



VAC

Board Manual

Board of Directors List with Terms



PRESIDENT

Chris Lunn - 2023
Veterans United Home Loans
1400 Veterans United Drive
Columbia, MO 65203
573.268.2405 – Cell

Chrislunn7@gmail.com

VICE PRESIDENT

Mark Thomas – 2022
University of Missouri
306 Reynolds Alumni Center
Columbia, MO 65211
573.881.2959 – Cell
573.874.1904 – Home

thomasme@missouri.edu

TREASURER

Todd Weyler
Shelter Insurance
1817 W. Broadway
Columbia, MO 65218
573.424.8254 – Cell
573.214.6495 – Work

Tweyler@shelterinsurance.com
tweyler1@gmail.com

SECRETARY

Lynn Cole - 2022
Retired
912 Hickory Hills Drive
Columbia, MO 65203
573.673.6073 – Cell

Lynn.Cole1@gmail.com

IMMEDIATE PAST PRESIDENT

Diamond Scott
The Kroenke Group
2006 Wynfield Drive
Columbia, MO 65203
573.489.5008 – Cell

diamondmccott@gmail.com

| Board Member | Employer/Address | Phone | Email |
|--|--|--|--|
| Monica Barton 2 nd Term - 2024 | VU Home Loans | 573.876.2600 ext. 4877 573.864.3637 – Cell | Monica.Barton@veteransunited.com |
| Sabrina Basinger 1 st Term - 2022 | Edward Jones 3304 W. Broadway Business Park – Ste. J - 65203 | 573.303.0522 660.635.1226 - Cell | Sabrina.basinger@edwardsjones.com |
| Kristen Brown 1 st Term - 2022 | Hoot Design Co. 1007 N. College Ave - 65201 | 573.268.8478 - Cell | Kristen@hootdesignco.com |
| Jim Bryan 2 nd Term - 2023 | Retired Minister 3413 Whitney Ct. - 65203 | 573.442.9820 | Jamesjbryan@hotmail.com |
| Melissa Carr 2 nd Term - 2022 | Retired – DBRL 1109 LaRail Dr. - 65203 | 573.819.4526 – Cell | mmelissacarr@gmail.com |
| Michele Curry 1 st Term - 2023 | Commerce Bank 901 E. Broadway - 65201 | 573.823.4021 – Cell | Michele.curry@commercebank.com |
| Jennifer Erickson 2 nd Term - 2023 | MU/Osher Lifelong Learning 412 W. Walnut - 65203 | 573.882.2971 573.268.2492 - Cell | ericksonjr@missouri.edu |
| Kelly Gilbert 1 st Term – 2024 | Simmons Bank 801 E. Broadway - 65201 | 573.499.7359 660.441.4287 – Cell | kelly.gilbert@simmonsbank.com |
| Alex George 2 nd Term - 2022 | The George Law Firm & Skylark Bookstore 22 S. 9 th Street - 65201 | 573.442.6050 573.239.3734 - Cell | Alexgeorge@thegeorgelawfirm.com |

| | | | |
|--|--|---|--|
| Bridget Gruender 1 st Term - 2023 | Liberty Family Medicine 2614 Forum Blvd. - 65203 | 573.445.5366 314.420.8846 - Cell | drgruender@libertyfamilymed.com |
| Celeste Hardnock 2 nd Term – 2022 | My Sister’s Circus 1110 E. Broadway - 65201 | 573.443.5618 573.864.7616 - Cell | Princessc266@aol.com |
| Ken Hutchinson 2nd Term – 2023 | VP Emeritus/MU 1416 N. Countryshire Dr. 65202 | 573.268.1148 - Cell | hutchinsonr@umsystem.edu |
| Ezra Komo 1 st Term – 2024 | LIT Studio 1020 E. Walnut St. - 65201 | 573.529.0046 – Cell | info@litstudio.com |
| Penny Kuhns-Knarr 1 st Term - 2023 | The Food Bank of Central & Northeast Missouri | 573.819.1550 – Cell | Penny.knarr@gmail.com |
| Denzel Patterson 1 st Term - 2024 | Central Bank of Boone County 720 E. Broadway - 65201 | 312.933.0867 – Cell | Denzel.patterson@centralbank.com |
| Charles Sampson 1 st Term - 2022 | Professor Emeritus & Former Dean – MU 2706 Scarlet Oak Ct. - 65201 | 573.875.1322 573.219.6671 - Cell | sampsonc@missouri.edu |
| Megan Steen 1 st Term – 2024 | Burrell Behavioral Health 3401 Berrywood Drive | 573.825.0018 314.412.2512 - Cell | Megan.steen@burrellcenter.com |
| Staff Advisor | | | |
| Ed Stansberry | VAC 403A Vandiver Dr. - 65202 | 573.874.2273 573.864.4692 - Cell | dir@vacmo.org |



Board Committees 2021 - 2022

| Executive | Finance | Board Development |
|--|--------------------------|-------------------------|
| President - Chris Lunn | Chair: Todd Weyler | Chair: Diamond Scott |
| VP – Mark Thomas | | Sabrina Basinger |
| Treasurer – Todd Weyler | | Lynn Cole |
| Secretary – Lynn Cole | | Penny Kuhns-Knarr |
| Past Pres – Diamond Scott | | |
| | | |
| | | |
| Resource Development | Strategic Communications | (573) You and Me |
| Chair: Penny Kuhns-Knarr | Chair: Jennifer Erickson | Chair - Melissa Carr |
| Monica Barton | Kristen Brown | Michele Curry |
| Sabrina Basinger | Melissa Carr | |
| Jim Bryan | Michele Curry | |
| Dr. Bridget Gruender | Alex George | |
| Ken Hutchinson | Kelly Gilbert | |
| Chris Lunn | Celeste Hardnock | Bridge Builders Society |
| Denzel Patterson | Ezra Komo | |
| Charles Sampson | Diamond Scott | |
| Megan Steen | | |
| Lloyd Montgomery <small>emeritus</small> | | |
| Ted Webber <small>emeritus</small> | | |



