

Agenda

Community Action Board of Directors
Thursday, April 27, 2023, 5-6:30 pm

Location: Skagit Valley College Conference Room (Admin Annex, Room CA- 118)

The Annex Building is between McIntyre Hall and the SVC Library

We encourage members to attend in person. For those who can't, here is the zoom option:

Zoom Link: <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FhMVZpb2swTmxYUUbzdSQT09>

Meeting ID: 897 9232 6464

Passcode: 955279

Phone: +1 (253) 215-8782

Welcome/introductions/sharing

5:00 pm

Consent Agenda

5:05 pm

Item	Action	Description
2	Minutes	Information
3	Correspondence	Information
3	Correspondence	Information
4	Division Reports	Information
5	Motions	Approve

Discussion Agenda

Item	Action	Description	Responsible	Time
6	Finance Report	Motion; Motion; update	Davidson; Caswell	5:10
7	Donor Development	Discussion	Bennett; Prudhomme	5:35
8	State of the agency	Briefing Update	Henkel	5:45
	Housing Work Group	Discussion	Brocksmith; Metcalf; Henkel	5:55
	Program Focus	Update	Brocksmith; Henkel; Self; Phinney; Jennings	6:15
	Adjourn			6:30

Equity-Informed Decision-Making Questions

Broad Questions:

- How might this disproportionately affect people of color?
- Is it positive, negative, or neutral in dismantling system racism?

Specific questions for Committees to consider:

- **Equity:** What are the equity questions we should be asking about this decision?
- **Voice:** What do the people impacted have to say about this? What do our staff say? Who should be at the table?
- **Gaps:** What is our most vulnerable population, or what population isn't being served?
- **Data:** What does the data tell us? What don't we know, and how do we find out?
- **Asset map:** What are our partners doing? What do they think our role should be?



Important Upcoming Dates: All are Invited

If you would like to get added to Committee Communications, please reach out to the following people:

- **Finance Committee:** Tari Caswell, taric@communityactionskagit.org
- **Board Planning & Engagement:** Sandi York, sandiy@communityactionskagit.org
- **Donor Development Committee:** Philip Prud'homme, philipp@communityactionskagit.org
- **Housing Work Group:** Michele Metcalf, michelem@communityactionskagit.org
- **Latinx Advisory Committee:** Isabela Ordonez, isabelao@communityactionskagit.org
- **Skagit Housing Consortium:** Matt Johnson Money: matthew@skagit.org

Thursday April 27, 5-6:30 pm, Board Meeting, Skagit Valley College President's Conference room

- **Location:** Administrative Annex, Room CA-118 (The Annex is the building between McIntyre Hall and the SVC Library)
- **Parking Pass**

We encourage members to attend the Board Meeting in person. For those who can't, here is the zoom details:

- **Zoom Link:** <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FhMVZpb2swTmxYUUbzdSQT09>
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Wednesday May 3, 9-20 am, May Brunch & Learn: Food Security

- <https://us06web.zoom.us/j/85985412986?pwd=bGNJSFdjZGRLOVF4KzBSWnBGd20rdz09>
- **Meeting ID:** 859 8541 2986
- **Passcode:** 359781
- **Phone:** +1 (253) 215 8782

Wednesday May 3, 3-4 pm, CREAT Committee

- **Zoom Link:** <https://us06web.zoom.us/j/87174559991?pwd=SFh0OGpKS1dwZHI0c2xaOUNucWhCQT09>
- **Meeting ID:** 871 7455 999
- **Passcode:** 450580
- **Phone:** +1 (253) 215-8782

Friday May 5, 9:30 am- 10:30 am, Housing Work Group

- **Zoom:** <https://us06web.zoom.us/j/86951287129?pwd=VXhnTVRENUdKZldCMHBFSjZqdEM0QT09>
- **Meeting ID:** 869 5128 7129
- **Passcode:** 407622
- **Phone:** +1 (253) 215-8782

Wednesday May 10, 7:30-9 am, Board Executive Committee

- **Zoom Link:** <https://us06web.zoom.us/j/84754093621?pwd=elh5QjhVL2tEblRVaGRXK1BQQTJ1dz09>
- **Meeting ID:** 847 5409 3621
- **Passcode:** 155098
- **Call Information:** +1 (253) 215-8782

Thursday May 11, 8:30-9:30 am, Latinx Advisory Committee

- **Zoom Link:** <https://zoom.us/j/91488283677?pwd=aXpmdVNPd0FraFJ1Q3lrUUQ4cStMZz09>
- **Meeting ID:** 914 8828 3677
- **Passcode:** 022650
- **Phone:** +1 (253) 215-8782

Monday May 15, 4:30-5:30 pm, Board Planning and Engagement

Zoom: <https://us06web.zoom.us/j/83551235291?pwd=dGpuL3gvLzJvRlBPd2s0RW5hUk9wdz09>

- **Meeting ID:** 835 5123 5291
- **Passcode:** 168564
- **Phone:** +1 (253) 215-8782

Tuesday May 16, 1-2:30 pm, Skagit Housing Consortium

- **Zoom:** <https://us02web.zoom.us/j/85884254396?pwd=dHBsMUlxMjd6U2krSHJXMmcrbFQ2UT09>
- **Meeting ID:** 858 8425 4396
- **Passcode:** 595743
- **Phone:** +1 (253) 215-8782

Wednesday May 17, 3-4:30 pm, Finance Committee

- **Zoom Link:** <https://us06web.zoom.us/j/85259600407?pwd=VjUxRVhTOVI0cTVoOGQxUFh4V2o0Zz09>
- **Meeting ID:** 852 5960 0407
- **Passcode:** 338569
- **Call Information:** +1 (253) 215-8782



Important Upcoming Dates: All are Invited

Friday May 19, 9:30 am- 10:30 am, Housing Work Group

- **Zoom:** <https://us06web.zoom.us/j/86951287129?pwd=VXhnTVRENUdKZldCMHBFSjZqdEM0QT09>
- **Meeting ID:** 869 5128 7129
- **Passcode:** 407622
- **Phone:** +1 (253) 215-8782

Tuesday May 22, 3:30-5:00 pm, Donor Development Committee

- **Location:** TBD

Thursday May 25, 5-6:30 pm, May Board Meeting

- **Zoom:** <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FxMVZpb2swTmxxYUlubzdSQT09>
- **Meeting ID:** 897 9232 6464
- **Passcode:** 955279
- **Phone:** +1 (253) 215-8782



BOARD OF DIRECTORS

April 2023

CLIENT SECTOR MEMBERS		Term Ends
LAC CREAT	KATI ORTIZ Skagit Valley College (360) 421-4400 kati.ortiz@skagit.edu	Dec 2024
	VACANT	
CREAT Donor Develop LAC	CHRISTINA SOLTERO Burlington-Edison School District (360) 421-0704 csoltero@be.wednet.edu	Dec 2025
CREAT	HEATHER WALLACE Head Start Policy Council (360) 202-5895 heatherhelpsall@gmail.com	Dec 2025
PUBLIC SECTOR MEMBERS		Term Ends
PRESIDENT Bd Plan & Engmt Donor Develop Executive Finance Housing Devel	RICHARD BROCKSMITH Mount Vernon City Council Member (360) 826-2094 richardb@mountvernonwa.gov	Dec 2024
CREAT	DANNY HAGEN Skagit County Assessor (425) 275-1947 hagen.danny@outlook.com	Dec 2026
Housing Devel	TINA TATE Hospital District 304 Commissioner (360) 708-2144	Dec 2025
Bd Plan & Engmt	RON WESEN Skagit County Commissioner 1800 Continental Place Mount Vernon, 98273 (360) 336-9300 ronw@co.skagit.wa.us	Dec 2023
PRIVATE SECTOR MEMBERS		Term Ends
VICE PRESIDENT Donor Develop	KATE BENNETT True North Consulting (360) 395-8727 bennettrk@comcast.net	Dec 2025
TREASURER Donor Develop Executive Finance	GREGG DAVIDSON (360) 708-2292 gregg-davidson@msn.com	Dec 2024
CREAT	CAROLYN MOULTON Lautenbach Recycling (360) 472-0335 cymoulton@gmail.com	Dec 2026
SECRETARY Bd Plan & Engmt Executive	SILVIA REED Mount Vernon Chamber of Commerce 301 W Kincaid Street Mount Vernon, 98273 (360) 305-0895 silvia@mountvernonchamber.com	Dec 2025



330 Pacific Place
 Mount Vernon, WA 98273
 (360) 416-7585
www.communityactionskagit.org

MINUTES OF THE BOARD OF DIRECTORS' MEETING

March 23, 2023
 Via Zoom

In attendance:

Members of the Board:

Public Sector:

Richard Brocksmith
Ron Wesen
Danny Hagen
Tina Tate

Private Sector:

Kate Bennett
Carolyn Moulton
Silvia Reed
Gregg Davidson

Client Sector:

Kati Ortiz
Heather Wallace

Staff: Bill Henkel, Tari Caswell, Melissa Self, Sandi York, Phillip Prud'homme

I. CALL TO ORDER

Board President Richard Brocksmith called the meeting to order at 5:03 pm. Reminder of our equity-based approach and questions as we work through the agenda.

