



ElderSource, Inc. (Parent) Executive Committee &
AAA ElderSource Executive Committee Meeting
January 31, 2023
Time: Noon

Agenda

- | | | |
|------|--------------------------------|--------------------|
| I. | Call to Order | Dr. Sandy Robinson |
| II. | Strategic Plan Review | |
| III. | Budget Review | Trina Nullet |
| IV. | MMS bylaws Review | Trina Nullet |
| V. | CEO appraisal and compensation | |
| VI. | Adjourn | Dr. Sandy Robinson |

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.



Work in progress draft
Strategic Framework
2023 – 2027

Draft Jan 10, 2023

This longer time frame of this framework accommodates some very large projects. The framework will likely need updates during this timeframe or may need to be refreshed completely before 2027.

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Vision, Mission, Purpose

	ElderSource, Inc. (parent)	ElderSource (NEFLAAA)	ElderSource Institute	Wise Owl Properties	Medicaid Management Services (MMS)
Vision The future we envision for the community	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 The work we do to achieve the vision	ElderSource empowers people to live and age with independence and dignity in their homes and their community.				
Company Purpose Our complementary roles to achieve the vision	ElderSource, Inc. coordinates and leverages the resources of the ElderSource family to maximize their effectiveness	ElderSource is a steward, advocate, and connector of people, information, and resources.	ElderSource Institute innovates and reaches more people with mission-aligned services and generates net income to reinvest and serve more people through the ElderSource family.	Wise Owl Properties manages capital investments to best support the missions of the ElderSource family and provide a return on investment.	MMS increases the delivery of services by acting as the contracting intermediary between partner agencies and funding/payment streams.

Strategic Priorities & Timeline

The table below summarizes the strategic priorities and estimated timing. Overall, these actions support our key goals of providing more services, bringing in more money (to provide more services), and increasing the quality of our work. We summarize these as **more services, more money, more better**. Timing, and this table, is expected to change over time, especially as some of the areas which require further pursuit and due diligence are explored, or other opportunities arise.

No activity
Planning
On-Going
Heavier efforts
Decision

	2023	2024	2025	2026	2027
Raise awareness of services					
Refine awareness goals					
Seek professional marketing assistance		Decision			
Continue to communicate and evaluate					
Build out and grow MMS					
Set staffing					
Continue to build board					
Develop marketing					
Build operations & QA					
Manage risk					
Build out and grow ElderSource Institute					
Set staffing					
Continue to build board					
Develop marketing framework					
Build operations & QA framework					
Manage risk					
Pursue housing solutions					
Make the initial exploration and recommendation	Decision				
Form taskforce & make initial recommendation	Decision				
Research issues and range of options	Decision				
Evaluate & recommend options	Decision				
Conduct risk assessment	Decision				
Participate with FL4A on legislative advocacy					
Pursue transportation solutions					
Make the initial exploration and recommendation	Decision				
Form taskforce & make initial recommendation	Decision				
Research issues and range of options	Decision				
Evaluate & recommend options	Decision				
Conduct risk assessment	Decision				
Pursue social enterprise opportunities					
Make the initial exploration and recommendation	Decision				
Form taskforce & make initial recommendation	Decision				
Research issues and range of options	Decision				
Evaluate & recommend options	Decision				
Conduct risk assessment	Decision				

For the pursuit of new ventures, all three should be initially explored concurrently with separate taskforces but using the same strategy screen in Appendix A. These groups will present their findings to the parent board and strategic planning committee who will decide on relevant prioritization.

Measures

Provide more services

	2021	2022	2023	2024	2025	2026	2027
Total Inbound & Outbound Calls PSA4 Helpline (ADRC)	55,435						
Information & Referral Contacts	30,920						
Total Assessments & Re-assessments	8,060						
# Services provided by partners, funded by ElderSource*							
# People served by partners, funded by ElderSource*							
Total direct services provided by ElderSource (AAA)	12,482						
MMS Contracts Signed with insurance plans	n/a						
MMS Contracts signed with providers	n/a						
# Services (clients) served in EI	n/a						
# Certificates of completion delivered in EI	n/a						

**We are seeing if we can identify services, people, spending by social determinants of health as delivered by partners via ElderSource funding.*

Generate additional funding to invest in mission-aligned service

Net income is shown before intercompany transfers with a goal to increase combined net income. Note that the CEO's evaluation should be aligned with this measure to evaluate overall revenue generation and management of expenses, superseding philanthropic giving/fundraising.

	2021	2022	2023	2024	2025	2026	2027
ElderSource (NEFLAAA)	580,791						
Wise Owl Properties	28,689						
ElderSource, Inc. (Parent)	-90,504						
ElderSource Institute	-12,487						
MMS	77,134						
Combined	583,623						

Improve the quality of existing services

Measures are satisfaction ratings from annual surveys

	2021	2022	2023	2024	2025	2026	2027
Clients	94%						
ElderSource staff	TBD						
Caregivers (TCARE)	100%						

Strategic Priorities

Raise community awareness of services

Desired outcomes:

- **More Services**
- Increasing outreach to ElderSource
 - Increasing calls to ADRC (and being willing to hire additional staff to meet that need, and learning from data collected on services needed, and messages to legislature)
 - Increased requests, online connections
- MMS: Increase contracts with health plans and provider network
- EI: Enroll more people in certificate of completion (professionals), enrollment/sales of other EI services to private pay customers (future)
- Our target populations will know how we can help them -- Caregivers, elders & people with disabilities (*not a household name*)
- Referral sources / supporters of target populations will know how we can help
- Recognition of MMS & EI (B2B): launch

Key Steps:

- Refine our awareness goals
 - Create specific strategies for ElderSource, MMS, EI & adapt over time
 - Raise visibility of ADRC to reach more people
 - Prioritize audiences to reach
 - How do we find elders & people with disabilities? Start here
 - Are caregivers everyone?? Is there any way to reach this group specifically?
How do we draw the line here?
 - Consider our external promise
 - “Start Here for Help” vs. being the Google or Wiki of services for seniors & people with disabilities, *start not end here*
 - *Even if we can’t meet initial presenting need, we may be able to address other needs or expose them to additional services & supports*
 - How do we bring more awareness to SHINE, EI Certification of Completion?
- Seek professional marketing assistance
 - Determine project scope and deliverables
 - Recommend who we hire
 - Determine further actions required
 - Recommend how much we invest & link to desired outcomes.
 - Balance digital and other forms of communication to meet varied preferences across target audiences
- Continue to communicate and evaluate

Who: Vice President of Communications

Notes from Planning Discussions

- Raise awareness of ADRC more than anything other “Start Here for Help”

- But it's not come here for help, we connect. We put people on waiting lists = failure for the consumer.
 - Why should they call us? SHINE, EI Certification of Completion needs more attention
- Raise awareness of resources, connections, knowledge, education
- Create a defined outreach plan that might include social media, faith organizations
- Target: users of service – needs to across all people, diversity of people
- There is some evidence of brand confusion / lack of awareness.

Build out and grow MMS

Desired outcomes:

- ***More Services, More Money, More Better***
- Impact to insurance plans:
 - Cost savings
 - Efficiencies
 - Increasing quality
 - Increasing patient satisfaction
- Impact to providers (nonprofits, AAAs, and others)
 - Access to different / more funding
 - Serving more clients
 - Delivering more mission

Key Steps:

- Set staffing
 - Hire Director
 - Finalizing job description
 - Org Chart
- Continue to build the board
- Develop marketing
 - Confirm naming
 - Lay out benefits & approach to insurance plans
 - Lay out benefits & approach to provider network
 - Develop Member agreements
- Develop operations & QA
 - Create a business plan
 - Set pricing
 - Develop policies & procedures
 - Develop contract templates
 - Seek IT platform
 - Develop QA process, measures, & tools
 - Create training plans for the provider network
- Manage risk

Who: MMS Board, ED, CEO, Parent Board

Notes from Planning Discussions

- *Emphasis on implementation & quality. Needs its own plans, measures,*

- Manage risk, establish compliance processes
- Plan
- Recruit skilled talent
- Create technology / process
- Keep the social spirit and high quality
- Need to keep board and staff up to date – where it stands, how it impacts the whole organization
- This runs mostly on its own – not a part of the other ElderSource work.
 - Separate staffing, different business model
 - primary market is the insurance industry rather than the direct consumer
 - generates net revenue for parent, direct revenue for ElderSource Institute
 - Support health navigator
- Has its own business plan, needs its own strategic plan
- Focus is on AAA and agencies that serve people who are aging and people with disabilities
- The [Gravity Project](#) includes digital standards for SDH

Build out and grow ElderSource Institute

Desired Outcomes:

- ***More Services, More Money, More Better***
- More resources will be available for caregivers
- More and high-quality resources will be available for professionals who work with elders and people with disabilities
- Concepts developed with the expertise in the ElderSource family can be made into income generating products and services

Key Steps:

- Set staffing
 - Hire Director
 - Finalizing job description
 - Org Chart
- Continue to build the board
- Develop marketing framework
 - Because the product mix is unsure and expected to grow/change over time, the timing and nature of this work is also unsure. It includes elements such as:
 - Lay out benefits and approach for each product and its target audience
- Develop operations framework
 - Because the product mix is unsure and expected to grow/change over time, the timing and nature of this work is also unsure. It includes elements such as:
 - Create a business plan
 - Set pricing
 - Develop policies & procedures
 - Develop QA process, measures, & tools
- Manage risk

Who: EI Board, ED, CEO, Parent Board

Notes from Planning Discussion

- The defining body of work is currently: certification of completion, transfer of programs from AAA to EI. This includes:
 - Caregiver support
 - Navigator services – WIP @ AAA
 - MMS driven needs
 - Certificate of completion
- Plan to continue to deliver these programs
 - Timely launch
 - quality
 - positive net income
 - staffing

Pursue Housing Solutions

Though the actual relationship ElderSource will have to housing or the actions that we might take have not yet been determined, we are strategically committed to finding out how we can make a difference to fill this critical need.

Desired outcomes include:

- ***More Better, More Services, More Money***
- Impact for elders and people with disabilities
 - Affordable housing
 - Safe & culturally competent housing
 - More independence
 - Higher quality of life
- Impact on ElderSource staff
 - Affordable housing
 - Supporting workforce retention
 - Quality of life
- Impact on the ElderSource companies
 - Additional revenue streams
 - Demonstrating that we are good care providers
 - Creating good will in community

Key steps:

- Make the initial exploration and recommendation
 - A 2–4-person group will make the initial exploration. This group may include board members or people with expertise in this area.
 - The group will identify the issues and range of options, seeking existing evidence.
 - Using the strategy screen, the group will make a recommendation on ElderSource's course of action and timing in this area.
- Form the taskforce / committee - Decide ♦ go/no go/refine
 - Similar to the strategic planning taskforce, this small group will report to strategic planning committee. It will research and make recommendations for approval by the board(s).

- It will include staff & board members and may include non-board volunteers who bring expertise.
 - The strategic planning committee will track progress of the taskforce and help to obtain resources as needed
- Research the issues – Decide ♦ go/no go/refine
 - Include voice of the consumer, starting with existing research, but adding as needed.
- Identify opportunities and evaluate using the rubric - Decide ♦ go/no go/refine
 - Options may include, but are not limited to:
 - Do we own? Do we provide expertise to partners? Where do we fit?
 - What grants and funding are available?
 - Test ideas with consumers
- Conduct risk assessments - Decide ♦ go/no go/refine

- Participate with the AAA association who is creating a legislative agenda in Florida

Who: Housing Taskforce with support from Strategic Planning Committee & Wise Owl Board

Notes from Planning Discussions

- Explore options, existing programs, identify gaps/needs where our expertise is suited
 - We should bring our expertise, but not build a new housing platform.
 - Benchmark available models already in existence
 - Consider housing for people with disabilities, elders, workforce (see the Medical Community Model for support in housing, RA model) - for our workforce, for partner workforce, for home health aides, etc.
 - Are we in conflict with Aging True? We don't know yet. Believe the focus is HUD housing for seniors, not workforce. Need to make sure our work is aligned.
 - Consider this as a collaborative opportunity - developers are already vetted and invested. They have credibility with foundations, for tax credits & available grants.
 - We believe funding will be available
 - Community Foundation, Delores Weaver has a tiny house initiative, LIFT Jax supporting developers on workforce housing, HUD has possibility too, donors & foundations
 - Legislative priority – affordable, housing for homeless
 - This is likely multi-year planning and then multi-year implementation
 - Consider green implications from various options
 - Consider digital/non-digital access points from various options

Some current resources on housing:

- [Jacksonville Housing Alignment & Collaboration Initiative](#)
- [Advocates Guide '22: A PRIMER ON FEDERAL AFFORDABLE HOUSING & COMMUNITY DEVELOPMENT PROGRAMS & POLICIES](#)

Pursue transportation solutions

Desired outcomes:

- **More Better, More Services, More Money**
- Decreases isolation

- Safe, affordable, & culturally competent service
- Supports more independence
- Supports higher quality of life
- Increases access to services, recreation, family, healthcare, etc.
- Supports caregivers with reliable, flexible, and safe service
- Services should be net profitable

Key Steps:

- Make the initial exploration and recommendation
 - A 2–4-person group will make the initial exploration. This group may include board members or people with expertise in this area.
 - The group will identify the issues and range of options, seeking existing evidence.
 - Using the strategy screen, the group will make a recommendation on ElderSource’s course of action and timing in this area.
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 - Similar to the strategic planning taskforce, this small group will report to strategic planning committee. It will research and make recommendations for approval by the board(s).
 - It will include staff & board members and may include non-board volunteers who bring expertise.
 - The strategic planning committee will track progress of the taskforce and help to obtain resources as needed
- Research the issues – Decide ♦ go/no go/refine
 - Include voice of the consumer, starting with existing research, but adding as needed.
- Identify opportunities and evaluate using the rubric - Decide ♦ go/no go/refine
 - Options may include, but are not limited to:
 - Do we purchase our own assets / vehicles? Do we fund existing services? Do we sell training / certification to existing services? Where do we fit?
 - What grants and funding are available?
 - Test ideas with consumers
 - Several comparative transportation ideas for elders are noted [here](#).
- Conduct risk assessments - Decide ♦ go/no go/refine

Who: Transportation Taskforce with support from Strategic Planning Committee & Wise Owl Board

Notes from Planning Discussions

- Options include but are not limited to:
 - Looking for strategic partners
 - Traditional taxi companies that have lost market share & opportunity?
 - Trained drivers who can support needs of our people – “Elder Uber”
 - Existing church ministries – doctor appointments, shopping,
 - If there is a possibility of purchasing vehicles or other assets, include consultation with the Wise Owl board
 - Awareness/training of how to access ride sharing services
 - Providing a ride share concierge accessible by phone (and who can set up an initial account?)

