

## Agenda

Community Action Board of Directors

**Thursday, November 16, 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 Minutes from the October 26 Board of Directors Meeting
3	Correspondence	Information Skagit Valley Herald: Change recommended for Skagit County housing assistance program
		Information Skagit Valley Herald: Port of Skagit, Community Action team up to heat homes
		Information Skagit Valley Herald: Skagit County preps for state legislative session
4	Division Reports	Information Reports from Melissa Self, Sandi Phinney, Philip Prud'homme, & Elizabeth Jennings
5	Motions	Approve Motion to approve Minutes of October 26 Board meeting
		Approve Motion to approve November Finance Report (thru September)

### Discussion Agenda

Item		Action	Description	Responsible	Time
6	Finance	Update	Update on Budget timing and status, and service focus areas.	Davidson; Caswell	5:15
7	State of the agency	Briefing Update	Review highlights from agency dashboard – and update on staffing structure planning	Henkel	5:30
8	Board Planning & Engagement	Discussion	Review draft 2024 Board Work Plan	Bennett; Phinney	5:45
	Executive Session -- Director Performance Review	Motion  Motion	Review Executive Director Performance Review; ED Contract and Compensation proposal	Davidson; Bennett	6:10
	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

November 2023

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



## 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)

---

**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=bzdsZ1FhMVZpb2swTmxXUlubzdSQT09>
- **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=dGpuL3gvLzJvRiBPd2s0RW5hUk9wdz09>

- **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=dHBsMUlxMjd6U2krSHJXMmcrbFQ2UT09>
- **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

**Friday December 1, 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 December 6, 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 December 6, 3-4 pm, CREAT Committee**

- **Link:** <https://us06web.zoom.us/j/87174559991?pwd=SFh0GpKS1dwZHI0c2xaOUNucWhCQT09>
- **Meeting ID:** 871 7455 999
- **Passcode:** 450580
- **Phone:** +1 (253) 215-8782

**Wednesday December 13, 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

**Thursday December 14, 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

**Friday December 15, 9:30am- 10:30am, Housing Work Group**

- **Link:** <https://us06web.zoom.us/j/86951287129?pwd=VXhnTVRENUdKZldCMHBFSjZqdEM0QT09>
- **Meeting ID:** 869 5128 7129
- **Passcode:** 407622
- **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=bzdsZ1FxMVZpb2swTmxzYUlubzdSOT09>
- **Meeting ID:** 897 9232 6464
- **Passcode:** 955279
- **Phone:** +1 (253) 215-8782

**Wednesday January 17, 2024, 3-4:30 pm, Board Finance**

- **Link:** <https://us06web.zoom.us/j/89304065625?pwd=MReBX33dlKymdeOfI8udelieEjQGR1>
- **Meeting ID:** 893 0406 5625
- **Passcode:** 247940
- **Phone:** +1 (253) 215-8782

**Save the Date! 2024 Spirit of Hope Thursday March 28, 5-7 p.m.**





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

## MINUTES OF THE BOARD OF DIRECTORS' MEETING

October 26, 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 – not present

**Gregg Davidson - present**

#### Client Sector:

**Jamie Thornberry –present**

Kati Ortiz – not present

**Heather Wallace – present**

Christina Soltero – not present

Guests: Lonnie Rich, Aitkens & Sanders

Staff: Bill Henkel, Tari Caswell, Melissa Self, Sandi Phinney

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

Board President Richard Brocksmith called the meeting to order at 5:09pm.

### **QUORUM PRESENT**

### **II. CONSENT AGENDA**

Minutes from the Sept 28, 2023 Board of Directors Meeting

Correspondence: Email: Volunteers of America Western Washington Named Skagit County's Coordinated Entry Provider for 2024.

Board Committee Recruitment: Donor Development Com Applications for Sam and Michelle Largent  
 Division Reports

**Motion to approve the minutes of the Sept 28 Board Meeting made by Tate second by Moulton, motion passed unanimously.**

**Motion to approve October Finance Report made by Tate second by Moulton, motion passed unanimously.**



**Motion to approve Sam and Michelle Largent to the Donor Development Committee made by Tate second by Moulton, motion passed unanimously.**

### **III. DISCUSSION AGENDA**

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

September numbers agency-wide aren't ready yet because many are still being invoiced, so this month's finance report goes through August (two months lag as usual). Included in the Board packet is also a relatively new grant overview tool that now goes out to managers, which helps us identify spend down status and focus attention where needed (such as on Coordinated Entry and Care Coordination this month). The October Finance report appears to be a significant loss, but approximately \$200k of the \$300k ytd loss are contracts we're still waiting to receive through the Department of Commerce, which is significantly behind in its contracting. Gregg and Tari let the Board know we will not have a budget to present to finance committee or Board in November, as previously hoped, as there have been another round of significant changes to grants and program and staffing structure (including Coordinated Entry contract going away, and a number of new contracts). Because of Tari's scheduled time away in December, we likely will not be able to present 2024 budget until January 2024, though management is busy working on staffing structure and alignment, and budget strategies for 2024. There are no immediate cash flow concerns. As we look at re-stocking a portion of the investments we tapped into earlier, there may be an opportunity for lines of credit attached to these investments. This is something we want to explore with our current investment broker, and our bank partners. Gregg is also recommending a mini-risk assessment on the uncertainties in order to have a clearer picture of the implications of those uncertainties.

