



**BOARD OF DIRECTORS MEETING**

Thursday, February 22, 2024, 6:30 – 8:00 pm

Zoom: [Login](#)

Dial-In: +1 312-626-6799, Meeting ID: 821 3771 4064, Passcode: 455469

**MINUTES**

Antanisha Spears	P	Naweed Ahmadzai	E
Glaiza Regis	E	Victoria Chambers	P
Kathilyn Solomon	P	Brian Smith	P
Miles Wilson	P	Council Emily Koski	E
Samsam Mohamed	E	Allen Rezac	E
Solomon Ogunyemi	P	Council Vetaw	P
Tyanna Bryant	P	Commissioner Kevin Anderson	P
Jim Lehman	P	Commissioner Debbie Goettel	P
Josh Schaffer	E	Adrianna Cerillo	P
Dominque Pierre-Toussaint	P	Dr. Kimberly Wilburn	P
Kevin Myren	P		

CAP-HC Staff Present: Dr. Clarence Hightower, Gayle Peters, Todd Blooflat, Kendra Krolik, Shanelle Hall, Tammy Stauffer, TaMica’ Tody

Guest Present: Maggie Kohl (Office of Council Member Latrisha Vetaw)

1. Call to Order/Roll Call:

Acting Chair, Ms. Chambers called the meeting to order at 6:33 PM. Ms. Tody called the roll. A quorum was present.

2. **Review/Approval of February 22, 2024, Board Agenda:**

Acting Chair Chambers asked if there were any changes to the February 22, 2024, Board Agenda. Dr. Hightower, on behalf of CAP-HC staff, proposed a change to the agenda. Two new members will need to be seated under New Business. Commissioner Anderson made a motion to approve, seconded by Commissioner Goettel. MOTION adopted and the revised agenda was unanimously approved.

**\*BOLD** denotes Action Item for approval

### 3. Review/Approval of January 25, 2024, Board Minutes:

Acting Chair Chambers asked if there were any questions or changes to the January 25, 2024, Board Meeting Minutes. There were none. Commissioner Goettel made a motion, 2<sup>nd</sup> by Ms. Solomon. MOTION adopted and the minutes were unanimously approved.

### 4. Study Sessions:

#### a. 2024 Annual Work Plan -- Dr. Hightower

Dr. Hightower presented the 2024 Work Plan. During the 1<sup>st</sup> quarter of each year, typically in February, the board is presented with the agency goals for the upcoming year. Over the course of the year, leadership will work to complete all the goals on the work plan. In January of the following year leadership will report to the board on each goal and whether the goal was met or unmet. Each goal is tied to the three-year strategic plan. There will be between 20-30 goals that staff, alongside the board, will work to complete during the calendar year. There are 24 goals on the 2024 Work Plan. Goals are organized under five categories:

- Stable and Responsive Programming
- Community Engagement and Advocacy
- Community Crisis Management
- Organizational Excellence
- Strategic and Data-Driven Decision Making

Dr. Hightower highlighted a few of the larger goals on the work plan.

#### **Stable and Responsive Programming**

- Goal #1: This goal speaks to how programs will be conducted. All programs will be run in a manner that will reflect program achievement. This will eliminate the risk of losing programming due to mismanagement.
- Goal #3: The 2024 targeted number of unduplicated households to be served across all programs is **27,295**.

#### **Community Engagement and Advocacy**

- Goal #6: Explore new partnerships and expand current partnership in Hennepin County to ensure efficient and effective program delivery.

#### **Community Crisis Management:**

- Public safety is a major issue for Hennepin County core cities. Partnerships with community organizations are key to increasing quality of life for inner city clients.

#### **Organizational Excellence:**

- There are ten goals under this section. This is like the manual for running a good organization. Having clean audits is critical. Goal #8: Receive an unmodified opinion with no findings (a clean audit) on the agency-level, financial and compliance audit for the 2023 Fiscal Year. This goal is on the work plan each year, a perennial goal.

#### **Strategic and Data Driven Decision Making**

- The strategic plan is a three-year plan. Each year to ensure progress is being made, 2-4 Strategic Plan Goals are selected to advance for the year.

Dr. Hightower reiterated there are 24 goals on the 2024 Work Plan and asked the board to support this action under the New Business Action Items and opened the floor to

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questions. There were no follow up questions. Dr. Hightower stated the board can expect the team to begin work on these goals. There will be updates to the board throughout the year and the overall review of completion will be in January 2025.

b. 2023-25 Strategic Plan:

Ms. Krolik presented the 2023-25 Strategic Plan. Leadership is committed to both linking the Annual Work Plan and the Strategic Plan and providing the board with regular updates. The last update was August 2023. The Three-Year Strategic Direction document provides a snapshot of some key successes and challenges the organization has faced over the last six months.

