

# BOARD OF DIRECTORS MEETING

<https://us02web.zoom.us/j/83924890481?pwd=VURRRTA5bVRsZTNNeWNwT2ZTVgrZz09>

Friday . April 26 . 2024

7:00AM



## AGENDA

Time	Item	Who	Process
7:00	A. <b>Call to Order Reflection</b>	Vu-Bang Nguyen	
7:05	B. <b>Closed Session</b>		
7:25	C. <b>Agenda Review/Chair Update</b>	Vu-Bang	Information (5 min)
7:30	D. <b>Public Comment</b>		
7:35	E. <b>Financial Statements</b> <ul style="list-style-type: none"><li>• YTD 2023-24 Financials</li></ul>	Darren Seaton Brad Feller	Presentation (10 min)
7:45	F. <b>Program Spotlight</b> <ul style="list-style-type: none"><li>• Welcome Center</li></ul>	Emilia Castellanos	Presentation (10 min)
8:00	G. <b>Racial Justice Series</b> <ul style="list-style-type: none"><li>• Colorism</li></ul>	Angie Guatemala	Discussion (15 min)
8:20	H. <b>Solidarity Summit</b> <ul style="list-style-type: none"><li>• Strategic Plan Update</li></ul>	Demone Carter Poncho Guevara	Presentation (15 min)
8:30	I. <b>Executive Director Report</b>	Poncho	Presentation (10 min)
8:40	J. <b>Consent Agenda</b> Board of Directors Meeting minutes February Leadership Council April minutes Finance & Administration Committee minutes March, April Executive Committee minutes March, April Program & Strategy Committee minutes March, April	Vu-Bang	Approval (5 min)
8:45	K. <b>Public Forum</b>		
9:00	L. <b>Adjourn</b>		

Members of the public may speak to the Sacred Heart Community Service Board of Directors about any item that is on the agenda during the Public Comment period, or items that are not on the agenda and are within the subject matter jurisdiction of the Sacred Heart Community Service during the Public Forum period.

If you wish to speak to the Board of Directors, please refer to the following guidelines:

- **Fill out a Speaker's Card and submit it to the Board Secretary. Please do this before the meeting.**
  - The Board Chair will open the public hearing and call your name. Each speaker generally has two minutes to speak. The amount of time allotted to speakers may vary at the Chair's discretion, depending on the number of speakers or the length of the agenda.
  - Please be advised that the Board is unable to discuss or take action on issues presented during Public Forum.
- In compliance with the Americans with Disabilities Act, those requiring accommodation for this meeting should notify the Administration Office 24 hours prior to the meeting at 408-278-2160**

# BOARD OF DIRECTORS MEETING

Friday . February 23 . 2024 . 7am  
Sacred Heart Community Service – via Zoom  
1381 South First Street . San José . CA



## MINUTES

### ATTENDANCE:

**Board:** Vu-Bang Ngyuen, Melissa Morris, Soledad Tellez, Valerie Gonzales, Asn Ndiaye, Carlos Rosario, Tania Bravo, Victoria Tung, Angelica Cortez, William Armaline

**Staff:** Poncho Guevara, Angie Guatemala, Amor Santiago, Dalenna Hughes, Roberto Gil, Lydia Bustamante, Lorena Sanchez Castaneda, Kiyomi Yamamoto, Erin Stanton, Demone Carter, Elizabeth Matthews, Darren Seaton, Lucia Garcia, Myisha Taylor, Celeste Munoz

**Public:** Maria Maravilla

Mr. Nguyen called the meeting to order at 7:05am

### Public Comment

None

### Finance & Administration

Mr. Seaton began by sharing that the income statement shows we currently have about \$225K less in contributed revenue than we had forecasted last June. He further explained that at the bottom of the income statement, is our results for the end of January. The organization has budgeted that we are going to have a positive month of \$163K, but instead our net income of actuals shows we are at a deficit of \$326K. If you're measuring our budget to our actual, you'll see a variance of \$489K. Mr. Seaton pointed out that our new Board member, Ms. Tung might be wondering about the numbers since she is new to the organization's Board; Sacred Heart runs a countywide homelessness prevention program worth millions and millions of dollars for the county and we subcontract ourselves. He further explained the grant revenues for this program are cost reimbursement, and the function is largely of how much we spend, so that we can receive the dollars. Homelessness Prevention program is looking at revising their budget at this point which indicates that we are slow at the beginning of the fiscal year and in doing our spending. Ms. Stanton, Director of Homelessness Prevention Systems, added to the chat, "The primary reason HPS is underspent is due to having a lower actual average financial assistance per household compared to what we budgeted so far this fiscal year. We are lower in both expenses and revenue as a result. There's also a project that was included in our budget that our funders have not started yet. We are working with our funders to rebudget, strategize which funding sources to spend first, and try to roll some funds over to next year." Mr. Seaton said with the Homelessness Prevention program, and also with the Energy program, that they are the least subsidized by unrestricted funds at Sacred Heart. He further pointed out that under grant revenue in the income statement, CSBG has a variance due to timing. CSBG is a calendar contract so we will catch up on the variance. Mr. Seaton moved on to point out that the direct costs section of the income statement also shows a variance from what was budgeted for the year. He further explained that we're approximately \$580K less in direct labor than forecasted. Additionally, the direct subcontracting & consultants variance in the income statement is correlated to what was mentioned about Homelessness Prevention System grants revenue section of the income statement. Mr. Rosario asked for clarity about the cost reimbursement for the HPS and is there a ceiling to spending? Mr. Seaton explained that there is an overall contract amount that can be spent, based on the clients that have the need. Mr. Seaton further explained that we don't receive the revenue unless we spend the money. He gave a hypothetical example of if we have \$15 million dollars, and we only spend \$14 million dollars, it doesn't mean that we lost a million dollars. It just means that we didn't spend it, but rather we're getting reimbursed for it. Mr. Guevara said that we are aware of the variance in revenue versus expenditures because we've been allocated a significant amount of resources and to the extent that we're not spending them. He explains that it is a huge challenge that our funders are monitoring very closely. For this coming year

because of the RFP process, if we get selected to become the recipient, funders will be rolling over some of the funds that were not expended this year into a new contract that should be happening like even prior to the new fiscal year. The Director of Homelessness Prevention System, Erin Stanton, said the biggest reason we're under budget this year is that last year we saw a huge increase in the need for financial assistance for households. She said that the budget was overcorrected and that the program is very flexible where the amount of financial assistance we provide is not predetermined or capped. Because of this, it is difficult to predict how much financial assistance we're going to spend because it's very sensitive to changes in environmental conditions. Ms. Stanton said that last year we were seeing a trend that the costs were going up month by month when we looked at the average financial assistance and so we budgeted for that to actually keep going up and instead it started to go down. She further explained that it doesn't mean people aren't still in very high need. It's just that some of those really high rarest cases are starting to come down and we've also been able to partner with the City of San Jose in particular to use some non-HPS funds for some of the highest rarest cases, which has saved us money. Ms. Stanton mentioned that we do have some challenges with partners being able to spend all of their funding, which is primarily due to staff turnover and the challenge in retaining staff in case manager positions.

Mr. Seaton moved on to explain that the one thing that we discovered going through our budget is our overall benefits rate. He said that when we do our forecast based on what we believe our expenditures are going to be, the benefits rate that was forecasted was too low for where we are right now. Mr. Seaton said that the issue is largely due to vacation accrual which is counted as an expense. He further explained that our benefits are going to outpace our growth in direct labor which we will keep an eye on. The bottom line of our actuals this month is that we have a deficit of \$300K. Mr. Nguyen asked if this is good or better news from where we started at the beginning of the year. Mr. Guevara said we have seen the trend lines with other organizations and the challenges that they're facing in terms of fundraising and this is following some of those same trend lines. He explained that we're looking at what reductions we can make short of laying off personnel. Mr. Guevara also mentioned that this year is our 60th Anniversary and there are activities planned throughout the year that will help bring in the revenue we need to run our programs effectively and efficiently. Mr. Guevara finished by sharing that we have good reserves, and we have some time in breathing room to get out of the situation.

