



Board Meeting

May 10, 2016

Hosted by Tara Trepanier Gill
Haas Center for Public Service
7:00 PM – 8:30 PM
Stanford, CA

Present:

In Person: Lie Njie, Jacqueline Sloves, Jane Ferguson Flout, Tara Trepanier Gill, Meredith Vostrejs, Glenn Anaiscourt

Via Conference Call: Vern Philips, Amy Ross, Nicole Clark, Justina Wu,

Absent:

Terry Vogt, Will Spargur, Dorothy Herzberg

Guests:

Anton Timms, Director of Volunteer Services, Center for Volunteer and Nonprofit Leadership (CVNL)
Marilyn Hyde, Grants Committee Chair, NorCalPCA (via conference call)

Social Component before the meeting:

Dinner outside on the back deck of the Haas Center from 6:00 PM – 7:00 PM: Great green salads! Thank you Tara!

Service Enterprise

Anton Timms, Director of Volunteer Services at San Rafael-based CVNL, which certifies nonprofits to be Service Enterprises, had been invited by Jane to describe the benefits and costs of becoming a certified Service Enterprise, something NorCalPCA wants to learn more about. Jane recently worked with Anton to certify Catholic Charities San Francisco as a Service Enterprise.

The Service Enterprise was started six years ago in response to the decrease in volunteerism nationwide. Points of Light launched a collaborative national response with statistical results demonstrating that organizations with 50 volunteers or more operate at half the cost as their peers that do not have volunteers and were more sustainable.

A Service Enterprise is defined as an organization that effectively leverages volunteers across all levels of the organization to achieve their mission. The first step to becoming a Service Enterprise is participating in a baseline quantitative assessment called a Service Enterprise Diagnostic (SED) that measures how the organization is faring in the 10 key characteristics of a Service Enterprise listed here:

1. Planning and Development
2. Leadership Support
3. Resource Allocation – Budget

4. Tracking and Evaluation of Volunteers
5. Outreach – how are we recruiting and spreading awareness of volunteer opportunities
6. Funding – volunteers are not free
7. Effective training for volunteers and their supervisors
8. Onboarding and supervision – after recruiting – how are volunteers brought into the culture of the organization; how is the organization protected in terms of risk management
9. Technology – online communities
10. Partnering and reach with other organizations

Based on how a nonprofit scores in these 10 key areas, the diagnostic prescribes remedies and resources to bolster weak areas. Anton talked about an organization’s volunteer ecosystem – is it decentralized or centralized? Centralized is preferred. The organization also has to have a clear sense of its mission in order to galvanize volunteer support.

Points to consider in terms of the costs of becoming a Service Enterprise:

- Time and money. There needs to be full buy-in from board leadership and an investment of volunteer time to create and implement the Service Enterprise.
- NorCalPCA is currently operating on an annual budget of about \$50k-\$60k. We have about 500 paid members and 150 actively engaged volunteers.
- The cost to be certified as a Service Enterprise is \$5,000 – and there are full and partial scholarships provided by California Volunteers, created by Maria Shriver, whose father founded the Peace Corps – so Tara figured we might have an “in” for a scholarship.
- The certification would be evergreen once we got it with some form of in-service trainings required to maintain it annually much like professional licenses.
- The cost includes the SED; 16 hours of training for 4 staff members; and 10 hours of consultation.
- A Guiding Coalition comprised of about 5 individuals typically leads the Service Enterprise effort.
- There are organizations in San Francisco and Alameda County that certify organizations to be Service Enterprises but they do not provide the 10 hours of consultation that CVNL does.

Board members appreciated learning about the Service Enterprise. They agreed that this would demand more attention than there is time to give to it at present given other pending initiatives. It is something to explore perhaps next year if a cohort emerges within NorCalPCA to lead the effort with full board support.

