



An evening of
celebration and inspiration.

Spirit of Hope

March 30, 2023

Sponsors



Together We:

Build
Foundations

Change
Lives

Transform
Communities

Agenda

Community Action Board of Directors
Thursday, March 23, 2023, 5-6:30 pm

Zoom Link: <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FxMVZpb2swTmxxYUluYzdzSQT09>

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
		Puget Sound Energy awards nearly \$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
4	Division Reports	Information
		Reports from Melissa Self, Sandi Phinney, Yvonne Rynearson, Michele Metcalf, Philip Prud'homme, & Elizabeth Jennings
5	Motions	Approve
		Motion to approve Minutes of February 23 Board meeting
		Approve
		November Finance Report (through January 2023)

Discussion Agenda

Item		Action	Description	Responsible	Time
	Board Exec & HWG	Discussion	Debrief in person Board meeting; Balancing out the VP/Donor Development Chair portfolio; Scoping and visioning for Kulshan View	Brocksmith; Bennett; Metcalf	5:10
	Program Focus	Discussion	Coordinated Entry communication and learning; Care Coordination connection to Coordinated Entry	Brocksmith; Henkel; Self; Phinney	5:25
	Donor Development	Discussion	Spirit of Hope final push! Plus ambassador talking points	Bennett; Prudhomme	5:50
6	State of the agency	Briefing Update	Review highlights from agency dashboard – constituent meetings and latest focus in Olympia	Henkel	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, tari@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

Monday March 20, 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 March 21, 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

Tuesday March 23, 5-6:30 pm, March Board Meeting

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

Tuesday March 28, 10:30-11:15 am, Volunteer Proclamation- In person or online

- **In Person:** 1800 Continental Pl #100, Mount Vernon, WA 98273
- **Zoom Link:** <https://bit.ly/SkagitBoCCMTg>

Thursday March 30, 5-7:30 pm, Spirit of Hope Fundraiser

- Walton Event Center at Swinomish Casino & Lodge, 12885 Casino Dr, Anacortes, WA 98221

[Register here!](#)

Wednesday April 5, 9-20 am, April Brunch & Learn: Care Coordination and Transforming Homeless Services

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

Wednesday April 5, 3-4 pm, CREAT Committee

- **Zoom Link:** <https://us06web.zoom.us/j/87174559991?pwd=SFxOGpKS1dwZHI0c2xaOUNucWhCQT09>
- **Meeting ID:** 871 7455 999
- **Passcode:** 450580
- **Phone:** +1 (253) 215-8782

Friday April 7, 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 April 12, 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 April 12, 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



Important Upcoming Dates: All are Invited

Monday April 17, 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 April 18, 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 April 19, 3-4:30 pm, Finance Committee

- Zoom Link: <https://us06web.zoom.us/j/85259600407?pwd=VjUxRVhTOVl0cTVoOGQxUFh4V2o0Zz09>
- Meeting ID: 852 5960 0407
- Passcode: 338569
- Call Information: +1 (253) 215-8782

Friday April 21, 9:30 am- 10:30 am, Housing Work Group

- Zoom: <https://us06web.zoom.us/j/86951287129?pwd=VXhnTVRENUdKZldCMHBFSjZqdEM0OT09>
- Meeting ID: 869 5128 7129
- Passcode: 407622
- Phone: +1 (253) 215-8782

Thursday April 27, 5-6:30 pm, Board Meeting

Tuesday April 25, 3:30-5:00 pm, Donor Development Committee

- Zoom: <https://us06web.zoom.us/j/9436029776?pwd=bE5CckVhdTI5cXlTSgXUT3ZwV3BEZz09>
- Meeting ID: 943 602 9776
- Passcode: 1234
- Phone: +1 (253) 215-8782



BOARD OF DIRECTORS

March 2023

CLIENT SECTOR MEMBERS		Term Ends
LAC CREAT	KATI ORTIZ Skagit Valley College (360) 421-4400 kati.ortiz@skagit.edu	Dec 2024
Bd Plan & Engmt CREAT Donor Develop	KAILA ROBERTS Skagit Art Preschool (360) 488-7222 mrs.kailaroberts@hotmail.com	Dec 2024
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
VP Executive Donor Develop Bd Plan & Engmt	KATE BENNETT True North Consulting (360) 395-8727 bennetttrk@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 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

February 23, 2023, 5pm
 In Person, Skagit Valley YMCA Community Room

In attendance:

Members of the Board:

Public Sector:

Richard Brocksmith
Ron Wesen
Danny Hagen

Private Sector:

Kate Bennett
Carolyn Moulton
Silvia Reed
Gregg Davidson

Client Sector:

Kati Ortiz
Christina Soltero

Guest: Maureen Harlan

Staff: Bill Henkel, Tari Caswell, Melissa Self, Sandi York, Michele Metcalf, Phillip Prud'homme, Yvonne Rynearson

I. CALL TO ORDER

Board President Richard Brocksmith called the meeting to order at 5:12pm. Introductions. Reminder of our equity-based approach and questions as we work through the agenda.

QUORUM PRESENT

II. CONSENT AGENDA

Minutes from the January 26, 2023 Board of Directors Meeting

Correspondence: Email: Skagit County Homeless Housing NOFA and 50% reduction in doc fees; Skagit Valley

Herald: Volunteers Take Part in Annual Homeless County; King 5: Cold Reality: Energy rates raise as temperatures fall

Division Reports

No Finance Report this month – will be shared at next month's meeting.

Motion to approve the consent agenda including minutes of January 26, 2023 Board meeting made by Bennett second by Ortiz, motion passed unanimously.

III. DISCUSSION AGENDA

5. Board Exec and Planning & Engagement; Brocksmith

Richard noted that the officers of the Board were appointed at January's meeting, but there is still a need for a vice-president. Kate Bennett is interested in serving in the position and spreading out some of the other responsibilities in her other Board role as Chair of the Donor Development Committee. For instance, she may recruit a co-chair for that committee, and there may be ways to divvy up portions of the VP's current tasks.

Motion to appoint Kate Bennett as Board Vice-President made by Davidson second by Wesen, motion passed unanimously.

Tari spoke briefly about the status of leasing at Cascade Landing. Several tenants have been moved in and others are lined up. According to our agreement with the owner, Dan, we will begin paying the master lease effective March 1 at a rate of 50% of the lease amount (unless occupancy exceeds 50%), and that goes up to 75% in April and 100% in May as we look to fully fill apartments. Michele spoke briefly about the acquisition of the Kulshan View property in Mount Vernon, and that we are taking a bit of a pause in the pre-development/design piece of the project as we reach out to community partners to help us determine which populations we might serve with this project. That outreach will begin with a conversation with Mount Vernon School District staff. It was noted that there is a significant impact on children and families moving to other districts because of the lack of available housing locally. Richard noted that the Housing Work Group will be working through needs for design and cost estimates, especially as we narrow in on what population we might house, and how that would impact design.

Donor Development; Bennett, Prud'homme

Kate, Philip and Maureen led the group in a fun activity to encourage building teamwork in preparation for the Spirit of Hope. They encouraged Board members to attend Spirit of Hope, network, and help us share information with others. Kate also described the evening's activities and amenities, such as two bars, heavy appetizers, a small auction and raffle items, heart stories and raise the paddle with a live fundraising thermometer. Kate asked that table sponsors remind and encourage their guests to keep the event front and center.

6. State of the Agency; Henkel

Bill highlighted a few stories of tenants moving into Cascade Landing, which is both food for the soul and worth celebrating. He also noted that Melissa will be providing a primer on Coordinated Entry, which Community Action currently hosts for Skagit, how it works, its challenge, and what we are already putting in place to address challenges, such as access, as well as the "exit" to coordinated entry. Ron let us know that the Northstar leadership team (mayors, commissioners, and county staff leadership) wants to present to our Board their vision of the Coordinated Entry system going forward. We are not yet sure what it will look like going forward and our future role, but we look forward to learning and growing collaboratively as this community seeks to best address homelessness. Bill also thanked state representative Deb Lekanoff (D-40) who is sponsoring the \$15 million state CSBG match, and Rep Alex Ramel (D-40), who is supporting our \$300,000 request for Local Community Project funding for Kulshan View (purchase and a portion of design and pre-development costs). Bill talked briefly about the approximately 50% reduction of document recording fees (a major source of revenue for housing and homeless prevention). There is active discussion in Olympia and locally as to if and how the funding shortfall could be backfilled with other funds. Because of its potentially profound impact on services, it has become a focus and priority for staff legislative activity, and we would like the Board to consider endorsing it as a priority as well. Though this already fits into our advocacy guidelines, Kate said that formal endorsement by Board helps to show solidarity around this issue.

Motion to adding the backfill to the reduction in document recording fees to Community Action of Skagit County's 2023 state advocacy priorities made by Ortiz second by Bennett, motion passed unanimously.

Bill also encouraged Board members to stay tuned, as meetings with our local representatives are being schedule for between March 9 and 21.

