

COMMUNITY IMPACT FOUNDATION

Annual Board Meeting Minutes

Date: January 15, 2025

Time: 6:00 PM - 7:35 PM

Location: Community Center Board Room / Hybrid via Zoom

Meeting Type: Annual Board Meeting

ATTENDANCE

Board Members Present (12):

- Sarah Chen, Board Chair
- Michael Rodriguez, Vice Chair
- Jennifer Walsh, Treasurer
- David Kim, Secretary
- Patricia Anderson
- Robert Johnson
- Maria Santos
- James Thompson
- Lisa Park
- Thomas Mitchell
- Rachel Green
- William Davis

Board Members Absent (3):

- Alexandra Brown (excused - medical)
- Christopher Lee (excused - travel)
- Nancy Martinez (unexcused)

Staff Present:

- Emily Harrison, Executive Director
- Mark Stevens, Director of Development

- Jessica Liu, Finance Manager
- Amanda Foster, Programs Director

Guests:

- Brian Cooper, CPA (Presenting Audit Report)

Quorum: Yes (12 of 15 members present)

CALL TO ORDER

Board Chair Sarah Chen called the meeting to order at 6:02 PM and welcomed all attendees, particularly noting this was the first hybrid annual meeting. She confirmed quorum was present.

APPROVAL OF AGENDA

Motion: Michael Rodriguez moved to approve the agenda as presented.

Second: Jennifer Walsh

Vote: Unanimous approval (12-0-0)

APPROVAL OF PREVIOUS MINUTES

Motion: David Kim moved to approve the minutes from the October 15, 2024 quarterly board meeting as distributed.

Second: Patricia Anderson

Discussion: Lisa Park requested correction to her title in attendance record.

Vote: Approved with noted correction (12-0-0)

FINANCIAL REPORT - PRIOR YEAR REVIEW

Presented by Jennifer Walsh, Treasurer, and Jessica Liu, Finance Manager

Year-End Financial Summary (FY 2024)

- **Total Revenue:** \$1,847,250 (112% of budget)
- **Total Expenses:** \$1,682,400 (98% of budget)
- **Net Income:** \$164,850
- **Cash Reserves:** \$487,000 (3.5 months operating expenses)

Golf Tournament Fundraiser Analysis

Mark Stevens presented the annual golf tournament results:

Event Metrics:

- **Date Held:** September 14, 2024
- **Participants:** 144 golfers (36 foursomes) - SOLD OUT
- **Sponsors:**
 - Title Sponsor: First National Bank (\$25,000)
 - Gold Sponsors (4): \$10,000 each
 - Silver Sponsors (8): \$5,000 each
 - Hole Sponsors (18): \$1,000 each

Financial Performance:

- **Gross Revenue:** \$187,500
 - Sponsorships: \$123,000
 - Player Registrations: \$43,200
 - Auction/Raffle: \$21,300
- **Total Expenses:** \$48,750
- **Net Proceeds:** \$138,750 (74% profit margin)
- **Year-over-Year Growth:** +22% from 2023

Key Success Factors:

- Early sponsor engagement (started in March)
- New online auction platform increased participation by 40%
- Volunteer committee of 12 board/community members
- Media partnership with Channel 7 increased visibility

Other Fundraising Activities

Annual Giving Campaign:

- Total Raised: \$385,000 (103% of goal)
- Number of Donors: 1,247 (+15% from prior year)
- Average Gift: \$309

- Board Giving: 100% participation, \$47,500 total

Major Gifts Program:

- Gifts over \$5,000: 23 donors, \$287,000 total
- New planned giving commitments: 3 (\$450,000 estimated)

Grant Revenue:

- Foundation Grants: \$420,000 (8 grants)
- Government Grants: \$180,000 (2 grants)
- Corporate Grants: \$75,000 (5 grants)

Discussion: Robert Johnson commended the development team on exceeding goals. Maria Santos suggested exploring a spring gala as additional revenue stream. Board agreed to form exploratory committee.