- Supporting data: shows in the needs assessment, came up in focus groups, counties have transportation advisory boards which Janet Dickinson sits on, need exceeds availability, paperwork/qualification is a barrier, difficulties in getting funding, qualified drivers, driver pay rates. Transportation shows up as a large community need almost everywhere and tends to be a larger challenge in smaller communities.
- ITN – possible program – has a start up cost.
- Lack of transportation impacts isolation, health, ability to stay in your home, impact on caregivers.
- Needs discovery
 - Do we want more of the same – expanding the current model – or do we want something more flexible?
 - Want to find existing models to fit our needs.
- Consider green implications from various options
- Consider digital/non-digital access points from various options

Pursue social enterprise opportunities

Desired outcomes:

- ***More Money, More Better, More Services***
- Employs seniors or people with disabilities
- Increases community awareness of ElderSource / Services
- Clearly and intuitively advances the mission with the kind of service provided (e.g., isolation)
- Services should be net profitable – and we should make the linkage clear that earned income goes back to providing more services

Key Steps:

- Make the initial exploration and recommendation
 - A 2–4-person group will make the initial exploration. This group may include board members or people with expertise in this area.
 - The group will identify the issues and range of options, seeking existing evidence.
 - Using the strategy screen, the group will make a recommendation on ElderSource's course of action and timing in this area.
- Form the taskforce / committee - Decide ♦ go/no go/refine
 - Similar to the strategic planning taskforce, this small group will report to strategic planning committee. It will research and make recommendations for approval by the board(s).
 - It will include staff & board members and may include non-board volunteers who bring expertise.
 - The strategic planning committee will track progress of the taskforce and help to obtain resources as needed
- Research the issues – Decide ♦ go/no go/refine
 - Include voice of the consumer, starting with existing research, but adding as needed.
- Identify opportunities and evaluate using the rubric - Decide ♦ go/no go/refine
 - Options may include, but are not limited to:
 - Ice Cream store
 - Thrift store – postponed but not rejected in prior planning periods
 - Intergenerational services (tutoring, childcare)

- Transportation / driving
- Placing people into jobs rather than starting our own enterprise
- Test ideas with consumers
- Conduct risk assessments - Decide ♦ go/no go/refine

Who: Social Enterprise Taskforce with support from Strategic Planning Committee

Notes from Planning Discussions

- Possibly partnering with Communities for Independent Living (CILs)
- Could be entrepreneurial ventures such as an ice cream shop. *(as an example, may not be sufficient to impact net income. This is also an employment opportunity. See Bitty & Beau's coffee.)*
- Could be new services offered through ElderSource Institute, or not
- Shouldn't be done at the same time as another big initiative, maybe not in an early year.
- Could be collaborative
- Opportunity & Time driven
- Consider green implications from various options
- Consider digital/non-digital access points from various options

Resources:

[Social Enterprise Business Plan](#), Propel Nonprofits

Appendices

Appendix A: ElderSource Strategy Screen

This is a consistent set of questions that can be used to evaluate large strategic choices. These could be deployed either to create consistent discussion or even as a scorable rubric as shown below.

Score		Alignment			
		Deal Breaker	None to Low Score 0	Medium Score 3	High Score 5
	Is consistent with the identity statements for the organization	Inconsistent with vision, mission, or values	Vision, mission & values are consistent, but very little else	Vision, mission & values and <u>most</u> other areas are consistent	Entirely Consistent with our goals and work
	Provides more services	We will provide fewer services as result of this initiative	No effect services provided.	We expect to provide more services, but unsure of the numbers or timing.	We expect to provide 10% or more additional services within three years.
	Has short-term wins	n/a	At least a few opportunities within 18 months	Many opportunities within 12 months	n/a
	Increases awareness & name recognition <i>Target audience will vary by initiative</i>	n/a	No one outside of ElderSource families will be aware of or interested in this initiative.	Initiative is visible and of interest to our target audiences through our own media	Initiative can gain significant earned media
	Diversifies funding sources	n/a	Existing, significant funding source.	Existing funding source, but a smaller one.	Funding source is completely new.
	Ability to create unrestricted net income	n/a	May not provide positive net income.	Expected to provide positive unrestricted net income by the third year or later.	Expected to provide positive unrestricted net income in first or second year.
	Revenue is financially sustainable <i>(revenue may be</i>	n/a	We believe revenue or funding is	Revenue is known to be reliable for a defined period	Revenue is known to be reliable for multiple years.

		Alignment			
Score		Deal Breaker	None to Low Score 0	Medium Score 3	High Score 5
	<i>funded or earned)</i>		viable but are not sure.	of at least 1 year.	
	Size of investment required (\$)	n/a	<i>This is a data point, not scorable</i>		
	We have or can attain the capacity to deliver (staff time, resources, training, etc.)	We have no expectations of reasonably attaining capacity.	We have no or less than 50% funding for the required staff, training, & tools. Any addition requires increases in current workloads.	We have <u>partial</u> (50-99%) funding for the required staff, training, & tools.	We have/expect to get <u>full</u> funding for the required staff, training, & tools. There will be no increase in current workloads.
	Anticipated Risk Level	Significant risk without a plan to manage or insulate other operations	Significant risk with a plan to manage and insulate other operations	Acceptable risk with a plan to manage and insulate other operations	No or very little anticipated risk
	Has a positive effect on our partner providers	Significant negative impact on partners	No effect on partners, positive or negative.	At least one partner will want to be an active participant in this initiative and will find it beneficial to their organization.	More than one partner will want to be active participants in this initiative and will find it beneficial to their organization.
	Increases ElderSource’s collaborative work				
	Total Score				

Comparative Program Rating

This table can be used to compare the numeric rating across programs. The most benefit will come from discussion around the strategy screen questions above.

Program	Consistent with ID statements	Provides more services	Has short-term wins	Increases awareness	Diversifies funding sources	Creates unrestricted net income	Revenue is sustainable	Internal Capacity	Anticipated Risk Level	Positive effect on Partners	Increase collaborative work

Appendix B: Strategic Categorization of Revenue Generation and Fundraising

The planning committee discussed how to prioritize and value revenue generation. Rather than considering only fundraising, typically categorized to include events, donors, and grants, the planning committee recommends focusing on net income which is a more relevant number in many aspects.

- Net income reflects total revenue generation (including those fundraising categories and fee for service revenue, earned revenue, and grants) and expense management.
- Net income goes to the parent who then can decide how to invest in the mission – starting a new program, eliminating the waitlist, etc. Needs vary over time.
- ElderSource is particularly strong in earned revenue. EI & MMS are potential income generators, and their startup is supported by grants.
- ElderSource does not want to compete with affiliated agencies for donations and events.
- Grant revenue does not always cover full cost or may require a match. Our own net income allows us to cover our full cost and pay staff more competitively.

With an emphasis on net income, we need to ensure that this is the clear goal across all applicable areas including CEO evaluation.

Appendix C: Vision – What does success look like for ElderSource in 2035?

Our vision remains consistent with what we defined in 2017 as our future. Values remain the same. Advocacy remains important. We will still be unafraid and open to opportunity.

In 2018, you said that by 2030 ...

Trusted, Collaborative
Innovative, Unafraid
Social Enterprise?

FOCUSED ON
COMMUNITY OUTCOMES

Core services: education,
training, connections,
advocacy. Not direct
service.

In 2030, ElderSource will be recognized as one of the best agencies serving the elderly because we are the “go to” source for information and resources on all aging-related issues in Northeast Florida. From older adults and their caregivers to state decision makers, ElderSource is known and recognized as the trusted leading voice on aging - related issues.

Core services will be similar, but with more direct services being offered than previously expected. We have our eyes on the mission, working to lift all boats and adding value to the services that other organizations provide.

ElderSource Institute will remain consistent in focus on service to older adults, caregivers,

people with disabilities, and the people who work these groups. EI’s role will continue to be education and support.

Significantly, we will continue with our focus on the audiences served by ElderSource and ElderSource Institute today: people age 65+, people with disabilities age 18+, and the people who support those two groups, caregivers, family members, professionals, etc. Though MMS could allow us to expand services to different audiences (such as Medicaid for children), our focus remains on our mission audiences.

Some differences that we expect given what we know today include:

- We will become more of a one-stop shop by offering care navigator services
- Our service areas will grow by company. ElderSource, the AAA, and ElderSource Institute will stay focused on the seven-county area. MMS will be at least state-wide, and possibly in the southeastern United States.
- We will have developed strategies to address the housing needs of the people we serve and possibly our workforce.

Expected Impact of MMS

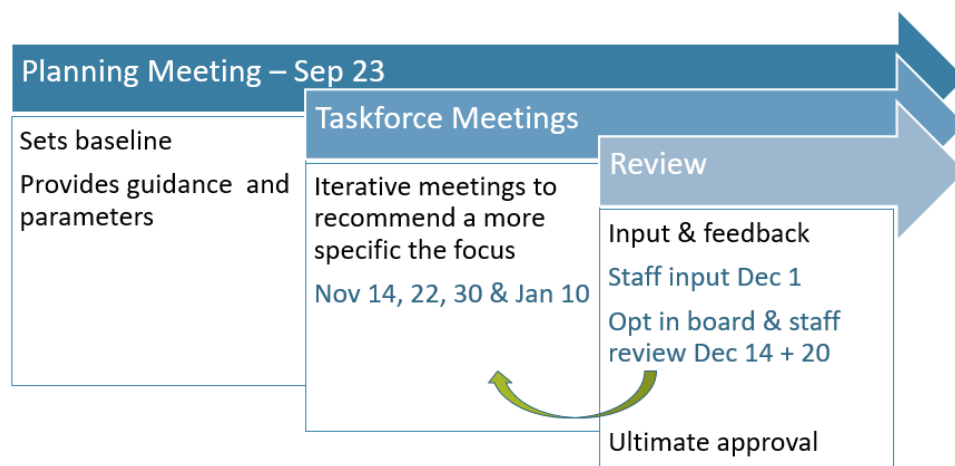
External impacts in the community

- More services
- Reduction of wait lists
- The ability to serve more people with disabilities
- Keep people we serve out of the hospital
- Continuity of service for people we serve
- Added value for people we serve
- A state-wide identity for MMS
- New & different revenue streams

Internal impacts on the ElderSource family

- Complexity of the work
- Risk factors
- Fast growth rate – could MMS become bigger than ElderSource?
- Need for expertise, different staffing / talent
- Need for strong monitoring & quality assurance
- Increase policy & advocacy role, but with a somewhat different focus

Appendix D: Planning Process



Sep 23 Participants

Board Members

- Ross Barry - MMS, St Johns County
- Veronica Catoe – MMS, ElderSource Institute, Wise Owl, Volusia County
- Vivile Dietrich – ElderSource, Duval County
- Alan Fraser – ElderSource Institute, Volusia
- Stu Gaines - MMS, ElderSource Institute, Flagler County
- Barbara Greene – ElderSource, Flagler County
- Elizabeth Gunn - ElderSource, St Johns County
- Jenny Higginbotham – ElderSource, Nassau County
- Ashley Jennings – ElderSource Institute, Volusia County
- Fran Pepis - Wise Owl
- Walette Stanford – ElderSource, Duval County
- Grady Williams – ElderSource, Clay County

Staff: Tameka Gaines Holly, James Lee, Linda Levin

Taskforce members

Board	Staff
1. Brenda Ezell 11/14, 22, 30	1. Janet Dickinson 11/14, 22, 30
2. Stu Gaines 11/14	2. Tameka Gaines Holly 11/14, 22, 30
3. Elizabeth Gunn 11/22	3. Renee Knight 11/14, 22, 30
4. Mike Jorgenson 11/14, 30	4. Linda Levin 11/14, 22, 30
5. Fran Pepis 11/14, 22	5. Andrea Spencer 11/14,30
6. Sandy Robinson 11/14, 22, 30	
7. Walette Stanford 11/14, 22	
	Facilitators: Julia Burns, Darrin Finley

Eldersource, Inc
2023 Proposed Budget

Parent
2023
Budget
Proposed

NOTES

Revenue

Parent Bank Projection 2022-2023	134,606.71	Beginning Balance from Parent Bank
Fundraising	30,000.00	
Board Contributions	6,500.00	
Total Program Revenues	171,106.71	

Operating Expenses

Salaries	191,660.19	Percentage of Sal/Fringes/Ben for 2023 for CEO (15%), COO (15%), CFO (25%), HR (10%), Bus Develop Mgr (25%), Compliance Mgr (25%), Fiscal (10%), 1 VP (Andrea) (35%), Admin (Jessica) (25%), Communication Specialist (100%), Receptionist (15%)
Year End Bonuses	28,500.00	Performance bonus
Employee Benefits	35,438.34	
Payroll Taxes	16,039.25	
Payroll Fees	711.00	
Rent - Office	11,919.08	Internal Charges for Percentage of Staff
Telephone & Internet	2,000.00	Internal Charges for Percentage of Staff
Office Supplies	2,000.00	
Printing & Supplies	1,000.00	
iVenture	15,000.00	I.T. Support
Audit Fees	1,500.00	
Taxes & Licenses	100.00	
Consulting & Professional Fees	23,700.06	Daigel \$16k - Marketing and Communication along with \$7k for Other
Executive Director Allocation	5,000.00	CEO Allocation
Board Expenses	3,000.00	Board Projects
Other Non-DOEA Expenses	3,000.00	
Total Operating Expenses	340,567.92	

Net Operating Margin	(169,461.21)	
Plus: Transfer In	300,000.00	
Less: Transfer Out	0.00	
Net Transfers	300,000.00	
Net Margin	130,538.79	
Less: Depreciation & Amortization	0.00	
Total Net Margin	130,538.79	



Wise Owl
2023 Budget

Wise Owl
2023
Budget

NOTES

Revenue

Beginning Income	216,933.48	
ElderSource Rent Payments	135,000.00	
Building Lease Projection 6 month 2023	24,000.00	
Total Program Revenues	375,933.48	

Operating Expenses

Personnel Expenses	56,614.61	Portions of CEO (15%), COO (10%), CFO (15%)
Payroll Fees	82.96	
Building Maintenance	17,000.00	Internal Charges
Utilities & Security	17,000.00	Internal Charges
Telephone & Internet	1,450.00	Internal Charges
Printing & Supplies	500.00	Minor Supplies for Building
Postage & Shipping	50.00	
Audit Fees	500.00	Internal Charges
Interest Expense	11,101.93	
Property & Liability	11,404.92	Reduce 5k under 2021 due to sale of building
Mortgage	48,650.39	
Taxes & Licenses	945.12	
Total Operating Expenses	165,299.93	

Net Operating Margin	210,633.55	
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Plus: Transfer In	0.00	
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Net Margin	210,633.55	
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Less: Depreciation & Amortization	(51,100.00)	Reduce \$15.5k under 2021 due to sale of building
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Total Net Margin	159,533.55	
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MMS
2023 Budget

	MMS Proposed 2023 Budget	MMS 2022 Budget	Change \$\$	Change %	NOTES
Program Revenue					
Quality Assurance Contract	162,500.00	117,000.00	45,500.00	39%	Contract with Florida Community Care
NLE Year 2	209,407.00	111,899.60	97,507.40	87%	
Total Program Revenues	371,907.00	228,899.60	143,007.40	62%	
Program Expenses					
Subcontractors	62,500.00	45,000.00	17,500.00	39%	File reviewers for MMS= 2,500 files @ \$25
Total Program Revenues	62,500.00	45,000.00	17,500.00	39%	
Gross Margin	309,407.00	183,899.60	125,507.40	68%	
Operating Expenses					
Salaries	\$146,582.00	153,428.88	(6,846.88)	-4%	ED, Director Ops, Admin Asst.
Employee Benefits	\$27,560.92	32,757.07	(5,196.15)	-16%	Internal Charges
Payroll Taxes	\$11,590.91	11,737.31	(146.40)	-1%	Internal Charges
Payroll Processing Fees	633.00	407.50	225.50	55%	Internal Charges
Travel & Conferences	7,000.00	4,301.00	2,699.00	63%	
Telephone & Internet	1,000.00	500.00	500.00	100%	Internal Charges
Office Supplies	2,000.00	2,075.00	(75.00)	-4%	
Printing & Supplies	2,000.00	2,000.00	-	0%	
Office Equipment	3,000.00	1,500.00	1,500.00	100%	
Outreach & Marketing	4,000.00	3,500.00	500.00	14%	
Consulting & Professional Fees	24,400.00	6,000.00	18,400.00	307%	
Audit Fees	2,000.00	1,500.00	500.00	33%	
Legal Fees	3,500.00	2,500.00	1,000.00	40%	Internal Charges
Taxes & Licenses	500.00	122.50	377.50	308%	
Property & Liability Insurance	1,000.00	646.00	354.00	55%	
Indirect Cost	22,922.00	9,706.11	13,215.89	136%	
Total Operating Expenses	259,688.83	232,681.37	5,908.46	4897%	
Net Operating Margin	49,718.17	(48,781.77)	(108,545.77)	-182%	



Eldersource Institute
2023 Budget

EI - MMS
Proposed 2023
Budget

NOTES

Program Revenue

Beginning Income	68,646.24	
Trainings	6,000.00	
Total Program Revenues	74,646.24	

Program Expenses

Subcontractors		
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Total Program Revenues

-	
---	--

Gross Margin

74,646.24	
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Operating Expenses

Salaries		
Employee Benefits		
Payroll Taxes		
Payroll Processing Fees		
Travel & Conferences		
Telephone & Internet		
Office Supplies		
Printing & Supplies	2,000.00	
Office Equipment		
Outreach & Marketing	15,000.00	
Consulting & Professional Fees	2,000.00	
Audit Fees		
Legal Fees		
Taxes & Licenses		
Property & Liability Insurance		
Indirect Cost		

Total Operating Expenses

19,000.00	
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Net Operating Margin

55,646.24	
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AMENDED AND RESTATED BYLAWS
OF
MEDICAID MANAGEMENT SERVICES, INC.
Adopted: ~~April 11, 2019~~ January 11, 2023

ARTICLE I
NAME

- 1.1 Name. The name of this Florida not for profit corporation is MEDICAID MANAGEMENT SERVICES, INC. (~~the~~ "Corporation").