STAFF DIRECTORY

LEADERSHIP TEAM

Executive Director: Ed Stansberry

dir@vacmo.org

Cell: 573.864.4692

Director of Development: Heather Stewart

dirdev@vacmo.org

Cell: 573.819.4954

Finance Administrator: Debbie Jones

bk@vacmo.org

Cell: 573.823.2660

SERVICES TEAM

Carissa Rounkles

sw2@vacmo.org

Christy Lowe

sw4@vacmo.org

Fans, A/C exchange

Lunch in the Park

Holiday Program

Olivia Banik

sw3@vacmo.org

Back to School Fair

Warm Up Columba

Rachel McCain

vac@vacmo.org



Carissa

Christy

Olivia

Rachel

HOUSING TEAM



Becca

Avery

Senica

Sydney

Tionna

Becca Jones

sw1@vacmo.org

Avery Miller

sw5@vacmo.org

Senica Smith

sw7@vacmo.org

Sydney Gooch (remote)

int2@vacmo.org

Tionna Lawson

sw8@vacmo.org

ADMIN STAFF

Rosie Powell

recept@vacmo.org

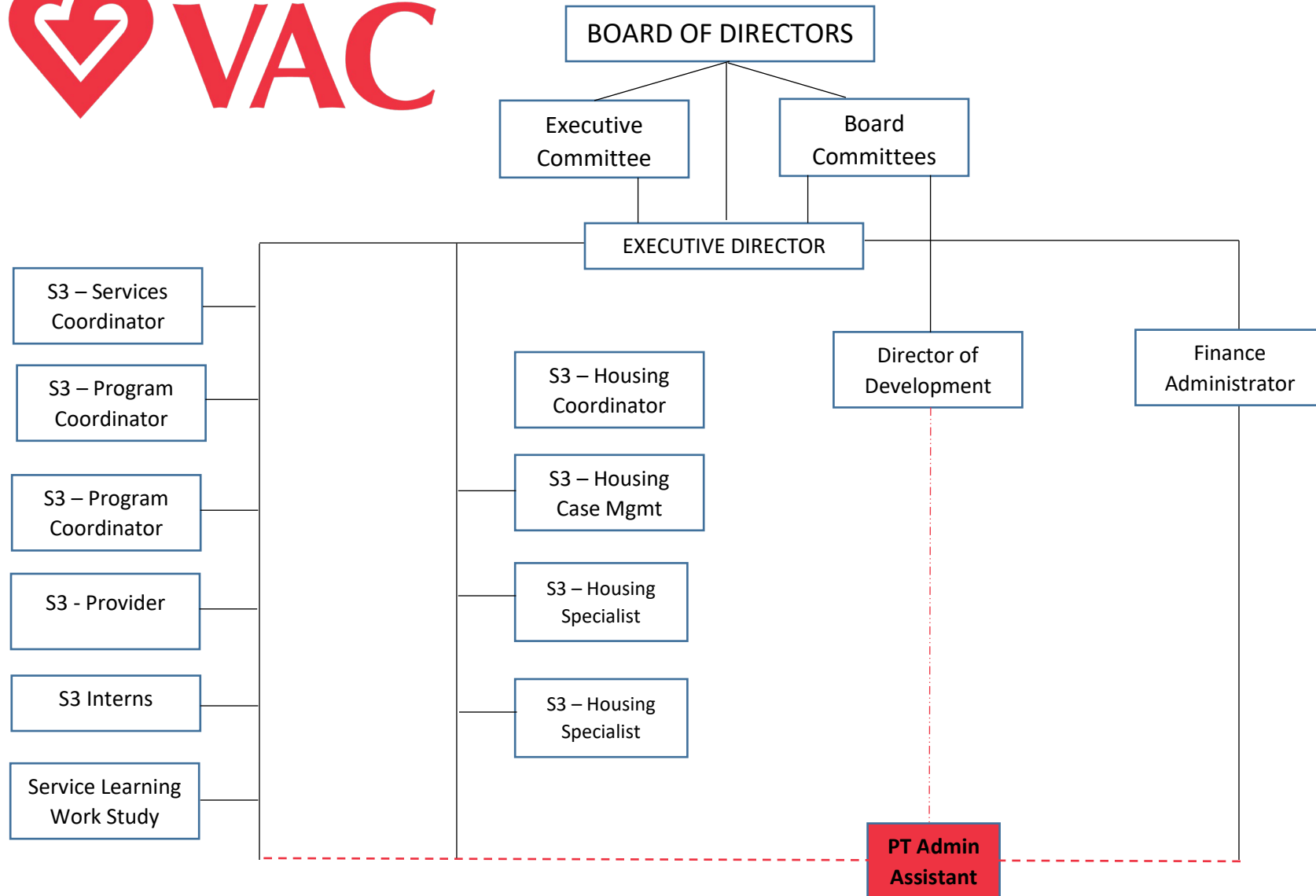


Rosie

OPPORTUNITY CAMPUS

Mark Palmer

projcoor@vacmo.org



These individuals will report to the coordinator requesting help.

