

**Panhandle Community Services
Board of Directors Board Retreat Minutes
Amarillo National Bank Skyline Room – 410 S. Taylor St - Amarillo, TX, 79101
Minutes for June 19-20, 2025, @ 10:00 am**

Board Members by Sector:

<u>Low Income</u>		<u>Private</u>		<u>Public</u>	
Lydia Villanueva	P	Denese Skinner	P	Judge Tim Glass	A
Robert Coffee	P	Jason Vanosdol	A	Judge Rowdy Rhoades	A
Amanda Quillin	P	John Sharp	P	Judge Dan Looten	P
Teresa Lane	P	Brian Gillispie	P	CM Esmeralda Mills	P
Janice Faggan	P	Kerry George	P	Judge Mitchell Locke	P

<u>Staff</u>	<u>Position/Title</u>
Magi York	Executive Director
John Mejia	CFO
Dennis Garvey	Information Services Division Director
Lylene Springer	Transportation Division Director
Audra Rea	Family Services Division Director
Christy Hilbert	Communications Division Director
Christina Cristan	Energy Assistance Director
Benita San Miguel	Weatherization Director
Lisa Matthyse	Executive Assistant
Cassandra Hernandez	Administrative Specialist

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

Board President John Sharp called the regular business meeting to order at 10:15 a.m. Central 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). Mr. Sharp 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.

(Denese Skinner entered the meeting at 10:03)

Consent Agenda (OS 5.9, OS 8.7)

Mr. Sharp asked if anyone would like to remove an item from the consent agenda for discussion. Hearing no requests for discussion, Mr. Sharp requested a motion to approve the consent agenda. (The consent agenda and all associated reports were included in the Board Packet. Reports included minutes from the May 15, 2025, Board of Directors Meeting, May 15, 2025, Audit and Finance Committee, Resource Development Committee and Programs Committee meetings; the June 2, 2025, Executive Committee Meeting and the June 4, 2025, Governance Committee Meeting; correspondence; a list of grants submitted; a list of signed items presented for ratification by the Board; the Funding Applications Report; the Three Things for the Board to Know Program Status Report (OS 5.9); and the April Financial Statements, including the 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 Statement, County Funds Summary, and Unrestricted Funds Statement (OS 8.7).)

Motion: To approve the consent agenda.
Moved By: Brian Gillispie **Second:** Lydia Villanueva
Vote: **Motion carried by voice vote**

Mr. Sharp asked Board members and staff to introduce themselves, noting that there are two new board members. Kerry George and Janice Faggan both joined after the start of the year.

Consider and Approve: Board Resolution - Emergency Solutions Grant

Audra Rea, Family Services Division Director, stated that PCS is seeking the Board's approval to apply for the Emergency Solutions Grant (ESG). Ms. Rea explained that PCS intends to apply for the homeless prevention portion of the grant, noting that 74% of households previously served with ESG CARES funds fell into this category. She added that PCS currently has Rapid Rehousing funds through the Rural Set-Aside program, which serves 23 of the 26 counties in our service area. She reported that ESG would serve all 26 counties and that the grant requires a 30% match.

Mr. Sharp requested a motion to approve the Board resolution to apply for the 2025 Emergency Solutions Grant.

Motion: To approve the Board resolution to apply for the 2025 Emergency Solutions Grant.
Moved By: Judge Mitchell Locke **Second:** Judge Dan Looten
Vote: **Motion carried by voice vote**

CAPLAW Conference Recap (OS 5.8)

Ms. York asked the Board and staff members who attended the CAPLAW Conference in Boston to share what they learned. She said it was a valuable experience, especially the discussions about the future of the Community Action network. Other attendees highlighted sessions on governance, Human Resources, housing, and immigration. After a discussion on immigration issues and our rights and responsibilities, Emergency Services Director Christina Cristan spoke about the challenges faced by the families PCS serves. Judge Looten, who attended the conference, noted that Community Action agencies usually have good benefits, and it was recommended that agencies put a dollar amount on benefits when discussing salaries. Conference attendees also highlighted the need for more private funding and shared strategies they learned for approaching potential donors. The Board discussed ways to improve fundraising efforts by focusing on positive messaging and donor follow-up. John Sharp suggested forming a fundraising subcommittee that would include members from outside PCS and recommended adding this to a future agenda.

