

Agenda

Community Action Board of Directors

Thursday, December 21, 2023, 5-6:30 pm

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

Meeting ID: 897 9232 6464

Passcode: 955279

Phone: +1 (253) 215-8782

Welcome/introductions/sharing

5:00 pm

Consent Agenda

5:05 pm

Item	Action	Description
2	Minutes	Information
		Minutes from the October 26 Board of Directors Meeting
		Minutes from the November 16 Board of Directors Meeting
3	Correspondence	Information
		Burlington Chamber 2024 Awards of Excellence
		Ray Horak's Email: Thanks and appreciation of Dev Com
		Skagit Valley Herald Article: Skagit County looks forward after flooding
		Dulce Vazquez-Cruz's Email: Housing Resource Center Updates
4	Division Reports	Information
		Reports from Melissa Self, Sandi Phinney, Philip Prud'homme, Michele Metcalf & Elizabeth Jennings
5	Motions	Approve
		Motion to approve Minutes of October 26 Board meeting
		Approve
		Motion to approve Minutes of November 23 Board meeting
		Approve
		Motion to approve November and December Finance Report (thru October)

Discussion Agenda

Item		Action	Description	Responsible	Time
6	Finance	Update	Finance Transitions and budget updates	Davidson; Caswell; Henkel	5:15
7	Personnel	Motion	COLA motion, and update on Wage Equity Proposal	Reed	5:25
8	State of the agency	Briefing Update	Review highlights from agency dashboard – and update on staffing structure & sustainability	Henkel; Phinney	5:35
9	Board Planning & Engagement	Motion	2024 Agency and Board Work Plan (9 & 9a); Spirit of Hope and Stowe Award finalist (9b)	Bennett; Phinney; Brocksmith	5:50
		Motion	2024 Board Officer and Member Nominations and Elections		
	Executive Session -- Director Performance Review	Motion	Review Executive Director Performance Review;	Davidson; Bennett	6:10
		Motion	ED Contract and Compensation proposal		
	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

December 2023

CLIENT SECTOR MEMBERS		Term Ends
LAC CREAT	KATI ORTIZ Skagit Valley College (360) 421-4400 kati.ortiz@skagit.edu	Dec 2024
CREAT Donor Develop LAC	CHRISTAL SOLTERO Burlington-Edison School District (360) 421-0704 csoltero@be.wednet.edu	Dec 2025
CREAT Housing Develop	AMETH R. THORNBURG Veterans Advisory Board of Skagit County (360) 503-9485 thornjb242@gmail.com	Dec 2026
	HEATHER WALLACE Head Start Policy Council (360) 202-5895 heatherhelpsall@gmail.com	Dec 2025
PUBLIC SECTOR MEMBERS		Term Ends
PRESIDENT Bd Plan & Engmt Donor Develop Executive Finance Housing Devel	RICHARD BROCKSMITH Mount Vernon City Council Member (360) 826-2094 richardb@mountvernonwa.gov	Dec 2024
CREAT	DANNY HAGEN Skagit County Assessor (425) 275-1947 hagen.danny@outlook.com	Dec 2026
Housing Devel	TINA TATE Hospital District 304 Commissioner (360) 708-2144	Dec 2025
Bd Plan & Engmt	RON WESEN Skagit County Commissioner (360) 336-9300 ronw@co.skagit.wa.us	Dec 2023
PRIVATE SECTOR MEMBERS		Term Ends
VICE PRESIDENT Donor Develop	KATE BENNETT True North Consulting (360) 395-8727 bennetttrk@comcast.net	Dec 2025
TREASURER Donor Develop Executive Finance	GREGG DAVIDSON (360) 708-2292 gregg-davidson@msn.com	Dec 2024
CREAT	CAROLYN MOULTON Lautenbach Recycling (360) 472-0335 cymoulton@gmail.com	Dec 2026
SECRETARY Bd Plan & Engmt Executive LAC	SILVIA REED 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
- **Board Planning & Engagement:** Sandi York, sandiy@communityactionskagit.org
- **Donor Development Committee:** Philip Prud'homme, philipp@communityactionskagit.org
- **Housing Work Group:** Michele Metcalf, michelem@communityactionskagit.org
- **Latinx Advisory Committee:** Isabela Ordonez, isabelao@communityactionskagit.org
- **Skagit Housing Consortium:** Matt Johnson Money: matthew@skagit.org

Tuesday December 19, 3:30-5:00 pm, Donor Development Committee

- **Zoom:** <https://us06web.zoom.us/j/9436029776?pwd=Y1U1bWQxdXVodHJjcEzb0lSeTNEUT09>
- **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 3rd Thursday due to the holiday

- **Link:** <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FhMVZpb2swTmxxYUlubzdSQOT09>
- **Meeting ID:** 897 9232 6464
- **Passcode:** 955279
- **Phone:** +1 (253) 215-8782

Wednesday January 3, 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 January 3, 3-4 pm, CREAT Committee

- **Link:** <https://us06web.zoom.us/j/87174559991?pwd=SFxRbGpKS1dwZHI0c2xaOUNucWhCQT09>
- **Meeting ID:** 871 7455 999
- **Passcode:** 450580
- **Phone:** +1 (253) 215-8782

Friday January 5, 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

Friday January 5, 5:30 pm, Skagit Casino, Burlington Awards of Excellence

Community Action is a finalist for the Stowe Award! Interested in attending? Purchase your ticket here: <https://www.burlington-chamber.com/events/details/2024-awards-of-excellence-14456>

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

- **Link:** <https://us06web.zoom.us/j/84754093621?pwd=elh5QjhVL2tEblRVaGRXK1BQOTJ1dz09>
- **Meeting ID:** 847 5409 3621
- **Passcode:** 155098
- **Call Information:** +1 (253) 215-8782

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

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

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

Zoom: <https://us06web.zoom.us/j/83551235291?pwd=dGpuL3gvlzJvRlBPd2s0RW5hUk9wdz09>

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

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

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



Important Upcoming Dates: All are Invited

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

- **Link:** <https://us06web.zoom.us/j/89304065625?pwd=MReBX33dlKymdeOfI8udeLieEjQG7R.1>
- **Meeting ID:** 893 0406 5625
- **Passcode:** 247940
- **Phone:** +1 (253) 215-8782

Friday January 19, 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

Tuesday January 23, 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

Wednesday January 24-26, Bill in Olympia for WSCAP Legislative Meetings

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

- **Link:** <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FzMVZpb2swTmxxYUlubzdSQT09>
- **Meeting ID:** 897 9232 6464
- **Passcode:** 955279
- **Phone:** +1 (253) 215-8782

Friday February 2, 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

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

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



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

MINUTES OF THE BOARD OF DIRECTORS' MEETING

November 16, 2023 5pm

In attendance:

Members of the Board:

Public Sector:

Richard Brocksmith - present

Ron Wesen – not present

Danny Hagen – present

Tina Tate – not present

Private Sector:

Kate Bennett – not present

Carolyn Moulton – present

Silvia Reed – not present

Gregg Davidson - present

Client Sector:

Jamie Thornberry - present

Kati Ortiz – not present

Heather Wallace – not present

Christina Soltero – not present

Guests: n/a

Staff: Bill Henkel, Tari Caswell, Sandi Phinney

I. CALL TO ORDER

Finance Chair Gregg Davidson called the meeting to order at 5:05pm.

QUORUM NOT PRESENT

II. CONSENT AGENDA

Minutes from the October 28, 2023 Board of Directors Meeting

Correspondence: SVH: Change Recommended for Skagit County Housing Assistance Program; Port of Skagit Community Action team up to heat homes; Skagit County preps for state legislative session

Division Reports

No quorum to approve consent agenda. It will be moved to December board meeting.

III. DISCUSSION AGENDA

6. Finance Report; Rich, Davidson, Caswell

Updated budget timing: with Tari's vacation in December, and many unknowns, we are now aiming to present a budget at the January Board meeting. It will be important to identify the Resource center structure next without Coordinated Entry contract, while reaching and serving our community and clients as effectively as possible. We are also working on Cascade Landing and the overall capital needs budget, noting that REET funding that has supported Cascade Landing startup will run out at end of year. One of the key areas uncertainty for mid-2024 is the housing and homeless funding related to document recording fees, which fund a wide array of contracts, and are likely facing a more than 50% reduction from their peak, unless there is state or other backfill. (Last year there was local county backfill, but those reserves and unspent ARPA funds are now gone). We want to articulate that we are looking at the risk spots. As the budget is now slated for January or after, Richard asked if we need to spending authority to Bill. Though Gregg thought that official spending authority would not be needed, this will be discussed at the next Finance Committee.

7. State of the Agency; Henkel

Thanks to Kate, Debra Lancaster, and Sue Krienen for working together to raise donations for our outreach and support of the migrant community, especially after United Way pulled back on its funding. We're also proud of the Food Distribution Center for the \$1 million We Feed Washington grant and the amazing pace of purchasing local produce and protein, especially during harvest season. We also celebrate the progress of the Adult Ed GED student, as well as the new children's classroom at Cascade Place. We are still learning what will happen with VOA and the County and their plans for managing Coordinated Entry, though we've heard that it will rely heavily on their existing 211 phone system, as well as an unknown local physical presence.

Much of management's focus now is solving how to align resources centers, adjust structure, process, and budget in the wake of losing the Coordinated Entry grant, and with ongoing challenges to generate Medicaid revenue through our Care Coordination. Sandi, our new Chief Strategy Officer, will oversee and help us organize these complex organizational structure conversations, as well as take on a number of cross-organizational work, such as planning, customer service, org standards, data and assessment. She will also oversee, analyze and help guide any organizational transformation, especially the issues are complex and cut across service areas. Whether in our staffing and structure conversations around resource centers and care coordination, or any change initiative, we need to balance financial sustainability and maximum mission impact. We are now aiming for December 1 to have a basic staffing structure proposal in place, with implementation in January, and we'll keep the board posted.

8. Board Planning and Engagement; Phinney

Sandi reviewed the goals of the Board Work plan, highlighting the goals in the areas of governance, equity, advocacy, philanthropy, and program and asset mapping. One big strategy is having an external communications plan and using it. The area of "program and asset mapping" was added in order to highlight the need for the Board to be informed of what and why our various services, their impact and to offer insights on potential other areas of growth, or community connections if/where needed.

9. Executive Session; Executive Director Performance Review

As there was no quorum, the question was posted whether to go into Executive Session or defer it until early December. The group decided to survey Board members to ensure a quorum at the December Board meeting, and to move the Performance Review to that time, when as many board members as possible can be present.

IV. ADJOURN: Meeting adjourned at 6:02 pm.

December Correspondence

From: Steph Rees <steph@burlington-chamber.com>
Sent: Monday, November 20, 2023 4:51 PM
To: Bill Henkel <BillH@communityactionskagit.org>
Cc: Philip Prudhomme <PhilipP@communityactionskagit.org>
Subject: 2024 Awards of Excellence

Good Afternoon Bill,

I wanted to reach out to you and let you know that the Burlington Chamber Members have nominated Community Action for the Stowe Award at our annual Awards of Excellence Gala. The Stowe Award is A business/organization that has belonged to the Burlington Chamber of Commerce for at least ten years and has significantly impacted business and community.

Please let us know if you or someone from your organization would accept Community Action as a finalist and attend the event on January 5, 2024. We would need to be able to do a quick 60-second video sometime in the next few weeks that will be shown at the event. And we would love to have additional pictures for the slide show during the networking and mingling.

Again, please let us know if you accept or decline the finalist position; we need to know by November 22. The event page is listed below if anyone has any questions.
<https://www.burlington-chamber.com/events/details/2024-awards-of-excellence-14456>

Thank you,

Steph Rees
President & CEO
Burlington Chamber of Commerce
Steph@burlington-chamber.com
(360)757-0994

From: ray@contextcorporation.com <ray@contextcorporation.com>

Sent: Thursday, November 23, 2023 1:17 PM

To: Darlene Mindrum [EXTERNAL] <darlene.mindrum10@gmail.com>; Jill Rohrs [EXTERNAL] <jillrohrs@live.com>; Kate Bennett [EXTERNAL] <bennettrk@comcast.net>; Maureen Harlan [EXTERNAL] <Maureenharlan@gmail.com>; Michelle Largent <michellemlargent@gmail.com>; Philip Prudhomme <PhilipP@communityactionsagit.org>; Richard Brocksmitth [EXTERNAL] <rbrocksmitth@gmail.com>; Richard Warsinske [External] <dickwarsinske@me.com>; Sam Largent <slargent75@gmail.com>; Bill Henkel <BillH@communityactionsagit.org>; Emily Crabill <EmilyC@communityactionsagit.org>; Gregg Davidson [EXTERNAL] <gregg-davidson@msn.com>

Subject: Thankful

On this day of Thanksgiving I am truly thankful for the honor of working with each and every one of you in support of Community Action and its mission.

Those of you who form the hardworking staff do so much so well with so little resources that you leave me lacking the words to thank you properly, but I'll try--You work so hard and with such great skill and heart and joy as to inspire me and, I think I can safely say, the rest of us to support you and all of Community Action with our time, energy, and treasure.

I am thankful for the opportunity to work with you and I look forward to many more years serving alongside you in support of Community Action.

Hope to see you all on Zoom this coming Tuesday!

