

Agenda

Community Action Board of Directors

Thursday, February 22, 2024, 5-6:30 pm

In Person: Skagit Valley College Conference Room (Admin Annex, Room CA-118)
The Annex Building is between McIntyre Hall and the SVC Library

Zoom Option: <https://us06web.zoom.us/j/89792326464?pwd=bzdsZlFhMVZpb2swTmxxYUlubzdSOT09>

Meeting ID: 897 9232 6464

Passcode: 955279

Phone: +1 (253) 215-8782

Welcome/introductions/sharing. Welcome to visitors.

5:00 pm

Consent Agenda

5:05 pm

Item	Action	Description
2	Minutes	Information
3	Correspondence	Information
4	Division Reports	Information
5	Motions	Approve
		Approve

Discussion Agenda

Item	Action	Description	Responsible	Time
6	2024 Budget	Motion	Hagen; Orthmeyer; Phinney	5:15
7 (no document)	Donor Development	Discussion	Bennett	5:50
8	State of the agency	Briefing	Henkel	6:10
	Adjourn			6:30

Equity-Informed Decision-Making Questions

Broad Questions:

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

Specific questions for Committees to consider:

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

BOARD OF DIRECTORS

February 2024

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	CHRISTINA SOLTERO Burlington-Edison School District (360) 421-0704 csoltero@be.wednet.edu	Dec 2025
CREAT Housing Develop	JAMIE THORNBERRY 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
Bd Plan & Engmt Donor Develop Finance Housing Devel	RICHARD BROCKSMITH Mount Vernon City Council Member (360) 826-2094 richardb@mountvernonwa.gov	Dec 2024
TREASURER CREAT Executive	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 2027
PRIVATE SECTOR MEMBERS		Term Ends
VICE PRESIDENT Donor Develop	KATE BENNETT True North Consulting (360) 395-8727 bennetttrk@comcast.net	Dec 2025
PRESIDENT Donor Develop Executive	GREGG DAVIDSON (360) 708-2292 gregg-davidson@msn.com	Dec 2024
Finance 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:** Ayumi Orthmeyer, ayumio@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
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Tuesday February 20, 3:30-5:00 pm, Donor Development Committee

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

Thursday February 22, 5-6:30 pm, In Person February Board Meeting

- **Location:** Skagit Valley College Conference Room (Admin Annex, Room CA-118) The Annex Building is between McIntyre Hall and the SVC Library
- **Or Call In:**
 - **Link:** <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FzMVZpb2swTmxxYUluYUJzZSQ09>
 - **Meeting ID:** 897 9232 6464
 - **Passcode:** 955279
 - **Phone:** +1 (253) 215-8782

Wednesday Feb 21, 2024, 8:45-9 AM: Senator Muzzall Prep Call:

- **Link:** <https://us06web.zoom.us/j/95818081385?pwd=VlpJR2xORGRzcVBVWHpCTzBmeDV4UT09>
- **Meeting ID:** 958 1808 1385
- **Passcode:** 902864

Wednesday Feb 21, 2024, 9-9:15 AM: Call with Senator Muzzall:

- **Link:** <https://leg-wa-gov.zoom.us/j/99532687694?pwd=bitXMMV3V3VTQzZaMGtSS2pVanVBQT09>
- **Meeting ID:** 995 3268 7694
- **Passcode:** 485651
- **Phone:** +1 (253) 215 8782

Monday February 26, 4:30-5:30 pm, Board Planning and Engagement -A week later than normally scheduled due to the holiday

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

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

Friday March 1, 9:30-10:30 am, Rental Housing Advisory Team

- **Zoom:** <https://us06web.zoom.us/j/88626093860?pwd=gC9Bi3oVh7PX5sjYDbb5NoyPMslQuE.1>
- **Meeting ID:** 886 2609 3860
- **Passcode:** 218802
- **Phone:** +1 (253) 215 8782

Wednesday March 6, 9-10 am, Brunch & Learn

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

Wednesday March 6, 3-4 pm, CREAT Committee

- **Link:** <https://us06web.zoom.us/j/87174559991?pwd=SFxRQWpKS1dwZHI0c2xaOUNucWhCOT09>
- **Meeting ID:** 871 7455 999
- **Passcode:** 450580
- **Phone:** +1 (253) 215-8782

Wednesday March 13, 7:30-9 am, In Person Board Executive Committee

- The Farmhouse 13724 Laconner Whitney Rd, Mount Vernon, WA 98273

Thursday March 14, 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

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

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

Wednesday March 20, 3-4:30 pm, Board Finance -Please note new meeting link!

- **Zoom:** <https://us06web.zoom.us/j/84112278237?pwd=iEJcAAcMb61EJ0iq2u5mU1aGM65LLW.1>
- **Meeting ID:** 841 1227 8237
- **Passcode:** 657785
- **Phone:** +1 (253) 215 8782

Tuesday March 26, 5-6:30 pm, March Board Meeting- Please Note that the March Board Meeting will need to be rescheduled due to Spirit of Hope falling on the regularly scheduled day.

- **Link:** <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FzMVZpb2swTmxxYUlubzdSOT09>
- **Meeting ID:** 897 9232 6464
- **Passcode:** 955279
- **Phone:** +1 (253) 215-8782

Thursday March 28, 5-7:30 pm, [2024 Spirit of Hope!](#)

- Address: Walton Event Center @ Swinomish Casino & Lodge (12885 Casino Drive, Anacortes, WA 98221)

2023 Board Retreat





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

MINUTES OF THE BOARD OF DIRECTORS' MEETING

January 25, 2024 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 – not present

Christina Soltero – not present

Guests: n/a

Staff: Bill Henkel, Ayumi Orthmeyer, Sandi Phinney, Michele Metcalf, Liz Jennings & Megan Breedlove-Speece
 (both just for part)

I. CALL TO ORDER

Board President Gregg Davidson called the meeting to order at 5:01 pm.

QUORUM PRESENT

II. CONSENT AGENDA

Minutes from the December 21 2023 Board of Directors Meeting

January Finance Report (thru November)

Division Reports

Motion to pass the consent agenda made by Tate, second by Bennett, passed unanimously.

III. DISCUSSION AGENDA

5. Finance Report; Hagen, Orthmeyer, Phinney

We welcome Ayumi to her first Board meeting as our new Finance Director. With staffing transitions, changes to key contracts, and the need to determine actuals of grants that span two calendar years, we will wait for the February Board meeting for the Board to formally consider the 2024 budget. We may also need to be ready to make changes mid-way through the year because of some key unknowns, such as whether there will be state backfill for document recording fees (major source of funding for housing and homeless prevention efforts). Some other reasons for the delay in completing the budget include: Lag time on the budget impact from government contracts and grants, transition out a major contract with the county, and development of a new staffing structure. That said, we are gaining clarity on the budget and staffing, and recent meetings have been promising. In addition to staffing structure changes needed with shifting contracts, etc., we're also focusing on increasing and timely budget communication with program managers, at least every month.

Richard asked about the grant tracking tool that Tari shared in the months prior to her departure, which indicated red in some program areas. Bill said that has indeed been helpful, though not all programs had updated reports until now. In addition, Sandi and Ayumi are finding, as they plug in numbers from those tools into the 2024 budget, some grants that appeared to be under-spending last year are tighter this year, and vice versa.

6. State of the Agency; Henkel, Phinney

Bill shared thanks for this year's new Board officers, Gregg, Kate, Danny, Silvia, , as well as to Richard for all the outstanding work as president over four years. He also thanked Board members Tina and Heather for participating in the inaugural meeting of the task force focused on stabilizing tenancy and the community at Cascade Landing. Also a thank you to Jamie for her initiative to ask how we can engage client sector board members in offering up their expertise. Staff will follow up with her on that, and it may also be a subject of future Board Planning & Engagement Committee meetings.

New revenue from the Glidepath grant is welcome news for our resource center staffing, and also to help connect our HEN (housing) clients with employment opportunities. Congratulations to Philip and Kate for the successful end of year appeal, which brought in about \$74,000, and to Jamie for sharing her story in the appeal letter. As we look toward the transition of the Coordinated Entry contract to VOA on February 1, we know that interest pool assessments will be conducted through their 211 phone system. We understand that VOA will have no physical drop in presence, so we will continue to support clients who are trying to access this system, such as through providing phone access in our intake rooms in our Mount Vernon resource center. Tina asked if there would be uncompensated costs involved to the agency. Staff thought the real costs is through our existing outreach and resource center staff, but not necessarily through the more modest costs of installing technology like phone access in our lobbies. There is a concern about access to cell phones, as many of our most vulnerable clients don't have cell phones and access. There was also a concern shared that a lot of work may fall on Community Action and other nonprofit partners without compensation to cover and sustain the staffing required. But we hope that the new system will ultimately serve clients well, open up access, and we pledge to do whatever we can to support local people facing homelessness.

