

**Panhandle Community Services
Board of Directors Meeting Minutes
Panhandle Community Services Central Office – 1309 SW 8th Ave. - Amarillo TX, 79101
Minutes for July 6-7, 2023, @ 10:00 am**

Board Members by Sector:

| <u>Low Income</u> | | <u>Private</u> | | <u>Public</u> | |
|-------------------|---|-----------------|---|---------------------|---|
| Lydia Villanueva | P | Denese Skinner | P | Judge Cindy Irwin | P |
| Amy Taylor | P | Aaron Lopez | P | Judge Rowdy Rhoades | P |
| Robert Coffee | P | John Sharp | P | Judge Dan Looten | P |
| Amanda Quillin | A | Brian Gillispie | P | CM Esmeralda Mills | A |
| Teresa Lane | P | Brian Hevrin | A | Judge Chris Porter | P |

| <u>Staff</u> | <u>Position/Title</u> |
|-------------------|------------------------------------|
| Magi York | Executive Director |
| John Mejia | Chief Financial Officer |
| Robert Carlton | Asst. Chief Financial Officer |
| Dennis Garvey | Information Services Director |
| Randy Cazarez | Human Resources Director |
| Lylene Springer | Transportation Director |
| Kaitlin Mosley | RSVP & Health Services Director |
| Christy Hilbert | Communications Director |
| Audra Rea | Family Services Director |
| Christina Cristan | Energy Assistance Director |
| Susie Ybarra | Community Relations Director |
| Melissa Darsey | Outreach Services Program Director |
| Benita San Miguel | Interim Housing Director |
| Lisa Matthyse | Executive Assistant |

NOTICE – This meeting was publicized in compliance with the state open meetings law, as documented in Appendix A to these minutes. Appendix A also includes a list of the documents provided to members with the meeting notice and agenda. Appendix B includes committee meeting minutes.

Call to Order

Judge Cindy Irwin, President, called the regular business meeting to order at 10:04 a.m. central daylight time (Organizational Standard 2.4) and announced the Initial Public Comment Period. Lisa Matthyse, Executive Assistant, called roll and determined that a quorum of directors was present (OS 5.5). Judge Irwin led the Pledge of Allegiance and the recital of the Panhandle Community Services (PCS) mission statement and vision statement. Magi York, Executive Director, led the prayer.

Consent Agenda (OS 5.9)

Judge Irwin referred to the Consent Agenda and asked if there were any questions. Denese Skinner asked if the SEMAP score mentioned in the *Three Things for the Board to Know* report referred to the issue the Board discussed at the last meeting. Audra Rea, Family Services Director, said that it did and that the issue had been addressed.

Judge Irwin asked for a motion to approve the consent agenda.

(The consent agenda and all associated reports were included in the Board Packet. Reports included the May 18, 2023 Board of Directors Meeting Minutes; the May 18, 2023 minutes from the Audit and Finance Committee, Resource Development Committee and Programs Committee meetings; the May 12, 2023 Strategic Planning Committee Meeting Minutes; the May 10, 2023 Advisory Council Meeting Minutes; correspondence; a list of grants submitted and received; a list of signed items presented for ratification by the Board; the *Three Things for the Board to Know* Programs Highlight Report (OS5.9); and the funding applications report.)

Motion: To approve the consent agenda.
Moved By: Judge Chris Porter **Second:** Lydia Villanueva
Vote: **Motion carried by voice vote**

Board Training: PCS Policies (OS 5.8)

Robert Carlton, Asst. CFO, presented training on understanding the agency's Record Retention Policy, Directors and Officers Liability Insurance, and the policy regarding the request for bid for audit services. (All policies were included in the Board packet.)

Record Retention Policy - Mr. Carlton stated that PCS is governed by both laws and regulations with regard to record retention. He reported that our record retention policy states how long we must retain files and when files can be destroyed and that the policy and the retention schedule were part of the agency's finance manual. Mr. Carlton said that the general record retention section covers all PCS programs except the HUD program (our Housing Choice Voucher program under the US Dept. of Housing and Urban Development), which has a separate policy with program-specific guidelines. Mr. Carlton stated that the CFO of the agency is charged with maintaining this policy and ensuring that it is followed. He said that the agency's records management policies educate program staff on record retention, ensure that the management practices are consistent with regulations, standards and audit requirements, and ensure that records are destroyed in a manner that is appropriate for the type of record. The policy also covers records that are retained on our computers.

