

## COMMUNITY SERVICES CONSORTIUM GOVERNING BOARD

**October 22, 2026 – 1:00 pm - 5:00 pm**

**CSC Albany Regional Office, 250 Broadalbin Street, SW, Suite 2A  
Large Conference Room**

Virtual participation via Microsoft Teams is available.

Email [Info@CommunityServices.us](mailto:Info@CommunityServices.us) for connection information.

### AGENDA

- I. CALL TO ORDER
- II. CONFIRMATION OF A QUORUM
- III. HEARING OF THE PUBLIC
- IV. INTRODUCTIONS OF GUESTS
- V. CHANGES OR ADDITIONS TO THE AGENDA
- VI. MINUTES APPROVAL
  - A. Review Minutes of the September 17, 2026 Governing Board Meeting (Attachment 1)  
***Action requested: Approve the September 17, 2026 Governing Board meeting minutes.***
- VII. HEAD START – Andrea Lengel
  - A. Governing Board/Policy Council Report – October 2026 (Attachment 2)  
***Action requested: Approve the October 2026 Governing Board/Policy Council Report.***
  - B. Monthly Operations Report/Statement of Revenues and Expenditures – August 2026 (Attachment 3)  
***Action requested: Approve the August 2026 Monthly Operations Report/Statement of Revenues and Expenditures.***
  - C. Head Start Staff Credit Card Statements
  - D. Student Enrollment Status

## **VIII. FINANCE – Ryan Vogt and Marit Nelson**

- A. Statement of Activities – August 2026 (Attachment 4)

***Action requested: Accept the August 2026 Statement of Activities.***

- B. Recruitment for New Finance Director

## **IX. COMMENTS FROM THE CHAIR – possible actions**

- A. Questions for Governing Board Discussion (Attachment 5)

1. What is the agency's plan to re-pay Linn Benton Food Share?
2. Direct agency staff to consider the agency's future business model in terms of future expenditure reductions and/or future revenue sources.

## **X. AGENCY DIRECTOR'S REPORT – Kayla Hatley**

- A. National Case Management Week – October 11-17, 2026

## **XI. EXECUTIVE DIRECTOR'S REPORT – Ryan Vogt**

- A. Best Employer and Best Charitable Organization of Mid-Willamette Valley (Attachment 6)

- B. Oregon Cascades West Council of Governments Partnership and Possible Move

- C. Fiscal Year 2025-2026 Goal Update – (Attachment 7)

***Goal: Evaluate and prioritize immediate risks, develop a Corrective Action Plan (CAP), and provide the Governing Board with options to keep Community Services Consortium open.***

## **XII. COMMUNITY SERVICES BLOCK GRANT ORGANIZATIONAL STANDARDS REQUIREMENTS**

***(itemized to facilitate reviewing by monitors)***

- A. Standard 5.9 – Programmatic Reports

1. Department Updates – October 2026 (Attachment 8)

- B. Standard 8.7 – Financial Reports of Programs Advised by Board

***(see agenda item VIII. Finance – A. Statement of Activities)***

## **XIII. EXECUTIVE SESSION**

The Governing Board will meet in executive session under ORS 192.660(2)(f) (status of information or records exempt by law from public inspection) and (h) (status of pending litigation or litigation likely to be filed) and ORS 192.355(1) (public records exempt from disclosure).

## **XIV. ADJOURN/CLOSE**

### **UPCOMING MEETINGS**

|       |                      |                 |                                  |
|-------|----------------------|-----------------|----------------------------------|
| Nov   | No Meeting Scheduled |                 |                                  |
| Dec 3 | 10:00 am             | Governing board | In person and<br>Microsoft Teams |

***Call Emely Day at Community Services Consortium (541-704-7643)  
concerning any needed communication and access accommodations for meetings.***

## COMMUNITY SERVICES CONSORTIUM GOVERNING BOARD

**September 17, 2026**

### MINUTES

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

Chair Shepherd called the meeting to order at 10:01 am.

#### **II. CONFIRMATION OF A QUORUM**

A quorum of Community Services Consortium's (CSC) Governing Board participated in the meeting, to-wit: Chair Shepherd, Secretary Sprenger, and Commissioners Malone, Miller, Nyquist, and Wyse. Vice Chair Chuck and Commissioner Tucker did not participate in the meeting. Lincoln County Board of Commissioners had not appointed Commissioner Hall's successor, leaving a vacancy on the Governing Board.

Also participating in the meeting were CSC Agency Director Kayla Hatley, Head Start in Lincoln County (HSLC) Director Andrea Lengel, Accounting Manager Yasamin Bayat, Budget and Grants Manager Ashley Bean, and Executive Assistant Emely Day; CSC/Oregon Cascades West Council of Governments (OCWCOG) Executive Director Ryan Vogt; and OCWCOG Finance Director Marit Nelson, People and Culture Director Ryan Schulze, and Executive Assistant Angelykah Light.

Joining the meeting as observers were Linn County Administrative Officer Darrin Lane, Toledo City Councilor Andrew Keating, and Albany resident James (*last name not provided*).

#### **III. HEARING OF THE PUBLIC – None.**

#### **IV. INTRODUCTIONS OF GUESTS – None.**

#### **V. COMMENTS FROM THE CHAIR – None.**

#### **VI. CHANGES OR ADDITIONS TO THE AGENDA – None.**

## VII. MINUTES APPROVAL

- A. Review Minutes of the August 27, 2026 Governing Board Meeting  
***Action requested: Approve the August 27, 2026 Governing Board meeting minutes.***
- **Secretary Sprenger moved to approve the August 27, 2026 Governing Board meeting minutes.**
  - **Commissioner Malone seconded the motion.**
  - **The motion passed unanimously without opposition.**

## VIII. EXECUTIVE DIRECTOR'S REPORT – Ryan Vogt

- A. Fiscal Year 2025-2026 Goal Update  
*Goal: Evaluate and prioritize immediate risks, develop a Corrective Action Plan (CAP), and provide the Governing Board with options to keep Community Services Consortium open.*

and

- B. Update on Boards of Commissioners Meetings Being Scheduled

During its August 27, 2026 meeting, the Governing Board asked CSC staff to research information related to several questions in preparation for scheduled conversations by Mr. Vogt with each County's Board of Commissioners. The conversations with each Board of Commissioners are preliminary to the Governing Board's October 27, 2026 meeting. Some of the Board's questions require extensive research and/or legal consultation to prepare answers for the Board.

During the August 27, 2026 meeting, Mr. Vogt requested that Benton, Lincoln, and Linn Counties financially contribute to CSC to help pay the agency's operational expenses in providing critical services to residents of CSC's designated service region.

- The agency's financial situation has been discussed with the Board since Mr. Vogt was appointed Executive Director of CSC and OCWCOG November 1, 2024.
- Mr. Vogt has discussed the agency's financial status and provided the Governing Board with detailed memoranda since January 2025, often expressing a request for Benton, Lincoln, and Linn Counties to financially contribute to CSC's operations.
- Governing Board members frequently asked how they could aid CSC, the nature and status of the agency's financial situation, the amount of funding the agency needs, and how CSC would use County financial assistance.
  - Other questions involved whether the financial assistance would be a single investment or repeated for multiple years.
- Mr. Vogt reported having reviewed CSC's financial records for several years but not finding an audit report that demonstrated that the agency ever had cash in hand equal to its daily operational needs and the determined balance of Linn Benton Food Share's (LBFS) account that was directed to be established during 2013 because of LBFS' status as a 501(c)(3) entity.

- This is still CSC's financial status.
- CSC had not previously taken action to ensure it had cash on hand for its operational needs and LBFS' account balance.
- A level of financial assistance from Benton, Lincoln, and Linn Counties would enable Mr. Vogt and Ms. Hatley, along with CSC Management Staff to focus on agency operations, rather than monitoring all agency expenses, which they currently do three times weekly.
- Mr. Vogt and Ms. Hatley joined an agency that was losing significant money each month, effectively stopped the financial losses, and began financial recovery.
  - CSC's financial status improved to the point that \$500,000 could be transferred from the agency's operating account to its interest-earning Local Government Investment Pool (LGIP) and \$500,000 was paid toward the agency's loan from LBFS.
- CSC is fiscally viable but operates on a very small budget without cash on hand to recover the losses of recent years or for unexpected expenses.
- Any financial assistance from the Counties would ease and expedite efforts to make the agency more financially successful.
- If the Counties do not financially contribute to CSC, Mr. Vogt and Ms. Hatley will remain obligated to find a way to make the agency solvent and viable.
  - Without financial assistance from the Counties, it may be necessary to reduce services, reduce staffing, and reduce community support.
- CSC no longer uses LBFS' funds to support agency-wide operations. LBFS' funds are separated from the agency's funds, which total approximately \$1 million. CSC will not borrow funds from LBFS. CSC has a total net financial position that is greater than what is owed to LBFS but not enough cash to equal LBFS' account balance (approximately \$6.5 million) and daily CSC operational needs (at least \$4 million).

Commissioner Nyquist acknowledged the need to maintain CSC operationally and the need for cash flow to provide CSC's services and pay operational expenses. He emphasized the need to have a plan to recover LBFS' funds that had been co-mingled with CSC's funds. He would like to know that plan before further discussion of the Counties financially assisting CSC in the near future.

- Mr. Vogt acknowledged that the issue of co-mingling LBFS and CSC funds had apparently occurred for decades and should have been addressed long before he and Ms. Hatley joined CSC; however, now that they are aware of the situation, they are working to resolve the issue.
- CSC's auditors routinely recognized that co-mingling of funds occurs, is a generally accepted accounting practice, and is acceptable as long as financial records clearly record the fund balance for each entity.

A \$1 million loan from LBFS to CSC was initiated and documented during July 2024, with payment due during June 2026. This was a one-time, specific, inter-fund loan to balance the Fiscal Year 2024-2025 CSC budget. CSC Management Staff intended that the loan would be paid from the pending sale of CSC's affordable rental developments in Newport, but the sales of the developments were canceled. CSC's Governing Board recently approved extending the loan re-payment term to December 2026.

Secretary Sprenger inquired whether any CSC documents specifically require that Benton, Lincoln, and Linn Counties must pay CSC's expenses.

- Legal analysis is needed to answer this question in more detail.

Mr. Vogt noted that, to his knowledge, Benton, Lincoln, and Linn Counties have not financially assisted CSC since the agency's 1980 inception. CSC's Charter and Oregon Revised Statutes Chapter 190, under which CSC was established, state that the Counties, as CSC's oversight bodies, are ultimately responsible for CSC's fiscal position; if CSC ceased operating, the Counties would be responsible for any agency liabilities.

CSC was created to provide needed services to residents within Benton, Lincoln, and Linn Counties. If any of the Counties decided not to fiscally support CSC, Mr. Vogt and Ms. Hatley would need to determine how to operate CSC without additional funds.

If Benton, Lincoln, or Linn County chose to withdraw from CSC, they would do so via a noticing period to CSC, the other Counties, and State officials.

- There would likely be financial consequences at the end of the notice period, as the withdrawing County would still have liabilities to the remaining Counties and/or CSC (e.g., Public Employee Retirement System [PERS] liability).
- CSC would continue to provide services under its existing contracts with funding agencies; the contracts specify the area where the services are to be provided.
- A withdrawing County would no longer participate on CSC's Governing Board and, therefore, would not be eligible to vote on any decisions before the Board.
  - The Board could decide that CSC would no longer provide services to residents of the County that withdrew from CSC.
- There would be some level of immediate financial consequences, as the remaining Counties would assume all CSC liabilities.
- Currently, CSC could pay its liabilities to LBFS and all other liabilities, except some of the PERS liability, if agency liquidation was necessary.
  - CSC does not have the \$5 million to \$6 million cash on hand that belongs to LBFS but is otherwise fiscally stable.

Governing Board members requested that the Board's October 22, 2026 meeting agenda include procedural action items first, that non-critical topics be postponed to the next (December 3, 2026) meeting, and that adequate time be allowed for the continuing discussion of CSC's financial status. Chair Shepherd asked Board members to keep their schedules clear for the remainder the meeting day to allow extension of the meeting and discussions, if necessary.

Commissioner Miller believed Lincoln County would provide its full support to CSC, stating that the only option was to support CSC and proceed. He thanked Mr. Vogt for continuing to work for CSC and the region it serves.

Commissioner Wyse thanked Mr. Vogt and Ms. Hatley for their efforts, noting that they "inherited" CSC's financial situation when they joined the agency. She supports CSC, which she considers an important organization serving

vulnerable people. She hopes there is a way for Benton County to support CSC, noting the importance of CSC continuing to serve the region's residents.

Mr. Vogt announced that the United States Congress passed a continuing resolution to continue some funding at current levels. This will positively impact CSC's Low-Income Home Energy Assistance Program (LIHEAP) with more funding to assist clients with heating expenses during cold-weather months. The continuing resolution included a provision delaying any rule implementation from the Office of Management and Budget (OMB) while OMB staff review the public comments submitted in response to proposed rule changes regarding federal contracting and federal grants. News reports indicate that more than 500,000 comments were received in response to the proposed rule changes. OMB officials indicated the agency intends to implement the new rules during February 2027.

## **IX. AGENCY DIRECTOR'S REPORT – Kayla Hatley**

### **A. Employee Engagement Survey Responses – Spring 2026**

The fall Employee Engagement Survey will be sent to CSC staff members during October 2026.

- The survey process began approximately two years ago with surveys at six-month intervals to gather some information about organizational needs, with the intention that surveys would ultimately be conducted annually.
- Survey response reviewers look for themes of opportunities for growth and indication of positive actions.
- Survey response rates increased over time, with 63 percent of staff responding to the Spring 2026 survey.
- The greatest strength appears to be staff's interpersonal relationships with all levels of staff. This positive working environment aids in staff retention.
  - Staff also have pride in their work, and management staff seek more opportunities for employee training and development within their positions and professionally.
  - Staff reported improvements and meaningful changes since previous surveys.

CSC Management Staff meet with their staff members monthly for one-on-one conversations to understand what the survey results mean to staff and what opportunities should be pursued.

Commissioner Miller requested a copy of the Employee Engagement Survey and responses.

### **B. Workforce and Education – Stewards of Change: Emerald Ash Borer Mitigation Activities**

September is Workforce Development Month. CSC's Workforce and Education Program serves youth, young adults, dislocated workers, and the potential impacts to each of those population demographic segments.

- A conservation project participated in by CSC Workforce and Education program youth and young adult participants involved the emerald ash borer, which is a beetle that is damaging some ash trees.
  - Mr. Vogt and Ms. Hatley met with the project crew, who were featured in an article prepared by CSC's Communications Team.
  - Through the project, participants learned hands-on skills, including receiving chainsaw operator certifications, that will aid them in finding new career opportunities. Many participants expressed interest in careers in the Workforce and Education Program.
  - As a result of this project, Corvallis' Willamette Park has ash trees tagged as being impacted by the emerald ash borer.

### C. Facilities Update

CSC previously contracted to lease space in Sweet Home's City Hall to have a services presence in Eastern Linn County. After some unsuccessful requests for proposals by City of Sweet Home to have the space renovated, the lease was terminated. CSC had coordinated installation of a Conex box at Sweet Home City Hall for storing supplies that would be needed during an emergency situation, such as wildfire, flood, or other natural disaster. CSC is working with Oregon Department of Emergency Management (OEM), which funded installation and stocking of the Conex box, to transfer ownership of the box to City of Sweet Home so the box and supplies could remain immediately available when needed. The Conex box is stocked with meals, blankets, water, generators, and other items that would be needed during an emergency in a disaster-prone area.

CSC's Albany Regional Office is located in Albany's Two Rivers Market (TRM), which dates to the early-1900s and has some structural deterioration. CSC had a good working relationship with the building owner, who recently passed. Issues are resolved but often re-occur in the same or a new spot, leading to frequent interactions with the building custodian to get issues resolved. While CSC has had continuing issues with the TRM building, CSC is working with the owner's son, who is assuming oversight of the property and has been very responsive. The cause of the continued roof-leak issues is unclear. With Oregon's rainy season beginning, CSC will talk with the new owner about the continuing roof issues to avoid another instance of ceiling tiles collapsing from stormwater saturation.

Mr. Vogt added that CSC Management Staff are also evaluating whether the TRM space meets the agency's needs, the lease cost for the space, and whether a lower-cost alternate location would be more appropriate.

## IX. FINANCE – Ryan Vogt and Marit Nelson

### A. Statement of Activities – July 2026

**Action requested: Accept the July 2026 Statement of Activities.**

The financial statement is for July 31, 2026 – one month into the fiscal year.

- Based upon CSC's typical financial activity, the report status appears standard for one month into a fiscal year.

- Quarterly billings to funders will occur at the end of September and be reported on the October financial statements.
- CSC is receiving pre-payment for Health-Related Social Needs (HRSN) program services, and the difference between what is being spent on behalf of clients and what is being received from funders is decreasing as the backlogged invoices are reconciled and paid.
  - HRSN program funders are reconciling invoices quarterly and will ensure all invoices to date are paid in full to accommodate fluctuations in service expenses for clients.
- Some service programs are submitting monthly invoices to funders; others received monthly funding payments after the financial statement was prepared.
- The net loss of \$1,826,168 is not alarming for the first month of the fiscal year, based upon the schedule of invoicing funders.
- CSC is continuing to recover financially.
- The agency's cash status is checked three times each week; funds received and spent are analyzed; accounts receivable balances approved and invoiced are reviewed; electronic and paper payments are monitored.
- The agency's financial status is a priority for Finance Department staff and CSC Management Staff.
- Expense payments are issued twice each week; payroll is issued twice each month; additional payroll payments are issued as needed.
  - The flow of funds into and out of CSC's accounts is almost constant. Clients' needs are the agency's first priority.
  - Appropriate Finance Department staff monitor the agency's financial status and communicate needs to move funds among accounts as necessary.
    - CSC strives to keep the majority of its funds in its LGIP account to earn higher interest rates than are available in bank accounts.
    - CSC has five bank accounts:
      - 1) operating, holding the majority of the agency's expendable funds;
      - 2) payroll, to pay payroll checks issued from CSC's payroll liability account, including payroll tax liabilities;
      - 3) accounts payable, used to pay a majority of operating expenses (e.g., client payments, utilities, rents);
      - 4) savings, with a Federal Deposit Insurance Corporation (FDIC) minimum balance of \$250,000, serving as a "safety net"; and
      - 5) LBFS.

CSC transitioned to Oracle's NetSuite for Government financial software program July 1, 2023. CSC and OCWCOG were among the first five organizations to use the program, which was still being developed when it was implemented.

- Compared to OCWCOG, CSC has a complex financial operation involving multiple grants that may each be utilized by multiple service programs.
- CSC's Finance Department staffing has almost completely changed since July 1, 2023; newer staff members are embracing utilizing NetSuite as it was intended, rather than forcing the software to function as and produce reports obtained from the prior software.
- Ms. Nelson hopes the Finance Department procedures can evolve into a simpler reporting process that will be less laborious and will utilize NetSuite as it was

intended. Finance Department staff are understanding NetSuite and its functionality.

- **Secretary Sprenger moved to accept the July 2026 Statement of Activities.**
- **Commissioner Malone seconded the motion.**
- **The motion passed unanimously without opposition.**

#### B. Staffing Update

Ms. Nelson's assistance has been very beneficial, she is familiar with NetSuite and understands the nature of the agency, she enlisted some OCWCOG Finance Department staff to assist CSC's Finance Department staff, and her work with CSC's Finance Department staff is facilitating aligning the two agencies' Finance Department staffs.

CSC Executive Staff are discussing future leadership of the agency's Finance Department. More information and a leadership plan will be presented to the Governing Board in the future.

Ms. Bayat joined CSC approximately one year ago and has become an "anchor" in the Finance Department. She reviewed the payroll process and ensured tasks were being completed and that cash was available for payroll and operating expenses.

Ms. Bean joined CSC approximately one month ago, is working with CSC's Financial Analysts, and will ensure that month-end procedures and reports are completed, that accounts receivable are paid, and that reports are submitted to funders. She will also coordinate communication among programs regarding grant applications. Ms. Bean worked for federal, state, county, and local governments and non-profit organizations.

Ms. Nelson believes that, as Finance Department staff become familiar with NetSuite, they will be able to streamline procedures, take advantage of the software's benefits, and decrease manual labor to input data and retrieve reports. NetSuite has capabilities to enable projecting financial trends. Staff are focusing on utilizing NetSuite for daily operations but will expand their training to enable utilizing more software features. Enhanced knowledge enabling streamlined processing will be very beneficial with CSC's many grants having different timelines for duration, invoicing, payment, reporting, etc.

#### X. HEAD START – Andrea Lengel

- A. Governing Board/Policy Council Report – September 2026  
**Action requested: Approve the September 2026 Governing Board/Policy Council Report.**
- B. Monthly Operations Report/Statement of Revenues and Expenditures – July and August 2026  
**Action requested: Approve the July and August 2026 Monthly Operations Report/Statement of Revenues and Expenditures.**

The Governing Board/Policy Council Report and the Monthly Operations Report/Statement of Revenues and Expenditures are standard monthly reports from HSLC. The program's financial status is improving.

- **Secretary Sprenger moved to approve the September 2026 Governing Board/Policy Council Report.**
- **Commissioner Malone seconded the motion.**
- **The motion passed unanimously without opposition.**
  
- **Secretary Sprenger moved to approve the July and August 2026 Monthly Operations Report/Statement of Revenues and Expenditures.**
- **Commissioner Malone seconded the motion.**
- **The motion passed unanimously without opposition.**

C. Head Start Staff Credit Card Statements

Federal Head Start Training and Technical Assistance advised that HSLC's format of presenting credit card expenditures did not meet Office of Head Start's expectations. Ms. Lengel will prepare a memorandum explaining the information that must be presented to the Governing Board. She will then present to the Board all credit card expenditure documentation for April 1, 2026 (the beginning of Head Start's grant year) to date to ensure compliance for the grant year.

D. Federal Head Start Improper Payment Review Summary Report – March 2026

HSLC received a clear Improper Payment Review Summary Report – no additional requirements or actions are needed.

E. Oregon Head Start Association 2026 Charitable Checkoff Grant Application (\$13,014)

**Action requested: Approve the Oregon Head Start Association 2026 Charitable Checkoff Grant Application for \$13,014.**

HSLC will apply for the Oregon Head Start Association (OHSA) 2026 Charitable Checkoff Grant.

- During 2026, HSLC received additional funds from the Child Care Infrastructure Fund to pay for or update playground equipment at HSLC's Newport site. The quote for the equipment has since doubled. The OHSA grant would pay the additional cost.
  - HSLC received \$23,000 from Business Oregon during February 2026.
  - Ms. Lengel began working with the playground equipment contractor, hoping to have the work completed during July 2026. The contractor updated the bid, which was more than one year old.
  - Ms. Lengel does not want to use a large amount of funds from Oregon Prekindergarten or Head Start grant funds for the playground equipment.
  - OHSA served as stewards of the Business Oregon grant.
  - The playground equipment will not be installed until HSLC has all needed funding for the project.
  - With costs continually increasing rapidly, Ms. Lengel will continue pursuing additional grant funding to pay increasing project expenses.

- Ms. Lengel is willing to use HSLC funds to cover an additional \$2,000 in project costs but not more than that amount.
- The selected playground equipment is the least expensive of the options presented to Ms. Lengel.
- **Secretary Sprenger moved to approve the Oregon Head Start Association 2026 Charitable Checkoff Grant Application for \$13,014.**
- **Commissioner Miller seconded the motion.**
- **The motion passed unanimously without opposition.**

F. Proposed Rules from Office of Head Start and Possible Impacts – Public Comment Letter on Behalf of Community Services Consortium

***Action requested: Approve public comment letter on behalf of Community Services Consortium regarding proposed rules from Office of Head Start and their possible impacts to Head Start in Lincoln County.***

Ms. Hatley and Ms. Lengel met to discuss the content of the public comment letter presented to the Governing Board. They wanted to emphasize those rules that were most concerning and those that seemed appropriate to implement.