The annual homeless "point in time count" is also going on now, and this year we still have the county contract to lead and organize that effort. We will share data from the count as well have it. Bill also shared that we are beginning our council presentations, and framing them around our recently released impact report.

As Bill was at his annual WSCAP meeting in Olympia, he shared some of the activities from the state capitol, as well as the priorities for our network, and for our agency. Bill is scheduled to meet in person with a number of our state delegation, including Rep Carolyn Eslick (39th, who was unfortunately sick), Rep Alex Ramel (40th), Senator Keith Waggoner (39th) and Rep Sam Low (39th). We will be meeting virtually with other members of our 10th, 39th and 40th through our CREAT committee. Bill was also asked to meet with Senator Sharon Shewmake (42nd), who offered to be Senate sponsor of our state CSBG request (she also has, among other things, a bill to expand the Working Families Tax Credit to those 18-25 without children, and to seniors over 65 who are still working). Some of the key factors at play in Olympia include good news of increasing state revenue projections, plus the challenge of

a short 60 day session with a substantial number of bills to sort through, as well as unknowns from things like the Climate Commitment Act appearing on the November ballot for possible repeal – especially as it has a number of anti-poverty initiatives in it (such as access to electric vehicles for low income families). Our state network – and our agency’s – number one priority is a \$5.7 million state CSBG ask, which goes specifically to Community Action agencies around the state, with a special focus on anti-poverty work in rural and marginalized communities. We’ve used CSBG funding to fund rural East County services, WIC outreach to farmworking families, Adult Education, and our Community Engagement work supporting our Latinx Advisory Committee.

Our agency’s other two priorities include a backfill for document recording fees, which fund the majority of our housing and homeless services (the county is projecting a 59% decline, from \$1.7 million to \$700,000, for the local portion of this revenue). Without state backfill, we would struggle to continue to operate our family shelter, among other impacts. Our final priority is our second request for \$309,000 in Local & Community Projects support for the design and pre-development work at our Kulshan View property, which last year was sponsored by Rep Rame, who Bill is meeting with tomorrow.

To raise Board awareness and engagement in our statewide advocacy, our CREAT committee is recommending we have a formal motion to endorse both the WSCAP legislative priorities, as well as our agency’s three advocacy priorities, as detailed in the Board packet.

Motion: Endorse WSCAP’s state legislative priorities made by Bennett, second by Tate, passed unanimously.

Motion: Endorse agency’s top state legislative priorities as presented made by Bennett, second by Hagen, passed unanimously.

7. 2023 Data Overview; Breedlove-Speech

As we grow our expertise in collecting and analyzing our agency’s data, we worked with Community Engagement on identifying what we call “Key Performance Indicators” (or KPIs) to simplify and increase the effectiveness of how we talk about our mission-related work and its impact on people, families and our community. The “buckets” for these KPIs are Housing and Homelessness, Hunger and Malnutrition, and Economic Stability. In addition to tracking and analyzing our impacts, we also analyze the demographics of the clients we serve, and compare them with county demographics and what we know about various aspects of poverty across populations. We still would like to disaggregate this by income level, which is a project still on our “to do” list. In terms of numbers served, our bigger programs (by number of clients) overall saw increased enrollments. In We also saw last year a huge increase in providing basic needs and food and nutrition services. We also see that overall we serve a higher percentage of people in poverty compared to the overall percentage in the county – with the exception of Concrete, where the percentage of population in poverty higher than the percentage we serve. This is the type of data element we would like to explore, to see if we can identify why and develop strategies to address any issues that might arise.

8. Donor Development; Board Planning and Engagement Committee; Bennett

A reminder that our February Board meeting will be in person, in the Skagit Valley College Trustees’ meeting room, right by the college president’s office. A reminder that we are also changing the date of our March Board meeting, which conflicts with the Spirit of Hope, and will likely be meeting the Thursday a week prior (Isabela will be sending out a survey to see whether Board members are available that day to ensure a quorum). Spirit of Hope is on March 28 at 5 pm at the Swinomish. Registration is open! Kate encouraged Board members to host a table, if you are able. Working on a pre-addition to the event of having a virtual silent auction. She will be reaching out to Board members to look for their ideas and inspirations for that. Let’s plan to pull off another awesome, energized event. And let’s make it a great year for the people we serve!

IV. ADJOURN: Meeting adjourned at 6:39 pm.

BOARD REVIEW & APPROVAL:

☐ Approved as submitted

☐ Approved with changes noted
below

☐

☐ Board Secretary ☐ Acting Board Secretary

Date Signed



Skagit County Public Health

3

Keith Higman, Director
Howard Leibrand, M.D., Health Officer

Volunteers of America Western Washington to Become Skagit County's Coordinated Entry Lead Provider Starting February 1, 2024

We are excited to share important news regarding changes to Skagit County's Coordinated Entry (CE) system. Starting February 1, 2024, Volunteers of America Western Washington (VOA) will take on the role of Skagit County's lead CE provider. We extend our appreciation to Community Action of Skagit County for their years of dedicated service as our previous CE lead provider. Their commitment and hard work have made a meaningful impact on our community and this transition.

What is Changing February 1, 2024?

Primary access point: 2-1-1

- **211** will be central access point for household enrollment and check-ins starting February 1, 2024. Please ensure all completed Community Action paper intakes are submitted to Community Action by January 31, 2024.
- If you don't already have a public phone, we encourage our access point lobbies to have courtesy phones available for **211** call ins.
- Please be patient during the initial weeks as we transition to the new system!

Partner intake expectations:

- You will no longer be completing Community Action intakes and faxing or dropping off intakes to the Housing Resource Center.
- If you would like to support a client with their intake or check in, refer them to **211** or call **211** together to enter or edit client intakes.

New CE Project in HMIS:

- CE has become a stand-alone project in HMIS. Providers will receive guidance before gaining access.

HMIS Partner Access

- Soon CE access points will be able to upload intake data directly into the new stand-alone CE project in HMIS and complete Housing Interest Pool (HIP) check-ins on behalf of clients via HMIS. Before receiving CE project access in HMIS, providers will first receive guidance and expectations for inputting data into our new CE project.
- Provider access will be sequenced to support outreach provider access first. We will bring other access points online in an order that make sense for serving clients and VOA.
- The County and VOA will keep providers informed of upcoming changes.

What is Not Changing February 1, 2024?

- Use of priority scoring
- Shelter enrollment rules
- Referral matching and looker reports
- HMIS Access to currently existing HMIS projects

Frequently asked Questions

Q: Is VOA implementing the same system they operate in Snohomish County? How will our Skagit system differ?

A: The new system being developed is specifically for Skagit County. Primary access will be **211**, access points will remain largely the same. Starting February 1, access points will be able to refer households to **211** or call in with clients to **211** for CE enrollment. Once we get our new system up and running under VOA, access points will gain the ability to enter CE intakes directly into HMIS. Skagit CE will rely on CE partners for ensuring the system serves highest priority clients.

Q: How do I know if I'm a CE access point?

A: Access points are where households can apply for CE services and staff are trained in completing CE intakes. Access point have historically served as the "front door" to Skagit's CE system. Examples of CE access points are street outreach programs, shelter providers, and agencies that provide lobby or drop-in hours for CE. Your organization is an access point if you use HMIS and have previously completed CE intake packets under Community Action.

Q: If my client is already in Coordinated Entry do they need to re-enroll?

A: No. Commerce is transferring clients into the new stand-alone CE project in HMIS. Please let your clients know that their information will be carried over automatically.

Q: How will clients be able to do their check ins? Is that timeframe changing?

A: Clients will be able to check in by calling **211**. Service staff will be able to check in on behalf of clients they are working directly by calling **211**. Once we get our new system up and running under VOA, access point staff will be able to check in clients by updating client files directly into HMIS. Clients or service staff must check-in clients at least once every 90-days or they will be deactivated from the Housing Interest Pool (HIP). We encourage our access point lobbies to have courtesy phones available for **211** call ins.

Q: Can clients still call Community Action or go to The Housing Resource Center for required check ins?

A: Please direct households to call **211**. Service staff can also call **211** to check in on behalf of clients.

