

Agenda

Community Action Board of Directors

Thursday, January 25, 2024, 5-6:30 pm

Zoom Link: <https://us06web.zoom.us/j/89792326464?pwd=bzdsZ1FxMVZpb2swTmxYUlubzdSQT09>

Meeting ID: 897 9232 6464

Passcode: 955279

Phone: +1 (253) 215-8782

Welcome/introductions/sharing

5:00 pm

Consent Agenda

5:05 pm

| Item | Action | Description |
|------|------------------|-------------|
| 2 | Minutes | Information |
| 3 | Division Reports | Information |
| 4 | Motions | Approve |
| | | Approve |

| Discussion Agenda | | | | | |
|-------------------|---|------------------------|--|---------------------------------|------|
| Item | | Action | Description | Responsible | Time |
| 5 | 2024 Budget | Discussion | Welcoming Ayumi! Status of 2024 Agency Budget, key assumptions and unknowns, shifts in org chart | Hagen; Orthmeyer; Phinney | 5:15 |
| 6 | State of the agency | Briefing Motion | Highlights from agency dashboard – WSCAP and Skagit legislative priorities and updates from Olympia | Henkel | 5:40 |
| 7 | 2023 Data Overview | Presentation | Highlights on client and outcomes data from 2023 | Breedlove-Speece; Phinney | 5:55 |
| | Donor Development & Board Planning & Engagement | Discussion | Making Spirit of Hope sing! February Board meeting in person, and re-scheduling March Board meeting. | Bennett | 6:10 |
| | Adjourn | | | | 6:30 |

Equity-Informed Decision-Making Questions

Broad Questions:

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

Specific questions for Committees to consider:

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

BOARD OF DIRECTORS

January 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 2023 |
| 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

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=bzdsZ1FxMVZpb2swTmxxYUlubzdSQT09>
- **Meeting ID:** 897 9232 6464
- **Passcode:** 955279
- **Phone:** +1 (253) 215-8782

Friday February 2, 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 February 7, 9-10 am, Brunch & Learn: Help Paying the Bills

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

Wednesday February 7, 3-4 pm, CREAT Committee

- **Link:** <https://us06web.zoom.us/j/87174559991?pwd=SFxROGpKS1dwZHI0c2xaOUNucWhCQT09>
- **Meeting ID:** 871 7455 999
- **Passcode:** 450580
- **Phone:** +1 (253) 215-8782

Thursday February 8, 8:30-9:30 am, Latinx Advisory Committee

- **Link:** <https://zoom.us/j/91488283677?pwd=aXpmdVNPa0FraFj1Q3lrUUQ4cStMZz09>
- **Meeting ID:** 914 8828 3677
- **Passcode:** 022650
- **Phone:** +1 (253) 215-8782

Wednesday February 14, 7:30-9 am, Board Executive Committee

- **In Person- Location TBD**

Friday February 16, 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

Friday February 20, 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



Important Upcoming Dates: All are Invited

Wednesday February 21, 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

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

- **In Person- Location TBD**

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=dGpuL3gvlZJvRIBPd2s0RW5hUk9wdz09>

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

Tuesday February 27, 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

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

- **Zoom:** <https://us06web.zoom.us/j/88626093860?pwd=qc9Bi3oVh7PX5sjYDbb5NoyPMslQuE.1>
- **Meeting ID:** 886 2609 3860
- **Passcode:** 218802
- **Phone:** +1 (253) 215 8782

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

- **Link:** <https://us06web.zoom.us/j/86951287129?pwd=VXhnTVRENUdKZldCMHBFsjZqdEM0QOT09>
- **Meeting ID:** 869 5128 7129
- **Passcode:** 407622
- **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)

Please Note that the March Board Meeting will need to be rescheduled due to Spirit of Hope falling on the regularly scheduled day.

2023 Board Retreat





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

MINUTES OF THE BOARD OF DIRECTORS' MEETING

December 21, 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 – present
 Heather Wallace – not present
Christina Soltero – present

Guests: n/a

Staff: Bill Henkel, Tari Caswell, Sandi Phinney, Melissa Self, Mindy Engstrom, Michele Metcalf

I. CALL TO ORDER

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

QUORUM PRESENT

II. CONSENT AGENDA

Minutes from the October 28, 2023 Board of Directors Meeting
 Minutes from the November 16, 2023 Board of Directors Meeting
 November and December Finance Report (thru October)

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
 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
 Division Reports

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

III. DISCUSSION AGENDA

6. Finance Report; Davidson, Caswell, Henkel

Tari has announced she will be leaving the agency as CFO, for a new job with the Boys and Girls Club of Skagit County. Thanks and praise shared for the great job of improving things and meeting many challenges. Her goal is to have a basic 2024 budget draft completed prior to her departure mid January.

7. Personnel Committee; Henkel, Engstrom

The Personnel Committee met to discuss both the COLA and the pay transparency work of the staff compensation committee. The proposed COLA for staff of 3.2 % (in line with Social Security) which will have about a \$200,000 impact. The Personnel Committee is recommending meeting this COLA so our wages don't fall further behind market.

Pay Transparency: Want to make sure wages match labor market and that we have pay transparency. Have done a lot of legwork on this, but of course there is a big price tag attached to it (the current proposal would cost approximately \$200,000). As there is still work to be done on this, and as we still waiting for our 2024 budget, staff and the Personnel Committee are recommend re-looking at it in the first quarter of the year after we have the budget and can identify how we can get positions right and be able to afford it. We need to remain competitive in the workforce.

Health Coverage for staff: Our current provider, Premera, quoted a very significant (21.6%) increase next year. We have to balance offering good benefits with the cost to staff. Our broker, HUB, thus went back to the market and look at options. We decided to switch providers to United Healthcare, which would be about a 3% increase to the agency, but health benefits overall are a little better.

Motion to approve a 3.2% COLA for 2024 made by Moulton, second by Tate, passed unanimously.

8. State of the Agency; Henkel, Phinney

Within new revenue, our Kulshan View Project has been listed in the Governor's budget for \$300,000. Though the state legislature will have to make that decision, it's positive to have a placeholder in the Governor's budget. The purchasing for the emergency food network has been intense (see the dashboard for a summary of poundage), thanks to a major WE Feed WA grant and other new sources of revenue.

We will be adding one more FTE to Skagit Vets Connect, who among other things will help with reception, especially as our partners' onsite staffing expands substantially (the County Vets officers will expand to 4, and onsite VA Counselors to 3). One of the challenges of hosting this partnership based service is reception and troubleshooting for partners' clientele, especially when they are away from the office – and especially as our staff is inundated with their own client load.

Coordinated Entry contract goes through January. Instead of laying off staff, we are trying to find lateral transfers where there are openings in other programs, or with newly received contracts. Our team has been graciously supporting the VOA as they transition into the role. We understand that access to Coordinated Entry will be through VOA's 211 call in system. They will not offer an in county resource center (other than a few staff co-located with Public Health), and are asking partners to help make sure clients have a way to access a call in center. We will be one of the access points. It's hard to know what it will look like. Carolyn asked about the revenue model

for us February and beyond, and Ron said after negotiations with VOA are complete the contract will be public record.

As we move beyond the Coordinated Entry contract, with the geographical expansion of our resource centers, with the decline in COVID-related funding, and with several other shifting budget realities, we are examining and adjusting staffing in several areas of the agency. We have, for instance, been planning to pull operations (such as IT and facilities) out of finance, and will do so immediately with Tari's departure. We also have a plan to have a finance team to keep the financial ship stable during what will be a challenging budget year in 2024, and with Tari's departure. Though we won't have anyone immediately with her broad skill sets, our strategy is focusing on building a strong finance team and redundancies built in. We are bringing back a former member of the team, Ayumi Orthmeyer, to serve as Finance Director (for now we won't have a CFO position), and we are fortunate to have a strong, if still new team, that Tari has put into place in Erik, Jon and Frances (plus Michelle Johnson, who has served both as facilities manager and former Finance Manager).

In terms of staffing structure across the organization, our planning and assessment, especially with care coordination and our resource centers, started with client needs, agency needs, lots of input from staff. Melissa will remain Deputy Director and will oversee big programs like WIC, SFDC, Energy, and Transportation and Senior Services. Jazmin Flores (our current Care Coordination Manager) will serve as the Care Coordination Director, with a number of pieces and programs under her supervision, such as housing and outreach. Sandi explained that the next steps are to plan and implement staff transitions, support, process improvement, and training for new assessments, flow, and expectations.

9. Board Planning and Engagement; Bennett, Phinney, Brocksmith

Kate and Sandi reviewed goals of the Board Work plan, highlighting the goals in the areas of governance, equity, advocacy, philanthropy, and program and asset mapping. This last one is new this year, to encourage us to focus on better communication between staff and board on the impact of our services, and how to best prioritize among them. Thanks to all who contributed ideas and input at a number of levels to next year's Work Plan. Please keep the work plan and its goals in mind as you do your work on committees and participate in Board meetings. The agency's highest level work plans goals for 2024 are to stabilize the agency, operationalize equity, and position the agency as a leader in resource navigation and support. Though Board Planning & Engagement recommends adoption of Board work plan and agency work plan, we recognize the need to continuously adjust, adapt and improve them.

Motion to adopt the Board Work Plan and Agency Work Plan by Bennett, Second by Ron, passed unanimously.

Spirit of Hope update. March 28th. As this conflicts with our normal Board meeting time, we will report back on when the Board meeting will be rescheduled for.

Kate shared that Community Action has been nominated as a finalist for the Stowe Award of the Burlington Chamber of Commerce, and is inviting Board members to join a few staff at the January 5 award event.

Richard shared the slate of proposals for Board membership and officers for 2024.

Motion to re-elect Ron Wesen to a second three-year term starting in 2024, by Tate, second by Moulton, passed unanimously.

Motion to appoint the recommended slate of new officers made by Tate, second by Wesen, passed unanimously.

10. Executive Session; Brocksmith, Bennett

Board went into Executive Session at 6:15 to review the Executive Director Performance Review and Contract.
Board reconvened from Executive Session at 6:49.

Motion to approve the Executive Director Performance Review and Changes to Contract made by Moulton, second by Tate, passed unanimously.

IV. ADJOURN: Meeting adjourned at 6:50 pm.

BOARD REVIEW & APPROVAL:

☐

Approved as submitted

☐

Approved with changes noted
below

x _____

☐

Board Secretary

☐

Acting Board Secretary

Date Signed

December 2023

Division Director Report – Melissa Self

Care Coordination

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

Accomplishments

- For the month of December, we served 90 households with rental assistance services and 19 households with FCS only services. As we bring on an additional staff member, we hope to see this increase over the next couple of months.

Challenges

- It has been challenging for staff to adjust to additional changes within the Care Coordination program. With this being the 2nd agency re-organization within a year, staff are unsure about the stability of the agency. Managers have attempted to put direct service staff at ease knowing this is an opportunity to really focus on our service delivery.
- In addition, although we brought on two new staff in October, we have one of those individuals leaving the agency and another staff member who is on extended leave. We have posted for a Care Specialist to join the agency and will begin interviewing soon.

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've 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

- Team has pulled together well to meet the increase in need and desperation in the streets.
- Team members have been volunteering at the cold weather emergency shelter run by Welcome Home Skagit.
- December:
 - Number of Individuals Served: 92
 - Number of service interactions: 125
 - Narcan Kits distributed: 49
 - Number of reported OD reversals: 15

Challenges

- RNP Coordinator decided that they did not want to finish career in Human Services, and got job as Code Enforcement Officer at Burlington Police. It will be good to have a collaborator in the Burlington Police Department though!
- Interviewing has begun for a replacement.

