

REGIONAL BOARD VOLUNTEER TOOLKIT

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OneOhio Recovery Foundation Regional Board Volunteer Toolkit

The OneOhio Recovery Foundation's Regional Board Volunteer Toolkit is a living resource that will continue to evolve over time. Updates and improvements will be made based on valuable feedback and input from key stakeholders, ensuring the Toolkit remains a relevant and effective guide for volunteers. This collaborative approach helps us better support the important work happening across Ohio.

Version	Description	Release Date	
	Version 1 of the OneOhio Regional Board Volunteer Toolkit was developed	January 26, 2022	
	and released in 2022 by local government associations to support local		
	appointing authorities during a critical early phase of the OneOhio		
	Recovery Foundation's work. At that time, the Foundation was focused on		
Version 1	making the very first appointments to its Board of Directors and Regional		
	Boards. The Toolkit provided essential guidance and resources to help		
	local leaders identify, recruit, and appoint qualified volunteers to these		
	important roles, laying the groundwork for the Foundation's long-term		
	success.		
	Version 2 of the OneOhio Regional Board Volunteer Toolkit was developed		
	by OneOhio Recovery Foundation staff, building on the original framework		
	with updated guidance and resources. This revised edition reflects		
Version 2	valuable input from local government association partners to ensure it	April 25, 2025	
Version 2	meets the evolving needs of appointing authorities and volunteers. The		
	updated Toolkit is designed to further strengthen the Foundation's		
	regional structure and support a transparent, conflict-free, and inclusive		
	appointment process moving forward.		

WELCOME LETTER

Dear Regional Board Volunteer:

On behalf of the OneOhio Recovery Foundation and the associations representing local government officials throughout Ohio, we thank you for accepting your appointment to serve as a OneOhio Recovery Foundation Regional Board Volunteer. Your commitment and leadership are vital to the success of our collective mission—to ensure Ohio's opioid settlement funds are used responsibly, equitably, and effectively to support prevention, treatment, and recovery efforts across Ohio.

We're excited to share this new Regional Board Volunteer Toolkit with you—an evolution of the original resource first created to assist local governments as they prepared to make their first appointments in 2022. This version has been thoughtfully developed in collaboration with regional board volunteers and other key stakeholders to better serve you and the communities you represent.

As we've embraced the OneOhio mission, working together to advance recovery across the state, we've heard from many past and current volunteers that learning from other regions' experiences would be valuable. The updated Toolkit is filled with practical tips, success stories, and lessons learned. For example, you'll learn how different regions are making sure those with lived experience are represented on their boards, what creative ways they're building connections with their communities, and much more.

We know every region is different, and there's no one-size-fits-all solution, but we hope the Toolkit gives you some inspiration as you embrace your role in your OneOhio region.

Thank you again for your dedication to this meaningful work. Together, we are building a stronger, healthier Ohio.

With gratitude,

Alisha NelsonExecutive Director



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ONEOHIO RECOVERY FOUNDATION OVERVIEW

The OneOhio Recovery Foundation is here to make a real difference in the lives of Ohioans impacted by addiction and to help prevent substance use disorder before it starts.

As a nonprofit charitable organization, we're responsible for managing 55% of the opioid settlement funds our state receives—holding the pharmaceutical industry accountable for its role in the opioid crisis. OneOhio's portion of the settlement funds goes directly toward evidence-based, forward-looking prevention, treatment, and recovery efforts to support Ohioans. By working hand in hand with local partners, we're committed to creating lasting change, supporting those in recovery, and building a future where fewer Ohioans struggle with addiction.

Established in December 2021, the Foundation is led by Executive Director Alisha Nelson and governed by a 29-member, all-volunteer board. Nineteen members are appointed by OneOhio's 19 regional boards, which play a key role in identifying local organizations for funding. The remaining 10 members are appointed by the governor, attorney general, and legislative leaders.

Each of OneOhio's 19 regions is represented by its own board, made up of local volunteers who bring deep knowledge of their communities' needs.

OUR VISION

Ohio is a place where hope thrives, families are strong, and everyone has what they need to live with purpose and dignity.

OUR MISSION

To save lives, prevent substance misuse, promote recovery, and build resilient communities through partnership, advocacy, and innovation by investing in effective strategies.