Thank you,

Ray Horak

Committee Chair, Spirit of Hope 2024

(360) 416-3308 (Landline)

(360) 202-6186 (cell)

ray@contextcorporation.com

Skagit Valley Herald: Skagit County looks forward after flooding

EMMA FLETCHER-FRAZER @Emma_SVH

Dec 8, 2023

As the Skagit River returns to normal levels, Skagit County staff are working to understand the damage left behind. County Chief of Emergency Management Julie de Losada said Skagit 911 had a busy few days of calls, but they were largely not flood related. In general, the flooding hit east Skagit County the hardest, said de Losada. But overall, the flooding was not as bad as expected, with the river cresting several feet lower than expected Wednesday in Mount Vernon.

The ground in Skagit County, which hadn't yet experienced a flood event this year, was able to absorb more water than usual, said de Losada. The Helping Hands Solution Center and Community Action of Skagit County will continue to help those still affected by the flooding.

Assistant Public Works Director Mike See said the county is still assessing the flood damage to public infrastructure. A preliminary assessment puts the damage at \$600,000, most of which is to roads. South Skagit Highway sustained damage from flooding. It is closed for emergency repairs and will likely reopen Dec. 15. Some of the roadway on Concrete-Sauk Valley Road eroded due to flooding. The roadway had already been eroding, and the county is looking at a long-term fix, said See.

The rest of the damage to public infrastructure is mostly minor damage to parks and road shoulders. "It could have been worse," said See. De Losada said it is unclear if the county will meet the state threshold for reimbursement for repairs through the Federal Emergency Management Agency. However, the county commissioners' emergency declaration this week does allow the process to begin to determine if the county does meet the threshold.

A damage assessment form will soon be published, likely on Monday. Residents will be able to write down what damage occurred to their property. While the form is not a damage claim, it does allow FEMA to determine how much damage occurred in the flooding. If the damage calculated goes above the damage threshold, the county or individuals are then able to make claims for financial assistance.

In terms of planning for the flood event, de Losada said the county was successful, and the event allowed seasoned and new staff members to work together and gain experience for future events. De Losada said she was proud of how county staff, leaders and community leaders worked together to plan for the flood and help each other through it. She urged community members to keep the National Weather Service webpage with the Skagit River level bookmarked on their devices.

From: Dulce Vazquez-Cruz
Sent: Wednesday, December 13, 2023 11:12 AM
Subject: ***Housing Resource Center Updates***
Importance: High

Good morning CE partners,

We have been experiencing a very high volume of people visiting the Community Action Resource Center, as well as receiving a high number of intakes from partners. Please know that our Housing Resource Center is working hard to serve as many folks, as quickly as possible. During these times of high volume, clients who come in to our Housing Resource Center can expect to wait up to 90 minutes to be seen to complete a CE intake/assessment. Check-ins are happening as they come through our doors by our Service Screeners(front desk staff). Estimated wait time for check-ins in-person are about 15 minutes, and over the phone are about 15-20 minutes.

For providers who are also working hard to complete intakes with clients – please know that we have received your intakes. We have limited staff capacity, and are pulling staff from other departments to process all intakes within 1 business day. If you drop off/fax 4 or more intakes, please be aware it will take us longer than usual to get them all in the system.

Please reach out if you have any questions/concerns,

Dulce Vazquez-Cruz
She/her
Resource Center Manager

November 2023

Division Director Report – Melissa Self

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

- Since the beginning of the Fiscal year, we have placed 8 households into permanent housing. Staff have been working closely with their team as well as the landlord liaison to locate housing for families.
- We have been working with 56 FCS only clients and 83 households with rental assistance.
- Our two new hires within Care Coordination team have begun taking on clients independently and increasing their caseloads. We continue to refer clients to our housing grants as well as screening for FCS eligibility.

Challenges:

- It has been challenging for staff to document their FCS eligible services into the EmpowOr database which allow us to be reimbursed for their time. We have been trouble-shooting with their direct supervisors as well as with the FCS billing coordinator and Data Manager to determine where there may be bugs in EmpowOr that make entering services challenging as well as working with staff one-on-one to build in time for documentation into their routine.

Emerging Issues:

- Due to the loss of the Coordinated Entry contract and with impending restructure of Care Coordination we are unsure of how this will impact client services. In addition, we have been informed of a further decrease in document recording fees on a county level. This may greatly impact our operations of the program as we head into 2024.

Street Outreach**Steven Simmons, Outreach Manager**Accomplishments:

- Hired an Outreach Specialist and Case Management Specialist for Recovery Navigator Program. We are now fully staffed across both programs.
- November: 144 clients served; 188 service interactions.

Challenges:

- Weather is changing
- General suffering is on the rise and will continue through these wet, cold months.
- No deaths due to cold yet, will update throughout the season.
- Last year, we lost two of our senior citizen clients (age 65+) to the cold.
 - Those are just the folks that we know about.
 - With some 48 senior citizen clients that we are currently working with, we are hoping not to see an increase in 2023.

Emerging Issues:

- On nights below 32 degrees, there are around 45 shelter beds available.
 - County is operating an extra shelter on a volunteer basis on nights below freezing.
- All other nights, through early March, there will be 25 shelter beds
 - Normal winter shelter is now open at First Steps, offering these additional, low(ish)-barrier nightly beds
- We served over 800 individual clients last year (144 just this past month); we are severely short on shelter beds.
- **The lack of nightly, open-access/low-barrier shelter in Skagit County is a huge problem. Whatcom, Snohomish, and Island counties all have some form of “mission-style” year-round nightly shelter in operation.**

Resource Center/Coordinated Entry**Dulce Vasquez, Resource Center Manager**Accomplishments:

- Staff from other departments including Street Outreach and Care Coordination have stepped up to assist with Coordinated Entry duties. We are so thankful for our incredible staff across the agency!
- Our Anacortes Resource Center is settling in and is operational. We are looking at placing staff from other programs in the office to help better serve the needs of the community with a variety of services.

Challenges:

- We continue to have an influx of clients seeking services through Coordinated Entry.
- Resource Center Coordinator will be on leave for 6 weeks starting in December, leaving staffing stretched until mid-January.

Emerging Issues:

- As we are winding down the Coordinated Entry contract which ends on January 31st, the agency is working to transition CE staff to other departments. Timing is going to be considered but will also leave positions open longer than we would like.

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

Wende Dolstad - WIC Manager, Jhaveena Broadnax – Site Supervisor

Accomplishments:

- Continuing resolution will fund WIC and other federal programs for another couple of months. Hired 4th staff member for NAS WIC. WIC participation continues to increase at both NAS and MV. About 95% of Skagit families are continuing to request telephone appointments.

Challenges:

- WIC schedule is very tight

Equitable Service Delivery:

- Difficult time of year for farmworker families
- 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:

- Supported a veteran with a VASH prevention voucher for housing. The veteran was on the verge of eviction due to loss of income, but our VASH representative enrolled him in the program to pay 70% or more of his rent until financially stable again.
- Supported a veteran's surviving spouse with our Senior Stipend program. She became financially unstable due to the loss of her husband who was receiving VA compensation. We are using VA programs to potentially assist her further financially.
- Our lobby intake service screener assisted 86 walk-ins and phone inquiries.
- **Veteran's Assistance Services:** Critical Needs Vouchers – 4, Rental Assistance – 3, Cascade Landing Subsidy – 2, Utility Assistance – 4.
- **Housing:** Housing intakes – 6, VASH Housed - 1, Transitional Housing - 4, Senior Stipend - 4
- **Claims and Services:** VA compensation and pension claims – 18, Claim assessments - 23

Challenges:

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

Emerging Issues:

- The new VASH social worker is delayed by 30 days for placement in our office. The new estimated timeline is February 2024.

Skagit Food Distribution Center

Madeline McGonagle, Food Access Manager

Achievements:

- Utilized LFPA (Local Food Purchasing Agreement) to purchase meat and yogurt from local producers to distribute to the San Juan and Skagit Foodbanks.
- Delivered 215 commodity boxes (CSFP) to Seniors. Our numbers continue to increase and we are working towards our goal of serving 240 senior clients each month.
- We are continuing to purchase local produce each week from our partner farms. In November, we purchased 41,314 pounds from 13 local producers at a value of \$50,000 and distributed it to 5 of our partner food pantries and all of our Senior clients through the CSFP.
- Using our TEFAP reach and resiliency funding through the WSDA we paid for 19 pallets of product to be delivered to the San Juan Food banks (4 pallets a week).

Challenges:

- There's always an increased need for food during the holiday season so we are doing our best to keep up with the needs of our food pantry partners by utilizing our funding to purchase products in addition to finding donating products.

Emerging trends, opportunities or threats:

- The current Farm Bill was extended through October of 2024, which means there will be no cuts to TEFAP (The Emergency Food Assistance Program) at this time, which is huge for our partner food pantries and the work we do at the SFDC.
- Hunger Action Day in Olympia is on February 2nd which is a day to advocate for funding that supports the work we do.
- We have a new Food Resources Coordinator joining the staff on December 11th !
- Madeline, the Food Access Manager is working on pre-season agreements with our partner farms for the 2024 growing season. This will ensure a reliable flow of product through the SFDC for the food pantries throughout the year in addition to creating sales outlets for farmers ahead of time so they can expect what to sell.

December 2023 Division Report
Sandi Phinney, Chief Strategy Officer

Adult Education

Claudia Morell, Instructional Coordinator

What accomplishment are you most proud of?

One more student earned his complete GED, passing the last test – Math! This was last month. Two more are only one test short of finishing. The PRE-GED class has begun! We've had a few successful evenings of study . . . but only with two students. We finally have writing tutors on board, but I'll still have to give feedback on student paragraphs and essays.

What challenge are you currently facing?

We need more students! And if we get more students for Pre-GED, we might need more space. We can have up to four at a time.

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

Laventure Middle School is adding a whole new wing to its space. Construction is going on even on weekends. Maybe we can use a room there in the future.

Answer ONE of the following equity questions:

I've been letting my GED student bring her child to class at WorkSource because her DSHS childcare assistance ran into an obstacle. We are trying to get the situation solved for her.

Data

Megan Breedlove-Speece, Data and Assessment Manager

What accomplishment are you most proud of?

Completing the CSBG reporting on time and using it as a jumping off point to understand how we should be structuring the plan for next year.

What challenge are you currently facing?

Reporting requirements are getting pretty heavy, in terms of what I have to pull on behalf of individual programs. I'm hoping some of our planning talks around expanding the DPI committee and having data leads in each department will help alleviate some of that.

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

With restructuring, we have a big opportunity to set outcome goals that make sense based on the services we provide, and think critically about how some programs and services intersect to create large outcome numbers.

Provide an example of a way in which you are taking (or have taken) into consideration equity in making programmatic or service decisions?

I think I probably already brought this up, but my main equity focus lies in dis-aggregation. When we talk about service and outcome gaps for marginalized communities, we can't really determine those for our

participants without first pulling out the data for marginalized communities to compare it to the dominant social groups.

East County
Stephanie Semro, East County Manager

What accomplishment are you most proud of?

Partnering with Skagit Valley Harold Christmas Fund to be able to hand out their Christmas bags to bridge a transportation barrier. Launching the care specialist position in Concrete, signing individuals up for FSC and being able to continue to in-depth work with clients. Providing emergency resources to clients in crisis to assist them in stabilizing their lives.

What challenge are you currently facing?

Increasing number of clients experiencing SUD. No assistance for Methamphetamine addiction which seems to be just as apparent as opiate addiction. Food and clothing donations have almost become nonexistent. We have very little emergency food to give out and most of what we have will not make a meal.

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

Increased amount of fentanyl and fentanyl laced drugs within the Upriver Community. Fewer families with children coming into the Resource Center and Community Center. One of the greatest opportunities I see for the Upriver Community is the Didgwalic wellness center coming into the Concrete area to offer MAT assistance and offering to transport people down to the wellness center if needed. This is a huge win for the Eastern Skagit County community.

Answer ONE of the following equity questions: What are barriers or bottlenecks that make it hard for some people/populations to have access to the services you provide?

Transportation due to poverty is a large barrier for a lot of our Upriver clients. We provide gas vouchers and bus passes when possible but for people East of Concrete it is a major barrier due to no transit being offered past Concrete and a fuel voucher only attainable once every 6 months.

Employment
Marissa Davison, Education and Employment Manager

What accomplishment are you most proud of?

We have been chosen as a grant recipient to increase supported employment opportunities for HEN and ABD participants. This will include adding benefits planning to our list of services

What challenge are you currently facing?

Staffing still continues to be a challenge as is low referrals for WorkFirst

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

Referrals are down for WorkFirst due to many changes at DSHS. Our referrals are completely dependent on DSHS for WorkFirst and their challenges to maintain staff and little time spent on cases has impacted our referrals.

Answer ONE of the following equity questions: Provide an example of a way in which you are taking (or have taken) into consideration equity in making programmatic or service decisions?

We have recently opened up office hours for community members to stop by and inquire about employment and education services. This is a brand new service change that we have never had before. Previously, we were appointment only. We anticipate expanding to having open office hours in the future for anyone who wants to stop by and receive assistance for employment.

Senior and Disabled Volunteer Services

Mariana Brandt, SrDisVolSrcs Coordinator

What accomplishment are you most proud of?

