



CAT Board Agenda  
COMMUNITY ALLIANCE OF TENANTS (CAT)  
Tuesday, May 30, 2023  
6:00 PM - 8:00 PM

6:00 Welcome

Board role: Agenda approval and ground rules review

\*6:05 Approval of March 27, April 20, 2023 minutes.

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

Check-in Question: What did you do on Memorial Day?

6:15 Tenant Education and Organizing reports

- Education- Report on PHB, Multnomah County and OHCS monitoring
- Organizing and Advocacy-Cohort groups
- Policy Committee update. All bills in the Senate including SB 611A are stalled due to legislators not coming to work to vote. Offer staff options for continued advocacy.

Board Role: Listen, discussion Board Role: Listen, Discuss,

Closed Session of the Board:

\*6:30 Finance Report

Board role: Understand and approve the finance report. Understand CAT's financial crisis of no fiscal funding promised for 2023, and cash flow issues.

Based on funder recommendation, designate payroll approval for Executive Director to Board of Directors. Current policy states that a supervisor is to provide this review and approval for employees.

\*6:30 Mission of CAT and reminder regarding Board Agreements and Roles

*"To educate and empower tenants to demand safe, stable and affordable rental homes. We believe that housing is the basis of a strong community. So we bring tenants together to organize and collectively advocate for fair and equal protections in housing practices and policies."*

- Feedback from funders regarding the CAT mission and functions that government and foundation funders want to support.

Board Role: Listen, Discuss options including a restructuring to address the financial crisis of no fiscal funding promised for 2023 and cash flow issues.

8:00 – Reserve this time for additional discussion if needed or adjourn



# community alliance of tenants

\*These are action items

6:00 Bienvenida

Función de la junta: aprobación de la agenda y revisión de las reglas básicas

\*6:05 Aprobación del 27 de marzo, 20 de abril de 2023 minutos.

6:10 Presentaciones de la junta. registros y presentaciones del personal

Pregunta de registro: ¿Qué hiciste en el Día de los Caídos?

6:15 Informes de organización y educación de inquilinos

- Educación: informe sobre el monitoreo de PHB, el condado de Multnomah y OHCS
- Grupos de cohorte de organización y defensa
- Actualización del Comité de Políticas. Todos los proyectos de ley en el Senado, incluido el SB 611A, están estancados debido a que los legisladores no acudieron a trabajar para votar.

Ofrezca opciones al personal para la promoción continua.

Rol de la Junta: Escuchar, discutir Rol de la Junta: Escuchar, Discutir,

\*6:30 Informe Financiero

Rol de la Junta: Comprender y aprobar el informe financiero. Comprenda la crisis financiera de CAT sin fondos fiscales prometidos para 2023 y problemas de flujo de caja.

6:30 Misión del CAT y recordatorio sobre Acuerdos y Roles de la Junta

“Educar y capacitar a los inquilinos para que exijan viviendas de alquiler seguras, estables y asequibles. Creemos que la vivienda es la base de una comunidad fuerte. Por lo tanto, reunimos a los inquilinos para que se organicen y aboguen colectivamente por protecciones justas y equitativas en las prácticas y políticas de vivienda”.

- Comentarios de los financiadores sobre la misión y las funciones de CAT que el gobierno y los financiadores de fundaciones desean apoyar.

Rol de la junta: escuchar, discutir opciones, incluida una reestructuración para abordar la crisis financiera de la falta de financiación fiscal prometida para 2023 y problemas de flujo de caja.

\*7:30 Actualizaciones del Comité de Políticas

Rol de la Junta: Escuchar, discutir, ofrecer opciones al personal para la defensa continua. Todos los proyectos de ley en el Senado, incluido el SB 611A, están estancados debido a que los legisladores no acudieron a trabajar para votar.

8:00 – Reserve este tiempo para una discusión adicional si es necesario o aplazar

\*Estos son elementos de acción

CAT Board Meeting April 20, 2023

Approved meeting minutes for February 27, 2023

Remove Elaine Zevenbergen from the CAT Banking and add Dung Ho and Ianda Allen as bank and contract signers effective April 20, 2023. Elaine retired March 6, 2023. Dung Ho the Education Director and Ianda Allen the Organizing and Advocacy Director have the authority to sign contracts along with Kim McCarty the Executive Director.

Affirm supporting the suggested bills in the CAT April agenda.

Donovan will contact Musonda about possible meeting with Senator Meek.

Darren will setup a meeting with Senator Sollman.

Foster, Musonda and Alex will meet with the Portland Housing Bureau.

The board members were encouraged to attend the May 3<sup>rd</sup>, hearings for Ways and Means.

Reunión de la Junta de CAT 20 de abril de 2023

Minuta aprobada de la reunión del 27 de febrero de 2023

Elimine a Elaine Zevenbergen de CAT Banking y agregue a Dung Ho e Ianda Allen como firmantes del contrato y del banco a partir del 20 de abril de 2023. Elaine se jubiló el 6 de marzo de 2023. Dung Ho, directora de educación, e Ianda Allen, directora de organización y defensa, tienen la autoridad para firmar contratos junto con Kim McCarty el Director Ejecutivo.

Afirmar apoyar los proyectos de ley sugeridos en la agenda de abril del CAT.

Donovan contactará a Musonda sobre una posible reunión con el Senador Meek.

Darren programará una reunión con el Senador Sollman.

Foster, Musonda y Alex se reunirán con la Oficina de Vivienda de Portland.

Se animó a los miembros de la junta a asistir a las audiencias del 3 de mayo para Medios y Arbitrios.

## Community Alliance of Tenants Department Manager Reports- Finance and Administrative

5-30-2023

Attached to this report are the following reports:

- Meeting Notes March and April
- Balance Sheet
- Cashflow projection
- Summary of finding from the Portland Housing Bureau

### 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!)*

Elaine is continued as a contractor this through April to finish up accounting adjustments (especially for grant expenses), produce financial reports, work on Beneficial Line of Credit renewal, and work on schedules for 990 Informational return for FY21-22, which is due April 15<sup>th</sup>, as well assist Finance and Admin staff as needed. We decided to redo all invoices back to July 2022 as an extra measure to ensure accuracy.

The accounting department during April focused on the Balance Sheet to ensure that the net assets is a correct number. Not all accounts were reconciled. Tracy Baird was hired as a consultant to advise this process to answer the findings from the Portland Housing Bureau. Tracy met with the Portland Housing Bureau finance staff. Tracy advised that all invoices be rebilled to ensure that all accounts for every grant are billed correctly.

CAT discovered that some of the states we work with were not set up correctly. Our tax payments were late resulting in some fines that we are trying to contest. I am waiting on reports regarding whether we have a complete reconciliation of Oregon Saves, Payroll taxes and Employee Advances, which are all liability accounts.

We hired Tracy Baird this Monday as a financial consultant to continue working on accounting assignments, as well as finish cleaning up the Balance sheet and other projects, and produce Board reports after Elaine retires. Tracy has experience in forensic accounting, so she will be studying our accounting records and making recommendations for adjustments.

Kendra, Lynne and Steven are still working on the Abila payroll and timesheet conversion project. All timesheets were completed in Abila for March 2023, not April or May as well as cost centers, employee information etc. Unfortunately, we ran into a few glitches for March 2023 payroll through Abila; therefore, we ran payroll through Paychecks instead for March, April and May. We will be running both Paychex and Abila payrolls parallel for a few months to ensure that both systems match. Once that happens, we will terminate our contract with Paychex.

*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>	<b>On track</b>	
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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 are at a crisis point. The April findings demonstrate that we must reassess our fund coding and processes. This month we had to delay payments because of cash flow, no certain incoming grants, and making sure that we are following the protocols of restricted grants. We will be current for invoicing for April. monthly general ledger recording of deposits and expenses, bank reconciliations, paying bills and organizational financial reports. We have enough cash to cover the May payroll if we borrow. We will ask Paychex to expedite payroll.

(2) **Development:** The development work is at a standstill because we discovered that CAT did not have up-to-date 990's. This month the situation should be resolved, because The 2021, 990 was submitted on May 15<sup>th</sup>. This was the extension date. CT 12 reports needed to be corrected but they are submitted now. OHCS requested budget included CAT but the current agency budget was changed in the legislative process to not have any organization set asides. There is a budget note however, that OHCS can spend funds on agencies like CAT. CAT needs primarily general operating funds from private grants because government sources do not allow for adequate overhead.

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

- (1) **Balance sheet adjustments:** Tracy should have this completed in May.
- (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 is on hold until get finished with Balance sheet adjustments and other critical projects. Updates will be needed to address findings from CAT.
- (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. Kim has taken over this role. This is on hold due to cash flow issues.

*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

There are certain positions that we are putting a "hiring hold" on, including the Member Services Specialist, Marion County Tenant Ed Specialist, Jackson County Tenant Ed Specialist and Marion County Organizer.

Hiring of these positions will be contingent on how much monies we receive from OHCS and whether we can continue our current structure. , Oregon Community Foundation, Collins Foundation, and other government and private funders for **FY23-25**. We should know by **June 2023** where we stand on these funding requests. An interim grant from OHCS was denied. We were not selected for the Gresham funding. We were also not selected to join the Fair Housing project with the Urban League.

Unfortunately, we did not receive the **\$340,000** that we requested from OHCS. That means we have reached a critical cash flow issue that could trigger a restructure.

*Any highlights about your workplan that you'd like to share?*

**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 still 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**. Both Dung and Kim are following up with the program manager. Accounting is ready to bill for **January through March 2023**.