Mr. Carlton stated that most records must be retained for at least three years after they are audited, but there are some that must be retained for five, seven, or ten years, and some must be permanently retained. Mr. Carlton stated that some HUD records must be retained for the period of the client's lease and up to three years after the end of the lease. Mr. Carlton also stated that if there is an ongoing investigation, we cannot destroy any records until the investigation is complete.

Discussion followed. The Board requested that language be added to the Record Retention Policy requiring staff to get approval before destroying any records.

Directors and Officers Liability Insurance Policy - Mr. Carlton referred to the liability policy in the Board Packet and reviewed the types of coverage it provides, including Directors and Officers Liability, Employment Practices Liability, and Fiduciary Liability.

Mr. Carlton reported the following:

- The Directors and Officers (D&O) Liability Policy concerns improper actions by our board or staff that could result in a lawsuit. D&O Liability is supplemented to cover all agency staff.

- Employment Practices Liability covers the agency if we are sued by a staff person for an improper act. Mr. Carlton explained that the policy is only good for acts that happened this year. He stated that the agency has a retention policy to cover prior years.
- The Fiduciary Liability policy relates to the agency's retirement plan and the activity of employees.

Mr. Carlton also reviewed our Wage and Hour Law coverage and Workplace Violence coverage. He stated that Wage and Hour Law covers complaints to the Department of Labor regarding wage violations and Workplace Violence covers the use of deadly force or threat of use of deadly force. Mr. Carlton stated that all of the policies cover legal representation.

Request for Proposal (RFP) for Audit Services – Mr. Carlton referred to the *Request for Proposal for Audit and Tax Services* document included in the Board packet. He said the RFP covers all the regulations and audit standards and what is expected of the audit firm, including licensing requirements and experience. He stated that it is a one-year contract with a possible renewal for up to three more years. Mr. Carlton reported that we had signed the retention of the auditors for the 2023 audit, which will be done in 2024. He said we will need to prepare a new audit RFP at the end of 2023.

Mr. Carlton stated that we have the opportunity each year to negotiate a price for the audit. He reported that the price is based on the dollar amount being audited and that our audit had a price increase this year because our funding increased. Mr. Carlton stated that we also retained the right to get our work papers from the auditor upon request. Mr. Carlton stated that at the end of an audit, the auditors provide a full report. This year, the auditors will present their report to the Board in September.

First Bank Southwest: 403b Retirement Plan Revisions

Randy Cazarez, HR Director, introduced Marisol Marquez and Todd Wetsel from First Bank Southwest and said they would be presenting their annual report on Panhandle Community Services' retirement plan and reviewing the changes made to the plan this year. Ms. Marquez provided copies of their 2022 annual report to the Board.

Annual Report - Ms. Marquez stated that they serve as trustees for our agency's 403b retirement plan. She described the services First Bank Southwest provides to PCS and stated that they offer full support and guidance to our Human Resources Department.

Ms. Marquez reported that they have three investment committees, including a third-party committee, that review the investments in our plan. She said that all plan services are completely independent of the funds that are in the lineup for the plan, and that there are no hidden fees in their fund lineup. She also stated that they do not charge commissions. Ms. Marquez reported that PCS currently has a participation rate of just under 53%.

Todd Wetsel said that his focus was on investments and he reviewed the funds listed in the annual report. Mr. Wetsel explained the difference between Life Cycle Funds and Life Style Funds and stated that participants could also build their own funds. Mr. Wetsel stated that there were over 30 funds available and he reviewed the performance of several of the funds. He stated that though the stock market was down last year, it has rebounded significantly, and participants received the benefit of that.

In response to a question, Ms. Marquez stated that they had recommended that our retirement plan meetings be mandatory so staff could better understand the information. She said that if someone chose not to participate in the retirement plan, they would be required to sign a form declining participation.

