



DATE	May 28, 2021
TIME	12:00 pm
LOCATION	Teams Meeting / 5005 Business Park North Bakersfield, CA 93309
TEAMS LINK	Click here to join the meeting
PHONE NUMBER	(213) 204-2374 / ID: 423 584 870#

Board of Directors Meeting Agenda

Per Governor’s Executive Order N-25-20, Meeting to be held via Tele-Conference. Members of the public may join the tele-conference or listen to the call from the CAPK office at 5005 Business Park North, Bakersfield, CA 93309

I. Call to Order

a. Roll Call

Michael Bowers	Ariana Joven	Michele Shain
Kevin Burton	Chase Nunneley	Megan Silva
Don Bynum	Gina Pettit	Chei Whitmore
Nila Hogan	Fred Plane	

II. Public Comments

The public may address the Board of Directors on items not on the agenda. Speakers are limited to 3 minutes. If more than one person wishes to address the same topic, the total group time for the topic will be 10 minutes. Please state your name before making your presentation.

III. Consent Agenda

The Consent Agenda consists of items that are considered routing and non-controversial. These items are approved in one motion unless a member of the Board or Public requests removal of a particular item. If comment or discussion is requested, the item will be removed from the Consent Agenda and will be considered in the order listed – **Action Item**

a. Minutes from the April 30, 2021 Foundation Board of Directors Meeting (**p. 3-5**)

IV. Regular Business

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| <p>a. A Brief Introduction: The Nonprofit Board of Directors – Info Item (p. 6-9)</p> <p>b. Banking Institution Signing Authority with Resolution – Action Item (p. 10-11)</p> <p>c. Food Bank Expansion Update – Info Item (Verbal Report)</p> <p>d. Foundation Development Plan – Info Item (p. 12-14)</p> | <p>Pritika Ram, Director of Administration
Tony Pallitto, Ph.D., CSUB Dept. of Public Policy & Administration</p> <p>Pritika Ram, Director of Administration</p> <p>Emilio Wagner, Director of Operations</p> <p>Pritika Ram, Director of Administration</p> |
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V. Board Member Comments

VI. Next Scheduled Meeting

Board of Directors Meeting
12:00 pm
Friday, June 25, 2021
5005 Business Park North
Bakersfield, CA 93309

VII. Adjournment

This is to certify that this Agenda Notice was posted in the lobby of the CAPK Administrative Office at 5005 Business Park North, Bakersfield, CA and online at www.capk.org by 12:00 pm, May 25, 2021. Paula Daoutis, Administrative Coordinator.



DATE	April 30, 2021
TIME	12:00 pm
LOCATION	Teams Meeting / 5005 Business Park North Bakersfield, CA 93309
TEAMS LINK	Click here to join the meeting
PHONE NUMBER	(213) 204-2374 / ID: 188 369 992#

COMMUNITY ACTION PARTNERSHIP OF KERN FOUNDATION Board of Directors Meeting Minutes

I. Call to Order

Board Chair Kevin Burton called the meeting to order at 12:02 pm via Tele-Conference with opportunity for the public to join at the Community Action Partnership of Kern Administrative Building, located at 5005 Business Park North, Bakersfield, CA.

a. Roll Call

Roll Call was taken with a quorum present:

Present: Michael Bowers, Kevin Burton, Don Bynum, Nila Hogan, Ariana Joven, Chase Nunneley, Fred Plane, Michele Shain, Chei Whitmore

Absent: Gina Pettit, Megan Silva

Others Present: Jeremy Tobias, Chief Executive Officer; Traco Matthews, Chief Program Manager; Pritika Ram, Director of Administration; Carmen Segovia, Director of Health & Nutrition; Emilio Wagner, Director of Operations; Tracy Webster, Chief Financial Officer; Kayla Wofford-Nelson, Associate Director of Development; other CAPK staff

II. Public Comments

No one addressed the Board.

III. Consent Agenda

Motion was made and seconded to approve all items on the Consent Agenda. Carried by unanimous vote (Bowers/Whitmore).

