

**DCARA Regular Board Meeting  
Tuesday, April 8, 2008  
Deaf Community Center, San Leandro, CA**

**MEETING CALLED TO ORDER:** 6:12 PM

**PRESENT:** Charles Farr, Karina Pedersen, Tim Gough, Patty Lessard, Roberto Solorzano, Jenny Cantrell, Dodi Ellis and Liann Osborne

**EXCUSED:** None

**UNEXCUSED:**

**STAFF PRESENT:** CEO Herron

**COMMUNITY MEMBERS PRESENT:** Ella Lentz, Judy Singleton, Ralph Singleton, Liz Brading, Chriz Dally, David Weiss, Ken Mikos, Judy Gough, & David Reynolds

<p><b>MO 02/12/08-1</b> Board moves to approve CEO Diana Herron, Program Manager Jim Brune, and Director of Community Relation, Kathryn Canfield as representatives of DCARA and Charles Farr as President of the Board and Karina Pedersen as Vice President of the Board to be authorized to sign any documents effective April 8, 2008.</p>
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**OFFICERS' REPORTS**

**President Farr:**

Farr reviewed the agenda with the public and explained how the meeting would proceed. The CEO and staff from DHHCS (in Fresno) are very supportive of the board. The Board is working on developing better PR in order to solidify the trust within the Community. The Board would appreciate it if the community would continue to spread positive words about DCARA. Let them know that it needs their support in many ways.

**Vice President Pedersen:**

No report

**Secretary Osborne:**

Forward the February report via e-mail.

**Treasurer Lessard:**

See attached

The community expressed concerns that the financial reports were so late in getting to the Board. They also asked some questions pertaining to funding, & how the agency were planning to increase revenues. CEO Herron explained how the funding worked.

(Report concluded)

## **STANDING COMMITTEES**

### **Finance Committee:**

Conducted under Treasurer's Report

### **Board Recruitment & Development Chair Solórzano:**

CEO Herron and I, Roberto Solorzano, met with an organization consultant, Charlotte Toothman, a few weeks ago to explore more about her services and see how we could better things including the organization and how the board operates. I was very impressed with her services. I shared my report with the Board. At this time, it has been put on a hold, and the Board recruitment and development chair person will look at different options and possibly interview other consultants.

(Report concluded)

### **Fundraising Committee Chair Gough:**

Gough plans to work with the Director of Community Relation, Katie Canfield, and other committees about various aspects of fundraising. Gough plans to meet with them soon.

### **CEO Herron:**

#### **Attached at the end of the minutes**

The Full Staff Meeting (FSM) is scheduled for Wednesday, April 30<sup>th</sup> Wednesday at 3:30 PM. The staff wants to share the transition plan. The meeting should end at 5 PM. It will be at the DCC. On May 13 the staff wants to have a pizza night with the Board as an informal meeting.

The visitors present inquired about whether DCARA plans on bringing back a business aspect to the agency in order to bring in more money, such as providing interpreting services. The Job Developer/Interpreter position was inquired & questions were raised regarding the possibility of a Deaf person applying for this position.

### **OLD BUSINESS:**

None

### **NEW BUSINESS:**

Visitors present that night provided some suggestions as to how to make the transition smoother. They also expressed some concerns about the grant writer position; felt that it needed to be filled. There was some apprehension in how much control the Board has and they expect the Board to address this and also improve our connection to the Community. They said they were here to support the Board and DCARA and hoped for some kind of town hall forum.

**ANNOUNCEMENTS:**

Resignation: CEO Herron will be resigning from DCARA effective June 27, 2008.

Pizza Night for Board and Staff: Tuesday, May 13, 2008 at 6 pm at DCC. The Leadership Team has broken into 3 subcommittees: strategic plan, identity, and communications policy. Each committee will be presenting objectives and action plans for each committee. All board and staff members are invited to this presentation.

Job Announcements: 4 Job Developer/Interpreter

New Staff: Blayne Douglas, Executive Assistant

Open House: February 13, 2008 at DCARA Headquarters was a huge success. Approximately 100 visitors and staff attended.

Deaf Community Night (DCN): "Pah to Woot" took place March 15th from at San Leandro Library with approximately 50 people in attendance followed by a fundraising event, "The Deaf Family" Movie Benefit Night at DCC in the evening. The result of the fundraising will be announced as soon as staff receives the expense receipts and report from the fundraising committee.

Abababa Show: DCARA is co-sponsoring this event along with CODA and DeafHope on May 17th at California School for the Deaf and Ohlone.

**MEETING ADJOURNED** at 9:30 PM

Enter into Executive session at 9:40 PM

Executive session concluded at 11:00 PM: No action taken

Respectfully submitted,

Liann Osborne,  
Secretary

\_\_\_\_\_ Accepted as read

\_\_\_\_\_ **x** \_\_\_\_\_ Approved as corrected

## CHIEF EXECUTIVE OFFICER REPORT

Diana Herron

April 2008

### CHIEF EXECUTIVE OFFICER REPORT

Diana Herron

April 2008

1. Board moves to approve CEO Diana Herron, Program Manager Jim Brune, and Director of Communication, Kathryn Canfield as representatives of DCARA and Charles Farr as President of the Board and Karina Pedersen as Vice President of the Board to be authorized to sign any documents effective April 8, 2008.

Rationale: DCARA needs to have people readily available for signatures and I wanted to make sure we had another person as a back up so I am asking that the Board approve adding Kathryn Canfield to the list.