PT Holiday Assistance

Volunteers



Services provided: 9 a.m. – noon & 1 p.m. - 4 p.m.

NO CONTACT Scheduled Appointments
Monday, Tuesday & Thursday
Call **573.874.2273** to schedule an appointment

WALK-INS - Wednesday & Friday

Financial Assistance

- Baby formula
- Gas
- Food handler cards
- Health and dental co-payments
- Minor car repair
- Missouri birth certificates
- Photo IDs
- Prescriptions
- Work uniforms and/or tools

Non-Financial Services

- Adult diapers
- Clothing vouchers
- Diapers and wipes
- Emergency food
- Feminine hygiene items
- Hygiene items
- Household cleaning items
- Toilet paper
- Go COMO bus tickets
- Safe Kids car seat vouchers
- Information and referral sources



Programs

Window A/C units & fans

- Spring/Summer

Back to School Health Fair

- Late Summer

Warm Up Columbia

- Fall

Holiday Program

- Sign Ups - September
- Pick up - December

Housing

- Hotel/Motel Assistance
- Rent/Mortgage Assistance

**THIS SERVICE IS ONLY PROVIDED
OVER THE PHONE**


573.874.2273

SERVICES ARE SUBJECT TO ADDRESS LIMITS AND FUNDING AVAILABILITY.

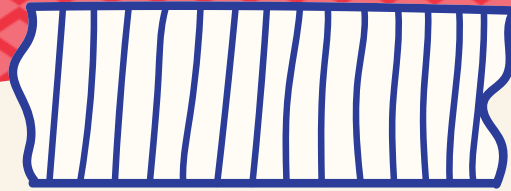
403A Vandiver Dr. | Columbia, MO 65202

Updated 6.1.21

VAC'S CALENDAR OF EVENTS

| | | |
|-------------|---|--|
| 1st Qtr. | Trivia Night - February | |
| 2nd Qtr. | (573)YOU&ME♥ | Fans & A/C Exchange Lunch in the Park |
| 3rd Qtr. | Christmas in July Board Transition | Fans & A/C Exchange Lunch in the Park Back To School |
| 4th Qtr. | End of Year Giving GIVINGTUESDAY ✦ CoMoGives.com | Holiday Program |
| All year |   | |

Legend Fundraising Event Client Program



SOCIAL MEDIA



@vacboone



@vacboone



@vacmo



@vacboone



VAC-Boone, MO





Board of Directors Description of Duties

Title: Member, VAC - Voluntary Action Center Board of Directors

Purpose: To serve the board as a voting member; to develop policies, procedures and Regulations for the operation of the VAC; to monitor finances of the organization, its programs and performance.

Term: Three years, expiring June 30, 2023. May be elected for one additional term.

Expected Meeting Attendance:

- Regularly attend all general meetings of the Board of Directors as scheduled (10 meetings a year)
- Attend Board Retreats, in-service workshops and other Board Development Activities
- Attend and participate in special events
- Participate on a committee as appointed
- Three unexcused absences may lead to dismissal on the Board

Obligations of the Board of Directors:

- Establish policy
- Hire, supervise, and evaluate the Executive Director
- Monitor finances
- Secure adequate funding for VAC
- Develop, maintain, and update long-range and strategic plans for VAC

Specific Duties:

- Attend all meetings and show commitment to Board activities
- Be well-informed on issues and agenda items in advance of meetings
- Contribute skills, knowledge, and experience when appropriate
- Listen respectfully to other points of view
- Participate in organizational decision making
- Support the organization through personal financial contribution
- Assume leadership roles when requested or when appropriate
- Represent Voluntary Action Center to the public and private industry
- Educate yourself about the needs of the people we serve

Board Member's signature: _____ Date: _____

Board President's signature: _____ Date: _____

Executive Director's signature: _____ Date: _____

Term Start Date: _____ Term End _____

VAC is proud to partner with





Code of Ethics

I. Personal and Professional Integrity

All staff, board members and volunteers of the Voluntary Action Center (hereinafter VAC) shall act with honesty, integrity and openness in all their dealings as representatives of VAC. VAC promotes a working environment that values respect, fairness and integrity.

II. Mission

Voluntary Action Center has a heart for service, providing a wide variety of resources and assistance through unique programs designed to address unmet needs, giving low-income people the opportunity to gain independence, overcome crises, meet their basic needs, and improve their quality of life. VAC also connects local agencies and volunteers with opportunities to respond to serious social problems and community issues.

III. Governance

VAC is governed by its Board of Directors which is responsible for setting the mission and strategic direction of VAC and overseeing the finances, operations, and policies of VAC. The Board of Directors:

- Ensures that its board members have the requisite skills and experience to carry out their duties and that all members understand and fulfill their governance duties acting for the benefit of VAC and its public purpose;
- Ensures that any conflicts of interest or the appearance thereof are avoided or appropriately managed through disclosure, recusal or other means;
- Is responsible for the hiring, firing, and regular review of the performance of the Executive Director, and ensures that the compensation of the Executive Director is reasonable and appropriate;
- Ensures that the Executive Director and appropriate staff provide the Board with timely and comprehensive information so that the Board can effectively carry out its duties;
- Ensures that VAC conducts all transactions and dealings with integrity and honesty;
- Ensures that VAC promotes working relationships with board members, staff, volunteers, and program beneficiaries that are based on mutual respect, fairness and openness;
- Ensures that VAC is fair and inclusive in its hiring and promotion policies and practices for all board, staff and volunteer positions;
- Ensures that policies of VAC are in writing, clearly articulated and officially adopted;
- Ensures that the resources of the VAC are responsibly and prudently managed; and,
- Ensures that VAC has the capacity to carry out its programs effectively.

