

September 11, 2012
DCARA Board Meeting Minutes

Meeting Called to Order: 6:08 PM

Present: Chris Held, Patty Lessard, Steve Longo, Jane Newkirk, Sharif Rashedi, Lonnie Tanenberg

Excused: none

Unexcused: none

Staff Present: Executive Director, Jim Brune; Executive Assistant, Rebecca Chow; Deaf Community Center Coordinator, Brian Martinez; Director of Business and Accounting, Patty Souza; Employment Specialist – Campbell, Mark Vanni

Visitors: none

Interpreters: none

<p>MO091112-1 Lessard (Tanenberg) moved to accept the July, 2012 minutes as corrected. MSPassed.</p>

DCARA Staff Highlight

Deaf Community Center Coordinator, Brian Martinez, came to inform us about his job. Some of the things we learned were that interpreters renting DCC count as hearing clients; hearing clients are a majority of DCC renters; MOUs (memorandum of use) with partners are not included in revenue or DCARA use.

Through experience, the damage deposit is now larger, and there is a clause saying they'll pay any additional damage. One suggestion was to have the contract list credit card information with the understanding that damage will be charged.

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The DCARA website will be used to advertise the 20th anniversary of DCC. A committee will be set up soon. Another suggestion was to add a “wish list” for DCC on the website so the community knows what is needed.

Officers’ Reports

President: Sharif Rashedi
No report

Vice President: vacant

Secretary: Jane Newkirk – no report

Treasurer: Treasurer Patty Lessard –
See Finance Committee Report

Standing Committees

Development Team (formerly known as Fundraising Committee): Sharif Rashedi

The focus is on Oktoberfest at the moment. Pay pal has been set up to accept orders on the internet. The plan is to advertise it heavily during other events this month, and also at Deaf Nation Expo in Pleasanton the morning of the event.

The next meeting for Oktoberfest and Development Team is Tues, September 18, 6-8pm at DCARA headquarters.

Board Development and Recruitment Chair: President Rashedi
Rashedi reminded the Board of the matrix of skills which shows areas where the current board doesn’t have skills. We are most interested in recruiting people with skills in legal, real estate, public relations, marketing, and sales. Please continue to invite people to apply.

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The Recruitment committee, consisting of Newkirk, Held, and Rashedi, will work on a time line for interviews

Finance committee – Treasurer Lessard –

The Finance Committee met on September 4th. Treasurer Lessard reported that she will have a face-to-face meeting with our Kramer representative early in October. On her agenda will be to discuss the advantages and disadvantages of having a managed account.

When meeting the advisor, she will ask questions such as:

- 1) Where are the current dividends going?
- 2) Should DCARA switch to a managed account?
- 3) Are there any time restrictions if we switch to a managed account and later decide to change back to our current set up or change to a different option?
- 4) Are there other more profitable investments we could incorporate and not incur too much risk?

She will report back to the FC and to the Board at their respective November meetings.

She also asked the Board to think about what they would like to see happen with the "set aside" fund that has been slowly accruing. It can be accessed if necessary, but the Board needs set up some kind of structure in which this could happen.

Does the Board, for example, want to see this fund used as seed money for some larger project? For example, the renovation of the Parrott Street house (AKA San Leandro house)?

The Board will need to come up with and prioritize a list of projects that need attention and think strategically what needs to happen and when.

The June and July Finance Reports will be ready at the October FC meeting. The next meeting has been set for October 4th at 6pm.

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By-Laws committee – Steve Longo

His work is in progress

Reports from DCARA **Executive Director:** Jim Brune

Photos: Please enjoy the photos from the San Jose picnic and from the Deafhood Forum.

Staff Spotlight: Tonight, we will hear from Brian Martinez about Deaf Community Center.

Strategic Planning: As part of the Management Team’s discussions on strategic planning, we have developed a draft of our values based on the work that DCARA does in providing services each day. Now, the management team would like to solicit feedback from the Board on the values so that ultimately, we can have a strong set of values as we continue with our strategic planning process.

