

## Agenda

Community Action Board of Directors

**Thursday, September 28, 2023, 5-6:30 pm**

**Zoom Link:** <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FhMVZpb2swTmxxYUlubzdSQT09>

**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
		Skagit Valley COOP Feature
		Skagit Valley Herald: Skagit Motel closure has left its residents on their own
		Skagit Valley Herald: Skagit Food Distribution Center doing its part to alleviate food insecurity
		Skagit Valley Herald: Bids to manage Skagit County housing assistance come in higher than expected
		Email: Coordinated Entry RFP Clarifications from Community Action
4	Division Reports	Information
		Reports from Melissa Self, Michele Metcalf, Philip Prud'homme, & Elizabeth Jennings
5	Motions	Approve
		Motion to approve Minutes of June 22 Board meeting
		LIHEAP (federal Energy Assistance) application (and letter from Board- Item 5a)

### Discussion Agenda

Item	Action	Description	Responsible	Time
6	Finance Report	Motion	Davidson; Caswell	5:15
		Motion		
		September Finance Report (thru June)		
		Second-half 2024 Budget revision (July thru Dec)		
	ED Performance Review	Update	Davidson	5:40
		Timing and process for Executive Director Performance Review		
7	State of the agency	Briefing Update	Henkel	5:50
		Review highlights from agency dashboard – and latest on Coordinated Entry and Cascade Landing		
8	Service Area highlight	Briefing	Phinney	6:00
		Adult Ed/Employment – opportunities and cross fertilization		
9	Board Planning & Engagement	Update	Bennett; Phinney; Jennings	6:15
		Conflict of Interest declarations; Teeing up fall planning and melding with October 18 Board retreat		
	Adjourn			6:30

### Equity-Informed Decision-Making Questions

#### Broad Questions:

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

#### Specific questions for Committees to consider:

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



## Important Upcoming Dates: All are Invited

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

- **Finance Committee:** Tari Caswell, [taric@communityactionskagit.org](mailto:taric@communityactionskagit.org)
  - **Board Planning & Engagement:** Sandi York, [sandiy@communityactionskagit.org](mailto:sandiy@communityactionskagit.org)
  - **Donor Development Committee:** Philip Prud'homme, [philipp@communityactionskagit.org](mailto:philipp@communityactionskagit.org)
  - **Housing Work Group:** Michele Metcalf, [michelem@communityactionskagit.org](mailto:michelem@communityactionskagit.org)
  - **Latinx Advisory Committee:** Isabela Ordonez, [isabelao@communityactionskagit.org](mailto:isabelao@communityactionskagit.org)
  - **Skagit Housing Consortium:** Matt Johnson Money: [matthew@skagit.org](mailto:matthew@skagit.org)
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### Tuesday September 26, 3:30-5:00 pm, Donor Development Committee

- **Zoom:** <https://us06web.zoom.us/j/9436029776?pwd=Y1U1bWQxdXVodHJjczEzb0lSeTNEUT09>
- **Meeting ID:** 943 602 9776
- **Passcode:** 2023
- **Phone:** +1 (253) 215-8782

### Thursday September 28, 5-6:30 pm, September Board Meeting

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### Wednesday October 4, 9-10 am, Brunch & Learn: Topic TBD

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

### Wednesday October 4, 3-4 pm, CREAT Committee

- **Zoom Link:** <https://us06web.zoom.us/j/87174559991?pwd=SFdJSGpKS1dwZHI0c2xaOUNucWhCQT09>
- **Meeting ID:** 871 7455 999
- **Passcode:** 450580
- **Phone:** +1 (253) 215-8782

### Friday October 6, 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 October 11, 7:30-9 am, Board Executive Committee (Note: Bill at state association meeting in Chelan, Oct 11-13)

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

### Wednesday October 11, 3-4:30 PM: Board Finance

- **Zoom Link:** <https://us06web.zoom.us/j/83767023667?pwd=XCuw3ytxCe94Ulu8clwQECGqs85Wb.1>
- **Meeting ID:** 837 6702 3667
- **Passcode:** 799258
- **Call Information:** +1 (253) 215-8782

### Thursday October 12, 8:30-9:30 am, Latinx Advisory Committee

- **Zoom Link:** <https://zoom.us/j/91488283677?pwd=aXpmdVNPpa0FraFj1Q3lrUUQ4cStMZz09>
- **Meeting ID:** 914 8828 3677
- **Passcode:** 022650
- **Phone:** +1 (253) 215-8782

### Monday October 16, 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



## Important Upcoming Dates: All are Invited

### Tuesday October 17, 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 October 18, 1:30-6:30 pm, Board Retreat

The retreat will be from 1:30-5:30 and then from 5:30-6:30 there will be food and mingling.

- **Address:** Anacortes Yacht Club, 611 T Ave, Anacortes, WA 98221

### Friday October 20, 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

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### Thursday November 2, 3-5 pm, Board Planning and Engagement- Board Workplan Development

- **Location:** Community Action Pacific Place Conference Room, 330 Pacific Place, Mount Vernon WA 98273





# BOARD OF DIRECTORS

September 2023

CLIENT SECTOR MEMBERS		Term Ends
<b>LAC</b> <b>CREAT</b>	<b>KATI ORTIZ</b> Skagit Valley College (360) 421-4400   kati.ortiz@skagit.edu	Dec 2024
<b>CREAT</b> <b>Donor Develop</b> <b>LAC</b>	<b>CHRISTINA SOLTERO</b> Burlington-Edison School District (360) 421-0704   csoltero@be.wednet.edu	Dec 2025
<b>CREAT</b> <b>Housing Develop</b>	<b>JAMIE THORNBERRY</b> Veterans Advisory Board of Skagit County (360) 503-9485   thornjb242@gmail.com	Dec 2026
	<b>HEATHER WALLACE</b> Head Start Policy Council (360) 202-5895   heatherhelpsall@gmail.com	Dec 2025
PUBLIC SECTOR MEMBERS		Term Ends
<b>PRESIDENT</b> <b>Bd Plan &amp; Engmt</b> <b>Donor Develop</b> <b>Executive</b> <b>Finance</b> <b>Housing Devel</b>	<b>RICHARD BROCKSMITH</b> Mount Vernon City Council Member (360) 826-2094   richardb@mountvernonwa.gov	Dec 2024
<b>CREAT</b>	<b>DANNY HAGEN</b> Skagit County Assessor (425) 275-1947   hagen.danny@outlook.com	Dec 2026
<b>Housing Devel</b>	<b>TINA TATE</b> Hospital District 304 Commissioner (360) 708-2144	Dec 2025
<b>Bd Plan &amp; Engmt</b>	<b>RON WESEN</b> Skagit County Commissioner (360) 336-9300   ronw@co.skagit.wa.us	Dec 2023
PRIVATE SECTOR MEMBERS		Term Ends
<b>VICE PRESIDENT</b> <b>Donor Develop</b>	<b>KATE BENNETT</b> True North Consulting (360) 395-8727   bennettrk@comcast.net	Dec 2025
<b>TREASURER</b> <b>Donor Develop</b> <b>Executive</b> <b>Finance</b>	<b>GREGG DAVIDSON</b> (360) 708-2292   gregg-davidson@msn.com	Dec 2024
<b>CREAT</b>	<b>CAROLYN MOULTON</b> Lautenbach Recycling (360) 472-0335   cymoulton@gmail.com	Dec 2026
<b>SECRETARY</b> <b>Bd Plan &amp; Engmt</b> <b>Executive</b>	<b>SILVIA REED</b> Mount Vernon Chamber of Commerce (360) 395-2944   silvia@mountvernonchamber.com	Dec 2025

## Correspondence: Skagit Valley COOP Newsletter

### Community Action Resources & Opportunities

Through our involvement with the Skagit Food Security workgroup, the Co-op was also able to donate 30 cases of almond flour to the Community Action Skagit Food Distribution Center in early June (nearly \$3,500-worth!).

We are grateful to be able to make contributions such as that along with offering owner-members the option to donate their patronage.

If you're looking for even more ways to help, there are several volunteer opportunities available through Community Action.

If you're interested in finding out more about the positions listed below you can contact [volunteercenter@communityactionskagit.org](mailto:volunteercenter@communityactionskagit.org) or call 360.588.5753. You can also go to [skagitvolunteercenter.org](http://skagitvolunteercenter.org) to find opportunities with 150 other local nonprofits.

On the other hand, if you or someone you know is looking for food, basic needs, housing, energy and utility assistance, or job skills and training, Community Action may be able to help connect you through one of their resource centers. The Basic Food Program and the Seniors' Food Box are both options that help provide food to those who qualify.



**Community Action of Skagit County**

Monday-Friday | 9am-4:30pm

360.416.7585 | [www.CommunityActionSkagit.org](http://www.CommunityActionSkagit.org)

#### 1. Senior & Disabled Services Volunteers:

- **Neat Team.** Help maintain a clean, safe home with housekeeping chores.
- **Adopt a Yard.** Mowing and weeding are the main tasks.
- **Give Rides to Change Lives.** Providing transportation to appointments or other necessary errands.
- **Mighty Movers.** Move furniture around a home, or assist with packing and moving to a new place.

#### 2. Volunteer Medicaid Transport Driver:

Provide transportation to local Medicaid patients to and from medical appointments. East County and early morning volunteers are especially needed.

#### 3. Skagit Food Distribution Center Delivery Driver Volunteer:

Deliver 30-50 pound boxes of food to low income seniors who have difficulty leaving their homes.



George & Estrella with 30 cases of donated almond flour.

#### 4. Thrift Store Associate:

Help needed at Concrete Community Center Clothing Closet, at least 10 hours per week.

#### 5. East County Food Service and Front Desk Assistants:

Kitchen help and front desk help needed at the East County Resource Center, at least 10 hours per week.

#### 6. Skagit Vets Connect Lobby Reception Clerk:

Make a veteran's day by welcoming them to Skagit Vets Connect in Burlington.





## Correspondence: Skagit Motel closure has left its residents on their own

Skagit Valley Herald | Brandon Stone | August 9, 2023



The Skagit Motel on Aug. 3 in Sedro-Woolley. Photo by Oliver Hamlin, Skagit Valley Herald

Few of the displaced residents of the Skagit Motel have found even temporary housing through area nonprofits in the week since the city of Sedro-Woolley closed the drug-contaminated motel Aug. 3.

While several nonprofits were on hand at the motel the morning it was shut down, they have been limited in what they could do because of resources and the short time they had to prepare for the closure.

Family Promise of Skagit Valley was able to assist each of the four families with children staying at the 47-room motel, at least temporarily, said Audrea Woll, executive director.

"We made sure that every family with a child had a safe place to sleep, whether that be a hotel, shelter or family and friends," she said.

None of the families was moved into permanent housing, primarily due to the scarcity and high cost of rentals. But each one has stable housing for now, Woll said.

Community Action of Skagit County put 10 people on its housing assistance list. But the list is long, and housing is limited.

"We have a housing shortage," said Steven Simmons, outreach programs manager with Community Action. "People end up in situations like this because it's all that's available."

Some of the residents of the motel had friends or family to stay with, and others were able to pay for a motel room elsewhere. But others did not even have those options, Simmons said.

Rebecca Skrinde, CEO of Helping Hands Solution Center, said her team focused on distributing food and hygiene kits.

Many of the residents had been living at the motel for years, and had nowhere to leave their belongings. So Helping Hands connected them with storage units and helped them get their items to the storage units.

Robert Preston, the man behind the small nonprofit Barrier Breakers, has been working with vulnerable people in the motel for several years. The residents were caught off guard by the closure, he said. This includes his daughter, he said. She also worked at the motel, meaning she lost her home and her job with less than a day's warning. His team was able to bring food, camping equipment and other essentials for the residents as they left the motel.

Skrinde said seeing the response of the public has been demoralizing. Comments seem to focus on the criminal element at the motel, but ignore the vulnerable people living there.

"What was left was families, a gentleman who had lived there for 20 years, an elderly man," she said.

Simmons said it's frustrating to see people making generalizations about those who live in motels. Most of the residents were those with poor rental history, those with a disability that keeps them from working, or those with a minor criminal history, he said. They can't compete in Skagit County's tight rental market.

"Lots of times these nontraditional places like hotels are the only places they can find housing," Simmons said. "When we lose something like this, it just adds to our unhoused situation."

