fortuna	P	Lucille Tarin
		A	Sue Greene	P	Erin Wolfe

STAFF PRESENT: Jen Drouin, Amy Gronlund, Mae-Ling Kranz, Heather Over

GUESTS: Sue Auman

5:30PM – 5:35PM	Welcome	Francy, Co-President
5:35PM – 6:15PM	Dinner and Facilitated Discussion	Everyone
6:15PM – 6:50PM	Presentation: From Awareness to Action: The Power of Community Impact	Sue Auman, Guest Speaker Sue Auman’s presentation is attached to the meeting minutes.
6:50PM – 6:55PM	Break – 5 minutes	Everyone
6:55PM – 7:15PM	Transitions’ Feasibility Study	Amy Gronlund, Development Director Amy Gronlund’s presentation is attached to the meeting minutes.
7:15PM – 7:20PM	The Importance of Board Giving	Lucille Tarin & Angie Brouse, Board Members Lucille Tarin and Angela Brouse’s presentation is attached to the meeting minutes.

Transitions Board of Directors Meeting Minutes

AGENDA ITEM/SUBJECT	DISCUSSION SUMMARY	ACTION AND REQUIRED FOLLOW-UP
CALL TO ORDER (Francy Magee)	Board Co-President Francy Magee called The Meeting to order at 7:30 pm.	
ROLL CALL	Jen Drouin took roll call.	
SECRETARY’S REPORT (Christine Dotterer) Approval of Minutes from 6/24/2025	Minutes were previously distributed.	<u>Motion by Angela Brouse:</u> To accept the Minutes of June 24, 2025, <u>Seconded by Helen Nunn.</u> <u>Motion carried.</u>

<p>CEO/AGENCY REPORTS (Mae-Ling Kranz)</p>	<p>What Are Grant Certifications? When we accept federal grants, we have to sign “certifications.” These are the rules and conditions that outline what we agree to do with the funding—everything from how we spend money to making sure services are accessible and nondiscriminatory. They are meant to ensure accountability, but in recent months, some new certifications have been added that are raising concerns for victim service providers across the country.</p> <p>Recent Updates Right now, the Department of Justice/Office on Violence Against Women (DOJ/OVW) and the Department of Housing and Urban Development/Health and Human Services (HUD/HHS) are both involved in lawsuits about these new requirements. For HUD and HHS programs, a Temporary Restraining Order (TRO) is in place that prevents the government from enforcing certain controversial conditions while the case moves forward. Similar litigation is happening with DOJ/OVW certifications where a preliminary injunction has been issued on behalf of the victim service coalitions and programs.</p> <p>Victim service programs are also starting to raise legal challenges with the Office for Victims of Crime (OVC) over certification language they believe goes beyond what Congress intended. The outcome of these cases will shape what we have to agree to when accepting federal funding. For organizations like ours, these decisions matter because they directly affect how we certify compliance and, ultimately, how we are able to keep services survivor-centered and accessible.</p> <p>Bottom Line We are closely monitoring these cases to ensure Transitions stays compliant with grant requirements while protecting survivor access to critical services.</p>	<p>Members should read Mae-Ling’s and the other staff’s reports and contact Mae-Ling with any questions.</p>
<p>FY 25-30 STRATEGIC PLAN PRESENTATION (Heather Over)</p>	<p>Heather Over presented a draft of the FY 25-30 Strategic Plan. Heather Over’s presentation is attached to the meeting minutes.</p>	<p>Please refer to the Strategic Planning Presentation attachment at the end of the minutes.</p>

		<p><u>Motion by Anthony Butto:</u> To accept the FY 25-30 Strategic Plan, <u>Seconded by Lucille Tarin.</u> <u>Motion carried.</u></p>
<p>TREASURER’S REPORT (Mae-Ling Kranz) Approval of Variance Reports</p>	<p>Mae-Ling Kranz, CEO, presented a finance committee presentation titled “From Duty to Data.” The presentation is attached to the meeting minutes.</p> <p>Mae-Ling Kranz, CEO, presented the Variance Dashboard. The summary provides an abridged overview of the agency’s finances.</p> <ul style="list-style-type: none"> • Key Takeaways <ul style="list-style-type: none"> ○ Salary expenses are 98% of the budget for the fiscal year and benefits are at 73%. ○ Income is at 106% of budget for the FY. ○ Cash is currently down 40% compared to last fiscal year. ○ A/R are up by 51% compared to last year. • Total Assets <ul style="list-style-type: none"> ○ The accounts receivable is up 50% compared to last FY at this time. ○ The Vanguard account is up 9% from the previous year. ○ Overall, there is a 0% change from last year. • Budget vs. Actual YTD through end of June 2025 (12 months) <ul style="list-style-type: none"> ○ Income is 106% of the budget for the FY. ○ Contributed support was over budget by 11% • Finance is preparing for another single audit with Baker Tilly. <p>The Variance dashboard was previously distributed to the Board.</p>	<p><u>Motion by the Finance Committee:</u> To accept the Treasurer’s Report through June 2025, <u>Seconded by Toni Byrd.</u> <u>Motion carried.</u></p>
<p>STANDING COMMITTEE REPORTS Auction (Sheri Rippon)</p>	<ul style="list-style-type: none"> • The Auction Committee has a meeting on Zoom on September 2, 2025 • New Board members can attend any auction meetings. • The 2026 Auction will be at Susquehanna University on June 3, 2026. 	

<p>Development and Public Relations (Angela Brouse)</p> <p>Personnel (Helen Nunn)</p> <p>Finance (Ed Sigl)</p> <p>Governance (Francy Magee)</p>	<ul style="list-style-type: none"> • Angela Brouse is the new chair of the Development and PR Committee. • Angela Brouse and Lucille Tarin presented about the PR and Development Committee during the board retreat, and the presentation is attached to the meeting minutes. • The Personnel Committee has a meeting on September 11, 2025. • No update. • Francy Magee is the new Chair of the Governance Committee. • Francy Magee will send out a reminder email asking board members to complete their end-of-year surveys. 	
<p>NEW BUSINESS (Mae-Ling Kranz)</p> <p>STAFF MEETINGS PARTICIPATION BY THE BOARD (Francy Magee)</p> <p>EXECUTIVE SESSION (Francy Magee)</p>	<ul style="list-style-type: none"> • There are new forms and clearances that all board members must complete to comply with the funder’s requirements. The forms are available at the board meeting. • The forms are the following: Code of Professional Responsibility, Health and Safety Policy, Conflict of Interest Policy, Confidentiality Policy, and the Religious Non-Affiliation Policy. • Board members must also obtain the following clearances: State Police clearance, FBI clearance, and PA Child Abuse clearance. • These forms and clearances must be completed by January 1, 2026. <p>Staff meetings are held on the 1st and the 3rd Tuesdays of each month at 2 pm. Staff In-Service will be the 3rd Tuesday of the month at 2 pm for Education. Board members interested in attending, please contact Shannon Fisher, who is facilitating the virtual meetings. Shannon_f@transitionsofpa.org 570-490-0410</p> <p>Staff was excused from the meeting, and the Board adjourned into the Executive session at 8:32 pm.</p>	<p><u>Motion by Toni Byrd:</u> To adjourn to Executive Session, <u>Seconded by Kendra Aucker.</u></p>

	The Board returned to regular session, adjourning the meeting at 8:37 pm.	<u>Motion carried.</u> <u>Motion by Helen Nunn:</u> To return to regular Session and adjourn the meeting, <u>Seconded by Vickie Brown.</u> <u>Motion carried.</u>
NEXT MEETING DATE (Francy Magee)	The next meeting date is Tuesday, September 23, 2025, from 7:00- 8:30 pm at the Evangelical Community Hospital Miller Conference Room.	Committee reports are due Tuesday, September 12, 2024 , at noon.
ADJOURNMENT	The Meeting was adjourned at 8:37 pm.	

From Awareness to Action: The Power of Community Impact

1

“This board is fantastic.
You hear horror stories about
non-profit boards; that’s never
been my experience.”

