

**FULL BOARD OF DIRECTORS MEETING AGENDA**

**THURSDAY, SEPTEMBER 25, 2025**

**5:30 – 8:00 PM**

**DINNER BEGINS AT 5:00 PM**

**IN-PERSON @ Comfort Suites Johnson Creek Conference Center**

725 Paradise Lane, Johnson Creek, WI 53038

Samantha Wendt, President | Chara Taylor-Henning, Vice President | Jamie Vogt, Secretary | Rob McMurrich, Treasurer | Jennifer Andrews, Chair of Administration | Sarah Butz, Chair of Operations | Betty Groenewold | Kirk Lund | Larry Nelson | Sandy Wareing | Jennifer Rowedder | Jodi Hare-Paynter | Emily Lessner | Mike Wineke | Sarah Smith

**REMINDERS**

- Board Member Testimonials
- Board Effect Update – 9/27
- Winter Glow Volunteer Opportunities – 10/2025
- CAC 2025 Rewind Event – 12/3

**5:00 PM**

**--- DINNER & CONNECT ---**

**CALL TO ORDER**

|                       |   |                |
|-----------------------|---|----------------|
| <b>5:30 – 5:35 PM</b> | <b>Call to Order</b> <ul style="list-style-type: none"> <li>• Roll Call &amp; Introductions</li> <li>• Agenda Review</li> </ul> | Samantha Wendt |
|-----------------------|---|----------------|

**STRATEGIC PLANNING**

|                       |  |                  |
|-----------------------|--|------------------|
| <b>5:35 – 6:05 PM</b> | <b>CAC Strategic Planning Summary</b> <ul style="list-style-type: none"> <li>• Mission &amp; Vision</li> <li>• Strategic Priorities</li> </ul> | Amy Schlotthauer |
|-----------------------|--|------------------|

**PRESIDENT REPORT**

|                       |  |                |
|-----------------------|--|----------------|
| <b>6:05 – 6:10 PM</b> | <b>Approval of Minutes</b> <ul style="list-style-type: none"> <li>• 07.24.25 Full Board Meeting Minutes (Action Needed)</li> <li>• 08.08.25 Full Board Meeting Minutes – Strategic Planning (Action Needed)</li> </ul>                       | Samantha Wendt |
| <b>6:10 – 6:15 PM</b> | <b>Membership Review</b> <ul style="list-style-type: none"> <li>• Board Roster</li> <li>• Upcoming Vacancy: Low-Income Sector, Waukesha County – 10/24/25 <ul style="list-style-type: none"> <li>○ Thank You to Betty</li> </ul> </li> </ul> |                |
| <b>6:15 – 6:20 PM</b> | <b>2026 Board Meeting Schedule (Action Needed)</b>   |                |

### EXECUTIVE COMMITTEE REPORT

|                |   |                |
|----------------|---|----------------|
| 6:20 – 6:25 PM | <b>General Executive Updates</b> <ul style="list-style-type: none"> <li>August &amp; September 2025 Meetings Held</li> <li>Document Review (6) – <a href="#">EC approved 08/11/25, 09/08/25</a></li> </ul>  | Samantha Wendt |
| 6:25 – 6:30 PM | <b>Board Contributions</b> <ul style="list-style-type: none"> <li>Targeted Strategy &amp; Reminders on How to Give</li> <li>2025 YTD Board Giving Report</li> </ul>   |                |
| 6:30 – 6:40 PM | <b>Executive Director Work Plan, Performance Appraisal &amp; Compensation Review</b> <ul style="list-style-type: none"> <li>2025 360° Assessment Tool (<a href="#">Action Needed</a>) – <a href="#">EC endorsed (pending edits) 09/08/25</a></li> </ul> |                |

### ADMINISTRATION COMMITTEE REPORT

|                |  |                  |
|----------------|--|------------------|
| 6:40 – 6:45 PM | <b>General Finance/Personnel Updates</b> <ul style="list-style-type: none"> <li>August &amp; September 2025 Meetings Held</li> <li>CAC Organizational Chart</li> <li>Certificate of Deposit Account Registry Service Investment – <a href="#">AC approved 09/18/25</a></li> <li>2025 Administration Committee Work Outline – Tasks &amp; Timeline <ul style="list-style-type: none"> <li>CAC Financial P&amp;Ps Manual</li> <li>CAC Employee Benefits Package</li> </ul> </li> </ul> | Jennifer Andrews |
| 6:45 – 6:55 PM | <b>Approval of Financial Reports</b> <ul style="list-style-type: none"> <li>Monthly Financial Reports: June 2025 (<a href="#">Action Needed</a>) – <a href="#">AC endorsed 08/21/25</a></li> <li>Monthly Financial Reports: July 2025 (<a href="#">Action Needed</a>) – <a href="#">AC endorsed 09/18/25</a></li> <li>Monthly Financial Reports: August 2025 (<a href="#">Action Needed</a>) – <a href="#">AC endorsed 09/18/25</a></li> </ul>                                       |                  |
| 6:55 – 7:05 PM | <b>Updated CAC Financial P&amp;Ps Manual</b> ( <a href="#">Action Needed</a> ) – <a href="#">AC endorsed 09/18/25</a>  |                  |

