PLYMOUTH CONGREGATIONAL UNITED CHURCH OF CHRIST
Church Council Minutes, April 28, 2020, Zoom Online
Sally Pederson, Moderator; David Johnson, Moderator-Elect


Voting Members Absent: Alex Moon, Jon Reinders

Others Present: Amy Albert, Mary Ann Beard, Wendy Bellus, Reverend Lindsey Braun, Reverend Mary Kate Buchanan, Bev Burns, Cindy Eaton-Eklund, Christopher Goodson, Reverend Nikira Hernandez-Evans, Karen Jeske, Shana Johnson, Reverend Doctor Matthew Mardis-LeCroy, Dave Miller, Sally Pederson, Reverend LeAnn Stubbs, Emily Tripp, Susan Waller

Introductions & Welcome: Sally Pederson called the meeting to order at 7:00 p.m.

Devotions: Rocky Morton led the Church Council in prayer.

Minutes: March 24, 2020—Motion to approve, David Johnson. Second, Rocky Morton. Minutes approved as submitted.

SPECIAL REPORTS AND OLD BUSINESS
Subject: First Quarter Financial Overview and PPP Discussion, Franklin Codel and Emily Tripp
  • Seeing lower-than-budgeted pledges. Projected deficit for the year of $103,000.
  • Stimulus program from the Federal Government: Paycheck Protection Program, Emily Tripp
    o Plymouth Church is eligible for $207,000 within the stimulus program.
    o Plymouth Church was encouraged by the Conference to apply for the funds.
    o Application for the funds was processed through West Bank and submitted April 27 to the Small Business Administration.
    o Monies received will be used to offset staff salaries and church utilities.
    o The Board of Trustees moved that Plymouth Church accept the Paycheck Protection Program funds. Motion approved.

Subject: Plymouth Church Annual Meeting, Rev. Matt Mardis-LeCroy
  • Reminded the Church Council members that the annual meeting is scheduled for Tuesday, May 12, 7:00 p.m., on Zoom Online.
  • Church congregation voted in favor of amending the church by-laws in order to conduct the annual meeting online because of the restrictions of the Covid-19 pandemic.

Subject: Motion to Ratify Plymouth Church Council Actions in March 2020, Pam Duffy
  • The following motion was presented by Pam Duffy to the church council for approval:
    o That, all actions taken by Plymouth Congregational United Church of Christ with regard to any transactions or agreements authorized or approved at the March 24, 2020, Church Council meeting are ratified, confirmed, adopted and approved.
    • Second, Elizabeth Talbert. Motion approved.

Subject: Child and Family Ministries Consultant Grant Presentation, Rev. Matt Mardis-LeCroy
  • Presentation submitted to council members. Copy attached.
  • This Strategic Grant is to fund the Consultant for Child and Family Ministries, a temporary, part-time staff position that will allow us to finally put staff into their proper roles and to meet key objectives in the area of Child and Family Ministries.
  • Plymouth Church member Georgia Sheriff has been identified as the person to fill this role. Her resume is included with the attached grant request.
  • Discussion followed.
• Motion to approve by Irene Hardisty. Second, Pam Duffy. Motion approved.
Subject: Solar Panel Grant Presentation, Amy Albert, Creation Care and Justice Committee, and Dave Miller, House and Space Committee.
• Grant request presentation distributed to Church Council members.
• Plymouth Church member Dave Miller worked closely with the solar panel committee and the vendors to formulate a plan to provide solar heating through panels placed on the south side of the building, above Waveland Hall.
• Amy and Dave presented a PowerPoint presentation of the project. Robust discussion followed.
• David Johnson suggested that a communication plan be created to be certain all members of the congregation are aware of the solar panel plans.
• David Johnson moved the acceptance of the sending the Strategic Grant for Solar Panels to the Plymouth Church Foundation for their consideration. Second, Pam Duffy. Motion approved by a vote of 13 yes to 3 no.

BOARD REPORTS
Benevolences: Report submitted by Irene Hardisty is attached.

Christian Education: No report.

Christian Social Action: No report.

Christian Stewardship: No report.

Deacons: No report.

Membership: Report submitted by Terri Sterk is attached.

Music and Fine Arts: No report.

Spiritual Growth: No report.

Trustees: No report.

COMMITTEE REPORTS
Arts, Memorials & Architectural Changes: No report.

Personnel: No report.

Plymouth Foundation: Mary Ann Beard
• Board meets Wednesday, May 27, to review grant requests.

Plymouth Women: No report.