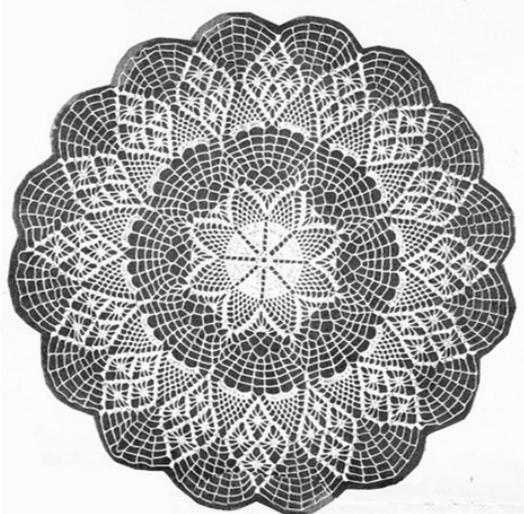
MAE LING KRANTZ,
TRANSITIONS

2



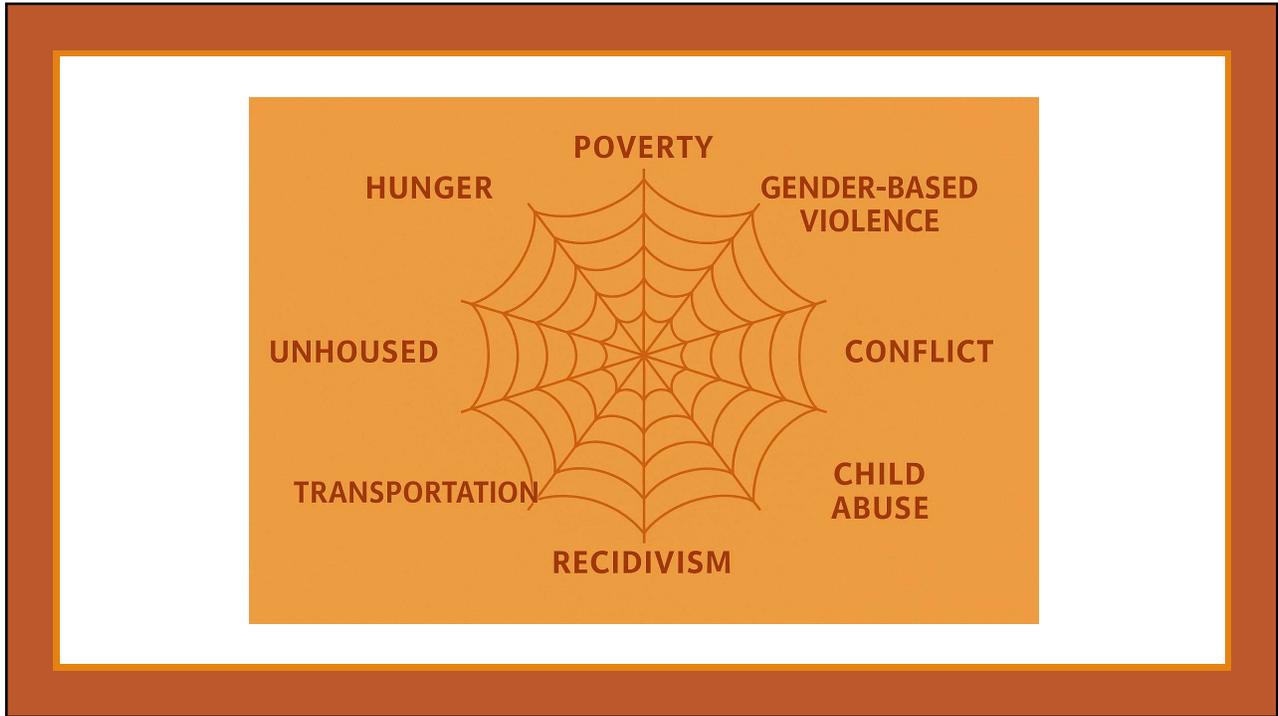
The
Valley
We Call
Home

3



Our Lives
are
Interwoven

4



5

THE NETWORK OF DIFFERENCE MAKERS

Our region is stronger because of the people who hold the threads together.

The slide has an orange background with a large, light-colored spiderweb graphic on the right side. The text is on the left side.

6

SHARING RESOURCES



"I believe the key to a strong local nonprofit network is sharing resources. We already have the passion and a deep understanding of our community's needs - now we need to focus on collaboration and exchanging tools for success, instead of competing over limited grants, volunteer time, and donations."

EMILY GORSKI, DIG FURNITURE BANK

7

INFRASTRUCTURE NEEDS



"One of our biggest challenges is finding the resources to meet our significant infrastructure needs. Furniture banks like ours require enough space to store items safely and with dignity, while relying heavily on people power for the physically demanding and emotionally taxing work of moving furniture and serving families in crisis."

EMILY GORSKI, DIG FURNITURE BANK

8

COMMITMENT TO SERVICE



“Everyone in the community has something to offer and being willing to listen even when you might not agree helps to create a feeling that every person has a voice. What is needed is a commitment to service and a willingness to do the hard work, including seeing conflict as necessary to find the best solutions to meet the needs of our community and those in need.”

CONFLICT CAN BE NECESSARY

SCOTT KERSTETTER, UNION COUNTY PROBATION

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HONESTY, RELATIONSHIPS AND SCRAPPINESS

“Our success comes from strong relationships. It also comes from an honest commitment to listening to the voices of those we serve to help guide our way. In a rural area, we have to be scrappy, creative, and collaborative.

While we do need more resources, we’ve learned to amplify our impact by working together, communicating clearly, bringing in unlikely partners, and helping community members find where they fit in to foster the safe, healthy, and thriving community we all want.”



SUSAN JORDAN, SUSQUEHANNA VALLEY MEDIATION

10

A STRONG SAFETY NET



“As a student affairs professional in higher education, my job is to bolster the strength of an institution's "Safety Net" which supports every community member's ability to assist students who are struggling, before they fall too far.

A strong Net is created not only by having necessary resources in place, but also by building policies that address multi-layered situations, practices that equip community members with knowledge and skills to identify and refer students, and programs that normalize “help-seeking” and make resources feel accessible.”

FRANCY MAGEE, BOARD CO-CHAIR

VICE PRESIDENT FOR STUDENT LIFE AND DEAN OF STUDENTS SUSQUEHANNA U

11

A STRONG SAFETY NET



“The idea is to create a community of care and connection with resources that feel integrated into the college experience. The safety net gets students back on track with their educational goals, matching the institutional goal of conferring degrees.

...the Net supports everyone's success—it helps faculty, staff, and other students to help students, promotes student success, and allows the institution to fulfill its promise of graduation. To me, the investment in a strong safety net—the creation of resources, along with a culture of care and connection—is an investment in the community itself.”

FRANCY MAGEE, BOARD CO-CHAIR

VICE PRESIDENT FOR STUDENT LIFE AND DEAN OF STUDENTS SUSQUEHANNA U

12



SUSIE WELLER,
Union-Snyder CAA

ADDRESS THE UNDERLYING CAUSE



"The greatest challenge is meeting complex, growing needs with limited and often inflexible resources, while trying to address the root causes of poverty in a system designed to address symptoms."

13

"The key to ensuring that local nonprofits work well together lies in each agency focusing on their mission and the needs of the community, not their own organizational interests and recognition. We have seen great success when agencies come together with this mindset."

— MEGAN BAIR, CEO
CENTRAL SUSQUEHANNA
OPPORTUNITIES



SUSTAINABILITY WITH EVER CHANGING FUNDING

The greatest challenge that CSO faces in serving the low-income community is navigating complex community needs with ever changing funding. As operational costs and community needs increase, we are challenged with finding sustainable funding that will allow CSO to continue to offer services that help families moves towards self-sufficiency.



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FUNCTIONAL, CONSISTENT AND TRUSTING RELATIONSHIPS

“Crises rarely follow a predictable path, and our work requires balancing immediate safety and mitigating risk with long-term stability and healing. The key to success is a functional and consistent trusting relationship.”

– JEN EVANS,
SNYDER COUNTY CYS



COORDINATE RATHER THAN COMPETE

“The key to our local social service groups working well together is collaborative communication, shared goals, and a genuine commitment to supporting each other’s work. When agencies coordinate rather than compete, the community receives a stronger, more seamless safety net for each child and family and a stronger overall community.”