IV. New Business

a. Selection of Banking Institution – Tracy Webster, Chief Financial Officer – **Action Item**

Tracy Webster presented the above action item for approval and stated that staff vetted several banks / financial institutions and determined that Valley Republic Bank is best suited to meet the overall needs of the Foundation and recommends Board approval.

Motion was made and seconded to approve the above action item. Carried by unanimous vote (Bowers/Shain).

b. Selection of Account Software – Tracy Webster, Chief Financial Officer – **Info Item**

Tracy Webster presented the above info item and discussed the benefits of the Aplos accounting software and how it aligns with the functionality needs of the Foundation. The program is a robust tool and allows for the receipt of donations and donor management.

c. Transfer of Funds (CAPK Foundation) – Tracy Webster, Chief Financial Officer – **Info Item**

Tracy Webster presented the above info item and stated that the CAPK Board has approved the transfer of funds in the amount of \$280,000 to the CAPK Foundation bank account once the bank account has been established at Valley Republic Bank. The transfer will occur in the coming weeks.

d. Food Bank Expansion Update – Emilio Wagner, Director of Operations – **Info Item**

Emilio Wagner presented the above info item and shared a diagram of the Food Bank 40,000 square feet expansion site. Emilio discussed the necessary site upgrades and the new address / access point off of Washington Street to make it easier for deliveries using GPS. Emilio reported that the program staff has requested additional space to include a conference room, breakroom and expand the restrooms. Evaporative coolers and large air movers will be located in the center to control the interior temperature. The roof space will be utilized for solar panels to achieve maximum energy efficiency and skylights will also provide natural light. Staff is also considering increasing the height of the facility to maximize the capacity of the pallet racks. A budget review is required to identify possible cost saving alternatives. Emilio also reported that the cost of the expansion project will substantially exceed what was originally estimated, primarily due to the escalation of construction costs as a result of COVID-19 and availability of materials. A revised budget will be presented at the next meeting.

Kevin Burton suggested looking into grant funding to assist with escalated costs.

e. Grant Development Update – Pritika Ram, Director of Administration – **Info Item**

Pritika Ram presented the above info item and said the grant development team responded to a funding opportunity from Congressman Valadao. Staff reviewed the application process for the recommended \$1.2 million grant and submitted the application on April 1st. Jeremy Tobias received an update and said the congressional representatives believe that the Food Bank Expansion is a worthwhile project, and it checks all of the required boxes and said that it will likely be several months before it is known if the funds will be awarded.

f. CCS Fundraising Introduction – Pritika Ram, Director of Administration – **Info Item**

Pritika Ram provided a summary of the working relationship with CCS Fundraising consultants to obtain the assessment for the formation of the CAPK Foundation. Staff is now working with CCS on the next step of fundraising. The fee for the current scope of work is \$55,000 and is included in the budgeted under contract services.

g. Food Bank Capital Campaign Development Strategy – Kayla Wofford-Nelson, Associate Director of Development – **Info Item**

Kayla Wofford-Nelson reported that she is working on a collateral material to sit down with potential donors. Kayla shared a 3-page document that is a brief overview and introduction to the CAPK

Foundation, which is a segway to the Capital Campaign ask. For donors that need more background information, the Feed Kern Now document for support hits every major point.

Kayla has prepared talking points for each member of the team which allows to build upon the information included in the document and cater to a donor's interest. The materials show a vested interest in the project from the executive board and staff. The Food Bank Expansion will allow CAPK to better serve the community and donors will be able to see the impact of their donation. The current campaign goal is \$3 million but CCS suggested adding overhead expenses into the campaign goal. The overall ask might be higher, but a one-time ask will keep from returning to donors for the same campaign.

Kayla discussed options for donor recognition and suggested a Tree of Hope with engraved apples and leaf options. The new lobby will include adequate space to recognize donors.

Kayla requested Board Members complete their potential donor list so meetings can be scheduled in late May or early June. Kevin Burton asked Kayla to email the forms when they are finalized.

VII. Board Member Comments

No comments.

