

Tipp Monroe Community Services, Inc. Board of Trustees Meeting Minutes November 17, 2022

Officers: Bill House, President Mackenzie English, Vice President Joanna Pittenger, Treasurer Carol Noffsinger, Secretary

Trustees: Katie Berbach Mary Casey Mackenzie English Lesley Evans Hellman Bill House Carol Noffsinger Joanna Pittenger Karen Schindler Jay McClellan

Staff: Kathy Taylor, Katie Sonnanstine, Denise Gross and Misty McDowell

Guest:

The meeting was called to order at 6:34 pm by President, Bill House. Meeting moved to Dos Lunas.

Agenda

President, Bill House asked for a motion to approve the November 17, 2022 agenda. Joanna Pittenger made the motion to approve the agenda as presented, seconded by Jay McClellan. All approved.

Secretary's Report

President, Bill House asked for a motion to approve the TMCS Board of Trustees October 20, 2022 Minutes. Mackenzie English made the motion to approve the minutes as presented, seconded by Carol Noffsinger. All approved.

Treasurer's Report

President, Bill House, asked for a motion to approve the October 2022 Financial Statement. Jay McClellan made a motion to approve the financial statements as presented, seconded by Karen Schindler. All approved.

Advisory Committee Reports: No Report

Board Committee Reports

Corporate: No report. Finance: No report. Community Engagement: No report. Public Relations & Media Relations: No report Personnel: No report Program: No Report Social Services: No report.

Director's Report

Kathy Taylor stated that everything is running great. NFL Flag has come to an end and starting to work on basketball.

President's Comments

Bill wished everyone a Merry Christmas and a Happy New Year.

Old Business

Facilities -on hold

<u>Committee Goals</u>: Tabled until November. Bill House stated that the committee goals have been sent to everyone for review. Kathy Taylor replied that she received no changes. Bill House asked for a motion to approve the committee goals. Jay McClellan made to motion to approve the committee goals and Joanna Pittenger seconded. All approved.

At 6:50 pm, President Bill House asked for a motion to adjourned the meeting. Joanna Pittenger made the motion, seconded by Karen Schindler. Motion Passes,

Respectfully submitted, Kathryn L. Taylor

Tipp Monroe Community Services Staff Report: Mid-October– Mid-November 2022

Fall 2022

- 2022 Fall Mailer was mailed the week of August 26. We have started to take registrations for: Run for the Mums, TMCS Rec Girls Volleyball (3rd-6th grade), Youth Basketball, NFL Flag Football and Taekwondo.
- New Programs: Pickle Ball, Lunch & Learn (History of Tipp City and Dining with Diabetes), Hospice 101, Guitar, etc. Popular: Lunch and Learn, Volleyball, Flag Football, Watercolors, etc.
- NFL Flag Football started Sunday, October 9 and will run for 6 weeks. 11 teams with a total of 88 participants. Flag Football has ended.
- **NEW** 3rd-6th grade Girls Volleyball: Practice starts October 3 and games will begin on October 15. Special thank you to Leslie Petro and Beth Stump for bringing the idea to TMCS. 9 teams, 77 players. Last day, November 19th, the participants will take on their parents.
- Halloween is over, next is the Coloring Contest, Visit with Santa, Gift Giving and 3rd-12th grade Rec Basketball.

Winter/Spring 2023

- Work has begun on the 2023 Purse Auction.
- Camp Kern scheduled for February 17 & 18, 2023
- Working on manuals, Playground (completed), Lunch On Us Employee Guidelines.

<u>General</u>

- KATIE & DENISE ARE BACK!!!!!! 😳
- Working on job descriptions for the TMCS Staff.
- Doing payroll, deposits, payables, reports, etc.
- Premier Health doing Blood Pressure and Glucose once a month at the TMCS office.
- Denise will be returning to the office mid to late October.
- Katie leaves mid-September and should be back by mid-November.
- Training has begun. New Staff: Misty McDowell, Adm. Assistant and Event Coordinator. Has done an excellent job with Volleyball and Flag Football.
- Backpack Program up to 15 bags every week we have added a person. Sent out Constant Contact and have received tons of food and over \$3000 in donations.
- Gift Giving have started to take applications already have 15 sponsors

