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Community Action Partnership of North Alabama  
Board of Directors Meeting  
April 26, 2018  
Central Office

David Mathews, Board Chair opened the meeting at 8:34 a.m. and welcomed those in attendance

Board Members Present: Keunna Swopes, Bruce Jones, Leigh Frances, Benita Owens, Jennifer Taylor, Joe Holmes, David Mathews, Terri Womack, Debra Gardner, Dana Pigg, Tim Thrasher, Joey Martin, Tommy Praytor

Board Members Electronically: Heather Smith

Advisors Present: Barbara Sittason, Pat Busing, Sheryl Marsh, Rise Simmons, Corey Williams

Advisors Absent: Matt Holmes, Stephanie Pitts, Marcie Hill, Tricia Culpepper, Paul Lott, Bruce Gordon, Allen Stover

Legal Counsel to the Board: Jonathan Watson

Staff Present: Michael Tubbs, Allison Speegle, Lorrie Mauro, Laurie Lincoln-Swaim, Dave Truitt, Holly Hicks, Aron Boldog, Cindy Anderson, Alice Careaga, Alicia Higginbothom, Tamisha Sales, Rebecca Bibb, Kim Dodd, Deborah Cottingham, Andrew Morton, Megan Claborn

Introduction of Staff and Guests

Michael Tubbs introduced all in attendance. He stated that the auditors are on site and will present the audit at the June Board of Directors meeting. Acknowledged Jonathan Watson, Legal Counsel to the Board as being involved in the agency and will attend CAPLAW Conference in June. Mike thanked the board for their attendance and service. He stated the board plays an important part to the agency and this is something that we do not take lightly.

**Our Mission**

The Community Action Partnership of North Alabama, a results-driven, non-profit business is committed to reducing or eliminating the causes and consequences of poverty for families and communities.

### Roll Call to Establish Quorum

Allison Speegle conducted roll call and a quorum was established with 14 board members present.

### Recite Mission of Agency

David Mathews led all in reciting the mission statement.

### Approve February 22, 2018 Minutes

The minutes were sent electronically to all members and advisors prior to the meeting. David Mathews opened the floor for questions and/or corrections. There being no corrections David Mathews asked for a motion to approve the February 22, 2018 minutes as received. Bruce Jones motioned. Benita Owens seconded. Motion approved with roll call vote.

### Lanier Place 2 Phase 3 Resolution

A copy of the resolution was sent electronically to all members and advisors prior to the meeting. Dave Truitt presented the resolution for approval. He stated this is a standard borrowing resolution required by the lender to show the Board of Directors is aware of the permanent financing loan and approves Michael Tubbs, CEO to execute all necessary documents for this loan with Federation of Appalachian Housing Enterprises in the amount of \$408,000.00 for a 26 year period.

Michael Tubbs also gave a brief update on Lanier Place that was discussed at the February board meeting. Since the last board meeting that he, Lorrie Mauro, Venessa Leffers and Dave Truitt have met with the Morrow Construction (Management Company) to discuss the crime and theft and the importance of stabilizing this area. Mike reminded the board that this was a community in decline. Security cameras have been installed and since then there has only been two incidences. Property is 100% leased up for the first time. The property manager is pleased with the cameras and the meeting seems to have improved the relationship with Morrow. This is the only site we have that Morrow is the property manager but they are very well known. Our staff have also increased their presence in Montgomery. Mike reminded the board that these deals that are approved are for the long term (minimally they are 15 years or longer). In regard to the resolution that Dave Truitt presented, the agency will be making payments for the next 26 years on a note if approved. Dave Truitt said the 2 incidences that have occurred at Lanier have been vandalism. He also shared that a CHDO Advisory Board for Montgomery will be created.

The Village at Hixon Pond is under construction with target completion date of November. Currently in the process of closing permanent financing for The Village at Mill Creek. Two tax credit applications have been submitted, one to the Alabama Housing Finance Authority for a project in Cullman and the second was to the South Carolina Housing Development Authority. Dave stated that we should know in June if we were awarded projects.

The floor was opened for additional questions. David Mathews asked for a motion to approve the Lanier Place 2 Phase 3 Resolution as presented. Leigh Frances motioned. Tim Thrasher seconded. Motion approved with roll call vote.