ARTICLE II
OFFICES

- 2.1 Principal Office. The principal office of the Corporation shall be 10688 Old St. Augustine Road, Jacksonville, FL 32257 or such other location as designated from time to time by the Board of Directors (~~the~~ "Board" and each member of the Board, a "Director").
- 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 offices at other places within the State of Florida.

ARTICLE III
MISSION

- 3.1 Mission. The ~~m~~Mission of the Corporation is to assist older adults to remain independent in their home and community.

ARTICLE IV
BOARD OF DIRECTORS

- 4.1 Authority. The Board ~~of Directors~~ shall be the governing authority responsible for developing policies and overseeing corporate operations. The affairs of the Corporation shall be managed by the Board, and by officers, agents, independent contractors and employees of the Corporation, under the authority of the Board, in accordance with applicable laws and regulations, the Articles of Incorporation and these Bylaws.
- 4.2 Number and Voting. The Corporation shall have a minimum of three (3) and a maximum of fifteen (15) ~~D~~irectors, each with one (1) vote. The Corporation may have such number of honorary ~~D~~irectors as authorized from time to time by motion approved by a majority of the ~~members-Directors~~ present. Honorary ~~d~~irectors shall have no vote. The Executive Director of the Corporation shall serve as a ~~D~~irector, ex officio, without vote. Unless otherwise specified in the Articles of Incorporation or these Bylaws or as provided by law, if a quorum is present, action on a matter by a voting group is approved if the votes ease-cast within the voting group favoring the action exceed the votes cast opposing the action.

- 4.3 Qualification of Directors. Directors must be eighteen (18) years of age or older.
- 4.4 Election of Directors. Directors shall be nominated and elected at the annual meeting on a staggered basis. ElderSource, Inc. may nominate individuals for positions on the Board and will have approval authority of all nominees. The initial ~~D~~irectors will be appointed by the Incorporator. To create staggered terms, the Incorporator shall appoint a majority of the ~~d~~irectors to serve an initial term of two (2) years and the balance for an initial term of one (1) year. Thereafter, at the annual meeting, the applicable ~~d~~irector seats that are up for election at such meeting shall be filled by a majority vote of the ~~d~~irectors present at a meeting duly noticed and called at which a quorum is present. In the event that a seat is not filled because a majority vote in favor of the nominated ~~D~~irector candidate is not reached, the ~~D~~irectors shall each submit one vote for each ~~D~~irector seat that is up for election, and the ~~d~~irector for such seat shall be chosen by a plurality vote. The Board shall provide rules for voting in such a manner as to attempt to have an equal number of ~~D~~irectors elected each year for staggered terms.
- 4.5 Terms and Limits. Directors serve for a term of two (2) years except for the initial terms set forth in Section 4.4. No ~~D~~irector is eligible to serve as a ~~d~~irector for more than three (3), consecutive, two (2) - year terms.
- 4.6 Vacancies. Vacancies shall be filled by majority vote of ~~d~~irectors present at any meeting at which a quorum is present. The new ~~d~~irector elected to fill the unexpired term shall serve the remainder of the term.
- 4.7 Resignation. A ~~d~~irector 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.
- 4.8 Removal. Any ~~member, d~~irector, or officer may be removed by the Board ~~of Directors~~ with or without cause whenever, in the Board's sole 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 at least two-thirds (2/3) of the directors present at any meeting of the Board, duly notice and called, at which a quorum is present. Notice of the proposed removal shall be given to the Board with notice of the meeting.
- 4.9 Restrictions. Under no circumstances may a majority of the ~~D~~irectors be disqualified persons as defined in Section 4966 of the Internal Revenue Code of 1986 (or corresponding provisions of any future United States revenue law).
- 4.10 No Compensation. No ~~d~~irectors 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.
- 4.11 No Favoritism. The Board ~~of Directors~~ shall not be favored in applying for or receiving the services of the Corporation.
- 4.12 No Conflicts. The Corporation has implemented a conflict of interest policy adopted as of April

11, 2019 (the "Conflict of Interest Policy") that each Director and officer of the Corporation must follow. Any ~~member or~~ Director who has a real or potential conflict of interest, whether directly or indirectly (including if the conflict is created by a financial or beneficial interest held by an immediate family member of the ~~Director or member~~) shall declare ~~that such~~ conflict in accordance with the Conflict of Interest Policy. Such ~~member/D~~irector shall specify the basis for such conflict in accordance with the Conflict of Interest Policy. In no case shall a ~~member~~ Director having a conflict have the right to advocate or vote on matters regarding the conflict.

4.13 Prohibition Against Benefit. No ~~member, d~~Director, officer ~~or,~~ employee, or independent contractor 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 4.10 and Section 12.2; 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 Board 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 Corporation shall be distributed, transferred, conveyed, delivered, and paid over, as provided in the Articles of Incorporation, or if the Articles of Incorporation do not so provide, 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.

4.14 Exempt Activities. Notwithstanding any other provisions of these Bylaws, no ~~member, d~~Director, officer, employee, independent contractor 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 Internal Revenue Code and ~~r~~Regulations issued pursuant thereto as they now exist or as they may hereafter be amended.

4.15 Prohibition Against Political Activities. Notwithstanding any other provisions of these Bylaws, no ~~member, d~~Director, officer, employee, independent contractor or other representative of this Corporation shall attempt to influence legislation as a substantial part of the Corporation's activities, or the ~~member, d~~Director's, officer's, ~~or~~ employee's, independent contractor's or other representative'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 Directors at any meeting of the Board, duly noticed and called, at which a quorum is present.

5.2 Duties of Officers: Officers shall perform the following duties and other duties as may from

time to time be prescribed by the Board:

1. The President shall be the Chair of the Board~~of Directors~~. The President shall appoint committees established from time to time by Board resolution; shall serve as Chair of the Executive Committee and ex officio member of all committees; and shall serve on the ElderSource, Inc. Board of Directors. The President shall possess and may exercise such power and authority that is duly assigned to him/her and that is incident to the office of ~~P~~President.
 2. The Vice President shall perform such duties as are assigned by the President, including the duties of President in his or her absence. The Vice President shall possess and may exercise such power and authority that is duly assigned to him/her and that is incident to the office of ~~V~~ice ~~P~~President.
 3. The Secretary shall assure appropriate maintenance of all of the Corporation's records, shall assure the recording of the Corporation's meeting minutes, and shall be responsible for sending and distributing all of the Corporation's meeting notices and minutes. The Secretary shall possess and may exercise such power and authority that is duly assigned to him/her and that is incident to the office of ~~S~~ecretary.
 4. The Treasurer shall have charge and custody of, and be responsible for, all funds and securities of the ~~C~~orporation; receive and give receipts for money due and payable to the Corporation from any source whatsoever; and deposit all such money in the name of the ~~e~~Corporation in such banks, trust companies, or other depositories as shall be used by the Corporation. The Treasurer shall possess and may exercise such power and authority that is duly assigned to him/her and that is incident to the office of ~~T~~reasurer.
- 5.3 Election of Officers. Officers shall be elected by majority vote of the ~~D~~irectors present at the annual meeting of the ~~Corporation-Board~~ based on nominations approved by ElderSource, Inc. The officers shall take office January 1 of each year.
- 5.4 Terms. Officers shall be elected for two (2) year terms and may be re-elected for an additional two (2) year term.
- 5.5 Vacancies. Vacancies in officer positions due to resignation, death or other reasons shall be filled by majority vote of the ~~d~~irectors 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 Board of the Corporation shall be held on such date, and at such time and location as shall be determined by the Board. 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 ~~D~~irector and officer in writing at least thirty (30) days prior to the meeting. Notice is sufficient if sent to the ~~d~~irector's or officer's last known point of contact as set forth on the Corporation's books and records.

- 6.2 Regular Meetings. Regular meetings shall be held as determined by the Board, but in no event less than every four (4) months.
- 6.3 Special Meetings. Special meetings may be called at any time by the President or shall be called on the written request of twenty-five percent (25%) of the Directors. Notice of a special meeting must be given to all Directors authorized to vote at such meeting at least five (5) calendar days in advance.
- 6.4 Quorum. At any meeting of the Board ~~of Directors~~, the presence of a simple majority of ~~d~~Directors shall be necessary 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 ~~d~~Directors can dispense with this Section and require that any meeting be conducted in person if 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 (2) Directors.
- 7.2 Executive Committee. The Executive Committee shall consist of the officers of the Corporation and one (1) 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 simple majority of the Executive Committee members.

ARTICLE VIII INDEMNIFICATION AND LIABILITY

- 8.1 Indemnification. The Corporation shall indemnify any person who at any time serves or has served as a ~~d~~Director, officer, employee, volunteer, ~~or~~ agent or independent contractor of the Corporation, or in such capacity at the request of the Corporation for any other corporation, partnership, joint venture, trust or other enterprise (the "Indemnified Party"), to the fullest extent permissible under applicable law. Any such Indemnified Party shall be entitled to indemnification by the Corporation ~~in~~ any action, suit or proceeding (including any appeal thereof) resulting from the Indemnified Party's services to or services provided at the request of the Corporation if the Indemnified Party acted in good faith and in a manner which he/she reasonably believed to be in, or not opposed to, the best interests of the Corporation and, with respect to any criminal action or proceedings, had no reasonable cause to believe his/her conduct was unlawful. The determination of whether the applicable standard of conduct has been met shall be made: (a) by the Board ~~of~~

~~Directors~~ by a majority vote of a quorum of Directors who were not parties to the action, suit or proceeding; (b) if such a quorum is not obtainable or, even if obtainable, by majority vote of a committee duly designated by the Board ~~of~~ consisting solely of two (2) or more Directors ~~that were~~ not at the time parties to the proceeding; or (c) by the written opinion of independent legal counsel, selected by the Board ~~of Directors~~ prescribed in (a) above or the committee prescribed in (b) above, or, if a quorum of ~~d~~irectors cannot be obtained as provided in (a) above and a committee cannot be designated as provided in (b) above, selected by a majority vote of the full Board ~~of Directors~~ (in which Directors who are parties may participate).

- 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 such that he/she is an Indemnified Party 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 to purchase and maintain insurance on behalf of any person who is or was a Director, officer, employee, independent contractor, volunteer, or agent of the Corporation, or is or was serving at the request of the Corporation as a Director, officer, employee, independent contractor, volunteer, or agent for another ~~c~~orporation, 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, d~~irectors, and officers shall be kept at the Corporation's registered office or principal place of business. Any books, records, and minutes may be in written form or in any other form capable of being converted into written form within a reasonable amount of time.
- 9.2 Audit. The Board shall require an audit of the books and records of the Corporation by an independent certified public accountant at least once every two (2) years.
- 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 this Corporation shall be the calendar year.

9.5 Annual Budget. The annual budget of the Corporation must be provided to the Board of Directors of ElderSource, Inc. for review thirty (30) days prior to the annual meeting of the Board of Directors ~~for of~~ ElderSource, Inc. for its approval. ~~The~~ Board of Directors of ElderSource, Inc. shall have ultimate control over the use of excess funds that exist at the end of each fiscal year after the Corporation's expenses and liabilities have been satisfied, and shall have the power to determine how such funds are utilized, consistent with the Corporation's tax-exempt purpose.

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 Corporation's~~ 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.

ARTICLE XII EMPLOYEES AND ~~AGENTS~~INDEPENDENT CONTRACTORS

12.1 Employees and ~~Agents~~Independent Contractors. The Board may appoint, engage or hire, as applicable, ~~agents and~~ employees and independent contractors who shall have such authority and perform such duties as may be prescribed by the Board.

12.2 Compensation for Highest Compensated Employees and Independent Contractors. The Corporation and its Board shall follow the provisions set forth in this Section 12.2 with respect to its Highest Compensated Employees and Contractors. "Highest Compensated Employees and Contractors" means each of those employees or independent contractors employed or engaged by the Corporation that receive One Hundred Thousand Dollars (\$100,000.00) per year or more in compensation from the Corporation, including compensation from related organizations. Compensation arrangements for the Corporation's Highest Compensated Employees and Contractors must be approved by the affirmative vote of a majority of the Board prior to any payments being made to such persons. The Board, in its discretion and subject to majority approval of the Board, may make non-fixed payments (such as discretionary bonuses) to the Highest Compensated Employees and Contractors. When considering the approval of any compensation arrangement for the Highest Compensated Employees and Contractors, the Board shall follow the Conflict of Interest Policy and shall base its decision on information about compensation paid by similarly situated taxable or tax-exempt organizations for similar services,

current compensation surveys compiled by independent firms, or actual written offers from similarly situated organizations. For each compensation arrangement of the Highest Compensated Employees and Contractors, the Board shall document in writing (i) the information on which it relied to base its decision and its source for the applicable compensation arrangement; (ii) the decision made by each Director that voted on the applicable compensation arrangement; and (iii) the date and terms of the applicable compensation arrangement.

ARTICLE XIII NO DISCRIMINATION

- 13.1 No ~~D~~iscrimination. No ~~D~~irector, 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, disability, family status, marital status, gender identity or religion.

ARTICLE XIV AMENDMENTS AND REVIEW

- 14.1 Amendments. Subject to approval of the Board of Directors of ElderSource, Inc., these Bylaws may be amended or repealed and new bylaws may be adopted by the affirmative vote of a majority of the ~~4~~Directors present at any meeting of the Board, duly noticed and called, at which a quorum is present.
- 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.



Northeast Florida Area Agency on Aging dba ElderSource

CEO Evaluation Report

November 2022

Report summary

Self-assessment	Done
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Respondent statistics

Group	Completed responses	% complete
Board Members	20/28	71%

Compare the number of people who finished your assessment to the number of people invited to participate.

Report for Linda Levin

Introduction

By conducting an assessment, the chief executive has the opportunity to receive the needed insight into his or her strengths, limitations, and overall performance. The assessment of the chief executive is an opportunity for the board to express support for the executive and strengthen his or her performance in the future. The consequences of failing to assess the chief executive can lead to mistrust, strained working relationships, ongoing poor performance, and even turnover.

The survey uses a 5-point rating scale based on the following definitions:

- 1 - Unsatisfactory
- 2 - Needs Improvement
- 3 - Meets Expectations
- 4 - Exceeds Expectations
- 5 - Exceptional
- NA / Don't Know

Tips on how to interpret your results and determine action:

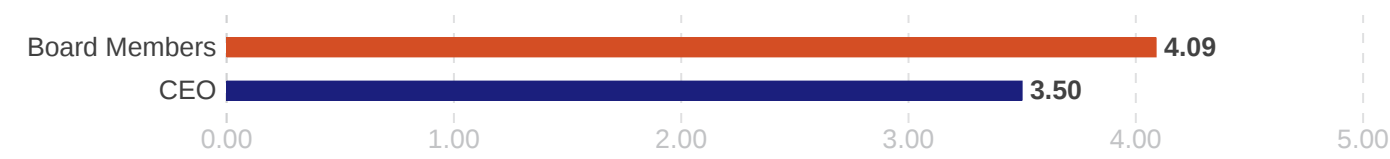
Do:	Don't:
<ul style="list-style-type: none">• Look at feedback holistically• Identify themes in strengths and opportunities for improvement• Prioritize a few focus areas to add to your development plan• Understand that everyone has opportunities for improvement	<ul style="list-style-type: none">• Try to figure out who said what• Focus on one positive or negative score/comment• Create a development plan around every item• Be discouraged that you have opportunities for improvement

This summary report is designed to guide the board and the chief executive through an effective dialogue. The goal of this dialogue is to provide insight into the board's perception of the chief executive's strengths, limitations, and overall performance and to foster the growth and development of the chief executive. This process is meant to be a learning experience and we believe it is only through discussion of this type that the chief executive and their board can chart a course of action and make progress in fulfilling the association's mission.

