



COMMUNITY DEVELOPMENT COMMISSION AGENDA

Monday, February 9, 2026

12:00 p.m.

This meeting includes in-person and virtual participation.

Council Chambers

333 Broadalbin Street SW

Or join the meeting here:

<https://council.albanyoregon.gov/groups/cdc/zoom>

Phone: 1 (253) 215-8782 (Long distance charges may apply)

Meeting ID: 894 5923 3401; Passcode: 498781

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Be respectful and refer to the rules of conduct posted by the main door to the Chambers and on the website.

1. Call to Order (Chair)
2. Roll Call (Staff)
3. Approval of January 26, 2026, minutes [Pages 2-5] (Chair)
4. Public Comment (Chair)
Persons wanting to provide comments may: email written comments or register to speak by emailing cdaa@albanyoregon.gov, or appear in person to speak at the meeting.
5. Scheduled Business: PY 2026 Applicant Presentations (Staff)
 - Jackson Street Youth Services (case management to young adults) [Pages 8-40]
 - Boys and Girls Club of Albany (youth scholarships) [Pages 41-67]
 - Young Roots Oregon (rent well program) [Pages 68-108]
 - Cascades West Council of Governments (senior companion program) [Pages 109-141]
6. Business from the Commission (Chair)
7. Business from Staff (Staff)
8. Next Meeting Date: February 23, 2026
9. Adjournment

This meeting is accessible to the public via video connection. The location for in-person attendance is accessible to people with disabilities. If you have a disability that requires accommodation, please notify city staff at least 48-hours in advance of the meeting at: cdaa@albanyoregon.gov or call 541-917-7550.

Testimony provided at the meeting is part of the public record. Meetings are recorded, capturing both in-person and virtual participation and are posted on the City's website.



COMMUNITY DEVELOPMENT COMMISSION

MINUTES

January 26, 2026

12:00 p.m.

Hybrid – Council Chambers

Approved: DRAFT

Call to Order

Chair Bessie Johnson called the meeting to order at 12:01 p.m.

Roll Call

Members present: Jim Cole, Larry Timm, Bessie Johnson, Ron Green, Alex Johnson II, Robyn Davis (online), Tracy Liles (online), John Robledo (arrived online at 12:10 p.m.)

Members absent: Courtney Stubbs

Election of Chair and Vice Chair

12:02 p.m.

Chair Johnson asked for nominations for the position of Chair for 2026. Commissioner Timm nominated Commissioner Johnson to continue as Chair. Commissioner Johnson accepted the nomination. Vote was held in favor of nomination 6-1. Commissioner Davis opposed.

Chair Johnson asked for nominations for Vice Chair. Commissioner Cole nominated Commissioner Davis for Vice Chair. Commissioner Davis accepted the nomination. The nomination passed 7-0.

Approval of Minutes for November 3, 2025

12:03 p.m.

Motion: Commissioner Johnson II motioned to approve the minutes as presented. Commissioner Cole seconded the motion, which passed 7-0.

Public Comment

None.

Scheduled Business

12:02 p.m.

- PY 2026 Applicant Presentations

Comprehensive Planning Manager, Anne Catlin noted agencies were asked to provide highlights of their applications and introduced the agency presenters.

Albany Partnership for Housing and Community Development (APHCD)

12:05 p.m.

Sharon Konopa, Board President, Sarah Drayton, Administrative Compliance Property Manager and Tanya Thompson, Board Member (Retired, Linn County, Mental Health) were present to answer questions on their application. Konopa noted that with a continual increase in homelessness there are still very few resources for those in need. APHCD works with Linn County Mental Health Services to provide housing and consistent mental health services for residents. But maintaining the low rents requires having dwellings free of debt.

At a minimum, purchasing a house would serve three tenants at a time referred by Linn County Mental Health. Once a tenant is stable then their support services help them move to independent housing. The length of stay varies depending on the level of services needed.

CDBG allows APHCD to maintain very low rents for those needing behavioral health services and life skills housing. Average rents are kept at \$375 to \$500 per month. Linn County Mental Health Services strongly supports adding an additional home.

Regarding whether the activity is scalable, Konopa responded that if the funding request is reduced it would be difficult to proceed and would have to be reviewed by the Albany Partnership Board of Directors as they would have to take out a loan to fill the gap which would mean increasing the rent to cover the loan.

Konopa emphasized that they have the capacity to successfully complete the project within one year assuring the commission that there shouldn't be any problem fulfilling the grant requirements. The only unknowns would come from the housing market (availability/cost). These funds are for a long-term capital investment in the purchase of a home. No funds will be applied to operations or staffing.

Commissioner Timm asked for more information on the matching funds. Konopa detailed the breakdown from Linn County Mental Health grant that they are modifying.

Commissioner Green asked about the target area for acquiring these homes. Konopa said they try and keep the properties close together as it makes maintenance and management easier.

Commissioner Davis asked how problematic it will be to only receive partial CBDG funding. Konopa shared that each property has a separate budget and they try to keep cash flow from each property with the property for repairs. Budgets are tight and they must remain sensitive to the tenants needs to maintain housing and services. Davis agreed that transitional housing is very important.

- Albany Habitat for Humanity

12:18 p.m.

Executive Director, Gamal Nassar, of Albany Area Habitat for Humanity presented their application. He pointed out the growing needs of low-income homeowners, seniors and the disabled who risk displacement or homelessness due to lack of maintenance on homes living in unsafe conditions they lack the financial capacity to make repairs. Their funding request directly addresses these needs through a program of critical home repairs and accessibility improvements. This project directly benefits low to moderate income households prioritizing the elderly, disabled and underserved populations. They usually do about 30 assessments and after approval complete about 10 household repairs to remediate worsening conditions.

CBDG funding targets income qualified home repairs for health, safety and home stability. These funds are leveraged with energy efficiency and utility-based incentives, grants and donated skills and abilities, volunteer labor and other private non-profits to reduce home costs.

The activity is scalable upwards and downwards and would only affect the number of households they are able to serve.

Habitat for Humanity has a proven record of successfully managing federal programs and prior CBDG awards. All support systems are in place including reporting and compliance systems.

This project keeps Albany residents housed and strengthens neighborhoods.

Commissioner Timm asked if they maintain a list of homes that request help. Nassar said there is a list and they are working on marketing for the program.

Chair Johnson was impressed with the service they provide, especially ensuring low-income elderly can stay in their homes.

- Linn-Benton Community College Small Business Development Center (SBDC)

Britt Hoskins, Director of the SBDC at Linn-Benton Community College, noted their application is Catalyzing Economic Opportunity for LMI Spanish-Speaking Small Businesses in Albany. The project helps create economic opportunity for low to moderate income residents by providing no-cost advice to establish or maintain businesses by providing training and events to advance business skills for the Spanish-speaking community.

They are addressing a rapidly expanding Hispanic populations in Albany. Many experience poverty at a higher rate of 18.5 percent and lower median incomes. Hispanic populations face greater challenges navigating the business opportunities.

This project helps address this need providing Spanish-language assistance for small businesses through one-on-one counseling, workshops featuring local Spanish-speaking experts and a Spanish small business resource fair. It has been difficult to maintain continuity in this program without a Spanish-speaking advisor, and this ask is to maintain a full-time advisor to serve that community.

They expect to support 40 Spanish-speaking small businesses/jobs; 30% of which would be moderate income, 40 percent low income, and 5% extremely low-income non-native speakers. She then briefly summarized their funding ask and leveraged funding partners. Hoskins explained that most of the CBDG funds would go towards supporting salary and benefits although not all. Without the CBDG funds that small business advisor's role will be at risk. They would consider a reduced award, but it may reduce the full-time capacity.

Hoskins noted this project is a good fit for CBDG as their program spurs economic opportunity and creates jobs decreasing homeless risk. Albany has the highest population of under-served Spanish-speakers in the service area. Without the resources and technical assistance, they provide this population will be overlooked and these businesses create a long-term positive impact for Albany's workforce.

