

**TRANSITION HOUSE, INC.**  
**BOARD OF DIRECTOR'S MEETING**  
**THURSDAY • OCTOBER 20, 2022 • 5:30 PM**

**TH DROP-IN CENTER – 700 ASP, STE. 4, NORMAN, OK**

**Vision Statement: A community committed to connection, recovery, wellness, and joy.**

**Mission Statement: Changing lives by creating pathways for mental wellness.**

**Impact Statement: Improving our community by providing tools for sustaining mental wellness with skills development, supportive care, and advocacy.**

**Culture Statement: We Listen. We Respect. We Support. We Empower.**

**Value Statement: We believe in inspiring hope for recovery and wellness through healthy connections.**

**Our Commitment to Recovery: Belief in recovery, mutual trust & respect, connection, integrity, fun and gratitude.**

**TH Elevator Speech:** “Transition House is an organization in the Norman community, helping people come to manage their serious mental illness. They do this by providing support, listening to needs, building respect and empowering wellness to positively restore healthy connections in their lives and community. I got involved with this organization because...”

**BOARD MEETING AGENDA**

1. Call the meeting to order
2. Welcome and Introductions – welcome guest – Alex Towler-Bliss
3. Consideration of the **Agenda**
4. Consideration of last meeting’s **Minutes**
5. **President’s Report** – Stacey
6. **Business**
  - a. Presentation & Consideration of new Employee Handbook – Alex
  - b. TH Retreat
  - c. Consideration to retain Jack Paden as a Temp Recovery Coordinator through the beginning of 2023 - Bonnie
  - d. Consideration of Board meeting schedule for 2023
7. **Treasurer’s Report** – Rebecca
  - a. Bank Signature Card for FY’23 Board Officers update
8. **Board Activity Report** (Board members report on their work related to Transition House fund raising, connections, etc. and their goals for the next month)
9. **Client Report**
10. **Staff Report**
11. **Executive Director's Report** – Bonnie
12. As May Arise
13. Adjourn Board meeting

**Enc:** Board Agenda, Director's Report, Minutes from previous Board meeting; Monthly & Financial Reports; Proposal on Governance Policies & Bylaws work; Proposed TH Employee Handbook

Note: Board meeting documents are available at <https://www.thouse.org/th-board-information>

**TH Board Meetings for 2022**

- Thursday, January 20, 2022, 5:30pm – cancelled
- Thursday, February 17, 2022, 5:30pm
- Thursday, March 17, 2022, 5:30pm
- Thursday, April 21, 2022, 5:30pm
- Thursday, May 19, 2022, 5:30pm
- Thursday, June 16, 2022, 5:30pm
- Thursday, July 21, 2022, 5:30pm
- No August Meeting
- Thursday, September 15, 2022, 5:30pm
- Thursday, October 20, 2022, 5:30pm
- Thursday, November 17, 2022, 5:30pm
- No December Meeting – TH Holiday Party/Open House – Thursday, December 15, 2022

**Excused:** Kristen (?)

<b>TRANSITION HOUSE, INC., BOARD OF DIRECTORS</b> <small>Our Vision: A community committed to connection, recovery, wellness, and joy.                      Our Mission: Changing Lives by Creating Pathways for Mental Wellness.</small>			
 <b>Stacey Clement</b> TH Board President Norman Police Department Captain	 <b>Sara King, MPH, CHES</b> TH Board Vice-President OU Health Science Center In-Lines, Associate Director of the Norman Police Health Program	 <b>Rebecca Delsigne</b> TH Board Treasurer Branch Manager First Fidelity Bank	 <b>Preston Court, M.Ed.</b> TH Board Member Aquatics Assistant Coordinator University of Oklahoma
 <b>Cary Bryant</b> TH Board President Norman Police Department	 <b>Cathy Billings</b> TH Board Member Director of Community Dev. OK Health Dept.	 <b>Kris Glenn</b> TH Board Member Director   Parking & Transportation University of Oklahoma	 <b>Cordt Huneke</b> TH Board Member IT Business Partner Boeing
 <b>Marilyn Korhonen</b> TH Board Member Director of Strategic Research Initiatives for Gallego College of Engineering, University of Oklahoma	 <b>Kristen Lazaller</b> TH Board Member Principal Gifts Officer, The University of Oklahoma Foundation, Inc.	 <b>Bob Moore, LPC</b> TH Board Member Licensed Professional Counselor & Supervisor	 <b>Darlen Moore</b> TH Board Member Real Estate Agent, Metrolis
 <b>Gerardo Ramirez-Perez</b> OU Price College of Business JC Penney TH Board Fellow	 <b>Steve Boyer, MA, C-PRSS</b> TH Client Representative	 <b>Charla Young, LCSW</b> Board Clinical Consultant	

## DIRECTOR'S REPORT FOR THE OCT. 20, 2022 BOARD MEETING

### ADMINISTRATIVE REPORT:

#### 1. **Staff:**

- Amanda took a week vacation, and I took 2 weeks in September. She was gone first, then I took off the following 2 weeks. Staff did an excellent job during our absence!
- Trinity is scheduled to return to TH at the end of October. Our plan at this point is to have Jack stay on through the end of 2022. We're doing all that we can to ensure a smooth transition.
- Staff has begun work on updating job descriptions – starting with Recovery Coordinators. We recognize the need for more clarity in the job descriptions as we work to maintain high standards in client care. This is a collaborative effort that includes input from Recovery Coordinators along with Amanda and me. We've started to review job descriptions from other similar agencies in this process.
- Staff has already begun preparing for the upcoming holidays. This is typically a challenging time for our clients, so extra effort is put into planning of special events along with extra client support.

#### 2. **Board:**

- Each year I update our list of Board meetings with the Secretary of State in November. I've included an item on the meeting agenda for the Board to decide if they wish to continue Board meetings as we've been doing – 3<sup>rd</sup> Thursday at 5:30pm.

#### 3. **TH Retreat:** Members of Exec. Committee have been working on the retreat. They will be updating on this at the Board meeting.

#### 4. **Cleveland County Mental Health Task Force:** no new updates.

#### 5. **UWN Kick Off:** Reminder, as a United Way of Norman funded partner agency, we need to focus our attention on this year's campaign and do all that we can to support this effort. UWN is our 2<sup>nd</sup> largest funder and it's an outstanding investment of donor dollars. This year's Goal - \$2 Million!

#### 6. **TH Policy Work:**

- Alex Towler-Bliss will be presenting the new Employee Handbook to the Board and answering questions before the Board votes on it this month.
- I've also included Alex's proposal for the work on TH Governance Policies & Bylaws. Exec. Committee has already received the proposal and unless there are any concerns, I plan on moving forward using the template approach to develop. Preliminary estimates should keep us within the \$5,600 budget, though that could be exceeded if more time is needed to work directly with Alex on the development.

#### 7. **Donor Tracking Tool - Bloomerang:** Work as begun to set up TH's Donor Database. Target to go live is early January 2023

#### 8. **Day of Caring:** A huge Thanks to volunteers from Avara, plus Steph from OU. Projects included steam cleaning carpets, organizing storage areas, install Ring cameras at the apartments, helping Ilene with streamlining TLP client files.

#### 9. **Streamlining Client Charts:** We have never purged/streamlined client charts before, but we've run out of space. We need to retain charts for 5-7 years – however since so many clients become COP (Community Outreach Program) clients after TLP (Transitional Living Program), we can't completely get rid of charts. We've come up with a system that reduces the size of charts while still retaining essential information. This is a long project and we're grateful to have gotten it started with Day of Caring. Ilene's got a good system in place to manage this, so she's in charge of this project.

#### 10. **TH Office Space:** Just to update – our landlord – Linda Lankister, has leased the vacant office spaces in our business complex, so hopefully this reduces our concerns about possibly losing our office and Drop-In Center space.



### FINANCE REPORT:

#### 1. **Financial status/Bank Balance:** Bank Balance for end of Sept. 2022 = \$84,370.05

#### 2. **Client Fees:** For the first time in several years, we are ahead of our budget in Client Fees! This has been a problem area since the start of the pandemic, so we're glad to see more clients working and paying fees.