The county's housing shortage hurts the people at the bottom economically the worst, he said.

Woll said the condition of the motel — and the possibility of widespread drug contamination — means that the city was right in closing it down. But it's frustrating that there was no plan for the residents.

"It's really hard to see housing units go, but these were unsafe housing units," she said.

Representatives from each of the nonprofits said they were given about a day's notice before the closure.

Simmons said this kind of social work is made easier after developing a relationship with the client.

"If we had more time, we could have been doing that work," he said.

With a bit of time, it's possible the nonprofits could have helped find a place for more of the residents, and offered them a smoother hand-off, Skrinde said. "I want to be positive ... but I fear there's going to be trauma for some of those children," she said.

Preston said the city has an obligation to provide for those it displaced. "They should have set up some kind of housing for these people," he said.

On the day of the closure, Sedro-Woolley Mayor Julia Johnson said the decision to close the motel was made a couple days ahead of time, giving the city little time to warn people. The drug contamination was found after a police raid June 27. Police arrested several suspects on drug distribution charges across four rooms, and sent samples from each of the rooms to a lab for analysis. Methamphetamine and fentanyl contamination above safe levels was found in all four rooms. After Sedro-Woolley received these test results, it sent them to county Public Health on July 19.

## Correspondence: Skagit Food Distribution Center doing its part to alleviate food insecurity

Skagit Valley Herald | Emma Burrell | August 16, 2023



Madeline McGonagle (left), Jerry Sells and Linda Larsen pose for a photo Monday at the Skagit Food Distribution Center. Sells and Larsen donated the pile of produce in the photo from their community garden on Samish Island. Photo by Josh Ruff, Community Action of Skagit County.

**SEDRO-WOOLLEY** — The Skagit Food Distribution Center hosted a special engagement event Monday for its donors. The center is owned by Community Action of Skagit County, which serves about 12,000 people a year who are experiencing food insecurity.

Founded in 1979, the nonprofit's mission is to end poverty in Skagit County and provide resources to help create more equitable communities. A key player in the effort to provide access to food in the county is the Skagit Food Distribution Center in Sedro-Woolley.

Madeline McGonagle, Community Action's community food access manager, is in charge of the center.

In 2022, the center processed 3 million pounds of food.

Each week, the center receives a shipment of 30 to 50 pallets of food. McGonagle processes the incoming food and organizes it to be distributed to local food banks.

"We kind of act as an aggregation and distribution hub for all the food banks in both Skagit County and San Juan County," she said. "And then we work with a few in Snohomish and Island counties.

Most of the food the distribution center receives is local, either from farms or through donations from home gardens.



"We work with a lot of farmers that we purchase food from and we do that through grant funding," McGonagle said. "A lot of those farmer partners will donate product if they have extra because we kind of already have that working relationship with them."

McGonagle said the distribution center acts as a behind-the-scenes middleman between food donations and food banks. The distribution center has a storage refrigerator and freezer to keep produce and other perishables intact before they are transported to food banks. It also has a large warehouse to store pantry items.

McGonagle said the distribution center fluctuates between being full and being empty because food is constantly coming in and out.

The center also processes Senior Food Boxes each month.

"The only direct service we do is through Laurie's Senior Box program," McGonagle said. "So that's where we're directly delivering the commodity boxes to seniors once a month. But other than that we just support food banks and their direct service to clients."

The senior food box program is a resource for low income seniors to receive a free grocery box each month. Commodity Supplemental Food Program Assistant Laurie Bergerstock manages the senior food box program.

She said she has 240 seniors in the program, after starting the program with 75.

"I signed up three people today, and I asked them questions and I listened to them and talked to them," Bergerstock said. "And sometimes I get a 'thank you for calling.'"

Seniors enrolled in the program receive canned goods, pantry items such as pasta and peanut butter, produce and cheese.

Bergerstock said each box contains about 30 pounds of food.

Each month volunteers assemble the boxes, and McGonagle distributes them right to seniors' doors.

Bergerstock said this program is necessary because some seniors are immobile and cannot make it to their local food bank.

"Some of my seniors are only getting \$16 and \$17 worth of food stamps," she said. "What do you buy with that?"

The biggest reason people don't take advantage of this program, Bergerstock said, is because they aren't aware it exists.

"You have to be 60 years of age or older and you have to meet the guidelines for income," Bergerstock said.

In 2022, the senior food box program delivered 2,162 boxes to seniors dealing with food insecurity.

The Skagit Food Distribution Center provides 70% to 80% of the food available at food banks, which serves thousands of individuals in Skagit County.

"I do have the best job here," Bergerstock said. "I love it."

## **Correspondence: Bids to manage Skagit County housing assistance come in higher than expected**

Skagit Valley Herald | Brandon Stone | August 18, 2023

Three submitted bids to manage access to housing assistance in Skagit County came in nearly three times higher than current costs, forcing county leadership to consider the cost of a more accessible, modern system. Called Coordinated Entry, the federally-mandated program manages the list of people eligible for housing assistance, and is now run by Community Action of Skagit County.

Intake is generally only done in-person at an office with limited hours. Parts of the application process still rely on faxing documents. Applicants are also required to check in monthly to verify they still need help.

“Coordinated Entry is so foundational for folks who are currently unhoused,” said County Commissioner Lisa Janicki. “We need to better support them on the front end.”

That’s why the county requested proposals from other agencies to run Coordinated Entry starting in February 2024.

“We’re looking for a more robust system that’s more accessible to people throughout the entire county,” said Sarah Hinman, assistant director of county Public Health.

Three applicants submitted proposals by the Aug. 3 deadline, with the lowest coming in at \$758,000 for the year, Hinman said.

Community Action was one of the applicants, as was Volunteers of America — which runs Coordinated Entry in Snohomish County — and an Everett organization called Helping Hands Project.

An appointed committee of mayors and workers in homeless services will assess the three proposals, and evaluate whether to move forward with one of them, reject them all, or negotiate ways to bring the cost down.

As it functions now, Coordinated Entry in Skagit County is working better than many such programs in the state, Community Action representatives said. But they acknowledge that isn’t good enough.

In a blog post by Director of Community Engagement Elizabeth Jennings, the nonprofit discusses successes and identifies flaws.

The average Skagit County household in need help with housing spends 167 days on the housing list, beating the state average of 190 days. About 44% of those who get help end up in permanent housing, compared to 40% statewide.

Community Action screens applicants for need, and gets eligible households into shelters or permanent housing, or gets them access to rent subsidies.

Based on this screening, the applicants are ranked on a “vulnerability score,” and services are prioritized based on the score.

It's the limited pool of funding from the federal government that keeps the nonprofit from improving how well the program works, Jennings said.

Ultimately though, nothing is going to get much better until more housing is available at a more reasonable price.

Hinman said she envisions a system where a struggling family can have a phone number to call or a website to go to to get on the list.

If they need help, they should be able to go to any of the many homeless services providers in the county, she said.

"We want to see the ability for homeless folks to have no wrong door to get on the pool," Hinman said.

She acknowledged committing more resources to Coordinated Entry will mean pulling back elsewhere. This could potentially mean the county will pull back on investments in low-income housing or homeless services.

"We need to figure out how to best balance our investment in Coordinated Entry and our investment in housing services," Hinman said.

The county has put aside between \$500,000 and \$600,000 to pay for the program next year, but there is no guarantee of continued funding.

Janicki said if the current system isn't serving the county's homeless population, it's worth investing in fixes.

Taking care of people through the application process may help the county and service providers better understand people's needs, and help reallocate resources in a way that will be more effective.

Meanwhile, she said, the county is still working on identifying properties it owns that could become low-income housing.

"We too can be part of the solution here," Janicki said. "We have to be."



August 24, 2023

**To:** Peter M & Coordinated Entry Application Committee

**From:** Melissa Self

**SUBJECT: Coordinated Entry RFP****SUBJECT:** Coordinated Entry RFP Interview Follow up

**Dear Coordinated Entry RFP Review Committee:**

Thank you for meeting with our team and partner agencies to learn more about our application to host Skagit County's Coordinated Entry system. We appreciated the opportunity to give clarification on the application and to supply the committee with further information. We are writing today to offer further clarity to some of the points and questions raised during the interview.

As you know, Community Action has hosted Coordinated Entry in our county since its inception, and we, along with our partners and your team at the County, helped to create, launch, grow and stabilize this complex community-based system over the years. We and our application partners, many of who have worked alongside us since the beginning of Coordinated Entry, realize it is not a system without flaws, despite the enormous effort and in-kind we and our partners have brought into it. Within this often overwhelmed and under-resourced system, access, full partner engagement, capacity and impact have all been issues. We have also lacked the most key ingredient of all – adequate and affordable housing stock (though the recent addition of tools like Permanent Supported Housing are immensely helpful). It is our goal and commitment to add regionally located partners, expand staffing capacity, offer a broader array of service options, hours and entry points, and upgrades to our technology system to ensure clients and other service providers gain increased access to the system – and that partners within the system work more closely and collaboratively to address homelessness and support those impacted by it, including through organized, cross-partner case conferencing. Through these improvements, we are confident we will address many of the existing barriers. As we shared in the interview, some of these improvements are already underway at Community Action or with our informal partnerships. We have seen, however, that the most impactful coordinated entry systems find a path and resources to forge formal and often compensated partnerships. Moreover, we believe the partnership in this proposal is in some ways the “dream team” for Skagit County in terms of our local experience and combined expertise in working within this local system and addressing the issue of homelessness across geographies and populations served. This local partnership approach holds promise for more robust engagement across organizations, to help partners better define their role within the system, and to add capacity to what is often an overwhelmed system, especially as the need and issues expand exponentially.

We wanted to acknowledge two issues that surfaced in the interview: first, Community Action and each of its partners brings enormous in-kind contributions to this effort that were not reflected in the budget.

- In past years, Community Action has contributed significant in-kind to Coordinated Entry, especially in times of heightened intake flow, by engaging staff from other departments to keep up with the volume of CE traffic. Over the last 3 months, we have continued to see a marked increase in people lining up at our doors as early as 7am almost daily.
- To address the overwhelm in our intake, we have tapped into both our Care Specialists and Street Outreach teams for CE Intakes, CE check-ins, and related data entry. The Street Outreach team estimated in-kind contribution is 1 FTE/month. Though we will continue to connect CE

clients with ongoing case support and other resources, these other program staff have full caseloads that require and deserve attention, and we know the degree to which this occurs is not sustainable.

- We have also implemented Care Coordination as a new best practice and have assigned over 90 households from the Housing Interest Pool to Care Specialists. This significant and ongoing “walking beside” case management support is above and beyond what traditional grant funding has supported, and provides significant opportunity to expand the impact on lives beyond the initial intake. Meaning they have someone to assist with barrier removal and service navigation while waiting for a housing intervention to become available.

Secondly, there are two reasons our budget request represents a substantial increase from past funding: the County’s budget parameters for this application were intentionally un-defined and open, and we understood that we were being encouraged to ask for the “ideal” of what it would take to more fully create an effective and impactful Coordinated Entry System. Though there is much that is expanded and improved supported by this expanded budget, here is an overview of some of the main additions that expanded resources would bring:

- The addition of regional partners to be available in communities across the county to create multiple access points so people do not need to travel across the county to enroll in CE.
- Increased staffing to meet the demand of the CE traffic flow we experience every day. This includes not only direct service staff but also the data support pieces and management support for the staff.
- One additional CE Intake Specialist to assist partner agencies not included in this application with data and technical support.
- A full-time Landlord Liaison, which is a requirement of the CE contract. We launched this position using internal funding sources and have seen incredible successes with improved landlord relationships, increased landlord participation in housing people with credit and background barriers, and will be offering tenant support/renter education classes soon.
- Increased benefits and occupancy/equipment and admin costs related to expanded staffing.
- Technology upgrades for our website and those of our partners to increase access to Coordinated Entry for clients and partners.
- Point in Time Costs, something we have pieced together in the past with mainly in-kind from several program staff as well as supplies for magnet events. For example, in 2023 our Outreach Manager and Coordinator estimate they supported the PITC with upwards of 100 hours including meetings and coordination of the event on our end.

From Community Action’s and our partners experience and perspective, a robust, comprehensive system for CE will require a deeper engagement within and across organizations, and increased investment. That said, if our local partnership approach resonates with your committee, we and our partners would be open to further discuss and explore ways to create as ideal a system as possible, while remaining within the restraints of our county’s resources.

