1) Chair’s Report, Scott Holbrook
   a) Approval of the Minutes of the January 21 Meeting
   b) Trustee Dashboards forthcoming
   c) Sponsorship of Celebration of Preservation
   d) Nominating & Trustees Committee

2) Strategic Plan, Bill Hubbard
   a) 2021 Completion to date
      i) Public survey
      ii) Three topical focus groups
      iii) One-on-one meetings with Executive Committee members
      iv) Three sessions: Mission, Vision, Values
      v) One-on-one meeting planning initiated
      vi) Strategic planning committee working on mission, vision, values
      vii) Next Steps

3) Strategic Work Plan 2021 Overview, Kathleen Crowther
   a) Structure of the Plan
   b) Thrive through the close of the pandemic
   c) Maintain engagement via virtual events and social engagement
   d) Increase Heritage production, deliver for City of Cleveland
   e) Fully fund second small deal, book third small deal; evaluate neighborhood commercial areas for pipeline development; add more investors as the need arises.
f) Prioritize Civil Rights Trail, submit 3 markers, fundraise for remaining markers, establish website plan, make progress on scholarship

g) Transition Newton Avenue houses, rehab vacant houses, develop resident engagement

h) Spotlight Dall-Mays houses, develop next development steps

i) Assist 18 sacred landmark congregations, light last steeple

j) Continue advocacy work at public meetings, take action on mothballing policy matter

4) Financial Report, Tom Jorgensen
   a) 2020 Audit
      i) To be presented to Finance Committee at meeting on May 12, 2021
      ii) To be presented to the Board at meeting on May 18, 2021

   b) 2021 Forecast

   c) PPP Award $173,630 ($146,978 in 2020)

   d) Recent Grants Awarded
      i) 5th Marker Funded: $10K Marous Brothers Construction
      ii) Ohio Humanities (Civil Rights Trail, scholars/website/programming/advertising, $19,844)

   e) Outstanding Grant Requests
      i) National Park Service (Cory Methodist, exterior masonry/terracotta repairs, $500K)
      ii) Ingalls Foundation (Newton Avenue $50K over two years)
      iii) National Trust African American Fund (Cory Methodist, stained glass restoration/repair, $105,050)
      iv) Ohio History Connection CLG (East Mt Zion, historic structure report for exterior serpentine stone replacement, $20K)
      v) Cleveland Foundation (Newton Avenue, $165K over two years)
      vi) City of Cleveland Citywide Development Assistance (Heritage Home Program: $179K + “Stabilizing Cleveland’s Historic Neighborhoods Program” (demo pipeline): $25K)

5) Old Business

6) New Business
   a) Small Deals Ohio Historic Tax Credit, Joe Marinucci

Upcoming Board of Trustees Meeting (Zoom) at 5 pm:
Tuesday, May 18

Upcoming CRS Events on Zoom:
March 24, Heritage Home Program Information Session
April 14, Heritage Home Program Information Session
April 21, Rehab 101
April 28, Heritage Home Program Information Session
May 12, Heritage Home Program Information Session
May 19, Researching Your Home
May 20, Celebration of Preservation (awards program)
May 26, Heritage Home Program Information Session
June 9, Heritage Home Program Information Session
June 16, Maintaining Your Home’s Exterior (*new*)
June 23, Heritage Home Program Information Session
July 14, Heritage Home Program Information Session
July 21, Historic Districts 101 (*new*)
August 11, Heritage Home Program Information Session
August 18, Wood Windows: Repair or Replace
The minutes for the September 15th Meeting of the Board were amended to add Debbie Coakley as an attendee. Gordon Premier moved to approve the minutes as amended. Pastor Quincy seconded the motion and it was approved unanimously.