- The proposed rule with greatest concern involved decreasing the administrative cost maximum from 15 percent to five percent.
- Dual-immersion teaching is an important component of HSLC's program, based in part upon the prevalence of Latino families in Lincoln County. This aspect of HSLC should be promoted, rather than eliminated.
- Allowing all Head Start programs to follow state rules, which vary across the nation, can be challenging.
  - There is concern that Oregon Head Start programs might receive less federal funding because Oregon has stricter rules regarding teacher-student ratios and student suspension and expulsion.
    - If Oregon Head Start programs receive less federal funding because of the strict Oregon rules, they would have difficulty following the state rules.
- National Head Start Association issued a letter September 16, 2026 that is very similar in some respects to the letter Ms. Lengel drafted.
- **Secretary Sprenger moved to approve the public comment letter on behalf of Community Services Consortium regarding proposed rules from Office of Head Start and their possible impacts to Head Start in Lincoln County.**
- **Commissioner Miller seconded the motion.**
- **The motion passed unanimously without opposition.**

G. Annual Board Training, Including ERSEA Training

***Action requested: Approve Annual Board Training, including ERSEA training.***

Ms. Lengel, as HSLC Director, is required to conduct annual training for Governing Board members, including aspects of their roles as HSLC's oversight body and Head Start policies. She reviewed portions of the meeting agenda attachment regarding this topic.

- The Governing Board has legal and fiscal responsibility for administering and overseeing HSLC under a subchapter of the Head Start Act of 2007 (HSA2007).

- The Governing Board is responsible for compliance with federal, state, local, and tribal laws.
- The Governing Board would be responsible for any changes in how HSLC recruits students for the program, is responsible for reviewing grant applications, and is responsible for establishing procedures and guidance for accessing and collecting data referenced in the HSA2007.
- The monthly Governing Board/Policy Council Report includes much of the data that must be reported to the Board (e.g., student enrollment and attendance and students' meals and snacks).
- The Governing Board is responsible for ensuring that HSLC has financial audits, self-assessments, and community-wide strategic plans or needs assessments.
- Information from and to Federal Head Start is shared with the Governing Board to keep them, as the oversight body, fully informed.
- The Governing Board approves HSLC's annual program information report, major policy revisions, fiscal provisions, corrective actions, personnel policies, and staffing matters – these are included in the monthly Governing Board/Policy Council Reports.
- The Governing Board is responsible for approving financial management, accounting, and reporting policies, along with the annual operating budget.
- The Governing Board is responsible for reviewing HSLC's monitoring reports, updated standards of conduct, and long- and short-term program goals.
- The Head Start Policy Council has responsibilities and functions similar to those of the Governing Board.
- Student enrollment eligibility is based upon housing status and/or household income level.
  - Families of unhoused children can self-attest to their housing status without HSLC staff needing to verify the attestation.
  - Children of unhoused households and those in foster care have enrollment priority.
  - Students from households with incomes up to 100 percent of the federal poverty level also have enrollment priority.
  - Up to 35 percent of HSLC's enrolled students may be from households with incomes of 100 percent to 130 percent of the federal poverty level.
  - Up to ten percent of HSLC's enrolled students may be from households with incomes above 130 percent of the federal poverty level.
  - HSLC staff must verify household income for all children being enrolled based upon household income level.

HSLC is part of CSC, for which the Governing Board is the oversight body; therefore, the Governing Board is also the oversight body of HSLC, regardless the Counties the Board members are elected to represent.

- **Secretary Sprenger moved to Approve the Annual Board Training, including ERSEA training.**
- **Commissioner Malone seconded the motion.**
- **The motion passed unanimously without opposition.**

**XI. COMMUNITY SERVICES BLOCK GRANT ORGANIZATIONAL STANDARDS REQUIREMENTS** *(itemized to facilitate reviewing by monitors)*

- A. Standard 5.9 – Programmatic Reports
  - 1. Department Updates – August 2026 (special issue – post-All Staff in-service training)
- B. Standard 8.7 – Financial Reports of Programs Advised by Board  
*(see agenda item X. Finance – A. Statement of Activities)*

As a recipient of Community Services Block Grant funding, CSC is subject to Organizational Standards Requirements, which are delineated in one section of each Governing Board meeting agenda to facilitate monitoring by CSBG representatives. Unless stated otherwise, no Governing Board action is needed.

**XII. EXECUTIVE SESSION**

The Governing Board will meet in executive session under ORS 192.660(2) (h)(status of pending litigation or litigation likely to be filed).

The Governing Board entered executive session at 11:34 am.

Governing Board members, Mr. Vogt, Ms. Hatley, Mr. Schulze, Ms. Day, and Ms. Light were the sole participants for the executive session. Commissioner Nyquist, Ms. Bayat, Ms. Bean, Mr. Lane, Mr. Keating, and James exited the meeting. A quorum of the Governing Board remained participating in the meeting.

Mr. Schulze briefed the Governing Board about a possible litigation action; more information will be shared with the Board when possible.

The Governing Board exited executive session at 11:38 am.

No Governing Board action was taken as a result of executive session discussions.

**XIII. ADJOURN/CLOSE**

Chair Shepherd adjourned the meeting at 11:38 am.

**UPCOMING MEETINGS**

|        |                      |                 |                                  |
|--------|----------------------|-----------------|----------------------------------|
| Oct 22 | 1:00 pm              | Governing Board | In person and<br>Microsoft Teams |
| Nov    | No Meeting Scheduled |                 |                                  |
| Dec 3  | 10:00 am             | Governing board | In person and<br>Microsoft Teams |

**CSC Head Start (CSCHS) – Governing Board/Policy Council Report**  
**October 2026**

- This report contains requirements of Performance Standards and the Head Start Act of 07 –
- Please note that in a month when the Governing Board or Policy Council does not meet, a Report will be emailed or mailed in hard copy to all members for review and comments/questions during the next meeting.

*Contributions from staff – Submitted by Andrea Lengel, Director*

**Attachments and Approvals Needed**

- Governing Board/Policy Council Report – October 2026
- Operations Reports – August 2026
- Bank Statement Memorandum
- April 2026 through August 2026 Credit Card Statements

**Overview**

School began and staff are working hard to support children and families with this big transition to school. We are working on Pyramid Model implementation this year to support children's social-emotional development, and we believe we are already seeing the results of our implementation. We are looking forward to continuing to work towards our goal of full implementation. The Lincoln City A classroom opening was delayed to September 22 due to the new teacher needing to complete background check and onboarding procedures.

**Personnel**

- The Lincoln City lead Teacher and Classroom Aide positions were filled.
- The Toledo Teaching Assistant and Classroom Aide positions were filled.
- We posted for an on-call Site Coordinator position to fill in when one of our coordinators calls out.
- We posted for a floater Teaching Assistant position to support the Newport and Toledo sites to support classroom stability. This position will fill in for Teaching Assistant or Classroom Aide positions when staff call out due to illness or leave.
- We continue to recruit additional on-call staff at all three sites.

**Community Partners (also within CSC partnerships)**

- Director has been meeting with CSC Communications Team this month and last month.
- Director attended monthly Governing Board meeting for Early Learning Hub of Linn, Benton, and Lincoln County September 3, 2026.
- CSCHS staff met with Every Child Belongs Inclusion Specialist for Pyramid Model Implementation Leadership meeting September 14, 2026.
- Mental Health and Disabilities Content Specialist (MHDCS) met with Early Childhood Special Education Director September 21, 2026 to check on current special education referrals and to schedule disability screenings.

**Finance/Grants**

- We received the final document from the Improper Payment Review. The letter states that no additional review is needed at this time.
- CSCHS was awarded \$5,862 from the Spirit Mountain Community Fund and the Confederated Tribes of Grand Ronde. These funds will be used to renew our annual subscription to the Creative Curriculum Cloud. This on-line resource expands our curriculum offerings for teachers and families and gives parents access to additional resources, such as the Digital Children's Library.
- Director and Finance Department staff are beginning to talk about the federal grant application that is due December 31, 2026. This is a new Finance Department team, who will be learning the budgeting process and requirements for the Office of Head Start. The goal of starting discussions in September will create opportunities for learning and provide ample time to complete the budget by the deadline.

### **Education Report – Nicole Reid MEd, Program Education Manager (PEM)**

- Children in full-day classrooms began school September 2, 2026, and part-day classes began September 8, 2026. We are delighted to report that children have successfully adjusted to the classroom routine over the last few weeks; and teachers are making great progress in establishing a safe, nurturing environment in which children can freely explore and learn.
- Teachers begin with the Creative Curriculum First 6 Weeks unit, which helps to build the foundation and classroom community for the rest of the school year.
- Teachers have been observing their children to better understand their individual needs. Teachers are beginning to document observations using our ongoing assessment system, TS Gold.
- We submitted our application for renewal of our state licensing to the Oregon Department of Education. This includes many steps and time to complete to ensure we are ready for our licensing specialist to visit before the end of our licensing year, November 30, 2026.
- We also applied for our Spark ratings, and all three sites received their five-star Spark Certificates. Spark is Oregon's Quality Recognition and Improvement System (QRIS). It is a voluntary program designed to support and recognize high-quality early childhood care and education programs.
- PEM has been getting new staff and veteran staff who have not taken the updated modules registered for the Pyramid Model Training, which will be used to guide classroom teacher observations. New staff will attend monthly Community Practice Meetings on the Pyramid Model lessons. Lessons include a binder with assignments paired with the on-line Modules and activities that staff complete before meetings. Community Practice Meetings are meant to review, reinforce, and extend learning on Pyramid Model practices.
- We purchased a new Learning "app," as Hatch no longer connects with our TS Gold observation assessment. The new app is Finch.

### **Mental Health and Disabilities – Brittany Prindel- Mental Health and Disabilities Content Specialist (MHDCS)**

- MHDCS attended six Individual Family Service Plan (IFSP) meetings.
- She attended two "check-in" meetings with the Early-Childhood Special Education (ECSE) Coordinator.
- She attended two Interagency Planning Team (IAPT) meetings.
- She attended two Mental Health Consultation (MHC) meetings.
- She attended the Facilitating Attuned Interactions (FAN) Level 1 training in Eugene September 15 and 16, 2026.
- Currently, CSCHS has 19 children with IFSPs, with 20 referrals to ECSE for evaluations.
- Three referrals to Open Minds Counseling (OMC) with skills training. One child is currently receiving services.
- MHDCS provides resources for children and families based on their completed Ages and Stages Questionnaires (ASQ) Social-Emotional (ASQ:SE) and Third Edition (ASQ:3).
- MHDCS has been working closely with Site Supervisors and Lead Teachers to compile a list of children in need of mental health services.
- Completing our 45-day screenings for Head Start; the deadline is October 24, 2026.
- Preparing for universal classroom observations, currently scheduled for October 22 and 28 and November 10, 2026.
- Preparing for Teaching Pyramid Observation Tool (TPOT) observations with PEM and Inclusion Specialist, scheduled for October 20 and 29; November 3, 17, and 19; and December 3 and 8, 2026.
- Attending weekly live class for Mental Health Consultant (MHC) certificated with Attunify.
- Working on the Inclusion supply list for order submission.
- Working with MHC mentor for staff wellness ideas and consultation.

### **Health, Nutrition, and Safety – Lauren Whipple, Health and Nutrition Supervisor**

- We are completing our 45-day screenings for Head Start, which include developmental and behavioral screening, heights and weights, vision screening, and hearing screening. These screenings allow us to identify children who may need additional services and refer families to community partners who can provide those services.

- Completed Child and Adult Care Food Program (CACFP) annual renewal.
- Completed sanitation inspections for all three sites September 18; the inspector will return to Toledo soon to re-inspect the dishwasher in the kitchen due to the dishwasher needing repairs when the inspector visited.
- We are receiving several health and dental appraisals from local providers to track children's health and dental status. These appraisals must be received within 90 days of a child starting school.
- Site coordinators, teachers, Director, and HNS are working to complete heights/weights, hearing, and vision screenings within the 45-day requirement. We are making great progress; of 116 enrolled children, we completed the following during an August Health Fair or during September:
  - 90 heights and weights
  - 88 vision screenings (with 71 children who passed and 17 who need re-screening or follow-up)
  - 108 hearing screenings (with 89 children who passed and 19 who need re-screening or follow-up)

#### **Family Services/Engagement – Policy Council – David Orozco, Toledo Family Services Supervisor**

- Family Advocates, Teachers, and Management are completing in-house comprehensive monitoring to ensure all program requirements, referrals, and follow-up documentation are timeline compliant and well documented within Child Plus.
- Family Advocates and Teachers are scheduling Parent/Teacher Conferences, which will begin October 19, 2026; conferences will be held at each Head Start site. Teachers and Advocates will be reviewing how their children are progressing in class and working with parents on how to best support their children within the classroom environment.
- We completed our first Family Night at all three locations October 6, 7, and 8, 2026. Teachers from each site talked about the curriculum they use in the classrooms and provided an update on what the children are working on and learning in their classrooms. Family Services Supervisor David Orozco talked about Policy Council at each Family Night event and encouraged parent participation on the Council. Local libraries facilitated a special presentation about Early Literacy at each Family Night event. Parents and their children had fun with Early Literacy educational activities. We concluded each Family Night by distributing Literacy Kits to all participating families.
- The Policy Council met at the end of September. During this meeting, the Policy Council welcomed prospective parent members who wanted to learn more about joining the Council. We shared an informative presentation to give these guest parents a clearer understanding of the Council's vital role.

#### **Eligibility, Recruitment, Selection, Enrollment, and Attendance (ERSEA) – David Orozco, Toledo Family Services Supervisor**

- Attendance for September was 87.54%, largely due to sickness.
- Five children dropped during September from our sites due to finding an alternate pre-school program that works better for the families, three families moved out of our service area, two children dropped due to families not being interested in our services anymore, and one family dropped due to not been able to transport their child to school. Currently, all Newport and Lincoln City classrooms are full; and we have two spots available in our Toledo site.
- We are still accepting and processing applications to create the waitlists at all sites. On-line applications are available on CSC's Web site ([www.communityservices.us](http://www.communityservices.us)), and paper applications are available at each Head Start site.
- Recruitment flyers are being distributed throughout Lincoln County, and we continue advertising through various social media outlets.

#### **School Year 2026-2027 Comprehensive Statistics – Kimberly Burt, Program Assistant**

| Enrollment, Attendance, and Meal and Snack Report |            |           |       |          |             |
|---------------------------------------------------|------------|-----------|-------|----------|-------------|
| Month                                             | Attendance | Breakfast | Lunch | PM Snack | Total Meals |
| Sep 2026                                          | 87.54%     | 1,399     | 1,403 | 976      | 3,778       |

| Dropped Reasons                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Sep 2026 |
|--------------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|----------|
| Attending another pre-school/program |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 3        |
| Moved from area                      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 2        |
| Transportation                       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 2        |
| Decided to homeschool                |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 1        |
| <b>TOTALS</b>                        |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | <b>8</b> |

| End-of-Month Wait List |                     |   |   |                   |   |   |             |   |   |             |   |   |                       |    |   |                |
|------------------------|---------------------|---|---|-------------------|---|---|-------------|---|---|-------------|---|---|-----------------------|----|---|----------------|
|                        | Homeless/<br>Foster |   |   | Poverty<br>Income |   |   | 130% Income |   |   | Over-Income |   |   | Total<br>Applications |    |   | Total<br>Prog. |
| Site                   | LC                  | N | T | LC                | N | T | LC          | N | T | LC          | N | T | LC                    | N  | T | All<br>Sites   |
| Sep 2026               |                     |   |   | 1                 | 7 |   |             | 1 |   | 2           | 8 | 1 | 3                     | 16 | 1 | 20             |

| In-Kind Monthly Count | Total # of Volunteers                         | Total Hrs. Vol. | \$ Value          |
|-----------------------|-----------------------------------------------|-----------------|-------------------|
| Jul 2026              | 0                                             | 0               | 0                 |
| Aug 2025              | 70                                            | 90.10           | \$1,566.91        |
| Sep 2026              | 47                                            | 50.09           | \$871.52          |
| <b>Year to Date</b>   | <b>117 comprised of<br/>repeat volunteers</b> | <b>140.19</b>   | <b>\$2,438.43</b> |

| Donations In-Kind         | Value          | Description                               |
|---------------------------|----------------|-------------------------------------------|
| Jul - Aug 2026            | \$2,500        | 70 quilts – Oregon Coastal Quilters Guild |
| Sep 2026                  | \$20           | school supplies                           |
| <b>Total Year to Date</b> | <b>\$2,520</b> |                                           |

| Number of enrolled children with:                                             |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | Sep 2026 |
|-------------------------------------------------------------------------------|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|----------|
| Up-to-date on all possible <b>Immunizations</b> to date                       |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 108      |
| On a schedule of preventative and primary health care – <b>Physical Exam</b>  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 38       |
| Ongoing source of continuous, accessible health care – <b>Medical Home</b>    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 72       |
| Completing professional <b>Dental Exams</b>                                   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 26       |
| Continuous, accessible dental care provided by a dentist – <b>Dental Home</b> |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  | 64       |

| Bank of America<br>Monthly Charges | Value      | Description                                                                                                                                                                                                                                                                           |
|------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Aug 2026                           | \$687.56   | <b>Property Maintenance:</b> professional services, paint, hardware<br><b>Classroom/Kitchen/Food Supplies:</b> food for first day and student health plan, dishes, serving utensils<br><b>Lodging:</b> out-of-town staff training<br><b>Meeting Supplies:</b> meals, room rental fees |
| \$3,254.14                         | \$820.78   |                                                                                                                                                                                                                                                                                       |
|                                    | \$105.46   |                                                                                                                                                                                                                                                                                       |
|                                    | \$1,640.34 |                                                                                                                                                                                                                                                                                       |

| <b>Bank of America<br/>Monthly Charges</b> | <b>Value</b> | <b>Description</b>                                                                                                                                     |
|--------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sep 2026<br>\$2,632.50                     | \$390.98     | <b>Classroom/Kitchen/Food Supplies:</b> walkie-talkies, curtain rods, curtains, project supplies, laundry hampers, food for class and health care plan |
|                                            | \$85.84      | <b>Meeting Supplies:</b> meals                                                                                                                         |
|                                            | \$774.28     | <b>Site Maintenance:</b> weatherproofing and playground bark                                                                                           |
|                                            | \$90.00      | <b>Training:</b> CPR/First Aid for staff                                                                                                               |
|                                            | \$40.00      | <b>Membership/Dues:</b> Oregon Infant Mental Health Association (ORIMHA)                                                                               |
|                                            | \$1,251.40   | <b>Licensing Requirements:</b> sanitation inspections for all sites                                                                                    |

| <b>Amazon<br/>Monthly Charges</b> | <b>Value</b> | <b>Description</b>                                                                                                                                    |
|-----------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Se 2026<br>\$747.07               | \$199.62     | <b>Classroom Supplies:</b> teacher backpacks, timers, craft supplies, sensory toys                                                                    |
|                                   | \$126.17     | <b>Site Supplies:</b> grabbers and gloves for site cleaning                                                                                           |
|                                   | \$351.86     | <b>Office Supplies:</b> badge holders and lanyards, rolling teacher bag, wireless mouse, tablet covers, medication lock box, pencils, ball-point pens |
|                                   | \$72.92      | <b>Kitchen Supplies:</b> plastic tumblers, tongs                                                                                                      |
|                                   | -\$3.50      | <b>Discount</b>                                                                                                                                       |

**CHILD DEVELOPMENT - FUND 2150**  
**SUMMARY**  
**7/1/26 - 8/31/26**

ATTACHMENT 3  
Page 1 of 5

| REVENUE                         |                                              | AUGUST<br>ACTUAL FY27 | YTD ACTUAL<br>FY27 | BUDGET FY27      | % Spent   | Budget to<br>Actual | Projections<br>FY27 | NOTES                     |
|---------------------------------|----------------------------------------------|-----------------------|--------------------|------------------|-----------|---------------------|---------------------|---------------------------|
|                                 | 42200 - Program revenue (including Fees)     | -                     | -                  |                  |           | -                   | -                   |                           |
|                                 | 42800 - Internal service charges revenue     | -                     | -                  |                  |           | -                   | -                   |                           |
|                                 | 43100 - Contracts                            | -                     | -                  |                  |           | -                   | -                   |                           |
| Federal Funds                   | 43200 & 43300 - FedDir & FedInd              | -                     | 113                | 1,922,426        | 0%        | 1,922,314           | 640,921             |                           |
| State Funds                     | 43400 - State                                | -                     | -                  | 1,118,671        | 0%        | 1,118,671           | 372,890             |                           |
| Local Funds                     | 43500 - Local                                | -                     | -                  | 23,834           |           | 23,834              | 7,945               |                           |
| Misc Funds                      | 44100 - Rents                                | -                     | -                  |                  |           | -                   | -                   |                           |
|                                 | 46100 - Interest Revenue                     | -                     | -                  |                  |           | -                   | -                   |                           |
|                                 | 46200 - Donations                            | -                     | -                  |                  |           | -                   | -                   |                           |
|                                 | 46210 - Donations Received: Money            | 25                    | 25                 |                  |           | (25)                | 25                  |                           |
|                                 | 46240 - Donations Received: Private Grants   | -                     | 5,250              |                  |           | (5,250)             | 5,250               |                           |
|                                 | 46900 - Misc Revenue                         | -                     | -                  | 335,274          |           | 335,274             | 111,758             |                           |
|                                 | 46910 - Over/short                           | -                     | -                  |                  |           | -                   | -                   |                           |
| <b>TOTAL REVENUE</b>            |                                              | <b>25</b>             | <b>5,388</b>       | <b>3,400,205</b> | <b>0%</b> | <b>3,394,817</b>    | <b>1,138,790</b>    |                           |
| <b>EXPENDITURES</b>             |                                              |                       |                    |                  |           |                     |                     |                           |
|                                 | 51200 - Wages                                | 99,186                | 138,504            | 1,718,253        | 8%        | 1,579,749           | 711,255             |                           |
|                                 | 51100 - Medical Opt-out Benefits             | -                     | -                  |                  |           | 0                   | 0                   |                           |
| <b>TOTAL WAGES</b>              |                                              | <b>99,186</b>         | <b>138,504</b>     | <b>1,718,253</b> | <b>8%</b> | <b>1,579,749</b>    | <b>711,255</b>      |                           |
|                                 | 52000 - Benefits                             | 36,405                | 55,744             | 893,155          | 6%        | 837,411             | 353,462             |                           |
| <b>TOTAL BENEFITS</b>           |                                              | <b>36,405</b>         | <b>55,744</b>      | <b>893,155</b>   | <b>6%</b> | <b>837,411</b>      | <b>353,462</b>      |                           |
| <b>TOTAL PERSONAL SERVICES</b>  |                                              | <b>135,591</b>        | <b>194,249</b>     | <b>2,611,408</b> | <b>7%</b> | <b>2,417,159</b>    | <b>1,064,718</b>    |                           |
|                                 | 61100 - Supplies                             | 2,021                 | 4,387              | 20,000           | 22%       | 15,613              | 11,054              |                           |
|                                 | 61200 - Supplies: Volunteer Recognition      | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 61300 - Equipment (non-capitalized)          | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 61301 - Equipment rental                     | 457                   | 676                | 20,000           | 3%        | 19,324              | 7,342               |                           |
|                                 | 61400 - Furniture                            | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62000 - Services                             | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62100 - Professional Services                | 16,643                | 17,155             | 35,150           | 49%       | 17,995              | 28,872              |                           |
|                                 | 62110 - Legal services                       | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62120 - Marketing services                   | -                     | -                  | 100              | 0%        | 100                 | 33                  |                           |
|                                 | 62130 - Insurance services                   | -                     | -                  | 23,000           | 0%        | 23,000              | 7,667               |                           |
|                                 | 62140 - Admin/Service Fees                   | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62210 - Printing/copying                     | 851                   | 851                | 6,500            | 13%       | 5,649               | 3,017               |                           |
|                                 | 62220 - Postage                              | -                     | 25                 |                  | 0%        | (25)                | 25                  |                           |
|                                 | 62300 - Software                             | -                     | -                  | 31,550           | 0%        | 31,550              | 10,517              |                           |
|                                 | 62400 - Phone/internet                       | 1,587                 | 2,720              | 15,000           | 18%       | 12,280              | 7,720               |                           |
|                                 | 62500 - Memberships/Dues                     | -                     | -                  | 4,000            | 0%        | 4,000               | 1,333               |                           |
|                                 | 62600 - Travel and training                  | 6,795                 | 18,760             | 12,000           | 156%      | (6,760)             | 22,760              |                           |
|                                 | 62610 - Trainors                             | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62621 - Employee mileage                     | 2,414                 | 2,414              | 2,000            | 121%      | (414)               | 3,081               |                           |
|                                 | 62622 - Company automobile                   | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62623 - Other employee travel                | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62640 - Employee travel meals                | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62700 - Facility and Utilities               | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62710 - Rent expense                         | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62720 - Facility maintenance svcs            | 459                   | 1,749              | 25,000           | 7%        | 23,251              | 10,083              |                           |
|                                 | 62721 - Janitorial Service                   | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62731 - Electricity                          | 1,194                 | 2,021              |                  |           | (2,021)             | 2,021               |                           |
|                                 | 62732 - Water/sewer                          | 508                   | 1,138              |                  |           | (1,138)             | 1,138               |                           |
|                                 | 62733 - Natural gas                          | 143                   | 363                |                  |           | (363)               | 363                 |                           |
|                                 | 62741 - Facilities Permits                   | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62800 - Internal service charges expenditure | -                     | -                  | 436,519          | 0%        | 436,519             | 145,506             | Recorded as Admin Revenue |
|                                 | 62900 Miscellaneous                          | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 64100 - Client Assist: Charitable            | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 64300 - Client Assist: Support Services      | -                     | -                  | 126,143          | 0%        | 126,143             | 42,048              |                           |
|                                 | 77000 - Software (multi-year)                | -                     | -                  | 8,000            | 0%        | 8,000               | 2,667               |                           |
|                                 | Interest Expense                             | -                     | -                  |                  | 0%        | -                   | -                   |                           |
| <b>TOTAL MATERIALS/SERVICES</b> |                                              | <b>33,071</b>         | <b>52,259</b>      | <b>764,962</b>   | <b>7%</b> | <b>712,703</b>      | <b>307,247</b>      |                           |
|                                 | 71000 - Equipment                            | -                     | -                  | 23,834           | 0%        | 23,834              | 7,945               |                           |
| <b>TOTAL CAPITAL OUTLAY</b>     |                                              | <b>-</b>              | <b>0</b>           | <b>23,834</b>    | <b>0%</b> | <b>23,834</b>       | <b>7,945</b>        |                           |
| <b>TOTAL EXPENDITURES</b>       |                                              | <b>168,663</b>        | <b>246,508</b>     | <b>3,400,205</b> | <b>7%</b> | <b>3,153,696</b>    | <b>1,379,909</b>    |                           |
| <b>TOTAL</b>                    |                                              | <b>(168,637)</b>      | <b>(241,120)</b>   | <b>-</b>         |           | <b>241,121</b>      | <b>(241,120)</b>    |                           |