Completed the amount of volunteer hours needed to receive full funding from NWRC a month early. Have onboarded more volunteers.

What challenge are you currently facing?

While we currently have volunteers now for Anacortes transportation, demand for transportation is low, and I have not been able to engage these volunteers. Will need to work on spreading awareness of this service. Housekeeping is a great need due to the caregiver shortage, but it is the most challenging to recruit for.

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

I continue to see requests coming in for assistance with more expensive needs that seniors cannot afford with their fixed incomes.

Answer ONE of the following equity questions: Provide an example of something you have done or changed in order to reduce a barrier or increase access (to services, employment opportunities, etc).

Recruited and onboarded volunteer drivers for Anacortes location which will reduce their barrier to access resources and healthcare.

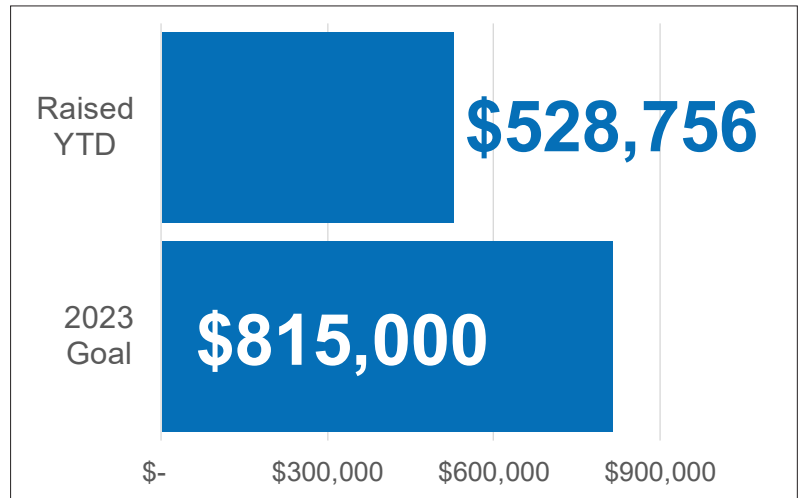
2023 Fundraising Progress January 1, 2023 - November 30, 2023

2023 Fundraising Goal & Progress

As of November 30, 2023 we have raised **\$528,756** which is about **65%** our board approved goal.

Breakdown of Funds

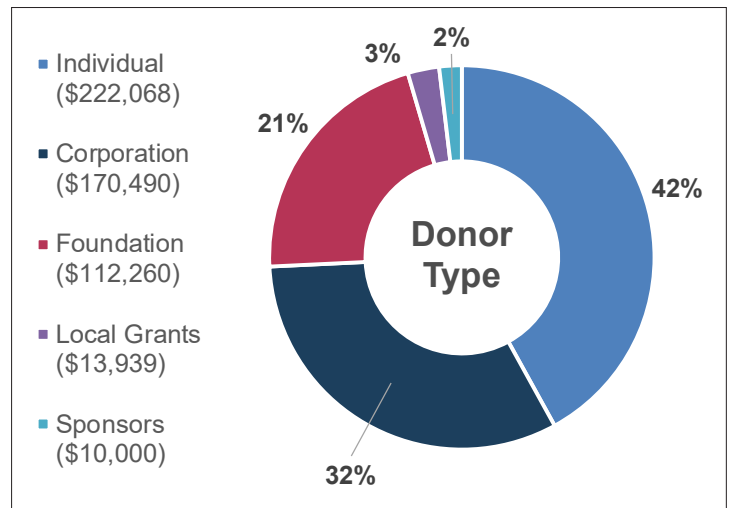
\$205,721	Greatest Need
\$99,970	Solar Panels (PSE)
\$66,142	Skagit Food Distribution Center
\$26,390	Veterans Services
\$22,013	East County
\$20,000	Street Outreach
\$19,500	Cascade Landing
\$16,000	Education and Employment
\$11,500	WIC and MSS
\$3,736	Mountain of Hope
\$782	Housing and Housing Development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



Highlights

Thank you to this donor who made generous donations in November:

- Amber Nishida
- Betty Carteret and Eric John Shen
- David Kingsbury
- Elizabeth Hastorf
- Jeanne and Mark Johnson
- Joan and Keith Magee
- Kimberley Miller
- Susan Krienen
- Bill Hayton and Laurence McCulloch
- Kendall and Nancy Gentry



In-Kind Donations

- Total FMV of in-kind donations = \$17,880 YTD
- 56 in-kind donations YTD
- Additionally, the SFDC received 178,587 pounds (\$387,930) of in-kind food in November.

\$528,756
Raised 2023
YTD

367
Donors
YTD

61
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

Housing Projects Director Report – Michele Metcalf

December 2023 Board Report

Cascade Landing

The Property Manager and Resident Service Coordinator for Cascade Landing have faced several challenges in recent months. We have collectively been teaming up to strategize ways to improve safety and security measures at the facility. We have found that many of the challenges are either guests of residents or unauthorized visitors inside the building.

In early November we were notified that Key Northwest is terminating our property management agreement effective January 8. We've had several meetings with Coast Management as an option to handle property management operations for Cascade Landing. Key Northwest is committed to ensuring a smooth transition to a new property management company and has a goal to have the building fully occupied when property management changes hands.

As of December 2023, Cascade Landing is 82% occupied, with five vacant Studios and one 1-BR unit on the market. Cascade Landing has had no new move-ins and two vacated units since October.

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

Kulshan View

On November 17 the Notice of Decision approving the Kulshan View rezone to change Mount Vernon Parcel 82422 from R-3 to R-4 was received.

During the month of October, we met with consultant firms who specialize in low-income housing development to identify the funding strategy for Kulshan View. We received a proposal from Ginger Segal of GS Consultants on October 31 and entered into a contract with GS Consultants on November 16. GS Consultants will provide services to refine the project concept, build the development and operating budgets, assess the feasibility of proceeding with Low Income Housing Tax Credit financing, and explore simple finance options and strategies to build capacity, working together to determine the best path forward. The scope of work is expected to be completed by March 31, 2024.

We had a kickoff meeting with GS Consultants, Ginger Segal and Philippa Nye, on December 6 to provide background information and agency goals. We will meet with the consultants on a bi-weekly basis, with our next meeting scheduled for December 19.

Housing Work Group

Board members that regularly attend HWG meetings met with staff for a FY2024 planning session on December 7 to discuss Housing Work Group goals to include in the Board Work Plan for 2024. At the December 15 meeting the Housing Work Group will finalize the work plan goals.

Resident Service Coordination Programs

During the month of November, agency staff teams engaged in high-level managerial discussions aimed at enhancing our service efficiency at Cascade Landing. Our focus revolves around streamlining the

integration of the care coordination and the resident service coordination program services. We are identifying key personnel who will form the rental housing advisory team. This team will spearhead collaborative meetings, fostering an environment conducive to refining and improving processes within Cascade Landing.

For additional details on the Resident Service Coordination program, please refer to Sam and Rachel's accompanying reports for the months of November and December.

Resident Service Coordination - Cascade Landing

Sam LeBrun, Resident Services Coordinator

November 2023

Accomplishments:

- Continued building positive relationships with residents which has led to an increase in residents visiting the RSC office for support.
- Gained access to Key Northwest Buildium website, which is now live and accessible for all tenants. RSC can now use this as a tool to help directly solve resident issues.
- Helped 9 residents navigate the new tenant portal, educated them on how to use it, and helped them set up recurring rent payments or send requests to Property Management.
- Planned a community meeting with Property Manager so all tenants can meet PM and RSC in person and learn what types of support each can offer. This meeting has been postponed due to the anticipated change in property management.

Challenges:

- The parking lot has been a source of frequent complaints from both residents and Cascade Place business staff. Property Management has recently heightened the enforcement of the parking lot rules and begun towing vehicles that are in violation. Most of the residents are happy and support these changes but some residents have been very upset.

Emerging Issues & Future Focus:

- The focus on building relationships has been effective and residents are increasingly requesting support. I would like to use this opportunity to engage with residents and complete RSC intakes so they fully utilize the RSC services that will support their long-term stability. During October two residents visited the office for an RSC intake, I would like to significantly increase this number in November and December.

December 2023

Accomplishments:

- Continued building positive relationships with residents which has led to an increase in residents visiting the RSC office for support. Office visits from residents have been steadily increasing and RSC has supported various areas including rental assistance support, resume building and job searches, as well as help accessing food resources.
- One resident on the HEN program was offered a full-time job out of state, he moved out in early November and was very excited to start his new job. This is the first Resident from Cascade

Landing to successfully graduate from their rental assistance program and move on. This is the type of successful outcome that we hope to see from this project!

Emerging Issues & Future Focus:

- During the month of October, we were making strong progress with the RSC program and resident participation was steadily increasing. RSC has continued to build relationships and support residents. Two significant incidents occurred in November and with the expected changes in property management, we are focusing on resident engagement and preparing residents for the change in property management with hopes of a seamless transition.

Resident Service Coordination – Mount Vernon Manor

Rachel Cathey, Resident Services Coordinator

November 2023

Accomplishments:

- RSC attended a Gardener's Club meeting in order to pass along some safety concerns from management about the upkeep of the garden boxes and items that are being placed around them. RSC was able to hear and learn from a few club members about how the club originated, and the progression and revisions of the club's functioning over the past few years.
- 30 residents across all three buildings (Manor 1 & 2, and Annex) were served by the Commodity Supplemental Food Program through the Skagit Food Distribution Center. Residents received a 30lb box of dry and canned goods delivered to their door. This program provides food for residents that may be more limited in their mobility and have a harder time coming out to the Mobile Food Bank or getting groceries on their own.
- The Mount Vernon Public Library came to table, providing residents with the opportunity to check out library materials including books and movies. Residents were also able to ask their library outreach coordinator questions about library services, e-reader devices, and events put on by and held at the library.
- Resident bingo was held at the end of the month. This on-site event allows residents the opportunity to socialize with one another, while engaging in an activity. Lunch was also provided by the site manager prior to the start of bingo. Each resident was able to win and walk away with various prizes provided by Blue Lake Property Management.
- 29 residents were served through the Mobile Food Bank held at the end of the month. Residents were able to come through the kitchen and shop for food and necessity items provided by the Skagit Food Distribution Center at no cost to the residents. Food items ranged from canned and dry goods, frozen meat, milk, to various snack items. In total, roughly 200lbs of food went to residents across all three buildings (Manor 1 & 2, and Annex). Additionally, there were four residents new to the Mobile Food Bank that were served with more than roughly 60lbs of food combined.
- Residents held a Holiday Bazaar open to the public, in order to raise money for supplies for various resident activities, clubs, and events. The Bazaar included both residents and outside vendors set up at tables to sell their homemade art, crafts, and baked goods. This was the first Holiday Bazaar since the Covid pandemic, and it seemed to be a success in both vendor

participation and public interest. Several residents commented on their excitement to hopefully see the event grow in the coming years.

- More than 70 residents applied for Energy Assistance. RSC was able to collect resident signatures on behalf of the Energy Department allowing them more time to process more applications. Resident signatures were the last step in completing applications for LIHEAP assistance. During the week prior to collecting signatures, some residents had started receiving their letters from the Energy Department, stating their benefit amount from the PSE Help benefit as well.

Access:

- Energy assistance is a huge benefit for almost all residents. This benefit season 73% of residents across all three buildings (Manor 1 & 2, and Annex) applied for energy assistance through Community Action. RSC was able to help residents on-site with completing applications, compiling the necessary documentation, and turning in applications to the Energy Department. Receiving the benefit(s) helps create more room in resident's budgets to apply their finances to other bills, paying off debts, building their savings, and more.

Challenges:

- Transportation is a pretty frequent need amongst residents that are unable to drive themselves, have a difficult time navigating public transportation, and or do not have a caregiver. RSC has been referring eligible residents to Para-Transit, as well as Senior and Disabled Volunteer Services to supplement transportation needs for residents.
- Resident paper files still need to be gone through, condensed, and updated. Updating these files will be necessary in logging accurate resident/client data including engagement in the RSC program and its services, and in tracking client demographics that will be used to measure equity stats.
- An RSC introduction letter still needs to be sent out to all residents in order to prompt resident engagement in acquiring services. This letter will provide residents not already engaged in services the opportunity to become familiar with the RSC on-site, and what services can be provided to them as residents. RSC has already been able to engage with the majority of residents across all three buildings (Manor 1 & 2, and Annex), but would like to meet with each resident to assess their individual needs and level of participation with the RSC program.

Emerging Topics:

- Continued plans to organize resident clubs/social events that can become independently facilitated by residents, in order to create a larger feeling of community between all three buildings. RSC is compiling a list of previous clubs that were created and held meetings prior to the Covid pandemic and will be contacting residents that were the club organizers to gauge current resident interest in starting club meetings back up.
- Haircuts for residents provided by a local hairdresser had to be cancelled due to lack of resident sign up. The hairdresser will come back the first Monday of November to offer haircuts on-site to residents.
- RSC has been in contact with the Mount Vernon Health Department in order to schedule monthly Health & Wellness Education tabling on-site. RSC is waiting to hear back from the Health Department in order to set a day and time each month they are available.