QUORUM PRESENT

II. CONSENT AGENDA

Minutes from the February 23, 2023 Board of Directors Meeting

Correspondence: PSE Energy awards \$800k in solar installation grants; Skagit and other counties may close homeless shelters due to drop in mortgage fees; Community Action Set to Open Anacortes Resource Center; Skagit County considers changes to homeless aid application program; Triage of Skagit Valley Herald article on Coordinated Entry

Division Reports

March Finance reports through January 2023

Motion to approve the consent agenda including minutes of February 23, 2023 Board meeting and March Finance Report through January 2023 made by Davidson second by Bennett, motion passed unanimously.

III. DISCUSSION AGENDA

Board Exec and Planning & Engagement & Housing Work Group; Brocksmith, Bennett

The group debriefed the in person Board meetings, as we plan to host in-person quarterly; room acoustics were challenging and other venues are being considered for the April meeting, but there was general appreciation for the opportunity to connect face-to-face. Kate noted the availability of Skagit Valley College's conference room by the President's office. Because Kate will be assuming both the Vice President role along with her chair role for the Donor Development Committee, Gregg will take the lead on the Executive Director performance review and a co-chair of the Development Committee will be recruited.

To begin our community engagement and to help us define who might live at the eventual Kulshan View housing development, we've been starting to host conversations with potential partners and informants, starting with the the Mount Vernon School District, because of the property's location near La Venture Middle School. That conversation focused around housing at-risk students and their families, and potential paraeducators and educational interns on a college track, to support the district's goal to increase the diversity of its educational staff. Likely the apartments will be mostly 2- and 3-bedroom units, to house and support families with children, though some 1-bedroom units could support younger adult interns and paraeducators. Additional meetings with other community stakeholders are planned and conversations regarding funding have begun with the Finance Committee to create a feasible funding plan that doesn't jeopardize operational funding, especially the upfront design and pre-development costs. If we want to get in this year's round of major funding options, such as Housing Trust Fund, we would need to have completed designs, and designs of course depend on the population housed. Gregg noted that with program changes and the opening of Cascade Landing, cash flow has been challenging of late and the Finance Committee is encouraging caution and creativity in funding moving forward with development of Kulshan View.

Gregg noted that the Finance Committee met with Baird to review our investments and what has happened in the market. With the review, the committee believe that our portfolio is will balanced, though of course the market has experienced a drastic decline.

Program Focus; Brocksmith, Henkel, Self, Phinney

Bill noted that he, Melissa and Dulce met with County staff regarding the RFP that will be released for Coordinated Entry and crosswalk between Coordinated Entry and our new Care Coordination service delivery model. Community Action is currently the host of the Coordinated Entry, a system that includes several partners and is faced with numerous challenges. Skagit Valley Herald published an article that shed a negative light on the Agency and their management of the Coordinated Entry program without obtaining any information from us to provide context for the issues raised in the article. Our Community Engagement team, with guidance from our Board Executive Committee and Carolyn, created a communication strategy, including Richard's letter to the editor (which thus far has only been printed in the La Conner paper), a longer blog post, and several efforts to connect with key partners in Coordinated Entry. Bill talked briefly about challenges of changing service delivery model and some of the successes that we have realized, especially as our Outreach team has helped conduct intake assessments in the field and in winter shelters, and our Care Specialists have begun to back up our Coordinated Entry staff, who at times can be inundated with clients, as they are attempting to conduct assessments that can take more than an hour each. The Coordinated Entry team is also training our partners to do assessments at their shelters and other locations. There are also constraints from the state Department of Commerce in sharing information across partners, especially with victims of domestic violence. In addition, there are layers of reporting and data entry that can be cumbersome and take staff away from direct time with clients. Part of the reason we've

embarked on Care Coordination, and greatly expanded our Outreach team, is to multiply our capacity to connect, assess, track and support people experiencing homelessness, all of which are central goals of Coordinated Entry. Last week, we hosted the Executive Director, Craig Deblanko and Program Manager, Cache McCallum from our sister agency, Coastal Community Action, based in Aberdeen. Cache shadowed some of our direct service staff as a “secret shopper” of sorts, provided some insight on the strengths of our current services, and areas where we might be able to improve, find efficiencies, or multiply our impact. For instance, he noted that there are several ways to reduce some redundancies and extra work, such as paper files, to allow direct service staff to maximize their time on client service. We are deep diving on different ways to increase efficiencies and maximize service, from the ways we collect data, tools for assessing clients and connecting them to resources, and even our organizational structure. Because of Coastal CAP’s experience and success, especially in getting highly vulnerable people to housing stability, as well as in maximizing revenue generation to sustain and even expand impact, we will also be sending key Care Coordination and Coordinated Entry staff to Coastal CAP to see first hand their work and processes. Meanwhile, today we spoke with County staff about how we might work collaboratively to streamline and improve some of the partner and data sharing components of Coordinated Entry, such as working with the Department of Commerce on an alternative they would accept to faxing documentation. The County team can also be key in helping to encourage and guide participation in the Coordinated Entry system, which will also be necessary for its success.

Carolyn inquired about the role of the Coordinated Entry Advisory Committee, whether the concerns have been explored and addressed at that level, and if any solutions been presented. Melissa noted that the group meets regularly, that they try as a group to work through issues and concerns, and also how important it is for each partner to support their clients and keep them current on the interest pool. In terms of improving our own tools for accessing clients and connecting with resources, we are working with the North Sound Accountable Communities of Health (ACH) on training on their CCS database and Pathways tool that supports care coordination. Several staff will be training with the ACH soon. Our Data and Assessment Manager will be training with ACH to find opportunities to reduce redundancies and streamline data entry overall. Bill further noted that the funding for Coordinated Entry isn’t sufficient to meet the needs as currently structured, though we are working to add capacity to our portion of the system by tapping into our Outreach team, as well as Care Specialists, to help connect with and assess people in our service center, on the streets, in winter shelters, etc. Kate asked if additional resources are available to support some of these needs and create a more efficient system. Ron noted that the Northstar Project understands that there are significant needs and limited resources and it is important to get the right people around the table to meet goals. Carolyn noted that it may have been more helpful for the County to have addressed some of these concerns with the Agency directly with their concerns. For her effort to help boost staff morale, especially after the critical newspaper article, Bill thanked Sylvia for joining us at our Stand Up meeting in support of the staff. Sylvia, Richard and Carolyn wondered if it might make sense to invite Brandon to the agency to see Care Coordination in action and noted that Richard’s letter to the editor on Coordinated Entry had not been printed in the Skagit Valley Herald. Kate noted that it had been printed in the La Conner paper.

Donor Development; Bennett, Prud’homme

Kate noted that we are one week out from Spirit of Hope and that we are sold out at 250 attendees and shared all of the exciting events planned for the evening. Board members are encouraged to arrive early at 4:15 to get registered and settle into the “Ambassador” role. Philip noted that, in total, we are at \$711k raised from the goal of \$720k for Cascade Landing. Donor Development will be sending out a Spirit of Hope reminder email to the Board and all attendees.

6. State of the Agency; Henkel

Bill thanked Board members for joining the constituent meeting with legislators. Bill noted that Cascade Landing is beginning to fill up after receiving the certificate of occupancy in late February and staff is working to get to 50% occupancy by the end of March. We have 11 tenants who have moved in and an additional two veterans transitional units. We were awarded nearly \$100k for solar panels on the Pacific Place building and will need to

replace the roof prior to installation. Work on both of these is slated to happen in April and May. Bill further noted that staff and our DEI committee have interviewed three DEI consultants to support the agency's efforts moving forward. A decision will be made soon. In the latest in Olympia, the last state budget revenue forecast is challenging and will likely affect funding for housing and homelessness, and potentially some of our other legislative asks. Unfortunately, the Senate budget did not include State CSBG funding, but we are hopeful that the House budget will contain some level of CSBG support, as well as our Local Community Projects request of \$309k through Rep Alex Ramel to support pre-development at Kulshan View. We don't expect to hear more about backfilling doc fees until later in the session. Carolyn noted a great job by Liz and Bill in their advocacy work.

IV. ADJOURN: Meeting adjourned at 6:30pm.

BOARD REVIEW & APPROVAL:

☐

Approved as submitted

☐

Approved with changes noted
below

x _____

☐

Board Secretary

☐

Acting Board Secretary

Date Signed



Skagit County Board of Commissioners

Ron Wesen, First District

Peter Browning, Second District

Lisa Janicki, Third District

March 28, 2023

Board of Directors
Community Action of Skagit County
330 Pacific Place
Mount Vernon, WA 98273

RE: Coordinated Entry and North Star Activities

Dear CASC Board Members,

This letter will serve as a follow-up to your Board meeting last week where CASC Board members openly expressed frustration around Skagit County's direction with transformation of homeless services from our longtime partnership.

