

**Panhandle Community Services  
Board of Directors' Meeting Minutes  
Panhandle Community Services Central Office – 1309 SW 8<sup>th</sup> Ave. - Amarillo TX, 79101  
Minutes for September 15, 2022 @ 10:00am**

**Board Members by Sector:**

**Low Income**

Lydia Villanueva  
Amy Taylor  
Robert Coffee  
Amanda Quillin  
Audriana Vandiver

P  
P  
P  
P  
A

**Private**

Denese Skinner  
Jo Anne Cook  
Aaron Lopez  
John Sharp  
Open Seat

P  
P  
P  
P

**Public**

Judge Cindy Irwin  
Judge Rowdy Rhoades  
Judge Dan Looten  
Comm. Kirk Frye  
Judge Chris Porter

P  
P  
P  
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**Staff**

Magi York  
Robert Carlton  
John Mejia  
Dennis Garvey  
Randy Cazarez  
Lylene Springer  
Kaitlin Mosley  
Christy Hilbert  
Christina Cristan  
Audra Rea  
Susie Ybarra  
Melissa Darsey  
Lisa Matthyse

**Position/Title**

Executive Director  
Chief Financial Officer  
Asst. Director of Finance  
Information Services Director  
Human Resources Director  
Transportation Director  
RSVP & Health Services Director  
Communications Director  
Energy Assistance Director  
Family Development Director  
Housing Choice Voucher Program Director  
Outreach Services Program Director  
Executive Administrative Assistant

**Guest**

Roxann Ball

**NOTICE** – This meeting was publicized in compliance with the state open meetings law, as documented in Appendix A to these minutes. Appendix A also includes a list of the documents provided to members with the meeting notice and agenda.

**Call to Order**

Judge Cindy Irwin, President, called the regular business meeting to order at 10:05 a.m. central daylight time (Organizational Standard 2.4) and announced the Initial Public Comment Period. Lisa Matthyse, Executive Assistant, called roll and determined that a quorum of directors was present (OS 5.5). Judge Irwin led the Pledge of Allegiance and the recital of the Panhandle Community Services (PCS) mission statement and vision statement. Magi York, Executive Director, led the prayer.

**Consent Agenda**

Judge Irwin asked for a motion to approve the consent agenda. (The consent agenda and all reports associated with it were included in the Board Packet. Reports included minutes from the August 18, 2022 Board of Directors Meeting, Audit and Finance Committee Meeting, Resource Development Committee Meeting, and Programs Committee Meeting, and minutes from the July 25, 2022 Governance Committee Meeting, the 'Three Things for

the Board to Know” program highlight report (OS 5.9) (PTE 1.3), a list of items signed by the Executive Director for ratification by the Board, and a list of grants submitted/received.)

**Motion:** To approve the consent agenda.

**Moved By:** Lydia Villanueva

**Second:** Robert Coffee

**Vote:** Motion carried by voice vote

**Board Training: Clarifying Non-Profit Board and Staff Roles** (OS 5.8) (PTE 1.1; 1.3) (20-minute Board Training Session)

Roxann Ball, Amarillo Area Foundation Nonprofit Center, gave a presentation on “Clarifying Non-Profit Board and Staff Roles.” (Training materials and a PowerPoint of the presentation were emailed to Board members.) Ms. Ball stated that, in terms of basic roles, the Board is responsible for governance and staff are responsible for management and administration. She said that clear communication is the best way to determine if a role falls under governance or management. Ms. Ball recommended reading *In the Trenches: The Invisible Yellow Line* by Jean Block. She also recommended that the Executive Director and the Board President meet annually to establish roles for the Board and staff. Ms. Ball reviewed two common issues in establishing roles:

- Board Micro-managing; and,
- Inappropriate Staff Communications.

**Community Action Plan** (OS 4.4; OS 9.3)

Audra Rea, Family Development Director, reviewed our progress on the 2022 Community Action Plan (CAP). The presentation included a comparison of 2022 and 2023 goals and our current numbers for National Performance Indicators (FNPI) and Services. (Copies of the CAP presentation were emailed to the Board prior to the meeting.) Ms. Rea said that she and her staff received training on the Monthly Performance Report and learned that we had been reporting some data incorrectly. She also stated that all programs should be reporting NPIs, not just Family Development. Ms. Rea stated that she would like to revise her 2022 goals as follows:

- **Employment:** To reduce the 2022 target numbers – The goals were based on being fully staffed, but we were without a career coach for much of year. Also, the use of the MPI calculator to calculate the living wage resulted in a higher living wage calculation than our old method.
- **Education:** To cut in half the 2022 target numbers for the last three goals under Education – We are in a stage of rebuilding after COVID and we had no graduates in May, though we should have some in December.
- **Income and Assets:** To reduce some of the target numbers to zero – Most of the numbers in this category represent clients from the Earned Income Tax Credit (EITC) program. Due to the seasonal nature of tax preparation and because the EITC program did not have a way to track NPIs with our old client tracking software, the program’s director, Melissa Darsey, asked that some of these target numbers be reduced to zero.
- **Housing:** No change in target numbers – The 2022 target numbers take into account our HUD Vouchers, but the data from our Housing Choice Voucher (HCV) program will not be reported until the end of the year. The actual numbers on the report are only for the Emergency Solutions Grant (ESG). Once the HCV program data is reported, we should reach our target numbers.
- **Health:** To remove FNPI5b – We do not operate programs for this performance indicator. Ms. Rea stated that the numbers under the Health category are from the Retired and Senior Volunteer Program (RSVP), but noted that Family Development did use discretionary funds for Dental Services, and they were reported in the Services columns.
- **Support Services:** No change in target numbers – Actual numbers will be updated at the end of the year when we get the HCV and EITC data and we should be able to meet the target numbers in the category. Ms. Rea noted that the referrals section was blank. She said there was no way to track referrals using our

previous client tracking software and she needs more information before she can provide an estimate on referrals.

Board members asked questions and discussed the Income and Assets goals and the effect of inflation on our clients' ability to save money and improve their financial situation. The Board asked that the 2022 targets not be reduced to zero.

The Board also discussed procedures regarding volunteer stations and how volunteer hours are reported. Board and staff discussed advocating for PCS and methods for verifying the data in our reports. Ms. Rea stated that we have back-up documentation for all of our services, including services for clients who remain anonymous, such as at food banks and hygiene closets.

Ms. Rea stated that she would adjust targets as requested and would look into our procedures for helping clients apply for assistance through the Community Partner Program with Texas Health and Human Services. Ms. Rea asked that the Board approve the changes to the 2022 Community Action Plan.

**Motion:** To approve the changes to the 2022 Community Action Plan.  
**Moved By:** Judge Rowdy Rhoades **Second:** Lydia Villanueva  
**Vote:** **Motion carried by voice vote**

#### Client Satisfaction Survey (OS 1.3)

Christy Hilbert, Communications Director, presented an analysis of the Client Satisfaction Survey that ran from February 15, 2022 to August 30, 2022 (survey examples and results were included in the packet). Ms. Hilbert said that the responses showed increased satisfaction from last year. Clients said that our staff was our greatest asset. Our goal was to get 300 responses and we received 317 across the counties. The majority of the surveys came from housing and utility assistance, and demographics reflected those of the clients we are seeing. Suggestions for improvement included minimizing paperwork, more resources for handicapped individuals, and home repairs such as windows and roofs. The unmet needs reported by clients included livable housing, home repairs, and jobs, especially for those with a disability. Ms. Hilbert reported on the progress of the previous survey's action items and said a plan of action to address the needs reported in the current survey would be developed and brought back to the Board.

**Motion:** To accept the Client Satisfaction Survey.  
**Moved By:** Judge Dan Looten **Second:** Amy Taylor  
**Vote:** **Motion carried by voice vote**

#### Nominating Committee (OS 1.1, OS 5.1)

Judge Irwin reviewed Article V. Section B. of the PCS Board Bylaws regarding the *Election and Term of Office* of Board officers. As Board President, Judge Irwin appointed a nominating committee to carry out the nominating procedures for next year's officers. Judge Irwin named Amanda Quillin, Low-Income Sector Representative from Region 2, as the Chair of the committee, and Aaron Lopez, Private Sector Representative from Region 4, and Judge Chris Porter, Public Sector Representative from Region 4, as the other two members of the committee. Judge Irwin asked that the Board approve the purpose and tenure of the Nominating Committee and the appointed members.

**Motion:** To approve the purpose and tenure of the Nominating Committee and the appointed members.  
**Moved By:** Judge Rowdy Rhoades **Second:** John Sharp  
**Vote:** **Motion carried by voice vote**



For example, if we lost our HUD funding, we would have to restructure our entire administration in order to continue.

Mr. Phillips referred to the "Supplementary Information" section of the audit and reported the following:

Combining Schedule of Activities – This report shows the revenue and expenses of PCS' programs. All numbers are for the fiscal year. As shown on the report, several of the programs zero out, which means we spent the money we received.

Entity Wide Balance Sheet Summary – This report is called the HUD REAC (Real Estate Assessment Center) Submission. The numbers in the HUD system must match with the audit, and all of ours do. Mr. Phillips said the HUD REAC must be included in the audit, so it is included in their opinion. He stated that they feel the numbers in the HUD submission are materially accurate.

Schedule of Expenditures of Federal and State Awards – In Texas, we are required to include the state awards that we have. Mr. Phillips said that sometimes federal funds flow through state funds, but some funds are purely state funds, and PCS spent approximately \$453,000 in state funds. The total amount of federal funds spent was \$21.7 million. Mr. Phillips said this is another number to tell the public because it shows that we are spending more than just local funds.