Director's Meeting

Thursday, October 20	TMCS Board of Trustees Meeting*
Tuesday, October 25	Met with School Counselors
Thursday, October 27	Main Street Trick or Treat
Monday, November 14	Park Board Meeting
*Afterhours	

Community Engagement Committee Responsibilities

- 1. The Committee shall meet a minimum of four (4) times per fiscal year.
- 2. The chairperson shall complete a brief written summary of the committee meetings and provide it to the Executive Director prior to the next Board of Trustees meeting for inclusion in the meeting packet.
- 3. The Committee shall determine its yearly committee goals, action plans and timelines by July 1, and provide updates to the Board of Trustees.
- 4. The Committee shall be responsible for the recruitment and retention of Advisory Members.
- 5. The Committee shall assist with the distribution of the Advisory Member Packets.
- 6. The Committee shall assist the Community Relations Committee with the planning and execution of the Appreciation Party held in October/November. Remove
- 7. The Committee shall establish sub-committees as needed, spelling out objectives and goals of same. A Nominating Committee composed of Advisory Members shall be established as a sub-committee of the Community Engagement Committee in June of each year.
- 8. The Committee shall comply with the regulations contained in the Articles of Incorporation and Code of Regulations.
- 9. The Executive Director of Tipp Monroe Community Services shares in the responsibility of preparation, follow up and coordination of all committee activities. It is recommended that the Committee make use of the services of the Executive Director for consultation and advice.

Community Engagement Committee Action Plan

GOAL: Recognize Advisory Members, Volunteers and Instructors

ACTION PLAN: Returning and new members will receive a Membership Packet. **TIME LINE:** As needed

ACTION PLAN: Invite volunteers, instructors and advisory members to our Annual Appreciation Open House. TIME LINE: October/November – Remove – think of something else to do.

GOAL: To increase business and organization Advisory Memberships

ACTION PLAN: To increase Advisory Committee Membership by 10% Director will continue to use sponsorship folders and information to contact new businesses for program/event sponsorship and membership. TIME LINE: As needed

Nominating Sub-Committee Responsibilities

The election of the Board of Trustees shall be held at the annual meeting of the Corporation in August of each year.

- 1. By July 1, the Membership Committee will appoint an Advisory Member in good standing as chairperson of the Nominating Committee. The chairperson will choose two (2) Advisory Members in good standing to serve on the Nominating Committee.
- 2. The vacancies on the Board of Trustees shall be publicized in the local newspaper(s) and local cable access channel and other forms of media as appropriate.
- 3. The Nominating Committee shall review the applications submitted and select the number of individuals needed to fill the 3-year term vacancies.
- 4. The Nominating Committee shall present its nominations at the annual meeting of the Corporation in August.
- 5. Other nominations, if any, shall be accepted at the annual meeting from the floor.
- 6. The election will be conducted by written ballot if there are more nominations than vacancies available.

Community Relations Advisor (CRA) **Responsibilities**

The Community Relations Advisor (CRA) shall have the following responsibilities:

- 1. The CRA Committee shall meet a minimum of four (4) times per fiscal year with the Community Relations Coordinator (CRC) and provide updates as needed.
- 2. The CRA shall complete a brief written summary of work completed, and provide it to the Executive Director prior to the next Board of Trustees meeting for inclusion in the meeting packet.
- 3. The CRC shall determine its yearly committee goals, action plans and timelines by July 1, and provide updates to the Board of Trustees. The CRA will approve plan before submitted.
- 4. The CRC shall be responsible for informing the public about Tipp Monroe Community Services, creating awareness of its programs and activities.
- 5. The CRC shall develop, and revise as needed, a marketing plan for Tipp Monroe Community Services.
- 6. The CRA shall review and provide input on various promotional materials used by Tipp Monroe Community Services such as newsletters, fliers, KIT-TV, etc. as needed.
- 7. The CRC shall plan the Appreciation Open House held in October of each year with the assistance of the TMCS staff.
- 8. The CRC shall establish sub-committees as needed, spelling out objectives and goals of same.
- 9. The CRC shall comply with the regulations contained in the Articles of Incorporation and Code of Regulations.
- 10. The Executive Director of Tipp Monroe Community Services shares in the responsibility of preparation, follow up and coordination of all community relations activities. It is recommended that the CRC and CRA make use of the services of the Executive Director for consultation and advice.

Community Relations Advisor Action Plan

ACTION PLAN: Signs will be used at all programs, basketball games, outside the office and at community events.

