



CAT Board Agenda
COMMUNITY ALLIANCE OF TENANTS (CAT)
Monday, September 25, 2023
6:00 PM - 8:00 PM

6:00 Welcome

Board introductions. check-ins and staff introductions

*Board role: Agenda approval and ground rules review, approval of August 2023 minutes.

6:10 CAT Program reports:

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

6:20 Finance Report:

Understand the update on CAT's financial issues including fundraising and timing of future resources. Also, understand what programming is possible until funds are increased. Hear possible cost containment and stabilization actions.

*Board role: Questions.

6:40 Discuss the interim FY 2024 budget, program plans and grant solicitations. Programs include a statewide hotline, regional and culturally specific community engagement, and culturally specific advocacy. The budget includes approximately 15 FTE. Ten full-time and ten part-time positions are proposed to accommodate recalling more staff.

*Board Role: Discuss and approve the interim budget and program direction and staffing level.

7:15 Break

7:20 Plan for the Annual Meeting and Elections

*Board Role: Discussion and approval of process.

7:45 Public comment and new business

Board role: Hear from the public and present new business for discussion today or next month.

7:55 Right to the City (RTTC) Assembly

Board role: nominate yourself or a member to attend the national assembly of tenants from February 26-March 1. All room and board will be paid for by RTTC. CAT will raise money for the travel expenses.

8:00 – Adjourn

*These are action items

Present Jackie, Foster, Alex, Amanda, Crystalyn, Delfina

Education Team Update

Hotline calls have slowed We completed 60 calls. A tabling events was completed. More events happened in August and we will report those numbers next month. We have one volunteer helping and we need more. We are challenged. We are slower on the data entry as well because the calls have priority. We are talking to tenants about SB 611 and giving presentations with partners.

Finance Update

Kim walked everyone through the draft budget including current resources, and historic expenses. The gap to meet historic staff and program expenses is close to \$750,000 to \$1,000,000 so staff is recommending a budget in closer alignment with actual resources. This means that historically unfilled positions may remain unfilled, if some staff do not return those positions may be cut. It is not clear yet whether or not all recently occupied positions have full or partial funding.

The finance consultants plan to present the general ledger, bank reconciliations, balance sheets, and cashflow projects and draft budget at the next finance committee meeting.

Kim offered to give weekly updates to former staff.

Annual Meeting

Annual meeting discussion- COVID is an issue, cost, and accessibility. An online event will be less staff intensive. People are welcome to meet in groups.

Motion agreed to Annual member meeting October 28th and it will be virtual.

Amanda and Foster, Alex, and Crystalyn volunteered to organize the event.

Finance Report

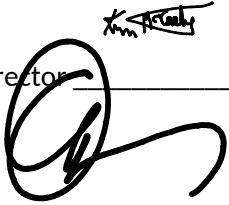
Promised funding is less than last year. We will not be able to raise funds to have as much staffing as we had at one point. Staffing will range from 13-21 depending on funding and whether some roles can be part-time.

These finance roles were reaffirmed. It is the role of the finance committee to create the fiscal policies for CAT. Kim McCarty CAT Executive Director, Delfina Andrade CAT Secretary, Dung Ho CAT Tenant Education Director are the CAT banking signatories. Ianda Allen, Lynne Salcido and Elaine Zevenbergen are no longer signatories and no longer working at CAT. Steven Mitchell is no longer an administrator of any account and no longer works at CAT.

The CAT Board approved the following motions.

The CAT board unanimously approved Washington County application for \$30,000 in CDBG funds for FY 2024-2025. Funding for support of the hotline in WASHINGTON County.

The board unanimously approved a motion to approve FY 2023-2024 grant applications listed in Exhibit A, namely Tenant Eviction Prevention services for OHCS, PHB, Multnomah County, NW Health Foundation, and Home Forward.

Kim McCarty Executive Director  Date 9/25/23

Claire Foster Board Chair  Date 9/25/2023

Policy

CAT is a member of Right to the City and Homes for All that are working on national tenant rights and organizing strategies. CAT is also a part of Housing Oregon Policy Council, the State Racial Justice Commission, Stable Homes for Oregon Families, Fair Shot, and the Housing Alliance. This month most of our partners are reviewing the outcomes of last year state policy initiatives.

