

## Agenda

Community Action Board of Directors

**Thursday, October 26, 2023, 5-6:30 pm**

**Zoom Link:** <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FxMVZpb2swTmxxYUlubzdSQT09>

**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
	Board Committee Recruitment	Information
4	Division Reports	Information
5	Motions	Approve
		Approve
		Approve

### Discussion Agenda

Item	Action	Description	Responsible	Time
6	Finance Report	Motion	Rich;	5:15
		Updates	Davidson; Caswell	
7	State of the agency	Briefing Update	Henkel	5:50
8	Organizational Structure	Informing Planning & Budgeting	Henkel; Phinney	6:00
9	Board Planning & Engagement	Updates	Bennett; Brocksmith; Phinney	6:15
	Adjourn			6:30

### Equity-Informed Decision-Making Questions

#### Broad Questions:

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

#### Specific questions for Committees to consider:

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

# BOARD OF DIRECTORS

October 2023

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



## 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 October 24, 2-2:30 pm, 5:00 pm, Donor Development Committee

- **Zoom:** <https://leg-wa-gov.zoom.us/j/99841668863?pwd=RXF5U0pidlpmTEN3ZkdseTlNZWVCdz09>
- **Meeting ID:** 998 4166 8863
- **Passcode:** 221513
- **Phone:** +1 (253) 215-8782

### Tuesday October 24, 3:30-5:00 pm, Donor Development Committee

- **Zoom:** <https://us06web.zoom.us/j/9436029776?pwd=Y1U1bWQxdXVodHJiczEzb0lSeTNEUT09>
- **Meeting ID:** 943 602 9776
- **Passcode:** 2023
- **Phone:** +1 (253) 215-8782

### Thursday October 26, 5-6:30 pm, October Board Meeting

- **Link:** <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FxMVZpb2swTmxxYUlubzdSQOT09>
- **Meeting ID:** 897 9232 6464
- **Passcode:** 955279
- **Phone:** +1 (253) 215-8782

### Wednesday November 1, 9-10 am, Brunch & Learn: Skagit Vets Connect

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

### Wednesday November 1, 3-4 pm, CREAT Committee

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

### 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

### Friday November 3, 9:30 am- 10:30 am, Housing Work Group

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

### Wednesday November 8, 7:30-9 am, Board Executive Committee

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

### Wednesday November 8: 3-4:30 PM Board Finance

- **Link:** <https://us06web.zoom.us/j/83767023667?pwd=XCuw3ytxCe94Ulau8clwQECGqs85Wb.1>
- **Meeting ID:** 837 6702 3667
- **Passcode:** 799258
- **Phone:** +1 (253) 215-8782

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

- **Link:** <https://zoom.us/j/91488283677?pwd=aXpmdVNPa0FraFJ1Q3lrUUQ4cStMZz09>
- **Meeting ID:** 914 8828 3677
- **Passcode:** 022650
- **Phone:** +1 (253) 215-8782



## Important Upcoming Dates: All are Invited

### Thursday November 9, 11 am-12 pm, Community Action 102: Overview of Programs

- **Link:** <https://us06web.zoom.us/j/88966981155?pwd=djdyYXc5ckYxWUIZNTN0RlJEdWUuUT09>
- **Meeting ID:** 889 6698 1155
- **Passcode:** 017685

### Thursday November 16, 5-6:30 pm, November Board Meeting- Note that we are meeting on the 3<sup>rd</sup> Thursday due to the holiday

- **Link:** <https://us06web.zoom.us/j/89792326464?pwd=bzdsZlFhMVZpb2swTmxxYUlubzdSQT09>
- **Meeting ID:** 897 9232 6464
- **Passcode:** 955279
- **Phone:** +1 (253) 215-8782

### Friday November 17 20, 9:30 am- 10:30 am, Housing Work Group

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

### Monday November 20, 4:30-5:30 pm, Board Planning and Engagement- Recruitment Focus

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

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

### Tuesday November 21, 1-2:30 pm, Skagit Housing Consortium

- **Zoom:** <https://us02web.zoom.us/j/85884254396?pwd=dHBsMULxMjd6U2krSHJXMmcrbFO2UT09>
- **Meeting ID:** 858 8425 4396
- **Passcode:** 595743
- **Phone:** +1 (253) 215-8782

### Tuesday November 21, 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

### Tuesday December 19, 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 December 21, 5-6:30 pm, December Board Meeting Note that we are meeting on the 3<sup>rd</sup> Thursday due to the holiday

- **Link:** <https://us06web.zoom.us/j/89792326464?pwd=bzdsZlFhMVZpb2swTmxxYUlubzdSQT09>
- **Meeting ID:** 897 9232 6464
- **Passcode:** 955279
- **Phone:** +1 (253) 215-8782





330 Pacific Place  
Mount Vernon, WA 98273  
(360) 416-7585  
[www.CommunityActionSkagit.org](http://www.CommunityActionSkagit.org)

## MINUTES OF THE BOARD OF DIRECTORS' MEETING

September 28, 2023 5pm

### In attendance:

Members of the Board:

#### Public Sector:

**Richard Brocksmith - present**

**Ron Wesen – present**

**Danny Hagen – present**

**Tina Tate – present**

#### Private Sector:

**Kate Bennett - present**

**Carolyn Moulton – present**

**Silvia Reed – present**

**Gregg Davidson - present**

#### Client Sector:

**Jamie Thornberry - present**

Kati Ortiz – not present

**Heather Wallace – present**

**Christina Soltero – present (30 min)**

#### Guests:

Staff: Bill Henkel, Tari Caswell, Melissa Self, Sandi Phinney, Liz Jennings, Phillip Prud'homme

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

Board President Richard Brocksmith called the meeting to order at 5:02pm. Introductions.

### **QUORUM PRESENT**

### **II. CONSENT AGENDA**

Minutes from the June 22, 2023 Board of Directors Meeting

Correspondence: Skagit Valley COOP feature,; Skagit Valley Herald: Skagit Motel closure has left its resident 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.

Division Reports

**Motion to approve the consent agenda including minutes of June 22, 2023 Board meeting made by Tate second by Bennett, motion passed unanimously.**

**Motion to approve agency application for federal 'LIHEAP' contract and funds (energy assistance) made by Tate second by Bennett, motion passed unanimously.**

### **III. DISCUSSION AGENDA**

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

Gregg introduced the Finance report and noted that we're in better shape cash-wise than before, but there are still issues because of cash flow challenges at Cascade Landing and revenue below projections for Care Coordination. Tari has created completely revised budget for the second half of 2023. The second half hasn't been incorporated into the full 2023 budget yet for the Board reports, which will start next month for July on. We will be starting from scratch with a budget in 2024 because there have been so many changes. Tari showed the whole budget and how it's built. Tari showed her budgeting tool that helps us see where we are on each of the grants. The appropriate sections will be sent monthly to managers and directors. She explained the color coding system that shows at a glance where we are on spend down (green, yellow, orange, red).

Richard asked status of Cascade Landing occupancy and FCS. Tari explained that Cascade Landing is full now. Michelle Metcalf was able to take on programming that. Property Management has been shifted. On FCS/Care Coordination, we worked off of projections from another agency, but our estimates were too high. A lot of work went into setting new expectations and projections. Also, the audit is wrapping up, and we will have information by later next week.

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

**Motion to approve second-half 2023 agency Budget Revision (July-December) made by Tate second by Bennett, motion passed unanimously.**

Information provided by Bill about the impending government shutdown – what our sources say is likely to happen. If it does, some federal services and resources that flow through the agency or are vital for our clients (such as SNAP food benefits) will be deemed "essential" and be exempt from a shut down, and which other services state agencies such as Commerce or Health might have enough funding to continue the service, at least during a shorter shutdown (examples include WIC and LIHEAP). If a shutdown does occur, we will do everything we can to avoid furloughs, and we will keep the Board and Finance Committee informed. Tari clarified how the reimbursements work. We can weather a short shut down, but there could also be a slow down even once federal employees are back because they'll have to catch up. We have plans to support staff as we can.

#### **ED Performance Review; Davidson**

Gregg explained that he had gone over the timeline and process for the Executive Director Review with Bill and consulted with Mindy. An electronic evaluation tool will be shared soon with Board and Core management members, with a fairly short turnaround of 7 days. Gregg said we will share those results with Bill and then meet with him shortly thereafter and will look at employment agreement and compensation. We will bring it to the Board for the executive session in November.

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

Bill thanked the Board and so many of its members who kept busy this summer with agency events and committee work. He also acknowledged the challenges with Anacortes Resource Center and getting it up and running, especially as the initial location with the Anacortes Housing Authority did not work out. We have finally located and are moving into an excellent location downtown by the Anacortes Chamber of Commerce. Staff gathered for a full-day retreat on racial equity with consultants Scott Winn and Benita Horn, a chance to establish a baseline of understanding and common language across our staff, and add momentum and focus to our staff DEI committee and our commitment to operationalizing equity. Bill also shared the good news of a recent \$1 million, two-year

grant from We Feed Washington, to purchase local agricultural produce for the food bank network. This ties to a central priority of the Skagit Population Health Trust's food security work. We also had some good news today about our Kulshan View property – our re-zone application to maximize unit density on the site will be recommended for approval by the Hearing Commission to the Council. Though it is still unofficial and not for public release, we did hear that we will not be recommended for the Coordinated Entry contract. Historically, this was about a \$290,000 contract, and something we've had to subsidize substantially over the years, though the County has signaled they will be investing more funds into this system. Losing the contract (starting February 1, 2024) to host the Coordinated Entry system means we will need a certain level of restructuring on how we manage our resource centers. Another big question will be our direct rental assistance funds. Will not having the CE contract impact those other funds? We will work with VOA on the transition when the time comes and wish them the best. Several Board members shared about the challenges of losing the coordinated entry contract, but also of other opportunities ahead. Liz went over the communications plan. This info is embargoed currently. Please do not mention it outside of the Board, until it is public knowledge.

**8. Service Area highlight; Phinney**

Sandi provided a brief overview of the current rapid growth and opportunities ahead for our employment and adult education programs, as well as our work with financial empowerment. This will be a key area of focus going forward, as we broaden our tool kit to equip people to move out of poverty.

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

Kate provided a quick pitch for the October 18 Board Retreat at the Anacortes Yacht Club. Bring your favorite hat! Please also turn in your conflict of interest forms.

**IV. ADJOURN:** Meeting adjourned at 6:29 pm.

**BOARD REVIEW & APPROVAL:**

☐

Approved as submitted

☐

Approved with changes noted  
below

x \_\_\_\_\_

☐

Board Secretary

☐

Acting Board Secretary

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



## October Correspondence

**From:** Peter Miterko

**Sent:** Monday, October 9, 2023 4:34 PM

**To:** Dulce Vazquez-Cruz; Kathleen Morton; Melissa Self; Steven Simmons; Taylor Babcock

**Subject:** Announcement: Volunteers of America Western Washington Named Skagit County's Coordinated Entry Provider for 2024

Dear Skagit County Coordinated Entry Providers,

I hope this email finds you well. We are writing to inform you of a significant change in Skagit County's Coordinated Entry system. Starting in 2024, Volunteers of America Western Washington (VOA) will assume the role of Skagit County's lead Coordinated Entry provider.

We want to extend our appreciation to Community Action of Skagit County for their dedicated years of service as our Coordinated Entry lead provider. Their commitment and hard work have made a meaningful impact on our community, and we are grateful for their efforts.

As we transition to VOA as the new Coordinated Entry provider, we are confident that VOA will be a strong partner for our Coordinated Entry system and significantly contribute to our efforts in serving Skagit County's most vulnerable community members.

We will provide you all with more information about this transition in the coming months as we work in collaboration with Community Action and VOA through this transition. Please feel free to reach out to us if you have any questions or require further information. Our goal is to maintain open lines of communication and ensure a smooth transition process.

Thank you for your ongoing support and dedication to Skagit County's Coordinated Entry system. Together, we will continue to support our community's most vulnerable households and work collectively to make a positive impact on all lives in Skagit County.

Peter Miterko

(he/him)

Community Health Coordinator

Community Services

Skagit County Public Health

Mount Vernon, WA 98273

Main: (360) 416 – 1504





## Community Action of Skagit County

### Board of Directors & Committee Application

Application may be used for applications for committees, boards, or both.

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**Date of application: August 30, 2023**

**Name: Michelle Largent**

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**I am interested in applying for: Check all that apply:**

**X Board committee participation:** Community members may volunteer to serve on board committees, which usually meet monthly. These are our “think tanks” to get community expertise on policy issues. See our “Committee Descriptions” for more information.

**Name of committee(s) interested in:**

**Development Committee**

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☐ **Board of Directors participation:** This is the legal governing board of the agency. See “Board of Directors Position Description” for more information.

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### Contact Information

Please provide the contact information you would like us to use for board communications:

**Phone: 510-599-4424**

**Email: michellemlargent@gmail.com**

**I prefer to receive board packets:**

☒ Electronically as a PDF, web link    ☐ Mail me a hard copy

**Please provide both work and home address, and indicate which is your preferred mailing address by checking one box:**

**X ☐ Required: 7268 Hideaway Lane, Concrete, WA 98237**

☐ **Optional: Work address:**

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## Affiliations

Tell us about your other community involvement:

**Occupation/employer (if applicable):** Psychotherapist, private practice and Concrete High School

**Your title (if applicable):**

**Civic clubs, religious organizations, groups you volunteer with, other board service, or other affiliations:** Community Booster Club

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## Board Skills/Experience: Check all that apply

<input type="checkbox"/> Fundraising	<input type="checkbox"/> Finance	<input type="checkbox"/> Law	<input type="checkbox"/> Strategic Planning X
<input type="checkbox"/> Board governance experience	<input type="checkbox"/> Advocacy/Govt. Relations	<input type="checkbox"/> PR/Outreach X	
<input type="checkbox"/> Personal or professional experience with poverty X	<input type="checkbox"/> Human Resources/Personnel X	<input type="checkbox"/> Inclusion, Diversity, Equity, Access	

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## Mission Alignment

**Community Action's Vision:** *Our vision is a community in which everyone works together to end poverty in Skagit County.*

**Community Action's Mission:** *Our mission is to stabilize lives, equip people to meet their goals, and build a stronger, more equitable Skagit County.*

**What motivates you to apply to the Community Action Board of Directors, or one of our committees as a community volunteer, at this time?** Tell us about your personal and/or professional experience with Community Action, including your commitment to our mission. This may be as short or long as you'd like it to be:

I don't have experience with Community Action, but I work closely with families in East Skagit County and I have a heart for supporting and advocating for the community and providing them resources so that they can live a full and healthy life.