We are writing to provide some additional context about the County's decision to issue a Request for Proposal (RFP) for coordinated entry services. As you hopefully know, in early 2022, Skagit County and the Cities of Anacortes, Burlington, Mount Vernon, and Sedro-Woolley launched the North Star Project, a joint effort to address the homelessness and behavioral health crisis in our community. Our City Mayors and County Commissioners believe that we can work together to create solutions and pathways to better serve those who are suffering the most and improve wellbeing for all.

In that spirit, consultants from Tenfold Health conducted dozens of stakeholder interviews in 2022—including with Community Action leadership to understand our current housing and behavioral health systems and opportunities for improvement. One of the findings in those interviews was that we should explore opportunities to build out a more robust coordinated entry system.

We then formed a North Star Advisory Group in fall 2022, which includes a broad group of community leaders and service providers, including a member from the Community Action management team. In December the advisory group meeting agenda included a detailed discussion on coordinated entry, including the concept of the County issuing a separate RFP. To ensure that this did not catch Community Action unaware, Public Health staff had a conversation with Bill Henkel to let him know that this would be an agenda topic.

At the North Star advisory group meeting, our consultants from Tenfold Health shared examples of best practice coordinated entry systems and listened to the group's ideas for improvements. At a high level, what we heard was an interest in:

- Accessibility (flexible hours, locations, ways to sign up without coming to an office)
- Transparency (clear expectations for client engagement, coordination with first responders)
- Client focus (people get regular check-ins, client surveys, "no wrong door" is a reality)
- Case management (capacity for ongoing relationship-building, strong landlord relationships)

In March our Board hosted a work session to learn more about priorities and plans for an RFP, which is what led to coverage from the Skagit Valley *Herald*. A few weeks later we invited Bill and his staff to share his perspective on coordinated entry, and we heard about how Community Action is implementing Foundational Community Supports and expanded outreach.

The next step is for the County to release an RFP in the next several weeks. There will be opportunities for service providers to ask questions and discuss their ideas prior to submitting an application. Ultimately, we expect that the selected coordinated entry provider agreement will have more specific deliverables and performance measures for areas like accessibility, transparency, client focus and case management.

Please reach out to us if you would like more information about North Star or our thoughts on coordinated entry.

Sincerely,

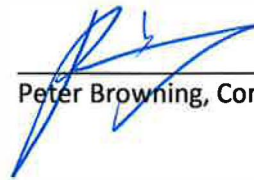
**BOARD OF COUNTY COMMISSIONERS
SKAGIT COUNTY, WASHINGTON**



Ron Wesen, Chair



Lisa Janicki, Commissioner



Peter Browning, Commissioner

cc: North Star Project Leadership:

City of Anacortes Mayor Matt Miller
City of Burlington Mayor Steve Sexton
City of Mount Vernon Mayor Jill Boudreau
City of Sedro-Woolley Mayor Julia Johnson
Skagit County Commissioner Lisa Janicki

Correspondence:

3a

From: **Richard Brocksmith**

Date: Wed, Mar 29, 2023 at 5:46 PM

Subject: Re: Coordinated Entry and North Star Activities - Updated Letter

To: Commissioners

Cc: Kati Ortiz, Ron Wesen, Gregg Davidson, Kaila Roberts, Richard Brocksmith, Silvia Reed, Kate Bennett, Christina Soltero, Heather Wallace, Tina Tate, Carolyn Moulton, Danny Hagen, Mayor Matt Miller, Mayor Jill Boudreau, Mayor Julia Johnson, Mayor Steve Sexton, & Commissioner Lisa Janicki

Dear Skagit County Commissioners (and Mayors),

Thank you for the follow-up letter about Coordinated Entry and North Star activities. On behalf of the Board of Directors of Community Action of Skagit County, I'd like to thank you for your communicate and for your demonstrated and long-time commitment to helping all of Skagit County's citizens have the support they need to prosper.

Our Board and staff are 100% committed to continual improvement in the services we and our partners provide. We take your stated interest in accessibility, transparency, client focus, and case management very seriously and we look forward to continuing to reach for the very best service we can formulate and provide across agencies and programs.

That's why our staffs have been working so hard internally and with the Skagit County Coordinated Entry Advisory Committee to find those areas of improvement. We've dramatically expanded our street outreach teams; trained other agencies on Coordinated Entry intakes; and re-trained new care specialists. We are also re-imagining our approach to case management by implementing foundational community support through care coordination and beefing up systems and processes for tracking both client and performance measurements to focus on outcomes and adaptive learning. And we are working to strengthen internal and external housing development approaches that we hope will enable all of our partners to place far more clients into permanent housing.

Our Board's frustration has been with the diffuse process described in the Herald, and not the amazing vision you have set out for Skagit County's public health and public health infrastructure. We very much look forward to aspiring to that vision and are confident this community will benefit from this cooperative work, regardless of where the next Coordinated Entry contract resides. We commit to building that new framework with you and the Coordinated Entry Advisory Committee.

With regards,

Richard Brocksmith, Chair

Community Action of Skagit County's Board of Directors

March 2023

Division Director Report – Melissa Self

Care Coordination

Kathleen Morton, Care Coordination Admin Manager / Jazmin Flores, Care Coordination Manager

Accomplishments:

- Managers have been working with the Resource Manager to create new training schedule for onboarding staff.
- With the successful integration of Care Specialist and Coordinated Entry, the teams have been able to increase Coordinated Entry intakes from 1-2 a day to 5-6.
- Care Specialist have distributed more than 100 bus passes, really touching on needs outside of just rental assistance.
- Our team has been working closely with their supervisor to focus on time management and adjusting schedules to ensure they are meeting expectations of their role.
- Throughout the month of March, we have seen an impressive uptick in service entries being logged for FCS and enrollments into FCS. Total billable units went from 133 in February to 281 in March.
- In addition, we have added one new staff member to our team and they have begun training. We hope to continue to interview for qualified candidates.

Challenges:

- We have been working weekly to review caseloads that staff hold—because we are going from a system of only receiving referrals through Coordinated Entry to now receiving referrals through Coordinated Entry and by entering households on the HIP via intake, and existing FCS only clients.
- We have been working with the data manager to create a custom report that call accurately pull all staff caseloads at one time. We have been able to capture a much more accurate picture of caseload.

Emerging Issues:

- We are still experiencing some bottlenecking with referral to services as staff reach capacity with their workload and are continuing to support with coordinated entry intakes.
- We hope to attract more applicants to the Care Specialist position by working with HR on strategies.

Street Outreach

Steven Simmons – Outreach Manager

Achievements:

- We are now fully staffed
- We have interviews for a new Case Manager coming up that will represent growth for the department.
- We have also established a great practice with the Food Distribution Center for getting food to our clients. Madeline has been a great addition to the team over there!

Challenges:

- We have been working with a lot of clients who had been housed over the winter who have been released to the streets again as cold-weather funds from the County have run out.

Emerging Issues:

- Martha's Place is opening up and nobody *really* knows how that process works and who is being allowed in. There is going to be a lot of hurt and angry people who do not understand how they didn't get in. As of right now, you have to have an advocate pushing for you. Not everyone does!

Resource Center/Coordinated Entry

Dulce Vasquez, Resource Center Manager

Accomplishments:

- We are fully staffed with Coordinated Entry Care Specialists who've all completed their training. They are now able to complete intakes/check-ins.
- Our visit to CCAP was successful! We had the opportunity to view their process and talk to their direct service staff. During our self-reflection we realized that our community is more diverse in our programs and partnerships.
- We've begun working with vendors in Anacortes to accept critical needs vouchers, we'll be talking more with our finance team to create a process.

Challenges:

- With Martha's Place accepting clients, we've had an influx in faxed intakes. Our data specialist has been able to process our intakes within 24hrs and has been communicating with providers to give an update.
- Our Anacortes Resource Center opened recently and we've been cycling direct service staff to support clients.

Emerging Issues:

- With our Anacortes Resource Center open on Mondays and Fridays from 9-3pm, we are preparing for an influx of clients wanting resource referrals/critical needs vouchers. We are struggling with pulling direct service staff to support our Resource Center since our Anacortes Care Specialist is out on leave till about June.

Mount Vernon and Whidbey WIC

Wende Dolstad - WIC Manager, Jhaveena Broadnax – Site Supervisor

Achievements:

- Completed 20 hours of required lactation training for all WIC staff.
- Provided outreach at 2 school resource fairs in Burlington.

Challenges:

- WIC babies are being required to transition back to the WA WIC contract formulas.
- Registered Dietitian is retiring after seven years with the agency.

Emerging Issues:

- Some local physicians associated with the local hospital, are instructing WIC families that a non-WIC formula is better for their babies, creating concerns and expense for low-income families.

Skagit Vets Connect

Vernon Hunter, Skagit Vets Connect Lead

Accomplishments:

- On March 30th, Jamie Thornberry (volunteer) was recognized at the 2023 Spirit of Hope fundraising event.