Emerging Issues

- We have been below freezing temperatures for about a week.
 - It has been so cold that clients have needed assistance putting on gloves, because their fingers aren't working well.
 - There is no way to be in all the places where outreach is needed, so we have simply been trying our best.
 - There have been roughly 45 beds in the Mount Vernon/Burlington area, and it has not been enough.
 - Same as every year, clients on the sex offender registry are banned from shelter spaces by funding and licensing partners.
 - This is my last report as a member of Melissa Self's division- we are all uncertain how things will go from here, but we are hoping for the best. There are some exciting opportunities for collaboration between managers coming up in the new arrangement, and we welcome Jazmin as our new leader.
-

Resource Center/Coordinated Entry

Dulce Vasquez, Resource Center Manager

Accomplishments

- For the annual Homeless Point in Time Count, we have raised \$4,800 towards supplies. We have purchased snacks, beanies, hand warmers, and other essentials to provide to community members experiencing homelessness during the count.

Challenges

- With staff going on vacation, including myself, we have been extremely short staffed.

- MV Resource Center – there is a high influx of clients seeking CE intakes for shelter referrals, and not enough staff to serve clients. There is also a high influx of partner intakes coming in.
- Anacortes – there have been challenges with keeping the Anacortes Resource Center open with limited staff and advertising our services to Anacortes partners. The Resource Coordinator in Anacortes is working closely with the Volunteer Coordinator on recruiting volunteers for the Anacortes Resource Center. We'll be working closing with Community Engagement team to advertise the Anacortes office.

Emerging Issues:

- With current CE staff transitioning into new roles in January, this will leave the Resource Center with limited availability to serve clients and process data in a timely manner.
- Since Volunteers of America will be utilizing 211 we will need to create space so clients can call in a private room to complete CE intakes in both MV and Anacortes.

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

Wende Dolstad - WIC Manager, Jhaveena Broadnax – Site Supervisor

Accomplishments

- Numerous donations to the WIC case management program, including 50 \$50 food cards from ESD. Two different women with babies provided a one week stay in hotel through local donations. WIC caseload dropped a little for Nov/Dec, but continues above "authorized"

Challenges

- Federal budget continues to not be acted upon. Continuing Resolutions allow increases to the WIC funds. An actual budget agreement might cut WIC funds.

Emerging Issues

- The state has added MORE documentation requirements. Further reducing the time for actual nutrition education during WIC appointments.

Equitable Service Delivery

- Many Farm worker families received food gift cards

Skagit Vets Connect

Vernon Hunter, Skagit Vets Connect Lead

Accomplishments

- Our volunteer lobby intake service screener and staff assisted **63** walk-ins and phone inquiries.
- **Veteran's Assistance Fund:** Critical Needs (**5**), Cascade Landing Subsidy (**2**) Rental Assistance (**2**)
- **Housing:** Transitional Housing (**4**), Senior Stipend (**4**)
- **Claims and Services:** VA compensation and pension claims (**27**), Claim assessments (**29**)

Challenges

- Our Work First lobby intake screener start date is delayed until February 5th.
- The new VASH social worker's start date is delayed by 30 days. The estimated start date is February.

Emerging Issues

- SSVF program manager and staff service screener start date is January 15th

Skagit Food Distribution Center

Madeline McGonagle, Food Access Manager

Achievements

- Our new Food Resources Coordinator started in December!
- Started purchasing more meat and eggs for the food pantries
- Started purchasing meat from San Juan county producers specifically for San Juan food pantries

Challenges

- There was a high demand for food products during December for the holidays, but we were able to increase our purchasing and adjust our schedule to meet demands!

Emerging trends, opportunities or threats

- Supplies from Food Lifeline had dwindled slightly, which is a resource a lot of our food pantries rely on heavily. We are doing what we can to increase our purchasing to help with the gap.

Division Report, Sandi Phinney

Adult Education

Claudia Morell, Instructional Coordinator

What accomplishment are you most proud of?

- We are making a bridge between the online ELA class and the pre-GED class! Two of the students have moved from one to the other.

What challenge are you currently facing?

- Still, the old story of enrollment. We need more students. One of the issues is that we are competing with the Goodwill and the Burlington Public Library for GED students. This problem is not just confined to us. The college is competing with the Sedro-Woolley and Anacortes Libraries for high school completion students. From what I understand, library money was shelled out for an online diploma program that isn't through the SBCTC system.

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

- A peculiarly bureaucratic issue is that at DSHS, clients who are interested in a GED, are referred to the college. It seems there is a rule that they can only have one place for referral, and the college is it. However, when students go to the college, they find out that the GED classes are inevitably cancelled because of enrollment minimums. What happens then is that the students do not try any other options. They get discouraged and give up. We don't have enrollment minimums, and what we offer is really comprehensive and personalized. Students should be sent here directly. Marissa is working on trying to get that change made . . . and I'm keeping my fingers crossed!

East County Resource Center

Stephanie Semro, East County Manager

What accomplishment are you most proud of:

- Collaborating with many partners and developing a relationship with those partners in hopes to find a client temporary or permanent housing after having surgery.

What challenge are you currently facing?

- Working with staff and other partners to build sustaining relationships so we able to appropriately advocate for our clients and community members throughout Skagit county.

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

- **Emerging Trends:** we continue to see a need to mental/behavioral help in Eastern Skagit County. People right now only have access to help within the Mount Vernon area and that is only if there is space available. **Threats:** due to the services not being available in the Upper

Valley or not being able to get an appointment for weeks for the services needed, we see missed opportunities of people getting the help they need. Clients essentially give up, there normally is a short window of time, when they are willing to get the help and we miss that window due to no available appointments. **Opportunities:** working with partners to try to make access to more services either available in Eastern Skagit County or providing rides to those services in Mount Vernon area.

Employment

Marissa Davison, Education and Employment Manager

What accomplishment are you most proud of?

- Employment has succeeded in many areas this month. We have begun implementing a new employment contract by hiring two employees including a benefits planner. We have also marketed our financial education classes which start in January.

What challenge are you currently facing?

- Employment's main challenge is increasing referrals for workfirst. We are looking into unique ways to promote workfirst without going through DSHS.

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

- We are extremely excited about offering benefits planning to the Northsound ACH region. We plan to promote benefits planning first to our agency, then to Skagit county, and as we get established in Skagit county, we will promote through the ACH region as per the grant contract. Benefits planning is a missing link in many counties, and we are proud to offer it to Skagit.

Mobility and Senior Services

Julie Meyers, Mobility and Senior Services Manager

What accomplishment are you most proud of?

- The Volunteer Services program wrapped up 2023 with more volunteers, more direct service hours, and more seniors and adults with disabilities enrolled into the program than in 2022.
- New Mobility and Senior Services Manager (in partnership with Sandi and Michelle and program staff throughout the Agency) has taken steps toward implementation of the WSDOT Operations and Capital grants the Agency received in late 2023.

What challenge are you currently facing?

- The balancing act between reporting, data entry, volunteer coordination, and client enrollments/ home visits has proven to be a challenge, particularly due to limited staff capacity (compared to previous years). However, we are working to streamline our data entry and record keeping processes to allow for more outreach efforts and and home visits.
- We are pleased to have new volunteers that have signed on to provide services to seniors and disabled adults living in or near Anacortes. However, we have not been able to keep them engaged due to lack of requests for assistance. In 2024 we will work with the Anacortes Senior

Center and Community Engagement to increase our outreach efforts to the senior and disabled community on Fidalgo Island.

- A challenge related to implementation of the WSDOT Operations Grant is the requirement by WSDOT to prioritize the transportation of clients ($\geq 51\%$ of usage) over other uses.

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

- Seniors and adults with disabilities have been expressing their concerns about their ability to afford their increasing rent on a fixed income.
- Julie will continue to connect with Agency staff, Skagit Transit, SCOG, and other community partners, and to benchmark transportation programs throughout the state to better assess and address the gaps in transportation services faced by Community Action clients.

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).

Over the past couple months Mariana has partnered with the Port of Skagit to facilitate the provision of 30 pallets of firewood to many seniors and disabled adults throughout the County, ensuring that they can heat their homes throughout the winter. She accomplished this by coordinating wood pick-ups/deliveries with volunteers, clients, and the Port, often giving up part of her weekend to lend her support.

2023 Fundraising Progress

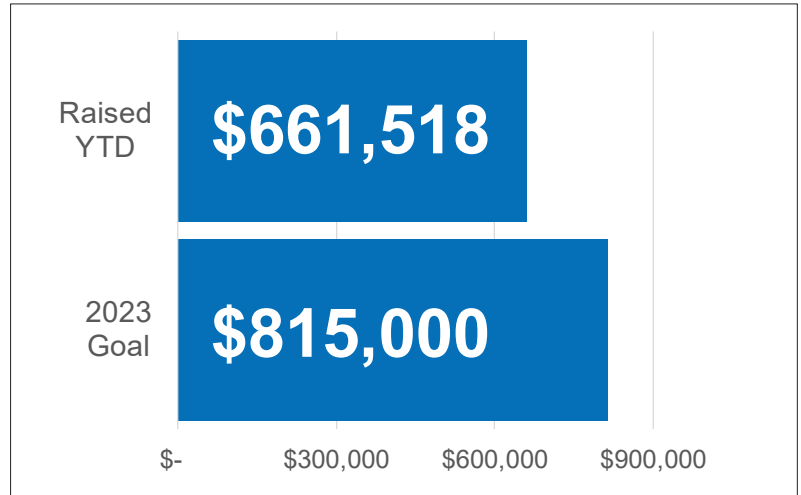
January 1, 2023 - December 31, 2023

2023 Fundraising Goal & Progress

As of December 31, 2023 we have raised **\$661,518** which is about **81%** our board approved goal.

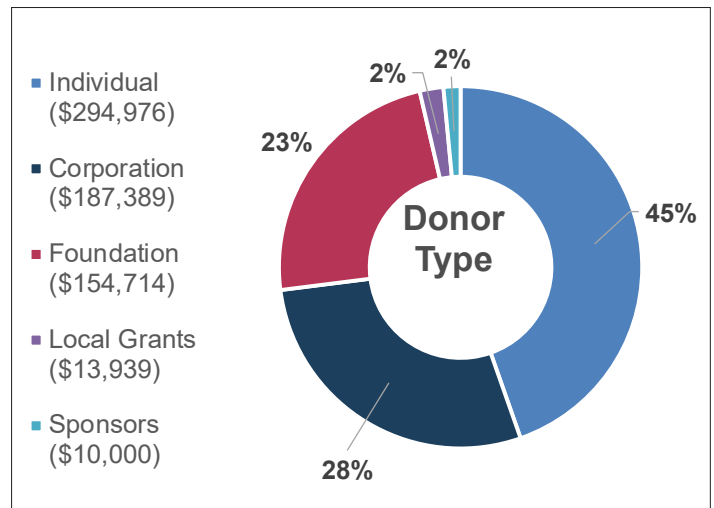
Breakdown of Funds

| | |
|-----------|---------------------------------|
| \$315,871 | Greatest Need |
| \$99,970 | Solar Panels (PSE) |
| \$104,894 | Skagit Food Distribution Center |
| \$29,314 | Veterans Services |
| \$24,913 | East County |
| \$20,252 | Street Outreach |
| \$19,500 | Cascade Landing |
| \$16,050 | Education and Employment |
| \$20,200 | WIC and MSS |
| \$4,463 | Mountain of Hope |
| \$3,800 | Anacortes Resouse Center & |
| \$1,000 | Point-in-Time-Count |
| | Community Engagement |
| \$782 | Housing and Housing Development |
| \$520 | Critical Needs |



Highlights

- **End of Year Appeal Letter** was mailed to a total of **8,511** households and raised \$74,947 which includes a \$15,000 matching gift from the Jerry H. Walton Foundation.
- A special thank you to Board Member, Jamie Thornberry for her helping us with this letter and sharing her story with Community Action supporters!
- 22 donors made a generous contributions last month between \$1,000-\$4,999.
- 5 donors gave between \$5,000-\$9,999
- 2 donors gave a gift of \$10,000
- If you are interested in personally thank our donors, please reach out to the Development Team at Donations@CommunityActionSkagit.org



In-Kind Donations

- Total FMV of in-kind donations = \$20,560 YTD
- 63 in-kind donations YTD

\$661,518
Raised 2023
YTD

472
Donors
YTD

134
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

January 2024 Board Report

Housing Projects Director Report – Michele Metcalf

January 12, 2023

Cascade Landing

Over the past few months, Cascade Landing has faced challenges related to lease compliance issues. The Housing Project Director, working closely with property management and the Resident Services Coordinator, has diligently identified tenants causing complications and addressed lease violations. In response to these challenges, we made a strategic decision to not extend lease renewals for a select group of residents consistently violating lease terms. Unfortunately, this choice has temporarily increased the vacancy rate. To address this, we have plans to actively fill vacant units. Our strategy includes collaborating with Coast Management to update our rental criteria, ensuring a screening process that effectively identifies and prevents potential issues with applicants in the future.

