



ElderSource, Inc. (Parent)
Board Meeting
July 21, 2021
Time: 12:00pm

Agenda

- | | | |
|------|---|-----------------|
| I. | Call to Order | Elizabeth Gunn |
| II. | Review of Minutes | Elizabeth Gunn |
| III. | CFO Report | James Lee |
| IV. | Committee Reports | |
| | A. Development Committee | Catherine Kelly |
| | B. Bylaws Committee | Elizabeth Gunn |
| V. | Subsidiary Reports | |
| | A. ElderSource Institute/Medicaid Management Services | Stuart Gaines |
| | B. AAA Eldersource | Elizabeth Gunn |
| VI. | Adjourn | |

Vision: Older adults and adults with disabilities are valued and have the resources they need to live with dignity and security in an age- and ability-friendly community.

Mission: ElderSource empowers people to live and age with independence and dignity in their homes and their communities.

Inclusion Statement: ElderSource values all people – including but not limited to all nationalities, socio-economic backgrounds, abilities, races, genders, religious perspectives, sexual orientations and gender identities – in everything we do. We welcome the unique insights and perspectives of all persons in our quest to fulfill our mission.

MINUTES
ElderSource, Inc. (Parent) Board of Directors Conference Call
May 19, 2021 at 12:00PM
Via Zoom

PRESENT

Elizabeth Gunn, President
Melissa Gilreath, Secretary
Catherine Kelly, At Large
Dr. Sandy Robinson, Vice President
Fran Pepis
Ed Salek, Treasurer
Walette Stanford, At Large
Stuart Gaines

ABSENT

Brenda Ezell

STAFF PRESENT:

Linda Levin, Chief Executive Officer
James Lee, Chief Financial Officer
Jessica Del Rio, Executive Administrative Assistant

CALL TO ORDER:

President Elizabeth Gunn called the meeting to order at 2:05 PM

ROLL CALL:

Jessica Del Rio, Executive Administrative Assistant, called the roll. A quorum was present.

APPROVAL OF MINUTES:

Catherine Kelly moved approval of the minutes of the March 17, 2021 meeting of ElderSource, Inc. Board of Directors. Walette Stanford seconded the motion. The motion carried without opposition.

CFO REPORT:

James Lee, Chief Financial Officer, presented the CFO report. He reported on December 2020 and March 2021.

James stated that on the December 2020 report, professional fees are above budget due to the fees from the Audits, True-tech IT Services, Advertising with Daigle Creative, and Staff Wellness Program.

He highlighted that we have a year-to-date net total of \$37,589.02 due to the intercompany transfers. We had enough funds to cover all the costs, which kept us in a surplus for the 2020 calendar year.

Linda Levin noted that going forward, we are looking at a development strategy for fundraising. Currently, we have multiple grants in process and are working on a hybrid office plan to lower cost and possibly bring in income.

James stated that on the March 2021 report, we added \$15,000 to support a consultant to help develop a plan for the Parent Company that will include a VP of Strategic Partnerships over fundraising. James noted that we did not have activity in January and February reports.

James updated the Board on the audit. He stated that we are in the preliminary stage of the audit, and we are working with CRI. The auditors are currently reviewing the trial and balance. The audit will start on June 7.

Motions:

Dr. Sandy Robinson moved to approve the December 2020 financials as presented. Stuart Gaines seconded the motion. Motion passed without opposition.

Stuart Gaines moved to approve the March 2021 financials as presented, with the exception of changing the year on the report to 2021. Walette Stanford seconded the motion. Motion passed without opposition.

COMMITTEE REPORTS:

Development Committee

Catherine Kelly presented the Development Committee report. She stated we are in the final stages of reviewing the consultant's strategic development plan, and we have also reviewed a job position description for a Vice President of Strategic Partnerships which will assist in our development strategy. The Committee will meet again in June to continue the discussion.

SUBSIDIARY REPORTS:

ElderSource Institute

Linda Levin reported that for ElderSource Institute, we submitted a grant for \$10,000 to Florida Blue that, if funded, will allow us to convert our in-person Age Sensitivity Training to an interactive online virtual training.

