



Board of Directors Meeting Agenda

Thursday, May 28, 2026, 6:30 pm

- 1) Call to Order
- 2) Roll Call & Welcome
- 3) Approval of New Board Member – Leeann Prochaska
- 4) Approval of Consent Agenda Items

----- CONSENT AGENDA -----

- 5) Approval of Minutes
 - a. April 2026 SWCAP Board Minutes
 - b. Committee Minutes
 - i. Personnel Committee
 - ii. Planning & Review Committee
 - iii. Membership Committee
 - iv. Finance Committee
- 6) Action Items
 - a. (USDA) Child and Adult Care Food Program Report March 2026
 - b. Head Start Grant Application #05CH03431
 - c. Head Start Self-Assessment Summary
 - d. Head Start Corrective Action Plan

- 7) Other Items

-----END OF THE CONSENT AGENDA-----

----- REGULAR AGENDA -----

- 8) Board Discussion & Training Items
 - a. Items moved from the Consent Agenda
 - b. Financial Reports for April 2026
 - c. Transfer Retirement to Mutual of America
- 9) Program Reports & Executive Staff Reports
 - a. Senior Directors Report
 - b. Executive Directors Report – SWCAP Strategic Priorities - Mission
- 10) Next Board Meeting
 - a. June 25, 2026, 6:30PM
- 11) Adjournment

Mission:

“We work to mitigate the causes and conditions of poverty in Southwestern Wisconsin, building resilience and self-sufficiency by providing supportive services and collaborating with partners.”

Board of Directors Meeting Minutes

Thursday, April 23, 2026, 6:30 pm

1) Call to Order

The meeting of the Southwestern Wisconsin Community Action Program was called to order by the Board Chair, Carol Beals at 6:31 pm.

2) Roll Call & Welcome

Shyanne Cushman, Assistant Executive Director, called the roll.

Present: Clarissa Aide, Carol Beals, Martha Boyer, Michael Britt, Bob Frank, Mike Furgal, Ben Gruber, Amy Hardy, Brian Johnsrud, Susan Nelson, Donna Peterson, Mark Pinch, Paula Schoenberg and Adam Stucki; quorum present.

Excused: Robert Laeser and Kelly Logan

Others present: Brett White, Courtney Messer, Shyanne Cushman of SWCAP and Liani McCarthy of Wegner CPAs.

3) Approval of new board member

- a. Brian Johnsrud was appointed as new public official for Grant County.
- b. A motion was made to approve Brian Johnsrud as a new board member of SWCAP by Adam Stucki, second by Michael Britt. All present voted in favor; the motion was carried.

4) Approval of Consent Agenda Items

- a. A motion was made to approve 5a, 5b, 6a, 6b, 6c, 6d, 6e, 6f and 6g of the consent agenda. A motion was made to approve the SWCAP Board of Directors' Consent Agenda by Martha Boyer, second by Mark Pinch. All present voted in favor; the motion was carried.

----- CONSENT AGENDA -----

5) Approval of Minutes

- a. March 2026 SWCAP Board Minutes
- b. Committee Minutes
 - i. Personnel Committee
 - ii. Planning & Review Committee
 - iii. Membership Committee
 - iv. Finance Committee

6) Action Items

- a. (USDA) Child and Adult Care Food Program Report February 2026
- b. Head Start State Supplemental Grant Application
- c. Early Head Start-Child Care Partnership Program Options
- d. Early Head Start-Child Care Partnership Continuation Grant Application
- e. Family Foundations Home Visiting Grant Application
- f. Family Foundations Home Visiting Recipe 4 Success Grant Application
- g. Head Start Transportation Waiver

7) Other Items

-----END OF THE CONSENT AGENDA----- ----- REGULAR AGENDA -----

8) Board Discussion & Training Items

- a. Items moved from the Consent Agenda
- b. Financial Reports for March 2026

- i. Liani McCarthy of Wegner CPA presented the March 2026 Financial Report along with listed transactions below, \$15,000 and over.
Transactions \$15,000 and over
 - Quartz \$96,583 – health insurance
 - TitleWorks LLC \$55,000 – for a HOME loan, which is reimbursed by DoA
 - Wegner \$34,095 – monthly accounting fees
 - West Bend \$26,091 – business insurance
 - Empower Retirement - \$15,118, \$15,394, \$15,384 – 403b payments from payroll
 - Non-recurring:
 - Thermo Dynamics LLC \$31,900 – replace 2 AC units due to hail damage – this was part of an insurance claim
 - CNK Enterprises \$24,699 – repairs from hail damage – this was part of an insurance claim
- ii. A motion was made to approve the Financial Reports for March 2026 and all items of transactions of \$15,000 and over by Ben Gruber, second by Clarissa Aide. All present voted in favor; the motion was carried.