IV. Legal Compliance

VAC makes every effort to be knowledgeable of and comply with all applicable laws, regulations and grant restrictions.

V. Responsible Stewardship

VAC manages its funds responsibly and prudently. This include the following:

- VAC spends a reasonable percentage of its annual budget on programs in pursuance of its mission;
- VAC spends an adequate amount on administrative expenses to ensure effective accounting systems, internal controls, competent staff, and other expenditures critical to professional management;
- VAC compensates staff, and any others who may receive compensation, reasonably and appropriately;
- VAC ensures that organizations that solicit funds for VAC have reasonable fundraising costs, recognizing the variety of factors that affect fundraising costs;
- VAC does not accumulate operating funds excessively;
- VAC shall prudently draw from donations for direct aid consistent with donor intent and to support the public purpose of VAC;
- VAC ensures that all spending practices and policies are fair, reasonable and appropriate to fulfill the mission of the VAC; and,
- VAC ensures that all financial reports are factually accurate and complete in all material respects.

VI. Openness and Disclosure

VAC provides comprehensive and timely information to the public, the media, and all stakeholders and is responsive in a timely manner to reasonable requests for information. All information about the organization will fully and honestly reflect the policies and practices of the organization. All solicitation materials accurately represent VAC's policies and practices and will reflect the dignity of program beneficiaries. All financial, organizational, and program reports will be complete and accurate in all material respects.

VII. Program Evaluation

VAC regularly reviews program effectiveness and has mechanisms to incorporate lessons learned into future programs. VAC is committed to improving program and organizational effectiveness and develops mechanisms to promote learning from its activities and the field. VAC is responsive to changes in its field of activity and is responsive to the needs of its constituencies.

VIII. Inclusiveness and Diversity

VAC has a policy of promoting inclusiveness with its staff, board and volunteers to enhance diversity and enrich its programmatic effectiveness. VAC takes meaningful steps to promote inclusiveness in its hiring, retention, promotion, board recruitment and constituencies served.

IX. Confidentiality and Professionalism

VAC board members and employees will maintain the highest degree of integrity and honesty.

All board members and employees must exercise the utmost discretion regarding all matters of official business of the Agency. All client and case matters are confidential. Written documents are to be held in confidence unless otherwise specified by the worker handling the case. Employees, members of the employee's immediate family and members of the Board of Directors are prohibited from accepting gifts, money or gratuities from:

1. Persons receiving benefits or services from the Agency;
2. Any person or entity performing services under contract with the Agency;
3. Persons who are otherwise in a position to benefit from the actions of any employee of the Agency.

X. Fundraising

VAC ensures that organizations or individuals that raise funds from the public or from donor institutions are truthful in their solicitation materials. VAC respects the privacy concerns of individual donors and expends funds consistent with donor intent.

XI. Guidelines on the Provision of Direct Aid

VAC has several programs that provide direct aid to applicants. In implementing these programs, VAC with ensure that:

- VAC will strive for constructive relations with applicants based on mutual respect and shared goals;
- VAC will respect the confidentiality of client information in its possession;
- VAC will strive to protect the dignity and pride of all those served by VAC;
- VAC will communicate clearly and on a timely basis with applicants;
- VAC will treat applicants fairly and with respect;
- VAC will distribute funds consistent with the purpose of each particular program; and
- VAC will distribute funds within the limits set by the Board of Directors for each particular program.

THE BOARD OF DIRECTORS OF THE VOLUNTARY ACTION CENTER HEREBY ADOPTS THIS CODE OF ETHICS ON THIS ____ DAY OF _____, 2005.

SUSAN GOWIN, President

ATTEST:

LYNN COLE, Secretary



Board Development Plan

Board Development Plan Purpose:

The purpose of the board development plan is to establish:

1. Clarity of roles and responsibilities relative to the implementation of the Board Development Plan;
2. Practices for identification and recruitment of potential new Board members that includes using sources and strategies that yield qualified, diverse Board candidates in the selection pool;
3. Procedures for filling vacancies and/or replacing outgoing Board members;
4. Orientation process for new Board members; and
5. Succession Plan for rotation of or resignation of officers.

The VAC board development plan focuses on four core areas:

1. Board Roles and Responsibilities,
2. Determining Board Composition,
3. Board Education and Development; and
4. Fundraising and Development

Board Member Roles and Responsibilities

The VAC Executive Committee will regularly review and update the board member job description (appendix A).

Board Composition

The Board Development Committee will identify and vet potential board members. The committee will determine a process to assess current and anticipated agency needs to determine the knowledge, attributes, skills, abilities and access to resources needed to accomplish its future work. The board should determine the areas of influence needed with a particular sensitivity to diversity, equity, and inclusion, and connecting with other community organizations

Officer succession plan for the board of directors

1. **President:** Elected annually with the goal to serve two terms as President. After fulfilling this role, the member will serve one additional year as Immediate Past President to support the work of the new President. Term is limited to two years.
2. **Vice President:** Elected annually with the goal to serve under the President for at least one year. Term is limited to two years.
3. **Secretary:** Elected annually. There is no term limit for this role.
4. **Treasurer:** Elected annually. There is no term limit for this role.

Process to Appoint Officers

Officer elections for the Board of Directors will occur no later than July. The Board Development Committee will present a slate of candidates to the board for approval. The Board Development Committee will evaluate the performance of current officers and request their continued service if appropriate.