Commissioner Green asked to what extent this project is dependent upon this advisor's skill set. Could the program continue without her? Hoskins responded that they would re-hire, but the pool of candidates is small.

Commissioner Cole asked, as this is a year-long funding, what the vision is for the future and what type of businesses? Hoskins noted that they are searching for a long-term funding source, including looking at additional partnerships. Example Latine businesses are construction, childcare, restaurants, and landscaping.

Business from the Commission

Commissioner Timm asked staff about the CBDG amounts. Staff replied that they don't have any numbers yet, but they expect it will be a lower amount than last year. It is a formula grant. Those figures were late last year, she expects the same.

Business from the Staff

Catlin explained that staff are suggesting Albany Municipal Code changes governing the Community Development Commission and are taking proposed amendments to the city council work session January 26, 2026, for consideration.

Staff will be asking for updated Conflict of Interest forms before any applications are evaluated.

Development Programs Analyst, Kaitlin Martin mentioned that she and Anne attend the HEART meetings (Homeless Engagement and Resource Team) where agency providers update one another on vital current issues in the community. She shared a flyer about a community food pantry. She added they have scheduled the Citizen Advisory Group training on February 26, 2026.

Catlin wanted to answer a previous question from Commissioner Cole. She reported that HUD census data from 2018-2022 indicate 3,500 households were owner-occupied were at 80% or below the median income, and of those, 2,330 were severely housing-cost burdened.

Next Meeting Date

The next meeting is scheduled for February 9, 2026, for the next presentations and then February 23, 2026, to begin discussions on the applications.

Adjournment

The Chair adjourned the meeting at 1:15 p.m.

Respectfully submitted,

Susan Muniz
Recorder

Reviewed by,

Anne Catlin
Comprehensive Planning Manager

**Documents discussed at the meeting that are not in the agenda packet are archived in the record. The documents are available by emailing cdaa@albanyoregon.gov.*

CDBG Scoring Matrix

Relevant Application Questions	Response Evaluation	Max points
Activity need, consolidated plan and CDBG award priorities		
1.a. Describe the community need or problem that will be addressed by the proposed activity. Provide statistics or evidence to document the activity need.	The applicant documents a clear need in the community that they will address.	5
2. How will the activity support efforts to reduce or prevent homelessness, support activities that improve housing stability, and/or increase the supply of affordable or supportive housing.	The proposed activity will address one or more high priorities (reduce homelessness, improve housing stability, support affordable or supportive housing activities).	15
3. Explain how the activity will address the need or problem and how your approach is an effective strategy to address the identified gap in needs and how your project will add to or improve upon existing services .	The proposed activity is an effective strategy to address the identified gap in needs and will improve upon existing services .	10
4. Describe the ways in which your activity will have a long-term impact on the need or problem being addressed. For housing projects, indicate the time period the project will remain affordable and how your organization plans to ensure the project remains affordable for the specified time period.	The proposed activity will have a long-term impact on community needs/problems.	5
5. Explain how the activity will promote inclusiveness and diversity. For faith-based organizations, explain how your agency will ensure CDBG funded activities are separate from explicitly religious activities	The project or activity promotes inclusivity and diversity.	5
Total for section		40
Benefit to low-income Albany residents, performance objective (# served and incomes)		
6. Describe the number and type of residents/clients that will be served considering the scope of the activity. Total number of beneficiaries.	Award more points for the number of beneficiaries or effect of the outcomes; consider the scope, complexity and cost to provide the activity .	10
7. Estimate the household income ranges of beneficiaries.	Award more points for activities that expect to serve more extremely low and low-income (<50%) residents.	10
Total for section		20

Financial Feasibility: expenses are reasonable and budget is feasible		
8. Explain the activity budget and assumptions used to determine the total project cost.	The applicant provided a complete and realistic budget for the activity.	5
9. Provide a description of the organization's financial stability as it pertains to the capacity to successfully complete the activity.	Assess the agency's financial stability and whether there is adequate funding for the activity.	5
10. Demonstrate why CDBG funds the best fit/source? What other sources of funding will support this activity?	CDBG funds are good fit/gap funding, etc for the activity.	5
11. How will CDBG funds be used to leverage more funding, resources, donations, volunteers, and/or partnerships?	The activity will leverage other resources.	10
Total for section		25
Readiness to Proceed and Agency Capacity		
14. Provide draft scope of work and schedule that outlines activities and schedule. Identify other agencies or partners and their roles.	The applicant provided a complete scope of work and realistic schedule which illustrates that the activity will be completed within the program year.	10
15. Describe your readiness to proceed with the activity. (Property, funding, land use approvals secured, staff in place, etc.)	The applicant demonstrates readiness to implement the activity and any issues that would impede implementation have been resolved.	5
16. Describe the current organizational capacity to complete and manage the activity within twelve months, including staff experience and success implementing similar activities.	The organization demonstrates capacity to complete the project within one year.	5
17. Identify the names of staff or contractors that will participate in the proposed activity, their experience, their role, etc.	Personnel have necessary experience to manage and complete the activity.	5
Total for section		25
Total Overall		110



EXHIBIT A: APPLICATION

(Note: Prior to completing the application materials, please thoroughly review the RFA regarding applicant eligibility, eligible CDBG activities, and CDBG requirements. All construction projects must also provide the Exhibit A1 supplement.)

Applicant Information

Applicant (organization name): Jackson Street Youth Services

Contact Person: Lauren Winchester Email: grants@jacksonstreet.org

Mailing Address: PO Box 1284, Albany, OR 97321

Phone #: redacted Agency website: www.jacksonstreet.org

UEI #*: redacted EIN: redacted

(Unique entity identifier number is required. Get one at sam.gov)

Organization Mission Statement: (Following blank page for additional space)

Jackson Street Youth Services is here to promote safety, stability and well-being for youth. We work to prevent homelessness by showing a path to long-term success through building positive relationships and teaching skills for self-sufficiency.

Proposal Summary

Activity/Program Name: Supportive Skills Coaching for Young Adults Exiting Homelessness

Activity Location: redacted

Proposal Summary: *Provide a summary of the proposed activity and anticipated outcomes.*

Jackson Street Youth Services is requesting funds to support the Next Steps Transitional Living Program for young adults, ages 18-24, who are at-risk of homelessness or experiencing homelessness. Next Steps focuses on building a firm educational foundation and ensuring young adults have skills needed for employment and independent living, with the ultimate goal that young people exit the program equipped to live productive, independent adult lives and not experience homelessness again. The funding requested will specifically support 0.5 FTE of Skills Coaches as well as fringe and healthcare benefits.

Skills Coaches work daily with Next Steps residents to help them learn what they need to know to achieve self-sufficiency. Skills Coaches help residents write resumes and prepare for interviews, go to the bank with them to open their first bank account, learn how to meal plan and shop on a budget, find affordable housing and learn their Fair Housing rights, and learn how to keep a shared space tidy so that they can maintain good relationships with roommates (which helps them afford decent housing).

ACTIVITY BUDGET FOR WHICH CDBG FUNDS ARE BEING REQUESTED:

CDBG Funding Request	\$ 25,000
Leveraged Funds/Resources	\$ 315,400
Total Activity Budget	\$ 340,400



CDBG Application Narrative

Provide the information requested below in this word document or in **(a separate document)** making sure the narrative corresponds to the numbers provided so the required information can be easily found to ensure a complete application. If the question does not apply to the proposed activity write N/A.

Activity Need and Consolidated Plan Priority (40 points)

1. Describe the community need or problem that will be addressed by the proposed activity. Provide statistics or evidence to document the need. **(5 points)**

We estimate that there are at least 200 young adults in Linn County—many of them in Albany—who are experiencing homelessness or at-risk of homelessness and in need of youth-specific services and tools to help them enter stable housing and a path to independence.