#### 3. **ARPA:** We are continuing to wait for the funding request to be released.

### FUND RAISING:

#### 1. **TH Fund Raising:** We are in the restricted period for fund raising as a United Way funded partner. This is from Sept. 15 - Nov. 15.

#### 2. **Kristen's Facebook Fundraiser for TH:** Though TH cannot conduct fundraising during this restricted time, we were told sponsored events – like Facebook fundraisers are allowed. Thanks to Kristen for celebrating her birthday by requesting donations to TH – so far, she has raised \$500.

### CLIENT REPORT:

#### 1. **TL Program Census:** Our census is 12. Amanda and the entire Team has done an excellent job working with clients and supporting them through their program. As a place opens up – Amanda increases her efforts to fill that spot. We hope to see less loss from our ODMHSAS contract in FY'23 related to low census.

#### 2. **TLP (Transitional Living Program):** Please see the Monthly Report for details on TLP activities in September. Included on this page are photos from the trip to the State Fair and lunch after the Fair.

#### 3. **COP (Community Outreach Program) Activities:** Kaylee has been working hard to increase connections with COP clients, and it's making a difference! This is a slow and steady process for COP clients to establish a sense of trust and connection with Kaylee, but so far, we're seeing very positive outcomes. Extra effort has been put into outreach through social media, calls, in person contact, etc. Kaylee is enjoying the challenges associated with the COP position – which is wonderful. In the past, many have found the process of very slowly building trust and relationships to be overwhelming and it's typically resulted in a decline in overall job performance.

#### 4. **Upcoming Holiday Activities:**

- Halloween: TH's annual Halloween Party is set for Oct. 31.
- Thanksgiving: We'll be talking with the clients about how they'd like to celebrate Thanksgiving this year – at times we've done a brunch the day before – other times it's a full meal.
- Christmas/Holidays: The big event is our Holiday Party/Open House – Thursday – December 15 from 3-5pm. We start planning for this event early. We have a limited amount of funds to purchase special gifts for TLP and COP clients. OEC funds help to support this effort, but \$600 doesn't go far when buying for both TLP and COP clients. If you'd like to make an extra donation so we can do an even better job fulfilling their Holiday wishes – you're welcome to make extra donations designate for Holiday gifts of clients.



***Recovery is a process of successes and challenges – with opportunities for growth along the way.  
Thank You for supporting each person journey to a better life!***

**Transition House, Inc.**  
**Minutes of Board of Directors**  
**Thursday, September 15, 2022, at 5:30 PM**  
**Meeting Location: Drop-in Center – 700 Asp, Suite 4, Norman, OK**

- 1) **Call to order:** Stacey called the meeting to order at 5:35 PM CST.  
(7 members present at start of meeting for quorum.)
- 2) **Welcome and Introductions**

**Board Members Present**

Rebecca Delsigne, Treasurer  
Preston Court, Secretary  
Sara King, Vice President  
Stacey Clement, President  
Darien Moore  
Bob Moore  
Cordt Huneke

**Board Members Absent**

Cary Bryant  
Kristen Lazalier (Excused)

**Staff**

Bonnie Peruttzi, Amanda Sherf, Kaylee Deisering,  
Jack Paden, Gerardo Ramirez Perez (Board Fellow)

- 3) **Consideration of the Agenda:** Motion made by Rebecca and seconded by Cordt to pass the agenda without dissent. Approved by all present. Motion passed.
- 4) **Consideration of last meeting's Minutes:** Motion made by Sara and seconded by Rebecca to approve the minutes of the July meeting. Approved by all present. Motion passed.
- 5) **President's Report – Stacey**  
Stacey mentioned her vision for TH and how the Board can work to implement the vision of TH and allow the Board to actively participate in roles (committees, etc.) to avoid putting work on TH Staff that the Board can handle.
- 6) **Business:**
  - a. **Consideration of Bloomerang Proposal as Donor Database:** Looking into the donor database – Bloomerang to aid in TH's functionality and updating the donation system and process to the times. It very much seems to check the boxes for TH's needs. Biggest lifts currently are going to be updating the information in the system currently. First year cost is \$2,457.08, which includes transfer of data/data integration. 2<sup>nd</sup> year will be around \$1200 for the year (this includes a one-time 7% increase in just the annual cost and then stays steady at that price from there).

Motion to move forward with the purchase and implementation of Bloomerang for TH by Kris, seconded by Cordt. Approved by all present. Motion passed.

- b. **Consideration of a Proposal for Comprehensive Governance Audit, Policy Drafting, and Implementation by Alex Towler-Bliss, Culture Connection:** Cordt makes a motion for allowing up to \$5600 for Legal Service costs before having to come back to the Board for further approval. Seconded by Preston. Approved by all present. Motion passed.
  - c. **Review of the TH FY'22 Annual Report**
  - d. **Consideration of FY'23 Goals:** Motion to approve FY'23 Goals made by Sara. Seconded by Cathy. Approved by all present. Motion passed.
  - e. **Appointing Board Committee Chairs**
    - i. Executive Committee, Finance Committee, Fundraising Committee, Nominating Committee
    - ii. Chairs, respectively: Stacey, Rebecca, Kristen, Darien
  - f. **Review: Timeline of TH Monthly Areas of Focus**
  - g. **Consideration of prospective Board Candidates (Ron House, Marilyn Korhonen, Jason Carter):** Motion to approve Marilyn Korhonen to Board made by Bob. Seconded by Cordt. Approved by all present. Motion passed.
- 7) **Treasurer's Report – Rebecca**
- a. Bank Signature Card for FY'23 Board Officer update
  - b. Treasurer's report was included in the agenda.
- 8) **Board Activity Report** - None
- 9) **Client Report** – Just busy and doing well!
- 10) **Executive Director's Report:** Director's report was included in the agenda.
- 11) **As May Arise** - None
- 12) **Adjourn Board meeting:** Motion made by Kris. Seconded by Preston. Approved by all present. Meeting adjourned at PM.

Submitted by: Preston Court, Secretary.

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Stacey Clement, President

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Preston Court, Secretary

## Roll Call Voting Record

M= Motion S= Second Y=Yes N=No

Board Members	Agenda	Minutes	Bloomerang Proposal	Comprehensive Governance Audit, etc.	Approval FY'23 TH Goals	New Board Member – Marilyn Korhonen	Adjournment
Stacey Clement	Y	Y	Y	Y	Y	Y	Y
Sara King	Y	M - Y	Y	Y	M - Y	M - Y	Y
Rebecca Delsigne	M - Y	S - Y	Y	Y	Y	Y	Y
Preston Court	Y	Y	Y	S - Y	Y	Y	S - Y
Cary Bryant							
Cathy Billings	Y	Y	Y	Y	S - Y	Y	Y
Kris Glenn	Y	Y	M - Y	Y	Y	Y	M - Y
Cordt Huneke	S - Y	Y	S - Y	M - Y	S - Y	S - Y	Y
Kristen Lazalier							
Bob Moore	Y	Y	Y	Y	Y	M - Y	Y
Darien Moore	Y	Y	Y	Y	Y	Y	Y

# Transition House, Inc., Monthly Report

Sept 2022

## I. PEOPLE SERVED

<b>A. Total # of (Unduplicated) Participants:</b>	<b>70</b>
<b>B. Transitional Living Program (TLP)</b>	
1. Number of Clients:	12
2. Details:	
# of males:	9
# of females:	3
# employed:	5
# volunteering outside of TH:	0
# in school:	0
# in crisis bed:	0
3. TL Days:	315

## II. INCOME/EXPENDITURES

<b>A. Total Income:</b>	\$28,100.85
<b>B. Total Expenditures:</b>	\$29,049.73
<b>C. TLP</b>	
1. Expenditures:	\$22,952.87
2. TLP Client Fees:	\$755
3. Cost/TLP Day:	\$72.87
<b>D. COP</b>	
1. Expenditures:	\$6,096.86
2. Cost/COP Contact:	\$30.79

## C. Community Outreach Program (COP)

	duplicated	unduplicated
1. Total # of Participants:	66	58
Drop-In:	53	
Activities:	7	
Community Wellness Project:	6	
Student Wellness Project:	0	
2. Total # of Contacts:	198	
Drop-In:	191	
Activities:	18	
Community Wellness Project:	7	
Student Wellness Project:	0	
3. Details:		
Services:	# Participants	# Contacts
Supportive Counseling:	2	2
Crisis Intervention:	2	2
Grocery Shopping:	0	0
Community Living Support:	8	11
Social/Recreational:	50	160
Grocery Shopping/ Social:	5	12
Grocery Shopping/Com. Living:	3	4
Community Wellness:	5	7
<b>Unduplicated Totals:</b>	<b>58</b>	<b>198</b>

## IV. NARRATIVE

This month we welcomed 6 new OU Students to TH. AJ, Mackenzy, Peyton & Hadassah are doing their primary placement at the Southwest Prevention Center and they are shared with TH to each do 3 hours weekly at TH. They will be with us for 2 semesters. Tyrese and Julie are Psychology majors at OU and are doing a 1 semester capstone at TH for 20 hours. This is our 2nd year of working with students from both departments in this manner - we had started a year before with just Psychology students. This is a wonderful training opportunity for students and we've even been able to hire some of our past students as TH employees.