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**Bio:** Below or attached, please provide a 200-300 word bio that may be used on our website:

I am a psychotherapist in private practice in Rockport, WA and full time Mental Health Therapist at Concrete High School serving students in grades 7-12. I received my Master of Arts in Counseling Psychology from The Seattle School of Theology & Psychology where I focused on trauma, abuse, and addiction. My professional background is in community mental health, non-profit organizations, and social justice work. Before becoming a therapist I worked for five years as the Communications Director for a Seattle based non-profit that worked to alleviate extreme poverty. Advocating for our most vulnerable neighbors has been a long time focus for me, both professionally and personally.



## Community Action of Skagit County

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---

**Date of application: 8/29/2023**

**Name: Sam Largent**

---

**I am interested in applying for: Check all that apply:**

☒ **Board committee participation:** Community members may volunteer to serve on board committees, which usually meet monthly. These are our "think tanks" to get community expertise on policy issues. See our "Committee Descriptions" for more information.

**Name of committee(s) interested in:**

Development Committee

☐ **Board of Directors participation:** This is the legal governing board of the agency. See "Board of Directors Position Description" for more information.

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### Contact Information

Please provide the contact information you would like us to use for board communications:

**Phone: 206-755-1326**

**Email: slargent75@gmail.com**

**I prefer to receive board packets:**

☒ Electronically as a PDF, web link    ☐ Mail me a hard copy

**Please provide both work and home address, and indicate which is your preferred mailing address by checking one box:**

✓ **Required: 10747 Littlefield Rd, Rockport, WA 98283**

☐ **Optional: Work address:**

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## Affiliations

Tell us about your other community involvement:

**Occupation/employer (if applicable):** Small business owner/Flatstick Pub & Mountain Song

**Your title (if applicable):**

**Civic clubs, religious organizations, groups you volunteer with, other board service, or other affiliations:** Community Action, Friendship House

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## Board Skills/Experience: Check all that apply

<input checked="" type="checkbox"/> Fundraising	<input checked="" type="checkbox"/> Finance	<input type="checkbox"/> Law	<input checked="" type="checkbox"/> Strategic Planning
<input type="checkbox"/> Board governance experience	<input type="checkbox"/> Advocacy/Govt. Relations	<input type="checkbox"/> PR/Outreach	
<input type="checkbox"/> Personal or professional experience with poverty	<input type="checkbox"/> Human Resources/Personnel	<input type="checkbox"/> Inclusion, Diversity, Equity, Access	

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## Mission Alignment

**Community Action's Vision:** *Our vision is a community in which everyone works together to end poverty in Skagit County.*

**Community Action's Mission:** *Our mission is to stabilize lives, equip people to meet their goals, and build a stronger, more equitable Skagit County.*

**What motivates you to apply to the Community Action Board of Directors, or one of our committees as a community volunteer, at this time?** I've been a volunteer for Community Action at the East County lunch service and was invited to join this committee. I'm looking for new ways to help out and be of service to those in need in our community.

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**Bio:** Below or attached, please provide a 200-300 word bio that may be used on our website:

I'm a lifelong resident of Washington who has lived all across the state. I moved to Skagit County about 3 years ago and have been semi-retired since then. I went to college at WSU and graduated with a degree in business and accounting, then worked as an accountant in the Seattle area for 15+ years before starting Flatstick Pub in 2014.

Flatstick Pub is a community focused business that partners with local suppliers and vendors and is known for bringing people together and giving back to nonprofit organizations. We started our ongoing "Sunday Fundraise" program in 2015 and have donated over \$1,000,000 to local nonprofits. In 2023 we are on pace to donate over \$200,000.

In 2023 I helped my daughter open the Mountain Song restaurant in Marblemount and have been a "volunteer employee" for most of this year.

**September 2023**  
**Division Director Report – Melissa Self**

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## **Care Coordination**

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

### Accomplishments:

- Hired 2 new Care Specialists to replace outgoing staff and transfer of clients occurred
- Billing for over 800 Foundational Community Supports service claims completed
- Updated training

### Challenges:

- Lost 2 more Care Specialists and in the process of hiring and training their replacements, see above.
- Continued work on Care Coordination manual has taken a pause due to other priorities.
- Temporary Assistance Program (TAP) ran out of funds at the state level. These funds were being used to assist Foundational Community Supports with basic needs. More funding won't be available until July 2024.

### Emerging Issues:

- While billing is being caught up, income is still not meeting targets. Looking at where we are missing billing opportunities and restructure options.
- 

## **Street Outreach**

**Submitted by Kari Salmon, RNP Coordinator on behalf of Steven Simmons, Outreach Manager**

### Accomplishments:

- The Outreach team has continued to serve the community with various pop-up events as well as daily outreach opportunities.

### Challenges:

- Regarding RNP, the team continues to address challenges which come from clients who are not ready to seek services or accept assistance. Also, it comes as no surprise the most arduous challenge is lack of shelter space.

### Equitable Service Delivery:

- The implementation of being part of Foundational Community Supports and Coordinated Entry has exposed the team to more opportunities for case management to increase equity/inclusion or remove barriers for both clients and staff.
- 

## **Resource Center/Coordinated Entry**

**Dulce Vasquez, Resource Center Manager**

### Accomplishments:

- Care Specialist Lead has been continuously working on Anacortes resources, preparing documents for future clients, and establishing new relationships. Since our MV Resource Center has established guidelines, we will be adapting those to our Anacortes office.

### Challenges:

- We are working closely with the Facilities and Operations Manager to prepare for our new space in Anacortes. We are hopeful that the remodeling can be completed while trying to move staff into the building to start serving Anacortes residents. At the moment we are still utilizing Anacortes Family Center's conference room.

### Emerging Issues:

- The annual Point in Time Count will be happening on 1/25/2024. We will need to work closely with partners, Outreach Programs Manager, and Community Engagement team. We will need to strategize our efforts, update training material, etc.

### Equitable Service Delivery:

- Based on Anacortes' population, our focus will be assisting seniors with resource navigation services. Our services will be tailored to client's preference, and outreach efforts will include attending events, flyers, and outlets that are most accessed by seniors.

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

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

### Accomplishments:

- Post pandemic Federal rule changes began Sep 1, requiring proof in income and ID. Also families can now choose to do in-office or remote appointments. Received some small grants for the family case management program.

### Challenges:

- Anacortes office not ready for in-office appointments in time for rule change
- 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.

### 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.

### Equitable Service Delivery:

- Secured funding to allow continuation of limited case management services

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## **Skagit Vets Connect**

**Vernon Hunter, Skagit Vets Connect Lead**

### Accomplishments:

- Transitional housing units are at capacity.
- Our lobby intake service screener assisted **192** walk-ins and phone inquiries.
- Our new volunteer service screener started on September 22.

### **Veterans Assistance Fund:**

- Critical Needs (9), Cascade Landing Subsidy (2), Utilities (1), EBT enrollment (0)

### **Housing:**

- Housing intakes (**2**), Transitional Housing (**5**), Senior Stipend (**4**)

### **Claims and Services:**

- VA compensation and pension claims (**22**), Claim assessments (**16**)

### Challenges:

- We are recruiting a new hire for SSVF Care Specialist/Service Screener.
- New renovation construction will start next month for three new offices and a small meeting room. The office staff will work around the construction to provide services.

### Emerging Issues:

- Effective October 10<sup>th</sup>, the VASH social workers will not serve new veterans for housing assistance due to limited staffing. One social worker is retiring in November, but the newly hired social worker will not join our office until January 2024.

**Notes:** The American Legion Standown is on October 20<sup>th</sup> and 21<sup>st</sup> at the Mount Vernon fairgrounds. Vets Connect staff will have services onsite.

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## **Skagit Food Distribution Center**

**Madeline McGonagle, Food Access Manager**

(No new news since last month – the information below is still relevant)

### 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 TEFAP and 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.
- 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.



## 2023 REFLECTION QUESTIONS & 2024 PLANNING QUESTIONS

### Sandi Phinney

#### COMMUNITY & AGENCY

CORE  
HUMAN RESOURCES  
COMMUNITY ENGAGEMENT  
DATA

#### RESOURCE CENTERS

ANACORTES RESOURCE CENTER  
MOUNT VERNON RESOURCE CENTER  
EAST COUNTY RESOURCE CENTER  
SKAGIT VETS CONNECT

#### COMMUNITY SERVICES

CARE COORDINATION  
ADELT EDUCATION  
EMPLOYMENT  
ENERGY & UTILITY ASSISTANCE  
SENIOR & DISABLED VOLUNTEER SERVICES  
STREET OUTREACH & RNP  
WIC

### COMMUNITY & AGENCY

#### CORE

##### **Needs:**

- Service-related: Alignment of resource centers in consistency in service, grant access, information, and clarity on services offered (see above) so that Community Engagement can message correctly (see below); a more strategic approach to outreach and information, especially into marginalized communities (farmworkers, rural, Latinx, etc); integrating client voice and use it in evaluation and service design.
- Operations-related: More admin and operational capacity (including looking at a restructure in order to have more IT, finance, facilities, operations capacity); agency-wide functions live somewhere so that they don't take away division director capacity for program support and development; more flexible funding; to solve culture/personnel problems in Care Coordination; project management software and project management training; raise and integrated staff voices (leads to more belonging, inclusion, innovative ideas); time set aside to think and come out of the chaos of the moment.
- Messaging-related: messaging/branding of Care Coordination; Focus on what we do to get people out of poverty or prevent homelessness (connection with housing development, access to benefits, and skill development); Leverage staff in getting the word out; Simple, easy to understand stories; Solid data - every program needs to be inputting and analyzing data

**Equity:** We have made progress on DEI efforts and have the beginnings of a plan for what to do moving forward into 2024, using the GDEIB as the framework and engaging the DEI committee to identify 2-3 specific categories and indicators that we will focus our DEI work on.

**Access:** We have improved access by expanding street outreach and opening an office in Anacortes, but more work needs to be done to provide access to service where people are, including getting information out into communities, schools, etc.

**Inclusion & Client Voice:** As an agency, we need to have a better model we can use for not only reflecting customer satisfaction, but listening to and integrating client need, voice, and experience into the design of our programs and community work.

## HUMAN RESOURCES

### REFLECTION QUESTIONS

**Accomplishments:** This year HR has excelled in employee engagement, DEI work, streamlining of administrative processes (HRIS), turnover/retention have improved since last year, we've had great success in recruitment and by the end of this year will have pay transparency out to all staff.

**Need:** We need to tighten our org chart, articulate and publish role clarity for all positions, we also need to train supervisors/managers (which is something that I have not had time to get to)

### PLANNING QUESTIONS

**Based on the answers to the reflection questions, what do you want to do differently in the coming year?** Set realistic goals and plans for the year that are obtainable and stay focused to accomplishing those goals.

**What accomplishments would you like to be celebrating a year from now?** DEI Committee is fully functioning and operating with purpose. Administrative operations are documented and streamlined for staff efficiency. Turnover and retention continue to trend in the right direction. Supervisors/managers are trained and equipped to do be successful in their role. Clarity in roles, expectations, and a higher emphasis on accountability throughout the entire agency.

**What are ways your program or the agency could improve access to services and information?** Our doors and services should be open M-F for anyone to come and seek help. We should be meeting clients where they are at when necessary and get back to treating them as our neighbors, colleagues, and community members. We should expand outreach via the Care Coordination model.

**In a perfect world (enough resources and time), how would you set up your staffing structure?** Data based! (number of clients being served, number of staff spots covered by funding sources, KPI's for roles, etc.) We do not use any data in determining staffing structure of our programs and teams. I would like to staff the agency strategically, but it is not something our agency currently does. We still struggle with data collection and accurate up to date finance reporting.

**What are trends or changes you are seeing in your field that are important to take into consideration and/or keep an eye on?** The workforce has changed drastically and will continue to change. Setting ourselves up in a place where we can have staff turnover over every 3-5 years and not be re-creating the wheel or dropping the burden of work on others is critical.

## COMMUNITY ENGAGEMENT

### REFLECTION QUESTIONS

**Accomplishments:**

- **Communications/marketing:** Launched first Communications & Marketing department.
- **Clients:** Updated all client-facing materials, made website more intuitive for people to find information based on need/interest, began translation project. **Community/donors:** Published first ever Impact Report. Updated donor-facing materials. Began monthly

Donor Heart informational emails. **Donor Development:** Up from last year at this time: Active donors; Number of gifts; Donor retention rate; Number of new donors; Reactivated donors; Enhanced local business relationships. First Spirit of Hope fundraiser in three years. Grew Donor Development Committee from 7 to 11. **DATA** is better across team functions. Increased capacity and cross-training. We can now track deepening relationships over time between volunteers, donors, advocates, event attendees, etc.

- **Volunteers/interns:** On-boarded 47 new volunteers so far in 2023. Pipeline to leadership: Two interns who became staff members. One volunteer became a board member. One volunteer became a board committee member.
- **Community presence:** Staff attended 85 events and engaged over 1,000 people at tabling events.
- **Coalitions:** The Latinx Advisory Committee grew to a network of 312 service providers.

#### **Need:**

- **Communications/marketing:** Many people still don't know who Community Action is and our impact in the community.
- **Donor Development:** Donor needs – education on our agency and their impact when choosing to donate. More resources focused on professional marketing and adding additional staff focused on mid-level donors and businesses will provide a huge ROI over several years.
- **Volunteers/interns:** Online application. We need space to engage the number of volunteers and interns our programs need. Supervisors need time to dedicate to volunteers and professional development.

#### **Equity:**

- **Volunteers:** Data was all on paper, now moving to database. 2024 will be first year we can compile the demographics.
- **Donors:** On average: white, female, age 60 and older, lives locally and economically in the middle to upper class.

