



NEW BOARD MEMBER ORIENTATION 2026



BOARD ORIENTATION PACKET

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2026 Board Officers

Chair: Heather Stoll

Treasurer/ Finance Administration & Audit Committee Chair: Michael Riley

Secretary/ Celebration Committee Chair: Jill Paulsen

Vice Chair/ Policy & Program Advisory Committee Chair: Dabney Conwell

Vice Chair/ DEI Committee Chair: Andrea Lyons

Vice Chair/ Board Development Committee Chair: Tana Peckham

Strategic Planning Ad Hoc Committee Chair: Jim Vail

2026 Board of Directors and Affiliations

Name	Title	Organization
Ifeolorunbode Adebambo, MD	Family Medicine, MetroHealth and Clinical Associate Professor	CWRU School of Medicine
Aleszu Bajak	Data Scientist	Advance Local
Dabney Conwell, MSSW, LSW <i>Vice Chair</i>	Vice President- Health and Wellness	Benjamin Rose Institute on Aging
Donté Gibbs	Vice President of Community Partnerships	Conservancy for Cuyahoga Valley National Park
Margie Glick	Director of Advocacy	Collaborate Cleveland
Andrea Lyons, <i>Vice Chair</i>	Vice President of Marketing & Communications	Neighborhood Family Practice
Brie Lusheck	Manager, State Government Affairs	Duke Energy Corporation
Kevin McDaniel	Licensed Professional Counselor	Renew Counseling
Michael J. Meyer	Partner	Benesch Law
Dane Mosley	Relationship Management Officer	Glenmede
Jill Paulsen <i>Secretary</i>	Executive Director	Cuyahoga Arts and Culture
Tana Peckham <i>Vice Chair</i>	Chief Strategy Officer	Cleveland Public Library
Michael Riley <i>Treasurer</i>	Attorney	McDonald Hopkins
Michelle Rose	Executive Director	Ohio Means Jobs Cleveland – Cuyahoga County
George Sample	Principal Consultant	Blue Streak Consultants
Lynn Sargi	Retired Chief Talent Officer	Cleveland Public Library
Edward Stockhausen	Senior Vice President of Advocacy and External Relations	Cleveland Neighborhood Progress
Heather Stoll <i>Chair</i>	Chief Implementation Officer	Catholic Charities, Diocese of Cleveland
Aseem Uppal, CPA	Director	Citrin Cooperman
Jim Vail	Partner	Schneider Smeltz Spieth Bell, LLP

BOARD OF DIRECTORS 2026 COMMITTEE MEMBERSHIP

Executive	Finance, Administration & Audit	Board Development	Policy & Program Advisory (All Board Members Invited to Attend)	HHS Celebration	Diversity Equity Inclusion	Strategic Plan Committee (Ad hoc)
Heather Stoll	Michael Riley	Tana Peckham	Dabney Conwell	Jill Paulsen	Andrea Lyons	Jim Vail
Dabney Conwell	Michael Meyer	Margie Glick	Michelle Rose	Donté Gibbs	Ed Stockhausen	Dabney Conwell
Andrea Lyons	James Vail	Brie Lusheck	Kevin McDaniel		Bode Adebambo	Margie Glick
Michael Riley	Aseem Uppal	George Sample	Brie Lusheck			Michelle Rose
Jill Paulsen	Lynn Sargi		Donté Gibbs			Andrea Lyons
Tana Peckham	Dane Mosley		Aleszu Bajak			
Jim Vail						
Staff	Staff	Staff	Staff	Staff	Staff	Staff
Emily Campbell	Emily Campbell	Emily Campbell	Tara Britton	Eboney Thornton	Emily Campbell	Emily Campbell
	Jason Kluk-Barany	Jason Kluk-Barany	Jason Kluk-Barany	Patti Carlyle	Jason Kluk-Barany	Jason Kluk-Barany
				Jason Kluk-Barany		

2026 Board and Committee Meetings by Committee

Full Board: Fridays 8:30 – 10:00am (hybrid)

- February 13
- April 10
- June 12
- September 11
- December 11

Executive Committee: Thursdays 8:30-9:30am (virtual)

- January 29
- March 26
- May 21
- September 3
- November 19

Members: Heather Stoll, Mike Riley, Jill Paulsen, Dabney Conwell, Andrea Lyons, Tana Peckham, Jim Vail

Board Development: Thursdays 8:30-10:00am (virtual)

- February 26
- May 14
- August 13
- October 15

Members: Tana Peckham, Chair, Margie Glick, Brie Lusheck

Celebration Committee: As Needed

Members: Jill Paulsen, Chair, Donté Gibbs

Diversity, Equity, and Inclusion Committee: TBD

Members: Andrea Lyons, Chair, Edward Stockhausen, Bode Adebambo

Finance, Administration, and Audit Committee: Fridays 8:30-10:00am

- March 6
- May 15
- August 28
- October 23
- December 15

Members: Mike Riley, Chair, Michael Meyer, Dane Mosley, George Sample, Jim Vail, Aseem Uppal

Policy and Program Advisory Committee: Wednesdays 8:30-10:00am (virtual)

- March 11
- May 6
- August 5
- October 7
- December 9

Members: Dabney Conwell, Chair, Aleszu Bajak, Donté Gibbs, Brie Lusheck, Kevin McDaniel, Michelle Rose

2026 Board and Committee Meetings by Month

January

- **Thursday 1/29 – Executive Committee: 8:30-9:30am (virtual)**

February

- **Friday 2/13 – Full Board: 8:30-10am (hybrid)**
- **Thursday 2/26 – Board Development Committee: 8:30-10am (virtual)**
- **TBD- Diversity, Equity, and Inclusion Committee (virtual)**

March

- **Friday 3/6 – Finance, Administration, and Audit Committee: 8:30-10am (hybrid)**
- **Wednesday 3/11 – Policy and Program Advisory Committee: 8:30-10am (virtual)**
- **Thursday 3/26 – Executive Committee: 8:30-9:30am (virtual)**

April

- **Friday 4/10 – Full Board: 8:30-10am (hybrid)**
- **TBD – Celebration Committee: 8:30-10am (virtual)**
- **TBD– Diversity, Equity, and Inclusion Committee: 1:00-2:00pm (virtual)**

May

- **Wednesday 5/6 – Policy and Program Advisory Committee: 8:30-10am (virtual)**
- **Thursday 5/14 – Board Development Committee: 8:30-10am (virtual)**
- **Thursday 5/21 – Executive Committee: 8:30-9:30am (virtual)**
- **Friday 5/15 – Finance, Administration, and Audit Committee: 8:30-10am (hybrid)**

June

- **TBD – Celebration Committee: 9:00-10:30 (virtual)**
- **Friday 6/12 – Full Board: 8:30-10am (hybrid)**

August

- **Wednesday 8/5 – Policy and Program Advisory Committee: 8:30-10am (virtual)**
- **Thursday 8/13 – Board Development Committee: 8:30-10am (virtual)**
- **Friday 8/28 – Finance, Administration, and Audit Committee: 8:30-10am (hybrid)**
- **TBD - Diversity, Equity, and Inclusion Committee: 1:00-2:00pm (virtual)**

September

- **Thursday 9/3 – Executive Committee: 8:30-9:30am (virtual)**
- **Friday 9/11 – Full Board: 8:30-10am (hybrid)**
- **TBD – Celebration Committee: 8:30-10am (virtual)**

October

- **Wednesday 10/7 – Policy and Program Advisory Committee: 8:30-10am (hybrid)**
- **Thursday 10/15 – Board Development Committee: 8:30-10am (virtual)**
- **Friday 10/23 – Finance, Administration, and Audit Committee: 8:30-10am (hybrid)**

November

- **Thursday 11/19 – Executive Committee: 8:30-9:30am (virtual)**

December

- **TBD - Diversity, Equity, and Inclusion Committee: 1:00-2:00pm (virtual)**
- **Wednesday 12/9 – Policy and Program Advisory Committee: 8:30-10am (hybrid)**
- **Friday 12/11 – Full Board: 8:30-10am (hybrid)**
- **Tuesday 12/15 – Finance, Administration, and Audit Committee: 8:30-10am (hybrid)**

**CODE OF REGULATIONS OF
THE CENTER FOR COMMUNITY SOLUTIONS**

(Amended and Restated)

Adopted by the Members and the Board of Directors on December 1, 2023.

Evelyn A. Bayless
Chief Executive Officer

12/1/2023
Date

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**CODE OF REGULATIONS
OF
THE CENTER FOR COMMUNITY SOLUTIONS**

**ARTICLE I
NAME**

Section 1. Name.

The name of the corporation is THE CENTER FOR COMMUNITY SOLUTIONS (hereafter referred to as the “Corporation”).

**ARTICLE II
MEMBERS OF THE CORPORATION**

Section 1. Designation of Members.

The individuals who are voting Directors of the Corporation from time to time shall be the Members of the Corporation. When an individual ceases to be a voting Director, he or she will also cease to be a Member of the Corporation.

Section 2. Quorum.

One-third of the Members shall constitute a quorum for purposes of convening a meeting of the Members. Members will be considered present either in person or via electronic communications tools.

Section 3. Manner of Action.

At any meeting at which a quorum is present, the Members may take action by the affirmative vote of at least a majority of the Members in attendance, except where a different proportion is required by law, the Articles of Incorporation (“Articles”) or elsewhere in these Regulations.

Section 4. Annual Meeting.

An Annual Meeting of the Members for the election of Directors, consideration of reports and such other business as may be brought before the meeting shall be held in December of each year on such day and at such time and place as shall be specified by the Chair.

Section 5. Special Meetings.

Special Meetings of the Members may be held at any time upon call by the Chair or any two Members.

Section 6. Notice of Meeting.

Notice of each annual or special meeting of Members shall be given to each Member not less than three (3) business days prior to such meeting. Notice may be given by mail, , ~~facsimile~~, electronic transmission, or in person.

Section 7. Proxies.

At any meeting of the Members, any Member may be represented at such meeting, and cast such votes, sign such consents, waivers or release, and exercise any other Member rights, by proxy or proxies appointed in a writing signed by such Member.

ARTICLE III
BOARD OF DIRECTORS

Section 1. Powers.

All of the authority and powers of this Corporation will be exercised by the Board of Directors, except as otherwise provided by the Articles of Incorporation, these Regulations or the Ohio non-profit corporation law. The duties of the Directors shall include:

- (a) setting and fulfilling the mission of the Corporation;
- (b) hiring, supporting and evaluating the Chief Executive Officer;
- (c) monitoring the financial condition of the Corporation; and
- (d) developing the financial resources needed to fulfill the mission of the Corporation.

Section 2. Number.

The Board of Directors shall consist of not more than twenty-five (25) and not less than ten (10) persons. Upon the action of Members, the number of Directors may be increased or decreased (but there shall not be fewer than three Directors). No reduction in the number of Directors shall of itself have the effect of shortening the term of any incumbent Director.

Section 3. Terms of Office.

- (a) Each Director shall be elected by the Members for a term of three years, except as provided in division (b) of this section. Each Director shall hold office until the expiration of the term for which he or she is elected or until his or her earlier resignation, removal from office or death. No Director shall serve for more than three consecutive terms, except as provided in division (b) of this section. The terms of office shall be staggered so that a substantial number of terms, not to exceed one-third of the current board complement, expire each year.
- (b) Notwithstanding the term limit established in division (a) of this section, the term of a Director elected by the Board to serve as Chair shall be extended while such

Director continues to serve in such office or the office of Past Chair, provided such extension shall not exceed three years.

Section 4. Annual Meeting.

The Board of Directors shall hold an Annual Meeting immediately following the Members' Annual Meeting in December of each year on such day and at such time and place as shall be designated by the Chair. The Board of Directors shall meet for regular meetings at such other times as the Chair may determine, provided that there shall be no less than four (4) regular meetings of the Board each calendar year. Notice of Board meetings shall be given to the Directors not less than three (3) business days in advance of said meeting.

Section 5. Elections.