7. Program Focus; Self

Melissa provided a primer on Coordinated Entry, as Community Action currently holds the main County Coordinated Entry contract and is the designated point of entry, though in a “no wrong door” system that also has several partners. Coordinated Entry is meant to be how a community collaborates to best serve and address the needs of people experiencing homelessness. One basic function of Coordinated Entry is to perform an extensive assessment and intake for those experiencing homelessness in our community. This helps us and our community of partners track who in our community is being impacted by homelessness, what services they are receiving – and especially to prioritize who receives certain services first, based on their vulnerability status, which is established in the assessment. Thus the assessment is a very extensive process that takes about 90 minutes or so on average, and can be highly personal for clients. Weekly, we and our partners pull reports on the people currently on this “interest pool,” and work with those with the highest scores when there are openings in various programs, services such as rental assistance, shelters, etc. Data is stored in HMIS (Homeless Management Information System), which is managed at the state level by the Department of Commerce. The list of those deemed “eligible” for Coordinated Entry services based on their vulnerability is thus always in flux; currently, there are 300 people on that list, while 1,161 households were referred to services in the last year. Melissa said that each community is allowed certain flexibility to determine how their system works, and how to prioritize populations for service. For example, some communities prioritize homeless families with children, while in our local system that prioritizes substance use and mental health issues, families with children often do not rise high on our lists. King County has a very narrow definition of eligibility, so that they actually have less people on their list than Skagit. Our local system has an advisory committee that determines who we are going to serve and has opened this up to everyone. Though those with the highest score are prioritized, with our extremely tight housing market, it is often difficult to find them appropriate housing options even for those who are eligible for various forms of rental assistance, especially with private landlords, or even with public or nonprofit landlords, where there are not wrap around services in place. Thus, often people get “stuck” in the system, or access housing only briefly, then fall back into homelessness. This can give the impression that our local system is somewhat stagnate. The volume is high and there are limited partners doing the work with us, especially those with the capacity to effectively and stably house the most vulnerable. We thus celebrate new tools, such as the coming Martha’s Place Permanent Supported Housing project in Mount Vernon. We are also stepping into housing development, to add options and housing stock, even if Cascade Landing wasn’t specifically designed or funded to successfully house those with the most complex issues.

Another issue we’ve noted is limited access to Coordinated Entry. To help address the limited hours and limited staff (especially with this tight employment market), and the extensive nature of the assessment, we have now trained our street Outreach team to help do intakes and assessments in the field or on the streets; they recently conducted 19 intakes at the winter shelters. As we move into Care Coordination, our Care Specialists have been trained to back up our Coordinated Entry staff and do those intakes as well. The concept of Care Coordination is also meant to serve nearly everyone presenting with some level of case management support, even if they aren’t immediately eligible for Coordinated Entry or some source of rental assistance or other traditional service related to Coordinated Entry. The challenge is how to get people off of that interest pool list and into housing with such limited housing (and such relatively high rents) in Skagit County. Nevertheless, we are excited and hopeful for our pivot to Care Coordination, which will help us support and stay in contact with unhoused folks that may have otherwise fallen off the radar, both those in our interest pool and those deemed not eligible. We already have had some success at our Shelter, where staff member Anita Perez has had solid success in placing folks from the Shelter into housing (including recently one small household into Cascade Landing!). One other item to note is that currently the Coordinated Entry system requires us follow the HUD definition of “literally homeless,” which can leave people who are doubled or tripled up in housing, such as often local farmworker families, unserved.

A reminder that we understand from Ron that Northstar’s leadership team has asked to meet with our Board to talk about their vision of Coordinated Entry going forward.

IV. ADJOURN: Meeting adjourned at 6:40 pm.

BOARD REVIEW & APPROVAL:

☐ Approved as submitted

☐ Approved with changes noted below

x _____

☐ Board Secretary

☐ Acting Board Secretary

Date Signed

Correspondence 1:

[Puget Sound Energy awards nearly \\$800K in solar installation grants](#)

All recipients offer support services to low-income and BIPOC community members within PSE's electric service area

Bellevue, Washington (2/21/2023) Puget Sound Energy, through its Green Power and Solar Choice programs, has awarded \$753,620 in grant funding to nine organizations and tribes across its electric service area to install new solar projects.

Recipients range from local non-profits and tribal entities serving low-income and Black, Indigenous and People of Color (BIPOC) community members. In addition to saving recipients money on their utilities, the projects will serve to further clean energy in the region.

The annual generation of the projects will total about 450,000 kWh, annually, equivalent to powering nearly 43 average homes, with newly installed solar from the Puget Sound region. The goal is to help local organizations reduce operating costs while also reducing their carbon footprint by using renewable energy they've generated.

"Distributing grants for new solar projects to non-profits and tribal entities in our electric service area is particularly gratifying," said PSE President and CEO Mary Kipp. "The funding comes from Green Power and Solar Choice participants, who provide a measurable way for us to work together toward a cleaner and more equitable energy future."

One of this year's solar grant recipients is Fishline Food Bank which provides food and access to resources that offer stability, improve health and well-being, and help people onto a path to self-sustainability.

"Fishline Food Bank and Comprehensive Services is overjoyed to have been awarded the PSE solar power grant," Executive Director Lori Maxim said. "Our mission to promote self-sustainability in our community pairs nicely with this opportunity to help utilize renewable energy on our campus. We are truly grateful for this opportunity."

Recipients partnered with local solar installation companies such as A&R Solar, Ecotech Solar, Western Solar, Sphere Solar Energy, MAD Energy NW and South Sound Solar. The solar companies helped recipients complete their grant applications and will work to have their solar panels installed and producing energy in 2023.

In addition to the nearly \$800,000 in grants awarded this year, PSE has provided an additional \$4.1 million in grant funding over the last 6 years, resulting in nearly 2,100,000 kWh of annual generation. PSE's Green Power Solar Grant program will release another competitive funding cycle in summer 2023.

List of recipients

Organization	County
Bonney Lake Food Bank	Pierce
Community Action of Skagit County	Skagit
Medicine Creek Enterprise Corporation	Thurston
North Kitsap Fishline	Kitsap
Skagit Valley Neighbors in Need	Skagit
South County Area Human Services Alliance	King
South Puget Sound Habitat for Humanity	Thurston
The Suquamish Tribe	Kitsap
Vadis	Pierce

Correspondence 2:

[Skagit and other counties may close homeless shelters due to drop in mortgage fees](#)

KNKX Public Radio | By Scott Greenstone

Published March 5, 2023 at 12:17 PM PST

[Skagit County official said this week](#) that many government-funded shelters and programs will likely have to close or downsize its shelters and homeless assistance programs this summer.

But Skagit County isn't alone.

Here's why: In Washington, when you're getting a mortgage or refinancing your current mortgage, you pay a document recording fee that goes to funding homeless services.

As the housing market has cooled down, governments such as Skagit County have backfilled with federal pandemic aid from the American Rescue Plan Act.

That's now running out too, according to Sarah Hinman, assistant director of Skagit County Public Health.

"Over the past three or four years, we've really been able to expand and grow our programs and do new and good things. And to see that all come crashing down is – it's pretty devastating," Hinman said. "It's going to be really tough."

This is a common story across the state, Tedd Kelleher, the housing policy director at the state Department of Commerce confirmed in an email.

"The revenue drop off is significant, and both counties and the state are able to use COVID-related funds in the near term to hold services at current level," Kelleher wrote in the email. "But COVID funds are almost gone, and the revenue shortfall is likely beyond what can be mitigated in the middle term with fund management alone."

Whether the trend continues depends on the trajectory of the economy, and some projections say there won't be any shortfall in the next biennium, Kelleher said.

Michele Thomas, policy and advocacy director at the Washington Low-Income Housing Alliance, said she's hearing from counties across the state that they're seeing "at least" a 50% decline in funding for shelters and rental assistance programs.

"The smaller counties are also more at risk because they don't necessarily have the revenue available to make up for their county's shortfall," Thomas said. "But every county is impacted."

Thomas and other advocates are pushing the state to step in and move money around in the budget, which the state legislature is currently negotiating, to fill the holes.

Asked if she thinks Skagit County's homeless residents will head to neighboring Whatcom and Snohomish counties, Hinman said those counties are looking at their own reductions.

"I think we'll see an increase in people sleeping on the streets, people sleeping in their cars," Hinman said.



**Correspondance 3:
PRESS RELEASE**

DATE: Mar. 8, 2023

RELEASE: FOR IMMEDIATE RELEASE

CONTACT: Sandi Phinney, Division Director, SandiP@CommunityActionSkagit.org

Community Action Set to Open Anacortes Resource Center

ANACORTES, Wash. (Mar. 8, 2023) – The nonprofit Community Action of Skagit County, the City of Anacortes, the Anacortes Housing Authority, and other partners are proud to announce the upcoming opening of Community Action's Anacortes Resource Center.

The office will open in late March or early April, at 216 Commercial Avenue in the historic Olson Building, after the current tenant moves. Until then, all inquiries may go to Community Action's general information line at [\(360\) 416-7585](tel:3604167585), or Anacortes@CommunityActionSkagit.org. Announcements of the opening date will be circulated widely and posted at www.CommunityActionSkagit.org.

Community Action's Anacortes Resource Center is made possible by partners who share a common mission to serve low- and moderate-income households, neighbors experiencing homelessness, and others. The City of Anacortes is providing funding for one Community Action staff member, and the Anacortes Housing Authority is providing office space for the Anacortes Resource Center.

"Not only will the Resource Center increase access for people in Anacortes," said Sandi Phinney, Division Director at Community Action, who is a resident of Anacortes. "Also, the Resource Center will support coordination and communication with other agencies providing housing, basic needs and behavioral health services." Partners include the Anacortes Family Center, Salvation Army, churches and many more.