Special activities for September included a trip to the Fred Jones Museum, the State Fair and lunch, and to The Tower Nutrition where health drinks were donated to People of TH. Staff continues to work hard to find a balance between skills development groups combined with fun focused groups and activities.

Another big event for September was our annual Day of Caring. This year, volunteers from Avara and 1 OU volunteer spent the day helping with a variety of projects. In addition to the usual cleaning and organizing, a big project was the start of purging old client charts. Basic information was retained from charts older than 7 years as well as from clients who are deceased. All volunteers involved in this effort understand their responsibilities related to HIPPA compliance. This will be an on-going project but we are grateful for Ilene's leadership in getting this started and moving forward!

This month, we had one of our TLP clients graduate. The celebration of her achievement was wonderful and we were all very proud of her very appropriate transition to community living. Sadly, just a few weeks after moving, there was a major fire at her home. She was grateful to not have been harmed physically, however this was a very traumatic event. Within a couple of days of the fire, she was let go from her job that she had held for months. Fortunately she had continued to stay in routine contact with TH through the Community Outreach Program.

As she faced these challenges, she took all that she learned and reached out for support. Though she had accomplished a great deal during her time in the TLP - including getting a job after not having a job for over 10 years, but she also realized there were still things she needed from the TLP. She reapplied with some new goals that she wanted to work on, and has returned to the TLP with a strong sense of determination to take on her new goals, plus she has a new job she loves, and most of all, she's in a place where she feels safe and supported. The individualized care focus of TH is life saving - this is just one example!



*Bonnie L. Perutzi, MHR, Executive Director*

10/12/2022

## Transition House, Inc., Monthly Report

Sept 2022	
<b>V. HOURS OF DIRECT SERVICES:</b>	<b>257</b>
<b>A. Individual Basis (total hours):</b>	<b>105</b>
1. Daily Living:	17
2. Pre-voc./Vocational:	1
3. Social Skills:	10.5
4. Crisis Intervention:	7
5. Treatment/Rehab. Plans:	60.5
6. Supportive Counseling:	9
<b>B. Group Basis (total hours):</b>	<b>108</b>
1. Daily Living:	59
2. Pre-voc/Vocational:	5.5
3. Social Skills:	43.5
<b>C. Com Outreach (total hours):</b>	<b>35.5</b>
1. Structured Activities:	5.5
2. Drop-In:	28
3. Community Wellness Project:	2
4. Student Wellness Project:	0
<b>D. Referrals/Screening/Interviewing (total hours):</b>	<b>8.5</b>
<b>VI. HOURS OF NON-DIRECT SERVICES:</b>	<b>223</b>
1. Consultation:	159.5
2. Documentation & Activity Prep:	46
3. Training:	17.5
9/14- Recovery housing voucher Amanda, IPS Training Kaylee and Jack,	
<b>VII. HOURS OF ADMINISTRATIVE WORK:</b>	<b>278.5</b>
1. Meetings:	40.5
2. Community Contacts:	33
3. Administrative Duties:	205
<i>Guest Speaker (who, when)</i>	
<b>VIII. SCREENING FOR T.H. PROGRAM:</b>	
1. Total #of Inquiries:	33
2. Total #of Referrals Received:	9
3. Total # Interviewed For Admission: 1NCNS	3
4. Total # Accepted:	3
<b>IX. DONATIONS to T.H.:</b>	
<b>1. Volunteer Names:</b>	<b>Volunteers Hours</b>
AJ Elmore	9
Mackenzey Cunningham	9
Peyton Armstrong	9
Hadassah Jones	9
Tyrese Chavez	6
Julie White	3
Day of Caring Volunteers from Avara (10) & OU(1)	77
Mary Lee	6.0
<i>Total:</i>	<b>128</b>
<b>2. In-Kind Donations (List of Donors; Items Donated):</b>	<b>Estimated Value</b>
Bob Moore - consultation	\$300
Bombas sock donation	\$5,000
The Tower Nutrition - health drinks	\$80
<b>TOTAL:</b>	<b>\$5,380</b>

## Transition House FY'23 Monthly Financial Report

TH INCOME:		Admin:	FR:	TL:	COP:	Total:	Sept FR FY'23	TH Budget FY'23	\$ Over Budget	% of Budget
Contributions	31.14	5.29	0.62	5.29	19.93	31.14	31.14	8.33	22.81	373.83%
United Way/Norman	3,833.33	651.67	76.67	1,215.01	1,889.99	3,833.33	3,833.33	3,833.33	0.00	100.00%
Fund Raising										
Fund Raising Exp.	2,500.00						(13.15)	(208.33)	195.18	6.31%
Fund Raising Inc.	20,500.00						250.00	1,708.33	(1,458.33)	14.63%
FR Events - Total	236.85	40.26	4.74	95.71	96.14	236.85	236.85	1,500.00	(1,263.15)	15.79%
DMHSAS										
Unreimbursed services	0.00								0.00	0.00%
**ODMHSAS contract-billed	0.00								0.00	0.00%
DMHSAS	21,491.67	3,653.58	429.83	15,044.17	2,364.08	21,491.67	21,491.67	22,500.00	(1,008.33)	95.52%
Other Gov. Grants	750.00	127.50	15.00	555.00	52.50	750.00	750.00	1,416.67	(666.67)	52.94%
Foundation Grants	0.00	0.00	0.00	0.00	0.00	0.00	0.00	833.33	(833.33)	0.00%
Civic Clubs Donations/Grants	0.00	0.00	0.00	0.00	0.00	0.00	0.00	83.33	(83.33)	0.00%
Donor Drive	952.00	161.84	19.04	609.28	161.84	952.00	952.00	1,833.33	(881.33)	51.93%
Client/Participant Fees	755.00	128.35	15.10	611.55	0.00	755.00	755.00	683.33	71.67	110.49%
Interest	40.00	6.80	0.80	6.80	25.60	40.00	40.00	25.00	15.00	160.00%
Miscellaneous	10.86	1.85	0.22	0.00	8.80	10.86	10.86	0.00	10.86	100.00%
<b>TOTAL</b>	<b>28,100.85</b>	<b>4,777.14</b>	<b>562.02</b>	<b>18,142.82</b>	<b>4,618.87</b>	<b>28,100.85</b>	<b>28,100.85</b>	<b>32,716.65</b>	<b>(4,615.80)</b>	<b>85.89%</b>
<b>TH EXPENSES:</b>										
Salaries	18,048.24	3,068.20	360.96	11,550.87	3,068.20	18,048.24	18,048.24	18,286.67	(238.43)	98.70%
Employees Health, Dental, Life Ins.	2,188.03	371.97	43.76	1,400.34	371.97	2,188.03	2,188.03	2,666.67	(478.64)	82.05%
Worker's Comp.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	416.67	(416.67)	0.00%
FICA/Pay.Tax/OES	1,553.80	264.15	31.08	994.43	264.15	1,553.80	1,553.80	1,658.33	(104.53)	93.70%
Legal/Accounting	148.75	25.29	2.98	95.20	25.29	148.75	148.75	833.33	(684.58)	17.85%
Office Supplies	413.96	70.37	8.28	264.93	70.37	413.96	413.96	166.67	247.29	248.37%
Telephone/Internet/Website	288.08	48.97	5.76	184.37	48.97	288.08	288.08	375.00	(86.92)	76.82%
Postage	60.00	10.20	1.20	38.40	10.20	60.00	60.00	33.33	26.67	180.02%
Rent	4,200.00	714.00	84.00	2,688.00	714.00	4,200.00	4,200.00	4,200.00	0.00	100.00%
Utilities	1,195.56	203.25	23.91	765.16	203.25	1,195.56	1,195.56	1,000.00	195.56	119.56%
Household	95.79	16.28	1.92	61.31	16.28	95.79	95.79	200.00	(104.21)	47.90%
Maint/Rep-Property	0.00	0.00	0.00	0.00	0.00	0.00	0.00	83.33	(83.33)	0.00%
Maint/Rep-Equipment	379.63	64.54	7.59	242.96	64.54	379.63	379.63	416.67	(37.04)	91.11%
Training/Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	333.33	(333.33)	0.00%
Food	161.53	27.46	3.23	103.38	27.46	161.53	161.53	166.67	(5.14)	96.92%
Client Supplies/Activities	211.25	35.91	4.23	135.20	35.91	211.25	211.25	766.67	(555.42)	27.55%
Streaming Services	24.98	4.25	0.50	15.99	4.25	24.98	24.98	20.83	4.15	119.92%
Vehicle - Gas	80.13	13.62	1.60	51.28	13.62	80.13	80.13	166.67	(86.54)	48.08%
Vehicle - Maint/Repair	0.00	0.00	0.00	0.00	0.00	0.00	0.00	208.33	(208.33)	0.00%
Vehicle- Insurance/Tag	0.00	0.00	0.00	0.00	0.00	0.00	0.00	233.33	(233.33)	0.00%
Dues & Subscriptions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	41.67	(41.67)	0.00%
Advertising	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.33	(8.33)	0.00%
General/Prof Liability	0.00	0.00	0.00	0.00	0.00	0.00	0.00	266.67	(266.67)	0.00%
Dir./Officers Liability	0.00	0.00	0.00	0.00	0.00	0.00	0.00	167.50	(167.50)	0.00%
Other Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
<b>TOTAL</b>	<b>29,049.73</b>	<b>4,938.45</b>	<b>580.99</b>	<b>18,591.83</b>	<b>4,938.45</b>	<b>29,049.73</b>	<b>29,049.73</b>	<b>32,716.67</b>	<b>(3,666.94)</b>	<b>88.79%</b>
Dif. Between Inc vs Exp:	(948.88)	(161.31)	(18.98)	(449.01)	(319.58)	(948.88)	(948.88)	(0.02)	(948.86)	#####
Overall Program %		17%	2%	64%	17%	100%	Bank Balance	\$84,370.05		