Total Veteran services this month (146)

- **Claims and Services:**
 - VA benefits (**68**) claims submitted, Claim assessments (**21**), Housing intake (**2**), Inquiries and referrals (phone and walk-ins) (**28**)
- **VAF:**
 - Critical Needs (**10**), Rental Assistance (**0**), Cascade Landing Subsidy (**2**), Utilities (**4**), EBT enrollment (**0**)
- **Housing:**
 - Housed (**1**) VASH, Transitional Housing (**4**), Homeless Hotel Vouchers (**3**), Senior Stipend (**3**)

Skagit Food Distribution Center

Madeline McGonagle, Food Access Manager

Accomplishments:

- Plan to purchase local meat and eggs in the months of May and June utilizing WSDA grant money to fill a need that food banks have for protein sources.
- Started writing an operations and food safety manual for the Distribution Center warehouse

Challenges:

- We have been working through some communication hiccups with the foodbanks. To address that we have been implementing a weekly newsletter to communicate updates and happenings at the Distribution Center, as well as visiting the food banks to chat with them about their needs, goals, challenges and seeing their distribution days in action.

Emerging Issues:

- Food banks are expressing a lack of food resources in the past year. Supplies have been tight for everyone so our hope is to continue securing food products (with an emphasis on local) through donations and grant funding to supplement current food sources (TEFAP, Food Lifeline, Northwest Harvest).
- The Senior CSFP program is slowly growing which might cause a need for more delivery capacity. This might require more volunteer hours and/or another delivery vehicle.

April 2023 Division Director Report – Sandi Phinney

Data:

Megan Breedlove-Speece, Data and Assessment Manager

What accomplishment are you most proud of?

Starting a road map for an EmpowOR overhaul

What challenge are you currently facing?

A lot of new hires means a lot of time spent on training, and not as much time I can spend dedicated to data reporting and meetings with program managers to review data.

What emerging trends, opportunities, or threats are you watching?

Still keeping an eye on the balance between direct service and data entry, trying to correctly gauge and understand how long data entry is taking and what redundancies can be cut out of the process.

Education, Employment, and Financial Wellbeing:

Marissa Davison, Education and Employment Manager

Employment (Marissa)

What accomplishment are you most proud of?

We on boarded a new employment coordinator and he is fully trained. Adult education has agreed to try summer classes.

What challenge are you currently facing?

Participation in Workfirst is slow. This program is our main source of income and the lack of participation has made pay allocation difficult

What emerging trends, opportunities, or threats are you watching?

Employment will be into a new space beside education hopefully at the end of summer. This will be beneficial for our goal to better integrate the two programs. Currently we are in two separate buildings.

Adult Education (Claudia)

What accomplishment are you most proud of?

One of my students passed all four subject tests and earned his GED! Two of the other students are halfway there. Our testing rate for the board was 66% -- which was high enough for SBCTC to recognize our accomplishment.

What challenge are you currently facing?

We would like to have a summer class of ELA. In the past, enrollment has been too low to make a class, but we would like to try again. It looks like our new facilities will be ready, and I think we have at least one volunteer who would be willing to help. It will take choosing focus, building curriculum, recruiting a teacher and students, and trying out how that might work.

It would be nice, also to have a Pre-GED class available. That would entail finding and training volunteers to teach it over the summer. The class can serve as a prototype for one we hope to run in the fall – Pre-GED in addition to the fast-track GED. For the latter, we need to secure a location to teach, as the new facility will be used by the morning ELA class.

What emerging trends, opportunities, or threats are you watching?

The college does not run GED classes in English anymore. They don't have enough students to have them make. The option then is for students to join the high school completion program or go elsewhere. The high school completion program isn't for everyone. And while the Goodwill also runs GED classes, we can serve the same students as well. We offer a different approach to teaching the GED than the Goodwill does (for example, actual lectures, not online, self-paced learning systems). We can meet students' needs in our own way.

Financial Wellbeing (Sandi)

What accomplishment are you most proud of?

- I (Sandi) have done a lot of information outreach about the Working Families Tax Credit.
- I have reconvened the Skagit Asset Building Coalition and plan to work with them to do a needs assessment to understand the types of interventions that low-income people in our community most need and how the coalition can use that information to plan and coordinate.
- Marissa and I have worked to reconvene the Equipping Committee after a hiatus during our push to realize Care Coordination.

What challenge are you currently facing?

Primarily lack of staff time.

What emerging trends, opportunities, or threats are you watching?

I am keeping an eye on inflation and how that is affecting people and their ability to pay bills. I plan to do not only a needs assessment to get direct client/resident input on interventions that help build financial wellbeing and what people feel they need, but also do research on the types of programming/services that are best practices and have proven, data-based results.

East County:

Stephanie Semro, East County Resource Center Manager

What accomplishment are you most proud of?

Developing more partnerships within the Community that will assist clients to better their situations and help stabilize them.

What challenge are you currently facing?

Adequate mental health services for Eastern Skagit County.

What emerging trends, opportunities, or threats are you watching?

The substantial increase in property taxes is having quite an effect on most of the homeowners in the area which is causing people to find it increasingly hard to pay their mortgage or their rent due to them being raised because of the increase of the property taxes. Opportunities: In the very beginning stages of rolling out with Care Coordination which may give the staff in East County a little more fulfillment in their positions because their able to see these people all the way through to the end of the process. As it sits now, if they get housed we rarely know or get to see the positive outcome.

Senior and Disabled Volunteer Services:

Mariana Brandt, Senior and Disabled Volunteer Services Coordinator

What accomplishment are you most proud of?

There are a few that I am very excited about. One of them is the recent partnership between the Port of Skagit and our program. They will be housing the firewood location, and providing some community service hours with some of their employees. This gives us a location to do work parties, creates more connection with the community, provides our program with more volunteer hours, and most importantly ensures that our community is staying warm over the winter. Another exciting update is that we are in the middle of onboarding a new volunteer that is a licensed contractor. He is wanting to help with home repairs, and is open to building ramps as well. This is definitely a need, and I am happy we are a step closer to making the homes of our seniors and disabled adults more safe.

What challenge are you currently facing?

We are in need of volunteers that are willing to do housekeeping services. There is a shortage of caregivers, so many are reaching out to us to see if we have volunteers that can help out with housework tasks. This is the most challenging volunteer position to fill.

What emerging trends, opportunities, or threats are you watching?

Tracy and I are both seeing an upward trend in volunteers coming in.

Medicaid Transport:

Nikki Robinson, Medicaid Transport Coordinator

What accomplishment are you most proud of?

I am most proud of the improvements I have made in regards to my training process. While I have more room for improvement, I firmly believe- based upon my feedback from my volunteers- that I am now making strides at better preparing them for the transportations and engaging with clients. As this isn't my first supervisorial position- but the first time I've managed volunteers- I am working at taking the skills I already have and adjusting them to fit this type of environment.

What challenge are you currently facing?

Due to a minimal amount of volunteers- and as a point to keep my program running- I have been personally offering more ambulatory transportations whenever a volunteer is unable to assist. From all of these additional transportations, I have been out of the office more than usual which then impacts the other duties and responsibilities I have. However, I am sure the new volunteers will assist with correcting this.

What emerging trends, opportunities, or threats are you watching?

I am hoping to get at least two new volunteers on boarded within the next month or so and I am planning on meeting with an additional potential volunteer within that timeframe. I am looking forward to the summer time- as I am sure there will be an influx of potential volunteers coming out with the warmer weather.

April 2023 Board Report

Housing Project Director Report – Michele Metcalf

April 17, 2023

Kulshan View – Mount Vernon, WA

March was focused on community conversations to help us decide on the final design for unit sizes, unit mix, and configurations. We met with the Mount Vernon Police Department on March 29. Lieutenant Shackleton, Kulshan Creek Neighborhood Resource Officer Edgar Serrano, and Crime Prevention Sergeant Ben Green provided great feedback and are enthusiastic about the project. We learned that Officer Serrano works directly with the group that utilizes the garden and says that he has been following the sale of the property. He was happy to hear that they had one more season of use and will pass along the update to the gardeners. Sergeant Green is willing to work with us as the project moves along to ensure that we are putting the necessary safety measures in place when designing spaces, such as the underground parking area to include the appropriate mirror and camera placements, etc.

We have also continued conversations with the school district and college. Bill and Michele met with Alexis Meyers, Early Childhood Department Chair (and Kati Ortiz) from SVC. Bill followed up with a meeting with Brad Tuininga from the SVC Foundation. SVC is excited about the potential opportunities to provide housing for their up-and-coming educators.

Housing Work Group

At the March 17 Housing Work Group meeting we had a discussion with Kati Ortiz from the Maestros Para el Pueblo program at SVC (and Community Action Board Member). Kati provided an overview of the Maestros program and shared information about a previous project she was involved with, Villa de Santa Fe, a 50-unit housing development in Bellingham. This was a project in partnership with the school district where residents received rental assistance from Opportunity Council. The facility also incorporated an onsite early learning program.

During the April 7 HWG project focus meeting the group met with Paul Woodmansee of BYK Construction to review the preliminary budget for the project. Paul offered great feedback and recommendations to consider reducing the unit sizes and incorporating more studios rather than one-bedroom units. He also provided explanations of his company's standards when analyzing the feasibility and suggests the committee and/or board establish our own set of standards and make necessary adjustments to the matrix to ensure return on investment meets our expectations.