ONEOHIO REGIONAL BOARD OVERVIEW

Making a Difference Through Volunteering

Volunteering to serve on a OneOhio Regional Board is a meaningful way to support your community alongside other local leaders, advocates, and changemakers dedicated to advancing substance use disorder prevention, treatment, and recovery efforts. For municipal leaders and elected officials, this volunteer role offers a unique opportunity to elevate your community's voice, shape strategies that address local needs, and contribute in a way that complements—but remains separate from—your official duties. Through this experience, you'll build relationships, deepen your understanding of regional programs, and be inspired by stories of recovery and resilience. Your volunteer leadership sends a powerful message of commitment to your community's health and future.

"Serving on the OneOhio Region 13 Board gives me the opportunity to be part of the solution making sure settlement dollars are invested where they will have the most impact."

Sabrina Christian-Bennet, Portage County Commissioner

OneOhio's Commitment to Transparency

OneOhio is deeply committed to accountability, ensuring that all resources entrusted to the Foundation are used strategically to improve the lives of Ohioans—particularly in communities most impacted by the opioid crisis. With a focus on long-term impact, we strive to fund meaningful solutions that prevent substance use disorder and support individuals on their path to treatment and recovery. This responsibility drives us to operate with integrity and purpose in every aspect of our work.

Upholding Transparency and Accountability in the Regions

House Bill 33 (135th Ohio General Assembly), which took effect in October 2023, clarified the legal structure of the OneOhio Recovery Foundation and its constituent regional boards. Under Ohio Revised Code Section 182.02, both the Foundation and its regional boards are exempt from Ohio's Open Meetings Law.

However, while the law generally exempts the Foundation from open meeting requirements, it mandates that meetings of the full board of directors must be open—unless a majority of the quorum votes to enter executive session.

In alignment with the Foundation's commitment to transparency, we recommend that full meetings of the regional boards—including virtual meetings—also be open. [More guidance on virtual meetings is provided on page 14 of the Toolkit.]

Volunteer Status

As a nonprofit organization, the OneOhio Recovery Foundation considers regional board members to be volunteers of the Foundation. Even if you are a local elected official or government employee, your appointment to the regional board is in a <u>volunteer capacity</u>—not as a representative of your official position.

By adhering to the Foundation's policies and procedures, particularly those related to the grant review process, both the regional board and its members are covered under the Foundation's insurance policy.

Role of Regional Volunteers

Regional board volunteers play a vital role in the Foundation's mission. Their responsibilities include:

- Reviewing grant applications and providing funding recommendations to the Foundation
- Appointing a Regional Board Representative to serve on the Foundation's Board of Directors

Responsibilities of Regional Volunteers

Active and committed participation from volunteers is essential to the success and integrity of the Regional Board's work. Each member plays a key role in ensuring funding decisions are informed, fair, and impactful. To that end, volunteers are expected to fulfill the following responsibilities:

- Actively engage in the work and meetings of the regional board
- Review and adhere to the regional board's bylaws
- Uphold a fair, transparent, and accountable grant review process
- Participate meaningfully in grant evaluations and deliberations
- Stay informed about the behavioral health needs within your OneOhio Region
- Utilize data and relevant information to guide decision-making and funding recommendations

Grantee Engagement

As a OneOhio Regional Board volunteer, you will have opportunities to engage with OneOhio-funded projects and organizations throughout the grant lifecycle. Your involvement will help celebrate and amplify the impact of local initiatives while supporting the Foundation's mission. Opportunities may include:

- **Grantee Site Visits & Events:** Regional volunteers will be invited by OneOhio staff to attend site visits, ribbon cuttings, and other grantee-hosted events as they are scheduled.
- Evaluation Reports: All grantees submit progress reports to the Foundation each
 January and July. After review and analysis, the Foundation's Evaluation Team will
 share region-specific reports with volunteers to highlight program progress and
 outcomes.
- **Mission Moments:** Regional meetings are encouraged to feature a "Mission Moment," where a grantee shares their story and work. OneOhio staff will help coordinate these presentations upon request.

It is important to note that OneOhio staff are responsible for all aspects of grantee oversight and compliance as part of the Foundation's fiduciary responsibilities. To ensure clear, consistent communication and maintain fairness across all funded organizations, Regional Board volunteers must coordinate all interactions with grantees through OneOhio staff.

