# AGENDA

<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Who</th>
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<tr>
<td>7:00</td>
<td>A. Call to Order Reflection</td>
<td>Melissa Morris</td>
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<td>7:05</td>
<td>B. Agenda Review/Chair Update</td>
<td>Melissa</td>
<td>Information (5 min)</td>
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<td>7:10</td>
<td>C. Public Comment</td>
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<td>7:15</td>
<td>D. Closed Session</td>
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<td>Discussion (10 min)</td>
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<td>7:25</td>
<td>E. Finance &amp; Administration Report</td>
<td>Bill Roth</td>
<td>Presentation (10 min)</td>
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<td></td>
<td>• Mid-Year Financials</td>
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<td>7:35</td>
<td>F. Executive Director Report</td>
<td>Poncho Guevara</td>
<td>Presentation/Action (10 min)</td>
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<td></td>
<td>• Program Update</td>
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<td>• Resolution 2020.06 Retention of Special Counsel</td>
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<td>7:40</td>
<td>G. Racial Equity Series</td>
<td>Poncho</td>
<td>Discussion (15 min)</td>
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<td>• Anti-Racist Multi-Cultural Organization Continuum</td>
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<td>8:00</td>
<td>H. Fund Development Report</td>
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<td>8:10</td>
<td>I. Program &amp; Strategy Report</td>
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<td>• Strategic Plan</td>
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<td>8:25</td>
<td>J. Program Spotlight: Solidarity Summit</td>
<td>Demone Carter/Matt King</td>
<td>Presentation/ (15 min)</td>
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<td>8:45</td>
<td>K. Consent Agenda</td>
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<td>Board of Directors Meeting minutes October</td>
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<td>8:50</td>
<td>L. Public Forum</td>
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<td>9:00</td>
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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  
Resolution 2020.06  Retention of Special Counsel

Whereas Sacred Heart Community Service requires legal services to solely and specifically evaluate impact and potential legal action regarding new HUD rules that will ban “mixed-status” families — comprised of household members who have different citizenship or immigration statuses— from accessing federal housing assistance, even though assistance is already prorate, or decreased, to exclude ineligible members.

Resolved, that the Sacred Heart Community Service retain the Western Center on Law and Poverty as special counsel solely for the aforesaid purpose and all matters incidental thereto and that said counsel shall be compensated pro bono.

I, Melissa Morris, President of the Board of Directors of Sacred Heart Community Service, of San Jose, CA, hereby certify the foregoing to be a full, true and correct copy of the record of the action taken by the Board of Directors of Sacred Heart Community Service, by vote of the members present, as the same appears in the Official Minutes of said Board as its meeting of February 28, 2020.

_____________________________
Melissa Morris  
Board President
A. Call to Order
Meeting was called to order by Board President Melissa Morris at 7:12am.

B. Agenda Review
• Resolution 2020.02 LIHEAP Contract
  LIHEAP contract has been approved electronically prior to the meeting.
  Change to Consent Agenda - no Audit Committee meetings were included in packet. They will have to be approved after the meeting electronically.

C. Public Comment
There was no public comment.

D. Finance and Administration Report
Mr. Darren Seaton presented about the financial status of SHCS.

YTD Financials
Agency is doing well. YTD Actuals have a slight deficit which agency had forecasted ($47K). We had forecasted a negative balance of $220K by this time of the year but we’re at $47K. Fundraising team did really well on fundraising with the Pack-A-Back campaign for individuals and corporations, so that contributed to the positive difference. Grants is down a little bit because we were expecting to be awarded a grant from SCC that we didn’t receive, but we were going to hire someone with that grant that we won’t, so in the end there is little or no negative impact on the budget.
Overall we've spent less than what we estimated at this point in time for the year.

Ms. Morris asked everyone to introduce themselves before the audit presentation commenced.
Mr. Dan Moors and Ms. Namrata Popat, from Armanino LLP, joined the Board Meeting to present the results of their financial audit of SHCS. Mr. Moors introduced himself. He mentioned he has 25 years of experience, works on 50 nonprofit audits per year, and reviews another 40 nonprofit audits per year. Ms. Popat has 10 years of experience auditing nonprofit organizations.

Mr. Moors started by thanking the Management for their support during the process and providing all the necessary materials. There were no audit adjustments that affect net income. Despite the staffing vacancies in the finance team, Mr. Soukup did a phenomenal job having all materials ready. The financial statements the board gets on a regular basis are pretty accurate. Armanino tries to spread best practices to help nonprofits reduce risk and SHCS consistently implements adjustments to controls and recommendations.

Mr. Moors distributed a printed version of the Sacred Heart Community Service Financial Statements and Single Audit Reports and Schedules. He led a discussion reviewing the data in the report.

• Opinion (P1)
SHCS received a clean opinion, which is the best opinion possible to receive in an audit.

• Statement of Financial Positions (P3)
This summary compares 2018 and 2019 fiscal years. This provides an overview of significant changes to account balances. Total assets went up by $483,144, highest increase has been in cash. Liabilities went up by $297,854 for a ratio of 2.3 to 1 without inventory. This ratio is good for SHCS.

Net assets went up by $185,290 (net income). Over some years SHCS has been working on building the Operating Reserve. The best practice is to have 3 months of operating reserve funds. SHCS is spending about $1million every month to cover expenses (excluding in-kind donations). The Operating Reserve has $1,614,244 which is close to 2 months reserve. SHCS has done a good job establishing this fund but needs to keep on working to get to the 3 months best practice. Income Statement went up by almost $100,000. There was a 25% growth in revenue compared to 2018.

• Statement of Functional Expenses (P5)
Compared to 2018, agency's expenses decreased, but donated items (food, clothing, etc.) increased.

Out of funds raised, SHCS spent 94% on total program services, 4% on management and general, and 2% on fundraising. However, this includes the donated food and clothing. If those were removed from the calculations, then SHCS stands at 87% total program services, 9% on management and general, and 4% on fundraising. According to Charity Navigator, this would place SHCS at 4 star rating (the max) throughout all categories that Charity Navigator measures.

Auditors also shared an overview of how SHCS' Functional Expenses compared to other nonprofits in the industry. Overall, SHCS is doing really well on how we're investing and using the funds received. SHCS is operating very efficiently. This is consistent with previous year. In comparison to similar organizations across the country the average cost for spending on management and general is around 8%, whereas SHCS spends only 4%. This organization is operating very efficiently and most of the funds raised are spent on programs and services, which is what donors are looking for.

• Notes to Financial Statements (P8)
This is a public note that could be asked by donors or anyone interested in learning more about SHCS' financial status. The Notes to Financial Statements includes sections on Nature of Operations, Program Services, and Summary of Significant Accounting Policies.

• Liquidity and Availability of Resources (P28)
This note describes assets that are available within one year of June 30, 2019 (time of audit) to fund general expenditures. This is a new audit principle where auditors look at in the case of needing cash quickly, how much funding does the agency have available.

Adding financial assets ($1,999,542) plus SHCS' line of credit ($1,000,000) it gives SHCS $2,999,542, which is 3 months of the agency's operating costs. This is a very good financial position to be at.

• Schedule of Findings and Questioned Costs (P37)
This is the final summary of financial audit. SHCS received an unmodified auditor's report and a low-risk qualification standing.

Ms. Popat reviewed the best recommendations identified as a result of this year's audit:

• Donated Toys and Educational Materials Periodic Analysis
In June 2018 auditors noted that SHCS' donated toys and educational materials revenue was initially reported at amounts significantly lower than in prior years. Auditors recommend that moving forward SHCS keeps a monthly record of donated toys and educational materials and compare this monthly record with previous year's donated amounts. If significant discrepancies between previous year...
are identified, those discrepancies should be investigated. Since then SHCS has maintained a monthly record, but due to the lack of information for in-kind donations prior to 2018, the agency was not able to compare the monthly record with previous year’s monthly data. In June 2019 auditors recommendation is to continue to keep this monthly record of in-kind donations and given the now availability of 2018 data, to compare the current year with the previous year. If significant discrepancies appear, then SHCS needs to investigate. SHCS Management accepted the recommendation and will plan to implement it.

