



# The Living Room Center, Inc.

Services for Women and Children Experiencing Homelessness

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Dear Board Member Applicant,

Thank you for your interest in The Living Room!

We appreciate you investing your time to review this packet. We look forward to reviewing your application for becoming a Board Member of The Living Room. Please carefully review all materials, complete forms, and return to your board contact at your scheduled interview.

Thank you!

The Living Room Center, Inc.

**The Living Room Center, Inc.**  
1207 Cleveland Ave, Santa Rosa, CA 95401 (Campus)  
328 South E Street, Santa Rosa, CA 95404 (Admin)  
Main: 707.579.0138 Visit us: [www.thelivingroomsc.org](http://www.thelivingroomsc.org) Email: [info@thelivingroomsc.org](mailto:info@thelivingroomsc.org)  
Tax ID # 58-2675876



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## 2021 -2023 Strategic Plan Overview and Timeline

Overview by Cindy Pasko includes TLR Board of Directors Strategic Agreements from  
2/10/21 Board Meeting

### Current Status:

We will NOT be reopening the Carrillo campus to serving the public due to the loss of all of the street parking access over 2019 and 2020. We will be dedicating the Cleveland campus to housing, food services, and garden programs.

The Cleveland campus will be entirely devoted to the following activities:

1. Housing women and children in a safe healing nurturing environment.
2. Supporting women and children in healing their own lives in all aspects: spiritual, mental, physical, emotional, mental, physical.
3. Expanding our volunteer program relating to food, food prep, food boxes, and nutrition with the possibility of launching the Secret Hope Kitchen (our kitchen) into an expanded role of a teaching training kitchen, shared kitchen under strict guidelines, or a micro enterprise.
4. Expanding our gardens' capacity with vertical gardening, and the completion and fencing of our front garden.
5. Launching our healing gardens, nature curriculum, and activities that have been used to great success in prisons and other sites that serve women coming from trauma.
6. Working toward zero waste and green operations.
7. Continue our Blue Basket Pantry services with the intention of keeping at-risk families in their homes.
8. Phone and by-appointment-only intakes and service navigation conducted by our on-site team.
9. At this time, the volunteer coordinator will operate from this campus.
10. The administrative staff have moved to 328 South E Street where we have a two-year lease.
11. A family will has been moved into our vacated administrative office.



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The Housing and Outreach team is a part of our larger team working to serve women and children with housing, wrap-around services, and advocacy. **We will be focused on women who are newly homeless or intermittently homeless. We do not have the resources to serve those who are mentally incapacitated or addicted to alcohol or drugs. Our housing is for women and children who have the greatest likelihood of successfully stabilizing by using our resources.**

## These are our strategies over 2021 and 2022:

### Housing

**Over the next year (2021) we will continue to expand our housing.** We plan to occupy the house at 69 Carrillo and to finish the ADU at 823 Link. We will also complete the refinance of 551 Link Lane.

**During this next year (2021) we will be focused on refining our housing services.** What this means is that our processes and protocols will be fully developed, we will determine what serves the women best and what the best practices are. We will spend time with our community working to close service gaps for our women. We will also continue to become better educated on the housing, shelter systems, and other providers-developing good networks and occupying seats at decision making tables such as Continuum of Care, housing advisory councils, one night shelter count, etc.

**We are aware that currently we have a several areas in need of strengthening:** 1. reducing the stay of residents because they will have obtained permanent appropriate housing 2. Increasing our resident's ability to navigate services 3. Better support their ability to self-advocate 4. Support other necessary life skills 5. To better assist our residents in self-directed opportunities.

### Outreach

**Our goals for the next year in Outreach are** to start a responsible program that does not enable or rescue people. We will approach this with an attitude of "do no harm". **WE WILL FOCUS ON THOSE WHO WANT A CHANGE, ARE READY AND ABLE TO TAKE RESPONSIBILITY FOR THEIR LIVES, AND THOSE WE HAVE THE SKILLS TO HELP OR COMPLETE WARM HAND-OFFS TO EXPERTS.**



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We are currently training in the latest strategies, and will learn our community inside and out for better linkage to services. We will search for women living in their cars or on the street and have an ongoing relationship with shelters and group homes that taps into prospective residents for our houses.

## KITCHEN/THRIFT STORE

Food and goods will be used to further engagement and trust and will be used as engagement tools rather than the end goal of outreach. We will investigate using our “Secret Hope Kitchen” campus kitchen as a training/teaching kitchen coupled with micro-enterprise endeavors. The Economic development Department is offering grants, expertise, and other resources to develop concepts that put women into micro-enterprises.

