

Community Action Commission
Board of Directors Notes
 July 10, 2019
 Marriott Buellton
 4:30 p.m.
ROLL CALL

Elizabeth Snyder called the meeting to order at 4:30 p.m. A quorum was established.

<u>Members present:</u>	<u>Members not present:</u>	<u>Staff present:</u>	<u>Guests present:</u>
Michael Cordero	Robert Freeman	Patricia Keelean	JP Davis
Josephine Torres	Jenelle Osborne	Lorraine Neenan	
Sharon Lutz	Steve Lavagnino	Jackie Nix	
Elizabeth Snyder	Phylene Wiggins	Tony Mitchell	
Karin Dominquez			
Gabriela Gonzales			
Sanford Riggs			
Guy Walker			
Alexander Saunders			
James Kyriaco			
Oscar Gutierrez			

INTRODUCTION OF GUESTS/CHAIRS REMARKS:

Elizabeth Snyder, Co-Chair called the meeting to order at 4:44 pm, the Co-Chair asked that each Board member introduce herself or himself.

THE CO-CHAIR ASKED IF THERE WAS ANYONE THAT WOULD LIKE TO ADDRESS THE MATTERS WITHIN THE SUBJECT MATTER JURISDICTION OF THE BOARD OF DIRECTORS, BUT NOT ON THE AGENDA.

CLOSED SESSION: None

- a. Personnel Issues
- b. Pending Legal Matters

REPORT FROM CLOSED SESSION: None

PUBLIC COMMENTS– Members of the public may speak up to 5 minutes each:

The CAC Board Co-Chair asked if there were any public comments. None

CONSENT AGENDA:

C-1) Board Minutes:

- a. CAC Board Minutes – May 1, 2019
- b. Ratify Board of Directors Retreat Notes – May 3, 2019
- c. Ratify Executive Committee Minutes – June 5, 2019
- d. Executive Committee Minutes – June 2, 2019

C-2) Grants \$10,000 and Under/Renewal Contracts: None

M/S/A Mike Cordero/Sharon Lutz

11 Yes

0 No

0 Abstain

Approved

DISCUSSION/TRAINING

➤ The following presentation was presented - Pat.

- We revisited our vision and mission statement this year, and came up with a new vision and mission statement as follows:
- CAC Vision – Empowering Sustainable Independence
- CAC Mission – In partnership with the community, we provide education and support services to residents of Santa Barbara County, contributing to enhanced dignity and resulting in improved economic security and self-sufficiency.
- What is Community Action?
 - A network of more than 1,000 nonprofit organizations throughout the nation working to connect Americans to greater opportunity.
 - Born from the Economic Opportunity Act of 1964.
 - We embody American’s spirit of hope, change people’s lives and improve communities.
- Community Services Block Grant (CSBG) Act of 1981.
 - Established federal funding empowering local communities to develop local solutions and innovative strategies aimed at reducing poverty.
 - Mandated that agencies be able to demonstrate impact on the causes of poverty and promote family self-sufficiency.
 - Mandated the maximum participation of residents from low-income communities in addressing the causes and conditions of poverty.
 - Mandated the tripartite board structure.
 - Accountability (CSBG Reauthorization Act of 998; Government Performance & Results Act – GPRA, 1993).
- Tripartite Board Structure
 - Public Sector: 1/3 Elected officials or their representatives.
 - Private Sector: 1/3 Business, industry, labor, education, law enforcement, religious or other major group/.
 - Low-Income Sector: Minimum of 1/3 representatives of low-income individuals/families in the community served.
- The National Community Action Network Theory of Change Community Action Goals
 - Also includes performance-based management systems; we establish different services and strategies from employment, education, asset building, and financial literacy training. All these services and strategies are designed to meet three primary goals:
 - Goal 1: Individuals and families with low-income are stable and achieve economic security.
 - Goal 2: Communities where people with low-income live are healthy and offer economic opportunity.
 - Goal 3: People with low-incomes are engaged and active in building opportunities in communities.
- ROMA Cycle
 - Assessment: Examine community needs and resources, review agency data.
 - Planning: Use mission statement and assessment data to identify outcomes and strategies.
 - Implementation: Execute strategies and carry out services to produce results.
 - Achievement of results: Observe outcomes, collect data, and report progress.
 - Evaluation: Analyze data, compare with benchmarks.
 - Then the cycle starts all over again.
- Pat stated that we have been extremely busy this past year completing several different projects. We are going to talk about our Community Needs Assessment, what it is, why we do it, and what the results of the needs assessment are. Pat will summarize and hit the highlights of the needs assessment and then she will launch into the Community Action Plan (CAP). CAC is required to do CAP as part of the Community Services Block Grant funding that CAC receives.