B. Scott thanked the Trustees for their contributions to the 2020 Annual Fund.

C. Scott gave an update of the strategic planning process. Facilitator, David Brown, has sent out a survey to 5,000 recipients. David will next be conducting three small focus group sessions with 10-15 stake holders and a handful of 1:1 meetings with stakeholders, which will be used for the upcoming planning session. The three focus groups are focused on: (1) Heritage Home Program; (2) African American Heritage; and (3) what is CRS's position in the community and how can CRS work with other community organizations to fulfill its mission. Those will be held in February and March.
2. Staff Reports
   A. Kathleen introduced the 2020 Year in Review. She and the staff summarized CRS’s achievements over the past year.
      i. Deb Gulick, Business & Accounting Manager – explained efforts to adapt to the pandemic and work from home requirements, and management of the Sara Benedict House.
      ii. Dean Pavlik, Preservation Construction Manager – discussed the Heritage Home Program and discussed remote and in-person appointments.
      iii. Anne Doten, Development and Grants Manager – explained the grants and fundraising strategies, including the CARES Act Emergency Funding. We were awarded 14 of the 18 grants for which we applied.
      iv. Margaret Lann, Director of Preservation Services & Publications – explained the preservation services that CRS undertook. We have continued our focus on the intersection between heritage and preservation and equity and inclusion. This involves work in the Lee Seville neighborhood, the African American Civil Rights Trail, and the development of a Community Engagement Committee. The first three sites of the Trail have been selected and an announcement is forthcoming once the property owners approve. Margaret also explained the work done to stabilize the Dall-Mays Houses as well as work of the Advocacy and Public Policy Committee.
      v. Abigail Enicke, Heritage Home Program Associate; Jessica Beam, Heritage Home Program Associate; Lynice Willis, Heritage Home Program Assistant; and Gina Anderson, Heritage Home Program Assistant – explained the work of the Heritage Home Program, highlighting a few projects and the fact that the program is now city-wide for Cleveland. We received a massive response from mailings. The number of inquiries, technical assists, site visits, and loans signed were reviewed.
      vi. Stephanie Phelps, Marketing & Events Specialist – explained the community engagement, media relations, and public relations efforts and activities of CRS.
      viii. Jamie Miles, Preservation Programs Assistant – explained the work done with the Stabilizing Cleveland’s Historic Districts program in which CRS surveys the properties that are on the City’s demolition list to identify any properties that should be removed from the list. They surveyed 66 properties.
      ix. Greg Malenda, Construction Specialist – discussed his work on the Dall-Mays Houses, site visits, and the work that they will be doing to renovate the Newton Avenue Properties.

3. Finance Committee Presentation
   A. Mike Cummins, Treasurer and Tom Jorgensen, Chief Operating Officer, presented the 2021 Budget. Mike explained that we have an adjusted net income for 2020 of $71,539, which includes a $147,000 PPP loan as well as two other grants totaling $53,000 for pandemic assistance. For 2021 we anticipate a net income deficit of $222,099. After depreciation and other grants, we anticipate $113,014 drawdown on accumulated reserves. However, we anticipate applying for the second round of PPP loan in the amount of $160,000, which is not included in the current budget. Gordon Premier moved to approve the 2021 Budget. Robert Weeks seconded the motion and it was approved unanimously.
4. No new or old business

The meeting adjourned at 6:48.

Minutes submitted by Board Secretary, Bill Hubbard.
Cleveland Restoration Society presents a virtual CELEBRATION OF PRESERVATION AWARDS in 2021

Awards are selected by a jury of historic preservation experts and architects. Awards are given to individuals, businesses, and organizations for historic preservation projects that demonstrate excellence, community impact, innovation, and outstanding commitment to historic preservation.

Members of the 2021 Jury:

- Crystal Montgomery, Assoc. AIA
- Marie-Rose Andriadi, Assoc. AIA
- W. Daniel Bickerstaff II, AIA, NOMA, NCARB
- Arne Goldman, AIA, NCARB, LEED AP
- Joe Gondek
- Jud Kline, FAIA
- Antonia Marinucci, RA
- Eric Pros, AIA
- Yolita Rausche, Assoc. AIA

The Celebration of Preservation is held each year to recognize exemplary historic preservation projects across northeast Ohio. The awards highlight and showcase recently completed projects and bring together the people that make them happen.