What funding opportunities do you have your eye on?

We are aggressively pursuing Oregon Community Foundation, Collins Foundation. **Meyer does not have a grant cycle at this time.**

**BUDGET CHECK IN**

*How are you doing with spending? Are you accelerated? On track? Slow-going?*

Accelerated (for revenues)

**Crisis**

A little Slow-Going (for both expenses and revenues)

What's the story behind your selection?

As of the beginning of April we could not say with certainty what the net income is for restricted or unrestricted funds.

Here is an **approximation** of revenue based on the April report. This will be updated in June. CAT earned **79 %** of revenues, the bulk of which is from government contracts with Multnomah County, Washington County, Oregon Housing and Community Services, Portland Water Bureau, and Portland Housing Bureau (**\$1,793,177**), as well as from private funds from Oregon Community Foundation, Meyer Memorial Trust, Oregon Consumer Justice, Unite Oregon and Right to the City (**\$377,420**).

Expenditures were **\$2,050,230**, representing **66%** of budget. The majority of the expenditures was for personnel (**\$1,429,439**), and contract services (**\$193,364**). Contract services consisted of services provided by Robert Half temps for Communications, Accounting, and Tenant Education, as well as for an independent lobbyist and policy researcher. Currently, we have only 3 independent contractors: the lobbyist, communication consultant and a financial consultant.



**Cash flow is an area of concern.** Our operating account balance is **152,145**. Unfortunately, we did not receive the additional **\$340,000** that we asked for from **OHCS**. **Due to the monitoring letter from PHB**, CAT is still waiting on payments from Portland Housing Bureau for **February, March and April 2023** **We decided to hold off on invoicing OHCS for January and February 2023** until we feel certain about the accuracy of the PHB invoices. Lynne will be billing Portland Housing Bureau, Metro Safe Housing, Home Forward for **March 2023**, so we should have additional **\$400,000** or more in cash by early June 2023.

In addition, we are renewing our Line of Credit from our bank and asking for **\$200,000**. We have already supplied Beneficial State Bank with a number of documents, but the underwriters are asking for more documentation.

Cash flow is estimated to be **(\$33,169)** by **June 30<sup>th</sup>, 2023** but if we get our Line of Credit renewal this will ameliorate this situation for maybe June. **We do not have any new revenue confirmed for July 2023.** **At the end of the calendar year (December 31<sup>st</sup>, 2023), we are projecting a negative of ( (292, 342).**

Finance is working to reduce operational costs and we are holding off hiring a number of positions, but we need to look at other solutions as well. Cash flow will also be largely dependent on what we are awarded from **OHCS** for **FY23-25**. We have submitted budget scenarios to them of **\$2 million & 3 million** each; Kim and other staff are actively soliciting our legislators and OHCS directors to make sure that we receive as much as we can from OHCS so we can further our mission and strategic planning objectives, as well as keep our revenue streams sustainable.

# CAT Mayo 2023 Informe Fiscal

30-5-2023

Se adjuntan a este informe los siguientes informes:

- Notas de la reunión de marzo y abril
- Hoja de balance
- Proyección de flujo de caja
- Resumen de hallazgos de la Oficina de Vivienda de Portland

Elaine continúa como contratista hasta abril para terminar los ajustes contables (especialmente para los gastos de la subvención), producir informes financieros, trabajar en la renovación de la Línea de crédito beneficiosa y trabajar en los cronogramas para la declaración informativa 990 para FY21-22, que vence en abril 15, así como ayudar al personal de finanzas y administración según sea necesario. Decidimos rehacer todas las facturas hasta julio de 2022 como medida adicional para garantizar la precisión.

El departamento de contabilidad durante abril se enfocó en el Balance General para asegurar que los activos netos sean un número correcto. No todas las cuentas fueron conciliadas. Tracy Baird fue contratada como consultora para asesorar este proceso y responder a las conclusiones de la Oficina de Vivienda de Portland. Tracy se reunió con el personal de finanzas de la Oficina de Vivienda de Portland. Tracy aconsejó que todas las facturas se vuelvan a facturar para garantizar que todas las cuentas de cada subvención se facturen correctamente.

CAT descubrió que algunos de los estados con los que trabajamos no estaban configurados correctamente. Nuestros pagos de impuestos se retrasaron, lo que resultó en algunas multas que estamos tratando de impugnar. Estoy esperando informes sobre si tenemos una conciliación completa de los ahorros de Oregón, los impuestos sobre la nómina y los adelantos de empleados, que son todas cuentas de pasivo.

Contratamos a Tracy Baird este lunes como consultora financiera para continuar trabajando en asignaciones contables, así como terminar de limpiar el balance general y otros proyectos, y producir informes para la Junta después de que Elaine se jubile. Tracy tiene experiencia en contabilidad forense, por lo que estudiará nuestros registros contables y hará recomendaciones para los ajustes.

Kendra, Lynne y Steven todavía están trabajando en el proyecto de conversión de nóminas y hojas de tiempo de Abila. Todas las hojas de tiempo se completaron en Abila para marzo de 2013, no para abril o

# CAT Mayo 2023 Informe Fiscal

mayo, así como los centros de costos, la información de los empleados, etc. Desafortunadamente, nos encontramos con algunos problemas técnicos para la nómina de marzo de 2023 a través de Abila; por lo tanto, ejecutamos la nómina a través de Cheques de pago para marzo, abril y mayo. Ejecutaremos las nóminas de pago de Paychex y Abila en paralelo durante algunos meses para garantizar que ambos sistemas coincidan. Una vez que eso suceda, rescindiremos nuestro contrato con Paychex.

(1) Operaciones financieras generales y registros contables para FY22-23: Las operaciones financieras están en un punto de crisis. Los hallazgos de abril demuestran que debemos reevaluar la codificación y los procesos de nuestros fondos. Este mes tuvimos que retrasar los pagos debido al flujo de efectivo, no hay ciertas subvenciones entrantes y nos aseguramos de seguir los protocolos de subvenciones restringidas. Estaremos al día para la facturación de abril. registro mensual en el libro mayor de depósitos y gastos, conciliaciones bancarias, pago de facturas e informes financieros de la organización. Tenemos suficiente efectivo para cubrir la nómina de mayo si tomamos prestado. Le pediremos a Paychex que agilice la nómina.

(2) Desarrollo: El trabajo de desarrollo está paralizado porque descubrimos que CAT no tenía los 990 actualizados. Este mes la situación debería estar resuelta, pues el 2021, 990 fue presentado el 15 de mayo. Esta fue la fecha de prórroga. Los informes de CT 12 necesitaban ser corregidos, pero se enviaron ahora. El presupuesto solicitado por la OHCS incluía CAT, pero el presupuesto actual de la agencia se modificó en el proceso legislativo para que no se reservara ninguna organización. Sin embargo, hay una nota presupuestaria que dice que OHCS puede gastar fondos en agencias como CAT. CAT necesita principalmente fondos operativos generales de subvenciones privadas porque las fuentes gubernamentales no permiten gastos generales adecuados.

(1) Ajustes del balance general: Tracy debería tener esto completado en mayo.

(2) Políticas y procedimientos financieros: si bien se revisaron en marzo de 2022, aún queda trabajo por hacer para mejorar este manual y brindar más detalles sobre los procedimientos reales. Esto está en espera hasta que termine con los ajustes del balance y otros proyectos críticos. Se necesitarán actualizaciones para abordar los hallazgos de CAT.

(3) Tecnología de la información: Todavía tenemos algunos proyectos que requieren atención en el frente de TI, lo que incluye mejorar la seguridad de nuestra suite de Google, así como configurar el controlador de dominio, lo que hará que la incorporación y el retiro de empleados sea más eficiente. Kim ha asumido este papel. Esto está en suspenso debido a problemas de flujo de caja.

Hay ciertos puestos en los que estamos "suspendiendo la contratación", incluido el especialista en servicios para miembros, el especialista en educación para inquilinos del condado de Marion, el especialista en educación para inquilinos del condado de Jackson y el organizador del condado de Marion.

La contratación de estos puestos dependerá de la cantidad de dinero que recibamos de OHCS y de si podemos continuar con nuestra estructura actual. , Oregon Community Foundation, Collins Foundation y otros patrocinadores gubernamentales y privados para FY23-25. Deberíamos saber para junio de 2023 cuál es nuestra posición con respecto a estas solicitudes de financiación. Se denegó una subvención

# CAT Mayo 2023 Informe Fiscal

provisional de OHCS. No fuimos seleccionados para la financiación de Gresham. Tampoco fuimos seleccionados para unirnos al proyecto de Vivienda Justa con Urban League.

Desafortunadamente, no recibimos los \$340,000 que solicitamos de OHCS. Eso significa que hemos llegado a un problema crítico de flujo de efectivo que podría desencadenar una reestructuración.

¿Qué oportunidades de financiamiento está esperando recibir noticias de:

Todavía estamos esperando una respuesta de Home Forward para una renovación del programa de vales de elección de vivienda para el año calendario 2023. Esto ayudará a financiar uno de nuestros puestos, Coordinador de educación de inquilinos Fitsum Berhe. Dung Ho presentó una propuesta en enero de 2023. Tanto Dung como Kim están haciendo un seguimiento con el gerente del programa. La contabilidad está lista para facturar de enero a marzo de 2023.

¿Qué oportunidades de financiación tiene en mente?