Plan Revisions - Ms. Marquez reported that several PCS employees were choosing not to participate in the retirement plan because they did not qualify for the employer match. Ms. Marquez reviewed the recommendations for addressing this issue and increasing participation in our retirement plan. She stated that they recommended amending our plan to allow the match to start immediately when an employee started participating, knowing that they were still tied to a vesting schedule, and changing the age requirement for participation in the retirement plan and the employer match from 21 to 18. Ms. Marquez said they also recommended adding an amendment that would require any balances between \$1000 and \$5000 remaining in an account when an employee left PCS to be cashed out or rolled over to an IRA.

Ms. Marquez stated that one of the biggest predictors of investment success in the long term was keeping expenses as low as possible and that our plan participants pay a minimal fee on investments. She reviewed some of the differences in expense ratios on our funds and stated that the expense ratio is higher for target date funds because the investments within the funds require adjustments as the participant gets closer to retirement.

Discussion followed.

Report on SEMAP Scores

Audra Rea, Family Services Director, reported that the issue with the SEMAP scores had been resolved. Ms. Rea explained that HUD requires a rate of 95% on certain indicators or the agency is given a score of zero on the indicator. PCS received a rate of 94% on five of the indicators which brought our final score down to 55%, and we were listed as a troubled agency. Ms. Rea stated that she worked with J.R. Robinson, our regional HUD representative, to resolve the deficits and we are already at a 96% lease rate for 2023.

Executive Committee Meeting, June 8, 2023

Judge Irwin stated that the Executive Committee held a meeting on June 8, 2023, to discuss the status of the proposed Dumas Center and review possible alternatives to the current building plans. Ms. York reported on the delays in building the new center due to the rising cost of materials and labor. She said the estimated cost of construction was now over \$800,000.00. The Board discussed alternatives for constructing a center and options for funding the increased cost. Ms. York reminded the Board that the land had been donated to PCS to build the center and that the Dumas community has invested in the project. She stated that she believed building the Dumas Center should be a top priority.

Mr. Carlton stated that the monies that were to be used for the Dumas Center were being held as security for our line of credit. He proposed moving the security to another fund in order to free up funds for the construction of the Dumas Center. Mr. Carlton stated that there were Board Restricted funds that had been set up several years ago for use by Transportation. Mr. Carlton reviewed the reasons for establishing the funds and the Board restrictions on the funds, including the requirement that we maintain \$600,000 in the account. Mr. Carlton said he was asking that the Board approve using \$300,000 of the Board Restricted funds to secure the line of credit. He said that the funds would remain in the account and continue to earn interest. The funds would only be affected if we were to default on the line of credit. He reviewed the risks of his proposal.

Ms. York stated that we need the line of credit right now to maintain cash flow while we wait for reimbursement for the recent purchase of several buses. Lylene Springer, Transportation Director, reviewed the purchasing and reimbursement process with transportation grants and stated that she is working on new procedures to help free up cash flow for the agency.

Discussion followed. Ms. York stated that they would add a resolution to the agenda for the next Board Meeting to approve using Board Restricted funds to secure the line of credit. She asked Mr. Carlton to secure the line of credit using the unrestricted funds for now. Mr. Carlton said he would bring the note to renew the line of credit to the meeting tomorrow for signature by the Board Secretary.

Judge Irwin stated that the committee also reviewed the 403b retirement plan revisions and voted to approve them. Mr. Cazarez stated that the amendments were: 1) changing the entry age to 18, 2) cashing out retirement accounts between \$1000 and \$5000 or rolling them into an IRA, 3) starting the employer match right away versus waiting a year, and 4) starting the match at 18.

Judge Irwin asked for a motion to ratify the decisions of the June 8, 2023 Executive Committee.