Time Commitment of Regional Volunteers

Regional board activity is coordinated in alignment with the guidance and direction of the OneOhio Recovery Foundation. While the Foundation's leadership and Board of Directors serve as the primary decision-makers, regional board volunteers play an important advisory role by reviewing applications and making local funding recommendations.

During active grant cycles, volunteers can expect an increase in time commitment. Each grant application typically takes about 20 minutes to review, and regional boards may meet more frequently during these periods to discuss applications and support the Foundation's efforts in ensuring thoughtful, community-informed decisions.

BEST PRACTICES FOR REGIONAL BOARD MEMBERSHIP

Preventing Conflicts of Interest

When appointing members to serve on a regional board, it's important to carefully consider and avoid potential conflicts of interest. Based on feedback and observations from the 2024 Regional Grant Cycle, the Foundation has determined that **individuals planning to apply for funding within their region may not serve on the regional board in any capacity.**

To help maintain transparency and trust in the grantmaking process, additional guidance on recognizing and avoiding actual, potential, or perceived conflicts of interest will be provided at the start of each grant cycle.

Volunteer Appointment Guidance

The original Toolkit developed to help local governments establish the 19 OneOhio Regions included recommended guidelines for selecting regional board volunteers:

"It is recommended that Regions incorporate the participation of private sector community members, such as experts in treatment, abatement or prevention, and those with lived experience in the epidemic, in the Region's governance.

Including the participation of private sector individuals in the determinations of a Region's submissions of projects and programs to the statewide Foundation Board for funding, and the selection of the Region's representation to the statewide Foundation Board, furthers the statewide Foundation Board's nongovernmental, nonprofit structure."

The Toolkit, provided by the OneOhio Recovery Foundation to the 19 regional boards, reinforces the original guidance encouraging the inclusion of private sector representatives in regional board membership. As of April 2025, however, most regional boards are primarily composed of local government employees and elected officials.

The Foundation strongly encourages regions to seek out and include non-elected officials in their board membership to ensure a broad range of life experience, perspectives, and professional expertise—strengthening the board's ability to make well-informed, community-centered funding recommendations.

Case Studies

Below are examples from two regions that include private-sector individuals in their regional board membership.

Region 2

Region 2's bylaws require the regional board to include individuals who represent the following areas and experiences:

- Two individuals with lived experience related to addiction or recovery
- An educator
- A mental health professional
- A business leader
- A faith community leader
- A hospital representative

Region 7

Region 7's bylaws require that each county appoint two individuals to the regional board:

- A private sector representative with lived experience related to the impact of opioids (such as someone in recovery or a family member)
- A private sector representative with professional expertise in treatment, prevention, or abatement of substance use

Checklist of Best Practice for Regional Board Membership

We have behavioral health experts on our regional board.
When focusing on a specific abatement strategy or funding priority, we ensure that relevant expertise is represented on our regional board.
Our regional board volunteers have knowledge of local substance use disorder community needs and service gaps.
Individuals with lived experience, including impacted family members, are appointed to our regional board.
We have worked to ensure our regional board volunteers reflect a range of

Consideration of actual, potential, or perceived conflicts of interest has been given to each potential volunteer.					
We have considered individuals involved in the continuum of care, including those from treatment providers, recovery facilities, and emergency response units.					
We have considered the involvement of organizations that address social determinants of health, social service providers, resource/education centers, and foith based organizations serving impacted areas					
faith-based organizations serving impacted areas.					

Finding New Regional Board Volunteers

Regional boards and their appointing authorities are encouraged to actively engage with a variety of community groups when seeking new members. Proactive outreach can help ensure a diverse range of perspectives and experiences are represented. Consider notifying the following organizations about board openings:

- Local drug prevention coalitions
- Your local Stepping Up coalition
- Your local Alcohol, Drug and Mental Health (ADAMH) board
- Statewide advocacy organizations, such as Ohio Citizen Advocates for Addiction Recovery (OCAAR), the National Alliance on Mental Illness-Ohio (NAMI-Ohio), and OhioPRO
- Local colleges and universities
- OneOhio Recovery Foundation staff, who maintain a list of individuals who have expressed interest in serving on regional boards

Orienting New Regional Board Volunteers

The OneOhio Recovery Foundation staff will host regular volunteer orientation sessions to welcome and prepare new regional board members.