#### Financial Committee Report

A copy of the March financials were emailed to all board members and advisors prior to the meeting. Lorrie Mauro presented an overview of the reports.

The *Financial Information Dashboard* was reviewed. The first page compares specific ratios of current year to prior year. The second page of the report reflects some of the ratio indicators for the currently year compared to the previous six years.

*Balance Sheet Consolidating Financial Position* reflects the different entities of the agency and consolidates them together. Community Action Partnership is the parent company. The Total Current YTD Net Income is \$682,089.

*Statement of Revenues and Expenditures* reflects a Current Net Revenue of \$681,807.83. Lorrie stated that on page 11 the Net Revenue should be \$682,089.47 not \$681,807.83 as reflected on report.

*Statement of Revenues Public/Non Public* provides a snapshot of where funds come from. An example of non-public support cash would be the housing business unit developer fees and anything that is not federal grants.

*Statement of Activities - Combining Schedule of Activities w/Budget* lists each individual grant and the activity that occurred during the month of March. Michael Tubbs commented on report reflects one million dollars moved through the agency just on LIHEAP grant alone. The ending Net Revenue over Expenditures is \$682,089.47.

*Statement of Revenues and Expenditures Head Start 12 County* infographic and report were reviewed. This grant should be at 75% of the program year and is currently at 74.77% actual revenue and 74.77% actual expense.

*Statement of Revenues and Expenditures Madison/Limestone EHS* infographic and report were reviewed. This is the first month of this grant so it should be at 8% of the program year and is currently at 4.53% actual revenue and 4.53% actual expense.

*Statement of Revenues and Expenditures Madison/Limestone PHS* infographic and report were reviewed. This grant should be at 8% of the program and is currently at 3.95% actual revenue and 3.95% actual expense.

*Statement of Revenues and Expenditures Lauderdale County* infographic and report were reviewed. This grant should be at 8% of the program year and is currently at 9.39% actual revenue and 9.39% actual expense.

*Statement of Revenues and Expenditures PAT* infographic and report were reviewed. Lorrie reminded all in attendance that this particular grant is where staff go into the homes and assist parents with skills. This grant should be at 50% of the program year and is currently at 57.26% actual revenue and 50.24% actual expense. Lorrie stated the revenue is higher because they pre-fund us. This particular grant is a federal grant from the Department of Health and Human Services which goes to the state through the Department of Education. Kim Dodd stated we operate this grant in 7 counties but that does not include Morgan County which PACT is responsible for.

*Statement of Revenues and Expenditures Pre-K* infographic and report were reviewed. This grant should be at 50% of the program year and is currently at 66.67% actual revenue and 17.91% actual expense.

*Statement of Revenues and Expenditures DHR CCP* infographic and report were reviewed. Lorrie reminded all in attendance that this grant is one that we partner with entities to provide services. This grant should be at 50% of the program year and is currently at 40.60% of the actual revenue and 40.60% actual expense.

*Statement of Revenues and Expenditures USDA* report was reviewed. This grant should be at 50% of the program year and is currently at 51.96%.

*Expenditure Journal - Credit Card Expenditures* report was reviewed. Lorrie stated this is a detailed report of expenses for the month of March only. Report includes Wal-Mart, Wright Express (fuel expenses for agency vehicles), American Express and Office Depot

*Posted General Ledger Transactions* reports were reviewed. The first report is sorted by dollar amount and the second report is sorted by any vendor who received more than one payment during the month.

The floor was opened for questions. Tommy Praytor asked how the determination is made where things are purchased. Lorrie stated that we receive 3 vendor quotes but that we do not always take the lowest quote. She stated that a data base search is conducted to make sure a vendor has not been debarred from providing services.

Tim Thrasher asked the status of the disability waiver for Head Start. Kim Dodd said this is still in play for Madison/Limestone Pre-School and that they still need 9 disability children before next school year. She stated that Early Head Start needs 2-3 disability children. Kim said we can submit waivers and before the first of the next school year she can request a retraction of what has been previously submitted. Kim stated plans are in place to continually work with partners and LEA's to increase the numbers for next program year.