VIII. Next Scheduled Meeting

Board of Directors Meeting
12:00 pm
Friday, May 28, 2021
5005 Business Park North
Bakersfield, CA 93309

IX. Adjournment

The meeting was adjourned at 12:46 pm

A Brief Introduction: The Nonprofit Board of Directors



CSU Bakersfield
Public Service Institute

Tony Pallitto, Ph.D.
Department of Public Policy and Administration

Historical Context

- Massachusetts Bay Company
- Universities and Health Care
- New Era – New Deal



CSU Bakersfield
Public Service Institute

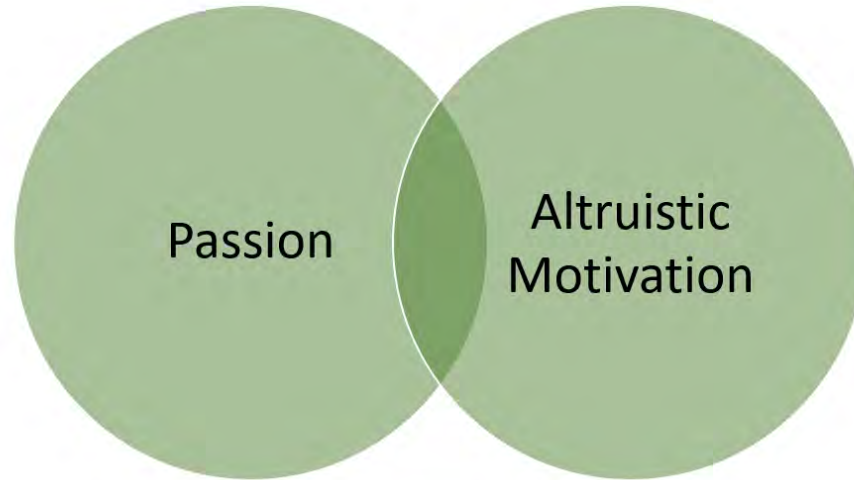
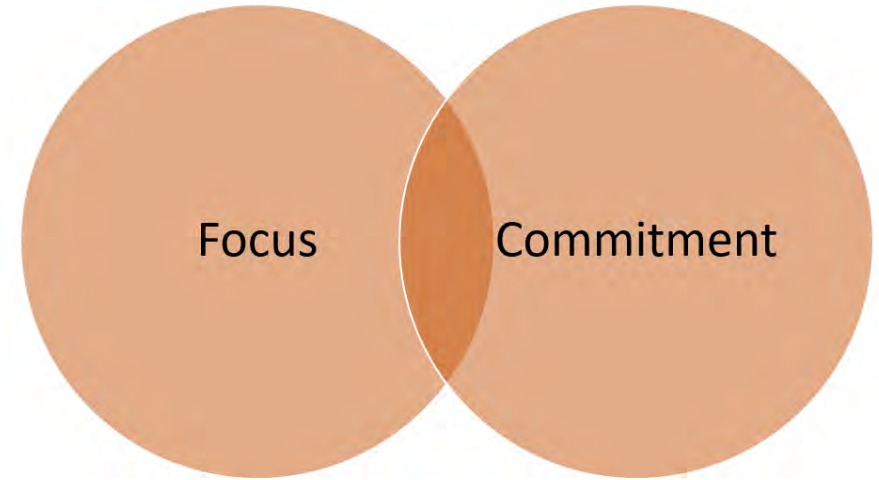
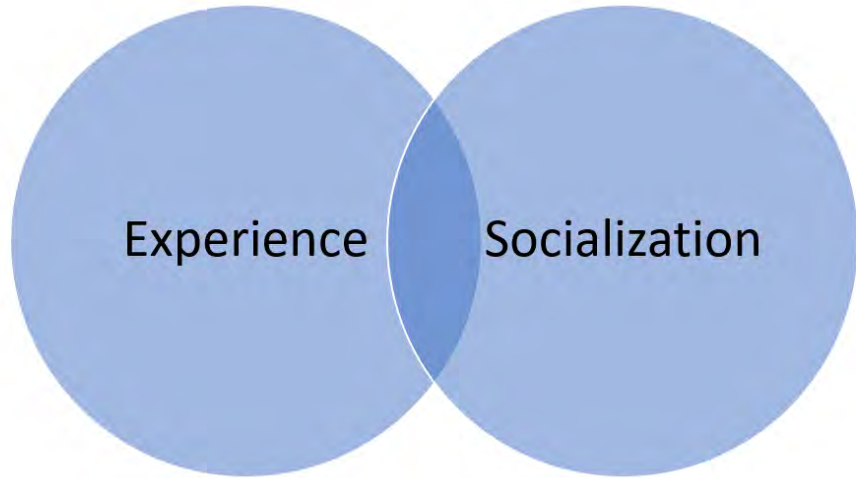
Purpose