EXTERNAL VALUES:

We at DCARA value and embrace:

1. American Sign Language

- Belief: ASL is the language of Deaf people.
- Belief: All Deaf individuals have the right to access to ASL.
- Guiding Principle:
 - 1) DCARA will work to eradicate barriers to access to ASL
 - 2) We are an example of providing full access at our events – what we advocate for with our clients/community, we practice internally with agency operations
 - 3) Advocate for ASL in Deaf education/as language of Deaf people

2. Deaf Culture

- Belief: Deaf Culture is a living, breathing culture just like any other culture in the world.

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- Belief: We embrace our language, our shared Deaf experiences, and our ways of being Deaf – all these comprise Deaf Culture.
 - Belief: Hearing people are allies of Deaf people and thus, a part of Deaf culture.
 - Belief: We promote positive perspectives of Deaf people ourselves.
3. Mental, emotional, spiritual well-being of Deaf individuals
- Inspired Deaf Community (all inclusive – employees, board, volunteers, community members)
 - Belief: Mental, emotional, and spiritual health among Deaf individuals leads to better quality of life.
 - Belief: Mental, emotional, and spiritual health among Deaf individuals leads to Deaf people being independent and self-sufficient.
 - Guiding Principle: With mental, emotional and spiritual health, we at DCARA can empower Deaf people to be independent and self-sufficient.
4. Diversity within Deaf community
- Belief: Recognizing and embracing diversity (and including diverse points of views) within DCARA will make DCARA a stronger organization and a stronger advocate for the community we serve.
5. Communication Access (5/9/12)
- Belief: All people have the right to full communication access (interpreters, captioning, real time captioning) (5/9/12)

INTERNAL VALUES:

Values:

1. Respect
 - a. Belief: Treat people the way you want to be treated.

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- b. Belief: Respecting various diversity within the organization including LGBT, racial diversity, communication diversity, cultural diversity (5/9/12)
- 2. Integrity
 - a. Always strive to do the right thing and do it with honesty.
- 3. Accountability
 - a. Do what you say you will do when you say you will do it.
 - b. Practice what you preach.
 - c. Walk the talk.
- 4. Positive Attitude
 - a. Balance Work and Play.
 - b. Have Fun.
- 5. Teamwork
 - a. Each of us has value; take advantage of it.
 - b. One for all, all for one.
 - c. Support each other.
- 6. Quality Service
 - a. We strive for 100% consumer satisfaction.

Values Statement

The following values guide our organizational focus: promote positive recognition of American Sign Language; support deaf and hard of hearing people's independence, well-being, and equal rights; embrace diversity, accountability, mutual dignity, respect, and teamwork as essential components of our work; and strive for the highest possible satisfaction among all the people we serve.

SWOT Analysis

Internal

Strengths

- 1. We have a good reputation/well known/household name on a national and state level
- 2. Strong advocacy skills
- 3. We serve out current clients well
- 4. Staff care about the agency, its legacy, and its future

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5. Staff care about their work and each other
6. Ability to attract gov't grants
7. Sponsors (Purple, Sorenson) got their start because of us
8. Has strong community accountability (i.e. AB2072, CNN, CSD cuts)
9. We communicate with the community
10. We do vlogs
11. We are a good resource for the community
12. DCARA is responsive to current trends/issues (i.e., DMV, children/families, BART)
13. Employment services – we provide professional interpreting services
14. Staff are competent, knowledgeable and helpful
15. We partner well with other organizations
16. Have staff knowledgeable on IEP/IFSP advocacy
17. Services we provide are relevant to community
18. We do so much with so little, we can maximize our resources
19. Staff are loyal, committed to the work they do, even with low pay
20. Good benefit package
21. We commit to an ASL signing environment
22. I&R services strong; people look to us as an info clearing house
23. We make technology accessible to clients
24. We own our Deaf Community Center – its for the community to use; allows for deaf culture to flourish
25. We've been around 50+ years!
26. Minimal staff turnover
27. Community we serve – wow! Diverse!
28. People know us for our ILS services
29. People know we can help them (if anyone can help it's us)
30. We had 570 (unheard of!) supporters (local, state, national) at our Gala!
31. We have a consensus management style
32. We have specialized programs and services
33. We get many referrals
34. We passed our audit with no management letters because of strong organizational skills and documentation/paper trail