9) Program Reports & Executive Staff Reports

a. Senior Directors Report

Courtney Messer presented on a number of items:

- INCLUSA has extended our contract through July 2026. Many people are complaining about MTM. Courtney is in meetings with MTM management. LIFT is staying steady on rides. Personal pay rides have increased.
- The Lancaster SWIFT project is looking at the end of June for Phase I to begin.
- Neighborhood Housing Services will be joining our team tentatively on May 25.
- On June 24 Head Start is having a Staff and Recruitment Fair in Boscobel. All are welcome to attend. It should be a fun event for families with tours and county resources.
- Human Resources is looking at switching our retirement program to Mutual of America that focuses on non-profits and that will support staff for their future.

b. Executive Directors Report – SWCAP Strategic Priorities

Brett White discussed that after thoughtful consideration; we have made the difficult decision to wind down and close Opportunity House. Local partners are actively exploring ways to collaborate and continue offering support through a different model moving forward. As our partners engage in ongoing discussions and relay updates to SWCAP, we will share updates.

Brett went over a plan for a six-month process of learning about SWCAP and being a board member during our scheduled board meetings. “What is Community Action” and “What are our Legal duties of being a Board Member”. Our “Strategic Priorities of 2026-2028” and our “Operational Principals and Design”.

10) Next Board Meeting

- a. May 28, 2026, 6:30PM

11) Adjournment

- a. A motion to adjourn the meeting was made by Ben Gruber, second by Michael Britt. All present voted in favor; the motion was carried, meeting adjourned at 8:30 pm.



WISCONSIN DEPARTMENT OF
Public Instruction

Total Meals: 2,761
 Head Start Meals: 2,012
 Infant-Toddler Meals: 749
 Total Reimbursement: \$8,229.81
 Head Start Reimbursement: \$6,007.76
 Infant-Toddler Reimbursement: \$2,222.05

Home-Day Care Program

School Nutrition Program

Community Nutrition Program

Summer Food Program

Special Milk Program

Review

Other Services

Logout

[Community Nutrition Program >](#)

[Claim Reimbursement >](#)

[Child and Adult Care Food Program >](#)

[View-Print Claim](#)

Child and Adult Care Food Program (CACFP)
[Participation Reimbursement Information]

256801 - Southwest Wisconsin CAP INC

General Information		Payment	Amount
Program	Child Care Food Program (CCI)	+ Meal Reimbursement	7,927.86
Claim Date:	03/01/2026	- Advance	0.00
Non-needy Category:	0	- Meal Overpayment Rec.	0.00
Reduced Category:	0	= Meal Reimb. bal. due.	7,927.86
Free Category:	153	+ Cash in Lieu (CIL)	301.95
Total Number of Enrolled Children:	153	- CIL Overpayment Rec.	0.00
Number of Days of Service:	20	= CIL Reimb. bal. due.	301.95
		Total	8,229.81
		Voucher No.	2026001587
		Date Submitted:	05/18/2026
		Date Processed:	
		Date Paid:	

Total Reimbursable Meals Summary Based on Site(s) Participation Information

Total Breakfasts	Total AM Snack	Total Lunches	Total PM Snack	Total Suppers	Total Additional Snack	Total Lunches 2nd	Total Supper 2nd	Total Meals
952	0	990	819	0	0	0	0	2,761

Site Participation Information

Site No.	Non-Needy	Reduced Price	Free	Total Enrollment	Days Operating	ADA	Breakfasts	AM Snack	Lunches	Lunches 2nd	PM Snack	Suppers	Supper 2nd	Additional Snack
1854	0	0	13	13	5	10	49	0	50	0	0	0	0	0
6319	0	0	26	26	20	15	217	0	221	0	184	0	0	0
7521	0	0	29	29	18	17	254	0	255	0	223	0	0	0
8509	0	0	41	41	18	20	214	0	229	0	211	0	0	0
8516	0	0	17	17	16	10	143	0	148	0	125	0	0	0
801607	0	0	9	9	7	5	23	0	30	0	26	0	0	0
801620	0	0	18	18	8	8	52	0	57	0	50	0	0	0

[CERTIFICATION]

I HEREBY CERTIFY to the best of my knowledge that this claim is true, correct, and in accordance with the terms of existing agreement, that records are available to support this claim, and that payment has not been received. Meal counts have been reviewed and analyzed to ensure accuracy. I acknowledge that failure to submit accurate claims will result in recovery of an over claim and may result in the withholding of payments, suspension, or termination of the program. I understand that the information on this claim is being given in connection with the receipt of federal funds and that deliberate misrepresentation or withholding of information may result in prosecution under applicable State and Federal statutes.

Preparer Name and Telephone No.: Crystal Peterson 608-935-3379

BACK

SWCAP Head Start
Grant#: 05CH013431
Grant Application

November 1, 2026 – October 31, 2027

SWCAP Head Start proposes to submit a continuation grant application in the amount of \$2,109,927.00 to support program operations to serve 145 preschoolers ages 3 – 5 in center-based care and \$941,267.00 to provide home visiting services to 74 infants, toddlers, and pregnant women. Additionally, the program requests \$18,565.00 to provide training for staff supporting preschool services and \$17,287.00 to provide training for home visitors and staff supporting the home visiting program.