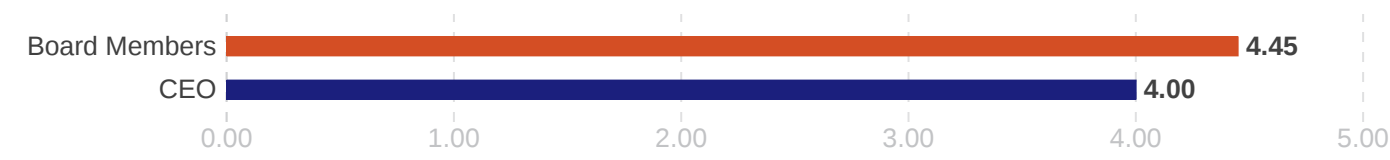
The scores from the chief executive appear in a separate column from those of the board in aggregate. By doing so, the board can compare its overall responses to those of the chief executive. Responses to the open-ended questions appear as they were entered.

Scoring Overview for Linda Levin

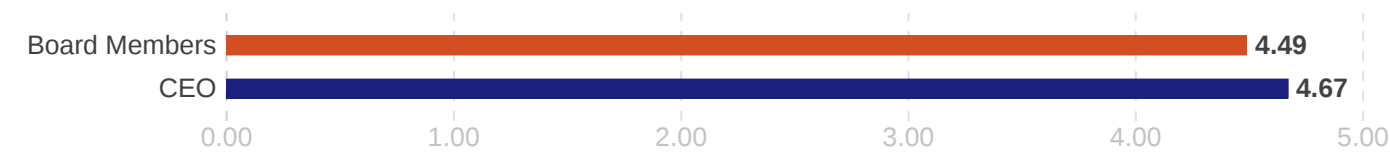
Goals



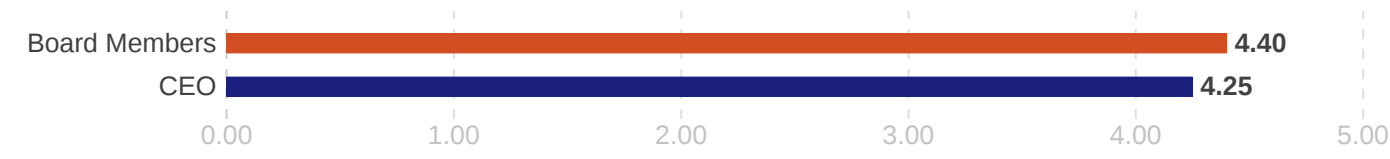
Planning



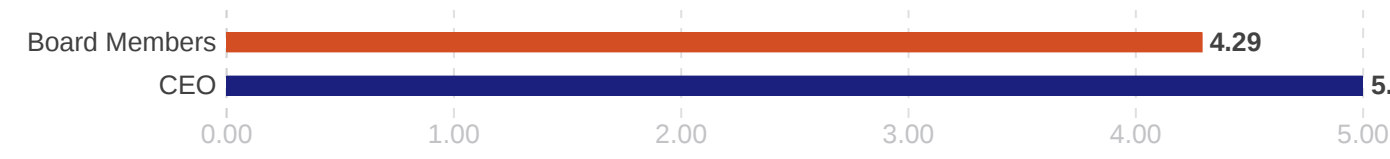
Administration



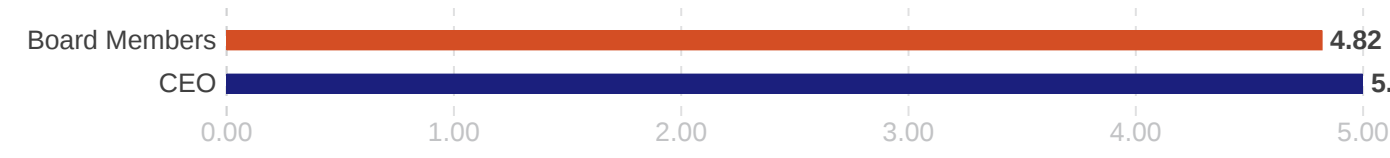
Board Relations



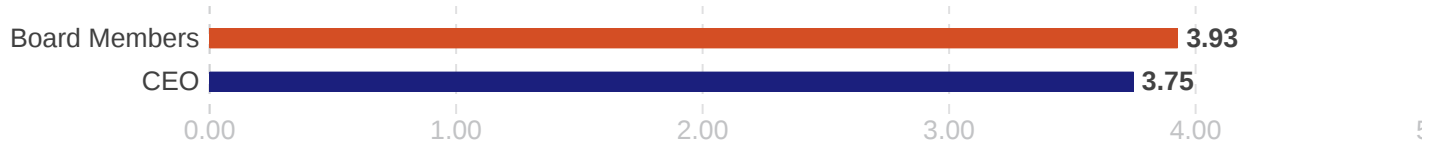
Financial Management



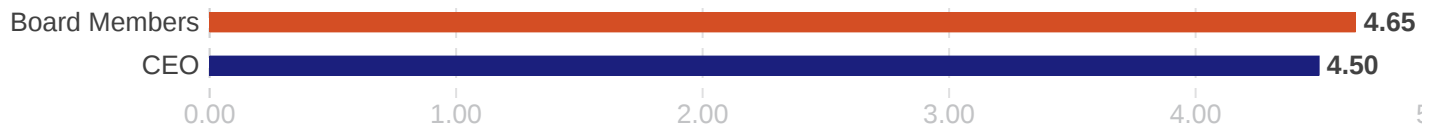
Communications/Public Relations



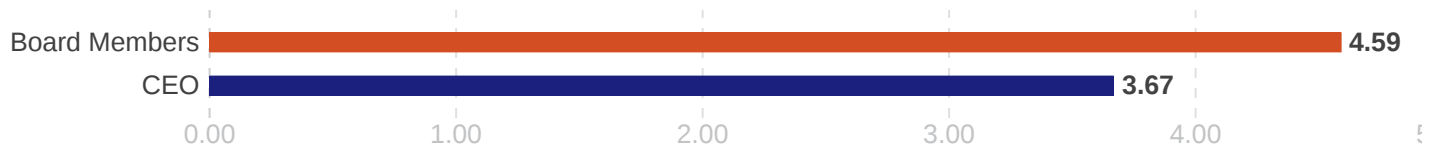
Fundraising



Leadership Skills

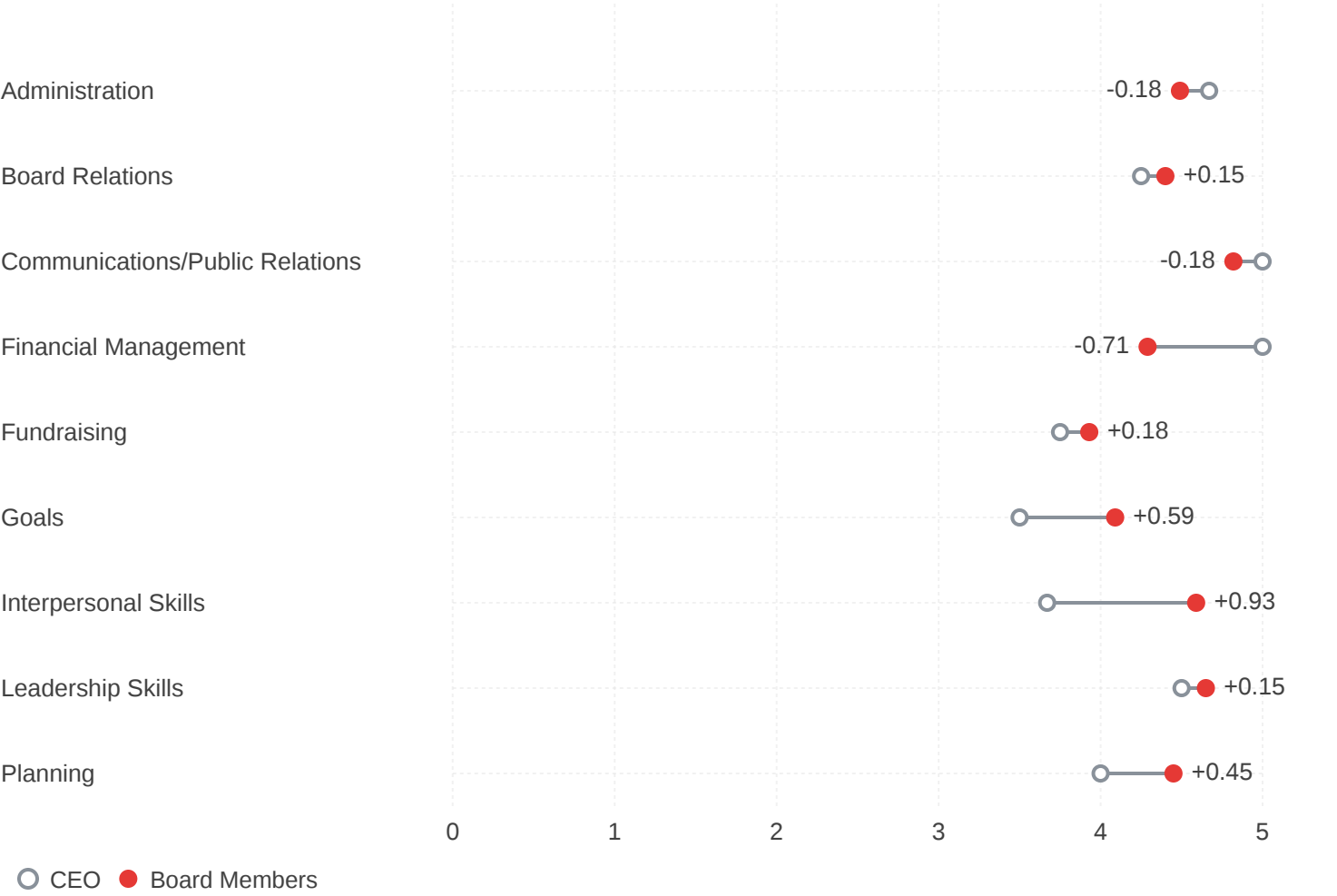


Interpersonal Skills



The gap chart displays the difference in scores between the Board Member's rating and the CEO's self-rating. For example, in the case of self-ratings vs. how Board Members rated the CEO, a positive(+) difference means others rated the CEO higher than the rating the CEO provided for themselves. A negative(-) difference means Board Members rated the CEO lower than the CEO provided for themselves.

Gap chart



The gap chart indicates the +/- difference between two rater groups.

The high/low chart displays items based on the areas where Board Members rated the CEO highest and lowest. The "Rank" number in the left column may be duplicated due to tied scores.

High and low scores

Highest scores

Rank	Scoring category	Item	Average
1	Leadership Skills	3.1a A clear commitment to the organization's mission and values	4.85
1	Communications/Public Relations	2.5b Served as a strong public advocate for the organization's mission and message	4.85
1	Communications/Public Relations	2.5a Served as an articulate and effective spokesperson for the organization	4.85
2	Administration	2.2a Displayed a thorough knowledge of the organization's mission area and programs	4.84
3	Leadership Skills	3.1b An ability to motivate and engage others in advancing the mission of the organization	4.75
3	Communications/Public Relations	2.5c Established and maintained positive relationships with individuals and groups that impact the success of the organization	4.75

Lowest scores

Rank	Scoring category	Item	Average
1	Fundraising	2.6b Ensured that the organization developed appropriate fundraising strategies and policies for securing donated funds	3.78
1	Fundraising	2.6c Effectively involved the board in implementing the organization's fundraising program	3.78
2	Goals	1. Fundraising: Work with parent board to define expectations	3.90
3	Goals	2a. Board Interaction: Resume live orientations and one-on-one check-ins	3.95
4	Administration	2.2d Recruited, developed, and retained the staff needed to implement the annual work plan	4.00
4	Fundraising	2.6a Served as an effective fundraiser in the procurement of donated funds (includes individual, private, corporate, foundations, and other donations).	4.00

Hidden strengths shows where Board Members rated the CEO higher than the CEO rated themselves. Areas for improvement shows where Board Members rated the CEO lower than the CEO rated themselves. Both sections are ranked from largest to smallest gap. The "Rank" number in the left column may be duplicated due to tied scores.

Hidden strengths/Improvement areas

Hidden strengths

Rank	Scoring category	Item	CEO	Board Members	Gap
1	Interpersonal Skills	3.2f The ability to accept constructive criticism	3.00	4.50	+1.50
1	Interpersonal Skills	3.2e The ability to balance diverging and competing points of view	3.00	4.50	+1.50
2	Goals	2b. Board Interaction: Plan with the Board Chair opportunities for Board and staff leadership to network	3.00	4.25	+1.25
3	Goals	2a. Board Interaction: Resume live orientations and one-on-one check-ins	3.00	3.95	+0.95
4	Goals	1. Fundraising: Work with parent board to define expectations	3.00	3.90	+0.90

Areas for improvement

Rank	Scoring category	Item	CEO	Board Members	Gap
1	Board Relations	2.3d Engaged board members, collectively and individually, in understanding and making sense of the organization's environment, challenges, and potential	5.00	4.25	-0.75
1	Financial Management	2.4d Implemented appropriate internal controls to protect the organization from fraud and abuse	5.00	4.25	-0.75
2	Financial Management	2.4c Presented the annual budget and financial statements in a timely and accurate manner for review and action by the board	5.00	4.26	-0.74
3	Goals	3. Staff Development: Evaluate staff and potential for future rolls for individuals, progression through the organization, succession planning. Invest in staff development.	5.00	4.28	-0.72

4	Financial Management	2.4a Made sound financial decisions and recommendations based on a thorough understanding of the organization's overall financial picture	5.00	4.32	-0.68
4	Financial Management	2.4b Allocated financial and human resources appropriately to achieve the organization's goals and objectives	5.00	4.32	-0.68

Section One: Annual Performance Goals

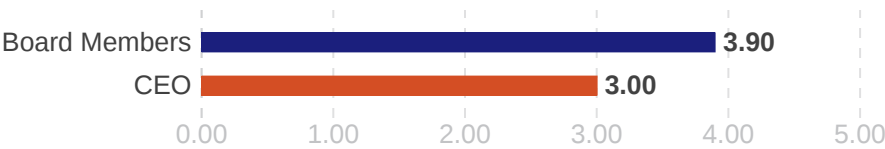
(Average Overall Score For This Section: 4.06)

Annual performance goals help the chief executive set direction and priorities, and serve to clarify expectations between the board and the executive.

The chief executive's annual goals can focus on organizational priorities (e.g., increasing public awareness of the organization or doubling the membership), leadership tasks that the executive has been charged with (e.g., reorganizing a specific department in the organization or increasing the number of public appearances on behalf of the organization), or professional development goals (e.g., appropriately delegating responsibility to other staff or improving personal communication skills).

Scoring overview

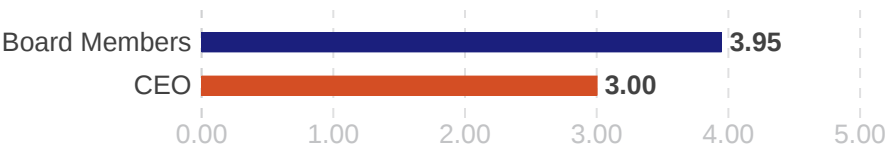
1. Fundraising: Work with parent board to define expectations



Unrecognized strength

There is discrepancy between the CEO's self-rating and the ratings from Board Members.