#### **Access:**

- **Client communications:** Barriers include language, literacy, access to technology, rural/isolated geography, time.
- **Donors:** Professional strategic communications will open up engagement with more communities allowing more communities to engage in the power of giving.
- **Volunteers:** Cost of transportation, time, busy lives, few opportunities appropriate for people under 18, in some cases being justice-involved can be a barrier.

#### **Inclusion/client voice:**

- **Volunteers:** It has been several years since we have surveyed volunteers. Volunteers at the Skagit Food Distribution Center in particular speak up and influence policy and procedures, as they co-run the center.
- **Donors:** We have enhanced our *Donor-Centered* work this year through regular communications and by bringing to donors “to the scene” of our work.
- **Latinx Advisory Committee:** Many service providers and community participants have lived experience as farmworkers, customers of social service agencies and food banks, and other issues we work on. In 2023, they have done four listening sessions on issues of housing, food and basic needs.

#### PLANNING QUESTIONS:

##### **Do differently:**

- **Communications:** Need a strategic communications plan. Need to shift from 80% time on client coms and 20% on supporters to 50/50 clients/supporters.

- **Donors:** Better focus on major donors and leveraging Development volunteers in connecting more broadly and bringing more folks into the fold.

**Celebrate accomplishments one year from now:**

- **Volunteers:** Board and volunteer application and onboarding processes aligned. Volunteer finance policies consistent across programs.
- **Donors:** \$125,000 raised at Spirit of Hope
- **Events:** Programs have staffing for evening and weekend community events.

**Improve access:**

- **Communications:** Website translatable in multiple languages. Materials take into consideration literacy levels, age/sight issues.
- **Volunteers:** More space for volunteers and interns to work alongside programs that require them.
- **Donor Development:** Bringing on connected DevComm members to provide voice from diverse communities.

**Staffing in a perfect world:**

- **Volunteers:** Have a 1.0 FTE dedicated to volunteers (currently 20 hrs)
- **Development:** An additional Donor Development staff member
- **Communications:** Outsourced branding and communications strategy - Professional and local

**Trends:**

- **Volunteers:** People don't volunteer like they do 20 years ago. Most people want short-term projects with observable impact, not ongoing volunteer commitments.
- **Donors:** If we don't tell our story well, if can't clearly articulate why we exist and how we are improving peoples' lives, then others will continue to tell the story that fit an unflattering narrative.

## DATA

### REFLECTION QUESTIONS

**Accomplishment:** EmpowOR 2.0 is my biggest and proudest accomplishment for the year. Agency wise, I'm really pleased with staff enthusiasm about the EmpowOR changes. I haven't always had the best buy-in for data work, so seeing them be so engaged and excited for a change in the system that was meant to benefit them was really encouraging.

**Need:** My clients are agency staff. Their needs are what prompted EmpowOR 2.0. I had heard a lot that there was frustration in not being able to see what other staff were doing, cross programmatically. There was frustration in having to jump around between work templates and different programs. EmpowOR 2.0 hasn't been live for long, so I'm still waiting to hear what the further needs are now that the big ones of the past couple years have been addressed.

**Equity:** I don't have a "program" to look at, my focus is whole agency big picture. Thing I'm tracking and mulling over how to display, explain, and advocate for equitable practices: For FY23, 31% of the participants we served are Hispanic/Latino. According to census data, 18% of the county is Hispanic/Latino, so there's a clear disparity here and an obvious need for advocacy within that community. The Employment rate in Skagit County is 54.8%, which is lower than Washington (61%) and the US (60%). The number of clients we're serving with employment services doesn't even hit 1% of our total clients served for the year. First glance at these numbers tells me there's a higher need for employment services in the county and we should be looking at how we can increase capacity to help meet that need.

**Access:** I hear a lot that capacity is an issue in a lot of programs. It seems like there may be waiting lists for some things, because we don't have the staffing or the current staff are overwhelmed or otherwise unable to commit to the time it takes to get people off of lists and into services. 34% of our county lives

rurally, but the lion's share of service access points is in urban environments, and transportation between the urban and rural environments isn't up to par, the bus lines end in Concrete, so everyone east of Concrete has to have another form of transportation.

**Inclusion & Client Voice:** I think this past year has been about cleaning up how we collect client stories, via demographic, services, and outcomes data.

### PLANNING QUESTIONS

**Based on the answers to the reflection questions, what do you want to do differently in the coming year?** I'm looking forward to being able to focus on equity data, specifically being able to disaggregate data to understand client success rates.

**What accomplishments would you like to be celebrating a year from now?**

I'd like to be celebrating an expansion of the KPI dashboard project to include break downs of service and outcome data, by client demographics.

**What are ways your program or the agency could improve access to services and information?**

I sometimes don't feel much support for data collection and the importance of what our data does for the agency and for the community. I would love to hear and see that support, and maybe more recognition of data department happenings from Core.

**In a perfect world (enough resources and time), how would you assess client needs and integrate the voice of clients into your service design and decision-making?**

In a perfect world, our demographic information collection is robust and complete. We record our services in real-time, and our outcomes as soon as we know they've happened. I'm able to disaggregate and view outcomes by demographic information on an ongoing basis, to look for trends and predict where we need to direct our attention for future services.

**In a perfect world (enough resources and time), how would you set up your staffing structure?**

I'd have a part time employee that could handle EmpowOR trainings and basic fixes while I focus on KPI and dashboard building, as well as work on predictive service/outcome scenarios.

**What are trends or changes you are seeing in your field that are important to take into consideration and/or keep an eye on?**

We seem to be at the forefront of data programming for non-profits in our area. I'd like to see us embrace data in a way that makes us stand out as experts in the field of data driven service screening and prioritization.

## RESOURCE CENTERS

### EAST COUNTY RESOURCE CENTER

#### REFLECTION QUESTIONS

**Accomplishments:** Bringing on Christi to do Care Coordination and getting FCS rolling in E.C. Serving almost 10,000 meals so far this year. Working tirelessly with clients to assist in stabilizing them or keeping them stable in their homes. We are proud of stabilizing clients and being a support system them.

**Needs:** DSHS services in the Concrete office, access to vision and dental assistance and affordable housing.

**Equity:** We serve everyone, no matter the situation, no individual is turned away. Unless they are showing signs of being dangerous which is very uncommon. There are not enough mental health providers or facilities to provide the amount of care or rehabilitation that is needed. It is almost impossible to obtain dental or vision help in E.C. DSHS used to have someone come to EC once a week and now we have the mobile truck come once or twice a year.

**Access:** Transportation is a barrier; if we increased the bus route, that would help with part of the transportation issue and access to employment. Housing; building more housing where services and most jobs are located. Create housing that bases rent prices off of income. Need for more dental, vision, and DSHS in E.C. possibly via more Community Events that can provide these services. Mental Health services and access to more treatment facilities.

**Inclusion & Client Voice:** We listen nonjudgmentally and allow clients to steer their own way through their own self-selected goals. We also make sure that the East County Community and clients are represented in meetings. Have more educational discussions in town around housing, homelessness and addiction. Knowledge and allowing people to be informed removes fear of the unknown.

#### PLANNING QUESTIONS

**Based on the answers to the reflection questions, what do you want to do differently in the coming year?** Work with the planning commission to change zoning to be able to build multifamily/multi-generational of housing. Bus for seniors who are house bound to be able to be picked up and go to the meal program. Continue to provide healthy meals to anyone who walks in through our doors. Have more mental health providers available in E.C. and more access to treatment facilities.

**What accomplishments would you like to be celebrating a year from now?** Having more housing being built in Concrete and possibly Hamilton areas. Bus for homebound seniors and more services being offered in EC.

**What are ways your program or the agency could improve access to services and information?** We provide as much information and services as we can. If we don't know something we do everything we possibly can to find out so we can assist whomever walks through our door.

**In a perfect world (enough resources and time), how would you assess client needs and integrate the voice of clients into your service design and decision-making?** In a perfect world: I would create tiny homes for everyone. On that property there would be case workers who aren't overworked and work with these individuals daily or at least 2 times a week, these case workers would work with individuals to help them retrain their brain to paying bills and living within 4 walls again. There would mental health workers on the property, substance use treatment, and group therapy sessions to work through trauma. Education and employment assistance also located on site. The hope is when an individual leaves this facility they will be moving into a home of their own, have a job, and be able to sustain. That is in a perfect world.

**In a perfect world (enough resources and time), how would you set up your staffing structure?**

I would not change much with our staffing structure right now. We may need to add more people in the future but not right now.

**What are trends or changes you are seeing in your field that are important to take into consideration and/or keep an eye on?** I think we will see an increasing problem with childcare in East County and parents not being able to maintain a job due to the childcare problem. This has been an issue for years now and it has never been fully addressed. There needs to be a facility that offers childcare that will not be at risk of losing the building because it is being leased and can be a permanent structure in EC.

## COMMUNITY SERVICES

### ADULT EDUCATION

#### REFLECTION QUESTIONS

**Accomplishment:** 3 students passed GED and 3 are half way. We have a classroom and have expanded our office area. Proud of: Community Action has branched out into different ventures including opening a place in Anacortes and low income housing.

**Need:** What are the biggest needs you see or hear your clients expressing? Transportation. This is a major issue for our GED students and often, staff pick up students to take them for their GED tests. We also hear the need for more language advocacy within the community. This is improving with more places offering Spanish translation yet many of our students still struggle with basic communication skills needed to function in society.

**Equity:** ELA- mostly Spanish speaking clientele who have steady employment. GED- students who did not finish high school and are looking to improve their career outlook. Pre-GED- currently student with disabilities who did not finish high school. ELA and GED students are what we expected to serve. We were surprised with the population interested in our Pre-GED class so far. We expected students who have been out of high school for many years and did not finish 10<sup>th</sup> grade. We were not expecting the majority of people interested to be living with prominent mental disabilities. Gaps? We see gaps in the ability for us to serve people with disabilities. Ideally, we would need further training in instruction for those with disabilities and/or a teacher who specializes in special needs classes.

**Access:** Childcare is a barrier we foresee with our pre-GED class. For all classes, but especially ELA, we see digital literacy as a barrier to services. We find that many of our students struggle to move to our advanced ELA class because they are fearful of online learning. Basic digital literacy skills are necessary for all students who wish to obtain employment.

**Inclusion & Client Voice:** We feel education is one of the more client centered programs at community action. This is because we pride ourselves for going above and beyond to help each of our students succeed. We are often seen helping students with resumes and job search outside of class time or picking them up for testing as far as Anacortes. We tailor each of our classes to improve our student's experience and each class evolves based on the student's wants and needs.

#### PLANNING QUESTIONS

**Do differently:** We plan to expand our reach deeper in our latinx community and find additional ways to provide language advocacy. We would like to provide childcare for GED classes.

**Celebrate a year from now:** As always more students passing their GEDs and more students enrolled in our ELA classes and make reportable gains! This is one way we measure success.

**Improve access:** would love to see more internal referrals from all Community Action programs. Skagit county has seen requests for pre-literacy classes, yet no community partner has been able to start one due to a lack of students. We would like to work with our partners to accumulate students to start a pre-literacy class as this is a need Skagit county is missing. We are also very interested in finding ways to provide GED services in Concrete.

**Integrate the voice of clients:** I think we are very lucky to be able to do this now. We see students multiple times a week, and our teachers develop a strong relationship with them. Because of this rapport built between student and teacher, we are able to hear from our students and implement changes they would like to see.

**How would you set up your staffing structure?** Ideally, a full time instructor would be a part of our staff and a data entry specialist would be here to support the program.



**Trends in your field:** More organizations are starting GED program. This makes it more difficult for us to maintain steady numbers in our program. We need to focus on outreach and specifically note our unique qualities that others cannot provide: fast track GED and Childcare.

## **CARE COORDINATION**

### **REFLECTION QUESTIONS**

**Accomplishment:** Some accomplishment in our department and across the Care Coordination programs having all Care Specialists trained in the Core competencies. We have also cross-trained care specialists on all housing grants and programs. Care Specialist have serve 350+ clients and achieved a 54% move in rate. The addition of a Landlord Liaison has been a key factor in helping our vulnerable population access housing.

**Need:** Many individuals and families struggle to find affordable housing, clients often-express concern about affording housing costs after program exit, even households that have income or gain income while on the program do not earn enough income to remain housed at the current FMR. Additionally, housing accessibility for people with disabilities or mobility challenges has been an expressed frustration as well as finding housing that will allow for pet accommodations.

**Equity:** Our demographic profile of our program's participants is to service households that are currently experiencing homelessness or at risk for homelessness. The largest age group we serve is ages 25-44 with second largest group being ages 6-13. When looking at ethnicity we serve 57% Non-Hispanic households and 28% Hispanic or Latino households. Compared to County wide demographics by the Census Bureau gathered in 2022, 20% of Skagit county residents as of Hispanic or Latino decent.

**Access:** Some barriers that our clients see can be access to affordable housing. Throughout this past year we have seen the costs of studios apartments and one-bedroom rentals continued to increase. Based on our internal rental database, the average cost of a one-bedroom unit is \$1320. In order for a household to qualify for a rental without any kind of subsidy, they would need to earn at least \$3,960 in income per month. This means to qualify for rental in Skagit County an individual would need to earn at least \$22.90 per hour to qualify. Approximately 27% of clients are disabled receiving rental assistance and receive some kind of disability income of \$421-\$1250 per month. This means 27% of clients will not have the ability to qualify or afford to rent in Skagit County without receiving a long-term rental subsidy. We need to continue to advocate for supportive housing dollars in our community for those who are disabled and to continue to advocate for affordable housing in Skagit County.

**Inclusion & Client Voice:** Over the past year, we have revised multiple program documents to be client-centered and trauma informed. We have adjusted the language in our contract of participation document so it can be comprehended at an 8<sup>th</sup> grade reading level and adjusted the formatting so it easier for clients with mental health conditions to process. The shift to Care Coordination has been refocus our services to be client-centered as well by meeting clients out in the field and providing more wrap-around services. One area that we need to improve is collecting client voice and criticisms. We have obtained more client testimony his past year however, we have not made a conscious effort to get feedback from every single client.