**Program Operations**

Maximizing community impact with current programming.

- **Successes**

- Implementation of the online application for the Energy Assistance Program through the Department of Commerce. There has been high utilization of the online application feature.
- Improving the client experience by reducing the amount of time between when a client applies for assistance and when they receive assistance. There has been progress with both the Energy Assistance and Emergency Rental Assistance programs. Currently applications are being processed within 30 days for Rental Assistance. There has been a 16% reduction in processing time for Energy Assistance.

- **Challenges**

- The water program was scheduled to open in January 2024; however, with the increased interest in Energy Assistance, efforts have been focused on the Energy Assistance program and the Water program will open July 2024.

**Building Community Wealth Through Collaboration**

- **Success**

- \$82K in unrestricted revenue was received from DEED for our role of providing oversight and fiscal sponsorship to two subgrantees that are providing a variety of community services, including public safety resources to the North Minneapolis community.

- **Challenge**

- Determining the impact of referrals has been a challenge. Making client referrals is an important aspect of the work. After a referral is made, it has been difficult to track if that client successfully connected with a partner organization to receive the services they need. This has been a challenge in part due to the limitations of our current technology. We are exploring a new database and client management system that may assist in working through this barrier. This process is in the preliminary stages.

**Affecting Policy to Build Momentum for Systemic Change.**

- **Successes**

- We have submitted a grant application to Youthprise to develop a community designed college savings account program to support youth populations facing wealth disparities. A coalition reached out to CAP-HC to

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submit this application. There are several partners involved, Minneapolis Public Schools, Greater Twins Cities United Way, Hennepin County, and others. We are still waiting to hear if this program will be funded.

### **Activating Change through Robust Funding Development.**

- **Successes**

- The Vehicle Repair funding level was increased through the DEED Getting to Work Grant. Previously, during the last cycle, we received \$150,000. In December 2023 we learned the grant was increased to \$287,000 for the next cycle. This will allow CAP-HC to support more families with vehicle repair services and financial wellness workshops.
- We exceeded the Q4 Individual Donor Fundraising goal. The goal was to raise \$10,000 and we raised over \$12, 000 in unrestricted revenue.

- **Challenge**

We received funding from the Cummins Foundation last year to provide an incentive to clients for their participation in our Financial Wellness Workshops. 250 participants were served through this program. This was intended to be a three-year partnership; however, there has been a change in leadership. The funding for this next year is still uncertain. Those currently in charge of the initiative now have different views on how they would like to approach this work. Discussions around what this new model will look like are in progress.

### **Investing in staff for a Thriving CAP-HC**

- **Successes**

- Five staff trainings, across a variety of topics, were held last year. The new compensation program, which is a hybrid of an across-the-board COLA adjustment and merit-pay program was rolled out last year, in hopes of assisting in the recruitment and retention of top talent.

- **Challenge**

- -We saw a 40% turnover rate in 2023. Most were related to staff employed for less than one year. The HUD Counselor position has been hard to retain and recruit. All three of the previous employees in that position left in 2023. We are still trying to fill one of those positions.

c. **Privacy Policy:**

Ms. Castille presented. This Privacy Policy came as a result of a risk assessment conducted in 2023. There is a current Donor Privacy Policy that was approved in 2022 in place. This new privacy policy does also include the Donor Policy but also encompasses all website users. IT has reviewed the new policy. This policy does not include information gathered from applications, only information gathered through the website; for example, Volunteer Interest forms or forms expressing interest in joining the board. The policy also includes language about what happens with donor information if they donate via the website. The policy states what we do with personal information and how to opt out of communication from CAP-HC. The reasons that information would be disclosed are also covered in the policy. Security and cookies are discussed in the policy as there are google

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analytics capturing website traffic data. Lastly, 3<sup>rd</sup> party payment services, PayPal and the Donor Bill of Rights are also included in the new Privacy Policy.

5. Financials:

Mr. Myren presented the Financials.

- a. **December 2023 Financials:** This is the end of the calendar year and end of the fiscal year and the Financial Narrative states where we are financially. As of the end of December 2023, preliminarily, there were total revenues of \$7.7M vs. the budgeted number of just under \$7M. That is \$700,000 to the good. Total expenses were \$7.6M vs a budget of \$7.1M. That is a negative variance of \$600,000 but with \$700,000 additional in revenue that is a positive, positive net variance. There was some depreciation expense that came out of that. The YTD increase in net assets was \$92,611 vs budget of \$11,000 for the same period and ending with \$452,000 in total net assets.
- b. January 2024 Cash Flow Projections  
There was a negative cash position from October 2023 – December 2023 due to invoices being remitted late. The line of credit was used to fund the immediate cash position.
- c. Line of Credit Report  
\$172,750 was used and all paid back with zero balance, shortly after receiving the reimbursement request. The Finance Committee has reviewed this information and recommends the board receive this report subject to audit.