Motion: To ratify the decisions of the June 8, 2023 Executive Committee.
Moved By: Lydia Villanueva **Second:** Aaron Lopez
Vote: **Motion carried by voice vote**

Executive Committee Meeting, June 29, 2023

Judge Irwin stated that they had an Executive Committee meeting on June 29th to approve the agency's application for the Emergency Solutions Grant (ESG). She said there was a deadline of June 30th to submit the application and it needed to include a resolution stating that the Board supported applying for the grant and giving Executive Director Magi York signature authority to execute the application and contract. Ms. York explained that we were applying for less than we originally planned because the grant required a 100% match and by applying for less, we could apply for a match waiver. Judge Irwin asked for a motion to ratify the decision of the Executive Committee to sign the resolution to support applying for ESG and to authorize Ms. York to sign the application and contract for the grant.

Motion: To ratify the decision of the Executive Committee to sign the resolution to support applying for ESG and to authorize Ms. York to sign the application and contract for the grant.
Moved By: Denese Skinner **Second:** Brian Gillispie
Vote: **Motion carried by voice vote**

Signature Authority Policy

Ms. York reported that several of our grants had asked us to provide the Board Resolution that gave her signature authority on behalf of the agency. Ms. York stated that we were unable to find the original resolution and asked that the Board approve the Signature Authority Resolution that was included in the Board packet. She said she would also like to have the Signature Authority Resolution approved annually to show that it was still the wish of the Board. The resolution states that the Board is in support of the PCS mission and authorizes Magi York to sign all applications and grants on behalf of the agency.

Motion: To approve the Signature Authority Board Resolution.
Moved By: Lydia Villanueva **Second:** Judge Dan Looten
Vote: **Motion carried by voice vote**

Lunch Break

Reconvene

Finance Report (OS 8.7)

Robert Carlton, Assistant CFO, stated that the Finance Department was in the final stages of preparing for the agency's 2022 audit. He stated that PCS continues to have cash flow problems but not to the extent that we had back in May. Mr. Carlton reviewed the following reports:

Balance Sheet – Mr. Carlton stated that all cash accounts were now reconciled through May, and they were working on the June reconciliation. He reported that they were working to identify some issues with prepaid accounts and that there were some debit balances in the billing accounts. He said the debit balances were usually cleared out during the payroll process. He noted two other issues and said he was working with our auditor to correct them. Mr. Carlton referred to the Comparative Balance Sheet and said it compared the current balance sheet to the last two years.

Grant Summary – Mr. Carlton stated that the fund watch icon on the Grant Summary report and was color-coded to indicate which accounts needed attention and which ones were doing well. He reviewed the accounts coded yellow (concerns) and red (serious concerns).

Mr. Carlton stated that our Federal transportation grant requires that we match a percentage of the operating and administrative expenses. He reported that we use our state grant to match the Federal grant but that the state grant would be spent before the federal grant closed. He stated that he was working with Ms. Springer and our TXDOT representative to see how we could handle the match. Mr. Carlton referred to the fee-for-service accounts (also color-coded red) and said that if we have to match the federal grant with unrestricted funds, the match would come out of the fee-for-service transportation grants.

Mr. Carlton reported that we are underspent on the Low-Income Household Water Assistance Program (LIHWAP) grant. He reported that Christina Cristan, Energy Assistance Director, was working with the state and that some of those funds would be recaptured. Mr. Carlton stated that we have a similar situation with the Texas Veterans Commission (TVC) grant and that those issues were being addressed.

After discussion, Mr. Carlton reported that all accounts were reconciled except those he noted on the balance sheet and all bank accounts were reconciled through May. The Board asked that reports be highlighted to indicate that accounts have been reconciled.

Local Fund (County Funds) – Mr. Carlton said that the current period on the Local Funds report shows what we spent during the month. He said the current year goes back to 2012 when we first started this accounting system. Mr. Carlton said they keep the records separated by county and can generate reports on individual counties if requested.

Unrestricted Funds – Mr. Carlton stated that we expect to run a deficit every year in Unrestricted Funds because this is money we use to pay expenses that grants do not cover. Mr. Carlton said fundraising was an example of an expense that grants do not cover. He said that the Board approved spending about \$50,000 on fundraising and that our grant writers have generated a return on that investment by bringing in several grants we otherwise would not have gotten. Ms. York said that grants will not allow us to charge the writing of the grant into the grant.