Mr. Phillips referred to the two letters to the PCS Board of Directors that were included in the "Supplementary Information" section of the audit and reported the following:

Letter on Internal Controls – Mr. Phillips stated that there were no problems with PCS' internal controls that rose to the level of needing to be reported.

Letter on Compliance for Each Major Program – This letter covers internal controls over compliance for each major program. Mr. Phillips said he is required to test some of our federal money for compliance. There are 14 areas of compliance, and the testing involved reviewing not only financial information, but also client files, payroll, and other areas of program compliance. Mr. Phillips said that the letter is an unmodified opinion and that they found no problems when testing our major programs.

Mr. Phillips reviewed the "Schedule of Findings and Questioned Costs", a one-page synopsis of the audit prepared for the Federal Government. He stated that we qualified as a low-risk auditee because we had at least 2 years with no findings. Mr. Phillips reported that there were no Financial Statement Findings and no Federal Award Findings or Questioned Costs. He also reported that there were no prior audit findings. Mr. Phillips said the audit is ready for submission to the Federal Clearinghouse.

Mr. Phillips referred to the IRS Form 990 and said that is not prepared until the audit is completed. He said we want the numbers on the IRS Form 990 to match the audit.

Judge Irwin asked for a motion to state that the Board has received and accepted the 2021 audit.

**Motion:** To state that the Board has received and accepted the PCS 2021 Audit.  
**Moved By:** Lydia Villanueva                      **Second:** Robert Coffee  
**Vote:** **Motion carried by voice vote**

**Motion:** To state that the Board has received and accepted the IRS Form 990.  
**Moved By:** Judge Dan Looten                      **Second:** Lydia Villanueva  
**Vote:** **Motion carried by voice vote**

**Finance Report (OS 8.7) (PTE 6.1)**

Robert Carlton, CFO, reviewed the July Finance Report memo. He reported on the grants that were closing in August and September. He also stated that we have implemented the reorganization of the Finance Department and retained a grant writer. Mr. Carlton reviewed the Balance Sheet, Comparative Balance Sheet, and Grant Summary. He noted that we are showing a deficit in the 2022 Housing Preservation Grant (HPG) on the Grant Summary, but said that is incorrect and he is researching the issue. Mr. Carlton reviewed the County Funds report and said it is a snapshot of the 2022 grant year. (The July Finance Report, Balance Sheet, Comparative Balance Sheet, Grant Summary (an organization-wide report on revenue and expenditures that compares budget to actual, categorized by program), County Funds and Unrestricted Funds were included in the packet sent to the Board.)

Judge Irwin asked for a motion to accept the Finance Report.

<b>Motion:</b>	To accept the Finance Report.	
<b>Moved By:</b>	Judge Rowdy Rhoades	<b>Second:</b> Amanda Quillin
<b>Vote:</b>	<b>Motion carried by voice vote</b>	

**Executive Director's Report**

Ms. York said she would like to follow-up on the audit report. She referred to the Official Management Letter that was included with the audit, and said it showed more adjustments than normal, but that Neil Phillips worked with us to make the adjustments.

Ms. York presented her Executive Director's Report:

- NCAP Conference – We were one of four agencies recognized for achieving Bronze Tier status in Pathways to Excellence. Ms. York said our goal is to cross the stage in August 2024 to receive the National Award for Excellence. Ms. York said the training at the conference helped staff gain new perspectives on what other agencies are doing in community action. She asked Mr. Carlton to report on a discussion of race that was presented by an agency from California. Mr. Carlton said it gave people a safe place to open up and talk about race, and he suggested we do this in our agency. Ms. York said we would develop a workshop over the next few months and would send out the information to the Board.
- Judges' Visits – Ms. York said she has begun her visits with County Judges to discuss the reorganization plan for our centers. Ms. York stated that she spoke with the Donley County Judge and Judge Powell in Hall County and both support our reorganization plan. She noted that Judge Powell said he would welcome a PCS center in Memphis.
- Cost of Living Increase – Ms. York stated that, due to inflation, we decided to do a cost of living wage increase on October 1, 2022, instead of waiting until the New Year. We will do a 4% Cost of Living increase for everyone in the agency. Any additional step increases will be based on performance. Ms. York said a memo notifying staff of the cost of living raise would be sent out after October 1, 2022.
- Weatherization Director – Ms. York introduced the new Weatherization Director, Alex Hughes. She reviewed his qualifications and commended him for his approach to the job.
- Board Effect Software – Ms. York reviewed the benefits of using the Board management software, Board Effect, and recommended that the agency purchase the software to manage Board related communications and documentation. Ms. York asked the Board members if they would use the software and all agreed they would. She stated that we will begin using the software on January 1, 2023.