## Transition House FY'23 Year to Date Financial Report

TH INCOME:		Admin:	FR:	TL:	COP:	Total:	Year to Date FY'23	TH Budget FY'23	\$ Over Budget	% of Budget
Contributions	71.14	12.09	1.42	12.09	45.53	71.14	71.14	25.03	46.11	284.22%
United Way/Norman	11,499.99	1,955.00	230.00	3,645.04	5,669.96	11,499.99	11,499.99	11,500.03	(0.04)	100.00%
Fund Raising										
Fund Raising Exp.	2,500.00						(81.18)	(625.03)	543.85	12.99%
Fund Raising Inc.	20,500.00						350.00	5,125.03	(4,775.03)	6.83%
FR Events - Total	268.82	45.70	5.38	108.63	109.11	268.82	268.82	4,500.00	(4,231.18)	5.97%
DMHSAS										
Unreimbursed services	0.00								0.00	0.00%
**ODMHSAS contract-billed	0.00								0.00	0.00%
DMHSAS	61,683.34	10,486.17	1,233.67	43,178.34	6,785.17	61,683.34	61,683.34	67,500.00	(5,816.66)	91.38%
Other Gov. Grants	2,000.89	340.15	40.02	1,480.66	140.06	2,000.89	2,000.89	4,249.97	(2,249.08)	47.08%
Foundation Grants	10,000.00	1,700.00	200.00	6,400.00	1,700.00	10,000.00	10,000.00	2,500.03	7,499.97	400.00%
Civic Clubs Donations/Grants	0.00	0.00	0.00	0.00	0.00	0.00	0.00	250.03	(250.03)	0.00%
Donor Drive	5,511.00	936.87	110.22	3,527.04	936.87	5,511.00	5,511.00	5,500.03	10.97	100.20%
Client/Participant Fees	2,597.00	441.49	51.94	2,103.57	0.00	2,597.00	2,597.00	2,050.03	546.97	126.68%
Interest	112.09	19.06	2.24	19.06	71.74	112.09	112.09	75.00	37.09	149.45%
Miscellaneous	28.86	4.91	0.58	0.00	23.38	28.86	28.86	0.00	28.86	100.00%
<b>TOTAL</b>	<b>93,773.13</b>	<b>15,941.43</b>	<b>1,875.46</b>	<b>60,474.42</b>	<b>15,481.81</b>	<b>93,773.13</b>	<b>93,773.13</b>	<b>98,150.15</b>	<b>(4,377.02)</b>	<b>95.54%</b>
<b>TH EXPENSES:</b>										
Salaries	52,558.16	8,934.89	1,051.16	33,637.22	8,934.89	52,558.16	52,558.16	54,859.97	(2,301.81)	95.80%
Employees Health, Dental, Life Ins.	6,516.09	1,107.74	130.32	4,170.30	1,107.74	6,516.09	6,516.09	7,999.97	(1,483.88)	81.45%
Worker's Comp.	4,407.00	749.19	88.14	2,820.48	749.19	4,407.00	4,407.00	1,249.97	3,157.03	352.57%
FICA/Pay.Tax/OES	4,281.37	727.83	85.63	2,740.08	727.83	4,281.37	4,281.37	4,975.03	(693.66)	86.06%
Legal/Accounting	446.25	75.86	8.93	285.60	75.86	446.25	446.25	2,500.03	(2,053.78)	17.85%
Office Supplies	556.04	94.53	11.12	355.87	94.53	556.04	556.04	499.97	56.07	111.22%
Telephone/Internet/Website	910.79	154.83	18.22	582.91	154.83	910.79	910.79	1,125.00	(214.21)	80.96%
Postage	60.00	10.20	1.20	38.40	10.20	60.00	60.00	100.03	(40.03)	59.98%
Rent	12,800.00	2,176.00	256.00	8,192.00	2,176.00	12,800.00	12,800.00	12,600.00	200.00	101.59%
Utilities	3,788.17	643.99	75.76	2,424.43	643.99	3,788.17	3,788.17	3,000.00	788.17	126.27%
Household	351.88	59.82	7.04	225.20	59.82	351.88	351.88	600.00	(248.12)	58.65%
Maint/Rep-Property	43.50	7.40	0.87	27.84	7.40	43.50	43.50	250.03	(206.53)	17.40%
Maint/Rep-Equipment	1,128.67	191.87	22.57	722.35	191.87	1,128.67	1,128.67	1,249.97	(121.30)	90.30%
Training/Development	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1,000.03	(1,000.03)	0.00%
Food	536.54	91.21	10.73	343.39	91.21	536.54	536.54	499.97	36.57	107.31%
Client Supplies/Activities	1,407.81	239.33	28.16	901.00	239.33	1,407.81	1,407.81	2,299.97	(892.16)	61.21%
Streaming Services	74.94	12.74	1.50	47.96	12.74	74.94	74.94	62.53	12.41	119.85%
Vehicle - Gas	216.79	36.85	4.34	138.75	36.85	216.79	216.79	499.97	(283.18)	43.36%
Vehicle - Maint/Repair	50.05	8.51	1.00	32.03	8.51	50.05	50.05	625.03	(574.98)	8.01%
Vehicle- Insurance/Tag	0.00	0.00	0.00	0.00	0.00	0.00	0.00	700.03	(700.03)	0.00%
Dues & Subscriptions	263.00	44.71	5.26	168.32	44.71	263.00	263.00	124.97	138.03	210.45%
Advertising	0.00	0.00	0.00	0.00	0.00	0.00	0.00	25.03	(25.03)	0.00%
General/Prof Liability	0.00	0.00	0.00	0.00	0.00	0.00	0.00	799.97	(799.97)	0.00%
Dir./Officers Liability	2,003.00	340.51	40.06	1,281.92	340.51	2,003.00	2,003.00	502.50	1,500.50	398.61%
Other Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
<b>TOTAL</b>	<b>92,400.05</b>	<b>15,708.01</b>	<b>1,848.00</b>	<b>59,136.03</b>	<b>15,708.01</b>	<b>92,400.05</b>	<b>92,400.05</b>	<b>98,149.97</b>	<b>(5,749.92)</b>	<b>94.14%</b>
Dif. Between Inc vs Exp:	1,373.08	233.42	27.46	1,338.39	(226.20)	1,373.08	1,373.08	0.18	1,372.90	#####
Overall Program %		17%	2%	64%	17%	100%	106.17%			