## **Program Spotlight**

The Economic Justice Network (EJN) Organizing Manager, Myisha Taylor introduced herself, and the Economic Justice Network (EJN) Organizing Coordinator, Celeste Munoz. Ms. Taylor started out by sharing a video of Martin Luther King Jr. talking about Guaranteed Basic Income in honor of Black History Month. The video explained MLK's work around the Poor People's Campaign, and how he wanted to bring all poor people together to demand the government take care of its citizens. Ms. Taylor said that the video shows clips from the 1960s when folks were organizing around economic justice. She introduced her EJN team picture, and explained that they focus on employment services, Guaranteed Basic Income (GBI), Digital Inclusion (DI), and the VITA tax program. Ms. Taylor shared that in employment services, the organization serves community members who are CalFresh eligible, but not exclusively as we have members who are refugees coming in from Colombia, Mexico and Nicaragua. She mentioned that at the moment, the VITA tax program is in full-fledge currently on Wednesday, Thursday, Friday and Saturday. Community members have the choice to either come to a person with their documents to file their taxes or they can drop off their forms and we scan them in an encrypted file that we share with the IRS and then we return their docs to them. The VITA tax program is in need of volunteers but we understand that volunteerism is low at the moment. Ms. Taylor said she blames inflation for folks not having the time to give for volunteering. In any case, the EJN team is striving to recruit volunteers who are tax preparers. Volunteers will go through a comprehensive learning curve and competencies by United Way and the IRS to become tax preparers. We're currently seeing a lot of community members who have back taxes so we're helping members navigate what that means, helping them file back taxes, and bringing awareness to the penalties and other things that can affect them economically. Ms. Taylor also mentioned that the Digital Inclusion (DI) part of EJN is a call for the community to get their hands on not only the classes and education piece, but also a brand new device. Ms. Taylor explained that prior to January of this year, EJN was also connecting folks to the Affordable Connectivity Program (ACP), but unfortunately our Congress decided that broadband for all is not a priority. Ms. Taylor said these issues are what brings us to our organizing work around getting resources out, and

campaigning when we need better or something is taken away. Ms. Taylor shared a video about what employment services are from a county level and how Sacred Heart is contributing to that work. Ms. Taylor played another video as a testimonial from one of our members who received assistance and advocacy with his DoorDash job. Additionally, EJN is now in partnership with Good Karma, a nonprofit that gives bikes to folks in our community who are in need like the member from the testimonial. Ms. Taylor moved on to explain that for the VITA tax program, the Promotoras are heading up the call center so that when the community calls to set up appointments to get their taxes done, they hear from members on the line too. She explained that we're also working with San Jose State University students to receive tax documents when members take part in our drop off services. In terms of Digital Inclusion (DI), the goal is to serve 170 community members over a course of 2 years. EJN will also pack up computers to go mobile; we have partnerships with elementary schools and senior centers to include all members of the community. Ms. Munoz moved on to explain where the EJN work is headed in terms of Guaranteed Basic Income (GBI). She introduced a news coverage video that explains the launch of a GBI pilot program in Santa Clara County, and why that program is necessary for the unhoused and immigrant communities. Ms. Munoz mentioned that the video introduced many of our partners in the GBI work like the Si Se Puede Collective, Destination: Home, and our county. Sacred Heart's role in the pilot program is to bring it directly to the community by getting checks out to members. Ms. Munoz said that their team gets to see the joy and relief on their faces when they find out they can depend on this money for at least 2 years. She went out to explain that there is a lot of language around economic justice and GBI, and that she'd like to get everyone to know the common terms. Universal Basic Income (UBI) is essentially a model where every single person universally receives a basic level of income. Guaranteed Basic Income (GBI) on the other hand is a model that provides cash payments to specific targeted communities like women-led households, people of color, or age. Ms. Munoz shared that participants in GBI get sent to us and we give them orientation help, and explain how this money can be used; they get this money and they can do whatever they want with it, with no strings attached. Sacred Heart has distributed over \$1.3 million in cash assistance to our community since it started in January 2023. She explained that there are currently 150 unhoused and unstable housed families, half of which are referred from the Si Se Puede Collective and Santa Clara County. UCSF is doing the study portion of the GBI program about once every 6 months to see how the money is impacting their lives. Ms. Munoz further explained that the program is a total of 3 years. Two of those three years the members receive the money, and the last year is the study portion. She mentioned that currently, there are about 45 GBI pilots in California, and Sacred Heart is learning how we fit into the larger picture of the state and country. Ms. Taylor said she hopes everyone is fired about GBI because there is lobbying around this work at the moment. Mr. Guevara thanked the EJN team for sharing their incredible work.

## **Racial Justice Work Plan**

Mr. Guevara transitioned to discuss the fifth annual Racial Justice Survey results of the organization which gives insight on who we are, who we serve, and how we bring racial justice learnings to our staff. He explained that we have to ensure we as an organization have the ability to recognize systemic and interpersonal racism that occurs in our community, and within our organization in general.

Mr. Guevara said the Racial Justice Survey gives us a small snapshot into the makeup of our teams, and informs our commitment to racial work. He noted that we had about 95% response rate to our survey this year. The demographics are similar to last year's results:

- 60% of staff identify as female, over 5% are nonbinary, and about 23% identify as male.
- Nearly 19% of our staff identify as disabled.
- Over 77% of staff identify as straight, and about 16% do not.
- We do not currently have Veteran staff.
- Nearly 30% of our staff (or their families) were actually direct recipients of Sacred Heart services prior to joining the staff.

Mr. Guevara shared he was proud of the fact that we've hired so many folks that were previously members, and that it is exactly why we build relationships with the community. Other highlights from the survey are:

- Over 55% of staff were born in the U.S.
- About 75% of staff answered that neither of their parents were born in the U.S.

- About 12% of staff did not attend college and we want to ensure we do not exclude people from job opportunities when we have a racist education system. We want staff to have lived experience as well.
- Nearly 60% answered that neither parent attended college.

Mr. Guevara further explained that when we compare the demographics of our staff to our members, we see similar statistics in terms of racial and ethnic makeup. The results from our members also showed that a portion of (30%) our In general, we're seeing a similar demographic breakdown between our staff and members. Mr. Guevara moved on to explain other results from the survey that ask our staff about clarity, importance and commitment to racial justice. The results show:

- Nearly 90% feel that racial consciousness & inclusive practices are necessary to their work.
- 97% understand that racial justice work is necessary at Sacred Heart.
- 95% feel that Sacred Heart is committed to racial justice.
- 70% of staff feel that Sacred Heart is a racially diverse, inclusive and equitable workplace.
- 80% of staff feel that Sacred Heart hires and promotes people of color into staff and leadership roles.
- Over 78% of staff feel that we support and create an environment where we can talk about race with colleagues.
- 71% of staff feel that they have the training support to address racial disparities in their work.

Mr. Guevara explained that we've been spending some time working on with training and support in addressing instances of interpersonal and institutional racism. Mr. Gil transitioned to explain survey results that highlight what is the staff level of interest in need of support. Areas that scored high in important were:

- Opportunities to learn more about institutional, interpersonal and systemic racism.
- Training and practice on helping members understand systemic oppression and institutional racism.
- Accountability and evaluation for programs and staff to learn race equity and use it in our work.

Mr. Guevara transitioned to ask the Board if they had any takeaways or observations from the information that was shared. Mr. Nguyen said he wanted to emphasize that the demographics of the staff and that of members is close, which is great. Ms. Gonzales agreed. Mr. Guevara said one thing that we haven't interrelated yet, is filling some of the demographic holes from the 30% of members who did not answer the demographic question in their application.

Ms. Gonzales said she likes the fact that members can see themselves in staff members culturally, ethnically.

Mr. Guevara shared that several years ago when we started advancing in racial justice work. We want to get beyond the basics of diversity and inclusion because we felt we were fostering an environment that developed something of an inclusive environment but looked to do better at that. He asked what does it mean for the organization to be an anti-racist organization, and how are we utilizing the anti-racist multicultural continuum to guide us. It's about how are we really trying to ensure the full participation of people of color, including the world view, cultural lifestyles, and how are we trying to incorporate that into our life or our organization in terms of the engagement, but also in our structures and policies in terms of power sharing. Our programs are working to continue to create space for existing advisory committees, or forming them. Mr. Guevara explained how we are in coalition with others that are doing this work. Funding for this kind of work is not something that comes very naturally. For a couple of years there was a little bit of interest in it, and now we've seen that funding regress and organizations institutions and not interested in you know funding the anti-racist work but we're continuing to prioritize it.