This year we present the awards virtually and invite you to join our online broadcast, to celebrate with us from a distance, yet still always together.
Make History When You Sponsor the 2021 Celebration of Preservation Virtual Awards Broadcast

SPONSORSHIP OPPORTUNITIES

This 2021 virtual Celebration of Preservation is the perfect opportunity to support historic preservation and the places you and your organization care about. As a sponsor, your company will receive exposure to an expansive online audience of architects, planners, city representatives, and nonprofits across greater Cleveland. Please secure your sponsorship by Friday, May 7, 2021.

Sponsorship Packages

Parapet Sponsor $5,000 ($4,965 tax deductible)

- Your company positioned as The Parapet Sponsor* in all promotions
- Video Spotlight during awards program
- Individual E-blast highlighting your company sent to 3,000+
- Includes all Capital level sponsor benefits

*Limit 1 Parapet Sponsor

Capital Level Sponsor $2,500 ($2,465 tax deductible)

- E-blast promoting your company sent to 3,000+ Logo recognition and special expression of thanks during the program
- Promo of company on social media
- Recognition in fall issue of Facade magazine
- AIA awards and newsletter recognition

Pillar Level Sponsor $1,500 ($1,465 tax deductible)

- E-blast promoting your company 3,000+
- Logo recognition during the program
- Promo of company on social media
- Recognition in fall issue of Facade magazine
- AIA newsletter recognition

Cornice Level Sponsor $750 ($715 tax deductible)

- Logo recognition during the program
- Promo of company on social media
- Recognition in fall issue of Facade magazine
- AIA newsletter recognition
2020 CELEBRATION OF PRESERVATION VIRTUAL AWARDS SPONSOR FORM

Thursday, May 20, 2021
Beginning at 7 p.m.

You may register online at www.clevelandrestoration.org/2021-celebration-of-preservation or return this form with your check to Cleveland Restoration Society, C/O Debra C. Gulick, 630 Kenilworth Road, Bay Village, OH 44140. *Please secure your sponsorship by May 7th.

- Parapet Sponsor ($5,000) ($4,965 Tax Deductible)
- Capital Level Sponsor ($2,500) ($2,465 Tax Deductible)
- Pillar Level Sponsor ($1,500) ($1,465 Tax Deductible)
- Cornice Level Sponsor ($750) ($715 Tax Deductible)

Company Name: ____________________________________________________________________________
Name: ______________________________________________________________________________________
Contact Name (if different): _____________________________________________________________________
Address: ____________________________________________________________________________________
City: __________________________ State: ____________ Zip: ____________
Phone: ______________________________________________________________________________________
Email: ______________________________________________________________________________________

FOR MORE INFORMATION PLEASE CONTACT:
Stephanie Phelps sphelps@clevelandrestoration.org (216) 260-4604 or (216) 570-9438

*Please consider registering for your sponsorship online. This will avoid potential delays with the U.S. Postal Service
Cleveland Restoration Society
2021 Strategic Work Plan Goals

Overall Administration of Organization
1. Navigate CRS through the pandemic, protecting staff and clients throughout.
2. Consider and implement new ways for CRS to thrive, not simply survive, the pandemic.
3. Continuously manage CRS’s limited financial resources through careful control of expenses and active fund raising efforts.
4. Seek new grant funds in the amount of over $1 million to support CRS’s preservation initiatives, including brick and mortar grants for landmarks.
5. Support and participate in CRS’s strategic plan and racial equity training.

