A. Chair’s Report, Scott Holbrook
   1. Approval of the Minutes of the November 17th Meeting (see page 3)
   2. Approval of the Minutes of the December 21st Meeting (see page 7)
   3. 2020 Annual Fund reminder
   4. Strategic Plan Update

B. Staff Presentation of 2020 Accomplishments (in order of appearance), Kathleen Crowther, President
   1. Deb Gulick, Business & Accounting Manager (see page 9)
   2. Dean Pavlik, Preservation Construction Manager (see page 10)
   3. Anne Doten, Development and Grants Manager (see page 11)
   4. Margaret Lann, Director of Preservation Services & Publications (see page 12)
   5. Abigail Enicke, Heritage Home Program Associate (see page 13)
   6. Lynice Willis, Heritage Home Program Assistant (see page 14)
   7. Gina Anderson, Heritage Home Program Assistant (see page 15)
   8. Jessica Beam, Heritage Home Program Associate (see page 16)
   9. Stephanie Phelps, Marketing & Events Specialist (see page 17)
  10. Katie Leskowitz, Development & Marketing Associate (see page 18)
  11. Jamie Miles, Preservation Programs Assistant (see page 19)
  12. Greg Malenda, Construction Specialist (see page 20)

C. Finance Committee Presentation, Mike Cummins, Treasurer, Tom Jorgensen, Chief Operating Officer
   1. 2021 Budget Presentation (see page 23)
D. New Business

E. Old Business

**Upcoming Board of Trustees Meetings (Zoom) at 5 pm:**
Tuesday, March 16
Tuesday, May 18
Cleveland Restoration Society

BOARD OF TRUSTEES
Meeting Minutes
Via Zoom Conference Call

Tuesday, November 17, 2020

All exhibits and attachments referenced herein are on file in the CRS office and are available upon request.

Trustees in Attendance

Dione Alexander          Greg Frost          Elizabeth Murphy
Dan Bergrin              Arne Goldman       Gordon Priemer
Dan Bickerstaff          Joe Gondek          Jodi Rich
Tom Boccia               James Haas           Bill Saltzman
Debbie Coakley           Tony Hiti            Jonathan Sandvick
Mike Cummins             Scott Holbrook       James Sosan
Joe Denk                 Bill Hubbard          David Stringer
Tom Einhouse             Joe Marinucci        Nirav Vakharia
Lin Emmons               Jim McCue            Robert Weeks
August Fluker            Crystal Montgomery

CRS Staff in Attendance

Kathleen Crowther and Tom Jorgensen

1. **Chair’s Report, Scott Holbrook**

   A. The minutes for the September 15th Meeting of the Board were amended to add Debbie Coakley as an attendee. Jonathan Sandvick moved to approve the minutes as amended. Tom Einhouse seconded the motion and it was approved unanimously.

   B. Scott provided a recap on the IDI surveys and Journey session facilitated by Dr. Talton.

   C. Scott reminded the Board that the first Board Strategic Planning Session with David Brown, was scheduled for December 8, 5-6:30 pm

   D. The Board was asked for a greater financial commitment to the 2020 Annual Fund to see CRS through these difficult times and to help close the gap in what will be a shortfall for next year. Everyone is in a different financial situation, but the Board was asked to increase their contribution to the Fund if they are in a position to do so.

2. **Special Report – Promote CRS via Linked-In**
Joe Gondek provided a primer on using LinkedIn and explained how to identify membership on boards and add CRS to your LinkedIn profile, which will help promote CRS.

3. **Finance Committee Report, Mike Cummins, Treasurer, Tom Jorgensen, Chief Operating Officer**

Mike Cummins and Tom Jorgensen provided an update on the 2020 and 2021 budgets. There are a few items in the final 2020 budget that remain uncertain, but they anticipate having final 2020 and 2021 budgets to present at the January Board Meeting. A deficit is projected for 2021. Expenses are forecasted to be up slightly due to filling some empty staff positions and the creation of a new position in construction services. The projected deficit is $80,000, which is about 5% of operating expenses. We have board and unrestricted reserves in excess of $1,000,000, which can be used to offset the deficit. The Board will be provided with the 2020 and 2021 budgets at the January Board meeting.

4. **Report – Newton Avenue Task Force**

Bill Saltzman discussed the due diligence that the Task Force has been conducting to determine whether to except the bequest. The Task Force will make a recommendation to the Executive Committee and then the Board. Bill sees it as a huge opportunity to develop an income producing real estate portfolio to diversify CRS’s revenue sources and not be so reliant on fundraising.