2025 – 2026 Self-Assessment Summary

This year we continued the implementation of the “Road Map to Self-Assessment” housed online at HeadStart.gov. This tool assisted us in following the process to ensure success on the Self-Assessment journey. The primary question we keep asking ourselves is, “How can we continue to get even better at what we do?”

Our large group began by integrating Policy Council representatives in addition to program staff. Our first task was to analyze what the program has monitored, the data sources used, areas of strengths or concerns, and necessary course corrections as we move forward.

We referred to our most recent Community Needs Assessment of the most current data and our previous year’s Self-Assessment.

We utilized the ongoing monitoring summary tool, looking at how we could best evaluate each content area and where it would be best addressed. Some questions we talked about as a group included: is it something that we can course correct, does it have fiscal implications, is it a strength, is it an area of concern? The answers lie in reviewing and analyzing the data we have collected.

Questions asked to assist us on this journey:

- Does it relate to the bigger theme?
- Is it systemic?
- Is it an urgent issue that has not resolved?
- Is it an issue identified in the Community Needs Assessment?
- Does it relate to our program goals, does it need a fresh perspective?
- Does it affect our work on quality improvement, while taking a solid look at areas for overall improvement, through strategic planning with short- and long-term goals as well as self-assessment goals?
- Have we, to the best of our ability, done everything to ensure the best outcomes for children and families?
- Do our goals represent a strength that could be applied in other areas?

The second step was to divide into groups where people felt they would be the most beneficial and that correlated with their experience, expertise, or interest area. This year, our groups met individually rather than after the Policy Council Meetings. Each group met when it was convenient for them via Teams. The groups went through their content area and determined as a team the program’s strengths and opportunities for growth. The group was also able to discuss if there was an area of concern that should become one of our program goals or an objective under an existing program goal. Once the team decided which topic needed to be the focus of Self-Assessment, we moved on to the next step.

The third step was to explore our Self-Assessment goals to determine the expected outcomes, measurable objectives, action steps, data, tools or methods for tracking outcomes/progress and any challenges.

We used the work sheets provided by Road Map to Self-Assessment to assist us in staying on track.

Our Self-Assessment goals are:

1. SERVICES

A. ERSEA--Achieve and Maintain Full Enrollment during the 2026-2027 school year

- a. Submit a Change in Scope: Enrollment Reduction Request in June 2026
 - i. The management team and HS Director will develop an enrollment reduction request to:
 1. Reduce Head Start Preschool enrollment based on Community Needs Assessment, opportunities for children to attend full day/full week 4K, past enrollment data, and waiting list data.
 2. Determine staffing patterns to maintain high quality services for enrolled children and families.
 3. Develop a budget and budget justification to increase wages for Head Start Preschool staff, including staff who drive buses.
 4. Convert reduced Head Start slots to Early Head Start Center-Based slots
 - b. Strengthen recruitment efforts
 - i. In May 2026, the Family Service Team will brainstorm and implement new recruitment strategies to increase enrollment.
 1. Attend community events
 2. Collaborate with community agencies, including public libraries
 3. Increase social media presence
 4. Plan joint recruitment event for child and staff recruitment
 5. Redesign and purchase recruitment materials—yard signs, banners, posters, social media posts
 6. Schedule registration events beginning in May and continuing monthly through August 2026
 - c. Center Coordinators will print and monitor enrollment and waiting lists in Child Plus on the 15th of each month and partner with Family Advocates to plan and implement recruitment strategies to increase enrollment or waiting lists.

B. Health Services

- a. Collaborate with other SWCAP programs and community agencies to provide health services for children and families.
- b. Health Manager will partner with Seals on Wheels to establish a schedule by September 10, 2026, for on-site dental exams.
- c. Health Manager will partner with SWCAP Neighborhood Health Partners nursing staff to provide health screenings, well child exams, and growth assessments on site for children beginning in September 2026.

C. Mental Health Services

- a. In consultation with the Mental Health Consultants, the program will update forms regarding universal practices and develop short monitoring tools to

strengthen the social emotional component for staff, children and families—
June 2026.

- b. The Health Manager will attend training to become an in-house infant and early childhood mental health consultant. June 2026-June 2027

D. Family Engagement

- a. Head Start Director and management staff will update family engagement activities to include a variety of times offered, respond to family interest/needs, and increase family participation in the program. August 2026
- b. Head Start will collaborate with SWCAP Community Health Workers to provide intensive, individualized family support, when needed to meet the needs of enrolled families. June 2026, ongoing.

E. Education

- a. Head Start Director, Education Manager, and Professional Development Specialist will develop scope and sequence training to build the capacity of teaching staff to implement Creative Curriculum to fidelity. Program will use data from fidelity monitoring to inform future trainings. August 2026.
- b. Home Visit Coordinator and Home Visitors will complete the Parents as Teachers foundational training in July 2026.
- c. Home Visit Coordinator, Health Manager, and Professional Development Specialist will develop scope and sequence Parents as Teachers training to build upon the foundational training and expectation to implement the curriculum to fidelity.