Stephen Ministry: Report submitted by Bev Burns is attached.

Transition into Ministry (TiM): No report.

NEW BUSINESS: None.

Member at Large: Rocky Morton
• Reported that the Governance and By-Laws Committee will have their 17th meeting this week.
STAFF REPORTS
Matt Mardis-LeCroy

- Conversations taking place during this meeting are what Plymouth Church does so well. Grateful for the conversations and decisions that took place.

CLOSING PRAYER: Rev. Matt Mardis-LeCroy

NEXT MEETING: May 26, 2020, 7:00 p.m., Zoom Online

Respectfully submitted,
Linda Knodle, Secretary
April Plymouth Church Council Boards Reports

Board of Benevolences, Irene Hardisty

- Easter Special Offering collection preliminary amount. $10,175 with 10 percent to the Pastors’ Discretionary Fund, Plymouth Church and the remainder equally divided among the following:
  - Central Iowa Shelter & Services (CISS) – Mulberry Farm & Food
  - Cross Outreach – Homeless Prevention
  - US Committee for Refugees – Refugee Wellness Program
  - Youth Emergency Services & Shelter (YESS) – Special Needs Fund
- One Great Hour of Sharing (OGHS) was schedule for March 21-22. In as much as the church was closed due to COVID-19 pandemic, this collection did not occur. In lieu of OGHS, it has been decided to encourage Plymouth Church members to support local front-line non-profit organizations which are continuing to provide services during this time. DMARC, CISS and Cross Ministries are among these organizations.
- At the board’s April meeting, a discussion was initiated about whether Plymouth members could/should do more to help those in need during this pandemic. As part of this consideration, the Food Pantry committee, Annabelle Marsh and Irene Hardisty, convened a conference call with DMARC’s Leslie Garman and Sarah Trone Gariott to determine DMARC needs at this time.
- Shelter Meals. CISS is not allowing volunteers in the shelter during the physical-distancing period for COVID-19. Prepared meals should be dropped off at the shelter or make a donation in cash. Because sign-up for Shelter Meals has not been a smooth process, groups not getting the weekend they wanted/needed or dates left unfilled, this committee is planning to (a) solicit committees/groups outside of Church Council members, and (b) request Church Council members select optional dates and the committee will attempt to “match-up” the best they can.
- Family Promise. Eagle Scout Project—Plymouth’s Family Promise is sponsoring an Eagle Scout project to build additional storage for Family Promise space in the church. Upcoming hosting dates: April 19-26 and May 31–June 6. FP of Greater DSM has laid out policies during the COVID-19 crisis, which will be re-evaluated as situations change. The current Shelter-in-Place guidelines will keep the guests at Westminster Church. The Host Church will drop-off meals and provide overnight hosts.
- UCC Relationship. All conferences and social gatherings have been cancelled and will be rescheduled.
- Food Buddies. Did double packing just before Hubbell School closed for spring break. Food Buddies “on hold” while church and Hubbell School are closed. Food Buddies is encouraging cash donations through Plymouth Church or directly to DMARC.
- Food Pantry. While church is closed, direct cash donations through Plymouth Church/memo DMARC or through the Plymouth portal with DMARC at: https://www.dmarcunited.org/donate/virtual-drive/plymouth/.
- Furniture Pickup. Suspended pickups until after physical distancing has ended.

Board of Membership, Terri Sterk

- Plymouth Church Foundation. Sid Ramsey, representing the Plymouth Church Foundation, encouraged our Board to consider submitting a grant request. There is $150,000 available for competitive grants with deadlines April 1 and October 1. The application was provided and is available online.
- Homeless Shelter Dinner. Bill Cook reviewed our successful dinner at the shelter. $330 was collected and $329.42 was spent for supplies. It is critical all board members contribute to provide enough funds to purchase supplies. Note: An industrial can opener is needed and it was suggested the church purchase one for use by all boards. The board thanked Bill for his great organization which allowed us to serve over 200 people. Fritz Craiger asked if it was possible to request funds from the Plymouth Church Foundation to assist with the dinner. Rev. LeAnn Stubbs explained the Plymouth Church Foundation funds aren’t for ongoing ministry, but indicated money and people are available and we can alert her if we find it necessary.
- Welcome Desk. Caroline passed the sign-up sheet for March and April. May will be added to the Dropbox soon. Doug Rumple will be organizing the sign-up process beginning in June.
- Membership Role Update. Rev. Stubbs reported 1,862 people on the role have not attended for two years. These names were reviewed and 233 have contributed within the last two years. Letters were sent to 1,629 people asking if they wish to stay on the church roles. To date, eight
have emailed requesting to stay on, seven called, two parents requested their adult children be removed and 12 letters were returned with incorrect addresses. There has also been tracking of people with a six-month absence in attendance and a report on those 372 people will be provided soon. Three funerals were held in February and one so far this month.