Since 1979, Community Action of Skagit County has helped stabilize hard-working families challenged with making ends meet. The agency also equips people to get ahead on their goals with education, job skills and financial resources. Currently, Community Action operates Resource Centers in Mount Vernon, Concrete, as well as Skagit Vets Connect in Burlington and many other services and locations for special needs.

"All these services are already available to everyone in Skagit by phone, email, online, and in person," said Phinney. "The new Anacortes Resource Center makes it easier for more of our neighbors to navigate hard times."

Current Community Action services available to Fidalgo households include: Energy assistance and other ways to pay the bills; Basic Food (SNAP) application assistance; help for seniors, people with disabilities, veterans, and families with children; WIC (Women, Infant & Children Program); monthly senior food box delivery; job prep and employment services; and more.

Community Action's programs such as Coordinated Entry for homeless services, Street Outreach Team, and Recovery Navigator Programs have partnered with local housing and homeless service providers, law enforcement, and Skagit County Public Health to build relationships with neighbors without homes, walking alongside them to keep them safe and alive until ready to opt into housing and recovery programs. Volunteers with Seniors & Disabled and Medicaid Transport have helped low-income seniors live independently at home, and patients to access life-saving care.

"Community Action has been here in Anacortes all along," Phinney said. "This new Resource Center is just one more way to help."

All of Community Action's Resource Centers provide:

- **Information & Referral:** To Community Action programs and dozens of partner agencies helping access to food and nutrition; housing information; physical and behavioral health services; English language, GED, and financial literacy education; job prep and employment programs; childcare; and more.
- **Application Assistance:** For Basic Food (SNAP); WIC; Energy Assistance; Working Families Tax Credit; senior food box delivery; and more.
- **Care Coordination:** Holistic case management for eligible households to help them set goals, overcome barriers, stabilize housing, access food, and getting ahead on what matters most to them.
- **Help for Special Populations:** Families with children; seniors; adults with disabilities; Medicaid patients in need of transportation; veterans and their families; and others.
- **Homeless Services:** Through Resource Centers and out in the field, Community Action's Outreach Program meets people without homes where they are, and walks alongside them to connect to Community Action and partner agencies' resources, housing and recovery programs.

Community Action's Resource Centers do not directly offer childcare; after-hours emergency services; or medical, dental or behavioral healthcare.

How can you help? Stay tuned for the grand opening of the storefront. Until the storefront is officially open, current referrals can be sent to [\(360\) 416-7585](tel:3604167585) or Anacortes@CommunityActionSkagit.org.

"And most of all, if you want to find out how to help or volunteer, get in touch at VolunteerCenter@CommunityActionSkagit.org," said Phinney. "Volunteers will help us extend hours and services of the new Community Action Anacortes Resource Center."

#

Correspondence 3:

[Skagit County considers changes to homeless aid application program](#)

Skagit Valley Herald | BRANDON STONE

Published: 3/7/2023

Skagit County may seek a new partner for its Coordinated Entry program after identifying shortcomings within the homeless services application program.

The Coordinated Entry program essentially serves as a waitlist for housing assistance for the homeless.

County Public Health Analyst George Kosovich said at a meeting with the county commissioners on Monday that counties such as Skagit are required to use a Coordinated Entry program to be eligible for federal funding. This is to ensure counties prioritize the most vulnerable for services.

For years, the county has contracted with Community Action of Skagit County to run its program. It has paid Community Action about \$280,000 a year to do so.

But Kosovich said during the past two years, only about one in three people who apply through Coordinated Entry ever end up enrolled in services.

While a lack of available housing and Community Action's limited resources can explain this, Kosovich said it's worth seeing if other agencies can run the program better.

"What might a more robust system look like if it was even better?" he said. "What might it be able to achieve, bigger picture?"

He said the county will release a request for proposals soon. Once this is released, other nonprofits are welcome to tell the county how they would run the program.

Kosovich said some processes of the Coordinated Entry program aren't up to modern standards.

For instance, agencies still send intake forms by fax, and people aren't able to fill out applications online by themselves.

County Commissioner Lisa Janicki said she was shocked to see faxes still used in the process.

Community Action helps walk people through the application process at its Housing Resource Center, but it doesn't have the staff to handle walk-ins while processing applications from others, Kosovich said.

And once someone does fill out an application, they're asked to wait for a call and to check in monthly to stay on the list, he said.

"There's no way to tell them if they'll get housing next month, in six months, or never," Kosovich said.

It's possible a future Coordinated Entry system could be fully online, which would allow for better communication with applicants.

Coordinated Entry prioritizes the homeless based on their vulnerability, but Commissioner Peter Browning said this misses those who might just need a small push to get back to stability.

In some ways, focusing on the most vulnerable sets a system such as this up to fail, he said. It focuses on those who are least likely to succeed, at the expense of those who need less help and are better equipped to succeed.

Correspondance 4:

8 March 2023 Triage of Skagit Valley Herald article on Coordinated Entry

EMBARGOED: Do not circulate this internal strategy document outside of Community Action.

Strategy:

- **3/8 Morning:** Internal staff message (done 11 a.m.)
 - **3/8 Evening:** Send draft messages and proposed strategy to ExecCom, and to key staff (Melissa, Sandi, Dulce, Steven) for feedback.
 - **3/9 Morning:** Post blog post (longer, more of our story, a link/landing page for staff, board, partners for more info)
 - **3/9 by noon:**
 - Send letter to the editor
 - Send link to blog post to staff, board
 - Others?
 - **3/9-10: Other constituent direct outreach**
 - Bill: Commissioners, County or city staff
 - Melissa, Dulce, Steven: Coordinated Entry subcommittee, other partners
 - Philip: Donors mid-March
 - Others?
 - **CHANGE 4/5: Brunch & Learn with Community Action monthly topic:** Care Coordination & CE
-

Article: Skagit County Considers Changes to Homeless Aid Program

May 8, 2023

Skagit Valley Herald

https://www.goskagit.com/townnews/software/skagit-county-considers-changes-to-homeless-aid-application-program/article_7ed8bda0-bc6c-11ed-a127-93efc7ba4698.html

better equipped to succeed.

Letter to the Editor: 299 out of 300 words

- Richard Brocksmith sent to: Skagit Valley Herald, Anacortes America, Concrete Herald, La Conner Weekly News
 - Example: <https://www.laconnerweeklynews.com/story/2023/03/15/opinion/community-actions-coordinated-strategy-for-those-unhoused/8773.html>
-

Blog Post

Mar. 10, 2023

- **Community Action Transforms Homeless Services:** *More housing is needed to solve homelessness*
 - <https://www.communityactionskagit.org/community-action-transforms-homeless-services/>
-

April 2023 Brunch & Learn with Community Action:

Care Coordination and Transforming Homeless Services

Date: Wednesday, April 5, 2023m 9-10 AM

Location: Zoom- Link will be emailed out to registered participants the week of the event

RSVP: https://docs.google.com/forms/d/e/1FAIpQLSerzFzWuMAEAgh8DhdvL6BB5qCZf_Zonck-YhQPYPB1GJ7cyg/viewform?usp=sf_link

February 2023 Division Director Report – Melissa Self

Care Coordination

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

Accomplishments:

- Our Housing team has been adapting to the changes with Care Coordination and integrating with the Coordinated Entry process, taking shifts weekly to conduct intakes and increasing their caseloads. Staff have been actively working to house clients into Cascade Landing and other rentals, our team has successfully housed 8 households within the last month.

Challenges:

- With the increase in staff caseloads, integrating coordinated entry intakes into their workload and having staff meet clients where they are at in the field and in the home—staff are struggling with time management of these tasks. Supervisors are working as best as possible to support staff with their adjustment in workload.

Emerging Issues:

- We are still experiencing some bottlenecking with referral to services as staff reach capacity with their workload and 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:

- Made connections with Skagit County Sheriff's Department for 3 eviction stand-bys.
- "Opioid" grant awarded at \$232k for 2023 (\$58k increase from 2022). New scale reported to continue for "next couple of years at least".
- We have developed "First 90" protocol for the Outreach and Case Management Specialist positions. The training and skill development expectations are laid out clearly for new hires, giving us a good sense of how to proceed at the end of probationary period. We are excited for this structured approach.

Challenges:

- Short-staffed.
- *February Numbers:* 136 clients for 169 interactions (21 East County clients). This is low compared to a few months ago, especially in the number of interactions. Ideally, we would be seeing the bulk of our clients weekly. We have two new outreach specialists

starting over the next 2 weeks. We are very excited to see these numbers get back to norms established in the early winter months.

Emerging Issues:

- Winter shelters close on 3/15 for the most part.
- We have several clients with overwhelming medical need who are losing their access to shelter.
- Intake process and requirements for Martha's Place has not been announced. We have some folks who are among the most vulnerable on the streets, including a client with a rapidly advancing case of Huntington's disease, some stroke survivors with mobility issues, and a chemotherapy patient.

Resource Center/Coordinated Entry

Dulce Vasquez, Resource Center Manager

Accomplishments:

- At the Coordinated Entry level, our data specialist has created a helpful spreadsheet to hold partner agencies and us accountable for all intakes that are being sent to Community Action to process into the Housing Interest Pool.
- In partnership with Public Health, we've updated our Coordinated Entry System grievance policy and have updated our Coordinated Entry Release of Information form. We will introduce our updated Coordinated Entry forms during our Advisory Committee on 3/21.
- We are scheduled to train Community Court on completing CE intakes in April, as well as working with our East County Resource Center on improving the process for clients seeking CE intakes to align with our Care Coordination model.
- Our Resource Center has updated our Community Resource Guide to reflect current resources.
- We've on boarded a third Service Screener to improve client experience at the front and to support on issuing emergency vouchers, bus passes, and basic food applications. This will also provide our Service Screeners with opportunities to develop their skills and allow them to have longer lasting relationships with clients.