Finance committee recently met with our auditor, Lonnie Rich, to review our 2022 audit report, and he repeated this overview for the full board today. Lonnie shared that they are submitting a clean opinion and unmodified opinion, with no findings. He said the most significant change was a change in lease operating standards, specifically with the opening of Cascade Landing, which involves an increase in both assets and liabilities because long-term leases need to be included in both. The agency did experience a \$ 577,000 decrease in net assets, though this included an investment portfolio decrease of \$350,000, and \$150,000 decrease in depreciation. There was also a change and decrease in grant funding coming out of COVID, due to the dip in federal COVID-related funding. Lonnie also explained that they do a compliance audit in addition to the financial audit, as well as a risk assessment process for select programs. They selected LIHEAP (federal home heating assistance) and our "477" cluster (including TANF and CSBG funds). No findings. We are considered a low-risk auditee because we have had clean audits the last two years, as well as for several years before.

Required to tell the Board the auditor's responsibility and the Board's responsibility. Areas of potential risks went through detailed testing; no findings. Did not note any unusual transactions or misstatements.

**Motion to accept the Audit Review made by Davison second by Wesen, motion passed unanimously.**

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

Thanks to Board members for coming to the Board Retreat, one of the best ever. Bill discussed the recently released impact report and how to get it more into the community, and asked the Board to share it and help to spread the word. Bill also said the Anacortes Resource Center is now officially open in its new space. Under new revenue, Bill highlighted several new grants from Commerce and other sources, including the HCA Glidepath. He also said the delay from Commerce on several grant contracts is impacting not only us, but many sister organizations across the state (including SNAP in Spokane which was considering the possibility of needing to furlough staff until the contracts, which are supposed to start in July, are in place). Staff have been working with

County staff on the transition of Coordinated Entry to VOA, and will soon have a joint meeting with them. Bill has also worked to retain a positive partnership with VOA in the transition, and had Kirk Pearson from VOA at Rotary to help them get connected locally, as they have primarily served Snohomish County. Under community conversations, one continued important topic is around food bank association development, which is part of the county's Population Health Trust food security group's work plan. He also noted that Sen Liz Lovelett will likely take a role in highlighting and solving the specific challenges to rural housing development. Our state association, WSCAP, is also hosting a forum and listening session in early November on rural housing with legislators around the state. Bill also reviewed priority agency needs at the highest level, which included resource center alignment and consistency across the county, as well as developing capacity to drive needed change and transformation, especially with complex and new approaches to service delivery and funding in Care Coordination. When people are working so hard, it's hard to look up and around to thoughtfully and effectively drive needed transformation and change. There will be a lot of changes coming. We are currently looking at a few key new staffing positions and structural changes, such as a resource center lead, a strategic overview position, and more operations capacity. We of course need to making structural changes that are sustainable financially as well.

#### **8. Organizational Structure; Henkel, Phinney**

Sandi gave overview of why the staff reflection and planning questions, which were included in the board packet, so that the Board could see firsthand staff's thinking about what they can learn from the past in order to inform the future. Big needs: housing, transportation, childcare.

Richard inserted that if we don't have a budget to review and pass until January, we'll want to follow up on making sure that Bill has what he needs for spending until a 2024 budget is passed.

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

Kate also thanked Board members for participating in the recent retreat. We have great collection of take aways, notes and ideas for moving forward. Board Planning & Engagement will have an in-person work session next week to hash out the 2024 board work plan, which will be informed by the discussions at the Board retreat. Will be looking at what we have and what we need to include next week.

BP&E is responsible for Board nominations. Richard will be stepping down as president. We don't yet have an immediate replacement, but Richard will be making calls to Board members.

Richard also asked that we plan for a Board meeting in either Nov or Dec to be in person.

#### **IV. ADJOURN:** Meeting adjourned at 6:14 pm.

#### **BOARD REVIEW & APPROVAL:**

☐

Approved as submitted

☐

Approved with changes noted  
below

x

☐

Board Secretary

☐

Acting Board Secretary

Date Signed

## Correspondence

**Skagit Valley Herald:** [Change recommended for Skagit County housing assistance program](#)

October 23, 2023 Brandon Stone @Brandon\_SVH

Skagit County may partner next year with a new nonprofit to manage a list of those in the county seeking housing assistance.

An advisory committee of mayors and homeless services experts have endorsed a proposal from Volunteers of America Western Washington that it believes will make it easier for people to get onto the county's list for affordable housing.

The list, which is required by the federal program Coordinated Entry, is now run by Community Action of Skagit County.

Community Action puts people on the list only on an in-person basis at its offices and during limited hours. The process still relies on the faxing of documents, and applicants are required to check in monthly to verify they still need housing assistance.

According to members of the committee, the proposal from Volunteers of America met the goals of county leaders of allowing people to apply during more hours and without having to travel to an office.

"Their interest in catering to the customer" really stood out in the proposal, Mount Vernon Mayor Jill Boudreau said.

Volunteers of America operates the Coordinated Entry program in Snohomish County. Boudreau said she was impressed that during the COVID-19 pandemic Volunteers of America expanded the Snohomish County program and found ways to serve more people.

In Snohomish County, people can get put on the list by phone, can ask questions and can get help with the process, Boudreau said.