In addition to these Foundation-led sessions, Region 15 has implemented a best practice by conducting its own local orientation. As part of this process, the board secretary shares key materials—such as the bylaws, previous meeting minutes, and other relevant documents—with the new volunteer. Additionally, the two existing regional board volunteers from the same county personally reach out to welcome the new member and offer support by answering any questions they may have.

REGIONAL GRANT REVIEW COMMITTEES

Region Board Volunteers vs. Grant Review Volunteers vs. Foundation Board Directors

Торіс	Regional Board Volunteers	Regional Grant Review Committee Volunteers	Region-Appointed Foundation Director
Access to Full Application Details	X	~	The role of region-
Review and Score Applications	X	~	appointed OneOhio Recovery Foundation Board Directors is limited at the region level. They may only apply for funding to a region other than the one they represent. Please see page 17 for more information.
Apply for Funding to Your Region	X	X	
Apply for Funding to Another Region	>	~	
Deliberate and Vote on Applications with No Identified Conflicts	✓	~	

Role of the Regional Grant Review Committee

Each region is responsible for identifying grant reviewers to form a Regional Grant Review Committee. This committee may consist of the full regional board or a designated subcommittee, which can include individuals who are not members of the regional board. Regions are encouraged to involve private sector stakeholders—such as subject matter experts in OneOhio abatement strategies and individuals with lived experience related to substance use disorders—to help inform regional grant decisions.

The committee is responsible for reviewing grant applications and making funding recommendations to the regional board. To protect the integrity and confidentiality of the process, only members of the Regional Grant Review Committee will have access to the full content of each application. Access will be granted only after members have completed all required conflict of interest documentation and training.

 Region 3: Divided the grant review workload by abatement strategy. Each subcommittee was responsible for reviewing applications related to a specific strategy. Subcommittees presented their recommendations to the larger Grant Review Committee, which then further narrowed the list before submitting final recommendations.

- **Region 15:** All board members participated in the grant review process. However, they collaborated by county, with each county delegation submitting a single, collective score for each application.
- Region 18: The regional board is composed of local elected officials and government employees. To support the grant review process, each county appointed a local expert to serve on the Grant Review Committee. The committee selected a chairperson—an individual affiliated with their local community foundation—to help lead the process. The committee reviewed and deliberated on all applications, then submitted a list of recommended projects to the Region 18 board for final consideration.

Selecting Regional Grant Reviewers

To uphold the integrity and fairness of the grant review process, regional boards should carefully consider who is selected to serve as grant reviewers and represent their region. Ideal candidates should meet the criteria outlined below.

Grant Review Committee Members Should:

- Meet all requirements expected of regional board members, including:
 - Completion of the OneOhio Annual Volunteer Commitment Form, which includes a Conflicts of Interest section
 - Attestation to ethical, non-discriminatory, and transparent practices

Grant Review Committee Members Must:

- Not apply for grant funding within their region
- Have minimal or no individual or organizational conflicts of interest with the applications under review

Note: Being a competitor could be considered a conflict of interest. Additional information regarding conflicts of interest and examples will be made available prior to the start of each grant cycle.

BYLAWS BEST PRACTICES

As regional boards reorganize, the following bylaws best practices and sample language are provided for your consideration. These examples reflect approaches taken by various regions to help ensure flexibility, transparency, and effective board operations.

Vacancies

Region 4: Any vacancy on the board, arising at any time and for any reason, shall be filled in accordance with the appointment process specified for that position in Section _____. If the responsible governmental unit does not fill the vacancy within sixty (60) days, the board may appoint a replacement.

Region 6: Vacancies shall be filled by nomination and a majority vote of those present. Appointed individuals will serve the remainder of the unexpired term.

Region 9: Any vacancy on the board shall be filled in accordance with the appointment process outlined in Section _____. If the respective governmental unit does not act within sixty (60) days, the remaining county representatives may fill the vacancy.

Region 13: In the event of a board vacancy, the board shall coordinate with the appointing organization to ensure a new member is appointed within fourteen (14) calendar days. The newly appointed member will serve for the remainder of the term.

Virtual Meetings

Regional boards may hold meetings through remote or electronic means, including but not limited to telephone or video conferencing, provided all participants can communicate contemporaneously. Participation by these means shall count as attendance.