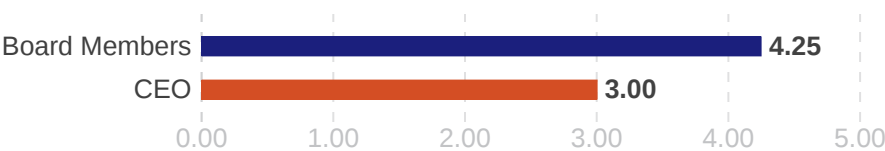
2a. Board Interaction: Resume live orientations and one-on-one check-ins



Unrecognized strength

There is discrepancy between the CEO's self-rating and the ratings from Board Members.

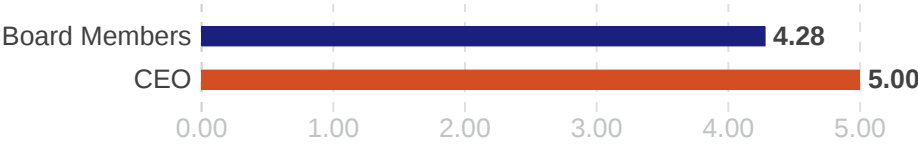
2b. Board Interaction: Plan with the Board Chair opportunities for Board and staff leadership to network



Unrecognized strength

There is discrepancy between the CEO's self-rating and the ratings from Board Members.

3. Staff Development: Evaluate staff and potential for future rolls for individuals, progression through the organization, succession planning. Invest in staff development.



Recognized strength

CEO and Board Members agree this area is a top strength.

Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

Displayed below in this table is the percent of board members that selected a rating for each question in this section

						20 Responses	
Field	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total	
1. Fundraising: Work with parent board to define expectations	0.00%	5.00%	25.00%	45.00%	25.00%		
2a. Board Interaction: Resume live orientations and one-on-one check-ins	0.00%	5.00%	25.00%	40.00%	30.00%		
2b. Board Interaction: Plan with the Board Chair opportunities for Board and staff leadership to network	0.00%	0.00%	15.00%	45.00%	40.00%		
3. Staff Development: Evaluate staff and potential for future rolls for individuals, progression through the organization, succession planning. Invest in staff development.	0.00%	0.00%	22.22%	27.78%	50.00%		

1.0 Do you have specific comments about the chief executive's performance on these annual goals?

Board Members

I consider the Chief Executive to be a person of extraordinary vision. She has a clear idea where the organization should be headed and a determination to move quickly forward. I do have some concern, however, that her vision and work ethic may not be fully bought into by subordinate staff.

I particularly appreciate Linda's engagement with Board members and calm, confident leadership. That's not to say that she doesn't get excited about future opportunities for growth and expanded service to our public, but a steady hand at the wheel is very valuable for any AAA.

Last year fundraising was a matter noted. Haven't seen reports demonstrating super charged efforts and fundraising results in 2022. I may have missed though.

Linda continues to do an excellent job! Although I know it is difficult, continue to plan 1:1 with Board Members. It would be good also to understand the succession planning for ElderSource.

Linda leads from the front and has provide/created several opportunities for board interactions.

Linda sets pertinent and achievable goals and pursues them throughout the year.

Mrs. Levin is an incredible representation of ElderSource & all affiliations. She demonstrates strong visionary and service-oriented leadership, which helps guide the organization(s) & their work. It's a pleasure to work with her!

Outstanding performance in all regards. I particularly appreciate Linda keeping clear lines of communication and her commitment to staff development.

none

CEO

These goals are difficult to measure. There were questions at the beginning of the year related to fundraising what is considered fund raising (e.g. grants, events, donors, etc.). The subcommittee meeting ended with this being discussed as part of Strategic Planning. This was given to the consultant. The Strategic Planning process is still ongoing. With respect to planning with the chair opportunities for Board and staff leadership interactions, though there was no formal planning, staff leadership and Board members interact regularly through committee work and other communications/projec...

Section Two: Core Competencies for Nonprofit Chief Executives

While there is no single model for effective nonprofit leaders, a number of core areas of responsibility are essential for success. These competencies -- planning, administration, board relations, financial management, communications and public relations, and fundraising -- will be covered in this section. At the end of this section, you will also have an opportunity to include additional comments.

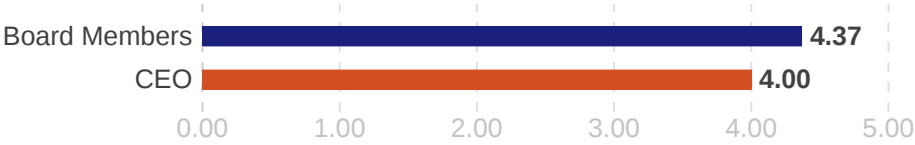
2.1 Planning

(Average Overall Score For This Section: 4.43)

Preparing for the future is one of the most critical leadership responsibilities of the chief executive. Working with the board, the chief executive must develop a shared vision for the future of the organization, build understanding around the mission, and develop appropriate goals and strategies to advance that mission

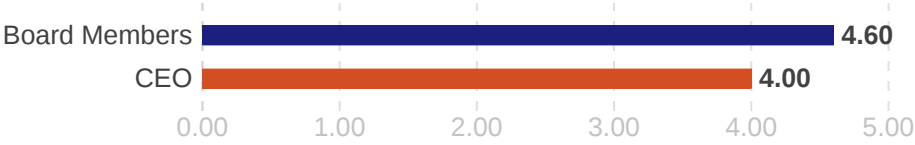
Scoring overview

2.1a In collaboration with the board, articulated a clear vision for the future of the organization



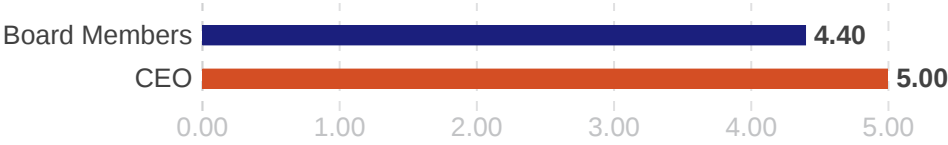
Recognized strength
CEO and Board Members agree this area is a top strength.

2.1b Used the mission of the organization as a guide in making decisions



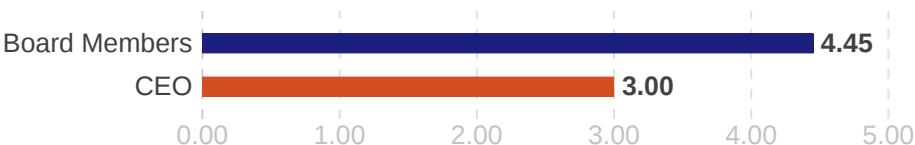
Recognized strength
CEO and Board Members agree this area is a top strength.

2.1c Engaged the board in meaningful strategic thinking about the organization



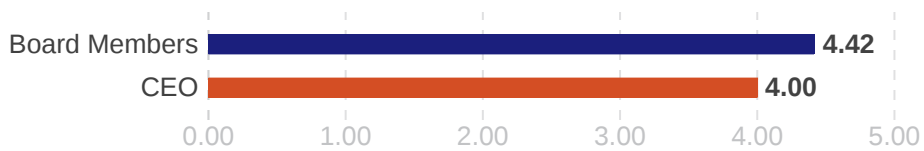
Recognized strength
CEO and Board Members agree this area is a top strength.

2.1d Developed appropriate goals and objectives to advance the mission



Unrecognized strength
There is discrepancy between the CEO's self-rating and the ratings from Board Members.

2.1e Effectively led the staff in implementing strategic objectives and annual goals



Recognized strength

CEO and Board Members agree this area is a top strength.

Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						20 Responses
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total
2.1a In collaboration with the board, articulated a clear vision for the future of the organization	0.00%	5.26%	10.53%	26.32%	57.89%	
2.1b Used the mission of the organization as a guide in making decisions	0.00%	0.00%	10.00%	20.00%	70.00%	
2.1c Engaged the board in meaningful strategic thinking about the organization	0.00%	5.00%	5.00%	35.00%	55.00%	
2.1d Developed appropriate goals and objectives to advance the mission	0.00%	0.00%	10.00%	35.00%	55.00%	
2.1e Effectively led the staff in implementing strategic objectives and annual goals	0.00%	0.00%	15.79%	26.32%	57.89%	

2.1 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

Excellent work with year regarding the strategic plans for ElderSource and the work on DEI!

Mrs. Levin provides the necessary resources and skillsets as required to accomplish goals.

I again give Linda highest marks for her goal setting, vision, implementation of that vision, and engagement. Having said that, we all need to be flexible and realistic. Eldersource doesn't operate in a vacuum. We have the political, legislative, regulatory, and fiscal/economic risks to navigate in the next year to 5-years. Still, I am also encouraged and confident in her aggressive vision and goals.

Linda is a very high achiever and could probably place more responsibilities on the board than she does.

Linda is a seasoned leader and takes an organized and on-going approach to goal setting and attainment.

Her vision for the organization is clear, but the nuts and bolts of implementation planning are less so. Perhaps, a focus on one or two goals at a time would be helpful.

Outstanding focus and passion for the organization. Clear in each interaction.

As a Member of the MMS Board, it is still unclear to me the future vision for this organization and why we need it separate from the parent. I am still unclear whether the purpose of this entity is to be a network lead entity to engage providers or purely caregiver support services. It is unclear to me exactly what the vision is for the types of services we will be contracting for. I also understand this is a new organization. This is the only area I think needs improvement.

None

Linda communicates the vision of the organization very well.

CEO

We timed our Strategic Planning process this year to coincide with two other major projects: our needs assessment and the infrastructure development work of MMS. While we completed the work under the previous plan, we are still in middle of the current process without new goals being set as yet. While we are between strategic plans, I and staff continue to work to advance our mission and finding ways to serve more people and provide more services. Examples include the development of the Network Lead Entity (MMS) to be in position to negotiate contracts with health plans statewide that will generate additional revenue for services, starting new services to support caregivers and to address loneliness and isolation, continuing to grow the Veterans Directed Care program, complete the needs assessment that is used for planning and launching the Foundations to Aging Certificate of Completion (ElderSource Institute) to provide information to people serving older adults that will enhance their knowledge and service delivery.

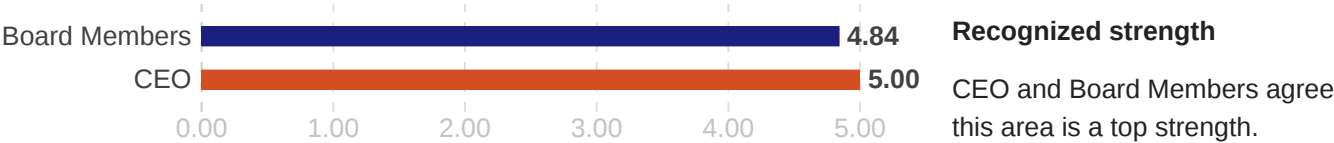
2.2 Administration

(Average Overall Score For This Section: 4.50)

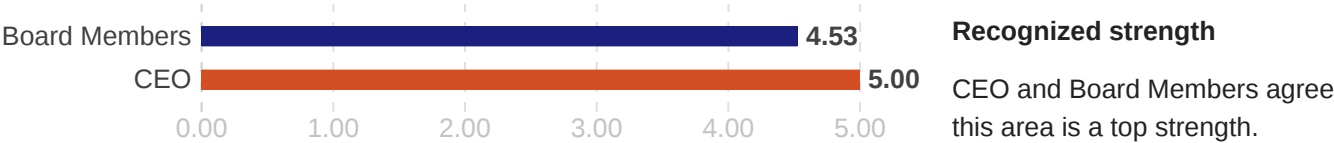
The chief executive has overall responsibility for the day-to-day operations of the organization. The chief executive works with staff to develop, maintain, and use the systems and resources that facilitate the effective operation of the organization.

Scoring overview

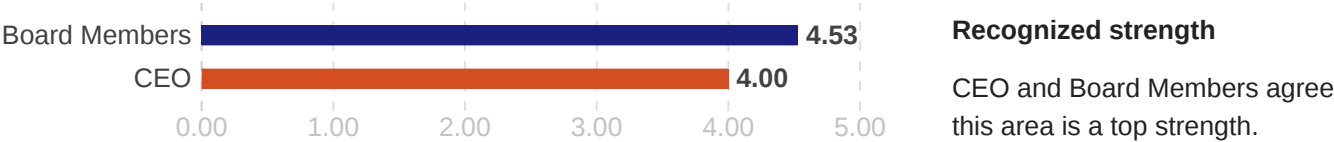
2.2a Displayed a thorough knowledge of the organization's mission area and programs



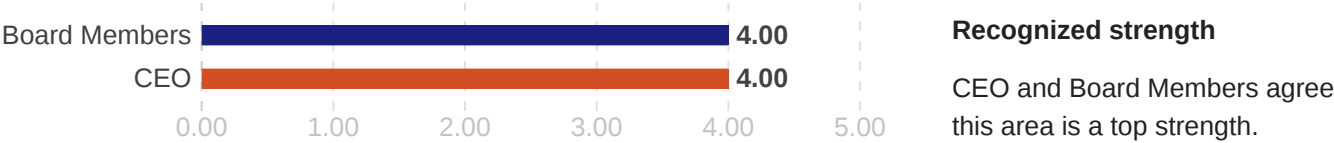
2.2b Managed the organization efficiently on a day-to-day basis



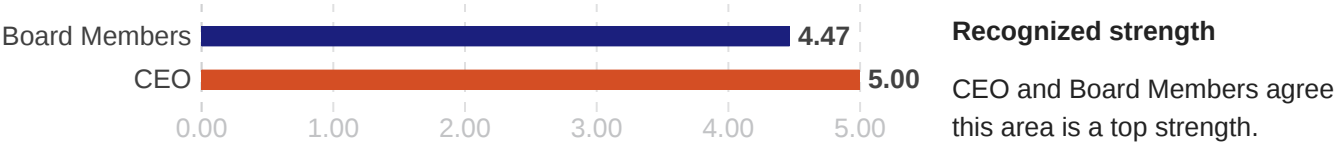
2.2c Managed the successful delivery of programs



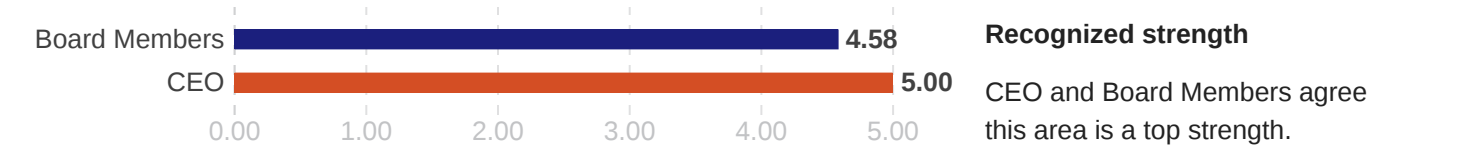
2.2d Recruited, developed, and retained the staff needed to implement the annual work plan



2.2e Minimized risk by ensuring that appropriate and up-to-date organizational policies and procedures are in place



2.2f Ensured compliance with all legal and regulatory requirements



Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						19 Responses
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total
2.2a Displayed a thorough knowledge of the organization's mission area and programs	0.00%	0.00%	0.00%	15.79%	84.21%	
2.2b Managed the organization efficiently on a day-to-day basis	0.00%	0.00%	5.26%	36.84%	57.89%	
2.2c Managed the successful delivery of programs	0.00%	0.00%	10.53%	26.32%	63.16%	
2.2d Recruited, developed, and retained the staff needed to implement the annual work plan	0.00%	0.00%	26.32%	47.37%	26.32%	
2.2e Minimized risk by ensuring that appropriate and up-to-date organizational policies and procedures are in place	0.00%	0.00%	10.53%	31.58%	57.89%	
2.2f Ensured compliance with all legal and regulatory requirements	0.00%	0.00%	10.53%	21.05%	68.42%	

2.2 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

Exceptional work as it relates to the mission and delivery of services to our Elderly population.

It is never easy managing an organization. Linda gets highest marks from me for her leadership. Demanding, but professional, respectful, and caring. I will be pulling for her as she addresses the CFO function/hire in light of James' departure.

