

Board of Directors Meeting (Retreat)

April 14, 2026

6:30 PM – Shakopee office/Teams

Meeting Minutes

1. Preamble

A. Call to Order – by Amanda Schuh, Chair at 6:39pm
B Determination of a Quorum Board Members Present in person – Barb Weckman Brekke, Lisa Anderson, Amanda Schuh, Darin Nelson, Richard Scott, Jason Eilola, Heidi Briggs, Ryan Hentges, Betty Allen Board Members Present online - Board Members Absent – Jennifer Hauwiller, Jenny Hauschildt, Taneisha Terrell, Sachin Isaacs, Ellie Krug Staff Present – Jeff Hansen, Jackie Lara (minutes)
C. Welcome & Introductions -
D. Board Meeting Minutes – March 10, 2026 Amendments: Section 4, typo with MCAG. Motion to approve, as amended, by Barb. Second by Darin. Carried.
E. Board Meeting Agenda - April 14, 2026 Amendments: Motion to approve Darin. Second by Heidi. Carried.

2. Consent Agenda

Board Action Requested: To review and approve Consent Agenda Items
A. Head Start – Holly Schulz - February 2026 Policy Council Meeting Minutes - February 2026 Monthly Report Motion to approve Ryan. Second by Betty. Carried.

3. Action items

A. Financial Dashboard - Jeff Hansen February 2026 – the detailed financials are in the Library of Easy Board, if board members want to review the detailed financials. Darin stated the finance committee reviewed all financials last week, and it was a very boring month. Heidi stated she likes the dashboard. Motion to approve Heidi. Second by Richard. Carried.
B. Head Start Credit Card Summary – Holly Schulz February 2026 Amanda asked what the Junk Removal charge was for – one time or ongoing? Jeff stated it was a one-time charge to remove items so we could get the storage unit items out to discontinue that cost. Motion to approve Ryan. Second by Betty. Carried.

4. Updates and Discussion

A. Strategic Planning Retreat – Jeff

CSBG Organizational Standards are requiring a Strategic Plan to be completed every 3-5 years. Last one was in 2022. Jeff stated the goal is to get the document done and turned in for organizational standards. He also wants the board to have an opportunity to discuss the feedback that has been provided. Amanda said there has been good feedback on the strategic plan document, and the direction of the agency going forward. Amanda said let's assess to see if this plan flows well with what we've been doing for the past 60 years. Lisa asked if any feedback has been added to the plan that was sent out last week. Jeff said no, since it's important to discuss as a full board before making changes to the document.

- Richard said that he was surprised to not see Head Start in the pillars of the strategic plan. Also, how health services should be part of this. Jeff shared that the strategic plan focuses on CSBG funded programs. Barb agreed that Head Start needs to be added as a pillar. Jeff shared the focus will be on enrollment of the classrooms, and pivoting toward center based early head start. Can we add an educational pillar? Barb shared that the only proven successful program is Head Start. Barb wants to make sure we're not looking at moving to center based early head start, as there isn't data to support that it's successful. Jeff clarified that there have not been any changes or discussions around changing anything. It was projecting toward years down the road what to explore.
- Richard shared that one thing we do well as a CAP Agency is approaching helping the family as a whole. Housing is focusing on stability, not just a place to live. Food security isn't just food shelf, but also senior nutrition. Health is a first door where people can gain support and services to find a permanent medical provider, could also assist with housing and food. Let's look at how we can integrate various models together to best serve those in need of assistance.
- Jeff agreed that this shows more of what we do and how we serve, more specific to the services we provide, instead of the agency as a whole (culture, community awareness, etc).
- Richard appreciated that financial stability was highlighted. Another thing to look at is how it works within our mission – it may be a good program, but not within our wheelhouse, so we won't focus on that. Likes to think of when innovation is appropriate, when we should adopt various strategies, and how those decisions are made.
- Richard shared that equity is not shared explicitly within the strategic plan. Even though our services address the more vulnerable in our community, but it's not stated.
- Heidi looks at it as a broad framework. Is CAP providing unique value? Look at the 3 counties to determine what's already out there, and what we should be focusing on based on limited funds.
- Lisa shared that we have limited funds, and there are a lot of non-profits with the same services. Heidi asked how we don't go above our bandwidth to dilute efficiency or dollars.
- Lisa shared that Head Start is uniquely us and only CAP does that. No other program is that way. Lisa believes we need to have a strategic conversation about what we do now, what could we do, what does everyone else do, and what should we focus on? Betty wants to make sure we're assessing what we do well so we continue what's working and effective.
- Richard – role of board vs staff, sustaining work in various funding environments, what is uniquely us? Wants to make sure we're working with other community partners to create a synergy, which really helps those we serve.
- Lisa's other concern, not necessarily with CAP, is whether we are empowering people or enabling. She understands people need help, but if we're continuing people to stay in the same place and not encourage them to grow, then that's a problem. Darin said this is more of a state issue, not what we can focus on at a local level. Darin states that CAP is driven by grants, and we are doing a good job running the grants and providing services, but if we don't do those grants, someone else will pick them up and do them. The advantage for counties is that this organization is well run and has plenty of oversight. Richard shared that CAP has been a valued partner with Carver County, even though financial struggles, it's continued to serve those in need.
- Barb said that we have programming that supports those with disabilities, and it's valuable for CAP to continue these services, and not focus only on empowering people. We want to acknowledge that sometimes our job is that people have housing, not that we are providing housing and then moving people on. Jeff believes majority of what we do is responding to crisis. When people need help paying rent, we help them with our grants, and that's a huge asset to the community and county. There is a significant portion of what we do that responds to crisis and stabilization. Barb wants to make sure that we include in the strategic plan what the board should focus on – long term stability or crisis response.
- Richard wants to make sure we understand that stabilization is important, otherwise people can't move on and up. Working with individuals who have high access barriers. Schools, law enforcement, counties – they all turn to CAP to ensure they get the support needed to be stable.