Thank you again, for your consideration of our application as we all work together to alleviate homelessness in Skagit County.



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## MINUTES OF THE BOARD OF DIRECTORS' MEETING

June 22, 2023 5pm

### In attendance:

Members of the Board:

#### Public Sector:

**Richard Brocksmith - present**

**Ron Wesen – present**

Danny Hagen – not present

**Tina Tate – present**

#### Private Sector:

**Kate Bennett - present**

Carolyn Moulton – not present

**Silvia Reed – present**

**Gregg Davidson - present**

#### Client Sector:

**Jamie Thornberry - present**

Kati Ortiz – not present

**Heather Wallace – present**

Christina Soltero – not present

#### Guests:

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

### **I. CALL TO ORDER**

Board President Richard Brocksmith called the meeting to order at 5:03pm. Introductions.

### **QUORUM PRESENT**

### **II. CONSENT AGENDA**

Minutes from the May 25, 2023 Board of Directors Meeting

Correspondence: Email from Skagit County re: Skagit County Homeless Award Announcement Funding Update;

Skagit Valley Herald Article: Annual homelessness county shows significant increase.

**Motion to approve the consent agenda including minutes of May 25, 2023 Board meeting made by Tate second by Bennett, motion passed unanimously.**

### **III. DISCUSSION AGENDA**



## **6. Finance Report; Davidson, Caswell**

Gregg noted all of the hard work by staff and that the pressures of Care Coordination and Cascade Landing may have been unforeseen. He noted that Board had previously approved transferring \$300k from investments to operations to ease cash flows earlier in the year. The hope was that cash flow would improve but challenges to cash flow have continued, especially at the end of the state fiscal year in June, and that the Finance Committee will be requesting that we transfer an additional \$300k to support cash flow for the near future. Tari talked about the need for cash-flow, which is necessitated not only by programs that were challenged, but those that were successful in increased spending, such as Energy Assistance and housing rental assistance. Bill and Melissa spoke briefly about the positive trajectory and quantitative numbers for Care Coordination billable units, which went from 31 billable units per care specialist in April to 41 in May (a 25% increase), and a growth in revenue from \$25,312 to \$36,028. Gregg noted that the Finance Committee will be meeting throughout the summer to ensure that we are staying on top of cash flow, budget, targets, etc., as Tari drafts a mid-year budget revision in July because of the many changes in grant funding, as well as in projected revenue through fee for service programs such as Care Coordination. Gregg further noted that he will be working with Bill and staff to create a "risk analysis" to accompany the new budget. Depending on analysis and budget, we may pursue a line of credit later in the year. We will also need to consider the ramifications if we don't receive the Coordinated Entry contract.

**Motion to approve June Finance Report through April 2023 made by Davidson second by Bennett, motion passed unanimously.**

**Motion to transfer up to \$300,000 from Agency Investment funds to Agency Operational funds made by Davidson second by Tate.** Richard noted that the transfers from investments is a significant amount and can only be done so many times. Tina noted that examining our programs and structure and potentially narrowing our focus is important. She is looking for the plan, which will come through the proposed mid-year budget revision. Ron also noted the significance of pulling from investments and that we not only need a new budget but need to track on expenses on a weekly and monthly basis. **Motion passed unanimously.**

## **7. State of the Agency; Henkel**

Bill reviewed the Board dashboard. He began by noting that we have now leased 26 of the 34 units at Cascade Landing. The Care Coordination team housed 14 households in May and an additional 16 in the beginning of June. These are huge success that stems from a number of positive changes, including instituting Care Coordination and opening Cascade Landing, and speaks to why we have put so much energy and work into this aspect of our mission. Of course, paying rents that are later reimburses additionally impacts cash flow. Bill also highlighted a significant amount of positive grant activity, including the backfill for Document Recording Fees, which nearly brings our funding back to our initial requested amount of housing and homeless funding through the county NOFA process (though that is less than our grant amounts last year). There is also an additional \$1.4 M available for emergency housing that we have been invited to apply for. Sandi also is submitting a \$600,000 grant application that would support work that we are already doing in our outreach to marginalized populations. We were awarded two WSDOT grants at nearly \$800k that will support purchasing vehicles for staff to use for Care Coordination, as well as staffing and admin support and oversight. All of these are good news for our long term financial picture, but also impact short term cash flow, as they are cost reimbursable grants. The solar panel installation has been completed and will reduce our energy costs at the Mount Vernon Resource Center by about 50% (or a savings in energy costs of about \$7,000 per year). We are in discussions with community partners in pursuing the Coordinated Entry RFP. Access is one of the top priorities, as well as bringing youth into the system. Conversations are happening about how we might create an online portal, and our Care Specialists will be making phone calls during unscheduled time reaching out to folks on the housing interest pool.

## **Housing Work Group; Brocksmith, Metcalf**

Staff and our Housing Work Group are preparing for a Housing Trust Fund (HTF) application of up to \$5 million to support the development of housing at our new property on Kulshan View. The current due date for the HTF

application is September 18, and would require a Board resolution to apply for funding. However, that will be prior to our next full Board meeting in late September, so we are asking the Board to consider delegating that approval to one of its committees. With our \$309k in Local Community Projects funding, we will be able to begin architectural design now, with the goal of having design, as well as the re-zone, site studies and other necessary items, in place by early September, if at all possible. We will also be making a presentation and ask to the City of Mount Vernon for 1590 Funds of to support development. To be competitive, HTF-funded projects need to already have in place most of its funding/financing, so local 1590 funding could be essential if we want to be competitive this round. All in all, the timing is tight for this round, but there is a desire to give it our full effort and see how far we can get, and what pieces fall into place – while being mindful of cash flow, finance staff capacity, etc.

Gregg noted that at the last Executive Committee meeting, there were two different viewpoints that 1) by applying without being fully prepared with financing strategy, it could hurt a future application and 2) by applying now, we get in the grant cycle and establish the relationships early. Tina noted that the application process was rather arduous and that getting the experience of applying we would either be put on a waitlist and potentially receive funding or if denied, we apply the next year. From her experience, she didn't see a downside to applying, even if we are not fully ready this round. Gregg also asked how much Finance department support would be needed. Tina shared that, in her experience, the load on finance is minimal, but having a contractor in place would be necessary. In response to Gregg's question about needed funding partnerships to be successful, Richard noted that we are on the Mount Vernon Council's Development Services Committee's agenda for July 19 to present on the project and to lay the groundwork for a funding request for local 1590 funds.

**Motion to approve application for state Housing Trust Funds contingent on approval by the Executive Committee after report out from Housing Work Group and Board Finance Committee made by Tate second by Wallace, motion passed unanimously.**

#### **9. Board Exec; Board Planning & Engagement; Brocksmith, Bennett, Phinney**

Kate reviewed the summer Board and committee schedule. The full Board will reconvene in September, though several committees will continue to meet over the summer. Kate also provided a teaser to the agenda of the October 18 Board retreat, and the many hats Board members wear, and requested that we all bring a hat.

**IV. ADJOURN:** Meeting adjourned at 6:19 pm.

**BOARD REVIEW & APPROVAL:**

☐

Approved as submitted

☐

Approved with changes noted  
below

x \_\_\_\_\_

☐

Board Secretary

☐

Acting Board Secretary

\_\_\_\_\_  
Date Signed

## June - August 2023

### Division Director Report – Melissa Self

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#### Care Coordination

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

##### Accomplishments:

- From October 1, 2022 to September 12, 2023 we have successfully placed 54 households into safe and affordable housing. In the month of June alone we were able to house 21 of those households. This goes to show when clients have case management support, some financial assistance and access to affordable housing that we can make a big impact.
- Staff are continuing to increase the number of billable units for Foundational Community Supports. We filled the FCS Coordinator position and the billing has been transferred out of finance into the department. The Coordinator and Manager have been working together to clean up data entry and create systems that help us have a better picture of where we stand financially. It is clear that continued training and support is needed for Care Specialists to improve data and reduce errors.

##### Challenges:

- We saw a jump in our outcomes housing clients in the month of June due to two properties leasing up—this was Cascade Landing and Martha's Place. We did place a number of other clients with private landlords and into apartment complexes as well. We have seen our outcomes of housing clients return to the average, which is 3-4 households per month.
- Any new clients referred into our programs struggle to find affordable housing within our community—especially clients who are enrolled in FCS and have no on-going subsidies. We are currently exploring creative options such as “room sharing” (i.e. placing clients with roommates, each having their own room) with guidance by the Opportunity Council and our County partners. Although this may not be a good fit for everyone, we hope to develop this as an option for clients in the future.

##### Emerging Issues:

- We will be having a Care Specialist move from their current position to the Cascade Landing RSC position in September. We will need to transfer these clients to other Care Specialists temporarily until we are able to hire a replacement.
- We were currently looking to hire two care specialists to serve clients waiting to be served with FCS however; we will need to increase this to 3 care specialist to be at a level where we have no clients on our waitlists for housing case management services.
- With this fluctuation in Care Specialists, this will affect our ability to provide services to clients and to bill for our services.

##### Equity:

- In August, we submitted our application for funding for our HUD grants within Care Coordination—this year the application weighed more heavily on equity work. Other factors considered is if clients have increased income, maintained housing and exited the program into permanent housing (long-term subsidy). Our HUD-Skagit Housing Solutions program ranked #3 within the Washington Balance of State and our HUD-Family Development program ranked #13.
- 

#### Street Outreach

**Steven Simmons – Outreach Manager**

##### Achievements:

- Individual Clients Served: 174 / Interactions: 229
- I would like to see the total interactions number creep back up to roughly 4x the amount of clients served; right now, we're at about 1.5, But, we are still in a situation where we only have a single team of Outreach workers. The numbers were much higher before RNP started; at that time, we had two groups out every morning, and one group out while we had Lobby Hours as well. Now that we have staff trained, and more Outreach Specialists able to drive, I am hoping to get a team out during lobby hours again this month.

##### Challenges:

- We have had staffing issues. We are hiring for two coordinator-level positions at the moment. One is for the program coordinator, and another is a new position, to lead FCS implementation and maintenance in the department. (These positions have since been filled).

##### Emerging Issues:

- The legislature is picturing a larger role for RNP in the community than we have been able to get partnership for from certain partners. They picture us taking real-time law enforcement arrest diversion referrals, and working with local courts to set up special therapeutic misdemeanor courts.
- We have had a difficult time getting leadership into the room from both agencies and government partners, the Program Coordinating Group is supposed to be made up of department heads, elected officials, EDs, etc. In almost every instance, it has been delegated down to coordinator-level or even direct-service level participants.
- Feeling increased pressure from the funder of the Recovery Navigator Program North Sound Behavioral Health-Administrative Services Office, to increase participation by these groups.



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## Resource Center/Coordinated Entry

### Dulce Vasquez, Resource Center Manager

#### Accomplishments:

- The CE Assessment Sub-committee created a timeline of when we should expect to conclude our final draft of the revamped tool.
- We have found vendors to work with in Anacortes! We'll be formalizing our partnership once we've addressed our voucher process.
- Resource Center Manager has scheduled bi-monthly community partner trainings on CE. This allows more community partners to complete Coordinated Entry intakes and creates better access for clients at risk of homelessness or experiencing homelessness
- Resource Center Manager worked with our Division Director, Deputy Director, Family Promise's ED, AFC's ED, and our ED on pulling last pieces of the Coordinated Entry RFP. We worked with our CFO on creating a budget for CE while taking in consideration our partner's requests. CE RFP was submitted minutes before the deadline and have followed up with the County and CE committee for follow up questions and submitted a response letter to some of their questions.
- We have found a space for our Anacortes Resource Center, now we need to address minor construction with Facilities Manager and contractors.

#### Challenges:

- Spent much of the summer months in search of a space for our Anacortes Resource Center. We're currently in AFC's big conference room which has made it difficult to advertise services. As stated above we have since located an office space.
- Resource Center Manager worked on the RFP for Coordinated Entry, and with partners to complete the narrative piece. This is our first time submitting a collaborative narrative piece with input from 3 partners. It's challenging ensuring that all narrative pieces are cohesive and comprehensive.
- The Anchor Community Initiative has begun their Case Conferencing meetings, and have requested that I be part of the process. While I attended the first meeting, I realized that I need to include Care Specialists in the meetings. I will be working with Care Coordination Manager to coordinate CS time so that they are able to attend the ACI's Case Conferencing.