Heritage Home Program℠                             Budget Revenue $435,126
1. Operate an excellent home repair and improvement program across CRS communities paying special attention to vulnerable parties such as the elderly.
2. Target Production for 2021 is 105% of the three year average over 2018 - 2020. Outstanding production for 2021 is 105% of the highest level of production in any one of the last four years.
3. Train new staff and plan for seasonal assistance with management support.
4. Collaborate as an outstanding partner with the City of Cleveland administration and Council Members.
5. Be communicative with Cuyahoga County on linked deposit.
6. Work with new KeyBank staff on various loan situations.
7. Manage $2-3 million escrow funds with awareness to protect customers along the way.
8. Secure four instances of major media attention for Heritage.
9. Produce and present virtual programming for homeowners, including HHP Information Sessions and special presentations, incorporating two new special presentations into the rotation
10. Continue to nurture connection with participating cities and CDCs
11. Update and improve Salesforce database to better streamline internal processes

Vulnerabilities:
1. Continuation of Pandemic reduces investment confidence.
2. Loss of county linked-deposit funds.
3. Restrictions from KeyBank on lending.
4. Interest rate increases from KeyBank and/or Third Federal.
5. Staff gets overwhelmed with inquiries and cannot keep up with program deadlines.

Membership & Annual Fund                Budget Revenue $167,500
1. Continue to stay on top of timely notification of membership renewals.
2. Continue to mine defaulted members to renew those resources.
3. Conduct four (4) virtual SNOOPS! as “members-only” events to increase membership.
4. Develop 1-2 new strategies to cultivate new members and donors.
6. Produce 12 issues of CRS’s e-newsletter, Perspectives.
7. Produce additional e-communications as issues arise and as advisable without compromising open rate.
8. Develop new social media strategies and virtual content to leverage limited staff time while expanding CRS’s impact.
Vulnerabilities:
1. CRS staff gets stretched too thin and does not keep up with timely notifications.
2. Response of the defaulted members may peak and only a few are attracted back.
3. Annual Fund donors do not increase or donations do not increase.
4. Staff has difficulty in scheduling enough SNOOPS! to impact membership statistics.
5. The absence of in-person events during the pandemic reduces interest in joining or renewing.
6. Social media strategies take more time than anticipated.

<table>
<thead>
<tr>
<th>Two Large Events (virtual or in-person)</th>
<th>Budget Revenue $94,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Produce high-quality events with revenues to support programs – Celebration of Preservation (awards) ($20,000) and Community Luncheon ($74,000).</td>
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<tr>
<td>2. Diversify sponsors to build budget capacity.</td>
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<td>3. Increase outside publicity, including TV coverage.</td>
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<tr>
<td>4. Tie events to CRS preservation programs and issues where possible.</td>
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<tr>
<td>5. Maintain new Code of Conduct and Confidentiality and Conflict of Interest statements for the awards jury.</td>
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<tr>
<td>6. Coordinate with the AIA on the two new award categories they would like to develop and add to the program.</td>
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</tbody>
</table>

Vulnerabilities:
1. Each event is a major production that strains our small staff. CRS makes it look easy and smooth but it is often highly stressful with behind-the-scenes challenges. Each event is an “all hands on deck” across the organization with all other matters on hold until its completion.
2. CRS is highly dependent on a base of consistent sponsors whose decisions we do not control. The pandemic may affect these sponsors.
3. Preservation awards are selected by a committee of AIA and CRS members, with CRS having a one-vote majority. There are times when jury members are slow or do not complete their work. There have been disagreements about projects.

<table>
<thead>
<tr>
<th>Small Deals Program</th>
<th>Budget Revenue $37,500</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Conclude Bristol Apartment project investment.</td>
<td></td>
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<tr>
<td>2. Review application for third investment in Moreland House.</td>
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<tr>
<td>3. If Moreland House is evaluated as a good investment, match with an investor. Then work to close investment.</td>
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<tr>
<td>4. Survey Cleveland Foundation target areas for potential NR-eligible properties.</td>
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<tr>
<td>5. Conduct outreach with each CDC to consider tax-credit eligible projects</td>
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<tr>
<td>6. Deploy the expertise of the Small Deals Committee to create a feasibility plan for 1-3 of these properties.</td>
<td></td>
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<tr>
<td>7. Deploy the expertise of the Small Deals Committee to create a profile of a small deals investor(s) to attract additional capital.</td>
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</tbody>
</table>