• Missing Sign In Sheets for TEFAP Program
Out of 40 samples tested, 6 samples name on The Emergency Food Assistance Program (TEFAP) grant did not match with the sign in sheets. Auditors found a mismatch between the person getting swiped to receive services and the person who signed the USDA (TEFAP) form. Moving forward, SHCS will daily staple together all TEFAP eligibility sheets and the alternate pick-up forms, as well as place a date stamp on the forms. All sheets will receive a date stamp and will be filed in a cabinet by their proper month and date.

• Fixed Asset / Depreciations Tracking Software
Currently SHCS manages its detail property and equipment depreciation schedule on Microsoft Excel, yet auditors recommend that SHCS adopts a depreciation software package that will work with our current accounting system and calculates the depreciation on a monthly basis. SHCS Management responded that the agency will explore the feasibility of obtaining a fixed asset depreciation software package that will work with our current account system.

• Resolution 2020.05 FY 1819 Audit was passed by consensus.
(mot: B. Darrow/ sec: J. Joanino, unanimously)

F. Racial Equity Series
Board of Directors split into teams of two and took a quiz on Equity and Diversity in the U.S. Mr. Guevara reviewed the correct answers. Reactions and reflections were shared. Mr. Nguyen and Ms. Joanino volunteered to work with Mr. Guevara on updating the quiz to localize the data for use with volunteers in November.

G. Executive Director Report

• Program Updates
  Energy: Welcome Center is now assisting LI-HEAP applications and helping outreach for this service.
  HPS: A new director will be added to the Homelessness Prevention System team to grow and expand that work due to successful demonstration of impact in its pilot years. This is driving the need for restructure of the overall organization.
  Agency Dashboard: Mr. Guevara shared Q1 dashboard with the Board of Directors. Some key takeaways:
  • We are already one half of the way there for how much annual membership we see.
  • Leadership is also outpacing what we might expect for just one quarter.
  • We have not yet completed and analyzed our members surveys.
  • On one to ones and community building events we are short. We are focused on increasing one to ones among the staff with planning and training at our all staff retreat.
  • We are on-track with social justice trainings and events. We said we wanted 1K people receiving social justice trainings this year, but we have 571 who have received them so far.

• Important Dates
  • There is an equity study session with the San Jose City Council on December 13 at 1:30pm and everyone was invited to join the conversation.
  • Typically the BOD volunteers together on Thanksgiving Food Box Packing day, which this year is on November 23 at 8:30am. Please let Lydia Bustamante know.
  • Toy box reception on December 21 from 5-8pm. We are going to invite our A and B level leaders to come and pick-up their toys early and enjoy a community building event. Mr. Guevara invited the board to help volunteer and meet/appreciate our leaders.

• Strategic Plan
Strategic plan is a public facing, fundraising document with 4 main outputs: case for support, organization wide calendar and budgeting for coordinated progress toward our goals, plan for racial justice work, and clear statement about partnerships. Over half of our budget is going toward subcontracts and our plan will outline our vision for that work. Are we only strengthening our programmatic level of engagement with these partners or is there some larger picture that we are working with partners on? The calendars and timeline for the strategic plan can be found in the board packet in the Programs and Strategy committee. Mr. Guevara invited the board to provide their thoughts on the kinds of questions we can ask partners and also to attend program and strategy committee meetings if they want to participate even more deeply in the strategic plan.

• Solidarity Summit
Mr. Guevara reviewed the vision for the Solidarity Summit on March 21st, 2020. The idea was initiated on the presidential Inauguration Day in 2016. The Summit will provide a summary presentation of the strategic plan to members. It will also focus on the voices and leadership of our members and plan for the election year. He invited a couple of board nominees to serve on the planning body for this event. Senior Management is taking a large leadership role in the holiday program so that we could instead focus on engaging staff and members in the Solidarity Summit.

H. Fund Development Report
The solidarity summit is adding a fundraising campaign each year specifically around social justice. We think it is important to consider how we can fund it in a grassroots manner to sustain that work. If you are particularly connected to the social justice work consider doing an online or peer to peer fundraising campaign to support the solidarity summit. When we did the teacher kits and PAB we found it to be successful. We convened a group of latinx leaders to think about what the teacher kit for the holidays should be. They said that much of the focus seems to be about kids and the culture also honors and cares for elders. So they are leading the collection, building and distribution of elder kits. If you have connections to donors or drives related to that or would like to participate in packing day please let us know. It will occur about 1 week before toy packing day.

I. Program Spotlight: Welcome Center
Ms. Rocha introduced the Welcome Center team and where it fits in the organizational structure as part of Essential Services. The Center includes 4 multilingual staff, 30 volunteers with commitment of 6 months or more (due to information privacy and confidentiality issues) who serve about 600 families per day. The team registers about 15 new households and updates the information for 25 households per day. This time of year there’s increase in activity because households come to SHCS to register for the Holidays, so the Welcome Center is assisting 60 households per day. They also provide special services that include baby layette for new mothers, a limited number of available bus tokens for medical appointments, and recent integration with the LiHEAP program. They’re also connected to other programs in the community where they refer members to. She shared a story about a member who had just become homeless for the first time and received a bus token to find housing and case management services. Ms. Rocha indicated that high need items for donations to the layette program are onesies and diapers.

Ms. Watts, the Director of Essential Services, explained that regularly we see 500 families a day, but now we are seeing 650 families a day with Holiday registration. Everyone comes through the Welcome Center. This is a testament to how hard Ms. Rocha and her team are working, and how much they take care of their volunteers that make the work happen. Ms. Morris thanked the team for their hard work and being at the front lines every single day. Ms. Fisher asked if the team needs more partners for the baby layettes. Ms. Rocha said they do run low on onesies and diapers.

J. Consent Agenda Approval
Consent Agenda included: Board of Directors Meeting minutes August, Executive Committee minutes September and October, Audit Committee minutes September and October, Program & Strategy Committee minutes September and October, Finance & Administration Committee minutes September and October, and Funds Development Committee minutes September. The Consent Agenda was approved by consensus except for the Audit Committee Minutes that will be approved at a future board meeting.
(mot: J. Joanino/ sec: M. Gomez, unanimously)

K. Public Forum
There were no public comments.

L. Closed Session Discussion
• The Board of Directors went into closed session in order to discuss the Executive Director’s Review. No report was made at the conclusion of the closed session.

M. Adjourn
Meeting was adjourned at 9:20am by Ms. Morris.
Minutes for Audit Committee Exit Meeting on October 21, 2019 at the offices of Armanino

In attendance:
Committee members: Donald Wright, Jim Gibbons, Jennifer Riva-Kirk by phone, and Brian Darrow
Management members: Michael Soukup , and Darren Seaton
Auditor representatives: Dan Moors and Namrata Popat

1. Timeline review

The auditors discussed the audit timeline and key deadlines: among the key dates are emailing of Audit Committee approved statements to the Board on 10/22/19, and presentation to the Board 10/25/19, and bound Board approved audited statements by 11/4/19.

2. Summary of Key Audit Procedures

Dan Moors outlined the Armanino audit approach and steps taken in the audit.

All numbers related to key audit areas appear to be fairly stated, per the auditors.

Areas of particular focus were discussed, donated clothing and food in particular. The auditors also noted that there was better tracking this year in non-food items and those numbers were up. Last year the totals for toys and bikes were understated due to a system error which was corrected.