TIME LINE: (Continuous)

ACTION PLAN: "Welcome Bag" Program as requested. TIME LINE: Continuous

ACTION PLAN: Target the right media outlets – update media list and publish updates/press releases/articles/program information to media outlets. TIME LINE: Continuous

ACTION PLAN: Develop an elevator speech to be used by TMCS Board of Trustees and TMCS Staff. **TIME LINE**: 2022-2023

ACTION PLAN: Explore and use various communication platforms: Use online platforms such as Website, Facebook, Twitter, You Tube, radio, Dayton Live and Constant Contact (Program Coordinator) for TMCS updates and announcements. TIME LINE: Continuous

ACTION PLAN: Create PowerPoint presentation about TMCS Programs/Services TIME LINE: 2022-2023 – review yearly

GOAL: Develop a relationship with Advisory Members

ACTION PLAN: Engage the AM's to keep them inspired and active in our work by raising awareness of our issues and educating people on our cause (AM Newsletter, website, Facebook, email updates, etc.)

Community Relations Advisor Action Plan

TIME LINE: At the end of each program period (December, April and August); Highlight each month an AM on TMCS website and facebook.

GOAL: Complete and Implement Communication Plans

ACTION PLAN: Decide strategy overview, communication platforms, messaging, campaigns and activities. Measure results. TIME LINE: Continuous

ACTION PLAN: Coordinate message being sent to the public. Publish continuous updates and announcements on the website and follow up with email (constant contact), and other media outlets. **TIME LINE:** Continuous

Corporate Committee Responsibilities

- 1. The Committee shall meet a minimum of two (2) times per fiscal year.
- 2. The chairperson shall complete a brief written summary of the committee meetings and provide it to the Executive Director prior to the next Board of Trustees meeting for inclusion in the meeting packet.
- 3. The Committee shall determine its yearly committee goals, action plans and timelines by July 1 of each year and provide updates to the Board of Trustees.
- 4. The Committee shall review each of the following at least every three (3) years, or sooner if needed:
 - The Board of Trustees Handbook
 - Tipp Monroe Community Services Code of Regulations
 - TMCS Continuous of Existence State of Ohio Charter:377945 Review Filing 4/2023
- 5. The Committee shall establish sub-committees, as needed, spelling out objectives and goals of same.
- 6. The Committee shall ensure that the Board of Trustees and Tipp Monroe Community Services complies with the Articles of Incorporation and Code of Regulations.
- 7. The Executive Director of Tipp Monroe Community Services shares in the responsibility of preparation, follow up and coordination of all committee activities. It is recommended that the Committee make use of the services of the Executive Director for consultation and advice.

Corporate Committee Action Plan

GOAL: Update TMCS Board Manual / Code of Regulations

ACTION PLAN: Review TMCS Board Manual and Code of Regulations - make necessary updates and corrections. **TIME LINE:** Every three years (2024, 2027, 2030)

GOAL: Update Conflict of Interest Policy, Privacy Policy and Media Release

ACTION PLAN: Review TMCS Conflict of Interest Policy, Privacy Policy and Media Release make necessary updates and corrections. **TIME LINE:** Every five years (**2023**, 2028, 2033)

GOAL: Update TMCS Mission Statement

ACTION PLAN: Review TMCS Mission Statement to assure statement matches the mission of TMCS. **TIME LINE:** Every five years (**2023**, 2028, 2033)

GOAL: Oversee develop of an Office Operational Manual for TMCS

ACTION PLAN: Review TMCS Operational Manual and make necessary updates and corrections. **TIME LINE:** Every four years (2025, 2029, 2033) ongoing process

GOAL: Develop Strategic Plan for TMCS: one (1) year and five (5) year plan

ACTION PLAN: Research companies that can assist in developing a strategic plan. **TIME LINE:** Ongoing Process

