



ACCESS HOUSING BOARD OF DIRECTORS Candidate Application Packet

For over 37 years, ACCESS Housing has dedicated its work to helping families maintain a safe home for raising their children. Since its founding in 1983, ACCESS Housing looks to provide relevant services for our immediate local community. From our traditional housing units to wrap-around services to food pantry items, ACCESS Housing has evolved with the needs of our community. Visit our website acchouse.org to understand our current operations, families served and ways to get involved today.

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VISION

Create a community where people have access to stable housing and supportive services.

MISSION

ACCESS Housing empowers families in our community who are experiencing homelessness with the solutions to achieve housing stability and self-sufficiency.

VALUES

- Respect - At ACCESS Housing, we honor everyone's perspective.
- Dignity - It's a person's right to feel valued, and at ACCESS Housing, we value every person.
- Inclusion - ACCESS Housing is committed to diversity in all of its forms, and we appreciate individuality.
- Integrity - At ACCESS Housing, we strive to always do the right thing.
- Empowerment - Through upholding the values above, ACCESS Housing seeks to empower people with the resources, skills, and confidence to enact positive change for oneself, the agency, and the community at large.

ACCESS Housing's Board of Directors Candidate Packet

Dear Potential Board of Directors candidate,

We are pleased that you are interested in ACCESS Housing's Board of Directors. In this packet, you will find helpful information to guide you through our process.

Our Board of Directors is seeking several passionate, dedicated individuals representing multi-cultural perspectives and/or life experiences to join our Board. Our board members provide strategic vision, oversight and resources to help further the vision, mission, and values of ACCESS Housing.

At this time, we are both a small organization and a small board. One thing that unites us is our vision for growth and bias toward action. We work collaboratively to solve big problems and analyze opportunities – it is imperative that future board members share the same collaborative approach.

We require that candidates attend one board meeting so you can see how our board operates. Please send an email to ashley.dalzell@acchouse.org to let us know your availability so we can send you a calendar invitation. Our board meetings are every two months, held virtually via Google Meet. If after attending the board meeting, you continue to be interested, the active board members will vote to bring on new members.

Sincerely,

Elizabeth DiGiacomo, Board President

Katie Horowitz, Board Treasurer

Carrie Craig, Board Member

Ashley Dalzell, Executive Director

BACKGROUND INFORMATION

The primary role of the board is to promote and fulfill the organization's mission. The three primary roles of the board include establishing mission and direction, ensuring the necessary resources of funds and leadership to implement the mission, and providing legal and fiduciary oversight.

1. *Duty of Care*: Take care of the nonprofit by ensuring prudent use of all assets, including facilities, people, and good will.
2. *Duty of Loyalty*: Ensure that the nonprofit's activities and transactions are, first and foremost, advancing its mission; Recognize and disclose conflicts of interest; Make decisions that are in the best interest of the nonprofit corporation; not in the best interest of the individual board member (or any other individual or for-profit entity).
3. *Duty of Obedience*: Ensure that the nonprofit obeys applicable laws and regulations; follows its own bylaws; and that the nonprofit adheres to its stated corporate purposes/mission.

Specifically, ACCESS Housing has a strategic and fundraising board in which day-to-day operations fall under the purview of the executive director, while the agency's strategic direction and sustainability are the focus of the board in conjunction with the executive director.

Current Priorities:

- Individuals with lived experience,
- Individuals with expertise in complex financial management, such as an experienced Accounting Manager, Controller, Chief Financial Officer, Financial Advisor, or similar role,
- Individuals with a strong history of philanthropic development,
- Individuals with access to marketing, advertising, public relations, or communications expertise and resources,
- Individuals with subject matter expertise in strengthening families, specifically a public health perspective, and
- Individuals with best practice human resource management expertise.

BOARD ELIGIBILITY & EXPECTATIONS

Eligibility, expectations and qualifications of ACCESS Housing board membership include:

- Understanding of and commitment to ACCESS Housing's mission and values, upholding and honoring ACCESS Housing's by-laws.
- High sensitivity to the needs and barriers of people experiencing homelessness, and willingness to engage in continuous learning on the topic of homelessness.
- A commitment to the board for the length of your term. Members shall hold office for three (3) years or until a successor to that seat is qualified. Length of service on the Board shall be limited to three (3) consecutive three-year terms; however, the Board may grant a waiver to permit an additional three-year term in office.
- Preparation for and active participation in board meetings and board communications (including emails) to ensure connection and current understanding of organization's goals, strategies, and priorities. Members must attend five of the six bi-monthly (every two months) board meetings each year and the Board's annual retreat (when scheduled).
- A willingness to take responsibility for board duties and to work together with understanding, mutual support, and respect.
- Serve to support and advise on organization's strategic goals.
- Basic understanding of non-profit budgets and fiduciary responsibilities, with the ability to understand financial statements with training. All board members must protect assets and provide proper financial oversight.
- Contribute financially at an individually meaningful level. Gifts from board members of time and/or talent may contribute to this requirement.
- Grow the organization by identifying and engaging others who can be helpful to the cause as potential supporters, potential donors or board members, and proactively promoting the organizations in conversations with friends, colleagues, and broader networks.
- Select, support, and evaluate the Executive Director through ongoing coaching and support, as well as an annual performance evaluation.
- Provide support for fundraising efforts, e.g. meeting with potential major donors, providing event planning support, and engaging in foundation or corporate research and outreach.
- Help identify personal connections that can benefit the organization's fundraising and reputational standing, and can influence public policy.