3. Review of AU-C 260 Letter (a.k.a. The Auditor’s Communications With Those Charged With Governance)

Dan Moors took the committee through AU-C 260 letter and the summary of proposed audit adjustments. All audit adjustments to the financial statements have been implemented.

SHCS has adopted the new reporting standards in ASU 2-16-14. These include new net assets categories and disclosures about liquidity and availability of resources.

The primary difficulty with the audit this year was the time crunch. The auditors expressed a desire to start a week earlier next year if they have the audit. Best practices put the audit out for bid every 3 years and that needs to happen in 2020.

4. Letter of Recommendations to Management

As mentioned above, there had been problems in the past with the tracking of donated non-food items. This year the organization will monitor this monthly and investigate if the totals differ significantly from prior years.

Details of improvements to the tracking of sign in sheets for the TEFAP Program were discussed.

As always, Board members should make a point of reviewing this letter from the Auditors and discussing it with Management in the next Board Meeting

5. Audit Draft Walk Through

Dan Moors noted that the auditors were issuing a clean opinion on the financial statements. And he brought the committee’s attention to some notable changes in them such as the increase in current ratio to 2.3 to 1, which is better than United Way’s benchmark of 1.5 to 1 or better.

Dan Moors also noted the consistently high scores for the organization in Charity Navigator and the high efficiency scores regarding fundraising and management expenses relative to other organizations with comparable activities.
6. **Standard Auditor Closing Discussion with Audit Committee members only**

Management representatives Michael Soukup and Darren Seaton departed the meeting. The auditors indicated they had no issues that they needed to discuss privately with the Audit Committee.

7. **Motions**

Motion by Donald Wright, seconded by Jim Gibbons that the Committee recommends to the Board that they accept the audited financial statements reviewed here by Armanino. Unanimously approved.

Motion by Donald Wright, seconded by Jim Gibbons that the Committee meeting be adjourned. Unanimously approved.
MINUTES
Attendance: Rachel Wright, Poncho Guevara, Diane Fisher, Jaki Joanino

Quarter 1 Operating Plan Actuals
Ms. Wright provided the operating plan dashboard for the last fiscal year and showed the group the actuals for Q1.
On track: Membership,
Note: We do not yet have data for our measures of respect and community that are collected in satisfaction surveys. We have hired a temp that is working to implement surveys across the organization and we have survey processes moving forward in La Mesa Verde, Economic Empowerment and analysis of Summer Academy from Education, but results are not yet available
Falling short: One to ones and community building events are not on track if we assume about one quarter of them should be done by end of quarter one. It may be a slow quarter. However, we are also taking steps to continue to train and support staff. The entire all staff retreat covered leadership development and how one to ones fit into that process. We started with a panel of leaders that explained how participating improved their lives and the lives of the family as well as the community. Then we defined one to ones, practiced doing them, and provided time for teams to plan for them.

Ms. Joanino noted that one to ones are important for leadership and asked about how Sacred Heart uses this data.

Mr. Guevara answered that we see this as an important input for moving people into leadership by establishing relationships, identifying self-interest, and inviting people to action. We describe that action in our theory of change as three types: getting more involved in service/programs, being involved in policy, getting involved in a group. The rest of the dashboard measures some of those opportunities for involvement like direct actions, community building events, taking leadership.

Ms. Joanino noted that you might observe the leadership and engagement outcomes of doing one to ones in one year in data from the following year.

Ms. Wright confirmed that point and explained the leadership ladder - that someone is assigned to a leadership level based on the highest level activity they have done. Briefly, the lowest level is giving time in a way that we would allow one time volunteers to do the work (e.g. bagging vegetables), the next level are things that need deeper training (e.g. pantry counter or new member intake), the next level is planning and serving as a thought partner with staff (e.g. organizing and event or presenting), the highest level involves bringing others into the work.

Ms. Fisher asked if participants get credit for activities they do outside Sacred Heart.

Mr. Guevara answered that we definitely track when people engage in community activities with Sacred Heart like going to a City Council meeting or participating in coalition work. But, we do not give credit if our leadership development work results in them volunteering for another organization such as serving on a neighborhood association or at their kids’ school - though those are positive outcomes. Mr. Guevara also explained that the leadership levels do not factor in frequency.

Ms. Joanino said she did not think that factoring in frequency was important at this point.

Mr. Guevara noted that it may be helpful in the future but that the operating plan as it stands now is helpful and is facilitating a difficult organizational change process. We are still building our muscles to reorient our work and make sure staff understand “this is the cake, not the frosting.”

Ms. Joanino added that just the fact that we have a dashboard and we have it translated for external stakeholders is really great. She wondered, with the growing membership, are you turning people away? Staff assured her we were not turning people away that are qualified. Housing does not qualify all people that ask for assistance.

Reorganization
Staff explain that Poncho currently has 9 direct reports. Additionally, we are growing and facing capacity issues that we need to address. This net effect of changes is one new unfunded position.
1. We will add an Associate Director who will support program Directors, help with HR, help with learning, help with accountability to the operating plan.

2. Homelessness prevention has grown a great deal with the success of the pilot. It started out as private money. Now it is shifting to state money through County and City. It started with 6 staff and now has 17 staff. We are turning people away with financial assistance based on a family score of vulnerabilities. We have lowered the score to lower barriers. We went from 16 to 12, now wish to lower to 8. To get to an 8 we would have to serve more people. We have also instituted a randomized controlled trial to see what the outcomes will be for that subgroup. Ms. Wright explained that a randomized controlled trial is randomly picking people for assistance and randomly denying others to test if an intervention works. The idea is that randomization accounts for other factors that might lead to the outcome. Ms. Joanino asked how long we are doing random selection. Mr. Guevara noted that we hope that will change in July. With the intens growth of the program, Sacred Heart is managing a 15 partner coalition and serving 40% of families seeking assistance. Capacity is a real challenge so we have decided to break the division into two. One Director will be focused on Sacred Heart housing assistance. The other Director will focus on coordinating the network. This new position is funded.

3. We are changing the Community Development structure. We are going to add a Community Engagement Director to support the volunteer office and help us think about how to change hearts and minds, educate around justice, take leadership, serve as allies. They will report to the Senior Director of Community Development. We have learned that this area needs more attention and that there is a great deal of room for growth in individual fundraising. Ms. Fisher noted that having someone really focused on Community Engagement is an important piece. She suggested that that person be very visible so people understand how to plug in.

4. Mr. Guevara noted that in the reorganization we are eliminating the Research Director role. He explained that the work will be divided among management analyst, Senior Director of Community Development and the Associate Director. Ms. Wright shared that she supports the reorganization and eliminating her role, that it was in part her idea from being at Sacred Heart for four years with the task of figuring out how we can optimize our strategies and mission. In particular she shared that Directors need more scaffolding, training, and coaching that Poncho could provide with all of his other duties. Ms. Fisher encouraged us to consider the structural responsibility to the vision, ongoing work, and how Associate Director and Senior Director of Community Development will work together. Mr. Guevara explained that Senior Team will continue to function with all Directors. Ms. Joanino was curious about the span of what the Associate Director would be doing. She noted that that role would have a lot of direct reports and work products. Ms. Joanino said that this person needs to be well supported and well compensated. We need to make sure this person is treated equitably because it is a BIG role. She noted that an internal candidate might be the best person to do it and that we need to be focused on the differences between the size of the teams considering equitable pay for equitable levels of responsibility. Mr. Guevara noted that another reason we are doing it is because we are looking at workloads of people and we want to retain talent. He also noted that those that are responsible for guiding programs are people of color and those that are guiding where money comes from and where it is spent tend to be people of color. We have to think about who is leading what. Ms. Joanino suggested that we could come up with a Sacred Heart fee to show that we need to “catch-up” in terms of compensation and operating costs. Mr. Guevara said that he’d like to explore that more. He noted that we get a management fee from Destination Home that allows us to function better. He also noted that we are in the inside conversations about equity but that we are not #1 in on anyone’s list. The purpose of the reorganization was to take a look at our infrastructure and make sure it was strategically aligned with our goals. We need to put more resources into Community Engagement and have more flexibility to raise more money.