**Community Services Consortium**  
**CSC**  
**Income Statement**  
**Jul 2026, Aug 2026**

| Financial Row                                       | 501 - Head Start |
|-----------------------------------------------------|------------------|
|                                                     | Amount           |
| Ordinary Income/Expense                             |                  |
| Income                                              |                  |
| 43000 - 43000 - Intergovernmental                   |                  |
| 43300 - 43300 - FedInd                              | \$112.50         |
| Total - 43000 - 43000 - Intergovernmental           | \$112.50         |
| 46000 - 46000 - Interest & Misc & Donations         |                  |
| 46210 - 46210 - Donations Received: Money           | \$25.34          |
| 46240 - 46240 - Donations Received: Private Grants  | \$5,250.00       |
| Total - 46000 - 46000 - Interest & Misc & Donations | \$5,275.34       |
| Total - Income                                      | \$5,387.84       |
| Gross Profit                                        | \$5,387.84       |
| Expense                                             |                  |
| 51000 - 51000 Total Wages                           |                  |
| 51200 - 51200 - Wages                               | \$138,504.40     |
| Total - 51000 - 51000 Total Wages                   | \$138,504.40     |
| 52000 - 52000 - Benefits                            | \$55,744.11      |
| 61100 - 61100 - Supplies                            | \$4,386.97       |
| 61300 - 61300 - Equipment (non-capitalized)         |                  |
| 61301 - 61301 - Equipment rental                    | \$675.78         |
| Total - 61300 - 61300 - Equipment (non-capitalized) | \$675.78         |
| 62000 - 62000 - Services                            |                  |
| 62100 - 62100 - Professional Services               | \$17,155.04      |
| 62210 - 62210 - Printing/copying                    | \$850.71         |
| 62220 - 62220 - Postage                             | \$24.96          |
| 62400 - 62400 - Phone/internet                      | \$2,719.75       |
| 62600 - 62600 - Travel and training                 | \$18,760.13      |
| 62621 - 62621 - Employee mileage                    | \$2,414.35       |
| 62720 - 62720 - Facility maintenance svcs           | \$1,749.49       |
| 62731 - 62731 - Electricity                         | \$2,021.12       |
| 62732 - 62732 - Water/sewer                         | \$1,138.02       |
| 62733 - 62733 - Natural gas                         | \$362.92         |
| Total - 62000 - 62000 - Services                    | \$47,196.49      |
| Total - Expense                                     | \$246,507.75     |
| Net Ordinary Income                                 | (\$241,119.91)   |
| Net Income                                          | (\$241,119.91)   |

Community Services Consortium  
CSC

Balance Sheet  
End of Aug 2026

| Financial Row                    | 501 - Head Start |
|----------------------------------|------------------|
|                                  | Amount           |
| ASSETS                           |                  |
| Current Assets                   |                  |
| Other Current Asset              |                  |
| z30 - zUndeposited Funds         | \$4.20           |
| Total Other Current Asset        | \$4.20           |
| Total Current Assets             | \$4.20           |
| Total ASSETS                     | \$4.20           |
| Liabilities & Equity             |                  |
| Current Liabilities              |                  |
| Accounts Payable                 |                  |
| 21010 - 21010 - Accounts Payable | \$1,318,804.50   |
| Total Accounts Payable           | \$1,318,804.50   |
| Credit Card                      |                  |
| 21020 - 21020 - AP: P-card       | \$47,993.81      |
| Total Credit Card                | \$47,993.81      |
| Other Current Liability          |                  |
| 22000 - 22000 - Wages Payable    | (\$8,612.88)     |
| 23000 - 23000 - Benefits Payable | (\$26,100.67)    |
| Total Other Current Liability    | (\$34,713.55)    |
| Total Current Liabilities        | \$1,332,084.76   |
| Equity                           |                  |
| Retained Earnings                | (\$577,794.13)   |
| Net Income                       | (\$241,119.91)   |
| Total Equity                     | (\$818,914.04)   |
| Total Liabilities & Equity       | \$513,170.72     |

Community Services Consortium  
CSC  
Cash Flow Statement  
Jul 2026, Aug 2026

| Financial Row                   | 501 - Head Start |
|---------------------------------|------------------|
|                                 | Amount           |
| Operating Activities            |                  |
| Net Income                      | (\$241,119.91)   |
| Adjustments to Net Income       |                  |
| Accounts Payable                | \$32,636.54      |
| Other Current Liabilities       | \$4,857.89       |
| Total Adjustments to Net Income | \$37,494.43      |
| Total Operating Activities      | (\$203,625.48)   |
| Net Change in Cash for Period   | (\$203,625.48)   |
| Cash at Beginning of Period     | \$4.20           |
| Cash at End of Period           | (\$203,621.28)   |

| HS5228 - HS ODE CACFP 10/1/25 - 9/30/26 |              |              |             |             |
|-----------------------------------------|--------------|--------------|-------------|-------------|
| Cost Category                           | Actual       | Budget       | Utilization | Remaining   |
| Revenue                                 | \$92,821.87  | \$126,142.63 | 73.58%      | \$33,320.76 |
| Admin                                   | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| Contracts & Professional Services       | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| Dues                                    | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| Equipment                               | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| Fringe                                  | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| Insurance                               | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| Other Expenses                          | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| Personnel                               | \$0.00       | \$15,531.63  | 0.00%       | \$15,531.63 |
| Printing & Copying                      | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| Program                                 | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| Repair & Maintenance                    | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| T&TA                                    | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| Travel                                  | \$865.54     | \$0.00       | 0.00%       | (\$865.54)  |
| Utilities                               | \$0.00       | \$0.00       | 0.00%       | \$0.00      |
| Supplies                                | \$99,929.36  | \$110,611.00 | 90.34%      | \$10,681.64 |
| Expenses                                | \$100,794.90 | \$126,142.63 | 79.91%      | \$25,347.73 |
| Over Short                              | (\$7,973.03) |              |             |             |

**COMMUNITY SERVICES CONSORTIUM  
SUMMARY  
7/1/26 - 8/31/26**

ATTACHMENT 4  
Page 1 of 9

| REVENUE                                       | AUGUST<br>ACTUAL FY27 | ACTUAL<br>FY27     | BUDGET<br>FY27    | % Spent    | Budget to<br>Actual | Projections<br>FY27 | NOTES                                   |
|-----------------------------------------------|-----------------------|--------------------|-------------------|------------|---------------------|---------------------|-----------------------------------------|
| 42200 - Program revenue (including Fees)      | 20,455                | 32,376             |                   |            | (32,376)            | 32,376              |                                         |
| 42800 - Internal service charges revenue      | 90,659                | 204,187            |                   |            | (204,187)           | 204,187             |                                         |
| 43100 - Contracts                             | 975,142               | 1,740,700          |                   |            | (1,740,700)         | 1,740,700           |                                         |
| Federal Funds 43200 & 43300 - FedDir & FedInd | 195,061               | 574,037            | 13,049,294        | 4%         | 12,475,257          | 4,923,802           |                                         |
| State Funds 43400 - State                     | 539,473               | 1,214,071          | 13,501,707        | 9%         | 12,287,636          | 5,714,640           |                                         |
| Local Funds 43500 - Local                     | 12,775                | 17,304             | 2,596,201         | 1%         | 2,578,897           | 882,704             |                                         |
| Misc Funds 44100 - Rents                      | 9,547                 | 15,726             |                   |            | (15,726)            | 15,726              |                                         |
| 46100 - Interest Revenue                      | 1,127                 | 2,249              |                   |            | (2,249)             | 2,249               |                                         |
| 46200 - Donations                             | -                     | -                  | 10,000            |            | 10,000              | 3,333               |                                         |
| 46210 - Donations Received: Money             | 102,522               | 232,305            |                   |            | (232,305)           | 232,305             | Primarily Food Share Donations          |
| 46240 - Donations Received: Private Grants    | -                     | 5,250              |                   |            | (5,250)             | 5,250               |                                         |
| 46900 - Misc Revenue                          | -                     | 548                | 25,728,417        | 0%         | 25,727,869          | 8,576,687           | Admin Revenue Budgeted as Miscellaneous |
| 46910 - Over/short                            | (413)                 | (825)              |                   |            | 825                 | (825)               |                                         |
| <b>TOTAL REVENUE</b>                          | <b>1,946,348</b>      | <b>4,037,929</b>   | <b>54,885,619</b> | <b>7%</b>  | <b>50,847,690</b>   | <b>22,333,135</b>   |                                         |
| <b>EXPENDITURES</b>                           |                       |                    |                   |            |                     |                     |                                         |
| 51200 - Wages                                 | 883,882               | 1,725,018          | 11,871,269        | 15%        | 10,146,251          | 5,682,108           |                                         |
| 51100 - Medical Opt-out Benefits              | 10,000                | 19,500             |                   |            | (19,500)            | 19,500              |                                         |
| <b>TOTAL WAGES</b>                            | <b>893,882</b>        | <b>1,744,518</b>   | <b>11,871,269</b> | <b>15%</b> | <b>10,126,751</b>   | <b>5,701,608</b>    |                                         |
| 52000 - Benefits                              | 460,209               | 902,216            | 6,479,893         | 14%        | 5,577,677           | 3,062,181           |                                         |
| <b>TOTAL BENEFITS</b>                         | <b>460,209</b>        | <b>902,216</b>     | <b>6,479,893</b>  | <b>14%</b> | <b>5,577,677</b>    | <b>3,062,181</b>    |                                         |
| <b>TOTAL PERSONAL SERVICES</b>                | <b>1,354,091</b>      | <b>2,646,734</b>   | <b>18,351,162</b> | <b>14%</b> | <b>15,704,428</b>   | <b>8,763,788</b>    |                                         |
| 61100 - Supplies                              | 48,969                | 161,851            | 5,642,439         | 3%         | 5,480,588           | 2,042,664           |                                         |
| 61200 - Supplies: Volunteer Recognition       | -                     | -                  | 1,000             | 0%         | 1,000               | 333                 |                                         |
| 61300 - Equipment (non-capitalized)           | 650                   | 21,067             | 122,500           | 17%        | 101,433             | 61,900              |                                         |
| 61301 - Equipment rental                      | 2,148                 | 3,184              | 14,000            | 23%        | 10,816              | 7,851               |                                         |
| 61400 - Furniture                             | -                     | -                  | 2,000             | 0%         | 2,000               | 667                 |                                         |
| 62000 - Services                              | -                     | -                  | 9,500             | 0%         | 9,500               | 3,167               |                                         |
| 62100 - Professional Services                 | 465,492               | 952,184            | 2,787,306         | 34%        | 1,835,122           | 1,881,286           |                                         |
| 62110 - Legal services                        | 660                   | 660                | 22,500            | 3%         | 21,840              | 8,160               |                                         |
| 62120 - Marketing services                    | 8,362                 | 8,855              | 12,850            | 69%        | 3,995               | 13,138              |                                         |
| 62130 - Insurance services                    | (2,449)               | 179,793            | 202,585           | 89%        | 22,792              | 247,321             |                                         |
| 62140 - Admin/Service Fees                    | 4,711                 | 7,626              | -                 | -          | (7,626)             | 7,626               |                                         |
| 62210 - Printing/copying                      | 1,848                 | 1,916              | 75,778            | 3%         | 73,862              | 27,175              |                                         |
| 62220 - Postage                               | 1,558                 | 2,105              | 39,869            | 5%         | 37,764              | 15,395              |                                         |
| 62300 - Software                              | 9,750                 | 23,154             | 213,528           | 11%        | 190,374             | 94,330              |                                         |
| 62400 - Phone/internet                        | 15,721                | 24,166             | 131,018           | 18%        | 106,852             | 67,838              |                                         |
| 62500 - Memberships/Dues                      | 665                   | 765                | 30,150            | 3%         | 29,385              | 10,815              |                                         |
| 62600 - Travel and training                   | 20,775                | 34,639             | 181,391           | 19%        | 146,752             | 95,103              |                                         |
| 62610 - Trainors                              | 1,137                 | 1,137              | 15,321            | 7%         | 14,184              | 6,244               |                                         |
| 62621 - Employee mileage                      | 7,793                 | 10,830             | 147,836           | 7%         | 137,006             | 60,108              |                                         |
| 62622 - Company automobile                    | 8,285                 | 60,827             | 140,534           | 43%        | 79,707              | 107,672             |                                         |
| 62623 - Other employee travel                 | 1,069                 | 1,939              | 32,200            | 6%         | 30,261              | 12,673              |                                         |
| 62640 - Employee travel meals                 | -                     | 29                 | 500               | 6%         | 471                 | 196                 |                                         |
| 62650 - Employee Lodging                      | -                     | -                  | 1,500             | 0%         | 1,500               | 500                 |                                         |
| 62700 - Facility and Utilities                | 2,391                 | 4,034              | 76,150            | 5%         | 72,116              | 29,417              |                                         |
| 62710 - Rent expense                          | 39,924                | 74,748             | 504,691           | 15%        | 429,943             | 242,978             |                                         |
| 62720 - Facility maintenance svcs             | 3,342                 | 6,839              | 117,921           | 6%         | 111,082             | 46,146              |                                         |
| 62721 - Janitorial Service                    | 1,387                 | 3,524              | 32,405            | 11%        | 28,881              | 14,326              |                                         |
| 62731 - Electricity                           | 1,958                 | 5,126              | 3,250             | 158%       | (1,876)             | 6,209               |                                         |
| 62732 - Water/sewer                           | 783                   | 1,589              | 1,500             | 106%       | (89)                | 2,089               |                                         |
| 62733 - Natural gas                           | 313                   | 620                | 2,750             | 23%        | 2,130               | 1,537               |                                         |
| 62741 - Facilities Permits                    | -                     | -                  | 50                | 0%         | 50                  | 17                  |                                         |
| 62800 - Internal service charges expenditure  | 90,659                | 204,187            | 6,032,318         | 3%         | 5,828,131           | 2,214,959           | Recorded as Admin Revenue               |
| 62900 Miscellaneous                           | -                     | -                  | 3,000             | 0%         | 3,000               | 1,000               |                                         |
| 64100 - Client Assist: Charitable             | 472,220               | 775,215            | 7,626,586         | 10%        | 6,851,371           | 3,317,411           |                                         |
| 64300 - Client Assist: Support Services       | 723,778               | 1,542,730          | 10,315,401        | 15%        | 8,772,671           | 4,981,197           |                                         |
| 72000 - Vehicles                              | -                     | -                  | -                 | -          | -                   | -                   |                                         |
| 77000 - Software (multi-year)                 | 2,964                 | 2,964              | 132,000           | 2%         | 129,036             | 46,964              |                                         |
| Interest Expense                              | -                     | -                  | -                 | -          | -                   | -                   |                                         |
| <b>TOTAL MATERIALS/SERVICES</b>               | <b>1,936,862</b>      | <b>4,118,301</b>   | <b>34,674,327</b> | <b>12%</b> | <b>30,556,026</b>   | <b>15,676,410</b>   |                                         |
| 71000 - Equipment                             | -                     | -                  | 553,834           | 0%         | 553,834             | 184,611             |                                         |
| <b>TOTAL CAPITAL OUTLAY</b>                   | <b>-</b>              | <b>0</b>           | <b>553,834</b>    | <b>0%</b>  | <b>553,834</b>      | <b>184,611</b>      |                                         |
| <b>TOTAL EXPENDITURES</b>                     | <b>3,290,953</b>      | <b>6,765,035</b>   | <b>53,579,323</b> | <b>13%</b> | <b>46,814,288</b>   | <b>24,624,809</b>   |                                         |
| <b>TOTAL</b>                                  | <b>(1,344,605)</b>    | <b>(2,727,107)</b> | <b>1,306,296</b>  |            | <b>4,033,403</b>    | <b>(2,291,675)</b>  |                                         |

**HRSN  
SUMMARY  
7/1/26 - 8/31/26**

ATTACHMENT 4  
Page 2 of 9

| REVENUE                         |                                              | AUGUST<br>ACTUAL FY27 | YTD ACTUAL<br>FY27 | BUDGET FY27       | % Spent    | Budget to<br>Actual | Projections<br>FY27 | NOTES |
|---------------------------------|----------------------------------------------|-----------------------|--------------------|-------------------|------------|---------------------|---------------------|-------|
|                                 | 42200 - Program revenue (including Fees)     | 8,206                 | 8,206              | 13,946,375        |            | 13,938,169          | 4,656,998           |       |
|                                 | 42800 - Internal service charges revenue     | -                     | -                  |                   |            | -                   | -                   |       |
|                                 | 43100 - Contracts                            | 959,448               | 1,709,448          |                   |            | (1,709,448)         | 1,709,448           |       |
| Federal Funds                   | 43200 & 43300 - FedDir & FedInd              | 21,000                | 77,250             | 895,379           | 9%         | 818,129             | 375,710             |       |
| State Funds                     | 43400 - State                                | -                     | -                  |                   | 0%         | -                   | -                   |       |
| Local Funds                     | 43500 - Local                                | -                     | -                  |                   |            | -                   | -                   |       |
| Misc Funds                      | 44100 - Rents                                | -                     | -                  |                   |            | -                   | -                   |       |
|                                 | 46100 - Interest Revenue                     | -                     | -                  |                   |            | -                   | -                   |       |
|                                 | 46200 - Donations                            | -                     | -                  |                   |            | -                   | -                   |       |
|                                 | 46210 - Donations Received: Money            | -                     | -                  |                   |            | -                   | -                   |       |
|                                 | 46240 - Donations Received: Private Grants   | -                     | -                  |                   |            | -                   | -                   |       |
|                                 | 46900 - Misc Revenue                         | -                     | -                  |                   |            | -                   | -                   |       |
|                                 | 46910 - Over/short                           | -                     | -                  |                   |            | -                   | -                   |       |
| <b>TOTAL REVENUE</b>            |                                              | <b>988,654</b>        | <b>1,794,904</b>   | <b>14,841,754</b> | <b>12%</b> | <b>13,046,850</b>   | <b>6,742,156</b>    |       |
| <b>EXPENDITURES</b>             |                                              |                       |                    |                   |            |                     |                     |       |
|                                 | 51200 - Wages                                | 140,878               | 273,835            | 2,881,595         | 10%        | 2,607,760           | 1,234,367           |       |
|                                 | 51100 - Medical Opt-out Benefits             | 2,249                 | 3,999              |                   |            | (3,999)             | 3,999               |       |
|                                 | <b>TOTAL WAGES</b>                           | <b>143,128</b>        | <b>277,835</b>     | <b>2,881,595</b>  | <b>10%</b> | <b>2,603,761</b>    | <b>1,238,366</b>    |       |
|                                 | 52000 - Benefits                             | 74,880                | 145,514            | 1,867,850         | 8%         | 1,722,336           | 768,130             |       |
|                                 | <b>TOTAL BENEFITS</b>                        | <b>74,880</b>         | <b>145,514</b>     | <b>1,867,850</b>  | <b>8%</b>  | <b>1,722,336</b>    | <b>768,130</b>      |       |
| <b>TOTAL PERSONAL SERVICES</b>  |                                              | <b>218,007</b>        | <b>423,348</b>     | <b>4,749,445</b>  | <b>9%</b>  | <b>4,326,097</b>    | <b>2,006,497</b>    |       |
|                                 | 61100 - Supplies                             | 84                    | 112                | 750,000           | 0%         | 749,888             | 250,112             |       |
|                                 | 61200 - Supplies: Volunteer Recognition      | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | 61300 - Equipment (non-capitalized)          | -                     | 4,030              | 45,000            | 9%         | 40,970              | 19,030              |       |
|                                 | 61301 - Equipment rental                     | 14                    | 29                 | 10,000            | 0%         | 9,971               | 3,363               |       |
|                                 | 61400 - Furniture                            | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | 62000 - Services                             | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | 62100 - Professional Services                | 159                   | 227                | 200,000           | 0%         | 199,773             | 66,894              |       |
|                                 | 62110 - Legal services                       | -                     | -                  | 25,000            | 0%         | 25,000              | 8,333               |       |
|                                 | 62120 - Marketing services                   | -                     | -                  | 10,000            | 0%         | 10,000              | 3,333               |       |
|                                 | 62130 - Insurance services                   | -                     | -                  | 39,000            | 0%         | 39,000              | 13,000              |       |
|                                 | 62140 - Admin/Service Fees                   | -                     | 142                |                   | 0%         | (142)               | 142                 |       |
|                                 | 62210 - Printing/copying                     | 33                    | 37                 | 15,000            | 0%         | 14,963              | 5,037               |       |
|                                 | 62220 - Postage                              | -                     | -                  | 5,000             | 0%         | 5,000               | 1,667               |       |
|                                 | 62300 - Software                             | -                     | -                  | 30,000            | 0%         | 30,000              | 10,000              |       |
|                                 | 62400 - Phone/internet                       | 1,333                 | 1,456              | 120,000           | 1%         | 118,544             | 41,456              |       |
|                                 | 62500 - Memberships/Dues                     | -                     | -                  | 10,000            | 0%         | 10,000              | 3,333               |       |
|                                 | 62600 - Travel and training                  | -                     | -                  | 175,000           | 0%         | 175,000             | 58,333              |       |
|                                 | 62610 - Trainors                             | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | 62621 - Employee mileage                     | 589                   | 894                | 125,000           | 1%         | 124,106             | 42,561              |       |
|                                 | 62622 - Company automobile                   | -                     | -                  | 100,000           | 0%         | 100,000             | 33,333              |       |
|                                 | 62623 - Other employee travel                | -                     | -                  | 50,000            | 0%         | 50,000              | 16,667              |       |
|                                 | 62640 - Employee travel meals                | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | 62700 - Facility and Utilities               | 635                   | 705                | 65,000            | 1%         | 64,295              | 22,372              |       |
|                                 | 62710 - Rent expense                         | 2,812                 | 5,504              | 160,000           | 3%         | 154,496             | 58,838              |       |
|                                 | 62720 - Facility maintenance svcs            | 12                    | 12                 | 25,000            | 0%         | 24,988              | 8,345               |       |
|                                 | 62721 - Janitorial Service                   | 142                   | 284                | 18,000            | 2%         | 17,716              | 6,284               |       |
|                                 | 62731 - Electricity                          | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | 62732 - Water/sewer                          | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | 62733 - Natural gas                          | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | 62741 - Facilities Permits                   | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | 62800 - Internal service charges expenditure | -                     | -                  | 2,500,000         | 0%         | 2,500,000           | 833,333             |       |
|                                 | 62900 Miscellaneous                          | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | 64100 - Client Assist: Charitable            | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | 64300 - Client Assist: Support Services      | 630,263               | 1,343,098          | 5,440,309         | 25%        | 4,097,211           | 3,156,535           |       |
|                                 | 77000 - Software (multi-year)                | -                     | -                  |                   | 0%         | -                   | -                   |       |
|                                 | Interest Expense                             | -                     | -                  |                   | 0%         | -                   | -                   |       |
| <b>TOTAL MATERIALS/SERVICES</b> |                                              | <b>636,076</b>        | <b>1,356,531</b>   | <b>9,917,309</b>  | <b>14%</b> | <b>8,560,778</b>    | <b>4,662,301</b>    |       |
|                                 | 71000 - Equipment                            | -                     | -                  | 175,000           | 0%         | 175,000             | 58,333              |       |
| <b>TOTAL CAPITAL OUTLAY</b>     |                                              | <b>-</b>              | <b>-</b>           | <b>175,000</b>    | <b>0%</b>  | <b>175,000</b>      | <b>58,333</b>       |       |
| <b>TOTAL EXPENDITURES</b>       |                                              | <b>854,084</b>        | <b>1,779,879</b>   | <b>14,841,754</b> | <b>12%</b> | <b>13,061,875</b>   | <b>6,727,131</b>    |       |
| <b>TOTAL</b>                    |                                              | <b>134,571</b>        | <b>15,025</b>      | <b>-</b>          |            | <b>(15,025)</b>     | <b>15,025</b>       |       |