Executive Director's Report

Magi York, Executive Director, reported the following:

- **Bragging Rights: CCAP Candidates (OS 7.9)**—Amy Francis is now a certified Community Action professional and joins Audra Rea and Ms. York in that role. Christina Cristan, Energy Assistance Director, and Amanda Hyppolite, Assistant Director of Family Housing Services, have passed the written examination and completed the writing assignment. Their results from the writing assignment will be ready soon. Melissa Darcy passed the exam and will do the writing assignment next year. Ms. York also reported that she and Audra Rea have been assisting with the testing process.
- **Meeting to Discuss PCS's Work with Veterans** - Erica Carian, a staff member for Congressman Ronny Jackson, met with Ms. York and Melissa Darsey, PCS Assistant Director of Veterans Services, to discuss our Texas Veterans Commission Grants. Ms. York noted that their conversation also addressed broader issues affecting many of the Congressman's constituents. She and Christy Hilbert, Communications Division Director, are preparing a letter for Ms. Carian to share with the Congressman. Ms. York also said she will invite the Congressman and the Senator to visit PCS during the upcoming recess and ask some Board members to join those meetings.

- Dumas Service Center – Construction of the PCS Service Center in Dumas has been completed, and staff have started working in the office. Ms. York informed the Board that the M.S. Doss Foundation sent a letter indicating it would not be providing funds to PCS for the construction costs. Ms. York stated that she plans to reapply in the next funding cycle. Freddy Chavez, the builder for the project, completed the center under his initial estimate, and he has agreed to continue carrying the note. Ms. York stated that she has contacted local organizations for funding and is also working with Scott Caldwell on additional foundation grants. Ms. York invited the Board to attend the ribbon-cutting.
- Update on Executive Orders—Ms. York provided an update on the Executive Orders affecting PCS and Community Action Agencies. She reported that the Department of Housing and Urban Development (HUD) is expected to see a 44% funding cut. Currently, PCS manages nearly 2,000 vouchers, and the waiting list remains long. Ms. York reported that programs planned for elimination in the slim budget and the 2026 budget include the Community Services Block Grant (CSBG), LIHEAP (also known as CEAP—the Comprehensive Energy Assistance Program), Weatherization, and RSVP (Retired and Senior Volunteer Program, which is under AmeriCorps). Ms. York noted that many AmeriCorps programs have already been shut down, and PCS has not received next year’s application for RSVP. If no changes occur, PCS will lose a program that has been operating for more than 60 years in March 2026, along with the volunteers who support families and businesses in the Panhandle. Ms. York stated, however, that David Bradley remains hopeful that CSBG, CEAP, and Weatherization will be funded since they were not defunded in the reconciliation bill.

Discussion followed.

Ms. York asked that her report be accepted.

Motion: To accept the Executive Director’s Report.
Moved By: Denese Skinner **Second:** Janice Faggan
Vote: **Motion carried by voice vote**

Finance Report (OS 8.7)

John Mejia, CFO, asked if there were any questions on the financial statements included in the consent agenda. Hearing none, Mr. Mejia reported the following:

Mr. Mejia outlined his strategic focus for the upcoming months. He stated that PCS operates as a reimbursement-based organization and requires at least \$2.5 million to \$3 million to operate for 30 days. He recommended that PCS develop a one- to five-year cash flow plan. He noted the importance of fundraising in securing unrestricted funds and said he supported forming a fundraising committee.

Mr. Mejia highlighted the importance of assessing our return on investment, especially in fundraising and grant applications. He stated that PCS pays a contractor for grant writing and that grants like ESG require a match, which must be considered when applying. He also talked about allocating funds for future capital expenses, such as repairs to the parking lot.

PCS’s management team is preparing for reduced grant funding and its impact on administrative overhead. Mr. Mejia stated that our indirect cost rate is tied to our largest federal program. He said management needs a plan to ensure financial sustainability over the next three years. Mr. Mejia stated that the goal is to finalize a plan within the next 6–9 months. He noted that the Board’s primary role will focus on fundraising. Additionally, Mr. Mejia indicated that planning for fiscal year 2026 would begin soon, and the 2026 annual budget is expected to be completed before January.

Mr. Mejia gave an HR update. He reported that open enrollment has ended, with 72 staff members enrolled in health insurance, fewer than last year. Mr. Mejia stated that premiums and deductibles increased slightly, while

the employer contribution increased from \$750 to \$800. Most other benefits stayed the same because they are locked in for two years. Ms. York noted that future cost-cutting efforts might need to focus on human capital.