- **Plymouth SWAG.** Caroline reviewed the five items selected for SWAG: short sleeve t-shirt, long sleeve t-shirt, quarter zip, reusable bag and hot/cold travel mug. The best price break occurs when 72 of each item is purchased. The following shows the break-even cost and the suggested price for each item: short sleeve t-shirt ($8.92, sell for $10), long sleeve t-shirt ($11, sell for $15), quarter zip ($31.50, sell for $35), bag ($7.02, sell for &10), mug ($28.03, sell for $30). Initial cost for all items totals $6,230 and would be available one week following the order from Broken Arrow. Items will be stored in available office space and the launch with a “pop-up” store will be April 18-19. Items may be purchased by check or credit card. It is likely two people will be at the Welcome Desk/Pop-Up Shop when items are sold. A treasurer is needed to oversee the sales and inventory and Jen Jensen volunteered.

**Stephen Ministry, Bev Burns**

- At this time of social distancing, all Stephen Ministry relationships except one have been conducted by phone. This is far from ideal as we are so dependent upon one-to-one meetings where we are able to discern body language, reach out with a comforting touch, hold hands during prayer and quite often finish the meeting with a hug.

- However, during the past month, we have been making phone calls to members on a regular basis in order to help them maintain their connection to Plymouth Church, and we held a prayer vigil from 3:30 p.m. until 12:30 a.m. Easter morning in our individual homes while handing off to each other by email.

- We are holding meetings by Zoom, concentrating on discussions about how we can become more visible to the congregation about our mission while maintaining our confidentiality. We hope to have several strategies ready to go when we are all back together again.

- We ask members of the Church Council to help us find people within the congregation who could benefit from our confidential care. Please let them know that they can reach out to Rev. LeAnn Stubbs or Bev Burns.
Grant applications are accepted and grants are awarded by the board of directors of the Plymouth Church Foundation. Grants typically are funded for one year. Multi-year projects must be identified as such in the initial application. Renewed funding is not automatic, although the need for continued funding will be considered during the initial review process.

Applications must be signed by a Plymouth Church board or committee chairperson. If the grant is funded, the board or chairperson agrees to comply with the Foundation policies and requirements, which includes providing a final report evaluating the outcomes/results of the grant. That final report is due to the Foundation Grant Committee no later than 90 days after the grant funds have been spent. Any unused funds must be returned to the Foundation. There are two types of grants applications which the Foundation Grant Committee considers – competitive grant requests and strategic grant requests.

**Competitive Grants.** These grants will be awarded on a competitive basis from the Competitive Grant Pool to fund ministries, programs and projects that are supported by and consistent with the mission of the Church. Competitive grants are not to be used for activities within the normal budget for operating expenses of the Church. Some examples of competitive grants include:

- *Funds to launch the creation of the Plymouth Grounds Coffee Shop program and the Plymouth Women’s Clothing Closet, flameless candles for Christmas Eve services, new hand chimes and music library expansion.*

Applications for competitive grants are due to the Grant Committee April 1 and October 1.

Decisions on competitive grant requests are made at board meetings in April and October.

**Strategic Grants.** From time to time, the Board will award strategic grants to support activities, projects or needs of the Church that are not funded within the normal operating budget. Strategic grant requests should be consistent with the outcomes of the Church’s strategic planning process and must be requested and endorsed by the Church Council and the Senior Minister. Some examples of strategic grant requests include:

- *$200,000 lead gift New Day Capital Campaign, LED energy savings initiative, visual branding and website redesign, attic fire sprinkler system and building safety upgrades.*

Applications for strategic grants may be submitted to the Grant Committee at any time. Decisions on strategic grant requests are made at the board meetings following receipt of the grant request.
Please answer the following questions and submit the application to:
· Director of Operations & Finance, Emily Tripp
  (etripp@plymouthchurch.com)

For additional information, contact Emily Tripp, 515.255.3149, ext. 19, or a Foundation board member.