Policy Support requests:

Support the State voting process [Oregon Ranked Choice Voting](#)

Support Kiazar SEIU 49 union <https://www.seiu49.org/kp-support>
<https://www.seiu49.org/kp-support>

National Tenant Organizing

CAT members are invited to attend the national assembly of tenants February 26-March 1, sponsored by Right to the City. Each RTTC member can send six delegates. RTTC can offer funding for 3 delegates, including All room and board. CAT will raise money for the travel expenses of three delegates and evaluate whether CAT can afford 1-3 additional delegates.

Organizing, Community Engagement, and Culturally Specific Community Engagement

This work is on hold until rehiring of Community Engagement staff.

Union Negotiations

The CWA and CLU Union suggested waiting on CBA negotiations until after staff are rehired. They also reached out to start a discussion in late September.

Hotline and Education

The hotline hours are reduced to Monday through Wednesday until full staffing is resumed. General media education, workshops and outreach are being continued at a modest pace. Year-end reports are complete. Call return times have increased significantly due to staffing shortages. Solutions include rehiring as quickly as possible and requesting the help from seasoned volunteers.

Finance Team

The Finance Team is working on balance sheets, general ledger, and bank reconciliations and budget preparation. Some of this work was delayed to complete program budgets to meet the funding contacts. They anticipate presenting the finance reports and a new budget for approval in September. The attached cash flow projection shows that the current cash and line of credit is sufficient to keep the current level of staffing through October. Projections for rehiring will be shared when contracts are signed. Signed contracts are projected to happen in October, pushed out from the earlier projection of September. New fund-raising efforts will happen after completion of the income statement.

Fundraising

August 2023 Board Reports

CAT pursued the Collins Foundation, Myer Memorial, Healy, Herb Block and were denied. The Multnomah County Eviction prevention contract is tentatively approved pending the protest period. This grant goes into effect in January.

We have applications into OCF, Washington County CDBG, Beaverton Community Engagement.

CAT Board Election Preparation

| Name | Preferred Name | Pronouns | Language | Role | Joined | Elected | Reelected | Term End |
|--------------------|----------------|----------|----------|----------------|--------|---------|-----------|----------|
| Claire Rudy Foster | Foster | He/They | English | President | 2021 | 2021 | | 2023 |
| Alexander Rhodes | Alex | He/Him | English | Vice President | 2019 | 2020 | 2022 | 2024 |
| Musonda Mwango | Musonda | He/Him | English | Member | 2021 | 2021 | | 2023 |
| Delfina Andrade | Delfina | She/Her | Spanish | Secretary | 2021 | 2021 | | 2023 |
| Jackie Magee | Jackie | She/Her | English | Member | 2022 | 2022 | | 2024 |
| Mae Rogers | Mae | She/Her | English | Member | 2021 | 2021 | | 2023 |
| Amanda Caffall | Amanda | She/Her | English | Member | 2022 | 2022 | | 2024 |
| Crystalyn Black | Crystalyn | She/Her | English | Member | 2023 | 2023 | | 2025 |

Updates sent to laid-off staff 9/24/23

Timeline

- Both the OHCS and PHB contracts are still unsigned.
- Hiring cannot start until contracts are signed.
- The hiring date has been pushed out to an undetermined date in October after contracts are signed.

Draft Budget

- At this time CAT is not funded at historic levels
- Recommended staffing will include 10 full-time staff and 10 part-time staff.
- The number of part-time positions may change if additional funding is secured for salaries
- The recommended budget includes healthcare benefits for part-time and full-time positions.

Next steps

- After grant contracts are signed, CAT will send offer letters to former staff for full-time or part-time positions.
- Part-time positions will likely be at least 24 hours per week and salaries can be supplemented by Work Share for the 16 furloughed hours, up to the maximum allowed by Work Share.