### OPERATIONS COMMITTEE REPORT

|                |   |                 |
|----------------|---|-----------------|
| 7:05 – 7:10 PM | <b>General Program, Plans &amp; Development/Fundraising Updates</b> <ul style="list-style-type: none"> <li>August &amp; September 2025 Meetings Held</li> <li>Programmatic &amp; Funding Support Reports <ul style="list-style-type: none"> <li>Grant Reports – <a href="#">OC approved 08/07/25, 09/04/25</a></li> <li>Program Reports</li> </ul> </li> <li>2025 Fund Development Plan: Grants, Donations, Events <ul style="list-style-type: none"> <li>Volunteer Cultivation</li> <li>Bridge Program, CRM Software</li> <li>2025 CAC Rewind Event</li> </ul> </li> </ul> | Sarah Butz      |
| 7:10 – 7:25 PM | <b>2026 CSBG Application / Community Action Plan</b> ( <a href="#">Action Needed</a> )  | Meghan Mietchen |

### EXECUTIVE DIRECTOR REPORT

|                |  |                 |
|----------------|--|-----------------|
| 7:25 – 7:35 PM | <b>State of the Agency Updates</b> <ul style="list-style-type: none"> <li>Customer Satisfaction Data</li> <li>Programmatic Reports: Highlights, Outcomes Analysis &amp; Program Adjustments</li> </ul> | Meghan Mietchen |
|----------------|--|-----------------|

|                |                |
|----------------|----------------|
| 7:35 – 7:40 PM | --- RECESS --- |
|----------------|----------------|

| CLOSED SESSION (Action Needed) |  |                |
|--------------------------------|--|----------------|
| 7:40 – 8:00 PM                 | <b>Closed Session Discussion</b> <ul style="list-style-type: none"> <li>Approval of Minutes</li> </ul> | Samantha Wendt |
| 8:00 PM                        | <b>Announcements &amp; Adjournment</b>   |                |

| AGENDA SETTING  |   |
|---|---|
| <b>Upcoming Meetings:</b> <ul style="list-style-type: none"> <li>Thursday, October 22nd 5:30 PM – 6:30 PM – <b>Virtual</b></li> <li>Thursday, November 20th 5:30 PM – 8:00 PM – <b>In-Person</b></li> </ul>   |   |
| <b>10/2025</b> <ul style="list-style-type: none"> <li>CAC Employee Insurance Renewals (Action Needed)</li> </ul>  | <b>Board President</b><br>Samantha Wendt<br><a href="mailto:samantha@parallelservices.net">samantha@parallelservices.net</a><br>/ <a href="mailto:cacsboardpresident@cacsw.onmicrosoft.com">cacsboardpresident@cacsw.onmicrosoft.com</a><br>(608) 772-3688<br><br><b>CAC Officer Manager</b><br>Lindsey Karls<br><a href="mailto:lindseyk@cacsw.org">lindseyk@cacsw.org</a><br>(608) 220-7758 |
| <b>11/2025</b> <ul style="list-style-type: none"> <li>2025 Board Giving Report</li> <li>Board Gift to Staff (Action Needed)</li> <li>Form 990 (2024) &amp; Associated Filings (Action Needed)</li> <li>2026 CAC Agency-Wide Budget, Staffing Plan, Cost Allocation Plan (Action Needed)</li> <li>2026-2028 Strategic Plan (Action Needed)</li> </ul>  |   |
| <b>Ongoing</b> <ul style="list-style-type: none"> <li>Executive Director Work Plan, Performance Appraisal &amp; Compensation Review</li> <li>CAC Succession Planning</li> <li>Staff Compensation Planning</li> <li>Board Training – due 2026</li> <li>Risk Assessment – due 2026</li> <li>CSBG Organizational Standards (4.1, 4.4, 6.5, 9.3 + Others)</li> <li>Results Oriented Management and Accountability (ROMA)</li> </ul> |   |