The property management agreement with Key Northwest officially concluded on January 9, 2024. Following this, we successfully executed a new property management agreement with Coast Property Management on January 16, and they are set to assume management responsibilities starting January 26. Acknowledging the importance of a smooth transition, Key Northwest has committed to providing soft support until Coast Management is fully onboarded. This collaborative effort ensures a seamless transfer of responsibilities and guarantees the continued delivery of vital services to Cascade Landing residents.

As of January 2024, Cascade Landing is 79% occupied, with seven vacant studios on the market.

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

CA Rental Housing Advisory Committee

The CA Rental Housing Advisory Team held its first meeting on January 5, focusing specifically on decision-making discussions regarding the population served at Cascade Landing. Following our development consultant's advice, who recommended that Community Action examine the population we are currently serving, prompting questions for the committee to consider. These include defining the populations we aim to serve, aligning with the REET's population structure guidelines (five units at 50% AMI or below and the remaining 34 units at 80% AMI or below), and maintaining our commitment to housing at least 10 veteran households within this mix. Presently, we have households within the 0-30% AMI range, leading to concerns about our staff's capacity to adequately serve this demographic. There is a collective agreement within the committee to delve into evaluating the advantages and disadvantages of operating a permanent supportive housing project versus recalibrating our population priorities.

The CA Rental Housing Advisory Team will convene every 1st Friday of the month from 9:30 to 10:30 AM.

Kulshan View

We have been holding ongoing biweekly meetings with the GS consultant team to delve deeper into the feasibility assessment of Kulshan View. The initial construction budget provided by GSC is nearly double

our original draft budget. Next steps include inviting in additional members of our project team to compare numbers to find a balanced middle ground. Once we establish firm budget figures, our next step involves collaborating with a third-party cost estimator for a thorough review.

During our discussions, the stabilization of Cascade Landing has emerged as a key concern. GSC emphasized the importance of enhancing conditions at Cascade Landing before seeking public funding for Kulshan View, stressing that grantors and investors are likely to meticulously assess our financial strength and experience in housing management.

Housing Work Group

The Housing Work Group (HWG) met on December 15 to establish housing development goals for 2024, exploring restructuring options to align with the Board's organizational framework. Proposed changes include transitioning to a monthly meeting schedule starting in 2024. The January 19 meeting will focus on reviewing the HWG charge, ensuring alignment with broader housing initiatives, and discussing feasibility points and the budget provided by GSC.

The next HWG meeting will be held on February 16, from 9:30 to 10:30 AM.

Resident Service Coordination Programs

During the program planning session on December 22, the Resident Services Coordination team collectively defined our goals for 2024. These objectives include implementing an updated needs assessment process to better identify residents' needs, establishing a clear communication plan between Property Management and Resident Services Coordinators for improved collaboration, and initiating a referral process. Additionally, we aim to engage the community through community-wide tabling events as part of our commitment to enhancing support services and encouraging active community participation in the year ahead.

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

January 2024

Accomplishments:

- On December 22 we hosted a Holiday Party for residents, twenty residents attended, and we received very positive feedback on the event. Due to the success, we are working on plans to do more community events, with the goal of providing one medium-sized event per month and a larger quarterly event.

Challenges:

- The recent transitions in property management have presented challenges, leading to some confusion and delays in various tasks, including maintenance and lease renewals. However, we are optimistic about the positive changes ahead. We eagerly anticipate the arrival of the new

property management company at the end of the month, which we believe will bring a fresh and efficient approach to managing Cascade Landing.

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

January 2024

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.
- 26 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 to frozen meat, to milk, and various snack items. In total, roughly 200lbs of food went to residents across all three buildings (Manor 1 & 2, and Annex).

Access:

- Residents were able to get free and on-site legal assistance with advanced planning documents including wills, estates, power of attorney, and more services through Skagit Legal Aid.
- The public health department was back to table offering residents free and on-site blood pressure checks, assistance with scheduling health care appointments, and provide education and the month's health topic. This month's health topic was winter safety, which provided resources and information for residents on how to remain safe and active during the winter months and what necessary items to stock up on if they cannot travel.

Challenges:

- Transportation is a frequent need amongst residents unable to drive themselves, have a difficult time navigating public transportation, and 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.

Emerging Topics:

- With the hire of the transportation program coordinator, I am hopeful residents will soon have an additional resource for transportation access for their various needs.
- RSC introduction letter will be sent out at the start of the new year to reassess residents' needs, interests, and areas of service that have not yet been met or can be improved.



Income Statement

1/1/2023 - 12/31/2023, By Year, Cash basis

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

160 Cascade Place

| Amount | 2023 | Total |
|--|---------------------|---------------------|
| Income | | |
| Application Income | 0.00 | |
| Cleaning and Maint Income | | |
| Cleaning and Maint Income - Other | 257.97 | 257.97 |
| Total for Cleaning and Maint Income | \$257.97 | \$257.97 |
| Convenience Fee Income | 11.63 | 11.63 |
| Late Fee | 973.00 | 973.00 |
| NSF Processing Fee | (50.00) | (50.00) |
| Other Income | 20.00 | 20.00 |
| Rent Income | | |
| Rent Income - Other | 125,146.59 | 125,146.59 |
| Total for Rent Income | \$125,146.59 | \$125,146.59 |
| Total Income | \$126,359.19 | \$126,359.19 |
| Expense | | |
| Application Expense | 44.00 | 44.00 |
| Owner Billable Expense | | |
| Keys | 228.48 | 228.48 |
| Total for Owner Billable Expense | \$228.48 | \$228.48 |
| Property Management Expenses | 10,844.96 | 10,844.96 |
| Repairs & Maintenance Expense | | |
| Appliances | 130.32 | 130.32 |
| General Building & Units Repair | 167.79 | 167.79 |
| Maintenance & Cleaning | 4,295.04 | 4,295.04 |
| Move Out Repairs Cleaning | 150.00 | 150.00 |
| Systems & Equipment | 162.90 | 162.90 |
| Total for Repairs & Maintenance Expense | \$4,906.05 | \$4,906.05 |
| Supplies | 129.10 | 129.10 |
| Utilities | | |
| Garbage | 304.15 | 304.15 |
| Water - Residential | 1,042.11 | 1,042.11 |
| Total for Utilities | \$1,346.26 | \$1,346.26 |
| Total Expense | \$17,498.85 | \$17,498.85 |



Income Statement

1/1/2023 - 12/31/2023, By Year, Cash basis

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

| Amount | 2023 | Total |
|-----------------------------|---------------------|---------------------|
| Net Operating Income | \$108,860.34 | \$108,860.34 |
| Net Income | \$108,860.34 | \$108,860.34 |



Balance Sheet

As of 12/31/2023, Cash Basis

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

160 Cascade Place

Assets

Current Asset

| | |
|---|--------------------|
| Community Action Operating Trust | 20,253.81 |
| Community Action Operating Trust - Pending EFTs | 271.89 |
| Community Action Security Deposit Trust | 68,919.00 |
| Total Current Asset | \$89,444.70 |

Total Assets

\$89,444.70

Liabilities

Current Liability

| | |
|--------------------------------|--------------------|
| Security Deposit Liability | 68,919.00 |
| Total Current Liability | \$68,919.00 |

Total Liabilities

\$68,919.00

Equity

| | |
|------------------------|-------------|
| Opening Balance Equity | 2,500.00 |
| Owner Draw | (90,834.64) |
| Retained Earnings | 0.00 |
| Net Income | 108,860.34 |

Total Equity

\$20,525.70

Total Liabilities & Equity

\$89,444.70



Income Statement

1/1/2024 - 12/31/2024, By Year, Cash basis

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

160 Cascade Place

| Amount | 2024 | Total |
|--|--------------------|--------------------|
| Income | | |
| Application Income | 0.00 | |
| Cleaning and Maint Income | | |
| Tenant Billable Cleaning | 400.00 | 400.00 |
| Total for Cleaning and Maint Income | \$400.00 | \$400.00 |
| Convenience Fee Income | (11.63) | (11.63) |
| Rent Income | | |
| Rent Income - Other | 17,004.50 | 17,004.50 |
| Total for Rent Income | \$17,004.50 | \$17,004.50 |
| Total Income | \$17,392.87 | \$17,392.87 |
| Expense | | |
| Property Management Expenses | 3,211.86 | 3,211.86 |
| Repairs & Maintenance Expense | | |
| Appliances | 246.28 | 246.28 |
| General Building & Units Repair | 241.05 | 241.05 |
| Maintenance & Cleaning | 2,584.60 | 2,584.60 |
| Tenant Billable Cleaning | 1,730.00 | 1,730.00 |
| Total for Repairs & Maintenance Expense | \$4,801.93 | \$4,801.93 |
| Utilities | | |
| Water - Residential | 794.74 | 794.74 |
| Total for Utilities | \$794.74 | \$794.74 |
| Total Expense | \$8,808.53 | \$8,808.53 |
| Net Operating Income | \$8,584.34 | \$8,584.34 |
| Net Income | \$8,584.34 | \$8,584.34 |



Balance Sheet

As of 1/18/2024, Cash Basis

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

160 Cascade Place

Assets

Current Asset

| | |
|---|--------------------|
| Community Action Operating Trust | 1,457.07 |
| Community Action Security Deposit Trust | 62,886.00 |
| Total Current Asset | \$64,343.07 |

Total Assets

\$64,343.07

Liabilities

Current Liability

| | |
|--------------------------------|--------------------|
| Security Deposit Liability | 62,886.00 |
| Total Current Liability | \$62,886.00 |

Total Liabilities

\$62,886.00

Equity

| | |
|------------------------|--------------|
| Opening Balance Equity | 2,500.00 |
| Owner Draw | (118,487.61) |
| Retained Earnings | 108,860.34 |
| Net Income | 8,584.34 |

Total Equity

\$1,457.07

Total Liabilities & Equity

\$64,343.07

January 2024

Community Engagement Team Report to the Board of Directors

Elizabeth Jennings, Director of Community Engagement

2024 STRATEGIC GOAL: Communication Action is well-known and respected in the community. To that end, our January strategies and activities included:

EQUITY Strategy:

- **Compiling consistent equity demographic data:** We are working to make all of our DEI demographic information consistent (or at least comparable) across clients, staff, and volunteers (including board members and committees). This is to support part of the Board's Planning & Engagement Committee's work to streamline board and committee application processes, and to develop a baseline for their equity decision-making and board/committee recruitment.
 - **Challenge:** It's taking longer than expected because of the diversity of data that has been collected by client programs, HR, our volunteer center, and foundations that request the data. We will run a draft by BP&E in February.
-

LEARN Strategy:

- **Provided training in "Public Policy Advocacy 101: Communication for Leaders"** workshop for Leadership Whidbey and Leadership Skagit, as well **"Nonprofit Board Governance 101"** for the Burlington Chamber of Commerce Board of Directors.
 - **Relationships influenced: 92 emerging and existing community leaders, including 16 elected officials.**
 - **Messages conveyed:** We presented Community Action as a knowledgeable, trustworthy partner, and we provided many examples of Community Action's programs, services, and accountability.
-

ADVOCATE/EQUITY Strategy:

- **Voter education:** Mount Vernon Superintendent of Public Instruction, Dr. Ismael Vivanco, presented at the January Latinx Advisory Committee meeting of 33 participants, educating them about the February school levies. Community Action does not take a position, but does encourage voter engagement on issues related to poverty, including education.
- **Board Action Needed: Overview of Board Motions, see Item 6A:** The board's Community Relationships, Education, & Advocacy Taskforce (CREAT) has included motions for the board to adopt the Washington State Community Action Partnership's (WSCAP) statewide 2024 Legislative Agenda, and Community Action of Skagit's top priorities.
- **Motion 1: Endorse WA State Community Action Partnership's (WSCAP) State Legislative Priorities, attached.**
 - **How is the agenda developed?** Executive Director Bill Henkel and Community Engagement Director Elizabeth Jennings serve on the WSCAP Legislative Committee, which helps develop the priorities for the association representing all 30 Community Action Agencies in the state. The association also engages a paid lobbyist, Craig Engleking, who is our representative on the hill. In addition, Henkel meets with legislators on the hill, Jennings and other LegCom members provide testimony, and we organize local constituents to meet with legislators virtually.
 - **Do we actually speak up on all these issues?** The two-page WSCAP legislative agenda is comprehensive for multiple anti-poverty issues. Having them all included shows support and solidarity for our coalition partners. To focus the time and resources of our own board and staff, Community Action of Skagit usually chooses 2-3 WSCAP priorities that directly influence Community Action's clients, AND adds 1-2 of our Board of Directors' annual priorities. The board's CREAT committee recommends the following local priorities for 2024: *Continued next page.*

- **Motion 2: Approve Community Action of Skagit County's top state legislative priorities:**
 - **\$5,725,000 state Community Services Block Grant (CSBG) to supplemental the federal CSBG funding, with a special focus on anti-poverty work to support rural and BIPOC communities:**
 - Washington State Community Action Partnership is asking for a STATE match to federal CSBG funding (Community Services Block Grant), which provides flexible funding for the state's 30 Community Action Agencies to respond to pressing (and quickly changing) community needs, including, with a focus on BIPOC and rural communities.
 - **Skagit impacts:** Community Action of Skagit County serves lower-income residents in the 10th, 39th and 40th Legislative District. We received ~\$250,000 in 2022-2023 CSBG state match proviso funding to achieve these goals:
 - **East County Resource Center**, a front door to services for rural folks in the 39th District disproportionately hit by poverty. Flexibility means being able to use the funds for homeless diversion, meal program and other services.
 - **Expanding WIC (Women, Infant and Children Services) to Mixtec- and Spanish-speaking farmworker families**, ensuring kids get a good start in school and supporting important Skagit agricultural businesses.
 - **Community Engagement Team**, building on the nationally-recognized success of the Skagit Latinx Advisory Committee and Latinx COVID Prevention Team, building bridges between people with lived experience and their elected officials and other decision-makers.
 - **State backfill for the approximate 59% reduction in revenue from local document recording fees, a key source of revenue for funding housing and homeless prevention:**
 - According to Skagit County, 2023 saw a 59% reduction (from a peak in 2021) in document recording fees, a critical source of funding for housing and homeless services.
 - Skagit will see an approximate \$1 million decrease in local funding, from \$1.7 million to \$700,000.
 - Services will drop. Community Action and many other county-funded programs with our partners that are all a part of the same system will have to cut programs. More people will remain homeless.
 - Backfilling homeless services with local funding intended for housing development means the long-term solution to end homelessness will continue to be delayed. For example, local "HB1590" funding is a 1/10th of a percent sales tax for affordable housing and behavioral health facilities creation, operations and maintenance, and associated services. Much of those funds are already allocated, and if used to backfill document recording fees, even less local resources will be available to put toward the LONG-TERM solution, more housing that is affordable to people who live and work in Skagit County.
 - **A second round of \$309,000 in Local & Community Projects funding to support our Kulshan View housing development project:**
 - Rep. Alex Ramel (40th District) invited us to submit a second Community Projects application to increase housing people can afford in Skagit County.
 - We have purchased and will develop the "Kulshan View" property in Mount Vernon near LaVenture Middle School.
 - Community Projects support would fund design and other pre-development costs.

Board Motions

Community Action of Skagit County

January 25, 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 January Consent Agenda:

1. Approve Minutes from December 21, 2023, Board meeting

Background on Consent Agenda Motion: Please see attached draft minutes from the December 21 Board meeting (Item 2).

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

Background on Consent Agenda Motion: The Board Finance Committee reviewed at its January 17 meeting the attached January Finance report (through the month of November) and is recommending it for full Board approval items 5 and 5a.

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

Draft Motions within Discussion Agenda

1. Endorse WA State Community Action Partnership (WSCAP's) state Legislative Priorities

Background on Consent Agenda Motion: CREAT (the Board-appointed Community Relationships Education and Advocacy Task Force) reviewed the enclosed state legislative priorities from our state coalition partner, the WA State Community Action Partnership (WSCAP, which represents the 30 Community Action agencies in WA State), and is recommending them for full Board Endorsement. See (Item 6a).

Potential Motion: Endorse WSCAP's state legislative priorities

2. Endorse Community Action of Skagit County's top state legislative priorities

Background on Consent Agenda Motion: Community Action will likely be active in endorsing or supporting several legislative agenda items, especially as bill proposals within our broader agenda appear. That said, in our meetings and communication with our state delegation in the 10th, 39th and 40th legislative districts we focus on 2-3 priority items for our agency and community. This year we are proposing the top three priority items:

- \$5,725,000 state Community Services Block Grant (CSBG) to supplemental the federal CSBG funding, with a special focus on anti-poverty work to support rural and BIPOC communities
- State backfill for the approximate 59% reduction in revenue from local document recording fees, a key source of revenue for funding housing and homeless prevention
- A second round of \$309,000 in Local & Community Projects funding to support our Kulshan View housing development project

For further information on these priorities, see (Item 3d).

Potential Motion: Endorse agency's top state legislative priorities as presented.

January Finance Reports through November 2023

| Balance Sheet Comparison | *Preliminary Year-end 2022 | Through 11/30/23 | Change in Value |
|---|----------------------------------|---------------------|--------------------|
| Asset | | | |
| Cash and Cash Equivalents | 827,807 | 429,222 | (398,585) |
| Short-Term Investments | 12,986 | 13,020 | 34 |
| Long-Term Investments | 1,558,647 | 927,083 | (631,564) |
| Accounts Receivable | 1,342,073 | 1,769,349 | 427,276 |
| Prepays and Deposits | 66,239 | 107,192 | 40,952 |
| Fixed Assets | 4,794,461 | 4,912,860 | 118,399 |
| Depreciation | (1,624,449) | (1,701,633) | (77,184) |
| Furniture and Equipment | 1,051,879 | 1,051,879 | 0 |
| Total Asset | 8,029,644 | 7,508,972 | (520,672) |
| Liabilities | | | |
| Accounts Payable | 100,198 | (1,104) | (101,302) |
| Mortgage | 670,144 | 653,835 | (16,309) |
| Vacation Liability | 126,264 | 152,906 | 26,642 |
| Other Payroll Liabilities | 266,779 | 327,471 | 60,691 |
| Other Liabilities | (13,218) | (12,057) | 1,161 |
| Deferred Revenue | 264,053 | 43,543 | (220,510) |
| Total Liabilities | 1,414,221 | 1,164,595 | (249,626) |
| 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) | (255,621) | 76,859 |
| Total Net Assets | 6,615,423 | 6,344,377 | (271,046) |
| Total Liabilities and Net Assets | 8,029,644 | 7,508,972 | (520,672) |

| | |
|------------------------------|-------|
| Days Cash on Hand | 14.27 |
| Days Investment Cash on Hand | 29.91 |
| Days Cash in A/R | 57.09 |

| P&L | Through 11/30/23 | 2023 <i>Amended</i> Budget | % of Budget |
|---|---------------------|----------------------------------|----------------|
| Revenue | | | |
| Federal Grants | 4,384,894 | 4,749,941 | 92.3% |
| State Grants | 1,227,490 | 1,278,274 | 96.0% |
| Local Grants | 3,066,261 | 3,571,471 | 85.9% |
| United Way | 10,000 | 0 | 0.0% |
| Foundations & Corporations | 443,970 | 243,828 | 182.1% |
| Contributions | 219,065 | 436,072 | 50.2% |
| In-Kind | 4,669,107 | 6,048,418 | 77.2% |
| Program Revenue | 975,080 | 1,058,191 | 92.1% |
| Miscellaneous Revenue | 48,820 | 0 | 0.0% |
| Sponsorship Income | 3,450 | 30,000 | 11.5% |
| Total Revenue | 15,048,138 | 17,416,195 | 86.4% |
| Expenses | | | |
| Wages and Benefits | 5,510,190 | 6,507,210 | 84.7% |
| Program Expenses | 4,213,992 | 3,926,822 | 107.3% |
| Supplies/Equipment | 130,862 | 161,718 | 80.9% |
| Travel and Training | 88,516 | 54,934 | 161.1% |
| Telephone | 76,182 | 59,975 | 127.0% |
| Professional Fees | 206,206 | 154,362 | 133.6% |
| Licenses, Dues, Subscriptions | 144,714 | 132,075 | 109.6% |
| Printing and Postage | 36,829 | 31,940 | 115.3% |
| Insurance | 77,690 | 53,905 | 144.1% |
| In-Kind | 4,669,107 | 6,048,418 | 77.2% |
| Occupancy | 124,196 | 307,245 | 40.4% |
| General and Administrative | 332 | 0 | 0.0% |
| Miscellaneous Expense | 2,145 | 0 | 0.0% |
| Marketing/Advertising | 16,511 | 17,900 | 92.2% |
| Total Expenses | 15,297,472 | 17,456,504 | 87.6% |
| Net Income (Loss) Before Depreciation & Unrealized Gains/Losses | (249,335) | (40,309) | |
| Depreciation (non-cash expense) | 77,184 | | |
| Unrealized Gains/Losses | 70,898 | 40,000 | |
| Net Income (Loss) Including Depreciation and Unrealized Gains & Losses | (255,621) | (309) | |
| | | % should be | 83.3% |

| | |
|--|----------------|
| Funds received/counted as income but not yet spent (Highlighted should be moved to Def Grant Revenue) | |
| City of Anacortes | 26,000 |
| Food Lifeline Capacity | 85,000 |
| Peace Health RSC | 8,400 |
| WEAF CBO | 13,000 |
| Robert Gates for SVC | 25,500 |
| Total | 157,900 |

January Finance Reports through November 2023

General Notes:

Through November, 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:

[1] As of 11/30/23, we are reflecting YTD net loss of \$249,334 **[4]** before Depreciation Expense and Unrealized Gains & Losses; and loss of \$255,621 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.