**UTILITIES - FUND 2162**  
**SUMMARY**  
**7/1/26 - 8/31/26**

ATTACHMENT 4  
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| REVENUE                         |                                              | AUGUST<br>ACTUAL FY27 | YTD ACTUAL<br>FY27 | BUDGET FY27      | % Spent    | Budget to<br>Actual | Projections<br>FY27 | NOTES                     |
|---------------------------------|----------------------------------------------|-----------------------|--------------------|------------------|------------|---------------------|---------------------|---------------------------|
|                                 | 42200 - Program revenue (including Fees)     | 34                    | 68                 |                  |            | (68)                | 68                  |                           |
|                                 | 42800 - Internal service charges revenue     | 35,345                | 62,366             |                  |            | (62,366)            | 62,366              |                           |
|                                 | 43100 - Contracts                            | 168                   | 198                |                  |            | (198)               | 198                 |                           |
| Federal Funds                   | 43200 & 43300 - FedDir & FedInd              | 84,375                | 131,941            | 2,143,120        | 6%         | 2,011,179           | 846,314             |                           |
| State Funds                     | 43400 - State                                | 236,973               | 445,454            | 2,622,086        | 17%        | 2,176,632           | 1,319,483           |                           |
| Local Funds                     | 43500 - Local                                | 6,775                 | 11,304             | 153,253          | 7%         | 141,949             | 62,388              |                           |
| Misc Funds                      | 44100 - Rents                                | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 46100 - Interest Revenue                     | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 46200 - Donations                            | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 46210 - Donations Received: Money            | 25                    | 50                 |                  |            | (50)                | 50                  |                           |
|                                 | 46240 - Donations Received: Private Grants   | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 46900 - Misc Revenue                         | -                     | -                  | 825              |            | 825                 | 275                 |                           |
|                                 | 46910 - Over/short                           | -                     | -                  |                  |            | -                   | -                   |                           |
| <b>TOTAL REVENUE</b>            |                                              | <b>363,695</b>        | <b>651,381</b>     | <b>4,919,284</b> | <b>13%</b> | <b>4,267,903</b>    | <b>2,291,143</b>    |                           |
| <b>EXPENDITURES</b>             |                                              |                       |                    |                  |            |                     |                     |                           |
|                                 | 51200 - Wages                                | 42,965                | 87,799             | 618,004          | 14%        | 530,205             | 293,801             |                           |
|                                 | 51100 - Medical Opt-out Benefits             | -                     | -                  |                  |            | 0                   | 0                   |                           |
|                                 | <b>TOTAL WAGES</b>                           | <b>42,965</b>         | <b>87,799</b>      | <b>618,004</b>   | <b>14%</b> | <b>530,205</b>      | <b>293,801</b>      |                           |
|                                 | 52000 - Benefits                             | 30,404                | 62,402             | 342,592          | 18%        | 280,190             | 176,600             |                           |
|                                 | <b>TOTAL BENEFITS</b>                        | <b>30,404</b>         | <b>62,402</b>      | <b>342,592</b>   | <b>18%</b> | <b>280,190</b>      | <b>176,600</b>      |                           |
| <b>TOTAL PERSONAL SERVICES</b>  |                                              | <b>73,369</b>         | <b>150,202</b>     | <b>960,596</b>   | <b>16%</b> | <b>810,394</b>      | <b>470,400</b>      |                           |
|                                 | 61100 - Supplies                             | 582                   | 4,623              | 11,000           | 42%        | 6,377               | 8,290               |                           |
|                                 | 61200 - Supplies: Volunteer Recognition      | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 61300 - Equipment (non-capitalized)          | -                     | -                  | 25,000           | 0%         | 25,000              | 8,333               |                           |
|                                 | 61301 - Equipment rental                     | 189                   | 189                |                  | 0%         | (189)               | 189                 |                           |
|                                 | 61400 - Furniture                            | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62000 - Services                             | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62100 - Professional Services                | 2,710                 | 6,859              | 1,200            | 572%       | (5,659)             | 7,259               |                           |
|                                 | 62110 - Legal services                       | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62120 - Marketing services                   | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62130 - Insurance services                   | -                     | -                  | 18,975           | 0%         | 18,975              | 6,325               |                           |
|                                 | 62140 - Admin/Service Fees                   | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62210 - Printing/copying                     | 108                   | 108                | 5,000            | 2%         | 4,892               | 1,775               |                           |
|                                 | 62220 - Postage                              | 438                   | 438                | 5,000            | 9%         | 4,562               | 2,105               |                           |
|                                 | 62300 - Software                             | -                     | -                  | 19,400           | 0%         | 19,400              | 6,467               |                           |
|                                 | 62400 - Phone/internet                       | 465                   | 791                | 8,400            | 9%         | 7,609               | 3,591               |                           |
|                                 | 62500 - Memberships/Dues                     | -                     | 25                 | 1,800            | 1%         | 1,775               | 625                 |                           |
|                                 | 62600 - Travel and training                  | -                     | -                  | 8,550            | 0%         | 8,550               | 2,850               |                           |
|                                 | 62610 - Trainors                             | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62621 - Employee mileage                     | 83                    | 83                 | 4,710            | 2%         | 4,627               | 1,653               |                           |
|                                 | 62622 - Company automobile                   | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62623 - Other employee travel                | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62640 - Employee travel meals                | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62700 - Facility and Utilities               | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 62710 - Rent expense                         | 3,486                 | 6,973              | 48,000           | 15%        | 41,028              | 22,973              |                           |
|                                 | 62720 - Facility maintenance svcs            | 117                   | 169                | 1,121            | 15%        | 952                 | 543                 |                           |
|                                 | 62721 - Janitorial Service                   | 121                   | 364                | 2,700            |            | 2,336               | 1,264               |                           |
|                                 | 62731 - Electricity                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62732 - Water/sewer                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62733 - Natural gas                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62741 - Facilities Permits                   | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62800 - Internal service charges expenditure | 35,345                | 62,366             | 559,909          | 11%        | 497,543             | 249,002             | Recorded as Admin Revenue |
|                                 | 62900 Miscellaneous                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 64100 - Client Assist: Charitable            | 241,055               | 409,370            | 3,224,824        | 13%        | 2,815,454           | 1,484,311           |                           |
|                                 | 64300 - Client Assist: Support Services      | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 77000 - Software (multi-year)                | -                     | -                  | 8,000            | 0%         | 8,000               | 2,667               |                           |
|                                 | Interest Expense                             | -                     | -                  | -                | 0%         | -                   | -                   |                           |
| <b>TOTAL MATERIALS/SERVICES</b> |                                              | <b>284,701</b>        | <b>492,359</b>     | <b>3,953,589</b> | <b>12%</b> | <b>3,461,230</b>    | <b>1,810,222</b>    |                           |
|                                 | 71000 - Equipment                            | -                     | -                  | -                | 0%         | -                   | -                   |                           |
| <b>TOTAL CAPITAL OUTLAY</b>     |                                              | <b>-</b>              | <b>-</b>           | <b>-</b>         | <b>0%</b>  | <b>-</b>            | <b>-</b>            |                           |
| <b>TOTAL EXPENDITURES</b>       |                                              | <b>358,070</b>        | <b>642,561</b>     | <b>4,914,185</b> | <b>13%</b> | <b>4,271,624</b>    | <b>2,280,622</b>    |                           |
| <b>TOTAL</b>                    |                                              | <b>5,625</b>          | <b>8,821</b>       | <b>5,099</b>     |            | <b>(3,722)</b>      | <b>10,521</b>       |                           |

**HOUSING - FUND 2161**  
**SUMMARY**  
**7/1/26 - 8/31/26**

ATTACHMENT 4  
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| REVENUE                         |                                              | AUGUST<br>ACTUAL FY27 | YTD ACTUAL<br>FY27 | BUDGET FY27      | % Spent    | Budget to<br>Actual | Projections<br>FY27 | NOTES                     |
|---------------------------------|----------------------------------------------|-----------------------|--------------------|------------------|------------|---------------------|---------------------|---------------------------|
|                                 | 42200 - Program revenue (including Fees)     | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 42800 - Internal service charges revenue     | 36,901                | 73,427             |                  |            | (73,427)            | 73,427              |                           |
|                                 | 43100 - Contracts                            | -                     | -                  |                  |            | -                   | -                   |                           |
| Federal Funds                   | 43200 & 43300 - FedDir & FedInd              | 36,796                | 66,554             | 624,336          | 11%        | 557,782             | 274,666             |                           |
| State Funds                     | 43400 - State                                | 241,834               | 400,301            | 5,034,847        | 8%         | 4,634,546           | 2,078,583           |                           |
| Local Funds                     | 43500 - Local                                | -                     | -                  | 169,284          | 0%         | 169,284             | 56,428              |                           |
| Misc Funds                      | 44100 - Rents                                | 9,547                 | 15,726             |                  |            | (15,726)            | 15,726              |                           |
|                                 | 46100 - Interest Revenue                     | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 46200 - Donations                            | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 46210 - Donations Received: Money            | 65                    | 130                |                  |            | (130)               | 130                 |                           |
|                                 | 46240 - Donations Received: Private Grants   | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 46900 - Misc Revenue                         | -                     | 548                |                  |            | (548)               | 548                 |                           |
|                                 | 46910 - Over/short                           | -                     | -                  |                  |            | -                   | -                   |                           |
| <b>TOTAL REVENUE</b>            |                                              | <b>325,143</b>        | <b>556,685</b>     | <b>5,828,467</b> | <b>10%</b> | <b>5,271,782</b>    | <b>2,499,508</b>    |                           |
| <b>EXPENDITURES</b>             |                                              |                       |                    |                  |            |                     |                     |                           |
|                                 | 51200 - Wages                                | 56,129                | 113,200            | 761,487          | 15%        | 648,287             | 367,029             |                           |
|                                 | 51100 - Medical Opt-out Benefits             | 500                   | 1,000              |                  |            | (1,000)             | 1,000               |                           |
|                                 | <b>TOTAL WAGES</b>                           | <b>56,629</b>         | <b>114,200</b>     | <b>761,487</b>   | <b>15%</b> | <b>647,287</b>      | <b>368,029</b>      |                           |
|                                 | 52000 - Benefits                             | 38,149                | 76,694             | 431,914          | 18%        | 355,220             | 220,665             |                           |
|                                 | <b>TOTAL BENEFITS</b>                        | <b>38,149</b>         | <b>76,694</b>      | <b>431,914</b>   | <b>18%</b> | <b>355,220</b>      | <b>220,665</b>      |                           |
| <b>TOTAL PERSONAL SERVICES</b>  |                                              | <b>94,779</b>         | <b>190,894</b>     | <b>1,193,401</b> | <b>16%</b> | <b>1,002,507</b>    | <b>588,695</b>      |                           |
|                                 | 61100 - Supplies                             | 81                    | 129                | 14,219           | 1%         | 14,090              | 4,869               |                           |
|                                 | 61200 - Supplies: Volunteer Recognition      | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 61300 - Equipment (non-capitalized)          | -                     | -                  | 12,500           | 0%         | 12,500              | 4,167               |                           |
|                                 | 61301 - Equipment rental                     | 254                   | 254                |                  |            | (254)               | 254                 |                           |
|                                 | 61400 - Furniture                            | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62000 - Services                             | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62100 - Professional Services                | 238,164               | 550,132            | 35,929           | 1531%      | (514,203)           | 562,108             |                           |
|                                 | 62110 - Legal services                       | -                     | -                  | 1,000            | 0%         | 1,000               | 333                 |                           |
|                                 | 62120 - Marketing services                   | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62130 - Insurance services                   | -                     | -                  | 29,250           | 0%         | 29,250              | 9,750               |                           |
|                                 | 62140 - Admin/Service Fees                   | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62210 - Printing/copying                     | 144                   | 144                | 5,800            | 2%         | 5,656               | 2,077               |                           |
|                                 | 62220 - Postage                              | -                     | -                  | 269              | 0%         | 269                 | 90                  |                           |
|                                 | 62300 - Software                             | -                     | -                  | 22,100           | 0%         | 22,100              | 7,367               |                           |
|                                 | 62400 - Phone/internet                       | 688                   | 1,120              | 9,000            | 12%        | 7,880               | 4,120               |                           |
|                                 | 62500 - Memberships/Dues                     | -                     | 25                 | 300              | 8%         | 275                 | 125                 |                           |
|                                 | 62600 - Travel and training                  | -                     | -                  | 6,002            | 0%         | 6,002               | 2,001               |                           |
|                                 | 62610 - Trainors                             | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62621 - Employee mileage                     | 608                   | 608                | 12,333           | 5%         | 11,725              | 4,719               |                           |
|                                 | 62622 - Company automobile                   | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62623 - Other employee travel                | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62640 - Employee travel meals                | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62700 - Facility and Utilities               | -                     | -                  | 21,500           | 0%         | 21,500              | 7,167               |                           |
|                                 | 62710 - Rent expense                         | 4,060                 | 8,119              | 49,500           | 16%        | 41,381              | 24,619              |                           |
|                                 | 62720 - Facility maintenance svcs            | 1,121                 | 2,162              | 38,950           | 6%         | 36,788              | 15,145              |                           |
|                                 | 62721 - Janitorial Service                   | 146                   | 439                | 3,875            | 11%        | 3,436               | 1,731               |                           |
|                                 | 62731 - Electricity                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62732 - Water/sewer                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62733 - Natural gas                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62741 - Facilities Permits                   | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62800 - Internal service charges expenditure | 36,901                | 73,427             | 874,270          | 8%         | 800,843             | 364,850             | Recorded as Admin Revenue |
|                                 | 62900 Miscellaneous                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 64100 - Client Assist: Charitable            | 177,433               | 266,363            | 3,434,947        | 8%         | 3,168,584           | 1,411,345           |                           |
|                                 | 64300 - Client Assist: Support Services      | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 77000 - Software (multi-year)                | -                     | -                  | 8,000            | 0%         | 8,000               | 2,667               |                           |
|                                 | Interest Expense                             | -                     | -                  |                  | 0%         | -                   | -                   |                           |
| <b>TOTAL MATERIALS/SERVICES</b> |                                              | <b>459,600</b>        | <b>902,921</b>     | <b>4,579,744</b> | <b>20%</b> | <b>3,676,823</b>    | <b>2,429,503</b>    |                           |
|                                 | 71000 - Equipment                            | -                     | -                  | -                | 0%         | -                   | -                   |                           |
| <b>TOTAL CAPITAL OUTLAY</b>     |                                              | <b>-</b>              | <b>-</b>           | <b>-</b>         | <b>0%</b>  | <b>-</b>            | <b>-</b>            |                           |
| <b>TOTAL EXPENDITURES</b>       |                                              | <b>554,379</b>        | <b>1,093,816</b>   | <b>5,773,145</b> | <b>19%</b> | <b>4,679,329</b>    | <b>3,018,197</b>    |                           |
| <b>TOTAL</b>                    |                                              | <b>(229,236)</b>      | <b>(537,130)</b>   | <b>55,322</b>    |            | <b>592,452</b>      | <b>(518,690)</b>    |                           |

**CHILD DEVELOPMENT - FUND 2150**  
**SUMMARY**  
**7/1/26 - 8/31/26**

ATTACHMENT 4  
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| REVENUE                         |                                              | AUGUST<br>ACTUAL FY27 | YTD ACTUAL<br>FY27 | BUDGET FY27      | % Spent   | Budget to<br>Actual | Projections<br>FY27 | NOTES                     |
|---------------------------------|----------------------------------------------|-----------------------|--------------------|------------------|-----------|---------------------|---------------------|---------------------------|
|                                 | 42200 - Program revenue (including Fees)     | -                     | -                  |                  |           | -                   | -                   |                           |
|                                 | 42800 - Internal service charges revenue     | -                     | -                  |                  |           | -                   | -                   |                           |
|                                 | 43100 - Contracts                            | -                     | -                  |                  |           | -                   | -                   |                           |
| Federal Funds                   | 43200 & 43300 - FedDir & FedInd              | -                     | 113                | 1,922,426        | 0%        | 1,922,314           | 640,921             |                           |
| State Funds                     | 43400 - State                                | -                     | -                  | 1,118,671        | 0%        | 1,118,671           | 372,890             |                           |
| Local Funds                     | 43500 - Local                                | -                     | -                  | 23,834           |           | 23,834              | 7,945               |                           |
| Misc Funds                      | 44100 - Rents                                | -                     | -                  |                  |           | -                   | -                   |                           |
|                                 | 46100 - Interest Revenue                     | -                     | -                  |                  |           | -                   | -                   |                           |
|                                 | 46200 - Donations                            | -                     | -                  |                  |           | -                   | -                   |                           |
|                                 | 46210 - Donations Received: Money            | 25                    | 25                 |                  |           | (25)                | 25                  |                           |
|                                 | 46240 - Donations Received: Private Grants   | -                     | 5,250              |                  |           | (5,250)             | 5,250               |                           |
|                                 | 46900 - Misc Revenue                         | -                     | -                  | 335,274          |           | 335,274             | 111,758             |                           |
|                                 | 46910 - Over/short                           | -                     | -                  |                  |           | -                   | -                   |                           |
| <b>TOTAL REVENUE</b>            |                                              | <b>25</b>             | <b>5,388</b>       | <b>3,400,205</b> | <b>0%</b> | <b>3,394,817</b>    | <b>1,138,790</b>    |                           |
| <b>EXPENDITURES</b>             |                                              |                       |                    |                  |           |                     |                     |                           |
|                                 | 51200 - Wages                                | 99,186                | 138,504            | 1,718,253        | 8%        | 1,579,749           | 711,255             |                           |
|                                 | 51100 - Medical Opt-out Benefits             | -                     | -                  |                  |           | 0                   | 0                   |                           |
| <b>TOTAL WAGES</b>              |                                              | <b>99,186</b>         | <b>138,504</b>     | <b>1,718,253</b> | <b>8%</b> | <b>1,579,749</b>    | <b>711,255</b>      |                           |
|                                 | 52000 - Benefits                             | 36,405                | 55,744             | 893,155          | 6%        | 837,411             | 353,462             |                           |
| <b>TOTAL BENEFITS</b>           |                                              | <b>36,405</b>         | <b>55,744</b>      | <b>893,155</b>   | <b>6%</b> | <b>837,411</b>      | <b>353,462</b>      |                           |
| <b>TOTAL PERSONAL SERVICES</b>  |                                              | <b>135,591</b>        | <b>194,249</b>     | <b>2,611,408</b> | <b>7%</b> | <b>2,417,159</b>    | <b>1,064,718</b>    |                           |
|                                 | 61100 - Supplies                             | 2,021                 | 4,387              | 20,000           | 22%       | 15,613              | 11,054              |                           |
|                                 | 61200 - Supplies: Volunteer Recognition      | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 61300 - Equipment (non-capitalized)          | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 61301 - Equipment rental                     | 457                   | 676                | 20,000           | 3%        | 19,324              | 7,342               |                           |
|                                 | 61400 - Furniture                            | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62000 - Services                             | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62100 - Professional Services                | 16,643                | 17,155             | 35,150           | 49%       | 17,995              | 28,872              |                           |
|                                 | 62110 - Legal services                       | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62120 - Marketing services                   | -                     | -                  | 100              | 0%        | 100                 | 33                  |                           |
|                                 | 62130 - Insurance services                   | -                     | -                  | 23,000           | 0%        | 23,000              | 7,667               |                           |
|                                 | 62140 - Admin/Service Fees                   | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62210 - Printing/copying                     | 851                   | 851                | 6,500            | 13%       | 5,649               | 3,017               |                           |
|                                 | 62220 - Postage                              | -                     | 25                 |                  | 0%        | (25)                | 25                  |                           |
|                                 | 62300 - Software                             | -                     | -                  | 31,550           | 0%        | 31,550              | 10,517              |                           |
|                                 | 62400 - Phone/internet                       | 1,587                 | 2,720              | 15,000           | 18%       | 12,280              | 7,720               |                           |
|                                 | 62500 - Memberships/Dues                     | -                     | -                  | 4,000            | 0%        | 4,000               | 1,333               |                           |
|                                 | 62600 - Travel and training                  | 6,795                 | 18,760             | 12,000           | 156%      | (6,760)             | 22,760              |                           |
|                                 | 62610 - Trainors                             | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62621 - Employee mileage                     | 2,414                 | 2,414              | 2,000            | 121%      | (414)               | 3,081               |                           |
|                                 | 62622 - Company automobile                   | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62623 - Other employee travel                | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62640 - Employee travel meals                | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62700 - Facility and Utilities               | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62710 - Rent expense                         | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62720 - Facility maintenance svcs            | 459                   | 1,749              | 25,000           | 7%        | 23,251              | 10,083              |                           |
|                                 | 62721 - Janitorial Service                   | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62731 - Electricity                          | 1,194                 | 2,021              |                  |           | (2,021)             | 2,021               |                           |
|                                 | 62732 - Water/sewer                          | 508                   | 1,138              |                  |           | (1,138)             | 1,138               |                           |
|                                 | 62733 - Natural gas                          | 143                   | 363                |                  |           | (363)               | 363                 |                           |
|                                 | 62741 - Facilities Permits                   | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 62800 - Internal service charges expenditure | -                     | -                  | 436,519          | 0%        | 436,519             | 145,506             | Recorded as Admin Revenue |
|                                 | 62900 Miscellaneous                          | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 64100 - Client Assist: Charitable            | -                     | -                  |                  | 0%        | -                   | -                   |                           |
|                                 | 64300 - Client Assist: Support Services      | -                     | -                  | 126,143          | 0%        | 126,143             | 42,048              |                           |
|                                 | 77000 - Software (multi-year)                | -                     | -                  | 8,000            | 0%        | 8,000               | 2,667               |                           |
|                                 | Interest Expense                             | -                     | -                  |                  | 0%        | -                   | -                   |                           |
| <b>TOTAL MATERIALS/SERVICES</b> |                                              | <b>33,071</b>         | <b>52,259</b>      | <b>764,962</b>   | <b>7%</b> | <b>712,703</b>      | <b>307,247</b>      |                           |
|                                 | 71000 - Equipment                            | -                     | -                  | 23,834           | 0%        | 23,834              | 7,945               |                           |
| <b>TOTAL CAPITAL OUTLAY</b>     |                                              | <b>-</b>              | <b>0</b>           | <b>23,834</b>    | <b>0%</b> | <b>23,834</b>       | <b>7,945</b>        |                           |
| <b>TOTAL EXPENDITURES</b>       |                                              | <b>168,663</b>        | <b>246,508</b>     | <b>3,400,205</b> | <b>7%</b> | <b>3,153,696</b>    | <b>1,379,909</b>    |                           |
| <b>TOTAL</b>                    |                                              | <b>(168,637)</b>      | <b>(241,120)</b>   | <b>-</b>         |           | <b>241,121</b>      | <b>(241,120)</b>    |                           |