Ms. Joanino urges us to consider connecting with East Side Peace learn more about how they utilize stipends to support community wellness and compensate people’s expertise.

Next Steps
1. We need a couple of board members to join the Solidarity Summit planning committee.
2. Brainstorm around what questions we should ask partner organizations for strategic planning as we develop three year goals around that work.
   a. Check-in with Andrea
   b. Go to East Side Peace event
3. December 21 (prob 6-8pm) is toy box packing day and we are going to have a reception for A and B level families with kids but we want to have a little community building event to thank them and let them shop early.
MINUTES

Attendance: Pilar Diaz, Monica Gomez, Jill Mitsch

Meeting was convened at 7:30 am.

Holidays 2019
Ms. Mitsch went over 2019 Holiday Campaign and ways the Board of Directors can get involved, from setting up peer to peer fundraising pages, sharing social media posts, and volunteering. The committee made suggestions for thank you cards for donors created by students in education program. Ms. Mitsch will email BOD instructions for sharing posts on social media and setting up fundraising page.

State of the Heart
Ms. Mitsch let the committee know that the annual State of the Heart event is Saturday February 8th. The committee suggested expanding invitation to new donors, and to encourage board members to bring people. Ms. Gomez also brought up the idea of a larger fundraiser at Mezcal or Luna Kitchen at the Pruneyard, with the program being in Spanish, and exploring sponsorship with Telemundo. Ms. Mitsch mentioned that for the past few years we have had a smaller fundraising event in May, so this could be a possibility.

State of the Heart will be a brunch again and hope to increase the number of participants.

The meeting was adjourned at 8:25 am.
PROGRAM & STRATEGY COMMITTEE MEETING
Wednesday . November 20 . 2019
Sacred Heart Community Service – Executive Director’s office
1381 South First Street . San José . CA

MINUTES
Attendance: Rachel Wright, Matt King, Jaki Joanino, Poncho Guevara, Diane Fisher,
Lydia Bustamante, Chava Bustamante

Review of Schools and Communities First
Mr. Guevara explained that SHCS will be participating in the Schools and Communities First campaign. The campaign will amend the CA state constitution to change the way large corporations are taxed on property so that they pay their fair share for community infrastructure, education, and other public goods. Funds raised will be allocated at the local level. SHCS will help gather signatures to get it on the ballot and later help get out the vote in support. The benefit to SHCS of supporting the campaign is not only to raise more local tax dollars, but to have a seat at the table in deciding how those dollars are spent. We hope they will support affordable housing and education equity.

Holiday quiz feedback
Mr. Guevara explained that while people are waiting for all of the volunteers to arrive we need to keep them busy. At the board meeting he pitched doing a quiz about equity and making it more locally and Sacred Heart focused. The quiz is intended to get people to start thinking about the issues and how we might get involved to solve them. They walk away learning something and piquing their interest in justice broadly and Schools and Communities First more specifically.

Reviewing the survey, Ms. Fisher and Mr. Bustamante noted that it is hard to tell what the right answer is. They worried people might feel put on the spot. They also wanted the team to consider whether these questions would trigger people to care about the issues we care about.
Mr. Guevara explained that one of our contacts advised us to have the welcome highlight a person’s story. People want to give to people not an abstract idea or a family they don’t relate to. Mr. Guevara will be talking about why it is important for him to be involved. He can explain that the quiz was hard/shocking for him. At the debrief, after they have seen families, they can talk about the families that they have been able to help.
Mr. Bustamante suggested we shorten the quiz.
Ms. Wright asked more specifically, what they think we should cut?
Ms. Joanino recommended including something about black residents represent 3% of the population and 19% of the homeless population. She suggested choosing a statistic that could tell the story about displacement and race
Mr. Bustamante said remove question number 6 if we are driving to Schools and Communities First.
Mr. Bustamante said remove number 8 unless we make them aware of what Schools and Communities First. Ms. Wright clarified that these stats are major estimates, this does not come from the campaign or from any publication.
Mr. King shared 10% in 1981 4% now, of corporate income paid in state taxes.
Mr. Guevara asked about the percentage that corporations pay vs homeowners.
Mr. Bustamante said he is not surprised to hear these results. If people said they are struggling on focusing time and attention, that is going to be a challenge in participating in a transformative project. The leadership development wouldn’t be their number one priority.
Ms. Fisher added that there needs to be development of vocabulary. It may be that people know, but they don’t know how to express it.

Mr. Guevara said that he was learning about some of the program development of SOMOS and they had their clients take part in the evaluation process and make recommendations about what needs to happen or change. Then the funds development team comes back and has a dialogue about what is possible. It is a way to involve membership in decision making. We don’t do the same thing in organizing. Our leaders shape how the campaign goes but not how the money is spent. We are doing member satisfaction, but we are still working on how to involve members in the evaluation. How this relates to strategic planning is that SOMOS’ members didn’t ask for this change. Staff led this change. We should be conscious of this with advisory committees.

**Short term outcomes**

Ms. Wright reviewed the exercise about short term outcomes that she plans to share with management.

Mr. Bustamante suggested we survey the community to see if the goals we set resonate with people. If we can set the goals for three years we can then determine if we have the resources or power to achieve the goal. He added that maybe the transformation we are trying to achieve is not possible in all the departments because of the nature of the service we are providing. Maybe this is just a task the organizing department should do. They will be responsible for moving toward the goal.

Ms. Fisher noted that we do have goals in our operating plan.

Ms. Wright clarified that we do have goals and expectations around the activities that we want staff to do but that we don’t have outcomes. When staff are disconnected or confused about the outcome, we are asking them to do work without a clear reason. Mr. Guevara agreed that if staff still feel removed from the final outcome.

Mr. Bustamante noted that the question is, “Why are you trying to build your capacity?” and “How will we direct that strength or power? How is this a part of a larger campaign with a bigger goal?”

Mr. Guevara asked Mr. King what the policy outcomes should be.

Mr. King said his team wants enough influence in the district we operate in to have the council members afraid of us. District 3, 7, 6. He noted that we don’t have a lot of reach in District 9. But you only need 1000 votes in D9 to flip district 9 which could help balance out the city council.

Mr. Guevara said it makes a lot of sense to focus on D6. There is a lot of affordable housing there. There are a lot of liberal affluent people there. There is higher engagement there, but we can also get a more progressive council member out of there.

Mr. Guevara asked Ms. Bustamante what she thought the goals should be.

Ms. Bustamante noted that she feels the burden of having to steer the ship. Change is slow. Ms. Bustamante agreed that we shouldn’t be asking line staff for input on outcomes. Directors need to tell people that we have to change to get the larger outcomes. We need to dream about what the outcomes are around things like housing. In terms of process, she wanted to have the goal conversations with Directors.

Mr. Guevara noted that building the pathway will be really hard. But, what do you think the outcome should be? For example, what would we be trying to achieve with relationships?

Ms. Bustamante said she would like to see more people playing multiple roles in the organization. There is still a lot of division among members and volunteers and how we treat them.

Ms. Wright added that she would like to see more grassroots fundraising. She also noted that we could see more solidarity demonstrated by people showing up for issues that won’t benefit them. For middle income people this would include showing up for siting affordable housing.

Mr. Bustamante said that he wants it to be more than showing up. How can we supplement the lack of capacity to organize? He’d like to see us working with people to activate themselves as full time collaborators and organizers of others. We could have a group of 5 to 10 people that will go anywhere we call them to go. But, if they are organizers we’ll have 50. All the campaigns need to help to develop their leadership.
Ms. Fisher encouraged us to expand our partnerships so that we don’t have to reinvent the wheel. How do we partner with the housing stuff that is happening so we can expand without having to pay for it ourselves or do it all ourselves?