Kathleen Crowther gave an overview of how we came to know Jerry Maddox and the eight properties in his bequest. Kathleen confirmed that there are no conditions to the bequest.

August Fluker raised a concern that we might cause gentrification.

The Board discussed the possibility of setting up a conservation easement.

Joe Marinucci suggested that the Task Force needs to first determine CRS’s goals with owning the properties; whether it is to preserve them, build a real estate portfolio, maintain affordable housing in the area, or some combination thereof.

Crystal Montgomery led the Board through a photographic tour of the houses.

Jim McCue & Rob Weeks discussed the general conditions of the houses and the steps they have taken to assess the physical condition of the houses.

Jodi Rich explained how we would structure a legal entity to own the houses if we were to accept the bequest.

Tom Boccia discussed his work to develop a pro-forma to understand the financial impact of owning and leasing the houses. He is developing an operating budget.

Bill Hubbard discussed the requirements of Cleveland’s lead paint ordinance.

Rob Weeks discussed the recommendation to conduct a Phase 1 Environmental Site Assessment.

Tony Hiti recognized that it is good that we are embarking on the strategic planning process at the same time that we are considering the acceptance of the bequest and whether we can manage the properties in a manner that is cost effective and true to our mission.

5. **Conflict of Interest Matter:**
Kathleen explained that CRS Trustee Jim McCue is an employee of ECS Midwest LLC/ Solar Testing Laboratories. ECS has submitted a bid to complete the Phase 1 Environmental Site Assessment Report for Eight (8) Newton Avenue Houses for $1,900. This bid compares favorably to a bid for the same assessment from Terracon Consultants Inc. for $2,000. Jim will not be involved with the assessments. In such situations, the Board must approve the contract. Tim Einhouse moved to approve the contract with ECS Midwest. Tony Hiti seconded the motion and it was approved unanimously.

6. No new or old business

The meeting adjourned at 6:48.

Minutes submitted by Board Secretary, Bill Hubbard.
Cleveland Restoration Society

BOARD OF TRUSTEES
Special Meeting to Discuss Newtown Avenue Houses
Meeting Minutes
Via Zoom Conference Call

Tuesday, December 21, 2020

All exhibits and attachments referenced herein are on file in the CRS office and are available upon request.

Trustees in Attendance

Dione Alexander  Joe Gondek  Crystal Montgomery
Dan Bergrin    Scott Holbrook  Elizabeth Murphy
Dan Bickerstaff  Bill Hubbard  Dana Noel
Tom Boccia  Denise Huck  Bill Saltzman
Debbie Coakley  Joe Marinucci  Jonathan Sandvick
Greg Frost  Jim McCue  Robert Weeks

CRS Staff in Attendance

Kathleen Crowther and Tom Jorgensen

1. Recommendation of Newton Avenue Task Force

Scott Holbrook explained the background on the formation of the Task Force and Bill Saltzman explained the work that has been done.

Robert Weeks summarized the efforts taken to evaluate the condition of the houses and estimates to repair the vacant houses and maintain and upgrade the occupied houses.

Tom Boccia presented his analysis of potential cash flow scenarios and the development of a pro-forma for owning and managing the properties.

Tom Jorgensen explained the legal structure of ownership that the Task Force would recommend.

Tom and Kathleen explained how owning and managing the houses would affect the day to day work of CRS staff. Kathleen highlighted some of the capabilities of the staff, including experience formerly managing properties and construction projects.

Joe Marinucci introduced a motion approving CRS’s acceptance of the bequest; approving the transfer of the houses to an LLC to be formed later; and approving CRS’s management of the houses, including the authority to renovate the three unoccupied houses, until a long-term plan for the houses is developed. Jonathan Sandvick seconded the motion and it was approved unanimously.

Minutes submitted by Board Secretary, Bill Hubbard.
Debra Gulick

Business & Accounting Manager

Debra is an accounting professional with over 30 years of experience. As business and accounting manager, her duties include budgeting and reporting on operating and restricted funds to the treasurer, trustees, and funders and managing annual audit of financial statements. She records all receipts and expenditures using the QuickBooks Accounting Software System.