The Board Development Committee shall nominate a slate of candidates for Directors, after having solicited, received, and considered non-binding recommendations from the Board or others. The slate of candidates shall be equal in number to the number of Director positions to be elected and such slate of candidates shall be approved by majority consent. The election of Directors shall take place at the annual meeting of Members held in December of each year. If a meeting of the Members is not held or Directors are not elected at that time, the Directors may be elected and a special meeting of Members may be called and held for that purpose. A Director may resign at any time or may be removed from office upon the affirmative vote of a majority of all of the remaining Directors. In the event of a vacancy occurring prior to the expiration of a term, the remaining Directors may fill such vacancy after having received a nomination from the Board Development Committee.

Section 6. Special Meetings.

Special meetings of the Board of Directors may be called by the Chair, or upon the written request of five (5) or more of the Directors. At least three (3) business days' prior notice giving time, place, and purpose of the special meeting shall be given.

Section 7. Quorum.

At any meeting of the Board of Directors, the presence of one-third of the number of Directors then serving shall constitute a quorum for the transaction of business. The business of the Corporation shall be decided upon by a majority vote of the Directors present at a meeting at which a quorum is in attendance, except where a different proportion is required by law, the Articles, or elsewhere in these Regulations.

Section 8. Conflict of Interest Policy.

It shall be the policy of the Corporation to address existing, future, or potential conflicts of interest between the Corporation and any Director that arises or may arise in connection with transactions involving the Corporation and any Director, their family members, or any entity related to a Director or his or her family members pursuant to the rules set forth below:

- (a) Each Director will exercise good faith in all transactions relating to the Corporation.

- (b) With respect to any proposed or anticipated contract or other transaction between the Corporation and (i) a Director, (ii) a family member of a Director, or (iii) any entity in which a Director or his or her family member has any ownership interest or in which such person is a director, trustee or officer (each, a “Related Party Transaction”), the interested Director shall disclose the proposed transaction or arrangement and the Director’s interest therein to the Corporation at the earliest practicable time before the Corporation takes action on such contract or transaction. In addition, on an annual basis, each Director shall fill out and submit a statement to the Corporation that discloses proposed, anticipated, or existing Related Party Transactions with respect to such Director. The Chair and the Chief Executive Officer will review all of the above disclosures on a confidential basis and determine which should be brought to the Board for discussion and resolution. For purposes of this conflict of interest policy, “family member” means a spouse, a child, a parent, a son-in-law, or a daughter-in-law.
- (c) Any Related Party Transaction, whether proposed or existing, shall be considered properly approved, authorized, or ratified if the interested Director or Directors do not vote and such approval, authorization, or ratification complies with at least one of the following:
- (1) the material facts as to the interested Director’s relationship or interest and as to the contract, action, or transaction are disclosed or are known to the Directors or the applicable committee, and the Directors or committee, in good faith reasonably justified by the material facts, authorizes the contract, action, or transaction by the affirmative vote of a majority of the disinterested Directors, even though the disinterested Directors constitute less than a quorum of the Directors or the committee;
 - (2) the material facts as to the interested Director’s relationship or interest and as to the contract, action, or transaction are disclosed or are known to the Members entitled to vote on the contract, action, or transaction and the contract, action, or transaction is specifically approved at a meeting of the Members held for the purpose of voting on the contract, action, or transaction, by the affirmative vote of a majority of the voting Members of the Corporation who are not interested in the contract, action, or transaction; or
 - (3) the contract, action, or transaction is fair as to the Corporation as of the time it is authorized or approved by the Directors, a committee of the Directors, or the Members.
- (d) The minutes of any meeting at which a Related Party Transaction is approved, authorized, or ratified will reflect the disclosures made, the vote taken and, where applicable, any abstention from voting.
- (e) Any new Director shall be provided with a copy of the conflict of interest policy set forth above upon commencement of his or her position as a Director and shall

be required to sign and deliver to the Corporation a statement acknowledging and agreeing to the terms of such policy. A copy of this policy shall also be sent by the Corporation at least annually to each Director.

ARTICLE IV

COMMITTEES OF THE BOARD OF DIRECTORS

Section 1. Committees Established.

The Corporation shall have an Executive Committee, a Finance, Administration, and Audit Committee, a Board Development Committee, a Policy and Program Advisory Committee, a Diversity, Equity and Inclusion Committee, and such other standing or ad hoc committees as determined from time to time by the Board of Directors. The Board may eliminate or suspend any standing or ad hoc committee or combine one or more committees and may transfer committee functions from one committee to another or add functions to or delete functions from any committee. The Chair of the Board shall serve as an exofficio member of each standing and ad hoc committee. Membership of the standing and ad hoc committees shall be by designation of the Chair, for one year terms, except as otherwise specifically provided in this Article IV. Each Director shall serve on at least one standing committee. The Chair of any committee may appoint an advisory panel to work with that committee on an advisory basis. The members of any such panel will have no legal or fiduciary duties with respect to the Corporation. Each committee shall keep minutes of its meetings.

Section 2. Executive Committee.

The Executive Committee shall consist of the Chair, the Vice Chairs, the Treasurer, the Secretary, the Past Chair when such position is filled, and up to two (2) other Directors as determined by the Chair in consultation with the Board Development Committee. The Chair shall serve as the chair of the Executive Committee. Between meetings of the Board, the Executive Committee may exercise all of the powers of the Directors, consistent with law and guidelines and policies adopted by the Board from time to time. Each Member of the Executive Committee shall have a vote. A majority of the voting members of the Executive Committee shall constitute a quorum. The Executive Committee shall meet with the President/Executive Director on a regular basis. Executive Committee members must be provided with at least three (3) business days' advance written notice of any meeting, unless waived. At any meeting at which a quorum is present, the Executive Committee may take action by the affirmative vote of at least a majority of the voting members of the Executive Committee who are present. The Executive Committee shall report at each meeting of the Directors actions that the Executive Committee has taken since the preceding meeting of the Board of Directors.

Section 3. Finance, Administration, and Audit Committee.

The Finance, Administration, and Audit Committee shall prepare an annual budget each year and submit such to the Directors for approval. The Committee shall also monitor income and expenditures and shall submit reports on finances to the Board of Directors. The Treasurer shall serve as Chair of the Finance, Administration, and Audit Committee. The Committee shall establish investment policies and shall advise with regard to and shall monitor the management

and investment of endowment funds. The Committee shall report to the Board of Directors regarding the status of the endowment funds. The Committee shall also monitor human resource matters and review personnel policies and employee benefit programs. The Committee will review the annual audit report of the outside accounting firm, confer with the auditor as necessary or appropriate, review any management letter and the response thereto, and make recommendations concerning the selection or termination of the auditor.

Section 4. Board Development Committee.

The Board Development Committee shall nominate candidates for the Board of Directors and for Officers. The Board Development Committee shall oversee orientation of and training for new Directors, as well as periodic self-assessment of the Board of Directors.

Section 5. Policy and Program Advisory Committee.

The Policy and Program Advisory Committee shall establish advocacy policy and priorities for each calendar year and shall monitor progress toward the programmatic goals of the Corporation. The Policy and Program Advisory Committee shall recommend Board policy and coordinate processes for selecting major Board-targeted programmatic goals, and shall monitor outcome measures of success in such targeted programmatic and advocacy efforts. The Policy and Program Advisory Committee shall consider proposals for the merger or termination of existing programs and program-related advisory committees, shall consider proposals for the creation of new programs and program-related committees, and shall establish policies for and monitor any consultation services by the Corporation. The Policy and Program Advisory Committee shall monitor communication of research results and analysis, both directly to decision-makers and to the community-at-large.

Section 6 Diversity, Equity and Inclusion Committee

The Diversity, Equity and Inclusion Committee shall monitor the organization's progress in furthering diversity, equity and inclusion both inside the organization and through its research, policy and consulting work. The committee shall make regular reports to the Board; including making recommendations for improvements.

ARTICLE V
OFFICERS OF THE CORPORATION

Section 1. Designation of Officers.

The principal Officers of the Corporation are the Chair, three (3) Vice Chairs, the Chief Executive Officer, the Secretary, and the Treasurer. The Board of Directors may appoint such additional Officers and Assistant Officers as it may deem appropriate. The Board Development Committee may, if it deems appropriate, nominate a Chair-Elect for a one-year term beginning the last year of the Chair's term, with the nomination to be approved by the Board of Directors.

Section 2. Election.

The Chair shall have a term of two (2) years and may serve one additional one (1)-year term if so elected by the Directors. All other Officers of the Corporation shall have a term of one (1) year. All Officers of the Corporation shall be elected by the Directors at the Annual Meeting in December; their term is to begin on January 1st of the following year.

Section 3. Chair.

The Chair shall preside at all meetings of the Board of Directors and shall perform such duties as the Board of Directors may from time to time assign to him or her. He or she shall have authority to sign all official legal documents and papers for and on behalf of the Corporation. The Chair shall serve as chair of the Executive Committee. The Chair must be a Director.

Section 4. Vice Chairs.

The Vice Chairs shall assist the Chair in the execution of his or her duties, as requested by the Chair. In the absence or disability of the Chair, one of the Vice Chairs shall perform all duties of the Chair. The authority of the Vice Chairs to execute certificates or official legal documents and papers on behalf of the Corporation shall be coextensive with like authority of the Chair. Each Vice Chair must be a Director.

Section 5. Chief Executive Officer.

The Corporation shall have a Chief Executive Officer. The same individual shall hold both positions. The Chief Executive Officer shall serve as the Chief Executive Officer of the Corporation. The Chief Executive Officer shall not be a Director. The Chief Executive Officer shall be responsible for (i) performing, managing, and/or supervising the day-to-day operations and activities of the Corporation, (ii) organizing, supervising, managing, and employing the Corporation's resources and personnel in order to accomplish the purposes of the Corporation and the objectives of the Board, (iii) implementing and overseeing the strategic, program, and fund development plans of the Corporation as developed by the Board of Directors, (iv) hiring and supervising all employees within the Board-approved budget and removing employees if necessary or desirable, (v) performing annual performance reviews of all employees and contractors on the staff of CCS. There shall be an annual evaluation of the Chief Executive Officer.

Section 6. Secretary.

The Secretary shall direct as necessary and oversee the keeping of records and the sending out of minutes to Board members of meetings of the Board of Directors. The Secretary shall see that all bonds required of Directors, Officers, and employees of the Corporation for the faithful performance of their duties are negotiated and properly filed. The Secretary shall have authority to attest to all legal documents or instruments executed on behalf of the Corporation. The Secretary must be a Director.

Section 7. Treasurer.

The Treasurer shall have access to ~~custody of and direct the keeping of~~ records of all monies and securities which constitute any part of the funds of the Corporation. This Officer shall perform the usual duties of this office. The Treasurer shall have the authority to attest to all legal documents or instruments executed on behalf of the Corporation. The Treasurer shall serve as Chair of the Finance, Administration, and Audit Committee. The Treasurer must be a Director.

Section 8. Past Chair.

The Past Chair shall hold office for one year immediately following his or her term as Chair, in accordance with the provisions of Article III, Section 3. The Past Chair shall advise the Officers regarding the conduct of their duties and shall serve on the Executive Committee.

Section 9. Other Positions.

The Board of Directors shall be authorized to determine the responsibilities and authority of all other Officers. Such other Officers need not be Directors.

ARTICLE VI
FISCAL YEAR

The fiscal year of the Corporation shall be from January 1 to December 31, inclusive, unless another fiscal year is adopted by the Directors.

ARTICLE VII
FINANCIAL MATTERS

Section 1. Budget.

Prior to the close of each fiscal year, the Board of Directors shall adopt a budget of income and expenses to control the finances of the Corporation during the ensuing fiscal year.

Section 2. Checks.

All checks, ACHs, drafts, bills of exchange, notes, or other obligations or order for the payment of money shall be signed in the name of the Corporation by the Treasurer or his/her designee or by facsimile.

Section 3. Loans.

No loans may be made to any Director or Officer of the Corporation.

Section 4. Investments.

The assets of the Corporation may be invested consistent with the Corporation's Statement of Investment Objectives and Guidelines (the "Investment Statement"), as such document may be amended from time to time. Stocks, bonds or other securities received by the Corporation may be

retained even though they do not conform to the Investment Statement, if the donor has so directed or if the Directors determine it is in the best interests of the Corporation that the same be retained.

Section 5. Investment Counsel.