Emerging Issues:

- As we're on boarding two new Coordinated Entry Care Specialists and a new Service Screener, we'll have a team of new individuals learning our CE System/ Resource Center/ Care Coordination while having one CE Care Specialist and Care Specialist completing walk-in HRC inquiries.

Challenges:

- While recruiting we've been functioning with one CE Care Specialist and one Care Specialist to complete CE intakes/check-ins. We're hopeful that once we're fully staffed we'll be able to keep up with the demand.

Division Report - Sandi Phinney

March 2023

Opportunity: With Marissa coming on as Employment and Education Manager, it gives us the opportunity to better integrate employment and education programming, though it is posing (good) challenges to review and clarify staff roles and expectations. This new position will also help us re-engage in financial wellbeing services, including expanded WFTC outreach, re-engagement in the Asset Building Coalition, and developing financial skills development opportunities.

Challenge: Major changes in our service delivery model has meant changes in how we track data, and this has not always been an easy process to develop, train staff, and get input on what is or isn't working.

East County, Stephanie Semro, East County 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?

We have had an increase in new clients coming into the area from Mount Vernon with mental health and behavioral health issues. These individuals were told they would better off in Concrete and there was more assistance for them up here. The huge increase in property taxes is having quite an effect on most of the homeowners in the area. They're finding it increasingly hard to pay their mortgage or their rent due to 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 being able to see these people all the way through to the end.

Adult Education Claudia Morell, Instructional Coordinator

What accomplishment are you most proud of:

- Our testing rate for CASAS was 66% -- that's so good we were in the top 10 of the institutions in SBCTC.
- One of the four GED students passed one of the four subject tests of the GED – the Reasoning Through Language Arts test. This should break the inertia! The other students will start testing this month – I hope.
- We finally got enough students to enroll in the online class!

Challenges

- Once again, at the end of this quarter, getting students CASAS tested.
- The impending move (date yet uncertain) of our department will require tolerance for chaos until all is put together.
- We also need to find able bodied people to do the physical part of the move.

Emerging trends, opportunities, threats

- We have begun building a Pre-GED class, for which we will be recruiting and training volunteers to teach it in Concrete.
- We are figuring out whose job it is to do what, now that we have new people in our staffing hierarchy.
- We are getting computers – real computers -- in the new location so that we can start helping students achieve digital literacy.

Data, Megan Breedlove-Speece, Data and Assessment Manager

Accomplishment:

The new RNP program is up and running with very robust service and outcomes tracking. Can't wait to see the data coming out of the Outreach team soon.

Challenges:

Care Coordination is still struggling with accurate data recording. I have some thoughts on how to streamline some of the data entry between what was the old housing program and the new program, but I've been asked not to make any further changes to avoid confusion.

CSBG has changed data reporting requirements without first communicating that information, so we're having to pivot and make changes to how we track certain things to be in compliance. They are getting more into the weeds with things they want—like specific break outs of High School Diploma vs GED, and by age category. We previously were requested to just track if someone had benchmarked at high school diploma/GED, so we have no way to tell which one the participant had. I've already made the updates in the system to reflect this request, but those likely aren't the only changes and Melissa and I will be working on making sure we're compliant.

Emerging trends:

Changes in data that grants are requesting— many grants are asking for more data, and highly specific data sets that haven't been collected in the past. For my part, setting up this in the system is mostly easy (there are a few interesting requests that have been more complicated, but I'm confident we'll figure out a way to get it in the system). The challenge here lies mostly in staff capacity—how much more can we realistically ask staff to track? Is data entry going to become a hindrance to client facing case work? Do we need to start considering data entry specialists?

Employment, Marissa Davison, Employment and Education Manager

What accomplishment are you most proud of?

Employment has hired a new employment coordinator. This is a huge accomplishment in itself considering how fast the hiring process went. A major accomplishment within employment is our FCS supported employment referrals have doubled in two months.

What challenge are you currently facing?

The most evident challenge employment faces in we are a two person department. We have hired a new coordinator however, it seems that we may need to discuss hiring a second employment specialist soon to case manage all FCS clients.

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

I am seeing an increase in referral sources for FCS. We have also received more interest in potential worksites for WorkFirst. Both are trends we are monitoring.

February 2023
Division Director Report- Yvonne Rynearson

WIC and ICM/Young family Case Management)- Wende Dolstad

Accomplishments: Used Resiliency Grant to purchase diapers for our WIC families in need. Policies and Procedures in process to buy and distribute formula to WIC families needing help. Note that WIC only provides a “supplementary” benefit. Began WIC required lactation training for all staff. Trained staff on screening all children for lead testing at certification appointments.

Challenges: Skagit Diaper Bank transitioning to Helping Hands Food Bank and not yet distributing diapers.

Emerging issues: Federal Emergency declaration ending in May. Beginning to plan for return of in-person and hybrid WIC services.

Veteran Services- Vernon Hunter

On February 17th, Skagit County conducted a VAF monitor at Vets Connect. Before the monitor, we provided a tour of the facility to the Skagit County Public Health Director, Keith Higman, and the Housing Resource Coordinator, Madeleine Anthony. Sarah Hinman, Public Health Assistant Director, guided Madeleine through the VAF monitor. The results were no significant issues or concerns with the documentation, just a couple of recommendations.

On February 21st, we had our first veteran sign an apartment lease with Cascade Landing. The Vets Connect conducted an assessment and provided monthly subsidy assistance for the veteran to offset some of the rental cost. Our VAF subsidy program gives the veteran an upper hand to improve leasing credibility and gain self-sufficiency for future housing.

- Veteran services this month **(76)**
- **Claims and Services:**
 - VA benefits **(52)** claims submitted
 - Claim assessments **(18)**
 - Housing intake **(6)**
 - Inquiries and referrals (phone and walk-ins) **(41)**
- **VAF:**
 - Critical Needs **(32)**
 - Rental Assistance **(0)**
 - Cascade Landing Subsidy **(1)**
 - Utilities **(1)**
 - EBT enrollment **(0)**
- **Housing:**
 - Housed **(6)** VASH
 - Transitional Housing **(4)**
 - Homeless Hotel Vouchers **(2)**
 - Senior Stipend **(2)**

Medicaid Transportation Program- Nikki Robinson

What accomplishment are you most proud of?

- I am pleased to state that I am currently in the process of getting two new volunteers on boarded into my program- who will assist with local trips.

What challenge are you currently facing?

- The challenge that I am currently facing is that I only have one volunteer who is willing to do long distance trips and no volunteers who want to do early morning transportations. This essentially means that it is part of my responsibilities to pick up the slack and do the off-the-wall trips to maintain a steady flow of additional trips.

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

- Generally speaking, when the weather warms up, people are more willing to volunteer. I am hoping that this concept flows true for my program and that we will obtain a greater amount of volunteers and clients- and have them at an equal ratio.

Housing Project Director Board Report – Michele Metcalf

March 13, 2023

Cascade Landing – Burlington, WA

Project complete; certificate of occupancy was issued on February 14, 2023.

Kulshan View – Mount Vernon, WA

Community Action moved forward with the acquisition of the Kulshan View property (MV Parcel 82422) on February 7.

February has been focused on community and neighborhood engagement planning to identify community needs to help us decide on the final design for unit sizes, unit mix, and configurations. We met with the Mount Vernon school district on February 28 with Superintendent Dr. Vivanco and two administrators (Bill Nutting and Jennifer Larson) of the MV School District to discuss housing needs for students and educators and explore potential partnership opportunities. Bill from MVSD will connect Community Action with Skagit Valley College to engage the college in conversation about housing needs for college students and educators.

Community Action will continue community engagement and information gathering for Kulshan View pursuing further discussion with community partners (i.e. MVPD, McKinney Vento, SVC, etc.) in the upcoming weeks.

Housing Work Group

During the March 3 HWG project focus meeting the group reviewed and revised the project timeline. Agreed to invite Paul Woodmansee of BYK Construction to the April 7 project focus meeting to work on the preliminary budget for the project. The meeting ended with discussion about creating a process to engage board discussion on the population/demographic decision-making process for the project.

The next Housing Work Group meeting with the full committee will be held on March 17 and the discussion focus for this meeting is *Kulshan View Development Strategy and Governance Decision-Making*. The Housing Work Group meetings for April will be held on April 7 (project focus) and April 21 (general HWG committee meeting).