#### Emerging Issues:

- Care Coordination Admin Manager and I will be attending a forum in Leavenworth this month. While we are gone, staff are scheduled to also be out, leaving the Resource Center understaffed.
- In search of a contractor for the new Anacortes space, we're hopeful that we can move our Anacortes Lead Care Specialist to the space as soon as we're able to.

#### Equitable Service Delivery:

- The Resource Center Coordinator has worked closely with the Outreach team to ensure we have enough snacks for unhoused clients. We're working in partnership to ensure clients are able to have a snack while waiting for services.
- By training more community partners on CE and how to complete intakes with clients, this is creating a community that works together to ensure folks experiencing a housing crisis get access to Coordinated Entry.
- Our Coordinated Entry Set of ROI's have been translated in Spanish and Ukrainian. We came to this conclusion using our agency data to determine which languages to translate the documents. Resource Center Manager will work on distributing the materials to CE partners and within the agency.

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## Mount Vernon and Whidbey WIC and Infant/Young Family Case Management

### Wende Dolstad - WIC Manager, Jhaveena Broadnax – Site Supervisor

#### Accomplishments:

- Resiliency grant funds provided for a ½ year supply of diapers and supplemental formula for WIC families.
- Farmers market benefits were issued using a QR code. Issued \$20,000 in Farmers market benefits in Skagit County.

#### Emerging issues:

- Congress needs to act to continue the enhanced food package for WIC participants. And, WIC is part of the Federal budget that needs to be completed by Sep 30.

#### Challenges:

- New computers from DOH WIC have separated WIC some from the rest of the agency, as they do not connect to our servers directly and need to use workarounds, including TEAMS instead of ZOOM which the rest of the agency uses.

#### Equity:

- United Way will not provide local grants for this year, putting the WIC home visiting program in jeopardy. This program primarily serves very low-income Spanish speaking families.

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## Skagit Vets Connect

## **Vernon Hunter, Skagit Vets Connect Lead**

### Accomplishments:

- Five homeless veterans were housed under the VASH and VAF programs. One of the veterans had significant barriers to housing.
- Nine homeless veterans moved into transitional housing and are awaiting permanent housing availability.
- On June 8<sup>th</sup>, Vets Connect participated in the Mount Vernon Resource Center Open House.
- Our lobby intake screener has been averaging 160 walk-ins and phone inquiries per month.

### **VAF June - August:**

1. Critical Needs **(36)**
2. Rental Assistance **(1)**
3. Cascade Landing Subsidy **(6)**
4. Utilities **(12)**

### **Housing June-August:**

1. Housing intakes **(9)**
2. Housed **(5)** VASH
3. Transitional Housing **(15)**
4. Homeless Hotel Vouchers **(4)**
5. Senior Stipend **(11)**

### **Claims and Services June-August:**

1. VA compensation and pension claims (57)
2. Claim assessments (77)

### Challenges:

- Jamie will end her volunteer position on September 26<sup>th</sup> to start full-time college for her undergrad degree. We will miss her professional work here at Vets Connect.
- We need to fill our Lobby Clerk position as soon as possible.

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## **Skagit Food Distribution Center**

### **Madeline McGonagle, Food Access Manager**

### Achievements:

- The SFDC was awarded a \$1,000,000 grant to be spent over 2 years through the WSDA's WeFeedWa program. The funding will be used to purchase fresh produce from Washington food producers and businesses each week to distribute to food pantries in Skagit County
- The SFDC was also awarded a \$22,000 grant to be spent over 2 years through the Farm to Food Pantry program with Harvest Against Hunger. This funding will be used to purchase produce from small farms who we contract with in Skagit county.
- The SFDC has expanded our work being done in San Juan county so we are now the lead agency for both The Emergency Food Assistance Program (TFAP) and Emergency Food Assistance Program (EFAP) which allows us to supply both funds and food to the Lopez, Orcas, and Friday Harbor food banks.
- The SFDC has expanded the Commodity Supplemental Food Program (CSFP) that allows us to deliver boxes to 200 homebound seniors each month. We have increased our client number to 220 and are now partnering with the Swinomish tribe. We will be delivering boxes to them for their volunteers to distribute each month.

### Challenges:

- There has been an increasing demand for food resources but no reliable increase in food supplies to meet that demand. We are hopeful that the new funding sources listed above will help us in alleviating some stress the food pantries are facing to meet demand.

### Emerging trends/opportunities:

- The WeFeedWa grant is a huge opportunity to support the local food economy in Skagit and supplement the food banks food supply with fresh and reliable product.

### Equitable service delivery:

- It can be logistically and financially challenging to get food to the island food banks. To reduce these barriers, we have applied for funding that will help us subsidize the transportation costs and we have been partnering with the Puget Sound Food Hub to conduct deliveries and ease the logistical burden for the foodbanks.

## **Housing Projects Director Report**

Michele Metcalf  
September 15, 2023

### **Department Update: Expansion of services effective July 2023**

In the month of July, the Housing Project Department experienced significant growth and expansion, aligning with our commitment to providing exceptional services and support to our communities. The expansion encompasses the oversight of operations of the following programs:

#### **Cascade Landing Operations**

One of the major highlights of our expansion efforts is the successful transition of Cascade Landing from its development phase to full-scale operations. This achievement represents months of dedication and meticulous planning. Cascade Landing transitioned back under the Housing Projects department effective July 15, with property management activities handled by the Housing Projects Director until we entered into a property management agreement with Key Northwest on August 31 to handle all property management activities. All accounts payable and receivable activities continued to be handled in-house for the months of July, August, and September. We are expecting a full transition of Cascade Landing accounting to Key Northwest to handle rent collection and expenses for the month of October.

As of September 2023, Cascade Landing is 94% occupied, with two vacant Studio units on the market. 20 of 34 households at Cascade Landing are subsidized by Community Action programs:

- (13) receiving support through the Housing and Essential Needs (HEN) program
- (1) receiving HUD subsidy
- (2) receiving support through the Tenant Based Rental Assistance (TBRA) program
- (1) receiving support through Supportive Service for Veterans Families (SSVF)
- (3) receiving Vets subsidy

#### **Resident Service Coordination Programs**

In addition to the expansion of Cascade Landing operations, we have introduced enhanced resident service coordination programs. These programs are designed to enrich the lives of our residents and ensure they receive the highest level of support and assistance. We are committed to fostering a sense of community and well-being within Cascade Landing, Mount Vernon Manor, and Mount Vernon Manor Annex. This expansion exemplifies our dedication to meeting the diverse needs of our residents and creating exceptional living experiences within the housing communities this program serves.

At the end of this month, we are excited to welcome a new (internal transfer) Resident Services Coordinator (RSC) to the department. Currently, Rachel Cathey has been overseeing all three sites. Her efforts have been instrumental in stabilizing the delivery of services to our residents at Cascade Landing and Mount Vernon Manor sites. Our goal is to have the new RSC fully trained and onboarded effective October 1, assisting the 34-resident community at Cascade Landing and the 16-resident community at Mount Vernon Manor Annex. Rachel will continue to provide services to the Mount Vernon Manor community.

For more details on the Resident Service Coordination program, please refer to Rachel's accompanying reports.

### **Kulshan View (Development Project)**

The rezone application to change Mount Vernon Parcel 82422 from R-3 to R-4 was submitted on May 19 and deemed technically complete on July 6. We received a letter from the City of Mount Vernon dated August 15 regarding the Notice of Application & Proposed Optional Determination of Non-significance (DNS). The public comment period ended on August 29 and there were no comments. A hearing will be held at 1 pm on September 28. We will have support from our consultants to answer questions related to the rezone.

### **Housing Work Group**

The Housing Work Group met during the months of July through September, with a continued focus on the Kulshan View project as the project moves into final design. The discussion focus for the August 18 HWG meeting was *Proposed Listening Session with CA Skagit and Poverty Action*. We had Liz Jennings, Community Engagement Director provide information about an opportunity for Community Action to partner with Poverty Action Network for an upcoming listening session in September for a chance to hear from the "client/tenant type" audience. We discussed a plan to engage the audience with general, big picture questions to solicit design considerations for public and private spaces as we move into final design. Liz will work with Poverty Action to come up with the event strategy and suggested questions. There was no project focus meeting during the month of August.

The HWG is collaborating closely with our project consultants to prepare the final design budget and work through the rezone process. Once we have landed on an accurate construction cost, this will aid us in aligning the appropriate funding sources required to successfully complete the project.

The Housing Work Group meetings for October will be held on October 6 (project focus) and October 20 (HWG general meeting).

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## **Resident Service Coordination - Cascade Landing**

**Rachel Cathey, Resident Services Coordinator**

### Accomplishments:

- In contact with Burlington Public Library to set up recurring tabling schedule at Cascade Landing. The aim for this is to equip residents with knowledge of the available resources that can be accessed through their local public library including getting them set up with library cards, public events the library holds, classes, and more.
- Resources posted to resident community room bulletin board with information on services including WIC, local food banks, pet food banks, transportation, clothing, and more.
- Met with 6 residents to assist with tenant portal log in and support with submitting various requests through their portal.
- Met with 3 residents to discuss services and support options available to them as residents of Cascade Landing.

### Challenges:

- Continued challenges with residents performing maintenance on their vehicles on the property.



- Continued challenges with tenant guests, in unwanted guests being on or within the premises, guests having extended stays past the five days outlined in the lease agreement, or with guests' identification not being on file.

#### Emerging Issues:

- RSC had previously developed tenant education material with Landlord Liaison. The distribution of tenant education material is to be determined with the recent switch in property management
- Issues raised by tenants with the tenant portal. The documents feature on the portal does not provide tenants with access to their lease agreement. It has been suggested by a resident that the documents section should have an upload capability to make it easier for residents to comply with the newly updated guest policy.
- Get in contact with WECU to set up recurring tabling schedule at Cascade Landing. The aim for this is to provide on-site financial literacy seminars for residents to foster financial growth and independence.
- Get in contact with Tri Dee Arts, a local art supply store and studio to set up tabling for Cascade Landing. This would provide residents with a free on-site family friendly activity and provide residents with the opportunity to socialize with one another while engaging in an activity at no cost to them.

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### **Resident Service Coordination - Mount Vernon Manor/Annex**

**Rachel Cathey, Resident Services Coordinator**

#### Accomplishments:

- On-site haircuts given to residents. Residents have the chance to get a \$20 haircut on-site allowing residents who do not have access to transportation or have a difficult time with transportation to access salon services.
- Resident holiday bazaar meeting. Residents coordinated a meeting to start planning for a holiday bazaar event.
- More than 20 residents at the Manor served through the Commodity Food Box Program; 5 residents at the Annex served through Commodity Food Box Program. Residents receive a 30lb box of dry and canned goods delivered to their door.
- On-site fire safety meeting. Residents received fire safety education and information from the Mount Vernon Fire Department, including the evacuation plan for their building, to equip them with knowledge if a fire occurs.
- On-site library tabling. Residents have the opportunity to check out library materials including books and movies. Residents also have the opportunity to ask their public library outreach coordinator questions about library services and e-readers.
- Resident bingo. An on-site resident event that allows residents to socialize with one another while engaging in an activity.
- Energy assistance provides a discounted rate for residents on their energy bill, allowing them to utilize their income in other areas. More than 20 residents at the Manor applied for Energy Assistance; it is expected that 5 or more residents at the Annex will need help with applying for Energy Assistance.
- Food will be provided and delivered by the Skagit Food Distribution Center through the Mobile Food Bank program, with more than 60 pounds of food that goes out to residents. It is expected

that 25 residents at the Manor and at least 5 residents at the Annex will benefit from this service.

Challenges:

As we are working on program updates to better serve residents through service coordination, we have an eye on strategies to:

- Keep up on documentation of services for residents.
- Be better equipped with tools and processes to engage residents with services.
- Store the necessary documentation on file for residents in order to connect residents with outside agency resources.

Emerging Issues:

- Plans to organize resident clubs and social events that can become independently facilitated by community members, in order to create a larger feeling of community between all three buildings.

