



CAT Board Agenda
COMMUNITY ALLIANCE OF TENANTS (CAT)
February 27, 2023
6:00 PM - 8:00 PM

6:00 Welcome

Board role: Agenda approval and ground rules review

6:05 Approval of December 12th and December 20th 2022 minutes and January 23rd minutes.

6:10 Board introductions. check-ins and staff introductions

Check-in Question: Describe a part of Oregon that made an impression on you and why.

*6:15 Review Policy recommendations for endorsement,

Board Role: Listen, nominate and vote

Staff recommendation:

- Endorse/Support HB 2001 bipartisan package (inclusive of SB 799 without the double occupancy and safe harbor period)
- Support Rental Application Fee reforms now \$25/application
- Decline endorsement at this time for Home Share Oregon
- Endorse the Right to Rest Act
- Endorse SB601. Provide tenants with an opportunity to purchase. See one-pager attached
- Support YES on Measure 26-238 in May ERA ballot
- **Support the People's Housing Assistance Fund: ROC's very own legislative concept, SB 603.**

Status of current endorsements:

- Support SB 611
- Senate passed SB 599. This bill requires landlords to allow their tenants to operate home-based childcare businesses, provided they meet the state's health and safety requirements for such facilities.

6:30 pm Fair Shot Peoples budget proposals due March 3rd

Staff recommendation:

1. ROC pilot project
2. Rental Assistance Funding



community alliance of tenants

3. Support Mortgage Interest Deduction reform
4. Support Kicker reform

6:45 Staff Reports

Board Role: Listen, Discussion

7:00 Break

7:05 Interview new board applicant Crystalyn Black

*Board Role: Listen, nominate and vote

7:20 Closed session. Vote on new board applicants. Discuss Finance Director Transition Plan.
Choose an Audit Review Firm.

*Board Role: Discussion and nomination vote, contract

8:00 Adjourn

*These are action items

January 2023 Board Blurb

Hotline

In the month of January, we completed 223 hotline calls across the state. 48 Live Calls.

Issue	Number
Repairs - Essential Service	34
Rent Increase	23
Repairs - Other Repairs	33
Termination/Eviction - No cause	87
Lease Questions	28
Deposit returns/billing	18

Events:

1/20/23 Resource Tabling at the AFHHO and CAIRO African Career Fair. Roughly 55-60 participants, predominantly of African diaspora.

1/24 - Renters' Rights 101 Webinar on Zoom - Reed College
Topic: Renters' Rights/CAT introduction, affordable housing, rent increase, relocation rights
Presented in English.

Tenant Protections Team (TPT)

1/18 - TPT talks on Facebook Livestream and Zoom.
Topic: Rent Increases
Presented in English and ASL

Most tenants were provided services with Vietnamese language support. Tenants needed the most help with eviction & rent increases.

IRCO- 6 referrals.

APANO- 19 referrals.

Livestream Sessions (Vietnamese language):
1/25 Renting process livestreams: 5 lives, 60 views

34 referrals to Troy.

SEI- 12 referrals. No workshops. The two most common issues tenants needed help with were Evictions and Repairs.

CAT- 17 referrals.

CAT Board

CAT Finance Committee Training :The Effective Board Treasurer: Understanding Roles, Responsibilities, and Good Standards

April 12, 7:30 – 9:30 a.m. | Presenter: Erin Zollenkopf, *Susan Matlack Jones & Associates*
Whether you are a Treasurer, are interested in being a Treasurer, or are staff working with a Treasurer, understanding the responsibilities of this role and how it fits into the structure of an organization is essential for good governance and a sustainable, fiscally responsible nonprofit. Organizations can struggle when a Treasurer is inexperienced, unsupported, or doesn't understand the unique quirks and challenges in the nonprofit sector. Setting up good systems and standards can help resolve this struggle and create a Treasurer position that is effective and fulfilling for the person serving in that role. More details and registration [here](#).

Board Bright: Finance Fundamentals

March 14, 3 – 4:30 p.m. | Presenter: Jenn Clemo, *NAO*
Join us for an overview of basic financial principles including board member responsibilities, understanding restrictions, reviewing your statements for key financial indicators, and internal controls. Please note that this webinar provides fundamentals-level overview that is most appropriate for new board members, emerging nonprofit leaders, or those looking for a refresh of the basics. Free to NAO members! More details and registration information [here](#).

CAT Policy Committee recommendations:

Staff recommendation:

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Organizing

January 2023 Board Report Organizing and Communications

- Leadership cohorts-Cohorts have been established for Central Oregon, Southern Oregon and the Metro area.
- Co-hort members are learning how to write testimony, coordinate neighbors, offer oral testimony.

Development

CAT has applied for a general grant from Myer Memorial and received \$100,000.

Metro application - #30,000

We need to follow up with a year-end report.

We are raising funds for the development of a legal services program.

We are applying to resources to support metro area organizing around environmental justice issues.

We applied to OHCS for some gap funding to address increased wage costs, and the reduced contract from the City of Portland.

Policy

- Policy Committee choose to support the Stable Homes for Oregon Families package. However, the committee feels that the 8% cap is too high and they plan to express their dissent.
- CAT is meeting with Fair Shot, the Housing Alliance, Stable Homes and other coalitions on these and other housing policies. The website has been updated with a campaign webpage and Every Action letter.
- A social media awareness campaign was started to bring awareness to the increase in the rent cap to 14.6%.
- The Board is working on an Op Ed piece.
- HB 2001 is a bipartisan package that includes elements of SB 799 except for the safe harbor and occupancy standard changes that may be considered in the future.

Staffing:

- Member Services Support Specialist- this position has been posted
- Multnomah County Organizer – this position is canceled pending resources
- Mid-Valley Organizer position external candidates were interviewed.
- Finance and Administration Director posted.
- Interim Finance Consultant was hired to assist the finance department.
- Southern Oregon Education Specialist- delays in hiring due to a lack of qualified candidates
- Marion County Education Specialist- Will be vacated in February
- Multnomah County Education Specialist- posted with an internal candidate

CAT Action Fund (C4)

- CAT Action needs to amend by-laws, and update fundraising efforts and establish itself with the State.
- CAT Action may join the ERA ballot initiative

Communications

- CAT put out a survey about whether tenants can afford a 14.6% increase.
- Here is a link to [CAT in the news](#).
- Calculate your rent calculator on social media.
- CAT worked to uplift the work of Welcome Home on homelessness prevention policies.
- CAT Board is writing an Op-Ed piece

Strategic Plan

- The Strategic Plan was presented at the Member meeting and adopted by the board in October
- Staff Safety Plan is incomplete
- The Executive Team, the CAT Board and Praxis will present a Strategic Plan implementation plan.

Membership Services

January 2023 Board Report Organizing and Communications

- Member to Member meeting on the Second Saturday of each month will be assisted by Jensi and is on hold until January
- PSU Student volunteers are back
- Membership Support Specialist applicants are being sought.
- Membership module may be added to Every Action

Union Negotiations

CAT and CLU have reviewed all articles. CAT has shared their response to the financial article. CAT and CLU have agreed to meet more frequently. A majority of the articles are with CLU.

Calendar

November

Tenant Assembly planning
CAT fundraising appeal letter

December

~~CAT Board creates a Finance Committee and selects the Chair~~
Finance Director Search
Regional Cohort announcements
Tenant Assembly December 3rd
Winter Break
Tenant Assembly planning

Regional Cohort announcements

January

~~CAT Board approves State Legislative Endorsements~~
Mid-West Academy Training
Rent Well Training
Advocacy training
Finance Director Hiring posting
Operations Manager contracting part-time discussed
Fair Shot Assembly January 14th
Abila payroll system kick-off
Annual Report FY 2021
Mid-year operation grant requests
Regional Cohort kickoffs
Make grants to tenant advocate organizations
Strategic Plan implementation strategy
Board Editorials

February

CAT Board adds board members, revisits board recruitment plan.
CAT Board discusses the implementation of the Strategic Plan
Sign contract with Upward Technology

January 2023 Board Report Organizing and Communications

~~Legislative Session Kick-Off~~

Lobby Day?

Distribute cohort equipment

Complete new staff hiring

Finance Director Hiring

Attend hearings and offer testimony for Stable Homes priorities.

March

CAT Board discusses program priorities based on the Strategic Plan

Contract amendments

Finalize the CLU Collective Bargaining Agreement?

Grant Applications

Budget Amendments

PHB Monitoring

April

CAT Board reviews the funding plan for the program priorities

Support OHCS budget

Negotiate a new PHB contact

May

CAT Board prepares for the Summer Member Meeting

Independent Financial Audit

Negotiate a new PHCS contract

Sign new Contracts

Tenant Surveys

June

CAT Board Approve the 2023 CAT Budget

Summer Member meeting

July

CAT Board Retreat?

Wage amendments

New Policy Campaign priorities

Find a legislative champion

Management Overview

- Future projects
 1. Bylaw review
 2. New programming proposals
 3. HMIS and Every Action integration
 4. Further expansion of hotline hours
 5. Legal Advocacy program
 6. Resource development goals

January 2023 Board Report Organizing and Communications

7. Office Move
 - ~~8. Transition to Abila for payroll~~
 - ~~9. Independent Audit Review selection~~
- CAT Morale?
 - ~~○ CAT Staff participated in a four-day training about organizing and leadership development.~~
 - Workplace transitions and hiring delays are causing issues.
 - Workplan performance?
 - The education department is nearly fully staffed and training is close to completion.
 - The Tenant Protection Program is making progress.
 - The finance department is making progress with accounting clean-ups and hired a finance consultant to help.
 - Which projects need a little help?
 - CAT needs to recruit for the C4 and C3 boards.
 - We need to keep projects closer to the mission.
 - Progress on workplan?
 - Implementation of the strategic plan proposal has been delayed until February
 - Challenges
 - The use of contractors has caused problems with billing that we did not understand until June. We are still correcting for this by amending the OHCS budget and asking for help with discovered shortfalls.
 - Elaine Zevenbergen, the Finance and Admin Director plans to retire. Filling the position could cause some delays in response to the financial issues caused by the PHB revised scope of services. The finance consultant hired was hired to resolve the backlog of administrative issues. Therefore we are considering hiring a part-time Operations Director.
 - Hiring was delayed because of uncertainty about resources.
 - We have experienced new expectations from PHB. We are working to improve our billing process, and communication of deliverables to make it clear to our funders that we are performing as required.
 - What are some things you'd like to highlight in your department in terms of upcoming activities, projects, events, campaigns, etc.?
 - CAT's policy campaign was adopted by Fair Shot.
 - Staff are working to improve our language access protocols.
 - The Abila payroll transition is going well.