Q: I have some concerns that our new system relies so heavily on 211 and does not include a resource center or lobby location for walk-ins. Will this new system mean work for my organization? Is a telephone sufficient for people that need lots of support?

In Snohomish County, the vast majority of households access the CE system by phone, and this has been found to be a preferred and lower barrier option for clients. VOA Community Resource Advocates in Snohomish County provide 5% - 10% of CE related service support in-person. We believe this new system will better serve clients and prove to be more efficient for access points in Skagit County.

Q: What do access point providers need to do next to get access the new CE project in HMIS?

A: Access points will receive direction from Skagit County when they are eligible to gain access to the new stand-alone CE project in HMIS. Unfortunately, there is going to be some lag time between our February 1 start date and getting HMIS access to our key access points. Before receiving CE project access in HMIS, providers will first receive guidance and expectations for inputting data.

Q: What is the process of connecting clients to a CE if they are hearing impaired or non-English speaking?

A: **211** has access to interpreter services. For clients that do not speak English or would prefer to use an interpreter, they can bypass the upfront IVR messaging by pressing 7. Callers will then be asked to enter their zip code, or press # if they do not know their zip code. All **211** needs are for callers to identify the language as soon as the call is answered, and they will immediately get an interpreter on the line to assist. Clients that are hearing impaired or have a speech impairment and are using text telephone devices (TTY or TDD) can contact **211** by calling the Relay service (dial 7-1-1). Housing programs will continue to be responsible for providing information and serving households that are hearing impaired or non-English speaking, etc.

Q: What are VOA's hours of operation?

211 Intake and Referral Specialists are available by phone Monday through Friday from 9am to 4pm. Voicemails are returned within one business day. VOA is actively hiring for Skagit-based CE staff.

Q: Where will VOA operate?

A: Intake and Referral Specialists will be based in Everett. A Skagit CE Program Manager and two additional direct service staff will be operating out of Skagit County Public Health office space. This will be an office space for VOA to work with clients directly. This office space will not function as a lobby or drop in space.

Q: Will Skagit County be using a new Vulnerability Prioritization Tool?

Not at this time. Currently, there is a CE providers subcommittee working to update our currently existing tool. This process started in 2022 and is ongoing.

Q: Will the prioritization process be the same or different?

A: The expectation will remain that providers are serving households that rank highest for vulnerability/prioritization. Eventually a more curated looker will go out to providers and VOA will facilitate a case consult model that focuses on those that are scoring the highest for prioritization. We will be engaging with housing program providers to get staff feedback on this new process and learn what will work best for different types of programs.

Q: Are the housing referrals going to follow the same process?

A: Yes, to start.

Q: What will be the process for connecting clients with shelters?

A: Referrals will come from VOA, and we will initially be using the same process already in use.

Q: If I'm an emergency shelter provider and need to serve a household immediately, how will things work February 1?

You will be still able to serve households in need. If a sheltered household is not already enrolled in CE, they will be able to enroll by calling **211** or by the service provider and household calling **211** together.

Q: What is the turnaround time on processing coordinated entries?

A: Goal is to process everything same day, or the following morning/business day if received late in the day.

Q: Who can we rely on for admin. and CE support while VOA is transitioning into their new role?

A: Skagit County Public Health. Peter Miterko, Community Health Coordinator, and Megan Starr, Housing Resource Coordinator will be providing support in the lead up and immediately following our February 1st transition date. If you are experiencing any technical issues, or are having trouble utilizing 211 with a client, please contact Peter or Megan!

<p>Peter Miterko (he/him) Skagit County Public Health Community Health Coordinator Skagit County Public Health 301 Valley Mall Way, Suite 110 Mount Vernon, WA 98273 (360) 416 – 1504 peterm@co.skagit.wa.us</p>	<p>Megan Starr (she/her) Skagit County Public Health Housing Resource Coordinator Skagit County Public Health 301 Valley Mall Way, Suite 110 Mount Vernon, WA 98273 (360) 416 – 1506 mstarr@co.skagit.wa.us</p>
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Q: What else is offered through 211?

A: You can call in to **211** for a range of resource information including education, food, financial assistance, health care, and more. To learn more, call **211** or visit search.wa211.org.

January 2024
Division Director Report – Melissa Self

Care Coordination

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

Accomplishments

- Position changes for the re-organization have been finalized and new job descriptions are in being created along with HR, management and staff.

Challenges

- January has been a month of ramping up for more transitions. Many staff in this department as well as the Resource Center will have new roles, new supervisors and some will be working in new locations. This has created a lot of stress as their current positions and clients still need attention.
- In mid-January, one Coordinated Entry Specialist moved into her new position at Skagit Vets Connect as part-time Service Screener/part time Supportive Services for Veterans Families Case Manager. Kathleen began training staff on the complicated SSVF grant guidelines and is acquainting herself with the other veteran programs, staff and partners at Vets Connect.

Emerging Issues

- Planning for coverage for two staff that are taking extended leave amidst all of the other transitions.
 - Trying to anticipate what client flow will look like on February 1, when Coordinated Entry moves to Volunteers of America, and plan for staffing coverage for people coming to the Mount Vernon Resource Center for assistance.
-

Street Outreach

Steven Simmons, Outreach Manager

Accomplishments:

- ☐ The team is growing! We have added a care Specialist to our Outreach Team under our Outreach/FCS Coordinator, Paige. Kendall will be helping us to find ways to engage with unhoused FCS-eligible clients who are approved, but waiting to be assigned to a Care Specialist.
- ☐ HR should be submitting an offer to our CM Lead, Leiana, for the RNP Coordinator position by midweek (2/7). We are excited to continue our commitment to professional development for our staff and to bring Leiana into the role. Her commitment to RNP, and Community Action as a whole, were among the reasons that we decided to make this move. She started with our department in May of 2022 as an Outreach Specialist. She moved into Case Management in December 2022 that year, and took on the role of Case Management Lead last September.
 - ☐ Number of Individuals Served: 147
 - ☐ Number of service interactions: 230
 - ☐ Narcan Kits distributed: 29
 - ☐ Number of reported OD reversals: 17

Challenges:

- It appears that our 6mo. award for the opioid outreach team has gone down significantly, from \$116k, to \$90k.
- Our year over year growth in numbers of clients served for FYs 2021-23 read:
 - ☐ **2021:** 290
 - ☐ **2022:** 366
 - ☐ **2023:** 835
- We have been dedicated to improving the quality of our data collection and the day-to-day operations of the programs from day 1.

- We applied for an increase of funds to the BH-ASO for the Opioid program in August 2023. It is unfortunate that we are actually seeing our award decrease.
Going forward, it is going to be imperative that we continue to incorporate FCS into the work that we do in order to make up for potential losses of funding like this one.

Emerging Issues

- There has been an uptick in trespasses from the agency. After no one being trespassed for around 18 months it felt like, we have had three trespasses lately that I know of. **They have all been for valid reasons.** I am also working with my staff to consider reasons why we might be delivering services in a way that can increase escalation in clients. There are places where we can affect the client experience significantly enough to at least warrant some internal review.

Resource Center/Coordinated Entry

Dulce Vasquez, Resource Center Manager

Accomplishments

- Final planning for the Homeless Point in Time Count, and the count was completed the last week of January.
- Created functional space in Resource Center interview rooms so clients can access a phone in a private space when calling 211 for Coordinated Entry intakes and check-ins.

Challenges

- As stated in the Care Coordination section, much transition is taking place creating even a shorter staffing structure, while still attempting to deliver quality Coordinated Entry services and ramp up and implement the Point in Time Count.
- Resource Center Manager has been spending a lot of time working with Skagit County Public Health staff and VOA staff to help them become familiar with the systems currently in place for Coordinated Entry.
- Resource Center Manager also working with our Volunteer Coordinator to recruit and onboard volunteers to alleviate the strain of not having enough staff in the new Anacortes Resource Center. Also looking at options for volunteer, interns or Work First participants to assist in the Mount Vernon Resource Center.

Emerging Issues:

- Resource Center Manager will be taking on Care Coordination staff as a part of her new role in February. Much training and support will be needed.
- Resource Center Manager will also be leading a Resource Center Alignment Committee working with staff from all sites (MV, East County, Anacortes, Vets Connect) to ensure our Resource Centers are conducting business, offering services and messaging to the public consistently.
- Unsure of what client flow will look like in February once VOA takes the lead for Coordinated Entry.

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

Wende Dolstad - WIC Manager, Jhaveena Broadnax – Site Supervisor

Accomplishments

- Stable WIC Program. Infant Case Management nearly break even for past year.