If it deems it advisable to do so, the Board of Directors may authorize a person or corporation selected by it to handle the investment of one or more designated parts of the Corporation's funds as attorney-in-fact or agent for the Corporation. Any such attorney-in-fact or agent may be authorized to have the stocks, bonds, or other intangible property comprising the designated part carried in a broker's account, without being registered in the name of the Corporation, provided the broker is a member of the New York Stock Exchange.

Section 6. Audit.

Each fiscal year, the Corporation's books of account shall be examined by an independent certified public accountant for the purpose of issuance of an audit opinion. The Finance, Administration, and Audit Committee shall periodically recommend a firm to conduct such audit.

ARTICLE VIII
AMENDMENTS

This Code of Regulations may be amended at any duly-called meeting of the Members of the Corporation by an affirmative vote of at least two-thirds (2/3) of those Members present and entitled to vote; provided, however, that no amendment to this Code of Regulations may be voted upon unless at least thirty (30) days' prior written notice containing the text or a summary of the proposed amendment has been delivered to each Member. Notice of such amendment shall be given to all Members promptly after the meeting at which the action was taken.

ARTICLE IX
INDEMNIFICATION

The Corporation will indemnify any person who was or is a party or who is threatened to be made a party to any threatened, pending, or completed action, suit, or proceeding whether civil, criminal, administrative, or investigative by reason of the fact that he or she is or was a Director, Trustee, Officer, or employee, of the Corporation (an "Indemnified Party") against expenses (including attorney's fees), judgments, fines, and amounts paid in settlement actually and reasonably incurred by the Indemnified Party in connection with such action, suit, or proceeding, if the Indemnified Party acted in a manner the Indemnified Party reasonably believed to be in or not opposed to the best interest of the Corporation and, with respect to any criminal action or proceeding, had no reasonable cause to believe his or her conduct was unlawful. The termination of any action, suit, or proceeding by judgment, order, settlement, conviction, or upon a plea of nolo contendere or its equivalent shall not, of itself, create a presumption that the person did not act in a manner which the Indemnified Party reasonably believed to be in or not opposed to be the best interest of the Corporation and, with respect to any criminal action or proceeding, had reasonable cause to believe that his or her conduct was unlawful.

To the extent that an Indemnified Party has been successful, on the merits or otherwise, in defense of any action, suit, or proceeding referred to in this Article or in defense of any claim,

issue, or matter therein, he or she shall be indemnified against expenses and attorney's fees actually and reasonably incurred by him or her in connection therewith.

Indemnification under this Article shall be made by the Corporation upon a determination that indemnification of the Indemnified Party is proper in the circumstances because he or she has met the applicable standard of conduct set forth herein. Such determination shall be made by the Board of Directors by majority of a quorum consisting of Directors who were not parties to such action, suit, or proceeding or if such a quorum is not obtainable as a majority of such disinterested Directors determines, with the advice of independent legal counsel in a written opinion.

Expenses incurred in defending a civil or criminal action, suit, or proceeding may be paid by the Corporation in advance of the final disposition of such action, suit, or proceeding, as authorized in the specific case, upon receipt of an undertaking by or on behalf of the Indemnified Party to repay such amount unless it shall ultimately be determined that he or she is entitled to be indemnified by the Corporation as authorized under this Article.

The Corporation shall have the power to purchase and maintain liability insurance on behalf of all persons who are or were Indemnified Parties of the Corporation against any liability asserted against them or any of them and incurred by any of them arising out of their status as such.

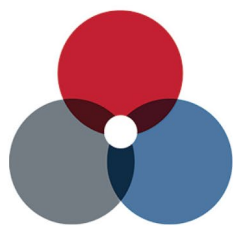
Notwithstanding the foregoing, the provisions of this Article shall be automatically amended to provide for the maximum indemnification for an Indemnified Party permitted under Section 1702.12(E) of the Ohio Revised Code, including amendments thereto, or any comparable provisions of any future Ohio statute.

ARTICLE X

PRIVATE FOUNDATION PROHIBITIONS

If the Corporation is treated under Section 509 of the Code as a "Private Foundation" at any time, then the following provisions shall apply for as long as the Corporation is so treated:

- (a) The Corporation shall distribute its income for each taxable year at such time and in such manner as not to become subject to tax on undistributed income imposed by Section 4942 of the Code.
- (b) The Corporation shall not engage in any act of self-dealing as defined in Section 4941(d) of the Code.
- (c) The Corporation shall not retain any excess business holdings as defined in Section 4943(c) of the Code.
- (d) The Corporation shall not make any investments in such manner as to subject it to tax under Section 4944 of the Code.
- (e) The Corporation shall not make any taxable expenditures as defined in Section 4945(d) of the Code.



THE CENTER FOR EST. 1913
COMMUNITY SOLUTIONS

Strategic Plan
Draft

February 2026

STRATEGY
DESIGNPARTNERS

CONTEXT / PLANNING CONSIDERATIONS

The Center for Community Solutions (Community Solutions) issued a Request for Proposals to strategic planning consultants in the fall of 2024. When the planning process began in late March of 2025, Community Solutions was facing a host of challenges it could not have anticipated six months earlier. The realities of the dramatic shift in the national political environment and the impact on local issues were mounting, causing chaos and uncertainty in the health and social services sector. Having completed its last strategic plan in February of 2020, Community Solutions knows well the importance of remaining flexible in turbulent times.

In addition to external challenges, Community Solutions had just completed what has been noted by partners as an extremely effective executive leadership transition in late 2023 / early 2024. Having the benefit of more than a year at the helm of the organization, CEO Emily Campbell had a firm grasp on the key issues that the plan needed to address. At the top of this list was the need to respond to the realities of the current political environment without having the organization's voice or future vision limited by present circumstances. There was also an acknowledgement of the need to manage community expectations, as partners are never short on ideas for work the organization could lead. For that reason, it is crucial that organizational leadership set priorities and limits that allow it to focus its efforts. It was also noted how crucial it would be for the plan to reaffirm the organization's nonpartisan position and its role as an honest broker– an increasingly complex challenge given a political landscape that is redefining norms. A desire for staff engagement at several levels throughout the plan process was also noted, as a majority of staff are relatively new and had not participated in previous planning efforts. As a result, the strategic plan process shifted to accommodate each of these considerations.

The unique role Community Solutions plays as an independent research and advocacy organization working to create systemic change through data, research and policy, separates it from other nonprofits. The funding model for its annual \$4 million budget is supported primarily through endowment with trust income as well as philanthropic grants and earned revenue generated by its consulting practice. This model provides a level of stability not enjoyed by many nonprofits within the sector who are more dependent on philanthropy and public support. As such, it is a leader in the community and a critical partner to those both helping shape and fund priorities as well as those working at the grassroots level.

During the course of the planning process, cultural challenges within the organization were noted through one-on-one interviews with staff as well as other means that were brought to the attention of the Board. The current environment and its impact on organizational positioning, the necessity to shift language use and the reality of working within a toxic external environment certainly contributed to these challenges. Importantly, Board leadership acted immediately to begin a long-term engagement with Erica Merritt of Equius Group, a consultant specializing in diversity and belonging to work with the staff, as described in the plan.

PROCESS OVERVIEW

Community Solutions engaged the local consulting firm Strategy Design Partners (SDP) to facilitate the process. SDP has led numerous strategic plan initiatives for nonprofits throughout the region. Ann Zoller and Brant Duda led this effort for SDP. An advisory team of Community Solutions staff worked with SDP to shape the process, helping to identify key issues and providing extensive expertise reflected in plan recommendations. A Strategic Plan Steering Committee, comprised of Staff advisors and Board members, was engaged in all aspects of the process.

The Community Solutions staff actively participated throughout the planning process. All staff were offered an opportunity to participate in individual interviews and an anonymous survey was conducted. Additionally, several process updates were included as part of regular staff meetings.

An extensive environmental scan was conducted that engaged more than 143 stakeholders including funders, partners, community members, staff and board members and others in a combination of individual interviews, focus groups and surveys.

The Board was involved in the planning process in a variety of ways. Interviews with select Board members were conducted at the onset and were instrumental in identifying key issues that shaped and informed the process. Several Board members participated with advisory staff on the Steering Committee, which kicked off the process with an intensive workshop exploring key issues and defining plan priorities. The Steering Committee met several times throughout the process. Following the collection and analysis of the environmental scan, a full Board workshop took place that allowed for Board deliberations on foundational issues facing the organization. The retreat provided opportunities for the staff to lead discussions on key program issues that allowed for engaged and lively discussions that helped shape the recommendations that comprise this plan.

MISSION

Community Solutions improves health, social and economic conditions through nonpartisan research, policy analysis, communications and advocacy.

KEY THEMES

The environmental scan provided a wealth of inputs and detailed feedback on a multitude of issues. In assessing the organization's overall reputation and impact, the following key themes were underscored.

- Community Solutions plays a unique and critically important role in the region. The data analysis and research capacity is seen as crucial to strengthening the resilience of residents and helping to influence decision making with public partners.
- Community Solutions has a perch that allows the organization to consider issues more broadly than providers and is vital to the health and future of the health and social services sector.
- Community Solutions has earned its reputation. The trust is there— and the organization is an important and respected voice.
- Partners believe the leadership transition was handled very well. There is also a desire to see more relationship building with external partners for team members. This lends to the perception of capacity and the organization's depth of expertise
- Community Solutions is seen as having an opportunity to grow and “punch above its weight” as it seeks greater impact in Northeast Ohio and throughout the State of Ohio.

GOALS

GOAL: Continue to strategically respond to external challenges and an evolving political climate in a way that aligns with organizational focus areas, supports the health and social services sector and emphasizes the organization's nonpartisan position

GOAL: To uplift organizational culture and build the organization's capacity at the Board and staff level

GOAL: To maintain focus on the residents of Cuyahoga County while exploring opportunities to expand our reach and maximize resources and capacity

GOAL: To strengthen Community Solutions' portfolio of work to maximize impact and leverage relationships and expertise

GOALS / STRATEGIES / TACTICS

GOAL: Continue to strategically respond to external challenges and an evolving political climate in a way that aligns with organizational focus areas, supports the health and social services sector and emphasizes the organization's nonpartisan position

Strategy: Support local nonprofits in the health and social services sector and philanthropic partners navigating the current climate in a way that is appropriate to Community Solutions' role and does not compromise capacity

- Lead and participate in appropriate sector convenings around relevant topics and issues providing a forum for sharing of data and learnings where and when the Community Solutions voice can have the most impact
- Take on appropriate mission aligned research and analysis, aligned with Community Solution's capacity and in response to timely issues, that can be used effectively by partners working at the community and grassroots levels
- Conduct outreach to partners to assess most pressing issues and impact where Community Solutions can provide value
- Create opportunities for staff beyond the CEO to help lead community efforts, to help safeguard executive leadership commitments and focus
- Leverage engagement with Cuyahoga Human Services Chamber to help lead evolving sector issues where appropriate

Strategy: Educate partners about the meaning and reality of operating within a nonpartisan framework

- Develop and employ specific messaging to reframe and reinforce what it means to be nonpartisan and to deliver the mission within this framework
- Explore and elevate how common ground can be found with unlikely partners through data, research, analysis, and shared experience without compromising foundational principles
- Specifically speak to the difference between advocacy and activism, demonstrating how the research and data provided by advocates such as Community Solutions can benefit organizations with an activist role
- Develop curriculum and a training program about how to engage and be effective in nonpartisan advocacy

Strategy: Ensure focus areas remain relevant and align with organizational mission

- Conduct a review of focus areas every two years, to be led by designated staff and adopted by the Board
- Develop a communications/outreach plan to share any changes with partners
- Evolve the work appropriately based on the recommended outcomes

GOAL: To uplift organizational culture and build the organization's capacity at the Board and staff level

Strategy: Prioritize the health of the organization's internal culture through the engagement of Equius Group through its Strengthen Culture and Belonging work with the goal to build trust; enhance a sense of belonging; elevate accountability; and create an environment that allows all members of Community Solutions to feel valued and thrive

- Assess current situation and recent history through conversations and interviews
- Engage staff in honest conversations that may include staff retreats and ongoing dialogue sessions designed to rebuild trust and connection
- Generate principles and agreements on how the staff can and will work together
- Provide coaching to the leadership team to assess the current environment and develop strategies to create a culture of belonging that can be sustained
- Develop recommendations for the current North Star statement and potentially proposing changes and / or a different approach to expressing the organization's commitment to those values