After discussion, John Sharp requested a motion to accept the Finance Report.

Motion: To accept the Finance Report.
Moved By: Lydia Villanueva **Second:** Kerry George
Vote: Motion carried by voice vote

Ratify the Decisions of the Executive Committee, June 2, 2025

Mr. Sharp reported that the Executive Committee met on June 2, 2025, and approved the PCS Drug and Alcohol Policy. The committee also approved submitting the United Way of Moore County grant application. (Both documents were included in the Board packet.) It was noted that the Drug and Alcohol policy updates the previous policy. Mr. Sharp stated that there were a few minor changes, and they were noted in the Executive Committee meeting minutes included in the board packet.

Mr. Sharp asked if there were any questions about the Executive Committee's decisions. Hearing none, he requested a motion to ratify the decisions of the Executive Committee from the June 2nd, 2025, meeting.

Motion: To ratify the decisions of the Executive Committee from the June 2nd, 2025, meeting.
Moved By: Denese Skinner **Second:** Judge Mitchell Locke
Vote: Motion carried by voice vote

Governance Committee Meeting, June 4, 2025

Denese Skinner, Governance Committee Chair, reported on the committee meeting held on June 4, 2025. Ms. Skinner stated that the Board needs to take action to approve the Committee Job Descriptions and the Board Bylaws.

Committee Job Descriptions

Ms. Skinner referred to the Committee Job Descriptions included in the Board packet and provided an overview of the revisions. The Governance Committee's job description was updated to state that the committee is "responsible for reviewing Board processes, structures, and ensuring that rules are clearly defined within a framework of structured oversight." Regarding the Audit and Finance Committee description, Ms. Skinner noted that Section 9, which addressed insurance monitoring, had been removed. She reviewed updates to the Advisory Council Job Description, including changes to meeting dates and term limits. She stated that the Communications Division Director will now lead the Advisory Council and its committees.

Ms. Skinner asked Judge Looten to explain why the reference to Robert's Rules of Order was removed from the Advisory Council Job Description. Judge Looten explained that organizations usually have a trained parliamentarian to enforce the rules because they are very strict. He also noted that guidance from the CAPLAW conference suggested that bylaws should not reference Robert's Rules for this reason.

Discussion followed.

Mr. Sharp requested a motion to approve the committee job descriptions.

Motion: To approve the committee job descriptions.
Moved By: Judge Mitchell Locke **Second:** Brian Gillispie
Vote: Motion carried by voice vote

Board Bylaws (OS 5.3)

Ms. Skinner reviewed the updates made to the Board Bylaws. She noted that the revisions to the committee job descriptions were also included in the bylaws. Other changes involved Section 2, Article 8, which was the revision proposed earlier in the year in response to a request from Woda Cooper Companies, representing the Tecovas Terrace Project. An attorney for PCS confirmed that adding language related to "provisioning and fostering housing for low-income individuals" falls within PCS's existing charitable purpose. Ms. York spoke with directors from other Community Action Agencies, and they shared that they include references to specific programs in their bylaws and recommended that PCS consider doing the same. At the June 4, 2025, Governance Committee Meeting, the committee members approved adding that language to the bylaws.

The committee also agreed to remove the reference to Robert's Rules of Order in Article IV, Section H: Conduct of Meetings, and replace it with "the Board shall conduct meetings in an efficient and transparent manner to comply with Chapter 551 of the Texas Government Code (Open Meetings Act)." Revisions were made to Article 3, Section M—Emergency Powers of the Board of Directors. The committee agreed to remove "Federal Emergency Management Agency" and replace it with "any governmental official that has authority to declare an emergency," and to replace "two or more" with "any portion" of the 26 counties in the PCS service area. The bylaws now state that an emergency exists for purposes of this section if "any local government official that has authority to declare an emergency has declared a disaster in any portion of the 26 counties included in the Corporation's service area."

The Board discussed how disasters are declared. It was noted that county judges and mayors have the authority to declare local disasters, which could allow PCS to initiate disaster funding requests for the Texas Department of Housing and Community Affairs. This would enable PCS to begin response efforts at the local level.

Mr. Sharp requested a motion to approve the revised Board Bylaws.