Linda's experience as an executive for NFP organizations in general and AAA in particular is an asset as she leads the team each year.

I joined the MMS board in August. I am not comfortable rating her performance in areas outside our MMS activity over the last three months.

Not certain key subordinates have the depth of background and experience are sufficient to reach the ambitious goals that are visualised.

No known compliance matters based on reports shared with the board. Staffing is a challenge like in most organizations now. Continue to partner with others for best practices and to create an environment where employees understand the value of their service and feel personally understood and valued by the organization. Seems like a good work environment currently.

"Meets Expectations" vs. exceeds them in this category stems from my involvement with the MMS Board and the funds spent on Guidehouse. I am questioning what the deliverables will be and whether that was a prudent use of funds for the final result. I understand this is an issue Linda is working to resolve and is the only area that I can see for these competencies that would meet vs. exceed expectations. My rating on this would also be subject to reviewing the final deliverable vs. \$ spent.

CEO

This was a challenging year as it relates to workforce with a higher-than-normal turnover and difficulty in filling positions. We started engaging a temp agency to help as well as revisited and are updating our salary scale. This seems to have gotten better at the latter end of the year. We successfully launched new programs to address loneliness and isolation (e.g. the use of tablets) and to support caregivers (e.g. T-CARE). We also made improvements to existing services such as our telephone reassurance program and the implementation of a new database. We were successfully re-accredited by the Alliance for Information and Referral Services. New policies and procedures have been put in place as well as other policies and procedures have been updated.

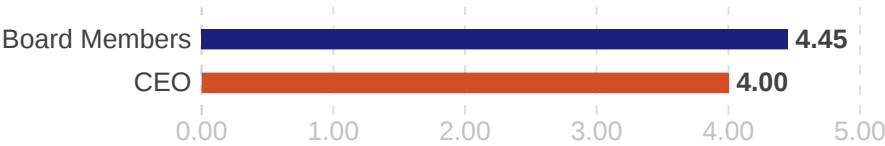
2.3 Board Relations

(Average Overall Score For This Section: 4.39)

Together, the chief executive and the board form the leadership team of the organization. Each arm of the team draws upon its own unique strengths and abilities. The chief executive and board have joint responsibility for developing and maintaining a strong working relationship and a system for sharing information that enables the board to effectively carry out its governance role.

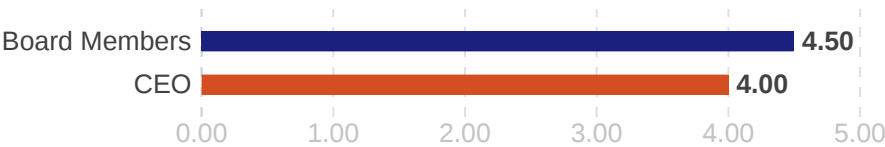
Scoring overview

2.3a Maintained an effective working relationship with the board, characterized by open communication, respect, and trust



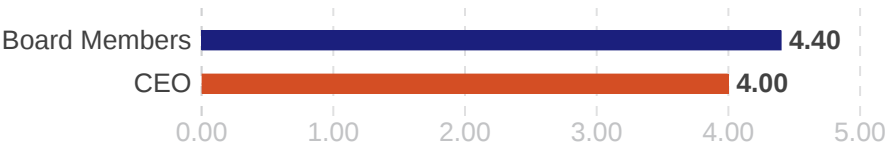
Recognized strength
CEO and Board Members agree this area is a top strength.

2.3b Working with the board chair, focused board meetings on topics of highest priority that needed board attention and involvement



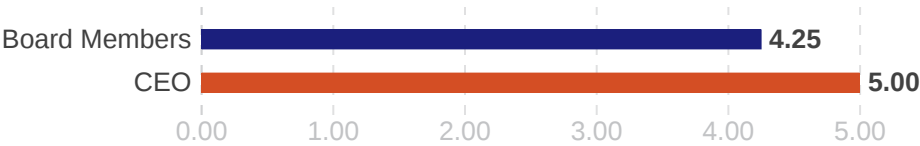
Recognized strength
CEO and Board Members agree this area is a top strength.

2.3c Provided board members with the appropriate information needed to support informed decision making and effective governance



Recognized strength
CEO and Board Members agree this area is a top strength.

2.3d Engaged board members, collectively and individually, in understanding and making sense of the organization's environment, challenges, and potential



Recognized strength
CEO and Board Members agree this area is a top strength.

Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						20 Responses	
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total	
2.3a Maintained an effective working relationship with the board, characterized by open communication, respect, and trust	0.00%	0.00%	10.00%	35.00%	55.00%		
2.3b Working with the board chair, focused board meetings on topics of highest priority that needed board attention and involvement	0.00%	0.00%	10.00%	30.00%	60.00%		
2.3c Provided board members with the appropriate information needed to support informed decision making and effective governance	0.00%	5.00%	5.00%	35.00%	55.00%		
2.3d Engaged board members, collectively and individually, in understanding and making sense of the organization's environment, challenges, and potential	0.00%	5.00%	10.00%	40.00%	45.00%		

2.3 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

I think individual meetings with board members particularly those chairing committees would be essential.

Mrs. Levin is thoughtful, knowledgeable & very involved with ensuring Board Members have the necessary information and resources to successfully support our organization.

I'm biased, but I do believe this is one of the most important functions of the ED position. Linda pulls it off brilliantly.

There has been growth and turnover in the board over the last rating period and Linda has worked to incorporate all new board members and create a level baseline for all to work from in decision making.

Sometimes leans on staff members to communicate exclusively with board members to give them information. Occasional calls to board members especially in leadership roles could be valuable.

Linda is very engaged with board participation & dialogue

CEO

Our organization is complex. I try to spend time in orientations, board and committee meetings, and reports to board to make things clear as to our structure, our environment and our challenges. I have met with individual board members as well which I think has been helpful to bring clarity.

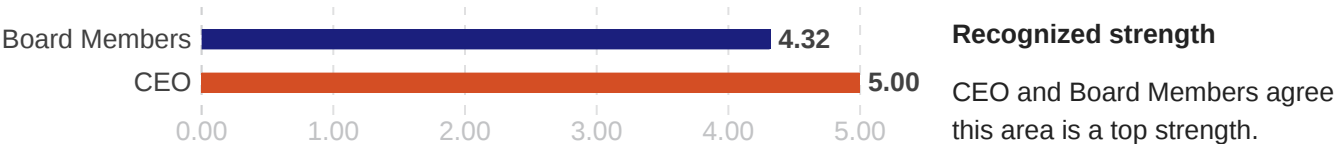
2.4 Financial Management

(Average Overall Score For This Section: 4.32)

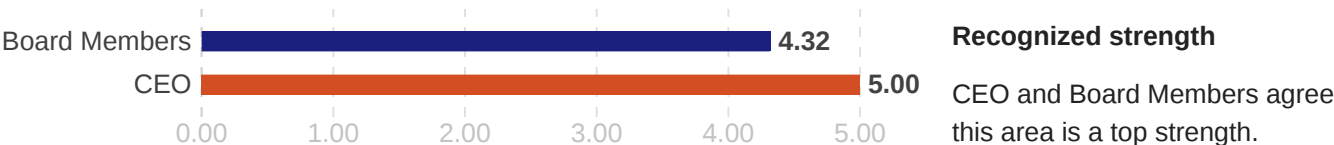
Ensuring that resources are managed wisely is especially important for a nonprofit organization operating in the public trust. The chief executive's role is to see that the organization's goals and strategic plan serve as the basis for sound financial management, that solid budgeting and accounting systems are in place, and that appropriate financial controls and risk management strategies protect the organization's assets.

Scoring overview

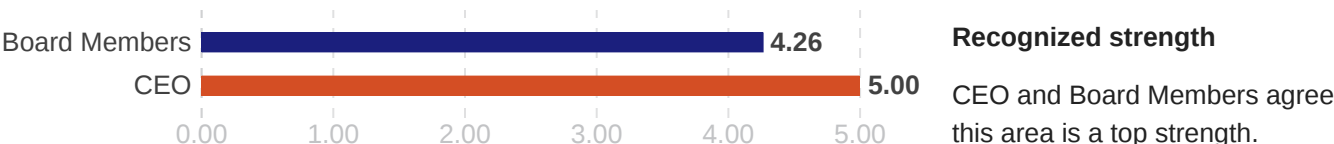
2.4a Made sound financial decisions and recommendations based on a thorough understanding of the organization's overall financial picture



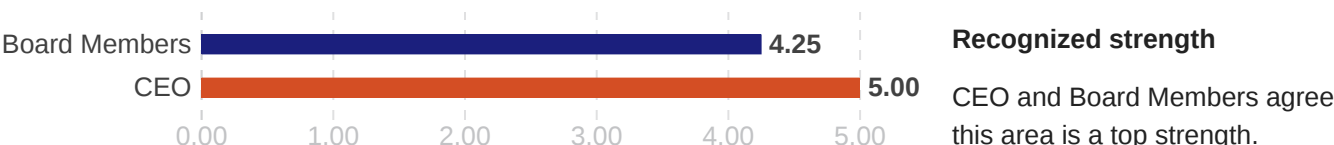
2.4b Allocated financial and human resources appropriately to achieve the organization's goals and objectives



2.4c Presented the annual budget and financial statements in a timely and accurate manner for review and action by the board



2.4d Implemented appropriate internal controls to protect the organization from fraud and abuse



Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						19 Responses
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total
2.4a Made sound financial decisions and recommendations based on a thorough understanding of the organization's overall financial picture	0.00%	0.00%	15.79%	36.84%	47.37%	
2.4b Allocated financial and human resources appropriately to achieve the organization's goals and objectives	0.00%	0.00%	21.05%	26.32%	52.63%	
2.4c Presented the annual budget and financial statements in a timely and accurate manner for review and action by the board	0.00%	0.00%	15.79%	42.11%	42.11%	
2.4d Implemented appropriate internal controls to protect the organization from fraud and abuse	0.00%	0.00%	18.75%	37.50%	43.75%	

2.4 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

Another exceptional job here as the CEO of ElderSource. The financial management and oversight have been outstanding.

Anything Linda can do to help better communicate micro/macro impacts of component funding and sending as it relates to the overall whole of Eldersource's financial condition and efficiency in discharging its duties as a AAA would be appreciated. I am trying to learn, but often I cannot connect all of the dots as to why a negative number or financial variation within an individual program or category in not a big deal with which we need to be concerned with as a Board.

The move toward real time budget compliance for all the entities and the unified budget has been helpful. The complexities of the organization's structure and financial activities bears ongoing additional board education.

Annual 12/31 audit is completed in the late summer each year. Any chance to move that forward so more timely and relevant? Seems like a combination of internal staffing combined with auditor issues causing audit to go many months into the summer.

CEO

We have re-organized staff and added positions as needed to ensure we can meet our goals and objectives. Examples include adding fiscal staff, adding Veterans Directed Care Person Centered Counselors, adding SHINE positions as well as positions for intake and eligibility and staff to launch new services. We are also breaking program staff back out of finance department and re-created a VP position that will be over planning, programs, compliance and inclusion. As our organization continues to grow and become more complex, compliance is requiring a new focus. We also made great strides with our DEIB work and we want to ensure we maintain focus there as well. We are also planning for two new lead positions in intake to help manage the growing team to be able to ensure we meet our requirements in that area. We made investments this year in staff training and development as well.

We have been diligent and intentional in our budgeting and spending. An example is our health plan negotiations, coming in under budget will still being able to provide good plans for staff and minimizing their burden.

We had clean audit with mention by the auditors of our internal controls. They had one recommendation to have someone other than fiscal staff assign rights to the accounting software. This has already been addressed with the rights given only to our IT staff.

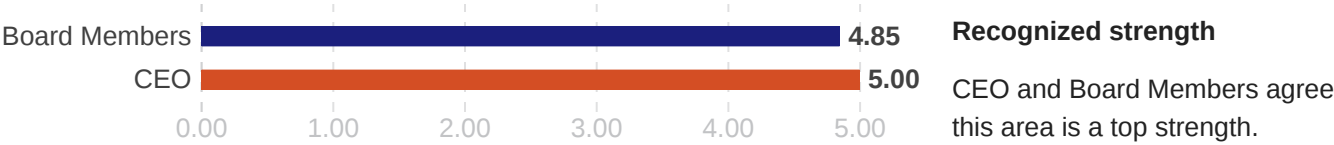
2.5 Communications and Public Relations

(Average Overall Score For This Section: 4.83)

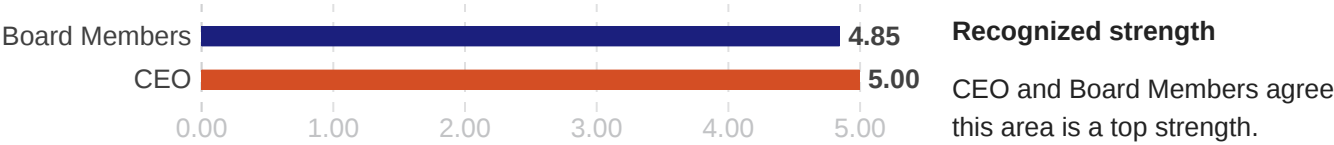
The chief executive serves as a primary spokesperson and "public face" for the organization. This role has three major components: effectively promoting the organization, advocating for the mission and work of the organization, and building relationships with the constituent or stakeholder groups critical to the success of the organization.

Scoring overview

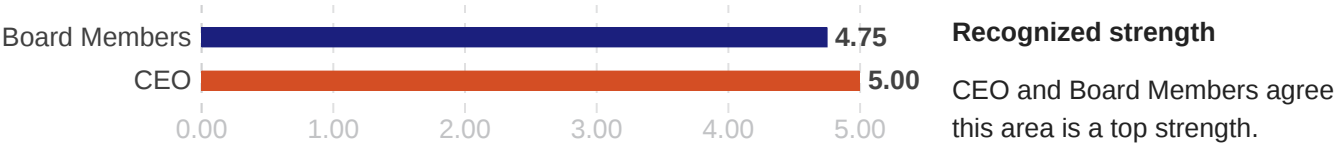
2.5a Served as an articulate and effective spokesperson for the organization



2.5b Served as a strong public advocate for the organization's mission and message



2.5c Established and maintained positive relationships with individuals and groups that impact the success of the organization



Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						20 Responses
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total
2.5a Served as an articulate and effective spokesperson for the organization	0.00%	0.00%	0.00%	15.00%	85.00%	
2.5b Served as a strong public advocate for the organization's mission and message	0.00%	0.00%	0.00%	15.00%	85.00%	

2.5c Established and maintained positive relationships with individuals and groups that impact the success of the organization	0.00%	0.00%	5.00%	15.00%	80.00%
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2.5 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

Linda continues to represent ElderSource in an outstanding manner. She keeps ElderSource in the forefront of service to the community.

Great spokesperson and face for the organization she leads with authority and kindness. Her public relation image is positive and she fully represents the organization and those served.

Linda is a polished, experienced, professional organization leader, who communicates and advocates well in the public.

Linda has a strong media presence locally and is recognized as the face of Eldersource.

This is a particular strength

Amazing advocate and leader for the organization. Known in the community and beyond. Positive impact!

Linda is very passionate about her role in supporting the aging & disabilities communities.

CEO

I continue to serve on the national board and the southeastern regional board and have been invited to participate on local committees and coalitions which I share with other leadership team members. I have also served on local advisory committees for other organizations, for example ARC of Jacksonville. I have presented at two national conferences this year and one regional conference. This year I presented at Florida Blue's Second Annual Medical Dental Integration Forum about social determinants of health and older adults as it relates to their dental and health care. I also presented as part of the national association's Boot Camp for new area agency on aging Directors and led a listening session on housing and homelessness of older adults for the national association. I continue to meet with local, state and national elected officials advocating for older adults and their caregivers. I have met with the Florida Association of Centers for Independent Living and engaged several in becoming members of the provider network for MMS. Also, as a result of my advocacy, we received an additional \$100,000 in local service program dollars for nutrition services for older adults in our region.