Strategy: Evolve the organizational structure at both the Board / staff level to ensure positions and capacities align with values, focus areas and future growth

- Ensure value alignment with the organizational culture and belonging work when assessing current and proposed structures
- Evolve the overall organizational structure including roles and structure of the leadership team to mirror organizational focus areas, allow for greater staff support and responsiveness at the executive level, create effective business practices and increase efficiency
- Conduct a review of the current Board committee structure, making necessary changes to reflect organizational priorities
- Evaluate communications capacity to reflect shifting communications strategy and related enhancements in the approach to advocacy work and a desire to more proactively market the consulting practice

Strategy: Evolve organizational policies and procedures for accountability, clarity and best practice

- Conduct a compensation study to ensure compensation bands are merit based, clearly defined and in line with market norms
- Clearly define the process for advancement and promotion throughout the organization in a way that promotes clarity and uniformity between and among different departments within the organization

GOAL: To maintain focus on the residents of Cuyahoga County while exploring opportunities to expand our reach and maximize resources and capacity

Strategy: Emphasize a leadership voice, build partnerships and focus on priority needs within Northeast Ohio, particularly Cuyahoga County

- Position Community Solutions with philanthropic, nonprofit and public stakeholders as a trusted partner that fills a unique role in the health and social services sector
- Highlight the extensive expertise of staff, underscoring the staff's fluency, integration with the community, and work as a leader and expert in critical subjects
- Work with community, public and philanthropic partners to identify key issues facing the health and social services sector and consensus driven strategic approaches aligned with Community Solutions stated focus areas
- Expand the audience of those receiving Community Solutions regular educational and outreach efforts

Strategy: Explore packaging of Community Solutions data and research as a valuable tool for secondary markets throughout Ohio, as a means of expanding allies, enhancing State advocacy efforts and attracting consulting work

- Identify commonalities in urban/rural economic and social challenges where Community Solutions capacity for influence and expertise can be leveraged
- Explore how Community Solutions data, research and messaging can be of value and benefit other regions, considering ways to package and potentially monetize access to this information
- Shift approach of communications strategies to expand the reach and impact of Community Solutions' work to non-traditional partners and geographies, emphasizing shared narratives and individual and communal impacts that appeal to a broader audience

GOAL: To strengthen Community Solutions' portfolio of work to maximize impact and leverage relationships and expertise

Strategy: Evolve and elevate the impact of Community Solutions advocacy work, positioning Community Solutions as an honest broker and trusted partner

- Work with partners to collect and catalog stories of impact that can be used to support the data and research of key policy positions that target a wide swath of partners and focus on common ground
- Explore the potential of expanding advocacy work to the Federal level in a way that does not compromise capacity at the State level, fills a defined need and is built on partnerships
- Create a decision framework that considers capacity, mission impact, expertise, need and other relevant factors when considering expanded advocacy efforts
- Provide updates to community partners at the local and State level on advocacy priorities and outcomes
- Look to expand relationships at the State and Federal level that can enhance Community Solutions circle of influence now and in the future

Strategy: Strategically expand Community Solutions' consulting practice in a focused way that enhances organizational expertise and maximizes impact

- Develop a business plan that evaluates the impact of budget realities for nonprofits and their ability to engage Community Solutions for consultant services; the growth of consultants within the market; targets subject areas where Community Solutions has significant expertise or would like to grow staff expertise; targets new and expanded geographies; and identifies specific areas of expertise to market for growth
- Proactively pursue new opportunities through the creation of an outreach plan that targets specific markets and promotes the unique capacity and expertise of Community Solutions as a trusted, expert consultant
- Create a calendar of Community Needs Assessments required for potential clients and develop a regular outreach program for this market
- Evaluate consulting opportunities to ensure potential assignments support mission and focus areas and do not compromise Community Solutions' nonpartisan position and reputation
- Balance growth in the fee-based consulting practice with mission work
- Create a decision framework that can be used to evaluate and prioritize potential expansion and specific assignments that consider revenue generation; staff expertise; value of partnership/client; potential for repeat business; mission impact; and other relevant factors
- Create a regular feedback loop for clients through surveys, interviews at the end of engagements and other activities that can be used to assess and improve the consultant practice

Strategy: Better define Community Solutions' role in the community and the focus of its work with partner organizations

- Clarify and promote Community Solutions' intended role with partners and funders as a provider of research, analysis, data and facts to support grassroots efforts rather than a partner that can or should have a leadership role at the grassroots / community level
- Create a clear plan for the evolution of the Policy Ambassadors program that engages grassroots partners and others in the curriculum development and training of Community Ambassadors; sets specific goals for program growth; strategically targets the type and number of Ambassadors; creates an opportunity for meaningful feedback from participants; and aligns with organizational goals and resources
- Emphasize what it means to be nonpartisan advocates in trainings and educational outreach to community partners, underscoring how this is central to the work of Community Solutions

Strategy: Continue to assess and evolve relationships with initiatives housed at Community Solutions including fiscally sponsored programs and partners in a way that reflects current priorities and aligns with capacity and resources

- Conduct an annual internal review of all relationships with initiative sponsors and leadership to proactively determine if any changes in current roles are necessary, how best to communicate these changes and to reflect in annual meetings with partners
- Conduct annual meetings with each partner to clearly review current roles, priorities and goals for the programs and that of Community Solutions staff, to ensure a mutual understanding of current and anticipated priorities and roles
- Provide an annual update to the Board on the staff-led assessment, and current and anticipated evolution of the relationships



RDEIB NORTH STAR

We strive for collective uplift. **Empathy anchors** us in our pursuit of **equity, anti-racism, belonging,** and justice for our colleagues and for the people impacted by our work. **This journey** requires us to **learn, act** with **compassion,** and **evaluate** our actions, our **relationships,** and our **continuous commitment** to the journey.

OUR VALUES

INTEGRITY

We unapologetically adhere to **our core principles** and are consistently **honest** with differing audiences even when it is unpopular or uncomfortable.

ACCOUNTABILITY

We **hold ourselves** personally **responsible** for building and maintaining trust with our colleagues and community members **to consistently meet** mission-driven goals for the benefit of all.

BELONGING

We **honor the collective responsibility to create an environment** that **accepts and welcomes** individuals in our workplace regardless of age, race, background, gender, and gender-identity, sexual orientation, religion, ability, or any other status an individual occupies.

COLLABORATION

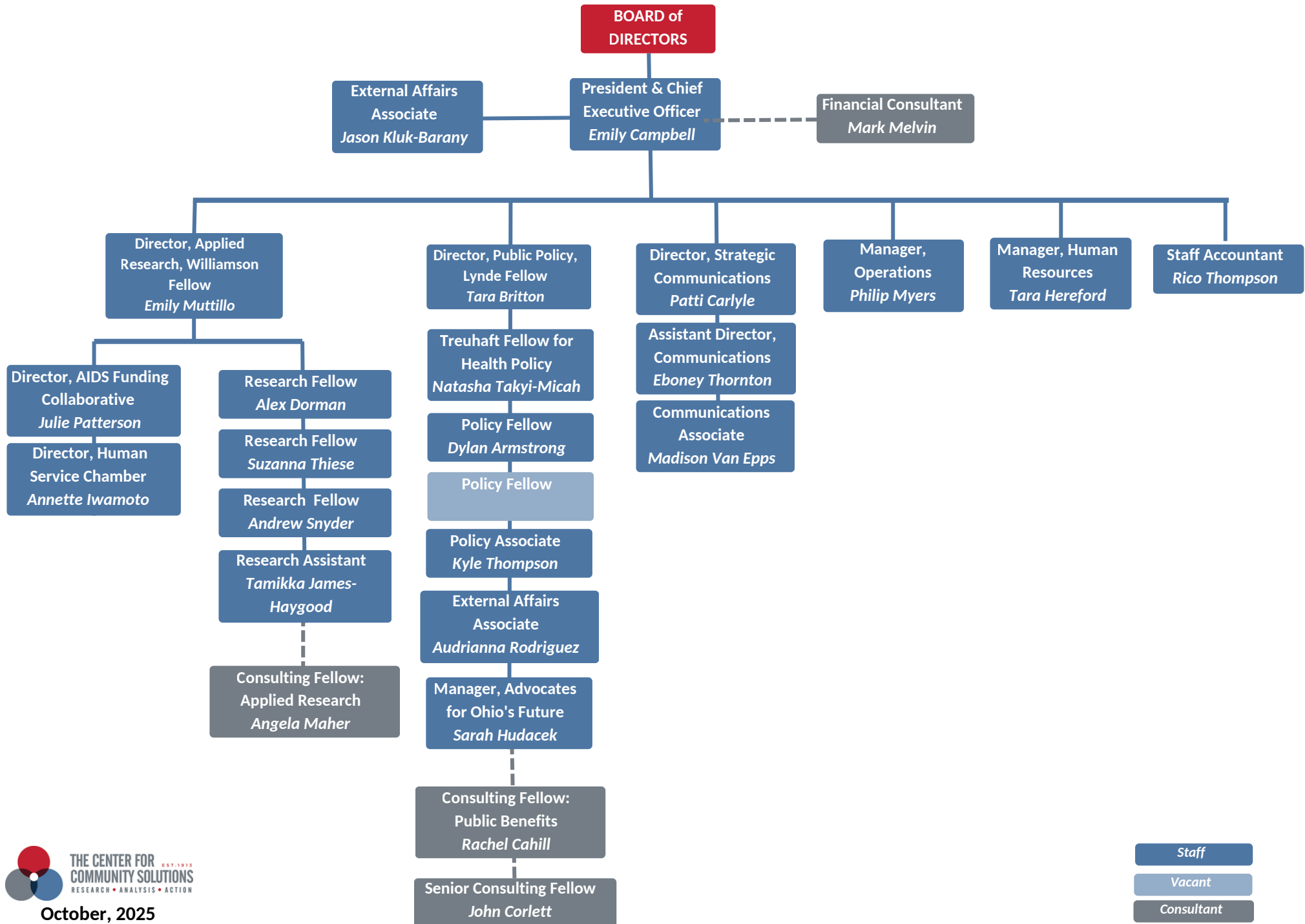
We build toward **consensus by authentically** honoring the value, perspectives, and voices of our **colleagues and community** to collectively uplift the best solutions for those we serve.

DIVERSITY

Diversity brings cultural perspectives and worldviews to our work so that everyone **has the opportunity to define** and achieve their **greatest potential** and elevate the sum of our individual needs as colleagues and change agents.

THE CENTER FOR COMMUNITY SOLUTIONS

STAFF TABLE OF ORGANIZATION



2026 Staff Contact List

Community Solutions Main Line: 216-781-2944

Name	Title	Contact
Dylan Armstrong	Public Policy Fellow	darmstrong@communitysolutions.com
Tara Britton	Director of Public Policy and Advocacy Edward D. and Dorothy E. Lynde Fellow	tbritton@communitysolutions.com Ext: 301 Cell: 614-586-6324
Emily Campbell	President and Chief Executive Officer	ecampbell@communitysolutions.com Ext: 202 Cell: 724-344-2488
Patti Carlyle	Director of Strategic Communications	pcarlyle@communitysolutions.com Ext: 217 Cell: 216-392-2553
Alex Dorman	Research Fellow	adorman@communitysolutions.com
Tara Hereford	Human Resources Manager	thereford@communitysolutions.com Ext: 203
Annette Iwamoto	Director, Cuyahoga Human Services Chamber	aiwamoto@communitysolutions.com
Tamikka James-Haygood	Research Assistant	tjhaygood@communitysolutions.com
Sarah Hudacek	Coalition Manager, Advocates for Ohio's Future	shudacek@communitysolutions.com
Jason Kluk-Barany	External Affairs Associate	jklukbarany@communitysolutions.com Ext: 215 Cell: 216-414-3889
Emily Muttillio	Director of Research, Williamson Family Fellow for Applied Research	emuttillio@communitysolutions.com Ext: 211 Cell: 216-287-3309

2026 Staff Contact List

Community Solutions Main Line: 216-781-2944

Philip Myers	Operations Manager	pmyers@communitysolutions.com
Julie Patterson	Director, AIDS Funding Collaborative	jpatterson@communitysolutions.com Ext: 210
Audrianna Rodriguez	External Affairs Associate	arodriguez@communitysolutions.com
Andrew M. Snyder	Research Fellow	ansyder@communitysolutions.com
Natasha Takyi-Micah	Treuhaft Fellow for Health Planning	ntmicah@communitysolutions.com
Suzanna Thiese	Research Fellow	sthiese@communitysolutions.com
Kyle Thompson	Policy Associate	kthompson@communitysolutions.com
Rico Thompson	Staff Accountant	rthompson@communitysolutions.com
Eboney Thornton	Assistant Director, Communications	ethornton@communitysolutions.com Ext: 213
Madison Van Epps	Communications Associate	mvanepps@communitysolutions.com

WHO DO I ASK?