Process to Appoint Board Members

The Board Development Committee will communicate with board members whose terms will expire that year to determine if they are eligible and interested in renewing.

Process to Select New Board Members

All board member terms start in July. New board members, who have been through the vetting process, will be voted on at the July board meeting.

Board Education and Development

As a part of the vetting process, potential board members will meet with a current board member and/or the Executive Director to obtain a deeper understanding of the organization and the duties of serving on the board of directors.

A new member orientation, training, information resources, and meetings will be used to provide training to board members. Primarily the Executive Director and staff will provide training. When feasible, board members will provide training and/or support to one another.

Fundraising and Development

As one of the board's responsibilities is to provide adequate resources for the organization to fulfill its mission, including program and fundraising priorities. Members of the board are expected to be actively involved in activities to enhance the capacity of VAC; including those outlined in the board member obligation form (Appendix A).

Appendix A: VAC Board Member Duties and Expectations

Purpose: To serve the board as a voting member; to develop policies, procedures and Regulations for the operation of the VAC; to monitor finances of the organization, its programs and performance.

Term: Three years. May be elected for one additional term.

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- Hire, supervise, and evaluate the Executive Director
- Monitor finances
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Specific Duties:

- Attend all meetings and show commitment to Board activities
- Be well-informed on issues and agenda items in advance of meetings
- Contribute skills, knowledge, and experience when appropriate
- Listen respectfully to other points of view
- Participate in organizational decision making
- Support the organization through personal financial contribution
- Assume leadership roles when requested or when appropriate
- Represent Voluntary Action Center to the public and private industry
- Educate yourself about the needs of the people we serve



VAC BOARD APPLICATION

Thank you for your interest in Voluntary Action Center. We look forward to having you share your experiences, skills and background with us. By providing us with the following information, you will assist us in creating a partnership that is mutually beneficial. To ensure easy readability, please type or print.

Date _____ Name _____

Preferred Email _____

Preferred Phone _____ Cell _____ Home _____ Work _____

Employer & Occupation _____

Work Address _____

Phone (____) _____ FAX(____) _____ Please use address for mailings _____

Home Address _____

Phone (____) _____ Cell Phone (____) _____ Please use address for mailings _____

As a member of the Board of Directors, in which areas do you feel you would be able to contribute effectively?
(Mark all that apply)

_____ Board Development _____ Donor Development _____ Finance _____ Marketing

_____ Personnel _____ Program Development _____ Public Relations _____ Other

VAC would most benefit from my connections with which sector(s). (Mark all that apply.)

_____ Business/Finance _____ Education _____ Faith Community _____ Governance/Law

_____ Health/Wellness _____ Media/Publishing _____ Public Safety _____ Volunteers

Other: _____

What would you hope to accomplish as a member of the board?

What specific skills or experience do you feel you have to share as a potential board member?

Thank you for taking the time to complete this application. Please return to VAC at 403 A Vandiver Drive, Columbia, MO 65202 or dir@vacmo.org. If you have any questions, feel free to call Ed Stansberry, Executive Director, at 874-2273.

VAC is proud to partner with



Voluntary Action Center

Financial Policies

Revised April 2010

Financial Policies

The financial policies of the Voluntary Action Center are adopted by the Board of Directors to guide the financial operation of the agency.

Budget

The agency annual budget is adopted by the Board of Directors. A proposed budget will be developed by the Finance Committee and Executive Director in consultation with the Finance Administrator. The Board of Directors may amend and approve the budget as needed.

Required Approvals

The Administrative Account and the Reserve Accounts require two of the three following signatures - Executive Director, President of the Board or Treasurer of the Board. The Direct Donations account requires only one signature - the Executive Director, the Project Director or a Social Services Specialist. The Finance Administrator does not have check signing authorization.

The Executive Director will initial all bills authorized for payment. In the absence of the Executive Director, payment of bills may be approved by the President or Treasurer of the Board of Directors.

Expense forms submitted by the Executive Director must be approved by the President or Treasurer of the Board of Directors. The Executive Director will approve expense forms for employee expenses.

Purchasing

Any budgeted purchase costing less than \$2,500 may be made by the Executive Director or Finance Administrator without Board approval.

Non-budgeted purchases over \$500 and budgeted purchases over \$2,500 must be approved by the Board of Directors.

For purchases over \$1,000 the Executive Director must solicit three competitive bids.

Professional services should be rebid periodically.

Any purchases other than usual operational supplies will be made by the Executive Director, Project Director or Finance Administrator.

Salaries

The Finance Committee will recommend salary ranges for all positions for approval by the Board of Directors.

The Board of Directors will establish the salary of the Executive Director. The Executive Committee may grant periodic performance awards to the Executive Director if merited.

The Executive Director sets the starting salary of employees, determines merit increases, and periodic performance awards if merited.

The Finance Committee will recommend annual cost of living increases for approval by the Board of Directors.

Gifts

Securities gifts received by Voluntary Action Center will be converted to cash upon receipt (within 30 days) and the funds will be held in VAC's money market account until the Board directs how to disburse the funds.

A record will be kept of undesignated gifts of \$2,000 or above and the Finance Committee will recommend to the Board within three months how the money should be allocated.

Reserves

Expenditures which would require withdrawal of reserve funds will require Board approval.

Endowment

The Board of Directors has established an Endowment Fund. The document establishing the Endowment Fund is included as Attachment 1.