Challenges

- Unable to supply supplemental diapers this month due to lack of funds

Emerging Issues

- WIC staff feeling workload is excessive, need more staffing

Equitable Service Delivery

- Ability to provide case management assistance to the most vulnerable through WIC case manager is limited due to funding.

Skagit Vets Connect

Vernon Hunter, Skagit Vets Connect Lead

Accomplishments

- The volunteer intake service screener and staff assisted **158** walk-ins, phone inquiries, and appointment scheduling.
- The VAF coordinator provided housing rental assistance to a veteran who was temporarily unemployed and received a pay or vacate notice. The veteran quickly obtained another job that would cover his monthly rent and expenses.
- We enrolled a veteran into the VAF Senior Stipend Program who paid 64% of his SSA income for housing rent and energy costs. The veteran was also referred to our Energy Program as well attended and completed the CASC Financial Health Workshop – Smart Money. The veteran is working on a budget plan to obtain monthly savings and residual cash.
- We conducted a senior stipend annual review for a veteran paying 65.9% of his SSA for housing rent and energy costs. The veteran was referred to the Energy Program to receive energy assistance and completed the CASC Financial Health Workshop – Smart Money.

Veteran's Assistance Fund:

- ☐ Critical Needs **(5)**, Rental Assistance **(1)**, Cascade Landing Subsidy **(2)**, Utilities **(0)**, EBT enrollment **(0)**

Housing:

- ☐ Transitional Housing **(4)**, Senior Stipend **(4)**

Claims and Services:

- ☐ VA compensation and pension claims **(6)**, Claim assessments **(11)**

Challenges

- The new VASH social worker's start date is delayed. The estimated start date is February 21st.

Skagit Food Distribution Center

Madeline McGonagle, Food Access Manager

Achievements

- We are in the process of establishing pre-season agreements with local growers to offer fresh products to the foodbanks we serve. The pre-season contracts allow us to plan what products we have available throughout the year so foodbanks can plan accordingly. We prioritize working with new and smaller growers who want to support local hunger relief organizations and slowly scale their business up to sell to more wholesale markets.

Challenges

- Food banks often don't have enough storage space to hold onto all the product they need for distribution each week. We have been working with foodbanks to store as much as we can for them but this requires more diligent record keeping on our part. We are fine tuning our internal storage protocols to ensure we have enough space for stored product to accommodate our weekly deliveries and that we have a system to keep track of product going out each week.

Emerging trends, opportunities or threats

- The 2024 growing season is upon us which means it is a great time to connect with Skagit farmers and food businesses to line up donations and purchases for the coming year. With our We Feed Washington grant, Farm to Food Pantry grant, and the Local Food Purchasing Agreement we are set up nicely to purchase a lot of nutritious local products this year including vegetables, fruit, meat, dairy, and eggs.
- Last month we received 90,000lb of USDA food commodities through The Emergency Food Assistance Program (WSDA). It was great to see so much food come through the warehouse since the client numbers at each foodbank has been steadily rising. It's unfortunate this is what it takes to supply the foodbanks sufficiently, but we are happy to have the capacity to receive the product and move it efficiently.

January Division Report
Sandi Phinney, CSO

East County

Stephanie Semro, East County Resource Center Manager

1. What accomplishment are you most proud of:
 The ability to assist a couple of Eastern Skagit County families to maintain their housing through the diversion program. Continuing to screen clients for FCS and working on them with moving ahead.
2. What challenge are you currently facing?
 Continuing to work on building relationship with partners throughout the county. Other programs changing enrollments/households in Empower and then trying to go back and change what has been done to ensure proper data tracking.
3. What emerging trends, opportunities, or threats are you watching?
Emerging Trends: Seniors worried about paying their property taxes and needing assistance to fill out the property tax exemption forms. **Threats:** Seniors that aren't technically low-income but are still in a lower income bracket trying to find transportation to medical appointments. Seeing a rise in mental health problems and a rise in suicide or attempted suicide especially with our younger generation. **Opportunities:** Being able to advocate for the residents of Skagit County and Eastern Skagit County at a town hall meeting with Senator Wagoner, Representative's Low and Eslick.

Senior, Disabled, and Transportation Services

Julie Meyers, Mobility and Senior Services

1. What accomplishment are you most proud of?

Over the past month our Volunteer Services Program (VSP) on boarded five new volunteers, including four drivers. Volunteers support the ability of many of our most vulnerable senior and disabled neighbors to continue to live independently by providing transportation to medical appointments as well as by providing other services that help keep clients safe and healthy. These include shopping for food or other essential items, providing firewood, and helping with house cleaning or yardwork.

2. What challenges are you currently facing?

We are currently moving toward reestablishing our program/org as a Non-Emergency Medicaid Transport (NEMT) provider with Northwest Regional Council by incorporating the services into our Volunteer Services Program. (In the past Medicaid Transport was run as a separate program.) It has been challenging to navigate the NEMT requirements for driver registration, training and billing as well as our program's capacity to take on additional transportation services. Our goal is to utilize

NEMT ride reimbursement funding to support an assistant for Mariana, the VSP Coordinator, and ultimately to better meet the community need, particularly in the East County and Fidalgo Island.

We are also assessing software options to streamline volunteer scheduling.

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

Over the past few weeks we have connected with multiple transportation program providers throughout the state to benchmark their programs. We have also conducted an internal vehicle and client transportation needs assessment survey. In the coming weeks the information provided by this research as well as by surveying clients will inform the Mobility and Senior Services Manager's initial proposal for implementation of new WSDOT Operations and Capital funding. The goal is to purchase a fleet of new vehicles to be utilized both for agency staff to bring services to clients and for staff and/or volunteers to our offices and to other vital services.

2023 Fundraising Progress January 1, 2024 - January 31, 2024

2024 Fundraising Goal & Progress

As of January 31, 2024 we have raised **\$34,875** which is about **5%** our goal.

Breakdown of Distribution

\$23,015	Greatest Need
\$5,000	Maternity Support Services
\$4,500	Spirit of Hope
\$1,000	Anacortes Resource Center/Point-in-Time-Count
\$760	Mountain of Hope
\$400	SFDC
\$150	East County
\$50	Seniors & Disabled

Raised
YTD

\$34,875

2024
Goal

\$720,000

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

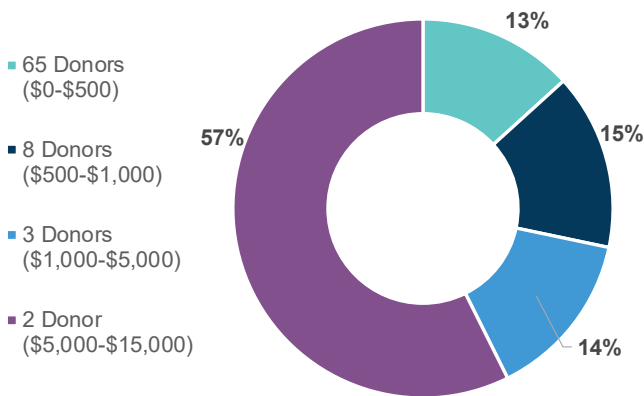
Donor Count by Giving Levels

\$0-\$500	\$500-\$1,000
\$1,000-\$5,000	\$5,000-\$15,000

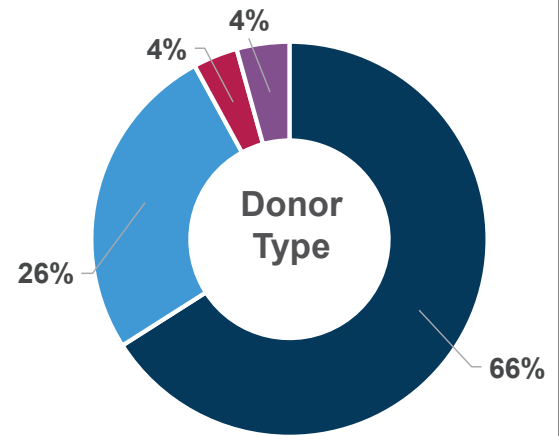
65 donors



Total Raised by Giving Levels



Foundations (\$23,005)
Individuals (\$9,100)
Corporations (\$1,269)
Sponsors (\$1,500)