Grants Update

Marilyn Hyde, Grants Chair, founder and past president of NorCalPCA, gave an update on the Grants Program, which started with the founding of NorCalPCA 35 years ago. A lot of money has been distributed and many communities have been helped through the program. Marilyn said the recent NorCalPCA Membership Survey showing an interest in the Grants Program, primarily among older members, is unfortunate because the Grants Program also is available to younger PCVs from Northern California as a benefit of their membership in NorCalPCA. Deadline for proposals is August 31. Money is raised at the beginning of the year and distributed in the year the money is raised. Project grants range from \$500 - \$2,000 each. The past year, five projects were funded for a total of \$8,000. Grants Committee members, comprised of “old-timer” and “newbie” volunteers, help Marilyn read grant proposals in September and determine who will get the grants. Money is raised from the sale of 200 international calendars printed by Madison RPCVs at a reduced cost, and sold for a donation of \$20-\$25

each netting a profit of \$1,200/annually. Marilyn said the Grants Program also receives funds from RPCVs who get married and request that donations be given to the NorCalPCA Grants Program rather than wedding gifts; as well as occasional bequests from NorCalPCA members who have passed away. Sales of T-Shirts, pins, and earrings all went to the Grants Program in past years. There have been ideas about selling artwork and donating the proceeds to the Grants Program but the problem is where to store the items? Meredith talked about a new online café press model where RPCVs from Atlanta sold running shirts for men and women (“Peace Corps Runs the World”) in which no storage was necessary because they only printed the number ordered. Marilyn loved this idea.

Meanwhile, Jacqueline will be posting on Facebook a request to encourage current and returned volunteers to send in their Grants applications before the August 31 deadline. Priority is given to applicants who are members of NorCalPCA. Meredith encourages each board member to share this information with at least one person you know on Facebook. Lie will be reminding new Peace Corps Volunteers to apply while they are in country.

Financials

Tara gave a thorough overview of the outstanding work she has been doing with Valerie Dixon, the bookkeeper paid for by board member, Terry Vogt, to bring the NorCalPCA 2015 and 2016 financial statements up to speed. Valerie is completing her work on NorCalPCA’s tax statement for FY15 now that the financial statements have been finalized.

Tara walked the board line item by line item through:

- NorCalPCA FYE Sep 30 2015 Financial Statement (see attached Financial Statement 1), which shows total assets of \$65,894.50 comprised of a \$28,469.61 balance in our Association’s Wells Fargo Bank checking account, and \$37,424.89 in a Fidelity Mutual Fund.
- NorCalPCA FYE Sep 30 2015 Statement of Activities (see attached Financial Statement 2), which shows that our Association operated at a deficit of \$9,751.77.
- NorCalPCA current financial position as of April 2016 (see attached Financial Statement 3), which shows total assets of \$57,854.
- Proposed NorCalPCA FY16 Budget Oct 1, 2015-Sept 30, 2016 (see attached Financial Statement 4), which shows an estimated total revenue of \$32,650 and estimated total expenditures of \$39,508, which means that the Association will be operating at an estimated \$6,858 deficit for FY16.
- Vern questioned the \$2,000 in anticipated revenue in line item 4100 in the FY16 Budget for the Picnic in August 2016. Tara pointed out the anticipated \$1,500 in expenses in line item 6200 leaving only \$500 in anticipated net revenue from the Picnic, which sounded reasonable to all concerned.
- Tara pointed out that NorCalPCA has been operating without an approved budget since October 1, 2015.
- Confident about the accuracy and soundness of the financial statements for FY2015 and FY2016, the Board unanimously approved the proposed NorCalPCA FY16 Budget Oct 1, 2015-Sept 30, 2016.
- The FY16 budget includes all anticipated expenses for the Global Presenters Program (GPP). As envisioned at the Board retreat in February 2016, the Board hopes to raise funds before September 30, 2016 to cover GPP expenses which comprise the current year deficit.

Tara also announced that she is recruiting participants for a new Investment Working Group to gather ideas and generate proposals to the Board for the \$37,433 Fidelity Legacy Investment Fund.

NorCalPCA's original Fidelity fund savings account, which had grown from a \$20k investment made 20 years ago to more than \$37k, was closed by the previous Treasurer. Those funds were deposited into NorCalPCA's main Wells Fargo Bank checking account, where they are now merged.

The task of the new Investment Working Group will be to generate proposals to the Board by August 2016 about whether we want to reinvest the \$37,433 that used to be in the Fidelity account, and how to invest these funds. These proposals will be voted on at the September board meeting along with the NorCalPCA 2016-2017 budget. If you want to be part of the group that decides what to do with the \$37k Fidelity Legacy Investment Fund, please talk to Tara about joining the Investment Working Group. Lie has heard from other NorCalPCA members that there is a strong desire to reinvest the money.

