



Healthy Mendocino Leadership Team

March 26, 2020 1PM-3PM Zoom Meeting

Minutes

Present on Call: Roseanne Ibarra, Patrice Mascolo, Molly Rosenthal, Donna Schuler, Menaka Olson, Miranda Ramos, Clinton Maxwell, Victoria Kelly, Patty Bruder, Megan Barber Allende

Absent: Tammy Moss Chandler, Stacey Pollina-Millen, Jill Damien

Meeting Commence 1:05PM

Introductions and Announcements

Megan gave an update on the Community Foundation's response to Covid-19. The Foundation created a new fund to support the community through the pandemic. They are hoping to raise \$300K. The fund will provide individual assistance and money to support the non-profit community especially those organizations supporting the individuals throughout the county. The first line of defense is feeding people and, as money is available, distribute some to trusted partner organizations to deal with the personal assistance piece to benefit the non-profit sector. Megan asked the team to share their thoughts if they have any.

Patty gave an update on NCO's response. NCO is looking at the needs of individual people— first the Head Start families and clients. NCO doesn't want to only limit assistance to current NCO clients. NCO is looking at how they can get food to people who can't go out to get their own. Patty encouraged the team to email her if their staff are finding their clients have unmet needs. NCO will try to take those into considerations.

Roseanne asked if there is there a central place for resources available during this crisis. Mendocino County website has a list that is in progress.

Clinton raised a question about last meeting regarding issues that may arise with the Healthy Mendocino organizational structure. He asked whether anything had been resolved around the issues affecting the ability to set the goals as a leadership team.

Patrice said that hopefully the bylaws reviewed later in the meeting will clarify the governance structure. The bylaws say the Leadership Team (LT) is the governance body and Advisory Council (AC) is the body that gives guidance and feedback. LT makes main decisions and approvals and those decisions go to the AC so they can be kept updated on what we are doing. HM would still need bylaws if becomes a program of NCO.

Budget and Fundraising Discussion

Patrice presented the new FY 2020-2021 budget. Patrice created 3 different budget drafts. The budgets reflected the funding needed for 3 full time staff, 2 full time staff, and 1 full time staff. Bare bones, Healthy Mendocino needs \$281K with 3 full time, \$208K with 2 people, and \$128K with 1 person. A \$20K cushion was added at the bottom of the budget. FY 2019-2020 carry over was \$65K. Patrice was unsure what the carry over into FY 2020-2021 will be, but it may be around \$30K.

The fundraising letters ask people to fund at the same levels as last year. However, these numbers still don't get us to \$280K. Patrice is concerned about fundraising due to the pandemic. She added a paragraph in the current fundraising letter acknowledging the tough times and emphasizing the importance of funding HM right now.

Roseanne clarified that the reason for the cushion is to be able to cover payroll if for some reason there is a lapse on receiving the pledged funding. Roseanne called for a plan if we do not receive funding. At what point in the year would we know if we need to scale back?

Patrice is hoping to know by end of June what our funding will be. Last FY it took until fall to hear back from some of the funders about how much they would give us. Patrice is hoping to know early on what the major funders will be pledging. The LT agreed that it is necessary to be more assertive.

Victoria wanted to know why the revenue changes in each budget option. Patrice explained that the revenues are projections for what we hope to get juxtaposed with what our revenue may look like if we get less than what we hope.

Megan pointed out that the biggest funder has been the County. Do we have any sense at what amount they are planning to pledge? Patrice said Tammy does want to keep funding HM but has indicated she may be able to fund again at \$150K yet has also mentioned they may go as low as \$100K. We are unsure what they want to fund for next year.

Patty: The County should be approached to see how much they are willing to fund. Their accreditation process may affect HM. On the recent Governor's conference call, Newsome spoke about doing business locally and about localism. What we really need right now is a deeper collaborative spirit on a local level. We are good at collaboration in Mendocino County, but we still have areas where we can improve. HM should examine whether there are different roles we can take with our data and enhancing deep collaboration. Are there opportunities HM can step into and learn from the Shelter in Place (SIP). We need to rethink how we respond, and that starts locally.

Roseanne posed the question: What are the opportunities amidst this pandemic to improve the way we work together?

Tammy was pulled away from HHSA early on in this pandemic. Donna mentioned she is now back at HHSA. Patrice can get back in touch with her about funding.

Fundraising Update and Discussion

Asking new potential funders to give may be difficult because they are undoubtedly enmeshed in this disaster.

Annual report is done.

Menaka suggested that everything we send out mentions COVID-19 and make the case why HM is important for current and future donors. The letter should at the very least contain one statement

explaining why HM is important in the age of COVID-19. It is a tough time to raise funds for an organization like HM because so much of what it does is bring people together. Maybe there needs to be some re-messaging emphasizing some of HM's other core functions, i.e. data collection, resource website, etc.

Megan: People respond when they know others are onboard. She recommended first putting all fundraising time and energy into getting a County commitment. Then that can be used to persuade others. The fundraising efforts should be paused for a week or two to secure a County commitment, re-work some of the fundraising letter, and give organizations more time to adjust to the current situation. Right now, it's an extremely difficult time for organizations to commit to another fiscal year. Organizations might feel a bit more secure soon.

Miranda also agreed that the commitment from the County as the primary funder is the most crucial. Securing that money first will motivate smaller funders to throw in some funding.

Roseanne: it seems we need to adjust our fundraising strategy and timeline. She suggested we push it back sending out the letters to mid-May. We still have some time to figure it out because we don't need money until July.

When we are through with the pandemic, we will be dealing with fire season and PSPS, so we will have a small window.

CHIP Reports Discussion

Staff would like to know which CHIP plan is best to put on the website. The original was written by Thais Mazur in 2016. Julie Fetherston and Jendi Corsey rewrote it to create a new CHIP.