### **PLANNING QUESTIONS**

**Based on the answers to the reflection questions, what do you want to do differently in the coming year?** In the upcoming year, it is important for us to prioritize collaboration with other organizations and advocates of affordable housing. We need to continue raising awareness about the importance of

affordable housing in our community. Despite an increase in units built, most of these units are not affordable and many of our clients do not meet the screening criteria. I also believe it is essential to celebrate the efforts of our staff and acknowledge their accomplishments when it comes to successfully securing housing for clients.

**What accomplishments would you like to be celebrating a year from now?** I would like to celebrate and recognize staff dedication in combating poverty and homelessness. The transition to CC has been challenging with both difficult and successful months; however, it is important to highlight the positive impact we have on people's lives, even when faced with obstacles.

**What are ways your program or the agency could improve access to services and information?**

Ways that the program and agency could improve access and information will be challenging to determine due to the loss of the Coordinated Entry contract. Most of the clients we see through the resource center will now be served by VOA. We will need to continue to actively participate in Community Resource Meetings so we get the most up to date information on resources and agency partners as well as keeping our webpage up to date on the services we still provide such as screening for SNAP benefits, housing case management and outreach services, etc.

**In a perfect world (enough resources and time), how would you assess client needs and integrate the voice of clients into your service design and decision-making?** We would like to integrate client voice into our service design by providing a physical space to clients and former clients to provide feedback in a group setting. We would want to compensate clients for their time in providing their opinion in addition to providing childcare as well as transportation vouchers. We would also like to invest more effort in trying to obtain an exit interview from clients that are being exited from the program as well.

**In a perfect world (enough resources and time), how would you set up your staffing structure?**

The Care Coordination has been quite the transformative project over the past year. Throughout this past year we have learned a lot about what makes us successful, as well as our pain points and blind spots. One thing we have realized is the structure of the Care Coordination program is top-heavy and even with billing to FCS to cover these wages is not sufficient. Please see the attached graphic on how we think structure could look like moving into this next year.

**What are trends or changes you are seeing in your field that are important to take into consideration and/or keep an eye on?** Changes in our field that are important to consider is that this past year we experienced a significant decrease in document recording fee dollars that our county government was able to backfill to fully fund our care coordination program. We should be cautious and assume that there is a strong possibility this will happen again in the next funding cycle. We should try to optimize our department operations as much as possible as well as continuing to diversify our funding sources as much as possible.

## **EMPLOYMENT**

### **REFLECTION QUESTIONS**

**Accomplishment:** I am so proud of the employment staff astronomically improving our FCS number! Our goal in the 2022 workplan was 5 FCS clients... We currently have served over 30! Proud of: We are so proud of Community Action's expansion! Not only in our program but expanding into Anacortes and low income housing.

**Need:** Employment connections and financial skills. Our clients come to us for employment support and a big part of that is having the time to scout potential employment opportunities for them. We see that

many, if not all, of our clients are interested in improving their financial situation. One way we can support them in doing this is by offering more financial literacy opportunities and resources.

**Equity:** We typically see single parents looking for employment at a livable wage and individuals who struggle with a disability (mental or physical) wanting help determining their career path/ job search.

**Gaps?** Benefits planning is a gap we are hoping to work on this next year. Many individuals we serve worry about the benefits cliff. It is our job to assure them we will do our best to develop the most appropriate path forward. A benefits planner would help us do this with a higher degree of certainty.

**Access:** We often have clients miss appointments with us due to a lack of childcare. We are hopeful that having more room in our new office will allow clients to bring children with them when we schedule appointments. It is our hope that this barrier will be reduced.

**Inclusion & Client Voice:** During our client orientation, we ask every client to fill out a short survey which asks questions about their life (i.e. are you able to pay your bills on time? Are you interested in housing support? etc.) We use this survey to refer clients to the appropriate programs in hopes that we can preemptively provide them with services they might need.

### PLANNING QUESTIONS

**Based on the answers to the reflection questions, what do you want to do differently in the coming year?** This year, we hope to include financial literacy classes to our roster and a benefits planner. Both will provide a new service which will be open to all community action clients.

**What accomplishments would you like to be celebrating a year from now?** We hope to expand our employer catalog and at least 40% of our clients obtaining unsubsidized employment!

**What are ways your program or the agency could improve access to services and information?** We hope that having a front desk/resource center in our new education and employment building will improve access to all who live in Skagit. We might consider opening lobby hours for walk-ins.

**In a perfect world (enough resources and time), how would you assess client needs and integrate the voice of clients into your service design and decision-making?** We would love to restart exit surveys. This would most likely require an incentive for clients to come back after their program has ended. At this moment, getting clients to return can be difficult and we do not have the funds to provide incentives.

**In a perfect world (enough resources and time), how would you set up your staffing structure?** We desperately need another employment specialist! We would also like a benefits specialist.

**What are trends or changes you are seeing in your field that are important to take into consideration and/or keep an eye on?** I am seeing an increased importance on workforce development. More opportunities are arising that can support our program with serving our clients. For instance, more grants and programs are becoming available to support clients with disabilities (including SUD) in career development.

### **ENERGY**

#### REFLECTION QUESTIONS

**Accomplishment:** The accomplishments of the Energy program that I am most proud of is that we had one of the most busiest years in terms of money spent, people served, and the amount of Air Conditioners given out and we balanced all that while being short staffed for the whole season due to staff being out for multiple reasons. My staff stepped up and gave 100% to make sure our clients did not feel the shortage of staff that we were feeling on our end. It was a hard year with many changes but we got through it all as a team.

LIHEAP households touched – 2176

LIHEAP households served – 1673 - \$829,210.00

LIHEAP households missing documentation and denied – 81

LIHEAP households over income and denied - 422  
LIHEAP Arrearages/Hardship files Completed – 821 - \$510,745.00  
LIHEAP Arrearages Over income and denied – 1  
PSE Help files touched – 2322 -  
PSE Help Files served – 2210 - \$1,344,341.00  
PSE Help files missing documentation and denied – 85  
PSE Help over income and denied - 28  
WEAF Files Completed – 432 - \$218,878.25  
Warm Home files completed - 5  
AC Units – 555 units given out in 2022-2023 – 555 Units – \$265,940.56  
AC Units given out during the 2021-2022 – 625 Units - \$302,930.99  
LIHWAP households served – 425 Touches to 239 households – \$253,074.00 this breaks down to \$185,816.00 for Water and \$67,258.00 for Sewer. There were multiple touches to some of these households, they were served multiple times as Each household could use up to 2500.00 in payments with an additional credit of 500.00 or 1000.00 Dollars as a Credit Payment.  
LIHWAP households missing documentation and denied – 1

**Need:** Biggest need would be to have help with Water and Sewer all the time, this has been a huge need in our community for a long time, and having the funds to help with this the past two years has been a huge help. This year those funds won't be available after March and the funds that are available till March are very limited. We were able to keep 239 households last season from being disconnected from their water and sewer companies. Included in these amounts from Sewer we were able to lift multiple Liens against the customers' homes because these funds were available.

**Equity:** Out of 2067 households, and 4737 Participants:

Hispanic participants were 1913 people about 40%

White Participants were 2768 People about 58%

American Indian/Alaska Native 346 People about 7%

Other Race 357 people about 7%

All of this is based off of EmpowOr Demographic report. This is about what I would be expecting to be served in our community. The gaps I see would be the Tribes with serving them with the PSE help program, the tribes have not wanted to work with Energy Assistance this past year as they were upset that we are counting their Yearly Tribal Per Capita Payments they receive as income. Hispanic Households served in 2022-2023 season compared to 2021-2022 season stayed about the same 40%

**Access:** The barriers I see for access to the Energy Assistance Program has been our phone system with being able to get through without being hung up on, or disconnected after waiting, not being put in a proper cue. A Possible barrier could be not being available to schedule after hours by phone or online in the past Seasons. We have gone with a new scheduling company and will have online scheduling available 24 hours a day starting on November 1 for December appointments. We also will have a new telephone system hopefully by November so clients will not have to deal with the same situations with phones in past and we will not take down the Phone lines multiple times a day or for days on end.

**Inclusion & Client Voice:** The Energy Program is always Client-Centered, Clients are our main focus, keeping clients from being disconnected, and lowering the energy burden to our lower income households in our # 1 Priority. By having the funds to help pay for our clients' utility bills it allows our clients to focus their money in other places, such as rent, and food, or medical bills, or even

prescriptions for the seniors we serve. Seniors have stated that without this help they often cannot afford the medicine they need as some don't have a good prescription coverage.

#### PLANNING QUESTIONS

**Based on the answers to the reflection questions, what do you want to do differently in the coming year?** My goal this year is to work with Community based organizations to reach the harder to reach population that may not know about us. I would like to work with the big companies that employ a lot of people to make sure they know about PSE and CNG programs and discount programs since those are now up to 80% AMI. My goal is to have 20% increase in new households served this year.

**What accomplishments would you like to be celebrating a year from now?** A successful season, with all the new programs changes we have had since October 1, 2023 with PSE, the PSE Help Program and PSE's new Benefit Rate Discount Program (BDR) and CNG's New Benefit Rate Discount Program (BDR) are all customer self-declared information. Having staff comfortable and processing files faster, and efficient. Also using Capture on the Go for LIHEAP appointments. This has been a long time coming, and Luke and I are going to be working soon to try to get this accomplished.

**What are ways your program or the agency could improve access to services and information?** I feel that my department does a great job doing this, and this season we are starting a referral form that all of our clients will be given with other services within Community Action that they may qualify for.

**In a perfect world (enough resources and time), how would you assess client needs and integrate the voice of clients into your service design and decision-making?** I have had a very large goal for a very long time to get a Winnebago style vehicle, that we can have set up with offices so we can be out in the community where our clients need us the most, say in the summer time we can be located near the farm workers so while they are on lunch they may be able to access services, we could be at large businesses so while the people who work there can apply during their lunch and breaks time, out in the community in known low-income residential areas so clients can access services in the evening when they may be off work, or people who have a hard time coming to us could show up when we are in their neighborhoods. My goal is to meet the client where they are instead of making them come to us on our time.

**In a perfect world (enough resources and time), how would you set up your staffing structure?** I would have staff working during the day and into the evening to accommodate clients better on their time frame.

**What are trends or changes you are seeing in your field that are important to take into consideration and/or keep an eye on?** PSE/CNG moving to Self-declared information and not having to provide documentation to apply for services, unless they are called for an Audit of their file. This worries me as the program moves forward into future years PSE and CNG may want to cut ties with the agencies and do the work on their own. I see this as a barrier for clients not being able to access the other programs they may need that Community Action's serve.

It is very important to keep advocating for LIHEAP dollars, this year the LIHEAP dollars have been dropped back down to pre-covid amounts, We are lucky as the government is trying to drop that even lower. Now is the time to show them that the amount of people who need help from these programs have grown so much over the last couple years, and we have to turn people away because we don't have money to serve them is not a good thing. Making sure we have a presence In WA DC during

LIHEAP Advocacy WEEK in February and making sure we are participating in the NEUAC National Energy Conference every Year and reaching out to our local representatives as much as possible to keep them aware of the families that we serve and what it means to them to get the assistance they get is huge and something my staff and I work hard to gather and show in pictures, stories, and the work we do.

## **SENIOR AND DISABLED VOLUNTEER SERVICES**

### **REFLECTION QUESTIONS**

#### **Accomplishment:**

- I am proud of my new partnership with Port of Skagit. We are combining our efforts to get firewood out to the community for veterans, seniors, and adults with disabilities.
- I have been able to streamline paperwork, and strengthen the program.
- I was also able to attend two separate groups with the Skagit Council of Governments.
  - One group facilitated discussion from organizations on barriers and access to transportation services for people based on race, color, national origin (Title VI populations) and low-income, minority, national origin, and limited English proficiency populations (Environmental Justice populations).
  - The other group, the Special Needs Transportation Committee, focused on determining where the gaps in our transportation system are, in order to see where improvements are needed. We then prioritized which of these gaps needed to be fixed, to create a grading rubric for the Washington State Department of Transportation grants. From this, Community Action was able to receive funding through a number of these grants this year.
- The agency has been able to integrate care coordination this year which is a big accomplishment.

#### **Need: What are the biggest needs you see or hear your clients expressing?**

- Often times I get calls from seniors, and adults with disabilities that are facing a costly expense. Some examples are: they have a fridge that broke down; they need a ramp; water heater replacements, they have a dangerous tree that is a risk to their roof; and much more. It is these bigger ticket items that create large instabilities in their lives, and I believe being able to assist in these kinds of requests could be considered homeless prevention, since many are on very fixed incomes.
- East County residents are not able to benefit from my program as much as other locations.
- There is an increase in the number of people who need personal care, meanwhile there is a caregiver shortage.

**Equity: What is the demographic profile of your program's participants? How does this compare with whom you expect to be serving? Where do you see gaps?** Most of my clients are white non-Hispanic seniors or adults with disabilities. While it is not always the case, it seems like there isn't family support for white non-Hispanic seniors, but more family support in other demographics. However, I still want to outreach to other demographics to make sure they are aware of my program.

**Access: What are the barriers to access for your clients that you see, and how might these barriers be at least partly overcome?** Many of my clients face transportation barriers due to being homebound. With more staff, there would be more possibility for home visits and assessments to make sure they are being connected to the resources they need from Community Action and outside agencies. East County residents face barriers in getting volunteer services in their region. I have recently onboarded a couple of volunteers that have mentioned that they could do occasional transportation trips to Concrete, and I hope to continue expanding on that.

**Inclusion & Client Voice: This past year, how has your program been client-centered and collected/raised client voice?** In an effort to get a better understand of client needs, I have started a client questionnaire that I send out after a client has received a service. It provides a space where clients can comment on how their volunteer did, and if they need any additional services. There is also a section where clients can check if they are ok if we use their comments for volunteer retention, training, and recruitment, which allows us to share as heart stories.

## **PLANNING QUESTIONS**

**Based on the answers to the reflection questions, what do you want to do differently in the coming year?** As I continue to onboard new volunteers, I will need to streamline my communication with them. I plan to have email groups and more to facilitate coordinating more volunteers.