CAT Board Member Meeting Planning Committee 2023

Annual Meeting Agenda

Renters' Rights Workshop Taller de Conocer sus Derechos
Musical Intro - Musica
Welcome - Bienvenida
Membership - Membresia
Board Elections - Elecciones de la Mesa Directiva
Brainstorming for CAT's Future - recap and forecast
Lluvia de Ideas para el futuro de CAT
Special Musical Performance -

Timeline

9/1/23 -Set date - Done
October 28 at 11 am
9/21/23 -Set Annual meeting agenda-done
9/25 confirm agenda at CAT Board meeting
9/26 - Contact culturally specific partners about Education workshop
9/27 - Send material to board by Wednesday for review
9/29- Bios due
9/29/23-Approve the outreach materials
10/1/23 - Send save the date English
10/5/23 - Send translated save the date
10/15/23- Send mailer
10/18/23- Run of Show TIME TBD
10/28/23 - Annual meeting
10 am Tech
11:00 am Tenant Workshop
11:50 break and tech for meeting
12 pm Annual meeting
1:30 pm Conclude Annual Meeting

Set Roles

Gather bios-Kim
Design and translate the mailer and email-Kim
Review the fliers-Amanda, Crystalyn, Musonda
Send mailer-Kim
Translations - Dung
Send email save the date-Kim
Phone bank- September 18th? Time?
Online/tech support-Dung and Diandre- Musonda will help the artist
Tally votes-send mailer, create google doc- Kim and Diandre and a volunteer

Update: What We Are Doing

- Core Operational Staff 7/1-9/30/23
 - Diandre Robinson, Dung Ho, Kim McCarty (employees): full-time salary in Jul-Sep (maintained salary)
 - Matthew Edmonds (direct contractor): full-time Accounting Manager
 - Tracy Baird(CFS contractor): part-time Finance Director

Services and Tasks:

- ☑ Maintain core services to our community
- ☑ Secure anticipated funding with PHB, OHCS, and other funders
- Apply for grants that provide upfront funding to rebuild cash flow
- Seek additional revenue streams to rebuild our reserves
- ☑ Reduce ongoing expenses that may no longer be needed
- Revise policies and reformat operational procedures that grantors and other funders require for larger award, recurring, or multi-year funding
- ☑ Research contemporary job market salaries and renew health benefits
- Updating accounting practices and systems, including payroll services

Proposed FY24 Budget

| PERSONNEL | |
|--|------------------|
| Salary & Wages | 873,809 |
| Payroll Taxes | 96,119 |
| Fringe Benefits | 299,200 |
| Total Personnel Expense | 1,269,128 |
| DIRECT EXPENSE | |
| Professional Fees | 523,825 |
| Program Direct Services | 125,000 |
| CAT Action | 4,000 |
| Printing, Postage, Advertising | 2,950 |
| Supplies (<i>office and general</i>) | 3,400 |
| Staff Meals, Mileage | 1,500 |
| Equipment & Space Rental | 750 |
| Telecommunications | 15,424 |
| Computers & Peripherals | 40,000 |
| IT Equipment & Software | 32,425 |
| Employment Advertising Expenses | 750 |
| Lease & Utilities | 30,000 |
| Dues & Subscriptions | 750 |
| Interest Expense & Bank Fees | 5,000 |
| Miscellaneous Incidentals | 1,485 |
| Total Direct Expense | 662,259 |
| Total | 1,931,387 |

- Conservative Budget based on current anticipated grants, and necessary administrative costs.
 - Reduction to staff from 26 to 20: 10 full time, 10 part time.
 - Reduction to administrative staff and expenses.
 - Reduction to program expenses.
 - Initially cash flow minded until reimbursement of grants and contracts are rebuilt.

- Committed Grants & Contracts cover \$1.7m, of which \$200k covers administrative costs through indirect allowance.
 - New contracts by OHCS & PHB will not be signed until mid- to late-October.
 - Two new contracts signed, one ends December and one ends February. Renewals pursued.
 - Competitive grants or contracts applied for and waiting to hear. Nothing yet confirmed.

- This budget relies on raising additional \$233k revenue to cover administrative costs and bolstering organization advocacy initiatives.

- Focused goal to raise more than the proposed revenue to rebuild needed reserves to stabilize the organization's future.