Mr. Carlton stated that this would be his last Finance Report as CFO. He turned the floor over to John Mejia, who took over the CFO position in May, to talk about the future of the Finance Department. Mr. Mejia stated that they

needed to change the culture in the Finance Department. He said that key areas were training, specifically on grant funding, and accountability. He said they would review and assess all procedures and make any necessary changes. He said he wants to build a staff that is confident and has the skills needed to provide information to directors to support their programs. Mr. Mejia said that there are four core leadership positions in Finance: two Assistant Finance Directors, an Assistant CFO and himself as CFO. Mr. Mejia said he wants a culture with a positive attitude that works as a team and is there to support the rest of the agency. He stated that the Finance Department works for the programs at PCS and they are here to provide a service.

Judge Irwin asked for a motion to accept the Finance Report

(The April Finance Report, Balance Sheet, Comparative Balance Sheet, Grant Summary (an organization-wide report on revenue and expenditures that compares budget to actual, categorized by program), County Funds, and Unrestricted Funds were included in the packet sent to the Board.)

Motion: To accept the Finance Report.

Moved By: Amy Taylor

Second: Teresa Lane

Vote: **Motion carried by voice vote**

Bragging Rights

Kaitlin Mosley, RSVP and Health Services Director, reported that she had participated in a program to work toward receiving the Certified Community Action Professional (CCAP) certification. Ms. Mosley stated that she sent in her portfolio and it was approved by the National Organization. She was allowed to sit for the test on June 14th of this year. Ms. Mosley reported that she passed the test and that she would receive her certification at the NCAP Convention in August.

Executive Director's Report

Ms. York reported on the following:

- a. Board Parking Lot
 - i. Internet Access – Melissa Darsey, Outreach Services Director, reported on our partnership with SWA Connect which offers a free internet program to low-income people through the Affordable Connectivity Act. The program provides a 10-inch Android tablet with 10 gigabytes of data. Ms. Darsey reviewed the program details and stated that we have handed out 35 tablets to clients so far. Ms. Darsey said that we continue to hand out applications and that she would contact schools and Headstart and give them information about the program.
 - ii. 2023 TACAA Legislative Update – Audra Rea, Family Services Director, stated that lobbyist Jason Sabo spoke at the recent Texas Association of Community Action Agencies (TACAA) conference about their legislative priorities. Ms. Rea stated that TACAA's Executive Committee would decide on some targeted strategies for how they want Community Action Agencies and their Boards to interact with their elected officials during the August recess. Ms. Rea said that she hopes we can meet with our legislators and have an open conversation about what the third-party provider means for our rural communities.
- b. 2023 Annual TACAA Conference - Ms. Rea commended the programming at the conference for being specific to what Community Action Agencies do. She said that TACAA under the new direction of Amanda Shelton is being intentional about uniting agencies across Texas so that they can support each other and

learn from each other. Christina Cristan, Emergency Assistance Director, shared some key takeaways from the conference. She said that we can build a stronger culture by identifying our agency's values, involving employees in decision-making, and building trust. Ms. Cristan ended by recounting a story that demonstrated how everyone who works at PCS or serves on the Board is a part of achieving our mission.

- c. Weatherization Monitoring Update – Ms. York stated that several weeks ago, she and members of the Executive Committee were on a call with the monitoring team from TDHCA to get a clarification on what we needed to do to close out the monitoring. She said that we resolved some items but we still had issues with four of the weatherization jobs. Ms. York explained why the remaining issues were not resolved. Ms. York said that we have been selected for another monitoring, but she believes we are in a better position than with our last monitoring thanks to our Housing Director Benita San Miguel and her work on the monitoring. Discussion followed.
- d. Letter to Wellington Bank Re: Authorized User – Ms. York said we needed to update the authorized users on our account with Wellington Bank. She said she had emailed the bank and was waiting on more information from them before bringing a resolution to the Board.
- e. TDHCA Partnership to Aid with Natural Disasters – Ms. York stated that Michael DeYoung, who is in charge of the program side of TDHCA, came to Perryton with an aide from the governor’s office to address the issues facing the families affected by the tornado. They were joined by Audra Rea who was representing PCS. Ms. York said the state was giving us a contract for \$75,000 to help the flooding victims and \$75,000 to help the tornado victims in Perryton.
- f. Pathways Feedback Report – Ms. York reviewed our journey toward receiving the Pathways to Excellence Award. She said that there were four stages to receiving the award – bronze, silver, gold and platinum. Ms. York stated that we had worked on a report analyzing our strengths and weaknesses and sent it to the National Pathways group in Washington. She said we recently received the feedback report and that we improved from the last time we submitted the report. Ms. York reported that we will now be the first agency in the nation to receive the Gold Tier Award under this new process and we will be recognized at the 2023 Annual NCAP Convention in August.