Vulnerabilities:
1. The Bristol project is not completed and therefore the investment cannot be completed.
2. The Bristol project is not certified and therefore the investment cannot be completed.
3. CRS cannot attract an investor for the Moreland House.
4. Staff is spread thin and does not conduct survey of Cleveland Foundation target areas.
5. Staff cannot obtain the attention of the local CDCs, perhaps due to the pandemic.
6. The Small Deals Committee does not have the requisite expertise or time to conduct the feasibility plan for 1-3 properties in the Cleveland Foundation target areas.
7. The Small Deals Committee does not have the requisite expertise or time to develop the profile of the small deals investors.

<table>
<thead>
<tr>
<th>Demo Pipeline Project</th>
<th>Budget Revenue $25,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Review the properties referred to CRS by the Building &amp; Housing Department on a timely basis.</td>
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<tr>
<td>2. Develop additional property lists using data from NEOCANDO’s NST program (Neighborhood Strategy Technology).</td>
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<tr>
<td>3. Improve the review process to provide best possible information to the department.</td>
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<tr>
<td>4. Develop scenarios and strategies to move potential properties into the hands of preservation-sensitive owners.</td>
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</tr>
</tbody>
</table>

Vulnerabilities:
1. Building & Housing Department ceases the relationship and CRS loses the funding to conduct this work.
2. The scenarios and strategies developed are so slow that the continued survival of identified properties are at risk.

<table>
<thead>
<tr>
<th>African American Heritage</th>
<th>Budget Revenue $22,667</th>
</tr>
</thead>
</table>

African American Civil Rights Trail
1. Make significant progress on establishing the African American Civil Rights Trail by selecting the first three sites to be researched and submitted to the Ohio Historical Marker program.
2. Toward the end of the year, select the second three sites to be researched and submitted to the Ohio Historical Maker program.
3. Publicize the announcement of each site.
4. Secure several instances of major media attention for the Trail.
5. Initiate the website to contain the information on the Civil Rights Trail.
6. Contract with professional historians as fund raising allows.
7. Continue to fundraise for the fabrication, transit and installation expense for up to six additional markers on the Trail.
8. Consider the purchase of ads from WCPN/WCLV, etc. to promote the trail and website.

Vulnerabilities:
1. The community engagement committee is unable to decide which sites to mark, seriously impeding selection process.
2. Staff is ineffective in obtaining publicity and major media exposure and in initiating the website.
3. Contract price is insufficient to attract professional historians.
4. Fundraising is unsuccessful, donor fatigue sets in.

Lee-Seville and Lee-Harvard
1. Continue to market and sell the Black Suburbs book.
2. Market the sale of the book and CD as a package.
3. Complete the third book discussion group.
4. Resubmit the Old Miles Heights Ohio Historical Marker.
5. Consider conducting additional oral histories under the tutelage of Todd Michney.
6. Secure major media coverage for the book and/or heritage character of neighborhood.

Vulnerabilities
1. Interest in the Black Suburbs book wanes or is saturated.
2. There is a lack of time to conduct additional oral histories.

Cory United Methodist Church
1. Work with Sacred Landmarks committee and Cory to assess the building envelope of the church, and the stained glass windows in the dome.
2. Submit a grant proposal to the National Park Service to undertake the nomination of building to the National Register of Historic Places, and to provide grant funds for the preservation of the exterior envelope. ($500,000)
3. If grant is awarded in August 2021, begin the research for a NR nomination.
4. If grant is awarded in August 2021, begin the process to select an architecture firm and masonry consultant, develop drawings and specifications and bid the project.
5. Submit a Letter of Interest to the National Trust for Historic Preservation to restore the stained glass windows of the dome.
6. Initiate discussion with the Jewish Community Federation regarding its potential financial role in assisting with this project.
7. Secure several instances of major media attention related to Cory’s role in the Civil Rights movement, and our partnership, especially if major grants are awarded.