Without intervention, youth and young adults experiencing and at-risk of homelessness have greatly-increased risks of failing to graduate from high school, abusing drugs/alcohol, trading sex for a place to sleep, and being trafficked. Youth homelessness also increases the likelihood of attempted suicide, gang involvement, and criminal activities, and chronic adult homelessness. According to the Greater Albany Public School District (GAPS) in conjunction with the Oregon Department of Education, 466 youth in GAPS were reported as homeless (including doubled-up) during the 2023-24 school year, and 102 Albany youth were unaccompanied, meaning they were runaway, abandoned, or unsupervised. Both of these numbers are slightly higher than in 22-23 (430 homeless and 99 unaccompanied). Although the annual school count is helpful in gauging the size of the problem, it is by no means comprehensive, because it only considers youth who are still enrolled in school. Many homeless youth are disconnected from school and not included in this survey, so the true size of the population is difficult to estimate. Unlike in major metro areas, our youth are not always visible and present on the street but can be hidden, “couch-surfing” with friends or extended family.

Counting young adults (18-24) who are experiencing homelessness or at-risk of it is even more difficult without an organizing body like a school, and Point-In-Time counts—while useful—are known to undercount. 2025's Linn County PIT count found 61 homeless young adults ages 18-24 and only 27 youth under 18 (compared to 466 in the ODE count). Jackson Street's Next Steps Program serves about 55 young people (18-24) annually with its current capacity, and there is always a waitlist. We are adding 17 units in Linn County in fall/winter 2026 and anticipate still having a waitlist after that addition.

Youth homelessness occurs at roughly the same rates in rural and urban communities, i.e. regardless of community size. National statistics state that 1 in 30 adolescent minors (ages 13 to 17) and 1 in 10 young adults (ages 18 to 25) endure some form of homelessness each year, and communities in Oregon are no exception (Voices of Youth Count, 2018).

Vulnerable youth are at a tipping point when positive action can change their life trajectory from a downward spiral into chronic poverty and dependency to an upward trend toward self-sufficiency and long-term well-being. This not only benefits the youth but also society – millions of tax dollars are spent each year on youth in the juvenile justice system, incarceration, emergency room care, etc. Jackson Street is equipped with the tools and knowledge to redirect vulnerable youth from a future of poverty and chronic homelessness, and instead help them improve safety and well-being, make positive connections to adults in the community, learn life skills, and improve their employment prospects.



2. a. Select the priorities in Albany's 2023-2027 Consolidated Plan that will be addressed by the activity.

- Support or increase the supply of affordable housing.
- Reduce or prevent homelessness.
- Increase availability of needed services for low- and moderate-income residents.
- Expand economic opportunities for low- and moderate-income residents.
- Strengthen and revitalize low- and moderate-income neighborhoods.

b. Explain how the activity will support efforts to reduce or prevent homelessness, support activities that improve housing stability, and/or increase the supply of affordable or supportive housing. **(15 points)**

REDUCE HOMELESSNESS: This program provides safe, supportive housing for young adults who would otherwise be homeless so that they can find their footing, complete their education, secure stable jobs, learn life skills necessary for independence, and exit the program to stable, independent living situations (often with roommates and/or family due to the shortage of affordable housing options in Linn and surrounding counties). 80% of participants will exit to safe housing, and we support them for at least three months and up to one year when possible through AfterCare to help them stay safely housed.

Youth homelessness is a significant pathway to adult homelessness, so preventing and ending youth and young adult experiences with homelessness prevents chronic adult homelessness.

EXPAND ECONOMIC OPPORTUNITIES for low- and moderate-income residents. Education is a core focus at Jackson Street, and we place a strong emphasis on supporting each young person's advancement to a diploma or GED, giving them a foundation for future employment and self-sufficiency. Academic support is available to young adults in Next Steps, and program staff can help liaison with schools and/or support young adults entering a GED program. We also work with partners such as the Community Services Consortium to provide internships and job-readiness coaching for older youth, and we help them acquire the documents necessary for entering the workforce (birth certificates, state ID cards, food handler's certificates, etc.). With a diploma or GED, documentation, and job readiness skills (including interview and resume help), young adults in Next Steps are better equipped to secure safe, stable jobs and ensure that their experiences with homelessness do not reoccur.

INCREASE AVAILABILITY OF NEEDED SERVICES for low- and moderate-income residents: We are adding 17 units of housing to the program in 2026, allowing us to provide services to more young adults with extremely low or no income (at intake). We provide services to vulnerable young adults who are homeless or at risk of becoming homeless. These young people often rely heavily on Jackson Street to meet their needs for shelter, food, and guidance while they learn skills and acquire resources necessary to meet their needs independently.

Jackson Street offers skills coaching to learn essential life skills (related to finances, living with roommates, personal hygiene, cooking and cleaning, and more), housing navigation, education and employment support, and individual Case Management to each young person in Next Steps. Additionally, we connect residents to a wider array of community services that can continue to support their well-being after they leave the program.



3. Explain how the activity will address the identified need or problem and how your approach is an effective strategy to address the identified gap in needs and how your activity will add to or improve upon existing services. Include activity background, activity objectives, services to be provided by the activity, populations or areas to be served, and how CDBG funds will be used. **(10 points)**

Jackson Street will provide youth-specific interventions and tools so young adults can prevent or end their experience with homelessness and make sure it does not reoccur. Specifically, this activity addresses young people's need for developmentally-appropriate life skills instruction through trained Skills Coaches.

Skills Coaches teach life skills and help young adults practice skills for independent living. Case Management helps guide this process by setting goals, and the Skills Coaches help young adults learn the skills needed to reach their goals. For example, a young adult wants to buy a car so they can drive to school and work. The Skills Coaches help them set a budget, practice interviews and write a resume to get a job, identify appropriate vehicles, connect them to a partner agency driving school if needed, and navigate insurance and other required steps.

The program also provides safe and stable housing that balances privacy with community, based on young adult input when designing the residences, Positive Youth Development activities to build social and emotional well-being and permanent connections, and supportive focus on completing education and learning skills to form a solid basis for future employment and long-term stability.

Effective strategy: The Next Steps Program is designed using ongoing feedback from past and current residents, so it is tailored to their needs, developmentally-appropriate, and individualized, which makes it a highly-effective program.

From April 2025-September 2025:

88% of young adults reported improved well-being.

84% of young adults reported improved connections with family, peers, a safe adult, and/or the community.

82% of young adults continued their education and/or obtained employment.

77% (7 of 9) young adults exited to safe, stable housing.

These four core outcomes are important predictors of future stability and success for young adults and are based on federal Transitional Living Program guidelines.

Adding/Improving Existing Services: By adding 17 units to the Next Steps program, we will increase the units available in Albany by 170% (from 10 units to 27). The need in Albany and Linn County is great and growing as economic pressures increase for young folks with extremely low (or no) income. We are excited to expand developmentally-appropriate services to young adults so they can find and maintain stability long after they leave the program.

Background: The first four units of this program opened in 2013, and opportunities to grow this program have increased notably since 2019. Currently Jackson Street operates a total of 25 units at

three confidential sites in Corvallis and Albany, with a fourth site (+17 units) set to open in fall 2026. A “unit” is a bedroom with its own bathroom; bedrooms come furnished with a bed, dresser, and desk, along with “welcome basket” provided by various community service clubs with essentials like linens, towels, and personal hygiene items. The rest of the house (living room, kitchen, dining, and laundry) is shared. This model was developed in collaboration with the young adults in our program and aims to balance individual privacy with the need for social connection.

Activity objectives:

Safety & Stability – 80% of young adults will exit the program to safe housing. (Due to low housing inventory locally, this often means living with housemates, moving in with family, or finding other creative-yet-safe living situations.)

Well-Being – 90% of young adults will receive services and/or engage in activities to promote physical, social, and emotional well-being.

Permanent Connections – 90% of young adults will exit the program with positive permanent connections to 1 or more caring adults.