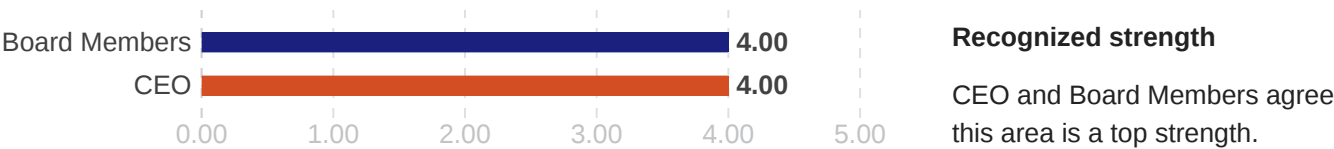
2.6 Fundraising

(Average Overall Score For This Section: 3.92)

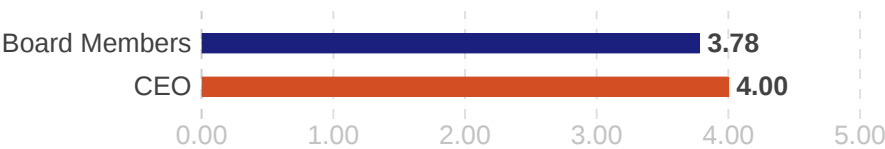
The chief executive, in partnership with the board and appropriate staff, is responsible for developing and implementing fundraising systems and strategies that enable the organization to meet its financial development goals and carry out its programs and operations.

Scoring overview

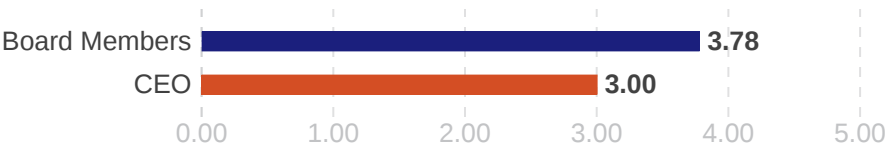
2.6a Served as an effective fundraiser in the procurement of donated funds (includes individual, private, corporate, foundations, and other donations).



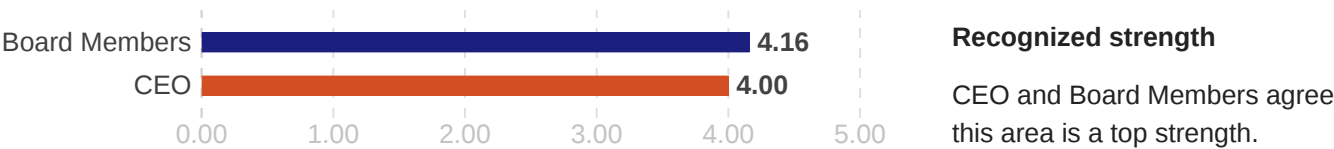
2.6b Ensured that the organization developed appropriate fundraising strategies and policies for securing donated funds



2.6c Effectively involved the board in implementing the organization's fundraising program



2.6d Motivated prospective donors by making a compelling case about the importance of the organization's work



Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						20 Responses
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total
2.6a Served as an effective fundraiser in the procurement of donated funds (includes individual, private, corporate, foundations, and other donations).	0.00%	5.26%	26.32%	31.58%	36.84%	
2.6b Ensured that the organization developed appropriate fundraising strategies and policies for securing donated funds	0.00%	11.11%	33.33%	22.22%	33.33%	
2.6c Effectively involved the board in implementing the organization's fundraising program	0.00%	5.56%	38.89%	27.78%	27.78%	
2.6d Motivated prospective donors by making a compelling case about the importance of the organization's work	0.00%	0.00%	26.32%	31.58%	42.11%	

2.6 Do you have any specific comments about the chief executive's performance on this core competency?

Board Members

I think this is an area where we continue to discuss, evaluate and determine what is the role of fundraising for ElderSource.

I look forward to developing an even better understanding of Eldersource's fundraising efforts and successes in the coming year. We are very well positioned to continue and build on our past successes. She continues to separate dollars from my wallet, which otherwise would have found a personal use for me or my own family. Job well done, as far as I am concerned!

We have been working toward a successful donor program for years and we are not quite there yet.

Given the climate of the world coming out of Covid, Linda has probably had more challenges than normal in the area of fundraising and has done all that could be done given the circumstances.

The effectiveness of Eldersource as a fiduciary agent and its management of resources has generated additional grants and legislative action over the years. Linda leads the management team to propogate tht reputation and visibility.

Great advocate

CEO

We received several grants this year including: \$19,000 from the LGBTQ Fund at the Community Foundation, \$10,000 from Florida Blue for our Telephone Reassurance program, \$100,000 from Humana Foundation to expand our T-CARE program, increased our local service program funds by \$100,000 and increased our funding from Jim Moran Foundation by another \$30,000 for Senior to Senior. Some of these grants were unsolicited where the grantor came to us because they either heard of our work or are satisfied with the work we are already doing and want to provide more support.

We launched a revenue generating service for ElderSource Institute, Foundations to Aging Certificate of Completion.

We increased sponsorship for A Night with the Stars this year to \$46,000 and nearly doubled our net revenue from last year.

Revenue from our Veterans Directed Care program continues to increase.

Section Three: Personal Leadership Qualities

Beyond the core functional responsibilities of the chief executive, a number of additional skills are important to the chief executive's success.

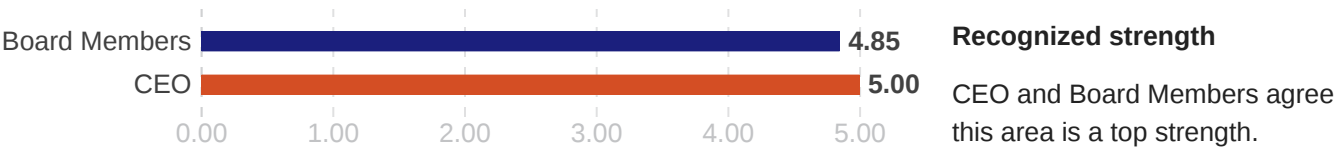
3.1 Leadership Skills

(Average Overall Score For This Section: 4.64)

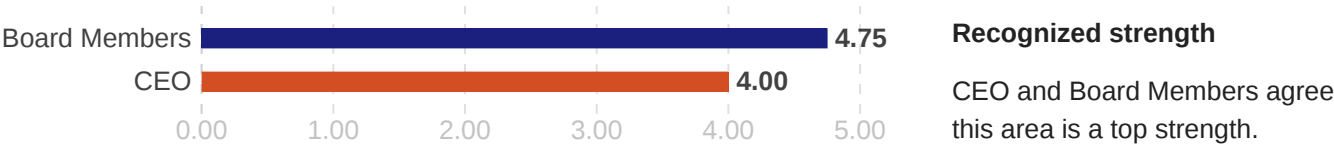
Leadership skills are important to the chief executive's success and a core functional responsibility.

Scoring overview

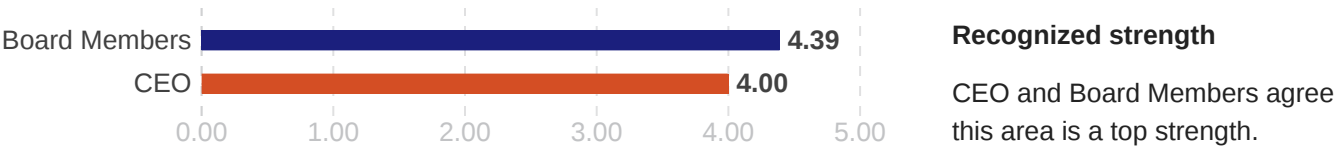
3.1a A clear commitment to the organization's mission and values



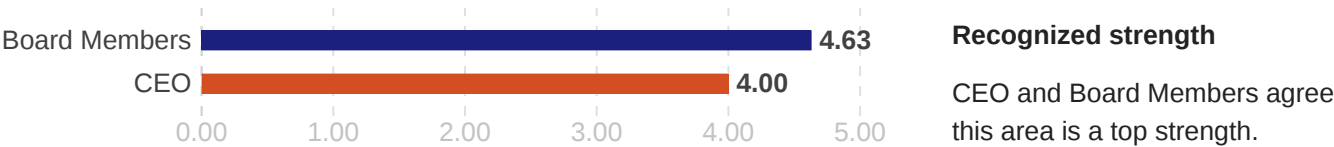
3.1b An ability to motivate and engage others in advancing the mission of the organization



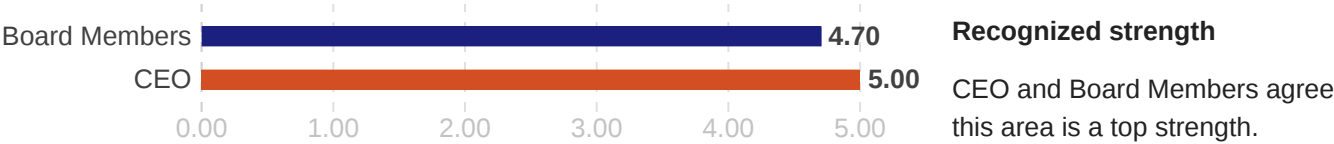
3.1c An ability to learn from the successes and failures of the past in planning for the future



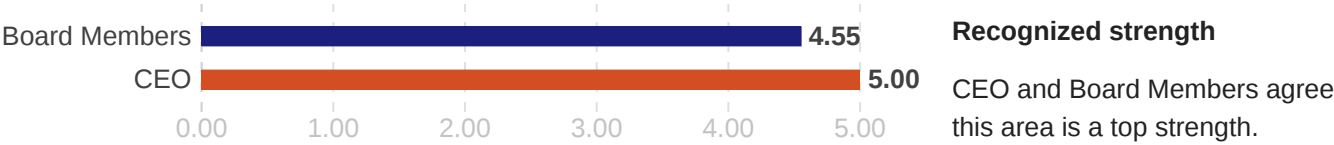
3.1d A willingness to ask difficult questions and challenge organizational assumptions



3.1e An awareness of trends and information in the external environment that may impact the organization



3.1f A sense of innovation and creativity



Displayed is the range of scores for each competency/behavior. The bar represents the numerical average.

Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						20 Responses	
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total	
3.1a A clear commitment to the organization's mission and values	0.00%	0.00%	0.00%	15.00%	85.00%		
3.1b An ability to motivate and engage others in advancing the mission of the organization	0.00%	0.00%	5.00%	15.00%	80.00%		
3.1c An ability to learn from the successes and failures of the past in planning for the future	0.00%	5.56%	5.56%	33.33%	55.56%		
3.1d A willingness to ask difficult questions and challenge organizational assumptions	0.00%	0.00%	10.53%	15.79%	73.68%		
3.1e An awareness of trends and information in the external environment that may impact the organization	0.00%	0.00%	5.00%	20.00%	75.00%		
3.1f A sense of innovation and creativity	0.00%	0.00%	10.00%	25.00%	65.00%		

3.1 Do you have any specific comments about the chief executive's leadership skills?

Board Members

Excellent creativity and innovation relating to serving our community and population. Linda is extremely talented and aware of the trends and challenges facing our community.

Mrs. Levin is a strong leader!

I hate to bring this up, but what would we do without Linda? She has and uses the skill set we need as a leading AAA in Florida. That doesn't grow on trees. I applaud her leadership in these areas.

Linda has excellent knowledge of the national and regional "lay of the land" regarding the AAAs and has great networks with industry leaders. She is able to inspire her team to discretionary effort and has been successful in getting more income raising programs added to the Eldersource portfolio. Her competence, enthusiasm and dedication show through in all these efforts.

Linda tends to micromanage her staff. Trust is key to being an effective leader.

Successfully lead organization through COVID-19 era challenges. Had to change and was focused on doing a great job in the midst of change. Positive results for all.

CEO

We are in the middle of our strategic planning process, and I believe I brought creative and innovation ideas to the process as well as to our operations throughout the year which has led to new programs and services launching and improvements made to existing services. I share this credit with my team who share my passion for our mission and who are also creative and innovative as they deploy their work. I continue to learn from my team as well. One thing I have learned is to better pace myself and my expectation of others for I can get carried away with my passion and enthusiasm.

I have stayed in tune with trends in the external environment and have worked with staff to position us to respond. Examples include the work of MMS as well as what is being discussed through strategic planning such as senior housing and homelessness. Another example is the workforce issues experienced nationwide and here at ElderSource and trying to be responsive to those trends and needs.

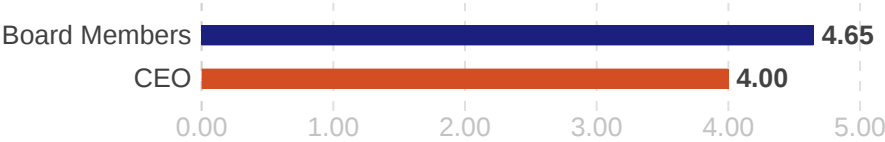
3.2 Interpersonal Skills

(Average Overall Score For This Section: 4.55)

Interpersonal skills are important to the chief executive's success and a core functional responsibility.

Scoring overview

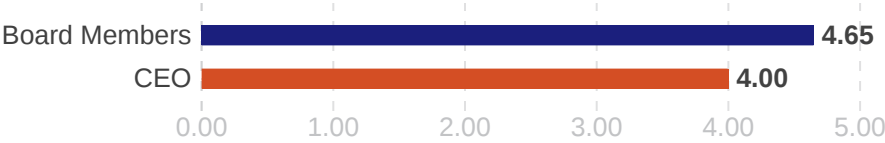
3.2a Effective problem-solving skills



Recognized strength

CEO and Board Members agree this area is a top strength.

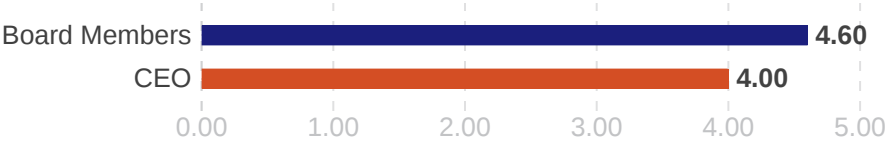
3.2b Good judgment in decision making



Recognized strength

CEO and Board Members agree this area is a top strength.

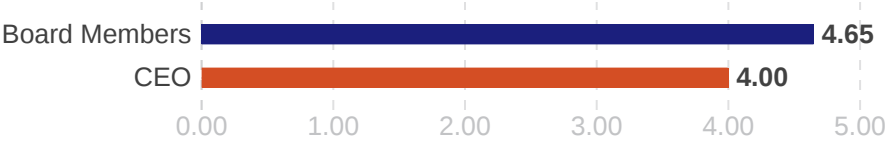
3.2c Effective communication skills



Recognized strength

CEO and Board Members agree this area is a top strength.

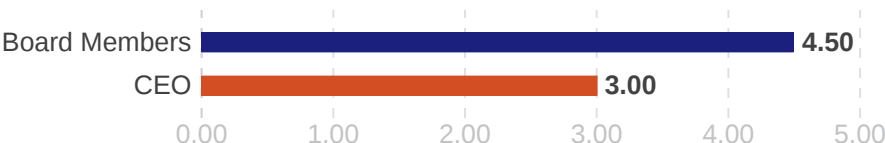
3.2d The ability to build trusting relationships



Recognized strength

CEO and Board Members agree this area is a top strength.

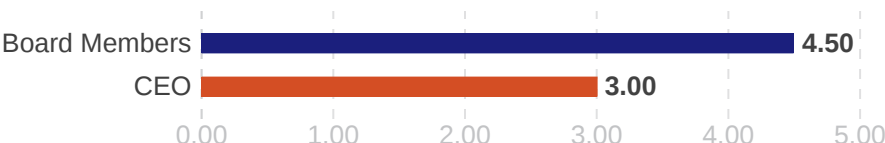
3.2e The ability to balance diverging and competing points of view



Unrecognized strength

There is discrepancy between the CEO's self-rating and the ratings from Board Members.

3.2f The ability to accept constructive criticism



Unrecognized strength

There is discrepancy between the CEO's self-rating and the ratings from Board Members.