Picnic

Lie reported the Membership Survey results regarding the Picnic, as follows:

Key takeaways emerged about the Picnic in the Membership Survey with over 200 respondents:

1. More than half (57%) of the membership wants to be able to attend a yearly event that is as inclusive as possible where they don't have to pay a fee as the price of admission – it's okay to have fundraiser once you get there.
2. Traditionally, this annual gathering has been the Picnic and it has been potluck. 40% of respondents want the event to be free and to be potluck. 10% want to participate in a potluck with the option to buy food there.
3. Only 31% want us to charge a minimal fee to cover food and expenses.
4. Only 13% want us to charge more to raise funds to support other NorCalPCA activities (e.g. use the Picnic as a fundraiser)

Lie said different people want different things with the yearly event, which is usually the Picnic, and some people feel strongly about this. It's critical we offer an event that addresses everyone's desires if we want to meet the requests of the full membership.

Vern updated the group on discussions about the Picnic so far, as follows:

The date for this year's Picnic is Saturday, August 20, 2016 in Alameda. He noted that Will organized the previous Picnic two years ago as a paid event with a Luau with family games. Fees were \$16 for NorCal PCA members and \$23 for non-members. Kids were free. Anyone who wanted could donate more to offset the costs of the event. There was a mix of volunteers who did the BBQ and organized the games for the kids. And there was fundraising in the form of raffle prizes and silent auction. The Picnic generated \$2,700 in income from tickets; and \$500 from fundraising. Expenses were \$2,000, leaving about \$1,100 in net income, which was nice!

Vern understood the Luau Picnic/Fundraiser was what we were going to model going forward, and paying \$16 for a BBQ lunch didn't seem like a lot to charge. Vern said he does not want to be the point person for the Picnic if it will be potluck style. Potlucks have been a lot of work, based on what he has heard from Will's experience. Even if you organize them alphabetically, they are not very successful. When you have the food paid for through a modest admission fee, people don't have to worry about the food. Vern explained he is one for less work and he thinks we have the model here for less work.

Discussion:

Meredith said in her experience, planning and ticketing is a lot of work whereas potlucks are no work. We provide the drinks, you provide the food. "In the past with potlucks, what made it a lot of work? What was burdensome so we can address that?"

Vern said he was the wrong guy to answer that question. Will and Frank were involved with earlier BBQs and that's what they learned.

Lie said he wanted to find a way for this to be a yearly event where everyone feels welcomed and doesn't have to pay a fee to attend. Removing food from equation, would Vern be willing to be in charge of organizing the games and fundraising activities for the Picnic?

Lie asked that we postpone the decision about food at the Picnic to next month's board meeting. Meanwhile, Lie proposed that he, Vern, Will and Frank meet in the next two weeks to discuss what they are comfortable with handling and piece out responsibilities from there.

Meredith noted that as the South Bay representative, she has been hearing that members are actively asking for more potlucks because potlucks have been an integral part of NorCalPCA's socializing history. Lie agreed, noting that when he attended a recent Fresno NorCalPCA send-off for PCVs, a number of people were extolling the virtues of potlucks because they made people feel closer.

Vern encouraged anyone who wants to help with this year's Picnic, to jump aboard and let him know.

Volunteer Coordinator

Lie announced that Jayma Brown, former NorCalPCA president and guest speaker at last month's board meeting, indicated to him after the meeting, that she wanted to volunteer to serve as the Volunteer Coordinator for the Association. Lie asked for board approval of Jayma to serve as the Volunteer Coordinator on a volunteer basis. In a similar way, Lie added, the board has approved having Frank Price serve in a volunteer capacity as Co-Chair of the GPP Development Committee. Vern noted that he has worked with Jayma, has loved working with her and feels very comfortable having her serve as Volunteer Coordinator for our Association.