\$34,875
Raised YTD

66
Active Donors

4
New Donors

\$67
Median Gift Amount

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

Kate Bennett
Ray Horak

Jill Rohrs
Gregg Davidson

Darlene Mindrum
Richard Warsinske

2024 January Highlights

Spirit of Hope Updates

- Table Sponsor Commitments - 5 individuals
- Heart Sponsor Commitments - 3 Businesses
- Stability Sponsor Commitments - 4 Businesses
- Resiliency Sponsor Commitments - 2 Businesses
- Unity Sponsor Commitments - 2 Businesses
- Individuals Tickets Purchased - 10
- Total Reserved Seats - 90

Donor Heart eNewsletter Results

- Headline - Community Change Starts at Home
- Topics - WIC Heart Story, 2024 Donor Thanks
- Sent - 1726
- Open Rate - 35%
- Click Rate - 1%

Last Month's In-Kind Donations

- 6 in-kind donors in January
- \$9,533 total fair market value of in-kind donations
- Distributions include WIC, SFDC and Street Outreach

Grants Program Updates

- The Medina Foundation has awarded \$40,000 in support of greatest need.
- Last month, the Development Team submitted a total of 4 grants requesting a total of \$90,000 to the follow organization:
 - Anacortes Womens Giving Circle,
 - Bank of America,
 - Inatai Foundation, and
 - Cambia
- In progress requests include:
 - Employee Community Fund of Boeing,
 - Janson Foundation,
 - Kroger,
 - Conagra and
 - Skagit Community Foundation

Last Month's Generous Gifts

- Carol and Frank Mann
- Molina Healthcare
- Jerry H. Walton Foundation

New Donors

- Nello Bottari
- Graciela Sandoval
- Sandy Potter
- Lakeside Industries (workplace giving)

Thanks and Acknowledgements

- If you are interested in personally thanking our donors or requesting a social media acknowledgement, please reach out to the Development Team at: Donations@CommunityActionSkagit.org

\$34,875
Raised YTD

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February 2024 Board Report

Housing Projects Director Report – Michele Metcalf

February 5, 2023

Cascade Landing

In January, we underwent a significant change in our property management structure as of January 26, with property management responsibilities transitioning to Coast Property Management. This transition signals a new direction, as Coast Management is committed to enhancing the community's living experience by recruiting an onsite resident property manager. Plans are underway for Coast Management to conduct comprehensive unit inspections to assess the condition of each unit, ensuring that tenants are upkeeping their unit to acceptable standards. Notably, the recent circulation of a community notice regarding non-resident conduct has shown promising results, with activity ceasing and conditions improving almost overnight.

The Property Management team, alongside the Resident Services Coordinator (RSC) and the CA Rental Housing Advisory Committee, is gearing up for resident-community engagement meetings. These meetings will provide residents with opportunities to voice their concerns, share feedback, and stay informed about operational changes.

As of February 2024, Cascade Landing is 85% occupied, with five vacant studios on the market. We had one new move-in and two move-outs are currently pending.

CA Rental Housing Advisory Committee

The February 2 CA Rental Housing Advisory Team meeting centered on defining the team's goals and structure. The committee will serve as an extension of the board, overseeing rental properties, troubleshooting issues, and reviewing policies. It will consist of a mix of Board members, agency staff, and including direct report outs from the Resident Services Coordinator (RSC) and Property Management, who handle the day-to-day business onsite. The frequency of meetings will start monthly, transitioning to quarterly as operations stabilize. The team's charge is to promote sound operations, evaluate policies, and make recommendations. Additionally, the team will provide performance reports on Cascade Landing and establish Cascade Landing community meetings to engage community members in discussions aimed at fostering a vibrant residential environment.

The CA Rental Housing Advisory Team will convene earlier than scheduled, meeting on February 23 from 9:30 to 10:30 AM. The focus of this meeting is to plan for the first Cascade Landing community meeting scheduled for March 14.

Kulshan View

Recent meetings with GS Consultants have been focused on key aspects of our development project and potential funding avenues. A major discussion point centered around the review of the initial draft development budget, leading to an agreement for GS to create an alternative budget excluding tax credits and involving fewer overall units. As advised by GSC, this approach offers flexibility and allows for exploration of different financing options. Scaling down the project size may offer an opportunity for

Community Action to gain valuable development experience, thus enhancing our competitiveness when pursuing funding for future projects.

We are currently exploring the two distinct development paths for Kulshan View. The original path entails the larger-scale project comprising 45-55 units with below-grade parking, while the other path centers on a smaller-scale project consisting of 20-30 units with surface parking only. Additionally, we are evaluating the feasibility of acquiring Cascade Landing to bolster Community Action's financial strength and gain valuable experience in owning a mixed-use apartment facility, thereby expanding our portfolio.

These options are currently undergoing a comprehensive assessment with GS Consulting. Alongside the evaluation of financing options and discussions on the potential impact of offsite wetlands mitigation on state housing funding and federal NEPA review, the ground-level assessment of these development paths is being conducted. Once this analysis has concluded, GS Consulting will furnish a feasibility study of what size and type of project can be financed at this site, expected to be completed in April 2024. Subsequently, the Housing Work Group will analyze the study and formulate recommendations to the Board regarding the optimal path forward for our housing development activities.

In preparation for our upcoming meeting with GS Consulting, we are coordinating discussions with the project team, including the builder and architect, to review budget options provided by GS Consulting. Central to our agenda is seeking feedback on cost assumptions for a 28-unit concept. We aim to assess the feasibility of meeting state requirements and potentially lowering costs to accommodate additional units. Additionally, we will explore the existing project consultant's interest in participating in a scaled-back project. This initiative stems from our project's eligibility for low-income housing tax credits, with limited resources available beyond 28 units. These deliberations are pivotal as we strategize the path forward for Kulshan View.

Housing Work Group

At the January 19 Housing Work Group (HWG) meeting, we reviewed the latest project developments, including a revised draft budget from GS Consultants reflecting increased costs from \$17M to \$33M. Plans were discussed regarding the pursuit of a second round of Local and Community Projects (LCP) funding for design and predevelopment.

Due to several committee members being absent, we decided to cancel our February 16 meeting. Our next HWG meeting is scheduled for March 15, from 9:30 to 10:30 AM.

Resident Service Coordination Programs

In January, our focus on enhancing the coordination and delivery of services within our Resident Service Coordination (RSC) Programs was in line with our overarching goals for the year. We prioritized streamlining communication and collaboration between service coordination and property management, while also fostering stronger ties with internal agency departments and programs. A key objective for us was to ensure that RSCs attend at least four hours of relevant training per program year to enhance their skills and knowledge base. This month, RSCs actively participated in various training sessions covering topics such as Mental Health Basics: Supportive Strategies and Service, Promoting

Housing Stability Through Active Engagement, and Foundational Community Supports. In the coming month, we will work on updating the assessment and intake process, aiming for a more comprehensive and efficient service delivery model to better address our residents' diverse needs. These initiatives underscore our commitment to continuous improvement and providing high-quality support to our community members.

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

Resident Service Coordination - Cascade Landing

Sam LeBrun, Resident Services Coordinator

February 2024

Accomplishments:

- RSC partnered with FCS Coordinator to expand and streamline billing for FCS Services. These changes will increase the services we can provide for residents at Cascade Landing while also improving the financial sustainability of the RSC position.
 - In the first week with these changes, RSC submitted 3 billable FCS services.
 - RSC has set a goal of averaging 10 FCS billable services per week and believes this should be attainable by the end of February.
- The transition to Coast Property Management is underway, and residents seem to be responding positively.

Challenges:

- Coast PM transition is still underway, but some issues have arisen, particularly billing mistakes on the Key NW tenant portal. This portal should be inactive, but Residents are receiving incorrect billing notifications. Until the transition to Coast is complete the billing mistakes from Key NW can't be fixed, which has caused stress for residents. RSC has worked with residents to try and solve the issues and alleviate stress, but action from Coast is needed to fully solve the issues.
- Security on the premises has been a challenge this month. A non-resident entered the building and broke into restricted areas, including a professional suite and the women's bathroom. RSC and Housing Director worked with Police and Facilities, resulting in the trespassing of the intruder who has not returned to the property. RSC has undertaken initiatives to educate residents on the guest policy and their responsibilities, emphasizing the importance of ensuring that the lobby doors remain locked.

Emerging Issues & Future Focus:

- One major goal of 2024 is to bring all residents into the RSC program so that they have a clear understanding of what services we can offer and how they can request help. With new property management joining we hope that this will alleviate confusion about what services each role will

offer. Our plan is to have completed intakes, assessments, and personalized goals for all residents by the end of Quarter 1, 2024.