"When someone calls for help and they're able to establish a relationship, that alone gives people hope," she said.

Community Action's contract with Skagit County expires in February, meaning the Skagit County Board of Commissioners must select a partner before then.

Advisory committee member Mandi Rothman, who is the executive director of United Way of Skagit County, said she was encouraged by the focus Volunteers of America put on staff retention.

Maintaining a team of experienced staff is "a big factor in the success of the program," she said in an email.

Three nonprofits responded to the county's call for proposals to run the program: Community Action, Volunteers of America and the Everett-based Helping Hands Project.

The three proposals had costs of running the program range from about \$758,000 to \$800,000 a year. Community Action's current contract is for about \$238,000 a year.



[Skagit Valley Herald: Port of Skagit, Community Action team up to heat homes](#)

October 24, 2023 Racquel Muncy @Racquel\_SVH



Wood at the SWIFT Center in Sedro-Woolley will be given out this fall and winter to provide heat for those in need. The Port of Skagit has teamed up with Community Action of Skagit County on the Port's new Community Firewood Program.

According to a news release, the program was born out of an opportunity and available resources due to the Port owning about 2,000 acres of land, much of which is forested. The Port's maintenance team has put effort into collecting fallen trees and branches that could serve as firewood and bringing it to the SWIFT Center log yard for processing.

According to the release, the goal of the program is to take wood normally left to rot or become an expense to haul off and instead help those in need. "By our dedicated staff utilizing downed wood on the various Port of Skagit properties, we're able to help provide accessible heating source for families that may not be able to afford other heating options," Port Commission President Steve Omdal said in the release.

This past spring the Port connected with Community Action of Skagit County, which will coordinate the distribution of the firewood through its heating and utility assistance services.

According to the release, more than 18 cords of firewood was cut, split and stacked during the summer.

On Nov. 10, Veterans Day, several Port employees will be volunteering their time alongside Community Action volunteers to help load the wood and distribute it to families in need.

For more information or to volunteer with the firewood program, call 360-416-7585 or email [seniorservices@communityactionskagit.org](mailto:seniorservices@communityactionskagit.org).

[Skagit Valley Herald: Skagit County preps for state legislative session](#)

BRANDON STONE @Brandon\_SVH Oct 24, 2023

Skagit County is focusing on behavioral health, affordable housing and infrastructure in its funding requests for the 2024 state legislative session. The county Board of Commissioners will need to provide a finalized list before legislators convene in Olympia on Jan. 8.

On even years, the Legislature holds a shorter, 60-day session, which means the county should be restrained in its asks, said Josh Weiss, vice president of Gordon Thomas Honeywell Governmental Affairs, the county's lobbying consultant. He recommended the county keep its focus on three or four issues or projects. "This is a supplemental budget year, so (there's) much less time and far fewer resources ... for big requests," he said Tuesday in a meeting with county leaders.

Included on the county's draft list of funding requests is \$3 million to support expanded mental health and addiction treatment at the Skagit Stabilization Campus in Sedro-Woolley.

This would completely fund construction of the planned 48-bed expansion and support hiring so the facility could be fully staffed when it opens — now scheduled for summer 2025, said Jennifer Johnson, deputy county administrator.

The county was already allocated \$12.7 million for construction of the facility during the 2023 Legislative session.

County leaders are also seeking a reliable funding source for the county's drug task force, which is run out of the Sheriff's Office. Weiss said it makes sense to join with other counties in the region to advocate for this, but only if a fix isn't identified in the governor's draft budget, which is expected in December.

Skagit County may also join in a request by Community Action of Skagit County for its 54-unit Kulshan View Housing Project in Mount Vernon. The nonprofit is seeking \$13 million to fund construction of this affordable complex aimed at housing vulnerable students and their families.

Weiss cautioned against asking for funding for several salmon recovery projects. Skagit County has already been allocated \$2 million in state funding to design replacements for 11 culverts that restrict fish passage. That funding includes a local match, and county leaders are worried that paying that local match would come at the expense of other urgent road repairs. They've discussed possibly abandoning the state funding to use county money on other needs. "It's a whole lot of money out of our road fund," county Commissioner Peter Browning said. "Why is that local contribution so significant, and should it be?"

Weiss said county leadership already agreed to the terms of the funding. "I think that's really risky, to back out of a project," he said, adding this could put the county at a "relationship risk" with members of the Legislature.

Several other proposed asks, including funding for removing abandoned vehicles, deal with hot-button issues statewide, he said.

Weiss said the county may not want to spend time and effort lobbying for these issues when others may already be lobbying for solutions.

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

---

## **Care Coordination**

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

Accomplishments:

- Two new Care Specialists joined the team.

Challenges:

- We have experienced some movement within the Housing (CC) program with staffing—we've been diligent to ensure that files passed on to new staff members are audited for compliance and notified of any emerging issues in the clients housing stability.
- It has been challenging having staff document their FCS eligible services into EmpowOr that allow us to be reimbursed for our time. Not only does this pertain to Care Specialists getting into the routine of documenting their services. It also came to our attention that Coordinated Entry staff have not been screening for FCS or entering in potential billable units for clients that are eligible.

Emerging Issues:

- Although we were able to hire two care specialists to serve clients that we had hoped to be able to work with FCS clients on our waitlist, due to staff moving into other positions or leaving the agency we have reduced our capacity to serve households.