Mr. Guevara noted that we have been talking about our contribution to regional leadership. When we applied for CAA we said we would do Essential Services, change hearts and minds, do grassroots organizing, help people with navigating systems, and collaborate with other organizations. We are doing that. We did Homelessness Prevention System and the Rapid Response Network. We championed new funding streams to accomplish service work collectively. But what is the outcome statement around regional leadership? In programming or organizing? What about SURJ?

Mr. King noted one outcome for SURJ would be to support SHCS financially, not just with their accountability partners. SURJ should feel like members of SHCS. He also noted that there is a strategic advantage to keeping our relationships ambiguous. Partners can do things that we can’t.

Mr. Bustamante said we could elect people sympathetic to our issues. Ms. Fisher we could even step back from elections and just be a regional leader around a specific issue. Mr. Bustamante said it is important to have resources because we can’t do much with only one organizer. LUNA has been present in a lot of places and it has created some credibility for us. We have to continue to build our power.

Mr. Guevara noted that we do need to rely on partners and help build the field in the ways that we can. Mr. King noted that yesterday one of our best council people voted against us because he is scared. We need to do pipeline work to create people that can be organizers in the region.

Ms. Fisher we can ask the partners in what we can support building the field. Mr. Bustamante explained that LUNA is thinking about creating a community leadership institute with San Jose State to start building the pipeline. We can use campaigns to help kids learn how to become community organizers. Our labor leaders will do it for labor issues, but when they go home they don’t organize outside the issues at work, they don’t organize around issues out in the community.

Ms. Bustamante noted that we need to shift the public narrative. The public has an attitude about people in poverty. We want to shift that to something more positive. We change the way people describe Sacred Heart - we want them to say we are a social justice organization.

Mr. Bustamante noted that with all the resources we put in the community there is no reason we shouldn’t control what is happening in the adjoining neighborhoods. We should be able to get 10,000 signatures for Schools and Communities First.

Mr. King shared that a SURJ member is friends with Pam Foley - Pam asked for a meeting with SHCS. She told the person that she almost changed her vote because she didn’t want her friend to be disappointed. It is a way of showing how allies can help open the door so affected people can bust through it.

Mr. Guevara shared at the community foundation they did an exercise about preservation, protection and production. They asked participants three questions: 1) which one is the most important for ELI communities? 2) Which has the most momentum? 3) Which of the three should the foundation focus on? Many people say that production has the most momentum because it is getting funding. The mayor’s office said protection had the most momentum because people actually show up around that issue. That is SHCS showing up. No one shows up around production.

Ms. Fisher noted that we could create some change in narrative with faith communities and link them together as a partnership.

To wrap up Mr. Guevara noted that we need to create these measurable goals.
MINUTES
Attendance: Melissa Morris, Eric Bonesteel, Bill Roth, Poncho Guevara

Meeting was convened at 8am

Financials
Mr. Guevara reported that the financials look solid, but much rides on the performance of our individuals donor program over the next three weeks. We anticipate confirmation on a significant grant from the Heising-Simons Foundation that we have been cultivating for a few years, which will present some opportunities to power our next phase of work.

Executive Director Review
Ms. Morris shared that the process is underway and will be completed before year’s end. Mr. Guevara completed his self-assessment last week.

Reorganization
Mr. Guevara reported on progress in the reorganization. Demone Carter has accepted the position of Director of Community Engagement, Lydia Bustamante has been promoted to Associate Director and Rachel Wright has been promoted to Senior Director of Community Development. Further recruitment is underway for a Management Analyst position and for leadership of a redesigned Organizing Team.

Board Recruitment
The committee discussed potential candidates for consideration to join the Board of Directors.

The meeting was adjourned at 8:52 am.

MINUTES
Attendance: Melissa Morris, Eric Bonesteel, Monica Gomez, Bill Roth

Executive Session
Committee unanimously approved Executive Director, Poncho Guevara’s performance evaluation for calendar year 2019.
MINUTES
Attendance: Diane Fisher, Chava Bustamante, Jaki Joanino, Poncho Guevara, Rachel Wright, Lydia Bustamante, Mayra Cerda Klinkhammer

Solidarity Summit
Mr. Guevara provided some context, vision/goals, and updates on the Solidarity Summit. If you are a membership organization you have an annual membership meeting - though we are not a formal membership organization we can have some of those elements. Internally, this provides a reason and space for staff to conduct one on ones and invite them as practice toward enacting our operating plan.

The goal of the Summit itself is for our members to learn what is happening, celebrate successes, and hear a call to action around electoral and Census participation in the coming months.

Another goal is to engage our current leaders. Ideally some of them will serve on the event sub-committees. We want to have a couple planning committee meetings to 1) set the stage for why we are doing the Solidarity Summit and why it fits in our bigger strategy and 2) a more logistical meeting.

The agenda will include a panel in the plenary about leadership and why it is important. We will mention the Census. We will talk about the strategic plan and create an opportunity for members to provide feedback and input before going to the Board or Directors in April. We will have workshops. The call to action will be around elections especially Schools and Communities First and commercial linkage fee. There will be follow-up with the planning committee/leadership council in May. There would be at least a quarterly meeting of the leadership council starting in the new fiscal year.

We are concentrating our outreach and turnout efforts on our current leaders and staff. This will be an opportunity to invest in our key people by training and informing them.

Leadership Council
Mr. Guevara shared some ideas about the Leadership Council.

The Leadership Council is not a board of directors, but more like a community board. This comes out of the value of liberation and the importance of including, and sharing power with, our community members. At the Solidarity Summit more generally we will share power by sharing the strategic plan and in future years we hope to be accountable to our members. The Leadership Council would formalize voice and accountability.

Mr. Guevara shared that he had spoken with Board Chair Melissa Morris and she said she wanted a job description and clarity around what the role is. But, if the goal is to share power, I think they should be co-creators of what the job should be and what the council should do. He noted that he also sees the value of not being too abstract.

Mr. Guevara added that this is a real strategic planning question for this year. He shared that he and Ms. Joanino met with Eastside Peace Partnership to learn how they run their community board made of partner organizations and some residents in targeted zip codes. While the community board is still in development, they were making some recommendations on funding decisions. The goal is that that group can impact the service organizations in the area. For us maybe we have some board members at the leadership council.

What do you think? What do we want to achieve with the leadership council and how can we support it for success?

Ms. Joanino said if we want to go in that direction we must have board participation. We could also have joint meetings of the council and the board. We could include the council on program and strategy or have them be one and the same. I'm not sure if it can overlap, but we should welcome them in.

Mr. Guevara shared that there is a Community Development Corporation in Boston that has a board that is one half local community based organization reps and half are residents demographically representing the neighborhood.
Mr. Bustamante said it would be premature to talk about structure before we resolve the purpose. In sharing power, we need to specify how much power and how that power will be used. Then we can think about implementation. If we really want to share power are we willing to live with the recommendations these people make? This can really affect the course we are taking. I would think about that. I think it is commendable to invite people to have a say, but we need to decide how we want that to develop.

Ms. Bustamante added that this is a strong point. We have to consider the difference between real power and perceived power. She liked the idea that leadership council can be part of program and strategy. It would be nice to have lots of folks weighing in on that. It shapes how we need to grow and evolve. I think this space is real power and it is smart of us to share it. Then we would have to figure out a decision making process.

Mr. Bustamante suggested it start out as an advisory council. Ask them how we can go about sharing power. Find out the kind of commitment people are willing to make. Take the time to develop them as leaders.

Ms. Fisher agreed that there is no need to worry about the structure. First, just establish the group and clearly articulate the current framework and goal.