- Betty said there are 2 examples of those who have received services, and we didn't take advantage, but we are giving back. She shared that she has grown significantly over the last 3 years. Some people need help growing, and there are no time limits to that. Do we want to assist with crisis, or help people be stable. Several agreed that we do both.
- Richard shared that responding to crisis is not just for clients, it's for other organizations to get support for others in the community. This is why CAP stands out, is we are important within the community.
- Barb wants to ensure that our mission is reviewed, and our strategic plan is clear on how to move forward when grants arise – do we apply or not.
- Richard wants to make sure we're looking at a thoughtful process of determining what we do, so it matches our mission, and provides a filler to a gap, that they can continue on without crumbling.
- Lisa wants to make sure we evaluate what we do great, and then continue to grow these.
- Heidi wants to know how many staff are case managers. Jeff said about a third – mostly in housing and head start.
- Amanda shared it's important to have strategic discussions regularly, so we can spend this time together to discuss and know we are meeting our mission. Jeff suggested that we have a few meetings a year where we have these strategic discussions.
- Make sure board members are reminded of everything CAP does, which these strategic discussions will help.
- Lisa suggested we take a pillar every other month and discuss in depth, with data and metrics.
- Barb shared it's important to focus on priorities – there are tough times, and we want to make sure we're not spread too thin.

Changes to the strategic plan:

- Adding education as a pillar.
- Approve this strategic plan as is, and then revisit strategic conversations in the future to discuss in more detail.
- Barb and Lisa said that strategic planning is dynamic.
- Let's figure out what we want to focus on first. Maybe housing? What do board members want to know? Data, length of service? We can spell this out to all the areas that we provide housing support – emergency services, supportive housing, housing properties.

Motion to approve, knowing we will continue strategic discussions. by Barb. Second by Lisa. Carried.

G. Other Business –

H. Adjournment -

Motion to adjourn Lisa. Second by Heidi. Carried. Meeting adjourned at 7:51pm.

CAP Agency Events - Engagement/volunteer opportunities

- Volunteer Opportunities
 - Food Shelf Volunteers Needed – Monday and Friday afternoons – contact lhalvorson@capagency.org
 - Thrift Store Volunteers Needed – Monday, Tuesday, Thursday, Saturday – contact lhalvorson@capagency.org
 - **Senior Nutrition Drivers Needed – Apple Valley, Rosemount, Lakeville & Farmington** - reach out to lhalvorson@capagency.org
 - Food Distributions – contact Lilly Halvorson to sign-up, lhalvorson@capagency.org
 - May 13, 12-1pm – Norwood Young America Food Distribution
 - April 16, 11:30-12:30pm – Chaska Food Distribution

Next Meeting – May 12, 2026