---

## **Street Outreach**

**Steven Simmons, Outreach Manager**

Accomplishments:

- Individual Clients Served: 147/ Service Interactions: 230

Challenges:

- We have been short two staff on RNP. We have made hires, with start dates next week.

Emerging Issues:

- We have continued to push back our plans for "Law Enforcement Readiness" ...that is to say, being prepared to respond to LE referrals in the moment (due to staffing). Those referrals are not currently coming in, however- with our two new hires; we will begin outreach to our Law enforcement partners by end-of-year 2023. We are hoping to be starting out on a new foot with local law enforcement in 2024.

---

## **Resource Center/Coordinated Entry**

**Dulce Vasquez, Resource Center Manager**

Accomplishments:

- Our Anacortes Resource Center opened up to the public, and we are eager to serve Anacortes residents.

Emerging Issues:

- With the holidays approaching, staff will be on vacation and we have started to have conversations regarding coverage.

Challenges:

- We continue to have an influx of clients seeking services through Coordinated Entry

---

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

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

Accomplishments:

- Anacortes WIC operations moved into the new Community Action Anacortes Resource Center.
- The extra fruit and vegetables benefit will be continued for a full year. Receiving small grants to continue the WIC case management program. All WIC staff attended 5 hours of breastfeeding training and 12 hours of Nutrition training that focused on a more holistic approach to weight status.

Challenges:

- Confusion on the part of WIC families regarding the status of WIC and their benefits. The fruit and vegetable benefit was not added until Oct. 23, but retroactive to the 1<sup>st</sup>.

#### Emerging Issues:

- Concerns about Federal funding. Continuing Resolution funds WIC until November 17.

#### Equitable Service Delivery:

- Unable to supply supplemental diapers this month due to lack of funds and waiting for grant. Able to provide extra assistance to the most vulnerable through WIC case management.

## **Skagit Vets Connect**

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

#### Accomplishments:

- Our lobby intake service screener assisted **115** walk-ins and phone inquiries.
  1. VAF: Critical Needs (**6**), Cascade Landing Subsidy (**2**)
  2. Housing: Housing intakes (**1**), Transitional Housing (**4**), Senior Stipend (**5**)
  3. Claims and Services: VA compensation and pension claims (**20**), Claim assessments (**31**)

#### Challenges:

- We are recruiting a new hire for SSVF Care Specialist/Service Screener.
- Renovation construction ongoing. Drywall construction is complete.

#### 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.

## **Skagit Food Distribution Center**

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

#### Achievements:

- Started purchasing bulk dairy from a local distributor for the food pantries utilizing Local Food Purchasing Agreement (LFPA) funds allocated to us from the WSDA
- Delivered 211 commodity boxes to seniors who are part of the Commodity Supplemental Food Program (CSFP). Using our WeFeedWa grant we are also offering produce boxes to these clients every week in addition to their commodity box. The produce boxes are supplied by the Puget Sound Food Hub and include a variety of locally grown products.
- Using our WeFeedWa and F2FP grants we have been purchasing 10,000 pounds of local produce each week to distribute to our partner organizations, allowing us to take advantage of all the wonderful products available in Skagit during the fall months!
- Using our TEFAP Reach and Resiliency funding through the WSDA we are able to subsidize transportation to the island food pantries which can be very costly!

#### Challenges:

- Our Food Resources Coordinator has accepted a job elsewhere so we are looking to fill their position. This has left us slightly understaffed during a time of high demand but we are grateful for our volunteers who are willing to help us fill in the gaps!

#### Emerging trends, opportunities or threats

- The Farm Bill is in the process of being renewed, and since many of our programs are funded through the farm bill there are upcoming opportunities to advocate for local hunger relief. Hunger Action Day in Olympia is on February 2<sup>nd</sup> which is a day to advocate for funding that supports the work we do.

**Division Report - Sandi Phinney**

Here is a very brief overview of the programs I oversee. Apologies for the brevity; much of my work has been focused on the agency restructuring conversations, and I did not warn my staff that their monthly updates were due early! I'm sure there were many more accomplishments and challenges, but this is a start. More detail to come in December.

**Energy:** Energy saw its busiest month ever this October, with 715 households served and an additional 200 applications waiting to be processed at the end of the month. Note that all of these households are seniors (intake for the general public will open in December) and that in the 2023 program year a total of about 2,270 households were served in the whole program year. One of the differences this year is that our program staff are expected to be the auditing and checking of income eligibility for PSE and CNG. Staff are also expected to be doing basic financial coaching of clients who are behind on their bills, as well as tracking clients referred to and enrolled in other Community Action programs (required by CNG). Staff are working extremely hard to process all the applications and handle incoming calls. Disruptions in internet and phone service have been challenging during this time.

**Data:** At the beginning of October, programs started using a re-vamped structure in EmpowOR, our client services database, which seems to have gone off fairly smoothly! Kudos to Megan for making adjustments that required minimal change in how staff were entering data but better accessibility of staff to be able to see co-enrollments and services.

**Education and Employment:** All staff are now settled into suites 107 and 108 in Cascade Place, where we now have a functioning classroom and children's activity room. We will be hiring a (hopefully bilingual) Employment Specialist, as well as a Benefits Planner. Work has begun on planning for tax season, and our Family Engagement Specialist, Jennyfer Lopez, will begin to attend preparation meetings and trainings with the Department of Revenue this week.