Ms. Guatemala said that it is apparent that the organization at every level is committed to racial justice work. It is also so important to us, that it's almost frustrating. What we see every day, in the community, in the country and around the world makes us feel frustrated and want to get involved to solve it. She listed some takeaways that the Senior Management Team discussed:

- The organization is deeply committed to racial justice and we recognize how important it is to do our work.
- Our staff want to be involved in more racial justice action work at SH and beyond.
- Staff are better able to identify and respond to incidents of interpersonal racism, and they want more practice to upstand.
- Staff are better able to identify institutional racism and want more tools for data, evaluation and accountability to disrupt institutional racism in our work.
- Staff want more practice on how to talk with members about systemic racism.
- We should explore intersectionality more. (ie. race+: disability, gender, gender expression, sexuality, etc.)
- More work to be done to diversify our staff and member base.

Mr. Guevara shared that we have some planned racial and social justice trainings for the year such as:

- 5 All Staff Meetings focused on social justice including 3 developed by Sacred Heart Organizing Round Table (SHORT)
- Sacred Heart University
  - Nonprofits 201 → The Revolution will not be grant funded → NP and Social Justice Deep Dive (Focus: Critical Reflection)
  - SHU KnOC → Knowing our Constituents and historical impact
  - Organizing → skills and power building

Ms. Tung asked if Sacred Heart University is mandatory for all staff to attend or opt in? Mr. Gil said that all staff are able to enroll in the courses. And we want staff to at least take one course throughout the year. Ms. Guatemala moved on to share what the Senior Management team will focus on:

- Protocols and tools to help folks actually use and apply the racial justice work, staff feeling equipped to handle incidents
- Manager Trainings: How to have conversations with teams, support members and staff when issues arise
- Curriculum that is used across departments with the same content and materials. ASM's to have org-wide discussion on what teams are learning
- Systems Training: Going deeper into racism and the interconnection with systems of oppression.
- Sharing Power: Support for Committees and member engagement

Mr. Gil said that one of the key objectives is to foster and sustain an anti-racist culture. He explained that the he draft Racial Justice Action Plan for the year is to firstly, establish and communicate our plan to this group of people. After that, we will focus on:

- Staff Trainings: All Staff Meetings, Sacred Heart University, & Team level trainings
- Member Education: Solidarity Summit (April 27th, 2024), Communications, Trainings
- Events for members (leaders, promotores, volunteers, donors), survey members
- Policies: Develop Organization-wide policies and protocols for Racial Justice work
- Manager Trainings: Active Responses, How to facilitate difficult conversations
- Share Power with Member Leaders: Develop Advisory Committees, Leadership Council engagement in strategic decisions and anti-racist practices
- Increase Transparency: Decision Making Rotation, Executive Director Office Hours, Staff newsletter
- Support Nonprofit Ecosystem: REAL Coalition, Training in Power Building & Organizing

Ms. Cortez thanked everyone for walking the Board through the comprehensive collective inquiry process that Sacred Heart is doing with the workforce. She said she is curious about the evaluation and the effectiveness and the impact that the presenters just described, and wondered if we would bring in an outside objective consultant to do the evaluation part. Lastly, she asked if we hosted any focus groups or key informant interviews? What were the assurances of a non, an anonymity and confidentiality? Mr. Guevara said we developed these tools working with consultants, and the survey is the tool with use for evaluation. He explained that around the nature of confidentiality, we have not done focus groups, and the survey is anonymous. We are having conversations on team levels where people feel much more comfortable sharing. Mr. Guevara said that some of the support and training that our Organizational Development team has been providing to our management is how to be able to foster those kinds of conversations. You know it in their spaces and provide some of that feedback. Staff are regularly evaluated and have input in these topics, and not in a focus group setting. Mr. Gil explained that we often present the information, gather feedback, evaluate it and adjust resources and training according to their input where possible.

Mr. Guevara wrapped up by asking the Board if the Racial Justice Action Plan resonates with them, if they have other ideas, and if they have feedback. Mr. Nguyen said he wanted to refer back to the survey where there was an unexpectedly lower percentage of opportunities to get involved in fighting systemic racism through policy action. He said he wants to raise that up because it is important. Mr. Guevara responded that the response can be interpreted that way, but we interpreted the response of that question as maybe people thought they're already getting those opportunities and not thirsting for more since it is frequent enough. Ms. Morris said she appreciates that the goals and focus are looking both internally in terms of staff training but also thinking substantively about what racial justice means in the context of Sacred Heart substantive work. She said if there are ways that she can help with things like training or showing up in policy actions to reach out to her. Ms. Hughes said she wanted to ask the Board for support on raising unrestricted funding because at the moment some staff can't participate in policy action opportunities due to

the need to meet service deliverables. She explained that she'd love support in finding or creating ways for them to have opportunities and budgets that have more unrestricted funding for them. Ms. Tung said she has seen other organizations do training on systems, and big theories and is curious if any of the training involved the internalized racism/sexism/phobic work. Ms. Tung explained that staff have likely been affected by various oppressions, and that trauma shows up in us individually. She suggested that the Board also continue doing the internal work and was curious about some opportunities to do that. Mr. Guevara said there has been feedback from staff expressing the desire to understand how internalized white supremacy and colorism affects people, and our Sacred Heart Organizing Round Table (SHORT) is planning the next round of training based on that. Mr. Guevara thanked everyone for their input, and said for the purposes of time, if there are other points to reach out to him directly.

## **Executive Director Report**

Mr. Guevara mentioned that we are currently searching for a Senior Director of Finance Operations. He explained that we've noted some of the internal challenges of our finance systems, and we'd love a leader for our finance department to help structure things so that we're actually able to get through our audit and get timely financials, accurate financial statements. Mr. Guevara shared that we have hired a new Self-Sufficiency Director as the previous director, Mercedes Carbajal joined the Silicon Valley Education Foundation team leading some programs there. We're brought back one of our previous staff members, Veronica Amador to fill the position and we're excited about her coming back. Mr. Guevara transitioned to remind people that Solidarity Summit 2024 is coming up on April 27th at Notre Dame High School.

Mr. Rosario asked if there was any progress with a candidate he'd heard about for the Senior Director of Finance Operations position. Mr. Seaton said that we have made an offer to him and have a meeting scheduled for today with the candidate.

Mr. Guevara transitioned to discuss Ms. Bustamante's role in leading conversations for our Strategic Plan process. The Leadership Council and the Program & Strategy Committee are set to meet next month to get their input, and we are excited to help identify some areas of growth. He said we hope to report back in April. He shared that the Homelessness Prevention System program has responded to an RFP with the help of our Director of Evaluation & Development, Amor Santiago. Mr. Guevara also shared that there is an Emergency Assistance Network (EAN) strategic plan conversation that's actually happening in March, and we're continuing to move forward with that partnership with other anti-poverty organizations. He shared that in our Power & Organizing (PAO) department, they have published the Sacred Heart Organizing Institute (SHOI) Organizing Workbook. Mr. Guevara praised the work of Matt King, Tori Truscheit and Isela Reyes for putting it together. Mr. Guevara said in terms of our Strategic Partnerships work, we will be rewarded one of Community Development Corporation (CDC) awards from the City of San Jose's RFP. He thanked Mr. Nguyen for his leadership to develop a partnership with Alta Housing. In terms of the REAL Coalition, the Office of Community Based Violence Prevention and the 911 Call Analysis are ongoing and moving forward. Mr. Guevara further shared that the Energy department and water program are working hard to get more people to apply for that water program. For Community Development, the team is working hard on Sacred Heart's 60th Anniversary events this year, and are searching for a candidate for their Major Gifts Manager position. Mr. Guevara thanked everyone for supporting the organization and passed it off to Mr. Nguyen.