**Trenary CPA Firm, P.L.L.C.  
Certified Public Accountants  
3222 SW 119th Street  
Oklahoma City, Oklahoma 73170**

**TO THE BOARD OF DIRECTORS  
TRANSITION HOUSE, INC.  
NORMAN, OK**

Transition House has hired me to prepare financial reports for management use in their decision making. I did not audit or review the financial statements nor was I required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, I do not express an opinion, or a conclusion, nor provide any form of assurance on these financial statements.

The reports attached to this letter cover the three months ended September 30, 2022.

**TRENARY CPA FIRM, P.L.L.C.  
OKLAHOMA CITY, OKLAHOMA**  
*TRENARY CPA FIRM, P.L.L.C.*

**5-Oct-22**

**Transition House, Inc.**  
**Balance Sheet Prev Year Comparison**  
As of September 30, 2022

	Sept 30, 22	Sept 30, 21	\$ Change	% Change
<b>ASSETS</b>				
<b>Current Assets</b>				
<b>Checking/Savings</b>				
1012 · Armstrong Checking	84,370.05	98,575.00	-14,204.95	-14.41%
<b>Total Checking/Savings</b>	<b>84,370.05</b>	<b>98,575.00</b>	<b>-14,204.95</b>	<b>-14.41%</b>
<b>Other Current Assets</b>				
1055 · OKDMH contract receivable	13,158.32	18,686.67	-5,528.35	-29.58%
1060 · Prepaid insurance	4,284.61	4,284.61	0.00	0.0%
1075 · Pledges receivable - JBJ	500.00	500.00	0.00	0.0%
<b>Total Other Current Assets</b>	<b>17,942.93</b>	<b>23,471.28</b>	<b>-5,528.35</b>	<b>-23.55%</b>
<b>Total Current Assets</b>	<b>102,312.98</b>	<b>122,046.28</b>	<b>-19,733.30</b>	<b>-16.17%</b>
<b>Fixed Assets</b>				
1120 · Furniture & equipment	34,303.33	34,303.33	0.00	0.0%
1124 · Vehicles	21,800.00	21,800.00	0.00	0.0%
1130 · Accumulated depreciation	-48,980.64	-48,980.64	0.00	0.0%
<b>Total Fixed Assets</b>	<b>7,122.69</b>	<b>7,122.69</b>	<b>0.00</b>	<b>0.0%</b>
<b>TOTAL ASSETS</b>	<b>109,435.67</b>	<b>129,168.97</b>	<b>-19,733.30</b>	<b>-15.28%</b>
<b>LIABILITIES &amp; EQUITY</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
<b>Other Current Liabilities</b>				
2200 · FICA taxes payable	-62.97	0.08	-63.05	-78,812.5%
2200 · OK WH taxes payable	-11.00	0.00	-11.00	-100.0%
2230 · United Way WH payable	10.00	11.00	-1.00	-9.09%
2240 · Accrued vacation payable	7,792.58	7,206.88	585.70	8.13%
2401 · Deferred grant revenue	0.00	0.00	0.00	0.0%
2501 · Current portion of loan	0.00	0.00	0.00	0.0%
<b>Total Other Current Liabilities</b>	<b>7,728.61</b>	<b>7,217.96</b>	<b>510.65</b>	<b>7.08%</b>
<b>Total Current Liabilities</b>	<b>7,728.61</b>	<b>7,217.96</b>	<b>510.65</b>	<b>7.08%</b>
<b>Long Term Liabilities</b>				
2601 · Loan payable, less current	0.00	0.00	0.00	0.0%
<b>Total Long Term Liabilities</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.0%</b>
<b>Total Liabilities</b>	<b>7,728.61</b>	<b>7,217.96</b>	<b>510.65</b>	<b>7.08%</b>
<b>Equity</b>				
3001 · Unrestricted net assets	36,565.14	36,565.14	0.00	0.0%
3002 · Retained Earnings	63,768.84	81,785.99	-18,017.15	-22.03%
Net Income	1,373.08	3,599.88	-2,226.80	-61.86%
<b>Total Equity</b>	<b>101,707.06</b>	<b>121,951.01</b>	<b>-20,243.95</b>	<b>-16.6%</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>109,435.67</b>	<b>129,168.97</b>	<b>-19,733.30</b>	<b>-15.28%</b>

**Transition House, Inc.**  
**Profit & Loss Prev Year Comparison**  
**July 1-September 30, 2022**

	<u>Jul '22-Sept '22</u>	<u>Jul '21-Sept '21</u>	<u>\$ Change</u>	<u>% Change</u>
<b>Income</b>				
<b>4000 · Contributions</b>	71.14	5.19	65.95	1,270.71%
<b>4100 · United Way allocation</b>	11,499.99	10,625.01	874.98	8.24%
<b>4200 · Fund raising</b>				
<b>4201 · Fund raising expenses</b>	-81.18	-633.33	552.15	87.18%
<b>4200 · Fund raising - Other</b>	350.00	18.71	331.29	1,770.66%
<b>Total 4200 · Fund raising</b>	<u>268.82</u>	<u>-614.62</u>	<u>883.44</u>	<u>143.74%</u>
<b>5000 · ODMHSAS contract</b>				
<b>5001 · Unreimbursed contract services</b>	0.00	0.00	0.00	0.0%
<b>5000 · ODMHSAS contract - Other</b>	61,683.34	64,901.68	-3,218.34	-4.96%
<b>Total 5000 · ODMHSAS contract</b>	<u>61,683.34</u>	<u>64,901.68</u>	<u>-3,218.34</u>	<u>-4.96%</u>
<b>5500 · Other Gov. grants</b>	2,000.89	1,950.00	50.89	2.61%
<b>5501 · Foundation/Civic Club Grants</b>	10,000.00	10,000.00	0.00	0.0%
<b>5502 · Civic Club Donations</b>	0.00	0.00	0.00	0.0%
<b>6000 · Donor Drive</b>	5,511.00	3,958.00	1,553.00	39.24%
<b>6100 · Restricted Donations-Vehicle</b>	0.00	0.00	0.00	0.0%
<b>6200 · Participant fee</b>	2,597.00	929.00	1,668.00	179.55%
<b>6500 · Interest income</b>	112.09	125.29	-13.20	-10.54%
<b>6700 · Donated services &amp; materials</b>	0.00	0.00	0.00	0.0%
<b>6900 · Miscellaneous revenues</b>	28.86	170.70	-141.84	-83.09%
<b>Total Income</b>	<u>93,773.13</u>	<u>92,050.25</u>	<u>1,722.88</u>	<u>1.87%</u>
<b>Gross Profit</b>	93,773.13	92,050.25	1,722.88	1.87%
<b>Expense</b>				
<b>Management &amp; General</b>	15,708.01	15,036.56	671.45	4.47%
<b>Fundraising</b>	1,848.00	1,769.01	78.99	4.47%
<b>Transitional Living</b>	59,136.03	56,608.24	2,527.80	4.47%
<b>Community Outreach</b>	15,708.01	15,036.56	671.45	4.47%
<b>Total Expense</b>	<u>92,400.05</u>	<u>88,450.37</u>	<u>3,949.68</u>	<u>4.47%</u>
<b>Net Income/(Loss)</b>	<u><u>1,373.08</u></u>	<u><u>3,599.88</u></u>	<u><u>-2,226.80</u></u>	<u><u>-61.86%</u></u>