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35. Increased placement for employment services in 2011-2012 compared to previous years
36. Direct mail donations have either stayed consistent or increased
37. San Jose office understands how to work with foreign born clients
38. EDD Staff has a good understanding of their clients – able to assess and identify soft and hard skills
39. We maintain annual/monthly events (i.e. Club Saturday, Picnics, sign and dine)
40. We provide skill building classes (i.e. parent skills classes, coping skills classes)

Weaknesses

1. Salaries low; underpaid staff
2. We don't have a reward/repercussion system
3. We have a consensus management style
4. Low morale
5. Weak board
6. Weak financial base – hard to attract big/serious financial donors
7. Weak with monitoring/managing budget
8. We don't have a balanced budget
9. Weak visibility in "outside" hearing community
10. Weak vision/future direction (i.e. clear plan to address community needs)
11. Lack of recognition from courts, CPS, APS of DCARA for experts, expertise
12. Low revenue
13. Weak accountability
14. Weak in consistency
15. Weak in efficiency
16. Weak in internal communication
17. We lack competency (i.e. staff and qualifications don't match, incompetent organizers/facilitators)
18. We rely on one person for key functions without backup
19. Quick to shoot each other down – critical of each other, lack of respect, lack of trust

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20. We don't listen to the community enough
21. We are not flexible
22. We are the only agency of this kind therefore, have we become lax?
(no competition)
23. Weak capacity/we are spread thin
24. Staff burnout
25. High board turn over
26. Poor fundraising history
27. Lack of DCARA branding/weak marketing of DCARA
28. Weak website – not user friendly, attractive, missing features that could be added easily (i.e. RSVP, making payments online), site map isn't user friendly
29. Staffing position and workloads are not balanced
30. Appearance of the offices look worn and dated (brings down the energy)
31. Audism – attitude and taboo about discussing it
32. Some of our offices aren't near public transportation
33. Job descriptions don't match the activities that are needed to run the department and meet the agency mission
34. Cash reserve weak
35. We have no HR expertise (i.e. don't have EAP, to protect the company and employees)
36. Weak visibility
37. Weak generation of new revenue
38. Weak data collection
39. Weak maximizing use of DCC, weak marketing of DCC
40. San Leandro house laying dormant
41. We underserve some of our 14 counties (especially north bay and north coast)
42. Lack of strong lobbying for our causes

External

Opportunities

1. Develop relationships with businesses in San Leandro for the purpose of sharing resources and sponsorship/donations opportunities

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2. Can set up a side business that's also a vocational training venture
3. Search for ways to attract the wider Deaf community including Deaf professionals and increase our community appeal
4. Third party payment (i.e. DOR, school districts, courts, counties)
5. Fee for service (charging community members for services we provide like classes and workshops)
6. Signature fundraising event that fits DCARA's mission and will increase visibility of DCARA
7. Opportunity to increase awareness of ASL Language acquisition and establish the first early intervention program for children ages 0-3 (for Deaf parents)
8. Opportunity for Deaf parents of hearing children
9. Volunteer program can be opportunity for EDD clients to build their marketable skills, and expand hearing community knowledge of Deaf community
10. Partnerships with other companies to expand our employment services, to parents and families, increase grant opportunities
11. Potential to transform DCC property into revenue generation opportunities (i.e. renting out space to outside businesses) and 1 stop center for services (HQ there)

Threats

1. Competition to serve parents and families from Speech and Hearing Center of Northern California
2. Some key people in the community aren't supporting us
3. More and more oral and SEE programs being set up, previous ASL programs shifting their philosophy
4. Funding situation – stagnant – preventing us from increasing salaries
5. Budget cuts
6. We don't offer competitive salaries (i.e. JD/I vs. work as VRS/FL interpreter)
7. Other community centers that have features that are better than DCC (i.e. full kitchen)