[c] Approximately \$124k 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.

[2] Unrealized gains on our investments through November were \$51,200.

[3] Days Cash on Hand at the end of November was 14.27, Days Investment Cash on Hand is 29.91, and Days Cash in A/R is 57.09. For a combined total 101.27. 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 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 \$192k 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] 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.

Update on 2024 Budget

January 25, 2024

With transitions in our finance department and a number of crucial unknowns (as well as newly received financial information), staff and the Board Finance Committee are recommending waiting until the February Board meeting for official Board action on our 2024 budget, though much of the work is complete. One of the most important tasks left is to update the actuals spent in 2023 – especially for grant contracts that span calendar years (such as from the state, which cover from July 1 to June 30). We will also look at options to balance over- and under-spent grant funds, where appropriate. The following is a summary of key assumptions, unknowns (and financial risks), issues and options as we finalize our budget and focus our work in 2024.

Budget Assumptions

- Assumption of receiving half of document fee backfill that was received last year (the county is projecting a 59% reduction in local recording fee revenues, which fund many housing and homeless services; we will be advocating in Olympia for state backfill of this critical resource).
- 40 FCS billable units per month per care specialist (320/mo for the whole team – 8 care specialists plus other staff who have some billable units), based on current output. Note that last year we started with an assumption of 70 units per care specialist.
- Accountable Communities of Health (ACH) contract will cover one more full time care specialist person when we reach a certain client load. This is similar work to our FCS Care Coordination – but instead of earned Medicaid revenue, it's an upfront contract, and allows us to provide Care Coordination services to a broader range of non-Medicaid eligible clients.
- Commerce Financial Literacy and Mentorship grant (\$265,000 requested for 16 months, built into East County, Adult Ed, Community Engagement). We should know by about the end of February.
- Additional \$20,000 for Adult Ed master grant contract (won't know until Sept/Oct)

Budget Unknowns and Updates Needed to Prepare Budget

- Update actuals for remainder of grants through June 2024
 - This includes updating actuals for bottom half of grant (non-salary expenses like occupancy). The current placeholder is simply carried over from 2022
- Doc fee reductions – any reductions beyond our assumptions would impact housing, including our Family Development Center, Diversion, and Rental Assistance case management

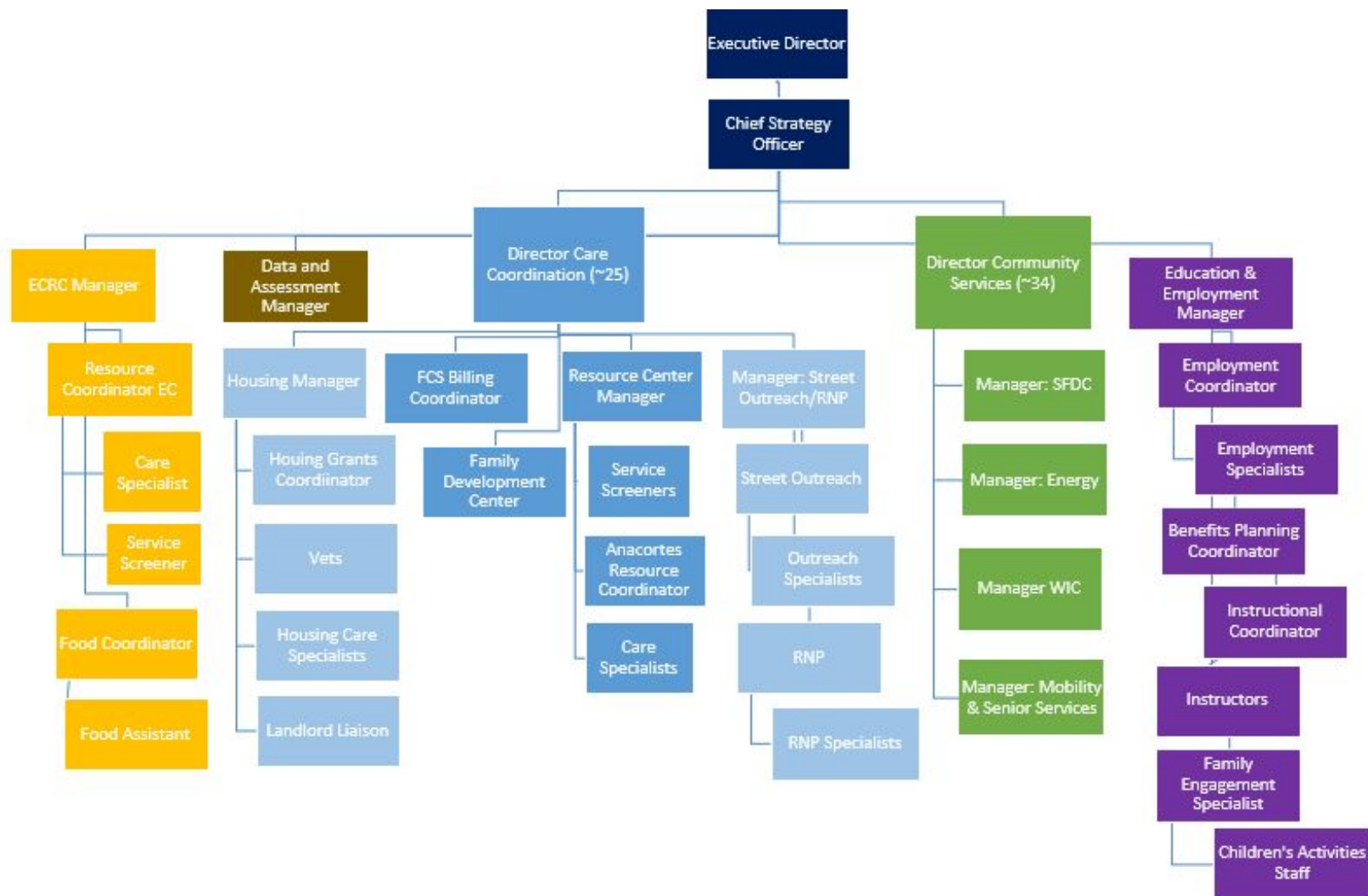
Financial Issues to Solve

- Timeliness of financial reporting: Though powerful new tools were being created, most programs have not received grant status updates since September or prior and could not make real-time course corrections (especially where there was overspending or underspending).
- Grant overspending: primarily in Community Engagement/Donor Development, Adult Education, East County, Housing (now part of Care Coordination), and Infant Case Management

- Grant underspending: primarily in Energy, Food, and Street Outreach.
- Cash flow challenges: these have stemmed initially from lower than anticipated FCS revenue in Care Coordination (largely now balanced) and agency outlays on Kulshan View (our state LCP grant will help recoup much of this), as well as Agency Program Investment expenditures in programs like Community Engagement, where there have been shortfalls. It is also due to a number of remarkably late state Commerce grants (that were awarded and should have contracts in place back in July of 2023). See finance reports for more detail.

Options and Solutions

- Financial Reporting Timeliness:
 - We have built out the Finance Department substantially, and have now switched operations entirely out of Finance, so that Finance can focus on finance.
 - Of course, the transition in Finance Director role will also impact in near term.
 - Training for managers and directors on expectations of budget engagement, cost allocations, and making budget course corrections as necessary.
- Balancing overspent and underspent grant funding:
 - Some PSE/Energy \$\$ might be able to be used for some coverage where appropriate (such as East County, where the team does a substantial amount of Energy work).
 - Some Food \$\$ may be able to be used to support East County meal program.
 - We might be able to free up some flexible CSBG funds, e.g. by covering some of our Data & Assessment Manager's salary from programs with underspent grants instead.
 - For some of our tighter program budgets, consider FTE/hour reductions (at least thru June), layoffs or, where possible, strategic lateral moves.
- Easing Cash flow challenges:
 - Re-pay ourselves for upfront investments in Kulshan View (through state LCP award)
 - Explore option for requesting upfront federal energy assistance (LIHEAP) dollars to lessen the substantial amount of direct service the agency must front
 - Limit Agency Program Investment used to plug holes in current budgets



Community Action DASHBOARD

6

Financials as of November 2023

| | |
|--------------|----------------|
| Assets | \$ 7,508,972 |
| Liabilities | \$ \$1,164,595 |
| Fund Balance | \$ 6,344,377 |

Net Income/Loss

| | |
|-------|--------------|
| Month | \$ 74,041 |
| YTD | \$ (255,621) |

January
2024

State Advocacy &
Reviewing 2023
Data & Outcomes

HOT TOPICS

New enterprises and Revenue. New \$224,500 “Glidepath” contract starting to provide benefits planning to people in the North Sound region and for supporting HEN recipients move into supportive employment (FCS Employment). \$74,947 raised by End of Year appeal (including \$15,000 from Jerry H. Walton Foundation (and thanks for Jamie for sharing her powerful story in the appeal letter!)).

Recent Progress on Strategic Plan

Here is some of the progress we’ve made on the three key agency-wide initiatives:

- **Stabilize the Agency:** we are working to put together a financially sustainable and realistic budget for 2024 and have put in place a new structure (starting Feb 1) that should allow us to be more stable, flexible, and accountable.
- **Operationalize Equity:** Core and DEI committee continue to work w/ a consultant to create a Vision Document and charter. Next step: identify outcomes and action on a work plan.
- **Position the Agency as a Leader in Resource Navigation and Support:** In the process of pulling together staff to identify language about what a resource center is.

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

Service Highlights:

Despite heavy snow and closures on January 17, staff pivoted to have the relaunching of financial education classes be on Zoom instead of in-person. Additionally, after an accidental kitchen fire at the shelter, staff worked diligently over the weekend with partners to get families re-housed in motels temporarily until shelter units could be cleaned up.

How can I help this month? Look for opportunities to join conversations with legislators and for advocacy action alerts if you feel moved to share your thoughts with our state delegation in Olympia

Trends in Needs and Services

2023 Agency Data Review: Enrollments in all our programs with greatest client flow have risen over the course of the last 3 years (except a downtick in housing enrollments due to ending of COVID Eviction Prevention funds). See 2023 Data Dive (item 7). Enrollments in some smaller programs also increased, e.g. Street Outreach, Recovery Navigator Program, Employment, FCS Housing, and Veterans. **Outcomes:** We have made significant efforts to focus our thinking and reporting on outcomes rather than raw service numbers, encouraging staff to keep their eye on the way a person’s life has improved because of services received. **Demographics:** As expected, Community Action continues to serve a disproportionate percentage (compared to county percentages) of people of color, disabled individuals, rural households, veterans, and people experiencing poverty. **Data Analysis:** We are committed to continuing quarterly data dives and encouraging staff to examine the accuracy and thoroughness of their data and ask probing questions. In 2024, two big goals are to collect better outcome data and to disaggregate data to understand gaps and outcomes related to BIPOC and other under-resourced populations.

Community Conversations and Partnerships

- Transition of Coordinated Entry to VOA February 1
- We’re leading in January the annual Homeless Point in Time Count, in partnership with local service providers
- Beginning City Council presentations, featuring Impact Report



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 **\$5,725,000** 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).