Motion: To approve the revised Board Bylaws.
Moved By: Teresa Lane **Second:** Denese Skinner
Vote: Motion carried by voice vote

Resource Development Committee Report

PCS IT Policy

Dennis Garvey, IS Division Director, presented the PCS Information Systems Policy. He explained that, historically, IT-related policies were scattered throughout the Employee Handbook. However, as the agency's technological needs evolved, it became clear that a standalone IT policy was necessary. A committee made up of agency employees was formed to help Mr. Garvey create a document that is both technically accurate and easy for staff to understand. Mr. Garvey said the policy was reviewed and approved by the Resource Development Committee on May 15th and is now being recommended to the Board for approval. He noted that the policy outlines the role of Information Systems within PCS and how employees should use equipment and access data. He added that the policy is meant to be a "living document," to be reviewed and updated annually unless major changes occur.

The Board discussed increasing cybersecurity costs and the importance of employee accountability. Mr. Garvey stated that all employees must sign an acknowledgment of the IT Policy. He added that cybersecurity training is mandatory for employees and that he uses KnowBe4 risk management software to mitigate email-based threats like phishing and ransomware.

Mr. Sharp requested a motion to approve the PCS IT Policy.

Motion: To approve the PCS IT Policy.
Moved By: Judge Dan Looten
Vote: **Motion carried by voice vote**

Second: Teresa Lane

PCS Disaster Recovery Plan

Mr. Garvey reported that in recent years, one of his responsibilities has included overseeing PCS's facilities. He noted that both Pathways and insurance providers require the agency to have a formal Disaster Recovery Plan. The purpose of the plan is to prepare PCS for any incident that could hinder its ability to fulfill its mission and vision. The document includes a preamble and outlines three key scenarios: Plan A, Plan B, and Plan C.

Plan A addresses situations where the Amarillo office is out of commission or damaged. PCS operates using a hub-and-spoke model, with Amarillo as the central hub. If Amarillo is affected, all remote sites experience temporary outages until they can switch to emergency operations. Plan B covers cases where any remote center becomes inoperable, while the Amarillo office remains operational. Plan C involves the Transit Center, which, in the new facility, will serve as a standalone unit within the PCS network.

Mr. Garvey reported that the Resource Development Committee reviewed and recommended approval of the Disaster Recovery Plan at its meeting on May 15th. Discussion followed regarding the security of the agency's data systems. Mr. Garvey stated that local backups of our data and program folders stored on file servers at the Amarillo office are performed nightly. He reviewed the process and noted that all data is encrypted for security. The Board also discussed using two-factor authentication and Virtual Private Networks (VPN). Mr. Garvey pointed out that while VPNs improve security, they are also costly to maintain.

Mr. Sharp requested a motion to approve the PCS Disaster Recovery Plan.

Motion: To approve the PCS Disaster Recovery Plan.
Moved By: Lydia Villanueva
Vote: **Motion carried by voice vote**

Second: Robert Coffee

Board Training: Artificial Intelligence Overview

Mr. Garvey gave a presentation on Artificial Intelligence (AI). He stated that his presentation aimed to clarify common misconceptions. (The presentation slides were included in the Board meeting packet and uploaded to the Board management portal.)

Mr. Garvey defined AI and described its origins. He referred to Alan Turing's foundational Turing Test for machine intelligence. He noted that OpenAI's GPT-4.5 recently came close to "passing" the Turing Test when the AI was given a specific persona and tailored instructions, allowing it to mimic human-like communication effectively.

Mr. Garvey stated that AI has five main components: learning, reasoning, problem-solving, perception, and language processing. He discussed the meanings of terms like AGI (Artificial General Intelligence), ASI (Artificial Superintelligence), LLMs (large language models), and AI agents. He also reviewed structured versus unstructured data, supervised and unsupervised learning, and how algorithms function in AI systems.

The presentation covered current applications and real-world uses of AI in customer service, healthcare, and business automation. Mr. Garvey reviewed the capabilities of today's AI systems and highlighted several recent advances. He then showed video clips from Grady Booch and Sam Harris, in which they discussed the two dominant viewpoints of AI—one optimistic and one cautious.