**What accomplishments would you like to be celebrating a year from now?** Our program used to depend on big group projects in order to get all the volunteer hours we needed for funding. However, this would be multiple volunteers working on one same outcome. I am now working on getting more volunteers and matching them individually to seniors and adults with disabilities, which will be an increase in outcomes. I plan to accomplish this next year. I would also still like to have opportunities to do those larger projects that we could do in the past. I would like to accomplish recruiting a couple of groups of volunteers that would be interested in bigger projects. Things like larger yard events, moving assistance, and home repair.

**What are ways your program or the agency could improve access to services and information?** Besides event outreach, outreaching to specific staff in certain agencies would also be beneficial. I believe school districts, churches, libraries, and hospitals all have some version of a resource specialist. If they are aware of Community Action, they might refer more clients our way. I am not aware if this is already happening.

**In a perfect world (enough resources and time), how would you assess client needs and integrate the voice of clients into your service design and decision-making?** I believe a home assessment, at least for my program, is the best way to truly see what clients' needs are. It allows for a longer conversation where I can meet clients where they are. It allows me to see how my program can provide assistance, and to see how other programs may be able to help them as well. They are also required in my contract to facilitate matching volunteers with clients.

**In a perfect world (enough resources and time), how would you set up your staffing structure?**

This program could truly benefit from additional staff. I believe the best structure would be:

- A volunteer services coordinator (where they are involved in the reporting, volunteer coordination, data tracking and some client intakes).
- A volunteer services specialist (which would be involved in client intakes, home assessments, and information and referral).
- An office assistant (would provide support in client files and data entry).
- Interns would also be a possibility and they would be able to go with the specialist for home assessments to be safer.
- Our volunteer recruitment would continue to come from the agency's volunteer coordinator (Tracy Montaron).



This set up would allow us to be safer, and to be able to take on more clients and volunteers. With the workload being distributed between more people, there may be the possibility of implementing FCS to our program.

**What are trends or changes you are seeing in your field that are important to take into consideration and/or keep an eye on?** The percentage of seniors are increasing. Many are on fixed incomes, and due to rent increases and other expenses, they are facing the possibility of being unhoused.

### **SKAGIT VETS CONNECT**

#### **REFLECTION QUESTIONS:**

**Accomplishment:** Our most significant accomplishment was housing six homeless veterans in one month when a new project housing facility became available. Before Cascade Landing Apartments opened for business, Vets Connect secured housing subsidy funding from the county for low-income veterans to obtain a rental apartment. We supported two veterans this year with a limited housing subsidy.

**Need:** Our veterans express the need for area affordable housing and more transportation opportunities.

**Access:** We are finding more financially unstable veterans who are over-income to meet our eligibility requirements for housing eviction prevention assistance.

**Inclusion & Client Voice:** We have observed our veteran voices utilizing our assessment checklist and asking for other needs they are experiencing. Additionally, we allow voicing concerns via surveys and local service organization inputs from the Skagit County Veteran Advisory Board.

#### **PLANNING QUESTIONS**

- Improve our ability to provide impactful services that would directly resolve stability issues. Use preventative measures such as financial assessments, budgeting awareness, and short-term financial assistance to sustain housing and financial stability. Measure these outcomes.
- Consult with community partners to increase free transportation access for medical appointments, etc.
- Increase the number of financial assessments, budget worksheet recommendations, and voucher assistance. Incorporate the data inputs to show an improved outcome for our services.
- Create a volunteer outreach position and increase Vets Connect services awareness in the community. Show the efforts with the number of events and outcomes.
- Use focus groups with our partners to continually pinpoint veteran needs and execute with the right resources to address the gaps in service.
- With enough resources and time, our staff structure would increase with a VAF Housing Program Coordinator and two housing care specialists to include direct service voucher service. We would obtain another office space unit consisting of SSVF CS, two VASH Social Workers, a Skagit County Veteran Specialist/VSO, a Washington Department Veteran Affairs (WDVA) VSO, a WDVA Vet Corps Navigator, and a Behavioral Health Therapist.

### **WIC**

#### **NASWI office 10-11-23**

**Accomplishments:** Increasing the caseload, transitioning to in-person operations, strengthened community relations with other organizations such as Pregnancy Aid and Visiting Nurse.

**Need:** on Whidbey Island, not enough medical personnel. Folks need to either wait for too long, or travel out of county, or go without basic care.

**Barriers to Access:** too many WIC rules and mandates that reduce interest in the program. Clients are tired of the repetition required at appointments. WA state privacy rules are a barrier to families who wish to send information to WIC by text and email.

**Client voice responses:** Increased office hours. During formula shortages, staff offered off hours contacts to provide for families.

**Goals for Next year:** Increase staffing to assist access and improve quality of documentation and comply with Federal WIC rules.

**Perfect world vision:** staffing = to 3 regular staff and a breastfeeding peer counselor. Continuation of the extra fruit and vegetable benefit. A State method of transmitting private information between clients and the local WIC office.

#### MV WIC office 10-12-23

**Accomplishments:** Increasing caseload. Continuing to offer supplemental diapers and wipes. Clients seem more satisfied with services. Managed major changes that occurred over the year (new WIC Health Program, New way to offer Farmers market benefits, Formula supply issues, new rules about lead screening, needing to remember various work-a-rounds for computer system failures). Our office and WIC survived the Sept 30 Congressional budget deadline

**Needs:** Housing, of course; childcare; basic adequate income

**Equity gaps:** the translation service often is unable to assist with Ukrainian and regularly cannot assist with Mixteco. The WIC shopping list is only available in English. The family case management program is suffering budget limitations.

**Barriers to Access:** Lack of English language skills, low literacy. Staff not having enough time during appointments to address all the needs and answer all the questions. Clients get frustrated with difficulties in accessing services in the community and give up. They need assistance to follow through.

**Client voice:** Families were quite upset recently about the lack of fruit and vegetable benefit and previously formula issues.

**Goals for next year:** maintain or increase caseload. Move more staff and activity back into the office. Get more client measurements. Have more face to face contact with families. Have incentives to provide.

**Perfect world vision:** Maintain or increase caseload. Clients and staff back into the office for better communication and teamwork. Have a WIC social media account (facebook) to improve communication with WIC families. To have enough time during appointments to talk to clients about all the resources. For staff to understand better the resources and how to access them. Need a Ukrainian and a Mixteco speaking Nutrition educator (vs clerks who can interpret). For WIC to have SLACK again, instead of TEAMS.

**Trends:** more and more Federal and State oversight into all aspects of the WIC appointment, including described sentences causing burnout in both participants and staff. More uncertainty around funding due to Congressional inaction. The State does not prioritize staff needs when prioritizing upgrades to the WIC computer system.

## Anacortes Resource Center

### REFLECTION QUESTIONS

Accomplishment: What accomplishments of your program or department are you most proud of this year? What accomplishments of the agency are you most proud of this year?

- Opening up our office in Anacortes

Need: What are the biggest needs you see or hear your clients expressing?

- Senior tailored services

Equity: What is the demographic profile of your program's participants? How does this compare with whom you expect to be serving? Where do you see gaps?

- Our Resource Center is intended to serve clients experiencing homelessness, at-risk of homelessness, or clients in need of stability services. Anacortes' population is mostly people 55 or older who are facing eviction, aren't able to keep up with rent increases, utility payments, and increasing cost of food. There is also a decent amount of clients who are experiencing homelessness and would benefit from our Care Coordination services.

Access: What are the barriers to access for your clients that you see, and how might these barriers be at least partly overcome?

- Since we recently opened our office in Anacortes, we need to start advertising our office so folks know how to access services at our office.
- We need to coordinate with other CA programs to start a rotating schedule.

Inclusion & Client Voice: This past year, how has your program been client-centered and collected/raised client voice?

- Hearing from Anacortes residents, they are glad Community Action is now in Anacortes, so they don't have to commute to MV or Burlington.
- The referrals and resource are tailored to Anacortes residents and client needs

### PLANNING QUESTIONS

Based on the answers to the reflection questions, what do you want to do differently in the coming year?

- Our plan is to be fully operational, with reliable technology, flyers, emergency vouchers, and bus passes.
- We would also like to create a resource bulletin in our Anacortes RC

What accomplishments would you like to be celebrating a year from now?

- Have a consistent rotating schedule with CA programs
- Have established Policies and Procedures for MV and Anacortes Resource Center
- Have our resources published online and make our resource booklets accessible to everyone

What are ways your program or the agency could improve access to services and information?

- Advertise our access at community events, coalitions, and other community/provider platforms

In a perfect world (enough resources and time), how would you assess client needs and integrate the voice of clients into your service design and decision-making?

- Track demographics and client needs by asking clients to complete survey. Use information to address gaps in services

In a perfect world (enough resources and time), how would you set up your staffing structure?

- 1 Service Screener
- 2 Care Specialists
- 1 onsite supervisor to coordinate programs and be available when staff are out sick, on vacation, or attending trainings.

What are trends or changes you are seeing in your field that are important to take into consideration and/or keep an eye on?

- Keep track on client inflow, services requested, Gina's caseload vs being available for emergency vouchers/bus passes

## MV Resource Center

### REFLECTION QUESTIONS

Accomplishment: What accomplishments of your program or department are you most proud of this year? What accomplishments of the agency are you most proud of this year?

- Access and availability for food for emergencies to clients.
- Served 30% more clients with agency flex funds on emergency vouchers
- Fully established Care Coordination services and processes.

Need: What are the biggest needs you see or hear your clients expressing?

- Lack of affordable housing
- Lack of rental assistance for clients facing eviction
- Safe parking locations to stay the night, or drop in night shelters

Equity: What is the demographic profile of your program's participants? How does this compare with whom you expect to be serving? Where do you see gaps?

- Most individuals seeking services are unhoused, or people at risk of homelessness. Our Resource Center is intended to serve clients who are experiencing financial difficulties/ housing insecurity.

Access: What are the barriers to access for your clients that you see, and how might these barriers be at least partly overcome?

- Emergency vouchers are currently issued in person and we are not able to serve people who do not have reliable transportation to come in our office.

Inclusion & Client Voice: This past year, how has your program been client-centered and collected/raised client voice?

- With our Resource Center, our services and resources change depending on the community need. When giving resources or referrals, those are dependent on the client's need.

### PLANNING QUESTIONS

Based on the answers to the reflection questions, what do you want to do differently in the coming year?

- With Community Action no longer holding the contract for Coordinated Entry, our plan is to continue to meet with clients on a one-on-one basis and make individualized referrals to households seeking services.

What accomplishments would you like to be celebrating a year from now?

- Increase/maintain client services. Continue to be able to serve current clients and enroll new clients into services

What are ways your program or the agency could improve access to services and information?

- Get our Resource Guide published online and on a QR code to improve access to resources.

In a perfect world (enough resources and time), how would you assess client needs and integrate the voice of clients into your service design and decision-making?

- Continue to have one-on-one with clients and track on gaps in services. Then take the client input to address the gaps .

In a perfect world (enough resources and time), how would you set up your staffing structure?

- Keep 2 services
- Have 4-5 Resource Specialists available to meet with clients. This would allow individualized services.
- Create a safe communal environment for clients. Computer available for client use, and drinks/ light snacks available in the lobby

What are trends or changes you are seeing in your field that are important to take into consideration and/or keep an eye on?

- Since Community Action will not be the lead in CE, there might be a decrease in clients seeking services.

## **Housing Projects Director Report – Michele Metcalf**

October 2023

### **Cascade Landing**

Cascade Landing property management transition to Key Northwest LLC was finalized on October 3. Funds from the Cascade Landing LLC operating (\$2,500.00) and security deposit (\$71,125.00) accounts were paid to Key Northwest to fund the operating and security deposit accounts opened by Key Northwest. The remaining Cascade Landing proceeds in the amount of \$102,796.68 were reimbursed back to Community Action.

With a newly onboarded RSC and fully transitioned Property Management in place, we have been meeting collectively to identify the roles of PM and RSC. A community-wide meeting with Cascade Landing residents will be held at the end of the month. The goal of the community meeting is to provide of a general overview of the tenant and property management's lease obligations, as well as provide explanation of how Community Action's resident service coordination program supports the tenant-landlord relationship.

As of October 2023, Cascade Landing is 91% occupied, with three vacant Studio units on the market. Cascade Landing had one new move-in and two vacated units in the past 30 days.

Please see the attached reports from Key Northwest for additional information.

### **Kulshan View**

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 attended a hearing on September 28 and the hearing examiner recommended approval of the rezone.

Michele Metcalf met with Paul Woodmansee on October 13 to confirm the estimated construction cost of development. The construction costs for the 76,684 SF project (including underground parking) is estimated at \$15,802,036.

Please see the attached spreadsheet for additional information.

### **Housing Work Group**

The Housing Work Group held meetings on September 15 and October 6 for continued discussion on funding for Kulshan View. For the next meeting on October 20, we will meet with Affordable Housing consultant, Ginger Segel, for a deeper discussion on piecing together the funding stack for the project. We will also discuss costs for infrastructure and impact fees in preparation for a meeting with the mayor of Mount Vernon, seeking support to apply for the Connecting Housing to Infrastructure Program (CHIP) funding on our behalf.

The Housing Work Group meetings for November will be held on November 3 (project focus) and November 17 (HWG general meeting).

## **Resident Service Coordination Programs**

At the end of September, Sam LeBrun joined the RSC team as the full-time Resident Services Coordinator for Cascade Landing. Sam is an internal transfer from the Care Coordination team and joined us with knowledge and experience, already having an established relationship with many of the residents at Cascade Landing that were previously on his caseload.

We have been meeting as a team to make improvements to the Service Coordination program, including updating program forms and outreach materials. The month of October will be focused on reengaging with residents in the apartment communities we serve. Our goal is to connect with each resident to identify individual and community-wide needs to better connect residents to resources. The RSC team will have a planning session at the end of the month to outline goals for the upcoming year.