December 2023

Accomplishments:

- 33 residents across all three buildings (Manor 1 & 2, and Annex) were served by the Commodity Supplemental Food Program through the Skagit Food Distribution Center. Residents received a 30lb box of dry and canned goods delivered to their door. This program provides food for residents that may be more limited in their mobility and have a harder time coming out to the Mobile Food Bank or getting groceries on their own.
- RSC attended a Gardener's Club meeting in order to pass along some safety concerns from management about the upkeep of the garden boxes and items that are being placed around them. RSC was able to hear and learn from a few club members about how the club originated, and the progression and revisions of the club's functioning over the past few years. RSC is working with resident club members to update club guidelines and system of operating.
- Resident bingo was held at the end of the month. This on-site event allows residents the opportunity to socialize with one another, while engaging in an activity. Each resident was able to win and walk away with various prizes provided by Blue Lake Property Management.
- A Holiday Lunch was provided by Blue Lake property management for residents to enjoy and socialize with one another. The site manager cooked lunch for residents and was also able to deliver to go boxes to residents not able to attend the lunch with everyone.
- 27 residents were served through the Mobile Food Bank held at the end of the month. Residents were able to come through the kitchen and shop for food and necessity items provided by the Skagit Food Distribution Center at no cost to the residents. Food items ranged from canned and dry goods, frozen meat, milk, to various snack items. In total, roughly 200lbs of food went to residents across all three buildings (Manor 1 & 2, and Annex).

Access:

- Mount Vernon Manor United Health Care Rep. came to table providing on-site assistance to residents in answering questions about their Medicare plan as well as helping them make any changes to it.
- RSC has been in contact with the Mount Vernon Health Department and has set up a monthly schedule for Health & Wellness Education tabling on-site. This month was the first Public Health Tabling event covering information on diabetes.
- The Mount Vernon Public Library came to table, providing residents with the opportunity to check out library materials including books and movies. Residents were also able to ask their library outreach coordinator questions about library services, e-reader devices, and events put on by and held at the library.

Challenges:

- Transportation is a pretty frequent need amongst residents that are unable to drive themselves, have a difficult time navigating public transportation, and or do not have a caregiver. RSC has been referring eligible residents to Para-Transit, as well as Senior and Disabled Volunteer Services to supplement transportation needs for residents.
- Resident paper files still need to be gone through, condensed, and updated. Updating these files will be necessary in logging accurate resident/client data including engagement in the RSC

program and its services, and in tracking client demographics that will be used to measure equity stats.

Emerging Topics:

- Continued plans to organize resident clubs/social events that can become independently facilitated by residents, in order to create a larger feeling of community between all three buildings. RSC is compiling a list of previous clubs that were created and held meetings prior to the Covid pandemic, and will be contacting residents that were the club organizers to gauge current resident interest in starting club meetings back up.
- An RSC introduction letter will be sent out to all residents at the start of the new year, in order to prompt resident engagement in acquiring services. This letter will provide residents not already engaged in services the opportunity to become familiar with the RSC on-site, and what services can be provided to them as residents. RSC has already been able to engage with the majority of residents across all three building (Manor 1 & 2, and Annex), but would like to meet with each resident to assess their individual needs and level of participation with the RSC program.

Rental Owner Statement



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

Statement period **11/9/2023 - 12/13/2023**

Statement date **12/13/2023**

Community Action of Skagit County

Summary by property

	160 Cascade Place	All properties
Beginning cash balance	\$71,419.00	\$71,419.00
+ Additions to cash		
Income	40,279.91	40,279.91
Owner contributions	0.00	0.00
Other additions	0.00	0.00
– Subtractions from cash		
Expenses	5,514.05	5,514.05
Owner draws	0.00	0.00
Other subtractions	0.00	0.00
Ending cash balance	\$106,184.86	\$106,184.86
– Adjustments		
Tenant security deposits and early payments	68,919.00	68,919.00
Property reserve	2,500.00	2,500.00
Available for payment	\$34,765.86	\$34,765.86

Rental Owner Statement



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

Statement period **11/9/2023 - 12/13/2023**

Statement date **12/13/2023**

Income statement

	160 Cascade Place	All properties
Income		
Convenience Fee Income	0.00	0.00
Late Fee	75.00	75.00
Rent Income	40,204.91	40,204.91
Total income	\$40,279.91	\$40,279.91
Expense		
Owner Billable Expense - Keys	228.48	228.48
Property Management Expenses	4,027.99	4,027.99
Repairs & Maintenance Expense - Appliances	130.32	130.32
Repairs & Maintenance Expense - Maintenance & Cleaning	964.36	964.36
Repairs & Maintenance Expense - Systems & Equipment	162.90	162.90
Total expenses	\$5,514.05	\$5,514.05
Net income	\$34,765.86	\$34,765.86

December 2023

Community Engagement Board Report

Elizabeth Jennings, Director of Community Engagement

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

- **Presentations, trainings & community conversations:**
 - Brunch & Learn: Community Action's Public Policy Advocacy Strategy, Jan. 3
 - Burlington Chamber Awards of Excellence, nomination for Stowe Award, Jan. 5
 - Advocacy 101 for Leadership Skagit & Leadership Whidbey, Jan. 5 and 12
 - Outreach & Resource Centers presentation for Mount Vernon Presbyterian Church Men's Breakfast, Jan. 27
 - Volunteer & Community Leadership Fair, partnership with Leadership Skagit and Skagit Volunteer Center, April 12
- **Engagement opportunity for board members:** Are you a member of a community of faith, service organization, or other group that would like to learn about Community Action's work to improve housing affordability, food access, and family resiliency? Reach out and we'll get it scheduled! LizJ@CommunityActionSkagit.org

ADVOCATE/ADVANCE EQUITY:

- **Skagit was 1 of 4 counties featured in Poverty Action Network Listening Session reports:**
In November, the Skagit Latinx Advisory Committee was one of four community groups in the state to inform Poverty Action's 2024 Legislative Priorities. Their findings are here (no PDF of the report available at this time):
<https://povertyaction.org/listening-sessions-2023-key-themes-across-the-state/>
Summary of key needs identified:
 - **Barriers to Navigating the Benefits System**
 - **High Cost of Living**
 - **Debt Sucks**
 - **Public Safety**
 - **Free Activities and Spaces for Youth**
- **Advocacy goals 2024:** Note that advocacy goals are in both the board and agency workplans. With CREAT's advice, we've decided on these priorities:
 - **Local:**
 - Prioritize building relationships with Mount Vernon and Burlington mayors and city councils, due to new blood in MV and our important community relations around Cascade Landing.
 - Develop strong relationships with law enforcement and first responders, both at the executive level and at the services level. Some programs such as Street Outreach have good working relationships with some jurisdictions, while others could use relationship development starting at the executive level.
 - **State: 2024 Washington State Community Action Partnership Legislative Agenda:** The board's Community Relationships, Education & Advocacy Taskforce reviewed the enclosed WSCAP legislative priorities at the December meeting. It is enclosed for board review, so you can let CREAT know if you have questions or concerns. They will submit it for the board to affirm at the January board meeting.
 - **Federal:** We are focusing on protecting and increasing LIHEAP and other energy and utility resources.
- **Engagement opportunity for board members:** Do you have relationships with any of the new Mount Vernon or Burlington elected officials? Or with law enforcement/first responder leadership? Let us know, and we'll ask for your help in building our connections!





Washington’s Poverty Fighting Network: 30 Community Action Agencies in all 39 Counties Equipping Low-Income Individuals and Families to Exit Poverty

 2023-24 Legislative Agenda

The Washington State Community Action Partnership believes ending generational poverty and inequity is the right thing to do. While markedly high inflation rates have begun to settle, most Washingtonians continue to struggle with soaring food costs, housing, and essential needs. Combined with stagnant and lower wages, there is a continued **significant increase of 3.2% in the statewide poverty rate** (*U.S. Census report, September 2023*). We urge Washington State Legislators to summon the moral and political will to invest in healthy and sustainable communities. Stabilizing and equipping our neighbors living in poverty is critical to help them achieve long-term well-being.

 Top Legislative Priorities

Washington State Community Action Partnership (WSCAP) is asking for **\$5, 25,000** to supplement the federal Community Services Block Grant (CSBG) funding, which provides flexible resources for the 30 Community Action Agencies (CAAs) who serve all 39 counties in the state, to respond to urgent (and rapidly changing) community needs, including:

-  ensuring stability for Washington’s under-served families, especially BIPOC communities who, despite being only one-third of the overall population, make up almost half of all Washingtonians in poverty; and
-  equipping low-income rural Washingtonians with access to food, housing, and job-readiness skills.

CSBG is the catalyst funding for CAAs to deliver economic relief services and sustain a locally powered and accountable infrastructure for social and economic justice in all counties across the state. By engaging low-income, BIPOC, and rural communities facing extreme systemic barriers to basic needs like housing, food security, and employment opportunities, CSBG returns up to \$56 to Washington for every dollar invested and ensures people with lived experience have a seat at the table to give a knowledgeable voice on how these funds serve their community.

CSBG can close the gaps where public funding streams do not fully meet the needs of customers or service providers. Not only does a state CSBG match support economic security for our customers, but it also helps ensure livable wages and good benefits for staff who deliver outreach and programs that are driven by and for members of their own communities, making this the best option to lift thousands of Washingtonians out of deep poverty.

 State Policy Priorities

Equitably Equip All Washingtonians to Survive Higher Inflation and Cost of Living

WSCAP believes advancing opportunity and economic justice requires us to consider how we collect taxes and distribute revenue to support the building blocks of healthy communities, including cash assistance and safety net programs. The past two Legislative Sessions have seen historic progress in addressing Washington’s uniquely regressive tax code, which costs our poorest residents six times more of their income than our richest families, and disproportionately impacts Washingtonians of Color. We support continued efforts to reduce the tax burden on our working poor and generate new revenue streams that reflect Washington’s aspirations of fairness for all.

Jeff DeLuca, Executive Director • jeff@wapartnership.org
Linda Garcia, Policy and Advocacy Manager • linda@wapartnership.org
www.wapartnership.org • P.O. Box 7130 • Olympia, WA 98507



Provide Basic Needs for Marginalized Communities

- ✿ Maintain or increase Energy & Utility assistance for the state's most vulnerable residents
- ✿ Expand eligibility for the Working Families Tax Credit
- ✿ Continue work toward equitable Universal Healthcare solutions
- ✿ Eliminate Aged, Blind or Disabled recovery garnishments
- ✿ Align all cash grants with the standard of need and inflation
- ✿ Extend funding for TANF time limits through 2025
- ✿ Continue working toward a Guaranteed Basic Income model that ensures a floor for economic security

Increase Housing Stability and Create Community Pathways Out of Poverty

As the housing crisis continues across the state, we must demand equitable, affordable housing be included in all upzone areas by increasing density and increasing height allowances.

- ✿ Continued investment in building new affordable homes, including multi-family housing, single family homes, repair of older homes and upzone permitting and construction
- ✿ Address rent stabilization to prevent homelessness
- ✿ Emphasize and highlight need for rural affordable housing
- ✿ Secure a permanent fund source for affordable housing
- ✿ Re-address the Housing & Essential Needs benefits cliff
- ✿ Support increased investments in homelessness prevention
- ✿ Support passage of "Nothing About Us Without Us"

Help Eliminate Food Insecurity

- ✿ Extend funding for (CAP agency based) food banks and community-based emergency food programs, including capacity building
- ✿ Emphasize and highlight rural WA food deserts and insecurity
- ✿ Support OSPI's Universal Free School Meals for ALL Washington students, all grade levels
- ✿ Support correction of '23 Legislation of funding for Hunger Free Colleges, ensuring all Washington State college and university students have access to food, from allotted .50 FTE to original request of .75 FTE

Make Sure Families with Children have the Resources for Thriving and Safety

- ✿ Provide additional child support dollars directly to children and families rather than using funds to reimburse the state for TANF/SFA grant costs
- ✿ Support extended funding for TANF time limits

- ✿ Continued support in pursuing full pass-through in childcare benefits
- ✿ Ensure stability to single parents by getting child support arrears back on the legislative radar

Build Diverse, Equitable, Inclusive Healthy Communities

- ✿ Continued support for implementation of the 10-Year Plan to Reduce Poverty & Inequality in WA State
- ✿ Continue to support and amplify BIPOC-led efforts to address bias in policing and build equitable public safety

Wage equity

- ✿ Focus on legislation which will bridge long-term funding gaps
- ✿ Right-size existing government-to-Non-Profit Organization (NPO) contracts
- ✿ Support Seattle Human Services Coalition in efforts to bring wage equity legislation to the statewide level

Move Toward an Equitable, Cleaner and Greener Environment

- ✿ Ensure Justice 40 Communities' access to new Climate Commitment Act funding
- ✿ Support agencies working to promote fuel switching within rural communities
- ✿ Focus on equitable transitions in clean energy and fuel switching programs
- ✿ Advocate for equitable language in new HB1589 around electrification

Ensure Households Have Expanded Social Networks and Connections

- ✿ Continue working to bring broadband internet services to rural areas, ensuring affordability and low-cost through the help of community navigator programs
- ✿ Provide a voice for equitable distribution of National Telecommunications and Information Administration (NTIA)/Broadband Equity Access Deployment (BEAD) funding

Mobility investments that promote safety, community connection and access to opportunity

- ✿ Implement and double down on "Move Ahead Washington" investments in safer, accessible streets and transit options for non- drivers.