**WEATHERIZATION - FUND 2140**  
**SUMMARY**  
**7/1/26 - 8/31/26**

ATTACHMENT 4  
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| REVENUE                         |                                              | AUGUST<br>ACTUAL FY27 | YTD<br>ACTUAL    | BUDGET<br>FY27   | % Spent    | Budget to<br>Actual | Projections<br>FY27 | NOTES |
|---------------------------------|----------------------------------------------|-----------------------|------------------|------------------|------------|---------------------|---------------------|-------|
|                                 | 42200 - Program revenue (including Fees)     | -                     | -                |                  |            | -                   | -                   |       |
|                                 | 42800 - Internal service charges revenue     | -                     | -                |                  |            | -                   | -                   |       |
|                                 | 43100 - Contracts                            | -                     | -                |                  |            | -                   | -                   |       |
| Federal Funds                   | 43200 & 43300 - FedDir & FedInd              | -                     | -                | 1,043,438        | 0%         | 1,043,438           | 347,813             |       |
| State Funds                     | 43400 - State                                | -                     | -                | 1,250,248        | 0%         | 1,250,248           | 416,749             |       |
| Local Funds                     | 43500 - Local                                | -                     | -                | 497,000          | 0%         | 497,000             | 165,667             |       |
| Misc Funds                      | 44100 - Rents                                | -                     | -                |                  |            | -                   | -                   |       |
|                                 | 46100 - Interest Revenue                     | -                     | -                |                  |            | -                   | -                   |       |
|                                 | 46200 - Donations                            | -                     | -                |                  |            | -                   | -                   |       |
|                                 | 46210 - Donations Received: Money            | -                     | 2,382            |                  |            | (2,382)             | 2,382               |       |
|                                 | 46240 - Donations Received: Private Grants   | -                     | -                |                  |            | -                   | -                   |       |
|                                 | 46900 - Misc Revenue                         | -                     | -                |                  |            | -                   | -                   |       |
|                                 | 46910 - Over/short                           | -                     | -                |                  |            | -                   | -                   |       |
| <b>TOTAL REVENUE</b>            |                                              | -                     | <b>2,382</b>     | <b>2,790,686</b> | <b>0%</b>  | <b>2,788,304</b>    | <b>932,611</b>      |       |
| <b>EXPENDITURES</b>             |                                              |                       |                  |                  |            |                     |                     |       |
|                                 | 51200 - Wages                                | 55,821                | 112,576          | 727,575          | 15%        | 614,999             | 355,101             |       |
|                                 | 51100 - Medical Opt-out Benefits             | -                     | -                |                  |            | -                   | -                   |       |
| <b>TOTAL WAGES</b>              |                                              | <b>55,821</b>         | <b>112,576</b>   | <b>727,575</b>   | <b>15%</b> | <b>614,999</b>      | <b>355,101</b>      |       |
|                                 | 52000 - Benefits                             | 39,443                | 79,174           | 451,096          | 18%        | 371,922             | 229,539             |       |
| <b>TOTAL BENEFITS</b>           |                                              | <b>39,443</b>         | <b>79,174</b>    | <b>451,096</b>   | <b>18%</b> | <b>371,922</b>      | <b>229,539</b>      |       |
| <b>TOTAL PERSONAL SERVICES</b>  |                                              | <b>95,264</b>         | <b>191,750</b>   | <b>1,178,671</b> | <b>16%</b> | <b>986,921</b>      | <b>584,640</b>      |       |
|                                 | 61100 - Supplies                             | 1,085                 | 4,242            | 50,000           | 8%         | 45,759              | 20,908              |       |
|                                 | 61200 - Supplies: Volunteer Recognition      | -                     | -                |                  | 0%         | -                   | -                   |       |
|                                 | 61300 - Equipment (non-capitalized)          | -                     | 1,815            |                  | 0%         | (1,815)             | 1,815               |       |
|                                 | 61301 - Equipment rental                     | 63                    | 285              |                  | 0%         | (285)               | 285                 |       |
|                                 | 61400 - Furniture                            | -                     | -                |                  | 0%         | -                   | -                   |       |
|                                 | 62000 - Services                             | -                     | -                |                  | 0%         | -                   | -                   |       |
|                                 | 62100 - Professional Services                | 1,356                 | 1,743            | 30,000           | 6%         | 28,257              | 11,743              |       |
|                                 | 62110 - Legal services                       | -                     | -                |                  | 0%         | -                   | -                   |       |
|                                 | 62120 - Marketing services                   | -                     | -                |                  | 0%         | -                   | -                   |       |
|                                 | 62130 - Insurance services                   | -                     | -                | 17,250           | 0%         | 17,250              | 5,750               |       |
|                                 | 62140 - Admin/Service Fees                   | -                     | -                |                  | 0%         | -                   | -                   |       |
|                                 | 62210 - Printing/copying                     | -                     | -                | 1,500            | 0%         | 1,500               | 500                 |       |
|                                 | 62220 - Postage                              | -                     | 476              | 2,000            | 24%        | 1,524               | 1,143               |       |
|                                 | 62300 - Software                             | -                     | -                | 20,000           | 0%         | 20,000              | 6,667               |       |
|                                 | 62400 - Phone/internet                       | 722                   | 1,096            | 9,250            | 12%        | 8,154               | 4,179               |       |
|                                 | 62500 - Memberships/Dues                     | -                     | -                | 5,500            | 0%         | 5,500               | 1,833               |       |
|                                 | 62600 - Travel and training                  | 928                   | 928              | 30,000           | 3%         | 29,072              | 10,928              |       |
|                                 | 62610 - Trainors                             | -                     | -                |                  | 0%         | -                   | -                   |       |
|                                 | 62621 - Employee mileage                     | -                     | -                | 1,500            | 0%         | 1,500               | 500                 |       |
|                                 | 62622 - Company automobile                   | 577                   | 1,011            | 9,000            | 11%        | 7,989               | 4,011               |       |
|                                 | 62623 - Other employee travel                | 199                   | 199              |                  | 0%         | (199)               | 199                 |       |
|                                 | 62640 - Employee travel meals                | -                     | -                |                  | 0%         | -                   | -                   |       |
|                                 | 62700 - Facility and Utilities               | 36                    | 36               | 1,500            | 2%         | 1,464               | 536                 |       |
|                                 | 62710 - Rent expense                         | 4,900                 | 4,900            | 58,800           | 8%         | 53,900              | 24,500              |       |
|                                 | 62720 - Facility maintenance svcs            | 632                   | 840              | 5,000            | 17%        | 4,160               | 2,506               |       |
|                                 | 62721 - Janitorial Service                   | 400                   | 800              | 6,000            | 13%        | 5,200               | 2,800               |       |
|                                 | 62731 - Electricity                          | 703                   | 703              | 3,250            | 22%        | 2,547               | 1,786               |       |
|                                 | 62732 - Water/sewer                          | 254                   | 430              | 1,500            | 29%        | 1,070               | 930                 |       |
|                                 | 62733 - Natural gas                          | 170                   | 257              | 2,750            | 9%         | 2,493               | 1,174               |       |
|                                 | 62741 - Facilities Permits                   | -                     | -                | 50               | 0%         | 50                  | 17                  |       |
|                                 | 62800 - Internal service charges expenditure | -                     | -                | 360,001          | 0%         | 360,001             | 120,000             |       |
|                                 | 62900 Miscellaneous                          | -                     | -                | 500              | 0%         | 500                 | 167                 |       |
|                                 | 64100 - Client Assist: Charitable            | 53,732                | 99,483           | 966,815          | 10%        | 867,332             | 421,754             |       |
|                                 | 64300 - Client Assist: Support Services      | -                     | -                |                  | 0%         | -                   | -                   |       |
|                                 | 77000 - Software (multi-year)                | -                     | -                | 10,000           | 0%         | 10,000              | 3,333               |       |
|                                 | Interest Expense                             | -                     | -                |                  | 0%         | -                   | -                   |       |
| <b>TOTAL MATERIALS/SERVICES</b> |                                              | <b>65,757</b>         | <b>119,243</b>   | <b>1,592,166</b> | <b>7%</b>  | <b>1,472,923</b>    | <b>649,965</b>      |       |
|                                 | 71000 - Equipment                            | -                     | -                | -                | 0%         | -                   | -                   |       |
| <b>TOTAL CAPITAL OUTLAY</b>     |                                              | -                     | -                | -                | 0%         | -                   | -                   |       |
| <b>TOTAL EXPENDITURES</b>       |                                              | <b>161,021</b>        | <b>310,993</b>   | <b>2,770,837</b> | <b>11%</b> | <b>2,459,844</b>    | <b>1,234,606</b>    |       |
| <b>TOTAL</b>                    |                                              | <b>(161,021)</b>      | <b>(308,611)</b> | <b>19,849</b>    |            | <b>328,460</b>      | <b>(301,995)</b>    |       |

**WORKFORCE & EDUCATION - FUND 2130**  
**SUMMARY**  
**7/1/26 - 8/31/26**

ATTACHMENT 4  
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| REVENUE                                       | AUGUST<br>ACTUAL FY27 | YTD ACTUAL<br>FY27 | BUDGET FY27         | % Spent    | Budget to<br>Actual | Projections<br>FY27 | NOTES |
|-----------------------------------------------|-----------------------|--------------------|---------------------|------------|---------------------|---------------------|-------|
| 42200 - Program revenue (including Fees)      | -                     | -                  |                     |            | -                   | -                   |       |
| 42800 - Internal service charges revenue      | -                     | -                  |                     |            | -                   | -                   |       |
| 43100 - Contracts                             | -                     | -                  |                     |            | -                   | -                   |       |
| Federal Funds 43200 & 43300 - FedDir & FedInd | -                     | 206,451            | 6,048,658           | 3%         | 5,842,207           | 2,222,671           |       |
| State Funds 43400 - State                     | -                     | 240,311            | 3,280,855           | 7%         | 3,040,544           | 1,333,930           |       |
| Local Funds 43500 - Local                     | -                     | -                  | 57,059              | 0%         | 57,059              | 19,020              |       |
| Misc Funds 44100 - Rents                      | -                     | -                  |                     |            | -                   | -                   |       |
| 46100 - Interest Revenue                      | -                     | -                  |                     |            | -                   | -                   |       |
| 46200 - Donations                             | -                     | -                  | 11,765              |            | 11,765              | 3,922               |       |
| 46210 - Donations Received: Money             | -                     | -                  |                     |            | -                   | -                   |       |
| 46240 - Donations Received: Private Grants    | -                     | -                  |                     |            | -                   | -                   |       |
| 46900 - Misc Revenue                          | -                     | -                  |                     |            | -                   | -                   |       |
| 46910 - Over/short                            | -                     | -                  |                     |            | -                   | -                   |       |
| <b>TOTAL REVENUE</b>                          | <b>0</b>              | <b>446,763</b>     | <b>9,398,337</b>    | <b>5%</b>  | <b>8,951,574</b>    | <b>3,579,542</b>    |       |
| <b>EXPENDITURES</b>                           |                       |                    |                     |            |                     |                     |       |
| 51200 - Wages                                 | 328,970               | 701,279            | 5,685,864           | 12%        | 4,984,585           | 2,596,567           |       |
| 51100 - Medical Opt-out Benefits              | 4,751                 | 9,501              |                     |            | (9,501)             | 9,501               |       |
| <b>TOTAL WAGES</b>                            | <b>333,720</b>        | <b>710,780</b>     | <b>5,685,864</b>    | <b>12%</b> | <b>4,975,084</b>    | <b>2,606,068</b>    |       |
| 52000 - Benefits                              | 150,544               | 322,962            | 3,111,849           | 10%        | 2,788,887           | 1,360,245           |       |
| <b>TOTAL BENEFITS</b>                         | <b>150,544</b>        | <b>322,962</b>     | <b>3,111,849</b>    | <b>10%</b> | <b>2,788,887</b>    | <b>1,360,245</b>    |       |
| <b>TOTAL PERSONAL SERVICES</b>                | <b>484,265</b>        | <b>1,033,742</b>   | <b>8,797,713</b>    | <b>12%</b> | <b>7,763,971</b>    | <b>3,966,313</b>    |       |
| 61100 - Supplies                              | 7,322                 | 10,509             | 305,424             | 3%         | 294,915             | 112,317             |       |
| 61200 - Supplies: Volunteer Recognition       | -                     | -                  |                     | 0%         | -                   | -                   |       |
| 61300 - Equipment (non-capitalized)           | -                     | 3,445              | 59,000              | 6%         | 55,555              | 23,112              |       |
| 61301 - Equipment rental                      | 469                   | 827                | 9,500               | 9%         | 8,673               | 3,994               |       |
| 61400 - Furniture                             | -                     | -                  |                     | 0%         | -                   | -                   |       |
| 62000 - Services                              | -                     | -                  |                     | 0%         | -                   | -                   |       |
| 62100 - Professional Services                 | 1,051                 | 3,443              | 76,224              | 5%         | 72,781              | 28,851              |       |
| 62110 - Legal services                        | -                     | -                  |                     | 0%         | -                   | -                   |       |
| 62120 - Marketing services                    | -                     | -                  | 4,650               | 0%         | 4,650               | 1,550               |       |
| 62130 - Insurance services                    | -                     | -                  | 61,630              | 0%         | 61,630              | 20,543              |       |
| 62140 - Admin/Service Fees                    | -                     | 95                 |                     | 0%         | (95)                | 95                  |       |
| 62210 - Printing/copying                      | 156                   | 219                | 17,100              | 1%         | 16,881              | 5,919               |       |
| 62220 - Postage                               | -                     | -                  | 6,600               | 0%         | 6,600               | 2,200               |       |
| 62300 - Software                              | -                     | 20                 | 109,768             | 0%         | 109,748             | 36,609              |       |
| 62400 - Phone/internet                        | 3,491                 | 4,794              | 86,549              | 6%         | 81,755              | 33,643              |       |
| 62500 - Memberships/Dues                      | -                     | -                  | 7,050               | 0%         | 7,050               | 2,350               |       |
| 62600 - Travel and training                   | 1,884                 | 3,683              | 104,339             | 4%         | 100,656             | 38,463              |       |
| 62610 - Trainors                              | -                     | -                  | 7,517               | 0%         | 7,517               | 2,506               |       |
| 62621 - Employee mileage                      | 3,612                 | 6,331              | 118,193             | 5%         | 111,862             | 45,728              |       |
| 62622 - Company automobile                    | 4,233                 | 9,569              | 107,534             | 9%         | 97,965              | 45,414              |       |
| 62623 - Other employee travel                 | 870                   | 1,740              | 31,700              | 5%         | 29,960              | 12,307              |       |
| 62640 - Employee travel meals                 | -                     | -                  | -                   | 0%         | -                   | -                   |       |
| 62700 - Facility and Utilities                | 1,555                 | 3,054              | 28,150              | 11%        | 25,096              | 12,437              |       |
| 62710 - Rent expense                          | 16,068                | 32,056             | 238,684             | 13%        | 206,628             | 111,617             |       |
| 62720 - Facility maintenance svcs             | 453                   | 913                | 26,150              | 3%         | 25,237              | 9,629               |       |
| 62721 - Janitorial Service                    | 95                    | 190                | 19,830              | 1%         | 19,640              | 6,800               |       |
| 62731 - Electricity                           | -                     | -                  |                     | 0%         | -                   | -                   |       |
| 62732 - Water/sewer                           | -                     | -                  |                     | 0%         | -                   | -                   |       |
| 62733 - Natural gas                           | -                     | -                  |                     | 0%         | -                   | -                   |       |
| 62741 - Facilities Permits                    | -                     | -                  |                     | 0%         | -                   | -                   |       |
| 62800 - Internal service charges expenditure  | -                     | -                  | 3,547,619           | 0%         | 3,547,619           | 1,182,540           |       |
| 62900 Miscellaneous                           | -                     | -                  |                     | 0%         | -                   | -                   |       |
| 64100 - Client Assist: Charitable             | -                     | -                  |                     | 0%         | -                   | -                   |       |
| 64300 - Client Assist: Support Services       | 93,515                | 199,631            | 10,189,258          | 2%         | 9,989,627           | 3,596,051           |       |
| 77000 - Software (multi-year)                 | -                     | -                  | 8,000               | 0%         | 8,000               | 2,667               |       |
| Interest Expense                              | -                     | -                  |                     | 0%         | -                   | -                   |       |
| <b>TOTAL MATERIALS/SERVICES</b>               | <b>134,775</b>        | <b>280,519</b>     | <b>15,170,468</b>   | <b>2%</b>  | <b>14,889,950</b>   | <b>5,337,342</b>    |       |
| 71000 - Equipment                             | -                     | -                  | 30,000              | 0%         | 30,000              | 10,000              |       |
| <b>TOTAL CAPITAL OUTLAY</b>                   | <b>-</b>              | <b>0</b>           | <b>30,000</b>       | <b>0%</b>  | <b>30,000</b>       | <b>10,000</b>       |       |
| <b>TOTAL EXPENDITURES</b>                     | <b>619,039</b>        | <b>1,314,261</b>   | <b>23,998,181</b>   | <b>5%</b>  | <b>22,683,921</b>   | <b>9,313,655</b>    |       |
| <b>TOTAL</b>                                  | <b>(619,039)</b>      | <b>(867,498)</b>   | <b>(14,599,844)</b> |            | <b>(13,732,347)</b> | <b>(5,734,113)</b>  |       |

**FOOD SHARE - FUND 2120  
SUMMARY  
7/1/26 - 8/31/26**

ATTACHMENT 4  
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| REVENUE                         |                                              | AUGUST<br>ACTUAL FY27 | YTD ACTUAL<br>FY27 | BUDGET FY27      | % Spent    | Budget to<br>Actual | Projections<br>FY27 | NOTES                                  |
|---------------------------------|----------------------------------------------|-----------------------|--------------------|------------------|------------|---------------------|---------------------|----------------------------------------|
|                                 | 42200 - Program revenue (including Fees)     | 12,214                | 24,102             |                  |            | (24,102)            | 24,102              |                                        |
|                                 | 42800 - Internal service charges revenue     | -                     | -                  |                  |            | -                   | -                   |                                        |
|                                 | 43100 - Contracts                            | -                     | -                  |                  |            | -                   | -                   |                                        |
| Federal Funds                   | 43200 & 43300 - FedDir & FedInd              | 10,843                | 12,110             | 117,197          | 10%        | 105,087             | 51,176              |                                        |
| State Funds                     | 43400 - State                                | -                     | 7,610              | 195,000          | 4%         | 187,390             | 72,610              | One time Emergency Food funds from OFB |
| Local Funds                     | 43500 - Local                                | -                     | -                  | 184,518          | 0%         | 184,518             | 61,506              |                                        |
| Misc Funds                      | 44100 - Rents                                | -                     | -                  |                  |            | -                   | -                   |                                        |
|                                 | 46100 - Interest Revenue                     | -                     | -                  |                  |            | -                   | -                   |                                        |
|                                 | 46200 - Donations                            | -                     | -                  |                  |            | -                   | -                   |                                        |
|                                 | 46210 - Donations Received: Money            | 101,171               | 227,374            | 1,511,253        |            | 1,283,879           | 731,125             |                                        |
|                                 | 46240 - Donations Received: Private Grants   | -                     | -                  |                  |            | -                   | -                   |                                        |
|                                 | 46900 - Misc Revenue                         | -                     | -                  | 5,000,000        | 0%         | 5,000,000           | 1,666,667           | Includes Non-USDA Food                 |
|                                 | 46910 - Over/short                           | -                     | -                  |                  |            | -                   | -                   |                                        |
| <b>TOTAL REVENUE</b>            |                                              | <b>124,228</b>        | <b>271,196</b>     | <b>7,007,969</b> | <b>4%</b>  | <b>6,736,772</b>    | <b>2,607,186</b>    |                                        |
| <b>EXPENDITURES</b>             |                                              |                       |                    |                  |            |                     |                     |                                        |
|                                 | 51000 - Wages                                | 37,827                | 75,602             | 543,375          | 14%        | 467,773             | 256,727             |                                        |
|                                 | 51100 - Medical Opt-out Benefits             | 1,000                 | 2,000              |                  |            | (2,000)             | 2,000               |                                        |
| <b>TOTAL WAGES</b>              |                                              | <b>38,827</b>         | <b>77,602</b>      | <b>543,375</b>   | <b>14%</b> | <b>465,773</b>      | <b>258,727</b>      |                                        |
|                                 | 52000 - Benefits                             | 21,761                | 43,505             | 299,698          | 15%        | 256,193             | 143,405             |                                        |
| <b>TOTAL BENEFITS</b>           |                                              | <b>21,761</b>         | <b>43,505</b>      | <b>299,698</b>   | <b>15%</b> | <b>256,193</b>      | <b>143,405</b>      |                                        |
| <b>TOTAL PERSONAL SERVICES</b>  |                                              | <b>60,588</b>         | <b>121,107</b>     | <b>843,073</b>   | <b>14%</b> | <b>721,966</b>      | <b>402,132</b>      |                                        |
|                                 | 61100 - Supplies                             | 35,320                | 133,975            | 5,217,796        | 3%         | 5,083,821           | 1,873,240           |                                        |
|                                 | 61200 - Supplies: Volunteer Recognition      | -                     | -                  | 1,000            | 0%         | 1,000               | 333                 |                                        |
|                                 | 61300 - Equipment (non-capitalized)          | 205                   | 4,340              | 3,500            | 124%       | (840)               | 5,507               |                                        |
|                                 | 61301 - Equipment rental                     | 27                    | 27                 | 4,500            | 1%         | 4,473               | 1,527               |                                        |
|                                 | 61400 - Furniture                            | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | 62000 - Services                             | -                     | -                  | 5,500            | 0%         | 5,500               | 1,833               |                                        |
|                                 | 62100 - Professional Services                | -                     | -                  | 2,500            | 0%         | 2,500               | 833                 |                                        |
|                                 | 62110 - Legal services                       | -                     | -                  | 1,500            | 0%         | 1,500               | 500                 |                                        |
|                                 | 62120 - Marketing services                   | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | 62130 - Insurance services                   | -                     | -                  | 17,480           | 0%         | 17,480              | 5,827               |                                        |
|                                 | 62140 - Admin/Service Fees                   | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | 62210 - Printing/copying                     | 16                    | 16                 | 15,000           | 0%         | 14,984              | 5,016               |                                        |
|                                 | 62220 - Postage                              | 244                   | 244                | 12,000           | 2%         | 11,756              | 4,244               |                                        |
|                                 | 62300 - Software                             | -                     | -                  | 3,600            | 0%         | 3,600               | 1,200               |                                        |
|                                 | 62400 - Phone/internet                       | 166                   | 288                | 2,100            | 14%        | 1,812               | 988                 |                                        |
|                                 | 62500 - Memberships/Dues                     | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | 62600 - Travel and training                  | -                     | 100                | 1,500            | 7%         | 1,400               | 600                 |                                        |
|                                 | 62610 - Trainors                             | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | 62621 - Employee mileage                     | 327                   | 340                | 2,500            | 14%        | 2,160               | 1,174               |                                        |
|                                 | 62622 - Company automobile                   | 3,475                 | 5,736              | 24,000           | 24%        | 18,264              | 13,736              |                                        |
|                                 | 62623 - Other employee travel                | -                     | -                  | 500              | 0%         | 500                 | 167                 |                                        |
|                                 | 62640 - Employee travel meals                | -                     | -                  | 500              | 0%         | 500                 | 167                 |                                        |
|                                 | 62650 - Employee Lodging                     | -                     | -                  | 1,500            | 0%         | 1,500               | 500                 |                                        |
|                                 | 62700 - Facility and Utilities               | 159                   | 234                | 25,000           | 1%         | 24,766              | 8,567               |                                        |
|                                 | 62710 - Rent expense                         | 837                   | 1,675              | 9,707            | 17%        | 8,032               | 4,910               |                                        |
|                                 | 62720 - Facility maintenance svcs            | 318                   | 733                | 17,500           | 4%         | 16,767              | 6,566               |                                        |
|                                 | 62721 - Janitorial Service                   | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | 62731 - Electricity                          | 61                    | 2,401              |                  | 0%         | (2,401)             | 2,401               |                                        |
|                                 | 62732 - Water/sewer                          | 21                    | 21                 |                  | 0%         | (21)                | 21                  |                                        |
|                                 | 62733 - Natural gas                          | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | 62741 - Facilities Permits                   | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | 62800 - Internal service charges expenditure | -                     | 23,175             | 254,000          | 9%         | 230,825             | 107,842             | Recorded as Admin Revenue              |
|                                 | 62900 Miscellaneous                          | -                     | -                  | 2,500            | 0%         | 2,500               | 833                 |                                        |
|                                 | 64100 - Client Assist: Charitable            | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | 64300 - Client Assist: Support Services      | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | 72000 - Vehicles                             | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | 77000 - Software (multi-year)                | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
|                                 | Interest Expense                             | -                     | -                  |                  | 0%         | -                   | -                   |                                        |
| <b>TOTAL MATERIALS/SERVICES</b> |                                              | <b>41,176</b>         | <b>173,306</b>     | <b>5,625,683</b> | <b>3%</b>  | <b>5,452,377</b>    | <b>2,048,534</b>    |                                        |
|                                 | 71000 - Equipment                            | -                     | -                  | 500,000          | 0%         | 500,000             | 166,667             |                                        |
| <b>TOTAL CAPITAL OUTLAY</b>     |                                              | <b>-</b>              | <b>-</b>           | <b>500,000</b>   | <b>0%</b>  | <b>500,000</b>      | <b>166,667</b>      |                                        |
| <b>TOTAL EXPENDITURES</b>       |                                              | <b>101,764</b>        | <b>294,414</b>     | <b>6,968,756</b> | <b>4%</b>  | <b>6,674,342</b>    | <b>2,617,333</b>    |                                        |
| <b>TOTAL</b>                    |                                              | <b>22,464</b>         | <b>(23,217)</b>    | <b>39,213</b>    |            | <b>62,429</b>       | <b>(10,147)</b>     |                                        |