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BETTER COMMUNICATION



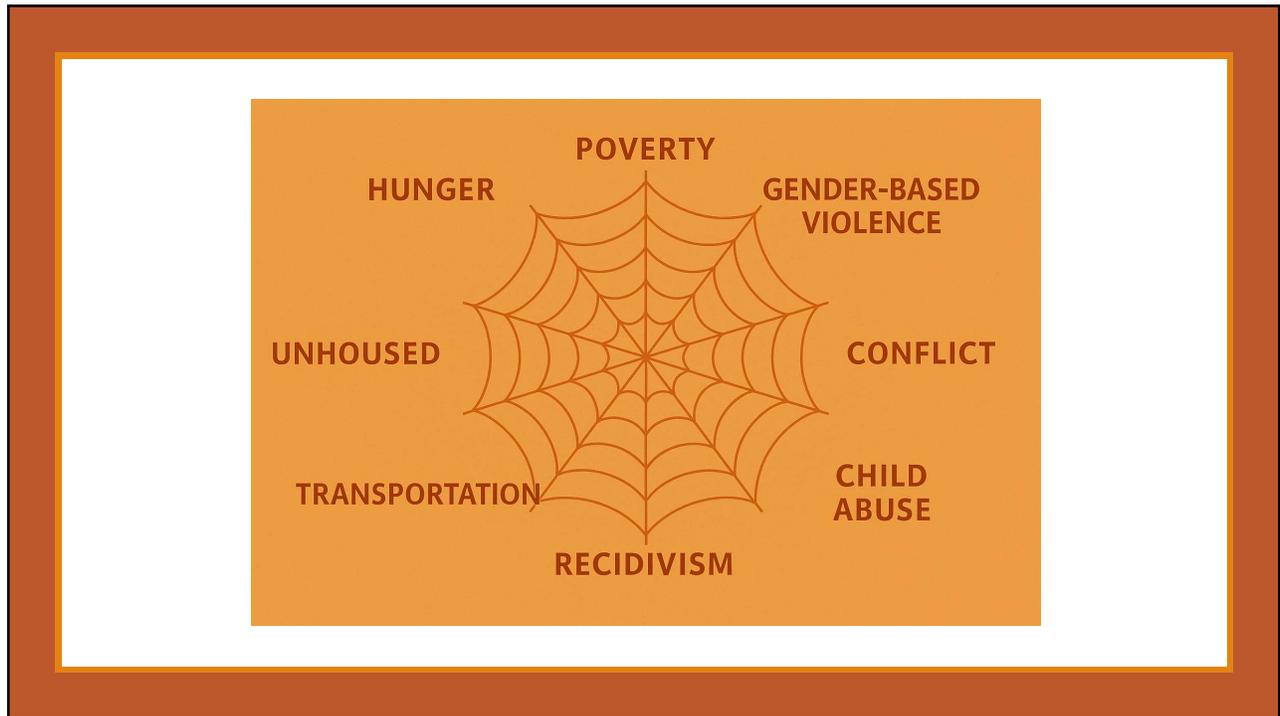
"The YMCA’s mission is to serve all people. We depend on staff and volunteers to do this. At times, our staff is stretched thin and their time to provide programs is limited. Communication is the key for non-profits to work well together. When one of us has a need, it may be filled by another non-profit organization who can provide help and vice versa. Better communication can help us to all be more efficient which will allow us to have more impact.”

– BONNIE MCDOWELL,
Greater Susquehanna Valley YMCA

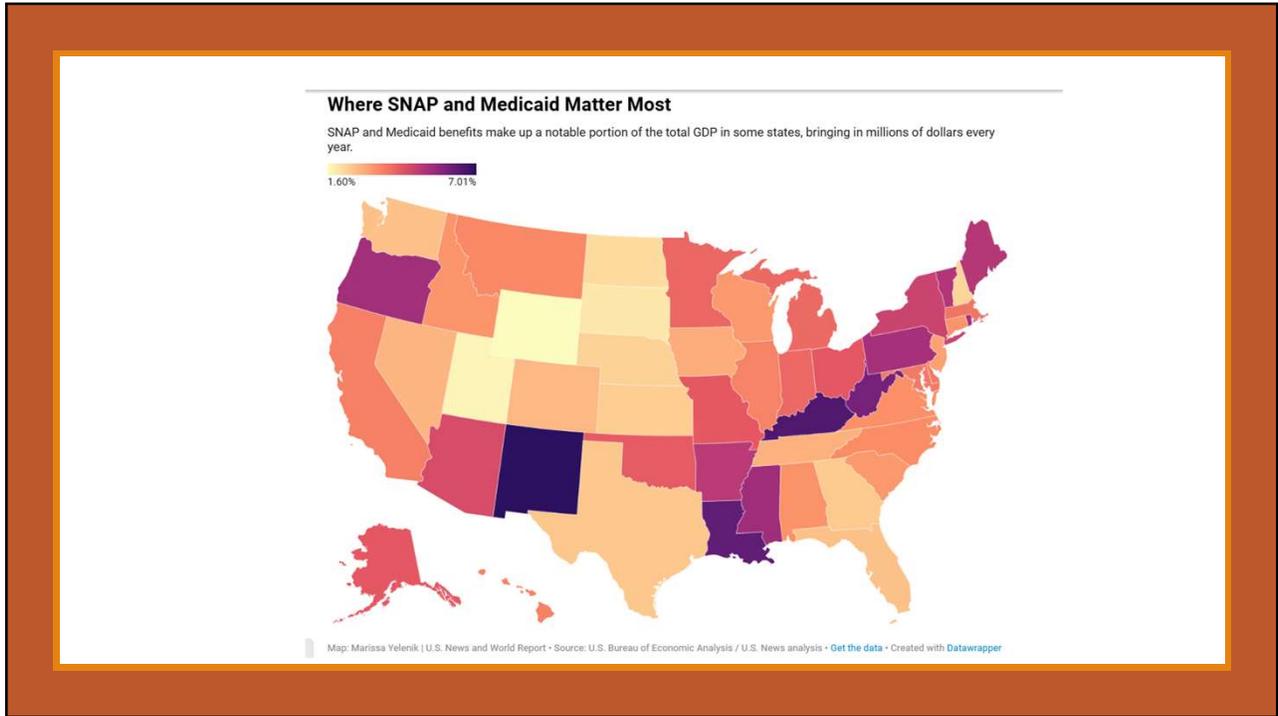
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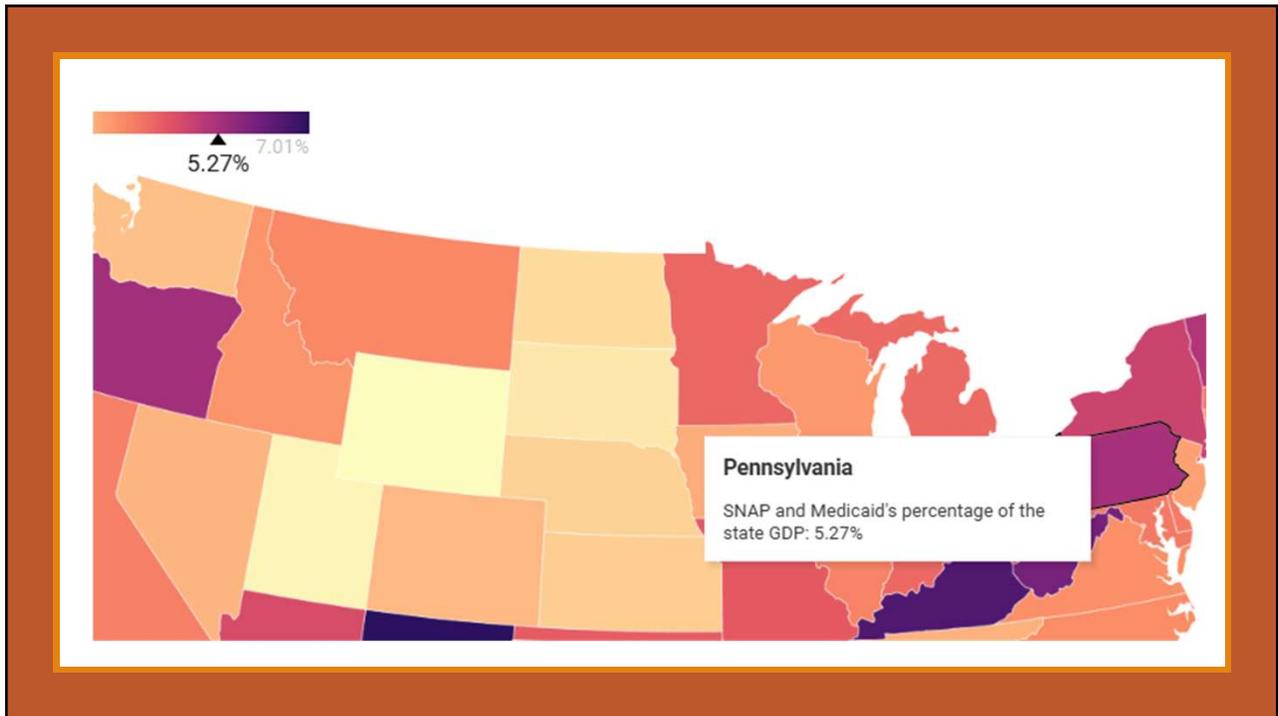
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A FANTASTIC BOARD

Sabra Karr

Francy Magee, Ed.D.