Finance Committee Responsibilities

- 1. The Treasurer of the Board of Trustees shall be the chairperson of this committee.
- 2. The Committee shall meet, at minimum, in June and July of each year to prepare the annual budget.
- **3.** The chairperson shall complete a brief written summary of the committee meetings, and provide it to the Executive Director prior to the next Board of Trustees meeting for inclusion in the meeting packet.
- **4.** The Committee shall determine its yearly committee goals, action plans and timelines by July 1 each year, and provide updates to the Board of Trustees.
- 5. The Committee shall ensure that the annual budget is accurately planned and reflects the growing and changing needs of Tipp Monroe Community Services.
- 6. The Treasurer shall review the financial status of Tipp Monroe Community Services with the Board of Trustees on a monthly basis. Prior to the TMCS Board of Trustees Meeting, Financial Committee will review in detail the monthly profit & loss financial statement.
- 7. The Committee shall review all financial policies and guidelines every two (2) years.
- **8.** The Committee shall establish sub-committees as needed, spelling out objectives and goals of same. A Tax Levy Committee shall be established as a sub-committee of the Finance Committee every five (5) years.
- **9.** The Committee shall comply with the regulations contained in the Articles of Incorporation and Code of Regulations.
- **10.** The Executive Director of Tipp Monroe Community Services shares in the responsibility of preparation, follow up and coordination of all committee activities. It is recommended that the Committee make use of the services of the Executive Director for consultation and advice.
- **11.** The Committee shall review the Ohio Attorney General- Charitable Registration and the Federal Tax return (990) yearly in Dec/Jan.

Finance Committee Action Plan

GOAL: Explore options for additional long-term funding beyond the levy

ACTION PLAN: Explore Edison Community College Grant database for options ACTION PLAN: Explore State Funding opportunities ACTION PLAN: Explore Local Funding options ACTION PLAN: Evaluation of current and future Program Funding

GOAL: Take control of relationships with funding partners

ACTION PLAN: Establish communication of TMCS significant happenings at each
 Board meeting that can be sent to our funding and community partners to keep them informed. (Tri-Agency Meeting and/or quarterly newsletters.)
 ACTION PLAN: Send monthly minutes/financials to representative
 ACTION PLAN: Identify TMCS Board members to attend community meetings with regularity to represent TMCS initiatives.

GOAL: Financial and Investment Policy

ACTION PLAN: Committee will review financial and investment policy **TIME LINE**: Every 2 years (2023, 2025, 2027)

GOAL: Evaluate Accountant

ACTION PLAN: Review the job of the current Accountant **TIME LINE:** Every three years (2025, 2028, 2031)

GOAL: Identify potential income generating opportunities

ACTION PLAN: Review how other organizations are currently raising funds and brainstorm new ways for fund generation **TIMELINE:** 2022

Tax Levy Committee Responsibilities 2026-2027 <u>MARCH</u>

- 1. TMCS Executive Director contacts the Miami County Auditor regarding tax levy options.
- 2. TMCS Board of Trustees determines which option best meets the financial needs of TMCS a decrease, renewal or a replacement tax levy.
- 3. TMCS Board of Trustees vote to approve the levy.

<u>MAY</u>

- 1. Letter from the TMCS Board President to the Monroe Township Trustees requesting for the TMCS Levy to be placed on the ballot.
- 2. Resolution by the Monroe Township Trustees for placement of the TMCS tax Levy on the November ballot.
- 3. Monroe Township Trustees sends request to the Board of Elections

JUNE

- 1. The Finance Committee will conduct a search for a chairperson and treasurer to serve on the TMCS Tax Levy Committee
- 2. The Chairperson of the Tax Levy Committee will recruit members to serve on the Committee.
- 3. The Committee solicits donations, determines advertising, recruits volunteers to distribute fliers and yard signs and obtains endorsements from various community organizations.
- 4. TMCS is supported by public funds and cannot pay it employees to work on, support or otherwise promote the passage of a tax levy. TMCS funds may not be used to publish, distribute or communicate information on the tax levy (i.e. newspaper ads, fliers, etc.) However, TMCS employees may voluntarily, on their own time and without compensation, be involved in activities that support the tax levy campaign.