Project Status Report for Kulshan View

Report Date: March 7, 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:

- Acquisition of P82422 on Feb 7
- Meeting with MV School District Feb 28

Work Complete/Scheduled this Month:

- HWG project focus meeting on March 3
- Submit rezone application to Mount Vernon
- Meeting to discuss tax credit financing March 13

Work Plan for Next Month:

- Schedule stakeholder meetings with MVPD and SVC
- Continued community and neighborhood 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
Rezoning application	3/6/2023	In-progress		

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		

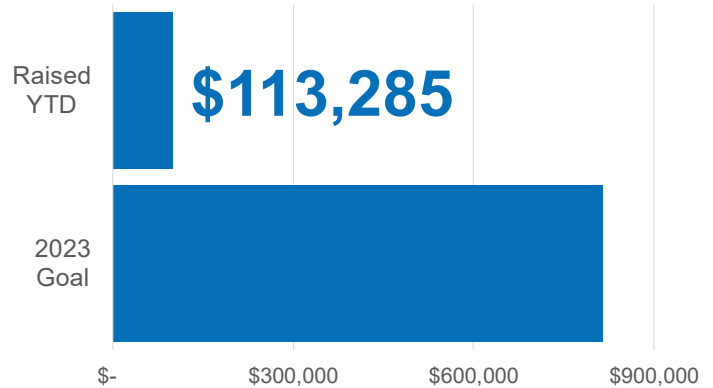
2023 Fundraising Progress

January 1, 2023 - February 28, 2023

2023 Fundraising Goal & Progress

As of February 28, 2023 we have raised **\$113,285** which is about **14%** our board approved goal. *This does not include Spirit of Hope revenue or Cascade Landing donations.*

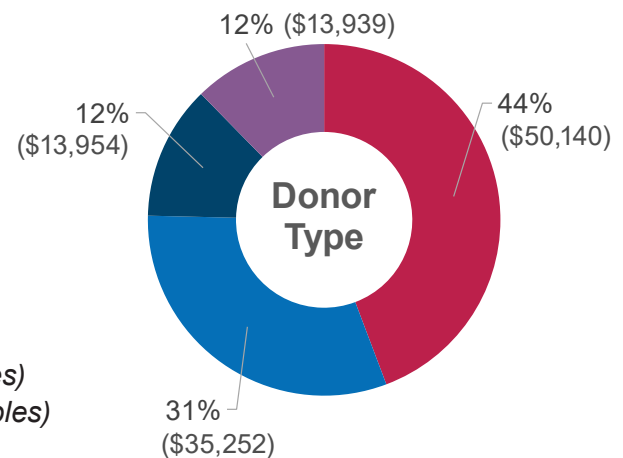
Goal: \$815,000



Breakdown of Funds

\$49,985	Solar Panels (PSE)
\$42,922	Greatest Need
\$18,720	Skagit Food Distribution Center
\$804	Mountain of Hope
\$508	East County
\$190	Veterans Services
\$156	Housing

■ Corporation ■ Foundation ■ Individual ■ Local Grants



Highlights

Spirit of Hope preparations are in full swing.

- **Revenue Raised: \$18,550** (*sponsorships, tickets and tables*)
- **Additional Pledges: \$8,250** (*sponsorships, tickets and tables*)
- **Total Revenue: \$26,800**

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

- Jarrod Ball
- Columbia Bank's Warm Hearts Winter Drive
- Jerry H. Walton Foundation
- Kroger
- Puget Sound Energy's Green Power Solar Grant

\$99,346
Raised 2023
YTD

116
Number of Gifts
2023 YTD

5
New Donors
in Feb

\$50
Median Gift

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

Kate Bennett
Ray Horak
Jill Rohrs

Gregg Davidson
Darlene Mindrum
Christina Soltero

Richard Brocksmitth
Maureen Harlan
Richard Warsinske

Cascade Landing Fundraising Progress

Cascade Landing Fundraising

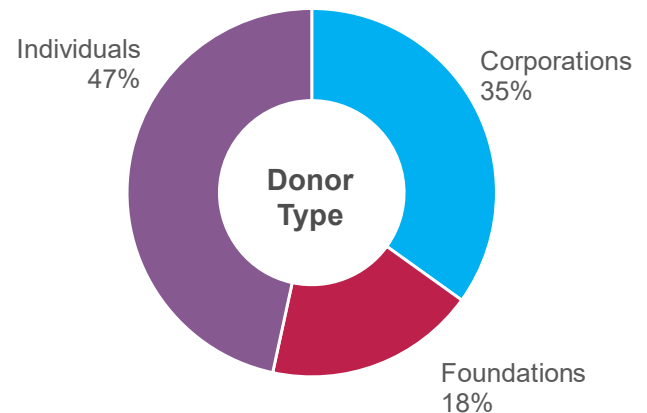
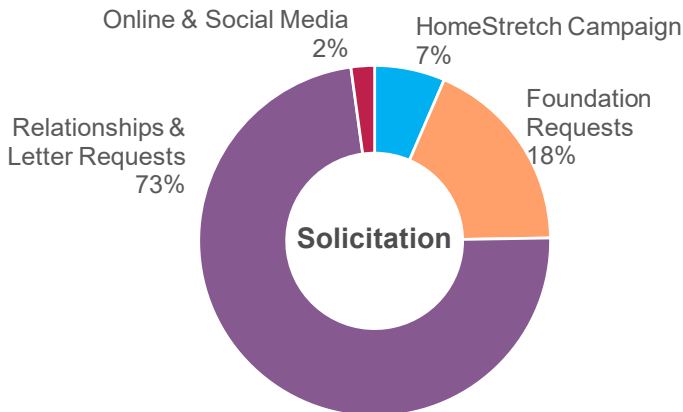
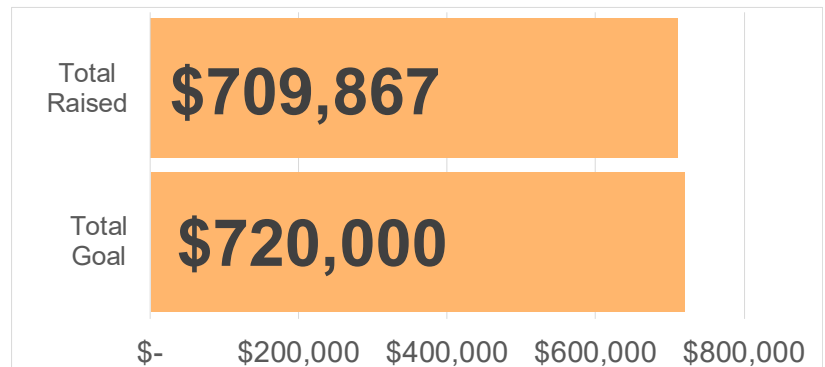
As of February 2023, we have raised **\$709,867** which is **98%** of our total fundraising goal.

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
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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

March 2023

Community Engagement Board Report

Elizabeth Jennings, Director of Community Engagement

Community Engagement Strategies:

Learn, Volunteer, Advocate, Give, Coordinate, Advance Equity

THIS MONTH'S HOT COMMUNITY ENGAGEMENT ISSUES:

ADVOCATE:

- **Updated Skagit Legislative Priorities, and briefings on key issues:** See next page
- **Constituent meetings with legislators:** Our intrepid Community Engagement Coordinator, Isabela Ordonez, scheduled meetings with all nine of Skagit's representatives and senators. Thank you to the board members who have participated!
 - Tuesday March 14, 10:45 AM-11:15 AM: Call with Eric H, LA to Senator Muzzall (10th District)
 - Tuesday March 14, 12:30- 1 PM: Call with Senator Lovelett (40th District)
 - Tuesday March 14, 1:45 PM-2:15 PM: Call with Representative Lekanoff (40th District)
 - Wednesday March 15, 1-1:30 PM: Call with Representative Shavers (10th District)
 - Monday March 20, 12:45-1:15 PM: Call with Representative Paul (10th District)
 - Tuesday March 21, 10:45-11:15 AM: Call with Representative Ramel (40th District)
 - Tuesday March 21, 2:45-3:15 PM: Call with Senator Wagoner (39th District)
 - Tuesday March 21, 3:15-3:45 PM: Call with Mary W, LA to Representative Low (39th District)
 - Wednesday March 22, 3:30-4:00 PM: Call with Representative Eslick (39th District)
- **Board Action Item: Send an email to your legislators!**
 - **State CSBG Funding Request:** Please support Rep. Debra Lekanoff's (40th) agreed to \$15.4m budget request for state match to federal Community Services Block Grant Funding. Community Action of Skagit County received \$250,000 this year, to support BIPOC and rural/isolated communities.
 - **State Community Projects Funding Request:** Please support Rep. Alex Ramel's (40th) Community Projects request for \$309,000 in the state capital budget.
 - **Document recording fee drop impacts homeless services. Find a way to backfill.**

LEARN, COORDINATE:

- **Coordinated Entry & Care Coordination article and response:** On March 8, the Skagit Valley Herald published a short article reporting on a County Commissioners meeting in which county staff and commissioners were quoted being critical of Community Action's administration of the federally-mandated Coordinated Entry homeless services system. We quickly deployed a response strategy and messages:
 - **Original Herald article, Richard Brocksmith's letter to the editor in response, and full blog post, see Correspondence item #4.**
- **Board learning and support opportunity: Brunch & Learn on Community Action's Advocacy, 9 a.m.-10 a.m., Weds. March 1:** Learn more about our agency's local, state and federal advocacy strategy and successes, and ways to get involved. Sign up for constituent meetings with state legislators.

2023 Legislative Agenda Priorities

Contact: Bill Henkel, BillH@CommunityActionSkagit.org

Updated: March 13, 2023



HIGHEST PRIORITIES:

Community Services Block Grant (CSBG) State Match:

- Washington State Community Action Partnership is asking for a \$15,450,000 match to federal CSBG funding (Community Services Block Grant), which provides flexible funding for the state's 30 Community Action Agencies to respond to pressing (and quickly changing) community needs, including, with a focus on BIPOC and rural communities.
- Community Action of Skagit County serves lower-income residents in the 10th, 39th and 40th Legislative District. We received \$250,000 in 2022-2023 CSBG state match proviso funding to achieve these goals:
 - East County Resource Center, a front door to services for rural folks in the 39th District disproportionately hit by poverty; and our Concrete Meal Program, serving 50+ seniors and families daily.
 - Expanding WIC (Women, Infant and Children Services) to Mixtec- and Spanish-speaking farmworker families, ensuring kids get a good start in school and supporting important Skagit agricultural businesses.
 - Building on the nationally-recognized success of the Skagit Latinx Advisory Committee and Latinx COVID Prevention Team, building bridges between people with lived experience and their elected officials and other decision-makers.