Please indicate the type of grant for which you are applying:

- [ ] Competitive grant
- [x] Strategic grant

1. What is the purpose and goal of this grant?

The purpose of this grant is to fund the Consultant for Child and Family Ministries, a temporary, part-time staff position that will allow us to finally put staff into their proper roles and to meet key objectives in the area of Child and Family ministries.

In June of 2019, Plymouth's Church Council approved a proposed reorganization of the Plymouth Church staff. Rather than fill the ministerial position vacated by Valerie Miller-Coleman, the new configuration had Plymouth’s Minister of Discipleship (Lindsey Braun) taking over the Community Engagement portfolio (including providing staff support to the Boards of Benevolence and Christian Social Action) while continuing to lead Plymouth’s Confirmation program.

Although Church Council authorized this change in June of 2019, it has yet to be implemented. The obstacle? An ongoing vacancy in the Director of Child and Family Ministries position. Without that staff person in place, other staff has had to work out of position and stretch to cover. Specifically, Lindsey Braun has been staffing the area of Child and Family ministries, while Nikira Hernandez-Evans has served as staff liaison to the Boards of Benevolence and Christian Social Action.

This arrangement was intended to be short-term. But with the search for a new Director of Child and Family Ministries approaching the one year mark, we are becoming increasingly aware of many downsides to the current arrangement. Several key Child and Family Ministries’ initiatives have been in a holding pattern for many months. The Boards of Benevolence and Christian Social Action have insufficient staff attention. And members of the Plymouth staff are working out of position—an situation that can easily lead to lower morale and a general sense of being unsettled.
This grant would fund a part-time interim staff consultant to provide staffing to the Board of Christian Education and to work on key objectives in the area of Child and Family ministries. (See Appendix A for a specific project list).

Plymouth member Georgia Sheriff has been identified as the person to fill this role. Her background, education and experience will make her an enormous asset to the church. She is more than suited to take on the tasks outlined in her contract.

Funding Georgia Sheriff’s work as a consultant will have any number of beneficial consequences. The church will finally be able to make progress on several stalled projects in the area of Child and Family Ministries. The Boards of Benevolence and Christian Social action will receive a greater share of staff attention. And Lindsey Braun will be able to transition to the role intended for her.

Best of all, the work of the Consultant will set up the eventual Director of Child and Family Ministries for success. Funding from the Plymouth Church Foundation would allow for the positions to overlap for at least a few months, providing better continuity of programing and a higher level of service for our families.

2. Who will be served by this grant? *(Please be as specific as appropriate)*

This grant will serve a number of different groups. Programing for families with children at Plymouth Church will receive more staff attention and energy. The Board of Christian Education will have a skilled staff person to assist them in their work. The Boards of Benevolence and Christian Social Action will receive more staff attention. The new Director of Child and Family Ministries will be setup for success. And the staff of Plymouth Church will finally be able to work in the ways envisioned by Church Council last summer.

3. What is the anticipated outcome? How will you measure the results?

The consultant contract identifies 8 specific projects. As supervisor, Matt Mardis-LeCroy will work with the consultant to monitor progress. Of course, some of these projects (such as VBS) may be significantly altered by COVID-19, but Matt will work with the Consultant to identify work that aligns with Plymouth’s goals.

4. What is the timetable for implementing this grant?

Georgia Sheriff’s contract has her working for the six months beginning on April and concluding on September 30 of 2020.
5. What is the total amount requested? (Please provide an itemization of what’s included in the total request.)

   The contract authorizes 20 hours per week for 26 weeks, at a rate of 27.50 per hour, which results in a total of $14,300

6. Are there other sources of income as part of this request? If yes, please elaborate.

   No.
Signatures

For Competitive grants, the signature of a Board or Committee chairperson is required. For Strategic grants, the signature of Church Council Chairperson and Senior Minister is required.

Name of Church Board/Committee: ______________________________
Signature of Submitter: ________________________________________ Print
Name of Submitter: ____________________________________________
email: ___________________________ Phone #: _______________________

_________________________________________ __________
Signature of Board or Committee Chairperson Date

_________________________________________ __________
Signature of Church Council Chairperson Date
(required for Strategic grant requests)
Print Name of Church Council Chairperson: ____________________________

_________________________________________ __________
Signature of Senior Minister Date
(Required for Strategic grant requests)

Please submit the completed application to:

· Director of Operations & Finance, Emily Tripp
  (etripp@plymouthchurch.com)

Form Revised 2/20/2020
March 26, 2020

From: Matt Mardis-LeCroy

To: Plymouth Church Personnel Committee

RE: Consultant for Child and Family Ministries
   Contract Employee

Plymouth Church agrees to pay Georgia Sheriff $27.50 per hour, up to 20 hours per week, beginning Wednesday, April 1 and continuing to a date not beyond September 30, 2020. She will report directly to the Senior Minister.