Resident Service Coordination – Mount Vernon Manor

Rachel Cathey, Resident Services Coordinator

February 2024

Accomplishments:

- RSC introduction letter was sent out during the first week of the month to reassess resident's needs, and interests. RSC will meet with residents individually throughout the next couple of months to get an update on residents' continued interest in participating in the service coordination program.
- 28 residents were served through the Mobile Food Bank held at the end of the month. Residents were able to get food and necessity items provided by the Skagit Food Distribution Center at no cost.

Challenges and Action Plan:

- Residents have expressed dissatisfaction with the available food selections from the Mobile Food Bank, noting that items are often near or past their expiration date. To address this concern, flyers listing alternative food banks in Mount Vernon and nearby areas have been posted in each of the three buildings by the RSC. These resources aim to provide residents with additional options should they prefer to obtain food elsewhere.

Emerging Issues and Future Focus:

- With the introduction of the agency's new transportation program, the RSC is optimistic about its potential to serve as an additional resource for residents' transportation needs.

Equity:

- To assist residents facing transportation barriers, the RSC has established partnerships with the Public Health Department and the SFDC, organizing regular tabling events onsite and maintaining collaboration for an onsite food bank. These initiatives aim to provide residents with access to health and wellness resources.

Resident Engagement:

- This month RSC has met individually with 13 residents to provide the following services:
 - 6 residents – application assistance
 - 5 residents – document verification and copies
 - 2 residents – education information

Ongoing Projects:

- Since late last year, members of the gardener's club have been convening monthly meetings to review and refine their guidelines, ensuring alignment with the policies established by property management as they prepare for the upcoming 2024 growing season.

Resident Feedback and Suggestions:

- Previously, RSC received feedback from residents indicating unawareness of tabling events listed on the monthly activity calendar. To enhance engagement, RSC revised the January calendar by implementing color-coded dates for tabling or other events. This adjustment garnered positive feedback from multiple residents, who found the calendar easier to read and navigate.

Board Motions
Community Action of Skagit County
 February 22, 2024 Board of Directors Meeting

Draft Motions within Consent Agenda

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

Motion to Approve February Consent Agenda:

1. Approve Minutes from January 25, 2024, Board meeting

Background on Consent Agenda Motion: Please see attached draft minutes from the January 25 Board meeting (Item 2).

2. Approve February 2024 Finance Report (through month of December 2023)

Background on Consent Agenda Motion: The Board Finance Committee reviewed at its February 14 meeting the attached February Finance report (through the month of December 2023) and is recommending it for full Board approval item 5a).

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

Draft Motions within Discussion Agenda

1. Approve agency's 2024 Budget

Background on Consent Agenda Motion: At its February 14 meeting, the Board Finance Committee reviewed the enclosed 2024 Budget for the agency, and is recommending it for full Board approval, See (Item 6 & 6a). A reminder that normally our goal is to have a completed and approved agency Budget in December for the coming year. The transition in our Finance Department, the major change in organizational structure after the end of the Coordinated Entry contract, and other unknowns, delayed the timing this year. We thank Danny Hagen and the Board Finance Committee for their support and guidance in this process, and we're grateful to Ayumi Orthmeyer and Sandi Phinney for the countless hours they put into gathering and transferring accurate information and preparing this budget.

Potential Motion: Approve agency's 2024 Budget

January Finance Reports through December 2023

Balance Sheet Comparison	*Preliminary Year-end 2022	Through 12/31/23	Change in Value	
Asset				
Cash and Cash Equivalents	827,807	532,796	(295,011)	[b]
Short-Term Investments	12,986	13,020	34	[b]
Long-Term Investments	1,558,647	968,705	(589,943)	[b]
Accounts Receivable	1,342,073	1,841,711	499,637	
Prepays and Deposits	66,239	43,708	(22,532)	
Fixed Assets	4,794,461	4,878,095	83,634	
Depreciation	(1,624,449)	(1,708,650)	(84,201)	
Furniture and Equipment	1,051,879	1,051,879	0	
Total Asset	8,029,644	7,621,262	(408,382)	
Liabilities				
Accounts Payable	100,198	(47,931)	(148,130)	
Mortgage	670,144	644,303	(25,841)	
Vacation Liability	126,264	138,123	11,859	
Other Payroll Liabilities	266,779	327,480	60,701	
Other Liabilities	(13,218)	(12,057)	1,161	
Deferred Revenue	264,053	43,543	(220,510)	[a]
Total Liabilities	1,414,221	1,093,461	(320,760)	
Net Assets				
Beginning Net Assets				
Other	6,947,903	6,599,998	(347,905)	
Total Beginning Net Assets	6,947,903	6,599,998	(347,905)	
Total Current Net Income (Loss)	(332,480)	(72,196)	260,284	
Total Net Assets	6,615,423	6,527,802	(87,621)	
Total Liabilities and Net Assets	8,029,644	7,621,262	(408,382)	

Days Cash on Hand	17.61	[3]
Days Investment Cash on Hand	31.25	[3]
Days Cash in A/R	59.42	[3]

P&L	Through 12/31/23	2023 Amended Budget	% of Budget	
Revenue				
Federal Grants	4,708,105	4,749,941	99.1%	
State Grants	1,512,938	1,278,274	118.4%	
Local Grants	3,304,574	3,571,471	92.5%	
United Way	10,000	0	0.0%	
Foundations & Corporations	470,561	243,828	193.0%	
Contributions	280,395	436,072	64.3%	
In-Kind	5,213,553	6,048,418	86.2%	
Program Revenue	1,078,408	1,058,191	101.9%	
Miscellaneous Revenue	48,924	0	0.0%	[4]
Sponsorship Income	3,450	30,000	11.5%	
Total Revenue	16,630,906	17,416,195	95.5%	
Expenses				
Wages and Benefits	5,997,894	6,507,210	92.2%	
Program Expenses	4,541,681	3,926,822	115.7%	
Supplies/Equipment	137,009	161,718	84.7%	
Travel and Training	91,237	54,934	166.1%	
Telephone	78,491	59,975	130.9%	
Professional Fees	212,323	154,362	137.5%	
Licenses, Dues, Subscriptions	157,682	132,075	119.4%	
Printing and Postage	39,060	31,940	122.3%	
Insurance	86,078	53,905	159.7%	
In-Kind	5,213,553	6,048,418	86.2%	
Occupancy	144,936	307,245	47.2%	
General and Administrative	332	0	0.0%	
Miscellaneous Expense	2,145	0	0.0%	
Marketing/Advertising	22,520	17,900	125.8%	
Total Expenses	16,724,941	17,456,504	95.8%	
Net Income (Loss) Before Depreciation & Unrealized Gains/Losses	(94,036)	(40,309)		[1]
Depreciation (non-cash expense)	84,201			
Unrealized Gains/Losses	106,041	40,000		[2]
Net Income (Loss) Including Depreciation and Unrealized Gains & Losses	(72,196)	(309)		[1]
		% should be	100.0%	

Funds received/counted as income but not yet spent (Highlighted should be moved to Def Grant Revenue)	
City of Anacortes	12,000
Food Lifeline Capacity	84,000
WEAF CBO	12,120
Robert Gates for SVC	25,500
Total	133,620 [c]

General Notes:

Through December, we have received \$193,631.32 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 and recorded on the balance sheet to offset our investment in the Leasehold Improvements as our contribution to the CL project. These funds were incorporated as such by our Auditor due to the complexity of the project and will be reconciled during the 2023 audit.

Notes to Finance Reports: this is preliminary

[1] As of 12/31/23, we are reflecting YTD net loss of \$94,036 before Depreciation Expense and Unrealized Gains & Losses; and loss of \$72,196 YTD after Depreciation Expense and Unrealized Gains & Losses.

[2] Unrealized gains on our investments December were \$34,015.73

[3] Days Cash on Hand at the end of December was 17.61, Days Investment Cash on Hand is 31.25, and Days Cash in A/R is 59.42. For a combined total 108.29. 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**.

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

[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.

[b] Definition of what cash is counted in which account: **Cash and cash equivalents:** Checking account **Short-term investments:** NCCU CDs **Long-Term Investments:** Baird Funds and Skagit Community Foundation. All cash, short-term and long-term investments are liquid and are used in calculating Days Cash on Hand.

[c] Approximately \$133k of income received in 2023 will be moved out of 2023 income and into Deferred Grant Revenue. These funds will then be moved out of Deferred Grant Revenue into 2024 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 actually received.