- Legal
- Practical
- Ethical



CSU Bakersfield
Public Service Institute

Characteristics of a High Functioning Board





MEMORANDUM

To: Board of Directors

From: Pritika Ram, Director of Administration

Date: May 28, 2021

Subject: *Agenda Item IV(b)*: Banking Institution Signing Authority with Resolution
– **Action Item**

During the April 30, 2021 Board meeting, the Board approved the selection of Valley Republic Bank as the bank of choice for the CAPK Foundation. To move forward with establishing the account, the following Foundation Officers will be listed as the signers:

- Jeremy T. Tobias, Chief Executive Officer and President
- Traco Matthews, Chief Program Officer and Vice President
- Pritika Ram, Director of Administration and Secretary

Tracy Webster, Chief Finance Officer and Treasurer, will not be an authorized signer to ensure proper financial controls, and will provide financial oversight of the bank account. This includes creating and achieving the Foundation's financial goals and meeting obligations of corporate governance, fiduciary duty, and due diligence. In the coming months, staff will bring forward a formal finance policy and procedure manual to reflect the financial related scope for the Foundation for review to the Board.

Recommendation

Staff recommends the Board of Directors authorize, with Resolution, the following Officers to be signers of the CAPK Foundation bank account with Valley Republic Bank: Jeremy T. Tobias, Chief Executive Officer and President; Traco Matthews, Chief Program Officer and Vice President; and Pritika Ram, Director of Administration and Secretary.



RESOLUTION # 2021-01

A Resolution of the Board of Directors of the Community Action Partnership of Kern Foundation Approving the Banking Institution Signing Authority

The Board of Directors of Community Action Partnership of Kern Foundation located at 5005 Business Park North, Bakersfield, CA 93309, met virtually on May 28, 2021, in Bakersfield, California at a regularly scheduled Board meeting and resolved as follows:

WHEREAS, Community Action Partnership of Kern (CAPK) is a private, non-profit 501(c)(3) corporation established as a result of the Economic Opportunity Act of 1964, and is the federally designated community action agency serving the low-income, elderly, and disadvantaged residents of Kern County; and

WHEREAS, CAPK is charged with the responsibility of continuing the battle to alleviate poverty in Kern County by developing and implementing creative and innovative programs, and has adopted the philosophical position of “Helping People, Changing Lives’ in its quest to assist people in need, and families with minimal or no resources; and

WHEREAS, the CAPK Foundation, a wholly owned subsidiary and private, non-profit 501(c)(3) corporation, was established to exclusively benefit CAPK by conducting fundraising activities and developing and managing an endowment that supports CAPK; and

WHEREAS, the CAPK Foundation requires a banking institution be established to conduct business, separate from CAPK, and the CAPK Foundation Board has approved Valley Republic Bank as the official banking institution for the CAPK Foundation; and

NOW, THEREFORE, be it resolved that the following CAPK Foundation Officers are added as signers for the CAPK Foundation bank account with Valley Republic Bank: Jeremy T. Tobias, Chief Executive Officer and President; Traco Matthews, Chief Program Officer and Vice-President; and Pritika Ram, Director of Administration and Secretary.

APPROVED by a majority vote of the Directors of the Community Action Partnership of Kern Foundation, this 28th day of May 2021.