SYSTEMS

2. Human Resources

A. Fully staff all classrooms

- a. Management team will determine staffing patterns and HR will advertise to fill vacancies by June 2026.
- b. Human Resources and Head Start management staff will schedule interviews and hiring for the 2026-27 program year to conclude in July 2026. New Employee Orientation will begin in late July 2026.
- c. New staff orientation and onboarding plans will be updated to include a variety of training modalities, including videos, hands-on learning, observation/shadow opportunities, and competency checks—Head Start Director, Professional Development Specialist, and Human Resources will complete this in May 2026.
- d. Collaborate with other SWCAP programs and community agencies to provide health services for children and families.
 - a. Health Manager will partner with Seals on Wheels to establish a schedule by September 10, 2026, for on-site dental exams.
 - b. Health Manager will partner with SWCAP Neighborhood Health Partners nursing staff to provide health screenings, well child exams,

and growth assessments on site for children beginning in September 2026.

Transportation

- A. Increase the number of staff with Commercial Driver's License (CDL)
 - c. Human Resources will revise job descriptions for Head Start Preschool staff that include bus driver responsibilities (Teacher with CDL, Assistant Teachers with CDL, and Floater with CDL). June 2026
 - d. Administrative Manager will develop CDL training plan to support staff in obtaining their driving permit and practicing behind the wheel. Completed by July 2026.

3. Training & Ongoing Professional Development

- A. Training plans will build the capacity of staff to provide high quality services
 - a. Education Manager will build staff Professional Development days into the program calendar by June 2026. PD Days will begin in August 2026.
 - b. By June 12, 2026, the Education Manager, Professional Development Specialist, and some teaching staff will:
 - i. Develop written guidelines/expectations regarding anecdotal notes, lesson plans, and scope and sequence for documenting children's school readiness skills using the Teaching Strategies GOLD objectives.
 - ii. A training plan scope and sequence for the 2026-2027 program year to strengthen teaching staff skills to implement curricula to fidelity and develop and implement developmentally appropriate lesson plans, including individualized activities to support children.
 - iii. Updated monitoring plan and tools to document lesson plans, anecdotal notes, universal practices, and classroom site visits and home visit monitoring.
 - c. The Education Manager will train Center Coordinators on lesson plan requirements, appropriate feedback, and monitoring of lesson plan implementation. July 2026.
 - d. Human Resources, Senior Director, and Head Start Director will build scope and sequence to train mid management staff to effectively supervise, guide, document, and support staff. Dates and times of training will be built into the program calendar. July 2026
- B. Coaching, TLC Group Coaching and Self-Coaching
 - a. Continue Coaching services for teaching staff via YoungStar and incorporate data into TLC and/or group coaching opportunities.
 - b. Education Manager, Professional Development Specialist, and Coach will develop a menu of coaching topics based on OHS CLASS scores by July 2026.
 - c. The program may establish a TLC Coaching group based on coaching menu interest in November 2026.

4. Ongoing Monitoring and Continuous Improvement--Health Services

- A. The Health Manager will develop training plans to strengthen Family Advocate monitoring of Child Plus health reports. June 2026
 - B. Family Advocates and management will work with families to schedule and complete well child appointments within 90 days of enrollment. November 2026
 - C. Family Advocates will partner with parents to ensure the completion of any follow-up as noted on the well child check by February 2027.
 - D. Family Advocates will educate parents about the importance of well child checks and follow up care during Selection Visits and Family Service Visits. Summer 2026 and ongoing.
- B. Ensure enrolled children receive oral health examinations
 - A. Family Advocates and management will work with families to schedule and complete dental exam appointments within 90 days of enrollment. November 2026
 - B. Family Advocates will partner with parents to ensure the completion of any follow up as noted on the dental exam by February 2027.
 - C. Family Advocates will educate parents about the importance of dental examinations and follow up care during Selection Visits and Family Service Visits. Summer 2026 and ongoing.

5. Data and Evaluation

- A. Head Start Director will schedule training to strengthen the data and evaluation skills for management and mid-management via training modules with HeadStart.gov or outside trainers. July 2026 and ongoing
- B. Head Start Director will implement data analysis and evaluation meetings at the management and mid-management level to inform continuous quality improvement. July 2026 and ongoing.