Education/Employment Assistance for Self-sufficiency – 80% of young adults in our services will advance their education.

Services to be provided: Next Steps is not an emergency housing program. Instead, the long-term nature of the program allows young adults the time they need to build skills and stability that will ensure they won’t become homeless as adults.

The primary project activity for this funding is to provide skills coaching to young adults in Next Steps. Young adults enter the program with stories and skillsets as unique as each individual. One may have never loaded a dishwasher before, and another may not know how to design a daily routine, while a third may have never opened a bank account before. Skills Coaches tailor their teaching to these individual strengths and needs to help each young person become self-sufficient and confident. Skills Coaches demonstrate how to shop on a budget, prepare food, find information or educational opportunities, open bank accounts, manage finances, live harmoniously with housemates, and many other essential daily skills.

This complements our robust approach to personal, professional, and emotional well-being through trained staff who lead peer-support classes, individual skills coach sessions, housing navigation, career exploration, and mental health counselling. Program requirements change as young adults graduate through three different tiers. Tier 1 is available for up to 18 months and requires participation in all programming. In Tiers 2 and 3 (available until they turn 25), many program elements that were required in Tier 1 become optional. The goal for each young adult is to build skills for independence and ultimately, true self-sufficiency. However, the reality for many young adults in our program is that affordable housing is nearly impossible to acquire or sustain on their own, and developing social skills to live with roommates is vital.

Populations or areas to be served: This activity will serve young adults (ages 18-24) living at the Next Steps residences in Albany. Most of these young adults come from Albany or Linn County, but about 30% move from Benton, Lincoln, or other surrounding counties. Due to the long-term nature of this program and access to education and jobs, young adults move to Albany and become residents.

How CDBG funds will be used: This project will fund wages/salaries and fringe benefits for Next Steps Skills Coaches working with young adults living at the Next Steps residences in Albany.



4. Describe the ways in which your activity will have a long-term impact on the need or problem being addressed. For housing activities, indicate the time period the activity will remain affordable and how your organization plans to ensure the activity remains affordable for the specified time period. ([5 points](#))

In the short term, Jackson Street provides youth-specific interventions and tools so young adults can prevent and/or end their experience with homelessness. Young adults complete their education, secure first jobs, and learn essential life skills to maintain housing and a supportive community in the future.

Long-term, young adults continue to lean on those four core outcomes as they maintain stable housing, continue to advance their careers and education, grow their community of support, and maintain their positive well-being. Our Aftercare team supports them for at least three months and up to one year after exiting the program. Essential life skills—like knowing when, how, and from whom to ask for help—help them stay on a path towards stability and continued independence, fostering confidence and competence.

Preventing and ending youth homelessness means fewer young people age into adult homelessness. This is a cost-effective, upstream way to address adult homelessness, and it allows young people to avoid further trauma from homelessness and instead grow into healthy, contributing community members.



5. Explain how you will promote equity, inclusion, and accessibility to the activity by all residents in need, including those for whom English is not the primary language. For faith-based organizations, explain how your agency will ensure CDBG funded activities are separate from explicitly religious activities such as worship, study of religious text, or evangelizing. **Include your agency's nondiscrimination policy for employees and clients as an attachment. (5 points)**

Diversity is one of our eight core organization values: "We strive to be knowledgeable and open-minded in order to provide an open and non-judgmental place for all." This inclusive mindset is prevalent throughout our services, and significantly impacts the way our Programs operate. Our staff is relatively diverse, including individuals who are white, Latino/a, African American, Asian, mixed-race, part of the LGBTQ+ community, as well as many with lived experience of poverty, homelessness, and/or family dysfunction.

Every program, including Next Steps, has staff who are fluent in Spanish, and bilingual staff are not merely used as translators, but also engage the young people in casual conversation in their first language to help them feel more at ease and build trust. We support young adults as they explore their cultures, including food and traditional celebrations. Recent grants allowed us to translate intake paperwork and other key program documents to Spanish and purchase instant translation devices, which are helpful when there are no fluent speakers available. Finally, we utilize on-demand translation and interpretation services (usually via telephone) for languages other than Spanish or when all other options are unavailable.

In all interactions with youth and young adults (YYA), staff model attitudes of kindness, respect, acceptance, and openness to people of all backgrounds and cultures. We strive always to support each youth's right to develop and flourish in their own unique identity, and Next Steps provides them with a safe space to do so. Jackson Street employs staff who are bilingual and bicultural, have lived experience with homelessness, and/or identify as people of color or LGBTQ+. Having staff members who "walk the walk" supports YYA as they learn about and grow into their own identities.

Jackson Street has always served a population of youth and young adults that is more diverse than the general demographics for the mid-Willamette Valley region. YYA who are black, Latino/a, Native American, or Pacific Islander experience significantly higher rates of homelessness. Family poverty greatly increases the risk of homelessness, and 17.8% of youth under 18 in Linn County live in poverty, according to 2022 census estimates (compared to 13.2% of all people in Linn County and 16.3% nationwide). National estimates suggest that at least 30% of runaway and homeless YYA identify as LBGTQ+, and Next Steps sites readily, intentionally welcome young adults of all gender identities and sexualities.

We require Cultural Competency training for all staff, and our work with homeless YYA incorporates the use of Trauma-Informed Care (TIC) practices to maximize sensitivity to past abuse, neglect, and injury. TIC practices include awareness and sensitivity to racism and discrimination based on appearance, cultural differences, gender identity, and sexuality. We offer specific mental health and support-group services geared to the needs of youth who have been discriminated against, bullied, abandoned, or excluded. On-going training on TIC and racial/cultural awareness strengthens the ability of staff members to be supportive and responsive to youth who have experienced racial inequality. Just as importantly, the staff is able to raise awareness of and sensitivity to these issues for all of the youth we serve, so the next generation of Oregonians will be more open to inclusiveness and diversity.

Our nondiscrimination policy (Diversity Statement & materials) is included at the end of this document.



Benefit to Low-and Moderate Income Residents and Areas (20 points)

6. Estimate the total number of beneficiaries to be served by the activity (typically number of people; but housing related activities measure number of households; and economic opportunities measure number of businesses supported and/or jobs created or retained). (10 points; more points for number of beneficiaries served considering the scope, complexity and cost to provide the activity)

27 individuals **or** households **or** businesses

7. Estimate the household income ranges of anticipated beneficiaries (10 points; more points for higher percentages of extremely low-income and low-income residents served)

 % extremely low income (below 30% AMI) % low income (30-50% AMI)

 % moderate income (50-80% AMI) 100 % presumed benefit*

*presumed benefit populations include survivors of domestic violence, children who have experienced abuse, elderly, people with severe disabilities, people who are experiencing homelessness, adults who are illiterate, people living with AIDS, and migrant farm workers.

Financial Feasibility (25 points)

Provide the activity budget describing total cost, cost per task, existing (secured) activity funds and unfunded costs. (DO NOT PROVIDE THE FULL AGENCY BUDGET HERE JUST THE ACTIVITY BUDGET.) Provide any and all source(s) of funding – using your own budget template or the one below. Make sure to include other Federal and State grants and loans with descriptions of the agency or funding source, grants, donations, etc.

PROPERTY ACQUISITION AND CONSTRUCTION RELATED PROJECTS, please also provide a detailed pro-forma and supplemental application packet.