Media

[CAT in the news.](#)

January 2023 Board Report Organizing and Communications

Community Alliance of Tenants Department Manager Reports- Finance and Administrative

2-21-23

Purpose: These are to be used for management meetings and board reports for the board of directors. This is to help consolidate information the amount of report out to make life a little easier for managerial staff. The idea behind this template is that you fill it out twice a month for management team meetings and the latest one will be used for the board meeting.

Questions to answer:

- How are staff doing in your department?
 - What is their morale like?
 - What is their performance like regarding achieving workplan goals for the year?
- How are you doing on completing your workplan?
 - What projects are going well?
 - Which projects need a little help?
 - Where would you say you are in completing your whole workplan?
 - What elements of your workplan would you like to highlight?
- How is fundraising going for your department?
 - What deficits remain in which departments?
 - What are we doing to address those deficits if applicable?
 - What applications and reports are due in the next two weeks?
- How are you doing in maintaining your budget?
 - How is spending in your department? On track, accelerated or slow-going?
 - If applicable, what needs to be adjusted to help bring your spending back on track?
- What are some things you'd like to highlight in your department in terms of upcoming activities, projects, events, campaigns, etc.?

STAFF CHECK IN

On a scale of 1 to 10, how would you rate morale for your staff? (1 being poor, 10 being awesome!)

1	2	3	4	5	6	7	8	9	10
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What’s the story behind selecting your answer? (Feel free to add any important details that will help us understand as to why morale is the way it is!)

Steven Abraham was hired as a financial consultant to help the accounting department with audit requests, balance sheet reconciliations and adjustments. Unfortunately, he wasn’t the best fit for our finance department, so we had to let him go after 3 weeks.

The accounting department (Steve, Elaine & Lynne) is making great strides on catching up on departmental reports, bank reconciliations and grant expense adjustments. Out of the 90 balance sheet items, we have reconciled about 80; the other 10 are works in progress as we doublecheck numbers and adjust as needed. We are working with our nonprofit consultant for Abila to help us cleanup the remainder of the accounts.

Kendra is working on the payroll and timesheet conversion project, which means moving payroll and timesheets into the Abila MIP accounting system. This will cut down on data entry time for her as well as for the Lynne. We hope to go “live” with this by the end of March. We held a staff training on **February 16th, 2023** to show people how to log in and use the new timesheet system and have access directly to their own payroll data, such as earnings and W-2s. I believe it is a better system for both the employees and managers.

Kendra is also advertising several vacant positions on various websites: Southern Oregon Bilingual Tenant Education Specialist, Multnomah County Tenant Education Specialist, Finance and Administrative director, Marion County Regional Organizer, and Member Services Specialist. My understanding is that we have an internal candidate for the Multnomah County Tenant Education Specialist, who will be interviewed in the next week or two.

Meaghann, Kim, Dung, Lynne and I met with OHCS contract managers, who have asked us to give them projections for next year’s budget (**FY23-25**) as well as addition revisions on the revised **FY22-23** budget. We are asking for **\$340,000** more in funds to cover some of our budget gaps with Portland Housing Bureau and some smaller grants. She has completed an annual fundraising plan and calendar for the organization, and worked on grants for Gresham, Oregon Community Foundation, etc.

What is performance like with regard to achieving workplan goals for the year?

<i>Behind, need support</i>	<i>Behind, but have a plan</i>	<i>No opinion, really</i>	On track	
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WORKPLAN CHECK IN

How far along are you in completing your workplan for the year? 0-100%

What are the top three workplan items that are going the best?

- (1) **General financial operations and accounting records for FY22-23:** Financial Operations continues to go smoothly. We are current with invoicing, monthly general ledger recording of deposits and expenses, paying bills and organizational financial reports.
- (2) **Human Resources and Payroll:** Monthly Payroll processing and timesheet submittal are going very smoothly. Steven has been working with our payroll provider to revise payroll for multi-state payroll taxes and worker’s compensation. Our payroll provide has only have 3 more adjustments to make for payroll system, but will need to adjust quarterly and annual payroll reports as well.
- (3) **Development:** Meaghann Ande is working on fundraising opportunities as delineated in the fundraising section below, with a focus on private foundation grants. She is also working on getting the C4 entity up and running and is recruiting new candidates for both the C3 and C4 Boards.

What are three workplan items that need some more attention to get/stay on track?

- (1) **Balance sheet adjustments:** Lynne, Steven and Elaine will work this month to reclassing private grant expenditures from restricted to unrestricted grants for private grants for the upcoming financial audit. We are current on all electronic filing for accounts payable, accounts receivable grants, bank reconciliations, Pex debit accounts and other audit-worthy documents for **FY21-22**. As mentioned previously we have another 10 more accounts to fix on the balance sheet.
- (2) **Financial policies and procedures:** While these were revised in **March 2022**, there is still more work to improve this manual, and put in more details on actual procedures. This may be assigned to one or both of the Stevens.
- (3) **Information Technology:** We still have some projects that need attention on the IT front, which includes enhancing security for our Google Suite, as well as setting up the domain Controller, which will make our onboarding and offboarding of employees more efficient.

Are there any unfunded projects in your work plan/task list right now that we need to develop a plan for funding and/or strategically letting go?

Yes	No
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Any highlights about your workplan that you’d like to share?

We received **\$100,000** from Meyer Memorial Trust in January 2023 for general operating support. We also had an additional **\$20,000** added to an extended contract for Washington County through October 31st, 2023, which supports hotline and workshop projects in that region.

We are continuing to work to bring down CAT operating costs as follows:

- (1) Kendra Roberts is researching the options and prices of a new smaller office space that will be more a cost efficient. Steve Mitchel put in a property tax exemption application so we won't have to pay for this in the future. Nonprofit organizations are exempt from these taxes; however, one still has to apply for this exemption. This should save us another **\$200 a month**.
- (2) Kendra is working with the Tenant Education department to reduce the number of lines we have on our phone system, which costs us almost **\$1,000** a month. Tenant Education uses the Jive (aka Go to Connect) phone system, but there are number of staff members on the Admin & Organizing teams that don't need the service, as well as former employees.
- (3) Lynne was able to bring down costs for Comcast for our wi-fi from \$700 to \$200 a month for our wi-fi service in the current office space.
- (4) Elaine has come up a supplemental budget which I can share with the Board to show that even if we don't get another penny from anyone, we can still make it with existing staff and to accomplish our program deliverables. However, there were some slashes to staff costs for unfilled positions, and to development and other line items.

On March 2nd, 2023, Portland Housing Bureau will be conducting a virtual site visit both a fiscal and programmatic site visit. We will be providing the financial docs requested by **February 23rd, 2023**.

In mid- March 2023, Multnomah County Community development Block Grant managers will be conducting an in-person site visit for both programs and finance. I believe that is will be an in-office visit.

FUNDRAISING CHECK IN

*How are you doing with raising the funding needed in your department?
(1-10, 1 being poor, 10 being awesome)*

1	2	3	4	5	6	7	8	9	10
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What funding opportunities are you waiting to hear back from:

We are waiting to hear back from Home Forward for a renewal of the Housing Choice Voucher program for calendar year **2023**. This will help fund one of our positions, Tenant Education Coordinator Fitsum Berhe. Dung Ho put in a proposal in **January 2023**.

We are also waiting to hear back in **March 2023** from OHCS on the **\$340,000** additional request for **22-23**. That will help us for this year for shortfalls in the budget.

What funding opportunities do you have your eye on?

We will also be aggressively pursuing Oregon Community Foundation, Collins Foundation, Start Small, and Kaiser Foundation for private grant monies for **FY22-23**.

What funding opportunities are you pursuing right now and for what purpose?

See above.

BUDGET CHECK IN		
<i>How are you doing with spending? Are you accelerated? On track? Slow-going?</i>		
Accelerated (for revenues)	On Track	A little Slow-Going (for both expenses and revenues)

What's the story behind your selection?

Net income as of **January 31st, 2023** is **\$211,647** with unrestricted funds only, and **\$561,164** with restricted funds. This is largely due to the fact that we had a Small Business Administration PPE payroll in 2021 that was converted into a grant (**\$202,892**).

CAT earned **69 %** of revenues, the bulk of which is from government contracts with Multnomah County, Oregon Housing and Community Services, Portland Water Bureau, and Portland Housing Bureau (**\$1,463,136**), as well as from private funds from Oregon Community Foundation, Meyer Memorial Trust, Oregon Consumer Justice, Unite Oregon and Right to the City) (**\$373,945**).

Expenditures were **\$1,572,549**, representing **51%** of budget. The majority of the expenditures was for personnel (**\$1,115,354**), and contract services (**\$166,743**). Contract services consists of services provided by Robert Half temps for Communications, Accounting, and Tenant Education, as well as for an independent lobbyist and policy researcher.

Cash flow is holding steady at **\$376,921**; we are still waiting on payments from Multnomah County OHCS and Portland Housing Bureau for **December 2023**. Lynne will be billing OHCS, Multnomah County, Portland Water Bureau, Metro Tenant Education, and Portland Housing Bureau for **January 2023**, so we should have **\$500,000** or more in cash at the end of **February 2023**.

Cash flow is estimated to be **\$508,265** by **June 30th, 2023**. At the end of the calendar year (**December 31st, 2023**), we should have at minimum **\$112,121**.