The next Housing Work Group meeting with the full committee will be held on April 21 where we will continue our community discussions with MVSD McKinney-Vento and Migrant Student programs to discuss the needs of the at-risk student population.

The Housing Work Group meetings for May will be held on May 5 (project focus) and May 19 (HWG general meeting).

Project Status Report for Kulshan View

Report Date: April 10, 2023

Project Description:

Community Action proposes to develop a multi-family housing complex utilizing the maximum density, with a unit mix that includes large unit floor plans (2- and 3-bedroom units), with the maximum number of units allowable. The planned development is for the construction of a three-story apartment building on the western portion of the site and associated parking on the eastern side of the parcel.

Project Start Date: May-22

Project End Date: TBD

Status: Pre-development

Work Complete for Previous Month:

- Meeting to discuss tax credit financing March 13
- Stakeholder meeting with MV Police Dept on March 29
- Meeting with Iris Carias on March 31

Work Complete/Scheduled this Month:

- HWG project focus meeting on April 7
- Meetings w/ SVC and SVC Foundation 4/4 & 4/10
- Meeting w/ MVSD McKinney-Vento/Migrant programs

Work Plan for Next Month:

- Schedule stakeholder meetings with SVC Director of Early Learning Programs
- Continued community and neighborhood engagement and predevelopment planning for Kulshan View

Project Milestones:

Milestone	Target Date	Status	Completed (%)	Explanation
Purchase and Sale Agreement	5/23/2022	Complete	100%	Feasibility 6/30/22; Closing 9/30/22
Commitment for Title Insurance	5/27/2022	Complete	100%	First American Title
1st Addendum to PSA	6/1/2022	Complete	100%	Feasibility 7/29/22; Closing 10/28/22
ATSI Critical Area Report	6/15/2022	Complete	100%	Report received 7/28/22
2nd Addendum to PSA	7/27/2022	Complete	100%	Feasibility 9/30/22; Closing 11/30/22
RFP Phase 1 Architect	8/26/2022	Complete	100%	M2 Architects under contract 9/23/22
Soil Test Mapping	9/13/2022	Complete	100%	Used for geotechnical investigation
M2 Architects for Phase 1	11/30/2022	Complete	100%	Site plan complete 12/5/22
Geotechnical Investigation	10/3/2022	Complete	100%	Report received 12/1/22
3rd Addendum to PSA	9/28/2022	Complete	100%	Feasibility 12/9/22; Closing 1/6/23
4th Addendum to PSA	12/2/2022	Complete	100%	Feasibility 1/2/23; Closing 1/27/23
5th Addendum to PSA	12/15/2022	Complete	100%	Feasibility 2/2/23; Closing 2/9/23
Application for Pre-app meeting	12/20/2022	Complete	100%	Application 12/9/22; Meeting 1/24/23
Pre-application Meeting	1/24/2023	Complete	100%	Completed on 1/24/23
Acquisition	2/9/2023	Complete	100%	Property purchased on 2/7/23
Rezone application	5/15/2023	In-progress		Waiting on required reports

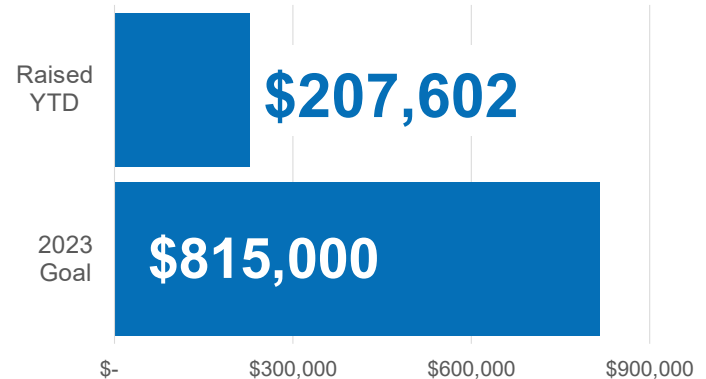
Project Risks/Issues:

Risk / Issue	Mitigation Actions	Assigned To	Due Date
ATSI identified 90% wetlands	Site reassessed by Soundview Consultants	Soundview	
Soil stabilization and haul off	Soil was tested by MTC on 10/20/22	MTC	
Onsite community garden	Coordination with garden oversight group		

2023 Fundraising Progress January 1, 2023 - March 31, 2023

2023 Fundraising Goal & Progress

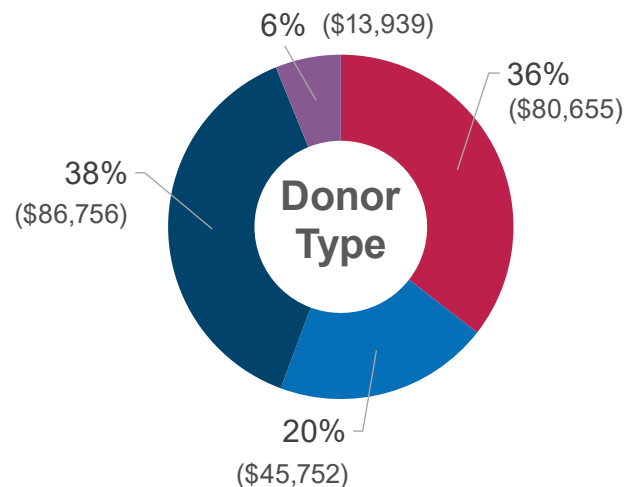
As of March 31, 2023 we have raised **\$207,602** which is about **25%** our board approved goal. *This does not include revenue from Spirit of Hope ticket sales, tables or event sponsors.*



Breakdown of Funds

\$114,334	Greatest Need
\$49,985	Solar Panels (PSE)
\$20,000	Street Outreach
\$19,330	Skagit Food Distribution Center
\$1,199	Mountain of Hope
\$1,000	WIC
\$862	East County
\$520	Critical Needs
\$190	Veterans Services
\$182	Housing

■ Corporation ■ Foundation ■ Individual ■ Local Grants



Highlights

Thank you to these donors who made generous donations in March.

- PeaceHealth
- Kiwanis Club of Mount Vernon
- The following made generous contributions at the Spirit of Hope:

Karen Barlean
Julie Blazek and Jacque Beamer
Michael and Samantha Cabaluna
Gregg and Lea Davidson
Raechel and Darren Donley
Maureen and Harold Harlan

Mark and Gloria Hulst
Susan Krienen
Dan and Amber Milfred
Thomas Palmer
Kari and Steven Ranten
Amanda and John Rentschler

Laura and Richard Riquelme
Wende Sanderson and Jere Lafollette
Andrew Vander Stoep
Jonathan Wolman
Richard Warsinske

\$227,102
Raised 2023
YTD

412
Number of Gifts
2023 YTD

232
Donors
YTD

23
New Donors
YTD

\$100
Median Gift

**Special thanks to our amazing
Donor Development Committee!**

Kate Bennett
Ray Horak
Jill Rohrs

Gregg Davidson
Darlene Mindrum
Christina Soltero

Richard Brocksmith
Maureen Harlan
Richard Warsinske

Cascade Landing Fundraising Progress

Cascade Landing Fundraising

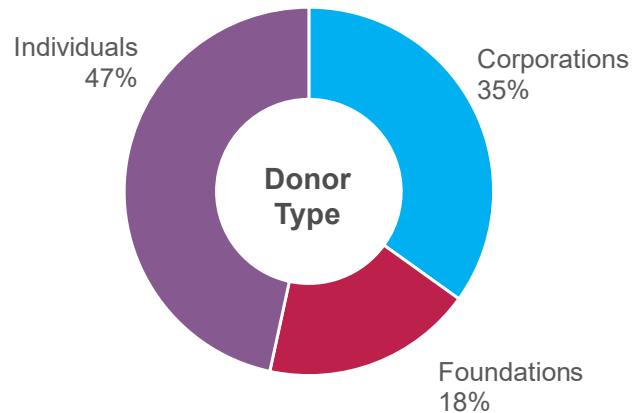
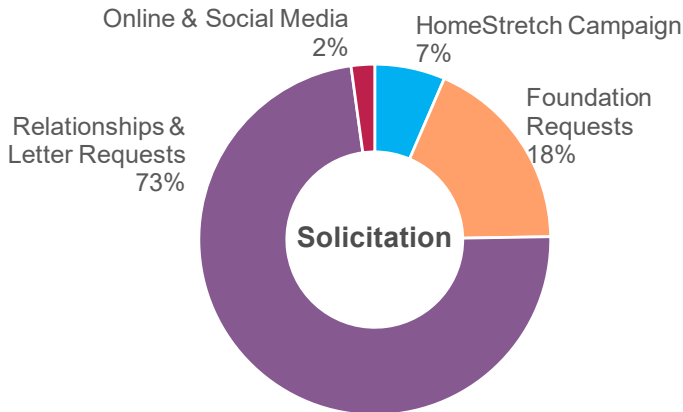
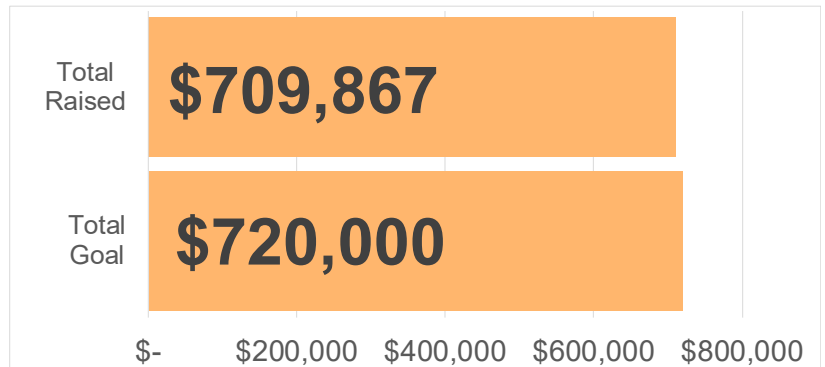
As of April 2022, we have raised **\$709,867** which is **98%** of our total fundraising goal.