Leadership / Strategy - President & CEO - Board of Directors - Strategic Plan / Operating Plan	Emily Campbell ecampbell@CommunitySolutions.com Jason Kluk-Barany jklbarany@CommunitySolutions.com
Administration / Operations - IT/ Equipment - Office Space/ Maintenance - Office Supplies	Philip Myers pmyers@communitysolutions.com Emily Campbell ecampbell@CommunitySolutions.com
Finance / Accounting - Invoices to be paid / Invoices to be sent - Grants/ Contracts - Expense reimbursements	Rico Thompson rthompson@communitysolutions.com
Human Resources - Payroll, Benefits - Internal Policies - Hiring	Tara Hereford thereford@CommunitySolutions.com
Communications/External Affairs/Media Relations - Publications, style guide, graphics - Website - Media / Social media - Event planning - Celebration of Human Services	Patti Carlyle pcarlyle@CommunitySolutions.com Eboney Thornton ethornton@CommunitySolutions.com
Public Policy & Advocacy - Legislative and executive advocacy - Positions on issues - Government funding of human services - Columbus Office - Policy Ambassadors	Tara Britton tbritton@CommunitySolutions.com
Consulting / Data - Statistics/ demographics/ mapping - Current consulting projects - Consulting offerings/ prospects	Emily Muttillio emuttillio@CommunitySolutions.com
Strategic Priority Areas and Special Initiatives	
Health and Human Service Safety Net/ Poverty	Emily Campbell ecampbell@CommunitySolutions.com Tara Britton tbritton@CommunitySolutions.com
Medicaid	Tara Britton tbritton@communitysolutions.com
Older Adults / Council on Older Persons (COOP)	Jason Kluk-Barany jklbarany@communitysolutions.com Emily Muttillio emuttillio@CommunitySolutions.com
Behavioral Health	Tara Britton tbritton@CommunitySolutions.com Dylan Armstrong darmstrong@communitysolutions.com
Maternal & Infant Health	Tara Britton tbritton@CommunitySolutions.com Natasha Takyi-Micah ntmicah@communitysolutions.com
AIDS Funding Collaborative (AFC)	Julie Patterson jpatterson@CommunitySolutions.com
Advocates for Ohio's Future (AOF)	Sarah Hudacek shudacek@CommunitySolutions.com
Cuyahoga County Human Services Chamber	Annette Iwamoto aiwamoto@communitysolutions.com

Center for Community Solutions
2026 Operating Budget - Updated 11/18/2025

1000	2000	4000	7000	2026	2025
Mgmt. & Communications	Research	Public Policy	Human Service Chamber	CCS Budget	Prior Budget

Operating Budget

Revenues

Grants - Foundations & Public	\$ 150,000	\$ 50,000	\$ 679,500	\$ 300,000	\$ 1,179,500	\$ 1,078,920
Public and Private Consulting Contracts	85,000	355,000	60,000	-	500,000	732,480
Donations - Public & Corporate	40,000	-	-	-	40,000	70,080
Miscellaneous Revenue (Fiscal Agencies/Other)	101,000	-	16,540	2,000	119,540	101,640
Beneficial Trust Income	149,080	351,000	214,210	-	714,290	641,540
Interest Income	132,000	-	-	-	132,000	102,005
Endowment Fund Transfers	176,210	257,130	302,360	-	735,700	727,800

Total Revenues

\$ 833,290	\$ 1,013,130	\$ 1,272,610	\$ 302,000	\$ 3,421,030	\$ 3,454,465
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Expenses

Salaries	\$ 346,580	\$ 639,870	\$ 723,480	\$ 198,070	\$ 1,908,000	\$ 1,796,160
Payroll Taxes	28,740	51,380	58,170	15,920	154,210	145,560
Benefits	55,600	118,580	139,460	42,730	356,370	365,170
Professional Services:				-		
Contractors & Consultants	147,100	62,330	167,800	760	377,990	193,080
Legal / Accounting	12,600	26,670	32,000	8,730	80,000	76,320
Computer & IT Services	2,840	6,000	7,200	1,960	18,000	19,440
Supplies	1,410	3,000	4,600	1,480	10,490	6,360
Telephone, Postage and Related	2,200	9,670	7,600	1,530	21,000	20,640
Office Rent & Facility Maintenance	17,050	36,070	55,370	11,800	120,290	115,680
Utilities	2,360	5,000	6,000	1,640	15,000	14,400
Equipment Leases / Expenses	1,570	3,330	4,000	1,090	9,990	6,720
Printing and Photography	6,000	5,000	-	-	11,000	11,040
Subscriptions & Software	41,550	15,670	10,580	1,530	69,330	69,000
Meetings - Food & Facilities	25,000	8,000	7,500	4,500	45,000	55,560
Conferences / Staff Development (includes Travel)	12,150	12,250	13,900	2,700	41,000	22,680
Speakers / Honoraria Expenses	10,000	-	-	4,000	14,000	5,040
Awards and Grants	49,170	-	23,500	-	72,670	447,000
Membership Dues	6,000	-	800	-	6,800	6,840
Insurance	3,000	6,330	7,600	2,070	19,000	18,240
Website / Marketing / Advertising	18,000	-	-	-	18,000	4,080
Miscellaneous Expense	10,100	500	700	-	11,300	15,000
Depreciation Expense	33,500	-	-	-	33,500	33,480
Shared Expense Allocation Adjustment	(20)	-	-	-	(20)	(240)

Total Expenses

\$ 832,500	\$ 1,009,650	\$ 1,270,260	\$ 300,510	\$ 3,412,920	\$ 3,447,250
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Revenues in Excess of (Less Than) Expenses

\$ 790	\$ 3,480	\$ 2,350	\$ 1,490	\$ 8,110	\$ 7,215
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Recent Media Mentions

The latest *Community Solutions in the News* update includes **11** media mentions of staff, fact sheets, Op-Eds, and more. The full list of media mentions can be found at <https://www.communitysolutions.com/media>. Copies of "subscription required" pieces are attached.

Community Solutions Work

Organization in News: [Community Solutions](#)

- ***The Buckeye Flame, 12/6/25,***
["One Last Push: The Greater Mahoning Valley LGBTQ+ Community Needs Assessment Needs Your Response"](#)

Excerpt:

"The newest chapter in this community-led movement that has previously completed assessments in the Akron and Cleveland areas, captures the status of and unmet needs of the LGBTQ+ community in Mahoning, Trumbull, Columbiana, and Ashtabula counties. The project, which launched in January 2025, is implemented in collaboration between The Center for Community Solutions and Equality Ohio."

Read the article [here](#).

- ***91.3 WYSO, 11/6/25,***
["'SNAP isn't handouts to lazy people,' Ohio woman speaks out ahead of half-cut food benefits"](#)

Excerpt:

"That's about 12% of the state's population benefiting from food assistance, according to the Center for Community Solutions."

Read the article [here](#).

- ***Tribune Chronicle, 10/30/25,***
["Wean Foundation awards \\$41K in resident engagement grants"](#)

Excerpt:

“Raymond John Wean Foundation has approved more than \$41,000 to support resident-led initiatives in Warren and Youngstown, bringing the total amount of Resident Engagement Grants awarded in 2025 to nearly \$115,000.”

Read the article [here](#).

- *ClevelandOhio.Gov, 10/23/25,
["Mayor Bibb Announces New Leadership for Cleveland 311"](#)*

Excerpt:

“Previously, Warren directed the Greater Cleveland American Rescue Plan Coalition at the Center for Community Solutions, where she advanced equitable recovery initiatives and built cross-sector coalitions.”

Read the article [here](#).

Staff in News: Rachel Cahill

- *Cleveland.com, 11/19/25,
["Cuyahoga County SNAP recipients to receive full November benefits this week"](#)*

Excerpt:

“The whole definition of food insecurity is not knowing where your next meal is going to come from,” Cahill said. “The psychological and physical harm that does to your body when you’re living in that state of uncertainty...really can’t be overstated.”

Read the article [here](#).

- *Cleveland.com, 11/1/25,
["As SNAP delays hit, Cuyahoga County residents brace for hunger – ‘people don’t know what they’re going to do’"](#)*

Excerpt:

"She equated it to individuals not getting a paycheck at the end of their work week or pay period and receiving an IOU instead, with no other way to pay their bills or rent or buy groceries."

Read the article [here](#).

- **Cleveland.com, 10/31/25,**
["Cleveland Food Bank braces for surge, calls for volunteers as SNAP funds stall"](#)

Excerpt:

"People are absolutely already panicked because they know that load date, and they know that they're just trying to survive until that load date hits," Cahill said."

Read the article [here](#).

Op-Ed: [Vanishing act -- what happens when public data disappears?](#)

- **Cleveland.com, 11/16/25**
["Vanishing act -- what happens when public data disappears?: Suzanna Thiese"](#)

Excerpt:

"Without data, it becomes easier for powerful institutions to feign ignorance about problems. Gaps in information create gaps in responsibility and breed invisible problems -- and those are the hardest to challenge."

Read the Op-Ed [here](#).

Staff in News: Annette Iwamoto, Cuyahoga Human Services Chamber

- **Spectrum News 1, 11/8/25,**
"Small business, nonprofit offer food aid under SNAP shutdown"

Excerpt:

"She said the recent SNAP changes means a permanent loss of federal food aid for many Ohioans, including refugees.

"4,200 newcomers, we believe, have already lost access to SNAP ... but with the federal shutdown, that leaves 190,000 people in Cuyahoga County not receiving their SNAP benefits," she said,"

Read the article [here](#).

Op-Ed: *Ohio families fight worsening economic forces*

- **Crain's Cleveland Business, 10/16/25**
"Opinion: Ohio families fight worsening economic forces"

Excerpt:

"Nearly two-thirds of Ohio's health and social service funding comes from the federal government. With conflicting guidance and no clear direction, local organizations are left guessing and are paralyzed in their planning."

Read the Op-Ed [here](#).

Blog Post: *The Future of Medicaid in Ohio: Threats Facing Ohioans*

- **Ideastream Public Media, 10/16/25**
"Ohio congressional democrats call on GOP to end government shutdown, support health care subsidies"

Excerpt:

"More than 3 million Ohioans utilize Medicaid benefits, according to the Center for Community Solutions."

Read the article [here](#).