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



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

### **Sam LeBrun, Resident Services Coordinator**

#### Accomplishments:

- Smoothly transitioned into RSC role and began engaging with tenants on day one.
- Implemented an open-door policy at the RSC office to help reduce barriers in accessing services, increase resident engagement, and assist in building positive relationships.
- Posted the new RSC Introduction Letter at Cascade Landing and invited tenants to visit the RSC office to talk (even if it wasn't directly related to RSC duties). The goal was to help tenants feel like their voice was being heard and so far, they have responded very positively to these visits.
- Helped 7 residents navigate the new tenant portal and successfully submit rent payments.
- Planned a community meeting with Property Manager for late October so all tenants can meet PM and RSC in person and learn what types of support each can offer.
- Hosted frequent drop in visits to help connect residents to services such as locksmiths, local food banks, rental assistance staff, and more.

#### Challenges:

- There were issues with the Key Northwest tenant portal, it was inaccessible until October 3<sup>rd</sup>. Many residents were confused or struggled to access the portal and pay rent. RSC and Property Management worked together to find a solution, the Property Manager left pre stamped envelopes at the RSC office and RSC was able to work with tenants to educate tenants and help them mail their checks. Property Management waived all late fees for October which also helped ease the stress of many residents.
- The garbage dumpster behind the building has been a continuing problem, many residents were leaving trash bags in the fenced area on the ground instead of throwing them into the container. After looking at the area it was clear that the size of the dumpster made it very difficult for a person to fit through the walkway leading to the dumpster. RSC worked with the Property Manager, and we are working to install a smaller dumpster that is more accessible, and to account for the reduced size it will be picked up twice as often by Waste Management.

#### Emerging Issues:

- The frequent changes in Property Management coupled with not having a full-time staff member on site caused some tenants to feel that their voice was not being heard and complaints were being ignored. The Property Manager and RSC have collaborated to address this issue and have made a strong effort to provide a frequent and visible presence on the property. In person visits at the RSC office have helped ease these feelings, but ongoing consistency in both communication and action will be necessary to continue building trust and positive communication.
- The transition into the RSC position has been smooth so far and I am building a positive relationship with tenants. Now that I feel stable in this position, we will need to start planning community events. I've been in talks with the Vets office about potentially getting a Weekly or Monthly delivery from Helping Hands Food Bank, and I would like to restart the weekly Community Room Coffee Hour soon too. It's very important to me to build on my relationship with the tenants by hosting activities that will help foster a strong sense of community at Cascade Landing.

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

**Rachel Cathey, Resident Services Coordinator**

### Accomplishments:

- More than 70 residents have applied for Energy Assistance. Applications are currently being processed by the Community Action Energy Department. The Energy Department will be tabling at the end of the month, collecting signatures from applicants as the last step in getting their discounted services applied to their PSE accounts.
- Residents will hold a Garden Club meeting. This meeting's purpose is to establish clear guidelines for residents who have and wish to have garden boxes, to maintain a safe and equitable garden space for residents to enjoy.
- Approx. 25 residents at the Manor and ~5 residents at the Annex will be served by the Commodity Supplemental Food Program through the Skagit Food Distribution Center. Residents will receive a 30lb box of dry and canned goods delivered to their door.
- The Mount Vernon Public Library will be tabling, providing residents the opportunity to check out library materials including books and movies. Residents also have the opportunity to ask their library outreach coordinator questions about library services, devices, and events.
- Resident bingo. An on-site resident event that allows them to socialize with one another while engaging in an activity. Lunch will also be provided by the site manager for this occasion.
- Residents have the chance to get a \$20 haircut on-site at the property, allowing those who have limited or no access to transportation, to get their hair cut.
- The Mobile Food Bank provided by the Skagit Food Distribution Center is expected to serve ~25 residents at the Manor and ~5 residents at the Annex, delivering ~100 pounds of food.
- Residents will be putting on a Holiday Bazaar, open to the public to raise money for supplies for various resident activities, clubs, and events.
- Spanish Bible Study has resumed thanks to a resident reaching out to get it back on the calendar.

### Challenges:

- Resident Services Coordinators have been reviewing resident files and updating contact information as part of an effort to actively involve residents in services and facilitate their connection to external agencies and resources.

### Emerging Issues:

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

# Rental Owner Statement



Prepared By: Key Northwest LLC  
4906 Longhouse Trail Lane NE | Suite 104A  
Arlington, WA 98223

Statement period **1/1/2023 - 12/31/2023**

Statement date **10/18/2023**

Community Action of Skagit County

## Summary by property

	160 Cascade Place	All properties
<b>Beginning cash balance</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>+ Additions to cash</b>		
Income	30,257.70	30,257.70
Owner contributions	0.00	0.00
Other additions	72,625.00	72,625.00
<b>– Subtractions from cash</b>		
Expenses	5,286.17	5,286.17
Owner draws	20,789.99	20,789.99
Other subtractions	1,206.00	1,206.00
<b>Ending cash balance</b>	<b>\$75,600.54</b>	<b>\$75,600.54</b>
<b>– Adjustments</b>		
Tenant security deposits and early payments	68,919.00	68,919.00
Property reserve	2,500.00	2,500.00
<b>Available for payment</b>	<b>\$4,181.54</b>	<b>\$4,181.54</b>

# Rental Owner Statement



Prepared By: Key Northwest LLC  
4906 Longhouse Trail Lane NE | Suite 104A  
Arlington, WA 98223

Statement period **1/1/2023 - 12/31/2023**

Statement date **10/18/2023**

## Income statement

	160 Cascade Place	All properties
<b>Income</b>		
Cleaning and Maint Income	257.97	257.97
Late Fee	750.00	750.00
Rent Income	29,249.73	29,249.73
<b>Total income</b>	<b>\$30,257.70</b>	<b>\$30,257.70</b>
<b>Expense</b>		
Property Management Expenses	2,382.55	2,382.55
Repairs & Maintenance Expense - Maintenance & Cleaning	2,250.68	2,250.68
Supplies	129.10	129.10
Utilities - Garbage	154.15	154.15
Utilities - Water - Residential	369.69	369.69
<b>Total expenses</b>	<b>\$5,286.17</b>	<b>\$5,286.17</b>
<b>Net income</b>	<b>\$24,971.53</b>	<b>\$24,971.53</b>



# Balance Sheet

As of 10/18/2023, Cash Basis

Prepared By: Key Northwest LLC  
4906 Longhouse Trail Lane NE |  
Suite 104A  
Arlington, WA 98223

## 160 Cascade Place

### Assets

#### Current Asset

Community Action Operating Trust	6,681.54
Community Action Security Deposit Trust	68,919.00
<b>Total Current Asset</b>	<b>\$75,600.54</b>

#### Total Assets

**\$75,600.54**

### Liabilities

#### Current Liability

Security Deposit Liability	68,919.00
<b>Total Current Liability</b>	<b>\$68,919.00</b>

#### Total Liabilities

**\$68,919.00**

### Equity

Opening Balance Equity	2,500.00
Owner Draw	(20,789.99)
Retained Earnings	0.00
Net Income	24,971.53

#### Total Equity

**\$6,681.54**

#### Total Liabilities & Equity

**\$75,600.54**

## KULSHAN VIEW

### Acquisition Costs:

Land	1%	\$200,000
Existing Structures	0%	
Liens	0%	
Closing, Title & Recording Costs	0%	
Extension payment	0%	
Other:	0%	
SUBTOTAL	1%	\$200,000

### Construction:

Demolition	0%	\$2,500
New Building	68%	\$11,731,118
Rehabilitation	0%	
Contractor Profit	2%	\$345,078
Contractor Overhead	5%	\$934,778
New Construction Contingency	5% 4%	\$650,550
Rehab Contingency	0% 0%	
Accessory Building	0%	
Site Work / Infrastructure	5%	\$911,773
Off site Infrastructure	0%	
Environmental Abatement - Building	0%	
Environmental Abatement - Land	0%	
Sales Tax	7%	\$1,206,239
Bond Premium	0%	
Equipment and Furnishings	0%	\$20,000
Other:	0%	
SUBTOTAL	92%	\$15,802,036

### Soft Costs:

Buyer's Appraisal	0%	\$10,000
Market Study	0%	
Architect	1%	\$121,000
Engineering	1%	\$141,000
Environmental Assessment	0%	
Geotechnical Study	0%	\$13,465
Boundary & Topographic Survey	0%	
Legal - Real Estate	0%	\$50,000
Developer Fee	0%	
Project Management / Dev. Consultant Fees	0%	
Other Consultants	0%	
Soft Cost Contingency	0%	
Other:	0%	
SUBTOTAL	2%	\$335,465

### Pre-Development / Bridge Financing

Bridge Loan Fees	0%	
Bridge Loan Interest	0%	
Other:	0%	
SUBTOTAL	0%	\$-

### Construction Financing

Construction Loan Fees	0%	
Construction Loan Expenses	0%	
Construction Loan Legal	0%	
Construction Period Interest	0%	
Lease-up Period Interest	0%	
Other:	0%	
SUBTOTAL	0%	\$-

### Permanent Financing

Permanent Loan Fees	0%	
---------------------	----	--

Permanent Loan Expenses	0%
Permanent Loan Legal	0%
LIHTC Fees	0%
LIHTC Legal	0%
LIHTC Owners Title Policy	0%
State HTF Fees	0%
Other:	0%
SUBTOTAL	0% \$-

#### Capitalized Reserves

Operating Reserves	0%
Replacement Reserves	0%
Other:	0%
SUBTOTAL	0% \$-

#### Other Development Costs

Real Estate Tax	0%	
Insurance	1%	\$200,000
Relocation (from Form 4)	0% \$-	
Bidding Costs	0%	
Permits, Fees & Hookups	0%	
Impact/Mitigation Fees	4%	\$673,012
Development Period Utilities	0%	
Nonprofit Donation	0%	
Accounting/Audit	0%	
3rd Party Certification of final development cost	0%	
Marketing/Leasing Expenses	0%	
Carrying Costs at Rent up/Lease Up Reserve	0%	
Other:	0%	
SUBTOTAL	5%	\$873,012

#### Eligible Basis Community Facilities

Community Facility Eligible Basis	
SUBTOTAL	\$-

#### Bond Related Costs of Issuance (4% Tax Credit/Bond Projects Only)

Issuer Fees & Related Expenses	0%
Bond Counsel	0%
Trustee Fees & Expenses	0%
Underwriter Fees & Counsel	0%
Placement Agent Fees & Counsel	0%
Borrower's Counsel - Bond Related	0%
Rating Agency	0%
Other:	0%
SUBTOTAL	0% \$-

**Total Development Cost: \$17,210,513**

## 2023 Fundraising Progress

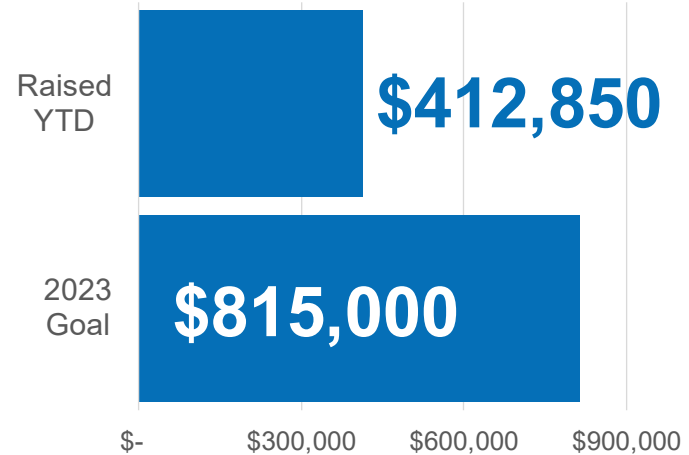
January 1, 2023 - September 30, 2023

### 2023 Fundraising Goal & Progress

As of September 30, 2023 we have raised **\$412,850** which is about **51%** our board approved goal.

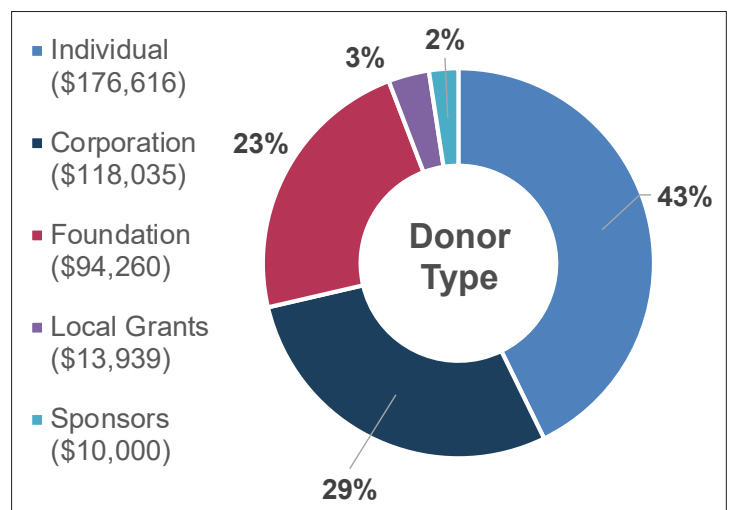
#### Breakdown of Funds

\$199,595	Greatest Need
\$53,532	Skagit Food Distribution Center
\$49,985	Solar Panels (PSE)
\$26,390	Veterans Services
\$21,863	East County
\$20,000	Street Outreach
\$19,500	Cascade Landing
\$16,000	Education and Employment
\$3,684	Mountain of Hope
\$1,000	WIC
\$782	Housing and Housing Development
\$520	Critical Needs



### Highlights

- Bank of America awarded \$7,500 in support of greatest need.
- Biella Foundation awarded \$20,000 in support of the Skagit Food Distribution Center (SFDC).
- Kroger awarded \$5,000 in support of the SFDC.
- Skagit Valley Food Co-op 50th Anniversary Jubilee event attendees donated \$1,385 to the SFDC.
- Washington Education Association donated \$5,100 to the SFDC.
- Umpqua Bank awarded \$6,000 to Education & Employment.



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

- Ann Wells

### In-Kind Donations

- Total FMV of in-kind donations = \$11,672 • 31 in-kind donations YTD
- Additionally, the SFDC received 199,215 pounds (\$362,571.3) of in-kind food in September.