**Transition House, Inc.**  
**Statement of Functional Expenses**  
**Prev Year Comparison**  
**July 1 - September 30, 2022**

Expense	Mgmt &		Transitional	Communituy	Total	Mgmt &		Transitional	Communituy	Total
	General	Fundraising	Living	Outreach	Jul '22-Sept '22	General	Fundraising	Living	Outreach	Jul '20-Sept '21
<b>7000 · Salaries &amp; wages</b>	8,934.89	1,051.16	33,637.22	8,934.89	52,558.16	8,048.94	946.93	30,301.88	8,048.94	47,346.68
<b>7002 · Employee Health,Dental,Life Ins</b>	1,107.74	130.32	4,170.30	1,107.74	6,516.09	929.43	109.35	3,499.05	929.43	5,467.26
<b>7003 · Workers' comp</b>	749.19	88.14	2,820.48	749.19	4,407.00	887.57	104.42	3,341.44	887.57	5,221.00
<b>7004 · FICA/MC/OESC</b>	727.83	85.63	2,740.08	727.83	4,281.37	1,236.51	145.47	4,655.08	1,236.51	7,273.57
<b>8000 · Legal &amp; accounting</b>	75.86	8.93	285.60	75.86	446.25	38.25	4.50	144.00	38.25	225.00
<b>8100 · Office supplies</b>	94.53	11.12	355.87	94.53	556.04	280.99	33.06	1,057.83	280.99	1,652.86
<b>8200 · Telephone/Interner/Website</b>	154.83	18.22	582.91	154.83	910.79	148.35	17.45	558.51	148.35	872.67
<b>8300 · Postage</b>	10.20	1.20	38.40	10.20	60.00	9.35	1.10	35.20	9.35	55.00
<b>8400 · Rent</b>	2,176.00	256.00	8,192.00	2,176.00	12,800.00	1,938.00	228.00	7,296.00	1,938.00	11,400.00
<b>8410 · Utilities</b>	643.99	75.76	2,424.43	643.99	3,788.17	496.66	58.43	1,869.77	496.66	2,921.51
<b>8420 · Household expenses</b>	59.82	7.04	225.20	59.82	351.88	40.13	4.72	151.06	40.13	236.03
<b>8430 · Property maintenance &amp; repairs</b>	7.40	0.87	27.84	7.40	43.50	108.24	12.73	407.49	108.24	636.71
<b>8500 · Equipment maintenance &amp; repair</b>	191.87	22.57	722.35	191.87	1,128.67	199.74	23.50	751.96	199.74	1,174.93
<b>8800 · Training &amp; development</b>	-	-	-	-	-	24.65	2.90	92.80	24.65	145.00
<b>8910 · Food</b>	91.21	10.73	343.39	91.21	536.54	73.03	8.59	274.94	73.03	429.59
<b>Total 8920 · Client Supplies/Activites</b>	239.33	28.16	901.00	239.33	1,407.81	164.34	19.33	618.71	164.34	966.73
<b>8925 · Streaming Services</b>	12.74	1.50	47.96	12.74	74.94	12.23	1.44	46.04	12.23	71.94
<b>8930 · Gasoline</b>	36.85	4.34	138.75	36.85	216.79	26.46	3.11	99.60	26.46	155.62
<b>8940 · Vehicle maintenance &amp; repair</b>	8.51	1.00	32.03	8.51	50.05	33.20	3.91	124.97	33.20	195.27
<b>8950 · Vehicle insurance</b>	-	-	-	-	-	-	-	-	-	-
<b>9000 · Dues &amp; subscriptions</b>	44.71	5.26	168.32	44.71	263.00	-	-	-	-	-
<b>9450 · General &amp; prof liability ins</b>	-	-	-	-	-	-	-	-	-	-
<b>9455 · Directors &amp; officers liab ins</b>	340.51	40.06	1,281.92	340.51	2,003.00	340.51	40.06	1,281.92	340.51	2,003.00
<b>9500 · Depreciation</b>	-	-	-	-	-	-	-	-	-	-
<b>9710 · Other expenses</b>	-	-	-	-	-	-	-	-	-	-
<b>Total Expense</b>	<b>15,708.01</b>	<b>1,848.00</b>	<b>59,136.03</b>	<b>15,708.01</b>	<b>92,400.05</b>	<b>15,036.56</b>	<b>1,769.01</b>	<b>56,608.24</b>	<b>15,036.56</b>	<b>88,450.37</b>

**Transition House, Inc.**  
**Statement of Cash Flows**  
**July 1 - September 30, 2022**

	<u>Jul '21-Sept '22</u>	<u>Jul '20-Sept '21</u>
<b>OPERATING ACTIVITIES</b>		
Net Income	1,373.08	3,599.88
Adjustments to reconcile Net Income to net cash provided by operations:		
1055 · OKDMH contract receivable	5,211.67	-2,516.67
1060 · Prepaid Insurance	0.00	0.00
2200 · FICA taxes payable	-79.05	0.00
2210 · FIT WH payable	16.00	0.00
2220 · OK WH taxes payable	6.00	0.00
2230 · United Way WH payable	-1.00	0.00
2240 · Accrued Vacation payable	0.00	0.00
2401 · Deferred grant revenue	0.00	0.00
Net cash provided by Operating Activities	<u>6,526.70</u>	<u>1,083.21</u>
<b>INVESTING ACTIVITIES</b>		
1120 · Furniture & Equipment	0.00	0.00
1130 · Accumulated Depreciation	0.00	0.00
Net cash provided by Investing Activities	<u>0.00</u>	<u>0.00</u>
<b>FINANCING ACTIVITIES</b>		
2601 · Loan Payable	0.00	0.00
3001 · Unrestricted net assets	0.00	0.00
3002 · Retained Earnings	0.00	0.00
Net cash provided by Financing Activities	<u>0.00</u>	<u>0.00</u>
Net cash increase for period	6,526.70	1,083.21
Cash at beginning of period	77,843.35	97,491.79
Cash at end of period	<u><u>84,370.05</u></u>	<u><u>98,575.00</u></u>



**Transition House, Inc.**  
Bylaws and Governance Policies Legal Recommendation

October 3, 2022

Prepared by Alexandra Towler-Bliss, Esq., CAP  
Delivered by email to bperutti@thouse.org on October 3, 2022  
Email: alex@cultureconnectionok.com

Dear Transition House Leadership,

This letter is to inform you of the legal review and recommendation resulting from my review of the following:

1. Bylaws
2. Governance Policy Manual

Please note, the Bylaws and Governance Policy Manual were briefly reviewed on February 15, 2022. This review contains more detailed information regarding recommended amendments and updated information regarding available templates.

As the governing body, the Board of Directors is the backbone of every Section 501(c)(3) public charity. This collective governance structure promotes equitable leadership of public entities. The collective structure works best when functioning at the direction of written policies and procedures, providing each Board participant with the information needed to contribute in those areas corresponding to each individual's unique gifts.

When the Board lacks structure in the form of written directives, we often see Board members wanting to give back in the most efficient and helpful way, but lacking the information and direction necessary to do so. The result might look like a completely unengaged Board, a Board with one or two members performing the majority of duties, or a Board focusing in areas which are not helpful to the organization as a whole.

In order to promote and efficient, highly functioning Board of Directors, I recommend the following documents to every Section 501(c)(3):

1. Bylaws – governing election, term limits, and removal of Board of Directors and Officers, as well as meetings and voting, and including a description of duties for the Board as a whole and for each individual Officer position.
2. Governance Policies – governing Board committees, their structure, and their duties, and including, but not limited to, record-keeping, whistleblowing, and a code of conduct.

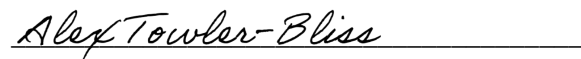
The Bylaws are like the “laws” of the Board; it is a legal document and should be reserved for mostly static Board procedures. In contrast, the Governance Policies are a living, breathing document and may be amended to respond to the specific needs of Transition House as it grows and changes.