Title	Authored	Description	Publish Date	Published link
SNAP: Where are we after the shutdown?	Dylan Armstrong	Topics: Poverty & Safety Net, SNAP P-EBT EBT,	12/8/2025	https://www.communitysolutions.com/resources/snap-where-are-we-after-the-shutdown
On World AIDS Day, HIV is local	Julie Patterson	Topics: AFC	12/7/2025	https://www.communitysolutions.com/resources/on-world-aids-day-hiv-is-local
Ohio Medicaid work requirement implementation	John Corlett	Topics: Medicaid, State Budget	11/30/2025	https://www.communitysolutions.com/resources/ohio-medicaid-work-requirement-implementation
Celebration 2025 award winners	Eboney Thornton;#Patti Carlyle		11/28/2025	https://www.communitysolutions.com/resources/celebration-2025-award-winners
Celebration of Human Services 2025	Community Solutions Team		11/21/2025	https://www.communitysolutions.com/resources/celebration-of-human-services-2025
Celebrating one year of the Cuyahoga Human Services Chamber: Free Fundraising Workshop on Giving Tuesday	Annette Iwamoto	Topics: Chamber, Poverty & Safety Net	11/17/2025	https://www.communitysolutions.com/resources/celebrating-on-year-of-the-cuyahoga-human-services-chamber-join-us-for-a-free-fundraising-workshop-on-giving-tuesday
Budget Hearing: The MetroHealth System	Dylan Armstrong	Topics: Poverty & Safety Net, County Policy	11/17/2025	https://www.communitysolutions.com/resources/budget-hearing-the-metrohealth-system
Fifty-eight Ohio health and human service levies passed on the November 4 ballot	Kyle Thompson	Topics: Poverty & Safety Net, State Budget	11/17/2025	https://www.communitysolutions.com/resources/fifty-eight-ohio-health-and-human-service-levies-passed-on-the-november-4-ballot
Budget Hearing: Wrapping up the Department of Health and Human Services and ADAMHS Board	Dylan Armstrong	Topics: Poverty & Safety Net, County Policy	11/10/2025	https://www.communitysolutions.com/resources/budget-hearing-wrapping-up-the-department-of-health-and-human-services-and-adamhs-board
SNAP uncertainty continues even with a potential end to the shutdown	Emily Campbell;#Tara Britton	Topics: Poverty & Safety Net, SNAP P-EBT EBT, Food Insecurity	11/10/2025	https://www.communitysolutions.com/resources/snap-uncertainty-november-2025-shutdown
Caregivers, their challenges, and how can public health and policy professionals can help	Natasha Takyi-Micah	Topics: Poverty & Safety Net, Caregiving	11/10/2025	https://www.communitysolutions.com/resources/caregivers-their-challenges-and-how-can-public-health-and-policy-professionals-can-help
Where to lend a hand while SNAP is unavailable	Alex Dorman;#Emily Muttillio	Topics: Poverty & Safety Net, SNAP P-EBT EBT, Food Insecurity	11/3/2025	https://www.communitysolutions.com/resources/where-to-lend-a-hand-while-snap-is-unavailable
Four early lessons from the local response to the SNAP lapse	Emily Campbell	Topics: SNAP P-EBT EBT, Poverty & Safety Net, Food Insecurity	11/3/2025	https://www.communitysolutions.com/resources/four-early-lessons-from-local-response-to-the-snap-lapse
What we know about SNAP right now: Communications toolkit	Community Solutions Team	Topics: Poverty & Safety Net, SNAP P-EBT EBT, Food Insecurity, WIC, TANF	10/30/2025	https://www.communitysolutions.com/resources/what-we-know-about-snap-right-now

Health and human services first budget hearing provides an overview of six departments and programs	Dylan Armstrong	Topics: Poverty & Safety Net, County Policy	10/27/2025	https://www.communitysolutions.com/resources/health-and-human-services-first-budget-hearing-provides-an-overview-of-six-departments-and-programs
Maybe I just have one of those faces...The importance of qualitative data	Alex Dorman	Topics: Poverty & Safety Net, Data	10/20/2025	https://www.communitysolutions.com/resources/maybe-i-just-have-one-of-those-faces-the-importance-of-qualitative-data
At long last the county budget has arrived!	Dylan Armstrong	Topics: Poverty & Safety Net, County Policy	10/20/2025	https://www.communitysolutions.com/resources/at-long-last-the-county-budget-has-arrived
Advocacy organizations have an opportunity to document concerns about how Medicaid changes will affect access to expansion coverage	Tara Britton	Topics: Medicaid	10/20/2025	https://www.communitysolutions.com/resources/advocacy-organizations-feedback-medicaid-changes-access-to-expansion-coverage
Ohio moves to restrict soda and sugary drinks from SNAP benefits	Community Solutions Team	Topics: Poverty & Safety Net, SNAP P-EBT EBT	10/13/2025	https://www.communitysolutions.com/resources/ohio-moves-to-restrict-soda-and-sugary-drinks-from-snap-benefits
The task force behind preventive health care services recommendations	Julie Patterson	Topics: Poverty & Safety Net, AFC	10/13/2025	https://www.communitysolutions.com/resources/the-task-force-behind-preventive-health-care-services-recommendations
Sixty-seven Health and Human Service levies on November 2025 ballots	Kyle Thompson	Topics: Poverty & Safety Net	10/13/2025	https://www.communitysolutions.com/resources/sixty-seven-health-and-human-service-levies-on-november-2025-ballots
Visiting the Mid-Ohio Food Collective's Hilltop Farm	Community Solutions Team	Topics: Poverty & Safety Net, Food Insecurity By: Grace Powers, AOF & Community Solutions Fall 2025 Intern	10/11/2025	https://www.communitysolutions.com/resources/visiting-the-mid-ohio-food-collectives-hilltop-farm
Fragile Financing: Provider taxes, state directed payments, and Ohio Medicaid	John Corlett	Topics: Medicaid, Managed Care	10/6/2025	https://www.communitysolutions.com/resources/fragile-financing-provider-taxes-state-directed-payments-and-ohio-medicaid
New insights about engaged youth from the 2024 Census	Alex Dorman	Topics: Data, Children & Youth	9/29/2025	https://www.communitysolutions.com/resources/new-insights-about-engaged-youth-from-the-2024-census
Shifting Support: State Budget changes impacting Ohio's HHS agencies	Community Solutions Team	Topics: Children & Youth, Caregiving, Food Insecurity, Harm Reduction, State Budget	9/29/2025	https://www.communitysolutions.com/resources/shifting-support-state-budget-changes-impacting-ohios-hhs-agencies
Department of Health: Final State Budget impacts	Dylan Armstrong	Topics: State Budget, Poverty & Safety Net, Harm Reduction	9/29/2025	https://www.communitysolutions.com/resources/ohio-department-of-health-final-state-budget-impacts
Remembering Gerda Freedheim	Emily Campbell		9/29/2025	https://www.communitysolutions.com/resources/remembering-gerda-freedheim
Data Days 2025 is October 21. Conference registration is open!	Jason Kluk-Barany;#Andrew (Andy) Snyder;#Emily Muttillio;#Alex Dorman	Topics: Data	9/29/2025	https://www.communitysolutions.com/resources/data-days-2025-is-october-21-conference-registration-is-open

Department of Behavioral Health: Final State Budget impacts	Kyle Thompson	Topics: Behavioral Health, State Budget	9/29/2025	https://www.communitysolutions.com/resources/department-of-behavioral-health-final-state-budget-impacts
Department of Aging: Final State Budget impacts	Natasha Takyi-Micah	Topics: Older Adults, State Budget	9/29/2025	https://www.communitysolutions.com/resources/ohio-department-of-aging-final-state-budget-impacts
Department of Job and Family Services: Final State Budget impacts	Tara Britton	Topics: Poverty & Safety Net, State Budget, Workforce, Food Insecurity	9/29/2025	https://www.communitysolutions.com/resources/department-of-job-and-family-services-final-state-budget-impact
Department of Children and Youth: Final State Budget impacts	Tara Britton	Topics: Poverty & Safety Net, State Budget, Children & Youth	9/29/2025	https://www.communitysolutions.com/resources/department-of-children-and-youth-final-state-budget-impact
Vu Le to give the Eugene H. Freedheim Lecture at the City Club	Community Solutions Team		9/26/2025	https://www.communitysolutions.com/resources/vu-le-freedheim-lecture-at-the-city-club
Meet our Master of Ceremonies: Mike McIntyre!	Eboney Thornton	Topics: Celebration	9/15/2025	https://www.communitysolutions.com/resources/mike-mcintyre-is-master-of-ceremonies-for-the-2025-celebration-of-human-services
New Census data: Good news and bad news on poverty in Cleveland	Emily Muttillio	Topics: Poverty & Safety Net, Data	9/15/2025	https://www.communitysolutions.com/resources/new-census-data-good-news-bad-news-poverty-cleveland
Department of Medicaid: Final State Budget impacts	Community Solutions Team	Topics: Medicaid, State Budget	9/14/2025	https://www.communitysolutions.com/resources/seven-key-medicaid-changes-in-ohios-budget
Feds to end paper check payments, disproportionately impacting Ohioans who are disabled, elderly, and with limited broadband	Dylan Armstrong	Topics: Poverty & Safety Net	9/13/2025	https://www.communitysolutions.com/resources/feds-to-end-paper-check-payments-disproportionately-impacting-ohioans-who-are-disabled-elderly-and-with-limited-broadband
Ohio advocates join national push to Save HIV Funding	Julie Patterson	Topics: Poverty & Safety Net, AFC	9/12/2025	https://www.communitysolutions.com/resources/ohio-advocates-join-national-push-to-save-hiv-funding
Cuyahoga County begins the budget process	Dylan Armstrong	Topics: Poverty & Safety Net, County Policy	9/8/2025	https://www.communitysolutions.com/resources/cuyahoga-county-begins-the-budget-process
When work is not enough: Tackling poverty in Cleveland's Ward 5	Tamikka James-Haygood	Topics: Poverty & Safety Net, Data	9/8/2025	https://www.communitysolutions.com/resources/when-work-is-not-enough-tackling-poverty-in-clevelands-ward-5
Take the 2025 #RaceToLead survey today!	Annette Iwamoto	Topics: Poverty & Safety Net, Chamber, Racial Equity	9/1/2025	https://www.communitysolutions.com/resources/take-the-2025-racetolead-survey-today
Precarious work makes wealth building difficult for women in the labor force	Emily Muttillio	Topics: Poverty & Safety Net, Data	9/1/2025	https://www.communitysolutions.com/resources/precarious-work-makes-wealth-building-difficult-for-women-in-the-labor-force
Organizational resilience in uncertain times	Annette Iwamoto	Topics: Poverty & Safety Net, Chamber	8/21/2025	https://www.communitysolutions.com/resources/organizational-resilience-in-uncertain-times

Next steps in strengthening our nonprofit community together	Annette Iwamoto	Topics: Poverty & Safety Net, Human Services Chamber	8/19/2025	https://www.communitysolutions.com/resources/next-steps-in-strengthening-our-nonprofit-community-together
Cuyahoga Human Services Chamber continues to grow with election of inaugural Steering Committee	Annette Iwamoto	Topics: Poverty & Safety Net, Human Services Chamber	8/18/2025	https://www.communitysolutions.com/resources/cuyahoga-human-services-chamber-continues-to-grow-with-election-of-inaugural-steering-committee
How changes to Medicaid will impact people living with HIV/AIDS	Community Solutions Team	Topics: Medicaid, HIV/AIDS Authored by: Sofia Dewey, Intern, AIDS Funding Collaborative	8/18/2025	https://www.communitysolutions.com/resources/how-changes-to-medicaid-will-impact-people-living-with-hiv-aids
Homelessness, harm reduction, and institutionalization in Ending Crime and Disorder on America's Streets Executive Order	Dylan Armstrong	Topics: Behavioral Health	8/18/2025	https://www.communitysolutions.com/resources/homelessness-harm-reduction-and-institutionalization-in-ending-crime-and-disorder-on-americas-streets-executive-order
Ohio Medicaid: Financial impacts of House Resolution 1	Brandy Davis	Topics: Medicaid	8/16/2025	https://www.communitysolutions.com/resources/ohio-medicaid-financial-impacts-of-house-resolution-1
SNAP, Medicaid, and Medicare in the federal reconciliation bill	Dylan Armstrong	Topics: Poverty & Safety Net, Food Insecurity, SNAP, Medicaid	8/4/2025	https://www.communitysolutions.com/resources/snap-medicaid-medicare-federal-reconciliation-bill
Storytelling through data worksheet: How to use the new Cleveland Ward fact sheets for advocacy	Jason Kluk-Barany;#Madison Van Epps	Topics: Poverty & Safety Net, Data	8/3/2025	https://www.communitysolutions.com/resources/storytelling-through-data-worksheet-for-advocacy
Cleveland is a city of neighborhoods...and of wards	Alex Dorman	Topics: Poverty & Safety Net, Data	8/1/2025	https://www.communitysolutions.com/resources/cleveland-is-a-city-of-neighborhoods-and-of-wards
More than 130,000 Ohio households to see an \$1,150 annual reduction in SNAP benefits, and rural counties are hit hardest	Alex Dorman	Topics: Poverty & Safety Net, SNAP	7/21/2025	https://www.communitysolutions.com/resources/more-than-130-000-ohio-households-to-see-an-1-150-annual-reduction-in-snap-benefits-and-rural-counties-are-hit-hardest
Tracking SNAP, Medicaid, and Medicare in the federal budget megabill	Community Solutions Team;#Natasha Takyi-Micah;#Kyle Thompson;#Audrianna Rodriguez	Topics: Poverty & Safety Net, SNAP, Medicaid	7/21/2025	https://www.communitysolutions.com/resources/tracking-snap-medicaid-and-medicare-in-the-federal-budget-megabill
Federal Medicaid policy change ends continued waivers for continuous eligibility	Tara Britton	Topics: Medicaid	7/21/2025	https://www.communitysolutions.com/resources/federal-medicaid-policy-change-ends-continuous-waivers-for-continuous-eligibility
Initial reflections on the 2026-2027 Ohio budget	Community Solutions Team;#Dylan Armstrong;#Brandy Davis;#Kyle Thompson;#Tara Britton;#Natasha Takyi-Micah	Topics: Poverty & Safety Net, State Budget	7/6/2025	https://www.communitysolutions.com/resources/initial-reflections-on-the-2026-2027-ohio-budget
Federal reconciliation bill shifts \$416+ million in SNAP costs to Ohio taxpayers	Dylan Armstrong;#Rachel Cahill	Topics: Poverty & Safety Net, SNAP	7/2/2025	https://www.communitysolutions.com/resources/snap-senate-reconciliation-shifts-416m-to-ohio-taxpayers
Medical stability in Cleveland: Medicaid and healthcare access	Alex Dorman	Topics: Medicaid	6/30/2025	https://www.communitysolutions.com/resources/medicaid-and-medical-stability-new-data-shows-the-importance-of-medicaid-for-accessing-healthcare-in-cleveland