Anthony Butto, DSW

Christine Dotterer, MD

Ed Sigl

Helen Nunn

Kendra Aucker

Mae-Ling Kranz

Erin Wolfe

Armenta Hinton, Ph.D.

Sheri Rippon

Carol Apple

Sue Greene

Lucille Tarin

Vickie Brown

Terri Fortunata

Bev Neidert

Lisa Sojka

D. Toni Byrd

Angela Brouse



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You don't need to know everything —
you just need to start the conversation.



Be engaged locally

Every thread you strengthen here reinforces the whole.



Understand the connections

See how our choices link to the larger web.



Act

Even a small stitch adds to the integrity of the pattern.

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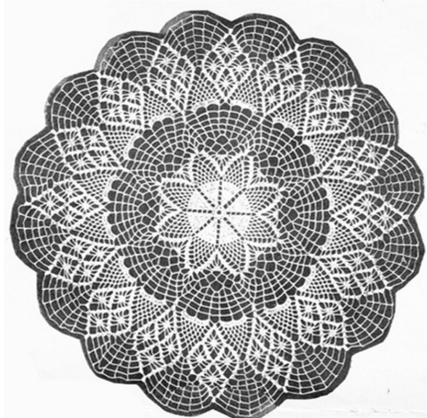
FROM AWARENESS TO ACTION

‘When awareness becomes action, and action becomes collective, the community wins.’

- Sue Auman

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THANK YOU!



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**COMPREHENSIVE BUILDING
CAMPAIGN FEASIBILITY
AUGUST 2025**

August 2024-August 2025 Comprehensive Building Campaign Concept to Campaign Feasibility Survey



August 2024

- Presented concept to the board.
- Permission to proceed with a feasibility study was granted.



Sept. 2024 –
March 2025

- Developed a list of Feasibility Study participants
- Wrote a case for support, a survey, and worked to secure land.



March 2025

- Paused to digest new presidential executive orders and federal funding cuts.



April 2025

- Instructed to proceed by leadership.
- Revisions to Case and Survey with PR and Dev. Committee.



June 2025

- Polished Case and Survey.
- Prepared Materials.



Late July 2025
to Present

- Teamed up with Sue Mathias to present case and feasibility survey to participants.

A Vision Realized: A Sanctuary of Healing and Empowerment Building Hope. Restoring Lives.

Transitions of PA's growth (2015-2025)

- 19 – 34 Employees
- Expanded Services
 - Housing Department
 - Transitions Legal Center
 - Fairl Family Justice Center
 - Holistic continuum of care with an enhanced trauma-informed approach.

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Challenges:

➤ Disjointed Services

- Spread across several locations, survivors must navigate different buildings for multiple services.





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Challenges Continued:

- Barriers to Equity
- Capacity Constraints
- Aging Infrastructure and Rent
- Operational/Functional Challenges
 - Current safe houses often hinder survivors' paths to healing.



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Proposed Facility:

- Comprehensive Centralized services under one roof, along the Route 15 Corridor.
- Safe House
- Family Focused and Private Areas
- Safety and Security



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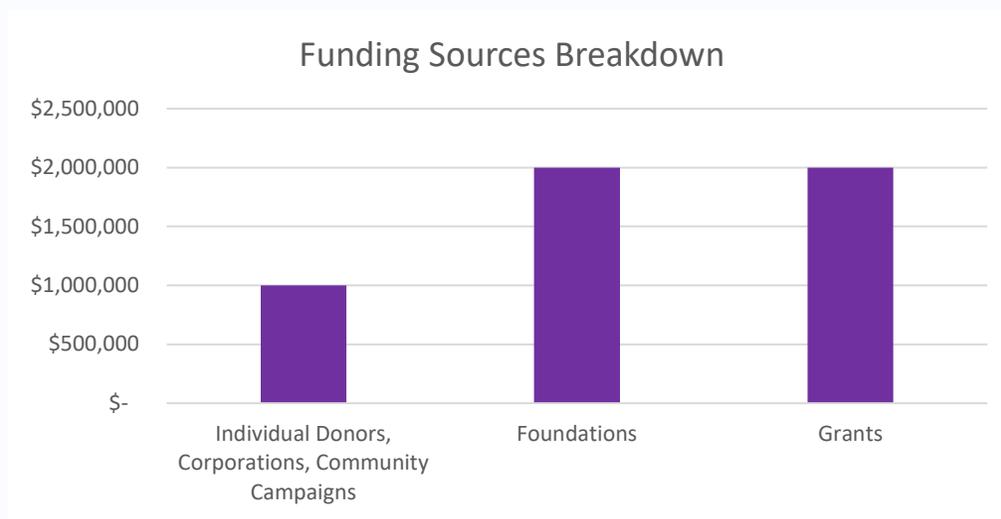
Proposed Facility Continued:

- Innovative Spaces
- Operational Sustainability
- A Forward-Facing Approach to Safety and Accessibility
- Community Impact

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Funding Plan:

- Goal: \$5 million
- 2 -5 acres of Land - potential donation near the Route 15 corridor





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Goals of the Campaign Feasibility Study

- Gauge donor interest and capacity to support a \$5 million capital campaign.
- Identify potential challenges and opportunities for the campaign.
- Engage key stakeholders in shaping the vision for the new facility.
- Build momentum and a solid foundation for campaign success.



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Survey:

- Please return as soon as possible using the QR code, URL, or paper copy.



<https://app.dvforms.net/api/dv/7oqv02>



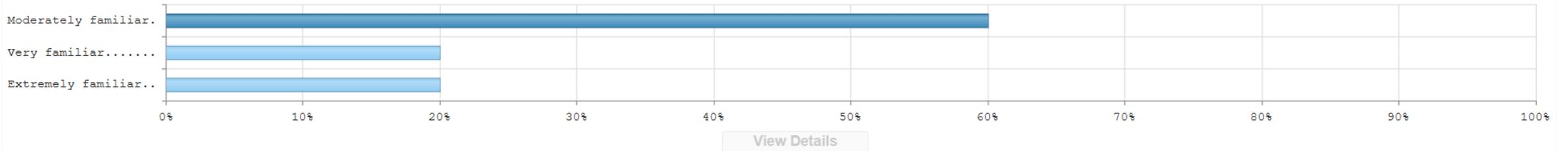
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Survey Results so Far:

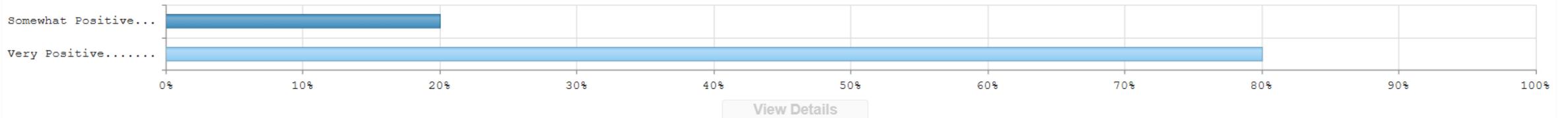
- Presented the Case to 9 Households/Individuals, foundations.
- Plan to present to 6 – 10 more households/individuals.
- Collecting surveys from 19 board members.
- Collected 5 survey responses to date.

A Vision Realized: A Sanctuary of Healing and Empowerment
Building Hope. Restoring Lives.
Summary of Survey Results

General Impressions How familiar are you with the mission and services provided by Transitions of PA?