Note: At the June 2008 regular board meeting, the board will need to approve another motion remove the current CEO from the authorization list and replace with the new CEO, if available.

### PROGRESS ON 2008 GOALS

1: To strengthen the partnership between the CEO and the Board.

The board and CEO need to clarify and agree on what is expected of each other.

The board needs to clarify and learn their roles and responsibilities and clearly define working relationship between the board and the CEO.

The board needs to hire a consultant to assist them with clearly defining DCARA's identity and vision so that the CEO may carry out the wishes of the board rather than constantly be faced with conflicts between the board's desire to maintain a "deaf" exclusive agency and meeting the Department of Social Services (DSS) contract requirements to serve all deaf, hard of hearing, late deafened, and deaf-blind clients.

2: To strengthen DCARA's finances.

At this writing, the estimated budget for 2008-09 including the CEO and Deputy Director salaries is approximately \$150,000 deficit in agency budget. With the revised estimated budget reducing the CEO's salary and eliminating the deputy director and another administrative position, the total deficit is reduced to \$-37,000.

DCARA needs to flatten the organizational hierarchy to reduce overhead expenses therefore the deputy director position is placed on a hiring freeze and the CEO is laid off in order to reduce the executive salary.

The board needs to pursue a more aggressive fundraising effort to fund operating expenses that are not covered by grants and contracts with government agencies.

DCARA needs to plan for the possible 10% cut from DSS (DAP) funding. This cut will cause some positions that are being proposed in the 2008-09 contract to add to the frontline to be closed/eliminated.

3: To strengthen existing and to create new programs and services.

Frontline positions such as Hard of Hearing Specialist, Information and Referral, Intake Coordinator, Employment Training Program Coordinator, etc. will be posted as soon as possible to expand direct services to clients and community.

4: To strengthen resources, training and support for employees to be able to provide topnotch services to clients and community.

The Management Team consisting of Program Managers, Director of Community Relations, and Business Manager along with the current CEO have met to develop an executive transition plan. The plan is broken down into three phases: Phase I –

90-days CEO Exit Plan, Phase II – Short-Term Plan, either with a interim director or short-term contract director, and Phase III – Long-Term Plan, recruitment of a permanent CEO. The objective of the plan is to keep staff working towards the goals implemented by the current CEO during the transition period.

## **UPDATES**

California Center for Law and the Deaf (CalCLAD) Contract: The Board approved unanimously on March 11, 2008 to end the contract relationship between DCARA and CalCLAD. A letter was sent to CalCLAD on March 14, 2008 to notify them the intent of discontinuing the contract effective July 1, 2008. DCARA also will cease to provide administrative support services to CalCLAD effective July 1, 2008.

Government Funding:

California Employment Development Department (EDD): EDD made some mistakes on the contract and had to send the contract back for corrections.

Awaiting revised copy before signing it.

Associated Community Action Program (ACAP): Technical training on reports was provided to our staff. The work plan and service goals were revised to meet ACAP's satisfaction.

California Department of Social Services - Deaf Access Program (DSS-DAP): The revisions of 2008-09 contract is complete and have been sent to the contract office for approval. This is pending Governor's budget approval. 2007-08 contract amendment is still being reviewed by the contract office for final approval. DCARA was able to begin invoicing under the old version. Once the contract is approved then we will need to submit revised invoices to bill for the new plan under the amended contract agreement.

City of Fremont (FOG and FRC): Site visits were successful and DCARA passed the reviews. The City of Fremont has cut 10% funding from our current year contract.

City of San Leandro: DCARA was awarded \$10,000 for 2008-09 fiscal year. DCARA had requested \$21,000 funding.

City of San Jose: 2008-09 application was denied for Deaf for Self-Sufficiency Program in San Jose. DCARA has submitted an appeal to reverse their decision. The appeal is being reviewed at this writing.

County of Santa Clara (2): 2008-09 application approved \$36,167 (asked for \$56,537) for Deaf for Self-Sufficiency Program and \$27,055 (asked for \$42,101) for Parent Connections Program in San Jose.

Foundations:

Five Bridges Foundation awarded DCARA \$10,000 for operating support for 2008-09.

Stanley Langendorf, letter of intent submitted, awaiting approval. This is for Deaf for Self-Sufficiency Program in San Francisco.

Thomas Long, application pending approval for operating support.

Silicon Valley Community Foundation, application pending approval for operating support.

## **PROBLEMS FACING THE ORGANIZATION**

DSS Contract: The Governor proposed \$581,000 cut to Deaf Access Program. DCARA is still lobbying along with 7 other sister agencies to oppose the cut.

Fundraising: Despite the Board's effort to improve fundraising activities, the agency is falling short on fundraising goals for 2007-08. The staff has been waiting to meet with the fundraising chairperson to develop new fundraising goals for the rest of 207-08 and

2008-09 fiscal years.

With the looming economic recession, DCARA is receiving less donations from individual donors than anticipated. DCARA has lost some valuable donors due to weak fundraising plan or commitments.

Staff Morale: With the series of budget cuts and the departure of CEO, the staff members are concerned about the security of their jobs and the possible lack of leadership within the organization. The Management Team is working on activities to help alleviate their concerns.

### **PLANS FOR THE FUTURE**

There will be a series of community education to discuss advocacy and literacy issues within the Deaf community. Staff will be making announcements as soon as the details are finalized.

The 2008-09 estimated budget will be available for the Finance Committee's review and Board's approval in May 2008.

CEO is working on an organization analysis and recommendations report. This will be provided to the Board prior to her departure from the agency in June.

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