Donna said Tammy felt that the 2016 CHIP was sufficient and that to use the new one would be inconsistent. When things calm down, Donna will eventually meet with Tammy to find out which one we should be used.

Initiative Update

The Workforce Development Asset Map has been sent out to Advisory Council through SharePoint and can be edited online.

Initial data has been collected for the pathway maps. Staff has talked about changing the pathway to IT because it is a pathway that can be completed within Mendocino County. We could use more IT professionals in the county, especially in times like this where so many people are forced to work remotely, and organizations are forced to change their processes. HM can use the pandemic situation to demonstrate that the IT industry sector is important for our community. Donna mentioned that not all County employees have VPN access, and some cannot work from home, showing how important IT is in a crisis. If we can help people work remotely that is another benefit to doing this pathway.

Clinton said that mapping the pathways by June is not realistic since the schools are shut down. Before the crisis hit, MCOE was going to map the Information Communications Technology (ICT) pathway all the way through the K-12 system. Everything right now is focused on online learning and supporting teachers and families in doing so. ICT is still a huge priority for the superintendent, but Clinton cannot say when it will be mapped—perhaps in a month MCOE will have some clarity and will be able to share information that is not related to high priority tasks. HM staff will check back in with MCOE and Clinton in a month regarding ICT pathway support.

Menaka suggested that the work of HM could be to focus on distributing info we know is in the county, elevating resources to help those who are looking for pathway opportunities. With the high unemployment rates, it seems like the time to funnel our work into spreading information and helping people find employment opportunities that are still open.

Donna said we will most likely see an increase in child abuse and domestic abuse as families feel economic pressure of this crisis. After 3 weeks of being laid off, people show signs of depression. We are trying to address an issue that we know can lead to these behaviors: economic security. Donna suggested Healthy Mendocino should help promote the HHSA services that are still open in limited capacity during the pandemic.

Community Meeting

The Community Meeting is rescheduled until May 28th, but that is tentative given the rapidly changing pandemic landscape. This meeting is an important part of the CHIP process to collect feedback. Staff will reevaluate after first week of April and discuss whether HM should have two shorter meetings: one inland and one on the coast. Staff has created a rough outline for the meeting(s).

2020 CHIP Process Update and Discussion

Molly and Patrice are meeting with Julie Fetherston to get their questions answered about moving forward with the current CHIP work.

Bylaws

Patrice modeled the bylaws after Hope Rising, a Lake County organization like Healthy Mendocino, which developed a Charter.

Roseanne: the bylaws are set up to establish the LT as an independent group. Is that the way we want to set this up? The bylaws should also state what HM is responsible for: the website, CHNA, CHIP. LT is governing body and AC is made up of key stakeholders that give quarterly feedback and advice.

Patrice would still like to have bylaws for HM even if we become a program of NCO. The "Pros and Cons" document from the meeting packet show that Leadership Mendocino, a program of NCO, still has a steering committee and does all their own fundraising.

Roseanne asked members to read bylaws and get feedback to Patrice by April 15th.

Funders MOU

Patrice requested feedback on the MOU. The document does not need to be finalized until the start of the new fiscal year.

Roseanne did not see any outcomes explicitly stated, besides the CHNA and the CHIP, that we will demonstrate to funders to show we are being effective. What kind of reporting mechanism are we going to provide to show impact?

Pros and Cons of Becoming a Program of NCO

Patrice talked to other programs of NCO such as Leadership Mendocino and Walk Bike Mendocino. NCO provides support but they let programs run as long as their running well.

Cons: some funders may think we may not need much funding if we become an NCO program. Becoming an NCO program makes it more difficult to become a 501c3. NCO would own the property rights of HM if the latter wanted to become a separate non-profit.

Pros: If HM is a program of NCO, it may give funders more confidence. The NCO Executive Director can give clarity to funders if they have questions, challenges, or tensions with the program. Becoming an NCO program will provide stability and ensure longevity, will give the work structure, and would not affect independence or autonomy.

Patty said all NCO programs are responsible for fundraising and developing their own budgets. NCO provides the systems of support. Sometimes programs find it beneficial to be internal within NCO because NCO has the strong history of grants that make it easier for projects to get funding. If all the funding goes away for any given program, NCO does not have the funding to keep it afloat. Steering Committee for a program is responsible for the fundraising. When the community feels passionately about a program, they are willing to fund it. When HM is fundraising, it will be imperative to communicate that NCO does not provide funding to its programs.

Megan believes if HM is a program of NCO, it will give funders confidence because it will have the strong backbone and leadership that comes from being connected to NCO. Funders will think of it as a better investment.

Megan inquired about Patty's opinion on having another program under her purview. Patty shared that on some levels, it will not make a huge difference. But it also clarifies assistance with leadership and ensures the strength of the project by opening the opportunity to work for other grants, instead of the program solely relying on community donations. People will believe this is a good fit if they already feel passionately about the program. Communication is key to help funders understand this is a move towards stronger support.

Clinton suggested staff solicit county input on this decision.

Once the LT decides to move forward with this, NCO Board would have to discuss it at a meeting and take a vote at the following meeting. At the next LT meeting, the team will choose whether HM should go forward with this decision.

Next Steps/Action Items

Patrice will talk to Tammy about funding promise before sending out letters to other funders

Patrice will work with Menaka to refine fundraising letters.

Leadership Team—read MOU and Bylaws and submit feedback to Patrice by April 15th

Staff conduct outreach and share resources to elevate local support opportunities during the pandemic. Connect with MCOE/Clinton in a month about IT pathway work

Next meeting date: Thursday, April 23rd 1PM, remotely

Respectfully Submitted by Molly Rosenthal, Healthy Mendocino