Ms. York asked for a motion to accept her report.

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| Motion: | To accept the Executive Director’s report as presented. | |
| Moved By: | Judge Dan Looten | Second: Judge Chris Porter |
| Vote: | Motion carried by voice vote | |

Board Training: Panhandle Community Services Fundraising

Roxanne Ball presented her training on fundraising. She acknowledged that one of the obstacles we face is the misconception that PCS receives all its funding from federal and state grants and does not need donations. Ms. Ball said that she hoped to give Board members tools to face such obstacles.

Cycle of Fundraising – Ms. Ball said that fundraising is about relationships and engaging donors to become invested in PCS. She said the stages in the Cycle of Fundraising were: Identify Prospects, Educate, Cultivate, and Involve, Ask, Thank and Recognize, and Involve More Deeply. Ms. Ball said that donors who become involved with PCS would be more likely to donate again and she suggested involving donors by asking them to give their opinion or

join a committee. Ms. Ball said the number one reason why people do not give is because they were never asked and that the most effective way to ask is face-to-face.

Ms. Ball said that the five steps to securing a gift begin with telling an inspiring story. She presented a video called "Talking about Storytelling" and gave Board members a handout entitled "Seven Rules of Storytelling." Ms. Ball said that a recitation of facts is not a story, it is a report. What is missing is an emotional connection. Ms. Ball said to pay attention to details when telling a story. For example, instead of saying that the river is polluted, talk about the differences between the river from before it became polluted to how it is now.

Ms. Ball handed out the Board Volunteer Fundraising Agreement. She stated that if an agency applies for a grant with a foundation they will be asked if their board is giving 100%. She said that Board members could help by providing names and contact information for prospects and they could also participate in fundraising support tasks such as writing thank-you notes to donors and asking people to come to Festival of Trees. She recommended that everyone develop an elevator speech to promote Festival of Trees.

Ms. Ball ended her presentation by reminding everyone to encourage donors to give during the Panhandle Gives Campaign when funds are amplified.

Strategic Plan Update

Mr. Caldwell stated that he would like to propose a few revisions to the Strategic Plan, but first, he asked Melissa Darsey, as Team Lead for the Strategic Planning Committee, to give an update on the committee.

Ms. Darsey detailed the progress of the Strategic Planning Committee and the challenges they had faced. She said the purpose of the committee was to keep the Strategic Plan at the forefront of people's minds. She said the committee now meets quarterly and interviews each of the program directors one at a time. Mr. Caldwell said that we have to remain intentional about implementing the Strategic Plan and making progress with regard to the targeted outcomes and outputs that we have set for ourselves.

Mr. Caldwell reviewed the proposed changes to the Strategic Plan and noted the revised outputs and outcomes for each goal. He proposed the following:

HUD (Housing Choice Voucher Program - HCV)

1. The Emergency Rental Assistance (ERA) program has been added along with some targets specifically for that program.
2. The director of our HUD program has been focusing on creating a referral source for our energy assistance program. The referral creates an outcome where families can maintain their HUD housing because utility assistance was received.

Family Development (Community Services Block Grant - CSBG)

1. Families are now being measured as a family unit, and they are pursuing goals that are specific to the family. Therefore, the metrics under this goal have been revised to measure the number of unduplicated families that will be served through family development. Out of those, the target would be that 40% would graduate from the program by achieving the goals that were set by the family for success.