## **Consent Calendar**

The Consent Agenda consisting of the Board of Directors Meeting minutes October, Executive Committee minutes December, Leadership Council minutes November, and Finance & Administration Committee minutes November were passed unanimously. (mot: M. Morris / sec: C. Rosario) Aye: V.Nguyen, A. Cortez, V. Tung, T. Bravo, M. Morris, C. Rosario, V. Gonzales

Adjourned at 9:01am

(mot: M. Morris)

# EXECUTIVE COMMITTEE MEETING

Friday . March 1 . 2024 . 8:30am  
Sacred Heart Community Service – via Zoom  
1381 South First Street . San José . CA



## MINUTES

**Present:** Poncho Guevara, Angie Guatemala, Vu-Bang Nguyen, Asn Ndiaye

### Organizational Update

Mr. Guevara began by sharing that Brad Feller has filled the position of Senior Director of Finance Operations. He shared that in addition to filling that position, we have a slight delay on a couple of projects because our Senior Director of Strategic Partnerships, Lydia Bustamante has experienced multiple losses to her family in the last few weeks. Mr. Guevara said because of that, the Sabbatical Policy is delayed by a couple of weeks, as well as other work in Strategic Partnerships. We are moving in the right direction, and we've had various planning sessions around this work already. Mr. Guevara also reminded everyone that the Solidarity Summit is coming up on April 27th, and that we're excited to honor our 60th Anniversary then. The workshop part of the Summit will go from 9am to 12pm, and we will have a procession walk with Brazilian drums over to Parque de los Pobladores in front of our SoFA office. From 12pm to 4pm, we will be in partnership with MACLA's Community Day, and other organizations like Local Color doing art activations. Mr. Guevara said we are also now sending our sponsorship packet for our 60th Anniversary Gala which will take place in September. He shared we created a new position to help support grant writing, operations & administration. We have some great internal candidates for that position so far. He shared that one of our internal candidates, Erin Campos, has filled the position of Major Gifts Manager. Erin Campos was part of the Corporate Community Partnerships Managers, and they've produced some amazing work. He further explained that the Community Development team will need to refocus on individual donor work. Mr. Guevara said he is figuring out what guidance, planning, training and accountability looks like for the Community Development Director and their team. Mr. Guevara asked Ms. Guatemala if there were any other organizational updates. Ms. Guatemala mentioned that in preparation for recruiting the community to come to Solidarity Summit, the Sacred Heart Organizing Round Table is leading an All Staff Meeting training on the power of relationships. Mr. Guevara also mentioned that from an organizing training perspective, we're looking to bring Midwest Academy to Sacred Heart in August. Usually we send people to them, but felt it would be cost effective if we pay for them to come to us. He explained that we've sent staff to their organizing trainings for about 12 or 13 years, but the pandemic interrupted that. Bringing them to Sacred Heart would allow us to have up to 30 people participate rather than only 3 or 4 people. He explained the great thing about sending people to Midwest Academy is that they get to connect with other organizers from all over the county but we are still excited.

Mr. Guevara transitioned to explain that in our policy work, we have a couple of issues. He explained that in terms of the Guaranteed Basic Income (GBI) pilot work, the PASOS Committee is not too happy with him. Mr. Guevara explained that PASOS was not gaining traction on demanding the county to do something about retirement for undocumented seniors, and the positive impacts of immigrants to the Board of Supervisors. He said that last year, he was in conversation with Jen Loving from Destination: Home, and she they were working on a couple of different GBI pilots, and one of them was for seniors. He asked her if they would be willing to pivot to undocumented seniors as the target for one of the GBI pilots, and she agreed to it. The PASOS Committee decided on only 50 people for this particular pilot because the Deputy County Executive, David Campos, asked them to cut down their group from the original goal of 350. Mr. Guevara said they ultimately felt they didn't have the power to ask for more. PASOS was trying to get folks to sign on with County Supervisor Otto Lee, but could not get traction with others like Sylvia Arenas. He explained that they scheduled a meeting with Cindy Chavez and she reached out directly to Mr. Guevara to find out more. Cindy Chavez canceled the already scheduled meeting with PASOS and they felt extremely upset and felt he undercut them. Mr. Guevara said PASOS were planning an action around holding him accountable for Cindy Chavez canceling on them. Mr. Nguyen asked if the committee had a second vote and Mr. Guevara confirmed that they had only one vote from the Board of Supervisors. Mr. Guevara transitioned to share that the 911 Call Analysis report came out and City Council earlier this week saying they want a work plan that looks at alternatives to police responses. We're still pushing for the Office of Community Based Violence Prevention to actually continue that kind of research push to alternative responses.

Mr. Guevara transitioned to share that our SoFI building has a rodent problem which many food warehouses have to deal with. He explained that we've spent a lot of money and time trying to do some things to root out or their hiding. The staff/cleaners spend a fair amount of time cleaning up and tossing contaminated foods. He said we've changed to extermination vendors that have tried different techniques. We've also had some long-time volunteers that come in early in the mornings and see the issue, and they're



concerned about it. Mr. Guevara explained that this group of volunteers are not always calm or respectful when expressing their concern to some of our staff that are women of color. The volunteers have also expressed that they want to talk to the Board and Darren about it but they don't understand how much work the organization is doing around this issue. We've had some success getting them out of different areas, but not completely. Second Harvest and Safeway have similar issues because we've asked them about it and sought their advice. He explained we've even considered bringing cats in over, but there also needs to be care and safety if we do that. Mr. Ndiaye said he feels this is going to be a chronic issue in any food warehouse set up, but he wondered about the building being sealed. Mr. Guevara responded that they're dealing with different penetration points, and when we find those points we call the exterminator. He said we need to get under construction for our renovations, and continue looking at other measures. He finished by explaining that some of the volunteers may reach out to the Board or come to our Board meeting. Mr. Guevara thanked everyone for their time.

Adjourned @ 9:00am

# EXECUTIVE COMMITTEE MEETING

Friday . April 5 . 2024 . 8:30am

Sacred Heart Community Service – via Zoom

1381 South First Street . San José . CA



## MINUTES

**Present** - Poncho Guevara, Angie Guatemala, Valerie Gonzales, Asn Ndiaye, Vu-Bang Nguyen

### Organizational Update

Mr. Guevara began sharing that our Senior Management Team is full now that we have Brad Feller, our new Senior Director of Finance Operations, and Veronica Amador as the new Self-Sufficiency Director. He explained that he thinks we're now starting to make some progress on some projects, but it's a little clunkier than any of us want it to be in part because we've had positions to fill, the aftermath of the pandemic, and more. Mr. Guevara said he isn't sure he can navigate calibrating expectations when over the years, we've largely cut people slack. We want to be able to provide support and training to all folks at the organization. He said one of the things that he's been talking about with Angie Guatemala and Roberto Gil from the Organization Development team, is providing training and development opportunities to directors and managers because some are underwater, or understaffed. Organizational Development has had to step in to lead, prep or provide deeper support particularly with the series of racial justice trainings. He explained that in addition to stepping in, they've read through completed training evaluations and the input has been universally positive. Some of the outlier feedback is wishing they had more time or not knowing how it fits in with their program. Mr. Guevara moved on to say that the recent financials we got in February showed that we haven't gotten worse in terms of our financial projection for the year. He said we are still behind, and still trying to dig in in terms of contracts that we're not billing. The new Senior Director of Finance Operations, Mr. Feller is looking into potentially switching to another finance system product that is more common and user-friendly. Mr. Guevara said we will also make sure we develop a better internal system too. He said in terms of fundraising, we were able to get a renewal from Sunlight Giving for \$200K for 3 years. Additionally, we're looking to hire a community organizer to lead our Community Development Corporation work. Mr. Guevara also mentioned that we received notice from the union that they'd like to enter contract negotiations. Mr. Nguyen asked if the organization has considered the offers the Board has made over the past to bring on an HR consultant. Mr. Guevara said now that we have the Senior Director of Finance Operations, the Deputy Director has been able to focus his time more on the HR issues and we expect to see improvements.

### Strategic Plan Update

Mr. Guevara transitioned to go review a couple of points in our strategic plan process so far. He said the Leadership Council, and the Program & Strategy Committee met last week and we were able to get some great input from them. We are looking to replace one of the pillars from the last Strategic Plan which is Covid-19 relief. Additionally, we are reframing the Organizational Development element of the Strategic Plan because it focused on moving into a new facility for example. He further explained that we want to focus on anti-displacement work, like Community Development Corporation, and Homelessness Prevention System (HPS). We also are thinking about where we fit in Guaranteed Basic Income but it also may fit under the anti-displacement umbrella. Mr. Guevara said we're also looking to update the regional leadership umbrella with sectoral leadership; going beyond our region like training other organizations on how to do technical assistance in implementing HPS in other places. He said this is what we're playing around with in terms of language and that he wants to have that conversation at the Board meeting and at the Solidarity Summit. Mr. Nguyen said at the joint meeting with the Leadership Council and he thinks folks were excited about it. He continued to say he is also excited about it because it is a page strategic plan unlike other 20 page ones.

### Board Development

Mr. Guevara transitioned to discuss board development and some open positions we'd like to intentionally fill. He explained that he'd like to see someone else from the Leadership Council fill a seat, and at least one more position. Melissa Cerezo from the

Bicycle Coalition Board is someone we might consider. Mr. Guevara said he can also reach back out to Zelica Deams-Rodriguez now that she might have acclimated to her new role. He also has a meeting scheduled with the Supervising Attorney of Housing at the Law Foundation, Tristia Bauman. Mr. Nguyen said we really do need a new Melissa Morris that has a legal eye. He asked if the Executive Board members had anyone in their ecosystems that we should consider. Ms. Guatemala asked if there are any specific types of backgrounds or skills that we're looking for to fill those positions. Mr. Guevara said people that are passionate about social and racial justice, HR, events, marketing, fundraising & development. Ms. Guatemala she wanted to raise a former Silicon Valley Community Foundation colleague, Woubzena Jifar who was the Community Investment Manager and now works at Skoll Foundation. Mr. Nguyen said it would be great to get folks from funders on the Board, like Woubzena. Mr. Guevara said that is definitely a skillset that we want to consider for Board members, as well as training topics for staff.