Estamos persiguiendo agresivamente la Fundación Comunitaria de Oregon, la Fundación Collins. Meyer no tiene un ciclo de subvenciones en este momento.

A principios de abril no podíamos decir con certeza cuál es el ingreso neto para fondos restringidos o no restringidos.

Esta es una aproximación de los ingresos basada en el informe de abril. Esto se actualizará en junio.

CAT obtuvo el 79 % de los ingresos, la mayor parte de los cuales proviene de contratos gubernamentales con el condado de Multnomah, el condado de Washington, los servicios comunitarios y de vivienda de Oregon, la Oficina de Agua de Portland y la Oficina de Vivienda de Portland (\$1,793,177), así como de fondos privados de la Fundación Comunitaria de Oregon, Meyer Memorial Trust, Oregon Consumer Justice, Unite Oregon y Right to the City (\$377,420).

Los gastos fueron de \$2.050.230, lo que representa el 66% del presupuesto. La mayoría de los gastos fueron para personal (\$1,429,439) y servicios por contrato (\$193,364). Los servicios por contrato consistieron en servicios proporcionados por Robert Half Temps para Comunicaciones, Contabilidad y Educación de inquilinos, así como para un cabildero independiente e investigador de políticas. Actualmente, solo tenemos 3 contratistas independientes: el cabildero, el consultor de comunicación y un consultor financiero.

El flujo de efectivo es un área de preocupación. El saldo de nuestra cuenta operativa es de 152.145. Desafortunadamente, no recibimos los \$340,000 adicionales que solicitamos de OHCS. Debido a la carta de seguimiento de PHB, CAT todavía está esperando los pagos de la Oficina de Vivienda de Portland para

## CAT Mayo 2023 Informe Fiscal

febrero, marzo y abril de 2023. Decidimos posponer la facturación de OHCS para enero y febrero de 2023 hasta que estemos seguros de la exactitud de las facturas de PHB. Lynne facturará a la Oficina de Vivienda de Portland, Metro Safe Housing, Home Forward para marzo de 2023, por lo que deberíamos tener \$400,000 adicionales o más en efectivo a principios de junio de 2023.

Además, estamos renovando nuestra Línea de Crédito de nuestro banco y solicitando \$200,000. Ya hemos proporcionado a Beneficial State Bank una serie de documentos, pero los aseguradores están pidiendo más documentación.

Se estima que el flujo de caja sea de (\$33,169) para el 30 de junio de 2023, pero si renovamos nuestra línea de crédito, esto mejorará esta situación quizás para junio. No tenemos nuevos ingresos confirmados para julio de 2023. Al final del año calendario (31 de diciembre de 2023), estamos proyectando un negativo de (292, 342).

Finanzas está trabajando para reducir los costos operativos y estamos retrasando la contratación de varios puestos, pero también debemos buscar otras soluciones. El flujo de efectivo también dependerá en gran medida de lo que nos otorgue la OHCS para el año fiscal 23-25. Les hemos presentado escenarios presupuestarios de \$ 2 millones y 3 millones cada uno; Kim y otro personal están solicitando activamente a nuestros legisladores y directores de OHCS que se aseguren de recibir todo lo que podamos de OHCS para que podamos promover nuestra misión y objetivos de planificación estratégica, así como mantener nuestros flujos de ingresos sostenibles.

## April 2023 Board Blurb

### Informe de la Junta de abril de 2023

#### **Hotline**

In the month of April, we completed 221 hotline calls across the state. 39 Live Calls.

línea directa

En el mes de abril, completamos 221 llamadas a la línea directa en todo el estado. 39 llamadas en vivo.

<b>Issue</b>	<b>Number</b>
Repairs - Essential Service	37
Rent Increase	27
Repairs - Other Repairs	36
Termination/Eviction - No cause	88
Lease Questions	22
Deposit returns/billing	11
Reparaciones - Servicio Esencial	37
Aumento de renta	27
Reparaciones - Otras Reparaciones	36
Terminación/Desalojo - Sin causa	88
<u>Preguntas sobre arrendamiento</u>	22
<u>Devolución/facturación de depósitos</u>	37

<b>Race</b>	<b>Percentage</b>
White (HUD)	56%
Black, African American, or African (HUD)	17%

American Indian, Alaska Native, or Indigenous (HUD)	7%
Client refused (HUD)	7%
Asian or Asian American (HUD)	4%
Data not collected (HUD)	1%
Native Hawaiian or Pacific Islander (HUD)	0%
Hispanic/Latinx	9%

Events:

4/22/23 WA Co. Renters' Rights Workshop Live stream on Facebook & on Zoom.  
 Languages presented: English

4/22/23 Metro Bulky Waste Focus Group with Renters' Rights 101 workshop at CAT office.  
 Languages presented: Tigrinya, Amharic, English

4/27/2023 Parkrose English and Spanish Workshops Parkrose Highschool Renters' Rights Workshop  
 Languages presented: English and Spanish

**Tenant Protections Team (TPT)**

44 referrals to Troy.

**IRCO-** 4 referrals.

**APANO-** 14 referrals.

Tenants who needed language support were in Vietnamese and Chuukese languages. Tenants needed the most help with eviction & repairs.

4/3/2023 Tenants meeting Orchard of 82nd and APANO meeting - How to create a tenant union  
 Lead Staff and Volunteers: Thuy, Coya, Grace and other APANO staff

4/10/2023 Door knocking Orchard of 82nd Door knocking.

4/14/2023 Tenants meeting Orchard of 82nd and APANO meeting, letter writing help.  
 Lead Staff and Volunteers: Thuy, Dung, Grace and other APANO staff

**SEI-** 16 referrals. 1 workshop, 17 participants. The two most common issues tenants needed help with were Evictions and Rent Increases.

CAT- 17 referrals.

Eventos:

22/04/23 Taller sobre los derechos de los inquilinos de WA Co. Transmisión en vivo en Facebook y en Zoom.

Idiomas presentados: Inglés

22/04/23 Grupo de enfoque de desechos voluminosos de Metro con taller de derechos de inquilinos 101 en la oficina de CAT.

Idiomas presentados: tigrinya, amárico, inglés

4/27/2023 Talleres en inglés y español de Parkrose Taller sobre los derechos de los inquilinos de la escuela secundaria Parkrose

Idiomas presentados: Inglés y Español

<b>Race</b>	<b>Percentage</b>
Blanco (HUD)	56%
Negro, afroamericano o africano (HUD)	17%
Indio americano, nativo de Alaska o indígena (HUD)	7%
Cliente rechazado (HUD)	7%
Asiático o Asiático Americano (HUD)	4%
Datos no recopilados (HUD)	1%
Nativo de Hawái o de las Islas del Pacífico (HUD)	0%
Hispano/Latinx	9%

Equipo de protección de inquilinos (TPT)

44 referencias a Troya.

IRCO-4 referencias.

APANO- 14 derivaciones.



Los inquilinos que necesitaban apoyo lingüístico hablaban vietnamita y chuukés. Los inquilinos necesitaban más ayuda con el desalojo y las reparaciones.

03/04/2023 Junta de Inquilinos Junta de Huerto de la 82 y APANO - Cómo crear un sindicato de inquilinos

Personal principal y voluntarios: Thuy, Coya, Grace y otros miembros del personal de APANO

10/04/2023 Llamando a la puerta Huerto de la 82 Llamando a la puerta.

14/04/2023 Reunión de inquilinos Reunión de Orchard of 82nd y APANO, ayuda para escribir cartas.

Personal principal y voluntarios: Thuy, Dung, Grace y otros miembros del personal de APANO

Referencias SEI-16. 1 taller, 17 participantes. Los dos problemas más comunes con los que los inquilinos necesitaban ayuda eran los desalojos y los aumentos de alquiler.

Referencias CAT-17.

## April 2023 Board Report

Informe de la Junta de abril de 2023

### CAT Board

#### **CAT Policy Committee and Staff Recommendations:**

In April advocacy focused on the budget bill. CAT is seeking \$100 million for rent assistance. CAT also advocated for state funds to be spent on Tenant Education. All bills in the Senate are stalled because legislators walking out and not voting.

- **ERA campaign: There was a vote on ERA on May 16. It lost.**
- **Electronic eviction notices:** CAT offered comments on eviction notices.

### Organizing

- Leadership cohorts-Cohorts have been established for Central Oregon, Southern Oregon and the Metro area. The goal is 20 members.
- Co-hort members are learning how to write testimony, coordinate neighbors, offer oral testimony. At least half of the funds have been distributed.
- Co-horts will graduate in June. Stipends have been delayed.

### Development

CAT has applied for a \$30,000 grant from Myer Memorial for training. We also received \$100,000 as general operating that was already scheduled. We did not apply for it.

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 wages and funding decreases but did not get it.

### Policy

- Policy Committee choose to support the Stable Homes for Oregon Families package. However, the committee feels that the now 10% cap is too high but there does not appear to be a path to change this.
- 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.
- HB 2001 which passed is a bipartisan package that includes elements of SB 799 and homelessness prevention funding.

### Staffing: All positions currently posted are on hold

- Member Services Support Specialist- this position is on hold.
- 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- filled

### CAT Action Fund (C4)

- CAT Action is late to file tax. It received a letter that it has lost its status. As a result, CAT Action will cease until this issue is resolved. CAT Action also needs to amend by-laws, and update fundraising efforts and establish itself with the State. With the transition from the Finance Director we suspect that this task

## April 2023 Board Report

Informe de la Junta de abril de 2023

was not completed as expected. Also, because the balance sheets had not been revised yet, it may have delayed the prior finance director from completing this task.