Medicaid Management Services

Stuart Gaines presented the report of the Medicaid Management Services Inc. Board of Directors.

Stuart Gaines updated the Board on the ACL Grant. He stated that we previously reported participating in the State-Community Collaboration Think Tank sponsored by the Administration for Community Living. We are one of five Community Based Organizations that have been identified as emerging network lead entities, joined by

state agencies, to participate in this Think Tank. We also reported participating in the Aging and Disability Business Institute's Fiscal Acumen Learning Collaborative.

With the support of the Florida Association of Area Agencies on Aging and DOEA, we are now applying for an ACL grant, No Wrong Door Community Infrastructure Grant: Scaling Network Lead Entities. Funding is for up to \$350,000 for two years. If funded, we will be able to build the infrastructure needed for Medicaid Managed Services, Inc.(MMS), to be a network lead entity/management services organization.

As such, MMS will be able to build a provider network of Area Agencies on Aging and service providers and negotiate contracts with health plans to deliver services that will address the social determinants of health, creating integrated health networks.

Stu also noted that we are looking to rename MMS in the near future.

AAA ElderSource

Linda reported that in addition to submitting the ACL grant for MMS, we submitted several other grants. We submitted a grant for \$19,000 to the LGBTQ Fund at the Community Foundation and we were invited to the second phase of a Community Foundation Grant for \$25,000 to extend our Uniper program beyond December.

Linda mentioned that we are getting ready for DOEA monitoring in September. We continue to work on the hybrid office plan which is expected to be fully implemented by January 2022.

Bylaws

Linda stated that the Parent Board bylaws had not been reviewed since the formation of the Board. As part of the consultant work from the development plan, we need to review our bylaws to make the Development Committee a standing Committee. Linda noted that we would need to appoint a Bylaws Committee. Stuart Gaines and Elizabeth Gunn volunteered to join the Bylaws Committee. Linda will contact Brenda Ezell to see if she is interested in joining the Committee

ADJOURNMENT:

Having no further business, the meeting was adjourned at 12:45 PM.
Jessica Del Rio, Executive Administrative Assistant, prepared the minutes.

Approved by: _____
Melissa Gilreath, Secretary

Date: _____



Elder Source (Parent)
Budget vs. Actual Monthly
For the Month Ending April 30, 2021

DESCRIPTION	BUDGET	ACTUAL	JE		BALANCE	PROJECTED	YTD PROJECTED	IDEAL RATE
			PENDING	Encumber		Actual YTD	BALANCE	33%
Operating Revenue								
Contributions	\$6,500.00	\$3,175.00			\$3,325.00	\$3,175.00	\$3,325.00	0%
Fundraising	\$30,000.00				\$30,000.00	\$0.00	\$30,000.00	0%
Total Operating Revenue	\$36,500.00	\$3,175.00	\$0.00	\$0.00	\$33,325.00	\$3,175.00	\$33,325.00	9%
Revenue Total	\$36,500.00	\$3,175.00	\$0.00	\$0.00	\$33,325.00	\$3,175.00	\$33,325.00	9%
Operating Expense								
PERSONNEL								
Personnel Expenses	\$157,044.02	\$18,627.00			\$138,417.02	\$55,881.00	\$101,163.02	12%
Employee Benefits	\$31,460.12	\$5,744.00			\$25,716.12	\$17,232.00	\$14,228.12	18%
Payroll Processing Fees	\$557.00	\$95.00			\$462.00	\$285.00	\$272.00	17%
Employee Screenings					\$0.00	\$0.00	\$0.00	#DIV/0!
					\$0.00	\$-	\$0.00	
TOTAL PERSONNEL COSTS	\$189,061.14	\$24,466.00	\$0.00	\$0.00	\$164,595.14	\$73,398.00	\$115,663.14	13%
OPERATIONS								
Professional Fees	\$35,000.00	\$20,518.00			\$14,482.00	\$20,518.00	\$14,482.00	59%
Staff Training (Board Training)		\$1,770.00			(\$1,770.00)	\$1,770.00	(\$1,770.00)	#DIV/0!
Annual Report		\$61.00			(\$61.00)	\$61.00	(\$61.00)	#DIV/0!
Taxes & Licenses	\$61.25	\$75.00			(\$13.75)	\$75.00	(\$13.75)	122%
								#DIV/0!
TOTAL OPERATIONS	\$35,061.25	\$22,424.00	\$0.00		\$12,637.25	\$22,424.00	\$12,637.25	64%
Total Operating Exp	\$224,122.39	\$46,890.00	\$0.00		\$177,232.39	\$95,822.00	\$128,300.39	21%
NET SURPLUS/DEFICIT	(\$187,622.39)	(\$43,715.00)	\$0.00		(\$143,907.39)	(\$92,647.00)	\$94,975.39	
YTD Intercompany Transfers	\$250,000.00	\$250,000.00				\$250,000.00		
YTD Net Total	\$62,377.61	\$206,285.00				\$157,353.00		