6. Fiscal Management

- A. Increase the collected non-federal share contributions for the Early Head Start-Child Care Partnership grant.
 - a. Develop and implement training on strategies to encourage parent engagement all staff, including the EHS-CCP staff. Administrative Manager, August 2026
 - b. Develop individual classroom goals to generate non-federal match monthly to achieve the required match. Develop tools to share these goals visually and report to staff monthly on progress toward meeting their classroom non-federal match goals. Administrative Manager, July 2026
 - c. Create visually appealing and simple materials to educate parents about non-federal match and the benefits of engaging in school readiness activities with their child(ren). Administrative Manager, July 2026
 - d. Develop a written plan with timely benchmarks to generate non-federal match from within the community. Administrative Manager, July 2026

Corrective Action Plan (CAP)

Program Name: SWCAP		Grant #: 05HP000495		Assignment Start and End Dates: February 24, 2026			
				Compliance Date: June 25, 2026			
Program Specialist: Andrew Bivens		Grants Management Specialist Sheri Harmon		Grantee Specialist Rita Elliott Greathouse		ECE Specialist Heather Hansen	
Compliance Date: June, 2026							
HSPPS Citation:							
1302.90(c)(1)(ii) Personnel policies. (c)Standards of conduct. (1) A program must ensure all staff, consultants, contractors, and volunteers abide by the program’s standards of conduct that: (ii) Ensure staff consultants, contractors, and volunteers do not engage in behaviors that maltreat or endanger the health or safety of children, including, at a minimum: (A) Corporal punishment; or physicallly abusive behavior, defined as intentional use of physical force that results in, or has the potential to result in, physical injury. Examples include, but are not limited to, hitting, kicking, shaking, biting, pushing, restraining, force feeding, or dragging. (B) Sexually abusive behavior, defined as any completed or attempted sexual act, sexual contact, or exploitation. Examples include, but are not limited to, behaviors such as inappropriate touching, inappropriate filming, or exposing a child to other sexual activities. (C) Emotionally harmful or abusive behavior, defined as behaviors that harm a child’s self-worth or emotional well-being. Examples include, but are not limited to, using seclusion, using or exposing a child to public or private humiliation, or name calling, shaming, intimidating, or threatening a child; and (D) Neglectful behavior, defined as the failure to meet a child’s basic physical and emotional needs including access to food, education, medical care, appropriate supervision by an adequate caregiver, and safe physical and emotional environments. Examples include, but are not limited to, leaving a child unattended on a bus, withholding food as punishment or refusing to change soiled diapers as punishment.							
System	Action Steps	Person Responsible	Time Frame	Resources/Budget	Monitoring Data Sources/Evidence	Progress Notes	Completion Date
Leadership and Governance	Discuss the OHS Monitoring Report with the Policy Council and Governing Board	HS Director	Feb-Mar 2026	Time OHS Monitoring Report Policy Council SWCAP Board	Agendas Meeting Minutes	Tawny Hardyman presented the monitoring report to the Policy Council and the SWCAP Board.	Feb 26, 2026 March 17, 2026
	Share the Corrective Action Plan with the Policy Council and the Governing Board. Policy Council and Governing Board approve the Corrective Action Plan.	HS Director	May 2026	Time Corrective Action Plan Policy Council SWCAP Board	Agendas Meeting Minutes		May 19, 2026 May 28, 2026
Training and Professional Development	Train staff and childcare partner staff on the Standards of Conduct.	Head Start Director	April 2026	Standards of Conduct form, Time	Signed Standards of Conduct forms, Training day agenda	Staff and childcare partner staff participated in training	April 13, 2026

						and signed Standards of Conduct form.	
	Train classroom teaching staff on Stating Behavioral Expectations	HS Director	April 2026	Time HeadStart.gov	Agenda Sign in sheet		April 13, 2026
	Train staff on Behavior Management, Active Supervision, and Staff Wellness Strategies.	OHS TTA Early Childhood Specialist	May 2026	Time OHS TTA Early Childhood Specialist HeadStart.gov	Agenda Sign-in sheet TTA Report		May 7, 2026
	Update staff onboarding plans/forms with a focus on building staff capacity to set up environments, actively supervise, prevent challenging behaviors, and engage in positive child interactions.	HS Director OHS TTA Grantee Specialist Education Manager Professional Development Specialist, Health & Wellness Manager	April -May 2026	Time OHS TTA Grantee Specialist HeadStart.gov Pyramid Model	Updated onboarding forms Completed onboarding forms	New hire staff first day of employment: 05/18/26	
	Develop new hire orientation/onboarding feedback forms	HS Director Professional Development Specialist HR	April – May 2026	Orientation/onboarding forms, WI Childcare Licensing Head Start Program Performance Standards Pyramid Model Time	Onboarding feedback forms, completed feedback forms		
	Develop staff training scope and sequence for the 2026-2027	HS Director					

	program year to ensure continued staff development in behavior management, self-regulation, positive environments, and positive interactions.	Professional Development Specialist Education Manager					
	Develop training plan to build the capacity of supervisors to monitor behavior management, positive adult:child interactions, positive environments, and to provide feedback, support, and timebound expectations.	HS Director Human Resources, Professional Development Specialist	June 2026	Time Training Plan Budget Monitoring tools Pyramid Model Resources	Agenda Sign-in Sheets		
	OHS TTA Grantee Specialist support: Review Corrective Action Plan (CAP)	HS Director	May 2026	OHS TTA Grantee Specialist Time	CAP OHS TTA Report		
Ongoing Monitoring and Continuous Quality Improvement	Conduct classroom observations in Head Start Preschool and Early Head Start infant toddler classrooms to monitor teacher child interactions.	Professional Development Specialist Education Manager	March – May 2026	Time, CLASS Observation tool, ECERS tool, ITERS tool,	Completed CLASS, ECERS, and ITERS Observations Site Visit Reports	Analyze observations scores/notes to determine ongoing professional development	
	Analyze classroom observation data and staff feedback to determine if course corrections are needed.	HS Director Education Manager Professional Development Specialist	May 2026	Time, Observation Results	Agenda Sign-in Quality Improvement Plan		
	Revise monitoring tools regarding universal practices in classrooms as building blocks for positive climates and interactions.	HS Director Professional Development Specialist	May – June 2026	Time, Universal Practices forms, Pyramid Model, Mental Health Consultants	Universal Practices tool		