Activity/Project Budget Summary (See 24 CFR 570 Subpart J)			
CDBG Funding Request for Activity	\$ 25,000		
Other Funding (Leverage)	\$ 315,400		
Estimated Total Activity Cost	\$ 340,400		
Total Beneficiaries: People, Households or Jobs	27 individuals		
Total Cost per Person or Household/ CDBG	\$ 12,607 (total cost/individuals)		
Total CDBG Cost per Person/Unit	\$ 926 (CDBG request/individuals)		
Describe Source of Other Funds:	Amount	Amount Secured	Amount Tentative
Federal:	\$ 68,000	\$ 68,000	\$ 0
State:	\$ 33,300	\$ 33,300	\$ 0
Local:	\$ 10,000	\$ 0	\$ 10,000
Donations/Private:	\$ 229,100	\$ 100,000	\$ 129,000
Grants:			
Loans:			



Community Development Block Grant Activities

2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)

333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

Activity Budget Detail (Development Activities provide a detailed Pro Forma)			
Expense Description	CDBG Request	Other Funds	Total CDBG + Other Sources
Next Steps Skills Coaches (wages & fringe)	\$ 25,000	\$ \$17,007	\$ 42,007
please see next page for full activity budget			
Total	\$ 25,000	\$ 315,400	\$ 340,400

8. Explain the activity budget and assumptions used to determine the total activity cost and operating budget. If you are relying on other funding, please note if that funding is secure or pending and whether you will be able to move forward without unsecured leveraged funds. (5 points)

Wages & Salaries: CDBG funds will pay for 0.5 FTE of Skills Coaches' time, or \$19,794.86. This activity includes 1 FTE for the three Next Steps Skills Coaches for the time they spend working with young adults from Albany.

Fringe Benefits: Employer-Paid Taxes & Contributions

Employer-paid federal taxes and contributions, together with state unemployment insurance are estimated to be 9.00% of gross salaries, a figure that closely reflects actual costs incurred over the past three fiscal years. (FICA = 7.65%; State UI varies annually, but is currently 1.4%). This is \$1,781.54 of the CDBG funds requested.

Fringe Benefits: Health Insurance

Street provides health insurance coverage for employees working 20 hours per week or more. Currently we contribute \$634 per month per covered employee (\$7,608 per year) for Medical Insurance. Not all employees enroll in our health insurance plans; some are covered through policies provided by parents or a spouse.

CDBG funds will pay for \$3,423.60, which covers healthcare premiums for the 0.5 FTE of Skills Coaches' wages above.

Other funding for these positions includes ODHS Youth Experiencing Homelessness Program (YEHP) funds and federal Family and Youth Services Bureau (FYSB) Transitional Living Program (TLP) funds. These are both secure for FY 26-27. We can move forward without unsecured leveraged funds thanks to generous unrestricted community contributions to fill gaps in grant funding and reserves to guard against shortfall.

Jackson Street Youth Services**Albany CDBG 2026 Application Budget****Total Project Budget (Next Steps serving Albany residents)**

Expense Description	CDBG Request	Other Funds	Total CDBG + Other Sources
Next Steps Skills Coach (1 FTE)	\$19,795	\$22,212	\$42,007
Next Steps Case Managers (1.3 FTE)		\$56,009	\$56,009
Next Steps Assistant Manager (0.33 FTE)		\$17,680	\$17,680
Next Steps Manager (0.33 FTE)		\$19,024	\$19,024
Program Support staff (data, Positive Youth Development, Mental Health Therapist, Volunteer Coordinator, HR, Facilities, Training, Program Director) FTE varies by position but is generally 0.1-0.3 FTE per role		\$32,413	\$32,413
Taxes, fringe, health insurance, IRA match	\$5,205	\$39,071	\$39,071
Facilities & Infrastructure		\$69,630	\$69,630
Direct program expenses		\$21,954	\$21,954
General administrative allocation		\$42,612	\$42,612
Total	\$25,000	\$320,605	\$340,400

CDBG Funds Breakout

Expense Description	CDBG Request
Next Steps Skills Coach (0.5 FTE)	\$19,794.86
Fringe: employer-paid taxes (9%)	\$1,781.54
Fringe: health insurance (\$7,608/year per FTE)	\$3,423.60
Total	\$25,000.00



9. Provide a brief description of the organization's financial stability as it pertains to the organization's financial capacity to successfully complete the activity, including funding sources. The City may request copies of the organization's financial audit or review for the last 2 years. ([5 points](#))

Jackson Street maintains strong financial stability despite current uncertain economic conditions. We were recently awarded a highly competitive, multi-year federal Transitional Living Program grant that supports Next Steps operations in Linn and Benton counties. As federal funding structures shift, we have successfully adjusted by leveraging strong state support and sustained community investment, allowing us to direct unrestricted funds strategically to ensure program continuity and growth.

Jackson Street maintains healthy operating reserves, enabling us to provide uninterrupted services and retain staff even during periods of funding transition or economic uncertainty. Our Finance & Accounting team and senior leadership are stable and experienced, with established systems for fiscal oversight, compliance, and reporting. Fiscal monitoring conducted by federal and state agencies has been positive, with no major findings. Key funding sources supporting our programs include the Family and Youth Services Bureau (Transitional Living Program, Basic Center Program, and Street Outreach Program), the Oregon Department of Human Services Youth Experiencing Homelessness Program (YEHP), ODHS shelter funding for Linn and Benton counties, Oregon Department of Education funding for shelter and outreach, and ODE Community Partnerships funding. Local and private contributions continue to support supplemental program needs such as positive youth development activities, driver education, and food access as public nutrition resources decrease.

10. Demonstrate why CDBG funds are the best fit/source for this activity. ([5 points](#))

This project will address the needs of low- to moderate-income residents by providing housing, supportive services, and educational and employment skills for long-term success. Additionally, this project will effectively contribute towards Albany's priorities of reducing homelessness, improving economic opportunities, and increasing the availability of needed services for low- and moderate-income residents.

Intervening in youth homelessness prevents causing additional trauma to young people and the community and can directly prevent chronic adult homelessness (because youth homelessness can be a key pathway to adult homelessness as youth who are homeless age into adulthood).

Next Steps provides safe, stable housing, individual Case Management plus skills coaching, educational and employment support, and connections to all other necessary services to help young adults in the program find a path to long-term stability. After residents exit the program, we offer continued support for at least three months and up to one year through our Aftercare program.



11. How will CDBG funds be used to leverage other funding, resources, donations, volunteers, and/or partnerships? **(10 points)**

We will leverage CDBG funds as a way to provide services as we 1) expand the housing available in Albany and 2) locate and secure long-term funding for the program.

A federal funding source that previously supported a portion of Next Steps staffing concluded at the end of its grant cycle in 2025, and the agency did not renew the funding opportunity. As Jackson Street pursues new long-term funding to support this work, there is a temporary gap in flexible resources to sustain core services during the transition. At the same time, public funding sources remain highly competitive, and community-based support is being stretched across increased demand. Albany CDBG funding would provide critical bridge support, allowing us to maintain essential services and staffing while we secure additional sustainable funding in the coming fiscal year.

Partnerships are essential to this work, which requires coordinated effort and a full menu of services, many of which are provided by partner agencies. Community Services Consortium provides career and work-readiness services, GED preparation, GED testing, and internship or job experience placements when available for young adults in Next Steps. First Christian Church of Albany provides funding for our young adult peer support group (called PS-541). KeyBank in Corvallis teaches financial classes to PS-541 and helps young adults set up their first bank accounts. Crossroads provides cellphones and interview clothing stipends. A's Driving Lessons provides driving lessons in English and Spanish, funded by a grant from the Today for Tomorrow Foundation (a local family foundation).

CDBG funds will allow all of this work to continue for the next fiscal year by providing a basis of life skills for young adults in Next Steps.

12. Describe your organization's plan for funding the activity after the first year, if applicable.

This activity is supported by a blend of funding, and we will take the following steps to ensure its continued sustainability:

- 1) Keep building relationships with potential funders and keep applying for grant funding for the program;
- 2) Continue developing new contracting relationships with local and state funders to increase fee-for-service income;
- 3) Keep building relationships with local/private foundations to increase private grant income;
- 4) Keep advocating for additional state and federal funding for youth homelessness and for protecting existing funds for young adults facing homelessness;
- 5) Continue building strong community relationships and growing our base of individual contributions. (2024 average data nationally shows about 40% donor retention year-over-year, and we have retained an average of 56% over the last two years.)