Cascade Landing Goals

Total amount of Buy Down Allowed: \$600,000
Furnishings/Finishings: \$120,000

***Total Funds Raised (REET included): \$709,867**

REET funding is a Cost Reimbursement Grant secured in 2022.



\$709,867
Total Raised

76
Number of Gifts

72
Donors

\$306
Median Gift Amount

Highlights

- Families and individuals are currently moving into Cascade Landing.
- Norman Archibald Charitable Foundation awarded a grant to Cascade Landing

Outstanding Cascade Landing Grant Requests

Funder
Sedro-Woolley Soroptimists
Skagit Mount Vernon Rotary Club
Rotary Club of Sedro-Woolley

Board Motions

Community Action of Skagit County
April 27, 2023, Board of Directors Meeting

Draft Motions within Consent Agenda

Note: Any Board member may ask that an item within the consent agenda be pulled for separate discussion prior to a vote.

Motion to Approve February Consent Agenda:

1. Approve Minutes from March 23, 2022 Board meeting

Background on Consent Agenda Motion: Please see attached draft minutes from the March 23 Board meeting (Item 2).

Potential Motion: Approve Consent Agenda (item 1).

Draft Motions within Discussion Agenda

1. Approve April 2023 Finance Report (through month of February)

Background on Consent Agenda Motion: The Board Finance Committee reviewed at its April 19 meeting the attached Finance Report, covering through the month of February 2023.

Potential Motion: Approve April Finance Report

2. Approve moving \$300,000 from agency investments to assist with cash flow

Background on Consent Agenda Motion: The Board Finance Committee reviewed and is recommending to approve to move \$300,000 from agency investments into operating funds to ease cash flow restrictions through Q2. Strains on the cash flow in the first quarter presented by our CFO included shortfall in Care Coordination in ramp up phase above grant funding (\$60k); operational investment in Cascade Landing that will eventually be offset by Cascade Landing rental income (\$37k), as well as upfront cash investment of \$264k (mostly offset by REET funding over time); \$46k (of board approved \$50k) in pre-development funds for housing projects including Kulshan View; and \$200k purchase of Kulshan View property. (See finance reports). (Note on REET funding for Cascade Landing: REET reimburses Community Action for the master lease we pay each month resulting in a wash for CA. When Cascade Landing is turning a profit, those profits could be transferred to Community Action to help recoup the investment.)

Anticipated cash needs until state and county operational grants are renewed July 1 is estimated at \$295k. Agency investments are currently valued over \$1.3 million.

Potential Motion: Approve moving \$300,000 from agency investments to assist with cash flow.

April Finance Reports through February 2023

Balance Sheet February Comparison	Year-end 2022	Through 2/28/23	Change in Value
Asset			
Cash and Cash Equivalents	265,124	53,552	(211,571) [a]
Short-Term Investments	12,951	12,993	42 [a]
Long-Term Investments	1,558,647	1,493,474	(65,174) [a]
Accounts Receivable	1,447,328	1,459,360	12,032
Prepays and Deposits	62,939	107,995	45,055
Fixed Assets	4,794,461	4,832,231	37,770
Depreciation	(1,617,432)	(1,638,482)	(21,050)
Furniture and Equipment	1,051,879	1,051,879	0
Total Asset	7,575,897	7,373,001	(202,896)
Liabilities			
Accounts Payable	101,204	231,844	130,640
Mortgage	670,144	665,715	(4,429)
Vacation Liability	126,264	142,524	16,260
Other Payroll Liabilities	276,146	324,873	48,728
Other Liabilities	(137)	(137)	0
Deferred Revenue	264,053	42,477	(221,576) [c]
Total Liabilities	1,437,673	1,407,296	(30,377)
Net Assets			
Beginning Net Assets			
Prepays and Deposits	(2,500)	(2,500)	0
Other	6,518,842	5,723,075	(795,767)
Total Beginning Net Assets	6,516,342	5,720,575	(795,767)
Total Current Net Income (Loss)	(378,118)	245,130	623,248
Total Net Assets	6,138,224	5,965,705	(172,519)
Total Liabilities and Net Assets	7,575,897	7,373,001	(202,896)

Days Cash on Hand	2.15 [3]
Days Investment Cash on Hand	48.19 [3]
Days Cash in A/R	47.09 [3]

P&L February	Through 2/28/23	2023 Original Budget	% of Budget
Revenue			
Federal Grants	852,703	4,382,214	19.5%
State Grants	128,509	637,929	20.1%
Local Grants	452,284	3,450,922	13.1%
United Way		20,000	0.0%
Foundations & Corporations	206,519	438,500	47.1% [a]
Contributions	122,949	321,500	38.2%
In-Kind	590,049	6,048,418	9.8%
Program Revenue	123,196	1,968,835	6.3%
Miscellaneous Revenue			0.0%
Sponsorship Income	7,000	55,000	12.7%
Total Revenue	2,483,209	17,323,318	14.3%
Expenses			
Wages and Benefits	978,220	7,039,903	13.9%
Program Expenses	665,122	3,582,352	18.6%
Supplies/Equipment	61,450	39,039	157.4% [e]
Travel and Training	7,219	58,260	12.4%
Telephone	11,892	52,150	22.8%
Professional Fees	25,372	145,584	17.4%
Licenses, Dues, Subscriptions	24,664	54,088	45.6% [c]
Printing and Postage	5,382	39,295	13.7%
Insurance	11,281	35,899	31.4% [d]
In-Kind	590,049	6,048,418	9.8%
Occupancy	23,942	224,966	10.6%
General and Administrative	(5,773)	0	0.0%
Miscellaneous Expense		0	0.0%
Marketing/Advertising	478	41,300	1.2%
Total Expenses	2,399,297	17,361,254	13.8%
Net Income (Loss) Before Depreciation & Unrealized Gains/Losses	83,912	(37,936)	[1]
Depreciation (non-cash expense)	14,034		
Unrealized Gains/Losses	(65,165)	40,000	[2]
Net Income (Loss) Including Depreciation and Unrealized Gains & Losses	4,714	2,064	[1]
		% should be	16.7%

April Finance Reports through Febraury 2023

General Notes:

We continue catching/cleaning up from 2022. We are seeing some additional grants/funds coming in as we near the 6/30/23 spending deadline. Grantors are providing additional grants/funds to be spent during the period 7/1/22-6/30/23. We are able to go back and recapture some of the expenses that were charged to API.

Balance Sheet does NOT reflect the acquisition of the Skagit Food Distribution Center (SFDC) We acquired the facility but have not yet established value.

Balance Sheet does NOT reflect the purchase of 3 vehicles We acquired the vehicles through grants as expenses (2 for Outreach one for Agency-wide use). Our auditor will move them to Assets during the audit.

Cash flow continues to be tight. Adjustments to prioritization and timing of invoicing grants is helping, but there are many factors affecting this continued challenge. (See separate breakdowns).

Notes to Finance Reports:

[1] As of 2/28/23, we are reflecting YTD net income of \$83,912 before Depreciation Expense and Unrealized Gains & Losses; and income of \$4,714 YTD after Depreciation Expense and Unrealized Gains & Losses. Several things to note:

[a] YTD Foundations & Corporations is high as we have moved \$221,576 from 2022 Deferred Grant Revenue into 2023 income. This is an internal journal entry that is done annually so that budgets don't skew when the funds are spent. Our auditor is aware of this process and income will be reflected on our audited financials in the period in which it was received.

[2] Unrealized gains/losses on our investments were (\$135,958) for February bringing our overall gain/losses to (\$65,165) YTD.

[3] Days Cash on Hand is 2.15, Days Investment Cash on Hand is 48.19, and Days Cash in A/R is 47.09. For a combined total of 97.43, lower than December's total of 104.42. Days cash on hand is calculated by taking our "normal" annual operating budget, less in-kind, dividing by 365 days. "Normal" daily operation amount has increased for 2023 to **\$30,994**. Notes on Items affecting Days Cash on hand: Agency bank cash accounts weren't actually that low. Finance staff monitor the bank accounts daily and checks are issued as soon as entered but not necessarily sent until after the end of the month. This timing piece has been adjusted.