### Communications

- Here is a link to [CAT in the news](#).

### Strategic Plan

- The Strategic Plan was presented at the Member meeting and adopted by the board in October.
- The Strategic Plan needs to be revised in keeping with the current fiscal reality.
- Staff Safety Plan is incomplete
- The Executive Team, the CAT Board and Praxis will present a Strategic Plan implementation plan.
- Implementation plan will be presented this summer.

### Membership Services

- 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 is on hold.
- Membership module may be added to Every Action

### Union Negotiations

CAT and CLU have reviewed all articles. . CAT and CLU have agreed to meet more frequently. A majority of the articles are with CLU. CAT asked for mediation because of concern that the negotiation is slowing and may extend into the next fiscal year. CLU and CAT have gone back and forth regarding the financial article. CLU appears to want to place senior staff at the top of the range for their classification on the proposed wage scale. CAT did not budget for that strategy but CAT will evaluate whether or not it is possible.

### **Calendar**

#### February

**CAT Board adds board members, revisits board recruitment plan.**

**CAT Board discusses the implementation of the Strategic Plan**

**Sign a contract with Upward Technology**

~~Legislative Session Kick Off~~

~~Lobby Day? – participated in other org lobby days and participated in the Ways and Means hearing-~~

Distribute cohort equipment

Complete new staff hiring – on hold

~~Finance Director Hiring-~~

~~Attend hearings and offer testimony for Stable Homes priorities-~~

#### March

**CAT Board discusses program priorities based on the Strategic Plan**

~~CAT members attended the SB-611 Hearing~~

Contract amendments

Finalize the CLU Collective Bargaining Agreement?

Grant Applications- ongoing

## April 2023 Board Report

Informe de la Junta de abril de 2023

### Budget Amendments

~~PHB Monitoring – waiting for the contract amendment and a response~~

April

#### **CAT Board reviews the funding plan for the program priorities**

Support OHCS budget - attending the Ways and Means hearings and contacting legislators

Negotiate a new PHB contract

Rent Well Training

May

#### **CAT Board prepares for the Summer Member Meeting**

Independent Financial Audit-on hold until summer

Negotiate a new OHCS contract delayed until September?

Sign new Contracts

~~Contract for completion 990~~

Make grants to tenant advocate organizations

Respond to PHB Monitoring letter

June

#### **CAT Board Approve the 2023 CAT Budget**

Summer Member meetings

Wage amendments?

Annual Report FY 2021

Strategic Plan implementation strategy

July

#### **CAT Board Retreat?**

New Policy Campaign priorities

Find a legislative champion

Tenant Surveys

### 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
  7. Office Move

## April 2023 Board Report

Informe de la Junta de abril de 2023

8. Security Updates
  - ~~9. Transition to Abila for payroll~~
  - ~~10. Independent Audit Review selection~~
- CAT Morale?
    - Workplace transitions and hiring delays are causing issues.
    - Not having a new finance director is causing anxiety.
  - 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 year end balance from 2018 or earlier has caused us to not be able to close the books. We hired Tracy Baird to find the source of the problem close the books and update our 990's.
    - We have been delayed in increasing our line of credit because we will not have the correct balance sheet information until May 30.
    - The use of contractors has caused problems with billing that we did not understand until June.
    - OHCS interim funding increase was not approved.
    - Funding for partial CFO is not clearly identified.
    - Hiring was delayed because of uncertainty about resources.
    - 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 had an issue with ACH being established. Other issues include multistate taxes. We will not complete this transition until all issues are resolved because we cannot expose CAT to the liability of doing this alone.

Media

## April 2023 Board Report

Informe de la Junta de abril de 2023

### [CAT in the news.](#)

#### tablero del gato

Recomendaciones del personal y del comité de políticas de CAT:

En abril, la promoción se centró en el proyecto de ley de presupuesto. CAT está buscando \$ 100 millones para asistencia de alquiler. CAT también abogó por que los fondos estatales se gasten en la educación de los inquilinos. Todos los proyectos de ley en el Senado están estancados porque los legisladores se retiraron y no votaron.

- Campaña ERA: Hubo una votación sobre ERA el 16 de mayo. Perdió.
- Avisos electrónicos de desalojo: CAT ofreció comentarios sobre los avisos de desalojo.

#### organizando

- Cohortes de liderazgo: se han establecido cohortes para el centro de Oregón, el sur de Oregón y el área metropolitana. La meta es de 20 miembros.
- Los miembros de la cohorte están aprendiendo cómo escribir testimonio, coordinar vecinos, ofrecer testimonio oral. Al menos la mitad de los fondos han sido distribuidos.
- Las cohortes se graduarán en junio. Los estipendios se han retrasado.

#### Desarrollo

CAT ha solicitado una subvención de \$30,000 de Myer Memorial para capacitación. También recibimos \$100,000 como operación general que ya estaba programada. No lo solicitamos.

Aplicación Metro - \$30,000

Necesitamos hacer un seguimiento con un informe de fin de año.

Estamos recaudando fondos para el desarrollo de un programa de servicios legales.

Estamos solicitando recursos para apoyar la organización del área metropolitana en torno a cuestiones de justicia ambiental.

Solicitamos a OHCS algunos fondos de brecha para abordar el aumento de salarios y la disminución de fondos, pero no los obtuvimos.

#### Política

Desarrollo

## April 2023 Board Report

Informe de la Junta de abril de 2023

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Política

- El Comité de Políticas elige apoyar el paquete de Hogares Estables para las Familias de Oregón. Sin embargo, el comité siente que el límite actual del 10% es demasiado alto, pero no parece haber un camino para cambiar esto.
- CAT se está reuniendo con Fair Shot, Housing Alliance, Stable Homes y otras coaliciones sobre estas y otras políticas de vivienda. El sitio web ha sido actualizado con una página web de campaña y una carta de Cada Acción.
- HB 2001 que pasó es un paquete bipartidista que incluye elementos de SB 799 y financiamiento para la prevención de personas sin hogar.

Fondo de Acción CAT (C4)

• CAT Action se atrasa en declarar impuestos. Recibió una carta de que ha perdido su estatus. Como resultado, CAT Action cesará hasta que se resuelva este problema. CAT Action también necesita enmendar los estatutos y actualizar los esfuerzos de recaudación de fondos y establecerse con el Estado. Con la transición del Director de Finanzas sospechamos que esta tarea no se completó como se esperaba. Además, debido a que los balances aún no se habían revisado, es posible que el director financiero anterior haya retrasado la finalización de esta tarea.

Comunicaciones

- Aquí hay un enlace a CAT en las noticias.

Plan estratégico

- El Plan Estratégico fue presentado en la reunión de Miembros y adoptado por la junta en octubre.
- Es necesario revisar el Plan Estratégico de acuerdo con la realidad fiscal actual.
- El plan de seguridad del personal está incompleto
- El Equipo Ejecutivo, la Junta de CAT y Praxis presentarán un plan de implementación del Plan Estratégico.
- El plan de implementación se presentará este verano.

Servicios de Membresía

## April 2023 Board Report

Informe de la Junta de abril de 2023

- La reunión de miembro a miembro el segundo sábado de cada mes contará con la asistencia de Jensi y está en espera hasta enero
- Los estudiantes voluntarios de PSU están de regreso
- El Especialista en Apoyo a la Membresía está en espera.
- El módulo de membresía se puede agregar a Cada acción



### Comunicaciones

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### negociaciones sindicales

CAT y CLU han revisado todos los artículos. . CAT y CLU han acordado reunirse con mayor frecuencia. La mayoría de los artículos son con CLU. CAT solicitó la mediación debido a la preocupación de que la negociación se está desacelerando y puede extenderse hasta el próximo año fiscal. CLU y CAT han ido y venido con respecto al artículo financiero. CLU parece querer colocar al personal senior en la parte superior del rango para su clasificación en la escala salarial propuesta. El CAT no presupuestó esa estrategia, pero el CAT evaluará si es posible o no.

### Calendario

Febrero



## April 2023 Board Report

Informe de la Junta de abril de 2023

La junta de CAT agrega miembros de la junta, revisa el plan de reclutamiento de la junta.

Directorio del CAT analiza la implementación del Plan Estratégico

Firma un contrato con Upward Technology

Inicio de sesión legislativa

¿Día de cabildeo?- Participó en otros días de cabildeo de la organización y participó en la audiencia de medios y arbitrios.

Distribuir equipo de cohorte

Completar la contratación de personal nuevo - en espera

Contratación de Director Financiero-

Asistir a las audiencias y ofrecer testimonio para las prioridades de Stable Homes.

Marzo

La Junta de CAT analiza las prioridades del programa basadas en el Plan Estratégico

Miembros del CAT asistieron a la Audiencia SB 611

Modificaciones del contrato

¿Finalizar el Acuerdo de Negociación Colectiva de CLU?

Solicitudes de subvenciones: en curso

Enmiendas presupuestarias

Monitoreo de PHB: esperando la modificación del contrato y una respuesta

Abril

La Junta de CAT revisa el plan de financiamiento para las prioridades del programa

Apoye el presupuesto de OHCS: asista a las audiencias de medios y arbitrios y contacte a los legisladores

Negociar un nuevo contacto de PHB

Rentar Bien Capacitación

Puede

La junta de CAT se prepara para la reunión de miembros de verano

Auditoría financiera independiente, en espera hasta el verano

¿Negociar un nuevo contrato de OHCS retrasado hasta septiembre?