**\$412,850**  
Raised 2023  
YTD

**312**  
Donors  
YTD

**47**  
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



October 2023

**Community Engagement Board Report**

Elizabeth Jennings, Director of Community Engagement

**Community Engagement Strategies:***Learn, Volunteer, Advocate, Give, Coordinate, Advance Equity***LEARN:**

- **Tabling and Community Events:** When talking about Community Action, if someone says they haven't heard about Community Action, one response is: "Really? Their staff and volunteers have been out and about at **nearly 100 community events this year!**"
  - Recent events have included presentations to the Anacortes Kiwanis, Burlington Soroptomists, and a workshop on volunteerism with the Mount Vernon High School Migrant Student Leaders.
  - East County Resource Center and Street Outreach programs continue to have regular "pop up events" to connect people without homes and others with limited resources with services.
- **Board support & learning opportunity: Invite your friends!**
  - **Monthly "Brunch & Learn with Community Action"**  
**November Topic: Skagit Vets Connect**  
**Time:** 9:00-10:00 a.m., Weds. October 4, 2023, via Zoom  
**RSVP:** Request to get on the Brunch & Learn email list to receive the Zoom link:  
[IsabelaO@CommunityActionSkagit.org](mailto:IsabelaO@CommunityActionSkagit.org)  
**Description:** What resources are available in Skagit County for military veterans, their families, and survivors? Come learn about Skagit Vets Connect, an innovative project that co-locates Community Action veterans and housing staff, Veterans Administration social workers, Skagit County Veteran Service Officer, and other partners. Together, we honor the service of our veterans by assisting with housing, homelessness, basic needs, and navigating federal benefits for income, healthcare and more.

**VOLUNTEER:**

- **Spread the word! Volunteer! Veterans Day Wood Event, Nov. 9:** Community Action's Senior & Disabled Volunteer Services Program is partnering with the Port of Skagit to get firewood to lower-income seniors and veterans. Utilizing wood downed on Port properties, Port staff have been chopping and storing wood at their Sedro-Woolley facility. Volunteers are needed to help chop wood, load trucks, and deliver wood to help keep seniors and veterans warm this winter. To learn more or to volunteer, contact Mariana Brant, [SeniorServices@CommunityActionSkagit.org](mailto:SeniorServices@CommunityActionSkagit.org)

**ADVOCATE:**

- **Meeting with Sen. Liz Lovelett: 2:00-2:30 p.m., Tuesday, Oct. 24:** All board members are welcome to attend a meeting with 40th District Senator Liz Lovelett.
  - The agenda includes advocating for her support of Community Services Block Grant proviso match to federal funds; support for our state Community Projects request for Kulshan View development; and to brainstorm with her about how to get the Legislature up to speed on needs related to rural affordable housing, which isn't addressed in recent policy and budget decisions.
  - **Zoom link:**  
<https://leg-wa-gov.zoom.us/j/99841668863?pwd=RXF5U0pidlPnTEN3ZldseTlNZWVCdz09>

**BOARD COMMITTEES** staffed by Community Engagement:

- **Board Planning & Engagement voted to recommend the following the board as a whole:**
  - **Motion 1, vote needed:** Board Planning & Engagement recommends the Community Action Board of Directors approve two applications for membership on the board's Donor Development Committee: Michelle and Sam Largent. See applications in the board packet.
  - **Motion 2, informational:** Board Planning & Engagement recommends:
    - the Board & Committee Application be updated to include demographic information, so that all committees can consider skills, experience, and demographics;
    - committee chairs and liaisons use the annual Board Recruitment Matrix and committee recruitment priorities when recruiting board members, to improve equity in the pipeline of future board members.
    - *Note: This is in process at the management level and does not require a vote of the board as whole.*
- **Latinx Advisory Committee:** At the October 12 meeting, 32 people attended, and over a dozen organizations share updates about their programs to improve information and referral. Board members are always welcome to attend. To get on the list: [LAC@CommunityActionSkagit.org](mailto:LAC@CommunityActionSkagit.org)
- **CREAT** (Community Relationships, Education and Advocacy Taskforce): The Washington State Community Action Partnership is exploring what leadership is needed to advocate at the state level for food distribution centers and rural housing development. Below are two opportunities to learn more:
  - **CREAT meeting focused on food security and advocacy:**  
3:00-4:00 p.m., Weds., Nov. 1  
<https://us06web.zoom.us/j/87174559991?pwd=SXFrOGpKS1dwZHI0c2xaOUNucWhCQT09>
  - **Rural Housing Listening Session: 1:30-3:30 p.m., Thursday, Nov. 9.** The Washington State Community Action Partnership is hosting a "Rural Housing Listening Session" with our legislators to highlight the issues faced by rural communities in developing housing people can afford. We will send more info when available.

## Board Motions

### Community Action of Skagit County

October 26, 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 October Consent Agenda:

##### 1. Approve Minutes from September 28, 2023 Board meeting

*Background on Consent Agenda Motion: Please see attached draft minutes from the September 28 Board meeting (Item 2).*

##### 2. Approve October 2023 Finance Report (through month of August)

*Background on Consent Agenda Motion: The Board Finance Committee reviewed at its October 13 Finance meeting and is recommending for full Board approval the enclosed October Finance Report (through August 2023). See item 6.*

##### 3. Approve Board Planning & Engagement recommendation to approve two community volunteer applications for Donor Development Committee, Sam and Michelle Largent.

*Background on Consent Agenda Motion: The Board Planning & Engagement Committee reviewed at its October 16 meeting two applications for membership on the board's Donor Development Committee, Sam and Michelle Largent, and are recommending them to the full Board for approval. See item 3a.*

**Potential Motion:** Approve Consent Agenda (Items 1-3)

### Draft Motions within Discussion Agenda

##### 1. Accept 2022 Audit Report

*Background on Consent Agenda Motion: Our agency's auditors Aitkens and Sanders recently completed a full audit on our agency's 2022 finances. The audit report will be shared electronically to the Board, and was reviewed at the October 13 Finance Committee meeting. Lonnie Rich from Aitkens and Sanders will also provide an overview at this evening's Board meeting.*

**Potential Motion:** Accept agency's 2022 Audit, as presented

## October Finance Reports through August 2023

Balance Sheet June Comparison	*Preliminary Year-end 2022	Through 8/31/23	Change in Value
Asset			
Cash and Cash Equivalents	827,807	332,682	(495,125) [b]
Short-Term Investments	12,986	13,020	34 [b]
Long-Term Investments	1,558,647	914,814	(643,833) [b]
Accounts Receivable	1,342,073	1,709,509	367,436
Prepays and Deposits	66,239	53,299	(12,941)
Fixed Assets	4,794,461	5,071,726	277,265
Depreciation	(1,624,449)	(1,680,583)	(56,134)
Furniture and Equipment	1,051,879	1,051,879	0
<b>Total Asset</b>	<b>8,029,644</b>	<b>7,466,346</b>	<b>(563,298)</b>
Liabilities			
Accounts Payable	100,198	(31,352)	(131,550)
Mortgage	670,144	653,835	(16,309)
Vacation Liability	126,264	136,624	10,361
Other Payroll Liabilities	266,779	377,700	110,921
Other Liabilities	(13,218)	(11,747)	1,471
Deferred Revenue	264,053	43,543	(220,510) [a]
<b>Total Liabilities</b>	<b>1,414,221</b>	<b>1,168,605</b>	<b>(245,616)</b>
Net Assets			
Beginning Net Assets			
Other	6,947,903	6,599,998	(347,905)
<b>Total Beginning Net Assets</b>	<b>6,947,903</b>	<b>6,599,998</b>	<b>(347,905)</b>
<b>Total Current Net Income (Loss)</b>	<b>(332,480)</b>	<b>(302,257)</b>	<b>30,223</b>
<b>Total Net Assets</b>	<b>6,615,423</b>	<b>6,297,741</b>	<b>(317,682)</b>
<b>Total Liabilities and Net Assets</b>	<b>8,029,644</b>	<b>7,466,346</b>	<b>(563,298)</b>

<b>Days Cash on Hand</b>	<b>11.15</b> [3]
<b>Days Investment Cash on Hand</b>	<b>29.52</b> [3]
<b>Days Cash in A/R</b>	<b>55.16</b> [3]

P&L August	Through 8/31/23	2023 Amended Budget	% of Budget
Revenue			
Federal Grants	3,470,191	4,749,941	73.1%
State Grants	918,799	1,278,274	71.9%
Local Grants	2,192,031	3,571,471	61.4%
United Way	10,000	0	#DIV/0!
Foundations & Corporations	350,100	243,828	143.6%
Contributions	167,434	436,072	38.4%
In-Kind	2,755,676	6,048,418	45.6%
Program Revenue	484,005	1,058,191	45.7%
Miscellaneous Revenue	30,838	0	0.0%
Sponsorship Income	17,500	30,000	58.3%
<b>Total Revenue</b>	<b>10,396,575</b>	<b>17,416,195</b>	<b>59.7%</b> [4]
Expenses			
Wages and Benefits	3,979,259	6,507,210	61.2%
Program Expenses	3,334,564	3,926,822	84.9%
Supplies/Equipment	117,217	161,718	72.5%
Travel and Training	52,146	54,934	94.9%
Telephone	44,403	59,975	74.0%
Professional Fees	126,520	154,362	82.0%
Licenses, Dues, Subscriptions	103,017	132,075	78.0%
Printing and Postage	23,830	31,940	74.6%
Insurance	53,451	53,905	99.2%
In-Kind	2,755,676	6,048,418	45.6%
Occupancy	97,004	307,245	31.6%
General and Administrative	332	0	0.0%
Miscellaneous Expense	2,144	0	0.0%
Marketing/Advertising	11,764	17,900	65.7%
<b>Total Expenses</b>	<b>10,701,327</b>	<b>17,456,504</b>	<b>61.3%</b>
<b>Net Income (Loss) Before Depreciation &amp; Unrealized Gains/Losses</b>	<b>(304,751)</b>	<b>(40,309)</b>	[1] [4]
Depreciation (non-cash expense)	56,134		
Unrealized Gains/Losses	58,629	40,000	[2]
<b>Net Income (Loss) Including Depreciation and Unrealized Gains &amp; Losses</b>	<b>(302,257)</b>	<b>(309)</b>	[1] [4]
		% should be	66.7%

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>

## October Finance Reports through August 2023

### General Notes:

the 2022 Single Audit is complete with no findings. Loss for 2022, outside of investment losses and depreciation was about \$50k. This is, in part, because we were able to go back and capture some 2022 expenses with contracts that came out in April/May of 2023.

The 2023 Amended budget numbers have been updated.

Once the audit is accepted, adjusting entries will be entered into accounting software to reflect updated Assets and Liabilities.

### Notes to Finance Reports:

**[1]** As of 8/31/23, we are reflecting YTD net loss of \$304,7511 **[4]** before Depreciation Expense and Unrealized Gains & Losses; and loss of \$302,257 YTD **[4]** after Depreciation Expense and Unrealized Gains & Losses. Several things to note:

**[a]** YTD Foundations & Corporations includes \$221,576 from 2022 Deferred Grant Revenue moved 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 August were \$58,629.

**[3]** Days Cash on Hand at the end of August was 11.15, Days Investment Cash on Hand is 29.52, and Days Cash in A/R is 55.16. For a combined total of 95.83. 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**.

**[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.

**[4]** Income and overall loss does not reflect approximately \$200k in invoices that have not been created yet. We have approximately 12 grants for which we have not received contract yet as the funders are behind in getting them out. We have approximately 5 grants that we expect will be awarded and contracts will follow but the RFPs were really late getting to us from funders. This has slight effect on cash flow.