Data Dive

FY 23



Key Performance Indicators



Housing and Homelessness

- 96 people obtained housing.
- 1,256 people avoided homelessness.
- 835 people were served by Street Outreach.
- 112 people were served with Recovery Navigation services.



Economic Stability

- 12,244 people increased their income.
- 5,094 people gained financial skills and knowledge.

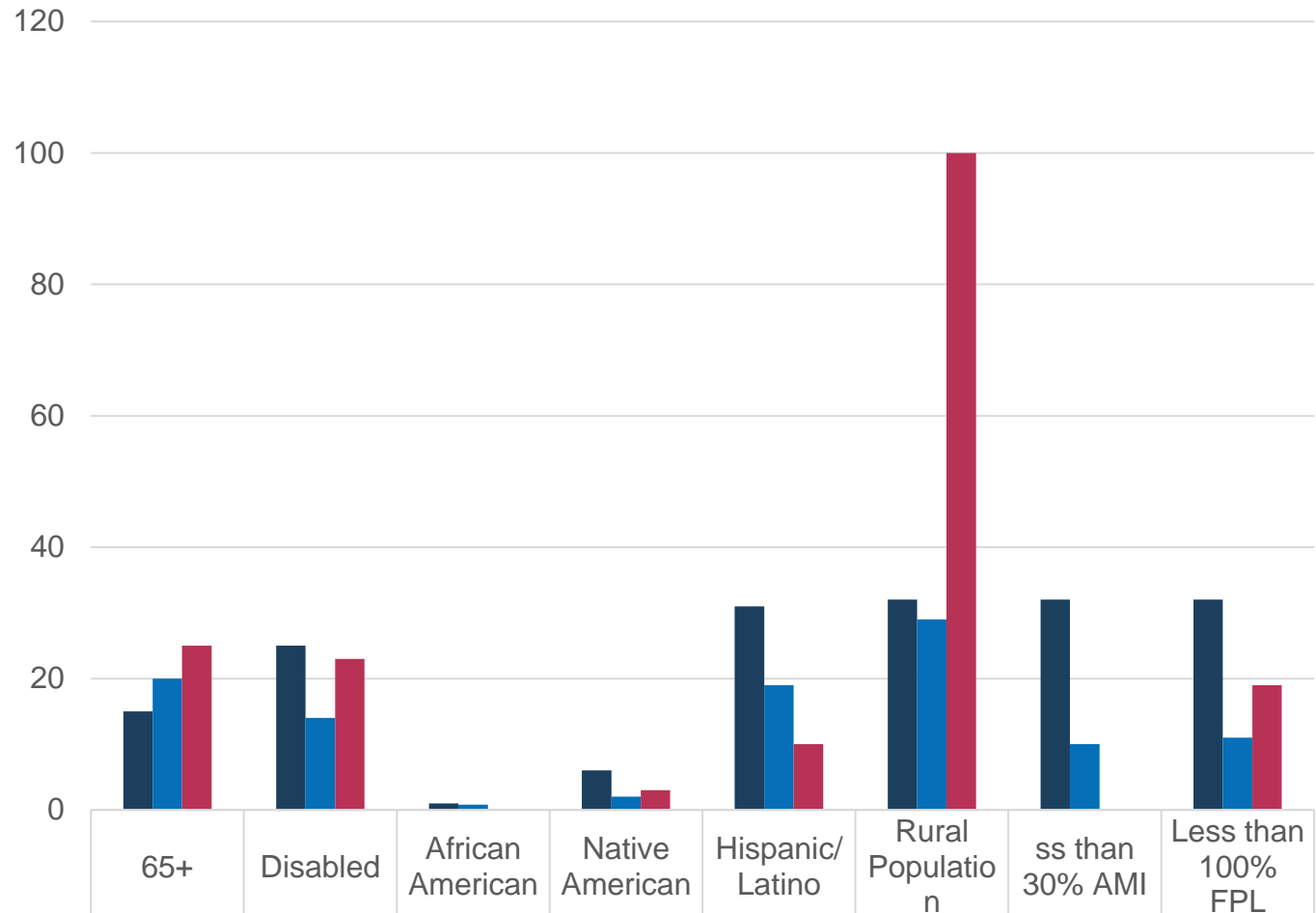


Hunger & Malnutrition Prevention

- 2,528,790 pounds of food moved through the Food Distribution Center
- 39,147 people increased their access to food and quality nutrition.
- 9,441 people received basic food and nutrition education.



Agency Wide Demographics^



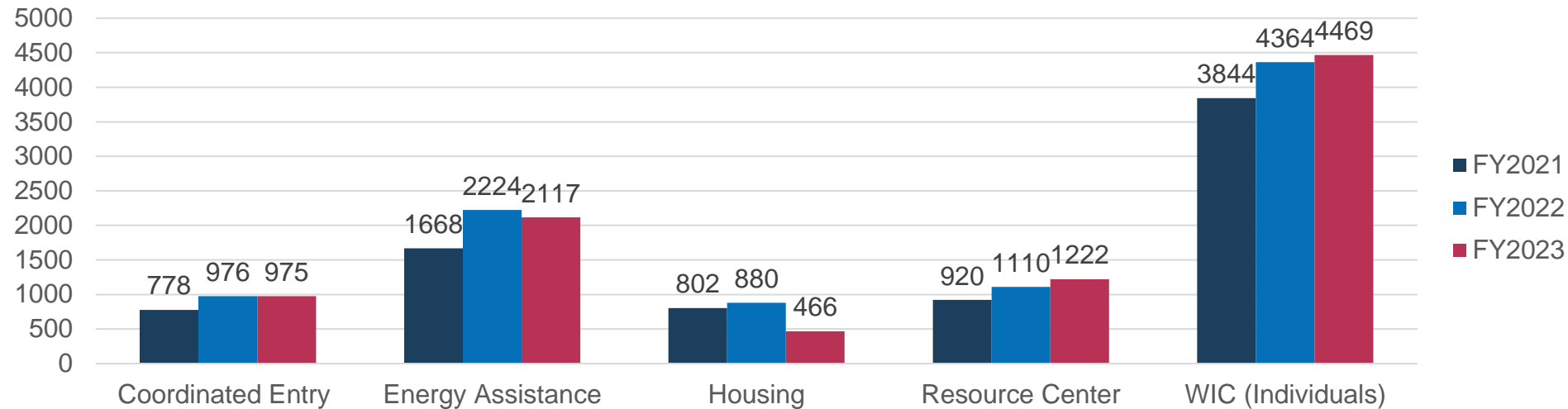
| | 65+ | Disabled | African American | Native American | Hispanic/Latino | Rural Population | Less than 30% AMI | Less than 100% FPL |
|--|-----|----------|------------------|-----------------|-----------------|------------------|-------------------|--------------------|
| ■ % of Community Action Participants * | 15 | 25 | 1 | 6 | 31 | 32 | 32 | 32 |
| ■ % in County** | 20 | 14 | 0.8 | 2 | 19 | 29 | 10 | 11 |
| ■ % in East County*** | 25 | 23 | 0 | 3 | 10 | 100 | 0 | 19 |

^ Demographics are only available for empowOR participants, so WIC and Food Distribution are not included in these numbers *empowOR demographics reports; **NCAP Community Assessment Tool, 2016-2020; ***SCOG Skagit Regional Demographic Profile, 2020
 Note: the 0 for East County in Less than 30% AMI is because there was no data available.