Tax Levy Committee Action Plan 2026/2027

JUNE

Form Tax Levy Committee

<u>JULY</u>

Committee Chair and members meet

<u>AUGUST</u>

Place tax levy ad into the TMCS Program Catalog

SEPTEMBER

Start fundraising campaign Start weekly newspaper articles Brochures and handouts designed Seek Tipp City School Board endorsement

OCTOBER

Seek Tipp City Council endorsement Weekly newspaper articles detailing TMCS services Begin speaker's bureau campaign to local clubs and organizations Seek local organizations endorsements Place yard signs Deliver first flier

NOVEMBER

Deliver second flier Election Day

Personnel Committee Responsibilities

- 1. The Committee shall meet a minimum of two (2) times per fiscal year.
- 2. The chairperson shall complete a brief written summary of the committee meetings and provide it to the Executive Director prior to the next Board of Trustees meeting for inclusion in the meeting packet.
- 3. The Committee shall determine its yearly committee goals, action plans and timelines by July 1 each year, and provide updates to the Board of Trustees.
- 4. The Committee shall review the job description of the Tipp Monroe Community Services Executive Director on a yearly basis.
- 5. The Committee shall review personnel policies and practices every three years (3) and recommend any necessary revisions.
- 6. The Committee shall complete a yearly performance appraisal of the Executive Director by June 1 each year.
- 7. The Committee shall review the yearly performance appraisals of the Tipp Monroe Community Services staff as completed by the Executive Director.
- 8. The Committee shall determine and recommend salary adjustments and employee benefits for all TMCS staff to the Finance Committee by June 10 for inclusion in the proposed annual budget.
- 9. The Committee shall establish sub-committees as needed, spelling out objectives and goals of same.
- 10. The Committee shall comply with the regulations contained in the Articles of Incorporation and Code of Regulations.
- 11. The Executive Director of Tipp Monroe Community Services shares in the responsibility of preparation, follow up and coordination of all committee activities. It is recommended that the Committee make use of the services of the Director for consultation and advice.

Personnel Committee Action Plan

GOAL: Review Board of Trustees Manual and TMCS Staff (Personnel) Manual

ACTION PLAN: Review TMCS Personnel Manual and make necessary updates and corrections. **TIME LINE:** Every three years (2024, 2027, 2030)

GOAL: To address the need for proper office and program staffing.

ACTION PLAN: Review current and forecasted budget: TIME LINE: Ongoing

GOAL: Update Personnel Job Description and duties performed.

ACTION PLAN: Review Job Descriptions and duties for all Administrative Staff **TIME LINE:** Every three years (2022, 2025, 2028)

GOAL: Update materials for Instructor's, volunteers and coaches

ACTION PLAN: Review Instructor Guidelines, Contracts for instructors, independent contractors, volunteers and Code of Conduct for volunteers. TIME LINE: Every 3 years (2023, 2026, 2029)

GOAL: Evaluate the Director and Office Staff yearly

 ACTION PLAN: Give evaluation forms to each Administrative staff member; Completed staff evaluation forms will be given to the Director for review with employee; and presented to the Personnel Committee for final review.
 TIME LINE: June 2022

GOAL: Set Pay Scale for Office Staff

ACTION PLAN: Develop appropriate pay scale for each Office Position TIME LINE: 2023

Program Committee Responsibilities

The Program Committee shall have the following responsibilities:

- 1. The Committee shall meet a minimum of four (4) times a year.
- 2. The chairperson shall complete a brief written summary of the committee meetings and provide it to the Executive Director prior to the next Board of Trustees meeting for inclusion in the meeting packet.
- 3. The chairperson shall brief the Board of Trustees at the Board meeting about each committee meeting.
- 4. The Committee shall determine its yearly committee goals, action plan and timeline by July 1, and provide updates to the Board of Trustees.
- 5. The Committee shall review the current educational and recreational programs being offered by Tipp Monroe Community Services and make recommendations as necessary.
- 6. The Committee shall evaluate the results of surveys to ascertain the educational and recreational needs of the community, and plan improvements based on feedback from the community and program participants.
- 7. The Committee shall assist with the development of new programs and activities in conjunction with the Program Coordinator and Executive Director of Tipp Monroe Community Services.
- 8. The Committee shall establish sub-committees as needed. Furthermore, the Committee shall spell out the objectives and goals of such sub-committees.
- 9. The Committee shall comply with the regulations contained in the Articles of Incorporation and Code of Regulations.
- 10. The Executive Director of Tipp Monroe Community Services shares in the responsibility of preparation, follow up and coordination of all committee activities. It is recommended that the Committee make use of the services of the Executive Director for consultation and advice.

Program Committee Action Plan

GOAL: Conduct a comprehensive overview of all programs currently offered

ACTION PLAN: Statistically analyze the success/failure rate of the adult and youth programs as well as total programming and related activities.

TIME LINE: Done at the end of each session/term (fall, winter/spring, summer) and at the end of the fiscal year based on the combined number of all sessions.