13. Ability to Proceed with Reduced Award Statement: Provide a statement regarding your organization's ability to proceed with the activity (maybe at a reduced scale) without receiving CDBG assistance, or with an award less than your requested amount.

If not fully funded, Jackson Street will be able to pursue this work—maybe at a reduced scale. This could look like seeking emergency “gap-filling” funding locally and/or allocating more unrestricted contributions to the activity, spending less on another program area in the organization while we look for other longer-term solutions. As a last resort, we may be able to reduce a position to part-time to continue to provide as many services as possible at a reduced scale. The funding for all of our programs is a blend of federal, state, local government grants, private foundations, and community donations, which helps provide stability and sustainability.

Readiness to Proceed and Agency Capacity (25 points)

14. Provide a **DRAFT SCOPE OF WORK and schedule** that outlines details about the proposed activity including a schedule of the actions or tasks that will be taken to address the identified need and achieve anticipated performance measures and outcomes. You may use the table below or provide your own format on the following blank page.

Identify any other agencies or partners that will be used for this activity/project and define the roles and responsibilities of these partners. **(10 points)**

Task Description	Agency to Complete	Timeline (Months)
Provide Skills Coaching to young adults in Next Steps	Jackson Street (Skills Coaches)	Ongoing, starts at intake
Supervise & support Skills Coaches, manage caseloads	Jackson Street (Program Manager)	Ongoing
Gather data & prepare quarterly & annual reports for City	Jackson Street (grants team)	Quarterly, annually
Provide career readiness support & internship/job placement as available	Community Services Consortium	Ongoing, monthly meetings



Community Development Block Grant Activities

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(Additional Space for Draft Scope of Work and Schedule if needed)

Young adults complete an application and interview to enter Next Steps and are matched with a Case Manager. Case Managers help the young adults identify goals and next steps, and Skills Coaches help young adults take actionable steps towards those goals. Residents' goals generally align with the four core outcomes detailed below:

Safe & Stable Housing: The Next Steps housing model balances independence and communal living based on feedback from young adults who have been in/through the program. Skills Coaches help young adults learn how to take care of their individual rooms (e.g. laundry, cleaning routines, organizing important files, making a place feel like home) and how to cooperatively live with housemates (e.g. communicating about problems clearly and kindly, agreeing to shared living standards, cleaning and maintaining shared areas). With safe and stable shelter, young adults have space and safety to begin working towards the other core outcomes and their case management goals.

Well-being: Skills Coaches support young adults learning to take care of essential physical, mental, dental, and emotional wellness tasks. This can include: signing up for the Oregon Health Plan, learning how to make (and then making) dental, primary care, vision, mental health and specialist appointments, accessing crisis counseling through our in-house services, developing plans for exercise, learning about nutrition (including cultural foods), and finding ways to connect with their peers or make friends.

Permanent Connections: Positive Youth Development (PYD) is a key component in the process of helping young people develop permanent, positive connections that will promote personal growth and stability. It emphasizes building positive relationships, a sense of belonging, and opportunities to empathize with others. This is modelled by staff and a guiding tenet for designing outings for young adults to have fun and connect with peers and their greater community. When young people believe that their community cares for them and believes in them, they are more likely to succeed and thrive, so Case Managers and our Positive Youth Development Coordinator put together opportunities for young adults to connect with and care for their community. Community Partnerships are especially helpful for this aspect of our work, providing family mediation and volunteer or internship opportunities. Our goal is for young adults to develop lasting, positive connections with responsible, caring adults in our community.

Education & Employment: Completing a high school education or GED equivalent is foundational for successful adult employment. Skills Coaches support young adults as they finish their education, including learning study skills, re-enrolling in school, and keeping track of assignments. Many Next Steps residents have aged out of high school, in which case we support them enrolling in online programs, GED programs, or through Linn-Benton Community College. Skills Coaches also can model, teach, and practice job-related skills with young adults in the program. This includes writing resumes and cover letters, learning how to look for work and evaluate job postings, interview preparation, scheduling, and communication with employers.

We also lean on local partners for employment readiness support. The Community Services Consortium is a valuable partner in helping youth prepare for employment. Staff, volunteers, peer-support groups, and partners like CSC assist with: developing a resume; career placement assessment; job interviewing skills; internships, and on-the-job training. A primary goal is to help youth learn vital skills for job readiness such as accountability, critical thinking, and how to successfully work with co-workers to complete tasks.

EXPECTED OUTCOMES:

Safety & Stability – 80% of young adults will exit the program to safe housing. (Due to low housing inventory locally, this often means living with housemates, moving in with family, or finding other creative-yet-safe living situations.)

Well-Being – 90% of young adults will receive services and/or engage in activities to promote physical, social, and emotional well-being.

Permanent Connections – 90% of young adults will exit the program with positive permanent connections to 1 or more caring adults.

Education/Employment Assistance for Self-sufficiency – 80% of young adults in our services will advance their education.



15. Describe your readiness to proceed with the activity. For example, is land use approval needed and where are you in that process; are there issues that need to be resolved; is staff currently available to work on the activity; if the purchase of property is involved, is the property currently available for purchase; what level of environmental review is required, etc. **(5 points)**

This Next Steps site has been operating for about two years, and all positions are hired, trained, and successful in their roles. No issues—land or otherwise—exist that would impede the ability of this project to be fulfilled within the program year. We currently rent the Albany Next Steps location from the developer and have a grant from Today for Tomorrow Foundation that pays for that rent through December 2026, when the site will be gifted to us by the developer, at which time we will have full ownership and control of the site. So far, young adults in the program are delighted by the space and how it was designed based on young adult needs and feedback.

Barring unforeseen major delays, we plan to open another 17 units of Next Steps housing in Albany in fall 2026, which will increase the number of young adults this program can serve.

Program management and support staff have stayed consistent in recent years, and combined with many years of experience training staff to work with young people, we are confident that we can deliver top-notch care to young adults in this program.

16. Describe the current organizational capacity to complete the activity within twelve months, including its experience and success implementing and managing similar activities, and use of federal or CDBG funds. **(5 points)**

Jackson Street has been effectively offering services to vulnerable youth for nearly two decades. There is no licensing body for Next Steps residences, but Jackson Street's two overnight shelters for minors have been licensed by the Oregon Department of Health and Human Services (ODHS) since they opened (2001 & 2015). In Next Steps, we incorporate best practices from technical assistance and national cohorts of transitional living program providers as well as any relevant practices that arise through licensing for the shelters.

Since 2011, JS has been awarded a series of highly-competitive multi-year federal grants by the Family and Youth Services Bureau (part of HHS): Transitional Living Program grants for this Next Steps Program in 2017, 2022, and 2025; Basic Center Grants in 2011, 2014, 2017, 2020, and 2023 for the operation of our overnight shelters; and Street Outreach grants in 2014, 2019, 2022, and 2024. Organizations receiving these grants must adhere to stringent federal requirements that promote best practices and evidence-based approaches for working with runaway and at risk homeless youth. Recent federal grantor site visits have commended us on the quality of our programs, community support, long-term leadership, and positive youth interviews.

Jackson Street has received CDBG funding from the City of Albany and/or the City of Corvallis since 2008, and our systems are designed to incorporate CDBG requirements for reporting and program standards. Collectively, our key Directors and Managers have more than 40 years of experience with runaway and homeless youth and have stewarded the agency's growth from a small, single-purpose, grass-roots organization to a highly-professional agency offering a continuum of services for youth and young adults. We have an active Board providing oversight and annual professional audits by an independent CPA firm.