a. Community Needs Assessment

- The Community Needs Assessment is a mandate, a national organizational standard that requires every Community Action Agency do a community needs assessment every three years (**Organizational Standard 3.5**) and there are 58 organizational standards that we must meet every year; this standard requires that the governing board formally accept the completed Community Needs Assessment.
- We formed a steering committee last August/September with Phylene Wiggins, Dr. Lutz, Dr. Jill Sharky along with many staff members and other community stakeholders. Committee met on a regular basis and we utilized the expertise of the steering committee to inform the needs assessment process. We designed focus groups, we did surveys, and had expert reviews. Between November 18, 2018 and February 2019, we did nine different focus groups throughout Santa Barbara County, five were Community member focus groups including our Head Start Policy Council; we did a focus group with the Santa Barbara Housing Authority; and our senior meal sites in Lompoc. We also did a focus group with Mexteco families from the Santa Maria Bonita School District; and we had a focus group with the promotores. We also conducted 4 professional stakeholders focus groups with Lompoc Faith Coalition, Healthy Lompoc Coalition, ECE-Quality Counts Santa Barbara and Network of Family Resources Centers.
- We collected 1,200 Community surveys between October and January.
- We're seeing that the population of Santa Barbara County is just under half a million, that's a five percent increase since 2010. The population in South County, Santa Ynez and Lompoc decreased between 2011 and 2016. North County population increased significantly, it is expected to grow substantially between now and 2040.
- Age and Gender Demographic Highlights
 - Lompoc Valley and North County have the highest percentages of children ages 0 to 4 years old.
 - South County and Santa Ynez Valley have the highest percentage of adults over the age of 64 years old.
 - Santa Ynez Valley has a higher percentage of adults ages 55 to 64 than the other three areas.
 - Lompoc Valley and North County have more adults in the 25 to 34-year old range.
 - Santa Barbara County has a 7% veteran population, with 3,513 veterans.
- Race and Ethnicity Demographic Highlights
 - Race demographic in each area did not change significantly over the last several years. In 2016, most residents within each of the four areas were White (66% or higher).
 - North County and Lompoc Valley are both more than 50% Hispanic population, while Santa Ynez Valley and South County have less than 40% Hispanic population.
- Poverty in Santa Barbara County
 - We have the third highest overall poverty rating in the State of California and that includes childhood poverty rate of 26 percent, we are just behind Santa Cruz and LA.
 - North County area continues to have the highest percentage of those living in poverty followed by South County region. Most low-income families in the South County region are led by female heads of households, about 14% of the families in North County are led by impoverished families. They're made up of married couples and females, about 6% each.
- Results of the Community Needs Assessment overall: we looked at the survey data, data we collected through the focus groups and what the trends that we saw let us to come up with 5 priority needs area for the agency.
 1. Our community lacks affordable Housing.
 2. Our community is not aware of health and dental resources that are available in the community. We are going to be connecting with CenCal and Dignity Health to better understand what resources are available and educate our staff on how the families can access services.
 3. Our community is not aware of mental and behavioral health services.
 4. Families lack financial and budgeting support. CAC has implemented a new initiative called the Economic Empowerment program. It is a financial literacy program funded by OCAP.
 5. Our community lacks utility assistance for vulnerable populations (undocumented and seniors).
- Pat asked for questions or comments.
 - Mike made a comment regarding poverty in Santa Barbara County. He stated that Pat mentioned the highest overall poverty rate behind LA & Santa Cruz is contributed to the cost of housing. Pat stated yes and the lack of affordable housing.