There being no further questions David Mathews asked for a motion to approve financial report as presented. Bruce Jones motioned. Leigh Frances seconded. Motion approved with roll call vote.

At this point in the meeting Kim Dodd shared that we like to recognize staff that go over and above the call of duty. She shared that there is a budget line item for awards and recognition. Kim asked Rebecca Bibb to join here and shared that Rebecca works in the Early Head Start program and was recognized for the work she did with a family in Lauderdale County who has a child with disabilities. The mother is a strong advocate for her child and Rebecca has been working with her and the LEA's for the last year and half. Kim shared that Rebecca is a wonderful leader and communicator. She was presented with a gift.

#### 12 County Re-Competition Grant Submission Approved by Executive Committee

A draft copy of the Executive Committee Minutes of March 29, 2018 was sent electronically to all board members and advisors prior to the meeting. Kim Dodd stated the Executive Committee met on March 29<sup>th</sup> and approved the submission of this grant. She reminded all in attendance that the Board of Directors gave permission for this at the February board meeting due to the timing of the grant submission due date of April 9<sup>th</sup>. Kim explained this provided the opportunity to change some things and one thing was to decrease enrollment in each classroom as a result of Head Start services are now more geared towards 3 year olds. Staff are being trained to handle the development stages of 3 year olds. The grant was written to reduce classroom size from 17-18 per classroom to 15. This would bring total enrollment to 1,157 children. Kim stated this will also align with the Daycare Minimum Standards. She stated that 3 year old children typically have more behavioral issues than 4 year olds. This will not affect the 22 Pre-K classrooms which remain at 18 children per classroom. There will also be no reduction in EHS. This is one area we need to build capacity. May write additional grants for EHS but this would be brought before the Board. Still looking for building in Marshall County to house 3 classrooms. In Russellville we have found a building and we will be in it by next year. We also had to answer what put us on the DRS which was the incident over 2 years ago at West Morgan. A child hit the reviewer while on site. Teacher did not address it at that time. The grant was submitted. The grant period for this grant ends June 30<sup>th</sup>. Kim has followed up with Regional Office and the grant will be extended to us if a decision has not been made by June 30<sup>th</sup>. Kim stated that we wrote a strong grant. It is a complicated program with a lot of regulations and we feel good about our grant. Jennifer Taylor asked if we knew others had applied. Kim said she did not. Corey Williams asked about reduction of classroom size if this would decreased staff. Kim said no it will not. We will still have 2 qualified staff per classroom. Mike Tubbs said this is our proposal and it will still have to be accepted. Mike said that tab 4 reflects the draft minutes of the executive committee meeting. Kim said that she has a copy of the grant submission if anyone is interested in reading it. Mike said it is a healthy way to say what happens when we go into a community to serve children and families and gives an understanding of how the

program operates. Mike said that we feel confident that we have done our best. We hope by the June board meeting that we will know who the grantee is. We hope it is us. Terri Womack asked the reason for the re-compete. Kim said these are 5 year grant periods with updates submitted yearly. This went into a pool of DRS that have to compete for the grants because of something that happened. My understanding that every program in the country will go on DRS at some point. Kim said the teacher involved in the West Morgan incident has gone on to be a great PreK teacher.

David Mathews asked for a motion to ratify the actions of the Executive Committee. Joe Holmes motioned. Joey Martin seconded. Motion approved with roll call vote.