Mr. Bustamante suggested that you first just tell them “our goal is to increase solidarity in the community” how do you think we should do that?

Ms. Fisher suggested it may be worth creating some public awareness of who is on the leadership council. Make it really visible that people know who has been working on the Solidarity Summit and who is leading it.

Mr. Guevara noted that the people we are inviting have shown a commitment by doing the work. Then there is a level of people that are willing to help with this event. Maybe the first goal and leadership development goal for this group is to plan and run the Solidarity Summit. As leaders they will develop their peers and community members. At SOMOS there is work around how the leaders engage with the budget and it goes back and forth between leadership council, members, staff, and board. Maybe we should not be concerned that the power is real or just a rubber stamp, because in the organization there is a lot of back and forth and input of a lot of people on how things work.

Ms. Joanino emphasized that goal setting will be really important. We can make it really clear what will be accomplished in year one and year two and that power can grow over years.

**Strategic Planning**

Mr. Guevara explained that for strategic planning we are getting feedback mostly about operations and how to do things better. We will keep the current theory of change. But there are two additional questions we are talking about. How do we deepen our work around racial justice? How do we position ourselves as regional leaders? Mr. Guevara is focused on meeting with partner organizations and asking if it is useful for us to be regional leaders and in what capacity? In the current theory of change the focus on leadership is with members NOT with partners. So far Mr. Guevara has heard that people want us to help fundraise and advocate for services. But, he has not yet met with organized labor that might want us to be involved. Besides that conversation that could occur, he shared that he has not yet heard the request to play a different leadership role.

Ms. Fisher noted that all you have to do is be really clear about what you are offering in terms of leadership and support. If you are clear we aren’t just a turn out machine then you don’t need to worry about it.

Mr. Guevara has been clear but still feels they are disappointed. For example, with Measure E we will show up visibly but we are not taking it on as a campaign. His concern is that we don’t have anything in our strategic plan that is driving and providing clarity on what our role is when things like this arise. For example, Mr. Guevara explained that the Homeless Prevention System (HPS) is planning for the coming 3 years. Some organizations are struggling. We have created some systems to work around that to serve people anyway. But we need to decide if there might be a new partner or if SHCS is going to take it on.

Ms. Bustamante said that it is going to be SHCS scaling up and we build up others’ capacity rather than bring on more and more partners.

Ms. Fisher noted our role as the lead coordinator of HPS isn’t very visible. Do we want it to be more visible?

Mr. Guevara said that this is an example of a strategic plan guiding our behavior as infrastructure supporters. How do we measure success in doing that over the three years?
Ms. Bustamante suggest that we consider if the coalitions we are in have the ability to create impact, scale, and influence in special ways because we are leading it? If they do, we should be clear about that. For example, we have a better impact across two broken systems because we brought HPS to domestic violence organizations.

Mr. Guevara wondered how do we invest strategically in growing the field?
FUNDS DEVELOPMENT COMMITTEE MEETING
Friday , January 17 , 2020
Sacred Heart Community Service – Magnolia Conference Room
1381 South First Street . San José . CA

MINUTES
Attendance: Pilar Diaz, Monica Gomez, Matthew Zuniga, Poncho Guevara,
Jill Mitsch, Jay Pecot, Rachel Wright

The meeting was called to order at 7:30am

Staffing Updates
Ms. Wright recently transitioned into her new role as Senior Director Community Development. The agency also recently hired Demone Carter as Director of Community Engagement. Ms. Wright will have a bigger role in fundraising and to bring in more money from individual donors. Mr. Carter will be working with the Volunteer Office. The agency recently went through a reorganization where Darren Seaton, Matt, King, Lydia Bustamante, and Ms. Wright report directly to Poncho Guevara. All of the directors—with the exception of Mr. Carter—report to Ms. Bustamante in her new role as Associate Director. By having fewer direct reports, Mr. Guevara can focus more on relationship building and fundraising. Ms. Bustamante will be able to provide more support to directors to focus on community building for leadership in their programs.

New Donor Engagement Plan
Ms. Wright and Ms. Mitsch discussed major gifts at Sacred Heart. Now that there is more capacity on the team, it is a great opportunity to focus more on building relationships, sharing messaging, and inviting supporters to become more engaged. Moving forward, we will have an engagement plan for new donors of $500 or more. There will also be opportunities for board members to have their own portfolio of 5 to 10 donors. Ms. Wright spoke of the volunteer side of the department with the goal of someone on the team who has good knowledge of every volunteer opportunities and can do a warm handoff to programs.

Ms. Wright is reaching out to donors who gave $3,000 or more in the past year. Mr. Guevara mentions that the key point in this plan is donor stewardship and gratitude. If Board members meet with supporters, they will share their notes with Funds Development to be entered into Salesforce so we can track activities.

Ms. Wright mentioned another opportunity for the board to help collect member stories.

Revenue Update
Mr. Guevara updated the committee with revenue for the first half of the fiscal year. The big picture is that the organization is doing well. We hit our numbers in individuals, exceeding by $60,000. Mr. Guevara commented that the holidays had good visibility, press hit the marks. The number of donors has gone down, but they are giving more. This was our most successful holiday campaign for fundraising if we take out bequests from prior years. Corporate is $22,000 above forecast. Foundations far exceeded forecast primarily because of several key grants including those from the Heising-Simons Foundation, and Bank of America, which are multi-year grants but booked for this fiscal year. The increase in foundations means an increase in spending including solidarity summit, new roles in Community Resource and Development. Ms. Wright commended the Community Resource and Development for their nonstop engagement during the holidays and making sure the work gets done.

Solidarity Summit
The Solidarity Summit is Saturday, March 21st. It will be an annual event that focuses on social justice and reconnecting with our values. There will be food, art, socializing, and a plenary session with a panel of leaders. There will also be workshops, and information about our strategic plan. The target audience is people committed to the big picture of the agency’s work. It’s a time for staff and members to come together. Staff will make targeted invites. Board members encouraged to bring people to learn about our work. An electronic invitation will go out February 10th, followed by a postcard on February 21st. If the committee has workshop ideas, send to Ms. Mitsch.

State of the Heart
Ms. Mitsch reminded the committee the annual State of the Heart event is Saturday, February 8th.

The meeting was adjourned at 8:17am.
MINUTES
Attendance: Bill Roth, Melissa Morris, Brian Darrow, Darren Seaton, Michael Soukup, Poncho Guevara, Anna Koski

The meeting was called to order at 8am.

Financial Statements
Chair Roth opened the meeting and Mr. Seaton provided a headline to the financial statement which is that the organization is currently in a significant surplus due to holiday fundraising and recent foundation activity. Mr. Darrow asked about the significant positive variance of the foundation revenue and Mr. Soukup noted that the sources were the Silicon Valley Community Foundation and the Heising-Simons Foundation. Ms. Morris asked if the Silicon Valley Community Foundation funding was for Census. Mr. Seaton noted that the current grant was not, but that the organization was expecting Census funding in the future through United Way and perhaps the Community Foundation.

Mr. Seaton reviewed the Profit and Loss Statement. He noted that in contributed revenue categories that the organization had outpaced projections. Mr. Roth asked about funds for housing. Mr. Soukup noted that the housing related funding we received from Destination Home is activity based and is in the category of earned revenue and is only “earned” as the organization bills for it. Unlike most government contracts, Destination Home in particular provides an advance to Sacred Heart against which the agency bills.

Mr. Darrow noted the organization had done well in foundation revenue and asked about time restrictions. Mr. Soukup noted that there was approximately $300k in times restricted revenue from Heising Simons whose grant was for 3 years and Bank of America whose grant was for 2 years. Mr. Darrow followed up asking if this was a result of something the organization was doing in its development activities. Mr. Seaton noted that Mr. Guevara had been working on these funding sources. Mr. Guevara note that there had been several steps that we had taken to try and land these funds and that the organization would have to continue such activities to be successful.