# Project Status Report for Kulshan View

Report Date: September 15, 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:** Design

## Work Scheduled/Completed This Month:

- Work w/ consultants to finalize construction budget
- HTF Application Workshop Training on July 13
- MV Council Development Committee Presentation Kulshan View on July 19

## Work Plan for Next Month:

- Work w/ consultants to finalize construction budget
- Develop summary of predevelopment costs for LCP
- Continued strategizing for funding stack
- Work w/ Project Manager and complete Contract Readiness Survey for LCP

## 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
<b>Rezoning application</b>	<b>5/15/2023</b>	In-progress	100%	Submitted on 5/19/23
Application Counter Complete	6/8/2023	Complete	100%	
Application Technically Complete		Complete	100%	Deemed technically complete on 7/6/23
Public Comment Period	8/29/2023	Complete	100%	No comments received
Notice of Public Hearing	9/11/2023	Complete	100%	Hearing scheduled at 1 PM on 9/28/23
<b>LCP Contract Execution</b>	<b>9/30/2023</b>	In-progress		
LCP Award Letter		Complete	100%	Award received 7/7/23
LCP Project Readiness Survey		In-progress	100%	Submitted on 7/19/23
1. Working Papers		In-progress		
1a. Section 1		Complete	100%	Completed on 8/10/23
1b. Section 2		In-progress		F/U Consultants to confirm costs
1c. Section 3		In-progress		Meet w/ TC re-imburse/FY estimates
2. Securitization		Not started		Submitted 9/8/23
3. LEED Certification		Complete	100%	N/A to this project?
4. Insurance		In-progress		Follow up MJ 8/23/23
5. Site Control		Complete	100%	
5a. Deed of Ownership		Complete	100%	
6. Commitment of funds		In-progress		

7. SWV Information	Complete	100%	Info received TC 8/10/23
8. DAHP Review Tribe Notification	In-progress		
8a. Cultural Resource Assessment	Complete	100%	Completed on 5/5/23; verify applicability
8b. Map of Tribal Areas of Interest	Complete	100%	9 Tribes identified - mapped 8/8/23 Samish; Upper Skagit; Swinomish; Sauk-Suiattle; Stillaguamish; Tulalip; Lummi;
8c. Invitation to Comment Letter	In-progress	75%	Snoqualmie; Coville
9. Legislative Intent	Complete	100%	Attach copy to completed package

**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		



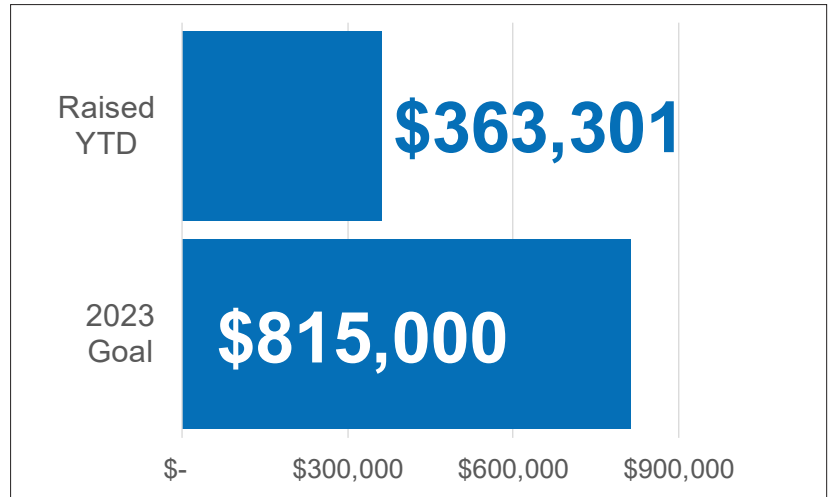
## 2023 Fundraising Progress January 1, 2023 - August 31, 2023

### 2023 Fundraising Goal & Progress

As of August 31, 2023 we have raised **\$363,301** which is about **45%** our board approved goal.

#### Breakdown of Funds

\$187,993	Greatest Need
\$49,985	Solar Panels (PSE)
\$26,390	Veterans Services
\$21,713	East County
\$21,787	Skagit Food Distribution Center
\$20,000	Street Outreach
\$19,500	Cascade Landing
\$10,000	Education and Employment
\$3,632	Mountain of Hope
\$1,000	WIC
\$782	Housing and Housing Development
\$520	Critical Needs



### Highlights

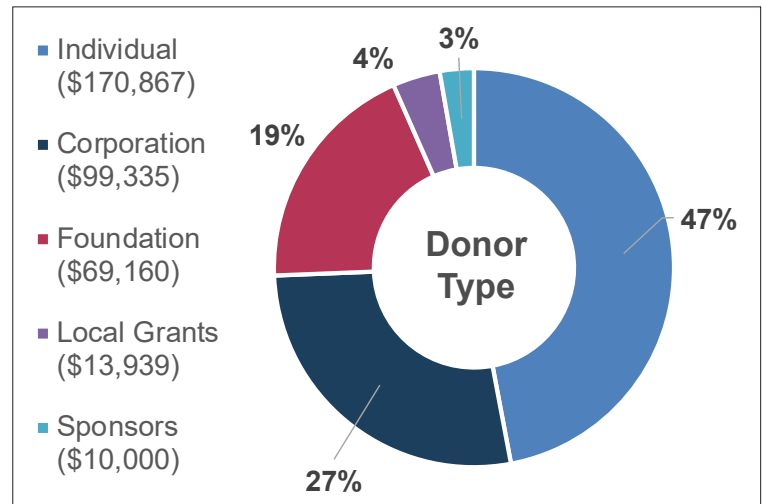
- US Bank awarded \$10,000 in support Education and Employment
- 20 SFDC Special Engagement Experience attendees

#### Thank you to this donor who made generous donations in August:

- Carlindo Pereira

#### In-Kind Donations

- Total FMV of in-kind donations = \$7,032
- 26 in-kind donations YTD
- Additionally, the SFDC received 13,846 lbs of donated produce in August.



**\$363,301**  
Raised 2023  
YTD

**303**  
Donors  
YTD

**43**  
New Donors  
YTD

**\$100**  
Median Gift  
Amount

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

Kate Bennett  
Ray Horak  
Jill Rohrs

Gregg Davidson  
Darlene Mindrum  
Christina Soltero

Richard Brocksmith  
Richard Warsinske  
Sam and Michelle Largent

September 2023

## Community Engagement Board Report

Elizabeth Jennings, Director of Community Engagement

### Community Engagement Strategies:

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

#### LEARN:

- **Client-Facing Tabling and Community Events:** Community Action staff and volunteers attended and hosted a whopping **37 community engagement events July-September**, bringing the total number of **tabling and events to 85 for 2023**. Many of the events were back to school fairs, and we provided kids with pencil cases and other school supplies. Energy & Utility Assistance staffed the Skagit County Fair. We estimate that we spoke to over 1,000 individuals about Community Action.
- **Skagit Food Distribution Center “Special Engagement Event” for donors:** Many thanks to board member Kati Ortiz, Silvia Reed, Ron Wesen, Tina Tate for attending our first program-focused Special Engagement Event for donors at the SFDC in August.
- **Board support & learning opportunity:**  
**Monthly “Brunch & Learn with Community Action”**  
**October Topic: Rural East County: Needs & Resources**  
**Time: 9:00-10:00 a.m., Weds. October 4, 2023**

**EQUITY: Lens for Decision-Making:** Board Planning & Engagement asked that Directors start reporting out on how we use an equity lens in our decision-making.

- **Question of the month: Volunteers identifying with religious groups:** One key question that came up this month was in our volunteer programs: Should we allow a volunteer who is serving as in a client-facing role to wear a nametag for their church in addition to a Community Action nametag? The volunteer service is as part of their church’s two-year mission program.
- **Issues:**
  - By policy, staff and volunteers are not allowed to proselytize while working or volunteering, and we do not allow clothing with political or religious slogans.
  - By principle, we don’t want clients to be confused about what organization is providing the service, or to imply that Community Action is promoting a particular religious or political viewpoint.
  - However, in practice we DO allow business and other groups to wear their organization’s t-shirts or other gear in team one-time service projects, which seems like a double-standard.
  - We do NOT prohibit staff or volunteers from wearing jewelry, head coverings, or other small items related to their faith.
  - One of our goals for inclusion and belonging is that everyone feel that they can be their authentic selves while working/serving at Community Action.
  - **Board input/examples welcome: Question our Volunteer Supervisors Team is considering:** Should we have a policy allow nametags or apparel that **affiliates a volunteer with another organization** (business, religious, political, or other), as long as the item **does not promote a particular viewpoint?**

#### ADVOCATE:

- **Legislative meetings:** Since June, the board’s Community Relationships, Education & Advocacy Taskforce has met with:
  - Rep. Carolyn Eslick (39th District): Follow up on Family Resource Centers, rural housing.
  - Rep. Alex Ramel (40th District): Follow up on possible Community Project Funding in 2024 legislative session.
  - Other meetings with legislators being set up for fall.

## Board Motions

Community Action of Skagit County

September 28, 2023, Board of Directors Meeting

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### 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 September Consent Agenda:

##### 1. Approve Minutes from June 22, 2023 Board meeting

Background on Consent Agenda Motion: Please see attached draft minutes from the June 22 Board meeting (Item 2).

##### 2. Approve agency application for federal “LIHEAP” contract and funds (energy assistance)

Background on Consent Agenda Motion: As part of applying for federal Energy Assistance (or “LIHEAP,” which stands for Low Income Home Energy Assistance Program) each year, we are required to have Board approval. Please see item 5a, which would be the letter sent from our current Board president, Richard Brocksmith, pending Board approval. You’ll note that the letter intentionally does not include an amount, as that can shift prior to award. However, you might note the size of the initial LIHEAP award last year, as a point of comparison, was \$656,584. In addition, we received during the course of the year a LIHEAP supplemental award of \$318,452, as well as an additional \$36,851 of LIHEAP funding through the “Infrastructure Investment and Jobs Act.” In all, we received \$1,011,887 through a combination of these three energy assistance contracts.

**Potential Motion:** Approve Consent Agenda (item 1-2).

### Draft Motions within Discussion Agenda

##### 1. Approve September 2023 Finance Report (through month of June)

Background on Consent Agenda Motion: The Board Finance Committee met monthly through the summer (except in September) to review monthly finance reports (as well as on the second-half 2023 budget revision, see Motion 2 below). See item 6.

**Potential Motion:** Approve September Finance Report (thru June).

## **2. Approve Second-half 2023 agency Budget Revision**

*Background on Consent Agenda Motion: Though each year there is a natural flux of new contracts, and in some cases contracts ending, this year the sheer number and variety of changes to funding contracts, in addition to recalibration of projected Foundational Community Support revenue through Care Coordination, led the Finance team and Board Finance Committee to suggest a second-half 2023 Budget Revision. The Board Finance Committee reviewed the attached second-half 2023 Budget Revision at its August 16 meeting, and are recommending it for full Board review and approval. See item 6a.*

**Potential Motion:** Approve Second-half 2023 Budget Revision (July thru December).



September 28, 2023

Brian Sarensen  
Department of Commerce  
Community Services & Housing Division  
LIHEAP – Program Manager  
1011 Plum Street SE  
Olympia, WA 98502

**Dear Brian,**

This letter is to advise you that, at its September 28, 2023, regular meeting, the Community Action of Skagit County Board of Directors formally approved our agency's application for program year 2024 LIHEAP funds.