OREGON Community Alliance of Tenants
Statement of Activities FY22-23
as of January 31st, 2023

	Jan-23	Unrestricted FYTD	Restricted YTD	Total	FY 22-23 Budget	% Actual to Budget
Government Contracts	220,507	1,465,153		1,465,153	2,554,690	57.35%
Foundation Revenue (private g	4,094	24,428	349,517	373,945	373,334	100.16%
Justin Buri Donations	26	181		181	5,000	3.61%
Contributions	2,790	15,757		15,757	50,000	31.51%
Member Dues	584	3,903		3,903	15,000	26.02%
Event Income (Gala)	-	-		-	20,000	0.00%
Event Income (Other)	-	1,250		1,250	2,000	62.50%
Fee for Services (C4)	-	7,492		7,492	80,000	9.37%
SBA Paycheck program grant	-	202,892		202,892	-	0.00%
Other Income	6	63,183	-	63,183	7,000	902.62%
TOTAL REVENUES	228,006	1,784,240	349,517	2,133,757	3,107,024	68.68%
Salaries	124,123	872,904		872,904	1,737,757	50.23%
Employee Benefits	24,239	161,027		161,027	299,581	53.75%
Payroll Taxes	13,086	81,424		81,424	173,776	46.86%
Program Expense	25,000	27,500		27,500	75,000	36.67%
Building Leases	4,017	27,521		27,521	40,000	68.80%
Legal & Legal Aid Fees	2,730	21,972		21,972	57,500	38.21%
Lobbying	8,000	16,000		16,000	-	0.00%
Accounting Fees		150		150	20,000	0.75%
Event Expense	2,308	3,048		3,048	6,500	46.90%
Telecommunications	3,662	24,945		24,945	23,871	104.50%
Software Purchase	3,169	32,688		32,688	49,992	65.39%
C4 expenses	-	7,492		7,492	80,000	9.37%
Local Travel	104	319		319	10,000	3.19%
Meeting Meals		2,106		2,106	3,000	70.21%
IT services	3,094	26,909		26,909	43,680	61.61%
Translation	1,903	4,882		4,882	35,000	13.95%
Leadership Develop/Staff train	200	5,900		5,900	14,000	42.14%
Office Supplies	190	3,256		3,256	9,000	36.18%
Other travel		12,872		12,872	31,000	41.52%
Payroll Services	610	6,753		6,753	3,000	225.09%
Gift Cards		2,077		2,077	7,500	27.70%
Postage & Delivery	1,105	3,222		3,222	3,000	107.41%
Other Contract Services	15,677	166,743		166,743	107,000	155.83%
Conferences & Training		1,820		1,820	3,000	60.65%
Equipment Purchase		2,146		2,146	10,000	21.46%
Printing & Copying	101	2,063		2,063	10,000	20.63%
Tenant Assistance Fees		3,899		3,899	30,000	13.00%
Stipends for TLC members, interns		-		-	55,000	0.00%
Repairs & Maintenance		-		-	1,000	0.00%
Advertising	1,036	1,216		1,216	3,000	40.53%
Dues & Subscriptions		870		870	4,000	21.75%
Utilities	433	3,041		3,041	4,500	67.59%
Insurance Liability D&O		1,899		1,899	1,900	99.95%
Insurance - General Liability		4,603		4,603	7,000	65.76%
Insurance - Workers Comp	206	646		646	2,000	32.28%
Finance Fees	254	1,663		1,663	3,000	55.44%
Equipment Rental (copier)		1,937		1,937	4,000	48.42%
Childcare		360		360	1,000	36.00%
Development Expenses		776		776	42,000	1.85%
Communication Expenses	3,261	21,911		21,911	60,000	36.52%
Misc Expense		7,155		7,155	21,467	33.33%
Interest Expense (Line of credit	765	4,878		4,878	2,000	243.91%
Vacation Expense	563	-		-	10,000	0.00%
Board Meetings	-	-	-	-	2,000	0.00%
TOTAL EXPENSES	239,835	1,572,594	-	1,572,594	3,107,024	50.61%
Increase in Net Assets	(11,830)	211,647	349,517	561,164	0	

Cash flow 1-1-23 to 12-31-2023

	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23
Beginning bank balance 2-20-23	376,921	421,238	381,291	430,515	443,015	508,265	309,765
Revenue							
PHB 22-23/23-24	103,578	65,000	65,783				
OHCS 21-23/23-25	150,000	150,000	200,000	240,000	257,000		
Multn County 22-23/23-24 CDBG	240						
Mult County CARES 22-23/23-24							
Portland Water Bureau FY 22-23	2,000	2,000	941				
Home Forward 2022							
Home Forward 2023	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Metro Bulky Waste		4,250			4,250		
Metro Safe Housing					15,000		
Washington County 21-23		8,803		10,000			10,000
Individual Donations/Contributions	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Membership Dues	500	500	500	500	500	500	500
Total Revenues	262,817	237,053	273,724	257,000	283,250	7,000	17,000
Expenses							
Personnel (salaries, payroll taxes, benefits)	160,000	160,000	160,000	160,000	170,000	170,000	170,000
General operating	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Marketing/Communications	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Legal fees (LASO)		2,500			2,500		
Tenant emergency assistance (OCF)		10,000	10,000	10,000			
Statewide support for TLC members	10,000	10,000	10,000	10,000	10,000		
Computer Equipment and accessories	2,000	2,000	2,000	2,000			
Upward Technology	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Development costs	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Staff trainings	5,000	5,000	5,000	5,000			
Telecommunications	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Accounting and audit fees				20,000			
Praxis Communications Contract	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Tenant education contractor	6,000						
Contract Lobbyist	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Financial consultant		2,000	2,000	2,000			
Program expense - PHB pass thru to partners		50,000					
Total Monthly expenses	218,500	277,000	224,500	244,500	218,000	205,500	205,500
Ending balance, xx/31/22-23	421,238	381,291	430,515	443,015	508,265	309,765	121,265

Sep-23	Oct-23	Nov-23	Dec-23
121,265	123,765	123,765	98,765
40,000	40,000	40,000	40,000
150,000	150,000	150,000	150,000
1,000	1,000	1,000	1,000
10,000	10,000	10,000	10,000
4,500	4,500	4,500	2,856
			15,000
		10,000	
2,000	2,000	2,000	2,000
500	500	500	500
208,000	208,000	218,000	221,356
170,000	170,000	170,000	170,000
20,000	20,000	20,000	20,000
1,000	1,000	1,000	1,000
	2,500		2,500
3,000	3,000	3,000	3,000
1,000	1,000	1,000	1,000
3,500	3,500	3,500	3,500
3,000	3,000	3,000	3,000
4,000	4,000	4,000	4,000
		37,500	
205,500	208,000	243,000	208,000
123,765	123,765	98,765	112,121

Home Share for Oregon

URGENT HOUSING REQUIRES OPTIONS: HB 3032

Incentivizing Increased Housing Supply

"At Home Share Oregon, 800 homeowners have signed up to rent a spare bedroom for an average cost of \$735/mo. This reduces the need for 800 apartments and is affordable for many who would otherwise be at risk for displacement. Incentivizing homeowners to become part of the solution to the affordable housing crisis is the most cost-effective thing we can do." Tess Fields, Executive Director of Home Share Oregon

Home Share for Oregon is Simple

If a home is owner occupied and the homeowner agrees to rent a spare bedroom for \$1000 or less long term, that homeowner is absolved from state income tax liability on the earned income.

Addressing Our Housing Crisis:

- Average rent for 1bd apartments in Oregon is \$1,100-\$1800
- Nearly 40% of Oregonians over 65yo say they're at risk of losing their homes. ~Street Roots, 3/16/2022
- To meet housing demand, Oregon must build 9,000 units of housing/year for a decade and in 20 years must build 550k with over 30% dedicated to low income residents.



HOME SHARING IS COMMON SENSE

Impact of Homesharing:

- Financial Resilience
- Mental Health & Social Connection
- Affordable Housing
- Homeowner Foreclosure Prevention
- Housing Stability
- Eviction Prevention & Defense
- Tackling Our Homeless Crisis

Home Share Oregon Offers Solutions

Home Share Oregon matches homeowners with people seeking housing through a simple online matching program. Home Share provides sample leases, covers cost of background checks, and serves as a source for home sharing assistance.

1.5 million owner occupied homes with a vacant bedroom and 1 in 3 homeowners are mortgage burdened.

There are 2x as many Oregon low income rental households (<\$22k income) than affordable rental units (\$600/mo) without subsidies.

2% of homeowners could affordably house 30k people without the cost of development.

Home Share Oregon is supported by:

Meals on Wheels, PNW, Providence Hospital, Homeshare International, AARP, Google, Multnomah County, Oregon Harbor of Hope, 1000 Friends of Oregon, Corvallis Sustainability Coalition, 211 Info, Eugene Chamber of Commerce, Here Together Coalition, Housing Oregon, and Portland Business Alliance EPOP, among many others.

"New affordable projects are expensive – for example, two recent projects in the Portland region are approximately \$400,000 per unit – and require substantial public funds either from the public sector directly or voter-approved bonds. Even so, it is clear that every single unit counts."

- Oregon Office of Economic Analysis

Peoples Budget proposal invites

For the past two years, the People's Budget has been an opportunity for us to share with lawmakers our recommendations for investments and policy solutions that center the needs and experiences of our communities - including Oregonians who identify as Black, Indigenous, and/or people of color; women and caregivers; LGBTQ+; immigrants and refugees; workers who earn low wages; rural Oregonians; and other Oregon communities.

As we prepare for the 2023 revenue forecast and budget, we are reaching out to **our partners to submit your priorities for real racial, gender, and economic justice for our communities. You can submit proposals here: [2023 People's Budget Proposals](#)**

With calls for cuts on the horizon, we know that we are stronger together. Oregon's long history of disinvestment requires lawmakers to use a racial, gender, and economic justice lens to policy and investment decisions. Our communities' needs must be heard and prioritized to ensure we build a new future that includes all of us.



People's Housing Assistance Fund

SB 603

A grassroots effort to ensure everyone has a safe, stable place to call home.

Rents across Oregon are rising faster than wages, and rental assistance is not widely available. Today, only one out of every four Oregonians with low incomes receives help paying the rent from federal programs such as Section 8. **Direct financial assistance for Oregonians is needed now more than ever.**

People's Housing Assistance Fund: SB 603

The People's Housing Assistance Fund (PHAF) establishes a demonstrative program for qualifying Oregonians to boost their discretionary incomes to meet their needs.

- PHAF would be administered by the Department of Human Services and provide participants with monthly payments of \$1,000 for 12 months.
- A person would qualify for this program if they are experiencing homelessness, are at risk of homelessness, are severely rent burdened or earn at or below 60 percent of area median income.
- The Portland State University Homelessness Research and Action Collaborative shall conduct a study on PHAF's costs, benefits and report findings for a long-term program.
- PHAF would require DHS to submit a legislative concept for long-term cash assistance program.

Residents Organizing for Change is a statewide network of residents of affordable housing, those in need of, and front-line staff of affordable housing providers that are committed to advocating for safe, stable, and affordable housing for all Oregonians.