Kevin Burton, Chair
CAPK Foundation Board of Directors

Date



MEMORANDUM

To: Board of Directors

From: Pritika Ram, Director of Administration

Date: May 28, 2021

Subject: *Agenda Item IV(d)*: Foundation Development Management Plan – **Info Item**

In January 2020, CAPK began work with a consultancy firm, CCS Fundraising, on the development assessment of the CAPK Foundation. Now that we are in our first operational year for the Foundation, we have re-engaged with CCS Fundraising to help support the next Phase of the Foundation build-out. CCS is to provide interim development support services in assisting CAPK and the CAPK Foundation to implement key recommendations from the development assessment process (May 2020).

The engagement officially began in late April, and as part of the 30, 60, 90-day plan from May to July 2021, we will bring you the following deliverables, which is described in detail in the attachment.

- Case for Support and Fundraising Tools;
- Leadership Engagement;
- Relationship Development; and
- A final plan that includes the creation of policies and procedures, processes around donor recognition, communications plan, cultivation activities for top prospects, and events and engagement opportunities for fundraising calendar.

The CCS staff assigned to our account is Aashika Patel, Senior Vice President, and Victor Vasquez, Executive Director. CCS staff members will be working alongside the Associate Director of Development for 20+ hours per week and will include weekly updates with the Director of Administration, and monthly updates with the Foundation Chairperson and CEO. Although the engagement period is brief, we have executed a three-year contract if services are required beyond the development management plan. The current scope of work and cost of services is \$55,000 was in the Foundation Budget for this fiscal year. At the time of the budget development in late November 2020, we anticipated including consultants to help move the work of the Foundation forward.

Attachment:

Foundation Development Plan

Foundation Development Management Plan 30-60-90-Day



	End of May	End of June	End of July
Case for Support and Fundraising Tools	<ul style="list-style-type: none"> Review CAPK programmatic and donor-facing source material Create first draft of position paper: What does the CAPK Foundation do? How is the Foundation separate and unique from CAPK? How does the Foundation support CAPK, and how are dollars used? Develop layout for Case for Support, inclusive of photos and editable design for preliminary use Manage draft development, review process, and finalization of internal working draft 	<ul style="list-style-type: none"> Gather Foundation Board feedback on Case for Support and begin sharing the narrative with key stakeholders Write Annual Fund appeal, major gifts request letter, briefing presentation, acknowledgment letter, and solicitation scripts Write quarterly newsletter draft Draft email templates and language for outreach efforts Create tools needed for prospective donor cultivation and outreach 	<ul style="list-style-type: none"> Finalize donor-facing draft of Case for Support and map a plan for long-term design Utilize Case for Support in the development of proposals, online communications, mailings, and all other branded materials Develop case for support training presentation for Board engagement Create Case for Support FAQ document that highlights distinction between CAPK and CAPK Foundation
	<ul style="list-style-type: none"> Gather CAPK programmatic and donor-facing source material for CCS's review and education Review and advance draft of position paper Source photos to be used in Case for Support, donor-facing document Work collaboratively with CCS team to translate position paper into donor-facing Case for Support and finalize internal working draft 	<ul style="list-style-type: none"> Partner with CCS on outreach and edits to the Case for Support among Foundation Board leaders Develop internal system of managing donor-facing fundraising tools Craft a messaging outline for the quarterly newsletter to CAPK Foundation donors and prospective donors Develop working list of Foundation FAQs 	<ul style="list-style-type: none"> Begin development of identity and Foundation marketing as the next step to CCS's work Diversify mediums used to communicate the Case for Support Lead Board engagement training geared towards the Case for Support Ensure donor-facing materials are accessible on website as appropriate
Leadership Engagement	<ul style="list-style-type: none"> Define Board fundraising roles and responsibilities Outline parameters for give/get and Board participation Create an introductory fundraising presentation for Board engagement Identify which Board members will participate in prospecting sessions Prepare for solicitation training and prospect identification Draft 12-month Board engagement plan 	<ul style="list-style-type: none"> Meet with Board members to conduct solicitation training and prospecting sessions Determine Board meeting schedule for the Foundation Board and roadmap for regular philanthropy workshops Create fundraising template for Board reports Draft Foundation Board handbook designed for onboarding Develop Board recruitment matrix 	<ul style="list-style-type: none"> Complete Board solicitation training and prospecting sessions Begin conversations with Board members about annual support and potentially pledges Finalize Board handbook in preparation for distribution Introduce Board recruitment matrix to volunteer leadership Recommend Board participation and fundraising benchmarks to track engagement
	<ul style="list-style-type: none"> Work collaboratively with CCS on the development of all materials Inform and help to shape culture of philanthropy at the Board level Provide Board member bios and overviews to CCS team Take a lead role in Board member solicitation training and prospect identification Review and further inform Board engagement plan to overlap with organizational priorities 	<ul style="list-style-type: none"> Partner with CCS in delivering solicitation training and prospecting sessions, lead some of these independently Source necessary tracking and philanthropic revenue information to regularly update Board reports Advance the Board handbook and determine plan to distribute to the Board Inform Board recruitment matrix before engaging 	<ul style="list-style-type: none"> Prepare a Board packet with key fundraising tools CAPK Foundation staff to lead updates and next steps with select Board members Prepare monthly Board update to share electronically Manage updates to the Board recruitment matrix