b. Community Action Plan – Organizational Standard 4.2

- The organization’s Community Action Plan is outcomes-based, anti-poverty focused, and ties directly to the community assessment.
- Why Develop a CAP Plan
 - 2-year roadmap outlining how we plan to deliver services to meet identified community needs
 - Establish a detailed plan, goals and priorities for services designed to reduce the causes and conditions of poverty.
 - Ensure that we are held accountable for demonstrating outcomes and impact in the community.
- ROMA Cycle
 - Assessment – Examine community needs and resources, review agency data.
 - Planning – Use mission statement and assessment data to identify outcomes and strategies.
 - Implementation – Execute strategies and carry out services to produce results.
 - Achievement of results – Observe outcomes, collect data, and report progress.
 - Evaluation – Analyze data, compare with benchmarks.
 - Then start all over again.
- The Causes & Conditions of Poverty in Santa Barbara County
 - High cost-of-living
 - Lack of affordable housing
 - Lack of affordable child care, especially for infants and toddlers.
 - Lack of access to health/dental care (e.g., undocumented population).
 - Significant percentage (15%) of local jobs pay less than poverty guidelines.
- The lack of a living wage is a real challenge for our families; we have employed workers and not paid a living wage. There are a lot of people that lack the education and skill set that is needed to get a better job in the economy and this is compounded by generational poverty here in Santa Barbara County.
- Pat shared some data that was collected, the federal poverty guidelines for 2019, a family of four cannot make more than \$25,750 to be eligible for our services. That same family needs a minimum salary of \$32.39 an hour, or \$67,371 a year to live above the poverty line in Santa Barbara County. There’s a gap of \$41,621! We have a large group of people that are outside of our eligibility requirement but are actually living below the poverty guidelines compared to other areas of the country. We as a Community Action Agency need to be addressing that. Lorraine feels just as strongly as I do about our own organization, we’re not able to pay our own staff a living wage in many cases. There’s not a lot we can do about that like most organizations except to advocate for a higher living wage from the federal government when they’re allocating funds for these programs. That’ll be something that we will look at doing moving forward with our strategic plan.
- The CAP requirement is to hold a public forum; Pat held a public forum on June 13th. The CAP was submitted to CSD at the end of June. We are looking at addressing those needs that we identified in our needs assessment.
- The services that we’re currently providing in a two-year plan; 2-1-1 Santa Barbara Services, Weatherization, Utility Assistant, Home Repairs and Family Self-Sufficiency, etc..
- We’re outlining working on a family/individual level and then were outlining those National Performance Indicators. These are National Indicators developed by the National Community Action Partnership Office. We will be tracking the number of households that we are impacting by improving their health and safety, and because they get weatherization services reducing their energy burden, allowing families to pay other bills.
- We’ve outlined for each of the need areas the services that we’re providing, whether its addressing the issue of family or community level and then a specific outcome indicator that we are going to be tracking on an annual basis.
- We want to know whether we are successful and we’re making an impact in the community; we’ve done that for affordable housing, health & dental services again, outlining the services that we’re currently providing: 2-1-1, senior nutrition program, adolescent family, family life self-sufficiency and children’s services, etc. The same thing for mental behavioral health, Cal Prep program that provides sexual reproductive health, YOBG program that provides Los Compadres, mentoring services, self-sufficiency and children’s services.

- The indicators that we will be tracking related to showing success around improving the mental health and behavioral health support for the clients that we're already serving.
- We have looked at the needs of the community, we've outlined the services that we are providing, we're identifying the outcome indicators that we're proposing that we will track to measure our success and then we will be tracking that information on a quarterly basis and you'll be updated at least annually on our progress.
- Next steps, our leadership team will be looking at these outcome indicators as related to each of the programs that they are responsible for, will be developing action plans accordingly, data collection reporting process and then annual reporting both to CSD and CAC board of directors.
- Pat asked for questions or comments.
 - Elizabeth asked Lorraine, off the top of your head can you think of an example maybe of one of the performance measures reducing the risk of child abuse. Lorraine stated, we've adopted a curriculum that's research-based it's called reassuring parenting and we're offering it in all three regions. Mid and North County collaborate with family service agency, they do the training and we provide the childcare and meals.
 - Elizabeth asked can performance measures be something about the number of families that attend and actually graduate with a certificate. Lorraine stated yes.