Debra has prior construction and real estate experience working with the Ozanne Construction Company and the Shaker Lakes Apartment Company, along with other organizations. Her insights on managing the finances of real estate are a boon to CRS.
DEAN PAVLIK

PRESERVATION CONSTRUCTION MANAGER

Dean Pavlik joined the Cleveland Restoration Society in July 2015, bringing forty years of hands-on construction expertise to our Heritage Home Program™. Dean uses his practical experience to consult with homeowners who are participating in the program to answer their questions on a variety of home improvement topics, from basic maintenance to detailed project planning. He works as an intermediary between contractors and homeowners.

Prior to joining the CRS Heritage team, Dean completed historic residential rehab projects as a private contactor, primarily in the Shaker Heights area. He has worked on projects throughout all phases of remodeling.
Anne Doten joined the Cleveland Restoration Society in February 2020. She has twenty years of experience in the nonprofit sector, including five years at a National Historic Landmark in Miami, Florida, where she secured and managed several million dollars in first-time federal grants from the National Park Service, the Federal Emergency Management Agency (FEMA), the National Endowment for the Arts, the National Endowment for the Humanities, and the U.S. Fish & Wildlife Service. She also secured and managed first-time grants from major foundations and corporations including the John S. and James L. Knight Foundation, American Express, and Tiffany & Co. Foundation. Anne oversees development at CRS, including membership, annual fund giving, grants, and special fundraising initiatives such as the marker sponsorship program for the African American Civil Rights Trail.

Anne holds a Master of Fine Arts in Creative Writing, a Master of Library and Information Science with a specialization in archives and special collections, and a Bachelor of Arts in Humanities.
MARGARET LANN
DIRECTOR OF PRESERVATION SERVICES & PUBLICATIONS

Margaret began her career at Cleveland Restoration Society in May 2013 as part of the Heritage Home ProgramSM team. Her duties included facilitating the home loan process, providing on-site technical assistance, and advising homeowners on best preservation practices. By 2016, Margaret became the program manager. As Manager, Margaret acquired additional responsibilities that included hiring and training staff, managing internal operations and engaging with potential partners to introduce the program.

In October 2017, Margaret became the Manager of Development and Publications. In this role, she was responsible for managing membership and trustee engagement, facilitating donor stewardship, and managing grants. At this time, Margaret became editor of Facade and all other CRS publications.

In January 2020, Margaret transitioned to Manager of Preservation Services and Publications and, in January 2021, she was promoted to Director. In this role, Margaret provides technical assistance and building assessments, conducts surveys and facilitates historic designation. She also manages special projects, such as the African American Civil Rights Trail, designed to use historic preservation as a community development and place-making tool. Through these community engagement efforts, she is able to diversify the listing of Cleveland landmarks and historic districts and build a stronger historic preservation constituency in previously under-represented neighborhoods. Margaret continues as editor of Facade magazine and has oversight over other CRS publications.

Margaret remains involved with community outreach and enjoys creating educational workshops, giving presentations, and representing CRS at area events. Margaret is a member of the Cleveland Heights Landmark Commission and adjunct professor at Ursuline College. Margaret holds a Master of Arts in Historic Preservation from Ursuline College.
Abigail Enicke joined the Cleveland Restoration Society as a Heritage Home ProgramSM (HHP) Assistant in October 2019 and transitioned into the Heritage Home Program Associate position in January 2020. Through her position in the Heritage Home ProgramSM, Abigail provides assistance to homeowners as they navigate the loan process, conducting site visits, and processing applications. Abigail also supports the HHP and CRS staff on other events and programs.

Prior to working for CRS, Abigail worked as a Historic Resources Specialist for the Conservation Corp of Minnesota and Iowa. Here, she assisted the Minnesota Department of Natural Resources with the collections management duties of Croft Mine Historical Park and Hill Annex Mine State Park. By working in the Parks' archives, Abigail catalogued historic documents and materials, preserved them for future storage, and provided community outreach to local interest groups.

Abigail is a graduate of the University of Louisiana at Lafayette, having earned her M.A. in Public History there in May 2017.
LYNICE WILLIS

HERITAGE HOME PROGRAM\textsuperscript{SM} ASSISTANT

Lynice Willis was hired as a temporary worker in 2020, and in 2021 joined the organization as a part-time Heritage Home Program Assistant\textsuperscript{SM}. Through her position in the Heritage Home Program\textsuperscript{SM}, Lynice helps homeowners learn more about the program and provides information about the various services available to them.