Support Early Learning and Childcare for Families

- ✿ Invest in the Fair Start for Kids Act framework.
- ✿ Improve child care affordability and sustainability and strengthen the Early Childhood Education and Assistance Program (ECEAP).

Board Motions

Community Action of Skagit County

December 21, 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 and November 16, 2023, Board meetings

Background on Consent Agenda Motion: A reminder that we did not have quorum at the November Board meeting, so this month's Consent agenda items are doubled up. Please see attached draft minutes from the October 26 Board and November 16 Board meetings (Item 2).

2. Approve November and December 2023 Finance Report (through month of October)

Background on Consent Agenda Motion: This month includes both November and December 2023 Finance Reports (through October). November and December Finance Reports are attached See items 6.

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

Draft Motions within Discussion Agenda

1. Approve 3.2% Agency COLA

Background on Consent Agenda Motion: The Board Personnel Committee met on December 8 to review two major items, a proposal to institute a 3.2% staff Cost of Living Adjustment (an approximate \$200,000 cost), as well as wage equity and pay transparency re-classifications (which, if instituted, would have an additional impact of approximately \$200,000). In effort to stay aligned with our Compensation Philosophy, the Personnel Committee proposes to increase our wage scale by 3.2% in tandem with the adjustments being made by the Social Security Administration (SSA) for 2024. This wage increase is necessary to keep the agency's wage scale in line with the labor market. It is also necessary to adjust the entire wage scale due to minimum wage increases and the salary exemption threshold increases. This would be effective for all Community Action employees 1/1/2024 and is included into the 2024 budget. Though the pay transparency re-classifications were deemed to be a priority for equitably compensating and retaining staff, the Committee is proposing to wait on any additional wage re-classifications until we

have further budget clarity, and plans to reconvene to review in early spring 2024. For a summary of the Personnel Committee meeting and its recommendations, see (Item 7).

Potential Motion: Approve 3.2% Agency COLA

2. Adopt 2024 Agency Work Plan

Background on Consent Agenda Motion: The staff Transformation Team, working in tandem with Board Planning & Engagement, has been developing the agency's one-year 2024 Work Plan. This is meant to focus and guide our priority actions and initiatives in the year to come, and also help us track our progress on our goals, while adjusting where necessary our tactics for maximum impact. You'll also note 3 priority goals, Stabilize the Agency, Operationalize Equity, and Position the Agency as a leader in Resource Navigation and Support. See (Item 9).

Potential Motion: Adopt 2024 Agency Work Plan

3. Adopt 2024 Board Work Plan

Background on Consent Agenda Motion: Parallel to the staff generated agency 2024 Work Plan, Board Planning & Engagement, has been working on both the Board's 20234Work Plan. This is meant to focus and guide Board's priority actions and initiatives in the year to come, within the areas of "governance," "philanthropy," "advocacy," and "equity." See item 9a.

Potential Motion: Adopt 2024 Board Work Plan

4. Appoint Ron Wesen to a second three year term in 2024

Background on Discussion Agenda Motion: Each Board member is appointed to a three-year term, with an option to be re-seated for a second three-year term. This year, Ron Wesen is coming to the end of his first three year term, and has agreed to serve his second three-year term, beginning in 2024.

Potential Motion: Appoint Ron Wesen to a second three year term starting in 2024.

5. Appoint 2024 Board Officers

Background on Discussion Agenda Motion: Board Planning & Engagement has also pulled together a list of potential Board Officers for 2024. Other nominations are welcome from the floor. BP&E's proposed officers include:

- President. Gregg Davidson
- Vice President. Kate Bennett

- *Treasurer. Danny Haggan*
- *Secretary. Silvia Reed*

Potential Motion: Appoint 2023 Board Officers, as proposed by Board Planning & Engagement

6. 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

7. 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
Total Asset	8,029,644	7,491,466	(538,178)
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]
Total Liabilities	1,414,221	1,180,968	(233,253)
Net Assets			
Beginning Net Assets			
Other	6,947,903	6,599,997	(347,906)
Total Beginning Net Assets	6,947,903	6,599,997	(347,906)
Total Current Net Income (Loss)	(332,480)	(289,499)	42,981
Total Net Assets	6,615,423	6,310,498	(304,925)
Total Liabilities and Net Assets	8,029,644	7,491,466	(538,178)

Days Cash on Hand	17.82 [3]
Days Investment Cash on Hand	28.69 [3]
Days Cash in A/R	50.02 [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%
Total Revenue	12,546,974	17,416,195	72.0% [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%
Total Expenses	12,806,409	17,456,504	73.4%
Net Income (Loss) Before Depreciation & Unrealized Gains/Losses	(259,435)	(40,309)	[1] [4]
Depreciation (non-cash expense)	63,151		
Unrealized Gains/Losses	33,086	40,000	[2]
Net Income (Loss) Including Depreciation and Unrealized Gains & Losses	(289,499)	(309)	[1] [4]
	% should be		75.0%

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
Total	174,369

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.

December Finance Reports through October 2023

Balance Sheet Comparison	*Preliminary Year-end 2022	Through 10/31/23	Change in Value	
Asset				
Cash and Cash Equivalents	827,807	505,474	(322,333)	[b]
Short-Term Investments	12,986	13,020	34	[b]
Long-Term Investments	1,558,647	875,883	(682,765)	[b]
Accounts Receivable	1,342,073	1,672,158	330,085	
Prepays and Deposits	66,239	53,847	(12,393)	
Fixed Assets	4,794,461	5,071,726	277,265	
Depreciation	(1,624,449)	(1,694,616)	(70,168)	
Furniture and Equipment	1,051,879	1,051,879	0	
Total Asset	8,029,644	7,549,370	(480,274)	
Liabilities				
Accounts Payable	100,198	64,818	(35,380)	
Mortgage	670,144	653,835	(16,309)	
Vacation Liability	126,264	144,876	18,612	
Other Payroll Liabilities	266,779	384,018	117,239	
Other Liabilities	(13,218)	(12,057)	1,161	
Deferred Revenue	264,053	43,543	(220,510)	[a]
Total Liabilities	1,414,221	1,279,035	(135,187)	
Net Assets				
Beginning Net Assets				
Other	6,947,903	6,599,997	(347,906)	
Total Beginning Net Assets	6,947,903	6,599,997	(347,906)	
Total Current Net Income (Loss)	(332,480)	(329,662)	2,818	
Total Net Assets	6,615,423	6,270,335	(345,088)	
Total Liabilities and Net Assets	8,029,644	7,549,370	(480,275)	

Days Cash on Hand	16.73	[3]
Days Investment Cash on Hand	28.26	[3]
Days Cash in A/R	53.95	[3]

P&L	Through 10/31/23	2023 Amended Budget	% of Budget	
Revenue				
Federal Grants	4,075,025	4,749,941	85.8%	
State Grants	1,094,626	1,278,274	85.6%	
Local Grants	2,797,138	3,571,471	78.3%	
United Way	10,000	0	0.0%	
Foundations & Corporations	413,270	243,828	169.5%	
Contributions	197,600	436,072	45.3%	
In-Kind	4,365,125	6,048,418	72.2%	
Program Revenue	767,277	1,058,191	72.5%	[5]
Miscellaneous Revenue	46,788	0	0.0%	[6]
Sponsorship Income	3,450	30,000	11.5%	[7]
Total Revenue	13,770,300	17,416,195	79.1%	[4]
Expenses				
Wages and Benefits	4,987,434	6,507,210	76.6%	
Program Expenses	3,894,650	3,926,822	99.2%	
Supplies/Equipment	123,075	161,718	76.1%	
Travel and Training	67,362	54,934	122.6%	
Telephone	60,610	59,975	101.1%	
Professional Fees	198,583	154,362	128.6%	
Licenses, Dues, Subscriptions	118,567	132,075	89.8%	
Printing and Postage	32,480	31,940	101.7%	
Insurance	69,653	53,905	129.2%	
In-Kind	4,365,125	6,048,418	72.2%	
Occupancy	113,144	307,245	36.8%	
General and Administrative	332	0	0.0%	
Miscellaneous Expense	2,145	0	0.0%	
Marketing/Advertising	16,331	17,900	91.2%	
Total Expenses	14,049,492	17,456,504	80.5%	
Net Income (Loss) Before Depreciation & Unrealized Gains/Losses	(279,192)	(40,309)		[1] [4]
Depreciation (non-cash expense)	70,168			
Unrealized Gains/Losses	19,697	40,000		[2]
Net Income (Loss) Including Depreciation and Unrealized Gains & Losses	(329,662)	(309)		[1] [4]
		% should be	83.3%	

Funds received/counted as income but not yet spent	
City of Anacortes	26,000
Food Lifeline Capacity	91,544
Peace Health RSC	8,400
WEAF	13,000
Robert Gates for SVC	25,500
Total	164,444

December Finance Reports through October 2023

General Notes:

Through October, we have received \$123,586.67 from Key Northwest as net income from Cascade Landing. This income would normally have offset the master lease expense, but the master lease has been charged to REET grant funding. REET funding ends 12/31/2023. These funds have been deposited in our operational bank account but have not been recorded on the financials yet. The agency used investment funds to pay for the Leasehold Improvements as our contribution to the CL project. Working with Auditor as to how to best incorporate and record these funds due to the complexity of the project. Update to follow.

Notes to Finance Reports:

[1] As of 10/31/23, we are reflecting YTD net loss of \$279,192 [4] before Depreciation Expense and Unrealized Gains & Losses; and loss of \$329,662 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 October were \$19,697

[3] Days Cash on Hand at the end of October was 16.73, Days Investment Cash on Hand is 28.26, and Days Cash in A/R is 53.95. For a combined total of 98.94. 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 \$155k income for invoices that have not been created yet. We have approximately 4-6 grants for which we received contracts in November and have not caught up on invoice or still have not received contracts.

[5] Program Revenue saw a significant increase as FCS income was brought current through 10/31/23 and back-billed to January for \$114,912 that supports Care Coordination.

[6] Miscellaneous income of \$46,788 represents the net income from Cascade Landing to reimburse expenses paid by Community Action on behalf of Cascade Landing.

[7] Income and overall loss does not reflect approximately \$155k income for invoices that have not been created yet. We have approximately 4-6 grants for which we received contracts in November and have not caught up on invoice or still have not received contracts.

Personnel Committee Summary of Discussion and Proposals

Friday, December 8, 2023

The Board Personnel Committee, chaired by Board Secretary Silvia Reed, met Friday, December 8, to discuss staff health benefits, and to consider a 2024 COLA and Pay Transparency wage re-classifications. The following is a summary of that discussion and the committee's proposals.

2024 Benefits

The agency has been using Premera as their benefit provider since 2019. In 2023 Premera gave the agency a 34.5% increase in costs. Going into 2024 they offered another 21.6% increase if we wanted to continue working with them. Our brokers, HUB International, went to market and brought to the agency several different providers that could offer more affordable benefits to our staff. In review of the plans offered, the costs to agency, the costs to employees, and the administrative overhead, the agency has determined to switch providers from Premera to United HealthCare

In 2024, the agency will use United HealthCare (UHC) as their health benefits provider. This was approximately a 3% (\$23k) increase to our current annual costs. This transition will provide better health coverage plans, keep costs the same for staff, provide increased life insurance coverage, and will remove administrative overhead by streamlining and outsourcing COBRA through only one vendor. None of the providers would extend a rate cap for 2025, so we are moving forward with the most affordable and balanced plan for staff.

3.2 % COLA Effective 1/1/2024

In effort to stay aligned with our Compensation Philosophy, the Compensation Committee would like to increase our wage scale by 3.2% in tandem with the adjustments being made by the Social Security Administration (SSA) for 2024. This wage increase is necessary to keep the agency's wage scale in line with the labor market. It is also necessary to adjust the entire wage scale due to minimum wage increases and the salary exemption threshold increases. This would be effective for all Community Action employees 1/1/2022 and is included into the 2024 budget. The Personnel Committee met on December 8, 2023 and recommend the 3.2% COLA be applied to the agency's wage scale.

Pay Transparency 2024 First Quarter

The Compensation Committee has spent the year working to create full pay transparency for all positions and staff. In order to do this we needed to reflect and review position classifications along with labor market information for each classification. It was very clear in going through this processes that our classifications needed to be updated and we needed to re-class positions in order to create full pay transparency that aligns with our compensation philosophy of paying labor market wages.

The pay transparency document and re-classification of positions has been created, but with no budget planned for 2024 it would not be financially responsible to move forward with this initiative due to the financial implications aligned with the transitions. The Personnel Committee met and discussed on December 8, 2023 and recommends to the board that the pay transparency and reclassification initiative move forward within the first quarter of the year after the budget has been determined. It is critical to the agency's pay infrastructure and retention efforts that this be a priority in early 2024.

Community Action DASHBOARD

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Financials as of October 31, 2023

Assets	\$ 6,270,335
Liabilities	\$ 1,279,035
Fund Balance	\$ 7,549,370

Net Income/Loss

Month	\$ (40,163)
YTD	\$ (329,662)

December
2023

Agency Restructure and Transition

HOT TOPIC

New enterprises and Revenue.