2021-2025 Strategic Plan Update (OS 6.5, 9.3)

Scott Caldwell, President of Caldwell Business Group and consultant to PCS, presented the final update on PCS's 2021-2025 Strategic Plan. Mr. Caldwell referenced the chart on the screen, which displayed the numbers for outcomes and outputs of the Strategic Plan, and provided an update on the progress made since the last report.

RSVP (Retired and Senior Volunteer Program)

The goal was to maintain 700 volunteers each year, and Mr. Caldwell noted that we reached 79% of this goal. He noted that we were on track to meet the goal by the end of the year, but we concluded the 2021-2025 Strategic Plan early to start the new one.

HCV (Housing Choice Voucher Program)

Mr. Caldwell reported that 262 HUD families secured appointments with Emergency Rental Assistance (ERA) and received help with deposits. PCS achieved 94% of the goal of 280 families successfully obtaining housing after their deposits were paid. For families referred to CEAP (Comprehensive Energy Assistance Program), PCS reported that 152 HUD families could maintain housing after receiving utility assistance, which is 51% of the goal for this outcome. PCS Housing Specialists referred 100 HUD families to family development, reaching 80% of the goal, which led to 42 families achieving self-sufficiency. We exceeded our target outcome of 25 families, reaching 168% of our goal.

Weatherization

Mr. Caldwell stated that PCS initially wanted to do a study of neighborhoods that could benefit from weatherizing an entire block. However, instead of focusing on blocks, PCS reached out to apartment complexes. PCS's Weatherization team worked with three apartment complexes to deliver weatherization services, tripling the original goal.

Weatherization's goal was to establish 10 new safe and affordable homes, and it exceeded that goal by 210%. PCS renovated 25 veterans' homes and reached 167% of the goal of 15. The target for production was to increase by 200% in the first year and then maintain that level of production, which would achieve an outcome of 600 weatherized homes over five years. We completed 131 homes, which is 22% of the goal.

Family Development

Mr. Caldwell referred to the goal for Career Coaching and noted that we served 248 families, which falls short of the goal of 375. The outcomes related to the number of families served—"Underemployed families obtain a job paying a better wage, more hours, or with benefits" and "Unemployed families obtain gainful employment"—were lower than expected. Our Career Coach exceeded the goal for engaging employers to offer jobs for Second Chance, Pathways, and Entry Level families. Still, the number of families achieving employment was below the expected outcomes. Audra Rea, Family Services Division Director, explained that during the Strategic Plan period, PCS lost a career coach and faced three natural disasters that shifted resources toward disaster recovery.

Communications

Mr. Caldwell reported on changes to the Advisory Board. He said we had a goal of holding two Low-Income Advisory Board meetings, but as the agency worked on Pathways to Excellence, PCS leadership decided to create Regional Advisory Committees. By May, PCS had conducted 30 Regional Advisory Committee meetings, far exceeding the initial goal for an Advisory Board.

Mr. Caldwell stated that today will serve as the final update on the current strategic plan, and in the coming months, we will transition to a new plan. He stated that we have learned many valuable lessons that will carry over to the new plan and that steps have been taken to be more intentional in implementation, including establishing the Strategic Planning Committee and maintaining regular, ongoing focus on the strategic plan. Mr. Caldwell reported that the new strategic plan has three goals, and there will be metrics we can regularly review to

assess our progress toward these objectives. The new Strategic Plan will be a three-year plan aligned with the agency's Community Needs Assessment and presented at the August meeting for the Board to approve.

Mr. Sharp requested a motion to accept the final Strategic Plan from 2021-2025.

Motion: To accept the final Strategic Plan from 2021-2025.
Moved By: Denese Skinner **Second:** Lydia Villanueva
Vote: **Motion carried by voice vote**

Pathways Update

Mr. Caldwell stated that PCS must decide by the end of this year whether to apply for Platinum Tier recognition through the Pathways to Excellence initiative. Our latest submission was in 2023, after which we received feedback from a Pathways peer review team. Mr. Caldwell stated that we continue to review the feedback report. Our current focus is on identifying and addressing areas where we received ratings of Not Met or Nearly Met. Additionally, we are reviewing standards where we received Met or Exceeded ratings to make sure all supporting documentation and updates are accurate and up to date. The next step is to conduct a comprehensive review of the entire report to ensure it accurately reflects the current status of PCS. After this review, we will decide whether to apply for the Platinum Tier and the Award for Excellence.