**East County:** East County has seen a large number of Energy clients coming in this past month, and much of their time has been taken up with that. The staff are beginning to get their Care Coordination work off the ground with Christi Weller, Care Specialist based in the East county office, and she has been able to serve her first client with Diversion services. This is a great success as we look for ways to ensure that the same services are available in any of our resource centers.

**Senior and Mobility Services:** We just hired a Mobility and Senior Services Manager, who will start later this month and will spearhead our work in transportation and expand senior services into more parts of the county. Mariana Brandt, Senior and Disabled Volunteer Services Coordinator, partnered with the Port of Anacortes to host a large firewood distribution event this past weekend.

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

### 2023 Fundraising Goal & Progress

As of October 31, 2023 we have raised **\$492,274** which is about **60%** our board approved goal.

#### Breakdown of Funds

\$205,721	Greatest Need
\$99,970	Solar Panels (PSE)
\$66,142	Skagit Food Distribution Center
\$26,390	Veterans Services
\$22,013	East County
\$20,000	Street Outreach
\$19,500	Cascade Landing
\$16,000	Education and Employment
\$11,500	WIC and MSS
\$3,736	Mountain of Hope
\$782	Housing and Housing Development
\$520	Critical Needs

Raised  
YTD

**\$492,274**

2023  
Goal

**\$815,000**

\$- \$300,000 \$600,000 \$900,000

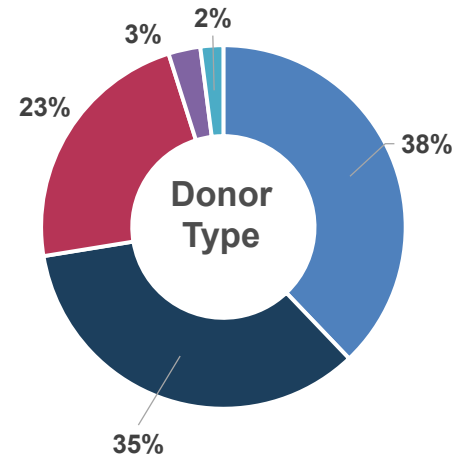
### Highlights

- The Norcliffe Foundation awarded \$12,000 in support of the Skagit Food Distribution Center.
- Soroptimist Int'l of Burlington donated \$2,500 in support of Maternity Support Services (MSS)
- The Kiwanis Club of Anacortes donated \$2,000 in support of WIC.
- The Kiwanis Club of Mount Vernon donated \$1,000 in support of WIC.

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

- The Estate of Patricia Hammon
- Debra Lancaster

- Individual (\$186,485)
- Corporation (\$170,000)
- Foundation (\$111,760)
- Local Grants (\$13,939)
- Sponsors (\$10,000)



### In-Kind Donations

- Total FMV of in-kind donations = \$14,550 • 51 in-kind donations YTD
- Additionally, the SFDC received 212,744 pounds (\$459,527) of in-kind food in October.

**\$492,274**  
Raised 2023  
YTD

**320**  
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  
Sam and Michelle Largent



November 2023

**Community Engagement Board Report**

Elizabeth Jennings, Director of Community Engagement

**Community Engagement Strategies:**

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

**Latinx Advisory Committee Report**

Nov. 9, 2023, via Zoom

**Public Policy Listening Session with Statewide Poverty Action Network**

Bilingual Spanish/English interpretation provided by The Language Exchange

**Background:**

- **Goal: Equity through Community Needs Assessment:**  
Part of Community Action's charge is to assess community needs and strengths. From this, we improve our own services, we help organize community collaborations to fill gaps, and we advocate in local, state and federal government for policies that help everyone in our communities thrive. To do that, we need to listen to people most impacted by poverty.
- **Client Voice:** In addition to agency and community data, we also listen to the people we serve. Community Action's Board of Directors established the Skagit Latinx Advisory Committee (LAC) to better listen, understand, and act to improve community outcomes for Latino, farmworker, and families who speak Spanish and Indigenous (to Latin America) languages.
- **Strategy: Statewide Partnership & Leadership:**  
Community Action's LAC has earned national recognition for engaging the community in local, state and federal public policy. Now, state and federal lawmakers and statewide advocacy organizations reach out to us, asking for Skagit residents and service providers to share their wisdom and lived experiences.
- **Nov. 9 Public Policy Listening Session:** The Statewide Poverty Action Network is one coalition that helps us set our legislative agenda, and we help them during the legislative session by mobilizing clients, staff and partners to give testimony and urge our lawmakers to make good decisions. Skagit was one of four counties where they held listening sessions this year, in partnership with Community Action's Latinx Advisory Committee.

**Participation:**

- **LAC & Community Action Board Members:** Christina Soltero (Kati Ortiz and Silvia Reed were unable to attend)
- **Interpreter:** Dayana Fernandez, The Language Exchange
- **Facilitation:** Isabela Ordóñez, Community Action of Skagit County
- **Guests: Statewide Poverty Action Network:** Diane Cortese, Lianna Kressin, Erica Walker, Shaun Scott (two bilingual facilitators)
- **Participants:** 29 LAC participants, with 5 sharing their direct experience. Participants who shared included community members at large, human service providers, educators, groups serving children and at-risk youth, and others.