GOAL: Determine which TMCS programs, activities or events meet success criteria

ACTION PLAN: Review and statistically analyze specific program criteria such as number of classes held and cancelled, number of participants per class and percentage of city vs. township enrollment. **TIME LINE:** This will again be done at the end of each session/term and at the end of each fiscal year.

GOAL: Conduct a program survey

ACTION PLAN: Update the current survey being used for programs and give to each participant who attends the class. **TIME LINE:** Ongoing

GOAL: TMCS will adjust or amend their programs, activities and events to accommodate significant changes to its client base

ACTION PLAN: Based on the results of the first two numbers 1 & 2 (above), classes/activities not producing adequate numbers or with high cancellation rates will be eliminated and replaced with new classes/activities. In addition, based on the results of the community survey and with the collected data from online surveys, this will assist in determining the need for change related to the client base and programming direction/emphasis.

TIME LINE: This is an on-going endeavor and will be addressed/completed at the end of each session/term and at the end of the fiscal year.

Program Committee Action Plan Continued

GOAL: TMCS will address the challenge of maintaining current facilities and finding new facilities as new programs are introduced.

ACTION PLAN: 1. Compile an inventory of all facilities used by TMCS and determine availability. 2. Constant search for prospective facilities to accommodate programming 3. Review the possibility of building or purchasing a large building to be used to construct two gymnasiums, including exercise areas and classrooms. TIME LINE: Ongoing

GOAL: TMCS instructors/volunteers/employees

ACTION PLAN: All employees shall wear green t-shirts when working TMCS classes, meetings or volunteering at special events. Instructors and volunteers will receive a name tag to be worn during TMCS activities. **TIME LINE:** Continuously REMOVE

GOAL: Review Policies – refund; fee structure

ACTION PLAN: Review Refund/Registration Policies, Class Guidelines and Program/Activity Fee Structure TIME LINE: Every 3 years (2022, 2025, 2028)

Social Services Committee Responsibilities

The Social Services Committee shall have the following responsibilities:

- 1. The Committee shall meet a minimum of four (4) times per fiscal year.
- 2. The chairperson shall complete a brief written summary of the committee meetings and provide it to the Executive Director prior to the next Board of Trustees meeting for inclusion in the meeting packet.
- 3. The Committee shall determine its yearly committee goals, action plans and timelines by July 1, and provide updates to the Board of Trustees.
- 4. The Committee shall review on a yearly basis the current social service programs offered by Tipp Monroe Community Services.
- 5. The Committee shall evaluate the social service needs of the community to determine what new programs, if any, could be offered by Tipp Monroe Community Services to help meet those needs.
- 6. To avoid duplication of services, the Committee shall be informed by Tipp Monroe Community Services staff about governmental, health and social service programs available to the community.
- 7. The Committee shall recommend to the Board of Trustees any new social services programs to be offered to the community and current programs to be discontinued.
- 8. The Committee shall establish sub-committees as needed, spelling out objectives and goals of same.
- 9. The Committee shall comply with the regulations contained in the Articles of Incorporation and Code of Regulations.
- 10. The Executive Director of Tipp Monroe Community Services shares in the responsibility of preparation, follow up and coordination of all committee activities. It is recommended that the Committee make use of the services of the Executive Director for consultation and advice.

Social Service Committee Action Plan

GOAL: Determine how TMCS will act as an agent of change on behalf of the Community

ACTION PLAN: Continuing working with the area churches, school leaders and social service agencies that serve our community. **TIME LINE:** Ongoing

GOAL: Evaluate all social service programs to determine their effectiveness, make changes to better serve the community

ACTION PLAN: Review programs; Implement any changes to existing programs; work to add/eliminate programs annually. **TIMELINE:** November

GOAL: Update Programs/Brochure

ACTION PLAN: Work with Community Relations Coordinator to update current brochure. **TIMELINE:** When Necessary

GOAL: Annually review cost vs. income vs. benefit to our community

ACTION PLAN: Work with the Finance Committee and bookkeeper to review costs incurred and revenues generated with regard to Social Services programs
TIMELINE: Ongoing

GOAL: Identify potential income generating opportunities

ACTION PLAN: Review how other organizations are currently raising funds and brainstorm new ways for fund generation TIMELINE: 2023

Review numbers