The recently released Governor's budget includes a second round of \$309,000 in funding for Kulshan View. Our FCS Billing Coordinator went back through services and billings over the past year and identified about \$130,000 in FCS services that had not been billed – and now have been. In past 2 months, Food Distribution Center purchased 41,394 lbs local produce, 2,225 lbs meat, and 17,038 lbs dairy thru WE Feed WA & other grants, to distribute through local food banks.

Recent Progress on Strategic Plan

Staff have recently finished the 2024 Agency Work Plan, which will, of course, be a living document as we use it as our road map for continuous improvements in the coming year. The three key agency-wide initiatives are:

- Stabilize the Agency
- Operationalize Equity
- Position the Agency as a Leader in Resource Navigation and Support

Other priorities include creating a client messaging and marketing strategy, integration transportation services into many programs, and integrating financial skills coaching into case management work.

Service Highlights:

The Skagit Food Distribution Center hosted a Volunteer Recognition luncheon that was well attended and showed the dedication of many of our volunteers, who volunteer in not just one but multiple programs.

How can I help this month? Consider attending the Burlington Chamber's "Awards of Excellence" event, January 5, 5:30 pm, at Skagit Casino. Community Action is a finalist for the Stowe Award!

Trends in Needs and Services

- Care Coordination: A positive trend is that we are finding more billable services that had not been billed for and have been now. We are also seeing an increase in staff's monthly billable services in general, making it easier to plan and make budget projections.
- Coordinated Entry: We continue to plan for the end of the Coordinated Entry contract. Most staff will have lateral transfers to other departments in the agency, and we are crafting a timeline for the transition that will still all us to fulfill our contract and complete housing intakes and the Point in Time Count by the end of February.
- Agency restructuring. Enclosed (item 8b) is the new organizational chart developed in response to the end of the Coordinated Entry contract, the expansion of our Resource Centers, and designed for both mission and impact and financial sustainability of our Care Coordination model.

Community Conversations and Partnerships

- Working with County staff to plan transition of Coordinated Entry to VOA (full transition in Feb 2024)
- At Skagit Vets Connect, we will soon have 2.5 FTE of Community Action staff with the arrival of an SSVF Case Manager, who will also help on reception. The County is planning to expand its staffing to 4, and our VA partners an additional 3.



2024 Priorities, New Structure, + Draft Philosophy of Customer Service

8a

- Stabilize the Agency
- Operationalize Equity
- Position the Agency as a Leader in Resource Navigation and Support

1



Stabilize the Agency

Need:

- a structure so we can operate within a balanced budget
- to be flexible to changing community needs
- clear processes and expectations for staff

Strategy: Structure the agency with the future in mind: training, resources, and tools are documented and updated; workloads are appropriate; and expectations, support, and performance indicators are clear.

Key Actions:

- SOPs & Succession Plans for all programs
- Supervisory Training
- Staff Input & Feedback Loop

2



Operationalize Equity

Need:

- Staff have a feeling of belonging
- Staff know and feel that they are embedded in making long-term, meaningful change in the agency and community

Strategy: The agency will use two frameworks as tools: Our Workplace Culture Statement and the GDEIB framework.

Key Actions:

- DEI Committee will identify 2-3 internal outcomes
- Clear opportunities for staff input and involvement in decision-making - feedback loop & committees!
- Disaggregate data to identify needs, gaps, outcomes
- Target marginalized & BIPOC populations that are under-resourced with information and service outreach

3



Position the Agency as a Leader in Resource Navigation and Support

Need:

- Community needs to understand what the agency does and what is available at resource centers
- To have clear, simple language to describe a resource center

Strategy: Develop a unified vision for all resource centers. Develop a plan for service delivery out in the community, especially to rural, BIPOC, and other marginalized communities

Key Actions:

- Above all, be welcoming! Finish and embody our Philosophy of Customer Service.
- Create the Resource Center Alignment Committee (RCAC)
- Identify clear list of services, hours, language, consistent info & know who is responsible for CRN and CR Guide.
- Use an assessment to screen & assess clients in all domains
- Re-brand Care Coordination & why it is so important!

4



Other Key Cross-Programmatic Priorities (yellow highlight in the WP)

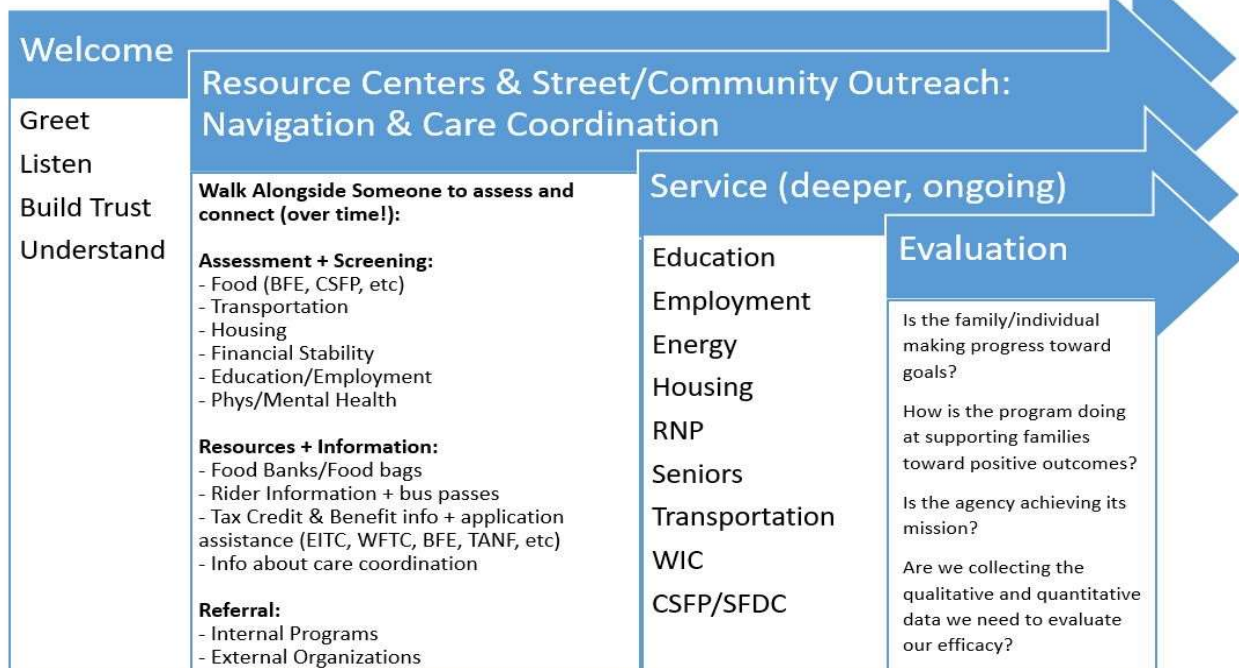
- Ensure that **transportation services** are available to staff/participants of other programs (not just senior and disabled), such as Vets, Employment, Care Coordination, Street Outreach (Mobility and Senior Services Manager + Leadership Team).
- Ensure that all programs know how to screen for eligibility and track screening and assistance for **Basic Food, energy assistance, and other key benefits** to extend income (RCAC + Energy)
- Develop/adjust/use a **comprehensive assessment** to identify clients' needs in all domains (RCAC + CC Team)
- **Integrate financial skill building** into the work of all care specialists and direct service staff, and conduct trainings to ensure they have the knowledge and tools needed (Equipping Committee)
- Analyze client communications channels and develop **marketing strategy**.

5



What if everyone who walked through our door felt welcomed? What if we walked alongside every one of them to help them reach their goals?

(Draft) Philosophy of Customer Service





Structure and Staffing Changes

Based on:

- Client Flow and Philosophy of Customer Service
- Lessons Learned from Challenges
- Budget Constraints and Opportunities
- Retaining as many staff as possible, including making some lateral moves
- Maintaining stability - role clarity, training, and support and solutions-oriented problem solving are more important than upheaval.

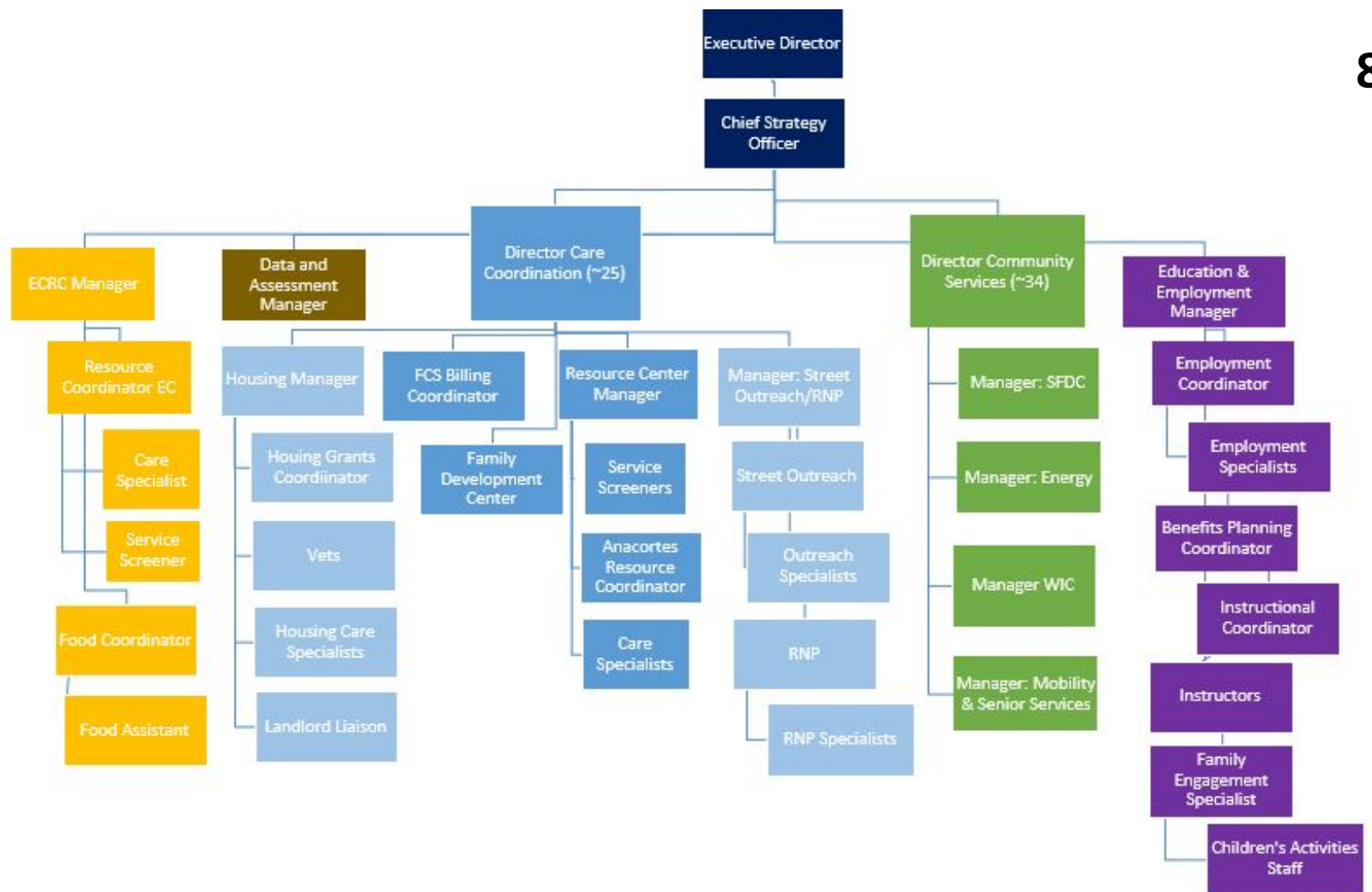
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Key Changes

- Care Coordination will be its own division. Energy, Mobility & Senior Services, WIC, and SFDC (with significant overlaps in transportation, nutrition, and outreach goals) will become the Community Services Division.
- **Melissa** has offered to take the role of *Community Services Director*. She will also continue to be the Deputy Director and will retain that title.
- **Jazmin** will step into the role of *Director of Care Coordination*.
- **Kathleen** will be the *Housing Manager* and will take over supervision of Skagit Vets Connect.
- **Dulce** will remain the *Resource Center Manager* and will Chair the Resource Center Alignment Committee.
- **Cristian** (Resource Coordinator) will become a *Benefits Planning Coordinator* - a position that will bridge HEN clients into FCS Employment
- **Theresa** will become the Vets Service Screen & Care Specialist
- **Marguerita** will become an Employment Specialist