Proposed FY24 Budget

| | | Administration & Operations | | | Tenant Education | | Tenant Engagement | |
|---------------------------------|------------------|---|---------------------------------|-------------------------------|---------------------------------|-------------------------------|---------------------------------|-------------------------------|
| | | Covered by Grant Indirect Rate and Unrestricted Contributions | Needs Grant Funding (Fundraise) | Grant Covered (Still Pending) | Needs Grant Funding (Fundraise) | Grant Covered (Still Pending) | Needs Grant Funding (Fundraise) | Grant Covered (Still Pending) |
| PERSONNEL | | | | | | | | |
| Salary & Wages | 873,809 | 185,514 | | 35,000 | | 496,340 | | 156,955 |
| Payroll Taxes | 96,119 | 16,757 | | 7,500 | | 54,597 | | 17,265 |
| Fringe Benefits | 299,200 | 34,000 | | 10,800 | | 182,400 | | 72,000 |
| Total Personnel Expense | 1,269,128 | 236,271 | - | 53,300 | - | 733,337 | - | 246,220 |
| DIRECT EXPENSE | | | | | | | | |
| Professional Fees | 523,825 | 30,000 | 111,500 | 98,000 | - | 154,250 | 60,000 | 70,075 |
| Program Direct Services | 125,000 | | | | | 75,000 | | 50,000 |
| CAT Action | 4,000 | 4,000 | | | | | | |
| Printing, Postage, Advertising | 2,950 | | 500 | | | 1,250 | | 1,200 |
| Supplies (office and general) | 3,400 | | 500 | | | 2,125 | | 775 |
| Staff Meals, Mileage | 1,500 | | 250 | | | 300 | | 950 |
| Equipment & Space Rental | 750 | | | | | 375 | | 375 |
| Telecommunications | 15,424 | | 3,440 | | | 7,984 | | 4,000 |
| Computers & Peripherals | 40,000 | | 2,500 | | | 25,000 | | 12,500 |
| IT Equipment & Software | 32,425 | | 10,000 | | 5,000 | 2,425 | | 15,000 |
| Employment Advertising Expenses | 750 | 250 | | | | 500 | | |
| Lease & Utilities | 30,000 | | 30,000 | | | - | | - |
| Dues & Subscriptions | 750 | | 500 | | | | 250 | |
| Interest Expense & Bank Fees | 5,000 | 5,000 | | | | | | |
| Miscellaneous Incidentals | 1,485 | | | | | 1,485 | | |
| Total Direct Expense | 662,259 | 39,250 | 159,190 | 98,000 | 5,000 | 195,694 | 60,250 | 104,875 |
| Total | 1,931,387 | 275,521 | 159,190 | 151,300 | 5,000 | 929,031 | 60,250 | 351,095 |

Cash Flow Projection

Bank Balance as of 09/25/23
updated to 09/25/23

\$65,318.88

Recommend

| | Actual | Actual | Actual | Recommend | Projection | Projection | Projection | Projection | Projection | Projection | Total |
|---|-----------|-----------|-----------|-----------|------------|------------|------------|------------|--------------|--------------|-------|
| | Sep 2023 | | | | Oct 2023 | | | | Nov 2023 | Dec 2023 | |
| Operating Checking Weekly Beginning Balance | Sep 3-9 | Sep 10-16 | Sep 17-23 | Sep 24-30 | Oct 1-7 | Oct 8-14 | Oct 15-21 | Oct 22-28 | Oct 29-Dec 2 | Dec 3-31 | |
| | \$ 21,567 | \$ 67,115 | \$ 64,693 | \$ 65,319 | \$ 30,052 | \$ 29,672 | \$ 47,012 | \$ 83,688 | \$ (50,937) | \$ (173,522) | |