Vulnerabilities
1. The Sacred Landmarks Committee cannot prioritize the Cory assessment.
2. Staff runs out of time to submit the National Park Service proposal.
3. The grant for Cory is declined by the National Park Service and/or the National Trust for Historic Preservation.
4. Staff does not reach out to the Jewish Community Federation.

East Mt. Zion Baptist Church
1. Support the church in its desire to preserve the building.
2. Work with the Sacred Landmarks committee to assess the building envelop, the HVAC systems and stained glass windows.
3. With support from the church, submit a grant request for funding to nominate the building to the National Register of Historic Places.
4. If the grant comes through, nominate the building to the National Register.
5. Secure major media attention for the efforts of the congregation to restore its church, and for the nomination of the church to the NRHP if funding is secured.

Vulnerabilities:
1. The church decides to demolish the building instead of rehabilitating it.
2. The Sacred Landmarks Committee does not have enough time to assess the church property.
3. CRS staff does not submit the grant request due to time or competing priorities.
4. The grant to nominate the church to the NRHP is declined and therefore the nomination does not proceed.
1. Communicate with 5 tenants, develop relationship
2. Complete lease process with each
3. Determine how much, when to increase rents, change over water/sewer expense
4. Communicate with Councilman, Famicos, UCI
5. Rehab three vacant houses
6. Rent three vacant houses
7. Maintain existing houses
8. Develop concepts for deeper engagement – events, local design review, brochure
9. Secure media attention for CRS's positive role in Newton Avenue.

Vulnerabilities:
1. Problems arise between CRS and the existing tenants, leases are not completed for all tenants.
2. Plans for small rent increases or take-over of water/sewer are met with strong objections from tenants.
3. Outreach to local stakeholders is incomplete or ineffective.
4. Problems arise with the rehab and renting of the three vacant houses such as cost over-runs, contractor disputes, longer than expected completion schedules and slow rent-up.
5. Staff runs out of time to develop deeper engagement with the tenants.

<table>
<thead>
<tr>
<th>Dall Mays Houses</th>
<th>Revenue Budget $12,500</th>
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</thead>
<tbody>
<tr>
<td>1. Complete the install of two roofs.</td>
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<tr>
<td>2. Meet the neighbors, establish good relationship.</td>
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<tr>
<td>3. Initiate discussion with CDC regarding future use of properties.</td>
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<tr>
<td>4. Secure funding or partnership to conduct due diligence for conversion to new use.</td>
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<tr>
<td>5. If advisable, take action on land surrounding houses to secure future development.</td>
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<tr>
<td>6. Secure major media attention for the project.</td>
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</tbody>
</table>

Vulnerabilities:
1. Problems occur with the roofing contractor which slow or stop the installation of the roofs.
2. CRS is unable to be in touch with the neighbors due to the pandemic or for other reasons.
3. The CDC is non-responsive to CRS's outreach.
4. CRS staff does not find the time to secure the surrounding land.

<table>
<thead>
<tr>
<th>Sacred Landmarks</th>
<th>Budget Revenues $ 0</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Staff must conclude the Steeple-lighting project now. We must work with Iglesia on W 14th street to define the work program for full funding from Cleveland Foundation. Develop the specifications for construction repair to the steeple and lighting plan, moving close to construction.</td>
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<tr>
<td>2. CRS staffs the work of the Sacred Landmarks Support Initiative. The committee meets 10 – 11 times per year.</td>
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<tr>
<td>3. Staff will assist with the setting up of site visits and production of reports.</td>
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<tr>
<td>4. Staff responds to requests for information and assistance outside of the working group. This year, it is estimated that 18 congregations will be provided information ranging from referrals to site visits and deeper engagement.</td>
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</tbody>
</table>

Vulnerabilities:
1. Currently the Sacred Landmarks group is very cohesive and its members collaborative. It is possible that this strength could dissipate if leadership changes or particular members drop out.
2. The group appears to have one expert per area which creates a vulnerability.
3. CRS needs financial support to operate this important service, but has none at this time.
4. There is a huge need for capital for this building type, the clearest reflection of Cleveland’s cultural diversity and often top-quality architecture in any single neighborhood. We may not find a source for such capital.