Firmar nuevos Contratos

Contrato de terminación 990

## April 2023 Board Report

Informe de la Junta de abril de 2023

Otorgar subvenciones a organizaciones de defensa de inquilinos

Responder a la carta de seguimiento de PHB

Junio

La Junta de CAT aprueba el presupuesto de CAT para 2023

Reuniones de miembros de verano

¿Modificaciones salariales?

Informe Anual Año Fiscal 2021

Estrategia de implementación del Plan Estratégico

Julio

¿Retiro de la Junta CAT?

Nuevas prioridades de la campaña política

Encuentre un campeón legislativo

Encuestas de inquilinos



Descripción general de la gestión

- Proyectos futuros

1. Revisión del estatuto
2. Nuevas propuestas de programación
3. Integración HMIS y Every Action
4. Ampliación adicional del horario de atención telefónica
5. Programa de Abogacía Legal
6. Objetivos de desarrollo de recursos
7. Mudanza de oficina
8. Actualizaciones de seguridad
9. Transición a Abila para la nómina

## April 2023 Board Report

Informe de la Junta de abril de 2023

### 10. Selección de revisión de auditoría independiente

- CAT ¿Moral?

- o Las transiciones en el lugar de trabajo y los retrasos en la contratación están causando problemas.

- o No tener un nuevo director financiero genera ansiedad.

- ¿Rendimiento del plan de trabajo?

- o El departamento de educación cuenta con casi todo el personal y la capacitación está a punto de finalizar.

- o El Programa de Protección al Inquilino está progresando.

- o El departamento de finanzas está progresando con la limpieza contable y contrató a un consultor financiero para ayudar.

- ¿Qué proyectos necesitan un poco de ayuda?

- o CAT necesita reclutar para las juntas C4 y C3.

- o Necesitamos mantener los proyectos más cerca de la misión.

- ¿Progreso en el plan de trabajo?

- o La implementación de la propuesta del plan estratégico se ha retrasado hasta febrero

- Desafíos

- o El saldo de fin de año de 2018 o anterior ha provocado que no podamos cerrar los libros. Contratamos a Tracy Baird para encontrar el origen del problema, cerrar los libros y actualizar nuestros 990.

- o Nos hemos demorado en aumentar nuestra línea de crédito porque no tendremos la información correcta del balance hasta el 30 de mayo.

- o El uso de contratistas ha causado problemas con la facturación que no entendíamos hasta junio.

- o No se aprobó el aumento de fondos provisionales de OHCS.

- o El financiamiento para CFO parcial no está claramente identificado.

- o La contratación se retrasó debido a la incertidumbre sobre los recursos.

- o Estamos trabajando para mejorar nuestro proceso de facturación y la comunicación de entregables para dejar en claro a nuestros patrocinadores que nos estamos desempeñando según lo requerido.

- ¿Cuáles son algunas cosas que le gustaría destacar en su departamento en términos de próximas actividades, proyectos, eventos, campañas, etc.?

- o La campaña de políticas de CAT fue adoptada por Fair Shot.

- o El personal está trabajando para mejorar nuestros protocolos de acceso al idioma.

## **April 2023 Board Report**

Informe de la Junta de abril de 2023

o La transición de nómina de Abila tuvo un problema con el establecimiento de ACH. Otros temas incluyen los impuestos multiestatales. No completaremos esta transición hasta que se resuelvan todos los problemas porque no podemos exponer a CAT a la responsabilidad de hacer esto solo.

Medios de comunicación

CAT en las noticias.

## **CAT Board Member Position Description**

CAT's Board of Directors is made up mostly of low-income tenants, and we strive to represent the diversity of low-income tenants in Oregon. Our Board prioritizes the leadership of People of Color, LGBTQ, people with physical and/or mental disabilities, immigrants and refugees, and seniors. The Board is responsible for making strategic decisions about CAT's work and is responsible to ensure CAT's long-term organizational and financial health and stability.

To be eligible to serve on the Board, candidates must be tenants and CAT members. Board members are elected by CAT's membership annually and serve two-year terms. Vacancies on the board may be filled by a majority vote of the Board when at least three board members or one third of the board members (whichever number is greater) are present. There is no limit to the amount of terms a board member can serve. Our board can range in size from three to fifteen members. Board members may serve on committees and/or be elected by the Board to serve as President, Vice President, or Secretary.

### **Responsibilities include:**

- Contributing roughly ten hours of volunteer service every month to the organization, including monthly board meetings
- Attending Board Orientation meetings as well as other special meetings and trainings
- Reading pertinent materials between meetings to stay abreast of organizational happenings
- Actively planning and participating in membership recruitment and fundraising
- Reviewing monthly financial reports
- Approving CAT's annual budget
- Endorsing policy campaigns and coalitions with partner organizations
- Setting policy goals and priorities to improve renter protections and funding for affordable housing
- Helping to create and approve CAT's strategic plan every 3 to 5 years
- (Optional) Serve on the Board Membership committee to recruit other Board members

*No quotas have been set; no rigid standards of measurement and achievement have been formed. Every Board member is making a statement of faith. We trust each other to carry out the above agreements to the best of our ability, each in our own way, with knowledge, approval and support of all.*

## Roles and Responsibilities of Nonprofit Boards<sup>1</sup>

### Principal Role: Stewardship

1. Ensure that the organization is operated for charitable purposes, not for private benefit.
2. Ensure that the organization's assets/funds are held "in trust" for use in meeting its charitable mission and used effectively.

### Basic Requirements:

1. Active Participation – The board cannot fulfill their legal responsibilities without being active participants in the management of the organization.
2. Informed Participation – The board must ensure that it has enough information about the operations of the organization to determine if it is being operated in ways that fulfill its mission and are fiscally responsible.
3. Loyalty – The board must be focused on promoting the health and well being of the organization, not any private interest. All potential conflicts of interest must be disclosed. Great care must be taken to ensure that any transaction between the nonprofit organization and board members and their families and businesses, are "fair and reasonable," that there is full disclosure, and that the transaction is "clearly in the best interest of the charity." (pg 6)
4. Obedience to the Organization's Governing Documents – The board must adhere to the Articles of Incorporation and the Bylaws, as well as all relevant state and federal laws. The board should also be thoroughly familiar with all other policies established by the board to govern the organization and adhere to those.
5. Due Care – Make decisions and carry out actions for the organization with "the care an ordinary prudent person in a like position would exercise under similar circumstances." (pg 5)

### Other Basic Duties:

1. Ensure that complete and satisfactory records are kept, as required by law. This includes up-to-date Bylaws and Articles of Incorporation (reflecting the current activities and mission of the organization), board meeting minutes and records of all actions taken by board committees.
2. Ensure that financial records and accounting controls are adequate. This includes approving an annual budget, regularly reviewing income and expense statements that include a comparison with the budget, and balance sheets. For large organizations

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<sup>1</sup> The information on basic roles and responsibilities of board members is drawn from *A Guide to Nonprofit Board Service in Oregon*, a publication of the Oregon Attorney General's office. All quotes are from that publication. For more detail on the basic legal requirements, see that publication. Legal requirements in other states may vary some, but are generally very similar, since much of this is based on federal requirements.

and those owning property, the board should have an audit, done by an independent auditor, that meets all audit requirements by agency funders to review annually. The board should have a face-to-face meeting with the auditor as part of this review.

3. Ensure that financial resources are used well to meet the mission and goals of the organization, and invested prudently. This requires creating and regularly reviewing a set of policies to govern spending and investment.
4. Ensure that all funds are spent consistent with any requirements of particular funders.
5. Ensure that fundraising for the organization is done in responsible ways.
6. Hire and set the level of compensation for the chief operating officer (often called an executive director). Periodically (at least annually) do a formal review of the CEO's performance. This review should include a process for getting input from staff. Take disciplinary action up to and including firing the CEO if that is necessary for the health and well being of the organization.

### **Conflicts of Interest**

As noted under "loyalty" above, it is very important that board members act clearly in the best interest of the nonprofit organization and not in ways that instead benefit themselves, their families or their businesses when they transact business for the organization. For that reason:

1. A written policy should be established for dealing with conflicts of interest. Such policies should, at minimum, define conflict of interest in ways consistent with state law, require disclosure of financial interests, and require that board members withdraw from discussion and voting on any issue where there is perceived to be a conflict of interest. The board could also require that any transaction that benefits a director be approved by greater than a majority vote. Some organizations require an annual disclosure by board members of any business involvement with the nonprofit.
2. Loans from the organization to a board member are prohibited except in one very limited instance (see page 7).
3. Directors are restricted from pursuing as individuals (or businesses) a business opportunity that is "available to and suitable for" the nonprofit unless the nonprofit has decided not to pursue the opportunity and conflict of interest procedures are clearly followed (see page 7).

### **Liability of Board Members**

Board members are legally responsible for the nonprofit on whose board they serve. That said, they are provided by law with "qualified immunity" (pg 12) from lawsuits directed at the organization. This protects them from being sued by an outside, third party who claims to have been damaged in some way by their dealings with the organization. They can, however, be sued for "gross negligence, willful or fraudulent acts" (pg 12). For this reason, many nonprofits indemnify their directors in their governing documents and/or purchase directors and operators insurance.