6. Grant Application Report:

Ms. Krolik presented. There were no grant deadlines in January and there are no new proposals to report on. We are still awaiting to hear back on the Schultze Foundation \$10,000 matching grant request. We are also still awaiting an Edina Realty \$6,000 grant request that would support the Housing programs. On next month's report there will be a few applications that were submitted in February, including a new Hennepin County Block grant.

7. Client Satisfaction Survey Reports:

Ms. Krolik presented. The Client Satisfaction Survey is the organization's most systematic data collection effort. These are the results for the 4<sup>th</sup> quarter of 2023, which is the October 1- December 31, 2023, period. There were 1,432 surveys completed and a 21.7% response rate. This is the highest response rate received in three years. Table 2 shows most respondents received services through EAP at 98%. Emergency Rental Assistants were 1.3% of respondents and Financial Wellness Workshops were just under 1% of respondents. Table 3 shows 40% of respondents live in Minneapolis and 60% in sub-Hennepin County. Table 4 shows most respondents identified as White, followed by those that identify as Black or African American. On Table 7 the mean score has increased across the board. *Getting in contact with a staff member was quick and easy*, increased to 3.1. *Staff made it easy to understand which programs were available and how to enroll in them*, increased to 3.12. *Staff made me feel like they cared about my personal situation*, increased to 3.16. *I would recommend CAP-HC*, increased to 3.42. Figure 2 shows the overall score is 3.21 this quarter. This is the 2nd highest score in the last 3 years. The goal is to be above the 3.1 mark, which we are hitting. 81% of respondents received assistance remotely. 19% received support in person. Most respondents heard about CAP-HC services

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through Hennepin County, a friend or relative, or through a utility company. Almost half of the respondents stated they would like more energy assistance support, 1/3 wanted more vehicle repair support, 1/3 of respondents cited water assistance as an additional need, and 1/3 needed additional emergency rental assistance. Ms. Cerrillo asked if the surveys are provided in different languages or only in English. Ms. Krolik shared the survey is available in Spanish, Somali, and possibly Hmong. Ms. Krolik will follow up with Ms. Cerrillo. Ms. Cerrillo asked if the results from surveys, taken in other languages, are segregated or aggregated. Ms. Krolik responded that responses submitted in other languages are aggregated with the other data.

8. Finance and Audit Committee Update:

Mr. Myren presented. The Finance and Audit Committee met and did have a quorum. The December Financial Statements were examined. The Cashflow and Line of Credit reports were also reviewed and the uses for the line of credit were discussed. A new standing item was added to the monthly agenda. The committee will be receiving a status on all legal activities, if any, that are going on. The committee reviewed and recommended approval of the CDBG application received since the last board meeting. A review of the status of the audit process was also presented. The audit has just gotten underway, and the board will be updated on the progress. The board will see the final product of the audit in April or May when it is complete.

9. Human Resources Committee Update:

Ms. Chambers presented. The HR Committee did meet, and a quorum was present. New committee member Brian Smith was welcomed and introduced. The February 22 meeting agenda and January 25 meeting minutes were approved. The onboarding of Ashfaq Ahmad, the new Data and Evaluations Manager, has successfully happened. There are two open positions. Interviews are in process for the HUD Counselor and Client Services Coordinator positions. There was an update on the culture initiative. The 1<sup>st</sup> quarter all-staff meeting had excellent attendance and staff participation. The Wellness Committee is active and looking to fill three openings on that committee. The wellness spaces at each location are slated to be completed in April. The overall state of the agency is, staff are excited about receiving the retro, merit-pay that was retroactive to January 1. The February 23 paycheck will reflect this increase.

10. Planning and Evaluation (P&E) Update:

Ms. Bryant presented. The P&E Committee met on Tuesday and a quorum was present. The Water program is postponed until July to focus efforts on the Energy Assistance program. Energy Assistance has processed 14,000 applications. Monitoring with commerce has been concluded with no findings. The final report will come out in May. All reports were reviewed. The Client Satisfaction numbers have increased. There were no new grant proposals for January. The 1<sup>st</sup> Time Homestretch Workshop will kick off this week. Chair Bryant is working with PICA to collaborate with CAP-HC to provide home ownership and budgeting classes for PICA families. Chair Bryant will follow up with Dr. Hightower on this collaboration.