### **Upcoming Board Meeting**

Mr. Guevara mentioned that we have an upcoming Board meeting at the end of the month, and we will go over updating the Strategic Plan, and cover a racial justice topic. He asked if the Board members present had any ideas or great articles to share that we can have dialogue around. Mr. Guevara and Mr. Nguyen said that they'd like to do a closed session for the first 20-25 minutes of the upcoming Board meeting. Ms. Guatemala offered to get the Board members some save the date posters for Solidarity Summit. Ms. Gonzales said she can put them around the San Jose State University campus. Mr. Guevara said that we'll let the Board know when we're going to have a mobilization around the city's budget process; we would plan to shut down the organization so that all staff can show up. He further mentioned that it is hard to do now that we're a larger organization but we want to ensure from all levels can get involved. Mr. Guevara explained that the Organization Development Director, Roberto Gil, is working on being able to track what staff leadership & engagement is like. Mr. Guevara thanked everyone and said that he looks forward to seeing them at the Board meeting, and at the Solidarity Summit.

Meeting adjourned @ 9:20am

# FINANCE & ADMINISTRATION COMMITTEE MEETING

Friday . March 24 . 2024 . 8:15am

Sacred Heart Community Service – via Zoom

1381 South First Street . San José . CA



## MINUTES

**Present:** Darren Seaton, Melissa Morris, Brian Darrow, Michael Soukup, Rhodora Frilles, Bill Roth

### Financials

Mr. Seaton began by sharing the income statement. He highlighted that the organization is currently \$1.3M ahead, due in large part to foundation grants restricted for next year. He showed that the organization is still running behind on individual donations but that the Director of Community Development is working on it. He also added that this is due in part to the recovery of having organizations and companies coming to volunteer and donate which is still not at pre-pandemic levels. Mr. Seaton shared that the organization is catching up on direct labor which was under due to several open positions. Ms. Morris noted that the committee is looking at February financials in March, so it's looking that they are back on schedule. Mr. Darrow asked if there is concern around being low in individual contributions. Mr. Seaton answered that he is currently not concerned but it may be worth reconsidering the projections for next year. Mr. Seaton moved onto the Balance Sheet and highlighted that deferred revenue is dramatically increased which is due to an advance for Destination:Home. Ms. Morris asked if there was an updated anticipated switch over for Sacred Heart to take over as master contractor for Destination:Home from the county. Mr. Soukup said that last he heard it was looking to be in June 2024.

Mr. Roth asked to see the ratios which look generally good. Mr. Seaton emphasized that some of the underperformance is due in part to underperforming during the holidays but now that there is a fully staffed Community Development team could address those challenges

### Accounting System Update

Mr. Soukup is looking to pick up the thread around incorporating fixed assets, electronic timesheets, and electronic payments.

### Budget

Mr. Seaton shared that the organization is beginning to work on it and programs will be working on making projections.

### Collective Bargaining

There is still an active contract and there are a few things to do. There is still one grievance, which is about an evaluation. There has been no real movement on that, mostly due to the fact that the person who filed it was out on leave. There is also work being done around the parking situation at 550 S. First St. Mr. Darrow asked when the contract opens and Mr. Seaton answered that it is in June 2024.

### Investment and Endowment

There is no change, but overall the market is down.

### Organizational Standards

Mr. Seaton reported that the attorney is working on updating the employee handbook. The bylaws also need to be reviewed by an attorney. Mr. Seaton is working on it and will return with recommendations.

### HR Update

Mr. Seaton shared that Melissa Lomeli has given her notice and will be leaving in April. The organization is working to create a job description to hopefully bolster the HR infrastructure.

Mr. Darrow asked if there is a plan to get someone for the potential HR Director position. Mr. Seaton answered that Mr. Guevara may have an idea of someone who could but it will have to wait until Mr. Guevara comes back. Mr. Roth asked if there were plans for hiring an analyst. Mr. Seaton is working with Ms. Ruelas Hughes to search for an analyst. Mr. Roth requested a job description to be sent to him because he has someone in mind.

### **Technology and Facilities**

Mr. Seaton reported that there have been some phishing emails that have been coming through. He reported that the organization is working with a consultant to bolster the security. Mr. Campos is also working on the server in the cloud to make day to day operations easier.

Mr. Seaton shared that teams are moving within SOFA. The Economic Justice Network team is switching back to SOFI and the Power & Organizing team will be moving to SOFA. He also reported that he is working on figuring out the financing for renovations to the new building.

Adjourn @ 8:45 am

# FINANCE & ADMINISTRATION COMMITTEE MEETING

Friday . April 19 . 2024 . 8:15am

Sacred Heart Community Service – via Zoom

1381 South First Street . San José . CA



## MINUTES

**Present:** Carlos Rosario, Poncho Guevara, Dalenna Hughes, Darren Seaton, Mike Soukup, Brad Feller, Martha Gutierrez

### Financial Statements

Mr. Feller started by sharing the March Income Statement compared to February. The total contributed revenue is \$234K, which looks a lot smaller versus February because there was about \$630K from a 3-year grant that we recognized upfront from an accounting perspective. He also shared that we did have a couple of newer grants that started at the beginning of the calendar year and we're a little bit slower to get going but are now at a better pace and then the HPS program continues as the year goes on. We're trying to find ways to spend more but as you'll see in the year to date versus the budget we were quite a bit behind where we expected to be at this point, largely due to just the volumes. So total revenue is just under \$3 million. Direct labor is higher in March just because we have 3 pay periods versus 2. On the subcontractor side we had Power and Organizing grants of about \$360K that we received in December and we actually paid out to 6 different organizations in February, so if you pull that out the costs are going up and it's mainly just trying to have the network spend the HPS dollars.

Regarding Direct assist you'll see is fine. It looks light in March, but mainly it's just timing because we are ahead of plan overall there. Then, the rest is fairly small, but unfortunately, a loss for the period of about 358K so, that's where we are on the March P&L. Mr. Feller pointed out that this is year to date versus the budget, so you can see mainly because of that, one time foundation grant, we are ahead of plan on the contributed revenue side of things, but from a grant revenue side you see HPS is significantly behind. He mentioned that he talked to HPS Director Erin Stanton about that, and she explained she made some assumptions as to what the average cost per household would be and they're actually coming in quite a bit lighter than that. We're struggling to get to the plan, from just a spending perspective and that drives the revenue side as well. Mr. Guevara asked whether we were losing money because we're not spending it quickly enough due to an overhead rate? Mr. Feller confirmed it and said that it's relatively small and it's a recurring theme that we'll reset with the new budget, but you'll continue to see a disconnect from the plan.

Mr. Rosario asked if we were planning on adjusting our projections for homelessness services next year?, and Mr. Feller explained we'll go through the budget process to really look at what it should be going into the new year.

### Balance Sheet

Regarding the balance sheet, Mr. Feller presented it as very healthy from a cash perspective. The cash looks better mainly because of some advances from some of our partners. Destination: Home for example has been giving us advances although they're supposed to be applying our invoices against the advance. We have told them to stop doing that because we're likely to have to cut them a check back at the end of the year.

### Accounting System Update

In regards to the accounting system update, Mr. Feller shared that we've had some challenges with the Pex credit card system. We are manually tracking receipts which causes a tremendous amount of time for the finance team in chasing people to get these receipts. Finance is exploring the possibility of integrate a visa-based automated solution that people can use in a mobile app where they can charge their card and take a picture of their receipts or have your invoices come into an email box and the system will use OCR capability (OCR stands for Optical Character Recognition, which is a technology that converts text in an image into a machine-readable format). Ms. Hughes volunteered to run a 3-week trial using this system. Mr. Feller also expressed that one of his main concerns is around our core issue with the use of Cost-Point because of its difficulty and lack of use in the organization. He said he's spent quite a bit of time talking to Deltek and their experts about the problems we're having and trying to get training on their BI reporting tools. Mr. Feller said unfortunately he thinks the implementation wasn't done very well, and it's really challenging to navigate. He does not think it is the right solution for organization in terms of easy use and people being able to benefit from the system. He's evaluating an alternative system he has previous experience on called Netsuite. In any case, he said we're gonna have to continue with Cost Point through the end of the fiscal year, and we need to perform a lot of data cleansing, and correcting processes before we go to a new solution.