8



2024 Agency Strategic Work Plan SUMMARY					
Key 2024 Goals	NEED	Strategy	Action/Tactic	Responsible/Lead	Status
KEY AGENCY-WIDE INITIATIVES					
Stabilize the Agency	The agency needs to have a structure that allows it to operate within a balanced budget and be scalable and flexible to changing community needs. The agency needs to have clear processes and expectations that allow it to manage the new workforce.	Structure the agency with the future in mind: training, resources, and tools are documented and updated; workloads are appropriate; and expectations, support, KPIs, and accountability processes for each level or position are clear.	Analysis/evaluation of problematic areas that affect operational cashflow, and identify clarity, efficiencies, processes for improved operation.	Core, staff support	In Process
			Role Clarity between levels and clear expectations for all jobs, including: - responsibility, KPIs, and decision-making capabilities at different levels - expectations by Directors and managers around financial conversations & revenue generation, - expectations of Finance for necessary tools and support so that it is easier to keep expenses in line with income.	Mindy, with Compensation Committee	In Process
			Identify structural/process adjustments to meet the need and budget and move forward with a detailed transition plan.	Bill, with support Core	In Process
			Develop SOPs & Succession plans for all roles	Mindy, with all supervisors	In Process
			Rework 2024 budget based on new realities and post-Coord. Entry structures and needs.	Tari, with support from Core	In Process
			Design and implement supervisory training (including project planning and performance measurement)	Mindy, Core support	In Process
			Streamline all-staff meetings to align with communication and training needs.	Sandi and Mindy	Not Started
			Core creates a decision log that shows the state of topics brought up for discussion, deliberation, discussion so that all can see. Core updates added to Stand Up agenda.	Sandi	In Process
			Agency also creates a staff input and feedback loop that allows voices to be heard, ideas to be collected, and impact/action to be communicated (cross-reference w/ action item below).	Sandi	Planning
Operationalize Equity	Staff need a feeling of belonging and inclusion. Staff know and feel that they are embedded in making long-term change in the agency and impact in the community.	The agency will use two frameworks as tools in our DEI: Our Workplace Culture Statement and the GDEIB Framework. The GDEIB Framework will help us identify policies and practices to improve our DEI work.	The DEI committee will focus on 2-3 outcomes in the domains of Bridging/Learning and Internal in the GDEIB, and identify "agency" indicators to work toward. Reconfigure DEI charter to reflect focus.	Marissa, with support from Mindy	In Process
			The Community Engagement Team and Resource Information work will focus on 1-2 outcomes in the External domain, focused on deepening relations with communities of color.	Liz + whoever is leading our resource/service outreach effort.	Planning
			The Board will diversify itself & committees, use the equity lens in decision-making, and celebrate DEI champions.	Bill & BP&E, with support of Sandi and Liz	Planning
			Program Supervisors will review their data for demographic information and identify gaps and issues, supported by the Data Manager, who will disaggregate agency data to identify gaps, possible inequities or biases, and opportunities.	Megan, with supervisors	In Process
			Agency creates a staff input and feedback loop that allows voices to be heard, ideas to be collected, and impact/action to be communicated.	Sandi	Not Started
			Agency makes clear opportunities for staff involvement in decisionmaking (esp. committees) and a plan for engaging/involving more staff and tracking their participation to recognize contributions.	Sandi	In Process
Position the agency as a leader in Resource Navigation and Support	The community needs to understand what Community Action does and what is available at resource centers. The agency needs to have clear and simple language to describe what a resource center is.	Develop a unified vision for all Resource Centers. Develop a strategy and action plan for information & service delivery out in the community, especially to BIPOC and marginalized communities.	Identify who will take the lead on this initiative.	Core	In Process
			Identify who will serve on the RCAC, how often it will meet, develop a charter and plan for goals and deliverables.	Leadership Team	Planning
			Identify the clear list of all services offered at Resources Centers and ensure that all staff have that language, and identify consistency of hours.	RCAC	Not Started
			Identify all the screening and assessment that should happen at front doors of Resource Centers and ensure that all staff are trained on how to do the screening, assessment, and data tracking thereof.	RCAC, Megan support	Not Started
			Identify role of programs and role of community engagement in information outreach.	RCAC + Liz	Not Started
			Messaging/branding: Identify our value added and differentiate ourselves from other resource providers and how we talk about it.	RCAC + Core	Not Started
			Identify responsibility around resource guide, CRC, and communication regarding opening, closing, etc.	RCAC	Not Started
			Discuss how to re-brand Care Coordination in the wake of Coordinated Entry and its relationship to our language about Resource Centers.	CC Team, Core support	Not Started

STABILIZING & EQUIPPING						
Community Action Strategic Priority	Service Target	NEED + OUTCOME Target (Connect to CNA or to documented need)	Strategy	Action/Tactic	Responsible/Lead	Status of Action Item
More Food Security						
Community Action will help lead the local food-support system to focus on nutritional quality, access to nutritious food, and nutrition education in order to fully nourish families to thrive at school, work, and home	Distribute 480,000 pounds of donated and purchased local products including produce, meat, dairy, and eggs in 2024 to 14 hunger relief organizations in Skagit and San Juan counties who are serving 500,000 total clients each year (duplicated and unduplicated individuals) (SFDC)	13,000 households experienced increased food security. 14 hunger relief orgs have increased resources and capacity to serve community members experiencing hunger	Work with public health, food policy council, food bank association, local producers, and regional hunger relief organizations to increase coordination of food distribution. Increase distribution through the Distribution Center to maximize quality and quantity of food available to families relying on local emergency food system.	Be an active member of the Food Policy council to advocate for support for hunger relief organizations in Skagit County.	Madeline	Not Started
	Purchase 200,000 pounds from 24 farmers and food businesses in Skagit at a value of \$203,000 (SFDC)	24 farmers and food businesses in Skagit County have reliable sales outlets through the Skagit Food Distribution center	Strengthen and clarify partnerships with local producers to create a reliable stream of product throughout the season for food pantries and a reliable sales outlet for producers	Create pre-season budget and agreements for each producer we purchase from so they can know what to expect us to buy throughout the season	Madeline	Not Started
	240 seniors served with 480 food and produce boxes.(SFDC)	240 increased food security among seniors	Targeted outreach in senior communities to increase case load	Present to senior living communities	Laurie	Not Started
Access to Transportation, Basic Needs, & Resources for Resilience						
Community Action will work in partnership with the families we serve to overcome individual or community challenges and identify basic resources to help them increase resiliency and find a more stable path forward.	500 Low-income individuals who are unstably housed or unhoused receive care coordination or outreach services via home/site visits (SO/CC).	Community members need access to safe, reliable transportation. OUTCOME?	Build partnerships in and expand transportation and senior services to East and West County.	Hire a Mobility and Senior Services Manager	Sandi and Mindy	Done
	50 new individuals served with transportation support inc. Vets, Employment, Education, EC, Anac (Mobility Srvcs).			Identify staffing needs to restart Medicaid Transport	Julie	In Process
				Start a regional transportation coalition to get transporation partners in the county at the same table to share information, needs, and referrals.	Julie	Not Started
			Ensure that transportation services are available to staff/participants of other programs (not just senior and disabled program), such as Vets, Employment, Care Coordination, Street Outreach.	Julie	Not Started	
			Create a process by which other program staff and participants (employment, CC, SO, etc) can use vehicles for transportation.	Julie (w/ prog. supervisors)	Not Started	
	800 individuals and families will recieve basic needs resources and support (SO/RNP)	The unhoused community lacks basic survival needs in Skagit County.	Focus on building new staff positions and retaining trained staff in order to build trust and relationships with clients.	Develop integrated training for all SO specialists and care specialists.	Steven (w/ Dulce and Jazmin)	In Process
	250 seniors and disabled individuals are connected with transportation and basic needs (Mobility/SDVSrvcs)	250 seniors and disabled individuals maintain independent living	Ensure the program is fully funded and sustainable in order to keep offering these services. Work closely with the Mgr and Volunteer Coordinator to recruit more volunteers to assess clients and identify their transportation and basic needs.	Identify government funding to support ongoing work for seniors and people with disabilities.	Julie and Mariana	Not Started
	2000 Low-income community members are informed about Basic Food program and screened for potential eligibility. (All Resource Centers)	Community members have increased food security due to access to SNAP/Basic Food.	Ensure that all programs know how to screen for eligibility and track screening and assistance for Basic Food.	Train all direct service staff on BFE screening, data tracking, and application assistance.	Dulce (with Megan)	Planning
	2000 community members are screened and assessed in all domains (All Resource Centers).		Develop/adjust/use a comphrehensive assessment and train service screeners and care specialists to use to identify clients' needs in all domains.	I		
Increased Housing Stability & Safety						
	150 seniors 100 disabled individuals 25 individuals (SDVSrvcs)	150 seniors are able to maintain an independent living 100 disabled individuals maintain an independent living 25 individuals maintain independent living due to safety or health improvements in their home.	Ensure the program is fully funded and sustainable in order to keep offering these services. Work closely with the Mgr and Volunteer Coordinator to recruit more volunteers to assess clients and identify their transportation and basic needs.		Mariana	In Process
		Service Outcomes (includeds RA and	Develop a communications plan so clients & landlords understand	Create materials to educate clients & landlords on Housing Services	Kathleen	In Process

Community Action will address the growing crisis of housing instability and offer a diverse spectrum of services for people in need of safe and stable housing.	SERVICE TARGET? (Housing)	15 households avoid eviction 154 housholds obtain safe, affordable housing 25 households obtain temporary shelter Increase FCS enrollment by 10%	what Care Coordination services are, materials are trauma informed & easy to comprehend, clients have a clear expectation of the services that we offer and engagement required for housing subsidies	Improve client feedback methods and ensure they are quick/easy to complete		Not Started
		Training Outcome: Direct Service staff are effectively coaching clients to utilize their natural supports and practicing skills to self-resolve challenges	Train Direct Service staff to coach clients to utilize their natural supports and skills to self-resolve challenges	Finalize Care Coordination Manual	Kathleen & Jazmin	In Process
				Review & revise training curriculum for care coordination staff & schedule re-training.	Jazmin	Planning
		Compliance Outcome: All staff have an understanding of what a compliant client file looks like.	Make all Housing Information and Files virtual and accessible and regularly audit them for compliance and completeness.	Review & revise training curriculum for housing grants	Kathleen	Planning
	Update list of resources available for clients as well as staff making connections with local providers			Dulce, TBD	Not Started	
	Service Target - how many people will be served total? (CC)	X HH avoid eviction X HH obtain safe, affordable housing X HH obtain temporary shelter	Identify which care specialists are focused on housing and which on ACH, FCS, etc, and how to track that data.	Jazmin, Dulce		
Service Target - how many will be served total? (Vets)	8 Avoid Eviction 6 Obtain Safe and Affordable Housing 10 Obtain Temporary Shelter	Identify how to capture how many Vets are served each each year with all service (questions, vouchers, information, referrals, basic needs, benefits support, etc)	Vernon, Carmina			
Manor: 85 CL: 34 Annex: 16 (Resident Services)	101 Seniors maintain indep living (10 CL?) Disabled who maintain indep living: 40% of above number. Avoided Eviction: 5 (TBD)	Creat a better assessment up on entry to capture resident information.	Michele with support from Dulce and Jazmin		Not Started	
Improved Physical and Mental Health						
Community Action will address the social determinants of health by offering services that stabilize lives and create bridges between systems in order to meet medical, dental, and behavioral health needs.	4500 individuals will access WIC services (WIC)	4500 individuals will have increased physical health due to WIC nutrition counseling.	Continue to reach out to communities that may be eligible for WIC.	Ensure all WIC clients are in EmpowOR so we have a better understanding of client demographics, gaps, and wrap-around services.	Wende	Planning
	150 families will receive services through Infant case management (WIC)	150 families will have increased physical and mental health due to receiving case management and basic needs.			Wende	In Process
	50 clients will be offered referrals to address medical and dental care needs.	50 clients will experience improved physical health due to being connected with a primary care providers.	Staff will assess clients' needs and directly connect to appropriate systems.	Promote awareness on the importance of medical and dental care. Staff will assist client with connecting them to appropriate systems. Ensuring data is captured in EmpowOR	Steven and Jazmin	Not Started
	200 seniors in EC participate in the meal program. (ECRC)	200 seniors in East County experienced improved mental health due to community meals.	Expand meal service and community center activities to more seniors.	Recruit volunteer drivers and work with Mobility Manager to plan transportation support for seniors without reliable transportation to lunch.	Stephanie	Not Started
	800 clients are served by Street Outreach and RNP program. (SO/RNP)	XX clients experienced improve physical health due to entering rehabilitation	Focus on building new staff positions and retaining trained staff.		Steven	Not Started
	Get 20 RNP referrals from local law enforcement and court sources. (SO/RNP)		Build better partnerships with CJS partners in order to start conversations around pre-arrest/trial diversions	Present program to LE and Court partners, training them on referral process...the second piece is to prioritize in-the-moment responses. We will need our parters to see the effort and impact obehind our work.	Steven	Not Started
Improved Language, Employability, & Financial Skills						
Community Action will work in partnership with the people we serve to develop essential job skills, craft career plans and job searches, and connect them to	65 participants are served with employment services (E&E)	40 of 65 participants obtain employment up t 50% obtain unsubsidized employment	Expand team to take on more participants	Hire another employment specialist and benefits planner.	Marissa, Sandi, and Mindy	Done
				Train new staff and identify process to move HEN clients into FCS employment (Glidepath contract).	Marissa and Kathleen	In Process
			Reach out to X new employers and set up X new employment placement sites.		Marissa and James	In Process
	74 students are enrolled in adult education classes. (E&E)	50% of 74 students achieve a measurable skill gain in adult basic education	Use both outreach and inreach strategies to get the word out about classes.	Make regular announcements at Stand Up and other locations to be more visible to other programs. Develop a partnership with OIC, IRIS, local schools, and other local agencies to spread information.	Jennyfer	In Process

opportunities to begin or further their journey on a career pathway.	Enroll 40 students in financial education courses 25 students graduate from 6 week course (E&E)	75% of graduates express improved financial wellbeing 25 E&E participants open a savings account 10 E&E participants increase savings		Start up financial education classes in January. Advertise classes internally and externally.	James	Planning
	400 clients receive financial coaching and/or financial education as part of their wrap around support (CC, Housing, Ed, Empl)	60% of all community action clients who receive financial coaching or financial education report improved financial well-being.	Integrate financial skill building into the work of all care specialists and direct service staff, and conduct trainings to ensure they have the knowledge and tools needed.	Train care specialists on use of tools to use with clients and how to gather data to track it.	Marissa/Equipping Committee	In Process
	Service Target (CC)?					
	Service Target (Vets)?	15 increase savings				
Access to More Income, Assets, Benefits & Ability to Pay Bills						
	Serve about 3,000 Households with Energy Assistance. (Energy)	2724 Households have improved energy efficiency and/or are able to pay their energy bills (20% more clients than in the 2022-2023 Season).	Continue to keep training and information on changes up to date. Work with Community Based Organizations to refer clients to us and to advertise our programs to the community. Identify a process for clients to get energy assistance across all resource centers.	Work with all programs to get referrals and utilize employees to schedule appointments with online scheduling tool.	Misty	In Process
				Explore option for putting Energy tablets in all locations with icon straight to Energy scheduling link.	Misty + RCAC	Planning
	2000 clients are screened for and/or informed about federal/state benefits and tax credits that will help them expand their income. (All Resource Centers)	XXX clients show an increase in income due to connection with benefits.	Develop a staff training and strategy for working with clients to talk about how to use benefits.	Plan this training and support with client and staff input so that it is culturally competent.	Benefits Planning Coordinator + Dulce + Equipping Ctte	Not Started
				Ensure EmpowOR is set up to collect this screening and application assistance information.	Megan	Done