Sincerely,

Richard Brocksmith  
Board President



## September Finance Reports through June 2023

Balance Sheet June Comparison	*Preliminary Year-end 2022	Through 6/30/23	Change in Value	
Asset				
Cash and Cash Equivalents	827,807	509,906	(317,901)	[b]
Short-Term Investments	12,986	13,020	34	[b]
Long-Term Investments	1,558,647	908,995	(649,652)	[b]
Accounts Receivable	1,342,073	1,869,262	527,188	
Prepays and Deposits	66,239	50,829	(15,410)	
Fixed Assets	4,794,461	5,071,726	277,265	
Depreciation	(1,624,449)	(1,666,549)	(42,101)	
Furniture and Equipment	1,051,879	1,051,879	0	
<b>Total Asset</b>	<b>8,029,644</b>	<b>7,809,067</b>	<b>(220,577)</b>	
Liabilities				
Accounts Payable	100,198	11,979	(88,219)	
Mortgage	670,144	658,508	(11,636)	
Vacation Liability	126,264	155,293	29,029	
Other Payroll Liabilities	266,779	323,901	57,121	
Other Liabilities	(13,218)	(11,960)	1,258	
Deferred Revenue	264,053	43,543	(220,510)	[a]
<b>Total Liabilities</b>	<b>1,414,221</b>	<b>1,181,264</b>	<b>(232,957)</b>	
Net Assets				
Beginning Net Assets				
Other	6,947,903	6,600,000	(347,903)	
<b>Total Beginning Net Assets</b>	<b>6,947,903</b>	<b>6,600,000</b>	<b>(347,903)</b>	
<b>Total Current Net Income (Loss)</b>	<b>(332,480)</b>	<b>27,803</b>	<b>360,283</b>	
<b>Total Net Assets</b>	<b>6,615,423</b>	<b>6,627,803</b>	<b>12,380</b>	
<b>Total Liabilities and Net Assets</b>	<b>8,029,644</b>	<b>7,809,067</b>	<b>(220,577)</b>	

<b>Days Cash on Hand</b>	<b>16.87</b>	[3]
<b>Days Investment Cash on Hand</b>	<b>29.33</b>	[3]
<b>Days Cash in A/R</b>	<b>60.31</b>	[3]

P&L June	Through 6/30/23	2023 Original Budget	% of Budget	
Revenue				
Federal Grants	2,672,588	4,382,214	61.0%	
State Grants	831,873	637,929	130.4%	
Local Grants	1,669,902	3,450,922	48.4%	
United Way	10,000	20,000	50.0%	
Foundations & Corporations	339,101	438,500	77.3%	
Contributions	154,956	321,500	48.2%	
In-Kind	2,509,887	6,048,418	41.5%	
Program Revenue	393,626	1,968,835	20.0%	
Miscellaneous Revenue	25,255	0	0.0%	
Sponsorship Income	17,500	55,000	31.8%	
<b>Total Revenue</b>	<b>8,624,689</b>	<b>17,323,318</b>	<b>49.8%</b>	
Expenses				
Wages and Benefits	3,000,784	7,039,903	42.6%	
Program Expenses	2,561,208	3,582,352	71.5%	
Supplies/Equipment	111,111	39,039	284.6%	
Travel and Training	42,337	58,260	72.7%	
Telephone	34,779	52,150	66.7%	
Professional Fees	116,355	145,584	79.9%	
Licenses, Dues, Subscriptions	89,190	54,088	164.9%	
Printing and Postage	17,287	39,295	44.0%	
Insurance	34,828	35,899	97.0%	
In-Kind	2,509,887	6,048,418	41.5%	
Occupancy	76,227	224,966	33.9%	
General and Administrative	332	0	0.0%	
Miscellaneous Expense	2,144	0	0.0%	
Marketing/Advertising	11,128	41,300	26.9%	
<b>Total Expenses</b>	<b>8,607,596</b>	<b>17,361,254</b>	<b>49.6%</b>	
<b>Net Income (Loss) Before Depreciation &amp; Unrealized Gains/Losses</b>	<b>17,093</b>	<b>(37,936)</b>		[1]
Depreciation (non-cash expense)	42,101			
Unrealized Gains/Losses	52,810	40,000		[2]
<b>Net Income (Loss) Including Depreciation and Unrealized Gains &amp; Losses</b>	<b>27,803</b>	<b>2,064</b>		[1]
		<b>% should be</b>	<b>50.0%</b>	

Funds received/counted as income but not yet spent	
City of Anacortes	16,510
Food Lifeline Capacity	91,544
Peace Health RSC	34,498
Peace Health Outreach	14,460
<b>Total</b>	<b>157,012</b>

## September Finance Reports through June 2023

### General Notes:

As we closed out June, we saw additional grants/funds coming in with 6/30/23 spending deadline. Grantors provided additional grants/funds that had to be spent during the period 7/1/22-6/30/23. We were able to go back and recapture some of the expenses that were charged to unrestricted funds which will support a better bottom line for 2022.

The 2022 Single Audit and Financial will be completed by 9/30/23 which will incorporate acquisition of the Skagit Food Distribution Center (SFDC) and multiple vehicles that we acquired in 2022.

Cash flow grew increasing tight due to grants spend downs at the end of June/beginning of July and an additional \$300k was moved from investments into operations. Adjustments to prioritization and timing of invoicing grants has supported turning accounts receivable around more quickly but we had a lot of funds that needed to be spent. We continue evaluating ongoing operational cash flow needs but expect that we will be able to return some funds back to investments.

As we entered July, a lot of programs and funding had changed, necessitating an amended budget for the second half of the year. This new budget was approved by the Finance Committee and has been included in the Board packet. The budget has not yet been incorporated into these reports but will be for next month.

As the budget will be adjusted effective 7/1/23 because of so many changes in funding, many actual expenses are not in line with original budgeted amounts and therefore, an explanation of each was not provided. We should see these expenses align better with the budget after July once updated budget numbers are entered.

We have created a new Grant Overview Tool for tracking grant balances in programs which will provide a more "real-time" snapshot of where we are in grants and programs for the previous month. Board reports reflect financials for 2 months prior as it takes nearly a month to invoice all of the grants for the previous month. A copy of this tool has been included in the Board packet.

### Notes to Finance Reports:

**[1]** As of 6/30/23, we are reflecting YTD net income of \$17,093 before Depreciation Expense and Unrealized Gains & Losses; and gain of \$27,803 YTD after Depreciation Expense and Unrealized Gains & Losses. Several things to note:

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

**[2]** Unrealized gains on our investments through June were \$52,810.

**[3]** Days Cash on Hand at the end of June was 16.87, Days Investment Cash on Hand is 29.33, and Days Cash in A/R is 60.31. For a combined total of 106.51. 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.

# 6a

\*Cash Basis Operations Budget

WIC	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
	1013006 WIC 22-23	9/30/2023	140,436.59	2	53,100.29	70,218.30	Underspending
	1013006 WIC 22-23 Peer Counseling	9/30/2023	6,164.76	2	6,322.00	3,082.38	Overspending. Shift to Proviso?
	2013250 CSBG Proviso	6/30/2024	6,087.99	11	855.01	553.45	new contract BIPOF funds. Slightly overspending.
MSS	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
	2001140 MSS	12/31/2023	5,829.29	5	1,201.69		No income reflected for May or July, very little for June.
	4011035 United Way 22-23	7/31/2023	(1,000.85)	0	1,603.38	#DIV/0!	Spent out. Shift to other grants.
	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
OUTREACH	2013025 BH-ASO RNP	6/30/2024	494,985.27	11	30,742.80	44,998.66	Underspending
	1013020 BH-ASO Opioid Federal	12/31/2023	105,748.00	5	10,701.01	21,149.60	Underspending
	4012210 Peace Health Outreach	9/30/2023	14,460.00	2	-	7,230.00	Need to spend
	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
FOOD	1013015 TEFAP 22-23	9/30/2023	21,770.45	2	625.79	10,885.23	freed up \$ by moving to EFAP Early Action. Need to use on timesheets for Aug/Sept.
	1014016 TEFAP State 23-24	6/30/2023	-	0	-	#DIV/0!	No Contract yet
	2014010 EFAP 23-24	6/30/2023	115,660.23	11	-	10,514.57	NO WAGES all DS and G&A
	2014011 EFAP FED 23-24	6/30/2023	84,083.36	11	-	7,643.94	NO WAGES all DS and G&A
	1014017 F2FP 23-24	6/30/2023	25,000.00	11	-	2,272.73	No Contract yet. DS only.
	1013100 CSFP 22-23	9/30/2023	3,958.29	2	-	1,979.15	Adjust wages
	1014200 WSDA Resiliency 23-24	6/30/2023	121,036.21	11	3,963.79	11,003.29	No contract yet. Adjust wages.
	1014017 F2FP 23-24	6/30/2023	-	1	-	-	No Contract yet
	1013210 LFPA	6/30/2024	28,947.60	11	11,353.08	2,631.60	Food purchases. On track.
	4012007 Upper Skagit	11/30/2023	34,900.16	5	-	6,980.03	Supports SFDC overall.
	4001996 API Food	12/31/2023	(7,089.24)	5	769.14		Can move to Upper Skagit
	2014020 WSDA R&R 23-24	6/30/2023	87,500.00	11	-	7,954.55	No contact yet.
	2014030 WSDA We Feed WA	6/30/2023	500,000.00	11	-	45,454.55	No contract yet. Mostly DS.
	4001003 FLL Capacity	12/31/2023	84,000.00	0	-	#DIV/0!	Remaining funds for truck.
COMMUNITY ENGAGEMENT	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
	2013250 CSBG Proviso 23-24	6/30/2024	18,400.00	11	8,064.54	1,672.73	New contract (passthrough funds). Overspending. Moved \$4k to FLL Ops to spent out
	1013150 CSBG 22-23	9/30/2023	-	2	-	-	spent out
	3013030 SkgCty General 2023	12/31/2023	28,409.20	5	4,934.00	5,681.84	Slightly underspending. Shift wages unit! new CSBG Contract.
EAST COUNTY	4001996 API Comm Engage	12/31/2023	(11,489.94)				at 30% of budget
	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
	3012080 SkgCty Concrete Center FOOD	12/31/2023	18,913.29	5	7,460.00	3,782.66	on track
	3012080 SkgCty Concrete Center OPS	12/31/2023	44,714.61	5	13,460.39	8,942.92	Overspending. Need to adjust wages to other grants.
	3014010 East County CDBG CN 23-24	6/30/2024	23,476.00	11	-	2,134.18	Contract not received yet. Need to adjust wages from other grants.
	3014010 East County CDBG HOMELESS	6/30/2024	35,212.00	11	-	3,201.09	Contract not received yet. Need to adjust wages from other grants.
	1013080 BFE EC 22-23	9/30/2023	2,500.43	2	1,955.59	1,250.22	Need to reduce wages/charge to other grants.
	2013250 CSBG Proviso 23-24	6/30/2024	36,065.00	11	1,051.88	3,278.64	New contract. Need to adjust wages from other grants.
	2014290 FRCP 23-24	6/30/2024	66,389.13	11	610.87	6,035.38	Contract not received yet. Need to adjust wages from other grants.
	4001996 API East County	12/31/2023	(5,431.69)	5			expenses exceeding income but SCF grant will offset
	4013000 FCS CC East County	12/31/2023	-	5			Nothing charged to this yet. Budgeted to cover staff 1.25FTE.
	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
	3013015 RA/CM 23-24 CHG	6/30/2024	301,078.82	11	21,674.18	27,370.80	New Contract. Underspending DS. Slightly overspending wages. Shift wages.
	3013015 RA/CM 22-23 HEN	6/30/2024	648,266.00	11	33,068.93	58,933.27	New Contract. Underspending DS. Wages on track.
	3013015 RA/CM 22-23 PSHCHF	6/30/2024	34,500.00	11	-	3,136.36	New Contract-DS only. Underspending.
	3013015 RA/CM HEN FCS Bridge	6/30/2024	41,494.00	11	-	3,772.18	New Contract. Underspent.
	1013000 ACH Care Coordination	12/31/2023	144,771.87	5	13,422.28	28,954.37	Underspending. Are we charging 4 staff?
	3014050 SkgCty Diversion 23-24	6/30/2024	162,813.82	11	15,741.18	14,801.26	New contract. Overspending DS. Underspending wages. Shift wages.