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8. Other national Deaf organizations based in the Bay Area (i.e. Deafhood Foundation, Deaf Bilingual Coalition) causing donor fatigue in the Bay Area
9. Deaf related organizations with strong lobbying (i.e. AGB)

Deaf Services Advisory Council: The Deaf Services Advisory Council meeting occurred on August 28th at Fremont Family Resource Center. Below is summary of comments from the community:

- 7.1 DCARA is out of contact with community
- 7.2 Board members need to be present to hear comments and feedback.
- 7.3 DCARA was strong before, but it is perceived weaker now
- 7.4 DCARA needs to pass this feedback to EDD Jim Brune and his management
- 7.5 Why didn't we have CAC meetings in the past? Per DSS, both community and board should be present. As it was the fourth CAC meeting, what made the ball get rolling? Reese said that DCARA is trying to get things go right.
- 7.6 There needs to be a better social media in DCARA. Social medial would allow DCARA to communicate with the community better.
- 7.7 What happened to IT/Web person? It was said that this person was laid off from DCARA because this person did not meet the job obligations. Because of that, the website has suffered and became stale, and the communication through social media has went down.
- 7.8 After the 50th anniversary event in March 2012, things have been become quiet.
- 7.9 DCARA is for Deaf. Per DCARA website, the mission is ""DCARA's mission is to promote self-determination, independence, and celebration of American Sign Language among a diverse Deaf community, regardless of their communication background, through its services and programs." However, we do not feel that there are enough ASL celebrations.
- 7.10 DCARA was stronger in 1960's. There were more ASL celebrations, but now we do not have that anymore.
- 7.11 Why was Reese hired as a hearing director, instead of hiring a Deaf director? Reese responded that she enjoys working with Deaf people, and

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her heart is with DCARA. It was clarified that EDD made the decision to hire Reese as a hearing director.

7.12 DCARA Logo should be added to DCARA page on Facebook (and Twitter)

7.13 How much of DCARA budget comes from state and counties/cities. Reese said it is probably around 90%

7.14 Reese explained that there were many budget cuts. Reese was asked how will DCARA prioritize its services?

7.15 It seems that there was never a good vision or goals

7.16 We need to make sure there is good maintenance at DCARA - bathrooms and sink needs to be fixed

7.17 What will be done about the house in the back of DCC. We need to have this house reused. Maybe have Extreme Makeover?

7.18 We need to have more ASL celebrations

7.19 We need to fix DCARA bylaws that have got very complicated and fat.

7.20 Who is on DCARA Board?

See http://www.dcara.org/index.php?option=com_content&view=article&id=2&Itemid=4

7.21 Where are 2012 minutes? We do not see them. Where is accountability?

7.22 Board VP position is vacant for a while

7.23 I think bylaws require that the board should have at least 12 (up to 22) board members. Right now it has 6 board members, and that seems to not meet the quorum.

7.24 DCARA needs to setup up better recruitment of board members and communicate this actively using FB/twitters/vlogs. It is not enough to put a vlog on the website. This should be done using social media.

7.25 Reese was asked to fingerspell more clearly. Several community members asked this to be noted here.

7.26 It is suspected that PR is done by Christine Kanta and it is possible that she is overwhelmed. DCARA needs to get a social media person to pick duties and do the job effectively.

7.27 What is the purpose of the CAC community? It should not be "who comes in". It should be an actual group of community members and board members so the CAC members can be responsible for pushing changes.