Proposed SNAP restrictions threaten grocery access across Ohio	Rachel Cahill	Topics: Poverty & Safety Net, SNAP	6/30/2025	https://www.communitysolutions.com/resources/proposed-snap-restrictions-threaten-grocery-access-across-ohio
Five veto asks for Governor DeWine	Tara Britton;#Emily Campbell	Topics: Poverty & Safety Net	6/26/2025	https://www.communitysolutions.com/resources/testimony-5-veto-asks-for-governor-dewine
AFC welcomes Cleveland Foundation summer intern, Sofia Dewey	Julie Patterson	Topics: Poverty & Safety Net, HIV/AIDS, AFC	6/23/2025	https://www.communitysolutions.com/resources/afc-welcomes-cleveland-foundation-summer-intern-sofia-dewey
A long and rewarding path to an Infant and Early Childhood Mental Health credential	Community Solutions Team	Topics: Maternal & Infant Health By: Shashi DeHaan, MSW, LISW, MAS-IFP, IMH- E *, CFTP, guest author	6/22/2025	https://www.communitysolutions.com/resources/long-rewarding-path-to-an-infant-and-early-childhood-mental-health-credential
When health coverage wasn't available: The systems that stepped in	Tara Britton;#Brandy Davis;#Dylan Armstrong	Topics: Medicaid	6/21/2025	https://www.communitysolutions.com/resources/when-health-coverage-wasnt-available-the-systems-that-stepped-in
Ohio Medicaid expansion could disappear if federal policy goes into effect	Emily Campbell;#Brandy Davis	Topics: Medicaid	6/20/2025	https://www.communitysolutions.com/resources/ohio-medicaid-expansion-could-disappear-if-federal-policy-goes-into-effect
Medicaid doesn't run on promises or process—it runs on funding	John Corlett	Topics: Medicaid	6/20/2025	https://www.communitysolutions.com/resources/medicaid-doesnt-run-on-promises-or-process-it-runs-on-funding
Budget Reconciliation and Federal Advocacy	Community Solutions Team	Topics: Poverty & Safety Net	6/18/2025	https://www.communitysolutions.com/resources/budget-reconciliation-and-federal-advocacy
Conference Committee recommendations	Tara Britton;#Emily Campbell	Topics: Poverty & Safety Net	6/17/2025	https://www.communitysolutions.com/resources/conference-committee-recommendations
Thrifty Food Plan, work requirements, cost sharing, and immigrant eligibility: SNAP changes under HR 1	Dylan Armstrong	Topics: Poverty & Safety Net, SNAP	6/16/2025	https://www.communitysolutions.com/resources/snap-changes-under-hr-1
One Big Beautiful Bill Act calls for major changes to Medicaid, the ACA, and SNAP	Dylan Armstrong;#Tara Britton;#Natasha Takyi-Micah;#Brandy Davis;#Kyle Thompson	Topics: Poverty & Safety Net, SNAP, Medicaid	6/16/2025	https://www.communitysolutions.com/resources/one-big-beautiful-bill-act-calls-for-major-changes-to-medicaid-the-aca-and-snap
Child Tax Credit in the federal budget: What to know	Kyle Thompson	Topics: Poverty & Safety Net	6/16/2025	https://www.communitysolutions.com/resources/child-tax-credit-in-the-federal-budget-what-to-know
Updates from the Chamber and Greater Cleveland Funders Collaborative	Emily Campbell	Topics: Human Services Chamber	6/13/2025	https://www.communitysolutions.com/resources/updates-from-the-chamber-and-greater-cleveland-funders-collaborative
HB96 Public Testimony: Medicaid trigger language threatens hard working Ohioans	Tara Britton	Topic: Medicaid	3/5/2025	https://www.communitysolutions.com/resources/hb96-public-testimony-medicaid-trigger-language
Cherry-picking the data makes the data useless (and dangerous)	Alex Dorman	Topics: Poverty & Safety Net	3/3/2025	https://www.communitysolutions.com/resources/cherry-picking-the-data-makes-the-data-useless-and-dangerous
From reactive to proactive: RecoveryOhio Launches Overdose Early Warning Dashboard	Dylan Armstrong	Topics: Behavioral Health	3/3/2025	https://www.communitysolutions.com/resources/from-reactive-to-proactive-recoveryohio-launches-overdose-early-warning-dashboard
Young kids in Ohio poised to gain continuous healthcare coverage under Medicaid waiver 1115	Brandy Davis	Topic: Medicaid	3/2/2025	https://www.communitysolutions.com/resources/medicaid-continuous-coverage
Mapping the Money: Health and Human Services funding webinar	Dylan Armstrong;#Kyle Thompson	Topics: Poverty & Safety Net	2/28/2025	https://www.communitysolutions.com/resources/hhs-funding-webinar

HB 96 Public Testimony: Medicaid expansion provision	Tara Britton	Topic: Medicaid	2/27/2025	https://www.communitysolutions.com/resources/hb-96-public-testimony-medicaid-expansion-provision
HB 96 testimony: Refundable child tax credit	Emily Campbell;#Kyle Thompson	Topics: Poverty & Safety Net	2/26/2025	https://www.communitysolutions.com/resources/refundable-child-tax-credit
The role of federal funding in county budgets	Dylan Armstrong;#Suzanna Thiese	Topic: Poverty & Safety Net	2/24/2025	https://www.communitysolutions.com/resources/the-role-of-federal-funding-in-county-budgets
Summer EBT implementation in Ohio: Insights and recommendations from parents	Community Solutions Team;#Rachel Cahill	Topic: SNAP, Summer SNAP Program Features Visiting Fellow Rachel Cahill	2/21/2025	https://www.communitysolutions.com/resources/summer-ebt-webinar
Request for Proposal: Evaluation of The Great Minds Fellowship program	Emily Muttillio	Topic: Maternal & Infant Health	2/19/2025	https://www.communitysolutions.com/resources/rfp-great-minds-fellowship-program
Ohio House Children and Human Services committee state budget schedule	Tara Britton	Topic: Poverty & Safety Net, State Budget	2/19/2025	https://www.communitysolutions.com/resources/ohio-house-children-and-human-services-committee-state-budget-schedule
The Future of Medicaid in Ohio: Threats Facing Ohioans	Brandy Davis	Topic: Medicaid	2/17/2025	https://www.communitysolutions.com/resources/the-future-of-medicaid-in-ohio-threats-facing-ohioans
404 Page Not Found: Disappearing datasets	Suzanna Thiese	Topic: Poverty & Safety Net, Data	2/17/2025	https://www.communitysolutions.com/resources/disappearing-datasets
DeWine's proposed budget: Our first impressions on House Bill 96	Tara Britton	Topic: Poverty & Safety Net, State Budget	2/17/2025	https://www.communitysolutions.com/resources/dewines-proposed-budget-our-first-impressions-on-house-bill-96
Community Solutions Board Officers announced	Jason Kluk-Barany		2/14/2025	https://www.communitysolutions.com/resources/community-solutions-board-officers-announced
Summer EBT: A snapshot of parent experiences in Ohio	Rachel Cahill;#Kyle Thompson	Topic: Poverty & Safety Net	2/14/2025	https://www.communitysolutions.com/resources/sunbucks-summer-ebt-implementation
Memo issued by the White House puts funding for every nonprofit at risk (again)	Emily Campbell	Topic: Poverty & Safety Net	2/10/2025	https://www.communitysolutions.com/resources/memo-white-house-nonprofit-funding-at-risk-again
House budget hearings will use new committee structure	Kyle Thompson	Topic: Poverty & Safety Net	2/10/2025	https://www.communitysolutions.com/resources/house-budget-hearings-will-use-new-committee-structure
How Federal funding impacts Cuyahoga County human service nonprofits	Annette Iwamoto	Topic: Poverty & Safety Net	2/3/2025	https://www.communitysolutions.com/resources/federal-funding-cuyahoga-county-human-services
Request for Proposal for Infant, Early Childhood and Youth Behavioral Health Career Pipeline and Pathways	Emily Muttillio	Topic: Maternal & Infant Health	2/3/2025	https://www.communitysolutions.com/resources/iecmh-rfp-2025
5 resources that we trust when the news and information move quickly	Tara Britton	Topic: Poverty & Safety Net, Data	2/3/2025	https://www.communitysolutions.com/resources/5-resources-we-trust
Freeze? Unfreeze? Thaw? Advocacy works. So does litigation.	Emily Campbell	Topic: Poverty & Safety Net	1/29/2025	https://www.communitysolutions.com/resources/federal-funding-freeze-advocacy-ligation
Community Solutions welcomes new board members in 2025	Jason Kluk-Barany		1/27/2025	https://www.communitysolutions.com/resources/new-board-members-2025
When will Ohio have a final state budget? A timeline refresher	Tara Britton	Topic: Poverty & Safety Net, State Budget	1/27/2025	https://www.communitysolutions.com/resources/when-is-ohio-state-budget-final
Public Comments: Medicaid Work Requirements	Tara Britton;#Brandy Davis	Topic: Medicaid	1/27/2025	https://www.communitysolutions.com/resources/medicaid-work-requirements-public-comments
Medicaid work requirements would be costly to implement, leaving poorest Ohioans without health coverage: Tara Britton	Tara Britton	Topic: Medicaid	1/26/2025	https://www.cleveland.com/opinion/2025/01/medicaid-work-requirements-would-be-costly-to-implement-leaving-poorest-ohioans-without-health-coverage-tara-britton.html
WIC enrollment reduces infant mortality. A new Ohio law aims to increase access	Tara Britton	Featured Tara Britton	1/21/2025	https://www.idealstream.org/health/2025-01-21/wic-enrollment-reduces-infant-mortality-a-new-ohio-law-aims-to-increase-access
Data is never done, especially when it comes to representation	Eboney Thornton	Topic: Data	1/20/2025	https://www.communitysolutions.com/resources/data-is-never-done-especially-when-it-comes-to-representation
Remembering Bryan Jones, HIV survivor and advocate	Emily Campbell	Topic: Poverty & Safety Net, AFC, HIV/AIDS	1/20/2025	https://www.communitysolutions.com/resources/remembering-bryan-jones-hiv-survivor-and-advocate