Foundation Development Management Plan 30-60-90-Day



	End of May	End of June	End of July
Relationship Development	<ul style="list-style-type: none"> Develop prospect matrix template and coach CAPK Foundation staff on utilization Set-up Donor Database (Donor Perfect) and establish data management process and procedure Qualify top prospects, identify status, and establish next steps Segment direct mail and email requests with constituent type and specific request amounts Create list of giving opportunities by program 	<ul style="list-style-type: none"> Identify major donor constituency Develop pipelines (events, outreach) to potential major donors Develop and monitor prospective donor tracking report Prepare template for customized solicitation scripts as needed Determine timing and strategy for top prospect solicitation Set-up monthly and annual metrics to measure fundraising activity Identify cultivation activities for lead prospects Develop Corporate donor engagement strategies 	<ul style="list-style-type: none"> Continue prospect identification and pipeline development Review metrics with Foundation team Assist in solicitation of targeted top prospects Determine strategies for stewardship and re-engagement of current and past philanthropic relationships Assign (Annual Fund, Major Gift, Corporate) constituencies to solicitors
	<ul style="list-style-type: none"> Populate prospect matrix with necessary and ongoing research and next steps Implement data management practices to ensure accurate data Collaborate with CCS team to begin donor outreach, cultivation, and stewardship Outline constituencies of CAPK donors and prospects with support from CCS Inform Annual Fund giving opportunities and incentives 	<ul style="list-style-type: none"> Gather research for major donor constituency Develop calendar for pipeline events and outreach activities Fill-out donor report (monthly) Fill-out template for each cultivation meeting Provide background information for top prospects Track metrics and report to board Set up cultivation activities for lead prospects Identify Corporate donors and engagement opportunities 	<ul style="list-style-type: none"> Gather research on prospects and continue identification of pipeline events and outreach activities Provide feedback on use of metrics and implement metrics Solicit targeted top prospects Identify small number of current and past philanthropic relationships to re-engage and assist in determining strategies for stewardship Track assigned constituencies with solicitors
Plan	<ul style="list-style-type: none"> Develop gift acceptance policies and procedures Develop donor recognition procedures Develop annual fundraising calendar template Develop three-year budget template Develop communications calendar template 	<ul style="list-style-type: none"> Finalize donor recognition procedures Develop Annual Fund procedures Develop preliminary marketing/communications plan 	<ul style="list-style-type: none"> Develop cultivation activities for top prospects Determine reports that will be generated monthly
	<ul style="list-style-type: none"> Assist CCS in developing gift acceptance policies and procedures, and implement procedures Assist CCS with development of donor recognition procedures Identify events and engagement opportunities for fundraising calendar Identify costs for budget Work with CAPK communications/marketing team to align communications and marketing outreach 	<ul style="list-style-type: none"> Implement donor recognition procedures Assist in the development of the Annual Fund and implement procedures Develop production and deadlines calendar for necessary materials (Newsletter, Holiday cards, anniversary cards etc.) used throughout the year with CAPK marketing/communications team 	<ul style="list-style-type: none"> Set-up cultivation activities for top prospects Establish procedures for data input and streamlining reports between CAPK Finance and Foundation