Immediately below, you will find my concise legal recommendation resulting from my review of Transition House’s Bylaws and Governance Policy Manual. Under this legal recommendation, you will find the details of this review and recommendation, as well as some explanations as to why I have recommended what I have.

Please feel free to ask questions, express concerns, and provide feedback. This kind of engagement and active governance ensures that we come up with policies that will work specifically for Transition House.

I adore this work! Thank you for trusting me with it.

Best,



Alexandra Towler-Bliss, Esq., CAP  
Culture Connection, LLC



### **(1) Concise Legal Recommendation**

1. Update Articles of Incorporation with Oklahoma Secretary of State to include required federal language – 15 minutes + \$25 filing fee.
2. Bylaws, starting with Culture Connection Bylaw Template – \$875.00 + meetings at hourly rate.
3. Governance policies, starting with Culture Connection Template OR updating current policies – \$1,750.00 + meetings at hourly rate OR update of current policies at 6 to 8 hours, plus finalization and meetings to discuss.
4. Separation of Duties (for financial) – 2 - 4 hours with Executive Director.

### **(2) Bylaws Legal Recommendation**

My legal recommendations go one of two ways:


1. The Bylaws I reviewed are so out of date and generic that it is more cost-effective to start with the Culture Connection Bylaws Template, which I then tailor to your needs. The fee for the Bylaws template is \$875.00, which covers the cost of drafting Draft 1 and Draft 2 of the Bylaws. Meetings are conducted at my hourly rate of \$295 per hour.
2. The Bylaws I reviewed are mostly up to date and so specific to the needs of the organization that it is more cost-effective for me to amend what you already have in place.

Here, the Bylaws require significant updating to include legal requirements regarding notice and to include best practice information, such as removal and resignation of Board members. I recommend starting with the Culture Connection template, as I believe it will be more costly to update what you currently have.

The Culture Connection template is \$875.00 for Draft 1 and Draft 2, with meetings and drafts in excess of Draft 2 conducted at my hourly rate. The process works very similar to the one for the Employee Handbook template. I create Draft 1 based on your needs and your staff and/or Executive Director meet with me to identify any questions or needed amendments for Draft 2. Provided no additional amendments are necessary, we will finalize Draft 2 for Board approval.

I have attached the Bylaws sample Table of Contents so that you can see what is included in the template.

### **Recommended Amendments to Bylaws**

1. Section 1 is the language usually required in the Articles of Incorporation. I recommend updating the Articles to provide for this language and removing it from the Bylaws.
2. Make annual meeting provision more flexible to allow for emergencies and/or scheduling needs.
3. Board duties need to be fleshed out to include duty of loyalty and care, as well as required giving (no specific amount required), and review of conflict of interest policies, Form 990 review and filing, compensation arrangements with Executive Director, etc.
4. Recommendation to not require roll call votes, as Transition House is not subject to the Open Meeting Act. 
5. Recommendation to add Governance Chair to Officers, who will be responsible for leading the Governance Committee in the area of Board development.
6. Nominating and Executive Committees should have a charter, with listed duties and meeting requirements. This should be included in the Governance Policies, not the Bylaws.
7. Recommendation that Chairpersons be selected by the Board, not appointed by the President.

8. Dissolution discussion should be included in Articles of Incorporation (see recommendation to amend above.)

#### Provisions to add to Bylaws

1. Tax-exempt status
2. Corporate Authority
3. Required Annual Filings
4. Definitions regarding Board, Director, Officer, Vote of the Board, and Quorum for all purposes
5. Board of Director Duties (as a whole)
6. Board of Director Composition Limitations (not related by blood or business)
7. Board of Director Compensation
8. Elections
9. Attendance, Removal, or Resignation
10. Vacancies
11. Code of Conduct
12. Emergency Meetings
13. Electronic Meetings
14. Meeting Procedures
15. Voting
16. Officer Election
17. Officer Removal and Resignation
18. Officer Vacancies
19. Committees in General
20. Standing Committee Provision (directing Board to Governance Policies)
21. Advisory Committee
22. Employment of Staff
23. Duties
24. Separation of Duties
25. Members and/or Supporting Members
26. Bylaw Construction and Terms

### **(3) Governance Policy Manual Legal Recommendation**

My legal recommendations go one of two ways:

1. The Governance Policies I reviewed are so out of date and generic that it is more cost-effective to start with the Culture Connection Governance Manual Template, which I then tailor to your needs. The fee for the Governance Manual Template is \$1,750.00, which covers the cost of drafting Draft 1 and Draft 2 of the Transition House Governance Manual. Meetings are conducted at my hourly rate of \$295 per hour.
2. The Governance Policies I reviewed are mostly up to date and so specific to the needs of the organization that it is more cost-effective for me to amend what you already have in place.

I reviewed these Governance Policies on February 15, 2022. At that time, my legal recommendation stated that I could update the Governance Policies in 4 to 5 hours at my regular hourly rate. Since then, it has been brought to my attention that Transition House requires drafting support in the form of Committee Charters for each committee, which may need to be updated to reflect current practices.

Further, since that time, I have developed a Culture Connection Template, which includes up to date policies and procedures in line with current legal requirements and best practices.

In this case, I could either update the current Transition House Governance Policies OR start with the Culture Connection template for *about* the same estimated price.

If Transition House is very familiar with the current Governance Policies and if it currently follows those policies, I recommend starting with what we have and updating it to include legal requirements and best practices. This will take me an estimated 6 to 8 hours at my rate of \$295 per hour (\$1,770 to \$2,360), plus meetings to review and any subsequent amendments at my hourly rate.

As another option, we can start with the Culture Connection Template, which is \$1,750.00 for Draft 1 and Draft 2. The second option would be more appropriate if Transition House is not as familiar with the current policies and procedures, as the template already includes the most up to date legal information and best practices.

In either case, I recommend those additions and amendments described below.

#### Incorporation of Other Policies into the Governance Policy Manual

It is recommended that the Board of Directors Policy, Corporate Documents Policy, and Treasurer Responsibilities be included in the Governance Manual. Much like I recommend having one or two places for staff to go to answer questions, I also recommend your Board have only two or three policy documents to look at for any questions they may have. In general, I recommend these be: Governance Policies (for Board matters not addressed in the Bylaws), Bylaws (for voting, voting, removal, term limits, and the like), and Financial Policies. The Treasurer Responsibilities could also be addressed in the Financial Policies.

I do not usually do Financial Policies and recommend Jeri Holmes for more comprehensive Financial Policies. Her Financial Operations Manual is \$3,750 for Draft 1 and Draft 2 and her drafting process is usually similar to mine. You can reach her at [jeri@nonprofitsolutionslaw.com](mailto:jeri@nonprofitsolutionslaw.com) should you wish to inquire about the Financial Operations Manual.

In the interim, I recommend having a basic Separation of Duties Document, which works to identify who is responsible for what and shows the separation of duties required by general accounting standards. I have included a Separation of Duties Example below, which me and your Executive Director can work through to tailor to the needs of Transition House. I think we could do this about 2 to 4 hours at my regular hourly rate.

#### Recommended Amendments to Governance Policies

1. Ensure purpose, mission, and values are updated to current. Include values on Board Service Attestation document.
2. The Confidentiality Agreement and Policy needs to be updated to include a definition of confidential information and should give guidance on not disclosing confidential information, as well as procedures for notification if a breach does occur.
3. Recommendation to include Role of the Board as a whole information in Bylaws, and dive into committee charters in the Governance Policies.

4. I recommend the addition of the following committees, along with a committee charter for each:
  - a. Finance Committee – right now, this has your Executive Committee dealing with the audit and things of that nature. I recommend a separate Finance Committee to deal with financial oversight issues.
  - b. Executive Committee – with limitations on decisions they can make in absence of the Board.
  - c. Governance Committee – currently called Nominating Committee, but recommend we broaden this to include all duties of normal Governance Committees.
  - d. Audit Committee – to oversee financial compliance in addition to the Finance Committee.
  - e. Development Committee – to aid in fundraising matters.
5. Remove Executive Director Job Description- this belongs with other Job Descriptions.
6. The Articles of Incorporation look like they need updating with the Secretary of State to include the necessary dissolution and 501c3 clauses.