STRONGER COMMUNITIES

Community Action Strategic Priority	NEED and/or OUTCOME		Strategy	Action/Tactic	Responsible/Lead	Status of Action Item
Engaged and Active Community						
Community Action will engage volunteers, donors and public policy advocates to learn about the experience of poverty in Skagit County, and take meaningful action to meet immediate needs and address long-term root causes.	Community Action is well-known and respected in the community.		Develop comprehensive strategic marketing and communications plan.	PIO & Crisis Communications planning	Community Engagement Director	In Process
	Supporters (donors, elected officials, other constituents) understand Community Action's "value proposition" i.e. impact in the community.			Strategic Marketing Plan	Donor Development Director	Not Started
	Clients get real-time usefll information.		Analyze client communications channels and develop marketing strategy.	Convene Programs to analyze current channels, plan improvements or growth into other channles, and clarify roles between Community Engagement and programs.	Community Engagement Coordinator	In Process
	Community Action is recognized as the go-to source for Resource Navigation and Support		Re-launch CRN and Community Resource Guide in print and online as products of leadership.	Elevate to agency priority for funding and leadership. identify who takes the lead and who makes what decisions and is accountable for deliverable.	Resource Centers lead, or Community Engagement?	In Process
	Community Action's staff, volunteers, board, donors can tell their Community Action Story.	The number of Community Action program participants who increased skills, knowledge, and abilities to enable them to work with Community Action to improve conditions in the community	Events & training for partners & supporters	Brunch & Learn, Community Engagement 101, Chamber sponsorships, presentations to community groups, workshops	Community Engagement Director	Not Started
Catalyst for Change						
Community Action will take a leading role (or be a strong participant) in coalition planning and strategic partnerships that increase opportunities and decrease barriers for people experiencing poverty.		# Community Action program participants who increased skills, knowledge, and abilities to enable them to work with Community Action to improve conditions in the community: the number of Community Action program participants who improved their leadership skills.				In Process
Accessible, Equitable, and Inclusive Services						
Community Action will work to change attitudes and practices			Develop a connected strategy between all programs doing outreach to farmworker communities (SFDC, WIC, SO, AdultEd, OIC)	Develop a plan to gather information from this community for CNA and services.		In Process

toward people experiencing poverty, ensure equitable access to economic opportunities, and encourage leadership that is representative of our entire community.			See strategy above under "Position the Agency as a leader in resource navigation and support."	See action items above under "Position the Agency as a leader in resource navigation and support."	In Process
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HIGH IMPACT ORGANIZATION

Community Action Strategic Priority	NEED and/or OUTCOME (Connect to CNA or documented need)		Strategy	Action/Tactic	Responsible/Lead	Status of Action Item
Customer Focused						
To ensure that our program design and planning are informed by the voice of our customers, and that we emphasize high-quality, collaborative, and respectful customer service.	INSERT Needs Assess NPI		Complete Community Needs Assessment	Individual/Family, Community, Agency focus	Sandi, Liz	In Process
	"Maximum feasible participation" We take the lead of the people we serve (or should be serving)		Learn from Community Needs Assessment, programs include client perspectives, voice etc.	Set up Client Voice Committee Collect and examine models other orgs have used successfully, deliberate options and feasibility of implementation	Sandi, CVC	In Process
Valued Workforce						
Community Action will foster positive career and leadership development across our entire workforce.	Supervisors of the agency need to be trained on expectations of their role		HR will work with Directors and Core to identify and determine clear expectations of supervisors and their roles	Create Orientation and Training Plan for Supervisors	Mindy Engstrom	In Process
	Staff need clarity around Adminisitrative SOPs		HR/CFO will work with Admin team to identify and document administrative SOPs and determine a way to train and provide staff access to them	Document all Admin SOPs and create guide for staff	Mindy Engstrom/Tari Caswell	Not Started
	Retain good staff and minimize turnover		Maintain market level pay, boost employee morale, stay connected, and follow through on things that impact culture	Continue offering HR 1on1s, continue streamlining recruitment to ensure good hires	Mindy Engstrom/Isabel Brooke	Not Started
Financial Health and Stability						
In order to ensure high quality customer service, Community Action will maintain the financial health of our organization.	Fundraising: People, businesses and other groups need meaningful ways to give money to achieve their goals for community health and vitality.	GRAND TOTAL DEVO ANNUAL FUND GOAL: \$774,000	Donors will be able to invest in their local community with a clear understanding of how they are helping!	See Donor Development Tab in Community Engagement 2024 Logic Model Stratetgic Plan for detailed strategies and action items: https://docs.google.com/spreadsheets/d/12Oo4HzAsQAVoTdZDfbl_a4XzB3EmCU2B6-yRzbem57c/edit?usp=sharing	Donor Development Director	Not Started
				Staff are given their program budgets for the year.	Finance	Not Started
	Staff need budget clarity for their programs.		Identify and creat tools for staff to use to see and track their budgets t	Staff are provided monthly real-time reports of income and expenses.	Finance	Not Started
				Staff are trained on reading budgets, report binders, and how to allocate timesheet hours.	Finance	Not Started
Supportive and Inclusive Workplace						
To integrate our Workplace Culture principles into our daily practices, and to build a workplace in which staff feel a sense of meaning, belonging, and empowerment.	See key agency wide goal to Operationalize Equity.		See strategy above.	See action items above		In Process
Data Informed Decision-making and Continuous Improvement						
We will routinely solicit new ideas, develop them, and track key indicators of success to guide the continuous improvement of our work.	Ensure structure and roles support overall Community Engagement, Development and Agency strategic goals.			Review structure, roles, and plan for staff development and/or contractual support to reach goals	Community Engagement	
	WIC Data needs to be in EmpowOR			Coach, train, and work with WIC front staff to capture these data.	WIC	In Process
				DPI Committee develops DATA SOP and trains on it	DPI	In Process
	We need a process for referrals and program information for referrals.		Develop a process for internal and external referral that makes it easie	DPI Committee develops Referral SOP and trains on it	DPI	In Process

BOARD Work Plan 2024

Ctte	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	By When	STATUS
GOVERNANCE					
Core Theme: High Impact Organization Strategic Priorities: 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. - Identify a time for all to practice. - Encourage Board members to attend both Community Action 101 and 102.	Summer 2024	Not started
	2				
	Board participation is accessible.	Review tech, transportation, childcare, scheduling, or other barriers that may	- Conduct a survey to understand barriers and ask/identify whether there are ways to support participation. BP&E	January 2024	Not started
Finance	3				
	Board committees are fit for the purpose of the Board Work Plan.		Review or create charters for all Board committees to ensure that they are still relevant and consistent (including how many members on committees).	March 2024	Not started
	4				
	Operate within a balanced budget		Establish real-time or up-to-date budget tools	March 2024	Not started
Finance	5				
	Infrastructure and capacity align with agency growth		Set aside capital reserve Re-establish/re-stock investments	December 2024	Not started

BOARD Work Plan 2024

Ctte	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	By When	STATUS
	6				
	Develop robust financial risk assessment and learning tools.	.	Conduct agency risk assessment. Consider offering a Board-focused training on reading financial reports.	November 2024	Not started
Personnel	7				
	Ensure that staff wages are competitive and appropriate.		Review, adjust, and approve Reclassification of staff after we establish 2024 budget.	March 2024	In process
HWG	8				
	Strategic evaluation and alignment of completed and future housing projects	Implement a structured evaluation process for completed projects and integration into future housing initiatives	Develop and apply assessment of lessons learned with Cascade Landing; integrate findings into Kulshan View/future housing plans.	March 2024	Not started
	9				
	Strengthen the HWG structure aligning housing projects with agency priorities	Revise and optimize the Housing Work Group charge and structure	Review and refine the HWG charge; ensure alignment with agency goals and processes	March 2024	Not started
	10				
	Cultivate opportunities and partnerships to advance housing development	Develop a system to align funding strategies and pursue partnerships with organizations with shared housing development goals	Identify potential partners and funding sources that align with the project goals and agency mission	December 2024	In process
EQUITY	11				
	Keep racial equity at the forefront in discussions and decision making	Integrate a racial equity framework into all housing-related deliberations	Identify leadership on this goal (is it HWG or BP&E); Embed racial equity principles in discussions; make decisions aligned with these principles; utilize the Board's equity lens framework during	December 2024	In process

BOARD Work Plan 2024

Ctte	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	By When	STATUS
Core Theme: Stronger Community Strategic Priorities: Accessible, Equitable, & Inclusive Services					
Core Theme: High Impact Organization Strategic Priorities: A Supportive & Inclusive Workplace Culture					
	1				
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 similar) and how to recognize DEI leadership. Consider an affirmation of equity goals to be signed by members.	Dec 2024	Not started
			Analyze current membership against recruitment matrix. Identify what "representation" means reflective of which community. Build a list of potential and future Board members who would help diversify the Board (pipeline + initial engagement).	Oct 2024	Planning
	2				
	Operationalize the Equity Decision-Making Tool	Create a DEI assessment to be completed before decisions on major projects.	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					
	1				

BOARD Work Plan 2024

Ctte	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	By When	STATUS
CREAT	Community Action is well-known and respected by elected officials and other leaders (crosswalk w/ Governance goal).	Build long-term relationships with elected officials and other decision makers	Monthly CREAT meetings with electeds and other leaders, to advance relationships around HOUSING DEVELOPMENT, FOOD SECURITY/ANTI-HUNGER, and other issues identified by CREAT in line with other strategic plan goals.	Dec 2024	Not started
	2				
	The Board has an Ambassadorship Strategy (outside of CREAT)	Set reasonable goals for Board members to represent Community Action in the community.	Board members develop relationship with X new people. Question: Should the focus be in certain sectors, such as Chambers of Commerce or other groups? How will we measure this?	Dec 2024	Not started
	3				
	Asset Mapping for Stronger Communities	Asset mapping who is doing what in Food Security/Anti-Hunger. HWG doing the same for affordable housing	Prioritize relationship building for 2024 CREAT meetings. Who does what at board, committee, and staff level?	Dec 2024	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	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.	December 1, 202	Not started
	2				

BOARD Work Plan 2024

	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	By When	STATUS
Development Committee	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
	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	December 1, 2024	Planning

PROGRAMS & ASSET MAPPING

Core Theme: People Stabilized and Equipped
Strategic Priorities: All

BP&E	1				
	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).	Review data: Jan 2024 Review CNA: June or Sept 2024	Not started



January 5, 2024

[Register](#)

Deadlines: December 29, 2023 to guarantee a plated dinner.

Come to celebrate and support the chamber and its members' accomplishments of 2023 and see our vision for 2024. We are excited to celebrate some amazing companies and individuals who have given back to the community in many ways. We will be honoring outstanding chamber businesses and individuals during our Awards ceremony and presentation, so mark your calendars and RSVP today to make this the best Awards of Excellence in history!

Awards of Excellence Categories:

Business of the Year

Leadership Award

Humanitarian Award

Volunteer of the Year

Stowe Award (Community Action is a Finalist!)

Individual Tickets - \$75

Full Table (8 people) - \$600

**Tickets include plated dinner

Date/Time

5:30 PM: Social/Networking & Cash Bar

6:15 PM: Dinner is served and opening remarks

6:30 PM: Keynote Speakers: James McCafferty & Hart Hodges

7:15 PM: Membership Awards and Presentation

Location

Skagit Casino Resort

5984 Darrk Lane,

Bow WA 98232