		Mental Health Consultants					
	Strengthen monitoring plan to include more frequent mini observations in classrooms regarding behavior management, universal practices, and teacher child interactions.	HS Director Education Manager Professional Development Specialist Mental Health Consultants	June 2026	Time Monitoring Plan			

BOARD OF DIRECTORS RESOLUTION TO ESTABLISH A PLAN

WHEREAS, the Board of Directors of the Southwestern Wisconsin Community Action Program, Inc. (the Employer) assembled in a meeting;

WHEREAS, the Employer maintains a 401(k) Plan (the Plan) to provide retirement benefits for employees of the Employer;

WHEREAS, the retirement benefits provided by this Plan would be funded through contributions by the Employer and/or covered participants;

WHEREAS, assets of the Plan (comprised of Employer and Employee contributions, and earnings thereon) will be held in trust for the exclusive benefit of the Plan's participants and beneficiaries;

WHEREAS, Mutual of America Life Insurance Company (the Company) has offered to provide administrative and investment services pursuant to an Exclusive Services arrangement which are to be detailed in a Service Agreement;

WHEREAS, the Company will be compensated for any administrative and investment services rendered in connection with the Plan, which compensation has been disclosed and has been reviewed.

NOW, THEREFORE, BE IT RESOLVED THAT:

- The Employer hereby approves the adoption of a Plan with the Company;
- The Employer hereby accepts the Company's offer to provide administrative and investment services to the Plan pursuant to the Exclusive Services arrangement which are detailed in a Service Agreement between the Employer and the Company;
- The Employer hereby approves the establishment of the Trust and will enter into a Custodial Agreement with Mid-Atlantic Trust Company, which will serve as the Plan's Directed Trustee;
- An authorized representative as designated by the Employer shall, at their sole discretion, review and approve the Plan provisions contained in the Plan document as provided by the Company without the requirement of additional Board review or approval. They shall also take such further action as may be necessary, appropriate or advisable to effectuate the foregoing resolutions and to execute any and all documents and agreements as may be required including, but not limited to, signing the Plan document.

The undersigned hereby certifies that the foregoing resolutions were duly adopted by the Board of Directors.

Secretary of the Board / Board President

Date

The Critical Role of Nonprofit Mission Statements

A mission statement is more than a collection of words; it is the cornerstone of a nonprofit organization's identity and purpose. This simple yet powerful statement conveys why the organization exists, who it serves, and what it aims to achieve. It also describes the nonprofit's *product*.

Say what.... a nonprofit's *product*?! Yep, while it isn't a service or tangible product, nonprofits are still selling something. They're selling hope. They're selling their *mission*. If you think about it, the mission statement is the value proposition a nonprofit presents to the consumer (current and prospective supporters) to obtain their "purchase," which is their support.

For nonprofits whose product is hope and belief in the mission, and where resources are often limited, and challenges abound, a well-crafted mission statement is not just beneficial—it is essential.

The Role of a Mission Statement in Nonprofit Organizations

A nonprofit's mission statement serves as its guiding star. It defines the organization's purpose and aligns its activities with its core values. Unlike for-profit businesses, which often focus on profit generation, nonprofits exist to fulfill a specific cause or address a particular community need. A clear mission statement ensures that everyone involved—from staff and volunteers to donors and beneficiaries—understands the organization's *raison d'être*.

Here are three key ways mission statements contribute to nonprofit success:

1. **Garnering Community Support**

A strong mission statement communicates a nonprofit's purpose in a way that resonates with stakeholders. Donors, volunteers, and supporters are more likely to invest their time and money if they can clearly see how the organization's mission aligns with their own values and aspirations. An effective mission statement acts as a rallying cry, uniting people around a shared goal.

2. **Guiding Decision-Making**

When faced with difficult choices, nonprofit leaders often turn to the mission statement for clarity. Decisions about resource allocation, program development, and stakeholder engagement can all be guided by asking, "Does this align with our mission?" This helps

prevent wasted resources and ensures that all actions contribute to the organization's overarching goals.

Just as the "mirror test" serves as an ethical decision-making framework by encouraging leaders to consider whether they can face themselves in the mirror after making a choice, the "mission test" provides a nonprofit-specific approach. In the mission test, nonprofit leaders are prompted to ask, "Which decision best aligns with our mission?"