## 11. Monthly Program Data Report

Ms. Hall presented. For the month of January, 2,678 households were served. The breakdown is as follows:

- Emergency Rental Assistance: 81
- Employment Readiness: 12
- Vehicle Repair: 17
- Energy Assistance: 2,500

There was a 50/50 split between Minneapolis and sub-Hennepin households served. The total households served are doubled what they were in January 2023.

## 12. Executive Director Update:

Dr. Hightower expressed his excitement with board attendance at the meeting. Dr. Hightower is also pleased to announce all 21 slots on the Board of Directors are filled. There are no board vacancies. The board committees are full and active. Programmatically, this time last year it was taking as long as 90 days to complete an application. Currently applications are being turned around in 30 days. Dr. Hightower gave acknowledgment to Ms. Hall and her team, and Ms. Stauffer and her team. The Energy Assistance program has processed 14,000 applications. This time last year 7,000-8,000 applications were processed. The agency is in a good place yet continue to work through challenges that arise.

## 13. New Business:

### a. **Seating of new board members**

- Adriana Cerillo
- Dr. Kimberly Wilburn

Ms. Chambers accepted a motion to seat new board members. Commissioner Anderson made a motion to approve the seating of the two new board members, seconded by Commissioner Goettel. The MOTION adopted and the seating of the new board members was unanimously approved.

### b. **2024 Annual Work Plan**

Ms. Chambers accepted a motion to approve the 2024 Annual Work Plan. Commissioner Anderson made a motion to approve the 2024 Annual Work Plan, seconded by Mr. Ogunyemi. The MOTION adopted and the 2024 Annual Work Plan was unanimously approved.

### c. **Privacy Policy**

Ms. Chambers accepted a motion to approve the Privacy Policy. Mr. Myren made a motion to approve the Privacy Policy, seconded by Commissioner Goettel. The MOTION adopted and the Privacy Policy was unanimously approved.

d. **Ratification of Hennepin County CDBG Summary**

Ms. Krolik presented. The Executive Committee approved the submittal of this grant as it was due February 15. The grant has been submitted. The ask was for \$140,00 to support both the Energy Assistance and Water Programs. The current grant is \$60,000 and just supports the Energy assistant program. Ms. Krolik asked the board to ratify the Executive Committee's decision to submit the CDBG application. Ms. Chambers accepted a motion to ratify the Hennepin County CDBG Summary. Mr. Myren made a motion to ratify the Hennepin County CDBG Summary, seconded by Ms. Bryant. The MOTION adopted and the Ratification of the Hennepin County CDBG Summary was unanimously approved.

e. 2023 Executive Director Evaluation

Ms. Tody shared immediately following the board meeting, board members will be receiving a link to the 2023 Executive Director Evaluation. The ask is for all board members to complete this evaluation by Friday, March 1.

f. New Board of Directors Members Orientation

Dr. Hightower shared with the addition of 7 new board members, we have scheduled the New Board Members Orientation for March 28 at 5:30 PM. New board members will get more information on how the organization works. The March board meeting will follow the orientation.

g. 2024 Slate of Officers

Mr. Pierre-Toussaint reminded the board to send their nominations for the 2024 slate of officers. Board members are allowed to nominate themselves.

h. 2024 Bylaws Changes

Commissioner Anderson shared that each year a meeting occurs to consider any bylaws changes. The most recent bylaws were sent to the board. If there are any suggestions for bylaw changes, please send those in for review.

i. 2024 Annual Meeting –

Dr. Hightower presented. Per the bylaws we must hold an annual meeting during the first quarter, and this will happen in March. During the regular March board meeting, the Chair will recess the board meeting and then there will be a 5–10-minute annual meeting. We will consider any bylaw changes and we will consider board leadership. The meeting will then close, and we will resume the regular board meeting.

14. Announcements/Information:

The Board Roster, Board Calendar, Board Committee Assignments, Agency Dashboard, and a link to the Board Portal were included in the board packet for review. A link to the Board Portal on the



## 15. Adjournment

Ms. Chambers thanked everyone for their excellent attendance and the meeting was adjourned at 7:40 PM.

### Next CAP-HC Board of Directors Meeting:

Thursday, March 28, 2024

6:30 – 8:00 pm

Our **Mission** Partner with community to provide effective and responsive services to reduce the impact of poverty in Hennepin County.

Our **Vision** Hennepin County without poverty

Our **Values** Strengthening Community, Eliminating Barriers, Creating Opportunities, Building Relationships, Responsible Stewardship, Equity and Inclusion