Mr. Caldwell gave an overview of Pathways to Excellence, stating that it is an initiative of the National Community Action Partnership. NCAP established the Standards of Excellence, which are organized into seven categories, each containing multiple performance criteria. In 2022, PCS achieved Gold status. Mr. Caldwell stated that attaining Platinum status requires that all standards be rated as Met or Exceeded by the peer review team.

Mr. Caldwell highlighted PCS's advances in organizational excellence, including the development of an agency-wide scorecard modeled on the Balanced Scorecard framework, the creation of a comprehensive PCS Policy Book, the centralized storage of all policies and procedures via SharePoint, the expansion of regional advisory committees to strengthen local engagement and feedback, and a cultural shift toward excellence.

Mr. Caldwell stated that, as we have pursued Pathways to Excellence, we agreed that it is not about receiving an award. It is about being an agency of excellence and creating a culture of excellence throughout the organization. Mr. Caldwell noted that NCAP is developing a process to reevaluate agencies that achieve Platinum status, although no formal system is currently in place.

Discussion followed. John Sharp suggested adding a tagline about PCS's Gold Tier award in the email signatures of PCS leadership.

(Kerry George and Judge Mitchell Locke left the meeting at 2:35 PM.)

Ethics, Confidentiality, and Conflict of Interest Training (OS 5.8)

Blair Oscarsson, an attorney at Sprouse, Shrader, Smith, presented training on ethics, confidentiality, and conflicts of interest. She discussed the fiduciary duties that board members owe to the organization, including their duties of care, loyalty, and obedience.

- Duty of Care – Board members must act in good faith, stay informed, review documents, attend meetings, and ask questions. They must act as a reasonable and prudent person would, always in the organization's best interest. Ms. Oscarsson discussed the importance of integrity and avoiding using board membership for personal gain.
- Duty of Loyalty – Board members must put the organization's interests first, disclose conflicts of interest, and recuse themselves when necessary. They must also maintain confidentiality, even from close friends or family.

- Duty of Obedience – Board members must follow the law and PCS's governing documents. They must also respect board decisions, even when they disagree. Once a board decision is made, it must be supported by everyone.

Ms. Oscarsson stated that the nonprofit's mission is to serve the community, not to make a profit, and that our mission statement - "To work as a community leader and partner to change the lives of individuals and families in the Texas Panhandle by bridging the gap from poverty to stability" - gives the board permission to serve the community. She said the board members should consider that goal as they make decisions. She also stated that board members can rely on experts like attorneys or CPAs when making decisions, but they must still stay engaged and informed. Failing to fulfill these duties can result in personal liability, particularly in cases of negligence or unethical behavior.

Motion to Recess for the Day

Mr. Sharp requested a motion to recess for the day.

Motion: To recess for the day.
Moved By: Lydia Villanueva **Second:** Amanda Quillin
Vote: **Motion carried by voice vote**

The PCS Board Retreat adjourned at 3:14 PM.

Motion to Reconvene – Friday, June 20, 2025

The PCS Board Retreat reconvened at 8:59 AM.

Mr. Sharp requested a motion to reconvene.

Motion: To reconvene.
Moved By: Lydia Villanueva **Second:** Janice Faggan
Vote: **Motion carried by voice vote**

(Kerry George rejoined the meeting for Day Two.)

Initial Public Comment Period

Mr. Sharp called for public comment. No public comments were made.

ROMA for the Board of Directors *(OS 5.8)*

Christina Cristan, Energy Assistance Director, stated that PCS can achieve its goal of excellence by practicing the principles of ROMA (Results-Oriented Management and Accountability). Ms. Cristan introduced the ROMA team, which includes herself and Audra Rea, certified ROMA trainers; Lori Covil, who is earning her certification in training; and Amy Francis and Jennifer Brock, who assist in implementing ROMA in daily operations.

Ms. Cristan showed a video about the history and purpose of ROMA. She stated that during ROMA training, we discuss assessing, planning, implementation, achievement of results, and evaluation. She talked about the National Community Action Network Theory of Change and stated that one of our goals is to develop a Theory of Change for PCS.

Jennifer Brock, Career Coach, stated that we use ROMA to assess, plan, and implement job readiness strategies for clients. She said she prefers to meet with clients in person to assess their situation and help them find a job, and she continues to follow up with clients to help them with the challenges of maintaining a job. She also noted that many people struggle with job applications and assessments.