Support SB601 | Provide Tenants with an Opportunity to Purchase

Problem:

- Despite the success of manufactured dwelling park cooperatives, **multi-family housing organized as a resident-owned cooperative remains an unfamiliar concept** in Oregon and an untapped resource for addressing the state's housing affordability crisis.
- While recent advances have been made with renter protections, **tenants still face significant housing insecurity**. For example, landlords were still able to raise rents 14% this year, and [out of state investors continue to buy up our housing stock](#) and squeeze it for profit.
- **Homeownership rates are at a historic low.**

Solution:

- **Build on the success of** the legislation that has supported the preservation of **affordable manufactured dwelling co-ops**.
- [Extend a similar concept to multi-family housing](#), **where tenants have an opportunity to organize and purchase their building following an owners intent to sell**.
- If combined with other resources, this could be a more cost and time effective solution to addressing the scale of our housing affordability crisis when compared to new construction.
- **SquareOne Villages** and the **Oregon Cooperative Housing Network** both support SB601, and are highly interested in building capacity to work with tenants to support them in the process of purchasing their building as a cooperative, and permanently maintaining their housing at affordable rates.
- Housing co-ops offer **a more accessible pathway to homeownership**, providing an opportunity to boost our homeownership rates.

How SB601 Works:

- Each tenant would receive written notice of the owners intent to sell the housing.
- The tenants would then have 10 days to provide the owner with written notice that they have formed a single tenant committee and have an interest in purchasing the building.
- If notice is received, the owner would not be allowed to accept a purchase offer until after making a binding offer to sell the housing to the tenants committee at an equal or lower price and on substantially similar terms.
- The tenant committee then has 30 days to accept the offer.

CAT Board Application

What is your name? *

Crystalyn Black

What are your pronouns? *

she her hers

What is your gender?

Female

What is your ethnicity?

Hispanic

Not Hispanic

What is your race?

Black, Asian

Are you disabled?

- Yes
- No
- Prefer not to say

Are you a CAT Member? *

- Yes
- No

Please share two references, their contact information, and your relationship to them.

Jennifer Parrish Taylor - Supervisor with the Urban League; Danica Roberts - friend for over 10 years

Contact Information

Phone number?

.....

How about email?

.....

What is your address?

Vancouver, WA

Skills and Affiliations

What skill set do you bring to the board?

I have experience serving as an AmeriCorps as a Housing Legal Advocate, volunteering as a Fair Housing Tester, working with a Housing Authority assisting clients to gain access to Housing Choice Vouchers, and currently as a Policy Analyst working on issues surrounding housing, employment, and community.

Where do you work?

Urban League of Portland

What other organizations are you or have you been involved with? (Please give name, type of involvement, and years you were active.)

Interview Questions

Why are you interested in serving on CAT's Board of Directors?

I believe that Housing is the cornerstone for happy, healthy families. Through safe, accommodating, and affordable housing other dreams can develop. As a CAT Board Member, I would have the privilege of assisting tenants advocate for housing justice.

What tenant issues are of particular concern to you?

Housing Affordability

What life or work experiences have you had that may add to your abilities as a Board Member?

I have experience advocating for tenants and housing applicants from the perspective of a Housing Advocate, volunteer tester, and assisting them to access housing as a voucher specialist. I have continued that advocacy on a local and statewide level.

Is there anything that might prevent you from carrying out your responsibilities as a Board Member?

None that I am aware of at this time.

Is there anything in your background that might put the organization at risk if it were widely known? (A background issue may or may not affect the possibility of your becoming a Board Member. CAT's work attracts opposition and an unexpected revelation related to a Board Member could be damaging.)

None that I am aware of at this time.

Attestations

Please initial after each statement.

I have read and agree to the CAT Board position description.

Yes

I have read and agree to the Roles and Responsibilities of Nonprofit Boards.

Yes

I have read and agree to the CAT Basic Agreements.

Yes

I have read and agree to the CAT Board contract.

Yes

I have read and agree to the CAT Code of Ethics.

Yes

This form was created inside of Community Alliance of Tenants.





community
alliance of
tenants

**Proposal to Provide Review, Accounting
and Tax Services**

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INFORMATION GUIDE

The following guide can be used to directly reference answers to requirements listed in your proposal request.

<u>PROPOSAL REQUIREMENTS</u>	<u>PAGES</u>
1. Understanding of work to be performed and firm’s ability to meet loan covenant and tax filing deadlines	4-5
2. Firm’s experience in providing the requested services to nonprofits with similar breadth of operations	5
3. Firm’s philosophy, size, structure, and composition by area of specialization at both the local and national levels	6-7
4. Names and bios of partners and staff who will provide services	12-14
5. Discussion of lack of complaints from state board accountancy or other regulatory authority	9
6. Commitments we will make to staff continuity and staff turnover experience in the last three years	6, 8-9
7. Firm approach to proposed services, areas that will receive primary emphasis, and the type of assistance that will be required from CAT staff	10
8. Itemized fee proposal for the requested audit and tax filings in the Scope of Work	11
9. Separate itemized fee proposal for items listed under “Additional Services”	11
10. Estimate of the first time through hours required of firm and staff and ongoing hours which Firm is committed to provide to your staff	11
11. Standard billing rates for professional personnel and description of how incidental costs and out of scope work are billed	11
12. Separate optional pricing for items under “Additional Services”	11
13. Names and contact information of at least two similar clients of the partner and manager who will be assigned to your company	15
14. Five largest clients firm lost in the past three years and the reasons behind those changes	9
15. Copy of firm’s most recent peer review report, the related letter of comments, and the firm’s response to the letter of comments	16

OUR UNDERSTANDING OF YOUR NEEDS

WORK TO BE PERFORMED

We thank you for the opportunity to submit a proposal to provide an independent financial statement review, tax preparation, and additional accounting services. We will provide the services you seek in order for Community Association Tenants (the Organization) to continue to focus on the valuable work of “educating and empowering tenants to demand safe, stable and affordable rental homes”. We believe that we can help you effectively navigate the increased complexity of your financial needs and to meet any covenant required of your organization. It is our understanding Community Alliance of Tenants seeks a certified public accounting firm to perform the following services:

INDEPENDENT FINANCIAL STATEMENT REVIEW

We are proposing to provide an independent financial statement review of the Organizations financial statements for the fiscal year ending June 30, 2023 in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. Our independent review will provide a thorough, in-depth and independent review of your financial statements which will allow us to provide recommendations that will help you plan and prepare for future audits if determined necessary given the significant growth of the Organization. We are not proposing on performing an independent audit as we believe that it would be most beneficial to the Organization to build up to the more extensive requirements of an audit. We believe that taking a gradual and more practical approach will result in the best utilization of the Organizations resources both from a financial and staffing perspective.

PROVIDE ASSISTANCE IN CLOSING 2021 BOOKS

Given the requirement that we remain independent in order to provide an independent review, we will provide assistance with closing and reconciling your accounts to the extent permissible under our professional standards. Such standards require that management acknowledge their responsibility to assume all management responsibilities, designate an individual who possesses suitable skill, knowledge and experience to oversee the services we would provide, evaluate the adequacy and results of the services we would provide and accept full responsibility for the results of these services.

OUR UNDERSTANDING OF YOUR NEEDS

FILE FEDERAL, STATE AND LOCAL TAX FILINGS BY APPLICABLE DEADLINES

We will file federal, state, and local tax filings by the fiscal year end of June 30th and advise you on tax matters as to which you specifically request our advice. We will use our professional judgment in preparing your returns. Whenever we are aware that a possibly applicable tax law is unclear, or that there are conflicting interpretations of the law by authorities (e.g., tax agencies and courts), we will explain the possible positions that may be taken on your return. We will follow whatever position you request on your return, so long as it is consistent with the Internal Revenue Code, regulations and interpretations that have been promulgated. If the Internal Revenue Service, or other taxing authority, should later contest the position taken, there may be an assessment of additional tax, plus interest and penalties. We assume no liability for any such additional penalties or assessments.

EVALUATION OF NEED FOR INDEPENDENT SINGLE AUDIT AND/OR PREPARING A SCHEDULE OF FEDERAL REWARDS

As part of our independent review, we will help you assess the requirements and triggering events for an independent single audit and advise you through the process to prepare for such audit if determined necessary. At that time we will assess the size and relative scope of a single audit and whether another firm might be a better fit to provide those services at a price that will put the Organization in the best position to succeed financially. At the end of the day we want to make sure the Organization's interests are considered first and foremost and you receive the most value for each dollar spent.

ADDITIONAL SERVICES

Our firm is a full-service firm that can accommodate the financial needs of a growing nonprofit organization. Additional services may include, but not be limited to, transaction and industry based consulting, internal control evaluations, advisory on employee benefit plan set up and administration, payroll and related withholding and filing requirements, general accounting, financial reporting and forensic accounting. While we are subject to the seasonality of the public accounting industry with heightened demands during the first several months of the calendar year, we manage our practice in a way to be able to be reasonably accessible during that time and throughout the year.

FIRM'S EXPERIENCE

FIRM'S EXPERIENCE & PHILOSOPHY

In 1945, Kernutt Stokes was founded on the idea that you should be able to count on your CPA firm to provide sound, real-world financial advice that serves you now and into the future. By applying this practical, relationship-oriented approach, the firm has grown into one of the largest CPA firms in Oregon with locations in Eugene, Bend, Corvallis, and Lake Oswego.

At Kernutt Stokes we pride ourselves on our knowledge and understanding of our clients. Based on our experience working with many different types of nonprofit organizations, we have a service approach in place to consistently produce high quality results in an efficient manner. It is our goal to be a valued partner to you. We realize that timing is an important aspect of quality service and will carefully coordinate our work and delivery timelines with you to ensure all your expectations are met.

Our firm has extensive experience serving nonprofit organizations of various sizes throughout Oregon. First and foremost, we are proud of our long history of encouraging our nearly 100 professionals to serve their community through volunteer service to nonprofit organizations and causes they are individually passionate about. In doing so, we take direct action to support these nonprofit by offering to pay our employees for up to two hours each month for their volunteer service provided to nonprofits during the workday. We believe that doing so not only provides a much needed benefit to our local communities, but provides invaluable experience to our professional staff to be leaders in the organizations they serve and within the community in general. This experience and the skills learned are invaluable not only to the organizations and communities they serve, but also to our clients. It is initiatives like this that has allowed Kernutt Stokes to enjoy much lower employee turnover than our industry peers and be recently nominated as one of Oregon's top 100 employers.