What are your initial impressions of the vision for the new comprehensive crime victim center?

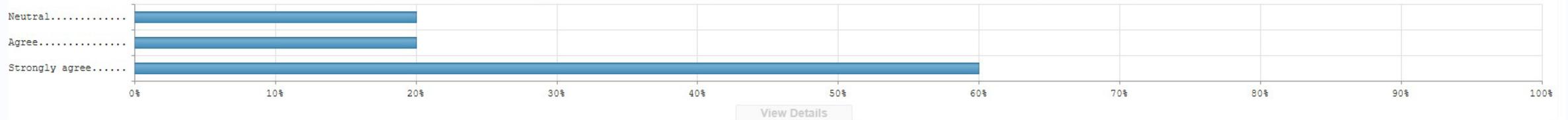


Do you see a need for such a center in our community?



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Summary of Survey Results

Community Needs Do you believe the proposed center addresses gaps in current services for survivors of domestic violence, sexual assault, and other crimes?



Location and Accessibility Does the proposed location along the Route 15 Corridor align with the needs of survivors in the community?



A Vision Realized: A Sanctuary of Healing and Empowerment Building Hope. Restoring Lives. Summary of Survey Results

Financial and Campaign Feasibility Does the \$1 million fundraising goal from individuals and corporations seem achievable?



Is Transitions of PA one of your top 3 philanthropic priorities?



Would you consider donating to this campaign?

If so, at what level would you consider donating over a 3-5 year period?

- Up to \$10,000
- \$10,001 - \$24,999 (1)
- \$25,000 - \$49,999
- \$50,000 - \$99,999 (2)
- \$100,000 and up
- I will donate but can not choose a category at this time. (3)
- I would not donate to this campaign.



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Survey Results:

- Overall impressions from interviews:
 - Very positive responses from interviewees – just one seemed to need more info – and planned to further read materials.
 - Varying degrees of awareness of Transitions and breadth of services.
 - Ambitious but doable goal.
 - Sees the need- Of course I will support this!
 - Thank you for all the work that Transitions does.



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Survey Results:

- Strengths noted during interviews:
 - Public-facing facility; focusing on crime, not the victims!
 - Now is a good time to ask, the market and investments are up!
 - Wonderful vision!
 - I trust the organization and those involved to do what is best!
 - I like the forward-facing aspect.
 - You have built a good case.



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Survey Results:

- Concerns/Questions noted during interviews:
 - Do we need a safe house in Snyder County
 - Other campaigns: WVIA, Campus Theater, WellSpan
 - Is safety good enough with the forward-facing concept



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Survey:

- Happy to meet individually to answer any questions or provide more information, especially for new board members.
- Return your surveys as soon as possible

Next Steps:

- Confirm a donation of land.
- Collect more survey data and work with PR and Development Committee to interpret results and determine if a campaign is feasible.
- If so, begin the silent phase promptly and possibly plan to go public in July of fiscal year 26-27.



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Building Hope. Restoring Lives.

Thank
You

Transitions Board Retreat

Development Update
August 26, 2025
Angela Brouse
Lucille Tarin

What motivates you to give to an organization?



Join at [menti.com](https://www.menti.com) | use code 33416184

What motivates you to give to an organization?



Our Shared Commitment

Giving is personal.

What we aspire to:

- 100% participation, every year
- Be in your top 3 giving priorities
- Pace-setting campaign gifts

Your Generosity

Position of strength at 95% participation

Average gift ranges from \$1,389-\$2,132

Approx. \$40,000 collectively (includes non-gift revenue)

You give in many ways!

Annual Appeal	11
Give for DV Day	4
Raise the Region	8
Quilt Raffle	13
Auction	
Purchases	13
Attendees	13
Donations	14

Ways to Give

What is the organization's preference?

Annual, recurring, pledge over time

Multiple appeals per year

Estate

Join us!

Thank you!

Questions? Reach out to a member of the Development Committee:

Angela Brouse, Chair

Amy Gronlund

Sabra Karr, Co-President

Mae-Ling Kranz

Marsha Lemons

Sue Mathias

Helen Nunn

Lucille Tarin

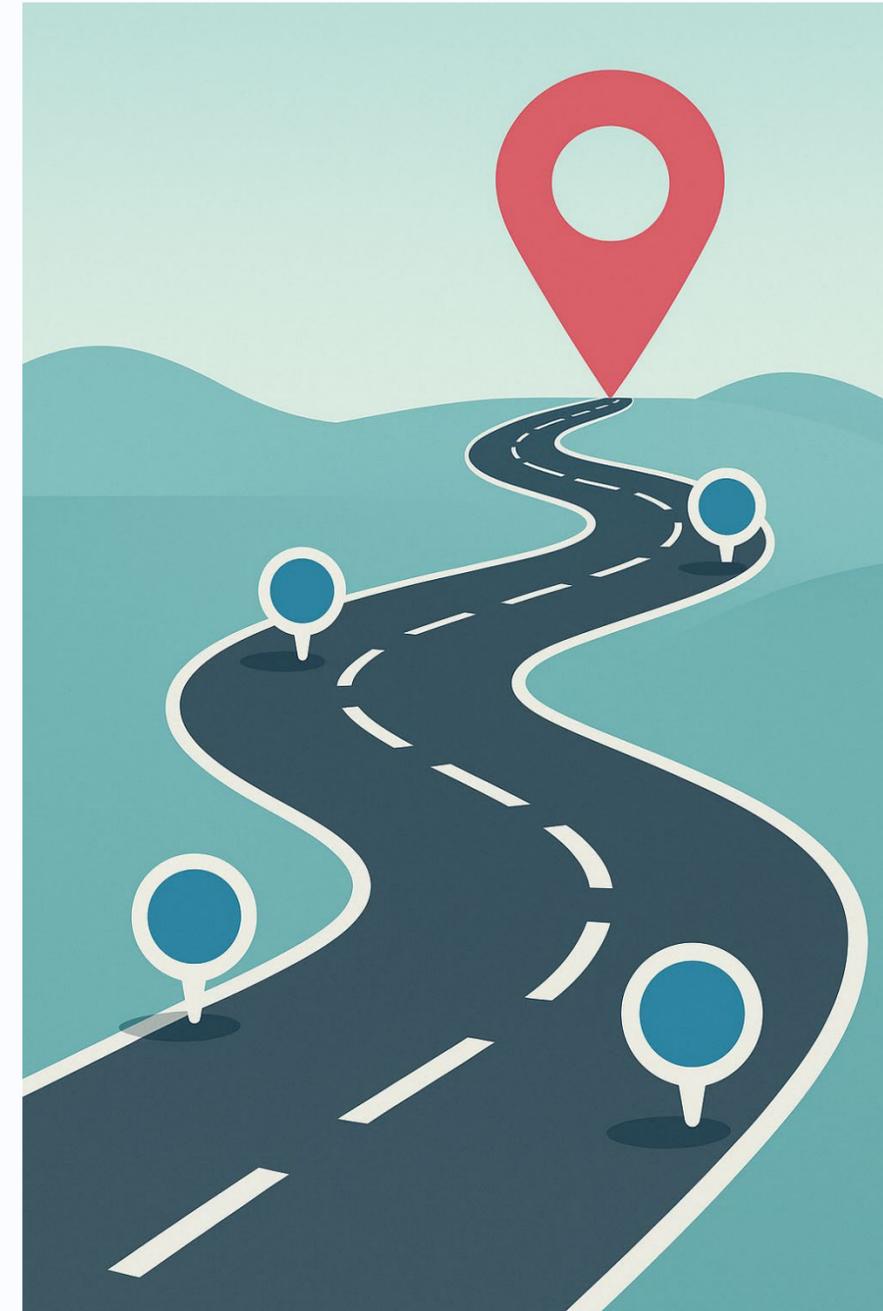
Transitions of PA

2025-2030

Strategic Plan

A Roadmap for Growth

- Aligns with mission & vision
- Responds to changing needs
- Guides growth & impact