We will also follow up on the months of work done for a feasibility study to start a Thrift Store. The store will be used to train women, supply goods for those who need them, raise funds, and engage volunteers. The launch will be targeted for 2022, but the background work will begin in late spring of 2021.

Because we now know that we will be dealing with the realities of the impact of COVID-19 for **this year and next**, we have to come to terms with the fact that our job as employees of The Living Room, is to figure out how to **responsibly reimagine our service model**.

**Our larger strategic plan over this year to complete research** into what our long-term role is in our community. We have already begun to conduct international research into what are the right services for women who are homeless, identify any unnecessary duplication, close services gaps, determine what is fundable, and more.

**Six months from now we will know what gaps we will be filling and what services are supported by research and impact as the best practices to reduce and homelessness for our target population. By the end of 2021** we will have determined how we can obtain a new campus, what services we will provide, and who our partners will be. We can then begin a capital campaign or other appropriate financial strategies.

With what we know right now, housing integrated with wrap-around services has to be primary. The reality is that there MOST CERTAINLY will be long waiting periods before most people are able to get into permanent housing. How do we address what has been described as a public health issue?

One floated concept is that we wrap the services around the person and create a hybrid navigation or day center. Below is a conceptualization of the idea.



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*A large building with big parking lot. Church, warehouse, rehab-building or similar size and configuration will be the most like appropriate layout.*

A large entry area with reception to check and volunteers to walk guests to service offices/areas.

Possible Services are provided **by other organizations** who have regular office hours at this site, even if for only 4 hours per service day. I already have tentative agreements with organizations who are highly interested in partnering. Potential services could include

- Legal Aid
- Medical-wound care, nursing and referral if necessary (direct line to clinic, etc.)
- Therapist
- Mental Health services
- Alternative Medicine
- Housing and shelter linkage
- Veteran's Service
- Recovery
- SSI/SSD/Food Stamps/General Assistance
- Possibly 4 hour limit child care and play area
- Small group rooms for groups such as parenting, PTSD, trauma care, meditation, etc.
- Employment and computer skills/job search

Laundry and Showers will be provided, but no lingering or loitering in building. Guests must be actively engaged in services.

In the parking lot services can be:

- Veterinary Van for shots, care, license assistance, gear and food
- Dental Van 1x month
- Auto repair clinic 1 x a month-work provided by volunteers or students from auto shop
- We have also been presented with the opportunity to have access to a medical van coming once or twice a month



## Board Recruitment Packet

### Table of Contents

1. "Thanks for your interest" letter
2. Annual Report
3. Job description
4. Individual Board Commitment
5. Relationship Development Involvement Opportunities
6. Board Skills inventory
7. Board Member Profile
8. Application
9. On-Boarding Process

### Application Process (taken from letter in packet)

1. Candidate is referred to the Board Recruitment Committee.
2. A Board member on the Recruiting Committee is assigned to the candidate and provides an information packet (Board responsibilities, etc.), arranges and meets with the candidate for a site visit to The Living Room, and answers any questions the candidate may have.
3. Two or more Board members will arrange for an interview with the candidate.
4. A recommendation is made to the Board. The Board votes to invite the candidate to attend a meeting with all Board members present.
5. The Board votes to invite the candidate to become a member.
6. A Recruiting Committee member contacts the applicant for a response.

### After candidate accepts position, provide with a binder that includes:

- **Duties signature page**
- **Bylaws with tabs highlighting commitment details**
- **Brochure, newsletter and other promotional materials**
- **Budget summary**
- **Donor list**
- **Board of Directors list**



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## Job Description

### Board Member

*Together with other members of the Board, each Board member is legally and morally responsible for the overall activities of the organization.*

## BOARD RESPONSIBILITIES

### Set Direction

- Work to understand, and keep us focused on the mission, vision, and values of The Living Room.

### Provide Oversight

- Approve the annual budget and make certain that proper financial and risk management controls are in place.
- Ensure compliance with legal and ethical standards.
- Make certain that programs further our mission and address changing community needs.
- Review results achieved by management in pursuit of written annual and long-range goals.

### Ensure Resources

- Promote awareness of our organization within the community.
- Participate in the assessment of the performance of the Board, and recruit and train board members who can contribute to the strategic goals.
- Hire, support, evaluate, and set compensation of Executive Director.