2024 Budget Assumptions/Highlights

- \$17M Budget
- Wages and Benefits
 - 3.2% COLA added January 1, 2024.
 - Benefit Rate increased from 31% to 35%. This is included COLA above. All staff and benefits been accounted for within individual programs.
- Care Coordination
 - Total Program budget of \$2.4M
 - Current grants of \$2 M
 - FCS Income at \$1.2M
 - 35 unites per person per month in fee service
- Education and Employment
 - Two new employees will increase FCS revenue
 - Will receive a large financial literacy grant affecting Education and Employment, and East County.
- Energy
 - Amendment from PSE and LIHEAP will be comparable to last year
 - Occupancy costs will go down with a move out from Cascade Place
- WIC
 - Assumption that getting additional funds like last year
- Donor Development
 - covering their own program expenses \$406K
 - Admin \$45k
 - Flexible funds for RSC&HPD (\$11k,) Anacortes (\$36k), Community Engagement (\$59k), East County (\$18k), and Senior & Disabled (\$14k) – total \$138k.

Staffing Notes

- Programs General
 - 1 Deputy Director, Director of Care Coordination, and Chief Strategy Officer
 - All Directors charged to programs—no admin except CSO (0.075 FTE)
- Administrative Staff
 - \$1.11M admin staff wages/benefits = 6% of overall budget
 - ED, HR Director, and Finance Director
 - Finance—4 FTE
 - Facilities and Assets—1.5 FTE
 - HR—2 FTE
 - IT—2 FTE
 - Data & Assessment – 1 FTE
- Housing Project Director— has moved out from admin budget. Now it has its own budget

Priorities for agency-wide unrestricted funding:

- **Federal CSBG:** Community Engagement \$123,302, Agency Capacity (Data) \$63,365.
- **State CSBG:** Employment and Education \$22,839.
- **CSBG Proviso:** East County \$37,214, Community Engagement \$15,423, WIC \$6,392.
- **Skagit County General:** Employment and Education \$26,000, Senior and Disabled \$35,500, Community Engagement \$50,880, Facilities Support, data, and other salary (Admin) \$50,436.

Community Action DASHBOARD

8

February
2024

Financials as of December 2023

Assets	\$ 7,621,262
Liabilities	\$ 1,093,461
Fund Balance	\$ 6,527,802

Net Income/Loss

183,425
72,196

Agency's 2024
budget & staffing
structure

HOT TOPICS

New enterprises and Revenue. Despite a 59% reduction (from \$1.7 million to \$700k) in Skagit document recording fee revenue – a major source of funding for local housing and homeless prevention – the County's recently NOFA (Notice of Funding Availability) for the Homeless Crisis Response System included \$1.25 million in a new source of funding, state Emergency Housing Funds. According to the NOFA, these funds "are intended to support current levels of homeless subsidies and emergency housing services in Skagit County."

Recent Progress on Strategic Plan

Stabilizing the agency: the Core Team, with support of supervisors have finished the major restructure and are now working on ensuring a clear and balanced budget and on making sure that staff have the tools and role clarity they need to do their jobs well.

Operationalizing Equity: the DEI committee and Core Team have been hard at work in discussions about what DEI means to us, what it looks like, and how we will move forward. At the end of February, the DEI committee will be presenting a committee charter and vision document to review.

Becoming a leader in resource navigation: conversations have begun about how to align our resource center services and message.

Partnering with Skagit Valley College and Dr. Robert Gates for a special event on May 8.

Conversations with housing development experts from GS Consultants and local private developers to determine the most feasible path for Kulshan View housing development

Service Highlights:

Another student passed all four of their GED tests, officially earning their GED certificate and paving the way for more education and higher wage jobs..

How can I help this month? Help us fill tables for Spirit of Hope, and help provide a welcome at the event!

Trends in Needs and Services

An overview of our Core Team: Our Core Management Team is firmly rooted in servant leadership, and our role is to support and serve our staff, you our board, our community and partners – and our goal is to work with staff, Board and partners to achieve our mission. The enclosed "Meet our Core Team" includes background on us. (See Item ____). Our roles are as follows:

Bill Henkel. Executive Director

Melissa Self. Deputy Director & Director of Community Services (Skagit Food Distribution Center, Energy, WIC and Mobility & Senior Services)

Sandi Phinney, Chief Strategy Officer (Education & Employment, Data and Assessment, Director of Care Coordination)

Jazmin Flores, Director of Care Coordination (Care Coordination, Housing, Resource Centers, Outreach)

Mindy Engstrom. Human Resources Director

Liz Jennings. Director of Community Engagement.

Philip Prudhomme. Donor Development Director

Ayumi Orthmeyer. Finance Director

Community Conversations and Partnerships

Transition of Coordinated Entry to VOA February 1

Meeting with newly elected local officials and other key community leaders.in Skagit

CREAT meetings with state legislators in 10th, 39th and 40th

meet our CORE MANAGEMENT TEAM



BILL HENKEL, Executive Director

Bill first joined Community Action in 1999, and has served as Executive Director since 2008. He has also served as the founding Director of the Whatcom Homeless Service Center, and before that he volunteered with the Peace Corps in Mali, West Africa. He earned a BA in Economics from William and Mary, and an MA in Communication and Writing from Oregon State University. He serves or has served on many boards locally and regionally. Bill lives in Edison and loves anything outdoors, hiking, biking, skiing, kayaking, etc. He also bravely learned the banjo as an adult, and plays in a bluegrass group where he is definitely its "weak link." Professionally, he is especially interested in initiatives that encourage and link collaborative efforts to move local individuals, families and our community itself toward prosperity.



MELISSA SELF, Deputy Director & Director of Community Services

After receiving her degree from Western Washington University, Melissa began her career at Community Action in the fall of 1995 as a part-time Home Visiting Case Manager for the Maternity Support Services Program. About 2 years after joining the MSS team at Community Action, the agency was looking for someone to run Child Care Resource and Referral. Melissa had experience working in and directing child care centers and took on the new challenge. When that program was moved to another organization, Melissa went back to MSS and became the Lead Case Manager, and eventually the Manager. After 14 years in MSS, state funding cuts caused MSS to shrink to just a few staff and Melissa took the opportunity to apply for the Housing Program Manager position, which she held for 7 years. When the agency's long time Deputy Director retired, Melissa applied for and accepted that position. Melissa helps support the Managers of Care Coordination, Mount Vernon and Anacortes Resource Centers, the Skagit Food Distribution Center, Skagit Vets Connect, Street Outreach Programs and WIC.



SANDI PHINNEY, Chief Strategy Officer

Sandi holds a BA in International Relations and a Master's degree in Public Administration. Her MPA thesis was on measuring collective impact. She worked for 7 years in grant-making foundations in Central Europe and the US, but during a fellowship in Germany studying how communities served immigrants, she decided she wanted to do direct service to improve people's lives. She began working at Community Action in 2010 in Adult Education. After a 2.5 year sailing trip, she returned to Community Action as its first Data and Assessment Manager and became a Division Director in December 2021. She has two boys, a cat, and loves to swim and ski!



MINDY ENGSTROM, Human Resources Director

Mindy came to Community Action with a BA in Communication Studies, a Minor in Information Technology, and a Master's in Business Administration with an emphasis on Management and Strategy. After education, she spent 10 years working in the legal field in a business and Operations Management role, before shifting her focus to Human Resources. Mindy has over 10+ years of direct Human Resources experience. She feels fortunate to have aligned her career with her personal values when she joined Community Action in 2018. She is passionate about serving her community, helping others, and working to create a better future for generations to come. Mindy lives at Big Lake with her husband and two children and loves spending time with family, as well as doing anything outside especially kayaking, hiking or swimming.



MICHELE METCALF, Housing Project Director

Michele joined Community Action in October 2021 and brings nearly 20 years of experience in Housing Development and program administration both in inner city and rural communities. Prior to joining Community Action of Skagit County, Ms. Metcalf worked as the Housing Director for the Sauk-Suiattle Indian Tribe of Darrington, Washington. Ms. Metcalf is an enrolled member of the Upper Skagit Indian Tribe of Washington and has dedicated years to serving tribal communities and other diverse populations both on and off reservation. Michele also has past experience working with a low-income housing organization in Portland, Oregon where she assisted with fund development, served on the Board of Directors, and held roles in administration and property management.



LIZ JENNINGS, Director of Community Engagement

Liz's passion is helping people become superheroes for their communities. Since 2012, she has helped build Community Action's strategies to achieve our vision of "everyone working together to end poverty in Skagit County." The Community Engagement Team helps people LEARN about poverty issues, VOLUNTEER to make a difference, ADVOCATE for public policy change, GIVE to support our work financially, and COORDINATE community coalitions and initiatives. Liz's career began as a news reporter and editor, and she has served as staff, executive director, and board member for many nonprofits, from tiny groups to international organizations.