Community Projects Application: \$309,000 for affordable housing development:

- Rep. Alex Ramel (40th District) invited us to submit a Community Projects application to increase housing people can afford in Skagit County.
- We have purchased and will develop the "Kulshan View" property in Mount Vernon near LaVenture Middle School.
- Community Projects support would fund a portion of our pre-development costs (currently estimated at \$575k, including \$375k in wetland mitigation and soil stabilization).

SUPPORT AGENDA:

Fix the Broken Document Recording Fee System:

- According to Skagit County, last year was a 40% drop and this year a 50% drop in document recording fees, which fund affordable housing and homeless services.
- Last year, Skagit County was able to back fill the approximate 40% local drop in revenue with \$600,000 in County ARPA funds. These are no longer available this year.
- Skagit will see a \$770,849 decrease in local funding, \$180,000 in Consolidated Homeless Grant funds that come from Commerce. Only backfilling state-level funding is NOT enough of a fix.
- Services will drop. More people will remain homeless.
- Backfilling homeless services with local funding intended for housing development means the long-term solution to end homelessness will continue to be delayed.

Food & Nutrition: HB 1984: Keep local emergency food system infrastructure strong and address the food shortage crisis. Provide support for food distribution centers, food pantries, SNAP produce match programs, and senior nutrition programs.

We support the agendas of our partner coalitions:

- Washington State Community Action Partnership, Low Income Housing Alliance, Northwest Harvest

Briefing: CSBG Skagit Impact

Contact: Bill Henkel, BillH@CommunityActionSkagit.org

Updated: March 14, 2023



Priority Agenda Issue: CSBG

Background on Community Services Block Grant (CSBG) State Match:

- Washington State Community Action Partnership is asking for a \$15,450,000 match to federal CSBG funding (Community Services Block Grant), which provides flexible funding for the state's 30 Community Action Agencies to respond to pressing (and quickly changing) community needs, including:
 - ensuring stability for Washington's under-served families, including the over 60% of those living below poverty within the BIPOC community; and
 - equipping low-income rural Washingtonians to access food, housing, and job-readiness skills.
- The funding was included in a 2022 budget proviso, and we ask for continuation in the next biennium.

Community Action of Skagit County serves lower-income residents in the 10th, 39th and 40th Legislative Districts.

We serve folks hit hard by skyrocketing costs for housing, food and basic needs in the 10th, 39th and 40th districts. We received approximately **\$250,000 from last year's CSBG proviso**, which helped us serve rural and BIPOC communities in the following ways:

- **East County Resource Center**, in Concrete WA, is the front door to services in isolated upriver communities.
 - We served nearly 600 rural folks last year who were disproportionately hit by poverty.
 - Our Concrete Community Center Meal Program, serves 50+ seniors and families daily.
- **WIC (Women, Infant & Children Program)**: CSBG proviso allowed us to expand our WIC program to serve more Mixtec- and Spanish-speaking farmworker families. Our WIC program supports households in all three legislative districts.
 - In total, our WIC program served 4364 unique participants last year, including those with English, Russian, and Ukrainian, in addition to Spanish and Mixtec.
 - CSBG also helps us provide diapers, a basic need for every young family which WIC and Basic Food don't cover.
- **Skagit Latinx Advisory Committee (LAC)**: This powerful group of service providers and community advocates received national recognition for organizing collaborations to achieve community goals.
 - The group's Latinx COVID Prevention Team built bridges between people with lived experience and their elected officials and other decision-makers.
 - Participants have found peers, partners and collaborators in spin-off community initiatives around food, education and addressing COVID.

CSBG flexible funding allows us to innovate and respond to quickly changing community needs, to serve rural, BIPOC and other communities in 10th, 39th, 40th Legislative Districts.

Briefing: Skagit Impacts of Document Recording Fee Shortfall

Update: 13 March 2023

Contact: Bill Henkel, BillH@CommunityActionSkagit.org



Summary:

- **Services will drop.**
- **More people will remain homeless.**
- **Backfilling homeless services with local funding intended for housing development means the long-term solution to end homelessness will continue to be delayed.**
- **As housing costs rise, more people will become homeless.**
- We are very concerned that the current advocacy strategy only focuses on backfilling the state portion of the document recording fee shortfall – that is important, but perhaps not as substantial or immediate as the **local county decrease in resources.**
- It is especially painful that this was supposed to be a historic year for housing in Olympia, and instead we are going in the wrong direction.
- **A fix at the local level (not just state level) is urgent.** In Skagit this is especially the case because of two major issues:
 - **Any local backfill (without state support) would divert resources from funding the root-cause solution of creating more affordable housing.** We have some of the lowest housing availability in the state and must address the housing shortage, availability and affordability to have any chance of reversing homelessness.
 - **There was already a serious strain on local resources prior to the doc fee drop,** as the county seeks to stabilize funding for First Steps, our new low barrier shelter, and Martha's Place, our first large PSH project.

Document Recording Fees Decrease in Skagit County:

- According to Skagit County, last year was a 40% drop and this year a 50% drop.
- Last year, the County was able to back fill the approximate 40% local drop in revenue with \$600,000 in County ARPA funds. These are no longer available this year.
- **Skagit will see a \$770,849 decrease in local funding, \$180,000 in Consolidated Homeless Grant funds that come from Commerce.**
- If the funding is not back-filled, Community Action would need to exit 5 households from our Consolidated Housing Grant standard program.

Impact to People Served by Community Action:

- These are extremely vulnerable households with disabilities waiting for Housing Choice Vouchers. Two of these households are chronically homeless families with disabilities who have been stably housed for years because of our programs.
- In addition, this decrease in funding allows for no funds to be allocated for operations such as dollars for training, staff wages and supplies for the case management services we provide.
- Locally, we anticipate at least a \$300k drop in rental assistance and case management support for people facing homelessness, including a \$90k drop in our ability to divert people from shelters directly into permanent housing.

Community Action of Skagit County's services impacted:

<u>Funding in 2022/2023:</u>	<u>Applied Funding in 2023/2024: Award TBD</u>
Rental Assistance/Case Management: \$973,594	Rental Assistance/Case Management: \$792,708
Case Management: \$38,355	Case Management: \$38,355
Shelter: \$231,922	Shelter: \$231,922
Diversion: \$183,804	Diversion: \$92,400

Summary: We applied for about \$300k less (from rental assistance, case management and homeless diversion funds) because of reduction in revenue. As to narrative below the number breakout I think that's helpful. In reduction In number of households served, can your clarify that is based on us getting the full amount we applied for (it will likely be less and thus a greater impact).

Board Motions
Community Action of Skagit County
March 23, 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 February 23, 2022 Board meeting

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

2. Approve March 2023 Finance Report (through month of January 2023)

Background on Consent Agenda Motion: The Board Finance Committee reviewed at its March 15 meeting the attached Finance Report (5b), covering through the month of January 2023.

Potential Motion: Approve Consent Agenda (items 1 and 2).

March Finance Reports through January 2023

Balance Sheet December Comparison	Year-end 2022	Through 1/31/23	Change in Value
Asset			
Cash and Cash Equivalents	265,124	(97,927)	(363,051) [a]
Short-Term Investments	12,951	12,951	0 [a]
Long-Term Investments	1,558,647	1,629,432	70,785 [a]
Accounts Receivable	1,447,328	1,691,992	244,664
Prepays and Deposits	62,939	118,087	55,148
Fixed Assets	4,794,461	4,794,461	0
Depreciation	(1,617,432)	(1,617,432)	0
Furniture and Equipment	1,051,879	1,051,879	0
Total Asset	7,575,897	7,583,443	7,546
Liabilities			
Accounts Payable	101,204	135,577	34,373
Mortgage	670,144	667,936	(2,209)
Vacation Liability	126,264	137,152	10,888
Other Payroll Liabilities	276,146	287,919	11,773
Other Liabilities	(137)	(137)	0
Deferred Revenue	264,053	42,477	(221,576) [c]
Total Liabilities	1,437,673	1,270,922	(166,751)
Net Assets			
Beginning Net Assets			
Prepays and Deposits	(2,500)	(2,500)	0
Other	6,518,842	6,069,891	(448,951)
Total Beginning Net Assets	6,516,342	6,067,391	(448,951)
Total Current Net Income (Loss)	(378,118)	245,130	623,248
Total Net Assets	6,138,224	6,312,521	174,297
Total Liabilities and Net Assets	7,575,897	7,583,443	7,546

Days Cash on Hand	-2.74 [3]
Days Investment Cash on Hand	52.57 [3]
Days Cash in A/R	54.59 [3]