Mr. Seaton reviewed the balance sheet and noted that it showed good health but pointed out that the significant issue to pay attention to was accounts receivable (AR). AR was a bit more than $1M from where the organization likes to see it. Typically Sacred Heart would like to seem no more than $1M in AR and instead the organization was looking to collect more than $2M. Mr. Soukup noted that this was due to a timing issue with Destination Home. Since the organization is operating from advance, in the past quarter, Sacred Heart had spent more than the advance and subsequently was waiting on the next advance and payment for the earned revenue for the program which was spent by the organization is excess of the advance. Mr. Seaton noted that this spending was approved in advance by Destination Home. He further pointed out that the organization’s cash balance ensured that the organization was great enough that there was no need to access any line of credit as had been the practice in the past. The line of credit has not been accessed in nearly 5 years.

FY 2019-2020 Budget
Mr. Seaton noted that there was no midyear budget.

Union/Collective Bargaining
Ms. Koski noted that 2 new positions, community organizers, were added to the bargaining unit. She also stated that the last labor-management committee hearing was to discuss the results of the staff survey. Mr. Roth offered to provide some analysis to the results if needed.

Organizational Standards
Mr. Seaton noted that the last outstanding item for 2019 was the Executive Director’s evaluation which was completed by the board in December.

Human Resources
Ms. Koski noted that Sacred Heart is now seeking to hire a Homelessness Prevention Program Manager, that Karina Vazquez would be moving from CRD to PAO, and that 2 additional community organizers had been hired. She noted that there were approximately 5 open positions.
Technology - Facilities
Mr. Seaton noted that Destination Home has paid for desktop support and that there would be backup for Luis Campos. For example, when he is out, Sacred Heart now has on-call support from small things to a complete server crash. Mr. Guevar noted that the organization would be hiring a half-time Salesforce support and data analysis person.

Mr. Roth adjourned the meeting at 8:58 AM.
MINUTES
Attendance: Melissa Morris, Monica Gomez, Bill Roth, Poncho Guevara

Meeting was convened at 8:15am

Financials
Mr. Guevara reported on the Financial status of the organization. Because of key grants supporting our solidarity and organizing work, we are ahead of projections and in the strongest position in years. It is not recommended that we do a mid-year re-budget.

Solidarity Summit
Mr. Guevara reviewed the focus and priorities of the Solidarity Summit coming on March 21st. The event will feature workshops co-lead by members, a plenary session featuring members journeys, an activity on the Strategic Plan, Census, and the Policy agenda for 2020.

Board meeting/Racial Justice
The Committee discussed the Agenda for the Feb 28th Board of Directors Meeting. Ms. Morris will report out on the Executive Director Review which was completed in December during a closed session. Closed session will move to earlier in the agenda. The committee recommended that the Program Spotlight should feature the Solidarity Summit. Mr. Guevara suggested that the Board review and discuss the Multicultural Anti-Racist Organization Continuum and the results of the Racial Justice staff survey that is being completed this week.

Professional Development
Mr. Guevara appraised the committee of planning for a new professional development architecture for SHCS that can be useful for the training and career pathways of staff, and mission/cultural alignment of the organization.

The meeting was adjourned at 8:55 am.
PROGRAM & STRATEGY COMMITTEE MEETING
Wednesday . February 19 . 2020
Sacred Heart Community Service – Executive Director’s Office
1381 South First Street . San José . CA

MINUTES
Attendance: Diane Fisher, Chava Bustamante, Jaki Joanino, Rachel Wright

The meeting was convened at noon.

Reminder: Please RSVP for the Solidarity Summit on March 21st

Professional Development
Ms. Wright explained that we already have many professional development spaces including: weekly staff meeting, Sacred Heart Organizing Round Table, Managers Round Table. Now, Senior Team is working to clarify and coordinate our professional development efforts with the following goals:
  • to articulate a clear structure for how we deliver on our values of learning, growth and professional development so that staff members are aware of what they are learning and the progress they have made
  • To help cultivate the next generation of leadership in Silicon Valley knowing that we have an ultra skilled and talented staff and that not all of them will stay at SHCS for the duration of their careers

She explained that we plan to develop five professional development tracks.
  • Our constituents - how do we work with and organize people in respect of their identities and environments?
  • Organizing/Power - how do movements work, how do we do the work of organizing, power analysis
  • Nonprofits 102 - budgets, data, professional standards (especially a nonprofit that is grappling within a white supremacy culture)
  • Project management - how do you pull off special events (holidays, solidarity summit), all org projects (strategic planning, Community Action Plan), time management, training, developing concrete skills
  • Management - giving feedback, coaching,

Ms. Wright asked the group if they thought anything was missing or had any thoughts for how we can implement and evaluate whether this is a successful strategy.

Ms. Fisher asked how personal goal setting fits in?
Ms. Wright explained that we currently have annual professional evaluations that everyone is required to fill out. During that process we reflect on our personal goals and set goals for the coming year. So that can be a space to discuss the tracks and set some goals.

Mr. Bustamante said he thought it was great that we are thinking about putting together a program to help staff with professional development. He shared that he did not think people should choose what tracks to engage with. First, we need to consider the needs of SHCS. It would be better to have a program or curriculum that will ensure the skills staff need to develop in their own jobs is first priority. For example, organizers need to be attending trainings or participating in tracks that will make them extra good organizers. The same would be true for managers or anyone else. After we ensure that, then having the other tracks available so that people can learn more on what they want to learn is a good idea. Mr. Bustamante recommended that we evaluate the individual first an that managers then guide the path through the training program.

Mr. Bustamante added that it would be great if people take this culture and influence other organizations to follow the same direction, but that is secondary to supporting Sacred Heart’s needs.

Ms. Joanino agreed that she thought this sounded like an amazing plan and she was glad we are developing this program. She wanted to ensure that we made time and explicitly invited some of the frontline staff that don’t have an opportunity to do the continuing ed or organizing. She asked if we are dedicating resources to this in regular working hours.

Ms. Wright shared that we close on Friday afternoons for staff meetings and to carve out some time for professional development, but that the point was taken. Usually those afternoons fill up, sometimes with catch-up work. So we do need to figure out how to open up their schedules to this.
Ms. Joanino also urged us to consider who gets access to this professional development. Can some of this that should be open to members? This would be a great way to build their leadership. Ultimately, if we open it up it could also help us build up our workforce so that is representative of the people we serve.

Mr. Bustamante noted that Sacred Heart does a lot of development of members but not in a super formal way. Socorro and Estefania are working with the Promotoras. Other things like the training that Matt put together on Friday, February 14 was really valuable. He urged us to consider how SHCS can sponsor more of these types of trainings.

Ms. Wright shared with the group that the biggest need we hear from staff is about wellness. Our staff can suffer from a lot of secondary trauma so it is understandable. At the same time, there are some people in the management space that feel it is important for staff to understand that ultimately their personal wellness is their responsibility. This difference seems to create some tension where some staff might not think we are doing enough to support them but where managers feel they are asking for more than can be expected in a professional environment.

Ms. Fisher thought it was interesting that their main interest was wellness. She has been in spaces where no body prioritizes wellness and facilitators have to call it out as an important aspect of balance.

Ms. Joanino was curious whether we measure that tension as an evaluation question. One of the goals of the professional development program could be to check-in about burnout to gauge how important it is. She said that she leans toward wellness being a part of the program. She said she doesn’t think there needs to be a lot of different classes, but there might be something easy to do. Maybe even one session on secondary trauma. She recommended a contact she knows from the East Side who did a really great training. She said that we could also make it voluntary. She also asked if retention a goal of the program.