**ADMINISTRATION - FUND 1100**  
**SUMMARY**  
**7/1/26 - 8/31/26**

ATTACHMENT 4  
Page 9 of 9

| REVENUE                         |                                              | AUGUST<br>ACTUAL FY27 | YTD ACTUAL<br>FY27 | BUDGET FY27      | % Spent    | Budget to<br>Actual | Projections<br>FY27 | NOTES                     |
|---------------------------------|----------------------------------------------|-----------------------|--------------------|------------------|------------|---------------------|---------------------|---------------------------|
|                                 | 42200 - Program revenue (including Fees)     | -                     | -                  | -                |            | -                   | -                   |                           |
|                                 | 42800 - Internal service charges revenue     | 18,413                | 68,394             | 6,210,178        |            | 6,141,784           | 2,138,453           |                           |
|                                 | 43100 - Contracts                            | 15,526                | 31,053             | 234,000          |            | 202,947             | 109,053             |                           |
| Federal Funds                   | 43200 & 43300 - FedDir & FedInd              | 42,047                | 79,619             | 254,740          | 31%        | 175,121             | 164,532             |                           |
| State Funds                     | 43400 - State                                | 60,666                | 120,395            |                  | 0%         | (120,395)           | 120,395             |                           |
| Local Funds                     | 43500 - Local                                | 6,000                 | 6,000              |                  |            | (6,000)             | 6,000               |                           |
| Misc Funds                      | 44100 - Rents                                | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 46100 - Interest Revenue                     | 1,127                 | 2,249              |                  |            | (2,249)             | 2,249               |                           |
|                                 | 46200 - Donations                            | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 46210 - Donations Received: Money            | 1,236                 | 2,343              |                  |            | (2,343)             | 2,343               |                           |
|                                 | 46240 - Donations Received: Private Grants   | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 46900 - Misc Revenue                         | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 46910 - Over/short                           | (413)                 | (825)              |                  |            | 825                 | (825)               |                           |
| <b>TOTAL REVENUE</b>            |                                              | <b>144,603</b>        | <b>309,228</b>     | <b>6,698,918</b> | <b>5%</b>  | <b>6,389,690</b>    | <b>2,542,201</b>    |                           |
| <b>EXPENDITURES</b>             |                                              |                       |                    |                  |            |                     |                     |                           |
|                                 | 51200 - Wages                                | 118,053               | 214,734            | 1,816,712        | 12%        | 1,601,978           | 820,304             |                           |
|                                 | 51100 - Medical Opt-out Benefits             | 1,500                 | 3,000              |                  |            | (3,000)             | 3,000               |                           |
| <b>TOTAL WAGES</b>              |                                              | <b>119,553</b>        | <b>217,734</b>     | <b>1,816,712</b> | <b>12%</b> | <b>1,598,978</b>    | <b>823,304</b>      |                           |
|                                 | 52000 - Benefits                             | 66,066                | 111,374            | 949,588          | 12%        | 838,214             | 427,903             |                           |
| <b>TOTAL BENEFITS</b>           |                                              | <b>66,066</b>         | <b>111,374</b>     | <b>949,588</b>   | <b>12%</b> | <b>838,214</b>      | <b>427,903</b>      |                           |
| <b>TOTAL PERSONAL SERVICES</b>  |                                              | <b>185,619</b>        | <b>329,108</b>     | <b>2,766,300</b> | <b>12%</b> | <b>2,437,192</b>    | <b>1,251,208</b>    |                           |
|                                 | 61100 - Supplies                             | 2,473                 | 3,874              | 24,000           | 16%        | 20,126              | 11,874              |                           |
|                                 | 61200 - Supplies: Volunteer Recognition      | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 61300 - Equipment (non-capitalized)          | 445                   | 7,436              | 2,500            | 297%       | (4,936)             | 8,270               |                           |
|                                 | 61301 - Equipment rental                     | 675                   | 897                |                  |            | (897)               | 897                 |                           |
|                                 | 61400 - Furniture                            | -                     | -                  | 2,000            | 0%         | 2,000               | 667                 |                           |
|                                 | 62000 - Services                             | -                     | -                  | 4,000            | 0%         | 4,000               | 1,333               |                           |
|                                 | 62100 - Professional Services                | 205,410               | 372,625            | 2,606,303        | 14%        | 2,233,678           | 1,241,393           |                           |
|                                 | 62110 - Legal services                       | 660                   | 660                | 20,000           | 3%         | 19,340              | 7,326               |                           |
|                                 | 62120 - Marketing services                   | 8,362                 | 8,855              | 3,000            | 295%       | (5,855)             | 9,855               |                           |
|                                 | 62130 - Insurance services                   | (2,449)               | 179,793            | 35,000           | 514%       | (144,793)           | 191,459             |                           |
|                                 | 62140 - Admin/Service Fees                   | 4,711                 | 7,389              |                  |            | (7,389)             | 7,389               |                           |
|                                 | 62210 - Printing/copying                     | 541                   | 541                | 24,878           | 2%         | 24,337              | 8,833               |                           |
|                                 | 62220 - Postage                              | 876                   | 921                | 14,000           | 7%         | 13,079              | 5,588               |                           |
|                                 | 62300 - Software                             | 9,750                 | 23,134             | 7,110            | 325%       | (16,024)            | 25,504              |                           |
|                                 | 62400 - Phone/internet                       | 7,270                 | 11,902             | 720              | 1653%      | (11,182)            | 12,142              |                           |
|                                 | 62500 - Memberships/Dues                     | 665                   | 715                | 11,500           | 6%         | 10,785              | 4,548               |                           |
|                                 | 62600 - Travel and training                  | 11,168                | 11,168             | 19,000           | 59%        | 7,832               | 17,501              |                           |
|                                 | 62610 - Trainors                             | 1,137                 | 1,137              | 7,804            | 15%        | 6,667               | 3,738               |                           |
|                                 | 62621 - Employee mileage                     | 159                   | 159                | 6,600            | 2%         | 6,441               | 2,359               |                           |
|                                 | 62622 - Company automobile                   | -                     | 44,510             |                  | 0%         | (44,510)            | 44,510              |                           |
|                                 | 62623 - Other employee travel                | -                     | -                  |                  |            | -                   | -                   |                           |
|                                 | 62640 - Employee travel meals                | -                     | 29                 |                  |            | (29)                | 29                  |                           |
|                                 | 62700 - Facility and Utilities               | 5                     | 5                  |                  |            | (5)                 | 5                   |                           |
|                                 | 62710 - Rent expense                         | 7,760                 | 15,521             | 100,000          | 16%        | 84,479              | 48,854              |                           |
|                                 | 62720 - Facility maintenance svcs            | 230                   | 261                | 4,200            |            | 3,939               | 1,661               |                           |
|                                 | 62721 - Janitorial Service                   | 482                   | 1,447              |                  |            | (1,447)             | 1,447               |                           |
|                                 | 62731 - Electricity                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62732 - Water/sewer                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62733 - Natural gas                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62741 - Facilities Permits                   | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 62800 - Internal service charges expenditure | 18,413                | 45,219             |                  | 0%         | (45,219)            | 45,219              | Recorded as Admin Revenue |
|                                 | 62900 Miscellaneous                          | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 64100 - Client Assist: Charitable            | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 64300 - Client Assist: Support Services      | -                     | -                  |                  | 0%         | -                   | -                   |                           |
|                                 | 77000 - Software (multi-year)                | 2,964                 | 2,964              | 90,000           | 3%         | 87,036              | 32,964              |                           |
|                                 | Interest Expense                             | -                     | -                  |                  | 0%         | -                   | -                   |                           |
| <b>TOTAL MATERIALS/SERVICES</b> |                                              | <b>281,705</b>        | <b>741,162</b>     | <b>2,982,615</b> | <b>25%</b> | <b>2,241,453</b>    | <b>1,735,367</b>    |                           |
|                                 | 71000 - Equipment                            | -                     | -                  | -                | 0%         | -                   | -                   |                           |
| <b>TOTAL CAPITAL OUTLAY</b>     |                                              | <b>-</b>              | <b>-</b>           | <b>-</b>         | <b>0%</b>  | <b>-</b>            | <b>-</b>            |                           |
| <b>TOTAL EXPENDITURES</b>       |                                              | <b>467,324</b>        | <b>1,070,270</b>   | <b>5,748,915</b> | <b>19%</b> | <b>4,678,645</b>    | <b>2,986,575</b>    |                           |
| <b>TOTAL</b>                    |                                              | <b>(322,722)</b>      | <b>(761,042)</b>   | <b>950,003</b>   |            | <b>1,711,045</b>    | <b>(444,374)</b>    |                           |

To: CSC Board of Directors  
From: Commissioner Shepherd  
Date: For the October 22, 2026, Board Meeting  
Re: Goals for this meeting

Dear colleagues,

Our October 22, 2026, meeting has been billed, rightfully so, as a critically important meeting for Community Services Consortium (CSC), the future of this agency, and the impact on the services we provide to our constituents who are struggling the most.

While Executive Director Ryan Vogt has attached his own memo, recapping how we reached this scenario and answering questions posed by commissioners, I wanted to include my own statement as your chair on my goals and expectations for this meeting.

Over the course of the afternoon on October 22<sup>nd</sup>, in our perspective as board members, elected officials, and stewards of both a county and this agency, we need to ask and (as thoroughly as possible) answer the following questions:

1. **Are we as individual elected officials, counties, and a governing board committed to the continued operations of CSC as an agency and the services that the agency provides?**
2. **Are we as county boards willing to contribute a one-time allocation to support the operations of CSC?**
  - If so, at what amount and with what conditions?
  - If not, what is the board's plan for responding to an unexpected financial situation?
3. **Staff are currently looking at cost savings and revenue generation. What do we want our primary path to recovery to look like and what direction shall we give staff to guide their work? Is it going to be one, none, or a mix of the following:**
  - a. Cutting services (while acknowledging that, because of our service and funding model, cutting services may not result in net cost savings).
  - b. Exploring new revenue positive grant opportunities within our current scope of expertise.
  - c. Exploring new revenue positive financial opportunities outside of our current scope of expertise.

- d. Exploring a recurring subsidy from the three member counties and/or other jurisdictions.
  - e. Exploring private fundraising opportunities.
  - f. Exploring federal or state allocations.
  - g. Other.
4. **Where and when on our path to recovery do we address the money owed to Linn-Benton Food Share's fund? If that time is now, how do we repay the fund:**
- a. A recurring dollar amount from the CSC general fund.
  - b. A recurring dollar amount from county members.
  - c. A one-time lump sum moved from a yet unidentified funding source.
  - d. Change the position of the board to accept the practice of borrowing from the Linn Benton Food share fund.
  - e. Other.

I appreciate the work that you do for your constituents, and the time you have invested into working as a team to determine the next steps of this agency. I look forward to having these difficult conversations together.

Sincerely,



Commissioner Gabe Shepherd  
Chair, CSC Board of Directors  
Desk: 541-766-6813  
Cell: 541-609-9136  
Email: [gabe.shepherd@bentoncountyor.gov](mailto:gabe.shepherd@bentoncountyor.gov)  
[www.Bentoncountyor.gov](http://www.Bentoncountyor.gov)

COMMUNITY



**BEST EMPLOYER**

OVER 50 EMPLOYEES

**COMMUNITY SERVICES  
CONSORTIUM**



**BEST NONPROFIT  
CHARITABLE CAUSE**

**COMMUNITY SERVICES  
CONSORTIUM**

## Community Services Consortium Honored with Two 2026 Top of the Valley Awards

October 8, 2026

Community Services Consortium (CSC) is proud to announce that we have been voted **Best Charitable Cause** and **Best Employer (Over 50 Employees)** in the 2026 Top of the Valley Awards.

These recognitions are especially meaningful because they come directly from the communities we serve. We are deeply grateful to everyone who took the time to vote and support our organization.

As the Community Action Agency serving Linn, Benton, and Lincoln Counties, with select services available in Marion, Polk, and Yamhill counties, CSC works alongside local partners to help individuals, families, and older adults overcome challenges, achieve stability, and build brighter futures. Whether someone needs assistance today or support planning for tomorrow, CSC is here to help.

Being recognized as both a leading employer and charitable cause reflects the dedication of our staff, volunteers, board members, and community partners who bring our mission to life every day.

These awards belong to the entire CSC community. We remain committed to providing vital services, strengthening partnerships, and empowering people to positively transform their lives throughout the communities we serve.

Thank you to everyone who voted, supported our work, volunteered, donated, and partnered with us. We are honored by this recognition and look forward to continuing to serve our region with compassion, integrity, and purpose. *Together we are helping people and changing lives.*

**Your support helps CSC provide vital services to individuals and families across the region. As needs continue to grow, every donation helps ensure our neighbors can access the support they need today while building a stronger tomorrow. [Donate today](#) and help us continue transforming lives throughout our communities.**

2023 - 2026

# STRATEGIC VISION MAP

## INTENTIONALITY & INNOVATION

This theme was selected to support and further the incredible growth we experienced the last few years. Thanks to the entire CSC team, we have developed new programs and services, and served more clients than ever in our history. Now, it's time to refocus internally and build our capacity back up to sustain that growth and prepare for the innovation to come!

### "NORTH STARS" THAT GUIDED US TO OUR PRIORITIES BELOW

- ★ Staff wellness, supports, and development
- ★ Refocusing and reviving our mission and developing standards of excellence
- ★ Succession planning and leadership development
- ★ Organizational structure that supports innovation and collaboration
- ★ Deeper integration and leveraging of partnerships and funding opportunities



#### CONTINUOUS IMPROVEMENT

Establishing a culture and standards of excellence to elevate the CSC experience and deliver our mission from the inside out.



#### TRAINING & STANDARDS

Cultivating an environment of professional development and growth to invest in our team members and increase impact.



#### SAFETY & WELLNESS

Refocusing and elevating practices and policies to make CSC safe, inclusive, and equitable today and in the future.



#### PARTNERSHIPS & COMMUNITY

Finding innovative and collaborative ways to holistically serve and uplift our region with a network of community partners.

October 22, 2026

Board of Directors

Re: CSC Fiscal Request and follow up questions

Dear Commissioners:

I'm writing this memo to reinforce the financial request made by CSC to members of the governing board at the August board meeting, and to answer some of the additional questions which have come up.

**Background Items:**

In the last 3-5 years, CSC has experienced several converging events that led to permanently losing several million dollars. The current agency leadership took numerous measures to stem the financial losses, recover outstanding debt, curtail administrative costs, and renegotiate funding terms leading to a cash positive closing for FY 25-26. Leadership also identified the agency had been routinely using dedicated funds for Linn Benton Food Share to make daily operational needs meet over the last few decades. We took decisive action to stop that practice and to begin to refund the spent funds from Linn Benton Food Share. All these actions, however, have left the agency with a low cash balance on any given day, posing a risk of payment problems should there be any disruptions with recovering monies from any of our funders. Therefore, I specifically asked the governing counties (Linn, Benton, and Lincoln) to consider putting some of their general fund money into the agency to assist with ensuring we have enough operating cash on hand to conduct our daily business while we work through the future plans for the agency.

**Actions Taken this Fiscal Year to remain budget neutral/positive:**

- Administrative restrictions and cuts are still in effect (since January 2025)
- Grant Reviews (most recently July-August 2026)
- Policy Changes (ongoing)
- Staffing changes/finance operation changes (ongoing)
- Program and cash monitoring (3x Weekly)
- Renegotiated loan terms with Linn Benton Food Share for the \$1 mil cash loan
- Engaged OHCS and other funders in discussions about adjusting indirect rates
- Sunset several grants which did not pay for themselves (Home TBA grants)
- Negotiated new indirect fees and upfront capitation payments for HRSN work from IHN
- Eliminated budgeted subsidy to Head Start program from agency Administration to hire additional an additional staff person and meet rising costs of existing staff (-\$335,274)
- Eliminated a Director position and hired a supervisor position (may save up to -\$100,000)
- Maintained reduction of IT services from OCWCOG by over 20% of agency responsibility.

- Reduction/Elimination of one or more professional memberships
- Anticipated savings from reduction of travel/training/conferences for administrative staff.
- Exploring closing the Albany Regional Office (ARO) and moving into a building with OCWCOG if it can be done for budget neutral or savings.
- Created a "Fund Development" subcommittee which is dedicated to future fund-raising efforts.

**Additional Administrative Actions which could be considered if necessary to remain budget neutral/positive:**

- Reduction of contract with OCWCOG for People and Culture team – would slow H/R processes and introduce agency risk. May lead to elimination of 1-3 positions.
- Delay of IT implementation of Captain Software – could save \$110,000 this year but would be offset by a \$134,000 cost of current software licensing, future costs of Captain Software would reduce software costs by \$94,000 per year, reduced efficiency regarding planned single point of eligibility for several programs. (The software is a program cost so wouldn't positively impact administrative costs).
- Reduction of staff in finance department – would impact financial recovery and processes.
- Reduction or Elimination of OCWCOG contract for ED support – would leave the agency without an Executive Director
- Reduction or Elimination of OCWCOG contract for Organizational Development support – would slow down cultural development processes for staff, impact partnership activities with OCWCOG, delay development of leadership team, may lead to elimination of a position.

**Additional Questions Posed by Board Members (prior questions which were answered via memo, are attached as Addendum A):**

**Please Clarify the Immediate Ask:**

Specifically, the remaining questions not fully answered in the memo provided to each of the county Boards of Commissioners related to whether this is a one-time ask, an ask for further ongoing subsidization, and whether this request does anything to satisfy the outstanding debt for Linn Benton Food Share.

- The current request for assistance is a one-time request to ensure the agency has the operating cash to conduct business daily.
- We have isolated approximately \$1.3 million dollars into the Linn Benton Food Share account which historically would have been available to use for daily operations. We will no longer touch money intended for Linn Benton Food Share.
- The current request does not contemplate ongoing support. The agency will need some time to change its business model to maintain financial viability in the future; or the counties will need some time to determine their level of ongoing support. All other public Community Action Agencies in the state require ongoing subsidy from their counties to deliver these services. All non-profit Community Action Agencies in this state must rely on fund raising efforts to operate. As a government agency, our ability to fund raise is limited and complicated.
- The current request does not specifically address the outstanding money due to Linn Benton Food Share. However, the agency is required to provide an additional \$500,000 plus interest to Linn Benton Food Share this year.
- The larger outstanding balance due to Linn Benton Food Share has been directed by the Board of Directors, via resolution, to be paid once the total amount is known through the completion of the remaining audits. (Addendum B)

### Calculation process by County:

Several questions were asked about how CSC would propose dividing liability up to the counties. The charter reads:

If liability for misuse of federal and/or state funds which is not covered by Community Services Consortium can be identified to a specific county, that county shall be held responsible for such liability within the limits of the Oregon Constitution. If such liability can be identified to a specific county or counties, they shall be held responsible for their proportionate share of that liability within the limits of the Oregon Constitution. If liability cannot be identified to a specific county or counties, liability shall be shared, within the limits of the Oregon Constitution, on the basis of the low-income population ratios between the counties as defined in the most-recent United States census.

Therefore, the charter does not specifically address any methodology for general liability, only how liability would be assigned in the event it can be specifically attributable to a county and/or only in instances where it is identified there was misuse of federal and/or state funds. The concerns do not fall into those categories. However, I have attached several different distribution models for discussion showing population as a % of region and poverty as a %, with current, 5year and 10year models. (Addendum C)

### Total Agency Liability if Dissolution:

Assuming the board were to decide to dissolve the agency, questions were asked about the total liability to the counties. Based on the numbers in our draft 2024 audit:

| From FY 2024 Draft Audit |           |             |      |           |                  |  |
|--------------------------|-----------|-------------|------|-----------|------------------|--|
| Capital Assets           |           |             |      |           |                  |  |
|                          | Land      | 983,642     | x    |           |                  |  |
|                          | Vehicles  | 999,429     | x    |           |                  |  |
|                          | Buildings | 4,367,143   | LBFS |           |                  |  |
| Cash                     |           |             |      |           |                  |  |
|                          | AR        | 5,542,605   | x    |           |                  |  |
|                          |           | 4,464,278   | x    |           |                  |  |
| AP                       |           |             |      |           |                  |  |
|                          |           | 808,073     | x    |           |                  |  |
| Accrued PR               |           |             |      |           |                  |  |
|                          |           | 475,307     | x    |           |                  |  |
| Vacation                 |           |             |      |           |                  |  |
|                          |           | 325,217     | x    |           |                  |  |
| PERS (current)           |           |             |      |           |                  |  |
|                          |           | 13,494,547  | x    |           |                  |  |
| cash to LBFS             |           |             |      |           |                  |  |
|                          |           | 5,239,614   | x    |           |                  |  |
| Balance to split         |           |             |      |           |                  |  |
|                          |           | (8,352,804) |      | 5,141,743 | Surplus w/o PERS |  |
| 3 counties               |           |             |      |           |                  |  |
|                          |           | (2,784,268) |      | 1,713,914 |                  |  |

According to these numbers if the agency were to dissolve, Linn Benton Food Share could be made whole, and the counties would have additional total liability for approximately \$8,352,804. (Please note this number is a very rough estimate.)