Attendance

OneOhio Recovery Foundation: Each board member is expected to attend no fewer than seventy-five percent (75%) of board meetings each year. Absences may be excused for good cause, at the discretion of the chair in consultation with the board.

Region 9: Directors may not have more than three consecutive unexcused absences per year; exceeding this limit will constitute a vacancy. Absences may be excused for good cause, as determined by the chair in consultation with the board.

Additional Bylaws Considerations

To enhance flexibility and efficiency, regional boards may want to consider the following bylaw revisions:

Meeting Scheduling Flexibility: Regions are encouraged to remove rigid meeting schedules from their bylaws. This allows boards to adjust meeting timing based on the grant cycle or evolving regional needs.

Authority to Add Board Members: Region 13's bylaws permit the addition of board members to bring in specific expertise.

Example: "Additional board members may be added from time to time with a written affirmative vote of three-fourths of the board. The bylaw amendment must specify the manner of selection for such members."

ROLE OF REGION-APPOINTED FOUNDATION BOARD DIRECTORS

Metro and Non-Metro Region appointees to the OneOhio Recovery Foundation's Board of Directors serve as strategic leaders, working collaboratively with fellow board members to provide direction, develop policies, and guide operations that support the long-term success of the Foundation.

In addition, these appointees are expected to maintain active engagement with their respective OneOhio Regional Boards to foster strong communication and support between the Regions and the Foundation.

To maintain the integrity of the funding process, Metro and Non-Metro appointees to the Foundation's Board of Directors may not apply for funding from the region they represent.

Qualifications

Region-appointed Foundation directors should be deeply committed to the mission of the Foundation and possess a strong understanding of the challenges faced by Ohioans impacted by substance use disorders. Ideal candidates are enthusiastic about the Foundation's mission and bring relevant expertise, which may include (but is not limited to):

- Behavioral health
- Legal expertise
- Financial management
- Nonprofit board leadership
- Experience with foundations or charitable grantmaking

Preference is given to individuals in recovery, those who are family members impacted by substance use, or those who offer perspectives from underserved communities.

Terms of Office

Directors of the OneOhio Recovery Foundation Board serve two-year terms. Reappointment by the regional appointing authority is required to serve additional terms.

Role in the Regional Grant Review Process

The 19 region-appointed Foundation directors have a distinct and important role in the grantmaking process. As fiduciaries of the Foundation, they are responsible for voting on funding decisions at the Foundation level. To maintain impartiality and avoid any conflicts of interest, their involvement in the regional grant review process must be limited. Therefore, they should not vote on or participate in any deliberations related to grant applications or funding recommendations within their respective regions. This ensures that all funding decisions are made fairly and without undue influence.

Suggested Best Practice

Given this limited role in the grant review process, regions are encouraged to have their region-appointed Foundation Director serve as ex-officio (non-voting) members of their respective regional boards and appoint someone else to fill their position on the regional board. This approach is especially important in multi-county regions, where the absence of a vote from one county could impact representation.

BEST PRACTICES FOR COMMUNITY INVOLVEMENT

The OneOhio Recovery Foundation strongly encourages its Regional Boards to actively involve community members, including individuals in recovery and impacted family members, in regional meetings. Their voices are essential to fostering trust, promoting transparency, and enhancing the overall effectiveness of the grant review process. Listening to lived experiences can also help Regions make the most of limited resources by ensuring funding decisions reflect real community needs.

Suggested Ways to Involve the Community and People in Recovery:

- Invite individuals in recovery and impacted family members to share their stories. Example: Region 15 hosted a panel of individuals in recovery who shared their experiences and offered insights into what types of support would make the greatest impact.
- Include a standing agenda item for public comments.

 Example: Region 3 reserves time at each meeting for community members to sign up and offer remarks during the session.
- Hold meetings in accessible, community-friendly locations.
 Examples include public libraries and Educational Service Center buildings, which often offer free parking and a welcoming environment.
- Encourage participation from local coalitions and organizations.

 Examples include inviting representatives from groups such as NAMI chapters,
 Stepping Up initiatives, ADAMH Boards, and Recovery Community Organizations to
 attend and share updates on their work.
- Incorporate a "Mission Moment" at each meeting.