2. A career coaching program has been added to the Strategic Plan along with some goals regarding the program.
 - Our target is to serve 375 families with this program. Metrics focused on underemployed families and unemployed families were added.
 - Another output is identifying and engaging with area employers. This output is focused on engaging with actual employers, building relationships with those employers and further enhancing support provided by the employers for career coaching clients.

Denese Skinner asked if Mr. Caldwell could send copies of his presentation to the Board and give them some time to review the information. Mr. Caldwell said he would send them the information on the revisions to the Strategic Plan. The Board agreed to vote on the changes in the morning.

Mission Statement Review - Mr. Caldwell reviewed the PCS Mission and Vision Statements and the PCS Values as part of his Strategic Plan review. He said that the crucial pieces to these statements are a mission that defines what we're doing, a vision that outlines what we want the future to look like as a result of our mission, and the values that shape our actions that leads to strategies and goals that create action around that mission.

After discussion, the Board agreed that the mission statement was still valid and covered the key elements required by ROMA. The Board discussed the Vision Statement and offered suggestions for revising the statement. They agreed to have Mr. Caldwell take their suggestions to the Strategic Planning Committee and have the committee revise the Vision Statement and bring it back to the Board for approval.

Mr. Caldwell reviewed our core values: Respect, Integrity, Stewardship, and Excellence (RISE) and said they guide us to our goal of being an agency of excellence. The Board asked that the Strategic Planning Committee also review our values statement and consider added Dignity as one of our core values.

Adjourn for the Day

Judge Irwin called for a motion to adjourn for the day.

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| Motion: | To adjourn for the day. | |
| Moved By: | Lydia Villanueva | Second: Denese Skinner |
| Vote: | Motion carried by voice vote | |

The Board meeting was adjourned at 4:12 p.m. on July 6, 2023.

Break for the Day

Friday, July 7, 2023: Day Two

Motion to Reconvene

Judge Irwin called for a motion to reconvene at 9:00 a.m.

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| Motion: | To reconvene. | |
| Moved By: | Judge Dan Looten | Second: Judge Chris Porter |
| Vote: | Motion carried by voice vote | |

Initial Public Comment Period

Judge Irwin called for public comment. No public comments were made.

Strategic Plan Revisions

Judge Irwin referred to the handout with the revisions to the Strategic Plan that Mr. Caldwell had reviewed the day before and asked if anyone had any questions. Hearing none, Judge Irwin asked for a motion to accept the changes to the Strategic Plan.

Motion: To accept the changes to the Strategic Plan.
Moved By: Denese Skinner **Second:** Judge Chris Porter
Vote: **Motion carried by voice vote**

Board Training: ROMA

Christina Cristan, Energy Assistance Director, presented “A Day in the Life of ROMA”. She said that ROMA is incorporated into our daily processes. She said ROMA stands for Results Oriented Management and Accountability and consists of five different phases: assessment, planning, implementation, achievement of results, and evaluation. Ms. Cristan reviewed each phase of ROMA.

Assessment – Includes the Community Needs Assessment, Customer Satisfaction Surveys, and Bridge Builders Event. Ms. Cristan spoke about the recent natural disasters and how they forced us to quickly assess the emergency situations and determine what programs we had in place to help the families affected by the flooding and the tornado.

Planning – Includes the Strategic Plan, Community Action Plan (CAP), CEAP Service Delivery Plan, and Professional Development Plans for staff.

Implementation – Implementation is how we are serving our families. Ms. Cristan said that it is not just about the services we provide but the long-term change in the lives of the people we serve.

Achievement of Results – Results are recorded on our annual and monthly reports to the state, our Red-Light / Green-Light Reports, and our Organizational Standards. Ms. Cristan stated that each of the Organizational Standards falls under a ROMA cycle.

Evaluation – Ms. Cristan said that the evaluation phase is where we measure ourselves. She said that it is important to remember what our mission statement is and it is helpful to have the mission statement visible to ensure that we remain in alignment with our mission.

Ms. Cristan reviewed the Theory of Change and showed an example of one she created for the CEAP program. She said they not only use the Theory of Change as a mechanism for planning but also as a tool for evaluation at the end of the year. Ms. Cristan said the next step would be to develop a Theory of Change for the agency as a whole.

Lunch Break