P&L December	Through 1/31/23	2023 Original Budget	% of Budget
Revenue			
Federal Grants	396,653	4,382,214	9.1%
State Grants	60,507	637,929	9.5%
Local Grants	210,049	3,450,922	6.1%
United Way		20,000	0.0%
Foundations & Corporations	215,745	438,500	49.2% [a]
Contributions	13,384	321,500	4.2%
In-Kind	265,052	6,048,418	4.4%
Program Revenue	109,939	1,968,835	5.6%
Miscellaneous Revenue			0.0%
Sponsorship Income		55,000	0.0%
Total Revenue	1,271,330	17,323,318	7.3%
Expenses			
Wages and Benefits	502,726	7,039,903	7.1%
Program Expenses	277,238	3,582,352	7.7%
Supplies/Equipment	1,088	39,039	2.8%
Travel and Training	5,795	58,260	9.9%
Telephone	2,995	52,150	5.7%
Professional Fees	883	145,584	0.6%
Licenses, Dues, Subscriptions	16,934	54,088	31.3% [c]
Printing and Postage	2,185	39,295	5.6%
Insurance	2,761	35,899	7.7% [d]
In-Kind	265,052	6,048,418	4.4%
Occupancy	11,835	224,966	5.3%
General and Administrative		0	0.0%
Miscellaneous Expense		0	0.0%
Marketing/Advertising	478	41,300	1.2%
Total Expenses	1,089,969	17,361,254	6.3%
Net Income (Loss) Before Depreciation & Unrealized Gains/Losses	181,361	(37,936)	[1]
Depreciation (non-cash expense)	7,016		
Unrealized Gains/Losses	70,785	40,000	[2]
Net Income (Loss) Including Depreciation and Unrealized Gains & Losses	245,130	2,064	[1]
		% should be	8.3%

March Finance Reports through January 2023

General Notes:

We continue catching/cleaning up from 2022.

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 remained tight in the early months of 2023. Adjustments have been made including adjusting timing of payables and prioritization and timing of invoicing grants.

Notes to Finance Reports:

[1] As of 1/31/23, we are reflecting YTD net income of \$181,361 before Depreciation Expense and Unrealized Gains & Losses; and income of \$245,130 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 thta 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 \$70,785 For January.

[3] Days Cash on Hand is -2.74, Days Investment Cash on Hand is 52.57, and Days Cash in A/R is 54.59. For a combined total of 104.42, lower than December's total of 118.18 . 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 overbudget.

PRELIMINARY 2022 Year-end Finance Report

Balance Sheet December Comparison	Year-end 2021	Through 12/31/22	Change in Value
Asset			
Cash and Cash Equivalents	877,493	265,124	(612,370) (e)
Short-Term Investments	14,918	12,951	(1,967) (e)
Long-Term Investments	1,770,796	1,558,647	(212,148) (e)
Accounts Receivable	1,714,660	1,447,328	(267,332)
Prepays and Deposits	119,985	62,939	(57,046)
Fixed Assets	3,581,330	4,794,461	1,213,131
Depreciation	(1,516,919)	(1,617,432)	(100,513)
Furniture and Equipment	851,716	1,051,879	200,162
Total Asset	7,413,979	7,575,897	161,918
Liabilities			
Accounts Payable	25,045	101,204	76,159
Mortgage	434,872	670,144	235,272
Vacation Liability	117,291	126,264	8,972
Other Payroll Liabilities	266,600	276,146	9,546
Other Liabilities	(137)	(137)	0
Deferred Revenue	318,320	264,053	(54,267)
Total Liabilities	1,161,991	1,437,673	275,682
Net Assets			
Beginning Net Assets			
Prepays and Deposits	(2,500)	(2,500)	0
Other	5,967,578	6,518,842	551,264
Total Beginning Net Assets	5,965,078	6,516,342	551,264
Total Current Net Income (Loss)	286,910	(378,118)	(665,028)
Total Net Assets	6,251,988	6,138,224	(113,764)
Total Liabilities and Net Assets	7,413,979	7,575,897	161,918

Days Cash on Hand	10.01 (b)
Days Investment Cash on Hand	56.09 (b)
Days Cash in A/R	52.08 (b)

P&L December	Through 12/31/22	2022 Original Budget	% of Budget
Revenue			
Federal Grants	4,225,825	4,248,669	99.5%
State Grants	469,624	1,828,596	25.7%
Local Grants	3,480,471	2,589,923	134.4%
United Way	20,026	20,000	100.1%
Foundations & Corporations	754,871	479,000	157.6%
Contributions	354,265	279,481	126.8%
In-Kind	4,861,586	6,048,418	80.4%
Program Revenue	396,292	634,264	62.5%
Miscellaneous Revenue		0	0.0%
Sponsorship Income	6,500	25,000	26.0%
Total Revenue	14,569,461	16,153,351	90.2%
Expenses			
Wages and Benefits	5,321,263	5,913,309	90.0%
Program Expenses	3,594,936	3,622,265	99.2%
Supplies/Equipment	124,558	24,286	512.9%
Travel and Training	73,154	35,293	207.3%
Telephone	93,553	38,690	241.8%
Professional Fees	127,705	181,871	70.2%
Licenses, Dues, Subscriptions	121,077	34,762	348.3%
Printing and Postage	26,524	46,868	56.6%
Insurance	60,743	31,754	191.3%
In-Kind	4,861,586	6,048,418	80.4%
Occupancy	142,668	178,269	80.0%
General and Administrative	1,354	0	0.0%
Miscellaneous Expense	(1,705)	0	0.0%
Marketing/Advertising	57,241	35,800	159.9%
Total Expenses	14,604,658	16,191,585	90.2%
Net Income (Loss) Before Depreciation & Unrealized Gains/Losses	(35,196)	(38,234)	
Depreciation (non-cash expense)	84,201		
Unrealized Gains/Losses	(258,721)	40,000	
Net Income (Loss) Including Depreciation and Unrealized Gains & Losses	(378,118)	1,766	
		% should be	100.0%

General Notes:

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.

Coming off 2020 and 2021 net income of \$1.2M, the agency has seen funding shift and decrease in 2022. Reflecting Net Loss of (\$35,196) before depreciation and unrealized losses and Net Losses of (\$378,118) after including depreciation and losses in our investments.

Net losses in our investments have been significant in 2022, although we are beginning to see them recovering 2023. This has not just affected Community Action but has been experienced nationally.

There were financial challenges in specific programs in 2022 that have resulted in net losses in those program. Some of these losses are attributed to reductions in grant contract funding that are based on clients served or Fee for Service (FFS). Less clients seeking services in the community because of COVID = lower contract amounts or revenue for FFS programs. Challenges in recruiting/retaining volunteers further impacted programs that require volunteers for to provide FFS. We are seeing both services and funding increase as clients are returning to services. Additionally, some programs have been restructured or combined for 2023 and additional funding for these programs has been obtained.

Cash flow was tight in the final months of 2022. The challenges with cash flow were a result of several things, including:

- 1) Slow expense reimbursement turnaround: The lack of staffing during the year affected our ability to invoice cost reimbursable grants quickly. Capacity also affected our ability to enter credit card expenses into MIP, allocate prepaid insurance expense and allocate the audit expense in a timely manner in order to invoice to recapture those funds. This resulted in the cash being spent, but a delay in invoicing to the grants to recoup the funds. **We have since fully staffed the Finance Department, prioritized invoicing the largest grants first, those that turn around the fastest second, those that have deadlines third and all other. Invoicing has been caught up.** Payables Timing: We had been processing expenses as soon as we received an invoice in order to pay them quickly even though we were delayed in invoicing. The Finance team is now fully staffed. We have been able to catch up on things we were behind on in 2022 and examine process, procedure and timing going forward.
- 2) Decrease in Fee-for-Service Program revenue (primarily Medicaid Transport and WorkFirst) tied to volunteers and clients services. Funding sources that were budgeted to generate a surplus to support the balance of the program operated at a deficit. This necessitated the use of unrestricted funds to support the program. **We are working to increase our volunteer base and client numbers that drive that revenue and are keeping an eye on those programs that are impacted.**
- 3) Cash paid for our investment into Cascade Landing reduced operating funds in our Cash Account Asset and increased our Leasehold Improvement Asset. The agency paid out all of the funds that had been raised for Cascade Landing over the past few years plus invested agency funding. **We have wrapped up Cascade Landing project. In 2023 will begin invoicing the REET Operational grant to recapture approximately \$247k of those advanced funds.**
- 4) Spending unrestricted foundational/contribution funds received to support programs with deficits. Generally, these funds are "absorbed" into the agency at year-end as a surplus if not spent.