#### Provisions to add to Governance Policies

1. Tax Status
2. Public Access to Records (required by law)
3. Authority and Amendments
4. Annual Required Filings
5. Reporting Requirements
6. Annual Statements
7. Annual Reviews (all in one spot)
8. Indemnification (required by law)
9. Minutes
10. Investment Policy
11. Legal and Internal Revenue Service Matters
12. Committees of the Board
13. Executive Committee Charter
14. Finance Committee Charter
15. Governance Committee Charter
16. Audit Committee Charter
17. Development Committee Charter
18. Background Screening of Board of Directors
19. Confidential Information (update)
20. Anti-Discrimination Policy for Board (have equal employment, but want to flesh this out a little more)
21. Anti-Harassment Policy for Board (have Sexual harassment, but want to flesh this out a little more)
22. Social Media Policy
23. Succession Plan Requirement
24. Crisis Management Plan Requirement
25. Strategic Plan Requirement
26. Management of Executive Director (hiring and firing, annual review, compensation)

Forms to add to Governance Policies

1. Policy Confirmation Statement
2. Board Service Agreement (Can use Statement of Personal and Professional Standards of Conduct, but recommendation to update to Board Service Agreement)
3. Volunteer Liability Waiver
4. Confidentiality Statement- needs to be updated
5. Annual Conflict Disclosure Questionnaire (right now you have a statement, but no disclosure questionnaire)

The Governance Policy Template Table of Contents is still under construction, and should be completed by the end of October.

**BYLAWS  
Of  
ABC, Inc.**

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## SEPARATION OF DUTIES EXAMPLE

### CEO

- Sign checks (all checks over \$2,500 require 2 signatures)
- Execute contracts within limitations provided in policies
- Create annual budget including grant budgets, with the aid of the CFO and Staff
- Approve invoices check requests for each invoice then provide to CFO to determine allocations and to the Bookkeeper to prepare payments; approvals may be made at time of check signing or dual verification of online payments
- Approve expense reimbursements (Chair approves for CEO and other Officers)
- Have read-only access to accounting system
- Review reconciliations of bank statements with detail reports and receipts, initial and date bank reconciliation for support of review process
- Review reconciliations of expense reports, credit cards, online accounts, and financial reports generated by CFO
- Review payroll details and verify the payment of payroll taxes (processed by third-party provider) during the bank reconciliation process
- Periodically review chart of accounts, accounting entries, account codes, budget codes, and f990.
- For selected grants, manage grant applications, drawdowns, and reporting, ensure grant requirements are met with the aid of the CFO and Director of Development
- Sign donor acknowledgment letters
- Coordinate and authorize all computer system access provided by third-party IT Company
- Act in the absence of the COO or Development Director as needed

### COO

- Sign and approve the timecards signed by the Direct Supervisors prior to sending to Director of Development for reporting
- Review reconciliations of bank statements with detail reports and receipts, initial and date bank reconciliation for support of review process
- Review reconciliations of expense reports, credit cards, online accounts, and financial reports generated by CFO
- Review payroll and send to CFO for approval
- Periodically review chart of accounts, accounting entries, account codes, budget codes, and f990
- Ensure all systems are consistently backed up online, verified by CEO
- Maintain passwords and provide to IT company
- Verify all registrations, licensing and insurance
- Manage Document Retention Policy
- Act in the absence of the CFO and CEO as needed

### CFO

- Have read-only access at bank or other accounts as necessary and pull original bank statements for reconciliations
- Approve payments through online payment system entered by Bookkeeper
- Approve payroll entered by Bookkeeper including PTO and 401k payments
- Process any applicable payroll changes
- Verify the payment of payroll taxes during the bank reconciliation process.
- Reconcile bank accounts, expense reports, credit cards, and online accounts reports with detail

- reports and receipts and provide to CEO and COO to review
- Reconcile donor database and deposit slips to the general ledger and provide to CEO
  - Reconcile the drawdowns to the accounting system general ledger
  - Verify supporting documentation entered into accounting system or provided by the Bookkeeper during reconciliations
  - Investigate discrepancies during the reconciliation process
  - Make adjusting journal entries to be reviewed by Auditor/third-party CPA
  - Aid the CEO and staff in the preparation of the annual budget
  - Aid Director of Development and/or CEO with grant budgets, allocations, grant coding, drawdowns, and reporting
  - Ensure grant requirements and their respective budgets are updated in Exhibit E with the aid of the Development Director
  - Determine allocation methods with aid of the Director of Development and Staff
  - Assign general ledger account codes or budget codes as needed
  - Track restricted support to prepare grant reports; provide to Director of Development and CEO
  - Periodically review chart of accounts, accounting entries, account codes, and budget codes and assign new budget codes as needed
  - Generate financial reports for Finance Committee and Board review
  - Generate financial reports for grant reports and grant drawdowns for Director of Development
  - Prepare monthly financial reports for the Finance Committee and quarterly financial reports for Board
  - Aid the CEO and Bookkeeper in getting information to the third-party CPA
  - Present f990 or audit in the absence of the third-party CPA
  - Act in the absence of the Bookkeeper

#### **Bookkeeper**

- Open mail, or have a designee open mail, preferably with the Client Relations Specialist
- Prepare payroll for CFO and COO to approve and disperse; tract PTO and 401k payments
- Make accounting entries including payables, receivables, and donor information from supporting documentation such as invoices and check logs
- Process payments on a weekly basis through the online payment system or by creating checks to be approved by the CEO and verified by the CFO prior to payment
- Manage the purchase order process by validating the accuracy of purchase orders prior to payment and assist in researching discrepancies with vendor companies
- Maintain vendor files and compile vendor invoices at year-end for accrual into the correct year
- Make deposits remotely (scan checks through online processing); making accounting entries
- Maintain donor database by processing and entering incoming donations, booking pledges, and creating reports as requested
- Process and prepare monthly pledge reminders
- Prepare supporting documentation or the reconciliation process of all accounts to monthly statements including bank accounts, expense reports, credit cards, and online accounts; provide to CFO to do reconciliations
- Gather supporting documentation and data in preparation reconciliations by CFO and for external auditor review and provide aid as requested
- Run necessary financial reports for donor relations department to submit within grant requests
- Create year end donor acknowledgment letters to be reviewed by the Director of Development and signed by the CEO
- Process 1099s
- Assist with daily administrative tasks including mass mailings and other administrative tasks



- Assist in the annual budgeting process
- Performs other projects or duties as reasonably requested by the CFO, COO, or CEO

**Director of Development**

- Manage grant applications, drawdowns, and reporting, ensure grant requirements are met with the aid of the CFO
- Ensure grant requirements and their respective budgets are updated in Exhibit E with the aid of the CFO
- Prepare drawdowns with coding for grants and creates the invoice during the reconciliation process of the drawdown prior to requesting approval of the drawdown
- Maintain donor database (checks, cash, in-kind, and online donations) in accounting system using copies of checks and deposit slips
- Generate donor acknowledgments from the donor database and have signed by CEO
- Approve all fundraising activities prior to implementation and establish appropriate oversight for the activities
- Oversee Gift Acceptance Policy
- Collect and track the timecards for the COO to sign and approve for grant reporting

**Client Relations Specialist**

- Open mail with second individual (preferably the Bookkeeper); create a deposit slip from checks received, create copies of checks and deposit slips for the Bookkeeper to make accounting entries and the Director of Development to maintain the donor database
- Records incoming checks in check log, send to Bookkeeper to make deposits and make accounting entries and the Director of Development to enter into the donor database

**Chair (Vice-Chair acts in the absence of Chair)**

- Sign checks over \$2,500 if Treasurer not available
- Review and sign Registration Statement of Charitable Registration, audit contract, any debt agreement, and Federal or State grants
- Approve expense reimbursements of CEO or other Officer
- The Vice-Chair may act in the absence of the Chair and the Secretary may act as a check signer if time is of the essence

**Treasurer**

- Sign checks over \$2,500
- Periodically review chart of accounts, accounting entries, account codes, and budget codes
- Periodically review bank statements and credit card statements with reconciliation details
- Review financial reports generated by the CFO

**Third-Party CPA**

- Prepare Form 990 and present such to the Board
- Prepare audit and present such to the Board