Specifically, Jayma has described, in her words, how she envisions serving as Volunteer Coordinator in these ways:

1. Track everyone who volunteers in the non-speaking mode (since it sounds like Will already has the speaker side covered). I would start with who is hosting events and ask the board to review and submit any additions each month. Being familiar with NorCal, I have a general sense of who else outside the Board is volunteering for what - like Pete doing database/membership. I'm sure that those who do the newsletter (both paper and electronic) spend considerable time and I don't think it would hurt for the Board to track their hours as well especially in other areas like Advocacy (what Tara has been doing), the positions (Treasurer, etc...).
2. I would be willing to help coordinate posting any volunteer needs of the Board.
3. I would be willing to help coordinate any sort of volunteer recognition whether this would be annual at the AGM or at a special volunteer recognition event.
4. I am also willing to, as I mentioned at the [April board] meeting to slice and dice the database anyway someone might want it, post events on the NorCal calendar, pull email addresses off the database and post on the Yahoo groups. Basically, I am willing to assist anyone who wants to do a regional event get it going as I did for Hilary and Noah with the game night.

Through these efforts, Jayma intends to help move NorCalPCA to be a more volunteer-based organization, encouraging, supporting and recognizing those who volunteer. The goal would be to hopefully relieve some of the possible non-board related functions of the board (like planning activities) as well as strengthening the organization by broadening the base of those involved.

Jane asked that a volunteer position description be written outlining the scope of activities of the Volunteer Coordinator. The board unanimously approved Jayma serving as Volunteer Coordinator, expressing gratefulness for Jayma's willingness to help in this significant way!

Logo Competition and Website Communications

Glenn proposed a logo competition to enlist artistic people in our organization to design a fresh new logo. The current logo is 35 years old. The winner would be recognized, and the new logo would be used to design a T-Shirt and update NorCalPCA's website/communications/publications.

Jacqueline noted that the YoPro group strongly dislikes the current logo, with one member likening it to "a bird pooping on the Golden Gate Bridge."

Meredith suggested that we vote on the top 3 submissions, and the winner be announced at the Picnic.

Justina said it would be nice to have a new logo because the current one is not that appealing, but she would also not be upset if we kept the old logo.

Jane suggested that the winning design could be made into a T-Shirt that could be sold at the Picnic as a first step to seeing if we wanted to do implement the design on all of our communications. Glenn liked the idea of putting the winning design on a T-shirt to start with.

Camping Trip and July meeting

Glenn is planning a NorCalPCA camping trip, date TBD. He also asked if another board member could host the July board meeting instead of him and Jane volunteered to trade. So Jane will now host the July board meeting and Glenn will host the November board meeting.

NorcalPCA Membership Model (with attached recommendations)

Lie recommended that the board postpone its vote on the proposed new NorCalPCA Membership model until next month to respectfully give enough time to answer the questions Will had emailed. Lie said the recommendation to change the NorCalPCA Membership model appears to have strong support from members so far. This recommendation is described in the four-page Addendum to these Minutes on pages 8-11, that Lie had emailed to the Board with the agenda for the May 10 meeting.

Statement Read on Behalf of the Executive Committee of the Board

Tara read the following statement on behalf of the Executive Committee of the Board:

"On the evening of May 4, 2016, the Executive Committee of the Northern California Peace Corps Association received a complaint of inappropriate conduct between two Board members. The Executive Committee takes seriously such allegations and proceeded with an internal investigation surrounding the incident led by non-involved Executive Committee members. Both of the Board members involved provided statements regarding the incident, and both provided the names of witnesses to interview. The Executive Committee subsequently interviewed witnesses.

Having reviewed the complaint and response thereto, evidence provided by the Board members involved, all related communications regarding the incident, and witness comments, the Executive Committee found insufficient information to conclude whether either Board member acted inappropriately. The Executive Committee thus closed the internal investigation.

The mission of the Peace Corps, in addition to satisfaction of the Three Goals, is to promote world **peace and friendship**. Bearing this in mind let it be known:

1) The Executive Committee does not condone conflict of a physical nature between Board members and takes allegations of such inappropriate conduct seriously.

2) All Board members are expected to communicate with one another and with the membership in a respectful, timely, inclusive, and productive manner. Any Board Member who is unwilling to communicate openly, constructively, respectfully, and peacefully with all other Board members may be asked to resign or face removal for unwillingness to perform at a minimum level of competence. See Bylaw 6.4 at norcalpca.org/library/NorCalBylaws.pdf.