The scope of her work will include the following projects:

• IMPLEMENT JULY DAYCAMP (July 5-9). Work with Board of Christian Education to recruit volunteers (including volunteers to house camp staff), provide for meals and coordinate with Lutheran Lakeside Camp.

• ASSIST IN TOUCHPOINT TRANSITION. Serve as a resource to Board of Christian Education, church school teachers and other volunteers for the transition to TouchPoint.

• ADDRESS ADMINISTRATIVE SUPPORT NEEDS. Work with the staff of Plymouth Church to plan for administrative support, including job description, recruitment and training of new Education Assistant.

• RECRUIT CHURCH SCHOOL TEACHERS. Work with Board of Christian Education to recruit church school teachers for the upcoming year.

• DEVELOP PLAN FOR 2020-2021 CLASSES FOR FAMILIES. Work with Board of Christian Education to finalize sequence and recruit teachers for Classes for Families 2020-2021.

• SUPPORT BOARD OF CHRISTIAN EDUCATION. Provide staff presence at Board of Christian Education meetings. Serve as a liaison between Plymouth Church staff and the board.
• FINALIZE CHILD SAFETY POLICY. Work with the Board of Christian Education and Church Council to finalize, adopt and implement new child safety policies and procedures.

• DEVELOP A STRATEGY FOR ADDRESSING SPECIAL NEEDS. Work with Board of Christian Education to identify or develop resources for special needs students and their families.

This contract may be terminated by either party on two weeks’ notice.

Signed: ________________________________________
Date:_____________________
Georgia Sheriff, Contract Employee

Signed: _____________________________________________ Date:_____________________
Matt Mardis-LeCroy, Senior Minister

APPENDIX B

Georgia Sheriff
9404 Aurora Ave.
Urbandale, Iowa 50322
515-201-5072 (voice & text)
georgiaasheriff@gmail.com

EXPERIENCE

Owner & Senior Consultant/Trainer, Strategies and Solutions Consulting August 2018 to present
  • Partnering with agencies, education programs and businesses to address areas including:
Consistency and sustainability
Culture and climate
Organizational systems
Organizational structure, management, and strategic planning
Establishing and maintaining partnerships

Assistant Director-Programs, The Robert D. and Billie Ray Center, Drake University, Des Moines, IA Sept. 2012 - August 2018

• Identified, planned, administered, and delivered professional development as a lead trainer. Addressed the strategic performance needs of the organization including: needs assessment; design; development; delivery; and evaluation of services for early childhood, K-8, high school, higher education and workplace initiatives.
• Provided services to partner corporate and education agencies including instruction, evaluation, assistance, follow-up services, and partnership coordination. Identify and provide materials and resources to implement partner goals.
• Researched and selected or developed teaching and evaluative materials, tools and approaches including curricula, training handbooks, demonstration models, and multimedia presentations.
• Developed CHARACTER COUNTS! Early Childhood materials including parent and teacher manuals; lesson plans and parent pages.
• Developed and fostered partnership collaborations with local, state and national organizations to further the mission of the organization.

Lead Co-Instructor, Region VII Head Start Management Acceleration Program (MAP), Overland Park, Kansas Fall 2014, Fall 2015, Fall 2016

• Revised and developed course content in partnership with co-instructor
• Developed the week-long training to include opportunities for networking and approaches and resources that participants could use in their local programs
• Provided training related to Head Start and Performance Standards including: Head Start 101Historical Perspective and Today's Vision; Human Resources; Supervision, Management and Leadership; Data Collection for Local Planning ; Ongoing Monitoring; Comprehensive Services: Disability/Mental Health/Health/Dental/Nutrition; School Readiness and Child Development Services

Director, Drake University Head Start, Des Moines, IA, February, 1997 – August, 2012

• Provided leadership for program for 1000 children, their families, and 75 full time program personnel. Ensured the needs of Head Start and Early Head Start children and families are effectively identified and served in accordance with federal and state requirements.
• Developed and maintained collaborative partnerships with local, regional, state, and national agencies and organizations.
• Oversaw operational aspects of the Head Start Program including: Budget (funding level: $8 million); boards and committees (Head Start Advisory Committee, Policy Council, Grantee
Advisory Board; program development, implementation and evaluation; staffing; training and technical assistance; and program grants, contracts and agreements.