Dissolution of the Agency

If circumstances require that Voluntary Action Center cease to exist, the assets of the agency would be liquidated in a manner determined by the Board of Directors. Assets would first be applied to the agency's debts. The Board of Directors would distribute any remaining assets to one or more agencies having an IRS 501(c)(3) not for profit status. Preference would be given to United Way agencies and agencies funded by the Office of Community Services.

The Voluntary Action Center Endowment Fund

Section 1. Creation of Fund: Voluntary Action Center, Inc. (VAC), a Missouri nonprofit corporation located in Columbia, Missouri, hereby establishes a separate fund known as the “The Voluntary Action Center Endowment Fund,” hereinafter referred to as “the Fund”. The Fund is to be administered, promoted and supervised by the Finance Committee, with the advice and consent of the Board of Directors of Voluntary Action Center, Inc. (the Board). Said Fund is established to provide an alternative funding source for the operational needs of VAC, with the goal of providing financial stability to VAC. Separate accounting procedures shall be utilized with respect to the Fund to insure that its principal and income are at all times segregated from all other accounts of VAC. All contributions to the Fund, including the initial contribution of \$10,000.00, shall be invested with a Bank selected by the Finance Committee with the approval of the Board; said Bank will be one that has offices in VAC’s service area.

Section 2. Contributions to The Fund: VAC shall endeavor to solicit, at least as often as annually, such contributions as are appropriate. A formal or an informal committee may be established for this purpose with fund-raising efforts to be focused on soliciting donations from potential donors that do not already participate in donating to VAC’s other service-oriented efforts. Nothing in this Section, however, shall be construed to limit the right of any person or organization to contribute such sums, from any source whatsoever, to the Fund.

Section 3. Duration of The Fund: The duration of the Fund shall be perpetual.

Section 4. Dissolution of The Fund: The Fund shall not be dissolved except in the case of the dissolution of VAC. In such an instance, the Fund shall be dissolved consistent with VAC’s By-Laws, Articles of Incorporation, and applicable law.

Section 5. Use of The Fund: No contributions to the Fund shall be withdrawn from the Fund except as provided in this Section. Contributions and earnings from the Fund may be reinvested in such manner as the Finance Committee, with the advice and consent of the Board, deems advisable. At the end of each calendar year, beginning December 31, 2002, a maximum of five percent (5%) of the gross value of the Fund as of December 31 shall be available for withdrawal during the next calendar year. Said amounts are to be used for operational needs of VAC, and not for services/program expenses. All withdrawals authorized by this Section will be upon the recommendation of the Finance Committee with the advice and consent of the Board.

Notwithstanding the foregoing, the percentage available for withdrawal may be adjusted upon the recommendation of the Finance Committee with the consent of the

Board, but no such adjustment shall take effect sooner than the start of the second succeeding budget year after the percentage adjustment was made. [Example: If the current 5% withdrawal cap is in effect in December, 2003, and the Board, upon recommendation of the Finance Committee, decided to increase said percentage in December, 2003, to 10%, said change would first take effect in the 2005 budget year, with the result being that the maximum amount that could be withdrawn in 2005 would be 10% of the value of the fund as measured on December 31, 2004.]

Section 6. Powers of the Board: The Board retains the final authority to manage and control the Fund subject to the maximum withdrawal limitation as set out in the preceding Section. The Board hereby appoints the Finance Committee to assist it in managing the Fund. The Finance Committee shall invest and reinvest all contributions to the Fund, as indicated above, and shall make initial recommendations to the Board regarding withdrawals authorized herein.

THIS ENDOWMENT FUND WAS CREATED AND THE FOREGOING GOVERNING DOCUMENT WAS ADOPTED BY THE BOARD OF DIRECTORS OF VOLUNTARY ACTION CENTER, INC., THIS _____ DAY OF SEPTEMBER, 2002.

SUSAN GOWIN, President

ATTEST:

LYNN COLE, Secretary



the heart of service
in Boone County

**Voluntary Action Center Strategic Plan
11/8/17**

I. Introduction:

Providing a broad range of services in the areas of Basic Needs, Health, Employment, Education, and Housing, Voluntary Action Center continues to provide significant support for low-income residents of Boone County. For those visiting the VAC office on their own as well as for those referred and accompanied by other agencies, many receive multiple services upon each interaction.

The agency has undertaken several initiatives in recent years in order to continue providing needed services in an effective manner. These have included the creation and adoption of a new mission statement, the creation of a vision statement, a comprehensive review of services and programs, and structural reorganization of Board of Directors and staff.

VAC is approaching our 50th anniversary, in 2019, in a strong position to continue serving Boone County well into the future. The agency is in good shape financially, having a diverse revenue stream. VAC has an excellent reputation in our community and enjoys wide support as a result. We are well known and appreciated.

At the same time, VAC faces challenges both financially and in terms of how deeply the community understands our work. These challenges will impact the manner in which the agency's services will be offered and the opportunities we may have to expand our reach. Resource development and effective communication strategies, therefore, will require our attention and energies moving forward.

II. Name, Mission Statement & Vision:

Name: Voluntary Action Center or VAC

Right now, we feel good about using either Voluntary Action Center or VAC interchangeably, but have discussed the option of moving only to using VAC around 2019 in conjunction with our 50th anniversary. We are not worried that we would lose brand awareness in the community if we shifted solely to using VAC, and we believe this could help in creating less confusion with people new to understanding VAC who sometimes perceive that we are an organization that organizes volunteers.

Our Mission

To help low-income individuals and families bridge the gaps between crisis and stability and improve quality of life in Boone County.