Note: Board Contributions has been posted in the 2nd quarter
 Note: Professional Fees include Grant Writing, develop Performance Plans
 Note: Board voted to place a hold on hiring VP position for Fundraising which will have a surplus in salary for 2021
 Note: Projected to have a surplus in 2021 budget year
 Note:
 Note:



Elder Source (Parent)
Budget vs. Actual Monthly
For the Month Ending May 31, 2021

DESCRIPTION	BUDGET	ACTUAL	JE		BALANCE	PROJECTED	YTD PROJECTED	IDEAL RATE
			PENDING	Encumber		Actual YTD	BALANCE	42%
Operating Revenue								
Contributions	\$6,500.00	\$3,175.00			\$3,325.00	\$3,175.00	\$3,325.00	0%
Fundraising	\$30,000.00				\$30,000.00	\$0.00	\$30,000.00	0%
Total Operating Revenue	\$36,500.00	\$3,175.00	\$0.00	\$0.00	\$33,325.00	\$3,175.00	\$33,325.00	9%
Revenue Total	\$36,500.00	\$3,175.00	\$0.00	\$0.00	\$33,325.00	\$3,175.00	\$33,325.00	9%
Operating Expense								
PERSONNEL								
Personnel Expenses	\$157,044.02	\$24,836.00			\$132,208.02	\$59,606.40	\$97,437.62	16%
Employee Benefits	\$31,460.12	\$7,710.00			\$23,750.12	\$18,504.00	\$12,956.12	25%
Payroll Processing Fees	\$557.00	\$134.00			\$423.00	\$321.60	\$235.40	24%
Employee Screenings					\$0.00	\$0.00	\$0.00	#DIV/0!
					\$0.00	\$-	\$0.00	
TOTAL PERSONNEL COSTS	\$189,061.14	\$32,680.00	\$0.00	\$0.00	\$156,381.14	\$78,432.00	\$110,629.14	17%
OPERATIONS								
Professional Fees	\$35,000.00	\$25,633.00			\$9,367.00	\$25,633.00	\$9,367.00	73%
Staff Training (Board Training)	\$0.00	\$1,770.00			(\$1,770.00)	\$1,770.00	(\$1,770.00)	#DIV/0!
Annual Report	\$0.00	\$61.00			(\$61.00)	\$61.00	(\$61.00)	#DIV/0!
Taxes & Licenses	\$61.25	\$75.00			(\$13.75)	\$75.00	(\$13.75)	122%
								#DIV/0!
TOTAL OPERATIONS	\$35,061.25	\$27,539.00	\$0.00		\$7,522.25	\$27,539.00	\$7,522.25	79%
Total Operating Exp	\$224,122.39	\$60,219.00	\$0.00		\$163,903.39	\$105,971.00	\$118,151.39	27%
NET SURPLUS/DEFICIT	(\$187,622.39)	(\$57,044.00)	\$0.00		(\$130,578.39)	(\$102,796.00)	\$84,826.39	
YTD Intercompany Transfers	\$250,000.00	\$250,000.00				\$250,000.00	\$250,000.00	
YTD Net Total	\$62,377.61	\$192,956.00				\$147,204.00		