M/S/A Alexander Saunders/Sharon Lutz 11 Yes 0 No 0 Abstain Approved

c. Strategic Plan 2019-2024– Dr. PJ Davis

- The Needs Assessment, which is a document, the Community Action Plan, which is a separate document and you have the Strategic Plan which is another document, but there are reasons for each of these separate documents and the Strategic Plan is encompassing of both the Needs Assessment information and the Community Action Plan. The Strategic Plan is more encompassing than just the Needs Assessment information and Community Action Plan because both of those tend to deal with programs and services. The needs of families which are critical, but the Strategic Plan includes the board and agency stability and includes the community at large.
- Vision Statement – Empowering Sustainable Independence
- Mission Statement – In partnership with the community, we provide education and supportive services to residents of Santa Barbara county resulting in improved economic security and self-sufficiency.
- We went into what is working well, and what is not working well and what could be improved upon.
- There were a variety of things that everyone came up with about the board working. The Board is in compliance, that's an important thing. But broader than that, it actually encompasses the community that you're serving.
- Working with you and the board adheres to the National Community Action Partnership Organizational Standards. The Organizational Standards have a footprint structure of how we should proceed; it's up to you how to get there, they give you the guidelines.
- As far as facilities, a lot of good things going on with facilities. It houses the administration leadership, some programs and yet you have two additional program staff and then 24 centers which have additional program staff and some volunteers. A "Dear Colleague" letter came from the federal government that community action and head start are going to be doing more connective conversation.
- The Art of Giving Back Café site is CAC's new social enterprise located on County grounds, with commercial grade kitchen facilities serving breakfast and lunch and offering catering services, with all profits supporting our Senior Nutrition Program.
- Program: CAC has an array of services provided to individuals and families through a delivery system designed for maximum efficiency and effectiveness while meeting the needs of the community.
- Community: CAC enjoys a positive relationship with our community, as reflected in staff involvement and participation in a wide range of committees, task forces and councils, as well as by participation on the board and in fundraising activities.
- Pat stated that she wants to highlight some of the rise in needs that we talked about and when some of the new initiatives that we are planning to address these needs in the next 5 years.
 - Families lack affordable housing:
 - There's a new initiative of Supportive Housing (New) – Intensive case management of CAC Clients who are homeless or at-risk of becoming homeless. Eviction diversion, financial literacy, deposit assistance,

moving assistance, referral/linkages with the Continuum of Care, Housing Authority and other resources. Eviction diversion is a key and that has to do with education and training of the community. Make sure people come before it's an emergency.

- Temporary/Transitional Housing Program (NEW) – Provides housing for CAC clients single parent women and children for 6-12 months. Case management, referral/linkages for employment, food and other basic needs, financial literacy training, assistance with temporary emergency housing – first month rental deposits.
- Home-Ownership Program (NEW) – First-time homebuyer classes for CAC clients.
- Families are not aware of health & dental services:
 - CAC Mobile Services Vehicle (New): North/Mid/South
 - Family Self-Sufficiency – Comprehensive case management in employment, education, housing, etc.
- Families lack mental health and behavioral health:
 - Trauma-Informed Care (NEW) – Agency-wide implementation
 - CAC Mobile Services Vehicle (New) – Outreach both mid and south
 - Family Self-Sufficiency – Comprehensive case management.
- Families lack financial and budgeting support:
 - Family Self-Sufficiency – Financial literacy training and comprehensive case management in areas including employment, education and housing.
 - Children's Services – Comprehensive education and family support services.
- Families are at-risk of child abuse:
 - Trauma-Informed Care (NEW) – Agency-wide ACE
 - National Safe Place (NEW) – Implement model in all regions; also create children and youth safe havens.
- Families are not aware of child-care services:
 - Family Self-Sufficiency – Comprehensive case management including employment, education and housing.
 - Children's Services – Comprehensive education and family support services.
- Individuals/families lack nutritious food:
 - Senior Services – Meals are delivered and meals at centers.
 - Children's Services – Comprehensive education and family support services.
- Karin stated she was wondering if the transitional pilot program was just for single females? Pat stated if you think about the data there are more single-parent households in the Santa Maria area and county-wide Single parent females are a very needy population. If you were thinking about a transitional living program, if limiting it to just single parent families would enable us to set a culture within that apartment complex, whereby there could be a support group with support network of single-parent families. Karin noted there are growing numbers of single-parent males, as well.
- James asked if the Strategic Plan is like the community needs assessment or one of the other documents where we're required to approve it every so often by a certain date, and should it be approved prior to the launch of the rebranding, it seems a little bit misaligned to launch the strategic plan and then a few months later rebrand and they are not aligned? Pat stated every five years, and what we're planning is to go ahead with the Strategic Plan for the first year, we will be reprinting with the new logo and new brand at the beginning of 2020.
 - ROMA Logic Model
 - There is a new logic model I&E – Individuals ages 12 – 19 in mid and north Santa Barbara County lack information and education regarding reproductive and sexual health.
 - All the logic models are written in exactly the same way for the very specific need followed by the actual outcome. Column 5 is used for our reporting and quarterly or semi-annually. The accountability piece is the last three columns: measurement tool data source and the frequency. We'll be adding some National Performance Indicators to some of those logic models to reflect the community plan.
- Pat stated we are working on a social enterprise and emphasized that rebranding as a part of this first year plan and marketing and communication is going to be a key as we move forward. These are some key things that we'll be looking at next year and then we'll revisit.
- Pat stated that we need to ask for motion to approve the Strategic Plan with the changes that have been noted; this is required every 5 years.

