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**DCARA Regular Board Meeting**  
**Tuesday, June 12, 2007**  
**Deaf Community Center, San Leandro, CA**

**MEETING CALLED TO ORDER: 6:15 PM**

**PRESENT:** Don Baer, Jenny Cantrell, Raine Cheng, Jennifer Cook, Dodi Ellis, Charles Farr, Tim Gough, Jeannie Leighton, Ken Mikos, Liann Osborne, Karina Pedersen, Jesada Pua, Phillip Smith, and Robert Solorzano

**EXCUSED:** Clark Brooke, Patty Lessard and Michael Mac Aulay

**STAFF PRESENT:** CEO Herron  
COO Brune  
CFO Cooper

**VISITORS:** Leah Bartel  
Kendra Keller

**MO6/12/07-1**

Cantrell (Osborne) moved to approve the May 2007 minutes as accepted. MSPASSED

**MO6/12/07-2**

Cantrell (Osborne) moved that the board approves the July – September 2007 budget. MSPASSED

**MO6/12/07-3**

Cantrell (Solorzano) moved to hold five motions until next board meeting. MSPASSED

**MO6/12/07-4**

Pedersen (Mikos) moved to stop use DCARA's fund for board refreshments. MSPASSED

**CORRECTIONS TO THE APRIL 2007 MINUTES:**

No corrections

**MO6/12/07-1**

Cantrel (Osborne) moved to approve the May 2007 minutes as accepted. MSPASSED

1 **OFFICERS' REPORTS**

- 2
- 3 **President Dodi Ellis:** *Attached*
- 4 Report needed?
- 5 **Vice President Karina Pedersen:** No report
- 6 **Secretary Don Baer:** No report
- 7 **Treasurer Patty Lessard:** No report
- 8

9 **STANDING COMMITTEES**

- 10
- 11 **Finance Committee:**
- 12 It was conducted under Treasurer's Report.
- 13 **Audit Committee:** No report
- 14 **Fundraiser Committee:** No report
- 15 **New DCC Fund:** No report
- 16 **Diversity Committee:** No report
- 17 **Deaf Lecture Series:** No report
- 18 **DCC Facilities:** No report
- 19 **Board Development & Recruitment:** No report
- 20 **Bylaws & Policy Update:** No report
- 21
- 22 **CEO Herron:** *Attached*
- 23

<p>24 <b>PROPOSED MOTIONS</b></p> <ul style="list-style-type: none"> <li>25</li> <li>26 1. The board moves to approve July – September 2007 budget.</li> <li>27 2. The board moves to approve the VISION 2018: DCARA Board of Director's 10-Year</li> <li>28 Revenue and Deaf Community Center Master Plan.</li> <li>29 3. The board moves to approve an allocation of \$90,000 plus benefits from the new</li> <li>30 DCC fund to the Chief Business Officer position.</li> <li>31 4. The board moves to approve fundraising goal of \$100,000 from July 1, 2007 through</li> <li>32 June 30, 2008.</li> <li>33 5. The board moves to host "Staff Appreciation" reception on October 9, 2007 in lieu of</li> <li>34 a regular board meeting.</li> <li>35 6. The board moves to approve CEO's goals for April 2007 – March 2008 as a part of</li> <li>36 her performance evaluation.</li> <li>37</li> </ul>
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39 **RATIONALE FOR THE PROPOSED MOTIONS**

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41 **1. BUDGET**

42 *The board moves to approve July – September 2007 budget.*

1 This is a temporary budget until the board is able to make a decision on which direction  
2 DCARA should be heading towards. The proposed budget is for July through September  
3 2007 and it is assuming that our operation is status quo for the next three months.  
4  
5

## 6 2. VISION 2018

7 *The board moves to approve the VISION 2018: DCARA Board of Director's 10-Year*  
8 *Revenue and Deaf Community Center Master Plan.*  
9

10 The purpose of this proposal is to serve as a guide for the board to discuss and to decide on  
11 the direction of DCARA 10 years from now. This is assuming that the board wishes to  
12 pursue a new Deaf Community Center (DCC) and significant amount of dollars would  
13 needed to ensure DCARA build a strong foundation in its overall finances.  
14