- Completed Positive Behavior Intervention Support (PBIS) training for infants and toddlers and preschool including early childhood special education.
- Made conference and meeting presentations, as requested.


- Planned and delivered professional development and technical assistance to early childhood general and special educators, administrators, and families.
- Assisted agencies with assessment, planning, implementation, and evaluation related to systems change efforts.
- Served on the Principals Project research team focused on the understanding the role and impact of elementary school leadership on early childhood special education.
- Coordinated statewide training including: recruitment of qualified trainers; identification of host agencies; dissemination of promotional information; and overseeing registration.
- Consulted with families regarding early childhood special education services.

**Research Associate/Program Coordinator**, Indiana University, Bloomington, September, 1992- August, 1995

- Coordinated and delivered training and technical assistance in communities requesting support for inclusion of young children with disabilities and their families. Worked in partnership with community agencies, organizations, businesses, families, school districts, private education programs, Head Start, and not-for-profit and for-profit groups comprised the groups.
- Coordinated and served as lead faculty for Summer Institute for professionals from early childhood special and general education and related fields and family members.
- Sought private and federal funding to support community inclusion.

**Prior positions:**

- **Coordinator, Best Practices in Integration (EEP CD Grant)**, Institute for the Study of Developmental Disabilities, The University Affiliated Program of Indiana, Bloomington, October, 1989-September, 1992


- Demonstration Teacher, Developmental Training Center, Indiana University, Bloomington, August 1983-June, 1985
• Speech/Language Pathologist, Macomb Public Schools, Macomb, IL, August, 1978 – May, 1983

EDUCATION
Indiana University-Bloomington
Ph.D. Special Education (Minors: Speech & Language Pathology & Early Childhood)

Western Illinois University
M.A. Speech/Language Pathology

Radford College
B.S. Communication Disorders

AFFILIATIONS
Polk County Early Childhood Iowa Board (2013 - present)
Family and School Partnership Design Team (2016-present)
Early Childhood Iowa Stakeholders (2006-present)
Iowa Dept. of Education Learning Supports Advisory Team (2012-2018)
United Way Education Cabinet (2010-2018)
Zero to Three Court Team (2007-2013)
Polk County Fathers and Families Coalition (2003-2013)
Des Moines Area Community College Early Childhood Advisory Board (2009-2012)
Des Moines Public Schools Early Childhood Advisory Committee (2010-2012)

HONORS AND AWARDS

New Director Mentor Initiative, selected as one of 24 national mentors for new Head Start Directors 2019, 2020

Inspiring Women of Iowa, recipient of Woman of Character Award 2018

Johnson and Johnson Fellow, University of California- Los Angeles 2003


SPARC Literacy. One of two Iowa Head Start programs identified to participate in this national initiative 2005-2008

GRANTS

• Target Literacy Grant. Ankeny Head Start. 2008, 2009, 2010. $1000/annually for 3 years
• Head Start Fatherhood Grant with Iowa Child Support Recovery (2003) $50,000
• Head Start Expansion of Enrollment (2001) $598,000 annually, ongoing  
  Early Head Start Expansion Grant (2000) $489,290 annually, ongoing
• Head Start ongoing funding (1995-2012). Sustained and increased to $8,000,000 annually.
• Best Practices in Integration Outreach Project. EEPCD Outreach Grant, 1992-1996. $250,000 annually for three years.
• Best Practices in Integration (Sheriff, Shuster, Kressley). EEPCD Multi-disciplinary In-service Training Grant, 1989-1992. $200,000 annually for three years.

**VOLUNTEER ACTIVITIES INCLUDE:**

**EMBARC (Ethnic Minorities of Burma Advocacy and Resource Center).** I work as a volunteer to the Executive Director and leadership in the area of services to children and families and school partnerships. Assisted with organizational assessment that resulted in a report the identified strengths and areas that could be addressed to strengthen systems and consistency. I am currently assisting administration with the implementation of the plan. (May 2018-present)

**Plymouth Career Closet for Women.** With a committee, conducted a community assessment that led to the creation of a no-cost boutique for women returning to or in the work force who need appropriate attire. The boutique serves over 300 women each year. Provided leadership to the steering committee. Currently, focus on the development of partnerships with community agencies and individuals for donations and volunteers. February, 2020 marked the 11th anniversary of the Career Closet.

**Urbandale Food Pantry.** Participated on the team that created the Food Pantry in 2009. Served on the Food Pantry Advisory Committee 2009-2013.