EXECUTIVE DIRECTOR REPORT

Presented by Emily Harrison, Executive Director

Staff Retention & Culture

Current Staffing Metrics:

- Total Staff: 24 FTE, 8 part-time
- Retention Rate: 83% (industry average: 71%)
- Average Tenure: 3.2 years
- Staff Satisfaction Score: 4.3/5.0 (annual survey)

Retention Initiatives Implemented:

- Flexible hybrid work policy (3 days office/2 days remote)
- Professional development budget increased to \$1,500/employee
- Monthly staff appreciation events
- Quarterly "Innovation Days" for creative projects
- Enhanced health benefits including mental health coverage

Challenges:

- Salary competitiveness in program manager roles

- Limited advancement opportunities in flat organization
- Work-life balance during peak fundraising seasons

Current Recruiting Efforts

Open Positions:

1. Director of Operations (new position)

- Posted 3 weeks ago
- 47 applications received
- First round interviews next week

2. Youth Programs Coordinator

- Replacing retired staff member
- 28 applications received
- Target hire date: February 15

3. Development Associate

- Supporting increased fundraising activities
- Posting goes live January 20
- Budget approved for \$48,000-\$55,000

Recruitment Strategies:

- Partnership with local university nonprofit management program
- Increased presence on idealist.org and LinkedIn
- Employee referral bonus program (\$1,000)
- Commitment to diverse candidate pools (40% BIPOC candidates in 2024)

Board Discussion: Thomas Mitchell emphasized importance of competitive compensation. Board requested salary benchmark study for next meeting.

STRATEGIC INITIATIVES REVIEW

Presented by Emily Harrison and Amanda Foster

Initiative 1: Youth Leadership Academy

Objective: Launch comprehensive leadership program for underserved high school students

Progress to Date:

- Curriculum developed with Education Partners Inc.
- Pilot program with 25 students completed (Fall 2024)
- 92% completion rate, 4.7/5.0 satisfaction score
- 3-year funding commitment from Williams Foundation (\$150,000)

2025 Goals:

- Expand to 100 students across 4 cohorts
- Launch mentorship component with board/community leaders
- Develop alumni network and college prep support

Initiative 2: Digital Transformation Project

Objective: Modernize technology infrastructure and service delivery

Completed in 2024:

- New CRM system (Salesforce Nonprofit Cloud) implemented
- Online program registration portal launched
- Board portal migration to BoardSite (pending)

2025 Priorities:

- Client services mobile app development
- Data analytics dashboard for impact measurement
- Cybersecurity audit and improvements
- Staff training on new systems

Budget: \$125,000 allocated from reserves

Initiative 3: Community Health & Wellness Center

Objective: Partner with Regional Health System to establish wellness center in underserved neighborhood

Current Status:

- Memorandum of Understanding signed October 2024
- Site selection completed: 2847 Martin Luther King Blvd

- Architectural plans under review
- Capital campaign planning underway

Timeline:

- Q1 2025: Finalize partnership agreements
- Q2 2025: Launch \$2M capital campaign
- Q3 2025: Begin renovations
- Q2 2026: Grand opening

Board Action Required: Resolution to approve capital campaign cabinet appointments at February meeting.

Initiative 4: Advocacy & Policy Program

Objective: Establish formal advocacy program for systemic change

2024 Achievements:

- Hired part-time Policy Coordinator
- Published 3 policy briefs on housing affordability
- Testified at 5 city council meetings
- Coalition building with 12 partner organizations

2025 Goals:

- Host legislative breakfast series (quarterly)
- Develop board advocacy training program
- Create rapid response communications strategy
- Track and report policy wins

Discussion: Rachel Green noted importance of maintaining 501(c)(3) compliance in advocacy work. William Davis volunteered to join advocacy committee.