### Service Delivery Data by County:

I was asked to provide information about the services in each county, and the number of people served. That report is provided as (Addendum D). In addition to client impacts, I offer the following information related to the economic impact of potential staff disruption in any of the counties:

| County  | Total Annual Salary | Employee Count |
|---------|---------------------|----------------|
| Benton  | \$2,487,607.00      | 40             |
| Lincoln | \$2,995,325.00      | 56             |
| Linn    | \$3,310,552.00      | 54             |

### Questions about County Service Responsibility if CSC is Dissolved:

There were questions posed about the status of Community Action Agencies, and county responsibility for services if they were to pull out of CSC. The services provided by CSC do not need to be provided by a Community Action Agency or the county, per se. However:

- Only an agency designated as a Community Action Agency is eligible to receive Community Services Block Grant (CSBG) funding. This flexible funding is approximately \$350,000 per year for CSC. It is also the catalyst for leveraging other funding streams.
- ORS458.505 requires certain federal funding streams to be distributed to Community Action Agencies including:
  - CSBG (above)
  - Low Income Home Energy Assistance Program (LIHEAP)
  - Department of Energy Weatherization Assistance Program (DOE-WAP)
- Emergency Housing Assistance (EHA – 458.620) and State Homeless Assistance Program (SHAP 458.620) are not required to go through the Community Action Network, but the Housing Stability Council is required to decide distribution.
- Counties are not statutorily required to have a Community Action Agency, but likely would lose some available funding.
- Other non-profits would be eligible to apply for some of our funding or apply to be a Community Action Agency.
- Other Community Action Agencies could apply to deliver services in this region.

### Prior Debt to CSC by Lincoln County:

Commissioner Nyquist raised a question regarding old debt due to CSC from Lincoln County and whether it had been repaid. It was relayed as approximately \$1 million. We are researching this question, which was reportedly over a decade ago. We were able to discover some information pertaining to Lincoln County's assistance in funding the Head Start property in Newport. However, that investigation is not complete as of this writing, nor are we sure if this is the same topic raised. Once we have completed our investigation into the Head Start building, I will provide those results to the board.

Any additional information which supports or refutes whether this is the item of concern would be welcome so we can focus our investigative efforts in the correct direction.

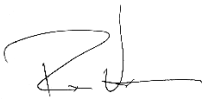
**Additional Questions about Logistics and Legal Actions of Dissolution or Single County Withdrawal:**

Numerous questions were posed about what would happen if one or more counties were to withdraw from CSC, needing legal consultation to answer. We will have an opportunity in Executive Session to discuss these questions with CSC's legal counsel as it relates to interpreting our Charter and Oregon Revised Statute.

**Agency Leadership's Request:**

I remain steadfast in asking the counties to consider putting money directly into the agency to offer us both an operational cushion, and some protection against any unforeseen vulnerabilities in our current budget. The current agency leadership has demonstrated the willingness and ability to take decisive action to correct the prior problems and push the agency towards ongoing fiscal health. We need time for the counties to decide what their ongoing commitment to the current services should be, and/or to adapt the business model to become self-sufficient.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ryan Vogt', with a stylized flourish at the end.

Ryan Vogt  
Executive Director

October 07, 2026

County Commissioners

Re: CSC Fiscal Request

Dear Commissioners:

I'm writing this memo to explain the financial request made by CSC to members of the governing board at the August board meeting, and to answer some of the additional questions which have come up.

**Background Items:**

In the last 3-5 years, CSC has experienced several converging events that have contributed to a period of fiscal instability. During this period, the agency had five separate CFOs and replaced almost the entire finance team. The new agency leadership discovered that during this period of instability, CSC had billed grants for disallowed expenditures, had failed to bill grants in a timely manner, had experienced extreme cost overruns associated with software implementations, and adopted an indirect rate recovery policy which cost the agency approximately \$200k - \$250k per month for the entire FY24-25. All this led to a need to contract out support for financial operations.

Today, agency leadership cannot confidently report the precise financial impact of this instability, pending audits that have been delayed by both internal and external factors. However, we do know that the agency has exhausted our entire flexible general fund dollars and has borrowed money from Linn Benton Food Share (LBFS) to maintain daily operations.

Since I assumed my role as Executive Director in October of 2024, information about the agency's financial issues has been presented to the board of directors in various forms. The agency's financial situation has been the number one item of focus for me, the CSC leadership team, and for the board. The board directed agency leadership to present our recommendations for future financial stability and our current efforts to stabilize the agency.

**How the Conversation Started**

- In October 2024, the Finance Director presented to the board Executive Committee a Statement of Revenues report from 7/1/2024 through 9/30/2024, representing that the agency was in excess of \$645K overspent in the first 3 months of the fiscal year, which she believed would be unrecoverable due to the agency's unrecoverable indirect costs.
- In December of 2024, the Finance Director informed the board that the agency had approximately \$836K of unrecoverable indirect costs and additionally had failed to bill for some grants which had closed, the amount of which was not discussed at the meeting.

- December 2024, we hired an outside payroll company to assist with fixing our ongoing payroll issues.
- In January of 2025, the board adopted a supplemental budget which represented the need to accumulate an additional \$406k funds to cover the agency costs. (no revenue source was identified)
- In January of 2025, we implemented administrative restrictions and cost containment measures (still in place).
- By February of 2025 I notified the board we were on a trajectory for realizing approximately \$3 million of unrecoverable losses in FY24-25 alone and asked the board to consider providing financial assistance.

**Actions Taken to date:**

- Administrative restrictions and cuts (since January 2025)
- Grant Reviews (most recently July-August 2026)
- Policy Changes (ongoing)
- Staffing changes/finance operation changes (ongoing)
- Program and cash monitoring (3x Weekly)
- Establishment of cash balance trigger points for escalated action
- Individual Commissioner Meetings
- Renegotiated loan terms with Linn Benton Food Share for the cash loan
- Negotiated indirect rate increases with several funders
- Sunset several grants which did not pay for themselves
- Negotiated a cash infusion from IHN, whose program was consistently well in arrears for payments
- Negotiated new indirect fees for HRSN work from IHN

**Current Status and Request:**

In FY25-26, we implemented numerous measures (above) to resolve and reverse the ongoing loss of funds. While the final numbers for the end of the year are still being recorded, the measures taken resulted in a positive financial position for the year. This was aided by some one-time grant funds, and the recovery of outstanding receivables. However, due to prior losses, our operating cash on any given day remains extremely thin.

Our type of business generally requires us to “front” money for services delivered and then bill our grant funders for reimbursement. Having an annual budget of around \$61 million dollars means that we spend approximately \$5 million dollars a month before being reimbursed. On any given day, our cash position available for operations vacillates between \$1.7 million and \$4 million. Therefore, the agency would be unable to effectively operate if there were any delays in payment recovery of more than 2 weeks.

I am asking the counties to consider putting \$500k of general fund money each to support the ongoing operation of CSC, and to provide a cushion against any unanticipated bumps. However, it should be noted the agency is currently solvent, and we are running our operations as normal; just on razor-thin operating cash.

**Additional Questions Posed by Board Members:**

**What if one member county elects to leave the partnership:**

Several questions were asked regarding the consequences of one member county leaving the agency including the timing, financial consequences, and overall impact on the people served. The CSC Charter does allow for one county to leave the agency.

- Only one county can leave the agency without creating a dissolution.

- The county would need to provide one year's notice to the other counties and to the board of their desire to leave.
- There would be no immediate impact on the service delivery in that county as CSC maintains grants and contracts from non-county entities. However, it could have impact on the future delivery of services in that county.
- The county who leaves would lose their position on the board of directors.
- The number of residents potentially affected is still being calculated and would depend on which county was to leave.
- CSCs designation as a Community Action Agency (CAA) for that county may be affected. Currently all counties have a designated CAA, and some grants through Oregon Housing and Community Services are only given to CAA's.
- The county who leaves would be responsible for their fair share of CSCs liabilities, including PERS liability. How that would be calculated, how it would be paid to the remaining counties, and when it would be due is still being researched.

#### **Total Closure Effects:**

If two counties elect to withdraw from CSC it has the effect of dissolution. Presumably the one-year notice would still apply as if one county was withdrawing. Alternatively, if all three counties unanimously agree to dissolve the agency the Charter does not address the timeline to do so.

- All staff would be laid off.
- The region would no longer have a designated CAA.
- All services would go away permanently or temporarily, unless and until another CAA, other non-profits, or the counties were to assume responsibility for the services.
- Some grants must go to a designated CAA.
- Head Start and Linn Benton Food Share are separate 501(c)3 agencies who would either be dissolved as well or need a new transition plan.
- The counties would immediately be responsible for CSCs liabilities, including PERS.
- How liabilities would be divided and how they would be paid is still under investigation.
- The partnership with CWCOG would be eliminated.

#### **Subsidization by Other Counties:**

There is precedent for county support for Community Action Agencies (CAAs). Lane, Clackamas and Multnomah Community Action Agencies are the only other CAAs in the state which are public entities, rather than private non-profits. As such the 4 of us have employees who are represented by Unions, have high employee benefit costs, and have increased costs for being part of the Public Employee Retirement System (PERS). Our cost drivers are different when compared to our non-profit counterparts. In all 3 other instances, the counties provide general fund assistance to keep the agency viable:

#### **Lane County Information:**

Lane County has an intergovernmental commission with the Cities of Eugene and Springfield and the County.

- The jurisdictions have a collective pot of unencumbered funds that supports community action and homelessness focused programming.
- For FY26, they provided \$150K from City of Springfield and \$885,000 from City of Eugene. Lane County added \$2.1 million as well.

- The Human Services Division budget was 46M, so the \$3.135M above represents about 7% of the total budget.

Lane County's CAA is housed within the County's Health & Human Services Department, with community action functions administered through the Human Services Division. The Human Services Division provides regional shelter coordination, homelessness services, utility assistance, eviction prevention programs, and STEP services through its contract with the Oregon Department of Human Services. Service delivery is accomplished through a combination of county staff and contracted community-based partners.

Similarly, CSC administers a broad portfolio of community action services, including eviction prevention, rapid rehousing, Health Related Social Needs (HRSN) services, energy assistance, weatherization, STEP and JOBS services through DHS contracts, GED and career preparedness programs, Workforce Innovation and Opportunity Act (WIOA) services, Healthy Families, Head Start in Lincoln County, and operation of the Linn-Benton Food Share, which supports 68 partner food pantries across Linn and Benton counties.

A notable organizational distinction is the service delivery structure. CSC provides the majority of its services through agency-employed staff, with more than 100 FTE dedicated to direct service delivery. In contrast, Lane County Human Services combines direct county services with a network of contracted providers and subrecipients, with an estimated 32 FTE dedicated to direct service delivery. Both organizations support similar community outcomes through community action programming, housing stabilization, and self-sufficiency services, while operating within different organizational structures and service delivery models.

#### **Clackamas County Information:**

- County General Fund infusion \$1.356 million
- Indirect Costs are approximately **30%** (CSC is 13%)
- Has some contract services which may also offset grant shortfalls.

Clackamas County's CAA is housed within the County's Health, Housing & Human Services Department, with community action functions administered through the Social Services Division. Core community action programs include rapid re-housing, homelessness prevention, and utility assistance. Weatherization funding is administered through the Social Services Division and coordinated with the Housing & Community Development Division, which serves as the regional shelter coordinator and Continuum of Care (CoC) lead. In addition to community action programs, the Social Services Division administers several large county service systems, including Aging and Disability Resource Connection and Area Agency on Aging (AAA) services, Senior Centers, Veteran Services, Developmental Disabilities, and transportation programs.

From an organizational perspective, both agencies operate within broader human service ecosystems but are structured differently. Clackamas County's community action functions represent one component of a larger county-operated human services system. Excluding Developmental Disabilities services, the Social Services Division employs approximately 75 direct-service staff who support a wide range of programs beyond traditional community action activities.

#### **Multnomah County:**

- \$4.5 million General Fund Support (\$2 million is one-time funding)
- An additional \$3.6 million for eviction prevention services

Multnomah County Community Action Program is housed within the County's Department of Human Services and operates through the Youth and Family Services Division and Joint Office of Homeless Services. Community action resources support energy assistance, weatherization, rent assistance, housing stability services, shelter operations, and homelessness response programs. The FY27 budget includes significant local investment, including \$2.5 million in ongoing General Fund support, \$2.0 million in one-time funding, an additional \$3.6 million in ongoing eviction prevention funding (including \$2.4 million in General Fund support for emergency rent assistance and case management serving approximately 500 households), and \$1.2 million in one-time funding for SUN Community Schools.

CSC provides many of the same core community action services, including housing stabilization, utility assistance, weatherization, and homelessness prevention, while also administering workforce development and education programs, STEP and JOBS services, WIOA programs, GED and career preparedness services, Healthy Families, Head Start in Lincoln County, and regional food security services through Linn-Benton Food Share.

A notable distinction is the organizational model and funding structure. Multnomah County's Community Action Program operates within a large county human services system and benefits from substantial local General Fund investments that augment federal and state community action resources. CSC operates as an independent CAA and delivers a broader portfolio of direct services through agency-employed staff, relying primarily on braided federal, state, local, and philanthropic funding sources to support service delivery across multiple program areas.

#### **Additional Budget Analysis:**

Questions were posed regarding pre- and post-COVID budgets and staffing levels, and whether CSC is trying to keep COVID era programs which are no longer funded.

- FY20 budget was \$25,945,657 with 118.01 FTE
- FY21 budget was \$29,242,972 with 125.74 FTE
- FY27 budget is \$60,914,078 with 184.57 FTE

It should be noted though that this isn't a simple analysis as the programs, grants, and services have changed substantially during this time. Most notably, we did not administer the HRSN program until FY25, we have had workforce grants expand and contract, the state has increased Oregon Energy Assistance (OEA) dollars, and there have been radical changes to investments in housing over the last 6 years. We are not, however, trying to keep any COVID era services alive which were created with COVID funding, for which there isn't new funding available.

#### **Restoration of Linn Benton Food Share Cash:**

The decades-long practice of borrowing money from Linn Benton Food Share (LBFS) for operating expenses has been discussed numerous times. The current leadership team discovered this practice in November of 2024 and has been advocating for restoring and separating all of Linn Benton Food Shares funds going forward. Several questions were posed regarding the restoration of these funds, the amount due, and the timeline for paying back the funds.

- The current request to offer financial support to CSC does not include the money needed to restore the LBFS funds.

- CSC initiated a \$1 million loan from LBFS in July 2024. \$500K has been repaid in the last 3 months, with the remaining balance and interest still due.
- It is estimated that LBFS should have approximately \$6.5 million in its bank account. It currently has just over \$1.2 million.
- The board has acknowledged a desire to restore the funds. A plan and timeline for additional payments to LBFS will happen as soon we have a final audited number.

As the agency encountered losses and cost overruns listed above, they still needed to pay their bills. The agency used the cash available to do so. This means that the agency no longer has the **actual cash in the bank on any given day** to both perform daily operations **and** demonstrate Linn Benton Food Share having the full cash owed in its possession. However, that the **net financial position** of the agency is enough to cover the debt. But the agency would have to liquidate to come up with enough actual cash to fulfill the outstanding presumed cash balance for LBFS. How much money will it take to make LBFS whole is both a question of "how much money does the agency need on any given day to successfully operate?", and "how quickly does the board wish to restore the full cash situation for LBFS?" For instance, CSC has about \$3mil in the bank today, which is a very narrow operating cash position. If all that money were to go to LBFS, the "debt" would be reduced to about \$3mil but the agency could no longer run as there would be no operating cash. Our grants almost exclusively require us to pay the money up front and get reimbursed later.

#### **Agency Leadership's Request:**

I am asking the counties to consider putting money directly into the agency to offer us both an operational cushion, and some protection against any vulnerabilities in our current budget.

Our current budget for FY27 is projected to finish in a neutral position if the agency fully utilizes all its available grant funding and adds additional grants to our portfolio. Failure to do either of those things could drive the balance below neutral. The leadership team is prepared to make the necessary changes, additions or cuts to our current budget to remain balanced. However, having some cushion will allow the agency to make better decisions instead of just quick decisions.

I firmly believe the best route for Community Services Consortium to continue to thrive would include the governing counties (Linn, Benton and Lincoln) committing to provide some general fund dollars to assist in ensuring a healthy operational cash balance and a small budget cushion against any minor funding shortfalls so the agency can continue to put energy into its financial recovery rather than make hasty decisions due to daily cash fluctuations.

CSC does not have the authority to compel the counties to participate in this way. The decision to support CSC financially, and at what level, remains with each of the governing counties. However, the greater the investment, the stronger the agency will be positioned to continue to provide life-changing services throughout the region we have become experts in. The agency continues to face extreme financial uncertainty and risks from activities which took place several years ago.

Agency leadership believes that a one-time contribution of \$500k each from Linn, Benton, and Lincoln counties, totaling \$1.5 million, would provide an adequate buffer to continue regular CSC operations, lessen the ongoing financial risk, and increase the agency's resilience against future challenges.

#### **Summary:**

- 1) The agency went through several years of major problems which brought the agency to the very edge of solvency.
- 2) Last fiscal year (FY26), the leadership team took swift and deliberate actions to stop the fiscal losses and bring the 1-year budget to a positive position.
- 3) The agency has an extremely tight operating cash position, and a very tight budget for this fiscal year.
- 4) Any assistance the counties can provide this year will provide some operating margin to our cash position and provide some buffer against any unforeseen budget problems or audit findings.
- 5) The counties are unbound by any contract or statute to contribute financially but may choose to contribute at any level.
- 6) Without investment, the agency will likely have to make some very difficult decisions to ensure financial viability for the year.
- 7) It is my recommendation that each of the governing counties commit to providing a one-time contribution of \$500k in general funds this fiscal year (\$1.5 mil total) to increase our operating cash flow and lessen the ongoing financial risk.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ryan Vogt', with a stylized flourish at the end.

Ryan Vogt  
Executive Director

ADDENDUM B

**BEFORE THE GOVERNING BOARD OF  
COMMUNITY SERVICES CONSORTIUM**

In the Matter of

Linn Benton Food Share Financial  
Accounting Records

)  
)  
)  
)

**RESOLUTION NO. 2026-01**

**WHEREAS**, Linn Benton Food Share (LBFS) is a 501(c)(3) charitable organization currently existing under the parent agency Community Services Consortium, governed by the same Board of Directors; and

**WHEREAS**, the agency has historically comingled funds from all programs in various accounts while maintaining an accounting of those funds in the general ledger; the practice of which is a Generally Accepted Accounting Practice as noted in our agency audits; and

**WHEREAS**, this Board of Directors interprets the "Articles of Organization of Separate Fund Linn Benton Food Share" document (attached), passed by this Board via quorum September 23, 2013 and signed by the Board Chair November 4, 2013 to direct Community Services Consortium to establish a separate fund for the sole benefit of Linn Benton Food Share; and

**WHEREAS**, the agency established the LBFS fund; and

**WHEREAS**, this Board of Directors wishes to direct Community Services Consortium to review relevant audit results to determine the appropriate cash balance for LBFS in its own bank account; and

**WHEREAS**, Community Services Consortium will determine the LBFS fund's status upon completion of the agency audits for Fiscal Years 2024 and 2025;

**NOW, THEREFORE**, be it resolved that Community Services Consortium's Governing Board directs Community Services Consortium to continue to place all revenue attributable to Linn Benton Food Share into the separate LBFS bank account.

**BE IT ALSO RESOLVED** that the Governing Board will review the outcome of the audits for any discrepancy identified relating to amounts required to be in the LBFS fund. In the event of any discrepancy, the Board shall work towards a resolution of any discrepancy.

**GOVERNING BOARD OF DIRECTORS OF COMMUNITY SERVICES CONSORTIUM:** Gabe Shepherd, Walter Chuck, Sherrie Sprenger, Pat Malone, Casey Miller, Roger Nyquist, Will Tucker, and Nancy Wyse.

Adopted and signed this 26th day of June, 2026.

**FOR THE BOARD OF DIRECTORS OF COMMUNITY SERVICES CONSORTIUM**

  
By: **Gabe Shepherd**  
**Governing Board Chair**



*Helping People. Changing Lives.*

## **ARTICLES OF ORGANIZATION OF SEPARATE FUND**

### **LINN BENTON FOOD SHARE**

(Conformed Copy)

#### **RECITALS**

1. Community Services Consortium, an intergovernmental organization formed pursuant to Oregon Revised Statutes Chapter 190, hereinafter referred to as CSC, currently provides multiple services to low-income clients in Linn, Benton and Lincoln counties, Oregon.
2. In order for CSC's Linn Benton Food Share department/programs to receive private funds designated for 501(c)(3) organizations, and to more effectively solicit and accept donations from interested community members, it is necessary to receive recognition of exemption under Section 501(c)(3) of the Internal Revenue Code.
3. One way to qualify for this exemption is to establish a separate fund within CSC, which was apparently done in previous years, around June 1989, when an application to apply for exempt status was filed with the Internal Revenue Service. CSC is in receipt of an IRS determination letter that awards an Advance Ruling of tax exempt status as a charitable organization eligible under Section 501(c)(3). This initial exemption was re-affirmed in a letter dated July 20, 1996 when the advance ruling period expired.
4. In the intervening 24 years, originating paperwork is no longer available and needs to be updated.

Now, therefore CSC hereby re-affirms the current status of Linn Benton Food Share as a tax exempt entity as a separate fund within CSC to be governed by the following Articles:

- First:           The name of the separate fund will be Linn Benton Food Share.
- Second:        The place in this state where the principal office of the separate fund is to be located is 545 SW 2<sup>nd</sup> Street, Suite A, the city of Corvallis, 97333, Benton County, State of Oregon, or such other future address as may be determined by the Governing Board.
- Third:          The separate fund is organized exclusively for charitable and educational purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code, or corresponding section of any future federal tax code.
- Fourth:         The separate fund shall be governed in the same way that Community Services Consortium is governed as set out in the Charter of Community Services Consortium, a copy of which is attached hereto and by this reference

# ADDENDUM C

| Current Data            | Full Amount               | Linn            | Benton          | Lincoln         | Calculation Confirmation |
|-------------------------|---------------------------|-----------------|-----------------|-----------------|--------------------------|
| Equal Thirds            | \$ 8,400,000.00           | \$ 2,800,000.00 | \$ 2,800,000.00 | \$ 2,800,000.00 |                          |
| By Population           |                           | 47.20%          | 34.80%          | 18%             |                          |
|                         | \$ 8,400,000.00           | 132840          | 97730           | 50640           |                          |
|                         |                           | \$ 3,968,052.35 | \$ 2,919,284.52 | \$ 1,512,663.13 | \$ 8,400,000.00          |
| Poverty Rate            |                           | 39.70%          | 41.50%          | 18.80%          |                          |
|                         | \$ 8,400,000.00           | 17003.52        | 17786.86        | 8051.76         |                          |
|                         |                           | \$ 3,333,856.99 | \$ 3,487,445.40 | \$ 1,578,697.61 | \$ 8,400,000.00          |
| <b>Reduced</b>          | Immediate Infusion - Each | Imm. Inf. Total |                 |                 |                          |
|                         |                           | \$ -            |                 |                 |                          |
| Remaining               | \$ 8,400,000.00           | \$ 2,800,000.00 | \$ 2,800,000.00 | \$ 2,800,000.00 |                          |
| By Population           |                           | 47.20%          | 34.80%          | 18%             |                          |
|                         | \$ 8,400,000.00           | 132840          | 97730           | 50640           |                          |
|                         |                           | \$ 3,968,052.35 | \$ 2,919,284.52 | \$ 1,512,663.13 | \$ 8,400,000.00          |
| Poverty Rate            |                           | 39.70%          | 41.50%          | 18.80%          |                          |
|                         | \$ 8,400,000.00           | 17003.52        | 17786.86        | 8051.76         |                          |
|                         |                           | \$ 3,333,856.99 | \$ 3,487,445.40 | \$ 1,578,697.61 | \$ 8,400,000.00          |
| <b>Average last 5y</b>  |                           |                 |                 |                 |                          |
| By Population           |                           | 47.10%          | 34.80%          | 18.10%          |                          |
|                         | \$ 8,400,000.00           | 132135          | 97686.2         | 50693.2         |                          |
|                         |                           | \$ 3,956,780.83 | \$ 2,925,211.97 | \$ 1,518,007.20 | \$ 8,400,000.00          |
| Poverty Rate            |                           | 42.40%          | 37.70%          | 19.90%          |                          |
|                         | \$ 8,400,000.00           | 17177.55        | 15239.0472      | 8050.08016      |                          |
|                         |                           | \$ 3,565,684.89 | \$ 3,163,293.97 | \$ 1,671,021.14 | \$ 8,400,000.00          |
| <b>Reduced</b>          | Immediate Infusion - Each | Imm. Inf. Total |                 |                 |                          |
|                         | \$ -                      | \$ -            |                 |                 |                          |
| Remaining               | \$ 8,400,000.00           |                 |                 |                 |                          |
| By Population           |                           | 47.10%          | 34.80%          | 18.10%          |                          |
|                         | \$ 8,400,000.00           | 132135          | 97686.2         | 50693.2         |                          |
|                         |                           | \$ 3,956,780.83 | \$ 2,925,211.97 | \$ 1,518,007.20 | \$ 8,400,000.00          |
| Poverty Rate            |                           | 42.40%          | 37.70%          | 19.90%          |                          |
|                         | \$ 8,400,000.00           | 17177.55        | 15239.0472      | 8050.08016      |                          |
|                         |                           | \$ 3,565,684.89 | \$ 3,163,293.97 | \$ 1,671,021.14 | \$ 8,400,000.00          |
| <b>Average last 10y</b> |                           |                 |                 |                 |                          |
| By Population           |                           | 47.20%          | 34.50%          | 18.30%          |                          |
|                         | \$ 8,400,000.00           | 130189          | 95259           | 50323           |                          |
|                         |                           | \$ 3,965,564.18 | \$ 2,901,594.44 | \$ 1,532,841.38 | \$ 8,400,000.00          |
| Poverty Rate            |                           | 42.50%          | 37.70%          | 19.80%          |                          |
|                         | \$ 8,400,000.00           | 16625.1353      | 14746.0932      | 7719.5482       |                          |
|                         |                           | \$ 3,572,483.03 | \$ 3,168,706.11 | \$ 1,658,810.86 | \$ 8,400,000.00          |
| <b>Reduced</b>          | Immediate Infusion - Each | Imm. Inf. Total |                 |                 |                          |
|                         | \$ -                      | \$ -            |                 |                 |                          |
| Remaining               | \$ 8,400,000.00           |                 |                 |                 |                          |
| By Population           |                           | 47.20%          | 34.50%          | 18.30%          |                          |
|                         | \$ 8,400,000.00           | 130189          | 95259           | 50323           |                          |
|                         |                           | \$ 3,965,564.18 | \$ 2,901,594.44 | \$ 1,532,841.38 | \$ 8,400,000.00          |
| Poverty Rate            |                           | 42.50%          | 37.70%          | 19.80%          |                          |
|                         | \$ 8,400,000.00           | 16625.1353      | 14746.0932      | 7719.5482       |                          |
|                         |                           | \$ 3,572,483.03 | \$ 3,168,706.11 | \$ 1,658,810.86 | \$ 8,400,000.00          |



## ADDENDUM D

*Helping People. Changing Lives.*

### Program Delivery & Cost by County

*One year of service delivery*

The following information is a high-level summary of services and their respective investments that does not include the full breadth of quantitative or qualitative outcomes of the deeper well of programs they represent.