Displayed below in this table is the percent of board members that selected a rating for each question in this section:

Field						20 Responses
	Unsatisfactory	Needs Improvement	Meets Expectations	Exceeds Expectations	Exceptional	Total
3.2a Effective problem-solving skills	0.00%	0.00%	10.00%	15.00%	75.00%	
3.2b Good judgment in decision making	0.00%	0.00%	5.00%	25.00%	70.00%	
3.2c Effective communication skills	0.00%	0.00%	10.00%	20.00%	70.00%	
3.2d The ability to build trusting relationships	0.00%	0.00%	10.00%	15.00%	75.00%	
3.2e The ability to balance diverging and competing points of view	0.00%	0.00%	10.00%	30.00%	60.00%	
3.2f The ability to accept constructive criticism	0.00%	5.00%	5.00%	25.00%	65.00%	

3.2 Do you have any specific comments about the chief executive's interpersonal skills?

Board Members

Linda is always open to feedback and ways to improve the organization.

Mrs. Levin is innovative, works well with others and is very thoughtful. I have personally worked with her during the strategic planning meeting and I enjoyed her contributions and presence. She's doing a great job.

It is hard to see everything from the Board member or committee member point of view. However, I see these abilities demonstrated at every such meeting and/or strategic planning session which I participate in.

Linda's interpersonal skills and emotional intelligence is high and effective.

CEO

I have worked on being able to accept criticism and have sought counsel from my executive leaders on occasion. I feel this is an area I have improved in and continue to work on. Same as with balancing competing points of view. My passion and commitment can cause me to see one side, but I have worked to listen and be objective and to make adjustments as a result.

Communication and being transparent and intentional in my communication is particularly important to me. I try to explain things clearly and openly to board members, staff, providers and colleagues.

I think I have shown good judgement in the managing of our funds, in our addressing personnel concerns and workforce issues including reorganizing staff and adding staff where needed, in launching and/or expanding programs.

Section Four: Accomplishments and Challenges

While the quantitative ratings in the previous sections provide an important snapshot of the board's assessment of the chief executive in key areas of responsibility and performance, this section of the survey provides an opportunity to view thoughts and insights about the chief executive that cannot be captured in numeric scores.

Assessing the Past

The following questions consider the overall achievements of the chief executive over the past year and will serve as the foundation for discussion between the board and chief executive.

4.1 What were the most significant achievements of the chief executive in the past year?

Board Members

Linda's guidance and commitment to DEI. She led the establishment of goals and work throughout the organization. Linda's work on the audits and the positive results from the work of the entire team. Her continued guidance and work throughout the changes that are occurring due to the pandemic.

Several Major accomplishments.

The development of MMS and managing grant dollars. Specifically, Linda managed this business in the absence of an effective executive director and continuing to move the organization forward according to the development schedule.

Fantastic programs and extensive growth of organizations and services.

Help bring Eldersource out of what should be the last full-on COVID year and back to a more normal working environment. Get the Board's and leadership's engagement in a meaning strategic planning session for the combined organizations.

providing operational opportunities while going through COVID.

Continued to work w state reps to maintain program funding

Very effectively guiding the employees, board and customers in an environment impacted by the Covid pandemic

Transitioning out of the pandemic.

Incorporating the MMS to create ongoing stream of revenue and pay for itself has been a game changer for Eldersource. Linda had that vision and the skills to implement and operationalize. Her network of connections and reputation in the industry gave Eldersource an advantage in this endeavor.

I have only been with MMS for three months. I do not live in the Jacksonville area so I cannot comment.

Evaluating new pipelines for potential partnerships and grants for funding of various programs.

Kept the organization operating effectively despite the CoVid limitations on in-office activity.

Allowing the staff to work remotely effectively.

Passionate leader and advocate for the organization, our NE Florida community, and seniors. Respected leader.

Overcoming obstacles that faced the new MMS entity
Ingenuity in getting the grant funding for MMS

Managing/leading the organization through a very difficult, changing and disruptive environment.

- Budget surplus
 - Achieved accreditation status
-

CEO

Attracting new funds. We apply for grants every year, but this year funders came to us wanting to support and grow our mission.

Continuing to grow our reputation as a letter. I and staff have been invited to participate on committees and task forces and make presentations at national, state and local levels

Launching, growing and improving services.

Our commitment to diversity, equity, inclusion and belonging.

4.2 In the past year, what difficult issues did the organization face, and how did the chief executive address them?

Board Members

Organizational structure changes while maintaining a positive environment. Staffing changes are always a challenge and Linda handles them well.

Linda identified specific issues with GuideHouse and brought the issues to the attention of the board.

Mrs. Levin has tackled very challenging issues particularly regarding discrimination and racism. She has made strong public statements that advocated for and emphasized the importance of condemning any behaviors/actions that infringe on the safety, and rights of community members. I am always proud to see her take a stance and speak on behalf of the organization's mission.

One obvious issue which has just presented itself is James' departure. I do not know exactly the path forward, but I do know that the challenge and general intent and plan to meet the challenge was promptly and clearly communicated to the Board, which is the first step forward. I look forward to further communication and clarifications re this challenge.

maintaining positive work force staff and equipping them with the necessary tools to work from home.

Transitioning staff back to workplace post COVID and reopening agency to public

Coordinating a hybrid workplace due to COVID and being sure that income continued at a satisfactory level to fund the budget.

I believe that the organization did well in spite of challenges due to the COVID-19 pandemic. Loss of a few key staff members may pose some challenges but the organization seems to have fared well so far in having a succession plan that works.

The universal labor shortage and very high inflation rate has had an impact on labor costs and team configuration. Linda and her leaders have been proactive in approaching solutions beyond just pay increases to make the jobs more attractive and manageable (hybrid work space, creative solutions to keep out of pocket cost for health benefits down for team members, etc.)

yes, the MMS was let go

Staffing changes and changes to new computer systems. The chief executive engaged with management employees to provide routine training for staff on the new computer systems. In addition, the chief executive worked with management employees to consider changes in employee criteria to evaluate ways to retain existing, qualified employees, and to attract qualified, potential employees.

New member of a subsidiary Board. N to prepared to answer at this time.

Turnover...looked for better ways to advertise positions. Continue to trust HR to address this concern.

Staffing challenges - managed delivery of programs to adjust. Still positive impact to seniors and community. Seems like a positive place to work as well.

Executive Director issues- Linda was able to take over and recruit some really great candidates. We are still moving projects forward despite the challenges. Linda also did a great job working with Guidehouse to ensure MMS got what it paid for.

I don't feel I can effectively answer this since I was not on site often enough.

- Managing talent during the pandemic & in a tight labor market: The organization created a hybrid system to allow for remote work while providing the option to work in office.

CEO

Workforce was a huge challenge this year. We revisited our salary scale and made adjustments along the way, made sure we provided staff support along the way and invested in their training. We also engaged a temp agency for the first time this year. And we added positions where needed.

Developing MMS into a network lead entity and working with a new Executive Director who presented some challenges. I discussed this with the Board chair and he and I met with the Executive Director. The Executive Director resigned, and I assumed responsibilities while the Board is conducting the search. During this time and completed unfinished business left by the Executive Director while also maintaining my regular duties.

4.3 Have any legal, ethical, or governance issues arisen with regard to the operations of the organization? How were these addressed?

Board Members

None that I am aware of for this past year.

Mrs. Levin has ensured that the organization does not experience governance issues and done her part by separating conflicting interests. I.e: Eldersource Institute is an example where she ensured there would be clear governance by developing the Board.

Sometimes, you have to accept reality, declare victory, and move forward. With the Florida legislative and political developments related to DEI in government and quasi-governmental settings, Linda showed good judgment in checking that box and moving forward. Having said that, the personal and individual awareness that Eldersource's DEI training and initiative created and sparked should and I expect will continue for each of us on the Board and in volunteer leadership. I feel a strong sense of togetherness that I would not have had but for the Eldersource DEI initiative and training.

N/A

N/A

No

Not to my knowledge.

Eldersource has not had such events but we have been apprised of some events in neighboring AAAs and have offered continuity assistance, etc. to be good regional citizens.

no, my limited experience is favorable, LL rightfully consults with professional services that are beyond her scope of knowledge

Not that I am aware of.

no

Based on information shared, seems like each review of the organization resulted in a positive outcome.

I am not aware. Linda has engaged outside counsel and taken action needed to keep things compliant. One thing I would like to see is the Boards and functions between different entities kept separate and not comingled particularly for liability purposes. I also would like to see separate insurance amounts for the Boards as revenue grows.

As above, I was not on site often enough.

Not to my knowledge

CEO

No formal issues arose, however, in anticipation of a potential conflict of interest between MMS and ElderSource Institute, one eventually contracting with the other as part of the contract negotiations with health plans, we separated the two Boards of Directors.

We continue to explore at MMS any legal issues as it relates to operating as a network lead entity. I have been in communication with our legal counsel on a number of issues.

Planning for the Future

While the majority of the questions in this assessment focus on past performance, the final questions look to the future. These questions will assist the board and chief executive in establishing the executive's performance goals and priorities for the upcoming year.

In thinking about the year ahead . . .

4.4 What are the two most important organizational priorities for the chief executive?

Board Members

Maintaining fiscal stability and staffing stability.

Continued service opportunities and focusing on reaching underserved populations.

Replace or otherwise fulfill the CFO function for Eldersource and its affiliates. Continue to grow and develop strong lay/volunteer leaders for Eldersource's future.

Undertaking new opportunities to broaden the reach of the organization in order to generate additional revenues.

Staying the course on new ideas

Attracting / maintaining top quality staff w/ public funding constraints

Maintaining income levels and continuing the team building needed with employees.

Employee retention and effective program delivery.

1. filling critical roles such as the CFO vacancy.
 2. Maintaining adequate provider networks to meet needs and new opportunity challenges in the region.
-

continue to grow and innovate

Allocation of resources to fund programs that advance the ElderSource mission; and developing strong and effective HR strategies to attract and retain skilled and qualified employees.

Finalizing internal organisational structures and assuring understanding and acceptance by staff of operating arrangements.

Evaluating potential for involvement in Network Lead Entity structure and, if promising, establishing a detailed plan for addressing.

Turnover and succession planning for all senior level positions.

1. Leadership - continue to be the positive passionate recognized leader in NE Fla, the senior community and beyond. Be committed to change with the rapid pace of change in technology, etc.
 2. Staffing - create a world class organization to work, even surpassing current environment. Partner with others, work with staff to meet their needs, etc. Important since valued staff will provide top notch service to those in our community.
-

1. Consider ways to increase revenue in MMS and provide a clear vision of what MMS will do and how it will support the parent.

2. Continue to look at industry trends and how MMS can use its current contacts and resources to leverage the market. I would particularly like to see putting a provider network together or a credentialing/certification process to create a network of top eldercare providers in Florida and then go to payors and leverage this network.

Service development and redevelopment.

- Attracting & retaining talent to effectively carry out projects
 - Maintaining compliance in all areas of operations.
-

CEO

Successfully launching MMS as the Network Lead Entity and entering into profitable contracts with health plans.

Stabilizing the structure with a new CFO and a new VP, moving to the cloud, addressing priorities in the strategic plan.

4.5 What are the two most important leadership tasks for the chief executive?

Board Members

Professional development and career mobility of staff.

Provide training opportunities to staff who can take on more responsibilities that will aid her in the overall work she needs to do. She provides great leadership resources to the board members, so continue doing this.

Hopefully, help Eldersource staff and paid leadership return to a more normal, post-COVID operation existence. Take advantage of developing service opportunities for Eldersource in what should be a volatile two years, due to economic and political/legislative challenges.

Clearly and articulating opportunities in the marketplace.

Understanding the needs of the staff.

Develop staff to move into leadership positions in

Fundraising
Employee retention in a tight labor market

Succession planning and creating a sustainable team culture.

1. Upskilling and training for existing staff to assure business continuity if anyone leaves the organization from a key position.
 2. Integrating new and existing board members and new management to maintain cohesive decision making and growth.
-

Communications and Education

1. Staff development - Providing efficient and effective training for employees to fulfill the needs and goals related to their job responsibilities and changing industry conditions; and 2. Future Planning - developing and implementing comprehensive, future planning (annual, 5-year plan, etc.) to meet the organization's goals and to sustain and/or grow the organization and its mission (e.g., grants & fundraising, human resources, programs implementation throughout the community).

Building the experienced and committed staff that will be necessary to pursue the visionary goals being proposed.

Working with the Senior Board to develop a strong succession plan for the CEO.

Trust staff to make decisions and do more strategic planning instead of dealing with day to day issues.

1. Leadership

2. Staffing

1. Continue to do a great job communicating.
2. Continue developing talent

Maintaining a high quality staff and fiscal/income development.

- Hire CFO

CEO

Continuing to invest in staff training and development.

Engaging more with individual board members and elected officials.

4.6 What are the two most important professional development goals for the chief executive?

Board Members

As a leader...preparing staff for change. I'm not sure if there are any other professional development seminars/conferences for CEOs. Possible participation in Leadership Jax if she has not been a part of that opportunity.

Growing her staff she would benefit with more help

Continue to impress and communicate the good word about Eldersource's outstanding performance as a AAA in our own area, and statewide. Help Eldersource other management and paid leadership members develop into as effective communicators and leaders in their own right, for the greater success and development of Eldersource and its affiliates as a whole.

continuing to surround herself with influencers in the market.

keeping an open mind in the research and the developing of new ideas as the industry is changing.

Continuing to foster the good communication skills and interaction with the public and the governmental agency partners.

Staying abreast of employment related laws and effective management training.

-
1. Succession planning for the Chief executive.
 2. Development of a management training program for the team at large with cross training due to small size of organization.

financial and legal management of MMS

No suggestions at this time.

1. Invest in professional coaching
 2. Improve her emotional intelligence
-

1. Continue to stay up-to-date on rules and regulations to protect reputation of organization through compliance with all programs.

2. Staffing ideas and implementation to take organization from good to great. Top notch staff drives top notch program delivery.

1. Increase market knowledge of managed care organizations to leverage opportunities.
 2. Unsure of others
-

Tough to say since I'm not present on site very often. She is a very mature and experience executive and professional. Maintaining her high level of energy and positive attitude is challenge enough.

None identified

CEO

Emotional intelligence.

Engaging leadership staff more in decision making.

Next Steps

The partnership between the board and the executive leader is critically important to the success of an organization. A strong and healthy board-staff partnership provides flexible and resilient leadership that contributes positively to the organization's overall impact.

To get the most out of your assessment, BoardSource recommends taking the following steps:

1. Review and Analyze the Assessment Results
2. Discuss the Results with the Board
3. Review the Results with the Chief Executive and Develop an Action Plan
4. Support the Chief Executive's Future Development

Read more about each of these steps in detail here: [Using the Assessment of the Chief Executive Results](#).

Additional Resources

[Board Chair and Chief Executive Partnership](#)

[Executive Sessions](#)

[Five Tips for Chief Executives and Board Chairs Working to Build a Strong Partnership](#)

[Trouble at the Top: The Nonprofit Board's Guide to Managing an Imperfect Chief Executive](#) (*available for purchase*)

[Setting Goals for your CEO](#) (*members only*)

[Performance Expectations for the Chief Executive](#) (*members only*)

Deeper Support

Looking to go deeper? Consider investing in the Board Support Program, or reaching out to a consultant from our network.

Board Support Program

BoardSource's [Board Support Program](#) provides year-round governance guidance, resources, and leadership development to you, your board, and your organization. Key benefits include:

- Complimentary Assessment Product
- Access to the [BoardSource Exchange](#)
- On-demand [Certificate of Nonprofit Board Education](#)
- Ask-an-Expert Email Service
- Members-Only Downloadable & Written Resources

Consultant Directory

BoardSource knows that – many times – there is no replacement for direct support and guidance from a [knowledgeable board consultant](#). That's why BoardSource has built relationships with a broad network of consultants from across the country who bring a wide range of strengths and experiences working with nonprofit boards.

New to selecting a consultant, or need a little help getting started? Check out this resource page:

[Choosing a Consultant FAQ](#)

Contact Us

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