Our recommendations for Job and Family Services funding in the state budget	Emily Muttillo	Topic: Poverty & Safety Net, State Budget	1/20/2025	https://www.communitysolutions.com/resources/our-recommendations-jfs-funding-state-budget
Tracking the Medicaid work requirement process in Ohio	Kyle Thompson	Topic: Medicaid	1/20/2025	https://www.communitysolutions.com/resources/tracking-medicaid-waiver-process
Ohio's Medicaid work requirement proposal sparks debate over coverage and job impact	Community Solutions Team	Topic: Medicaid Cited data from Community Solutions' blog, Ohio's proposed Medicaid work requirement could cost thousands of Ohioans their healthcare coverage	1/18/2025	https://dayton247now.com/news/local/ohios-medicaid-work-requirement-proposal-sparks-debate-over-coverage-and-job-impact-dewine-trump
At least 61,000 Ohioans would lose Medicaid benefits if Trump approves work requirement	Community Solutions Team	Topic: Medicaid Cited data from Community Solutions' blog, Ohio's proposed Medicaid work requirement could cost thousands of Ohioans their healthcare coverage	1/16/2025	https://www.cincinnati.com/story/news/politics/2025/01/16/ohio-will-ask-trump-to-approve-work-requirements-for-medicaid/77676258007/
Ohio's proposed Medicaid work requirement could cost thousands of Ohioans their healthcare coverage	Emily Campbell	Topic: Medicaid	1/13/2025	https://www.communitysolutions.com/resources/ohio-medicaid-work-requirement-lose-healthcare-coverage
Cuyahoga County shows access to maternity care is about more than proximity, think tank says	Emily Muttillo	Topic: Maternal & Infant Health	1/13/2025	https://www.ideastream.org/health/2025-01-13/cuyahoga-county-shows-access-to-maternity-care-is-about-more-than-proximity-think-tank-says
The Support Guide for Healthy Pregnancy may aid those working with birthing parents using substances while pregnant	Natasha Takyi-Micah	Topic: Maternal & Infant Health	1/13/2025	https://www.communitysolutions.com/resources/working-with-birthing-parents-using-substances-while-pregnant
Community Solutions' State Budget priorities for 2026-27	Tara Britton;#Brandy Davis;#Dylan Armstrong;#Kyle Thompson;#Natasha Takyi-Micah	Topic: Poverty & Safety Net, State Budget	1/13/2025	https://www.communitysolutions.com/resources/community-solutions-state-budget-priorities-for-2026-27
Health Survey - The Cleveland Health Survey is launching with a mission to better understand the health and wellbeing of residents across Cleveland neighborhoods.	Natasha Takyi-Micah		1/8/2025	https://www.youtube.com/watch?v=viH18C8KRWM&t=632s
Cuyahoga County Public Library's CEO to retire in June	Community Solutions Team	Topic: Community Solutions' Board Member	1/6/2025	https://www.crainscleveland.com/nonprofits-philanthropy/cuyahoga-county-public-library-ceo-retire
HB 7 Public Testimony: Improving WIC access	Tara Britton	Testimony on HB 7 highlighting the importance of WIC.	1/6/2025	https://www.communitysolutions.com/resources/hb-7-publictestimony

Medicaid work requirements hearing and written comments	Tara Britton	Topic: Medicaid	1/5/2025	https://www.communitysolutions.com/resources/medicaid-work-requirement-public-comments
New! Interactive Maps with data about women living in Ohio	Emily Muttillo	Topic: Poverty & Safety Net, Data	1/4/2025	https://www.communitysolutions.com/resources/interactive-maps-ohio-women



How to learn more about us

1. [Sign up for our newsletter here](#) or contact Eboney Thornton at ethornton@communitysolutions.com
2. Learn more about our history and the founding of Community Solutions in 1913: www.communitysolutions.com/about
3. Read our latest research: www.communitysolutions.com/research
4. Read our recent blogs: www.communitysolutions.com/blog
5. Connect with us on social media:
 - a. Facebook: www.facebook.com/CommunitySols
 - b. Instagram: www.instagram.com/community_solutions
 - c. LinkedIn: www.linkedin.com/company/the-center-for-community-solutions
 - d. X: www.twitter.com/CommunitySols
 - e. YouTube: www.youtube.com/@CommunitySols
6. Ask us questions! We're open to phone calls, emails, coffee, etc. in order to help you understand our work and the issues that matter to us.



Statement of Expectations and Commitments of Board of Directors

Each member of the Board of Directors of The Center for Community Solutions (“Community Solutions”) agrees to the following responsibilities. And all Board members can rely on their colleagues to comply with these expectations.

- 1. Understand and support the mission and goals of Community Solutions.** All Board members should be familiar with Community Solutions’ mission, goals, strategic plan, and history. Board members are expected to understand Community Solutions’ programs and services, and continuously learn about important issues facing the organization.
- 2. Understand and Support Community Solutions’ Commitment to Racial Equity.** All Board members must understand and value racial equity as an organizational operating principle and be committed to continued learning on issues related to race, equity, diversity, and inclusion.
- 3. Fully participate in all meetings of the Board of Directors.** All Board members are expected to attend all Board meetings. Although it is understood that conflicts arise that may necessitate absence, Board members will make attendance a high priority. Board membership will be reviewed for any member who misses more than two meetings in a calendar year. In addition, Board members will fully participate in board meetings, including reading materials in advance and participating in discussion and decision-making.
- 4. Fully participate on at least one Board Committee (ad hoc or standing committee).** Board members are expected to attend all meetings of the committees on which they serve and to fully participate in them.
- 5. Contribute expertise and strategic thinking.** Each Board member shall work to help develop and implement the strategies, policies, and programs that will further Community Solutions’ mission and make the Board more effective.
- 6. Participate in Community Solutions’ special events.** Board members are expected to attend Community Solutions’ special events, especially the Celebration of Human Services.
- 7. Represent Community Solutions to the general public.** Board members should speak on Community Solutions’ behalf, serve as ambassadors for Community Solutions, and allow their names to be used in support of Community Solutions.
- 8. Make an annual gift of personal significance to Community Solutions.** While no minimum amount is set, every Board member should make an annual financial gift of personal significance. This gift is in addition to in-kind contributions of time and other resources. The range of gift amounts from Board members is broad. Each Board member must determine the definition of a gift of personal significance.

9. Develop relationships. Board members may be asked to assist Community Solutions staff in relationship building, advocacy, and fundraising efforts by arranging introductions, signing letters to friends and associates, making solicitations, and otherwise opening doors to opportunities for the organization.

10. Disclose any potential conflict of interest with Community Solutions' policies or practices. Each year each Board member shall review, sign, and submit to the Chair the Code of Conduct Form, which includes a conflict-of-interest policy. In addition, all Board members shall inform Community Solutions when they change jobs or join the board of any other organization, so that Community Solutions can be made aware of potential conflicts.

I understand that as a member of the Board, I will be held accountable on an annual basis to the expectations and commitments stated above.

SIGNATURE OF BOARD MEMBER

DATE

Printed Name of Board Member



Directors and Employees Annual Code of Conduct Certificate 2026

Article III, Section 8, (b) of the Code of Regulations requires the execution by directors of Code of Conduct Certificate attesting to their adherence to the principles set forth in Section 8. CCS's Human Resources Policies, Section I – General, Reference No.'s 102 and 112 set forth policies addressing conflict of interest and confidentiality, respectively. Each person executing this document is attesting to his or her adherence to these policies. All directors and employees of Community Solutions shall complete this form annually and submit this form on or before January 31 to the Office of the Executive Director.

- A. As a director, and/or officer, and/or committee member or an employee in a position to influence or vote on policy or expenditures of Community Solutions I shall exercise good faith in all transactions relating to Community Solutions. I will not use my position or knowledge gained there from, directly or indirectly, to influence my conduct with regard to any personal interests including the personal interests of my spouse, other immediate family member or domestic partner; or the interests of any corporation, partnership, proprietorship, firm or association in which I have significant administrative responsibilities or in which I have any financial interest (or if a publicly traded company, an ownership interest of at least 5%) as a shareholder, partner, owner or otherwise; nor will I allow any such interest to influence a decision regarding the governance or administration of Community Solutions.
- B. All acts shall be undertaken for the benefit of Community Solutions with respect to transactions, activities or dealings related to Community Solutions.
- C. With respect to any proposed contract or other transaction between Community Solutions and myself or any party in which I have an interest (as stated above) considered by the Board of Directors, the officers or any committee of Community Solutions for authorization, approval or ratification, the following rules shall apply:
 - 1. Full disclosure of the relationship or interest shall be made to the Chair of the Community Solutions Board of Directors and President and CEO prior to discussion or action on such contract or transaction;
 - 2. I will present factual information and respond to questions, but will not participate in the discussion, deliberations or Community Solutions decision with respect to such contract or transaction, nor attempt to use any personal influence;
 - 3. The minutes of the meeting shall reflect the disclosure made, the vote taken and, where applicable, my abstention from voting and participating.
- D. I will safeguard sensitive Community Solutions information, which includes and is not limited to: strategies, policies or confidential information relating to programs, projects, research, customers or client information, information from other organizations that is not to be disseminated; and fiscal, salary or other personal and personnel information.

By signing this document, you acknowledge an understanding and agree to the statements made above.

Date: _____

Signature: _____

Print Name: _____



THE CENTER FOR EST. 1913
COMMUNITY SOLUTIONS
RESEARCH • ANALYSIS • ACTION

Photo/Video Release—Non-Employee

I consent and authorize The Center for Community Solutions, or any entity authorized by The Center for Community Solutions, to copyright, use and publish any of the images/video/other digital recordings in any format taken of me, or that of the minor child noted below, on this day. I understand these images may be used for a variety of purposes and may appear in multiple places including, but not limited to, our website, in publications/video presentations/emails and/or promotional materials. I also understand that The Center for Community Solutions will not use this material for any commercial gain. By signing below, I acknowledge I have read and understand this release.

Name (Print): _____

Signed: _____

Date: _____

*The Center for Community Solutions, 1300 East 9th St, Ste. 1703, Cleveland, OH 44114
216-781-2944 www.CommunitySolutions.com*

Board of Directors Profile

CORRESPONDENCE TO BE SENT TO: Personal Email () Business Email ()

SPECIAL NEEDS (e.g., dietary, wheelchair access): _____

NAME: _____ DATE: _____

PROFESSIONAL TITLE: _____

COMPANY/ORGANIZATION: _____

ADDRESS: _____

CITY/STATE: _____ ZIP CODE: _____

BUSINESS PHONE: _____ E-MAIL: _____

ASSISTANT'S NAME and EMAIL (if applicable) _____

HOME ADDRESS: _____

CITY/STATE: _____ ZIP CODE: _____

CELL PHONE: _____ DATE OF BIRTH: _____

SPOUSE'S NAME: (Mr. / Mrs. / Ms.) _____

CHILDREN:	1) _____	Date of Birth: _____
	2) _____	Date of Birth: _____
	3) _____	Date of Birth: _____
	4) _____	Date of Birth: _____

VOLUNTEER/CIVIC LEADERSHIP EXPERIENCE: _____

OTHER BOARD COMMITMENTS (Current): _____

INDIVIDUAL SKILLS/HOBBIES/INTERESTS: _____

AREAS OF EXPERTISE: _____

EDUCATIONAL BACKGROUND: _____

Signature: _____

Print Name: _____

Board of Directors: Demographic and Diversity Profile 2024

About

The questions below are modeled after the board diversity profile questions on GuideStar. The responses collected will be used **solely to assess the diversity of our board, to update our GuideStar profile, and to respond to funders if/when this information is requested.**

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Please only fill out information you are comfortable disclosing.

Your responses will be anonymous.

1. Race & Ethnicity (Check all that apply)

- | | | | |
|---|--|---|--|
| ☐ Asian/Asian American | ☐ Black/African American | ☐ Hispanic/Latino/Latina/Latinx | ☐ Middle Eastern/North African |
| ☐ Native American/American Indian/Alaskan Native/Indigenous | ☐ Native Hawaiian/Pacific Islander | ☐ White/European | ☐ Prefer not to say |

2. Gender Identity

- ☐ Female
- ☐ Male
- ☐ Non-binary
- ☐ Identify with another gender identity
- ☐ Prefer not to say

3. Transgender Identity

- ☐ Transgender

- ☐ Cisgender
- ☐ Identify with another gender identity
- ☐ Prefer not to say

4. Sexual Orientation

- ☐ Gay, Lesbian, Bisexual, or other sexual orientations in the LGBTQIA+ community
- ☐ Heterosexual or Straight
- ☐ Identify with another sexual orientation
- ☐ Prefer not to say

5. Disability Status

- ☐ Person with disability
- ☐ Person without a disability
- ☐ Prefer not to say

6. Veteran Status

- ☐ Yes
- ☐ No
- ☐ Prefer not to say

7. Comments (optional)

Thank you!

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