 Examples include featuring a personal story, a spotlight on a OneOhio grantee, or a brief update from a community partner working on the front lines of the recovery effort.

By intentionally creating space for community voices, Regional Boards can deepen their understanding of local needs, build meaningful partnerships, and strengthen the impact of the Foundation's work.

RESOURCES FOR THE REGIONAL BOARDS

Based on the results of the 2024 Regional Feedback Survey, 73% of respondents requested data and information specific to their region. Below is a list of resources to help regions determine funding priorities and community needs.

County-Specific Information

- OhioMHAS County Assessment Data Profiles
- OhioMHAS Data Dashboard
- Ohio Health Improvement Zones
- State of Ohio Integrated Behavioral Health Dashboard
- RecoveryOhio Overdose Early Warning Dashboard
- Local Health Department Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP)
- Hospital Community Health Needs Assessment (CHNA)
- ADAMH Board Community Assessment Plans
- Stepping Up Initiative
 - o Participating Counties and Points of Contact
- Local Prevention or Drug Free Coalition Plans
 - Reach out to Prevention Action Alliance or your local Alcohol, Drug and Mental
 Health Board to get connected to your local coalition
- Ohio Recovery Housing
 - Mapping the Gap: An Assessment of Capacity, Cost-Benefits, and Disparities in Utilization in Ohio Recovery Housing
- Recovery Ecosystem Index Map
 - The term "recovery ecosystem" describes the community-level factors that support individuals in recovery from substance use disorder. This tool aims to help community organizations, policymakers, researchers, and the general public understand the recovery ecosystem strengths in their community and where additional resources and interventions are most needed.

OPIOID SETTLEMENT RESOURCES FOR LOCAL GOVERNMENTS

Below is a list of resources developed by national organizations to support local jurisdictions in developing plans for their local opioid settlement dollars. Regions may also find these tools useful in establishing local funding priorities.

Brandeis Opioid Resource Connector

 The Opioid Resource Connector assists communities in mounting a comprehensive response to the opioid crisis. It is a curated collection of community-focused programs, tools, and resources to help stakeholders choose, design, and implement essential interventions.

Duke University Opioid Abatement and Investment Tool

 The opioid abatement needs and investment tool is an interactive data tool designed to assist local, municipal and state level leaders working to address the opioid epidemic in their communities

• HEALing Communities Study Overdose Crisis Community Decision Tool

- A free web-based tool that assists community decision-makers and leaders in selecting evidence-based strategies to reduce opioid overdose deaths.
- Johns Hopkins Bloomberg School of Public Opioid Settlement Principles
 Resource and Indicators (OSPRI)
 - OSPRI is an interactive online tool that guides local governments in investing in effective opioid abatement strategies and monitoring how those investments are expanding the capacity in the jurisdiction to respond to the opioid crisis.

• Johns Hopkins - Principles for the Use of Funds from the Opioid Litigation

 The five Guiding Principles resource includes recommended action items to adopt the principles and links to resources to learn more.

National Association of Counties Opioid Solutions Center

 To help counties maximize the impact of this unique funding stream, NACo provides custom planning, implementation and peer learning resources through the Opioid Solutions Center.

Settlement Funding Resources

The OneOhio Recovery Foundation created a resources webpage—<u>Settlement Funding</u>—that includes helpful information for the local governments regarding their local funds.

FREQUENTLY ASKED QUESTIONS

Q. Are regional board meetings required to be open to the public?

A. Per Ohio Revised Code Section 182.02, the OneOhio Recovery Foundation and its constituent regional boards are exempt from Ohio's Open Meetings Law. Although the act generally exempts OneOhio Recovery Foundation from Ohio's Open Meetings Law, it does require that a meeting of the full board of directors of the OneOhio Recovery Foundation be open to the public unless its directors vote to hold an executive session by a majority of the quorum of the board. Consistent with Foundation policy, we recommend that full meetings of the regional boards be open to the public.

Q. May region boards enter executive session and for what purposes?

A. It is standard practice for nonprofit boards to enter executive session. As a regional board is made up of volunteers of the OneOhio Recovery Foundation—a nonprofit charitable foundation—yes, regional boards may enter executive session. O.R.C. 121.22(G) and its list of narrow topics that can be discussed in executive session does not apply to OneOhio as a nonprofit organization.