An example of a board member's time commitment in any given two-month period:

- Meeting preparation: 1-2 hours
- Bi-monthly board meeting: 1.5 hours
- Committee work: 0 - 3 hours
- Misc. (email communication, reviewing documents, consulting with ED): 1.5 - 6 hours

Total hours of work in a two-month period: 4 – 12 hours

BOARD APPLICATION

Applicant Information:

Full Name				
Address		City	State	Zip
Phone	Email			
Occupation / current employer				

Checklist:

1. In April 2022, our Board members approved our current Strategic Plan for the next three years. That plan outlines five overarching goals, which are listed below. Please check one or more of the following strategic goals that you would like to be involved with:

- Remain a shelter, and focus on case management efforts, and homelessness prevention support.
- Maximize value of existing shelter units with a focus on full capacity.
- Work to increase physical footprint by the end of the third year.
- Move funding towards “unrestricted” sources.
- Develop a sustainable base of corporate sponsors and other unrestricted funding sources through brand development and potential public relations.

2. Can you make a three-year commitment to the responsibilities outlined in this packet?

Yes No

Questions:

In a typed document, please respond to the following questions in the form of a brief (750 words or less) candidate statement.

1. What makes the ACCESS Housing mission meaningful to you?
2. Tell us about your previous board experience (if applicable), and relevant work experience (e.g. employment, volunteer work, etc.).
3. Describe how you will leverage your networks, expertise, resources as well as your personal and professional connections to support the mission of ACCESS Housing?

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4. Do you have any concerns or worries about joining the board, including potential conflicts of interest?

Additional Requests:

1. Please include your most recent resume with your application
2. Please provide three personal or professional references:

Personal or Professional Reference #1			
Full Name		Title	
Address		City	State Zip
Phone	Email		
Occupation / current employer			
Relationship to Personal or Professional Reference			

Personal or Professional Reference #2			
Full Name		Title	
Address		City	State Zip
Phone	Email		
Occupation / current employer			
Relationship to Personal or Professional Reference			

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Personal or Professional Reference #3			
Full Name		Title	
Address		City	State Zip
Phone	Email		
Occupation / current employer			
Relationship to Personal or Professional Reference			

Signature

Date

Please return application to:

Ashley Dalzell, Executive Director
ACCESS Housing of Adams County Inc.
Ashley.dalzell@acchouse.org



3 Year Strategic Goals

Over the course of the 2021 calendar year, the ACCESS Housing board participated in a series of training events that culminated at the end of the 2020-2021 fiscal year in working to set the agency's strategic goals over the next three years. By taking a deep dive into the agency's overall operations, fiscal integrity, 5-year TANF contract as of Sept 2021 and specific unit- renovation, the overarching directive for our agency's forthcoming strategic plan is for **ACCESS Housing to look for ways to grow opportunistically around our core operation of non-congregated shelters, focused on strong case management services.**

Based on that charge, the board voted at their October 2021 Board Meeting on these five, overarching strategic statements as the goals of our next three-year plan:

1. Remain a shelter, and focus on case management efforts, and homelessness prevention support.

Past history has demonstrated that being a landlord is not our agency's strength and that others currently in the marketplace are far more advanced as Low-to-Moderate-Income (LtMI) developers and landlords. With all eight shelter units operational at the start of our 2021-2022 fiscal year, the quality of our case management efforts and uniqueness of our shelter setting is how we make an impact.

2. Maximize value of existing shelter with a focus on full capacity.

Our agency's niche is our non-congregated shelter set-up along with the on-property case management services offered. We provide a 9-week assistance program to families regrouping to make the transition to successful housing stability delivered through a "neighborly" approach, which is a unique aspects of our culture.

3. Work to increase physical footprint by the end of the third year.

The success of our unit-renovations in 2021 and the strength of our new AdCo TANF contract builds upon the strong financial start to our 2021-2022 fiscal year and creates momentum for our agency to add 6 – 12 additional units. Our focus on increasing Non-Congregate Shelter (NCS) capacity matches the focus of our surrounding gov't partners and economic needs of our larger community.

4. Move funding toward "unrestricted" sources.

With five signed, government contracts anchoring our 2021-2022 fiscal year, financial diversity is the next step in a prudent agency directive. As such, the board discussed yearly increments of 30% / 40% / 50% over the next three years in total overall revenue as potential targets to be derived from sources that give latitude to spend as needed. Generally, restricted sources don't provide adequate allotment to cover core operating expenses. The target amount uses the current AdCo TANF grant of our shelter operations in year 1 as the base number.

5. Develop a sustainable base of corporate sponsors and other unrestricted funding sources through brand development and potential PR.

Use our current shelter renovation successes as the catalyst for strengthening our brand with various partners – both new and old – for greater community investment with ACCESS Housing's NCS plans and case management services. Even though ACCESS Housing has been around for over 38 years, the agency lacks a strong fundraising base of corporate sponsors through time.