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- 7.28 Why there was only one "staff" member running this CAC meeting especially this person was HEARING.
- 7.29 It is bothersome that most of CAC attendees are between 40's and 60's Where is the representation from youth?
- 7.30 It is bothersome that most of CAC attendees are not people of color. Where is representation for people of color?
- 7.31 Where are ASL celebration? We need to have more of them
- 7.32 It is difficult for organizations to rent DCC. \$500 deposit is required to secure DCC space, and it was said that it takes a month to get the deposit back hence discouraging many organizations to do that.
- 7.32 Rates for Deaf and Hearing organizations should be different.
- 7.33 We need a social media staff person in DCARA
- 7.34 We need to make DCC very affordable
- 7.35 FOG requires \$50 deposit for the hall rental (compared to \$500 for DCC)
- 7.36 There is Deaf Plus program in Fremont that was launched this year, and it offers free rental. DCARA should take a note of that and offer free rental to Deaf organizations. This new organization was founded by Nancy Eddy. Sandra Amundsen was hired to work in this program.
- 7.37 What happened to popular events (Christmas Sales and Crab Feed?)
- 7.38 DCARA needs to step up fundraising.
- 7.39 DCARA needs to use vacant schools or vacant places for big events if necessary (i.e. for Deaf Crab
- 7.40 DCARA had a town-hall meeting but community involvement has been lax. There are too many organizations out there. DCARA needs to liaise with those organizations so people can come to DCARA events and participate in ASL celebrations.
- 7.41 CAC should take role in making sure community is involved more.
- 7.42 What is the purpose of CSS (Client Support Services) now? Reese said that it will serve each client and meet his/her needs.
- 7.42 What will be needed to make a Deaf client "Deaf" and Healthy. We need to have actual Deaf people working with Deaf clients.
- 7.43 Where are statistics that show that clients are HEALTHY

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7.44 DCARA needs to have programs that will help Deaf people become DEAF HEALTHY by providing actual Deaf counselors, Deaf professionals, and providing a Deaf Center

7.45 DCARA should get a program to help Deaf People find journey in Deafhood and get out of "colonialism" mentality. Reese said that there are peer counselors. The community feels that peer counselors are not right - we need good qualified counselors/teachers.

7.46 Does DCARA have stats on how many jobs Deaf people secured through DCARA/EDD.

7.47 Many Deaf people are on the streets.

7.48 EDD is not visible.

7.49 EDD needs to show what jobs are out there, how many jobs have been fulfilled.

7.50 DCARA needs to have a job club

7.51 Several noted psychologists revealed that most Deaf clients had issues that have arisen from audism (not mental health). DCARA should address that to help Deaf community become stronger

7.52 We need to get a better grant writer as we do not see many grants coming in.

7.53 Susan Gonzalez does not have skills to be a grant writer; we need to get a right grant writer to help DCARA get right grants

7.54 We should get the community come to CAC meetings. We need to provide carrot incentive - free food/drinks

7.55 We need a facilitator to run the meeting (someone who can communicate with Deaf CAC community effectively)

7.56 We need to make sure that the facilitator follows Deaf Meeting Rules (i.e. point to the person who raised the hand to sign his/her thoughts)

7.57 It is important that DCARA should publish minutes on the web and take accountability and follow up on concerns that CAC brought up.

7.58 Why do we have lip-reading classes and less ASL classes?

7.59 Some asked Reese if she is able to understand Deaf people? Reese replied that she understand Deaf people. If she does not understand, she will ask, and expects Deaf people to ask her if they do not understand her. Reese said that she believes she did not have those issues. The community did not agree with that.

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7.60 Before we had more ASL celebrations, more ASL classes. Now we see less ASL classes and more lip-reading classes. That is RED flag, and that should be fixed. Reese said we will have ASL classes in fall and spring. Lip-reading classes are for ALDA (late-deafened)

7.61 CSD has set up WRP program for high school graduates who need additional education before entering the work. DCARA should work with CSD to further this program.

7.62 Who ran the CAC meeting in the past. Mike Baer and Reese set up meetings. Mike Baer is no longer with DCARA. Susan Gonzales then worked with Reese to run the meeting, but EDD decided to have only one person run the meeting. Hence Reese.

7.63 It was first time for Reese to run the meeting alone.

7.64. Most said that it was very awkward for DCARA meeting to be run by the hearing person for Deaf community. The meeting leader should be Deaf and perceptive. This is not correct and CAC wanted Jim to know this is not right, and what is his message to that?