Grant/Funding Source	Income received in 2022 and moved to Deferred Grant Revenue to be included as income for 2023		Explanation
4012100 Peace Health CL RSC	42,386		Cascade Landing Resident Services Coordinator Position - Just hire on in 2023
4001003 Food Lifeline Capacity - Vehicles	94,000		Funding for a refrigerated truck received in 2021 - Challenges finding truck due to supply chain issues. Plan to spend in 2023.
4001003 Food Lifeline Capacity - Cooler	58,892		Funding for freezer/cooler replacement received in 2021. Challenges in replacement due to contractor shortages. Spent out in 2023.
4001003 Food Lifeline Capacity - Marketing	8,875		Funding for SFDC marketing received in 2021. Steady spending in 2022 and will spend out in 2023.
4012210 Peace Health Outreach	17,423		Peace Health for Outreach received in 2022 and will spend out in 2023.
	221,576		

Program Losses	Amount of API		Explanation
API-Donor Development	(29,000.00)		Operational expenses exceed income. Expenses are in line with budget but income is considerably behind budget. This is complicated as significant funds have been raised for other purposes, including Cascade Landing, just not specifically in the Donor Development "program".
Energy	(20,764.45)		Needed to spend a lot of direct service funds in conjunction with program operations. Although up to speed now, we were unable to get necessary marketing in place as quickly as needed to support the amount of direct service spending needed. Ultimately, with nearly all Energy grants ended on 9/30, we were able to shift some of the expenses to other agency-wide funding sources to reduce the Energy Program to a \$21k loss.
Senior and Disabled	(90,000.00)		In 2022, this program had 3 staff--2 for Senior & Disabled (S&D) and 1 for Medicaid Transport (MT). The funding for S&D through NWRC is only \$36k and the remainder of the program was to be supported by MT income. MT is a fee-for-service program. MT had staff turnover and a significant loss of volunteers and trips resulting in a shortfall in income.
Adult Ed and Employment	(85,000.00)		Adult Ed: This program was only budgeted for 1/2 of the year. We knew that there was not enough funding to sustain for a year. With turnover in the leadership of the program, we were able to stabilize the program, receive new grants/contracts. Additionally, COVID significantly impacted client numbers and as funding is tied to client numbers, we saw a related decrease in funding. Program is ramping back up with additional funding. Staff is needed to support additional clients which, in turn, brings in more funding. Adult Ed was combined with Employment moving into 2023. By combining the programs and restricting, we are seeing new opportunities in both programs.
Employment			Employment: WorkFirst is the program that supports employment and is fee-for-service. Both contract years 21-22 (July 21-June 22) and 22-23 (July 22-June 23) had losses through 2023. COVID significantly impacted client numbers and in turn, income. As we began seeing participant numbers increase, additional staff was added to support the program. The income vs. expenses are now balancing out and with the growth of FCS/Care Coordination, we expect to see this program profitable soon. Employment was combined with Adult Ed. By combining the programs and restructuring, we are seeing new opportunities in both programs.
Veterans	(22,452.00)		The Veterans program invests significantly into Skagit Vets Connect (SVC). During 2022, not enough funding was received specifically for SVC operations so direct service dollars were used to cover the shortfall. This was not communicated to programs staff from Operations and direct service funds were overcommitted/overspent overall. For 2023, the budget including all operational expenses was approved by the County. The County has requested that the Agency find ways to diversify the funding in this program as VAF funding is pulling from reserves.
Total Agency Investment	(247,216.45)		Agency unrestricted fund invested into program.
Cascade Landing funds raised (see below)	195,811.00		CL income reflected as received by the agency, but expended as an asset.
Net income/loss	(51,405.45)		Approximate overall agency loss--does not account for small program income/loss offsets

Cascade Landing	2022 Only	Total	Explanation
Project Development	195,811	335,647	Funds raised over multiple years -- Does NOT include REET. REET is a cost reimbursable grant for operations.
Investment into CL Project	(600,000)	(600,000)	Funds paid to Mitel for CA Investment - Recorded as Leasehold Improvements on the Balance Sheet. (Moved from one asset (Cash) to another asset (Leasehold Improvements) but ultimately decreased cashflow)
	(404,189)	(264,353)	Overall affect on cashflow
Furniture, Fixtures, Equipment (FFE)	107,555	127,055	Funds raised over multiple years
FFE Expenses	(75,194)	(118,663)	Peace Health for Outreach received in 2022 and will spend out in 2023.
	32,361	8,392	Remaining to be spent

PRELIMINARY 2022 Year-end Finance Notes

New and Exciting:

We survived. :)

Finance Report Narrative:

[1] As of year end, we are reflecting YTD net loss of (\$35,196) before Depreciation Expense and Unrealized Gains & Losses; and a loss of (\$378,118) YTD after Depreciation Expense and Unrealized Gains & Losses. Several things to note:

[2] Unrealized gains/losses on our investments were (\$39,245) during December. Our total realized investment gains/losses through the end of the year is (\$258,721). We have seen a significant decrease in our investments this year.

[b] Days Cash on Hand is 10.01, Days Investment Cash on Hand is 56.09, and Days Cash in A/R is 52.08. For a combined total of 118.18, higher than November total of 114.23. Days cash on hand is calculated by taking our "normal" annual operating budget, less in-kind, dividing by 365 days. "Normal" daily operation amount for **2022 was \$27,789**. Items affecting Days Cash on hand:

[c] YTD Program Revenue is significantly lower than budgeted as we have struggled recovering from COVID and reestablishing volunteer engagement that affects our Fee for Service programs. Work continues to improve this outcome.

[d] YTD Foundations & Corporations is high as we have invoiced Peace Health for \$150K to support the Case Manager (CM) and Housing Project Director (HPD) roles for Cascade Landing (CL). The HPD was included in the 2022 budget, the CM was not. The majority of the remainder is the carryover of Food Lifeline funds from 2021.

[e] 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.

[f] Licenses, dues and subscriptions is high due to large annual software license costs due at the beginning of the year and expanded security software. I expect this category to remain over budget with the spending of additional \$100K funding received from LIHEAP for technology and continued improvements to provide better technology for the new hybrid workforce and replacing our aging infrastructure, including additional security software.

[g] Telephone is high due to the change in our cell phone policy; acquiring additional phones for non-exempt staff use and \$10/mo. stipend for exempt staff. We have also purchased Surface Pros to assist Care Coordination staff in providing services to our clients in the field.

[h] Supplies/Equipment is high from the down payment for the SFCD refrigeration unit. I expect this category to be over budget with additional \$100K funding received from LIHEAP for technology and the completion of the SCFD refrigeration unit. Additionally, we have utilized a Boeing ECF grant (Agency) and Recovery Navigator Program grant (Outreach) to purchase 3 new Kias for staff to use to work with clients in the field.

[i] Travel and Training is high as programs are returning to normal with increased mileage. Our Outreach programs has grown and acquired vehicles. Usage and expense has increased as they are out in the field daily. We also adjusted our mileage rate to align with the IRS mileage reimbursement rate--from \$.50 per mile to \$.625 per mile. This affects staff as well as some programs with volunteer drivers. As trainings return to more in-person events, additional staff have attended in-person trainings.

[j] Marketing/Advertising. Most of this is in Donor Development and was budgeted to include the website redesign and some search engine optimization (SEO) and Google Ads to get the word out about our programs. SEO and Google ads in an ongoing monthly expense and I expect this category to remain overspent.

[k] Business/liability Insurance is over budget. This is attributable to an increase in insurance, that addition of the SFDC, adding four vehicles (3 purchased and 1 leased). There is a significant amount charged in December as we had been unable to allocate to grants from July until December. Normally, this expense is allocated month. Because we were behind in allocations, the amount budgeted for 2023 is approximately \$30k under budgeted.

Community Action DASHBOARD

March
2023

Financials as of 1/31/23

Assets	\$ 7,583,443
Liabilities	\$ 1,270,922
Fund Balance	\$ 6,312,521

Net Income/Loss

Month	\$ 245,130
YTD	\$ 245,130

Integrating Care Coordination/ Coordinated Entry

HOT TOPICS

New enterprises and Revenue. Rental income at Cascade Landing began in March (our goal is to be at least 50% full by end of month). \$49,985 from PSE's Green Power Solar Grant Program (MV resource center); \$15,000 from Jerry H. Walton Foundation (greatest need); \$7,500 from Kroger (Skagit Food Distribution Center); \$2,110 from Columbia Bank's Warm Hearts Winter Drive (greatest need); \$1,600 from Jarrod Ball (greatest need).

Recent Progress on Strategic Plan

The following are five updates out of the six agency-wide goals we put on our 2023 Work Plan:

Fully implement care coordination: It is now being implemented and is being reviewed for where processes and customer service can be improved, how more people can be taken off the "waitlist," where redundancies can be eliminated, and how staff roles/structure can be clarified.

Develop affordable housing options: Kulshan View property has been purchased.

Develop a DEI strategy: We have interviewed three potential DEI consultants to help us work on a comprehensive DEI strategy.

Stabilize the Agency: We are working on developing a strategy for internal communication and developing a set of standard operating procedures.

Develop Supervisory Training: A tentative list and schedule has been created.

Service Highlights

- 11 tenants have been moved into Cascade Landing
- The Adult Education team placed in the top 10% of post-test rates among basic education in the state. One of our GED students passed his first (of four) GED subject tests.

How can I help this month? Please join us Thursday, March 30 for our annual Spirit of Hope fundraising event, and help us welcome and thank our guests.

Trends in Needs and Services – Care Coordination

Coastal Community Action colleagues recently visited to observe and recommend improvements to Care Coordination:

- Coordinated Entry & outreach needs to be further integrated into the service delivery model of Care Coordination.
- Developing and sustaining client relationships over time and a sense of belonging are key to getting people toward better personal, health & housing outcomes.
- Collaboration with the county and partners are critical.

Why the change?

- In typical systems, only 12% of people entering CE are exited to permanent housing. In Coastal's experience, 68% exiting to permanent housing (88-94% with rental assist).
- Expanded/better integrated CE means more access for residents who need it (no wait lists!), and having someone walk with them on the journey helps connect to resources, the community and longer-term stability.

Community Conversations and Partnerships

- 9 constituent meetings with legislators from the 10th, 39th and 40th Districts scheduled during March.
- April 5 Brunch & Learn with Community Action: Transforming Homeless Services: Care Coordination & Coordinated Entry
- Letters to the editor and blog post on Care Coordination and Coordinated Entry
- Key stakeholder meetings with school districts, housing developers, & others to propose Kulshan View pop.