**Questions:** Participants were asked to share their personal lived experience, or of the families they serve:

- **Apoyo comunitario: Community Supports**
- **Necesidades básicas: Basic Needs**
- **Deuda y obligaciones financieras legales: Debt/Legal/Financial Obligations**
- **Seguridad pública: Public Safety**

---

## Responses:

- **Housing and basic needs:**
  - **Housing, food, basic needs, gas/car payments/repairs** are the highest needs of families. Some also see the need for clothing, childcare.
  - **Students of farmworker families need stable, year-round housing**, to support graduation.
  - **More housing for those families** is need in Burlington, along with on-site space to have services for parents such as:
    - **English language classes**
    - **Job training and support**
  - **Universal basic income:** With \$300/\$400 mo extra: Families would use it on rent or food, gas/car payments.
- **Community Supports:**
  - **Groups where people turn:** Opportunity Council (Whatcom), Community Action, Energy Assistance, Food Banks, Housing Authority, DSHS, Department of Licensing
  - **Organizations providing services need to know:**
    - Take the time to build trust with families.
    - For families new to the country, start with the basics about the need to get a drivers license, and laws about driving under the influence. Emphasize
  - **No tit-for-tat services:** One participant who works for a local youth organization shared a story from 15 years ago, about services being tied to participating in a church. She is an immigrant, has lived in Skagit for 20 years, and is the mother of four. At the time of the story, she had no job and the family was living outdoors.
    - *“The person who was in charge told me he was trying to make me go into his church. We were not given help because we didn’t go to church. Had to walk home, no gas, my children had to hear that, and then walk home on empty stomach. This was a very traumatic experience. How could they make people participate in something they don’t want, just to get the help they need. So this is why I started helping people in our communities. I would like services without religion.”*
- **Debt/Legal/Financial Obligations:**
  - **Public system:** Youth transitioning from justice system back to community didn’t have much support. Lack of services for mental health and other supports.
  - **Legal/Debt resource:** Skagit County District Court has a Community Service Program to pay off fines. Also if there is something in collections, Judge Howsen will call SBC and have it pulled and the client only pays for the original bills. All interest and collection fees are waived. I have seen more than 8,000 debt paid CSW.
  -

## Board Motions

Community Action of Skagit County  
November 16, 2023, Board of Directors Meeting

---

### Draft Motions within Consent Agenda

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

#### Motion to Approve October Consent Agenda:

##### 1. Approve Minutes from October 26, 2023, Board meeting

Background on Consent Agenda Motion: Please see attached draft minutes from the October 26 Board meeting (Item 2).

##### 2. Approve November 2023 Finance Report (through month of September)

Background on Consent Agenda Motion: This month, the Board Finance Committee reviewed electronically the enclosed November Finance Report (through September 2023). See item 6.

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

### Draft Motions within Discussion Agenda

##### 1. Approve Executive Director Performance Evaluation

Background on Consent Agenda Motion: The Board Executive Committee is charged with evaluating each year the Executive Director, and presenting that evaluation to the full Board for its review and potential approval. The review will be shared with the full Board electronically, and reviewed in executive session during this Board meeting.

**Potential Motion:** Approve Executive Director Performance Evaluation

##### 2. Approve Executive Director Contract and Compensation Proposal

Background on Consent Agenda Motion: Part of the yearly Executive Director review is to establish the Executive Director's compensation and contract, which stipulates compensation and details of the

*Executive Director's employment. The proposed contract and compensation will be shared with the full Board electronically, and reviewed in executive session during this Board meeting.*

**Potential Motion:** Approve Executive Director Contract and Compensation Proposal

## November Finance Reports through September 2023

Balance Sheet September Comparison	*Preliminary Year-end 2022	Through 9/30/23	Change in Value
Asset			
Cash and Cash Equivalents	827,807	539,392	(288,415) [b]
Short-Term Investments	12,986	13,020	34 [b]
Long-Term Investments	1,558,647	889,272	(669,376) [b]
Accounts Receivable	1,342,073	1,550,386	208,313
Prepays and Deposits	66,239	63,392	(2,848)
Fixed Assets	4,794,461	5,071,726	277,265
Depreciation	(1,624,449)	(1,687,600)	(63,151)
Furniture and Equipment	1,051,879	1,051,879	0
<b>Total Asset</b>	<b>8,029,644</b>	<b>7,491,466</b>	<b>(538,178)</b>
Liabilities			
Accounts Payable	100,198	(3,517)	(103,715)
Mortgage	670,144	653,835	(16,309)
Vacation Liability	126,264	140,363	14,099
Other Payroll Liabilities	266,779	358,490	91,711
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>1,180,968</b>	<b>(233,253)</b>
Net Assets			
Beginning Net Assets			
Other	6,947,903	6,599,997	(347,906)
<b>Total Beginning Net Assets</b>	<b>6,947,903</b>	<b>6,599,997</b>	<b>(347,906)</b>
<b>Total Current Net Income (Loss)</b>	<b>(332,480)</b>	<b>(289,499)</b>	<b>42,981</b>
<b>Total Net Assets</b>	<b>6,615,423</b>	<b>6,310,498</b>	<b>(304,925)</b>
<b>Total Liabilities and Net Assets</b>	<b>8,029,644</b>	<b>7,491,466</b>	<b>(538,178)</b>