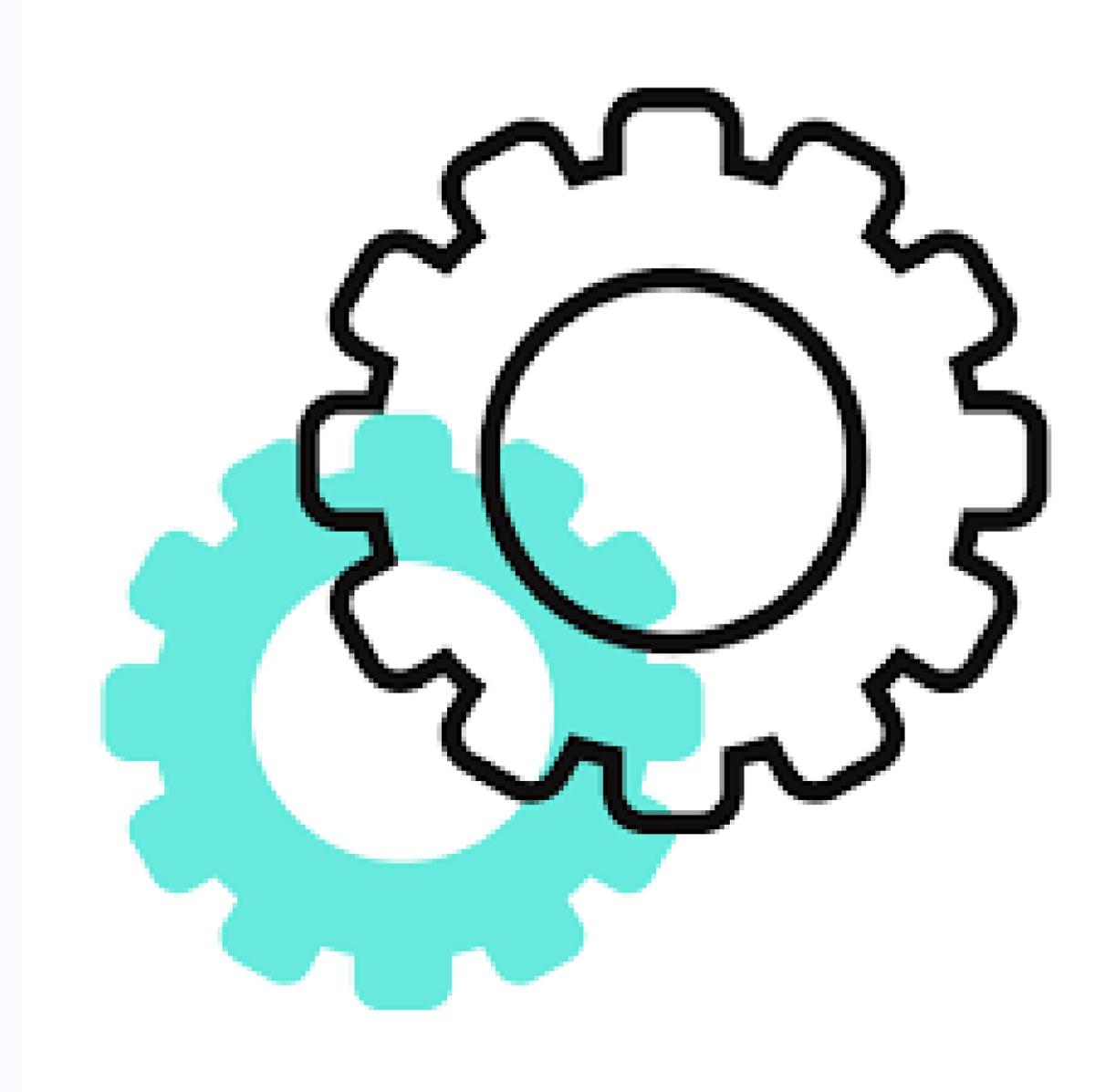
How We Built the Plan

- Staff, Board, Committees
- Community input
- Data & trends
- Collaborative process



Strategic Framework

- Organizational Development
- Organizational Culture
- Service Delivery & Impact
- Community Engagement
- Policy & Systems Advocacy
- Infrastructure
- Financial Viability
- Board Operations



Organizational Development

- Ongoing training calendar
- Safety-focused trainings
- Staff feedback integration



Organizational Culture

- Equitable & supportive environment
- Transparent communication
- Annual HR policy audits



Service Delivery & Impact

- Set annual performance targets
- Track & adjust by outcomes
- Survivor-centered focus



Community Engagement

- Quarterly partner meetings
- Active coalitions & task forces
- Community partner toolkit



Policy & Systems Advocacy

- Strengthen advocacy capacity
- Monitor legislation & regulations
- Train staff, board, volunteers



Infrastructure

- Facility audit & planning
- Strong financial reporting
- Annual external audit



Financial Viability

- Align facilities with service goals
- Diversify funding streams
- Strengthen partnerships



Board Operations

- Governance updates
- Committee engagement
- Leadership development



Implementation & Accountability

- Clear leads assigned
- Timelines & color-coded tracking
- Bi-annual reviews



Measuring Success

- Benchmarks & metrics
- Annual check-ins
- Mid-point & final evaluation



Looking Ahead

- Ambitious & realistic
- Staff, Board, Community collaboration
- Preparing for the future



Q&A and Conclusion



BOARD OPERATIONS

		Green = On-Track	Yellow = Minor Delays	Red = Major Delays	Purple = Completed	Blue = Future Objective	
STATUS	BOARD OPERATIONS BOARD OF DIRECTORS	OBJECTIVES:			ACTIVITIES:	TIMELINES/ MEASURES	ACCOUNTABLE PERSON(S)
	<p>Strategy 1: Maintain and strengthen a high-performing, engaged Board of Directors that operates collaboratively with organizational leadership, ensures effective governance, and advances Transitions' mission through strategic oversight, resource development, and community engagement.</p>	<p>Objective 1: Ensure the Board of Directors maintains overall accountability for sustaining a diverse, skilled, and engaged governing body by revising committee reports and monitoring Board development progress.</p>	1. Receive an annual update from the Governance Committee on Board recruitment, onboarding, and training efforts.	Annual (Q4)	Board President, Governance Committee, CEO		
			2. Receive an annual update from the PR & Development Committee on recognition of Board service and engagement.	Annual (Q4)	PR & Development Committee, CEO		
			<p>Objective 2: Maintain and build upon strong communication between the Board, CEO, and staff to support governance and alignment with organizational priorities.</p>	1. Schedule and hold regular Board President(s), Vice President(s) and CEO update sessions to review priorities and address emerging needs sharing updates with the full board outside of formal meetings as necessary.	Monthly	Board President(s), Board Vice President(s), and CEO	
				2. Continue to provide monthly written CEO/Program Reports to the Board summarizing organizational progress, challenges, and opportunities.	Monthly	CEO/COO, Outreach & Education	
				3. Share an annual presentation to highlight mission impact and strategic progress.	Annual (Q1)	CEO, COO, and Directors	
				4. Continue incorporating staff presentation or program spotlights into Board meetings throughout the year to strengthen Board-staff connection.	Ongoing as scheduled	CEO, Executive Assistant (supporting role)	
			<p>Objective 3: Maintain and strengthen the Board's understanding of organizational performance and impact to support informed decision making and strategic alignment.</p>	1. Provide quarterly updates on strategic plan, including any key performance indicators.	Quarterly	CEO, COO, and Leadership Team	
				2. Share a quarterly organizational dashboard highlighting program outcomes and community impact.	Quarterly	CEO, COO, Programs Directors	
				3. Conduct an annual deep-dive session to discuss program impact and service delivery trends.	Annual (Q3)	CEO, COO, Program Directors	
			<p>Objective 4: Continue to foster a culture of continuous Board engagement beyond formal meetings.</p>	1. Promote an organizational culture where Board members remain actively engaged with Transitions' mission and stakeholders outside of formal Board meetings, reinforcing strong connections between governance, staff, and community.	Ongoing	Board Members, CEO, COO	
	2. Facilitate opportunities for Board members to connect with staff and volunteers through site visits, program tours, and informal gatherings.	Semi-Annual		CEO, COO, and Programs Directors			