Mr. Guevara expressed his concern about the timing of the annual audit, which is taking a lot of time to be completed, and requested to pay attention and make sure that we have everything on the books by the end of the fiscal year so the next audit can be completed in a regular 4-5 week period. Mr. Feller continued presenting some of his initiatives, like retraining the team on financial processes, lowering the risk of errors, streamlining, reviewing processes and analytics, and restructuring the team.

### **Collective Bargaining Update**

Mr. Seaton commented that we've fulfilled the first request for information that the Union has asked of us, and it was mainly about wages and benefits of their members. We have a Collective bargaining team together on our side and will be setting dates fairly soon so we will get back to report on that.

### **Investment and Endowment Policy**

Mr. Seaton commented that we haven't changed the policy in quite some time, so our portfolio remains static. It's invested fairly conservative, and then beyond that is any kind of stock donations. As mentioned before, it changed from Enterprise doing it themselves to Fidelity as the back end.

### **CSBG Organizational Standards**

Mr. Seaton shared that the only thing we have outstanding at the moment, is the Bylaws' revision by an Attorney.

### **Human Resources**

Mr. Seaton commented that in Community Development, we have a Community Partnerships Associate position open. Also, other open positions in Essential Services, La Mesa Verde, Family Assistance, and a management analyst required by Self-Sufficiency, as well as 4 or 5 staff for our summer academy.

### **Technology**

Mr. Seaton said that he's working with Luis Campos, Technology Manager, to put together a stakeholders group and do an analysis and come up with a firm policy regarding software suites because staff use different platforms for the same purpose, so we need to adopt the same suite for everyone so we can keep our information in the same data system.

### **Facilities**

Mr. Seaton reported that he met with a contractor to give us some costs for the plans we have for the remodel of our building at 1381 S. 1st street. He's setting a meeting with our architect and the head of planning and building at the city to work through our permit. We want to get an idea of code changes that we need to respond to so we can get started with renovations.

Adjourned @ 9:19 am.

# PROGRAM & STRATEGY COMMITTEE MEETING

Wednesday . March 20 . 2024 . 2 pm  
Sacred Heart Community Service – via Zoom  
1381 South First Street . San José . CA



## MINUTES

**Present:** Dalenna Hughes, Lydia Bustamante, Martha Gutierrez Angie Guatemala, Vu-Bang Nguyen, Sameena Usman, Jessica Blitchok

### Strategic Partnerships Draft Structure

Ms. Bustamante began by sharing that she's been working with Poncho and Isela Reyes on what partnerships with other organizations will look like in our region. She explained that in Spanish we used a term, *ganas*, which roughly translates into what lights people on fire. It makes us think about what inspires people to be a part of something bigger than themselves. She said that she is going to present the plan on what we intend to do to inspire these organizations in the region, and how we can inspire them to move to action. We're using the REAL Coalition as the framework for us. Ms. Bustamante asked the group to share a time since they joined the Sacred Heart Board that they felt a sense of collective power. Ms. Blitchok said that she has seen the power of community in the REAL Coalition. Mr. Nguyen said for him it has been volunteering with his family. Ms. Bustamante emphasized that it's not just about this thing that you're doing but that we're doing this together in community. In our last strategic plan, we added the element of not just individual grassroots organizing, and community organizing, but institutional organizing as well. We didn't really have a plan in place for how we're going to measure success and that is what we will walk through today. She said she is starting to put together a little bit of architecture around measuring success using the REAL Coalition and the work we're doing with other organizations as the initial framework, because so many of the players at that table straddle different parts of our work. Ms. Bustamante explained that some of them are working with volunteers, some of them are small grassroots organizations, and others are larger institutions with multiple branches. The intention is to develop a data infrastructure to measure how successful we are at being able to work with other organizations in this way.

Ms. Bustamante explained that in the theory of change related to institutional organizing, we say (current strategic plan) that if we develop leaders at the institutional level then we can actually organize others in the community to take political action and to support each other, ensuring that our community is free from poverty. That's how we meet our vision and mission. We want to inspire other executive directors, leaders of other organizations to move people to action, so that together we're even stronger. We can't do this stuff alone. Ms. Bustamante said in order to do that, we needed to create some goals around that. This is where we started at the beginning of the last strategic plan which currently spans 2021 to 2024. She explained that the strategic plan says our goal for leaders in coalition organizations would be to use our positional power or voice in our networks to advance shared campaigns. This is where the REAL Coalition was born. We already have the architecture built into our data systems to measure success, but we're taking it to the next level with organizations. She explained that we're using the framework for A through D level leaders, and the idea is that people and organizations choose their own adventure about where they believe they're at and where they want to go as an organization. Ms. Bustamante said she pulled some examples of organizations who are at different levels of engagement. She used Somos Mayfair as an example of an A-level (Lead) organization because they already organize campaigns with lived experience at the center of their campaigns. Ms. Bustamante said that Somos Mayfair is encouraging and training their folks with lived experience to give testimony to take political action. They're supporting and mentoring other organizations so that they can learn how to organize and mobilize their people because they know they're hyper focused in the Mayfair neighborhood, but they need other organizations that are organizing tenants to fight for the things that our people need and deserve.

- A-Level (Lead) traits:
  - Organizes campaigns with lived experience to give testimony and take political action
  - Supports or mentors other organizations in learning to mobilize or organize their base for shared campaigns
  - Leads the public messaging and collective action



Ms. Bustamante shared that B-level (Plan) organizations like West Valley Community Services are a little different. She asked if anyone in the group was familiar with West Valley. Ms. Usman said she was not familiar with them, and Mr. Nguyen said that he sees them in the REAL Coalition. We work with them all the time in many ways, but more focused in the West Valley/Cupertino area. She explained that they have their own food pantry, they're part of the Homeless Prevention System (HPS) with us, they offer rental assistance and volunteerism. Ms. Bustamante said they're also contributing to the planning and the execution of our shared campaigns in the REAL Coalition. Their executive director will not only show up to a political action at the Board of Supervisors meetings, but she'll bring leaders with her right. She said this key to a B-level organization or partnership. West Valley has an infrastructure for a Lived Experience Advisory Board, where certain decisions won't move on without checking with their base. Mr. Nguyen asked if the biggest difference between A and B-level organization is organizing. Ms. Bustamante said that organizing culture is a big factor, but many of these organizations are working through getting their staff or Boards in alignment with it. There is not perfect way to do it.

- B-Level (Plan) traits:
  - Contributes to planning and execution of campaign tactics (i.e., does the planning work through subcommittees)
  - Their institutional leadership mobilizes their base and/or staff when called upon
  - Demonstrates institutional accountability to a lived experience base

Ms. Bustamante moved on to share Recovery Cafe as an example of a C-level (Assist) organization. Ms. Blitchok said what knows about them is that they provide support services for impacted communities. Their executive director is also part of the REAL Coalition as well. Ms. Bustamante explained that their executive director may show up, but they won't bring their base. They're not afraid to put their names on a letter, and seek support from fellow organizations. Most REAL Coalition partners are in this category or in D-level. She said that these organizations are looking to apply principles of equity in their organization infrastructure, but they're a work in progress.

- C-level (Assist) traits:
  - Receives mentorship and peer support so they can work within their own org toward applying organizing and equity principles
  - Signs on to a shared policy letter or op ed
  - Recruits other orgs to join the training and learning circles
  - Shows up to the policy action on behalf of their organization, but probably doesn't bring their base

Ms. Bustamante moved on to say that D-level (Attend) organizations are like Silicon Valley Independent Living Center. They join the coalition meetings and show up. Their executive director will always be the person in the room who makes sure that people with disabilities are part of the dialiage when campaign planning. They keep going and learning because they think it's a good thing what we're trying to do together as a coalition. She explained that they're also trying to figure out how to change their organizations for more accountability toward equity. Ms. Bustamante said that they're public about their commitment to equity and racial equity in particular. They're not like actively contributing to the planning of campaigns.