Note: Board Contributions has been posted in the 2nd quarter
 Note: Board voted to place a hold on hiring VP position for Fundraising which will have a surplus in salary for 2021
 Note: Professional Fees include Grant Writing, develop Performance Plans
 Note: Projected to have a surplus in 2021 budget year due to vacant position
 Note:
 Note:

ElderSource, Inc.
Development Committee Meeting
<https://us02web.zoom.us/j/86803023179>
Wednesday, June 9, 2021
@ 9:00 AM

Present

Catherine Kelly, Chair
Catherine Whitworth
Danielle McGrath
Joseph Zimmerman
Kathy Jones
Brenda Ezell

Staff

Linda Levin
Andrea Spencer
Jessica Del Rio
Alex Linton

Absent

Al Bagocius

Meeting Called to Order

The meeting was called to order at 10:05 AM.

Review of Minutes

Danielle McGrath moved to approve the minutes from the Development Committee meeting on May 12, 2021. Brenda Ezell seconded the motion. The motion passed without opposition.

Phase Two of Development Plan

Linda Levin noted that phase two of the development plan is a second proposal from John to continue with us as a consultant with anyone we hire. This would include assisting with the search for the person and on-boarding.

Executive Search

The Development Committee reviewed the salary information for the Executive search. Linda stated that we would have a loss based on the return on investment in the first two years. We would potentially generate funds in the third year. Overall within the first three years, there would be a loss of \$60,000.

In a previous conversation with James Lee, Linda noted that we talked about the overall organization, and we have a lot going on. Medicaid Management Services, Inc. is launching a major initiative and Wise Owl is in the middle of transitioning the building to a hybrid office plan. In addition, we have several other projects underway, such as a bid for a new IT company.

Joseph Zimmerman recommended having a consultant help us with fundraising efforts. He agreed to reach out to some people he knew. The Committee also recommended having a lesser position to assist the Development efforts while using Johns plan.

Catherine Whitworth moved to approve holding off on moving forward with the executive position and the Committee to look at other alternatives to address development efforts.

Joseph Zimmerman seconded the motion. The motion passed without opposition.

2021 A Night with the Stars Event

Andrea Spencer stated that the Delorus Bar Weaver \$10,000 annual we receive ever year is for the the signature event. If we do not hold the event, we do not receive the \$10.000.

Andrea stated that in previous conversations with Linda and Catherine Kelly, we spoke about the following event possibilities:

- Ask Campaign
- Virtual event to honor all the organizations that helped us last year during COVID
- Client or provider stories

The Committee agreed to hold a virtual event and using the Delores Barr Weaver grant to fund the event. Kathy Jones will meet with staff to start the planning. The Committee agreed that there would be a sub-committee created for the planning of the virtual event.

Meeting Adjourned at 11:12 AM

Minutes prepared by Jessica Del Rio, Executive Administrative Assistant

**ElderSource,
Inc.**
Bylaws Committee Meeting
Friday, June 25, 2021
@ 11:00 AM

Present

Elizabeth Gunn
Brenda Ezell

Absent

Stuart Gaines

Staff

Jessica Del Rio

Meeting Called to Order

The meeting was called to order at 11:03 AM.

Bylaws Draft Review

The Parent Bylaws Committee reviewed the draft bylaws. The major changes to the bylaws were the addition of the Development Committee and the Strategic Planning Committee. The Committee agreed on the correction of grammar errors and to change agency to corporation in the bylaws.

Motion:

Elizabeth Gunn moved to approve the presented bylaws with the changes in grammar errors and changing agency to corporation. The motion was approved by acclamation.

Meeting Adjourned at 11:12 AM

Minutes prepared by Jessica Del Rio, Executive Administrative Assistant

BYLAWS OF ELDESOURCE, INC.