# CAC Strategic Planning Summary

## Methodology / Summary of Planning Work

### Step 1: 2025 CAC Community Needs Assessment

### Step 2: 2025 Strategic Planning Process

| Session      | Participants   | Agenda   |
|--------------|--|--|
| April 4      | Facilitator, Taskforce                                 | Kick-Off   |
| April 10     | Facilitator, Taskforce + Key CAC Staff                 | Reflect Workshop                                       |
| May 22       | Facilitator, Board Members, Key CAC Staff              | Presentation: Introduction of Planning Process         |
| June 11      | Facilitator, Taskforce + Key CAC Staff                 | Consider Workshop                                      |
| June 18      | Facilitator, Board Members, Key CAC Staff              | Presentation: Reflect Workshop Results                 |
| June 24      | Facilitator, Key CAC Staff                             | Plan Alignment Discussion                              |
| July 10      | Facilitator, Key CAC Staff                             | CSBG/ROMA Discussion                                   |
| July 15      | Facilitator, Key CAC Staff                             | Program Alignment Discussion                           |
| July 24      | Facilitator, Board Members, Key CAC Staff              | Presentation: Consider Workshop Results                |
| August 8     | Facilitator, Board Members, Key CAC Staff              | Board Strategic Planning Workshop (Reflect & Consider) |
| August 14    | Facilitator, Taskforce + Key CAC Staff                 | Planning Workshop                                      |
| September 10 | Facilitator, Key CAC Staff, Board Members on Taskforce | Strategic Plan Materials Review                        |

## Mission & Vision

### Mission

We collaborate to create communities where everyone can thrive by providing resources and advocacy in housing, nutrition and health, and financial empowerment.

### Vision

We envision a community where housing, health, and financial opportunity are accessible to all.

## Strategic Priorities



|  |                         |          |   |             |             |  |
|--|-------------------------|----------|---|-------------|-------------|--|
|  |                         |          |   |             |             |  |
|  |                         |          |   |             |             |  |
| 2026 Projected CSBG Budget   |                         |          |   |             |             |  |
|  |                         |          |   |             |             |  |
|  | Staff Salary and Fringe | Space    | Direct benefits to program participants | Other costs | Totals      |  |
| Direct program costs (will automatically fill from Program Budget worksheet)         | \$500,405               | \$23,948 | \$10,000                                | \$298,446   | \$832,799   |  |
| Administrative costs   |                         |          |   |             | \$152,259   |  |
| Dues to WISCAP   |                         |          |   |             | \$30,000    |  |
| Totals   | \$500,405               | \$23,948 | \$10,000                                | \$298,446   | \$1,015,058 |  |
|  |                         |          |   |             |             |  |
|  |                         |          |   |             |             |  |
|  |                         |          |   |             |             |  |
|  |                         |          |   |             |             |  |
| Percentage of total CSBG funds going towards administrative costs:                   | 15.0%                   |          |   |             |             |  |
| If the percentage of administrative costs is over 15%, please provide justification: |                         |          |   |             |             |  |

2026 Projected CSBG Program Budget

| Program name                                 | Projected CSBG Budget for each Program |          |   |             |           | Source(s) of other funds projected for the program in 2026                                 | Amount(s) of other funds projected for the program in 2026 | Is CSBG providing required matching funds for this program in 2026? | Estimated % of program budget made up by CSBG |
|--|--|----------|---|-------------|-----------|--|--|---|---|
|  | Staff Salary and Fringe                | Space    | Direct benefits to program participants | Other costs | Totals    |  |  |   |   |
| 1 Intake, Resources, Referral and Evaluation | \$5,000                                | \$0      | \$0                                     | \$0         | \$5,000   | SSVF   | \$75,000   | NO  | 6%  |
| 2 Housing Security                           | \$188,028                              | \$13,584 | \$5,000                                 | \$112,719   | \$319,331 | DCDHS, UWDC, EHH, SSSG, SSHG, Horizon, HUD, WISBOSCO, UWGM&WC, SSVF, WERA/CDBG-DV, Donated | \$2,737,092  | YES   | 10%   |
| 3 Winter Glow                                | \$118,302                              | \$2,000  | \$5,000                                 | \$24,687    | \$149,989 | Donated  | \$45,000   | NO  | 77%   |
| 4 Financial Empowerment                      | \$110,773                              | \$4,735  | \$0                                     | \$76,682    | \$192,190 | CFE Fund, Donated  | \$90,000   | NO  | 68%   |
| 5 Food Security & Nutrition                  | \$78,302                               | \$3,629  | \$0                                     | \$84,358    | \$166,289 | CSFP, DCDHS, UWDC, DATCP, TEFAP, Donated   | \$1,808,051  | NO  | 8%  |
| 6 0  |  |          |   |             | \$0       |  |  |   |   |
| 7 0  |  |          |   |             | \$0       |  |  |   |   |
| 8 0  |  |          |   |             | \$0       |  |  |   |   |
| 9 0  |  |          |   |             | \$0       |  |  |   |   |
| 10 0   |  |          |   |             | \$0       |  |  |   |   |
| 11 0   |  |          |   |             | \$0       |  |  |   |   |
| 12 0   |  |          |   |             | \$0       |  |  |   |   |
| 13 0   |  |          |   |             | \$0       |  |  |   |   |
| 14 0   |  |          |   |             | \$0       |  |  |   |   |
| 15 0   |  |          |   |             | \$0       |  |  |   |   |
| 16 0   |  |          |   |             | \$0       |  |  |   |   |
| 17 0   |  |          |   |             | \$0       |  |  |   |   |
| 18 0   |  |          |   |             | \$0       |  |  |   |   |
| 19 0   |  |          |   |             | \$0       |  |  |   |   |
| 20 0   |  |          |   |             | \$0       |  |  |   |   |
| 21 0   |  |          |   |             | \$0       |  |  |   |   |
| 22 0   |  |          |   |             | \$0       |  |  |   |   |
| 23 0   |  |          |   |             | \$0       |  |  |   |   |
| 24 0   |  |          |   |             | \$0       |  |  |   |   |
| 25 0   |  |          |   |             | \$0       |  |  |   |   |
|  | \$500,405                              | \$23,948 | \$10,000                                | \$298,446   | \$832,799 |  |  |   |   |