CARE COORDINATION	3012025 SkgCty Coord Housing	1/31/2024	126,521.88	6	30,835.39	21,086.98	overspending
	1012190 MV CDBG	6/30/2024	35,871.01	11	126.99	3,261.00	No contract received yet. Underspending.
	1013045 SSVF 2023	12/31/2023	48,068.00	6	15,575.68	8,011.33	Appears overspent - We've been assured more \$. Grant moving to Vets program.
	1013080 BFE 22-23	9/30/2023	29,114.85	2	4,722.00	14,557.43	underspending - shift wages. Finance can adjust where needed.
	1013105 HUD SHP	9/30/2023	20,705.58	2	10,094.36	10,352.79	On track
	1013116 HUD FD	12/31/2023	13,206.16	5	1,754.74	2,641.23	Slightly underspending.
	1011210 TBRA 22-23	9/30/2023	35,932.00	2	17,238.62	17,966.00	On track
	3012120 TBRA Home 22-23	12/31/2023	71,644.97	5	8,074.00	14,328.99	underspent--All DS--plan to spendout
	2012016 WSDOT 23-25	6/30/2024	24,469.00	11	-	2,224.45	New contract
	4013000 FCS CC	12/31/2023	(33,756.62)	5	20,992.10		New monthly units expectation set. New contracts/need to reallocate wages. Behind in billing \$45k.
	4001996 API CC	12/31/2023	(157,794.00)	5	5,694.00		Should be offset by FCS income. Need to charge \$5694 July expenses to contracts.
Grant		End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
SHELTER	3013110 Skg Cty Shelter 23-24	6/30/2024	238,193.43	11	15,109.57	21,653.95	underspending
	2013120 Shelter O&M	6/30/2024	18,470.98	11	724.30	1,679.18	underspending
	4010100 Kulshan CM (FFS)	9/30/2023	7,633.20	2	213.71	3,816.60	FFS unrestricted. Revenue more than budgeted and expenses less.
Grant		End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
ENERGY	1012022 LIHEAP supp	7/31/2023	-	0	-	#DIV/0!	Spent out. Not renewing.
	1014020 LIHEAP 22-25	12/31/2023	779,979.00	4	71,448.94	194,994.75	On track. Planned spent out in December
	1011050 LIHWAP ARP 21-23	9/30/2023	122,109.00	2	18,068.00	61,054.50	Underspending DS Grant ends 9/30.
	4013070 PSE 22-23	9/30/2023	64,069.00	2	20,442.91	32,034.50	Underspending. Shift wages.
	4013075 CNG Winter Help 22-23	6/30/2023	1,020.00	0		#DIV/0!	Move WEAf excess to CNG.
	4013080 WEAf 22-23	6/30/2023	(2,662.39)	0			G&A. Move to CNG and PSE.
Grant		End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
EDUCATION AND EMPLOYMENT	1014060 BeDA Master 23-24	6/30/2024	10,046.61	11	6,581.39	913.33	New contract. Overspending. Need to adjust wages.
	1014075 Leadership 23-24	6/30/2024	4,493.00	11	-	408.45	New contract. Adjust wages.
	2014060 BeDA CBO 23-24	6/30/2024	16,232.48	11	2,848.52	1,475.68	New contract. Adjust wages.
	2013150 CSBG Adult ED 23-24	6/30/2024	24,457.00	11	2,746.56	2,223.36	No contract received yet. On track.
	2013015 Asset Bulding 23-24	6/30/2024	12,217.00	11	708.00	1,110.64	No contract received yet. Adjust wages.
	2014290 FRCP 23-24	6/30/2024	62,820.10	11	4,179.90	5,710.92	No contract received yet. Adjust wages.
	2014090 WA Tax Credit 23-24	6/30/2024	22,612.70	11	5,363.30	2,055.70	No contract received yet. Expecting 75% reduction-estimated budget. Adjust wages.
	3013030 SkgCty General 2023	12/31/2023	11,954.98	5	1,384.45	2,391.00	slightly overspending
	3013190 MVSD 22-23	8/31/2023	5,877.83	1	2,344.75	5,877.83	need to spend out by 8/31/23
	4001996 API E&E	12/31/2023	(7,140.36)				expenses exceeding income can we shift?
	1014090 WorkFirst	6/30/2024	287,189.13	11	12,810.00	26,108.10	New contract. FFS. Expenses exceeding income. Building CJs back up.
	4013000 FCS Care Coord Employment	12/31/2023	837.01				Income exceeding expense but not generating surplus to offset API.
Grant		End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
Senior & Disabled	2013130 NWRC	12/31/2023	9,727.14	5	5,228.82	1,945.43	Significantly overspending. Need to shift wages.
							MT at deficit and overall surplus budgeted (\$55,603). No July income reflected. Binders report reflects duplicate \$6k income which is being corrected. Suspending program for the rest of the year.
	2012140 Medicaid Transport	12/31/2023	(15,662.04)	5	6,897.29		
	3012140 City of Anacortes	12/31/2023	5,000.00	5	-	1,000.00	
	3013030 SkgCty General 2023	12/31/2023	24,289.74	5	532.92	4,857.95	Underspending. Need to shift to cover wages for NWRC/MT
	4001996 API Senior	12/31/2023	18,810.80	5	528.28	3,762.16	On track for budgeted expenses but API was to be covered by MT. Limit spending.
Grant		End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
Housing Dev/RSCs	1013035 HUD Skagit Council Housing 20	12/31/2023	35,312.99	5	3,886.81	7,062.60	Underspending. Shift wages.
	3012035 MVMA 22-23	9/30/2023	16,407.92	2	163.47	8,203.96	Underspending. Shift wages.
	4012100 PH CL RSC	12/31/2023	30,484.22	5	3,886.81	6,096.84	Underspending. Shift wages.



# Community Action DASHBOARD

Financials as of June 30, 2023

Assets \$ 7,809,067

Liabilities \$ 1,181,264

Fund Balance \$ 6,627,803

## Net Income/Loss

Month \$ 44,172

YTD \$ 27,803

September 2023

## Coordinated Entry Partnerships

### HOT TOPICS

#### Trends in Needs and Services

Conversations in the community and at North Star highlight need for a more coordinated system and a broader, more engaged local partner base that better serves people experiencing homelessness. Community Action's response to the County's Coordinated Entry RFP thus proposes a partnership between us and Anacortes Family Center, Family Promise, and the Skagit Y's Anchor Initiative in order to provide improved access, stronger staffing capacity, case conferencing across organizations, and service across geography and populations of people experiencing homelessness. We will find out Oct 12 if this approach and application were successful. Whatever the outcome, we will continue to be an important part of coordinated entry. A related identified need is to expand crisis and co-response programming throughout the county with better collaboration between law enforcement and community partners.

Though we always strive to provide efficient services and maximize the amount of our resources that go directly into our services, the percentage of our budget going into administrative support has been shockingly low the past several years:

- 2019: 6%
- 2020: 4%
- 2021: 5%
- 2022: 3% (unofficial until our audit is complete)

#### New enterprises and Revenue.

\$224,500/year Glidepath grant from Health Care Authority (connecting HEN clients w/ FCS employment); Pending \$500,000 requests to support Outreach to Marginalized Communities, Tax Credit outreach, and the Skagit Asset Building Coalition, as well as funding for employment support for people with Substance Use Disorders.

#### Recent Progress on Strategic Plan

Stabilizing & Equipping: One of our goals was to expand Street Outreach programming, which we have achieved in numbers of people served, the size of the program, and the launching of the Recovery Navigator Program. Stronger Community: One goal was to secure land for more affordable housing options, which we have done in Kulshan View, and community conversations continue to take place around its design and development. Another goal was to have deepened partnerships and client outcomes in Anacortes, which we have also achieved by securing a location and starting to provide on-site services. High Impact Organization: At the All Staff Retreat this month, staff took part in a training on implicit bias and racial equity with the goal of raising awareness of these issues, analyzing where the agency is on racial equity work, and identifying tools and strategies the agency could use to move forward its DEI work. The next big step is to nail down the outcome(s) that we want to see.

#### Service Highlights:

After low enrollment numbers thru COVID, our Employment programs have received a helpful spike of both WorkFirst and FCS Supported Employment referrals so that the team has had to start a wait list. The current number of caseload and referrals is 49.

**How can I help this month?** Please add October 18, 2-6 pm to your calendar for our annual Board Retreat! We will be perfected our "elevator speech," starting our annual planning conversation, with time set aside for team building!

#### Community Conversations and Partnerships

- Multiple partnership conversations about improving our local Coordinated Entry system
- Conversations with our state delegation, including Rep Eslick on services to families, Rep Lekanoff about rural housing issues; and Rep Ramel about another state direct appropriation for Kulshan View
- Staff participation in North Star Advisory Council
- Solar Panel ribbon cutting and agency open house to celebrate remodel of Mount Vernon resource center

### Education and Employment Growth Plan

The following contracts we are pursuing all focus on our strategic priorities of providing access to more income, assets, benefits, and ability to pay bills and improving language, employability, and financial skills. All of these grants would augment work we are already doing, such as doing screening and information about benefits, fostering employment skills and placement, and providing wrap-around services to families. If we were awarded these grants, we would need to hire an additional employment specialist and a benefits specialist. If grants are awarded, the Education and Employment services would be the following, providing extensive opportunities for community members to equip themselves to exit poverty and meet their goals: **Education & Financial Skills**: ELA & GED classes, Children's Activities, Resource Navigation for Families (+ fin. skills & digital literacy classes). **Employment**: WorkFirst, FCS Supported Employment, employment for those with SUDs, Benefits Planning, Resource Navigation.

Strategic Priority	Grant	Focus/Goal	Departments Involved	Department to take the lead?	Staff Needed/Required	Training Needed/Required
Access to More Income, Assets, Benefits, and Ability to Pay Bills	<b>COMMERCE</b> Outreach to Marginalized Communities (\$200,000)	Community members <b>screened and signed up for BFE, WIC, TANF, WFTC, Housing lists</b> , and other state and fed benefits.	ALL	Possibly E&E since TANF & WFTC are involved & b/c benefits analysis is reimbursable.	A <b>Benefits Spec.</b> to take lead on training staff, collecting data, managing grant	Train staff how to do applications.
	<b>COMMERCE</b> Tax Credit Com. Outreach (EITC/WFTC) (\$200,000)	Getting out information and application assistance for <b>EITC and WFTC</b> .	ALL	E&E	Above staff member ( <b>Ben. Specialist</b> ) would take the lead.	Train staff how to do applications.
	<b>COMMERCE</b> Asset Building Coalitions (\$160,000)	Skagit ABC, share info to <b>increase income and savings, promote learning</b> by clients and institutions.	E&E; other depts just need to be informed.	E&E	<b>Empl. Coord or Ben Spec.</b> (focus on benefits, financial skill dev.)	
	<b>COMMERCE</b> FRCP (\$200,000)	Provide <b>family-support services and resources to low income families</b> .	E&E, Anacortes RC, ECRC	E&E (?)	No new staff.	Trauma-informed care
	<b>HCA</b> Glidepath (HEN/FCS Emp) (\$224,500)	Provide benefits planning for HEN clients wanting FCS employment/	E&E and Care Coordination	E&E or CC	Funding to cover 2 FTE, inc. at least one <b>Ben. Spec.</b>	
Improved language, employability, and financial skills	<b>HCA</b> Pathways to Recovery E&E (\$289,000)	Emp. and edu for people recovering from SUDs	E&E & Street Outreach	E&E	Designated <b>Empl. Specialist. Half a Benefits Specialist</b>	Working with clients with SUDs
	<b>COMMERCE</b> WorkFirst Regional Grant	TBD. Maybe a pilot project on financial skills and/or to involve client voice.	E&E & Com. Eng.	E&E	TBD	TBD



## 2023 Conflict of Interest Disclosure Board of Directors

Members of Community Action of Skagit County Board of Directors shall abide by the below Conflict of Interest policy which has been established and approved by the Community Action Board of Directors.

The policy outlines conflicts of interest and potential conflicts of interest in the business conduct of Community Action of Skagit County members, and outlines steps to disclose any such conflicts or potential conflicts.

Violation of the Conflict of Interest policy is a serious matter and may constitute cause for or termination of any contractual relationship Community Action of Skagit County may have with a business contact or other party.

In the case of a member of the Community Action of Skagit County Board of Directors, violation of this policy also may constitute 'cause' for removal from the Community Action of Skagit County Board of Directors. Community Action of Skagit County members shall review the policy and sign a conflict of interest statement annually.

Note that having a conflict of interest is not grounds for removal, rather not disclosing it is cause for removal; board members may simply report any conflict below annually, or report a conflict at the beginning of a board meeting, and then abstain from voting on the matter of conflict.

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### Disclosure

The following statement affirms the absence of, or recognizes, any conflicts or potential conflicts of interest that I may have pursuant to the attached policy as of the date that I have signed this statement.

**I AGREE** to report to the President of the Community Action of Skagit County Board of Directors and/or the Executive Director of Community Action of Skagit County any possible conflicts (other than those stated below) that may develop before completion of the next annual statement.