Adopted: November 18, 2009

ARTICLE I NAME

1.1 Name. The name of this not for profit corporation is ElderSource, Inc. ("Corporation").

ARTICLE II OFFICES

2.1 Principal Office. The principal office of the Corporation shall be located in Duval County, Florida.

2.2 Registered Office. The registered office of the Corporation required by law to be maintained in the State of Florida may be but need not be identical with the principal office.

2.3 Other Offices. The Corporation may have office at other places within the State of Florida.

ARTICLE III MISSION

The Mission of the Corporation is to improve the well being of elders and caregivers in Northeast Florida by providing overall direction and oversight for Friends of ElderSource, Inc., the Northeast Florida Area Agency on Aging, Inc., ElderSource in Action, Inc., and any other entities owned or controlled by the Corporations ("Affiliates").

ARTICLE IV BOARD OF DIRECTORS

4.1 Authority. The affairs of the Corporation shall be managed by the Board of Directors, and by officers, agents and employees of the Corporation, under the authority of the Board of Directors, in accordance with applicable laws and regulations, the Articles of Incorporation and Bylaws.

4.2 Number of Directors. The Board of Directors shall be comprised of those persons who are members of the Executive Committee of the Northeast Florida Area Agency on Aging, Inc., one (1) member from each of ElderSource Institute, Wise Owl Properties, Medicaid Management Services, and any other Affiliates, Parent Board Committee Chairs who may be members of a subsidiary Board and the CEO of the Corporation, who shall serve ex officio, without vote.

4.3. Qualification of Directors. Directors must be 21 years of age or older and a resident and/or registered voter in a county within the geographic and service area of ElderSource and any affiliates.

4.4. Terms. A director's term shall coincide with that of his or her term as a director of the Northeast Florida Area Agency on Aging, Inc., Friends of ElderSource, Inc. and ElderSource In Action, Inc., or any other affiliates, unless earlier terminated due to resignation, removal or death, as the case may be.

4.5. Resignation. A Director may resign at any time by giving written notice to the President or Secretary of the Corporation. Unless otherwise specified in the notice, the resignation shall take effect upon receipt thereof and the acceptance of it shall not be necessary.

4.6. Removal. Any Director or officer may be removed by the Board of Directors with or without cause whenever in its judgment the best interest of the Corporation will be served. Such removal without cause shall be without prejudice to such person's contract rights, if any, but the election of any person as a Director or officer or appointment of an agent or employee of the Corporation shall not of itself create contract rights. Removal action requires an affirmative vote of the majority of the Directors. Notice of the proposed removal shall be given to the Board with notice of the meeting. The Director will be given an opportunity to be present and to be heard at the meeting at which his/her removal is considered.

4.7. Additional Advisors. The Board or the President may invite additional individuals with expertise in a pertinent area to meet with and assist the Board. Such advisors shall not vote or be counted in determining the existence of a quorum.

4.8. Restrictions. Under no circumstances may a majority of the Directors be disqualified persons as defined in Section 4966 of the Internal Revenue Code of 1986 (or the corresponding provisions of any future United States revenue law).

4.9. No Compensation. No Directors shall receive any compensation for their services, but may be reimbursed for such reasonable expenses incurred in furtherance of the purposes of the Corporation as the Board of Directors may from time-to-time approve.

4.10. No Favoritism. The Board of Directors shall not be favored in applying for or receiving the services of the Corporation.

4.11. No Conflicts. The Board of Directors shall have no financial interest in the assets, leases, business transactions or professional services of the Corporation. Any director who individually or as a part of a business or professional firm is involved in the business transactions or current professional services of the Corporation shall disclose this relationship and shall not participate in any vote taken in respect to such transaction or services business or firm (other than an affiliate of the Corporation) in which any director (or spouse, parent or child of the director) shall hold any direct or indirect financial or beneficial interest shall not be eligible to contract with, provide services to or receive benefits from the Corporation. All conflicts of interest shall be reported to the Board of Directors at or, if known in advance, prior to the time the conflict arises.