15 Clarification on the Vision 2018 and self-study for strategic plan: the Vision 2018 is a long-  
16 term vision and is driven by the board such as a new DCC and it helps with the overall  
17 revenue plan. The self-study is more geared to identifying program and service needs of the  
18 community. The self-study will help the board have a clearer vision of what should be in the  
19 new DCC. Either way, a business venture is needed to bring in unrestricted revenue to  
20 support the overall DCARA operation and new DCC.  
21

## 22 3. CHIEF BUSINESS OFFICER

23 *The board moves to approve an allocation of \$90,000 plus benefits from the new DCC fund*  
24 *to the Chief Business Officer position.*  
25

26 This position is tied in with the Vision 2018 plan. The board's approval of this position is  
27 crucial to the success of the overall effort to strengthen DCARA's finances and to get the  
28 agency geared up for the capital campaign within a few years. DCARA has attempted to  
29 form a couple of business ventures in the past with some success; however, they folded  
30 because there was no one staff person designated to follow through with the business and  
31 marketing plan to ensure long-term success. Before we reconsider another business venture,  
32 DCARA needs to hire a person who is in charge of researching and proposing a new business  
33 venture and developing and monitoring the business and marketing plan. *The significance of*  
34 *having the CBO position is that his or her only focus is to bring in unrestricted revenue.*  
35

36 Funding the position: There are several ways to fund the position from using the new DCC  
37 fund to lending money from the new DCC fund to borrowing against the equity in the current  
38 DCC. *The ROI will be substantially greater than if the board simply invests in stock*  
39 *investments only.*  
40

41 Does the CBO position duplicate the CRC position? Some board members have expressed  
42 that they believed that the Community Relations Coordinator (CRC) (formerly Development  
43 Associate) is sufficient and that a CBO is not needed. Most non-profit organizations have a

1 “Director of Development” or “Development Director” to focus on building a strong donor  
2 program. This position works with individual donors to provide a steady/regular donation to  
3 DCARA. DCARA needs to have a long list of donors as well as significant amount of funds  
4 donated to the agency from this source of funding. Our CRC needs to work closer with the  
5 board and CEO to recruit individuals to regularly donate funds to DCARA. The CRC  
6 position is partly funded by the DSS for the purpose of developing relationship with the  
7 community through public relations and information sharing. *The significance of*  
8 *maintaining this position is to get DCARA in the position for its capital campaign effort in a*  
9 *few years.*

10  
11 How is the CBO position different from the COO position? The significant difference  
12 between the two positions is their focus. As explained earlier, the CBO focuses on  
13 increasing revenue for DCARA. The COO focuses on programs and services provided to the  
14 clients and the community.

15  
16 Top-heavy organization structure: Initially, the organization structure will be top-heavy for  
17 the purpose of developing a plan to grow. As the agency grows, staffing will grow  
18 significantly at the frontline level. Over time, the agency will become a triangular shaped  
19 hierarchy structure.

20  
21 Funding request: \$90,000 for first year salary plus benefits. The board may need to fund this  
22 position approximately 3 years before the business venture can fund it.

23  
24 Please see attached document 5 YEAR GROWTH PLAN.DOC. This is the Executive  
25 Team’s (ET) (Diana, Jim and Margie) temporary vision of the 5-year strategy. This would  
26 be revised after the self-study is finalized. The purpose of this strategy is to help the ET to  
27 gear up for the self-study and to provide directions for agency staff.

28  
29 4. 2007-2008 FUNDRAISING GOAL:

30 *The board moves to approve fundraising goal of \$100,000 from July 1, 2007 through June*  
31 *30, 2008.*

32  
33 Again, this ties in with the Vision 2018 and the 5-Year Growth Plan (the latter plan  
34 contingent upon the outcome of the self-study project). In order for DCARA to begin  
35 strengthen its finances and to get in the position for the capital campaign, the board needs to  
36 become more aggressive with the fundraising efforts. DCARA needs over a million dollars of  
37 fundraising annually for its unrestricted funds to take care of the basic budget needs and to  
38 save for the new DCC; however, a fundraising goal of \$100,000 dollars a year is a good  
39 starting point.