<b>Days Cash on Hand</b>	<b>17.82</b> [3]
<b>Days Investment Cash on Hand</b>	<b>28.69</b> [3]
<b>Days Cash in A/R</b>	<b>50.02</b> [3]

P&L September	Through 9/30/23	2023 Amended Budget	% of Budget
Revenue			
Federal Grants	3,823,495	4,749,941	80.5%
State Grants	977,125	1,278,274	76.4%
Local Grants	2,486,807	3,571,471	69.6%
United Way	10,000	0	#DIV/0!
Foundations & Corporations	393,712	243,828	161.5%
Contributions	172,837	436,072	39.6%
In-Kind	3,992,482	6,048,418	66.0%
Program Revenue	621,097	1,058,191	58.7%
Miscellaneous Revenue	51,919	0	0.0%
Sponsorship Income	17,500	30,000	58.3%
<b>Total Revenue</b>	<b>12,546,974</b>	<b>17,416,195</b>	<b>72.0%</b> [4]
Expenses			
Wages and Benefits	4,472,357	6,507,210	68.7%
Program Expenses	3,599,912	3,926,822	91.7%
Supplies/Equipment	118,652	161,718	73.4%
Travel and Training	60,240	54,934	109.7%
Telephone	51,449	59,975	85.8%
Professional Fees	195,215	154,362	126.5%
Licenses, Dues, Subscriptions	106,785	132,075	80.9%
Printing and Postage	27,079	31,940	84.8%
Insurance	60,214	53,905	111.7%
In-Kind	3,992,482	6,048,418	66.0%
Occupancy	104,535	307,245	34.0%
General and Administrative	332	0	0.0%
Miscellaneous Expense	2,144	0	0.0%
Marketing/Advertising	15,011	17,900	83.9%
<b>Total Expenses</b>	<b>12,806,409</b>	<b>17,456,504</b>	<b>73.4%</b>
<b>Net Income (Loss) Before Depreciation &amp; Unrealized Gains/Losses</b>	<b>(259,435)</b>	<b>(40,309)</b>	[1] [4]
Depreciation (non-cash expense)	63,151		
Unrealized Gains/Losses	33,086	40,000	[2]
<b>Net Income (Loss) Including Depreciation and Unrealized Gains &amp; Losses</b>	<b>(289,499)</b>	<b>(309)</b>	[1] [4]
		<b>% should be</b>	<b>75.0%</b>

Funds received/counted as income but not yet spent	
City of Anacortes	27,211
Food Lifeline Capacity	91,544
Peace Health RSC	15,654
Peace Health Outreach	14,460
Robert Gates for SVC	25,500
<b>Total</b>	<b>174,369</b>

## November Finance Reports through September 2023

### General Notes:

The 2022 audit has been accepted, adjusting entries will be entered into accounting software in October.

2022 Form 990 (tax return) is complete and will be sent separately. Informational only; no action needed.

### Notes to Finance Reports:

**[1]** As of 9/30/23, we are reflecting YTD net loss of \$289,499 **[4]** before Depreciation Expense and Unrealized Gains & Losses; and loss of \$289,499 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 September were \$33,086

**[3]** Days Cash on Hand at the end of September was 17.82, Days Investment Cash on Hand is 28.69, and Days Cash in A/R is 50.02. For a combined total of 96.53. 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 \$100k income for invoices that have not been created yet. We have approximately 6-8 grants for which we received contracts in October and have not caught up on invoice or still have not received contracts.



# Community Action DASHBOARD

Financials as of September 30, 2023

Assets	\$ 7,491,466
Liabilities	\$ 1,180,968
Fund Balance	\$ 6,310,498

## Net Income/Loss

Month	\$	
YTD	\$	(289,499)

November  
2023

Responding to  
Agency  
Pressure Points

## HOT TOPICS

**New enterprises and Revenue.** \$224,500 per year contract with the HCA for Glidepath programming (connecting HEN clients w/ FCS employment); \$200,000 (biennium) Tax Credit Outreach grant; \$12,000 Norcliffe Foundation (Skagit Food Distribution Center); \$2,500 Soroptimist International of Burlington (outreach to migrant communities); \$2,000 from Kiwanis Club of Anacortes and \$1,000 from Kiwanis of Mount Vernon (WIC).

## Recent Progress on Strategic Plan

Staff have been hard at work reflecting on their accomplishments and reflections as the plan for the goals they would like to tackle in 2024. The key agency-wide goals are

- stabilize the agency,
- operationalize equity, and
- establish the agency as a community leader in connecting people with support and resources they need for their own stability, and to work toward their goals.

## Service Highlights:

We are celebrating another student passing the GED! This significant accomplishment entails passing four tests (ELA, Social Studies, Science, and Math) and requires many months of study and preparation. Two more students have only one more test to pass. While we don't serve large numbers of GED students, the achievement can be transformational in students' lives because it is a pathway to employment, higher income, and greater confidence. Additionally, we just finished setting up the classroom and children's activity room in Suites 107 and 108, which are now being used for classes and agency meetings.

**How can I help this month?** Help us thank our supporters; help us form new relationships in the community with your networks and connections!