4.12. Prohibition Against Benefit. No member, director, officer or employee of, or member of a committee of, or person connected with the Corporation, or any other private individual shall receive at any time any of the net earnings or pecuniary profit from the operations of the Corporation, except as provided in Section 4.9; and no such person or persons shall be entitled to share in the distribution of any of the corporate assets upon dissolution of the Corporation. All members of the Corporation shall be deemed to have expressly consented and agreed that upon dissolution or winding up of the affairs of the Corporation, whether voluntary or involuntary, the assets of the Corporation, after all debts have been satisfied, then remaining in the hands of the Board of Directors shall be distributed, transferred, conveyed, delivered, and paid over, in such amounts as the Board of Directors may determine or as may be determined by a court of competent jurisdiction upon application of the Board of Directors, exclusively to charitable, religious, scientific, literary or educational organizations which qualify under the provisions of Section 501(c)(3) of the Internal Revenue Code and the regulations issued pursuant thereto as they now exist or as they may hereafter be amended.

4.13. Exempt Activities. Notwithstanding any other provisions of these Bylaws, no member, director, officer, employee or representative of this Corporation shall take any action or carry on any activity by or on behalf of the Corporation not permitted to be taken or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code and the regulations issued pursuant thereto as they now exist or as they may hereafter be amended, or by an organization, contributions to which are deductible under Section 170(c)(2) of such Code and Regulations as they now exist or as they may hereafter be amended.

4.14. Prohibition Against Political Activities. Notwithstanding any other provisions of these Bylaws, no member, director, officer, employee or representative of this Corporation shall attempt to influence legislation as a substantial part of the Corporation's activities, or the member, director, officer, or employee's activities on behalf of the Corporation, and may not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of (or in opposition to) any candidate for public office on behalf of the Corporation.

ARTICLE V OFFICERS

5.1 Officers: The officers of the Corporation shall be a President, Vice-President, Secretary and Treasurer. All officers shall be elected by majority vote of a quorum of Corporation members. No person shall hold more than one office.

5.2 Duties of officers: Officers shall perform the following duties:

- a. The President shall be the Chair of the Board of Directors. The President shall appoint committees established from time to time by Board resolution; provide testimony relative to issues on aging before bodies conducting hearings and forums on topics of importance to older persons; serve as Chair of the Executive Committee and ex officio member of all committees.

- b. The Vice President shall perform such duties as are assigned by the President, including the duties of President in his or her absence.
- c. The Secretary shall assure appropriate maintenance of all Corporation records, shall assure the recording of the minutes of all Corporate meetings, shall require the sending of all notices and minutes of the Corporation and shall perform or delegate any other duties as may be prescribed by the Board of Directors or the President.
- d. The Treasurer shall assure the maintenance of full accounts of receipts and disbursements and provide periodic reports as required by the Board or President; and shall perform any other duties usually pertaining to the office of Treasurer or as may be prescribed by the Board or the President.

5.3 Election of Officers. Officers shall be elected at the annual meeting of the Corporation. The officers shall take office January 1.

5.4 Terms. Officers shall be elected for a one year term and may be re-elected for additional one year terms.

5.5 Vacancies. Vacancies in officer positions due to resignation, death or other reasons shall be filled by majority vote of the Directors present at any meeting of the Board, duly noticed and called, at which a quorum is present. The new officer elected to fill the unexpired term shall serve the remainder of the term.

ARTICLE VI MEETINGS

6.1. Annual Meeting. The Annual Meeting of the Corporation shall be held during the month of November on such date, and at such time and location as shall be determined by the Board of Directors. Agenda items shall include: the election of Board Directors and officers; reports of the President and Treasurer; and the transaction of any other business as necessary and appropriate. Notice of the Annual Meeting shall be provided to each Director and officer, in writing, at least 30 days prior to the meeting.

6.2. Regular Meetings. Regular meetings shall be held as deemed necessary by the Board.

6.3. Special Meetings. Special meetings may be called at any time by the President and shall be called on the written request of 25% of the Directors.