7.65 We need someone to run those CAC meetings (a Deaf person who does not work with DCARA). That way, we can get more feedback/comments at CAC meetings

7.66 The next CAC meeting should be clearly published/communicated effectively. Reese should invite the current CAC meeting attendants personally via VP and email.

Community Relations Department:

- Direct Mail: Our Annual Direct Mail campaign is under way! This is a significant source of revenue for us for FY 2012-2013 so your involvement in this effort is crucial.
 - In 2011-2012, we generated \$9,252 in direct mail donations.
 - In 2012-2013, we are projecting \$9,000 in direct mail donations.
 - What do we need from you?
 - Possible names for an author for the letter – due by Friday September 14th.

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- Names of individuals in your circle of family and friends for you to send personalized letters to – due by Tuesday, September 18th.

Personnel:

- Webmaster/IT Support position: Interviews are to take place very soon.
- Job Developer/Interpreter (Campbell): The position was re-posted.
- Client Support Specialist (San Jose): The position was filled. Abhishek Dasgupta started today, September 11th. Please join me in extending a warm DCARA welcome to Avi!
- Job Developer/Interpreter (Fremont): This position has just been posted and is for a temporary fill until January 2013 while our current staff is on medical leave.

Important Dates:

- September 20th: ASL Celebration (hosted by CAD), Sacramento
- September 22nd: Deaf Awareness Day at Great America (DCARA to have booth)
- September 22nd: Club Saturday in Concord
- September 29th: Club Saturday in San Jose
- September 29th: Knowledge is Power event at DCC
- September 28th: Deafhood Forum at DCC
- October 12th: NAD Town Hall meeting hosted by CAD (in Pleasanton)
- October 13th (day): Deaf Nation Expo in Pleasanton
- October 13th (night): Oktoberfest @ DCC
- October 28th: Club Saturday in Watsonville

Direct Mail Campaign

A new author for the direct mail campaign letter needs to be found by Friday, Sept 14. The letter needs to inspire, and include stories about what we do.

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Three letters are written, one each to a specific population: general (deaf friend), personalized letters, and returning donors.

The Board needs to submit a list of at least 10 people DCARA can add to their direct mail campaign list.

Old Business

SL House - Rashedi

The current list is only of what is defective and is structural issues only. The people who did this report weren't qualified to do other research. The next step is to determine whether the purpose of the building or the cost of repairs is a priority. A committee will be established to work on this.

Another question is to find out what the zoning rules are.

New Business

CAC (Community Advisory Council) – Steve Longo

The community expressed concern as to why a hearing person running the meeting.

The advertising and the purpose of the meeting were not clearly defined.

A member of the Board is not required to go, but having a Board representative there would be nice. The community members who attended really want to see DCARA improving and growing.

MO091112-1 Lessard (Tanenberg) moved to accept the July, 2012 minutes as corrected. MSPassed.

Top 3 action plan

Background on top 3 – “solution” is what was suggested by staff – “action plan” is for doable steps

CAC – people viewed as forum not council

#1 - tasked Jim to include CAC updates in his ED report – Jim – quarterly Enews not sent out regularly – need to improve advertising

#2 – board bylaws already require attendance to one event per month = 12 events per year - ? – JN to double check

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#3 – recruitment committee (CH, JN, SR) will discuss the solutions items as listed

ANNOUNCEMENTS

Lonnie Tanenberg was elected Vice-President of the Board

Ohlone open house -

Deaf Awareness Day at Great America – Sept 22 – Contact Linda if you can help at the booth

Rashedi is hosting a house warming party on September 29, where instead of gifts they're asking for donations to DCARA

Newkirk is working on bookmarks to promote “workplace giving” with help from Christine Kanta.

Upcoming events

ASL celebration – Thurs 20th

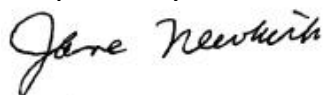
22nd – Club Saturday

29th – Club Saturday, Knowledge is Power

NAD town hall meeting

Meeting Adjourned at 10:08 PM

Respectfully submitted,



Jane Newkirk

Secretary

_____Accepted as read

_____Accepted as corrected