It's a simply and surprisingly effective way to approach decision-making, especially when the choice is difficult, there are conflicting priorities, or there is a potential ethical dilemma.

3. Strengthening Internal Cohesion

A well-defined mission statement provides staff and volunteers a sense of purpose and direction. It helps build organizational culture and ensures that everyone (regardless of their role) works toward the same objectives. This alignment fosters collaboration and boosts morale, even during challenging times.

This is particularly helpful in ensuring harmony with that sometimes fragile volunteer-staff partnership where power struggles and unclear lines of authority create tensions.

Traits of an Effective Mission Statement

Not all mission statements are created equal. To be truly effective, a mission statement must possess certain characteristics:

- **Simple:** Avoid jargon and complex language. A mission statement should be easily understood by anyone, regardless of their familiarity with the organization or the industry within which it operates.
- **Clear:** Clearly define who the organization serves, what it does, and why it exists. Ambiguity weakens the impact of a mission statement.
- **Accurate:** Be honest and realistic. A mission statement should reflect the organization's purpose without exaggeration or hyperbole.
- **Inspiration:** *A great mission statement evokes emotion and inspires action. It should compel people to care about the cause and want to contribute to its success.*

For example, Habitat for Humanity's mission statement, "Seeking to put God's love into action, Habitat for Humanity brings people together to build homes, communities, and hope," is simple, clear, accurate, and inspirational. It communicates purpose while evoking

a sense of hope and unity.

How to Prevent Mission Drift in Your Nonprofit

While a strong mission statement provides direction, nonprofits are not immune to losing focus. This phenomenon, known as mission drift, occurs when an organization strays from its original purpose and begins pursuing unrelated activities. Mission drift can dilute an organization's impact, confuse stakeholders, and ultimately undermine its success.

What Causes Mission Drift?

Mission drift often stems from a combination of internal and external factors. Common causes include:

1. **Leadership Changes:** New leaders may lack a deep understanding of the organization's mission or seek to impose their own vision, leading to misalignment.
2. **External Pressures:** Donors or other stakeholders may push the organization to pursue initiatives that do not align with its mission, often in exchange for funding or other support, making it difficult for decision-makers to decline.
3. **Lack of Clarity:** If the mission statement is vague or poorly communicated, staff and stakeholders may interpret it in ways that lead to inconsistent actions.
4. **Opportunity Overload:** Nonprofits may feel compelled to chase every opportunity for growth, even if those opportunities are not mission-aligned.

Why Mission Drift Is Dangerous

Mission drift is rarely a sudden occurrence. It often happens gradually, sometimes over many years, making it difficult to detect until sometimes significant damage has been done, including:

- **Loss of Credibility:** Stakeholders may lose trust in the organization if it lacks focus or integrity. Nobody wants to support an organization that promises to deliver on a stated mission but then engages in activities that don't align with that.
- **Resource Mismanagement:** Pursuing unrelated activities can drain resources that should be dedicated to the core mission. And resource waste is particularly harmful in nonprofit organizations.
- **Reduced Impact:** When an organization spreads itself too thin, its ability to achieve meaningful results diminishes, especially given the human resources limitations many nonprofits face.

Strategies to Prevent Mission Drift

Nonprofit leaders can take proactive steps to prevent mission drift and keep their organizations on track:

1. **Conduct Regular Mission Reviews.** Periodically review the mission statement to ensure it remains relevant and aligned with the organization's activities. This process should involve key stakeholders, including staff, board members, donors, and beneficiaries. Sometimes, it might make sense to revise the mission if the organization has genuinely evolved beyond its original purpose.
2. **Align Activities with Mission.** Before launching new programs or initiatives, evaluate whether they align with the mission. Ask critical questions such as, "Does this activity advance our purpose?" and "Will it help us achieve our long-term goals and ultimately our mission?"
3. **Develop a Strategic Plan.** A strategic plan serves as a roadmap for achieving the organization's mission. It outlines specific goals, strategies, and performance metrics, ensuring that all activities are mission-driven. Revisit and update the plan regularly to adapt to changing circumstances.
4. **Engage in Stakeholder Collaboration.** Involve staff, volunteers, and other stakeholders in decision-making processes. Collaboration fosters buy-in and ensures that everyone understands and supports the mission.
5. **Educate Leadership.** Provide ongoing training and orientation for board members, executives, and other leaders, especially those new in their roles, to ensure they fully understand the mission and their role in advancing it.
6. **Say "No" When Necessary.** It can be tempting to accept funding or opportunities that fall outside the organization's scope, especially when they seem like a "good deal." However, saying "no" to activities that do not align with the mission is crucial for maintaining focus and integrity.

Conclusion

A nonprofit's mission statement is its compass, guiding every decision and action toward a shared goal. When crafted effectively, it inspires support, drives decision-making, and fosters internal cohesion. However, maintaining focus on the mission requires vigilance. By understanding the risks of mission drift and implementing strategies to prevent it, nonprofit leaders can ensure their organizations stay true to their purpose and achieve lasting impact.