6.4. Quorum. Five (5) Directors of the Board shall constitute a quorum at any meeting. If a quorum is not present, the President may declare a quorum without objection from the directors present. For purposes of determining whether a quorum is present, vacancies on the Board shall not be counted (for example, if there exists two (2) vacancies on the Board, then five (5) Directors would have to be present in order to constitute a quorum).

6.5. Meeting Conduct. Roberts Rules of Order, Current Revised Edition, shall guide the board in conducting its business, except where superseded by these Bylaws or any special rules of order adopted by the Board of Directors.

6.6. Telephonic Meetings. Directors shall be deemed present at any meeting of the Board or any committee thereof if a conference telephone, or similar communications equipment, by means of which all persons participating in the meeting can hear each other at the same time, is used. Notwithstanding the foregoing, the Executive Committee or the majority of the members of the Directors can dispense with this section and require that any meeting be conducted in person, provided that the notice of said meeting discloses that attendance, in person, is required.

ARTICLE VII COMMITTEES

7.1 General. The Board of Directors shall have the authority to establish committees, consistent with the purpose of the Corporation. All committees must have at least two Directors.

7.2. Executive Committee. The Executive Committee shall consist of those Directors who are the officers of the Corporation and one additional Director appointed by the President. The Executive Committee shall have the power to act for/and on behalf of the Corporation in matters requiring attention between board meetings. Actions of the Executive Committee shall be reported at the next Board meeting. A quorum shall consist of a majority of the members of the Executive committee entitled to vote.

7.3 Strategic Planning Committee. The Strategic Planning Committee will be made up of Board members from any of the subsidiaries and members of the community. The purpose of the Strategic Planning Committee is to promote, coordinate, and oversee planning across the organization. It will attempt to link the Corporation's programs and services with its mission, markets, and resources. In meeting the challenges of external as well as the internal environment, it will strive to display and foster strategic thinking, timely action, and adequate communication. The Committee is responsible for: leading the strategic planning process including the selection of strategic planning consultants, monitoring the status of the strategic plan implementation, and providing feedback to the CEO.

7.4 Development Committee. The Development Committee will be made up of Board members from any of the subsidiaries and members of the community. The Development Committee is responsible for working closely with administrative leadership in the strategic planning, execution and evaluation of the Organization's fundraising efforts including (A) overseeing the creation, execution and evaluation of a rolling three-year fundraising plan, (B) identifying, cultivating and/or soliciting potential donors for the Organization, (C) developing and recommending for approval to the Board all of the organization's fundraising policies related to acceptance of gifts, planned giving and naming opportunities, and (D) performing such other duties as may be prescribed by the Board or by the Corporation's Chief Executive Officer.

7.5 **Other Committees:** The President may from time to time appoint special and ad hoc committees subject to Corporation approval.

ARTICLE VIII INDEMNIFICATION AND LIABILITY

8.1 **Indemnification.** Any person who at any time serves or has served as a Director, officer, employee, volunteer, or agent of the Corporation, or in such capacity at the request of the Corporation for any other Corporation, partnership, joint venture, trust or other enterprise, shall have a right to be indemnified by the Corporation to the fullest extent permitted by law against (a) reasonable expenses, including attorneys' fees, actually and necessarily incurred by the indemnified person in connection with any threatened, pending or completed action, suit or proceedings, whether civil, criminal administrative or investigative, and whether or not brought by or on behalf of the Corporation, seeking to hold the indemnified person liable by reason of the fact that such person is or was acting in such capacity, and (b) reasonable payments made by the indemnified person in satisfaction of any judgment, money decree, fine, penalty or settlement for which the indemnified person may have become liable in any such action, suit or proceeding.

8.2. **Action to Indemnify.** The Board of Directors shall take all such action as may be necessary and appropriate to authorize the Corporation to pay the indemnification required by these bylaws, including without limitation, to the extent needed, making a good faith evaluation of the manner in which the claimant for indemnity acted and of the reasonable amount of indemnity due such person.