Second to the direct support provided to the many nonprofit organizations our professionals serve, as a firm we are proud to provide professional accounting and financial services to our various clients in the nonprofit industry including financial statement audit or review, tax, management consulting, retirement plan audits, fraud and forensics accounting services, internal control evaluations, virtual accounting services, financial services, technology solutions, litigation support and cost segregation services. In addition to the nonprofit industry, today, Kernutt Stokes serves clients in forest products, manufacturing, beverage, construction, higher education, distribution, insurance, healthcare, professional services, agribusiness, finance, real estate, and hospitality industries. The firm is presently comprised of fifteen partners, a professional staff of eighty and a total staff (including partners) of almost 100.

FIRM'S EXPERIENCE

EFFICIENT AND EFFECTIVE

All senior members of your engagement team are Certified Public Accountants (CPAs) licensed in the state of Oregon. We will work to ensure your organization will enjoy a smooth transition and service, consistency in contact, a deep knowledge and understanding of nonprofits and financial issues, and meaningful ongoing communication. Our goal is for you to develop long-standing and trusted relationships with the entire engagement team from partners to staff. What this means for you is that you and your team will likely be working with the same individuals year after year, allowing both our teams to streamline our processes and achieve efficiencies only provided by team continuity.

We pride ourselves on our knowledge and understanding of our clients. Based on our experience and understanding of the not-for-profit sector, we will design a service approach intended to produce high quality results in an efficient manner. It is our goal to be a valued partner and we will work hard to earn your trust.

We also realize that timing is an important aspect of quality service and will carefully coordinate our work and delivery timelines with you to ensure your expectations are met. We specifically acknowledge that we have reviewed your desired delivery schedule as set forth in your Request for Proposal and, absent unforeseen circumstances; we will be able to meet your expectations.

D I F F E R E N T I A T I O N

A QUALITY FIRM

We differentiate by providing high quality in areas that matter most to our clients. First, is our work product. When asked if there is a difference in the work product we provide to our clients we can unequivocally say “yes”. Not only do we focus on doing your work right the first time, we also provide the honest and practical advice that will benefit your organization. Second, we continue to offer the assurance that our firm's partners actively lead your team. Therefore, you have the highest level of attention throughout your engagement with us. Third, because of the many benefits and programs we offer our employees, our employee turnover is much lower than our industry peers. As a result, we can offer continuity in your engagement team year after year. With Kernutt Stokes, your institutional knowledge is retained so that you don't have to retrain a new engagement team each year.

Over our 70-year history we have worked meticulously to be a top-quality firm not only for our clients but for our employees. But don't just take our word for it. In 2022, the national publication *Inside Public Accounting* ranked Kernutt Stokes nationally among the best of the best firms of 2022. Also, local publication *Oregon Business* also ranked Kernutt Stokes as one of the 100 best companies to work for in Oregon in 2021. While our priority is to our clients and employees, it's nice to see others recognizing our efforts to be the best in our industry.

CREATIVITY AS A TOOL

Standardizing for efficiency can be a profitable strategy. But in today's competitive world, rigid uniformity for its own sake stalls efficiency and creativity. At Kernutt Stokes we have adopted a forward-thinking approach with the latest tools and technology to allow flexibility according to the needs of an organization. By no means does uniformity shadow the continuous critical thinking of our key professionals. We will innovate and prepare effective and efficient approaches which are specifically tailored to you.

D I F F E R E N T I A T I O N

NO COMPLAINTS BY STATE BOARD OF ACCOUNTANCY

In an effort to give back to our industry, Kernutt Stokes has had two of our partners serve on the complaints committee of the State Board of Accountancy. As a result of their service, we have seen directly where other providers have lacked or where clients felt they were underserved. We recognize the importance of adhering to the high standards of ethics, integrity, independence, and quality of our profession and are proud to be able to say that Kernutt Stokes has not received any complaints by the state board of accountancy or any other regulatory authority.

CLIENTS LOST

While we recognize your desire to know five clients lost in the past three years, we are bound to our commitment to our clients to maintain strict confidentiality. As a result, we cannot provide the names of these former clients. However, we can provide the reason these clients left Kernutt Stokes, and in all five cases, these clients left Kernutt Stokes because they were purchased by larger entities who had other audit and tax service providers.

STAFFING

High caliber professionals provide exceptional experience and expertise. A low associate-to-partner ratio means that one or more partners will be directly involved in your account, which assures close supervision of your engagement team. Our staff to partner ratios enable our firm to provide desirable response times and customer service that is purposefully designed to exceed the expectations of our clients. Our partners are regularly accessible for timely service and consultation.

D I F F E R E N T I A T I O N

APPROACH TO PROPOSED SERVICES

At the inception of the engagement, we will have an initial meeting to discuss your expectations and a general understanding of the services you would like. At this time, we will discuss the expected timing of each deliverable and develop a plan for open communication throughout the engagement. During the review we will evaluate your financial statements by requesting supporting documentation, performing various analytical procedures, and inquiring of you directly about account balances and your related accounting policies. Once we have reviewed the accounts, we will prepare your financial statements with the required footnotes and provide you with a draft to review and approve. Using the reviewed accounting information, we will prepare your required tax filings by the required deadline and ensure that the organization complies with all tax regulations and laws. Finally, we will ensure that you have access to us for any questions, concerns, or consultations you may have throughout the year. What will be required of you is that you provide all requested documentation based on established timelines and promptly answer any questions that we may have.

COST PROPOSAL SUMMARY

Our professional fees for the services outlined below are based upon the complexity of the work to be performed, and our professional time, as well as out-of-pocket expenses. In addition, this fee depends upon the timely delivery, availability, quality, and completeness of the information you provide to us. Requested documentation that is provided late, incomplete, or inaccurate that would require additional effort on our part (out of scope) will be communicated to you prior to our incurring additional time. Our hourly rate is dependent on the Kernutt Stokes' team member providing the service. We assign work to the team members most capable of performing each task effectively and efficiently. Based on our review of the documents you provided (990 return and December 2022 statement of activities) we estimate the following fees for the proposed services:

- **Estimated Fees:**
 - Independent financial statement review - \$12,500 - \$15,500
 - Preparation of federal, state, and local tax filings by applicable deadlines - \$3,500 - \$4,500
- **Estimated Hours:**
 - "First time through hours" – 10 to 15 hours. Will depend on the availability and accuracy of information requested.
 - Ongoing hours we are committed to provide – as many as may be needed.
- **Additional services as requested** – Total fees would be based on the complexity of the work to be performed, the availability and accuracy of the supporting information provided, and the hourly rate of the individual performing each task. Our hourly rates are as follows:
 - Partners - \$320 - \$450
 - Managers - \$170-\$250
 - Senior Associates - \$135 - \$165
 - Associates - \$95-\$130

MEET YOUR TEAM

PROFESSIONAL QUALIFICATIONS



PAT DEMING – CPA, Partner

pdeming@kernuttstokes.com

PROFESSIONAL DESIGNATIONS AND LICENSES

- Certified Public Accountant - Oregon

MEMBERSHIPS

- American Institute of Certified Public Accountants (AICPA)
- Oregon Society of Certified Public Accountants (OSCPA)

COMMUNITY SERVICE

- Emerald Executive Association - treasurer

EDUCATION

- Idaho State University
- Bachelor of Business Administration, Accounting
- Idaho State University
- Master of Business Administration

After graduating from Idaho State University as a three-time Big Sky conference champion pole vaulter, Pat started his accounting career with a Big Four firm in Denver. He then spent a short period with Boise Paper where he oversaw the financial accounting and reporting for one their large paper mills.

EXPERIENCE

Pat is the partner in charge of the audit and attestation and leads the Audit and Accounting Steering Committee for the firm. In t his role, Pat works with committee members to develop firm guidelines to ensure quality control standards are met or exceeded, as well as provide meaningful continuing education and technical updates to staff and other members of the firm. Pat works with a number of clients in a number of industries, including beverage, construction, manufacturing, timber and forest products, nonprofit, and insurance.

ABOUT PAT

Pat and his wife Heather live in Junction City and have four children. They love being out on the lake with family and friends waterskiing, wakeboarding, surfing, tubing, and just relaxing in the sun. They enjoy traveling together as a family to warm places during the colder months of the year. They spend a lot of time supporting their kids in their sporting events, and Pat also coaches pole vault at Junction City High School. Pat likes to play guitar and enjoys watching Oregon football, basketball, and track and field.

MEET YOUR TEAM

PROFESSIONAL QUALIFICATIONS



KIM CONWAY – CPA, Director of Audit & Attestation
kconway@kernuttstokes.com

PROFESSIONAL DESIGNATIONS AND LICENSES

- Certified Public Accountant - Oregon

MEMBERSHIPS

- American Institute of Certified Public Accountants (AICPA)
- Oregon Society of Certified Public Accountants (OSCPA)

EDUCATION

- Linfield College
- Bachelor of Science, Accounting

After graduating from Linfield University, Kim began her career as an auditor at a Big Four firm in Portland. She moved to Eugene in 2006 when she began working for Kernutt. Throughout her career she has gained experience with the technical issues they face, such as new systems implementation, accounting issues and research, and internal control effectiveness.

EXPERIENCE

In her role as an auditor, Kim most enjoys working with people, both clients and staff, as they challenge her to be her best and find creative solutions. She also likes that she gets the opportunity to continuously learn new things, such as implementing new standards, new systems, and training new staff. She serves as a member of the A&A Steering Committee; as part of her responsibilities, she works with committee members to develop firm guidelines within the audit and accounting practice to ensure quality control standards are met or exceeded, as well as provide meaningful continuing education and technical updates to staff.

ABOUT KIM

Kim and her husband, John, live in Eugene with their two children. In her free time, she enjoys spending time with her family, cooking, and gardening.