### USDA Electronic Scanning System

Andrew Morton stated he is responsible for nutrition processes in the Head Start classrooms. He stated that new attendance and meal counts data collection was February 1<sup>st</sup> for all classrooms except Huntsville and Madison Premier. The software is used to scan students in/out each day and it is also used for lunch meal counts. Andrew did share that paper copies of the sign in/out sheets are also kept in each classroom as required by Daycare Licensing. He stated that in the past staff would email the sign in/out sheets each Friday and staff would input the information manually into Child Plus which sometimes created a 5 day lag time. The new system allows staff to enter attendance live each day which creates an accurate picture of attendance. The USDA meal counts were previously logged by classroom staff at point of service for breakfast, lunch and snack using a workbook. This was time consuming and a lot of time was spent auditing the worksheets at the end of the month. Meal counts are entered into Child Plus at each meal service time with the scanner. Feedback from staff have been that they are pleased overall with the new system. Andrew stated he has audited February and March and it is reflective of less errors and more accuracy. He shared that he appreciates the Partnership for investing in this software. The reimbursement for USDA is approximately \$135,000 per month. Michael Tubbs shared that the K-12 schools were on a program like this but no other Head Start program, of which there are 30 in the state, has implemented this process. Mike said Andrew has been with the agency for about a year and that when he was hired that he challenged him to take steps to bring the technology piece on-line and he has led this effort well. Mike publically commended Andrew for this. Mike said this was a shift for staff during the middle of the year but the benefit of doing this was right and he appreciates Andrew for bringing this to the board. The floor was opened for questions. Jonathan Watson asked what type of meals are served to which Andrew shared that it depends on the location of the classroom(s). He went on to say that if the classroom is in the school system then the children go to the cafeteria otherwise meals are picked up in a clam shell or bulk pack served by food service personnel. Andrew did clarify that the meal is not bar coded but that the child is counted. Food vendors are paid a fixed price which is contracted on a yearly basis and the agency is reimbursed at the USDA rate. Andrew thanked the IT Department for their assistance with the installation of scanners in the classrooms.

### CEO Executive Search/Selection Committee Update

Alicia Higginbotham, HR Director informed those in attendance that the job was posted on March 15<sup>th</sup> and closing date has been extended to May 1<sup>st</sup>. Applicant Stack is the internal on-line application system. The job was posted on multiple job boards locally and nationally such as Indeed.com and Linked In and Holly Hicks has assisted on the social media side. Currently there are 46 applicants, however, not all are qualified. There are candidates from several states. NeighborWorks has provided some funding to assist with this process and have suggested posting on idealist.org so that is the reason for the extension. Alicia shared that she and committee member Barbara Sittason will be meeting to complete an initial screen on applications. They will look at things such as degree, years of experience, trainings, certifications etc. She stated the plan is to email or phone interview those individuals that need some clarification in order to narrow the scope. Alicia stated the current next steps is to determine the next steps in the screening process. She also shared that she and Allison have spoken with a consultant who was recommended by NeighborWorks and we are awaiting a proposal from this person. Alicia stated that we feel good about the timeline and expect the first process to be complete in May or early June. Goal is to provide Executive/Selection Committee with 2-3 candidates to interview. The interview process has not been narrowed down at this time. Mike Tubbs asked if the committee would have a candidate to submit to the Board of Directors at the June board meeting to which Alicia said the goal is to be at the end of the process or near the end. She also followed up by saying that if necessary we will call a special board meeting for approval. Goal is to have selected individual on-site during the month of September for transition time. Committee members are: David Mathews, Barbara Sittason, Allison Speegle, Bruce Jones, Kim Dodd, Nathan Curry, Paul Lott, Lorrie Mauro and Michael Tubbs.

### Customer Satisfaction Survey

A copy of the Customer Satisfaction Survey was sent electronically to all board members and advisors prior to the meeting. Laurie Lincoln-Swaim reviewed the report and stated that the report reflects 764 clients with excellent ratings. It was noted that we are still serving primarily repeat customers which many are elderly or on fixed incomes. There is a good screening process that takes place before the client is seen by in-take worker. Laurie noted that Question #7 that asked share anything that staff does well in providing services that 404 clients answered the question and 360 skipped the question. Question #8 asked how might we improve to which 262 answered this question and 502 skipped the question. Laurie shared that often times there will be things that come up that will allow us to talk through ways to improve and with the push at the National level for results it will give us nuggets that will allow us to advocate for.

### Community Needs Resource Assessment

A copy of the Community Needs and Resources Assessment Update was sent electronically to all board members and advisors prior to the meeting. Laurie Lincoln-Swaim presented an overview of the information and shared that this is our first time to complete this without the use of a consultant so we are learning as we go. She stated the outline and timeline has had to be fluid and the preliminary report was presented and approved at the February 22<sup>nd</sup> board meeting. Laurie stated that right now we are reviewing narratives and working with Jennifer Carroll and Kim Dodd to make sure Head Start requirements are included. Have also received feedback from Jarle Crocker with the National Community Action Partnership and his recommendations are being incorporated. Laurie stated that in talking with Mike that when this is completed that it is the recommendation that the final Executive Report Summary be represented to a special called Executive Committee meeting for approval in accordance with the Organizational Standards. The Executive Committee recommendations will then be presented to the full board for approval. The floor was opened for questions.