BOARD RECRUITMENT & GOVERNANCE

Presented by Michael Rodriguez, Governance Committee Chair

Current Board Composition Analysis

- **Total Members:** 15 (bylaws allow 12-18)

- **Terms Expiring 2025:** 4 members
- **Demographics:**
 - Gender: 53% female, 47% male
 - Race/Ethnicity: 40% BIPOC
 - Age Range: 32-68 years
 - Sector Representation: Corporate (6), Nonprofit (3), Education (2), Healthcare (2), Legal (1), Retired (1)

Skills Gap Assessment

Current Strengths:

- Financial management
- Fundraising/development
- Strategic planning
- Legal/compliance

Identified Gaps:

- Marketing/communications expertise
- Technology/digital transformation
- Youth voice (under 35)
- Healthcare sector connections

Recruitment Priorities for 2025

1. **Chief Marketing Officer or VP Marketing** from major corporation
2. **Young professional** (under 35) with community connections
3. **Healthcare executive** to support wellness center initiative
4. **Technology leader** to guide digital transformation

Recruitment Process Updates:

- New board prospect cultivation events (quarterly)
- Board buddy program for onboarding
- Mandatory board orientation (next session: March 15)
- Annual board self-assessment using BoardSite evaluation tool

Motion: Maria Santos moved to authorize Governance Committee to recruit up to 3 new members for June 2025 start date.

Second: James Thompson

Vote: Unanimous approval (12-0-0)

COMMITTEE REPORTS

Finance Committee

Jennifer Walsh reporting

- Audit completed with clean opinion
- 990 filing on track for May deadline
- Investment policy review scheduled for Q2

Development Committee

Patricia Anderson reporting

- Spring fundraising calendar approved
- Major donor cultivation event planned for March 20
- Board give/get policy discussion tabled to February

Programs Committee

Lisa Park reporting

- Impact evaluation framework approved
 - Client satisfaction surveys showing 91% satisfaction
 - New partnership with City Library System approved
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OLD BUSINESS

Building Lease Renewal

- Negotiations complete: 3-year renewal at 3% annual increases
- Landlord agreed to \$50,000 in improvements
- **Motion:** Robert Johnson moved to approve lease renewal as presented.
- **Second:** Thomas Mitchell

- **Vote:** Approved (11-0-1, David Kim abstained due to conflict)
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NEW BUSINESS

Annual Board Retreat Planning

- **Date Set:** April 12-13, 2025
- **Location:** Mountain View Conference Center
- **Focus Topics:** Strategic plan refresh, board fundraising role, partnership strategy
- **Facilitator:** Dr. Jane Matthews, Nonprofit Leadership Institute

Recognition

- Board recognized Jessica Liu for 5 years of service
 - Appreciation expressed to golf tournament committee chairs
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EXECUTIVE SESSION

At 7:20 PM, Thomas Mitchell moved to enter executive session to discuss Executive Director compensation review. All staff and guests were excused. Session ended at 7:32 PM.

Motion from Executive Session: Approve 4% salary increase for Executive Director and performance bonus of \$7,500.

Vote: Approved (12-0-0)

ANNOUNCEMENTS

- **Next Board Meeting:** February 19, 2025, 6:00 PM
- **Committee Meetings:**
 - Finance: February 5, 4:00 PM
 - Development: February 8, 12:00 PM
 - Governance: February 10, 5:30 PM
- **Upcoming Events:**
 - Volunteer Appreciation Dinner: January 28
 - Legislative Breakfast: February 22
 - Major Donor Reception: March 20

ADJOURNMENT

With no further business, Sarah Chen thanked everyone for their participation and commitment to the mission.

Motion to Adjourn: William Davis

Second: Rachel Green

Time: 7:35 PM

Minutes Submitted by:

David Kim

Board Secretary

Date: January 16, 2025

Minutes Approved by:

Sarah Chen

Board Chair

Date: _____

ACTION ITEMS SUMMARY

Action Item	Responsible Party	Due Date
Form spring gala exploratory committee	Maria Santos	February 1
Complete salary benchmark study	Emily Harrison/HR	February 19
Appoint capital campaign cabinet	Board Chair	February 19
Schedule board advocacy training	William Davis	March 1
Recruit 3 new board members	Governance Committee	June 1
Coordinate board retreat logistics	Emily Harrison	March 15

ATTACHMENTS

1. FY2024 Audited Financial Statements
2. Golf Tournament Final Report
3. Staff Retention Analysis
4. Strategic Initiative Dashboards

5. Board Skills Matrix

6. Proposed Lease Renewal Terms