## Trends in Needs and Services

Anticipating the loss of Coordinated Entry contract, we are highlighting major agency needs, including: 1) Resource Center alignment and consistency, 2) The capacity across the organization to think and act strategically, especially for our most complex transformation, and 3) Strategic approach to connecting clients to support and resources, especially in geographically remote and BIPOC communities. Priority challenges in the nearer term include:

- Our Coordinated Entry contract ends Jan 31.
- Though CE staff are either going on vacation or looking for new jobs, we still need to meet the needs of the contract, including the PITC, and as we experience an increase and influx of CE demand.
- Care Coordination is still not financially sustainable.
- Other programs (E&E, Mobility & Senior Services, Street Outreach) are experiencing growth.

We are thus prioritizing the formation of a staffing structure and processes to provide quality customer service and meet our mission in a way that is financially sustainable.

## Community Conversations and Partnerships

- Population Health Trust launching Food Security Work Group (with initial goals that include the work of our Food Distribution Center)
- Skagit Housing Consortium claims initial focus on educating the broader community on Housing issue and solutions.

# !!DRAFT!! BOARD Work Plan 2024

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					
	Community Action is well-known and respected in the community.	Board AND committees use and communicate agency mission and vision to others.	Board reviews and practices mission, vision, and key talking points after Agency has developed key language and communication priorities.		Not started	
	2					
	Board participation is accessible.				Not started	
	3					
Finance	Board committees are fit for the purpose of the Board Work Plan.				Not started	
	4					
	Operate within a balanced budget				Not started	
	5					
	Infrastructure and capacity align with agency growth				Not started	
HWG	6					
	Develop robust financial risk assessment and learning tools.				Not started	
	7					
	Establish a system to evaluate completed projects (from 2023)				Not started	
	8					
HWG	Streamline the structure for Housing Work Group (from 2023)				Not started	
	9					
	Strengthen housing development partnerships with other organizations. (from 2023)				Not started	
HWG	10					
	Keep racial equity at the forefront in discussions and decisionmaking (from 2023)				Not started	
<b>EQUITY</b>						
<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					

# !!DRAFT!! BOARD Work Plan 2024

Ctte	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	DUE Date	STATUS	RESPONSIBLE
BP&E	Board members are diverse, promote DEI initiatives, communicate the strategy, and provide recognition for DEI champions.	Identify Board, agency, and community initiatives to promote and highlight.	Consider options for an equity award to give on housing, or something similar, and make a decision on how to recognize DEI leadership and/or consider an affirmation of equity goals to be signed by members. Analyze current membership against recruitment matrix. Identify what "representation" means reflective of which community. Recruit at least X new Board or committee members that help the Board diversify based on our Board recruitment matrix - or people to be in the pipeline as a candidates.		Not started	
	2				Planning	
	Operationalize the Equity Decision-Making Tool		BP&E committee members show other committees the equity decision making tool and gives examples of how it can be used.	June 2024	Planning	
ADVOCACY						
Core Theme: Stronger Community Strategic Priorities: A Catalyst for Change						
CREAT	1					
	Community Action is well-known and respected in the community (crosswalk w/ Governance goal).	Build long-term relationships with elected officials and other decision makers			Not started	
	2					
	The Board has an External Communications Strategy	Set reasonable goals for Board members to represent Community Action in the community.	Board members develop relationship with X new people.		Not started	
	3					
	Asset Mapping for Stronger Communities	Determine how we measure success and gaps in the stronger community			Not started	
PHILANTHROPY						
Core Theme: Stronger Community Strategic Priorities: Active and Engaged Community Core Theme: High Impact Organization Strategic Priorities: Financial Health and Stability						
Donor Development Committee	1					
	Educational Goal = Board members understand the basics of philanthropy; why local funds are important to supporting programs, flexible funding	Board Members participate in 1-2 educational opportunities; topics to include: Philanthropy basics, Relationship fundraising,	Committee chair communicates expectations to full Board.		Planning	
	2					
	Participation Goal = All Board Members Give (100% giving)	Committee Chair connects with all Board members	Chair speaks about 100% giving goal at Jan-Mar Board Meetings and distributes pledge form	March 1, 2024	Planning	

## !!DRAFT!! BOARD Work Plan 2024

Ctte Committee	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	DUE Date	STATUS	RESPONSIBLE
	3					
	Engagement Goal = Board members invite their networks to give, attend events (B&L, SOH, etc), and share messages about donating, participating, volunteering	Board members share Community Action news and messages; Chairs asks board members to self-report ; Development Committee sends survey mid year about Board member participation in this goal	Committee members introduce us to at least one new potential donor or business sponsor (or other goal that accessible for all board members?). Or help with a SEE, or sign thank you notes, or what? Sharing messages (social media, Donor Heart, etc) and oppprtunities for volunteering		Planning	
<b>PROGRAMS &amp; ASSET MAPPING</b>						
<b>Core Theme:</b> People Stabilized and Equipped <b>Strategic Priorities:</b> All						
	1					
BP&E	Identify a process by which staff can bring to the Board specific information and requests for connections in the community and the Board can provide its skills and expertise.	Board reviews the annual CNA, asks questions, and provides feedback and connections.	Starting in January 2024, plan for reviewing a section of the CNA, and previous FY's Data with the Board (identify how and where).		Not started	