Mr. Bustamante agreed. He shared that he is not sure about the facts of retention but he has noticed that at least among the organizing team there has been a lot of turnover and it takes a lot of time and energy to train more people. It creates interruptions in the continuity of what we are trying to achieve. It would be a good way to measure whether the trainings are working.

Mr. Fisher noted that sometimes self care can feel super privileged, but everybody needs it.

Ms. Wright shared that a couple hour long trainings don’t really work for her because wellness is an ongoing issue where you have to develop coping mechanisms over time, that’s why it feels like a strange thing to try to do at work in a professional development space. Maybe the best way to support it is with an accountability partner or something.

Mr. Bustamante said that he feels most of the responsibility for wellness is on the individual but on the other hand we have situations at jobs and people take it home with them. A lot of people haven’t learned how to compartmentalize. Supervisors and direct managers need to learn how to read signals or ask constantly ask what people need with regard to this. Managers can tell people, if the work is creating problems for you, it’s my job to make the hard decisions and if you share, maybe I can help you.

Ms. Joanino noted that there does need to be a boundary between personal and work. Maybe a part of the annual review there are list of questions every supervisor asks. She brainstormed some potential questions: do you feel overwhelmed during your regular shift and how often? Or possibly framing it more positively: Do you regularly recenter yourself during your shift? Do you have a process for recentering? Do you have a friend at work? Do you feel comfortable going to your supervisor? She thought it would be important to keep the conversation positive.

Strategic Planning
Ms. Wright explained that she has created a draft strategic plan. She handed out the document and asked them to take some time to read it and look for what should be highlighted and what might be missing. They could look at it from their own perspective or from the perspective of an affected community member or a funder. She gave the committee several minutes to read through it. The group offered the following comments:

Ms. Joanino found the most exciting part of the plan was the last page “our path for the next three years.” We should consider leading with that. She recommended calling out housing more in the section on core strategies. She and Mr. Bustamante recommended using more simple language e.g. not “exclusively” or “hinges on” alternatively “successfull organizing needs everyone to participate.”

Mr. Bustamante wanted clarity on how the member story would be created. He suggested that the member participate in the story telling.
Mr. Fisher suggested that visually we can just write the story as a paragraph but highlight words that draw it to the timeline or take you through the years.

Ms. Joanino noted that the story about an individual is important from the member standpoint because it will help them feel that the document, “is centered around me.” She added that, as a board member, I want to hear how peoples lives.

Ms. Fisher noted that on the first page, repeating the mission after the vision feels a little redundant. To use less words, just say, “to achieve our visions we…. And highlight the action verbs because it is a lot of words.

Mr. Bustamante recommended that we introduce the idea of sacrifice in the line about “faith, creativity…” because for us to get where we want to go many people are going to have to give up something.

He and Ms. Fisher also felt like the word “liberation” feels like rhetoric. It doesn't feel accessible. Just explain exactly what the constraints are. They understood the origin of the “liberation” and why it is important, but it just doesn't work for most people.

Turning to the final page they had some questions about the numbers.

Ms. Fisher asked why we wrote four policy changes? She said it is ok to just say “win additional policy changes”

Mr. Bustamante was curious about how much has been shared with the staff. What has been their role in developing the goals? What will the expectation for them be? Has it been a mathematical exercise or talking more realistically about what's possible.

Ms. Wright shared that she created the goals based on examining what people that are focused on leadership development can do and then extrapolated out what would be possible if we did expand it across programs in the way we hope to. She added that while some Directors would advocate for including staff in the goal setting phase her opinion is that that really is the job of management and then it is also our responsibility to put in place the trainings and support so that individual staff understand their role and can achieve it.

Mr. Bustamante asked if training the staff to build the leadership part of the plan?

Ms. Wright said yes. She showed them that at the bottom of the page we tried to include outcomes around the staff development plan to hold ourselves accountable to it and to help other organizations that are looking to us for guidance an information.

Ms Fisher pointed out that there is not the same sort of quantitative data expressed in the regional leadership section as in the other parts. She recommended that we try to incorporate some clarity around what happens because of the partnerships. She noted that there have been a lot of questions around the regional leadership and maybe the document is still reflecting that lack of clarity.

**Race, Equity and Liberation**

Ms. Wright also shared with the group that we are continuing to engage in the racial justice work. She shared that Poncho sent to staff a survey to help build agreement and buy-in around the work and to understand what kinds of support and training are needed. She shared a couple of the questions. The entire survey is below:

Please share your response to the following statements * (Strongly Agree, Agree, Don't Know, Disagree, Strongly Disagree)

- I believe that Sacred Heart Community Service is committed to racial justice
- I believe that racial justice work is necessary at Sacred Heart
- I believe that race conscious and inclusive practices are necessary to do my work
- I believe Sacred Heart communicates clearly that working on issues of racial justice and inclusiveness is part of my job
- I have witnessed or been involved with incidents of interpersonal racism at Sacred Heart (ie: coded language, questioning competence on race/ethnicity)
- I have witnessed or been involved with instances of institutional racial bias at Sacred Heart (ie: when programs or policies work better for white people than people of color)
- I believe Sacred Heart is a racially diverse, inclusive, and equitable workplace
- I believe Sacred Heart hires and promotes people of color into staff and leadership roles
- I believe Sacred Heart creates an environment where I can talk about race with my colleagues
- I have the training, support, and resources to address racial disparities in the course of my work
- What do you need to be successful? (Please mark the level of importance to you) High, Medium, Low
  - Opportunities to learn more about institutional, interpersonal, and systemic racism
  - Support, availability, and guidance of management
  - Training and practice on how to talk about race
  - Training and practice on how to talk with someone of another background about race
  - Training and practice on how to help members understand systemic racism and institutional oppression
- Reading materials and other learning resources
- More opportunities to work across programs to share learnings
- Access to better data
- Accountability and evaluation for programs and staff to learn race equity and use it in the work
- Guidance on how to respond to instances where bias occurs
- Opportunity to ask for help if I have been put in an uncomfortable situation
- Help in understanding my own biases and privilege
- Opportunities to get involved in fighting systemic racism through policy action
- Learning about racial justice to be a priority for my team
MINUTES

Attendance: Melissa Morris, Darren Seaton, Michael Soukup, Poncho Guevara, Anna Koski

The meeting was convened at 8am.

Financial Statements
Ms. Morris opened the meeting and Mr. Seaton provided a headline to the financial statement which is that the organization is currently in a surplus due to the fact that the organization was still enjoying the surplus raised during the holidays in addition to the overperformance of the foundation category, noting that $300k was time restricted outside this fiscal year.

Mr. Seaton reviewed the Profit and Loss Statement. He noted that in contributed revenue categories that the organization had outpaced projections. He noted that on a monthly basis Sacred Heart had outpaced projections with the exception foundations which showed a negative variance of $24k.

Mr. Seaton reviewed the balance sheet and noted that it showed good health but pointed out that the significant issue to pay attention to was again accounts receivable (AR). AR was a bit more than $3M. He noted that the organization typically would like to keep AR at about $1M. Mr. Seaton said he would conduct further review on the AR since he believed approximately $1.7M received from Destination Home was not reflected in that figure.

FY 2020-2021 Budget
Mr. Seaton noted that the finance staff would begin the budget process in March and that he would provide future updates.

Organizational Standards
Mr. Seaton noted that the last outstanding item for 2019 was the Executive Director’s evaluation which was completed by the board in December.

Human Resources
Ms. Koski noted that she would be leaving Sacred Heart on Wednesday, February 26, 2020.

Technology - Facilities
Mr. Seaton noted that the Welcome Center would be upgrading to wireless computers in the near future and that the organization had applied for a Cisco grant to support the upgrade of the wireless infrastructure.

Strategic Planning
Mr. Guevara discussed the organizations trajectory for becoming an anti-racist, multicultural organization.

Ms. Morris adjourned the meeting at 8:49 AM.