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41  
42 5. STAFF APPRECIATION RECEPTION:

1 *The board moves to host “Staff Appreciation” reception on October 9, 2007 in lieu of a*  
2 *regular board meeting.*

3  
4 I would like to give staff members a chance to showcase their programs to the board and to  
5 give the board a chance to learn more about the services provided by DCARA to the clients  
6 and the community in general. This is also an opportunity for the board to show appreciation  
7 to staff for their wonderful contribution to the agency. I propose to suspend the regular board  
8 meeting on October 9, 2007, this would allow the staff to give a presentation on the services  
9 they provide to the clients and the community and then the board can host a reception in their  
10 honor afterwards.

#### 11 12 **6. PERFORMANCE EVALUATION GOALS**

13 *The board moves to approve CEO’s goals for April 2007 – March 2008 as a part of her*  
14 *performance evaluation.*

15  
16 I have yet to meet with the Evaluation Committee to discuss my goals and performance  
17 expectations. I would appreciate having the board approve the following goals to ensure that  
18 I am performing according to the board’s expectations of me.

19  
20 April 2007 – March 2008

21  
22 Goal #1: To establish a communication system and working relationship between the new  
23 CEO and the Board.

24  
25 Goal #2: To boost employee and community morale.

26  
27 Goal #3: To maximize the organizational infrastructure and fiscal management during the  
28 transition period.

29  
30 I expect to submit a new strategic plan after the self-study sometime between December 2007  
31 and February 2008 to develop new performance expectations from the board in time for my  
32 first anniversary of employment in April 2008.

#### 33 34 35 **FOR YOUR INFORMATION**

36  
37 Registered Dodi Ellis and myself for:  
38 One-Day Retreat for EDs and Board Chairs: Goal Setting, Strategizing and Relationship Building  
39 Date(s) Time: June 22, 2007 9:30 am - 4:30 pm Location: CompassPoint San Francisco - Large  
40 Training Room C731 Market Street, Suite 200  
41 San Francisco, CA 94103

42  
43 I met with Dodi Ellis on May 31, 2007 for our regular monthly meeting.

1  
2 I attended the pre-conference and regular conference of American Deafness and  
3 Rehabilitation Association (ADARA) in St. Louis, Missouri from May 22 through 26, 2007.

4  
5 **ANNOUNCEMENTS**

6  
7 Vlog/Blog Conference and DCN – February 2, 2007:  
8 DCARA will work with David Eberwein and Joey Baer to plan on DCARA hosting the  
9 conference.

10  
11 Future Conferences:

- 12
- 13 • *June 30 – July 4, 2007*, Bay Area Asian Deaf Association, 5th Triennial NADC  
14 National Conference, Hyatt Hotel Regency at Embarcadero Center, San Francisco,  
15 California
  - 16 • *August 3-8, 2007*, RID National Conference – “All for One and One for All” San  
17 Francisco, CA
  - 18 • *August 23-25, 2007*, 17th Biennial TDI Conference, Marriott San Francisco Airport in  
19 San Mateo, California
  - 20 • *August 29 - September 2, 2007*, CAD Conference & EXPO, Marriott Los Angeles  
21 Downtown Los Angeles, California
- 22

23 Deaf Nation Expo: October 27, 2007 - Alameda County Fair, Young California Building.  
24 DCARA is one of the sponsors of this event.

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27 **UNFINISHED BUSINESS**

28 None

29  
30 **NEW BUSINESS**

31  
32 **MO6/12/07-2**

33 Cantrell (Obsorne) moved that the board approves the July – September 2007 budget.  
34 MSPASSED

35  
36 **MO6/12/07-3**

37 Cantrell (Solorzano) moved to hold five motions until next board meeting. MSPASSED

38  
39 **MO6/12/07-4**

40 Pedersen (Mikos) moved to stop use DCARA’s fund for board refreshments. MSPASSED

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42 **MEETING ADJOURNED** 7:00 PM goes into the board retreat

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Respectfully submitted,

Don C. Baer  
Secretary

\_\_\_\_\_Accepted as read

\_\_\_\_\_Approved as corrected