17. Staff Experience and Qualifications (5 points): Identify the names of staff or contractors that will work on the proposed activity, their role, experience they have in this role including experience managing activities subject to federal or state wage rates, their title, and the expected FTE on the activity. **Please attach resumes for key personnel anticipated to work on the proposed activity.**

Employee	Experience and Qualifications
<p>Name: Kevin Shimomaeda</p> <p>Title: Next Steps Program Manager</p> <p>FTE on This Activity: 0.33</p>	<p>The Next Steps Program Manager oversees the day-to-day operations of the Next Steps Program, including the supervision and scheduling of staff. He is in charge of the coordination of case management for young adults accessing those services. Kevin ensures that the program is in compliance with fair housing regulations, funders' requirements, and health and safety regulations. He has managed this program, subject to federal and state regulations, for 5 years.</p>
<p>Name: Leilani Dana, Denzel Barris</p> <p>Title: Skills Coaches</p> <p>FTE on This Activity: 0.5 total (not each)</p>	<p>The Skills Coaches all have 1-3 years of experience working with young adults at Jackson Street and additional experience working with young people (see resume selections below).</p> <p>Skills Coaches work daily with Next Steps residents to help them learn what they need to know to achieve self-sufficiency, including financial literacy, communal living skills, hygiene and self-care skills, education- and employment-readiness skills, and communication skills.</p>
<p>Name: Salvador Maciel</p> <p>Title: Program Director</p> <p>FTE on This Activity: 0.1</p>	<p>The Program Director's duties related to this project include: supervising Next Steps Program Manager and other program support staff relevant to Next Steps, collecting program performance data and preparing quarterly reports for the City, developing, implementing, and maintaining programs to reach designated outcomes, and working with partners to secure contracts for services.</p> <p>Salvador has 11 years of experience managing programs subject to state/federal requirements at Jackson Street.</p>



Community Development Block Grant Activities **2020**
Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)

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Jackson Street Youth Services

Name: Kirk Cabrera Title: Information Systems Specialist FTE on This Activity: 0.01 FTE	The Information Systems Specialist provides data entry and process improvement, data analysis, reports, technical assistance and data management for Jackson Street systems. He supports staff collecting program performance and youth data and provides analysis and reporting for CDBG and other reports.
Name: Lauren Winchester Title: Grants Manager FTE on This Activity: 0.01 FTE	The Grants Manager oversees the lifecycle of Jackson Street's grants from application to final reporting. Lauren manages the quarterly and final report process, including collecting program performance data from program staff and preparing the quarterly reports for the City and submission of reports.

RESUME SELECTIONS FOR KEY PERSONNEL

Full resumes, including skills and training history, are available upon request as needed

Kevin Shimomaeda, Next Steps Program Manager

Work Experience:

Jackson Street Youth Services:

- Next Steps Program Manager -- March 2021 – present
- Next Steps Case Manager -- March 2018 – March 2021
- Jackson Street Youth Services / Youth Advocate -- July 2017 – March 2018
- Wilson High School/ Volunteer Baseball Coach -- June 2014 – August 2016, Portland, OR

Education: Oregon State University, B.S. Psychology and Sociology; Corvallis, OR

Leilani Dana, Skills Coach

Work Experience:

Next Steps Skills Coach / Jackson Street Youth Services, 2024-present
Youth Advocate / Jackson Street Youth Services, 2022-2024
Classroom Aid / Lincoln Elementary School, 2019
Classroom Observations / Corvallis School District, 2019-2021

Education: Oregon State University, B.A. Liberal Studies & Music; Cuesta College /A.A. Social & Behavioral Science

Denzel Barrie, Skills Coach

Work Experience:

Next Steps Skills Coach/ Jackson Street Youth Services, 2024-present
Board Secretary & Instructor / Valleys Heart HEMA, 2023-2024
Production Control Coordinator / Korvis LLC, 2021-2023

Education: Oregon State University, B.A. English, Corvallis, OR; Associate's of English, LBCC, Albany, OR



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Jackson Street Youth Services

Rob Beltran, Skills Coach/Housing Navigator

Work Experience:

Next Steps Skills Coach/Housing Navigator / Jackson Street Youth Services, 2023-present
Supervisor / Children's Receiving Home of Sacramento, Sacramento, CA
Diversion Specialist / The Urban League of Portland, Portland, OR

Education: Concordia University, B.A. Social Work, Portland, OR

Salvador Maciel, Program Director

Work Experience:

Jackson Street Youth Services:

- Program Director, April 2024-present
- Shelter Manager, June 2015–April 2024
- Aftercare Services Case Manager, October 2014–June 2015
- Outreach Worker, September 2013–October 2014

TFA-Willamette, Oregon, Coach, January 2017-present

North Salem Varsity Head Boys Soccer Coach, Salem, OR, 2018–2021

Education: Associates in Human Services, 2015

Kirk Cabrera, Information Systems Specialist

Work Experience:

Information Systems Specialist / Jackson Street Youth Services, 2022-present

Clean Room Tech / SBM Management, 2021–2022

Developer Intern / Scrum Adventures, Inc., 2020

Education: B.S. Computer Sciences, Trident University International, Cypress, CA

Lauren Winchester, Grants Manager

Selected Work Experience:

Grants Manager / Jackson Street Youth Services, 2022-present

Maintenance Technician / Trillium Family Services, 2020–2022

Development & Communications Assistant / Catherine McAuley Center, 2014–2018

Education: B.A. Communication Studies & German, Coe College, Cedar Rapids, IA

2025-26 Operating Budget

Jackson Street Youth Services Inc.

REVENUE

	FY25-26 Budget
Contributions	
Contributions, Unrestricted	\$550,000
Contributions, Restricted	\$20,000
Donated Goods & Services	\$50,000
Fundraisers	\$75,000
Government Grants	
Federal	\$916,900
State	\$2,521,138
Local	\$542,764
Private Grants	\$63,861
Contracts & MOUs	\$870,395
Misc Income - interest and other	\$30,000
TOTAL REVENUE	\$5,640,058

EXPENSES

Personnel	
Administrative	\$561,347
Program Support	\$454,913
Programs	\$1,851,224
Total Payroll	\$2,867,484
Payroll Taxes	\$258,074
Health Insurance	\$210,870
Workers Comp Insurance	\$37,576
Staff Expense - Mileage, Transportation,	\$303,882
Total Personnel	\$3,677,886
Facilities & Infrastructure	
Rent	\$99,772
Repairs & Maintenance	\$37,866
Facilities Supplies	\$29,453
Utilities	\$103,804
Depreciation	\$119,350
IT Software and Subscriptions	\$142,301
IT Equipment	\$26,500
Total Facilities & Infrastructure	\$559,046
Direct Program Expense	
Direct Program Expense	\$67,633
Client/Resident Expense	\$145,802
Direct Program Expense	\$213,435
General & Admin Expense	
Fundraising and Advertising	\$45,598
Bank & Credit Card Service Charge	\$1,952
Dues & Subscriptions	\$15,500
Insurance	\$37,454
Office Supplies	\$14,734
Postage & Delivery	\$2,236
Printing & Photocopies	\$6,574
Professional Fees, Consultants , Contractors	\$69,781
Telephone	\$34,285
Interest Expense	\$4,736
Other Admin Expense	\$7,578
Total, General & Admin Expense	\$240,429
TOTAL EXPENSES	\$4,690,795
NET INCOME	\$949,263