MEET YOUR TEAM

PROFESSIONAL QUALIFICATIONS



HOPE ROGERS – CPA, Senior Associate

hrogers@kernuttstokes.com

PROFESSIONAL DESIGNATIONS

AND LICENSES

- Certified Public Accountant - Oregon

MEMBERSHIPS

- American Institute of Certified Public Accountants (AICPA)
- Institute of Internal Auditors (IIA)

COMMUNITY SERVICE

- Pleasant Hill Education Foundation (past)

EDUCATION

- Oregon State University
- Bachelor of Accountancy and
Bachelor of Business Information
Systems

After graduating from Oregon State University, Hope joined Kernutt Stokes in 2017 as an associate, completing audit and advisory work for clients in the education, timber, and nonprofit industries. She has worked extensively on data analytics and statistical interpretations using state-of-the-art data analysis software on a variety of engagement.

EXPERIENCE

Hope's identification of anomalies, investigation of trends and patterns, and research into fraud detection makes her a must-have on any project involving moderate-to-large data sets. Her background in information systems adds an additional perspective to her work, showing the context of information usage throughout an organization and evaluating the best placement of information resources. Additionally, over the last four years Hope has worked on internal audits of capital projects, health centers, employee workload, expense reimbursements, overall fiscal management, housing, fixed assets, inventory, Title IX, and the Clery Act.

ABOUT HOPE

Hope loves spending time outside with her husband and two small children. As a family they enjoy camping with friends around Oregon and frequent trips to the coast, rain or shine. Hope also enjoys exploring hiking trails around her new home in Corvallis, Oregon.

REFERENCES

Included below are some current nonprofit clients of Kernutt Stokes. We encourage you to contact the following people for their opinion of our work product, service philosophy and overall value to their organizations.

Planned Parenthood of Southwestern Oregon

Eugene, Oregon

Thomas Line, Controller

541.344.2632

Services – Audit and Forms 990/CT-12

Laurel Hill Center, Inc.

Eugene, OR 97440

Shawn Murphy, Executive Director

541.485.6340

Services - Audit and Forms 990/CT-12

The Child Center

Springfield, OR

Janet Callahan

541.726.1465

Services - 403(b) Audit

PEER REVIEW



FAW CASSON
CERTIFIED PUBLIC ACCOUNTANTS • BUSINESS CONSULTANTS

Report on the Firm's System of Quality Control

January 21, 2021

To the Partners of Kernutt Stokes LLP and the Peer Review Committee of the Oregon Society of CPAs

We have reviewed the system of quality control for the accounting and auditing practice of Kernutt Stokes LLP (the firm) in effect for the year ended July 31, 2020. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under audits of employee benefit plans.

As a part of our peer review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Kernutt Stokes LLP in effect for the year ended July 31, 2020, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)* or *fail*. Kernutt Stokes LLP has received a peer review rating of *pass*.

Faw, Casson & Co., LLP

FAW, CASSON & CO., LLP



WWW.FAWCASSON.COM

160 GREENTREE DR., STE. 203 DOVER, DE 19904 P 302-674-4305 F 302-674-0910
20245 BAY VISTA RD., STE. 204 REHOBOTH BEACH, DE 19971 P 302-226-1919 F 302-674-0910
9748 STEPHEN DECATUR HWY., STE. 103 OCEAN CITY, MD 21842 P 410-213-8700 F 410-213-7221



PROPOSAL TO PROVIDE PROFESSIONAL SERVICES FOR



community
alliance of
tenants

JANUARY 2023

SUBMITTED BY:

HOFFMAN,
HSTEWART
& **S**SCHMIDT, P.C.

Contact: Robert Prill, Shareholder
3 Centerpointe Drive, Suite 300
Lake Oswego, OR 97035
Phone: 503.220.5900
Email: rprill@hss-cpas.com
www.hsscpas.com



An independent member firm of
AGN International

Let's Go Far Together.

January 31, 2023

Kim McCarty, Executive Director

Community Alliance of Tenants

kmccarty@oregoncat.org

Dear Ms. McCarty:

Thank you for the opportunity to submit our proposal for professional services for Community Alliance of Tenants.

The foundation of HS&S is embedded in the concept of team. Every member of our firm is available to assist our clients. We value collaboration and proactive communication, and we will strive to ensure that we meet our clients' objectives related to a specific project while also serving as a valuable resource for them throughout the year. Our goal is for Community Alliance of Tenants to consider us part of your team.

Our proposal outlines our industry expertise and knowledge and identifies an engagement team that is committed to serving Community Alliance of Tenants.

Thank you again for this opportunity. It would be a privilege to work with you.

Our primary contact for this proposal is Robert Prill, Shareholder. He can be reached at 503-220-5900 or at rprill@hss-cpas.com. We look forward to hearing from you.

Sincerely,

Robert Prill
Shareholder

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About Hoffman, Stewart & Schmidt, P.C.

Firm History

Hoffman, Stewart & Schmidt, P.C. (HS&S) was founded in 1979 and has grown to become one of the largest local CPA firms in Oregon. We are a member of the American Institute of CPAs' "Group of 400." This group consists of U.S. public accounting firms ranking in size from 100 to 500 that most commonly serve America's small and mid-sized businesses.

With a team of more than 60 professionals, HS&S is large enough to provide significant depth and breadth of expertise, yet small enough to offer the personalized service of a local firm.

Our firm's mission statement was crafted more than 25 years ago, and it continues to shape our practice today.

We are a team of professionals, committed to and strengthened by the quality of our people.

Hiring and training bright, energetic, and dedicated people is among our highest priorities. We cultivate a team culture where every resource is available to help our clients. All professional staff in our firm receive a minimum of 40 hours per year of continuing professional education that is relevant to the type of work they perform. Our assurance and tax departments hold regular meetings to discuss current topics that are relevant to our practice. In addition, our professional staff regularly attend conferences sponsored by the Oregon Society of Certified Public Accountants or the American Institute of Certified Public Accountants.

We are dedicated to our clients' success.

We strive to be a resource for our clients. Whether it is evaluating the impact of a new financial accounting standard, developing sound tax strategy or simply serving as a sounding board for business ideas, our mission is client service.

Creating a workplace that embraces the meaning of our mission includes taking responsibility for building a diverse, equitable, and inclusive environment for our team and our clients. The cross-cultural representation in our client base provides opportunities for us to experience other perspectives and grow from those encounters. Being open to new ideas is essential to adding value to the service we provide our clients and drives our commitment to diversity, equity, and inclusion initiatives.

An AGN International Member



HS&S is a member of AGN International, a worldwide association of separate and independent accounting and consulting firms. Through this association, we can dramatically expand our resources across a broad spectrum of technical and business topics. With this backing, we can help our clients address the tax, financial reporting, and other business challenges posed by domestic and global ventures, including access to a vast network of member firms located throughout North America.

Why HS&S?

Personalized and timely service

Quick response to questions and inquiries

Constructive ideas for improving operations

Full coordination with your management team

Engagement Services

Assurance Services

HS&S will deliver expertise, knowledge, and a wealth of experience that complement and supplement your internal accounting resources. Beyond providing Community Alliance of Tenants with a fresh look from an audit or review perspective, we will:



Provide insights and counsel regarding emerging professional accounting issues



Recommend improvements in structure and procedures, and assist Community Alliance of Tenants with implementing new accounting pronouncements



Serve as partners to Community Alliance of Tenants in the face of the constantly evolving regulatory environment in which nonprofits operate

In short, we will bring a fresh perspective to the unique challenges confronting Community Alliance of Tenants in your current operating environment. We believe our relevant expertise, our familiarity with and knowledge of the nonprofit industry, and our approach to meeting your business needs clearly distinguish us from other firms.

Tax Consulting and Compliance

HS&S has extensive tax capabilities that will be an important resource for nonprofit organizations, like Community Alliance of Tenants. The tax environment in which nonprofits operate is highly complex. Our staff are experts in all tax areas directly affecting tax-exempt organizations and their donors, including preserving tax-exempt status and examining the various services offered by Community Alliance of Tenants to prevent unexpected unrelated business income.

Audit Approach

Establish Baseline Understanding

Auditing standards generally accepted in the U.S. require us to first understand and document Community Alliance of Tenants's organization and internal control systems to plan our auditing procedures. We will develop our understanding primarily through discussions with management with a focus on major systems of internal control.

We will review significant legal and operational agreements impacting Community Alliance of Tenants. This includes pension and post-retirement benefit plans, insurance plans, investment policies, and agency relationships with other entities. We will document the review in our permanent files and update our information for future years as you make changes.

Develop Audit Plan

This step involves:

- Preliminary analysis using the most recently available internal financial statements
- Assess inherent and overall risk
- Develop audit programs
- Assess preliminary materiality
- Provide management with a list of schedules and other items needed to complete the audit
- Identify individual accounts for confirmation
- Review minutes from Board of Directors meetings

We will develop audit programs, tailoring our audit process to efficiently work with your management team.

We will work with Community Alliance of Tenants's management to help HS&S collect source documentation for individual transactions selected for testing. Management is also expected to be available for questions and consultations throughout the audit process.

It is our goal to use Community Alliance of Tenants's personnel as efficiently as possible. We will provide lists of schedules and transactions well in advance whenever we can.

HS&S is a member
of AICPA Audit
Quality Centers

Test Controls and Risk Assessment

HS&S will interview Community Alliance of Tenants personnel and test transactional processes to assess if controls in place are operating as designed. We will then identify control risk for audit areas and determine the extent substantive testing will be used. This testing is part of our risk assessment so we can identify areas that need additional attention. We consider a variety of factors when evaluating risk for specific financial statement and compliance areas, including:

- Frequency or significance of transactions
- Nature, cause and materiality of misstatements detected in prior audits
- Susceptibility to theft or fraud
- Competence and experience of personnel assigned to process data
- Extent of judgment involved
- Complexity of calculations involved

Audit Fieldwork

This step includes execution of the substantive testing identified as part of our audit plan. H&S will also conduct a supervisory review of audit working papers during audit fieldwork to optimize efficiency.

We use specialized audit software when conducting audit fieldwork to enhance the efficiency and effectiveness of our audit process. File memoranda and documentation are maintained electronically, allowing us to efficiently share information.

Our team has access to online research materials specific to nonprofit organizations. Also, our remote access capabilities allow our staff to access our networks securely wherever they may be. We will establish a secure portal to

allow for ease of information transfer with Community Alliance of Tenants.

Review and Conclusion

Senior engagement personnel will review financial statements and other significant documentation collected or developed as part of the audit, and perform a final analytical review of the financial statements and other audit correspondence.

Management Review

Drafts of the audit reports and financial statements are first provided to Community Alliance of Tenants's management for review and comments. We will then review draft reports with other members of Community Alliance of Tenants's management team.