Mission

The Southwestern Wisconsin Community Action Program mobilizes resources to empower low-income individuals, families and communities through advocacy and quality services that promote self-sufficiency and improved quality of life.

Streamlined only for internal operational use to...

*SWCAP works to **mitigate the causes and conditions of poverty** in Southwestern Wisconsin, **building resilience and self-sufficiency** by providing supportive services and programs, and by **collaborating with partners**.*

From “Mission Matters Most”...

“Most nonprofits today have missions that are simply too broad. In the ‘80’s and 90’s, nearly 1,000 students in the “Strategic Management of Nonprofits and Social Ventures” course at the Stanford Graduate School of Business participated in an exercise on the topic of organizational mission. In this, they examined the mission statement of a nonprofit group and interviewed that group’s stakeholders. Each year, at least 75 percent of these students discover that the mission statement that they are evaluating lacks rudimentary clarity and encompasses so many activities that even a large, resource-rich organization would struggle to do them all, let alone do them with excellence.”

This is a real world concern and can result in one part of a phenomenon known as “mission creep”. Many (like Jonker & Meehan above) see this as a consequence of organizational mission statements being too broad. Personally, I see it as the result of focusing on the wrong things...not what the organization is and being paid to do (individual services & programs); rather, I believe that a nonprofit corporation should focus on what its tangible impact on the community is, both objectively **and** subjectively.

How hard we try and how good our intentions are, in the end, is of very little consequence. “We care so much” doesn’t equate to “we actually make a tangible difference in the lives of children, families and communities”. What matters is what happens to real people in their real lives, which legitimately forces us to rethink how we evaluate our organizational “successes” and “failures”. Numbers of people served, pounds of food distributed, hours of instruction time, quantity of rides provided, etc. tell us nothing about the effect of those services; were they crucial to a person or household?, did they provide an otherwise unavailable service?, were they convenient, critical or somewhere in between? Did it solve a real problem?

The Role of a Mission Statement in Nonprofit Organizations

A nonprofit's mission statement serves as its guiding light. It defines the organization's purpose and aligns its activities with its core values. Unlike for-profit businesses, which generally focus on profit generation, nonprofits exist to fulfill a specific mission or address a particular community need. The mission is not "who we are", rather, it's "who we **want** and **intend** to be".

A nonprofit organization is a unique entity in that making money isn't the principal objective. It must have some to exist, but it certainly doesn't exist to make money. We believe that some of our brethren have fully lost sight of that vital distinction, assuming that what they did and how they did it yesterday remains the best course of action tomorrow. A key challenge for every nonprofit is to see old problems with new eyes.

Three ways in which a genuine mission statement contributes to nonprofit performance

To some, genuineness and sincerity has seemingly become seen as a weakness in our current world, but they are far, far, far away from being meaningless. Today is absolutely the right time for some old principles:

An ounce of action is worth a ton of theory. – **Ralph Waldo Emerson**

Don't let what you can't do interfere with what you can do. – **John Wooden**

Do what you can, with what you have, where you are. – **Theodore Roosevelt**

No matter how you feel, get up, dress up, show up, and never give up. – **Regina Brett**, and
I'd much rather fail with effort than succeed at intent.

1. Gaining community support – Communities can and will support an organization – both profit and nonprofit – if they can understand and believe how the mission of the organization aligns with their own values, principles and aspirations (be they social, religious, identity-based, political or other).
2. Guiding organizational decision-making – The short, sweet and factual reality is that mission matters. A lot. Some organizations fall into a routine that they're hesitant to change. "Everything is working great. Why mess with it?" These are places where many mistake forty-years of history as forty unique years of experience. Those people are what experts call "wrong".
3. Strengthening internal cohesion - A well-defined mission provides staff and volunteers with a clear sense of purpose and direction. It helps build organizational culture and ensures that everyone (regardless of their role) works toward the same

objectives. This alignment fosters collaboration and boosts morale, particularly during challenging times.

Traits Associated with an Effective Mission

An obvious but regularly overlooked reality is that, sometimes, an organization's stated mission is gut-wrenchingly bad. Most of those times, the failure to realistically assess either the actual intent or lack of evaluable outcomes in the mission's narrative makes it a meaningless jumble of wordy intentions rather than easily definable outcomes. Again, it doesn't matter what is said; it matters what actually gets done. If anyone's elderly grandparents can't say what did/didn't happen, and why, then the mission statement means absolutely nothing and should be an embarrassment to the organization as whole. **This is something that we'll revisit (as staff and a Board of Directors) in the near future as we work until we can communicate both our intentions and results in plain English.**

One of the key traits associated with determining mission success and failure lies in the advent of qualitative evaluation. As you'll discover, it is exceptionally hard to grasp, at least for some of us, how so many nonprofit organizations, working with so many human beings living and working in the real world in an effort to ameliorate and overcome life's very real challenges, believe that they can do so convincingly with nothing but quantitative assessments. It baffles the mind. Or perhaps my mind is already baffled. Either way, we gonna' get up in't.