Our Vision

VAC will be valued as the essential agency providing connections and resources for health, employment, education, and housing for low-income residents of Boone County. VAC will be

regarded as the agency providing the most value for clients, volunteers, and donors.

III. Programs & Services to Fulfill VAC's Mission and Vision:

The following are programs and services that VAC deems core to our mission. In 2015 the VAC board did an audit of all of our services to determine if there were any services that were being effectively covered by other agencies in Boone County, and that VAC was not the right agency to provide. The resulting change from that audit was spending less time and resources on the Youth Enrichment Fund, as it was determined it does not address directly our mission statement. It is still a program VAC has, but not one that much focus is put on. The review also determined that, as our basic needs services are overwhelmingly the core of our work, we expend fewer resources towards volunteerism. We did not make any other major changes to programs or services. The updated list of programs and services VAC provides that we deem as core to VAC's mission is below:

A. Housing:

- Provision of rental assistance
- Case management for rental clients
- Provision of motel voucher (motel room in cases of housing transition)

B. Employment

- Auto repair assistance (repair in order to secure transportation for work)
- Provision of work uniforms (clothing to begin or continue employment)
- Provision of ID (ID for employment purposes)
- Provision of food handler card (food handler card for work purposes)
- Provision of gas and/or bus tickets to get to work

C. Basic Needs

- Provision of food (food from VAC pantry, formula, holiday program)
- Provision of clothing (clothing items for household members)
- Provision of clothing vouchers (vouchers for local clothing providers)
- Provision of electric fans (new or used fans for qualified households)
- Provision of air conditioners (new window units for qualified households)
- Provision of hygiene items (variety of personal and household hygiene items, now including feminine hygiene products)
- Provision of household cleaning supplies (variety of items)
- Provision of diapers (diapers for qualified households)
- Provision of ID (ID for accessing services)
- Provision of car seats (car seats for qualified households)

D. Health Program

- Co-pay assistance (co-pays for prescriptions, medical appointments, and medical procedures)

- Provision of transportation assistance (bus passes or gas to get to medical appointments)

E. Education Programs

- Provision of ID (ID for education purpose)
- Provision of a computer (computers for households with school-age children)
- Provision of school supplies (school supplies for beginning of school year for households with school-age children)
- Provision of fees (fees for educational purposes)
- Educational Enrichment (scholarships for participation in educational extracurricular activities)

F. Information & Referral Programs

- Provision of information re: available community resources (information provided by phone or in person)

G. Volunteerism /Community Needs Programs

- **Helping Hands Catalog:** This resource guide lists 162 agencies which use volunteers and provides details about volunteer positions available. It is published every three years by VAC.
- **Directory of Community Services:** This publication is compiled and published by VAC and is the most comprehensive listing available of social services in Boone County, containing information on approximately 400 resources. It also is published every three years. Current plans call for moving this resource to an online platform. This will require finding a means to support it financially.
- **Hero Awards:** VAC works with Columbia Daily Tribune to recognize outstanding community volunteers
- **Presentations on Volunteerism:** VAC is still occasionally asked to provide a speaker for groups who are interested in volunteering. VAC's Executive Director provides this service.

IV. Short-term & Long-term Goals

Through a series of six different board meetings, the board discussed every aspect of VAC and where they saw things heading in the future. The following is a snapshot of those discussions and plans for the future both short-term and long-term.

A. Financial

VAC must maintain financial stability in order to support the mission and ongoing operations of the agency. VAC is somewhat financially dependent on finances from United Way, the City of Columbia, and Boone County and one goal is to build up VAC's donor base and planned giving to become less dependent on monies from these three fund providers.

Planned Giving: VAC created a board committee to plan how we will approach donors with the idea of including VAC in their planned giving.

Building Donor Base: VAC also created a board committee to look at ways of building engagement with our donors, and they created the Bridge Builders society to thank our donors who have donated at specific levels. The long-term goal is to continue to grow the Bridge Builders Society and have more of our donors donating larger amounts on a yearly basis.

The specific short-term financial goal is to meet our fundraising and donation projections for 2017 of: \$60,000 with fund raising events and \$87,500 with direct donations.

The specific long-term financial goal over the next five years is to further diversify revenue streams while maximizing the availability of current streams. These efforts are intended not only to stabilize our financial standing but also to increase financial resources. These additional resources will allow us to expand services both in number and scope. They may also allow us to explore the possibility of offering services in locations outside Columbia.

B. Employee Retention & Engagement

VAC seeks to provide an environment which fosters engagement, and personal and professional growth for its staff. VAC decided to move the Social Service Specialists into more focused roles in an effort to provide clients better service and improve engagement with these employees because they each have areas of the agency they are more passionate about. This has resulted in their designations as Housing Coordinator, Program Coordinator, and Service Coordinator. The plan is to continue to have good staff retention, and to bring on more staff as our finances allow.

The specific long-term goals over the next 3-5 years is to keep staff turnover below 25% over a 5 year-period and to hire for the following roles as long as finances allow:

1. Contract grant writer [accomplished July 2017]
2. Additional Social Services Specialist to focus on Housing programs

VACorps:

The Executive Director and VAC staff are working on VACorps which will be a select group of volunteers who VAC hand-selects and has working in the office, at special events, with seasonal programs, and with ongoing services as well. This will make volunteering with VAC more structured, will allow VAC to find more long-term volunteers who can form a strong bond with the agency, and will expand VAC's overall capacity for providing services. This will positively impact ongoing employee engagement and retention for VAC's staff because they will have the additional support they need to serve clients effectively.