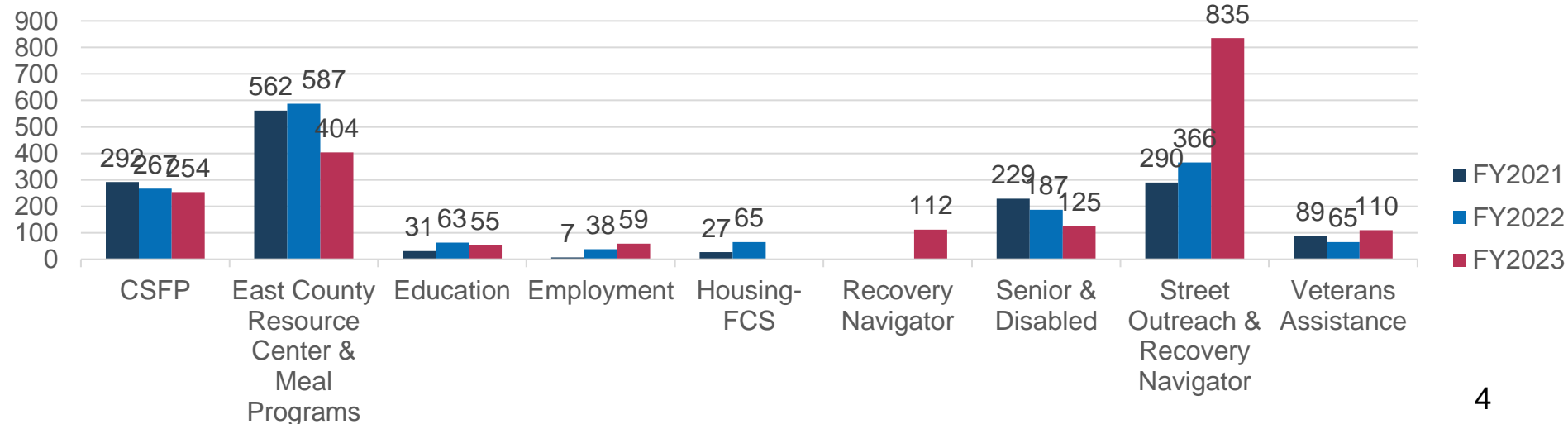


Agency Enrollments

Major Program Household Enrollments, by Year

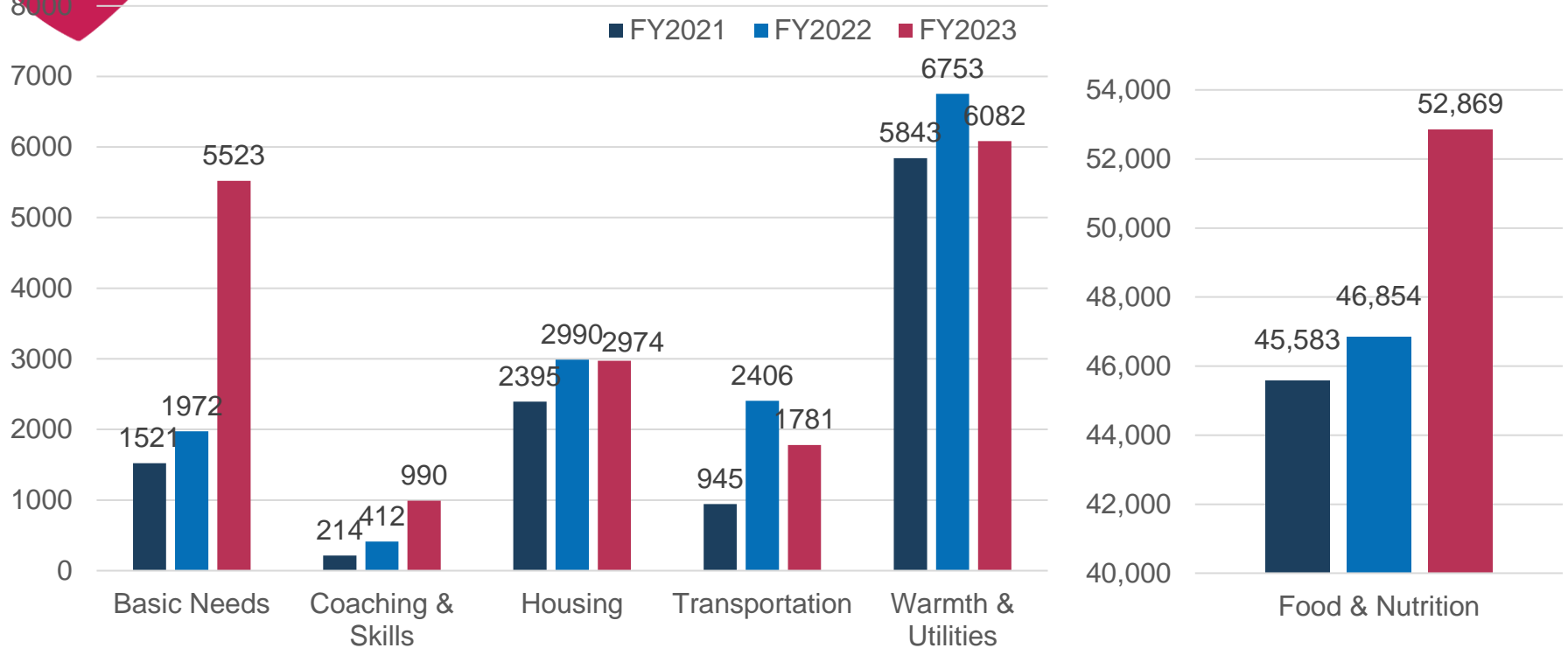


Smaller Program Participant Enrollments, by Year





Agency Services, by Domain, by Year

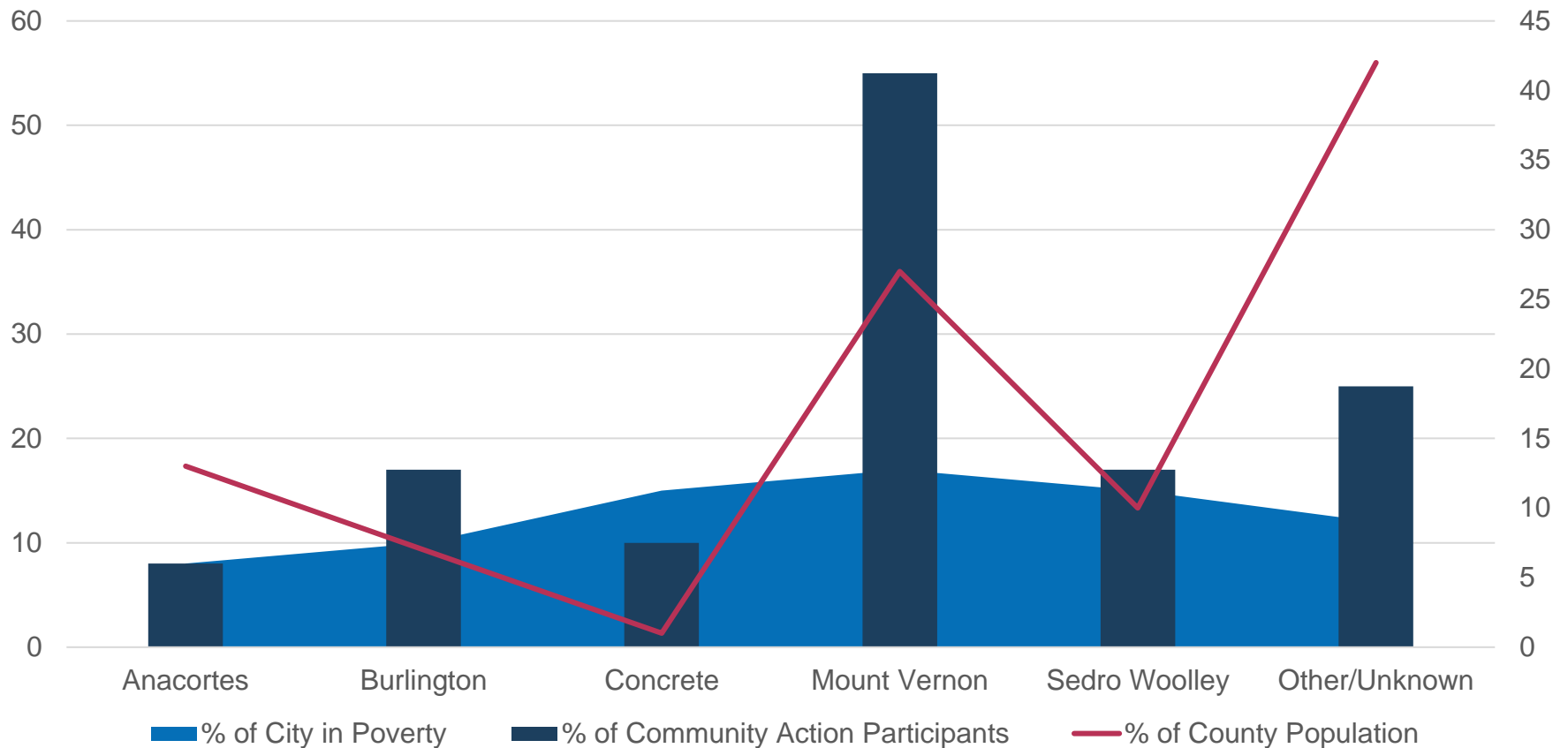


| | |
|--------------------|---|
| Basic Needs | Hygiene, cleaning supplies, showers, clothing, tents, tarps, sleeping bags, etc. |
| Coaching & Skills | Financial coaching, English language, citizenship, employment skills, tenancy skills, etc. |
| Housing | Eviction prevention, rapid re-housing, Diversion, homelessness prevention assistance, motel vouchers, transitional housing, housing interest pool |
| Transportation | Bus passes, gas vouchers, car repairs, Medicaid transport, etc. |
| Warmth & Utilities | All energy and utility assistance |
| Food & Nutrition | Prepared meals, nutrition counseling, food boxes, estimated number of monthly food bank participants. |



Community Action, by City

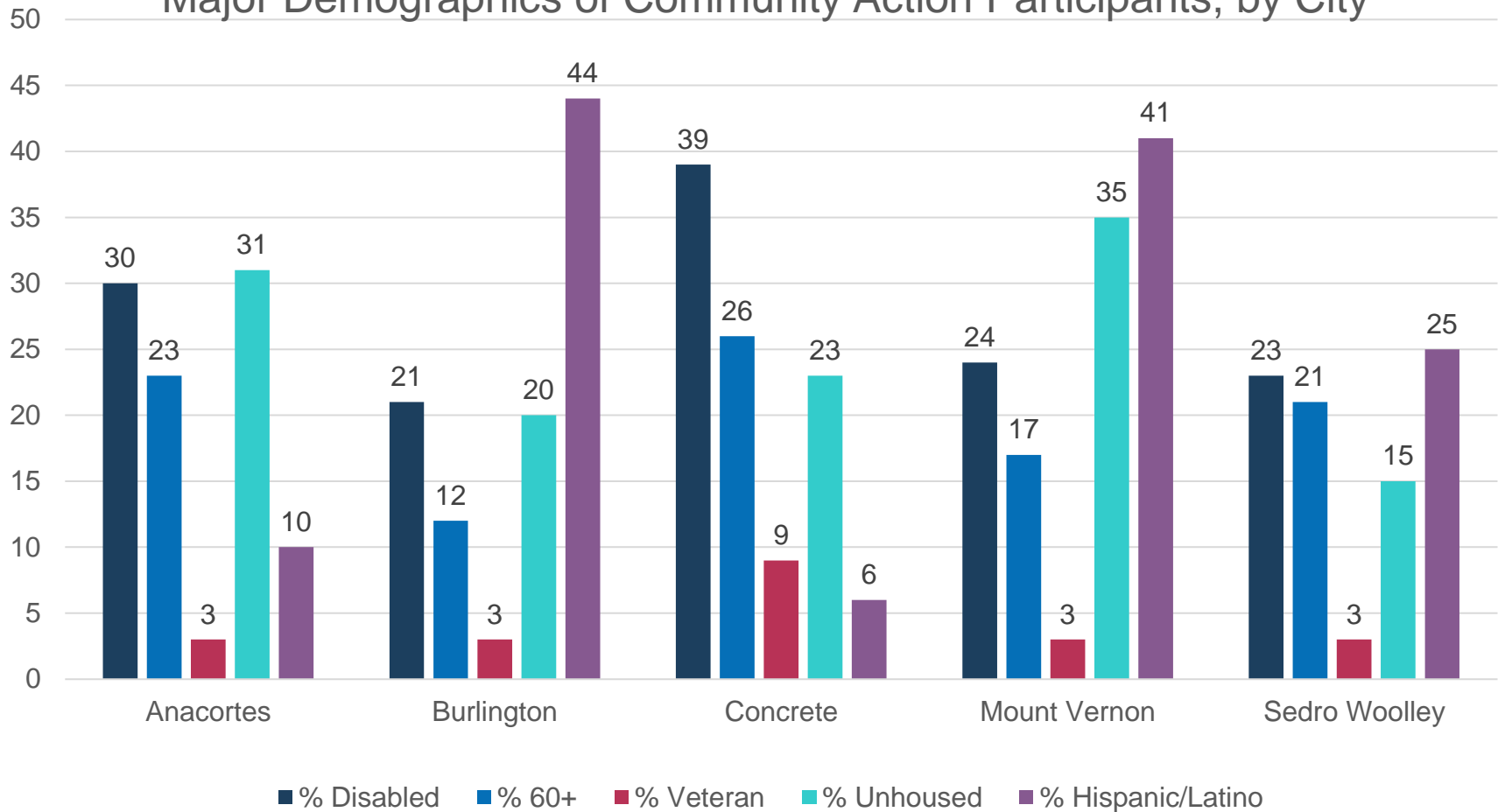
Percentage of clients by city, overlayed with county population and poverty percentages.