## 2026 Summary of CSBG Funded Programs

|   | Program name                               | Brief program description  | Description of population served and projected number to be served in 2026   | Projected measureable program outcome(s)*  | CSBG goal(s) addressed by the program** |
|---|--|--|--|--|---|
| 1 | Intake, Resources, Referral and Evaluation | CAC has an intake team that receives electronic applications, email contacts, and maintains a call center. This program provides resource referral, program linkage, eligibility coordination, and healthcare navigation.  | CAC expects to serve 20,000 low-income households in need through client intake, resource referral, and evaluation.  | SRV 7b Eligibility Determinations  | 1 & 2                                   |
| 2 | Housing Security                           | CAC provides a variety of services to support housing security and stability, including rental/utility assistance, veterans and family assistance, prevention services, housing placement and navigation, on-site supportive services, rapid re-housing, transitional housing, innovative supportive housing, reducing school mobility, early childhood zones, emergency shelter assistance, and case management. CAC provides this programming to those who are at risk of eviction, experiencing housing insecurity, or are chronically homeless. CAC also partners with other social service agencies to engage in training and shared learning (ex: mental health awareness) and offer wraparound support services in order to keep folks in their homes and able to maintain vital social connections (community systems, schools, etc.). | CAC expects to serve over 500 low-income households through a housing first, whole family, personalized case management approach.  | SRV 4 metrics, SRV 7a Case Management  | 1, 2 & 3                                |
| 3 | Winter Glow                                | CAC hosts and participates in a series of Winter Glow community resource fairs across its tri-county service area, providing low-income families and individuals with resources, connections, and essential supplies. Distributed items are tailored to community-specific needs and may include warm clothing, household essentials, and hygiene kits. Winter Glow brings together public and private partners, business stakeholders, and social service providers to create opportunities and support for community members.  | CAC expects to serve 600 low-income households attending Winter Glow community resource fairs.   | SRV 5nn Kits/boxes, SRV 7n Emergency Clothing Assistance                           | 1, 2 & 3                                |
| 4 | Financial Empowerment                      | CAC offers financial empowerment programming to support individuals and families in building capacity towards financial wellbeing, by increasing access to resources, services, and opportunities. CAC helps individuals and families build financial stability and work toward long-term self-sufficiency through personalized support and financial education. Participants gain the tools to manage money, reduce debt, improve credit, and achieve their financial goals.  | CAC expects to serve 150 households through 400+ financial empowerment sessions.   | SRV 3 metrics  | 1, 2 & 3                                |
| 5 | Food Security & Nutrition                  | CAC provides food purchasing and distribution services via its centralized foodbank hub and delivery system. CAC sources, purchases, and distributes a wide variety of food to local pantries and feeding agencies for those in need to access. Food commodities include shelf-stable items, locally sourced goods, fresh and nutritious options, culturally diverse foods, and high-demand products. This foodbank infrastructure also enables a foodshed partnership that aggregates and channels locally grown food which supports small, in-area suppliers/farms and directs that food to where it is needed most in the community. In addition, CAC coordinates programming to provide matching funds for individuals and families experiencing food insecurity, to effectively double their purchasing power and stretch food access.    | CAC expects to reach over 40,000 low-income households via food security services within a widespread network of pantries, markets, feeding agencies, food system stakeholders, partners, and providers. | SRV 5jj Food Distribution (Food Bags/Boxes, Food Share Program, Bags of Groceries) | 1, 2 & 3                                |
| 6 |  |  |  |  |   |
| 7 |  |  |  |  |   |
| 8 |  |  |  |  |   |