### **What Board Members Should Expect**

Certain kinds of support by staff are required for board members to be able to fulfill their duties. Board members should expect, and insist on, the following:

1. An orientation for new board members to the history, mission, goals, structure and budget of the organization and to the expectations of board members, including copies of all governing documents and board policies;
2. Regular board meetings, scheduled well in advance;
3. Board packets providing the information needed to make well informed decisions as required by the agenda, several days before each board meeting;
4. Regular financial reports which include income and expense statements that include a comparison with the budget and balance sheets at least quarterly, an annual budget presented for approval, an independent audit provided annually (for large organizations and those owning property), and sufficient time in board meetings to answer any questions board members have about finances;
5. Willing engagement by staff in providing information the board needs to make good decisions;
6. Formal, written minutes for board meetings presented to the board for review and official approval at or before the next board meeting;<sup>2</sup> and,
7. An active role in setting policy for the organization. What this will look like will vary from organization to organization, and will change over time inside organizations. At minimum, the board should have a very active role in any changes to the mission, values and primary goals of the organization, and to the bylaws or articles of incorporation, and be part of the strategic planning work for the organization.

Board members should NOT expect, except in the early stages of the formation of a new organization where there is little or no paid staff, to be involved in the daily running of the organization.

### **Other Roles the Board May Play**

Boards play many other roles in nonprofit organizations. What any given nonprofit expects of its board should be clearly spelled out when new board members are recruited, and periodically reviewed to ensure that the formal and informal expectations are consistent. Common activities for board members include:

Giving money to the organization	Public education and advocacy
Fundraising	Board recruitment and mentoring
Event coordination and staffing	Research into new directions the organization could develop
Community outreach	

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<sup>2</sup>These are public records and should be filed in a way that makes them easy to access if questions arise.  
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## **BASIC AGREEMENTS**

### **Community Alliance of Tenants**

- **Full Attention**                    each speaker our full attention.
- **I-Statements**                    We speak from our own experience, using "I" statements whenever possible.
- **Full Participation**                We encourage everyone to speak. We respect the right of each other to pass. We are responsible for expressing our individual viewpoints.
- **No Putdowns**                    We do not engage in putdowns of ourselves or anybody else. We separate issues from people holding opinions on issues.
- **No Personal Advice**                We respect each other's opinions and ideas. We defer judgement and advice until it is asked for. We ask supportive questions and share our own experience.
- **Personal Confidentiality**        We keep confidentiality outside the meeting when people share personal information. We don't refer to what was said (even to the speaker) without explicit permission from the speaker.
- **Personal Responsibility**        We take the initiative for getting our own needs met. We are responsible to get our questions answered, for getting "up to speed" on issues and for getting the support we need to solve problems.
- **Group Task & Personal Freedom**    We accept responsibility for sticking to an agreed-upon agenda. We support the designated leader in helping us to do this. We take responsibility for raising objections to the proposed agenda and for adding new topics.
- **Time Limits**                    We aim to start and end meetings on time. We honor time allotted for agenda items. We try to give everyone equal time.
- **Appreciations**                    We take the time to share genuine appreciations of each other.
- **Decision-making**                We use consensus (with democracy as a back-up) as our decision-making mode. Consensus means that we can all accept and support the decision though we may not all agree with it.
- **Fair Share**                    We will each do a fair share over time to prepare for meetings and to make each meeting successful. We accept responsibility for contributing to meeting evaluations.
- **Follow-through**                    We will make good on our commitments to each other to complete tasks on schedule and to communicate any barriers before deadline.

We listen respectfully, giving

BOARD MEMBER CONTRACT  
COMMUNITY ALLIANCE OF TENANTS  
*Adopted October 1997*

*As a member of the CAT Board, I understand that my duties and responsibilities include the following:*

1. I am responsible for the health and well-being of the Community Alliance of Tenants. As a member of the Board, I pledge myself to carry out CAT's mission. I will be part of periodic evaluations to ensure that we are carrying out that mission effectively.
2. My commitment to the Board is for a two year term and will probably involve ten hours per month.
3. I understand that if I will be absent from a Board meeting, I must inform the staff or the President of the Board prior to the meeting. If I am absent from three consecutive, regularly scheduled Board meetings, I may be removed from the Board.
4. I will actively plan for and participate in membership recruitment and fund-raising.
5. I am willing to attend Board orientation meetings, trainings, and other special meetings.
6. I will prepare for Board meetings by reading all pertinent materials. I will arrive prepared to carry out my leadership responsibilities at CAT events.
7. I will abide by the Board's Basic Agreements and Code of Ethics, including arriving on time to meetings.
8. I will recognize and advocate for the aspirations, needs and rights of all tenants in our community while I may bring insights and information from a specific point of view.
9. I understand that each Board member brings with him/her valuable skills and talents, unique information and experiences, community affiliations, and a deep compassion for human beings. I am will extend these contributions of my own to carry out the mission of CAT.

*No quotas have been set; no rigid standards of measurement and achievement have been formed. Every Board member is making a statement of faith. We trust each other to carry out the above agreements to the best of our ability, each in our own way, with knowledge, approval and support of all. I know that if I do not act in good faith, I must resign, or I may be asked to resign.*

*As a member of the CAT Board, I agree to the above:*

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

Name printed: \_\_\_\_\_

# CODE OF ETHICS

Community Alliance of Tenants

Adopted November 12, 1997, Revised March 2019, January 2020

## VALUES OF THE ORGANIZATION

The following statements reflect the core values and tenets of CAT as a statewide membership organization. All CAT Staff and Board must commit to doing their absolute best to uphold the values in this Code of Ethics from the day they become CAT Staff and Board to the day they leave the organization. Any suspicion or clear evidence that constitutes a violation of these code of ethics will be addressed by CAT membership and leadership up to and including termination.

### *Basic Assumptions*

- We believe in the empowerment of oppressed people to **lead** the collective efforts of our membership, our movement and achieve the change we will achieve in Oregon.
- We believe that tenants have inherent collective power within their communities and that power must be tapped into to achieve housing justice for all Oregonians.
- We believe that each and every renter, regardless of political or economic background, beliefs or status possesses inherent value and worth.
- We believe that housing serves as a function of human life and dignity, a foundational element for living. We oppose extractive housing economics that focus on the sole purpose of producing wealth and/or value for a select few. People over profit.
- We believe that housing stability leads to healthier communities.
- As an organization, we value tenant leadership for decision making. We lead together.
- We value the power of renters speaking for themselves and avoiding oppressive tactics to suppress their desire to share their experiences.
- By honoring the diversity of Oregon, we pledge to always fight for and maintain a safety net for Oregon tenants.
- As a unique actor in advocacy (everybody is a renter), we recognize and accept that we are a catch-all for many different people (democrat, republican, POC, non-POC, racist, progressive, advocates, survivors, etc.). As a social justice and multi-cultural organization, we commit to accepting the responsibility of being an educator in Oregon's renter community to continually advance housing and social justice goals.
- We believe and understand that it is our responsibility to fight for law changes to see the systems change we need to see for the sake of Oregon's greater economy.

### *The Five Pillars of CAT's Shared Frameworks*

#### *Leadership*

*Definition: Leadership reflects those who steer the ship of CAT for direction, along the way and when we get to our destinations. "We are directed by..."*

Our members lead CAT. They vote on our board who supervise organizational operations. They are central to the development of our policy platforms, priorities, positions, and strategy. If we receive instruction that we need to go back to the drawing board, we comply. Our Staff and Board oversee organizational health and legal compliance. Our Tenant Leadership Council leads our policy negotiation decisions, supports organizational representation and leads organizing opportunities. Finally, the needs of Oregon tenants identified through data, our hotline, and consistent requests, are what guide our decision making.

## **Voice**

*Definition: Voice reflects the tone and texture of our voice as we speak. “What should people know and understand after we’ve spoken?”*

We are united with a unified voice through membership. We are defined and protected in union. We are realistic yet visionary. We are empowered and unafraid. We are in power with our words and actions. We are clear and concise in what we say and what we mean. We are compassionate and empathetic. We are solution oriented, driven toward resolution, not wallowing in dissatisfaction and complaints. We are holistically informed because we’ve done research. We think through all scenarios before we speak to anticipate and be prepared. We are pragmatic about our human conditions as renters. We are honest and forthright, we don’t mince words. We are motivated toward the ends we seek to achieve. We are human in our approach recognizing weaknesses, strengths, and resiliency. We are confident in our tone, direct, empowered and in power.

## **Representation**

*Definition: Representation reflects the way in which we are represented to our audiences. “Who represents CAT as an organization and our priorities?”*

We prioritize collective representation in a democratic process and manner through membership. Our Executive Director, Board, Tenant Leadership Council and appropriate staff with expertise represent us in the public. Our target and core audience represent our goals and intentions. Our staff is represented by those who have lived experience that is similar to who we seek to primarily serve (most-impacted populations).

## **Image**

*Definition: Image reflects the characterizations we want people to use when they think of us or engage with us. What we look like to others at the end of these three years. “People see us as...”*

- *Led by and for those who are most impacted, marginalized* - We fundamentally believe that those most impacted by Oregon’s housing market are closest to the solutions. Most impacted community members are best equipped to lead systems change efforts and inform long-range policy solutions to Oregon’s lack of renter protections due to their personal experiences, understandings of the nuances of impact, and resiliency to overcome.
- *Bold & Visible* - We are unafraid to share our opinions and our desires. We are unapologetic and unafraid in our work as collaborators, as advocates, and as organizers.
- *Effective* - We are intentional in the development of our strategies to resolve any given issue that arises as an organization.
- *A network and/or a union* - We are a network of autonomous tenants, tenant associations, and tenant unions that actively affiliate and work to support one another in moving renters’ rights in Oregon.
- *Advocates* - There are no blurred lines. We advocate for renters’ rights in the hopes of accomplishing whatever policy goal we set out to accomplish. This includes lobbying, active communications, and supporting legislative campaigns in support of renter protections, tenants’ rights.
- *Powerful & A Large Group that represent renters* - We are not small but mighty, we are many and mighty.