8.3 **Reliance On Indemnity.** Any person who at any time after the adoption of these bylaws serves or has served in any of the aforesaid capacities for or on behalf of the Corporation shall be deemed to be doing or to have done so in reliance upon, and as consideration for the right of indemnification provided herein. Such right shall inure to the benefit of the legal representatives of any such person and shall not be exclusive of any other rights to which such person may be entitled apart from the provision of these bylaws.

8.4 **Insurance.** In addition to all of the foregoing, the Board of Directors shall have the right and power to purchase and maintain insurance on behalf of any person who is or was a Director, Officer, employee, volunteer, or agent of the Corporation, or is or was serving at the request of the Corporation as a Director, Officer, employee, volunteer, or agent for another Corporation, partnership, joint venture, trust or other enterprise against any liability asserted against such person and incurred by such person in any such capacity, or arising out of his or her status as such, whether or not the Corporation would have power to indemnify such person against such liability.

ARTICLE IX MANAGEMENT PROCEDURES

9.1 **Documentation.** The records of the Corporation, including books of account, minutes of Board of Directors and Committee meetings, and a record of names and addresses of members,

Directors, and officers shall be kept at the registered office or principal place of business. Any books, records, and minutes may be in written form or in any other capable of being converted into written form within a reasonable amount of time.

9.2. Audit. The Board may require an annual audit of the books and records of the Corporation by an independent certified public accountant.

9.3 Monies and Accounts. All monies of every kind belonging to the Corporation shall be deposited in an account or accounts in its name in a bank or banks or the other depositories designated by resolution of the Board of Directors, and no money shall be withdrawn from any Corporation account unless checks or other orders evidencing such withdrawals are signed by such officers or employees of the Corporation as may be designated by the resolution of the Board of Directors.

9.4 Fiscal Year. The fiscal year of the Corporation shall be the calendar year.

9.5 Annual Budget. The annual budget of the Corporation must be reviewed and approved by the Board of Directors.

ARTICLE X GIFTS

10.1. Acceptance of Gifts. The Board of Directors may accept on behalf of the corporation any gift, grant, bequest, or devise for the general purposes or for any special purpose of the corporation.

10.2. Restrictions on Gifts. Any donor who shall give, grant, bequeath, or devise any funds or other property to the corporation may do so subject to such conditions and restrictions as to the use of the principal or income thereof as the donor may see fit, and may specify such uses for the principal or the income as the donor may desire, provided such conditions, specifications, or other provisions are consistent with good public policy, the corporate purposes and these Bylaws.

ARTICLE XI CONSTRUCTION AND AUTHORITY

11.1. Conflict. Whenever a conflict arises between the language of these bylaws and the articles of incorporation, the articles of incorporation shall govern.

11.2. Affiliates. ElderSource, Inc., has approval authority of the affiliates' budgets, ~~board~~ ~~memberships~~ and bylaws amendments.

ARTICLE XII EMPLOYEES AND AGENTS

12.1. Employees and Agents. The Board may appoint agents and employees who shall have such authority and perform such duties as may be prescribed by the Board.

**ARTICLE XIII
NO DISCRIMINATION**

13.1 No director, officer, employee or agent of the Corporation shall deny services or participation in the activities of the Corporation on the basis of race, color, national origin, sex, sexual preference, gender identity, age, disability, family status, marital status or religion.

**ARTICLE XIV
AMENDMENTS AND REVIEW**

14.1 Amendments. These Bylaws may be amended or repealed and new bylaws may be adopted by the affirmative vote of a majority of the Directors then holding office provided that advance written notice that the Bylaws may be amended is given to each Director not less than ten (10) days nor more than thirty (30) days prior to the next Regular or Special meeting wherein a resolution seeking to amend these Bylaws will be considered.

14.2. Periodic Review. A review of these bylaws shall be made at least every two (2) years to determine the need for change, if any.

14.3. Effective Date of Bylaws. These bylaws were adopted by the Board of Directors on November 18, 2009 and shall be effective as of that date.

Secretary