This step often includes providing constructive suggestions and observations garnered through the audit. Formally, we are required to communicate with Community Alliance of Tenants management:

- Identification about significant accounting estimates
- Significant audit adjustments and waived adjustments
- Any disagreements with management regarding application of accounting principles
- Difficulties encountered in performing the engagement
- Discussion of new accounting pronouncements

Value-Added Services

HS&S takes the audit or review beyond a commodity. Beyond preparing and reporting on the financial statements, HS&S provides:

- Insight and counsel in key financial areas
- Help identifying and addressing operational problems that may impact current and future company operations
- Assistance and support to senior management in carrying out their responsibility to effectively manage Community Alliance of Tenants's operations
- A year-round dialogue with Community Alliance of Tenants management team

Communication

Accounting standards for nonprofits are complex. Ongoing and open communication is a fundamental characteristic of an HS&S audit. Frequent communication between the HS&S engagement team and Community Alliance of Tenants throughout the year is critical to effective auditing and quality client service. Our approach to communication helps us execute the coordination needed to perform the audit with minimal disruptions to client operations and ensures that we remain continuously aware of Community Alliance of Tenants's needs.

We also engage varying levels of our organization and our AGN International partners to ensure the appropriate application and interpretation of accounting policies so that Community Alliance of Tenants's management team is comfortable and confident in its financial reporting.

The HS&S Difference



Support for Community Alliance of Tenants’s Senior Staff



We attach great importance to supporting Community Alliance of Tenants’s management team and are committed to staffing our team with senior, experienced personnel who have experience specifically with nonprofits. HS&S has built a positive reputation working with nonprofits

based on the quality of our professionals. We pledge to staff our Community Alliance of Tenants engagement team with the most talented, knowledgeable and committed professionals. While our services may seem similar to our competitors, our people make the difference and their performance counts.

Service to Community Alliance of Tenants is Our Highest Priority



Our firm is proud of the quality reflected in the professional services we deliver. We recognize that clients like Community Alliance of Tenants select and retain us because of our experience and the quality, reliability and responsiveness they receive. Our success also depends on the authority, responsibility and independent judgment exercised by our personnel and on

our ability to deliver outstanding service to clients on schedule, at a fair price, and in response to their unique needs.

We appreciate timeliness and we understand that Community Alliance of Tenants does too. We are prepared to meet all your deadlines – deadlines that are important to you and your stakeholders.

Proactive Communication with



HS&S values the relationships we develop with our clients. We feel the strength of these relationships is due to the emphasis we place on communication; communication that is proactive and ongoing. In any type of relationship, the relationship is only as good as the communication between

Investment in



HS&S will incur all start-up costs related to the transition from your current CPA. We estimate these costs to approximate \$2,500. We will not pass these costs on to you. We understand some CPA firms will charge this one-time fee to recover the time

the two parties. One of our major priorities in the client service we provide is that we communicate with our clients timely and provide accurate information. This communication can involve sharing recent tax and/or accounting developments. Proactive communication by HS&S will provide Community Alliance of Tenants with the necessary tools and understanding you need to make sound financial decisions.

spent involved in assembling and accumulating information prior to beginning the engagement. Our goal is to form a long-term relationship with and view this investment as a small demonstration of our commitment.

Our Commitment to the Nonprofit Community

Nonprofit organizations represent one of the largest and most diverse segments of the U.S. Economy, and they are faced with specific and often complex accounting, tax and operating regulations. At HS&S, we partner with nonprofit clients, like Community Alliance of Tenants, to help them successfully comply with those regulations so they can remain focused on the important work associated with their missions. We keep abreast of new and pending regulations to keep our clients informed and to be able to help them determine how to effectively respond to changes.

HS&S is known for our long-time specialization in the nonprofit field. Today, our firm provides audit, accounting, tax, and consulting services for more than 150 nonprofit organizations. Our clients range in size from well-established entities with a national scope to mid-sized, community-based organizations and small public charities and start-ups.

Due to the size and scope of our nonprofit practice, virtually everyone in the firm works with a nonprofit organization in some capacity. The firm is a member of the American Institute of Certified Public Accountants' (AICPA) Government Audit Quality Center. In addition, various members of our management team serve on local and national associations impacting the industry, including the Oregon Society of CPAs Nonprofit Strategic Interest Group, AGN International's Nonprofit Industry Team, and the AICPA's Tax-Exempt Organization Technical Resource Panel.

Our most recent peer review was for the year ended July 31, 2020, and was conducted by Poulsen, VanLeuven & Catmull. We received a peer review rating of pass, which is the highest rating under the AICPA peer review standard. Our peer review report appears in Appendix I on page 17.

Your Peers Choose HS&S

Our clients are the best indicators of our performance and quality of service. Listed below are four nonprofit clients who are familiar with our firm, the qualifications of our team members, and our performance. We urge you to contact them.

	<p>Dan Peccia, Executive Director Email: dan@sdri-pdx.org</p>	<p>Levels of services performed: Audit and preparation of tax/information returns</p>
	<p>Suzan Huntington, Executive Director Email: shuntington@boysaidgirlsaid.org</p>	<p>Levels of services performed: Audit and preparation of tax/information returns</p>
	<p>Kori Gregg, VP of Finance Email: korig@unitedway-pdx.org</p>	<p>Levels of services performed: Audit and preparation of tax/information returns</p>

Meet Your HS&S Team

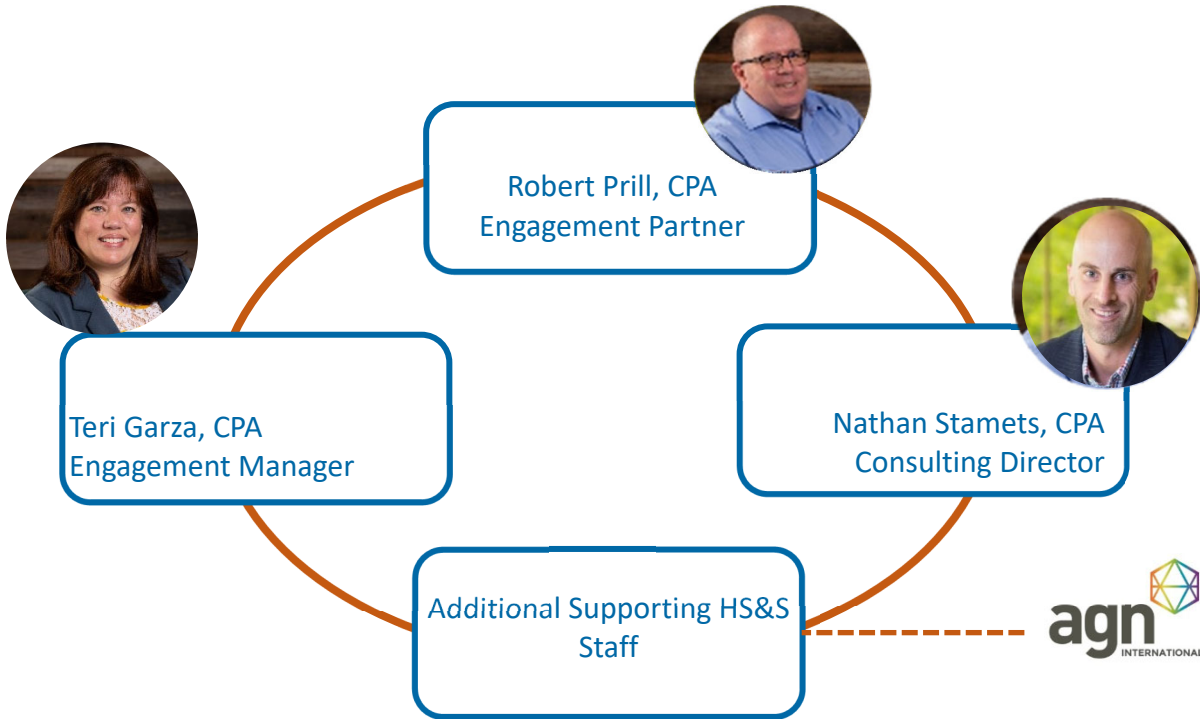
HS&S is dedicated to the success of Community Alliance of Tenants and because nonprofits make up most of our client base, we have a deep bench of professionals who have experience in organizational, financial and accounting matters affecting nonprofit organizations. Furthermore, the technical breadth of our engagement teams is expanded because of our membership in AGN International. This can be especially beneficial when there are multi-state or international tax issues.

We understand that partner and senior management involvement is important to our clients. Our partners and senior managers are significantly involved with every client. Our partners and senior managers are significantly involved with every client. We understand concerns that clients may have with the professional staff turnover issues typically seen in our industry. If one team member leaves, other professionals are familiar with the client. We always consider continuity of professional staff on engagements from year-to-year. We believe keeping your primary point of contact(s)

Our people make the difference and their performance counts.

consistent results in added efficiencies over time and enhances our ability to assist management in operational matters.

Our goal is to develop and foster long-term business relationships. The engagement team we have selected to work with Community Alliance of Tenants is comprised of experienced professionals who are uniquely qualified to address your needs. Community Alliance of Tenants will see in the following biographies that your HS&S team has the nonprofit expertise and skills needed to give you the personal attention needed to fulfill your financial and tax objectives. The composition of our team is shown on the next page.



Robert Prill, CPA

Engagement Partner

Email: rprill@hss-cpas.com



Bob joined HS&S in 2000 and has more than 25 years of experience in public accounting, which includes work with nonprofits, individuals and in the construction, manufacturing and mortgage banking, and employee benefit plan industries.

He will have overall responsibility for the activities of professional staff members assigned to Community Alliance of Tenants and will be responsible for maintaining day-to-day contact with Community Alliance of Tenants' management team.

Professional Affiliations

American Institute of Certified Public Accountants (AICPA), Member
 Oregon Society of Certified Public Accountants (OSCPA), Member
 OSCP Nonprofit Strategic Interest Committee
 OSCP Peer Review Committee
 AICPA Peer Review Program

Education

Bachelor of Arts Degree, Accounting – Linfield University
 Licensed to practice in the state of Oregon

Nathan Stamets, CPA

Consulting Director

Email: nathan@hss-cpas.com



Nathan has been with the firm since 2004 and has 19 years of experience in public accounting. He has extensive experience performing assurance and consulting services for primarily nonprofit organizations, as well as employee benefit plans and closely held companies.