- D-level (Attend) traits:
  - Participates in coalition meetings
  - Attends to learn how to change their organizations for more accountability toward equity

Lastly, the E-level (Pipeline) organizations like Unity Care are not part of the REAL Coalition yet but they have potential because they've signed the Nonprofit Racial Equity Pledge. They're fighting against poverty, discrimination, and racism. They show up in our different circles, but they're not quite in the coalition and we think they could be. Ms. Bustamante pointed out a person in the Unity Care staff picture, Sanders Trent. Sanders joined Sacred Heart last year to be our Family Assistance Director and was offered a bigger role back at Unity Care. Since then, he has been our representative there and wants to get more involved in the coalition. Ms. Bustamanted said that we don't share this framework explicitly to the members of the REAL Calition, but we talk about these stages of Organizational Development all the time. She said that when organizations get curious about centering social justice and equity, it prompts us to have a one-on-one with them. Ms. Bustamanted explained that at minimum everybody in

our Senior Management Team can really work on identifying potential pipeline organizations that we love working with. She said the basic framework and asked for reactions or questions before weighing in.

Ms. Bustamante transitioned to ask the group that when we say REAL Coalition, who are we talking about? We don't want there to be ambiguity with this group of organizations. Most of these organizations we don't just work with in the REAL Coalition, but we refer to each other all the time. We're always trying to figure out different ways to collaborate on services, programs, and advocacy. We, you know, we have similar constituencies. Ms. Bustamante said some of us sit on their Boards of Directors. Historically, we've had some of them sit on ours as well. She showed a slide with a list of all the names of organizations of the REAL Coalition. She further explained that there is also a lot of overlap of these organizations in our Homeless Prevention System network. Ms. Bustamante showed another list of organizations in the HPS network. She explained that amongst the Emergency Assistance Network (EAN) is the third coalition that we're kind of seeking to apply the framework to. Mr. Nguyen said his first reaction was wondering if we would even share the grading system with organizations. Ms. Bustamante said it's not intended to be like an ABC, D grade, but rather intended to mean here's where you want to be in terms of your decision as an organization. She said she understood why he might've immediately thought about a grading system. She said it was good feedback. Mr. Nguyen also said he is helping Silicon Valley Council of Nonprofits (SVCN) coordinate their Thrive Advocacy Nonprofit Series which is helping their members on advocacy. He explained that the training covers why advocacy is important, about coalition building, capacity building and that they've discussed when Boards aren't keen on advocacy. Mr. Nguyen finished by sharing that they organizations should strive to have varying and diverse members in their Boards to ensure an equity lens. Ms. Bustamante agreed, and said If an organization wants to go that way, it requires years of work and change management to get there. She thanked him for his feedback on how we frame this work.

Ms. Bustamante transitioned to share that she'd like to see leadership development for the Senior Management Team and managers in terms of leveraging their networks, and joining Boards at other organizations. Ms. Bustamante clarified that she is asking how best to frame this as an opportunity for leadership development to internal managers and directors as opposed to it being that thing that Poncho, Lydia and Isela dreamed up. How to get shared ownership around what are we trying to do with partners overall? Ms. Blitchok suggested that perhaps it is like a training on identifying personal/professional goals for growth. Ms. Blitchok explained how being on Boards of Directors is so impactful for personal growth and leadership growth because you're then exposed to leadership culture that is different from the one that you're actually working in, which can be incredibly informative. Ms. Bustamante said she liked that we could frame this as part of their professional development considerations. Ms. Bustamante's last question to the group is how can we make the framework adaptable for other Sacred Heart partners outside of the REAL Coalition. What are some thoughts or recommendations for like? This is really designed for politicization, but could potentially be applied to other partnerships like with funders. Ms. Usman said she thinks the challenge is always how to keep it simple, so that it's easy to replicate. but at the same time it does need to have some level of specificity or some more information for guidance. Ms. Usman also said it is also challenging if the focus of an organization changes, and it would be good if the framework is reevaluated on a semi-regular basis to see who is where. Ms. Bustamante said the point is really well taken, because showing up in solidarity is an action not a status. She explained that you've achieved and unlocked a level and that is the end.

Ms. Bustamante wrapped up by sharing that the next steps are:

- Augment the architectural design
- Build out the framework into the Salesforce architecture
- Pilot the tracking mechanisms with the REAL coalition's engagement
- Evaluate progress and results

## **Program Updates**

Ms. Hughes transitioned to discuss program updates, and remind everyone that this committee will meet with the Leadership Council in a couple weeks at our SoFI office. Ms. Guatemala confirmed that everyone should see the calendar invitations and if there are any issues with that to just let her know. Ms. Hughes shared that she was excited to be closing the look on the First 5

Santa Clara County: Stronger System, Stronger Families Initiatives grant that will help us develop a stronger internal and external resource navigation system. This will help us make referrals to other departments to communicate with one another when it comes to resources for a member (for families with children that are prenatal to 5 years old). The funding will also help with staffing in this initiative. Ms. Hughes also shared that the program departments are doing work around shifting to healing- centered engagement, and moving beyond trauma- informed. Ms. Hughes also mentioned that internally, we will have our first Well-Being Committee will meet in the next couple of weeks. Externally, the programs are focused on case management techniques, and forming and/or engaging their Lived Experience Advisory Committees. Ms. Usman said she loves this kind of work, and that these trainings are important for the self. Ms. Blitchok agreed and is excited to learn what comes of it.

Ms. Guatemala shared that she will send an email to the committee with details on the next in person collaborative meeting, as well as the next Program & Strategy Committee meeting. Ms. Bustamante said the gathering will focus on updating the Strategic Plan on our time bound strategies. Ms. Hughes and Ms. Bustamante thanked everyone for their time and that they looked forward to seeing them in a couple of weeks.

Adjourned @ 3pm

# PROGRAM & STRATEGY COMMITTEE MEETING

Wednesday . April 17 . 2024 . 2 pm  
Sacred Heart Community Service – via Zoom  
1381 South First Street . San José . CA



## MINUTES

**Present:** Dalenna Hughes, Lydia Bustamante, Martha Gutierrez Angie Guatemala, Vu-Bang Nguyen, Jessica Blitchok

### **Debrief: Collaborative Meeting with Leadership Council and Program & Strategy Committee**

Ms. Hughes began by expressing that the Leadership Council members enjoyed being in a collaborative space with members of this committee. She also mentioned she'd like to have these collaborative meetings with the Leadership Council happen more if possible and we can look into scheduling at the end of the meeting. Ms. Hughes asked the committee members if they had any thoughts on the collaborative meeting, and if there was any feedback on what worked or didn't work. Mr. Nguyen asked if we got the information and input we needed for the Strategic Plan content. Ms. Bustamante said we did get some great information from the group, and that she has sent a draft plan to the Executive Director, Poncho Guevara. Ms. Nguyen said in that case he is happy with how the meeting went, and is fine meeting more with the Leadership Council. He also mentioned that we don't have to force collaborative meetings every quarter, and also happy to continue building relationships with the Leadership Council particularly to get more members on the Board. Ms. Blitchok said that she loved the meeting, that she learned a lot given that she hasn't had as much experience with Sacred Heart in the community. She also said it was very informative for her to interact with people who are more familiar with the programs, and felt it was good for her to be a more informed Board member. Ms. Blitchok added that having them in person when possible would be good, and that having the translator was so helpful to generate understanding.

### **Committee Meeting Calendar**

Ms. Guatemala transitioned to share that we've been trying to figure out the cadence for the Program & Strategy Committee meeting since the end of last year and it would be great to decide on options so that the calendar invitations for the entire year can go out. She mentioned that so far we've scheduled these meetings on the 3rd or 4th Wednesday of the month at 2pm, and asked if anyone has a preference. Mr. Nguyen, and Ms. Blitchok said they didn't have a preference for either option. Given that a couple of people will be out on the 3rd Wednesday of May, the group decided on scheduling his committee for every 4th Wednesday of the month at 2pm. Ms. Guatemala also mentioned there is currently a hold in everyone's calendar for the next collaborative meeting with the Leadership Council on June 14th. Ms. Bustamante mentioned she'd love to hear some group thinking in June around the Operating Plan once the Strategic Plan is ratified. She also mentioned that perhaps in the Fall (September), the Leadership Council and this committee can come together to help us figure out how we integrate social justice across all aspects of the work and the design of that. Ms. Bustamante said we are already talking about these topics with the Senior Management Team and would love to hear from this group about it.