Note there are three counties—Polk, Marion, and Yamhill—where Workforce & Education programs are delivered that are not reflected in the tables below due to the lack of board representation for the purposes of this report for the three jurisdictional counties, Benton, Lincoln, and Linn. There are also two CSC programs which do not operate in all three jurisdictional counties; Food Share, only in Linn and Benton Counties, and Head Start, only in Lincoln County, which are reflected in the tables below.

| BENTON COUNTY              |                                |                               |                               |                              |                     |
|----------------------------|--------------------------------|-------------------------------|-------------------------------|------------------------------|---------------------|
| Population estimate (2025) |                                | Households (HH) Under Poverty |                               | % of HH Under Poverty        |                     |
| 97,590                     |                                | 10,890                        |                               | 14%                          |                     |
|                            | Individuals Served             | County of Total Served        | Households Served             | % of HH Under Poverty Served | Total \$ Spend Out* |
| Housing                    | 283                            | 18%                           | 973                           | -                            | \$1,048,250         |
| Utility Assistance         | 1,664                          | 16%                           | 1,492                         | -                            | \$616,955           |
| Weatherization             | 90                             | 27%                           | 89                            | -                            | \$507,045           |
| Workforce & Ed             | 229                            | 28%                           | 444                           | -                            | \$4,664,092         |
| Food Share**               | 118,872 (meals)                | -                             | 27,395 (boxes)                | -                            | \$1,045,063         |
| Agency Total               | 121,271 (2,399 w/o Food Share) | -                             | 30,393 (2,998 w/o Food Share) | 17%                          | \$7,861,405         |

*\*\*Due to low-barrier nature of food pantries and meal sites, individuals and households are duplicated.*

| Food Share specific data | Pounds of Food Distributed | Pounds of Food Recovered | Senior Food Box Participants | Total Senior Food Boxes |
|--------------------------|----------------------------|--------------------------|------------------------------|-------------------------|
| (Unduplicated)           | 2,265,000                  | 914,000                  | 109                          | 945                     |

| LINCOLN COUNTY             |                    |                               |                   |                              |                     |
|----------------------------|--------------------|-------------------------------|-------------------|------------------------------|---------------------|
| Population estimate (2025) |                    | Households (HH) Under Poverty |                   | % of HH Under Poverty        |                     |
| 50,753                     |                    | 6,734                         |                   | 15%                          |                     |
|                            | Individuals Served | County of Total Served        | Households Served | % of HH Under Poverty Served | Total \$ Spend Out* |
| Housing                    | 264                | 16%                           | 695               | -                            | \$931,778           |
| Utility Assistance         | 1,624              | 18%                           | 1,365             | -                            | \$678,444           |
| Weatherization             | 79                 | 21%                           | 77                | -                            | \$445,072           |
| Workforce & Ed             | 217                | 13%                           | 197               | -                            | \$2,190,800         |
| Head Start                 | 149                | 100%                          | 149               | -                            | \$2,760,424         |
| Agency Total               | 1,793              | -                             | 1,551             | 23%                          | \$7,006,518         |

| LINN COUNTY                |                                       |                               |                                      |                              |                     |
|----------------------------|---------------------------------------|-------------------------------|--------------------------------------|------------------------------|---------------------|
| Population estimate (2025) |                                       | Households (HH) Under Poverty |                                      | % of HH Under Poverty        |                     |
| 132,584                    |                                       | 12,681                        |                                      | 13%                          |                     |
|                            | Individuals Served                    | County of Total Served        | Households Served                    | % of HH Under Poverty Served | Total \$ Spend Out* |
| Housing                    | 989                                   | 66%                           | 1,895                                | -                            | \$3,843,584         |
| Utility Assistance         | 5,159                                 | 66%                           | 4,676                                | -                            | \$2,502,496         |
| Weatherization             | 243                                   | 52%                           | 243                                  | -                            | \$1,369,020         |
| Workforce & Ed             | 751                                   | 39%                           | 591                                  | -                            | \$6,471,442         |
| Food Share**               | 150,267 (meals)                       | -                             | 31,300 (boxes)                       | -                            | \$1,278,178         |
| Agency Total               | <b>157,061 (6,794 w/o Food Share)</b> | -                             | <b>38,705 (7,405 w/o Food Share)</b> | <b>39%</b>                   | <b>\$15,464,720</b> |

\*\*Due to low-barrier nature of food pantries and meal sites, individuals and households are duplicated.

| Food Share specific data | Pounds of Food Distributed | Pounds of Food Recovered | Senior Food Box Participants | Total Senior Food Boxes |
|--------------------------|----------------------------|--------------------------|------------------------------|-------------------------|
| (Unduplicated)           | 2,768,000                  | 1,117,000                | 464                          | 4,393                   |

\* Spend out totals are estimated as not all program expenditure data is available by county.

## PROGRAM SUMMARIES

**Housing** – Programs and services supporting individuals who are unhoused, at risk of eviction, or have barriers to accessing or maintaining housing. Services include but are not limited to financial assistance with rent, back rent, and deposits, helping to find available housing, tenant education courses, landlord and tenant mediation, and more.

**Utility Assistance** – Financial assistance for utility bills, proactive payments and to avoid or resolve utility shut-offs. Includes water assistance for contracted cities (i.e. City of Albany) and regional propane vouchers for unhoused individuals. Prioritization for senior and disabled households.

**Weatherization** – Home assessments and repair services performed by in-house crew for health and safety standards, including but not limited to heating and cooling systems, roof repair and replacement, whole house insulation, exterior sealing, toxin exposures and mitigation, structural, electrical, and plumbing issues, appliance energy usage, and more. Average home investment of \$10,000.

**Workforce & Education** – Comprehensive and typically long term services for individuals and families rooted in economic mobility and stability. Services include but are not limited to secondary education and training scholarships, GED prep and completion, hands-on alternative education programs, work experience, career exploration and prep, and more.

Also includes regional Medicaid Health Related Social Needs (HRSN) program, providing stability interventions to support health and social needs, such as shelter options, housing supports, utility assistance, nutrition supports, and more. HRSN alone invests millions of dollars annually in basic life essentials that are required for job and household sustainability. **While these services take place in the W&E department and suite of programs, rent and utility assistance, specifically, are reported under the respective fields for housing and utility assistance programs, to reflect a fuller scope of those service types agency-wide.**

Lastly, includes a suite of special grants for health and wellness programs and wildfire prevention and recovery services. Health and wellbeing services include but are not limited to prenatal and newborn home visits and support services, diaper assistance, substance use treatment support, and more. Wildfire reduction and prevention services include but are not limited to hands-on training and paid work experience for young adult crews to learn and remove fuels for wildfires, and recovery services for those affected by wildfires.

**Head Start of Lincoln County** – Comprehensive preschool education and whole family supportive services for children aged 3-5, an established staple in the Lincoln County community for hundreds of families. In addition to the educational curriculum, children also receive medical and dental screenings, developmental and behavioral screenings and support, referrals for wellness services, and whole-family support with home visits from Head Start advocates.

**Linn Benton Food Share** – Regional food distribution hub, providing 5+ million pounds of food and household essentials to food pantries, meal sites, and supplemental agencies in every corner the two counties. Direct services include senior food boxes to over 500 low-income seniors and hospital discharge food boxes. Partnerships with local farms help sustain regional agriculture economies and provide fresh, local produce to food recipients, additionally grocery store partnerships and food recovery initiatives prevent additional waste and increase food accessibility.

#### **DATA SOURCES**

CSC Data Mart and NetSuite accounting system

Oregon Housing & Community Services, OPUS

Federal Reserve Bank of St. Louis; <https://fred.stlouisfed.org/release/tables?eid=165247&rid=119>

United for ALICE, <https://www.unitedforalice.org/county-reports/oregon>

Portland State University Population Research Center

# Agency Director's REPORT



Kayla Hatley

## ***Building a Culture of Psychological Safety***

*Over the last several months, we've spent a lot of time talking about culture, communication, curiosity, feedback, and how we work together as one CSC. Many of those conversations came together at our All-Staff meeting when Jo Linden challenged us to think about psychological safety and the role each of us plays in creating it.*

***Psychological safety boils down to knowing we can speak up, ask questions, make mistakes, and offer different perspectives without fear of negative consequences.*** *As we continue that journey, I wanted to revisit this important topic and reflect on what it means for us at CSC.*

*Psychological safety is not about avoiding difficult conversations or making sure everyone agrees. In fact, one of the key takeaways from Jo's presentation was that psychological safety allows us to disagree, challenge ideas, learn from mistakes, and have honest conversations while still maintaining respect and trust. Psychological safety creates an environment where people feel safe to contribute, learn, and grow.*

## **At CSC, psychological safety means:**

- *Feeling comfortable asking questions when you don't know the answer.*
- *Admitting mistakes and learning from them rather than hiding them.*
- *Sharing ideas and perspectives, even when they differ from others.*
- *Offering feedback respectfully and receiving feedback with curiosity.*
- *Trusting that you will be treated with dignity and respect, even during challenging conversations.*



*This work is deeply connected to the culture we are building together. Our goal is not perfection. Our goal is to create an organization where people can bring their authentic selves to work, where learning is encouraged, and where every voice has value.*

*Creating psychological safety isn't a responsibility that belongs only to supervisors or leadership teams. As Jo reminded us, culture is the sum of our individual choices and behaviors. Every conversation, meeting, email, and interaction contributes to the environment we create together.*

*One simple way to strengthen psychological safety is to pause before we react. In last month's message, I encouraged all of us to practice curiosity. Curiosity and*

***As we move through the busy fall season, I encourage each of us to continue asking:***

- *What perspective might I be missing?*
- *How can I listen with curiosity?*
- *How can I help someone feel heard?*
- *What conversations am I avoiding that could strengthen trust if addressed respectfully?*

*The culture we want for CSC will not be created by a single training, keynote, or initiative. It will be built one interaction at a time.*

*As always, thank you for the care, creativity, and dedication you bring to CSC each day. Together we continue building an organization where people feel valued, supported, challenged, and empowered to do their best work.*

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## CASE MGMT WEEK



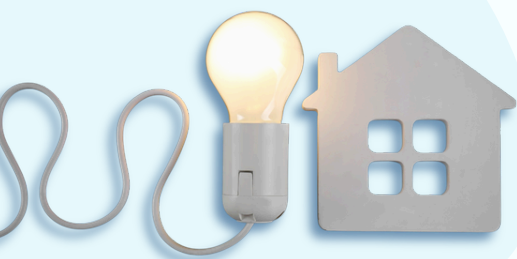
This week also marks **National Case Management Week (October 11-17)**, a time to recognize the professionals who help individuals and families navigate complex systems, overcome barriers, and achieve meaningful outcomes. National Case Management Week celebrates the vital role case managers play in coordinating services, advocating for those they serve, and helping people access the resources they need.

At CSC, case management happens in many forms and across many programs. Whether supporting a family with young children, helping a participant achieve employment goals, connecting someone to housing resources, working with young parents, assisting households through Community Action, or coordinating wraparound supports across programs, our staff make a difference every day.

What makes CSC special is that our case managers don't just address a single need. They help people navigate a path forward. They listen, advocate, encourage, connect, problem-solve, and walk alongside individuals and families during some of the most challenging moments in their lives.

To all of our case managers and staff performing case management functions throughout the agency, thank you. Your compassion, persistence, and commitment embody our mission and create lasting change in our communities.

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## ***OCTOBER IS NATIONAL ENERGY AWARENESS MONTH***

Every October, Energy Awareness Month shines a spotlight on an issue that affects every household: **access to safe, reliable, and affordable**

**energy.** This effort was established to promote energy education, conservation, and efficiency and the observance recognizes that **energy is more than a utility.** It influences health, safety, housing stability, and quality of life.

For many families, energy costs represent one of the largest household expenses. Rising utility costs can force difficult choices between keeping the heat on, paying for medications, purchasing groceries, or meeting other basic needs.

Energy Awareness Month serves as a reminder that energy security is ultimately about people. It's about ensuring every household can live safely, comfortably, and with dignity.

At CSC, Energy Awareness Month highlights the work of two programs that help households stay safe and stable: **Utility Assistance (UA)** and **Weatherization (WX)**. While each program provides different services, they share the same goal: **helping people reduce energy burden and empowering households to live healthy lives.**

Many people see the direct impact of this work when a family avoids a utility disconnection, receives assistance with an energy bill, or benefits from home improvements that increase comfort and efficiency. What they may not see is the network of partnerships, funding sources, and dedicated staff working behind the scenes to make those services possible.

Programs like LIHEAP, the Weatherization Assistance Program, BPA funding, and resources administered through Oregon Housing and Community Services help support this work across our communities. Together, these resources fund services ranging from utility assistance and crisis intervention to home weatherization improvements and energy education.

Behind every benefit issued, home improved, and family assisted is a team managing program requirements, inspections, client eligibility, contractor coordination, reporting, and compliance. Their efforts help ensure families remain safe, healthy, and secure throughout the year.

This Energy Awareness Month, we recognize and thank our Energy Services staff for their dedication to creating warmer, safer, and more affordable homes across our service area. Their work helps strengthen households, support community stability, and improve quality of life for thousands of local residents.



**October 30<sup>th</sup> is National  
Weatherization Day!**

Thank you, Utility Assistance  
& weatherization teams! ♥

# ***ENERGY AWARENESS MONTH***

## ***ENERGY CONSERVATION TIPS***

ATTACHMENT 8  
Page 4 of 10



### **PERFORM REGULAR MAINTENANCE**

Change or clean your filter monthly and schedule annual heat pump maintenance.



### **KEEP YOUR HEAT PUMP STEADY**

Avoid large thermostat adjustments to prevent increased energy use and costs.



### **PRIORITIZE SAFETY**

Install a carbon monoxide detector if your home uses natural gas.



### **REDUCE STANBY ENERGY USE**

Plug electronics into a power strip and switch it off when devices aren't in use.



### **PREVENT HEAT LOSS**

Close and seal unused fireplaces to prevent heated air from escaping your home.



### **CHOOSE SMART HEATERS**

Look for timers, automatic shutoff, and low-wattage settings.



### **SAVE HOT WATER**

Set your water heater to 120°F, take shorter showers, and use a low-flow showerhead.

# A Voice of Support

When people reach out to the Utility Assistance team, they're often carrying the weight of uncertainty and whether help will arrive in time. For many, making that call takes **courage**.

For one client living in rural Lincoln County, that uncertainty showed up as frequent phone calls. As a senior living in an area with limited cell service, he worried constantly about missing important updates or paperwork related to his heating and cooling assistance applications.

Throughout the year, he called CSC frequently, looking for reassurance that everything was on track.

When his call made it to Utility Assistance Eligibility Navigator Stephanie Edwards, she made a conscientious effort to ensure he knew his concerns were heard. She recognized that behind the repeated calls was a sense of anxiety surrounding getting such essential support.

After walking through his questions once again, Stephanie arranged to personally verify that his paperwork had been received and was moving through the process. This extra effort she took to alleviate his stresses that day shifted his focus. The uncertainty that had been weighing on him began to lift and the calls became less frequent.

Months later, when it was time for a new application, he called once more and immediately recognized Stephanie's voice. "Is this Stephanie?" he asked. "It sure is," she replied.

After discussing his application, he paused before asking a final question. "**Am I going to be okay?**"

Stephanie replied, "Yep. **You'll be okay, and I'll help make sure you get the assistance you need.**"

For the Utility Assistance team, moments like these are reminders that the work is about more than applications and eligibility requirements. Sometimes the most meaningful support comes from taking the time to listen, answer one more question, and help someone feel a little less alone in the process.



## **UTILITY ASSISTANCE TEAM TIP** REFER EARLY!

**Know someone who may need Utility Assistance?**

Encourage them to apply **before** their situation becomes emergent.

**The earlier someone connects with the UA team, the better.**

Demand for support is high throughout the year, and the application process can take time.

# UPDATES FROM *Administration*

## PEOPLE & CULTURE



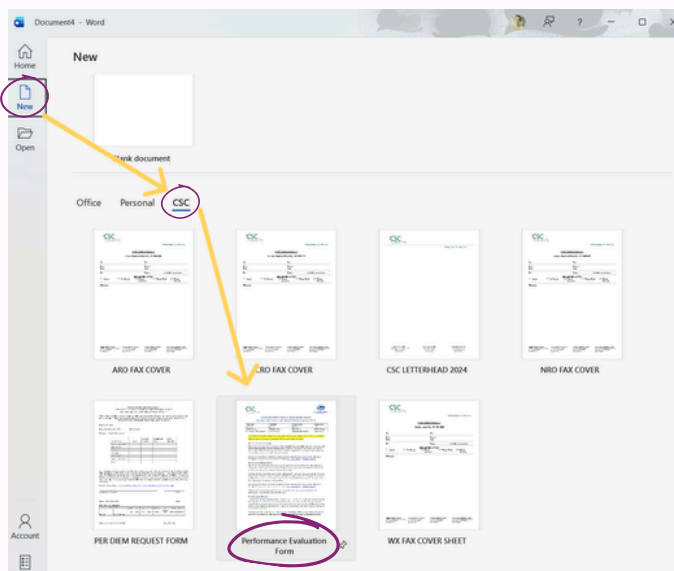
Ryan Schulze

We want to take one more opportunity to share the updated form and process for employee performance reviews rolling out this month, as a reminder it is now ***officially live and ready for use!***

While we're excited to implement this new form, we're much more excited for the development conversations it's meant to facilitate.



Access the new evaluation form by finding it in your Microsoft Word Templates!



## ORG DEV



*Vanessa Rusch*

The Fall Employee **Engagement Survey** is coming on the **19<sup>th</sup>** and will run through the end of October! Keep an eye out in your email for the **survey link** and please plan ahead to take a few minutes this month to complete it.

ATTACHMENT 8  
Page 7 of 10

Our goal is to reach **80% participation**—will you help us get there? Every voice matters in shaping our agency culture and bringing our shared values to life!



# Team Tidbits

## NEW FACES



*Welcome to the CSC team, we're so excited you're here!*

**Ryan Arriza**, Financial Analyst — Albany

**McKenzie Davis**, Classroom Aide — Toledo

**Elaine Earle**, Office Specialist — Albany

**Katy Groesbeck**, Teaching Assistant — Toledo

**Christopher Kelly**, UA Program Coordinator — Albany

**Vallery Martinez**, Case Manager — Dallas

## FAREWELLS



*We thank the following individuals for their time, service, and dedication, and wish them all the best in their next chapters.*

**Dennis Feeny**, Weatherization Area Coordinator

**Julio Jaquez**, Principal Employment Advisor

**Lisa Perelli**, W&E Operations Manager

**Alexis Salcido Giles**, Teacher/Advocate

## OCTOBER MILESTONES



*Thank you all for your hard work and all you do, we look forward to many more years together!*

➤ **Dina Eldridge** – 29 years

➤ **Joe Collett** – 20 years

**Debi Murk** – 13 years

**Carrie Mills** – 11 years

**Darleen Webster** – 11 years

**Athena Eisenbrandt** – 10 years

**Joshua Stanley** – 10 years

**Jan Peery** – 10 years

**Ramona Angell** – 7 years

**Aaron Petty** – 7 years

**German Rodriguez** – 7 years

**Kristin Thomas** – 5 years

**Cory Francis** – 4 years

**Gerardo Garibay** – 4 years

**Becky Ramirez** – 4 years

**Alesha Buckley** – 4 years

**Justin Jolibois** – 3 years

**Nathan Noggle** – 2 years

**Tracy Berry** – 2 years

**Eli Martinez** – 2 years

**Joseph Urycki** – 2 years

**Abby Bush** – 1 year

**Forrest Johnson** – 1 year

**Tara Shultz** – 1 year

**Sheri Simmons** – 1 year

**George Wofford** – 1 year

**Erika Kirk** – 1 year

**Yasamin Bayat** – 1 year

**Terri Glover** – 1 year

**Katherine Grace** – 1 year

**Sarah Magley** – 1 year

**Greydi Olvera** – 1 year

**Raven Rose** – 1 year

**Belinda Smith** – 1 year

## VALUE OF THE MONTH

# **Respect**

*for every person,  
community, and culture.*

This month, Stephanie Edwards, Utility Assistance Eligibility Navigator, shares a reflection on respect—

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*Sometimes clients can have the assumption that we are annoyed or bothered with their questions, but the Utility Assistance team always tries to see from their perspective and treat each person with respect.*

***They don't know what we know.*** Often, they can be nearly in a panic over something that may seem small to us, but it's important to remember it seems small to us because we do this all the time. We aren't experiencing the same uncertainties and struggles they are. It may not seem like a panic worthy situation to us, but to our clients one small bump in the road can crash the car.

***The Utility Assistance team is amazing at practicing Respect.*** When we onboard and train new staff, we show a variety of different approaches and problem solving styles by using a practice of shadowing multiple people.



*Because there are so many different learning styles, and even though our end result should be the same, **there is no one right way to approach our work.***

*We not only respect our clients lived experiences and needs, but also respect our teammates to reach our shared goals in ways that work best for them and allow their unique talents to shine.*

# UPCOMING *Events*

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**October 30** | National Weatherization Day

**October 30** | Halloween Potluck

**November 3** | Coffee with Kayla, 8:30 am