Lynice brings over 20 years of administrative and database management experience to the organization, mainly in higher education. Lynice holds a BA in Business Administration and Marketing from Baldwin Wallace University.
REGINA ANDERSON

HERITAGE HOME PROGRAM℠ ASSISTANT

Regina Anderson joined the staff as a Heritage Home Program Assistant in 2020. Through her position in the Heritage Home Program℠, Gina assists homeowners as they begin renovation projects by providing information, answering questions, and scheduling site visits. Additionally, Gina supports the HHP and CRS staff on events and programs.

Gina is a certified urban planner and brings along experience working in large cities, rural areas, and engagement with diverse communities in addressing property needs and revitalization. Gina has worked on and managed renovations in her own older houses. Gina has long engaged in diversity and race training, most recently with small-cohort intensive group work aimed at relational transformation among participants.
Jessica Beam joined the Cleveland Restoration Society as a Heritage Home Program℠ (HHP) Assistant in September 2018 and was promoted to HHP Associate in 2019. She works within the Heritage Home Program℠ and facilitates loan applications, provides technical assistance and preservation advice to homeowners. Jessica also assists with other events, programs, meetings, and workshops provided by the HHP and CRS in communities across Northeast Ohio.

Prior to working with CRS, Jessica worked as a Park Ranger for the National Park Service at James A. Garfield National Historic Site. With the National Park Service, she worked as an interpreter, educator, and helped maintain the historic property. Jessica taught educational programs at elementary schools across northeast Ohio and helped facilitate field trips and special programs at James A. Garfield National Historic Site and Cuyahoga Valley National Park, as well as giving talks locally about various aspects of 1850s-1900s culture and architecture.

Jessica is a recent graduate of Ursuline College in Pepper Pike, having earned her M.A. in Historic Preservation in May of 2018.
Stephanie Phelps joined Cleveland Restoration Society in June of 2019 as the Marketing and Events Specialist. In this capacity she increases connections to the Cleveland story via event planning and production. Bringing over twenty year experience in journalism and media, leveraging opportunities for local, regional, and national media coverage is primary to her position. Stephanie is responsible for the marketing and production of signature programs including the Community Luncheon, Celebration of Preservation and the Annual Benefit. She produces several small member events throughout the year including SNOOP! tours of local historic preservation projects.

Prior to joining CRS, Ms. Phelps carved out a journalistic and media niche throughout Greater Cleveland. Her achievements cover a wide spectrum across the broadcast, print and digital landscape. As a consummate questioner and one-on-one interviewer, her skills and engaging style have garnered interviews with leading figures including Ranking Member of the U.S. House of Financial Services Committee, The Honorable Maxine Waters; former Ohio Congressman Dennis Kucinich, and U. S. Representative for Ohio's 11th congressional district, Marcia Fudge. Other notable interviews include film maker Tyler Perry, in addition to noted author and Professor of Sociology at Georgetown University, Dr. Michael Eric Dyson.

Stephanie has also worked as a Public Information Officer and in workforce development, with a focus on youth. She holds a BA in Mass Communications and Journalism from Kent State University.
KATIE LESKOWITZ

DEVELOPMENT & MARKETING ASSOCIATE

Katie Leskowitz joined the Cleveland Restoration Society as a Development and Marketing Assistant in June 2019 and was promoted to an Associate in 2021. She works within the Development department, assisting with event planning, fundraising, and membership. Katie also assists with writing and editing grant proposals, the monthly email newsletter, Perspectives, our semi-annual magazine, Facade, and manages the CRS social media accounts.

Prior to working with CRS, Katie gained preservation experience in her role as an intern for the German Village Society, where she wrote house histories for their residents. Katie was also a museum education intern at the Smithsonian Center for Folklife and Cultural Heritage and helped develop STEM and arts-based activities for the 2017 Folklife Festival. During her undergraduate studies, Katie worked at the Ohio State University Archives, photographing artifacts for their upcoming exhibitions.

Katie is a recent graduate of the Ohio State University, having earned her B.A. in History in May of 2019.
Jamie Miles joined the Cleveland Restoration Society in September of 2019 as Preservation Programs Assistant. She works with both the Heritage Home Program, helping homeowners navigate the program’s many available services, and with Preservation Services, assisting CRS’ committee work, programming, and services offered to our community partners.