<table>
<thead>
<tr>
<th>Advocacy and Public Policy</th>
<th>Budget Revenues $ 0</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Staff will attend approximately 24 meetings of the Cleveland Landmarks Commission. When a demolition of a landmark is proposed, CRS will publicly oppose the demolition. As appropriate, CRS will provide technical assistance when projects are referred to CRS by the commission. When invited to add commentary on a non-demolition project, CRS will do so to its best ability and to support the Landmarks Commission.</td>
<td></td>
</tr>
<tr>
<td>2. Staff will support the Advocacy &amp; Public Policy Committee of the Board. Currently, the members of the committee are actively involved in the Demo Pipeline project which is very helpful.</td>
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<tr>
<td>3. The Committee is drafting a white paper on mothballing to be submitted to the county land bank. The committee will complete this paper and develop a strategy to present it.</td>
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<tr>
<td>4. Staff is assigned to provide technical assistance to three local design review committees: Ohio City, Magnolia - Wade Park and Detroit-Shoreway. Service on these committees represents a significant investment of our staff resources.</td>
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<tr>
<td>5. CRS staff will prioritize supporting the federal and state historic investment tax credit as an essential tool in our community.</td>
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<tr>
<td>6. For any large advocacy effort, CRS should work to secure major media attention.</td>
<td></td>
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</tbody>
</table>

Vulnerabilities:
1. By its nature, advocacy has a hard time planning its work if an unexpected demolition issue arises. In that instance, other activities can be sacrificed.
2. Advocacy issues are best approached carefully as opposite views can result in bad feelings, possibly damaging CRS’s reputation. Typically, the voice of CRS is restricted to 1-2 people to avert this possibility.
3. In advocacy issues, CRS hopes to attain a compromise which supports the community good, if possible. Some issues cannot provide any benefit, but others can if CRS deploys smart negotiation skills.

March 12, 2021
## Forecast versus Budget for 2021

<table>
<thead>
<tr>
<th></th>
<th>2021 Budget</th>
<th>2021 Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Fees &amp; Public Grants</td>
<td>475,298</td>
<td>690,965</td>
</tr>
<tr>
<td>Private Grants</td>
<td>173,600</td>
<td>173,600</td>
</tr>
<tr>
<td>Operating Revenue</td>
<td>564,841</td>
<td>564,841</td>
</tr>
<tr>
<td>Other Income</td>
<td>77,303</td>
<td>77,303</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>1,291,042</td>
<td>1,506,709</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Costs</td>
<td>443,072</td>
<td>440,572</td>
</tr>
<tr>
<td>Staffing Expense</td>
<td>1,070,069</td>
<td>1,070,069</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>1,513,140</td>
<td>1,510,640</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>(222,098)</td>
<td>(3,931)</td>
</tr>
<tr>
<td>Add Back Depreciation</td>
<td>36,929</td>
<td>36,929</td>
</tr>
<tr>
<td>Add back payment of Strategic Planning Costs from Board Designated Reserves</td>
<td>19,150</td>
<td>19,150</td>
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<tr>
<td>Add back OAC and CAC Cares Grants</td>
<td>53,006</td>
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</tr>
<tr>
<td>Add back from Accumulated Reserves</td>
<td>113,014</td>
<td></td>
</tr>
<tr>
<td><strong>Adjusted Net Income</strong></td>
<td>0</td>
<td>52,148</td>
</tr>
</tbody>
</table>