The short-term goal is to solidify the VACorps and to have that structure in place, and at least five volunteers signed up to VACorps by February 28, 2018.

C. Promotion & Marketing:

VAC has not put a large focus on promotion and marketing over the last several years, and will change that in the future. Beyond simply promoting specific fundraising events such as Spring Into Action or Trivia Night, VAC wants to invest in promoting the agency more and dedicating resources to marketing with the goal of increasing our donor base through greater awareness of our work.

The specific short-term goals are to hire a firm to create a promotional video for VAC by April 30, 2018 and to create a promotional plan leading up to our 50th anniversary in 2019.

The specific long-term goal is to have 5% of the total operational budget dedicated to marketing and promotion over the next five years, and to see an increase in donations at least three times that budget.

D. Programs:

Housing:

Through our discussions of programs and services VAC provides, one area we feel we could possibly do more is with homelessness. VAC has been part of a multi-agency initiative on homelessness called Functional Zero Task Force and has identified that there are needs that are not being met that VAC could be the agency to provide.

More funds will be required in order to provide more services around homelessness, for direct assistance as well as staff.

The short-term goal for programs is to hire a contract grant writer and to win at least one grant that will allow us to provide more housing services by December 31, 2017.

The long-term goal for programs is to understand where VAC can best serve the homelessness challenge in our community, and raise the funds, and hire the staff to do so. VAC is partnering with other agencies to serve this challenge in our community, and is keeping our minds open to opportunities as they are identified.

Volunteerism:

The other part of VAC's programs we are auditing is the volunteerism/community needs aspect.

The long-term goal is to consider changing the VAC name from Voluntary Action Center simply to VAC to lessen the confusion of VAC being strictly a volunteer organization, and to determine which of the other volunteer programs, such as Helping Hands catalog, make sense for VAC to continue. We will be looking to move the Directory of Community Resources to an online portal

and getting a sponsor so that it's less of a stress on VAC resources, and we could potentially transfer the Helping Hands Catalog to another agency in town who makes more sense to handle it.

E. Geographic Expansion:

The VAC board discussed the possibility of expanding VAC services outside of Columbia in the future. The primary reason for this exploration is that low-income persons in small town and rural parts of the county face barriers of time and transportation to access services in Columbia. Most of VAC's clients reside in the immediate Columbia area. To more adequately serve our entire county may require a physical presence on some level in other parts of Boone County.

VAC is not in a financial position now where geographic expansion would be wise, but it is something we see as great potential for in the future as we continue to improve our marketing, grow our donor base, and earn grants for housing services. We also recognize the possibility that funding sources in identified expansion sites could be identified. The further VAC can reach geographically to those in need in Boone County, the closer we get to accomplishing our vision.

The short term goal for geographic expansion is to make further inquiries to determine the feasibility of accessing funding from county government as well as the community of Centralia. In short, we would look to replicate on a smaller scale the services now available in Columbia alone.

The long-term goal for geographic expansion is to establish a VAC presence in a small Boone County municipality by January 2019.

F. Board Involvement

We are in progress of doing a full board evaluation where we will get feedback from the board members on how effective they believe the board is, how engaged they are with the organization and the board, what we can improve about board meetings and board involvement, and long-term and short-term goals for the board. This will also include doing an audit to ensure all board members are participating in both the monthly board meetings and on a committee.

Special Note:

VAC along with a number of other local non-profit organizations participated during the spring of 2017 in the Core Capacity Assessment Tool (CCAT) process. Administered and supported through Heart of Missouri United Way, this self-assessment identifies the agency's capacity in five key areas – Adaptive, Leadership, Management, Technical, and Organizational Culture. VAC's scores in all these areas were in the mid to upper range of "Satisfactory" with scores ranging from 210 to 228; scores of 230 and above are described as "Strong." Primary recommendations for attention were related to management of staff and staff responsibilities,

leadership sustainability, and fundraising. The agency has taken steps to address these concerns. The CCAT will be provided again in the spring of 2018 and VAC will look to increase our scores as a way of measuring increased agency capacity. These outcomes will also be reviewed to determine the best use of agency resources to further strengthen VAC and our services.

Conclusion:

The VAC board and staff have given attention to the strategic planning process over many months, seeking to address every aspect of agency activities. The resulting document is comprehensive in scope and will provide a measure for specific goals in upcoming months and years. As circumstances sometimes change in a way that requires timely response, the agency has committed to undertaking an annual review of the Strategic Plan so that our initiatives will be timely and creatively responsive.

An immediate benefit is that specific time frames will be in place for accomplishing goals, a structure that will focus energies for specific initiatives.

While this document addresses all of VAC's work and provides time frames for specific activities, the agency will remain flexible in adapting to situational changes and new opportunities as they are identified. To that end, this document will be reviewed and updated annually.

At this time, due to the pandemic, be prepared to provide the following information over the phone to determine if an Address qualifies to receive services:



Address

Current **PHYSICAL** Address
(must be a Boone County resident)



Income

Gross monthly income for everyone living at the Address
(must be within 200% of the Federal Poverty Guidelines)

Information includes: employment income, unemployment, SNAP/food stamp benefits, TANF, child support, VA benefits, Social Security income



Demographic Information

Information about everyone living at the Address

Examples may include: Social Security number, birthdate, health insurance provider, contact information

Once an Address qualifies to receive services, the client is eligible until the beginning of the next calendar year.* Services are subject to Address limits and funding availability.

*Does not apply to housing programs, which are subject to grant requirements.



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