Anticipated Cash Receipts

| | | | | | | | | | | | |
|--|--------------------|-------------------|-------------------|------------------|--------------------|--------------------|--------------------|-------------------|--------------------|---------------------|---------------------|
| Grant: PHB END JUN-24 (reimb) NEW | | | | | | | signed? | TBD | TBD | TBD | \$ - |
| Grant: OHCS END JUN-25 (reimb) NEW | | | | | | | signed? | TBD | TBD | TBD | \$ - |
| Grant: Multnomah END DEC-23 (reimb) NEW | | | | | \$ 4,500 | \$ 9,000 | \$ 13,500 | | \$ 13,500 | \$ 13,500 | \$ 54,000 |
| FFS: Home Forward END FEB-24 (reimb) NEW | | | | | \$ 8,215 | \$ 8,215 | \$ 8,215 | | \$ 8,215 | \$ 8,215 | \$ 41,077 |
| FFS: Metro END DEC-23 (reimb) | | | | | | | | | | \$ 5,766 | \$ 15,907 |
| FFS: WA Cty END OCT-23 (reimb) | | | | | | | \$ 14,836 | | | | \$ 31,197 |
| Refund: Tri-Met tax (one-time) | | | | | | | | \$ 7,500 | | | \$ 7,500 |
| Membership Dues (random) | \$ 146 | \$ 15 | \$ 30 | \$ 63 | \$ 63 | \$ 63 | \$ 63 | \$ 63 | \$ 250 | \$ 250 | \$ 1,655 |
| Donations (random) | \$ 1,494 | \$ 2,736 | \$ 5,148 | \$ 63 | \$ 63 | \$ 63 | \$ 63 | \$ 63 | \$ 250 | \$ 250 | \$ 12,975 |
| Miscellaneous | | | | | | | | | | | \$ 4,015 |
| Line of Credit float-repay | \$ 50,000 | | | | | | | | | | \$ 199,500 |
| Total Cash Receipts | \$ (51,640) | \$ (2,751) | \$ (5,178) | \$ (125) | \$ (12,840) | \$ (17,340) | \$ (36,676) | \$ (7,625) | \$ (22,215) | \$ (27,981) | \$ (836,874) |
| Total Cash Available | \$ 73,207 | \$ 69,866 | \$ 69,871 | \$ 65,444 | \$ 42,893 | \$ 47,012 | \$ 83,688 | \$ 91,313 | \$ (28,722) | \$ (145,540) | |

Mandatory Cash Out

| | | | | | | | | | | | |
|--------------------------------|-----------------|-----------------|-----------------|------------------|------------------|-------------|-------------|-------------------|-------------------|-------------------|-------------------|
| Fund Transfer | | | | | | | | | | | \$ 36,155 |
| Payroll + Taxes | | | | \$ 26,545 | | | | \$ 110,000 | \$ 110,000 | \$ 110,000 | \$ 258,641 |
| Health Insurance | \$ 2,007 | | | \$ 2,013 | | | | \$ 28,000 | \$ 28,000 | \$ 28,000 | \$ 29,112 |
| Program Expenses (Co-hort) | TBD | | | \$ 80 | | | TBD | | TBD | TBD | \$ 45,149 |
| Rent-Utilities | \$ 2,152 | \$ 670 | | | \$ 2,200 | | | | \$ 2,200 | \$ 2,200 | \$ 12,805 |
| Business Insurance | \$ 350 | | \$ 497 | | \$ 350 | | | | \$ 350 | \$ 350 | \$ 5,273 |
| Necessary IT & Software | \$ 1,422 | | \$ 903 | \$ 4,252 | | | | \$ 4,250 | \$ 4,250 | \$ 4,250 | \$ 25,259 |
| Contractors | | \$ 4,503 | \$ 3,152 | \$ 2,502 | | | | | | | \$ 61,365 |
| All Other Bills | \$ 161 | | | | \$ 10,671 | | | | | | \$ 14,152 |
| Subtotal | \$ 6,092 | \$ 5,172 | \$ 4,552 | \$ 35,392 | \$ 13,221 | \$ - | \$ - | \$ 142,250 | \$ 144,800 | \$ 144,800 | \$ 556,894 |
| Loan interest payment (0.007%) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 981 |
| Loan principal payment | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 149,500 |
| Total Cash Paid Out | \$ 6,092 | \$ 5,172 | \$ 4,552 | \$ 35,392 | \$ 13,221 | \$ - | \$ - | \$ 142,250 | \$ 144,800 | \$ 144,800 | |
| Cash on hand (end of month) | \$ 67,115 | \$ 64,693 | \$ 65,319 | \$ 30,052 | \$ 29,672 | \$ 47,012 | \$ 83,688 | \$ (50,937) | \$ (173,522) | \$ (290,340) | |

Other Operating Data

Accounts Payable Unpaid Balance

\$ 91,970