- Alex stated this is his first meeting and asked if we have the results from five years ago. Pat stated that she updated the Board on the last Strategic Plan (2014-19) at the last meeting; Pat will be glad to provide one for Alex.

M/S/A James Kyriaco/Karin Dominguez 11 Yes 0 No 0 Abstain Approved

BOARD - ACTION ITEMS:

A. Board Action Items:

- a-1) Board resolution authoring CAC to enter accept additional funding from the California Department of Community Services and Development (CSD) for Low Income Energy Home Assistance Program (LIHEAP) in the amount of \$201,533. New contract amount of \$2,345,250.

M/S/A Steve Karin Dominguez/Mike Cordero 11 Yes 0 No 0 Abstain Approved

- a-2) Board approval of current Fiscal Policies and Procedures with no changes. These policies were originally revised and approved by the Board in November 2016 and now require ~~bi~~-annual approval by the Board (Organizational Standard 8.1).

M/S/A Karin Dominguez/Mike Cordero 11 Yes 0 No 0 Abstain Approved

ITEM PRESENTED TO THE BOARD FOR APPROVAL NOT ON AGENDA: None

COMMITTEE REPORTS:

R-1 Committees:

a. Finance Committee: Pat

- The indirect rate is remaining low just over two percent or 10 percent Head Start Early Head Start is on track overall, but a bit over spent. To meet our year-end projections currently, we have a \$128,458 net as of the end of May. However, we are looking at a year to date of negative \$279,282 and there’s a reason for that because our 8 programs where we are not accruing past receivable right now. We’re looking at a revenue shortfall of about \$431,000 that have not yet been received. We’re waiting on those payments California’s new Fi\$cal system has been very slow in reimbursing us and has created a cash flow issue.
- We have contracted with Michael Williams, CPA and consultant to serve as an interim CFO. We’re made three offers to potential candidates and they have not worked out. We signed a three-month contract with Michael Williams who is a CPA and who worked with CALM in the past, and Samsung Diabetes Clinic. It will be three months until we can identify a permanent CFO; he’s going to be analyzing the cash flow issue and meeting with us at the finance committee meetings, he will be at the next board meeting as well to report out on the finances.

b. Planning Committee: In Board Packet

c. Personnel Committee: In Board Packet

d. CAC Fund Development Update: Linda Rosso

- Champions Dinner raised \$363,728 thanks to CenCal’s \$100,000 match. We did have numerous press coverage. The Towbes Group “Give Where You Live Program” their employees voted on our Senior Nutrition for this year to date for the first quarter. We received \$13,500 last year for Head Start.
- We’re working on the newsletter.
- We had new Guild Volunteers to join our committee.
- We are working diligently on partnering with “Food From the Heart” to get more volunteers; they offered to provide their policies and procedures they used to cultivate their volunteers. We could put some volunteers in Our Giving Back Café because we only have a couple of paid staff.

R-2 Policy Council: None

R-3 Executive Director: None

ITEMS PRESENTED BY BOARD MEMBERS: None

UP COMING EVENTS: None

ADJOURNMENT: The meeting adjourned at 6:00 p.m.

DATES AND TIMES OF NEXT COMMITTEE MEETINGS

Planning Committee Meeting – Thursday, Aug 22, 2019, Location TBA 11:30 a.m.

Policy Council Meeting – Saturday, Aug 17, 2019, Location TBA, 9:00 a.m.

Finance Committee Meeting – August 21, 2019, 5638 Hollister Ave., Goleta, 10:00 am

Personnel Committee Meeting – None Scheduled

Audit Committee Meeting – None Scheduled (Pending)

DATE AND TIME OF NEXT MEETING:

Next scheduled meeting is September 4, 2019

Location: TBD