[b] **Definition** of what cash is counted in which account: **Cash and cash equivalents:** Checking and Sweep (Savings) account **Short-term investments:** NCCU CDs **Long-Term Investments:** Baird Funds and Skagit Community Foundation. All cash, short-term and long-term investments are liquid and are used in calculating Days Cash on Hand.

[c] Licenses, Dues and Subscriptions are high due to renewals that occur at the first of the year.

[d] Business/liability Insurance is close to budget. However, January allocation was not done until February. I expect this line item to be over budget.

[e] Supplies and Equipment is over due to the completion of the walk-in cooler at the SFDC. This expense was paid for with a grant that was carried over from 2022. Neither the income or the expense was included in the budget for 2023. This category will remain high.

Cascade Landing LLC

APARTMENT HOMES

Dashboard

As of 3/31/2023, Accrual Basis

Income Statement	
	Total
Income	
Application Fee Income	1,029
Convenience Fee	42
Rent Income	13,568
Total Income	14,639
Expense	
Bank Fees	84
Legal and Professional Fees	2,500
Management Fees	3,000
Other Expenses	28,477
Utilities	115
Total Expense	34,176
Net Income	(19,537)

Balance Sheet	
Assets	
Current Asset	
Accounts Receivable	(2,848)
Operating 5706	20,518
Operating 5706 - Pending EFTs	1,330
Security Deposit 4410	22,292
Undeposited Funds	98
Total Assets	41,390
Liabilities	
Current Liability	
Security Deposit Liability	-
Total Current Liability	-
Total Liabilities	23,851
Equity	
Owner Contribution (CA)	37,142
Retained Earnings	(66)
Net Income	(19,537)
Total Equity	17,539
Total Liabilities & Equity	41,390

Occupancy/Applications				
Occupancy	Available	Rented	Viable Apps	Additional Info
Vets Priority	10	2	3	2 TL units leased in April
Community Action Priority	24	9	9	Including 1 vet
Non-Priority		0	3	Advertised starting in April
TOTAL	34	11	15	

Successes and Challenges
<p>Successes:</p> <p>Stories of clients moving in: Veteran living in a motel room, mom and child from shelter, disabled tenant living in a car.</p>
<p>Challenges:</p> <p>Because of the desire to house CA clients/Vets, property management staff are putting in significant time to obtain information, deposits and subsidies from Community Action staff, clients and partners in order to house applicants. Because property management staff are seeing things from both the Community Action side and the Cascade Landing side, we would recommend that Community Action review their processes and procedure to ensure landlords are receiving requested documentation promptly. In traditional property management, a landlord would have moved on to the next applicant.</p> <p>As we move from development to occupancy, we are working through process/procedures for repairs and maintenance with the developer when the arise.</p> <p>We have had a couple of incidents of theft (one debit card in the laundry room and several bikes from the bike rack outside). We are working through these incidents and adjusting for better security when possible.</p>

Cashflow Cycle

January		February			March			April			May		
January Spend \$1M		February Spend \$1M			March Spend \$1M			April Spend \$1M			May Spend \$1M		
1st-15th	End of Month	1st-15th	End of Month		1st-15th	End of Month		1st-15th	End of Month		1st-15th	End of Month	
\$237k Payroll Mid-month, \$120k other expenses	\$237K Payroll, \$112K Rent Subsidies, \$175k LIHEAP, \$119k other expenses	\$237k Payroll Mid-month, \$120k other expenses	\$237K Payroll, \$112K Rent Subsidies, \$175k LIHEAP, \$119k other expenses		\$237k Payroll Mid-month, \$120k other expenses	\$237K Payroll, \$112K Rent Subsidies, \$175k LIHEAP, \$119k other expenses		\$237k Payroll Mid-month, \$120k other expenses	\$237K Payroll, \$112K Rent Subsidies, \$175k LIHEAP, \$119k other expenses		\$237k Payroll Mid-month, \$120k other expenses	\$237K Payroll, \$112K Rent Subsidies, \$175k LIHEAP, \$119k other expenses	
		Invoice January Grants			Invoice February Grants			Invoice March Grants			Invoice April Grants		
		5th-10th	11th-20th	21st-End of Month	5th-10th	11th-20th	21st-End of Month	5th-10th	11th-20th	21st-End of Month	5th-10th	11th-20th	21st-End of Month
		LIHEAP, County	Commerce other local	All others	LIHEAP, County	Commerce, other local	All others	LIHEAP, County	Commerce, other local	All others	LIHEAP, County	Commerce, other local	All others
		Receive January funds for invoices											
					Receive February funds for invoices								
								Receive March funds for invoices					

Contributing factors to cash flow challenges	
	Cash flow Cycle--we spend a lot of money up front and wait for reimbursement. Have streamlined timing as much as possible. End of the month is particularly stressful.
60,000	Q1 Actual income shortfall for Care Coordination not charged to grants but paid with API
37,000	Operational investment into Cascade Landing. REET funding reimburses CA for lease payment. Until income is generated by CL, these funds will be owing.
46,000	Board approved \$50k for pre-development
264,353	Agency unrestricted funds invested into programs to cover 2022 shortfalls
264,000	Agency cash invested into Cascade Landing -- reduces cash and increases assets
118,663	Donations over multiple years invested into Cascade Landing FFE -- reduces cash and increases assets
335,647	Donations over multiple years invested into Cascade Landing--reduces cash and increases asset
200,000	Purchase of Kulshan View property (Funded with cash pulled out from Agency refinance. Hope was these funds would be reimbursed.)
1,325,663	TOTAL

Cash flow concerns/Request for funds from investments	
165,000	Q2 Projected Care Coordination shortfall at \$55k per month. Grants are overspent and will require API funds as we continue ramp up and until new contracts begin in July.
50,000	Roof replacement and signage in next 2 months (from \$237k Capital Needs Reserves as approved by Board)
80,000	of \$200k Foundation/Grant funds received but not yet spent. Expect to spend \$50k PSE Solar grant, \$20K Peace Health RSC wages, \$10k Peace Health Outreach
295,000	Projected cash needed to cover Q2

1,345,991	Baird invesment balance as of 3/31/2023
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Spirit of Hope Highlights by Year

**Highlights in blue include some of the same donors*

2023 SOH Highlights (In-person evening event)

- Total Raised - \$98,985
- Total Count of Attendees – 239
- Number of Gifts – 282
- 16 new donors
 - Total new donor revenue - \$4,900
- Revenue by Donor Type
 - Foundations gave \$500 – 1 Foundation
 - Individuals gave \$72,835 – 131 individual donors
 - Corporate Sponsors generated \$16,500 – 6 Corporations
 - Fee For Service generated \$9,150 (table sponsors and tickets) – 35 donors

2020 SOH Highlights (Virtual Event)

- Total Raised - \$81,475
- Total Count of Attendees – 268
- Number of Gifts – 574
- 46 new donors
 - Total new donor revenue - \$4,848
- Revenue by Donor Type
 - Corporations gave \$1,998 - 5 corporations
 - Foundations gave \$700 – 1 Foundation
 - Individuals gave \$46,853 (raise the paddle) – 196 individual donors
 - Sponsors generated \$10,800 – 7 sponsors
 - Fee For Service generated \$21,125 (tickets, raffles, games) – 156 donors

2019 SOH Highlights (In-person evening event)

- Total Raised - \$100,560
- Total Count of Attendees – 204
- Number of Gifts – 378
- 67 new donors
 - Total new donor revenue - \$13,960
- Revenue by Donor Type
 - Corporations gave \$3,200 – 2 corporations
 - Foundations gave \$15,150 – 2 foundations
 - Individuals gave \$55,600 (raise the paddle) – 168 individuals
 - Sponsors generated \$17,450 – 16 sponsors
 - Fee For Service generated \$9,160 (tickets, raffles, games) – 61 donors

2018 SOH Highlights (In-person Evening or Morning Event?)

- Total Raised - \$86,055
- Total Count of Attendees – 232
- Number of Gifts – 509
- 93 new donors
 - Total new donor revenue - \$18,634
- Revenue by Donor Type
 - Individuals gave \$67,075 – 203 individuals
 - Sponsors generated \$11,810 – 14 sponsors
 - Fee For Service generated \$7,170 – 124 donors

Community Action DASHBOARD

8

April
2023

Financials as of 2/28/2023

Assets	\$7,373,001
Liabilities	\$ 1,407,296
Fund Balance	\$ 5,965,705

Net Income/Loss

Month	(\$ 201,796)
YTD	\$ 4,714

Care Coordination Learning

HOT TOPICS

New enterprises and Revenue. Among the revenue challenges this month are slower than anticipated ramp up of Care Coordination (a fee for service model, see “Trends”), and challenges involved with quickly filling Cascade Landing. On positive side: \$98,995 (and counting!) in Spirit of Hope revenue; \$25,000 Commerce capacity grant to support ramp up of Care Coordination; \$20,000 from Peace Health (street outreach); \$10,000 from an anonymous local donor.

Recent Progress on Strategic Plan

Stronger Community: We have had challenges getting people into Cascade Landing and on getting payments for units already rented, but are working on getting fully leased up as quickly as possible.