- *Influential* - We are influential in the spaces needed to advocate for systems change and renter protection advancement.
- *Statewide* - Members are all over the state and we engage with folks in their local jurisdictions all over the state.
- *Reliable* - We do our best to ensure that hotline services are reliable, accurate, and informative for any given area in the state with a tried and true method of engagement and support.
- *Easily Distinguishable and Identifiable* - We are distinct, unique, and clear about who we are, who we serve, and whose interests we advance.
- *Well organized with a strong shared political analysis* - We work to remain united because we are doing the internal work to share a common goal for renters' rights and their advancement. We are well organized with active communication, understanding, and ongoing support for one another.

### **Action**

*Definition: Action reflects the The sorts of actions and direct actions we take to accomplish our mission and goals.*

We are bold with people power to occupy spaces where change is made. We have the active support and networks of attorney and legal expertise. We are tuned into the interwebs as a powerful tool for movement building. We earn media with our actions that are recognizable. We engage in collective rent-strikes during collective bargaining efforts. We engage in eviction blockades and foreclosures resulting in evictions. We utilize a plurality of tactics in coalition, in movement building, and we execute them with intentionality.

### **BOARD MEMBER CODE OF ETHICS**

Board Members of CAT take on the fiscal, legal, and organizational oversight. Oversee the Executive Director and make decisions about adding or removing programs, supervising the Executive Director and their conduct, leading membership meetings, and approving the annual organizational budget and further amendments. Board Members of CAT must commit to the organization's values and to the following:

- Board members must commit to represent the interests of the members of the Community Alliance of Tenants.
- Board members agree to refrain from using CAT or their service on the CAT Board for personal advantage or for the individual advantage of their friends or supporters.
- Board members agree to keep confidential information confidential during service and when their service is completed.
- Board members must not engage in personal attacks or offer ill treatment to anyone in the membership, on the board, or working for the organization.
- Board members must approach all CAT Board issues with an open mind, prepared to make the best decision for the whole organization, avoiding the benefit of a few.
- Board members must not violate the trust of those who elected them to the CAT Board or of those CAT represents.
- Board members agree to focus their efforts on the mission of CAT and not on their personal goals nor the personal goals.
- Board members must refrain from exercising their authority as a CAT Board member except when acting with the full Board or as they are delegated by the Board.

- Board members agree to speak the truth, avoid speaking untruths or exaggerations, nor will they speak for the Board unless the Board has specifically decided upon a matter and delegated them.
- Board members agree to exercise restraint in publicly expressing their personal opinion(s) on matters about which CAT could be construed as having an interest. If they do express their personal opinion(s) on such matters, they will state clearly that they are not speaking for CAT.

## TEAM MEMBER CODE OF ETHICS

Staff of CAT take on carrying out the programmatic goals and deliverables outlined in CAT's strategic plan driven by membership approval and feedback, tenant leadership council input and feedback, and funding opportunities as guided by the strategic plan. CAT staff are responsible for creating a healthy workplace that maintains and encourages integrity, healthy interactions, and programmatic work that is guided by our values.

- CAT Team members are committed to doing their best to be team-players, working to keep the benefit the whole of our membership, other staff, the organization, and Oregon tenants at the forefront of their intentions.
- CAT Team members are committed to doing their part to encourage a culture of collaboration, openness, honesty, and being solutions-oriented.
- CAT Team members are committed to exercising independence, taking responsibility for their intentions, words, and actions.
- CAT Team members are committed to doing their part to foster a healthy working environment, understanding that we are all responsible for our part in creating that space.
- CAT Team members are committed to addressing problems at the source with a solutions-oriented mindset, to ensure that gossip and unhealthy communication aren't welcome in our workspace, among tenant leaders and members.
- CAT Team members commit to gathering information to the best of their abilities to fully inform their decisions, discussion, and work together. Commitment to gather all information before drawing conclusions and acting on those conclusions.
- CAT Team members commit to doing their best to execute their best work to a standard of excellence. When faced with difficulty and in line with our values, we reach out for help, encourage collaboration and deliver results in excellence.
- CAT Team members commit to doing their best to fully deliver on promises made to other staff, to the Board, to our membership, to the public and to our funders within reasonable timeframes to be responsive.
- CAT Team members commit to doing their work in support of encouraging new and existing CAT membership activities and value proposition(s).
- CAT Team members commit to avoid speaking negatively about CAT in the public sphere without collaborating with CAT leadership, CAT Tenant Leadership Councilors, staff responsible for public representation and CAT Board members.
- CAT Team members commit to working through conflict that may arise to reach resolution through honesty, timely responsiveness, active listening, problem-solving, integrity, keeping teamwork at the forefront of our minds and healthy collaboration.
- CAT Team members commit to giving reasonable space for growth and development on an individual, collective and organizational level. We are patient with one another and are clear about expectations, desired timelines, honest time constraints, and staff capacity.
- CAT Team members are committed to fostering a sense of comradary and connection among other staff members, membership, and volunteers. We look out for one another.
- CAT Team members are committed to maintaining individual, collective, and organizational confidentiality as identified and instructed, in the interest of ensuring workplace and individual health.
- CAT Team members are committed to supporting renters through crisis with empathy, compassion, active listening, and prioritizing self-determination and resiliency.
- CAT Team members must commit to represent the interests of the members of the Community Alliance of Tenants.

- CAT Team Members agree to refrain from using CAT or their service on CAT staff for personal advantage or for the individual advantage of their friends or supporters.
- CAT Team Members agree to keep confidential information confidential during service and when their service is completed.
- CAT Team Members must not engage in personal attacks or offer ill treatment to anyone in the membership, on the board, or working for the organization.
- CAT Team members must approach all organizational issues with an open mind, prepared to accept decisions that are made for the benefit of the whole organization, avoiding the benefit of a few.
- CAT Team members must do their best to avoid violating the trust of the membership.
- CAT Team members commit to assuming good intent of each other, members, and program participants.
- CAT Team members agree to focus their efforts on the mission of CAT and not on their personal goals nor the personal goals of those close to them.
- CAT Team members agree to speak the truth, avoid speaking untruths or exaggerations, nor will they speak for the organization unless CAT Leadership has specifically decided upon a matter and delegated them to speak on it.
- CAT Team members agree to exercise restraint in publicly expressing their personal opinion(s) on matters about which CAT could be construed as having an interest. If they do express their personal opinion(s) on such matters, they will state clearly that they are not speaking for CAT and notify their immediate supervisor and/or CAT leadership.

#### **CAT CONTRACTOR/PARTNER CODE OF ETHICS**

- CAT asserts that contractors and partners engaged in a partnership agreement and/or memorandum of understanding, who work to perform duties on behalf of or for CAT are considered team members (though not employees). As such, we will hold CAT contractors/partners to a minimum standard of conduct for the duration of their contract/agreement as described in the TEAM MEMBER CODE OF ETHICS. We will work with contractors/partners to define appropriate contract/agreement language and/or accountability and communication mechanisms to be outlined at the outset of each vendor/contractor/partnership relationship. CAT Contractors/Partners can expect to receive a copy of this document in their contractor onboarding packet. To receive a packet, please contact our Finance and Administration Director, Elaine Zevenbergen at [elaine@oregoncat.org](mailto:elaine@oregoncat.org) or request of the appropriate CAT Department Director.