## BOARD DUTIES & EXPECTATIONS

1. Regularly attend and actively participate in board and committee **meetings**.
2. Participate in at least one **committee**.
3. **Prepare** for all meetings by reading materials ahead of time and completing all assignments.
4. **Ask questions** in order to truly understand our mission, services, policies and finances.
5. Participate in **fund development and fundraising** activities.



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6. Make a **financial contribution** that is significant to you.
7. Promote our mission, accomplishments, and goals to the public.
8. Follow conflict of interest and confidentiality **policies**.
9. Annually, board members will **assess** their individual and collective performance and strive to develop a board which has all the needed skills and representation, functions smoothly, and is rewarding for all board members.
10. Seek out financial supporters and potential Board Members.
11. Participate in all-day or half day retreat annually.
12. Attend at least one board training a year.

### QUALIFICATIONS

- A demonstrated interest in our mission and goals.
- Specific experience in areas including finance, planning, marketing, fundraising, management, or issues related to our mission.
- Availability of six to ten hours per month to:
  - a. 3-4 hrs. Prepare for and attend board meeting
  - b. 2-3 hrs. Prepare for and attend committee meeting
  - c. 5 hrs. Possible special requests, projects and fundraising  
10-12 hrs.

**I have read the description of Board Member of The Living Room Center.**

\_\_\_\_\_  
Name – print please

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



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## Individual Board Commitment

**Our Mission** - The Mission of The Living Room is to ease adversity and promote stability, dignity and self-reliance for women and children who are homeless or at risk of homelessness in Sonoma County.

I want to be a member of The Living Room Center Board of Directors because:

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- I agree to attend all meeting of the Board of Directors unless I am ill or out of town.
- I agree to notify the Executive Director or Chair of the Board of Directors as far in advance as possible when I will be unable to attend a meeting
- I agree to participate in at least one Board Committee and to attend all meetings of any committee of which I am a member.
- I will notify the Chair of the committee when I am unable to attend due to illness or being out of town.
- I agree that as a member of the Board of Directors, it is my responsibility to increase the financial support of the organization.
- I agree to use my time, talent, and treasure to the best of my ability for the betterment of The Living Room and those it serves.

My individual financial commitment for the coming 12 months is \$ \_\_\_\_\_

My gift will be made in \_\_\_\_\_ (month/s) or in \_\_\_\_\_ installment/s.

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

\_\_\_\_\_  
*Print Name*

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## Relationship Development Involvement Opportunities

Name: \_\_\_\_\_

*Please read each involvement opportunities and check box to the right that describes you best.*

Help identify potential new supporters	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
Send handwritten notes to potential supporters on why they should meet with development staff	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
Host small gatherings of potential supporters at the organization's site, your home, or office to explain the organizations	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
Take prospective givers on tours of The Living Room	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
Meet with prospective givers at special events and tell them why you are board member for this	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
Meet with prospective givers at special events and tell them why you are a board member for this organization	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
Volunteer to speak at special events	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
Ask for money , with staff support, at the right time for a specific amount for a specific purpose and be available to follow up with each ask	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
Send handwritten notes thanking the people you met with for their past support	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe
Make thank you telephone calls to recent supporters	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> Maybe

Additional Comments:



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## BOARD SKILLS INVENTORY

NAME: \_\_\_\_\_

### Our Mission

*The mission of The Living Room is to ease adversity, promote stability, and support self-reliance for women and children who are homeless or at-risk of homelessness, in Sonoma County.*

Please identify the skills and contacts you would like to contribute to The Living Room Board of Directors.

**1. What skills do you have?** (Please check all that apply)

- Financial management
  - Budgeting and budget monitoring
  - Investments
  - Accounting
- Fundraising
  - Asking for money
  - Writing letters
  - Special events
  - Writing proposals or reports
  - Planned giving, i.e. charitable remainder trusts, bequests
- Public relations and marketing
- Public speaking
- Meeting facilitation
- Legal
  - Personnel
  - Estate planning
  - Non-profit regulations
  - Other
- Lobbying / Advocacy



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- Insurance
  - Non-profit
  - Public
- Sales
  - Real estate
- Teaching and Education
- Construction
- Other skills I have that might be useful to our organization: \_\_\_\_\_