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	25,718.21	0	65,513.50	#DIV/0!	Underspent. Contract ended. Will shift funds from Proviso
	1013006 WIC 22-23 Peer Counseling	9/30/2023	13,846.77	0	7,056.16	#DIV/0!	Underspent. Contract ended.
	2013250 CSBG Proviso	6/30/2024	3,545.39	9	1,541.23	393.93	Overspending. Shift some Proviso to WIC.
	4001996 API	12/31/2023	(2,109.18)	3	-		Overspent. Can we shift anything ro Proviso or WIC?
MSS	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
	2001140 MSS	12/31/2023	(524.27)	3	2,411.55		Billing appears to have caught up through August.
	4011035 United Way 22-23	7/31/2023	(1,563.17)	0	506.32		Overspent. Will need to move expenses.
OUTREACH	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
	2013025 BH-ASO RNP	6/30/2024	423,439.39	9	32,883.18	47,048.82	Underspending
	1013020 BH-ASO Opioid Federal	12/31/2023	68,517.45	3	18,424.42	22,839.15	Underspending
	4012210 Peace Health Outreach	9/30/2023	-	0	-	#DIV/0!	spent out
FOOD	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
	1013015 TEFAP 22-23	9/30/2023	-	0	26,372.93	#DIV/0!	Spent out, submitting final invoice
	1014016 TEFAP State 23-24	6/30/2024	91,886.00	9	-	10,209.56	No Contract yet
	2014010 EFAP 23-24	6/30/2024	114,628.99	9	670.56	12,736.55	NO WAGES all DS and G&A- Will move wages
	2014011 EFAP FED 23-24	6/30/2024	73,059.98	9	11,023.38	8,117.78	NO WAGES all DS and G&A
	1014017 F2FP 23-24	6/30/2024	20,600.36	9	6,672.64	2,288.93	No Contract yet. DS only.
	1013100 CSFP 22-23	9/30/2023	-	0	1,588.00	#DIV/0!	Spent out, submitting final invoice, moved overage to Upper Skagit
	1014200 WSDA Resiliency 23-24	6/30/2024	125,000.00	0	-	#DIV/0!	No Contract- expenses moved to TEFAP
	1014017 F2FP 23-24	6/30/2024	11,937.00	9	-	1,326.33	Need to adjust budget to match award.
	1013210 LFPA	6/30/2024	4,474.49	9	4,674.64	497.17	On track. Wages overspent and need to move.
	4012007 Upper Skagit	11/30/2023	25,113.45	2	2,777.87	12,556.73	Underspending. Supports SFDC overall.
	4001996 API Food	12/31/2023	(2,345.64)	3	3,986.21		Audit Expense credit needs to be fixed.
	2014020 WSDA R&R 23-24	6/30/2024	87,500.00	9	-	9,722.22	No contact yet.
	2014030 WSDA We Feed WA	6/30/2024	478,438.93	9	21,561.07	53,159.88	Mostly DS
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	6,890.56	9	51.19	765.62	Overspending. Once I move Skagit County General Wages, will be overpsent.
	1013150 CSBG 22-23	9/30/2023	-	0	-	#DIV/0!	Spent out. New contract starts in October.
	3013030 SkgCty General 2023	12/31/2023	(15,581.64)	3	20,770.02	(5,193.88)	Overspent. Will need to move wages.
	4001996 API Comm Engage	12/31/2023	(11,489.94)				at 30% of budget
EAST COUNTY	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	8,361.50	3	5,737.33	2,787.17	Overspending
	3012080 SkgCty Concrete Center OPS	12/31/2023	18,994.52	3	10,631.79	6,331.51	Overspending. Need to adjust wages to other grants.
	3014010 East County CDBG CN 23-24	6/30/2024	23,476.00	9	-	2,608.44	Contract received. Need to adjust wages from other grants.
	3014010 East County CDBG HOMELESS 23-24	6/30/2024	35,212.00	9	-	3,912.44	Contract received. Need to adjust wages from other grants.
	1013080 BFE EC 22-23	9/30/2023	(6,399.77)	0	4,628.24	#DIV/0!	Contract ended. Overspent. Need to adjust wages.
	2013250 CSBG Proviso 23-24	6/30/2024	31,961.24	9	1,636.30	3,551.25	Need to adjust wages from other grants
	2014290 FRCP 23-24	6/30/2024		9		-	Did not receive contract
	4001996 API East County	12/31/2023	16,304.19	3			Can adjust other overspending.
CARE COORDINATION	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	246,569.49	9	28,621.15	27,396.61	Overspending wages. Significantly underspending DS. Adjust wages.
	3013015 RA/CM 22-23 HEN	6/30/2024	553,100.46	9	70,298.15	61,455.61	Overspending wages. Underspending DS. Adjust wages.
	3013015 RA/CM 22-23 PSCHF	6/30/2024	34,500.00	9	-	3,833.33	New Contract-DS only. Unspent.
	1013000 ACH Care Coordination	12/31/2023	126,132.40	3	7,564.19	42,044.13	Contract changed. Will only cover 1 FTE. Details being worked out.
	3014050 SkgCty Diversion 23-24	6/30/2024	133,984.38	9	6,411.94	14,887.15	DS balanced out because no DS in September. County noted no DS in September and has asked about diversifying spending.
	3012025 SkgCty Coord Housing	1/31/2024	57,350.30	4	31,738.63	14,337.58	Significantly overspending. County has called it out. NEED TO ADJUST.
	1012190 MV CDBG	6/30/2024	30,819.63	9	2,632.05	3,424.40	Slightly underspending. Adjust wages.
	1013080 BFE 22-23	9/30/2023	24,064.31	0	-	#DIV/0!	Contract ended. Will be spent out.
	1013105 HUD SHP	9/30/2023	-	0	-	#DIV/0!	Spent out
	1013116 HUD FD	12/31/2023	6,664.54	3	3,361.00	2,221.51	Overspending. Rents to be moved to CHG.
	1011210 TBRA 22-23	10/31/2023	8,992.51	1	11,717.60	8,992.51	Contract extended. On track
	3012120 TBRA Home 22-23	3/31/2024	51,887.17	6	11,683.40	8,647.86	All DS—okay on spending as contract was extended as needed.
	2012016 WSDOT 23-25	6/30/2024	24,469.00	9	30.00	2,718.78	New contract. Unspent. Want to move to Senior and Mobility Services.
	4013000 FCS CC	12/31/2023	(40,469.57)	3	26,935.28		Expenses exceeding income.
	4001996 API CC	12/31/2023	(160,450.22)	3	-		Losses should be offset by FCS income.

	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	197,328.12	9	22,326.87	21,925.35	slightly overspending
	2013120 Shelter O&M	6/30/2024	15,717.50	9	750.09	1,746.39	Underspending. Adjust wages.
	4010100 Kulshan CM (FFS)	9/30/2023	14,383.20	0	-	#DIV/0!	FFS Unrestricted. Move to reserves.
	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
ENERGY							
	1014020 LIHEAP 22-25	12/31/2023	526,793.64	3	71,448.94	175,597.88	On track. No spending in Oct/Nov. Planned spent out in December
	1011050 LIHWAP ARP 21-23	9/30/2023	55,703.00	3	50,464.93	18,567.67	Contract extended. On track to spend out.
	4013070 PSE 22-23	9/30/2023	-	2	-	-	Spent out. New contract starts in October.
	4013075 CNG Winter Help 22-23	6/30/2024	-	12		0	New Contract
	4013080 WEAF 22-23	6/30/2024	-	12			New Contract
	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	9	-	1,116.29	Evened out spending. On track.
	1014075 Leadership 23-24	6/30/2024	4,493.00	9	-	499.22	Need to start spending.
	2014060 BeDA CBO 23-24	6/30/2024	9,254.55	9	2,848.52	1,028.28	Overspending. Adjust wages.
	2013150 CSBG Adult ED 23-24	6/30/2024	17,687.03	9	1,355.92	1,965.23	On track.
	2013015 Asset Bulding 23-24	6/30/2024	7,396.57	9	2,418.90	821.84	No contract yet. Overspending. Adjust wages.
	2014290 FRCP 23-24	6/30/2024	-			#DIV/0!	Did not receive contract. Moving expenses to other grants.
	2014090 WA Tax Credit 23-24	6/30/2024	5,148.31	9	10,618.00	572.03	Overspending. Apparent successful grant award. Unsure of amount of contract.
	3013030 SkgCty General 2023	12/31/2023	2,061.52	3	6,452.34	687.17	Overspending. Stop spending.
	3013190 MVSD 22-23	8/31/2023	-	0	-	#DIV/0!	Shifted expenses. Spent out. New contract not set up yet.
	4001996 API E&E	12/31/2023	7,362.03				Income exceeding expenses
	1014090 WorkFirst	6/30/2024	(30,505.89)	9	14,706.33		FFS. Expenses exceeding income. No invoice amount for September.
	4013000 FCS Care Coord Employment	12/31/2023	4,312.15	3	1,767.66		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 & Mobility Services	2013130 NWRC	12/31/2023	(2,350.68)	3	6,112.02		Spent out. Shift wages/expenses to Skagit County General
	2012140 Medicaid Transport	12/31/2023	(9,505.42)	0	-	-	Suspended temporarily
	3012140 City of Anacortes	12/31/2023	5,000.00	3	-	1,666.67	Shift overspent NWRC wages.
	3013030 SkgCty General 2023	12/31/2023	23,603.94	3	508.25	7,867.98	Underspending. Need to shift to cover wages for NWRC
	4001996 API Senior	12/31/2023	13,381.95	3	2,741.73		Underspent based on budget but no income to offset from MT
	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 2023	12/31/2023	18,572.28	3	3,886.81	6,190.76	Underspending. Shift wages.
	3012035 MVMA 22-23	9/30/2023	16,407.92	0	-	#DIV/0!	Contract ended. \$16,407 unspent. No wages charged Since July. Can we move anything? New contract?
	4012100 PH CL RSC	12/31/2023	17,486.39	3	3,886.81	5,828.80	Overspending.
	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
VETS	3013040 SkgCty Vets 2023 CM	12/31/2023	10,859.88	3	2,773.69	3,619.96	Underspending.
	3013040 SkgCty Vets 2023 OPS	12/31/2023	14,176.17	3	6,781.73	4,725.39	Overspending. Need to diversify wages.
	3013040 SkgCty Vets DS 2023	12/31/2023	52,816.69	3	14,782.60	17,605.56	On track.
	3013040 SkgCty Vets 2023 SVC	12/31/2023	3,676.79	3	2,913.65	1,225.60	Overspending. Double check/adjust occupancy % to other programs
	3013050 SkgCty Vets CL DS 2023	12/31/2023	28,541.65	3	2,366.50	9,513.88	Underspending.
	1013045 SSVF 2023	12/31/2023	48,068.00	3	15,575.68	16,022.67	Appears overspent - We've been assured more \$. Grant moving to Vets program.
	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
Donor Development							
	4001996 API Donor	12/31/2023	(51,530.57)				This is just the "program" piece of Donor Development. Funds raised/spent in support of the Donor Development team/strategy. Program funds raised are included in program reports.
	Donor Development on behalf of programs	12/31/2023	137,317.42				Contributions benefiting programs. Informational.
	Grant	End Date	Balance Remaining	Months Remaining	Previous Month Spent	Avg left per month to spend	Notes
Anacortes							
	3013250 City of Anacortes RC	12/31/2023	38,070.00	3	1,682.13	12,690.00	New Resource Center. Opening doors in October at new location but work has been happening. Will need to adjust and will be on track.
	3012140 City of Anacortes	12/31/2023	5,000.00	3	-	1,666.67	New Resource Center. Opening doors in October at new location but work has been happening. Will need to adjust and will be on track.

# Community Action DASHBOARD

October  
2023

Financials as of August 2023

Assets	\$ 7,466,346
Liabilities	\$ 1,168,605
Fund Balance	\$ 6,297,741

## Net Income/Loss

Month	Tar will present at board meeting
YTD	(\$302,257)

## Agency Needs & Organizational Structure

HOT TOPICS

### New enterprises and Revenue.

\$224,500 per year contract with the HCA for Glidepath programming (connecting HEN clients w/ FCS employment). "Apparently successful bidders" for Commerce's Tax Credit Outreach grant (max \$200,000/biennium) and Asset Building grant (max \$160,000/biennium). \$20,000 from Biella Foundation (Food Distribution Center)

### Recent Progress on Strategic Plan

Stabilizing & Equipping: The Anacortes Resource Center opened officially on October 16<sup>th</sup>.

High Impact Organization: Following up on the All Staff Retreat this month, Bill, Sandi, and Marissa met to discuss how to move forward with DEI issues, and Core has discussed how best to support movement forward. We identified the next big step as nailing down the outcome(s) that we want to see. On the DEI committee front that outcome is: Staff feel a sense of belonging and inclusion. On more foundational and external DEI work, we will identify outcomes in the coming months.

### Service Highlights:

Street Outreach: A woman with SUD who we had been working with for months was able to take an important step in addressing addictions, and staff recently drove her to her first detox/treatment. This shows a multi-layered example of the success in meeting people where they are, assessing their needs, building trust, and supporting them with transportation, etc.

**How can I help this month?** Help us share our recently released Impact Report to your networks and help us continue to refine how to best message our agency, in follow up to our Board Retreat conversation

### Trends in Needs and Services

Anticipating the transition of Coordinated Entry and continued challenges with key agency transformations such as Care Coordination, the management team has been identifying major agency needs to guide planning & staffing structure, including.

- Resource Centers: Alignment & consistency in service (MV, E Co, Anacortes), grant access, information, clarity on services offered; Strategic outreach to targeted communities (farmworkers, rural, Latinx, etc); Creating a Model for integrating client voice
- Program and Operations related: Director over load, time to think and guide and fully implement transformation and agency-wide functions; Stabilizing Care Coordination; Raise and integrate staff and client voices; create formal feedback/decision loop.
- Messaging and Data: Marketing/branding of agency; Continue to strengthen our data – every program needs to be entering and analyzing data for effective Continuous Quality Improvement.

### Community Conversations and Partnerships

- Working with County staff to plan transition of Coordinated Entry to VOA (full transition in Feb 2024)
- Conversations with food banks and Population Health Trust food security work group on Food Bank Association development, support and engagement.
- Meeting with Sen Liz Lovelett and through WSCAP network on addressing rural housing crisis



## 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					
	Board Work Plan reflects committee needs and priorities.		Identify cttes responsibility for each action item and report out schedule.	December 2022	Done	BP&E
Finance	4					
		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
	Operate within a balanced budget	Find opportunities for partnerships and funding re: housing development	Add new members to Finance Committee	Ongoing	Done	Finance Ctte
	5					
	Infrastructure and capacity align with agency growth	Build capacity and revenue to ensure ongoing development can be supported by Admin	Finance Committee supports agency capacity to handle finances in a time of change and growth	Ongoing	In process	Finance Ctte
HWG	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
	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						
<b>Core Theme:</b> Stronger Community <b>Strategic Priorities:</b> Accessible, Equitable, & Inclusive Services						
<b>Core Theme:</b> High Impact Organization <b>Strategic Priorities:</b> 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 Committe and other leadership ways to honor lived experience, language capability, and other diverse, non-traditional skills	October	Planning	Compensation Committee
	2					
BP&E	Operationalize the Equity Decision-Making Tool		The tool is integrated into regular decisionmaking by keeping the questions in front of members, on every agenda.	January	Done	Board Chair
			Identify one person who asks the questions every meeting.	January	Done	BP&E
			Use it with at least one new major project as a pilot, esp. Kulshan View.	May	Done	HWG
	3					
	Listen to the needs of the community and communicate action		Review the possibility of bringing in outside expertise to guide DEI steps.	March	Done	BP&E
			Identify when/how much it makes sense for Board to participate in listening sessions, both CA's and other opportunities for engagement and listening in the community	Ongoing	Planning	BP&E
			Identify how DEI information gets disseminated to the Board and how the Board decides what is actionable. Specifically test a process for integration of this communication in one project.	June	In process	BP&E
			Revisit and establish the possibility of including equity related discussion and learning to lengthened in-person Board meetings	by January	In process	BP&E
			Identify Board's role in the Community Needs Assessment.	by March	Planning	Liz, Sandi, BP&E
			Networking, Information & Referral: 4 meetings	December	In process	Liz, LAC
			Public policy listening sessions: 4 meetings + reports	December	In process	Liz, LAC
LAC			Leadership development: Transition leadership of LAC to a Board member	December	Done	Liz, LAC
ADVOCACY						
<b>Core Theme:</b> Stronger Community <b>Strategic Priorities:</b> 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	Done	Liz
			Increase Board understand of emergency food system	December	In process	CREAT/Board

CREAT			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	Done	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 Ctte
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 Ctte