### **Feedback on Strategic Plan for Solidarity Summit**

Ms. Bustamante transitioned to share that she collated the information from the Senior Management Team, staff and this group to develop a draft Strategic Plan. She also shared that the Executive Director would and he feels strongly on giving the community the opportunity to give input on our draft Strategic Plan at Solidarity Summit on April 27th. Ms. Bustamante said she is also aware that we should ensure an authentic engagement opportunity from the community, and Solidarity Summit is a natural place to hold that. We will have the 1-page draft Strategic Plan in English and Spanish. The draft will have Covid-19 replaced, and Regional Leadership will have updated language. There will be another opportunity for community engagement with the plan at our 550 S. 1st building where we hope to see the Leadership Council talking with people. Ms. Bustamante said there will four questions for people to weigh in on:

- Imagine it is the year 2028, how do we know we're going to be successful in achieving our goals?

- Over the next 3 years, if Sacred Heart is serious about building a community united, its policy campaigns should be focused on...
- Over the next 3 years what has to happen in order to build a more united community again?
- What would you like to see changed, emphasized or edited in our plan?

Ms. Bustamante asked the group if they think these are the right questions to ask. Ms. Blitchok said these questions look great and that we will get great information. Mr. Nguyen said perhaps we can add a question around what might be missing from a plan, or leave an open bucket around what people would like to see emphasized. She said that the Strategic Plan is close to ready but we also need a sanity check.

Ms. Guatemala said that there is a Board meeting the morning before the Solidarity Summit, and a Board retreat coming up on June 7th. Ms. Bustamante said at our next committee meeting, she'd like to go over what shared decision making looks like across the organization. Ms. Blitchok said she just wanted to thank everyone for their work and that she is excited. Ms. Bustamante and Ms. Hughes thanked everyone for coming.

Adjourned @ 2:30pm

## LEADERSHIP COUNCIL

Friday . April 8th . 2024 . 9am - 11am

Sacred Heart Community Service – Virtual Meeting

Zoom



### MINUTES

**Members:** Claudia Lopez, Tania Bravo, Ma. Soledad Tellez, Simret Habtemariam, Yanet Crisostomo, Martha Barahona.

**Staff:** Dalenna Hughes, Angie Guatemala, Martha Gutierrez.

**Public:** None

### Welcome

Associate Director, Dalenna Hughes, started the meeting by listing the topics included in the agenda:

- Welcome
- Organization Data Updates
- Solidarity Summit
- LC members updates
- Program Updates SHCS
- Wrap-up

She continued asking the LC members who they have invited already to attend the Solidarity Summit? Ms. BravoT said she'll bring her spouse and children, but she also invited other family members. Ms. Bravo shared her strategy to bring more people to join us, which consisted in explaining to them what the SolSum is about and sharing her own experiences as part of the community. Ms. Tellez mentioned she's helped a lot of people to register for SolSum, while volunteering at the Welcome Center of SHCS, she invited them to a "party" where they would learn how the community united can achieve great things. Ms. Tellez also invited her family members. Ms. Habtemariam said she hasn't invited anyone yet, but she'll do it in the next few days using the flier we provided. Ms. Crisostomo mentioned she's talked about SolSum with neighbors but they don't look very interested in it but she posted the flier on her facebook page. From her family, she's the only one attending because her kids are very young.

Ms. Hughes continued saying that, hopefully after this meeting, the LC members get a better sense of what the SolSum is about, so they can explain it better and get more interest from the people they're inviting.

Ms. Lopez said that she has invited a lot of people and at least her whole family plan on attending. Also, three of the families she has invited expressed that they didn't get a confirmation of their registration, so she asked whether there's actually a confirmation that they'll receive, or if they need to register themselves again.

Ms. Barahona said that she's not clear about the activities that we'll have during the event, so it's difficult for her to invite someone without having appropriate complete information, and she feels like she needs more information because it's important the way you talk to people so they can be inspired and excited to attend SolSum. She'll invite her friends from La Mesa Verde but she expects to have better tools that help out to convince them.

### Organization Data Updates

Ms. Hughes showed the trends that we've been seen at SHCS, which consist in:

1. Volunteer numbers have increased! This is great news, and we expected this to happen after the holidays. We've also made a great effort to increase these numbers through the work at the Pantry now that Sofia, Director of Essential Services, is back at SHCS.
2. We are seeing more service recipients as volunteers. This means we are seeing more members who receive services become involved in the activities of the organization on a deeper level.
3. Data is strengthening by the moment. We have teams currently coming together to analyze how to better use our platforms or systems to work with data in a more efficient way, as well as identify what we are missing so we can really tell the story of what's happening in each of the departments at SHCS.
4. We need the holistic stories of service and empowerment. We still need to find a way to obtain the data about the stories of our members in a way that can identify the characteristics or peculiarities of a person that goes from receiving services

to becoming a leader and be empowered to work as part of our community, and join our campaigns. How can we tell these stories from beginning to end?

Ms. Hughes showed some numbers of the end of quarter number 2 of our fiscal year, and they reflected that all departments at SHCS are on track to meet their goals. She also talked about the advancements that we had in regards to the development of our A, B, C and D type of leaders.

### **Solidarity Summit**

Ms. Hughes presented the purpose to carry on the SolSum, and it's to rebuild the base, which means that we need to increase the number of people dedicated to policy and organizing work in order to better support the efforts of the organization: housing, guarantee basic income that means creating access to unrestricted dollars so people can have a stable way to provide for themselves and their families, etc.

We also need to know who our base is, who is open to work with us and join the different initiatives and committees of the organization. The Solidarity Summit is the perfect opportunity to show the work of the organization in general, and motivate people to join the community efforts.

The way SolSum connects with our mission and vision is one of our strategic goals is to engage our members, but is also the strategy that we use to do the work, we want to invite our members to come together in community and offer spaces where they can learn about the services available to them through SHCS, as well as opportunities for them to become empower and join our efforts in holding larger systems that dictate how services are deliver, the amount of money that contributes to strength the community and how members are treated with dignity and have access to services that are really their rights, like shelter, food, energy, basic income.

In the first part of the SolSum, people will have the opportunity to learn more about SHCS work and how to become part of our community; there will be a keynote speaker -Maria Noel Fernandez- and we'll focus on how ordinary people can achieve great things and improve people's lives when united and work in community. In the second part we'll have a celebration (block party). The theme is "People's power works!" It's on April 27th from 9am to 12pm at Notre Dame High School and from 12 to 4pm we'll have the party at *Parque de los Pobladores*, in front of our SoFA building.

#### Agenda:

- 8:30a-9:00a Staff arrival
- 9:00a-9:30a Sign-In
- 9:30a-10:20a Plenary/Keynote
- 10:20a-10:45a Break
- 10:45a-11:35a Workshop
- 11:35a-12:00p T-shirt distribution Distribucion de Playeras / Procession to 550 S. 1st St

Ms. Guatemala mentioned that there will be child care available for everybody, and also that the workshop will be offered in English and Spanish in different rooms but the information presented will be the same. You'll get free food and a T-shirt if you attend the workshop. In the party we'll have live music, dancers, zumba class, art activities, and food trucks; we'll partner with MACLA for the celebration and we'll make a mural focusing on celebrating our *abuelitos*.

Ms. Barahona asked if we invited City Council members to attend the event, so they can learn about our community needs and efforts... Ms. Hughes replied that probably some of them will be there but it wasn't our focus to have their presence because our event is more about the community and our fight for the well-being of our neighbors. She hopes that if they come, they will have an open mind and be curious about our needs, which could be beneficial.

Soledad expressed that SolSum makes her feel very proud because it is an opportunity to show all the achievements, it's been a long road and she has put in a lot of effort but all has been worth it, that;s why it's also very motivating.

## **Program Updates - Members**

Name: Martha Barahona

Committee: La Mesa Verde

Plants distribution on April 20th. They've been working on the construction of beds for the new sowing. LMV has a new manager: Lucia, and they're going through adjustments but they're very happy.

Name: Claudia Lopez

Committee: Safe, Secure, and Loved

New in-person and virtual classes are starting next week. It's a 7 week workshop. Also, the computer skills classes started one more time and they have a waiting list, it's a 4 weekly class workshop (2 hrs per week).

## **Sacred Heart Program Updates**

Ms. Hughes shared that our summer school will start soon. We are getting more funds for programs. Logrando Juntos is coming back this year. We applied for FIRST 5 SCC Grant - Stronger System, Stronger Families Initiative and we are starting negotiations. We intend to strengthen and build out the internal and external resource navigation system at SHCS with a focus to target direct support for families with children 0 to 6 years old, including prenatal. Shifting to Healing -Centered Engagement means moving beyond Trauma Informed. Pairing agitation with healing. Internal focus - Well-Being Committee. External focus - case management and Lived Experience Advisory Committee. This is a curriculum of how to work with people (adults) with trauma. Our committee will work to bring healing activities for staff and also for members.

Adjourned @ 10:54am