**2. What contacts do you have?** (Please check all that apply)

- Foundations
- Individuals who have made large donations to similar organizations
- Government agencies
- Related organizations
- Schools or universities that could provide interns or research help
- Loan sources
  - Banks and other institutions
  - Individuals
- Corporations and small businesses
- Attorneys who could provide *pro bono* help
- Consultants who could provide *pro bono* help
- Reporters, editors, or publishers
- CPA
- Other contacts I have that might be useful: \_\_\_\_\_

**3. What three things could we do to make your board service more satisfying and productive?**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



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## Board Member Profile

NAME: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

PHONE #: \_\_\_\_\_

EMAIL: \_\_\_\_\_

OCCUPATION: \_\_\_\_\_

EMPLOYER: \_\_\_\_\_

EDUCATION: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

ORGANIZATIONS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

INTERESTS/ HOBBIES: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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## Membership Application

Board of Directors

Date: \_\_\_\_/\_\_\_\_/\_\_\_\_

Name: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Cell Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Website: \_\_\_\_\_

Profession/Occupation: \_\_\_\_\_

Current Employer (If applicable): \_\_\_\_\_

Please list your Board experience:

<u>Organization</u>	<u>Office Held</u>	<u>Dates in office</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____

Do you know anyone affiliated with The Living Room Center, Inc.? If yes, who?  
\_\_\_\_\_  
\_\_\_\_\_

What organization(s) do you belong to? (Please include local chapters)  
\_\_\_\_\_

- Please submit with this application the following:
- Signed Board Member Job Description
  - Board Member Skills Inventory
  - Work Resume or Personal Biography

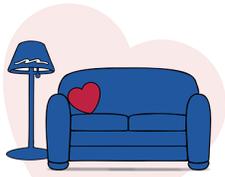


# The Living Room Center, Inc.

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## Board of Directors Orientation/On-Boarding Process

FOCUS AREA	INTENDED OUTCOMES	PROCESS & MATERIALS & WHO IS RESPONSIBLE
<b>Board Member Role &amp; Board Functioning</b>	Understand: Board member roles & responsibilities How non profit boards function Structure of monthly board meeting including Roberts Rules of Order Process Important meetings/event to attend	PROCESS: Meeting with Board President  MATERIALS USED: Board Roles & Responsibilities document Sample board agenda List of important dates/events Glossary of Terms
<b>Financial</b>	Understand: Financial and fiduciary responsibility of nonprofit board members How to read and understand key basic financial documents (Balance Sheet, Income Statement and Metrics Dashboard) How monthly financial reports are organized	PROCESS: 1.5 hour in-person training with Finance Committee Member and staff member (schedule before attending 1 <sup>st</sup> board meeting if possible)  MATERIALS USED: (based on person's past board experience) Recent monthly financial statement QuickBooks report Metrics Dashboard Articles: How to Assess Nonprofit Financial Performance (first 8 pages) Getting it Right, The Basics of Nonprofit Financial Statements Chapter 3: Financial Leadership for Non Profit Executives
<b>Fund Development</b>	Understand: Where our funding comes from Fundraising philosophy &	PROCESS: Meeting with Chair of Fund Development Committee, and donor relations lesson and



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## The Living Room

	<p>relationship centered development approach</p> <p>Board role as ambassador &amp; fundraiser</p>	<p>grant manager.</p> <p><b>MATERIALS USED:</b></p> <p>Most recent Development Plan &amp; Board Report</p> <p>Building a Community of Support document</p> <p>Examples of board members' fundraising goals</p>
<b>Organizational</b>	<p>Understand:</p> <p>Mission Statement</p> <p>Overview of history</p> <p>How we frame &amp; understand our work</p> <p>Strategic Priorities for the next few years</p> <p>Organization chart</p> <p>P programs</p>	<p><b>PROCESS:</b></p> <p>Meeting with Executive Director and Associate Director</p> <p>Work a 4 hour shift on campus or outreach within the 1<sup>st</sup> 6 months.</p> <p><b>MATERIALS USED:</b></p> <p>Mission statement &amp; Operating Principles</p> <p>List of current Strategic Priorities and/or Strategic Plan</p> <p>Impact Graphic</p> <p>Growth history document</p> <p>Staff Org chart &amp; contact info document</p> <p>Program description document (Meals, Teen, etc.)</p> <p>Access to several teen and client videos</p>

**Board President sends each new board member the following electronic files:**

- Current organization chart
- Current staff and board roster
- By-laws
- Current Year Strategic Priorities
- Financial documents: Current Year Budget and most recent Financial Report