Jamie is a graduate of Case Western Reserve University, having earned her B.A. in Art History, and is currently working on her M.A. in Historic Preservation at Ursuline College. Prior to working for CRS, Jamie was an intern for the City of Cleveland Heights’ Department of Planning and Development. There, she assisted the City’s Historic Preservation Planner in researching historic properties, performing survey work, and staffing the Landmarks Commission. She has also worked for the Museum of Contemporary Art as an Engagement Guide, interned for the Cleveland Museum of Art’s Collections Management Department, and volunteered extensively as a DJ and former Program Director at CWRU’s college radio station, WRUW-FM. Outside of work, Jamie enjoys exploring the Midwest with the Rust Belt Coalition of Young Preservationists and Sixth City Young Preservationists.
GREG MALENSDA

CONSTRUCTION SPECIALIST

Greg Malenda joined the Cleveland Restoration Society in June 2020 to work on the Dall-Mays houses and shortly after, was promoted to a seasonal Construction Specialist. In December 2020, Greg was promoted to a full-time Construction Specialist. Greg brings over twenty years of hands-on construction expertise to our Heritage Home ProgramSM. Greg uses his practical experience to consult with homeowners who are participating in the program to answer their questions on a variety of home improvement topics, from basic maintenance to detailed project planning. He works as an intermediary between contractors and homeowners.

Prior to joining the CRS Heritage team, Greg owned 2nd Chances Construction & Landscaping. Greg was responsible for managing and supervising all aspects of construction projects.
KATHLEEN H. CROWTHER

Kathleen H. Crowther has been President of the Cleveland Restoration Society (CRS) since 1987. Under her leadership, CRS has become a nationally recognized historic preservation organization that plays a vital role in resolving challenging preservation issues in the urban, suburban, and outlying regional areas of northeast Ohio. During her tenure, she has led CRS through the acquisition and rehabilitation of the Sarah Benedict House into a regional center for historic preservation and overseen the creation of groundbreaking programs such as the Heritage Home Program®, the Sacred Landmarks Assistance Program, and African American Cultural Heritage initiatives, including the publication of CRS’s first book.

Kathleen is currently an advisor to the National Trust for Historic Preservation representing the State of Ohio. She was elected by her peers as the first local executive director to chair the National Trust's Statewide and Local Partners Program. Kathleen was also selected for the first class of arts leaders by National Arts Strategies to attend a program at Stanford University’s Graduate School of Business. She has become involved on an international basis as a participant in the Courants Program of the French-American Foundation (New York, NY), as a Visiting Scholar at the American Academy in Rome, and as a US member of the International Committee structure of ICOMOS (International Commission of Monuments and Sites).

Kathleen has a BA in Art History from Case Western Reserve University and an MS from Cleveland State University's College of Urban Affairs, where she is a part-time Instructor.
Since November 2011, Thomas A. Jorgensen has been the Chief Operating Officer of the Cleveland Restoration Society. Tom has played an integral role in the growth of the Cleveland Restoration Society for over thirty years, during which time CRS has progressed from being a volunteer-run organization to its current form of twelve professional staff members, a headquarters building, endowment, and programs in the community. His record of trusteeship in terms of dedication, commitment, and strategic focus is unsurpassed. His focus of operations with CRS currently is the Heritage Home Program℠, which he has worked to reinvigorate.

Tom had a forty-four-year legal career at the Cleveland firm Calfee, Halter & Griswold LLP, where he led the practice in Employee Benefits and Executive Compensation. His record of leadership in the field is extensive – he has served in numerous roles for the International Bar Association, the American Bar Association, the American College of Employee Benefits Counsel, the International Pension and Employee Benefits Lawyers Association, the US Chamber of Commerce and the Internal Revenue Advisors Group. He has testified to Congress, lectured throughout the world, and has been selected as a leading American lawyer for decades by Chambers USA, Best Lawyers in America, and Ohio’s Super Lawyers.
## Cleveland Restoration Society
### Budget for 2021

<table>
<thead>
<tr>
<th></th>
<th>2019 Results</th>
<th>2020 Budget</th>
<th>2020 Results (Actual through 11/30/20 and forecast through 12/31/20)</th>
<th>2021 Budget</th>
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<td><strong>Income</strong></td>
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<td>Service Fees &amp; Public Grants</td>
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<td>Add back OAC and CAC Cares Grants</td>
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<tr>
<td>Add back from Accumulated Reserves</td>
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