High Impact Organization: 1) We are making efforts to stabilize the agency both staffing-wise and financially, including moving forward with conversations about how to retain staff and improve cash flow. 2) We have hired a DEI consultant to work with staff this year. We have made internal communications a priority this year and, after receiving great input both from a survey then from an interactive activity at our last All Staff meeting, we are making three immediate changes: staff are organizing gatherings for direct service staff to get to know each other better, we are putting together a Communication SOP, and we will send monthly Division reports to staff so they see the same reflections and updates that the Board does.

Service Highlights:

- The Energy and Utility Assistance team has distributed about \$2 million dollars in support since October. That is a heavy lift for a small team that is at capacity.
- The Adult Education Team has had its first student pass the full GED (four tests) this year, resulting in his getting a job being held for him and being able to support his family financially. Two other students only have two more tests to pass to reach achieve their GEDs, too.

How can I help this month? Advocate to our state legislators for our \$309k request for Kulshan View, and the statewide \$15m CSBG request, and help us thank our many Spirit of Hope contributors!

Trends in Needs and Services

A team of 6 staff made a second visit to Coastal Community Action for a deeper dive into operating Care Coordination, now that they are in the throes of it. Staff gleaned useful information about data entry, billing processes, org structure, and case management tools. Among other things, Coastal said we are doing pretty well considering the very steep learning curve, and they were impressed with the changes we have put in place in a short period (compared to their 5 years), and recognized there are some things we are doing even better than they are. Our Staff team is committed to the mission aspect of this complex transformation. Still, we recognize we need to continue to learn and adjust in order to ensure that Care Coordination will be self-sustaining. Staff are focused on making and communicating needed adjustments for better cash flow, clarity of roles, targets and expectations, and stabilization of the department.

Community Conversations and Partnerships

The Anacortes City Council HACS committee brought together the service providers doing street outreach work in Anacortes to have a conversation about how to coordinate and communicate better about the residents being served and how to align services for the safety and benefit of both the clients being served and other Anacortes residents. Partner communication like this will be vital to smoothing out relationships and better serving unhoused clients.

BOARD Work Plan 2023

BOARD Work Plan 2023							
Ctte	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	DUE Date	STATUS	RESPONSIBLE	Notes
GOVERNANCE							
Core Theme: High Impact Organization Strategic Priorities: Financial Health & Stability & Data-Driven Decisionmaking & Continuous Improvement							
BP&E	1						
	Develop a common message around Community Action's work including housing development and equity.	Ensure that all members have wording and training and tools to talk comfortably about Community Action's mission and activities.	Schedule an "elevator speech" training into one of the Board meetings - including mission, vision, values, equity statement, and key priorities.	by March - at in person meeting first quarter	Planning	Richard and Liz	Aim for June
	2						
	Operationalize Board Recruitment Matrix	Use the Board recruitment matrix as a regular tool to identify current and future needs in Board representation and skills.	Put in writing onboarding processes and procedures. Conduct survey of Board members. Schedule full BP&E meeting to analyze current Board and recruitment needs.	February February March, in play in spring	In process Done	Liz, review by BP&E Sandi & Isabela BP&E	Need update from Liz Survey done. Need to analyze.
	3	Board Work Plan reflects committee needs and priorities.	Identify cttes responsibility for each action item and report out schedule.	December 2022	Done	BP&E	
Finance	4						
	Operate within a balanced budget	Ensure Care Coordination is producing revenue	Identify a way to track new "divisions" in our new structure and get feedback from the finance committee (tracking it from a governance level)	March	In process	Tari & Finance Ctte	
		Find opportunities for partnerships and funding re: housing development	Add new members to Finance Committee	Ongoing	Done	Finance Ctte	
HWG	5						
	Infrastructure and capacity align with agency growth	Build capacity and revenue to ensure ongoing development can be supported by Admin	Finance Committee supports agency capacity to handle finances in a time of change and growth	Ongoing	In process	Finance Ctte	
	6						
	Establish a system to evaluate completed projects	Identify a system and tools to evaluate past development projects, then use to evaluate new ones.	Look at specific Cascade Landing lessons and accomplishments	July	Planning	HWG	
	7	Streamline the structure for Housing Work Group	Solicit an active committee member to step into a Chair role within the committee.	June	Done	HWG	broken into big picture mtg and nuts and bolts meeting.
HWG	8						
	Strengthen housing development partnerships with other organizations.	Partner with for-profit, non-profit entities, donors and social investors to create more affordable housing in Skagit County		Ongoing	Done	HWG	Rocking it! Never fully "done," always in process.
HWG	9						
	Keep racial equity at the forefront in discussions and decisionmaking	Look at the Kulshan View project through the Equity Lens		June	Done	HWG	Yes. Done/Always in process. Great question about how the next project has a better diversity lens.

EQUITY							
Core Theme: Stronger Community Strategic Priorities: Accessible, Equitable, & Inclusive Services							
Core Theme: High Impact Organization Strategic Priorities: A Supportive & Inclusive Workplace Culture							
	1						
Personnel	Actively work on DEI efforts		Review the possibility of bringing in outside expertise to guide DEI steps.	March	Done	Mindy	A lot going on at the staff level. Identify how to include DEI update in Board packets and how to include updates from other committees and Board committees
			Identify how DEI information gets disseminated to the Board	May	Planning	Full Board	
			Identify with the Personnel Committe and other leadership ways to honor lived experience, language capability, and other diverse, non-traditional skills	October	Planning	Compensation Committee	
	2						
BP&E	Operationalize the Equity Decision-Making Tool		The tool is integrated into regular decisionmaking by keeping the questions in front of members, on every agenda.	January	In process	Board Chair	
			Identify one person who asks the questions every meeting.	January	Done	BP&E	
			Use it with at least one new major project as a pilot, esp. Kulshan View.	May	Done	HWG	
	3						
	Listen to the needs of the community and communicate action		Review the possibility of bringing in outside expertise to guide DEI steps.	March	Done	BP&E	
			Identify when/how much it makes sense for Board to participate in listening sessions, both CA's and other opportunities for engagement and listening in the community	Ongoing	Planning	BP&E	
			Identify how DEI information gets disseminated to the Board and how the Board decides what is actionable. Specifically test a process for integration of this communication in one project.	June	In process	BP&E	
			Revisit and establish the possibility of including equity related discussion and learning to lengthened in-person Board meetings	by January	In process	BP&E	
			Identify Board's role in the Community Needs Assessment.	by March	Planning	Liz, Sandi, BP&E	
			Networking, Information & Referral: 4 meetings	December	In process	Liz, LAC	
			Public policy listening sessions: 4 meetings + reports	December	In process	Liz, LAC	
LAC			Leadership development: Transition leadership of LAC to a Board member	December	Not started	Liz, LAC	
ADVOCACY							
Core Theme: Stronger Community Strategic Priorities: A Catalyst for Change							
	1						
	Build long-term relationships with elected officials and other decision makers		Constituent/board meetings with all nine legislators during session	March	Done	Liz	
			Possible Community Project request for Kulshan View via 40th district	March	In process	CREAT/Board	
			Monthly conversations with other decision-makers	December	In process	Liz	
			Increase Board understand of emergency food system	December	Planning	CREAT/Board	

CREAT			Clarify relationship between CREAT and the Board and identify Board representation	December	Not started	CREAT/Board	
	Act on advocacy goals identified by CREAT and WSCAP		All Board members engage in advocacy by sending a letter, attending an advocacy meeting on priority issues, such as food access, housing, or increased state investment for CSBG	December	In process	CREAT/Board	
			Review agency advocacy policy and Board's role and expectation in advocacy		In process	Full Board, CREAT	
PHILANTHROPY							
Core Theme: Stronger Community Strategic Priorities: Active and Engaged Community							
Core Theme: High Impact Organization Strategic Priorities: Financial Health and Stability							
Donor Development	1						
	\$1.2 Million Stretch Goal (includes operations and capital, and other projects)	Spirit of Hope=\$150,000 Grants=\$450,000 Campaigns/Ind/Fam=\$600,000	Spirit of Hope: enhanced, focused on the impact and creating a marquis event; Enhanced sponsor opportunities; Enhanced grant Request; increased opportunities to give (more asks); Increase average gift per individual / org	December 31, 2023	In process	Staff, Committee, Board	Spirit of Hope done(?); plan for 2024!
	2						
	150 New Donors in 2023	100 strategic grant requests	Continued search for new aligned grantmakers	December 31, 2023	In process	Staff	
		75 New donors at Spirit of Hope	Invitations and stewardship of new donors at marquis Spirit of Hope event	December 31, 2023	In process	Committee and Board	
		125 Community outreach activities	Enhanced outreach in new service areas	December 31, 2023	In process	Staff, Committee, Board	
	3						
55% Donor Retention Goal	Monthly (12) emails, Social Media and better stewardship of current donors	Enhanced communication and education of donors	December 31, 2023	In process	Staff		
	Inform ==> Ask ==> Thank ==> Repeat strategy				Philip, DD Cttee		
HWG	4						
	Increase funding opportunities for housing projects.		Find funding sources for pre-development, construction, operations and maintenance activities for new housing development projects.	Ongoing	In process	Staff, HWG, DD Cttee	