Green = On-Track		Yellow = Minor Delays	Red = Major Delays	Purple = Completed	Blue = Future Objective	
BOARD OPERATIONS		OBJECTIVES:		ACTIVITIES:	TIMELINES/ MEASURES	ACCOUNTABLE PERSON(S)
GOVERNANCE COMMITTEE						
Strategy 1: Ensure a diverse, skilled, and engaged Board of Directors	Objective 1: Sustain and strengthen recruitment, onboarding, and retention.	1. Maintain and annually report on the Board recruitment matrix, including progress towards generational, racial/ethnic, gender, geography, and skill diversity goals.	Annual (Q3)	Governance Committee		
		2. Implement and facilitate the annual Board recruitment plan informed by the matrix and organizational needs.	Annual (Q2-Q3)	Governance Committee, Board President(s), CEO		
		3. Conduct comprehensive onboarding for new Board members, including mission orientation, governance roles, committee assignments, and mentorship support.	Ongoing (Q1 emphasis)	Governance Committee, CEO, Executive Assistant (support)		
		4. Publish a Board Composition Report (matrix + progress on diversity goals) each year to the full Board.	Annual (Q3)	Governance Chair, Executive Assistant (support)		
		5. Conduct exit interviews when the Board members rotate off; report themes annually.	Annual (Q4)	Governance Committee		
Strategy 2: Strengthen the Board's capacity and effectiveness	Objective 1: Provide education, training and evaluation.	1. Offer optional educational opportunities for Board members related to organizational metrics, financial statements, and evaluation tools.	Ongoing	Governance Committee, CEO/COO, External Partners (as appropriate)		
		2. Conduct an annual Board self-assessment to evaluate overall governance effectiveness.	Annual (Q3)	Governance Committee Chair, CEO, Executive Assistant (support)		
		3. Use assessment results to align members with committees that match their skills and passions.	Annual (Q4)	Governance Committee Chair		
		4. Establish a semi-annual "Board Learning & Lessons" agenda item to reflect on what the Board and organization have learned from recent successes, challenges, or shifts in the external environment.	Semi-annual (Q2 & Q4)	Governance Committee		
		5. Invite Board members to propose agenda items/issues for consideration through a structured process (Governance Chair/Board President to collect and prioritize).	Ongoing	Governance Committee Chair/Board President(s)		
		6. Conduct an annual environmental scan presentation for the Board on external forces (funding trends, policy changes, community needs) and internal challenges.	Annual (Q1-Q2)	Governance Committee, CEO/COO		

		7. Include in the annual retreat an explicit conversation where the CEO outlines what she most needs from the Board to be effective in the coming year.	Annual (Q1 retreat)	CEO	
		8. Review Board meeting effectiveness annually (clarity of goals, time management, balance of staff presentations, and Board dialogue, respect and participation).	Annual (Q4)	Governance Committee	
		9. Afer self-assessment, Governance Committee provides a one-page action memo to the Board with 2-3 improvement priorities.	Annual (Q2-Q3)	Governance Chair, Executive Assistant (support)	
		10. Establish an annual generative discussion topic (e.g. "what lessons have we learned this year?") to encourage discernment/insight conversation and questins.	Annual (Q2 retreat or designated meeting)	Governance Committee, Board President(s)	
	Strategy 3: Maintain and strengthen effective governance practices and committee functioning.	Objective 1: Ensure committees operate effectively and support governance practices.			
		1. Recognize and celebrate committee achievements through Board meetings and reporting.	Ongoing	Governance Committee, Board President(s)	
		2. Maintain effective governance practices through regular committee reporting, policy review, and succession planning.	Ongoing	Governance Committee, CEO	
		3. Conduct an annual review of the bylaws to ensure compliance with legal requirements and alignment with best practices.	Annual (Q3)	Governance Committee, CEO, Executive Assistant (support)	
		4. Conduct an annual committee structure and effectiveness review, ensuring the right committees, task forces, and ad hoc groups are in place and functioning well.	Annual (Q2)	Governance Committee	
		5. Confirm the Executive Committee is operating within its defined role and not usurping full Board Responsibilities.	Annual (Q2-Q3)	Governance Committee	
		6. Develop a Committee Workplan Template to be used by all committees as a tool to track strategic activities and progress.	FY25-26 Q2 Rollout, ongoing use	Governance Committee, Executive Assistant (support)	
		7. Collect and review committee self-assessment (short form, 3-5 questions) and use them in the annual effectiveness review.	Annual (Q2-Q3)	Governance Committee	
BOARD OPERATIONS FINANCE COMMITTEE		OBJECTIVES:	ACTIVITIES:	TIMELINES/ MEASURES	ACCOUNTABLE PERSON(S)

	Strategy 1: Provide financial stewardship and transparency to ensure organizational sustainability and alignment with strategic priorities.	Objective 1: Support the Board's understanding of organizational performance through clear financial reporting and integration of financial insights into strategic discussions.	1. Review and present scheduled financial with a narrative summary (Account Receivable, P&L Budget vs. Actual, Balance Sheet Prev. YR Comparison) to the Board, highlighting trends, assumptions, risks, and opportunities.	Monthly	Finance Committee Chair, CEO, COO, Finance Director	
			2. Conduct an annual Board financial literacy refresher/training to ensure all members understand our financial statements and risk indicators.	Annual (Q1)	Finance Committee Chair, CEO, COO, Finance Director	
			3. Ensure standardized format of Board financial reports with visuals/dashboards to strengthen accessibility and transparency to support decision making.	Ongoing	Finance Committee, CEO, COO, Finance Director	
			Objective 2: Ensure compliance with financial policies and strengthen accountability in fiscal management.	1. Conduct an annual review of the Fiscal Management Policy to ensure compliance with Uniform Guidance, and best practices, and funder requirements.	Annual (Q3)	Finance Committee, CEO, COO, Finance Director
				2. Review and recommend updates to financial procedures or internal controls as needed. Conduct semi-annual spot checks of internal controls (cash handling, segregation of duties, approvals).	Ongoing, Semi-annual	Finance Committee, CEO, COO, Finance Director
				3. Review and approve the annual organizational budget prior to Board Adoption.	Annual (Q3)	Finance Committee, CEO, COO, Finance Director
				4. Monitor organizational reserves, cash flow, and risk exposure, recommending adjustments as needed to maintain financial health.	Quarterly	Finance Committee, CEO, COO, Finance Director
				5. Conduct an annual risk assessment of financial and operational exposures (e.g. cash flow, reserves, insurance, compliance) and present findings to the Board. Include insurance adequacy, compliance risks, and multi-scenario planning (e.g. state/federal budget delays).	Annual (Q3-Q4)	Finance Committee, CEO, COO, Finance Director
			Objective 3: Oversee audit and external financial reviews to ensure transparency and accountability.	1. Review and engage with the independent auditor during the annual audit process.	Annual (Q1-Q2)	Finance Committee, CEO, COO, Finance Director
	2. Present audit findings and management response to the Board, highlighting corrective actions if necessary.			Annual (Q2)	Finance Committee Chair, Auditor, CEO, COO	
	3. Monitor implementation of audit recommendations and report progress to the Board. Track completion of corrective actions until resolved.			Ongoing	Finance Committee, CEO, COO, Finance Director	
	Strategy 2: Provide oversight of Transitions' investment portfolio to ensure alignment with organizational values, risk tolerance, and long-term financial sustainability.	Objective 1: Oversee investment management in collaboration with the Transitions Investment Advisory Committee (TIAC).	1. Meet quarterly to review investment account performance, allocation, and alignment with the Board-approved Investment Policy.	Quarterly	TIAC, Finance Committee Chair, CEO, COO, Finance Director	