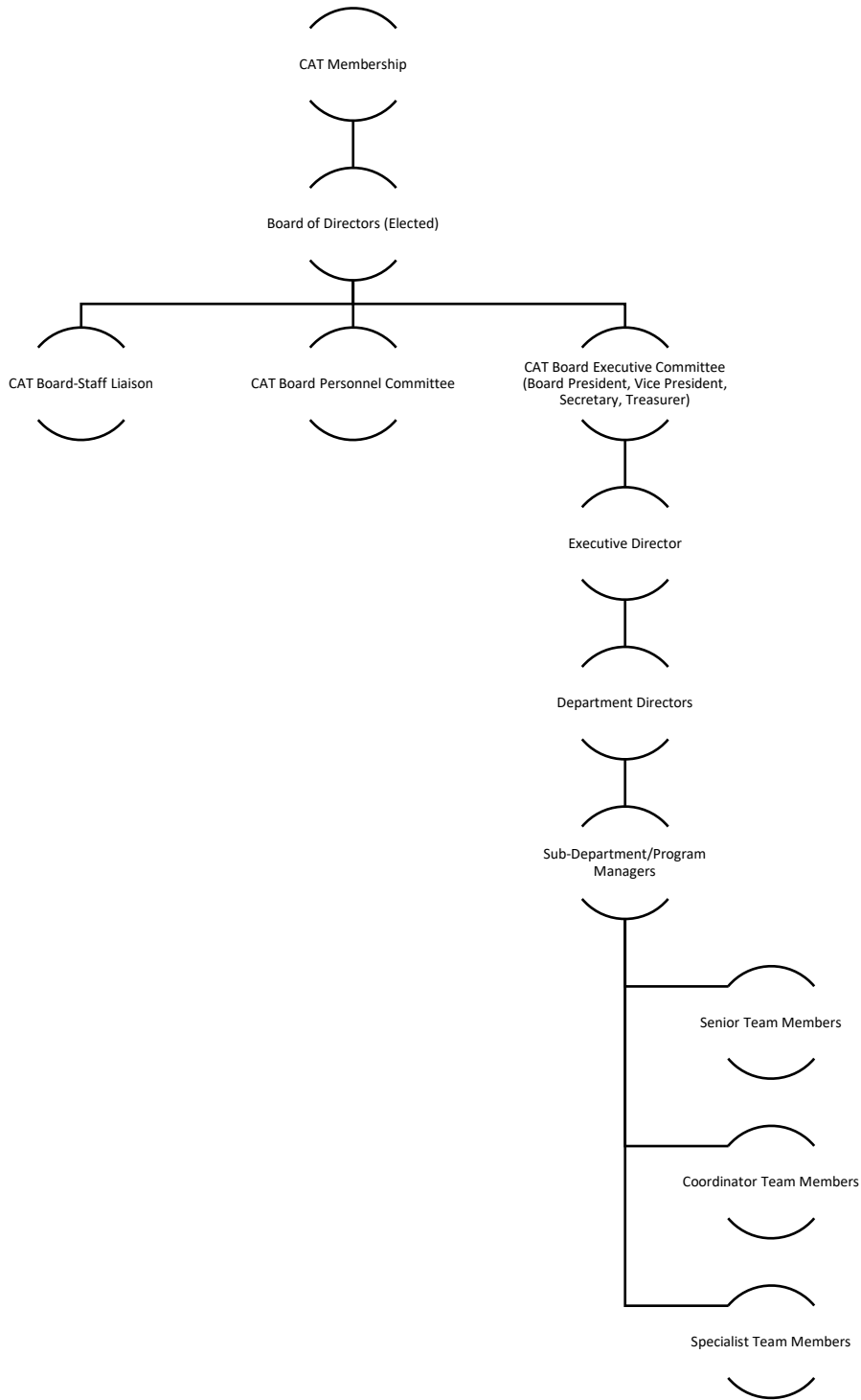
#### **CAT VOLUNTEERS CODE OF ETHICS**

- CAT asserts that volunteers who support CAT operations are considered team members (though not employees). As such, we will hold CAT volunteers to a minimum standard of conduct for the duration of their volunteerism with us as described in the TEAM MEMBER CODE OF ETHICS. Volunteers will receive a copy of this code of ethics document in their volunteer onboarding packet. To receive a packet, please contact our Membership Manager, Jeni Albright at [jensi@oregoncat.org](mailto:jensi@oregoncat.org).



## REPORTING STRUCTURE

The accountability code of ethics describes how decisions are made, responsibilities of entities within the organization and supervisor/supervisee relationship of each kind of entity. In general, decision making happens in this way through these different channels.



*Membership* - Guided by bylaws and individual actions as defined by the bylaws. Membership is responsible for electing CAT Board leadership, collaborating on organizational and political strategy, informing and approving or disapproving the strategic plan.

*Board of Directors* - elected by the membership as defined in the bylaws. Responsible for oversight of the organization's legal, organizational policy, and financial responsibilities. Oversees the Executive Director with specific supervisor to supervise relationship with the Board President and the Executive Director with support from CAT's executive committee. Board interactions with staff are guided by a Board-Staff Liaison appointed by the Board. CAT Board meetings are accessible to CAT staff on a rotating basis with 1-2 members attending at a time. The Board of Directors takes direction from CAT membership.

*CAT Board of Directors Executive Committee* - Elected by the board of directors, comprised of the CAT Board President, Vice President and Board Secretary the Executive Committee reports to the entire Board of Directors. They help make decisions in the time between board meetings and support the supervision of the Executive Director.

*CAT Board President* - elected by the Board of Directors, CAT Board President has the authority to call meetings, run meetings, make board-level decisions between board meetings, speak on behalf of the organization in between board meetings, and supervise the Executive Director. The Board President sets up the agenda for each board meeting and presides over Board Meetings.

*CAT Board-Staff Liaison* - Elected by the Board of Directors, the Board-Staff Liaison is responsible for being available to field staff questions in between board meetings. They also handle grievance processes when filed against staff members including the Executive Director.

*Executive Director* - overseen by the Board of Directors with a direct supervisor to supervise relationship with the Board President with support from the Board's Executive Committee. Oversees staffing (recruiting, hiring, firing, determining compensation, executing financials and approved budgets, final program development decisions to assure vision and strategic plan alignment). Oversees legal compliance, supports building organizational culture, inspiring vision and strategic alignment. Directly oversees Department Directors to monitor program health and delivery execution. Oversees funding development in partnership with the Finance and Admin Director and the Development Manager. In the absence of Department Directors and/or fundraising committee members, responsibilities fall, by default, to the Executive Director unless otherwise delegated either in part or in full.

*Department Directors* - Overseen by the Executive Director with a direct supervisor to supervise relationship between Department Directors and the Executive Director. Department Directors work the Executive Director to develop programs, oversee the execution of directed deliverables in line with CAT's vision, values, and the strategic plan. Oversees Sub-Department managers and program managers in program delivery and execution. Participates in the fundraising committee as appropriate for raising revenue within their departments. Oversees human resources for staffing within the department participating in final decision making with the Executive Director in recruitment, hiring, discipline, firing of departmental staff. Must support developing workplace culture in line with our values and vision. Responsible for reporting on promised deliverables to the Board of Directors through monthly written communications and/or the Board-Staff Liaison, the Executive Director, and funding entities that require reporting.

*Sub-Department Managers/Program Managers* - Overseen by Department Directors with a direct supervisor to supervise relationship between Sub-Department Managers/Program Managers and the Department Directors. Sub-department managers/program managers oversee activities and infrastructure within the sub department. Supports Department Directors in executing program deliverables directly supervising coordinator positions.

*Senior Positions* - Senior positions are program level positions overseen by Sub-Department Managers/Program Managers (Department Directors in the absence of such). Senior positions take on higher level responsibilities for program coordination, program activities execution, supporting the Managers/Directors in program expansion with a great deal of experience in their respective role and/or responsibilities. This position is usually filled by staff members who've been with the organization for a time and/or exhibit a relatively close-to-expert level knowledge of the activities or programs they are helping to execute.

*Coordinator Positions* - Coordinator positions are mid-level positions overseen by Sub-Department Managers/Program Managers (Department Directors in the absence of such). Coordinator level positions take on responsibilities for program coordination, usually to a particular element of a sub-department/department. These roles are specialized in a particular area of program execution. These positions generally require a level of experience, though less than senior level positions.

*Specialist Positions* - Specialist level positions are entry-level positions overseen by Sub-Department Managers/Directors. These positions vary from being part-time to full-time positions and don't require a high level of training or expertise to perform. Specialist positions are often a jumping or starting point for CAT Team Members.

*Tenant Leadership Council* - The tenant leadership council is a recognized body at CAT that helps to execute legislative priorities approved by the board. These activities include community-based participatory research, other research methodologies, policy negotiation, local member mobilization in partnership with CAT staff, and CAT representation in policy making spaces. It is also the entity through which legislative policy is negotiated (members will represent CAT in policy-making spaces relative to their local jurisdictions) and vetted when proposed by lawmakers. If an organizational endorsement must be made, it will be given to the board of directors for formal endorsement as stipulated by board policy. If it becomes a legislative priority for state advocacy from the TLC's perspective, it must be approved by a vote of the full membership before CAT moves forward with statewide advocacy on the issue in a public stance. The TLC is coordinated and managed by the Organizing and Advocacy team with the OA Director having discretion on which team member will coordinate this body.

*CAT Action* - CAT Action Fund, a sister organization to CAT, is a 501(c)4 nonprofit organization that conducts lobbying efforts on behalf of CAT as delegated by the Public Relations and Political Strategy Director. The C4 also engages in electoral organizing with candidates, electeds, and in jurisdictions that are a priority for CAT as identified by CAT membership, CAT board of directors, CAT executive director and CAT program directors. In a nutshell, the C4 will never engage in an electoral campaign or legislative advocacy effort that is not supportive of C3 aims (geographic service provision, local jurisdiction advocacy, statewide advocacy, funding relationships, elected relationships, etc.). At least 1 CAT board member and/or staff will sit on the CAT Action board at all times. Any staff who perform duties related to CAT Action work or in support, must place actual hours worked on their timesheets and will be compensated at their normal hourly rate. CAT is the master payor for CAT Action operations and shares an operating agreement for which CAT furnishes monthly invoices for reimbursement.

**CAT Contractors/Partners** - CAT contractors/partners and vendors are overseen by program directors who sought the relationship. Each contract/partnership agreement must be approved and signed by the Executive Director and/or the Finance and Administration Director. Each contractor/vendor relationship will be overseen by the Finance and Administration Director for financial purposes and Code of Ethics described above asserted by the appropriate Program Director and/or the Executive Director.

**CAT Volunteers (Non-Board Members)** - CAT volunteers are generally overseen by CAT's Membership Manager, however, during a volunteer shift, volunteers will be supervised and overseen by the staff member who requested volunteer support. CAT Volunteers, if tenants' are considered members when they hit the appropriate threshold of volunteer service as outlined in our membership agreement/coupons.

### CAT'S CYCLE OF PROGRAM DELIVERY