Community Action, by City

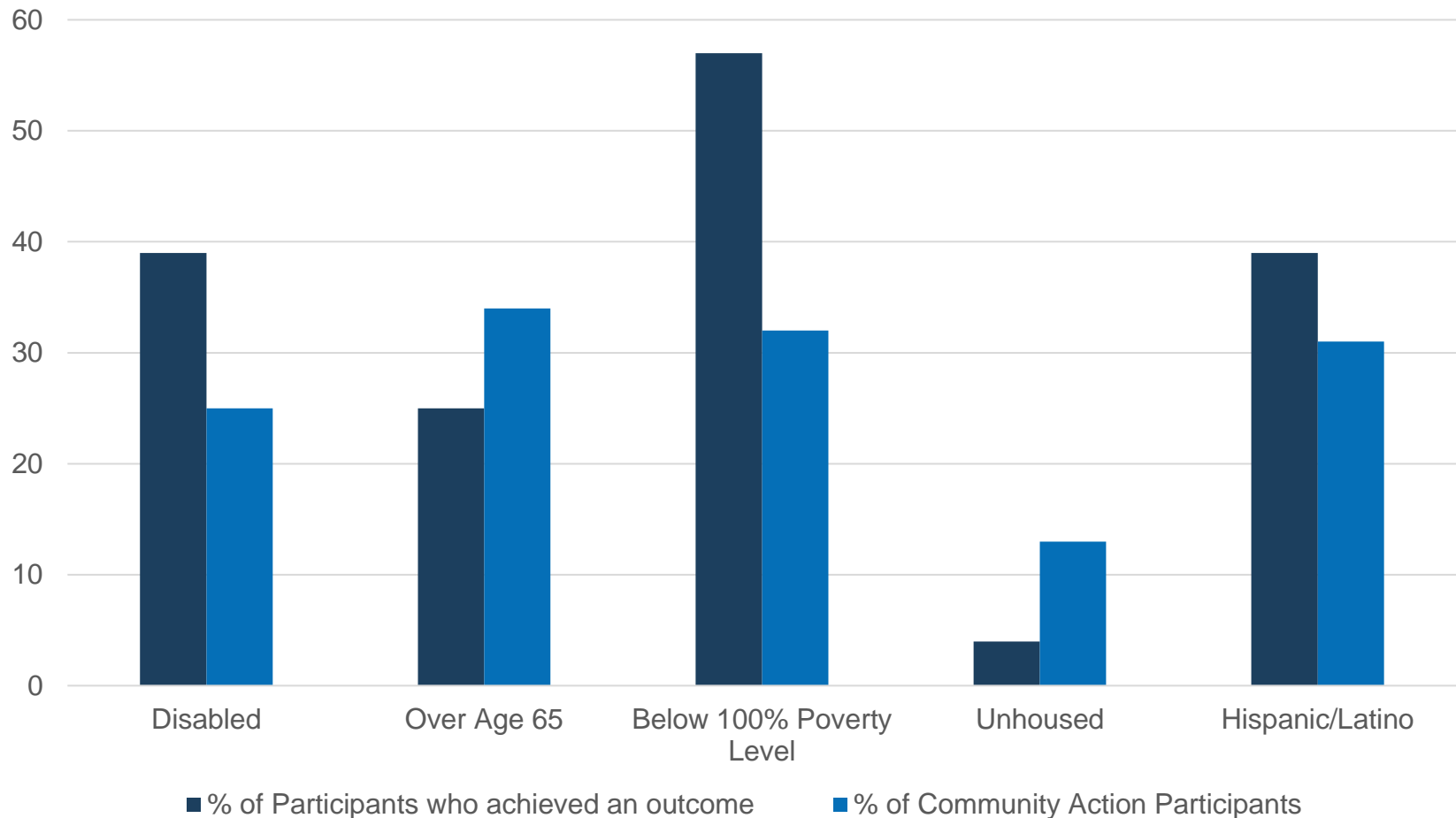
Major Demographics of Community Action Participants, by City





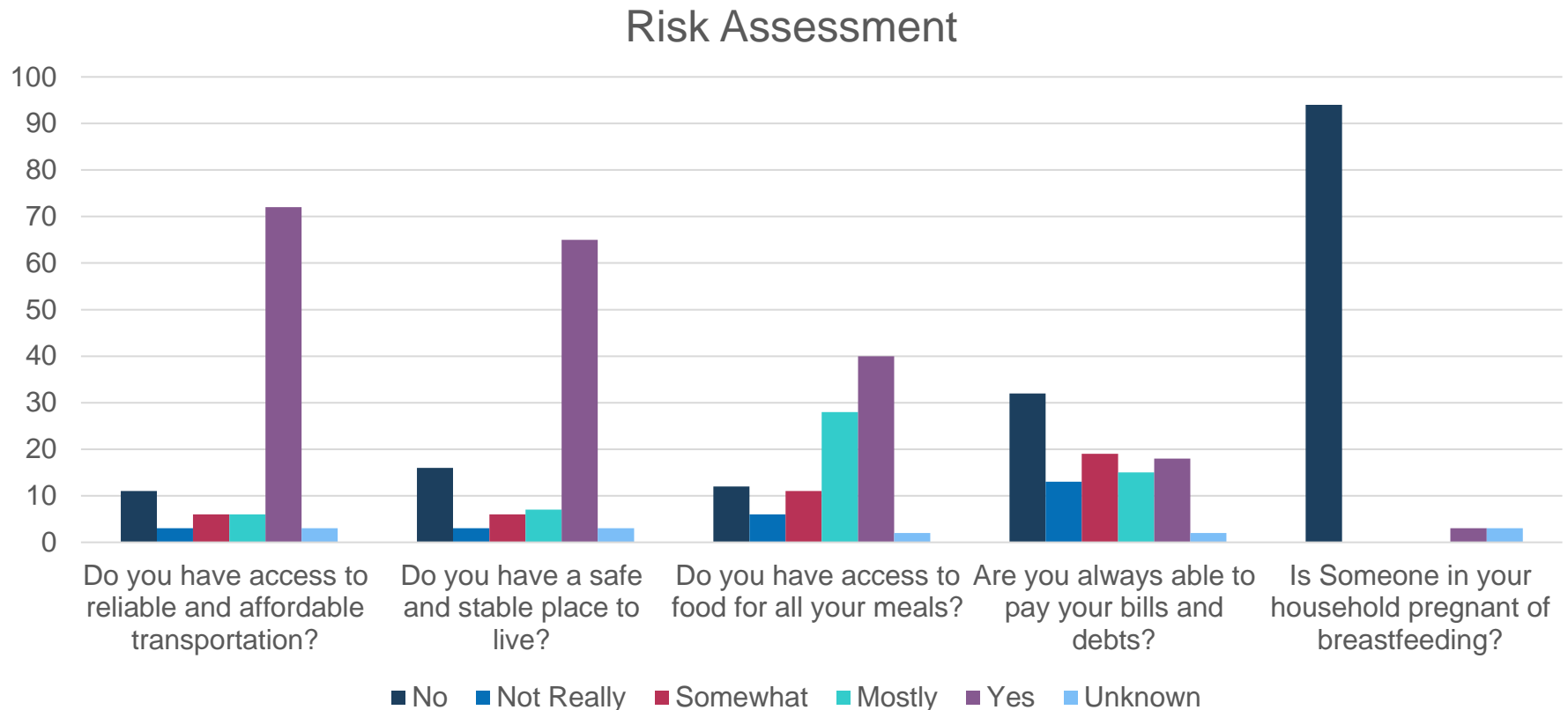
Outcomes Demographics

Major Demographics of Participants Who Achieved an Outcome, vs Whole Agency Demographics





Assessments and Feedback

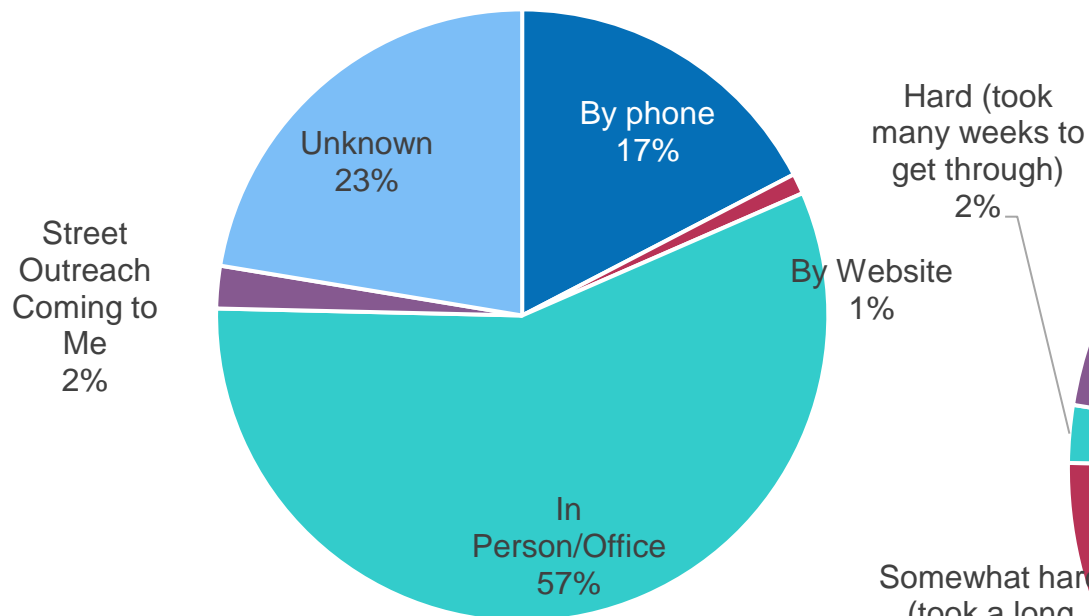




Assessments and Feedback

What is the best method for you to access Community Action's services?

How easy was it for you to access Community Action's services?

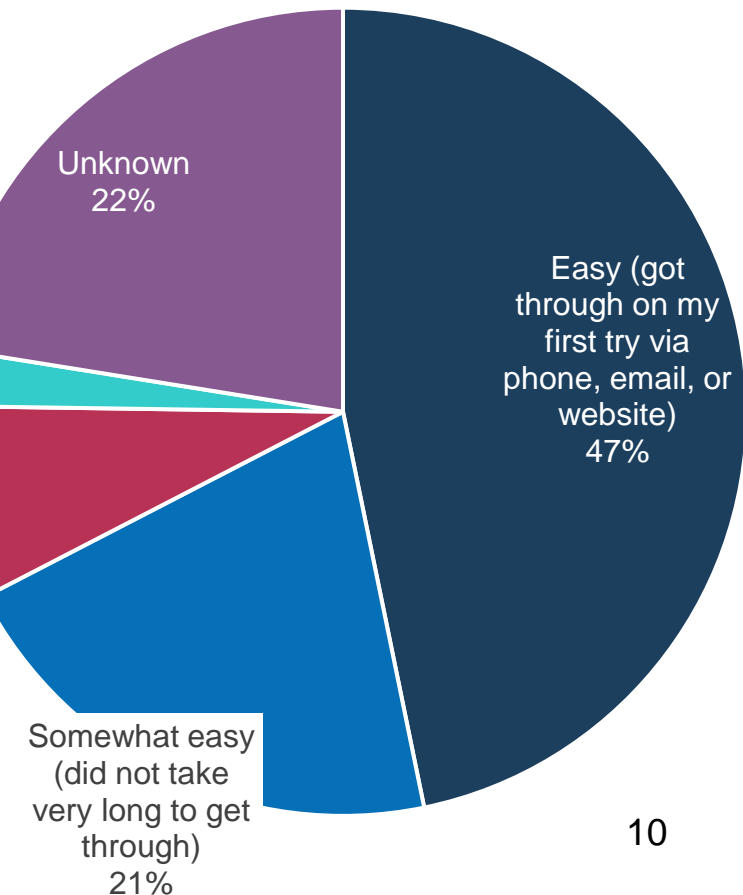


Hard (took many weeks to get through)

2%

By Website
1%

Somewhat hard
(took a long time to get through)
8%





Looking Forward

- The EmpowOR redesign came online at the start of FY24, in response to staff frustrations about siloed information in the system. All staff can now access all programs' recorded services and information. It is our hope that this helps make the internal referral process smoother for both staff and clients.
- Much of FY23 was spent working on Care Coordination. Reporting timelines and expectations have now been set, and the Data and Assessment Manager will be providing reports that have already been sorted and displayed as pivot tables to allow for quick assessments in the program.
- Community Engagement and Data set up a dashboard for Key Performance Indicators that create easier talking points about what we do at the agency. During the next year, the Data and Assessment Manager will work to disaggregate that data to look for any outcome gaps that may exist in marginalized communities.
- We are in the planning stages of having a voice from each department serve on the Data for Process Improvement Committee, and serve as the data lead for their departments to ensure proper training and data entry across the agency.
- The Data for Process Improvement Committee is working with IT and Community Engagement on an internal referral process that will be easy for both clients and staff. They are also approaching the Data Collection Standard Operating Procedure as a living document, and updating it as needed based on grant requirements.
- The Data and Assessment Manager will be working with the Chief Strategy Officer to align the CSBG Community Action Plan with the structure of the organization, as well as working to determine appropriate outcomes to report on, and how they are tied into our services.