			2. Monitor adherence to socially responsible investment guidelines and organizational risk tolerance. Review annually that investment screens align with organizational mission and evolving best practices.	Quarterly	TIAC, Finance Committee, CEO
			3. Provide quarterly reports and recommendations to the Finance Committee for consideration and action by the full Board when necessary.	Quarterly	TIAC Chair, Finance Committee Chair
			4. Conduct an annual review of the Investment Policy and make recommendations for updates to the Finance Committee, if appropriate.	Annual (Q4)	TIAC, Finance Committee, CEO
	BOARD OPERATIONS PERSONNEL COMMITTEE	OBJECTIVES	ACTIVITIES	TIMELINES/ MEASURES	ACCOUNTABLE PERSON(S)
	Strategy 1: Ensure personnel policies are compliant, current and supportive of a strong organizational culture.	Objective 1: Oversee personnel policy review and compliance.	1. Conduct a bi-annual review of Personnel Policies and Employee Handbook to ensure compliance with state/federal law, best practices, and funder requirements. Conduct an ad-hoc review if major state/federal changes occur.	Bi-Annual (Q3), as needed	Personnel Committee, CEO, COO, Finance and HR Assistant
			2. Recommend policy updates to the Board for adoption as needed.	Ongoing	Personnel Committee, CEO, COO, Finance and HR Assistant
			3. Monitor organizational compliance with Board-approved personnel policies. Receive periodic compliance updates from HR management (disciplinary procedures, leave policies, workplace safety, etc.)	Ongoing	Personnel Committee, CEO, COO, Finance and HR Assistant
			4. Review emerging HR best practices (e.g. remote work, flexible scheduling, retention initiatives, etc.) and make recommendations for Board adoption, as appropriate.	As needed	Personnel Committee, CEO, COO, Finance and HR Assistant
	Strategy 2: Ensure effective CEO oversight and support in partnership with Board leadership.	Objective 1: Support the CEO evaluation process.	1. Support coordination of the annual CEO performance evaluation process in collaboration with the Board President(s), including gathering Board feedback. Use standardized evaluation tool and ensure alignment with strategic goals.	Annual (Q2)	Board President(s) (lead), Personnel Committee (support), Finance Committee (support)
			2. Recommend any salary changes for the CEO in collaboration with the Finance Committee and Board President(s).	Annual (Q2)	Board President(s) (lead), Personnel Committee (support), Finance Committee (support)
			3. Review and recommend annual CEO goals for alignment with the strategic plan, in collaboration with the CEO and Board President(s). Track progress on these goals mid-year and report to Board.	Annual (Q2), Mid-Year Review (Q4)	Personnel Committee, Board President(s), CEO
			4. Provide support to the Board President(s) in the CEO contract review and renewal process as needed.	As needed	Board President(s) (lead), Personnel Committee (support)

	Strategy 3: Support leadership succession planning and workforce stability.	Objective 1: Ensure organizational continuity through succession planning and staff development oversight.	1. Oversee succession planning for the CEO and senior leadership positions, including both emergency (short-term absence) and long-term (planned transition) succession plans are documented and updated.	Annual (Q4) Check-In and as needed	Personnel Committee, Board President(s), CEO
2. Review staff development and retention strategies presented by management and provide guidance to strengthen workforce stability. Ensure strategies address leadership pipeline, burnout prevention, and competitive compensation/benefits.			Annual (Q2)	Personnel Committee, CEO, COO	
3. Provide support during leadership transitions. Support may include interim leadership planning, communication with staff, and onboarding assistance.			As needed	Personnel Committee, CEO, COO	
4. Review annual HR metrics report (turnover rates, exit interview themes, recruitment pipeline, demographics) to monitor workforce stability.			Annual (Q3)	Personnel Committee, COO, Finance & HR Assistant	
BOARD OPERATIONS PR & DEVELOPMENT COMMITTEE		OBJECTIVES/ACTIONS:		TIMELINES/ MEASURES	ACCOUNTABLE PERSON(S)
	Strategy 1: Strengthen the Board's role in advancing Transitions' visibility, reputation, and resource development efforts.	Objective 1: Expand on current Board involvement in fundraising and resource development.	1. Encourage and coordinate Board member participation in organizational events, fundraisers and community outreach activities. Discuss potential for annual participation expectations. Track overall board participation and report annually to the board.	Ongoing, report annually	PR & Development Committee, Auction Committee (support), CEO, Development Director, Board Members
			2. Share monthly opportunities for Board involvement (e.g. fundraisers, tabling events, advocacy activities, community forums) in a dedicated update. Include a quarterly summary of Board engagement levels.	Monthly + Quarterly Tracking	CEO/COO, Outreach & Education, PR & Development Committee
			3. Recognize Board service milestones and individual contributions through formal appreciation, communications, and public visibility efforts. Develop a Board Recognition Framework (service anniversaries, fundraising leadership, advocacy impact). Public recognition through website, newsletter, social media, and annual report.	Annual (retreat and/or public report)	PR & Development Committee, CEO, Development Director
		Objective 2: Build Board capacity to serve as ambassadors for Transitions.	1. Provide annual training for Board members on donor stewardship, messaging, and "elevator speeches" about Transitions' mission and impact.	Annual (Q1 or retreat)	PR & Development Committee, CEO, Development Director
			2. Develop and distribute a Board Ambassador Toolkit (talking points, fact sheets, key program stats, medial templates)	FY25-26 (Q3-Q4), Annual update	PR & Development Committee, Development Director, CEO
BOARD OPERATIONS AUCTION COMMITTEE		OBJECTIVES/ACTIONS:		TIMELINES/ MEASURES	ACCOUNTABLE PERSON(S)
	Strategy 1: Support Transitions' fundraising and community engagement goals through the successful planning and execution of the annual auction event.	Objective 1: In collaboration with the Development Director and other organizational leadership, plan, organize, and facilitate the annual auction event in alignment with fundraising and engagement activities.	1. Oversee succession planning for the CEO and senior leadership positions, including both emergency (short-term absence) and long-term (planned transition) succession plans are documented and updated.	Annual, Ongoing, Q4 Execution	Auction Committee, Development Director, PR & Development Committee, CEO

	Objective 2: Expand donor and sponsor engagement through the auction.	1. Develop a sponsorship package and recognition plan each year to cultivate new and repeat sponsors.	Annual (Q2)	Development Director, CEO (support)
		2. Ensure donor stewardship by coordinating personalized acknowledgements for sponsors, donors, and attendees (thank you letters, social media, annual report).	Q4 (post-event)	Auction Committee, Development Director, PR & Development Committee, CEO
	Objective 3: Strengthen community engagement through the auction.	1. Continue integrating mission education into the auction (program stories, survivor impact statements, videos, or service highlights).	Annual (Q3-Q4 event execution)	Auction Committee, Development Director, Outreach and Education Team
		2. Track community engagement outcomes (number of first-time attendees, returning sponsors, post-event volunteers or donors). Report to Board annually.	Annual (Q4)	Auction Committee, Development Director
	Objective 4: Ensure sustainability and growth of the auction event.	1. Conduct a post-event evaluation with metrics (financial results, attendance, sponsor retention, new donor conversions). Use findings to set goals for next year.	Annual (Q4-Q1)	Auction Committee, Development Director, PR & Development Committee
		2. Maintain a multi-year sponsorship and donor cultivation list to ensure ongoing growth and reduce year-to-year volatility.	Ongoing (annual update Q1-Q2)	Auction Committee, Development Director

Duty to Data: Demystifying Fiscal Reporting for Fiduciary Impact

**What We Share, Why It Matters,
and How you Lead With It**

Your Role as a Fiduciary



DUTY OF CARE



DUTY OF LOYALTY



DUTY OF OBEDIENCE

Your Monthly Fiscal Toolkit

- Accounts Receivable Report
- Budget vs. Actual Profit and Loss Statement
- Balance Sheet with Previous Year Comparison
- Financial Narrative
- Dashboard Snapshot



From Data to Oversight

REPORT	WHAT IT SHOWS	WHY IT MATTERS
A/R Report	Outstanding Income/Revenue	Are we collecting what we're owed?
Budget vs. Actual	Spending vs. plan	Are we on track or off course?
Balance Sheet	Assets and liabilities	Are we financially stable?
Financial Narrative	Context and highlights	What is driving the numbers?
Dashboard	Visual trends	Where are our red flags or wins?

Demystifying the Data

- Look for variances and ask why
- Watch for seasonal patterns or on-time events
- Use the narrative to connect numbers to context
- Ask questions: “Is this sustainable?”
“Are we honoring donor intent?”



From Passive Review to Active Oversight

- Approve budgets with confidence
- Monitor financial sustainability
- Support strategic pivots
- Ensure compliance with funder restrictions
- Strengthen transparency and trust.



Fiscal Terms Made Friendly

TERMS	MEANING
Accounts Receivable	Money owed to us
Variance	Difference between budgeted and actual
Net Assets	Assets minus liabilities
Restricted Funds	Donations with specific use rules
Accrual	Records income/expenses when earned/incurred
Operating Margin	Surplus or deficit from core operations
Liquidity	Ability to meet short-term obligations

Your Role, Amplified by Data

- Financial reports are tools for stewardship.
- Your questions drive clarity and accountability.
- Our Finance Team is here to support your oversight role.



Questions?