Other Business

Board members informally shared a number of updates to end the meeting on a positive note before we adjourned.

- Tara announced that she is now working for the Haas Center for Public Affairs as the Program Director, Cardinal Careers, where she is the Peace Corps recruiter for Stanford students, among other responsibilities.
- Board members noted that zSpace is being used by education leaders in K-12 school districts, universities, and medical schools to incorporate virtual reality into their lesson plans and curriculum.
- Vern shared that he and other RPCVs had a great time over the weekend at Point Reyes: 25 volunteers created a new trail and thought it was really a lot of fun even though it rained on them during the BBQ.
- Lie and Vern helped rebuild a house in Berkeley through the Rebuilding Together project for a woman in her late 60s.
- Tara and Meredith are participating in a learning and planting restoration project in East Palo Alto.
- Lie noted at the NorCalPCA sendoff in Fresno, the Fresno RPCVs offered to host the camping trip.
- Jacqueline revamped NorCalPCA's Facebook page so we can hit the ground running.

Motion to adjourn the meeting at 8:30 PM was approved.

ADDENDUM TO BOARD MINUTES

May 10, 2016

Proposed New NorCalPCA Membership Model

Lie emailed the following recommendation to Board members with the agenda for the May 10, 2016 Board meeting:

Q&A and Vote on Membership Committee Recommendation to change the NorCalPCA Membership model.

The Membership Committee, Chair'd by NorCalPCA co-founder Pete Johnson, has spent many hours over the last couple months in emails, phone calls, and meetings to figure out how we can best accomplish the goal agreed to at the March 6 strategy offsite to dramatically increase NorCalPCA "membership", and expand the reach and efficacy of NorCalPCA communications and programs.

The Membership Committee is unanimously proposing the following:

(1) Executive Summary:

We have identified a number of issues related to the current NorCalPCA \$20 per year membership model. These include limiting funds from people who might be willing to contribute more, and disincanting potential members who either lack the necessary funds or who do not understand what membership fees provide.

In addition the National Peace Corps Association has changed their "membership" model to expand membership to be free for all, which has a more welcoming appeal to the Peace Corps family in our view, and may reduce the number of paid NorCalPCA memberships from NPCA memberships.

To address these concerns, the NorCalPCA Membership Committee unanimously recommends the following to begin in May 2016:

+ A Northern California Peace Corps Association "Member" shall be redefined to include any person who subscribes to the Association's e-mail system, who volunteers time to assist NorCalPCA, and/or who supports NorCalPCA financially.

+ Members who contribute financially shall be tiered based upon their levels of support and receive corresponding enhanced benefits and rewards to encourage continued high levels of participation.

+ Non-members who perform any of the following shall become new Members: Subscribe to communications, volunteer to assist the Association, or donate funds.

+ All existing email recipients shall henceforth be considered "Subscriber Members."

The NorCalPCA Membership Committee unanimously proposes that this change be made

effective as a trial program commencing May 2016, and to report its status, including the difference in funds raised through membership fees between the new and former membership models, to the membership at the 2017 AGM and to solicit member feedback, and to charge the next board with determining whether to keep this new structure, modify it, or revert to the existing system of requiring \$20/year for membership.

(2) Background:

Traditionally NorCalPCA has maintained the following membership structure:

- * Active members are required to pay \$20 per year
- * Recently returned RPCVs are given 1 year of free membership upon their return
- * PCVs are given 2 years of free membership

Benefits of being an "Active Member":

- * An annual paper newsletter is mailed to each active member. The most recent online survey shows that about 15% of respondents who are active members read this paper newsletter. Historically, a paper newsletter was published monthly, then quarterly, and now yearly.
- * Enjoyment of "Active Member" status.
- * The ability to vote for board directors before or at the Annual General Meeting (AGM)
- * "Priority Consideration" for applications to the NorCalPCA Grants program
- * Occasional discounts to events

Both active members and non-members, including members with expired memberships, are able to:

- * Sign up for email newsletters
- * Volunteer to help with NorCalPCA events
- * Speak at the Story Jams and for the Global Presenters Program
- * Attend NorCalPCA events, including the annual event (typically a picnic)

(3) Issues with the current Membership Model:

As a result of research including the 2016 NorCalPCA audit, a membership survey, and a Young Professional / Recently Returned RPCV focus group, The Membership Committee has identified several issues related to the existing membership model:

- Members who would gladly pay more than \$20 often do not because they have already "paid their dues." There is currently no institutionalized mechanism to ask wealthier members for more money each year in a more formalized way than to "please donate".
- Potential members with low income or who do not perceive sufficient value for the \$20 annual fee and who thus do not pay it may not feel welcome at events or in the NorCalPCA community as nonmembers.
- Potential members who do not understand the services that NorCalPCA provides may not want to pay up front for a membership.
- People may volunteer significant time to NorCalPCA and still not be considered "members" if they do not also pay a \$20 fee. Is someone who devotes

100 hours per year to volunteer work for NorCalPCA somehow less of a "member" of the organization than someone who just pays \$20?

- The Association currently has approximately 650 active members. About 500 of these are paid members and the rest are free year members. Our email list contains about 3,000 addresses. Our database contains about 4,500 member records, and thus about 1,500 of these records lack email addresses. There are approximately 15,000 RPCVs in the Association's service area. Charging \$20 per year contributes to the relatively low percentage of "active members" from the full NorCalPCA community.

- The NorCalPCA board decided at the March 6 offsite to make significantly increased membership a key 2016 priority. This increase may be impossible to achieve under the current membership model.

(4) Proposal:

4.1 - Under the trial model, the Association will define "Membership" as follows:

- + Subscribers: those who opt-in to receive our communications
- + Supporters: those who choose to support NorCalPCA financially
- + Volunteers: those who choose to support NorCalPCA with their time and efforts

Members can obviously choose to be more than one of the above types.

All Members would be required to provide the organization with their name, email, city (for member group purposes) and PC connection: country/years or Peace Corps staff location/years or "PC Supporter" (aka no connection to the Peace Corps)

4.2 - The board will report the status of the trial program to the membership at the 2017 AGM, including differences in monies raised compared with the same period last year, solicit feedback from the membership, and then decide whether to keep this new structure, modify it, or return to the former model.

4.3 - The Association will communicate the new model to members and push to increase Subscribers.

4.4 - The Association will adopt and promote the new tiered financial support levels to encourage contributions of more than \$20/year:

- + \$20 - Bronze Supporter - Event discounts.
- + \$50 - Silver Supporter - Free entry to events, optional publication of name in the annual paper newsletter.
- + \$125 - Gold Supporter - Free entry to events, optional publication of name in the annual paper newsletter, and free thank you Association shirt.
- + \$500 - Platinum Supporter - Free entry to events, optional publication of name in the annual paper newsletter, free thank you Association shirt, and exclusive invitation to special annual Platinum Supporter dinner
- + \$2500 - Lifetime Platinum Supporter: One-time donor receives lifetime Platinum-level status, and optional publication of a special thank you section in the yearly paper newsletter.

(5) Proposed Action Items

- [5.1] Update website to describe and implement new program.
- [5.2] Inform members in newsletter and through paper promotions.
- [5.3] Email campaigns to encourage Subscriber Members to become Supporters and Volunteers.
- [5.4] Update database to include Volunteers in a pool of available volunteers managed by a Volunteer Coordinator.
- [5.5] Update database to track different levels of paid supporter levels (According to Pete there are fields on the current NorCal database that could be utilized to track different levels of paid memberships under "Member Type" if someone can re-program it and there is a separate area that already tracks donor amounts.)

NOTE: the Membership, Communications, and Technology Committees are currently actively evaluating a switch of our website, calendar of events, payment collections system, and membership database infrastructure from our current home-grown infrastructure (SQL Server with Cold Fusion front-end) over to the new NPCA offering for affiliates (provided by and commercially supported by SilkStart). It appears that this offering from NPCA will directly support this new membership model, including easier ability to support paid tiers.

(6) Risk Analysis:

Membership revenues may drop under the new program. This risk shall be mitigated by setting aside \$8,000 from the maturation of our Fidelity investment. Note that when asked during our recent audit conducted between February and April 2016, however, most paid members said they would continue to support the Association financially with at least \$20 per year, and some said they would pay more to become Silver, Gold, or Platinum supporters.

Peace,
+Lie