☐ I am not aware of any conflict of interest

☐ I have a conflict of interest in the following area(s):

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**Printed Name:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

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## **2023 Conflict of Interest Policy**

### **Introduction**

In the course of business, situations may arise in which an Organization decision-maker has a conflict of interest, or in which the process of making a decision may create an appearance of a conflict of interest. All directors and employees have an obligation to:

1. Avoid conflicts of interest, or the appearance of conflicts, between their personal interests and those of the Organization in dealing with outside entities or individuals,
2. Disclose real and apparent conflicts of interest to their direct line of management, Human Resources Director, or Finance Director, and
3. Refrain from participation in any decisions on matters that involve a real conflict of interest or the appearance of a conflict.

### **What Constitutes a Conflict of Interest?**

All employees and directors of Community Action of Skagit County owe a duty of loyalty to the Organization. This duty necessitates that in serving the Organization they act solely in the interests of the Organization, not in their personal interests or in the interests of others. The persons covered under this policy shall hereinafter be referred to as “interested persons.” Interested persons include all members of the board of directors and all employees, as well as persons with the following relationships to directors or employees:

1. Spouses or domestic partners
2. Brothers and sisters
3. Parents, children, grandchildren, and great-grandchildren
4. Spouses of individuals listed in 2 and 3
5. Corporations, partnerships, limited liability companies (LLCs), and other forms of businesses in which an employee or director, either individually or in combination with individuals listed in 1, 2, 3, or 4, have a financial and/or beneficial interest

Conflicts of interest arise when the interests of an interested party may be seen as competing with those of the Organization. Conflicts of interest may be financial (where an interested party benefits financially directly or indirectly) or non-financial (e.g., seeking preferential treatment, using confidential information). A conflict of interest arises when a director or employee involved in making a decision is in the position to benefit, directly or indirectly, from his/her dealings with the Organization or person conducting business with the Organization. (A potential conflict of interest exists when the director or employee, or his/her immediate family {spouse, children, brother, sister and spouses of children, brother or sister} owes/receives more than 1% of the benefiting business/profits.) Examples of conflicts of interest include, but are not limited to, situations in which a director or employee:

1. Negotiates or approves a contract, purchase, sale or lease on behalf of the Organization and has a direct or indirect interest in, or receives personal benefit from, the entity or individual providing the goods or services;
2. Negotiates or approves a contract, sale, or lease on behalf of the Organization and has a direct or indirect interest in, or receives personal benefit from, the entity or individual receiving the goods or services;
3. Employs or approves the employment of, or supervises a person who is a relative of the director or employee;
4. Sells products or services in competition with the Organization;
5. Uses the Organization’s facilities, other assets, employees, or other resources for personal gain;
6. Receives a substantial gift from a vendor, if the director or employee is responsible for initiating or approving purchases from that vendor.

### **Disclosure Requirements**

A director or employee who believes that he/she may be perceived as having a conflict of interest in a

discussion or decision must disclose that conflict to the group making the decision. Most concerns about conflicts of interest may be resolved and appropriately addressed through prompt and complete disclosure. Therefore, Community Action of Skagit County requires the following:

1. On an annual basis, all members of the Board of Directors, the Executive Director, members of senior management, and employees with purchasing and/or hiring responsibilities or authority shall inform, in writing, the Executive Director and the chair of the Finance Committee, of all reportable conflicts.
2. Prior to the preparation of the disclosure statements, the accounting department shall distribute a list of all vendors with whom the Organization has transacted business at any time during the preceding year, along with a copy of the disclosure statement;
3. The Executive Director shall review all forms completed by employees, and the Finance Committee shall review all forms completed by directors and the Executive Director, and determine appropriate resolution in accordance with the next section of this policy.
4. If a conflict arises during the year, the employee or board member will immediately notify the Executive Director who will determine appropriate resolution.

### **Resolution of Conflicts of Interest**

All real or apparent conflicts of interest shall be disclosed to the Executive Committee and the Executive Director of the Organization. Conflicts shall be resolved as follows:

- The Executive Committee shall be responsible for making all decisions concerning resolutions of conflicts involving directors, the Executive Director, and other members of senior management.
- The chair of the committee shall be responsible for making all decisions concerning resolutions of conflicts involving Executive Committee members.
- The chair of the board shall be responsible for making all decisions concerning resolutions of the conflict involving the chair of the Executive Committee.
- The Executive Director shall be responsible for making all decisions concerning resolutions of conflicts involving employees below the senior management level, subject to the approval of the Executive Committee.

An employee or director may appeal the decision that a conflict (or appearance of conflict) exists as follows:

- An appeal must be directed to the chair of the board.
- Appeals must be made within 30 days of the initial determination.
- Resolution of the appeal shall be made by vote of the full Board of Directors.
- Board members who are the subject of the appeal, or who have a conflict of interest with respect to the subject of the appeal, shall abstain from participating in, discussing, or voting on the resolution, unless their discussion is requested by the remaining members of the board.

### **Disciplinary Action for Violations of this Policy**

Failure to comply with the standards contained in this policy will result in disciplinary action that may include termination, referral for criminal prosecution, and reimbursement to the Organization or to the government, for any loss or damage resulting from the violation. As with all matters involving disciplinary action, principles of fairness will apply. Any employee charged with a violation of this policy will be afforded an opportunity to explain her/his actions before disciplinary action is taken. Disciplinary action will be taken:

1. Against any employee who authorizes or participates directly in actions that are a violation of this policy.
2. Against any employee who has deliberately failed to report a violation or deliberately withheld relevant and material information concerning a violation of this policy.
3. Against any director, manager or supervisor who attempts to retaliate, directly or indirectly, or encourages others to do so, against any employee who reports a violation of this policy. A board member who violates this policy will be removed from the board.

# BOARD Work Plan 2023

Ctte	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	DUE Date	STATUS	RESPONSIBLE
<b>GOVERNANCE</b>						
<b>Core Theme:</b> High Impact Organization <b>Strategic Priorities:</b> Financial Health & Stability & Data-Driven Decisionmaking & Continuous Improvement						
BP&E	1					
	Develop a common message around Community Action's work including housing development and equity.	Ensure that all members have wording and training and tools to talk comfortably about Community Action's mission and activities.	Schedule an "elevator speech" training into one of the Board meetings - including mission, vision, values, equity statement, and key priorities.	by March - at in person meeting first quarter	Done	Richard and Liz
	2					
	Operationalize Board Recruitment Matrix	Use the Board recruitment matrix as a regular tool to identify current and future needs in Board representation and skills.	Put in writing onboarding processes and procedures. Conduct survey of Board members. Schedule full BP&E meeting to analyze current Board and recruitment needs.	February February March, in play in spring	Done Done	Liz, review by BP&E Sandi & Isabela BP&E
	3					
Finance	Board Work Plan reflects committee needs and priorities.		Identify cttes responsibility for each action item and report out schedule.	December 2022	Done	BP&E
	4					
	Operate within a balanced budget	Ensure Care Coordination is producing revenue	Identify a way to track new "divisions" in our new structure and get feedback from the finance committee (tracking it from a governance level)	March	Done	Tari & Finance Ctte
		Find opportunities for partnerships and funding re: housing development	Add new members to Finance Committee	Ongoing	Done	Finance Ctte
	5					
HWG	Infrastructure and capacity align with agency growth	Build capacity and revenue to ensure ongoing development can be supported by Admin	Finance Committee supports agency capacity to handle finances in a time of change and growth	Ongoing	In process	Finance Ctte
	6					
	Establish a system to evaluate completed projects	Identify a system and tools to evaluate past development projects, then use to evaluate new ones.	Look at specific Cascade Landing lessons and accomplishments	July	In process	HWG
	7					
	Streamline the structure for Housing Work Group		Solicit an active committee member to step into a Chair role within the committee.	June	Done	HWG
HWG	8					
	Strengthen housing development partnerships with other organizations.	Partner with for-profit, non-profit entities, donors and social investors to create more affordable housing in Skagit County		Ongoing	Done	HWG



	9					
	Keep racial equity at the forefront in discussions and decisionmaking	Look at the Kulshan View project through the Equity Lens		June	Done	HWG
EQUITY						
Core Theme: Stronger Community Strategic Priorities: Accessible, Equitable, & Inclusive Services						
Core Theme: High Impact Organization Strategic Priorities: A Supportive & Inclusive Workplace Culture						
	1					
Personnel	Actively work on DEI efforts		Review the possibility of bringing in outside expertise to guide DEI steps.	March	Done	Mindy
			Identify how DEI information gets disseminated to the Board	May	Done	Full Board
			Identify with the Personnel Committee and other leadership ways to honor lived experience, language capability, and other diverse, non-traditional skills	October	Planning	Compensation Committee
BP&E	2					
	Operationalize the Equity Decision-Making Tool		The tool is integrated into regular decisionmaking by keeping the questions in front of members, on every agenda.	January	In process	Board Chair
			Identify one person who asks the questions every meeting.	January	Done	BP&E
			Use it with at least one new major project as a pilot, esp. Kulshan View.	May	Done	HWG
	3					
	Listen to the needs of the community and communicate action		Review the possibility of bringing in outside expertise to guide DEI steps.	March	Done	BP&E
			Identify when/how much it makes sense for Board to participate in listening sessions, both CA's and other opportunities for engagement and listening in the community	Ongoing	Planning	BP&E
			Identify how DEI information gets disseminated to the Board and how the Board decides what is actionable. Specifically test a process for integration of this communication in one project.	June	In process	BP&E
			Revisit and establish the possibility of including equity related discussion and learning to lengthened in-person Board meetings	by January	In process	BP&E
			Identify Board's role in the Community Needs Assessment.	by March	Planning	Liz, Sandi, BP&E
LAC		Networking, Information & Referral: 4 meetings	December	In process	Liz, LAC	
		Public policy listening sessions: 4 meetings + reports	December	In process	Liz, LAC	
		Leadership development: Transition leadership of LAC to a Board member	December	Done	Liz, LAC	
ADVOCACY						
Core Theme: Stronger Community Strategic Priorities: A Catalyst for Change						
1						

CREAT	Build long-term relationships with elected officials and other decision makers		Constituent/board meetings with all nine legislators during session	March	Done	Liz
			Possible Community Project request for Kulshan View via 40th district	March	Done	CREAT/Board
			Monthly conversations with other decision-makers	December	In process	Liz
			Increase Board understand of emergency food system	December	Planning	CREAT/Board
			Clarify relationship between CREAT and the Board and identify Board representation	December	Done	CREAT/Board
	Act on advocacy goals identified by CREAT and WSCAP		Board members engage in advocacy by sending a letter, attending a meeting on priority issues, such as food access, housing, or increased state CSBG investment	December	In process	CREAT/Board
			Review agency advocacy policy and Board's role and expectation in advocacy	January/February	Done	Full Board, CREAT
PHILANTHROPY						
Core Theme: Stronger Community Strategic Priorities: Active and Engaged Community Core Theme: High Impact Organization Strategic Priorities: Financial Health and Stability						
Donor Development	1					
	\$1.2 Million Stretch Goal (includes operations and capital, and other projects)	100% Giving board	Board engagement form. Reminders from Donor Development Committee board chair, and outreach to individual board members.	March 1, 2023	In process	Donor Development Committee Chair, Development Director
		Spirit of Hope=\$150,000 Grants=\$450,000 Campaigns/Ind/Fam=\$600,000	Spirit of Hope: focused on impact, creating a marquis event; Enhanced sponsor opportunities; increased opportunities to give; Increase avg gift per individual/org	December 31, 2023	In process	Staff, Committee, Board
	2					
	150 New Donors in 2023	100 strategic grant requests	Continued search for new aligned grantmakers	December 31, 2023	In process	Staff
		75 New donors at Spirit of Hope	Invitations and stewardship of new donors at marquis Spirit of Hope event	December 31, 2023	In process	Committee and Board
		125 Community outreach activities	Enhanced outreach in new service areas	December 31, 2023	In process	Staff, Committee, Board
	3					
	55% Donor Retention Goal	Monthly (12) emails, Social Media and better stewardship of current donors	Enhanced communication and education of donors	December 31, 2023	In process	Staff
		Inform => Ask => Thank => Repeat strategy				Philip, DD Cttee
HWG	4					
	Increase funding opportunities for housing projects.		Find funding sources for pre-development, construction, ops & maintenance for new housing dev projects	Ongoing	In process	Staff, HWG, DD Cttee