PHILIP PRUD'HOMME, Donor Development Director

Philip brings 25 years of business and nonprofit leadership experience. He has 10+ years in non-profit fundraising with experience ranging from capital campaigns, to major donor engagement to workplace campaigns. He has engaged 1,000s of businesses and individuals in supporting social agencies throughout Skagit County. Philip also worked "in the trenches" at the Boys and Girls Clubs for 3 ½ years. He has struggled with depression and substance abuse and credits supportive communities for his progress.



AYUMI ORTHMEYER, Finance Director

Ayumi has worked in the Nonprofit Finance field since 2008. She has gained knowledge in leading various financial/accounting tasks with precision and accuracy such as conducting financial reporting and maintaining GAAP compliance. Ayumi is also adept at working with team members, facilitating accounting tasks, and consulting others on tax reports. Ayumi rejoined Community Action as Finance Director in January 2024 and looks forward to building a strong community. She values customer service and helping all employees, and believes that the finance department should help programs succeed. Ayumi's primary goal in her role is to ensure that everyone understands how the finances work at the agency.



JAZMIN FLORES, Director of Care Coordination

Jazmin came to Community Action with a sincere dedication to making a positive impact, drawing on her educational background in public health and human services. Before joining the team, she devoted six years to non-profit work, specifically in early childhood education for migrant working families and outreach in maternity support services. Her journey with Community Action began in 2013 as a housing case manager. Through her dedication, Jazmin progressed within the organization, eventually taking on the responsibility of coordinating the Family Development Center shelter program for six years. In 2022, Jazmin made the transition into management, ultimately becoming the Care Coordination Director in 2024. She finds her greatest purpose in helping others feel valued. As a proud Latina, Jazmin recognizes the importance of diversity and inclusivity in leadership roles. Her background helps her ability to connect with and understand the needs of our diverse community. Jazmin lives and grew up in Sedro Woolley. Married her husband in 2004, is a devoted mother of two boys and one cat. She enjoys Zumba with friends, gardening, and actively participating in creating positive change in our community.

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, transporation, childcare, scheduling, or other barriers that may impact	- Conduct a survey to understand barriers and ask/identify whether there are ways to support participation. - BP&E has a plan to reach out to Board members who may need	January 2024	Not started
	3				
Finance	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 relevent 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
	5				
	Infrastructure and capacity align with agency growth		Set aside capital reserve Re-establish/re-stock investments	December 2024	Not started
	6				
	Develop robust financial risk asesment and learning tools.		Conduct agency risk assessment. Consider offering a Board-focused training on reading financial reports.	November 2024	Not started
	7				

BOARD Work Plan 2024

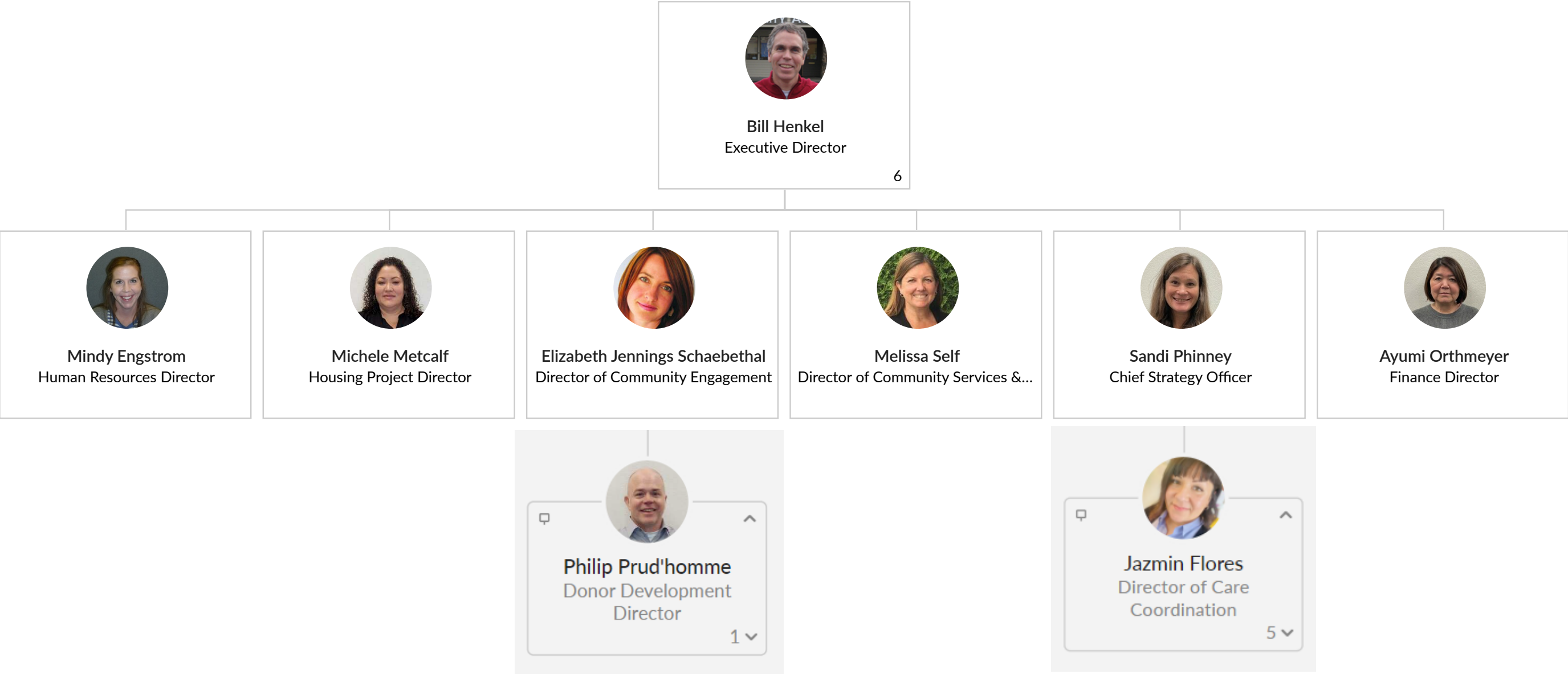
Ctte	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	By When	STATUS
Personnel	Ensure that staff wages are competitive and appropriate.		Review, adjust, and approve Reclassification of staff after we establish 2024 budget.	March 2024	In process
HWG	8				
	Strategic evaluation and alignment of completed 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 predevelopment, design, development, and operations; Identify cross-committee participation to ensure this.	December 2024	In process
Core Theme: Stronger Community Strategic Priorities: Accessible, Equitable, & Inclusive Services					
Core Theme: High Impact Organization Strategic Priorities: A Supportive & Inclusive Workplace Culture					
1					
	Board members are diverse, promote DEI initiatives,	Identify Board, agency, and	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

BOARD Work Plan 2024

Ctte	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	By When	STATUS
BP&E	communicate the strategy, and provide recognition for DEI champions.	community initiatives to promote and highlight.	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, including how to make decisions about committee membership so that committees diversify.	June 2024	Planning
ADVOCACY					
Core Theme: Stronger Community Strategic Priorities: A Catalyst for Change					
CREAT	1				
	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 development.	Prioritize relationship building for 2024 CREAT meetings. Who does what at board, committee, and staff level?	Dec 2024	Not started
PHILANTHROPY					

BOARD Work Plan 2024

Ctte	GOAL	Strategy and/or Measurable Target	ACTION ITEMS	By When	STATUS
Core Theme: Stronger Community Strategic Priorities: Active and Engaged Community					
Core Theme: High Impact Organization Strategic Priorities: Financial Health and Stability					
Donor Development Committee	1				
	Educational Goal = Board members understand the basics of philanthropy; why local funds are important to supporting programs, flexible funding	Board Members participate in 1-2 educational opportunities; topics to include: Philanthropy basics, Relationship fundraising,	Committee chair communicates expectations to full Board.	December 1, 2024	Not started
	2				
	Participation Goal = All Board Members Give (100% giving)	Committee Chair connects with all Board members	Chair speaks about 100% giving goal at Jan-Mar Board Meetings and distributes pledge form	March 1, 2024	Planning
	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



Administrative Team Org Structure February 2024

- Human Resources - (2)
- IT Support - (2)
- Facilities & Assets - (1.5)
- Finance - (4)
- Data & Assessment - (1)