At this point in the meeting Laurie asked Mike Tubbs to provide an update on the disaster recovery effort from the recent tornados/storm damage in Decatur and our role. Mike said that Laurie is head of VOAD and that since 2011 we have been involved in disaster recovery and we continue to do recovery in multiple counties currently. VOAD has tried to prop this up, however disaster recovery must have resources and coordination. He stated that we have done this work and some think this is easy but without resources it is difficult to do. We have expertise at the agency but there are restrictions due to not receiving FEMA funds. Mayor Bowling and Senator Orr feel the burden and look to us to respond immediately and it has put some pressure on us. There is a process and there is some money that will move to this area but the agency has to be careful not to get into a trap such as overseeing this without administration money. It must be done right and must be by case by case. Mike provided the example of Weatherization Day that was held in October and an allotment of \$6,500.00 for home repairs was set aside. However once the contractor began work on the house there was an additional cost of \$10,000 for wiring in the home. Mike stated that he had cautioned Mayor Bowling about doing repairs. Mike stated that the point is as an agency we want to help but you can't just let anyone do repairs on homes. He said it is better to do one house well than 100 poorly. He went on to say that Laurie has been pressed and we are being careful about what we say and we are trying to apply wisdom where there is a lot of emotion. We understand the consequences of not doing it right and there are some individual's homes that will not be fixed because they would be deemed a walk-away. We are in a pinch point right now. We want to be careful to the board and others where the consequence is lost revenue we cannot recover because we do not have a way to absorb this. We are a results driven business. We cannot be all things to all people.



Joe Holmes asked what direction the Daily will take. Mike said United Way is the application source and that we have no process here at the agency. He said they need good case management and need to have long term recovery committee in place. Mike said that storm recovery is hard work and that we are pointing individuals towards United Way. Terri Womack asked what United Way had to lead this effort to which Mike responded they are seen as a community source and they are part of VOAD. Mike said they will not lead the long term recovery effort but they will manage the funds. Mike said the establishment of this committee is the key and right now they are struggling to get a committee together. Mike said we do know how to handle the case management side. The Building Department of the City of Decatur will hold them to the code which many were not up to code prior to the storm. Mike said that he thinks Laurie chose her words carefully yesterday when reporting with the Daily and she has worked disaster case management previously. He shared that the agency will lose approximately \$250,000 on the CDBG work currently being done by this agency. This shortfall will be covered with NeighborWorks funds. Mike stated that we are trying to be wise and careful.

#### Executive Directors Report

A copy of the Executive Directors report was sent electronically to all members and advisors prior to the meeting. Mike Tubbs gave a brief overview of the report and shared that he works with people that do good work. He asked everyone to review the key dates. The financial meetings are always open to anyone that wants to attend. We are currently meeting to narrow down the scope of work for NeighborWorks Week. He reviewed key dates listed on first page of report.

Tim Thrasher, Jonathan Watson, Bruce Jones, Allison Speegle, Alicia Higginbotham along with him will attend CAPLAW National Conference in June.

The Foster Grandparent/Senior Companion Program has an Advisory Council that meets four times a year. If you have an interest in serving please see Tamisha Sales. Agency is healthy.

Joe Holmes asked for clarify between the CAAA and AAHA upcoming meetings that were listed. Mike explained that May is Community Action month and this is the month the Association will hold the annual meeting which will be in Auburn. Mike stated that he will forward to the agenda to board members and advisors and if they have an interest in attending to please let Allison know. The AAHA Conference is an affordable housing meeting for developers and property managers. David Mathews will be attending the AAHA conference.

David Mathews opened the floor for any additional business. There being no further business the meeting adjourned at 10:16 a.m. Minutes submitted by Allison Speegle, Recording Secretary to the Board.

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David Mathews, Chair

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Bruce Jones, Secretary

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Reviewed by Michael Tubbs, CEO