He will be responsible for performing independent quality control review of the financial statements and reports HS&S produces for Community Alliance of Tenants. He will also review our work papers to verify that HS&S meets our internal quality control policies.

Professional Affiliations

American Institute of Certified Public Accountants (AICPA), Member
AICPA Peer Review Program
Oregon Society of Certified Public Accountants (OSCPA), Member
AGN International Nonprofit Industry Group, Core Team Leader

Education

Bachelor of Science Degree, Accounting – Azusa Pacific University
Licensed to practice in the states of Oregon and California

Teri Garza, CPA

Engagement Manager

Email: teri@hss-cpas.com



Teri joined HS&S in 2012. She provides accounting, auditing, tax, and consulting services for nonprofit organizations and employee benefit plans.

Professional Affiliations

American Institute of Certified Public Accountants (AICPA), Member
Oregon Society of Certified Public Accountants (OSCPA), Member

Education

Bachelor of Arts Degree, Accounting – Washington State University
Master of Accounting Degree – Washington State University
Licensed to practice in the state of Oregon

Professional Fees

The fees below do not and will not include start-up fees. We view the more than \$2,500 expense of transition and start-up expense as an investment in our long-term relationship with Community Alliance of Tenants. Our non-chargeable investment of time will be used to learn more about Community Alliance of Tenants, your operations, policies, and procedures. We will also spend time accumulating and assembling information prior to beginning the engagement. These activities will ensure our ability to fulfill your financial needs promptly.

What Community Alliance of Tenants receives is a partner that makes you comfortable asking questions, a trusted advisor, and collaborative consultation with full transparency and no surprises.

In accordance with your request, we have provided fee estimates for both an audit and a review of Community Alliance of Tenants’ financial statements. An audit provides the highest level of assurance that the financial statements are free from material misstatement. It requires the auditor to obtain an understanding of the entity internal controls, assess fraud risk, and corroborate figures and disclosures by obtaining audit evidence through inquiry, inspection, third-party confirmation and analytical and other procedures. Conversely, a review provides limited assurance on the financial statements and is narrower in scope than an audit. In a review engagement, the accountant will develop expectations and perform inquiry and analytical procedures on the financial statements. Further review procedures may be performed when the results of inquiry and analytical procedures are inconsistent with expectations.

Services	Audit	Review
Audit and report on financial statements	\$25,000	-
Review and report on financial statements	-	\$17,500
Form 990 Preparation	\$3,000	\$3,000
Annual Total	\$28,000	\$20,500

In addition to the above estimate, if Community Alliance of Tenants elects to have an audit of the financial statement performed, additional work will need to be performed on the beginning of year balances. We estimate the cost of the initial year audit procedures to be \$3,000, and this cost would only be incurred in the initial year.

The fee estimate includes our administrative expenses and assumes HS&S would not encounter changes in the scope of the work or be faced with serious unexpected problems that would significantly increase the time required to perform the engagement. We will work closely with and keep you informed of our progress during the engagement.

HS&S is willing to discuss any additional consulting or service needs that arise. It is our philosophy to discuss these projects with you prior to performing any work. This ensures our understanding of the project scope and that we both have a clear understanding of the estimated costs and time frame in which the work is needed.

We encourage clients to call when they have a question or require financial advice. In many cases, HS&S can answer questions quickly. In situations like these, the client is **not billed** for *general telephone advice*.

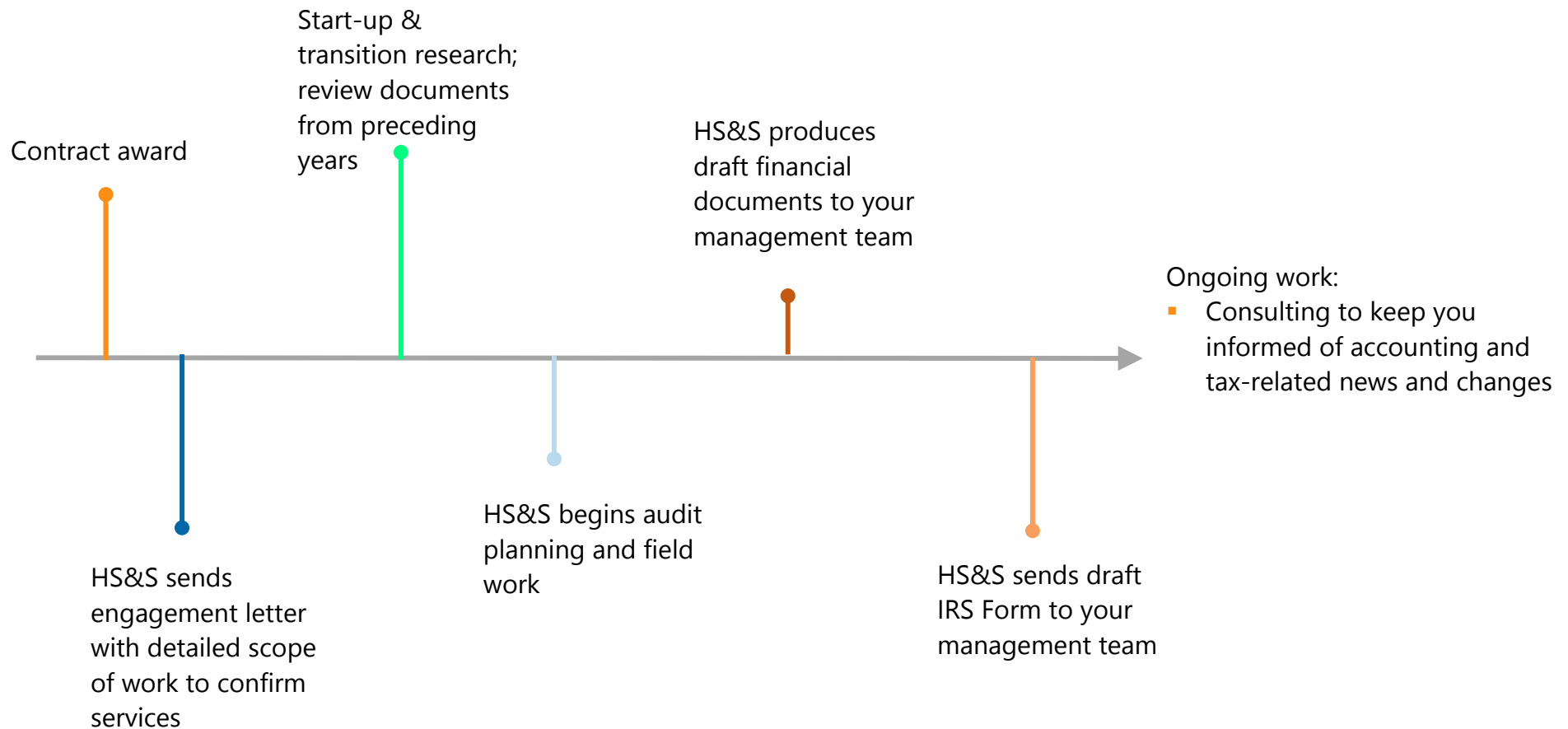
There are times when HS&S cannot respond to an inquiry or provide an immediate answer to a question. Under such circumstances, we may need to research and/or consult with other professionals to evaluate the options available to you before giving advice. When these types of situations arise, HS&S will generally submit a bill for the professional services rendered but will first discuss this with Community Alliance of Tenants.

HS&S will not pass on start-up costs. We view start-up costs as our investment in the long-term relationship.

What's Next

Getting Started

HS&S is excited to show Community Alliance of Tenants how we combine personal and professional services to meet your nonprofit tax needs. Here is a look at how we move forward together from here.



A Seamless Transition

If not handled properly, the transition from one professional service provider to the next can be disruptive. Our firm is experienced in providing a smooth transition process with predecessor accounting firms. Some of the steps we take to ensure a smooth transition include:



Review predecessor workpapers

Community Alliance of Tenants notifies predecessor of CPA firm change and requests predecessor permission to review previous documents.



Understand expectations

Coordination between Community Alliance of Tenants management and HS&S Team.

Understand deadlines.

Establish proper lines of communication.



Compile current documents

Start preparation of current financial statements.

Work with management to review timing of field work.

Thank you for the opportunity to share the value and services HS&S can offer Community Alliance of Tenants. We look forward to taking the next steps to partner with you.

Appendix I – Peer Review Report



Report on the Firm's System of Quality Control

January 28, 2021

To the Partners of Hoffman, Stewart & Schmidt, PC
and the Peer Review Committee of the Oregon Society of CPA's

We have reviewed the system of quality control for the accounting and auditing practice of Hoffman, Stewart & Schmidt, PC (the firm) in effect for the year ended July 31, 2020. Our peer review was conducted in accordance with the Standards for Performing and Reporting on Peer Reviews established by the Peer Review Board of the American Institute of Certified Public Accountants (Standards).

A summary of the nature, objectives, scope, limitations of, and the procedures performed in a System Review as described in the Standards may be found at www.aicpa.org/prsummary. The summary also includes an explanation of how engagements identified as not performed or reported in conformity with applicable professional standards, if any, are evaluated by a peer reviewer to determine a peer review rating.

Firm's Responsibility

The firm is responsible for designing a system of quality control and complying with it to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. The firm is also responsible for evaluating actions to promptly remediate engagements deemed as not performed or reported in conformity with professional standards, when appropriate, and for remediating weaknesses in its system of quality control, if any.

Peer Reviewer's Responsibility

Our responsibility is to express an opinion on the design of the system of quality control and the firm's compliance therewith based on our review.

Required Selections and Considerations

Engagements selected for review included engagements performed under *Government Auditing Standards*, including a compliance audit under the Single Audit Act, and audits of employee benefit plans.

As a part of our review, we considered reviews by regulatory entities as communicated by the firm, if applicable, in determining the nature and extent of our procedures.

Opinion

In our opinion, the system of quality control for the accounting and auditing practice of Hoffman, Stewart & Schmidt, PC in effect for the year ended July 31, 2020, has been suitably designed and complied with to provide the firm with reasonable assurance of performing and reporting in conformity with applicable professional standards in all material respects. Firms can receive a rating of *pass*, *pass with deficiency(ies)*, or *fail*. Hoffman, Stewart & Schmidt, PC has received a peer review rating of *pass*.

Poulsen VanLeuven & Catmull

Poulsen VanLeuven & Catmull PA