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01/09/26
Accrual Basis

Jackson Street Youth Shelter, Inc

Profit & Loss

August through October 2025

Aug - Oct 25

Ordinary Income/Expense	
Income	
4000 - Contributions Income	
4001 - Restricted	
4001.3 - Donor Designated	1,875.98
4001.2 - Major Gifts Restricted	5,000.00
Total 4001 - Restricted	6,875.98
4002 - Unrestricted	
4003 - Annual Giving Campaign	26,315.51
4005 - Monthly/Periodic Giving	6,251.04
4006 - Workplace Giving	414.62
4007 - Major Gifts	20,000.00
4008 - Fall letter	500.00
4002 - Unrestricted - Other	42,400.00
Total 4002 - Unrestricted	95,881.17
Total 4000 - Contributions Income	102,757.15
4100 - Fundraisers	
4102 - Community Efforts	2,931.35
4104 - Special Events	3,542.21
4106 - Sponsorship Albany Pride	1,948.14
Total 4100 - Fundraisers	8,421.70
4110 - Grants	
4111 - Government	
4112 - Federal	
4300 - Street Outreach Program (SOP)	81,228.21
4301 - Basic Center Program	48,874.29
4303 - Transitional Living Grant	32,518.11
4305 - OJJDP-P - Supporting Vulnerable	24,276.86
4112 - Federal - Other	28,761.78
Total 4112 - Federal	215,659.25
4310-1 - State	
4310 - DHS Grants	112,412.07
4314 - OHCS Grants	1,950.00
4315 - OHA grants	34,430.85
4310-1 - State - Other	125,449.15
Total 4310-1 - State	274,242.07
4319 - Local	
Total 4111 - Government	503,566.08
4330-1 - Private Grants	
4330-2 - United Way	
4331 - UW - Linn County	2,500.00
4330-2 - United Way - Other	14,321.21
Total 4330-2 - United Way	16,821.21
4332 - Other Private Grants	
4330-1 - Private Grants - Other	5,000.00
Total 4330-1 - Private Grants	41,819.98
Total 4110 - Grants	545,386.06

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01/09/26

Accrual Basis

Jackson Street Youth Shelter, Inc**Profit & Loss**

August through October 2025

	Aug - Oct 25
4400-1 · Fees for Services	
4400 · Contracts & MOUs	
4401 · DHS Contracts	31,988.05
4406 · Juvenile Departments	60.97
4407 · Benton Co Personal Svcs CONTR...	299.00
4400 · Contracts & MOUs - Other	1,860.80
	<hr/>
Total 4400 · Contracts & MOUs	34,208.82
4404-1 · Program Fees	
4408 · TLP Client Fees	1,082.32
4409 · TLP Client Rent	8,126.71
	<hr/>
Total 4404-1 · Program Fees	9,209.03
4400-1 · Fees for Services - Other	<hr/>
	150.00
Total 4400-1 · Fees for Services	43,567.85
4500 · Miscellaneous Income	
4501 · Interest Income	511.03
4500 · Miscellaneous Income - Other	1,878.14
	<hr/>
Total 4500 · Miscellaneous Income	2,389.17
Total Income	<hr/>
	702,521.93
Gross Profit	<hr/>
	702,521.93
Expense	
6210 · Contract Labor	
6211 · Youth Consulting	3,487.50
	<hr/>
Total 6210 · Contract Labor	3,487.50
6000-1 · Personnel	
6600 · Payroll	
6006 · Oregon Paid Leave Expense	2,500.50
Benefits	0.00
6001 · Salaries & Wages	660,331.19
6002 · Payroll Taxes	56,280.48
6005 · Retirement Expense	7,685.49
	<hr/>
Total 6600 · Payroll	726,797.66
6100 · Staff Expense	
6111 · Staff Logo Clothing	1,967.88
6110 · Lodging	3,169.93
6101 · Education & Training	14,178.34
6102 · Staff Travel	4,964.30
6103 · Staff Mileage	20,670.02
6104 · Staff Gifts & Incentives	226.16
6105 · Volunteer Expense	1,135.14
6106 · Onboarding	264.00
6107 · COBRA Administration	195.00
6108 · Employee Retention	3,064.06
6109 · Hiring and Recruiting	364.72
	<hr/>
Total 6100 · Staff Expense	50,199.55
6200 · Health Insurance	55,262.64
6201 · Insurance, Worker's Comp	7,561.34
	<hr/>
Total 6000-1 · Personnel	839,821.19
6300-1 · Facilities & Infrastructure	
6301-2 · Rent -Event Space/Storage	2,648.00

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01/09/26
Accrual Basis

Jackson Street Youth Shelter, Inc

Profit & Loss

August through October 2025

	Aug - Oct 25
6300 · Facilities Expense	
6304 · Facilities Supplies	9,838.93
6302 · Appliance	4,659.62
<hr/>	
Total 6300 · Facilities Expense	14,498.55
6301 · Rent	36,479.90
6310-1 · Repairs	
6310 · Household Repairs	23.96
6311 · Equipment Repairs	1,282.00
6312 · Routine Maintenance	1,230.11
<hr/>	
Total 6310-1 · Repairs	2,536.07
6325 · Utilities	
6320 · Systems Monitoring	11,731.19
6321 · Electric	7,994.94
6322 · Garbage	967.60
6323 · Natural Gas	210.48
6324 · Water	3,485.66
<hr/>	
Total 6325 · Utilities	24,389.87
6330-1 · Information Technology (IT)	
6330 · Internet	5,006.13
6331 · Small Equipment & Supplies	824.37
6332 · Software	3,634.89
6333 · IT Services & Support	4,266.25
6334 · On-Line Data Services	60.00
6330-1 · Information Technology (IT) - O...	2,246.10
<hr/>	
Total 6330-1 · Information Technology (IT)	16,037.74
Total 6300-1 · Facilities & Infrastructure	96,590.13
6500-1 · Program Expenses	
6500 · Program Supplies	8,561.38
6510 · Resident/Client Expense	
6524 · Parenting Class Vouchers	40.00
6518 · Gifts and Incentives	6,468.54
6523 · Scholarships	600.00
6511 · Activities	8,208.86
6512 · Food	7,587.64
6513 · Other Client Supplies	328.10
<hr/>	
6514 · Personal Supplies	743.68
6516 · Documents	1,078.00
6519 · Clothing	1,028.74
6521 · Outreach Supplies	1,698.81
6522 · Non-shelter housing	2,068.00
6510 · Resident/Client Expense - Other	308.00
<hr/>	
Total 6510 · Resident/Client Expense	30,158.37
Total 6500-1 · Program Expenses	38,719.75
6999-1 · General Expense	
7200 · Indirect Expense	0.00
7005 · Credit Card Processing Fees	244.72
7023 · Meeting Expense	445.15
7100 · Fundraising expense	890.77
6999 · Advertising	
7000 · Fundraising	8,449.14
7001 · Administrative	805.99
6999 · Advertising - Other	500.00
<hr/>	
Total 6999 · Advertising	9,755.13
7003 · Bank Service Charges	159.00

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01/09/26
Accrual Basis

Jackson Street Youth Shelter, Inc

Profit & Loss

August through October 2025

	Aug - Oct 25
7006 · Dues and Subscriptions	1,723.08
7019 · Insurance	
7007 · Volunteer Accident Insurance	85.59
7008 · Liability & Property	5,088.00
7009 · Directors & Officers Liability	5,000.00
Total 7019 · Insurance	10,173.59
7028 · Interest Expense	974.04
7010 · Miscellaneous	
7010-3 · Miscellaneous Expense	-177.93
7010-2 · Cash Over/Short	0.10
7010 · Miscellaneous - Other	111.98
Total 7010 · Miscellaneous	-65.85
7011 · Office Supplies	1,626.90
7012 · Postage and Delivery	26.27
7013 · Printing and Photocopies	1,137.50
7014 · Professional Fees	
7024 · Miscellaneous	3,854.68
7022 · Audit	32,055.00
7015 · Consulting	2,588.40
Total 7014 · Professional Fees	38,498.08
7018 · Telephone	6,595.33
6999-1 · General Expense - Other	791.35
Total 6999-1 · General Expense	72,975.06
Total Expense	1,051,593.63
Net Ordinary Income	-349,071.70
Other Income/Expense	
Other Income	
7060 · Unrealized Gains and Losses	6,198.25
Total Other Income	6,198.25
Net Other Income	6,198.25
Net Income	<u>-342,873.45</u>

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01/09/26
Accrual Basis

Jackson Street Youth Shelter, Inc

Profit & Loss

July 2024 through June 2025

Jul '24 - Jun 25

Ordinary Income/Expense	
Income	
4000 · Contributions Income	
4001 · Restricted	
4001.3 · Donor Designated	1,657.24
4001.2 · Major Gifts Restricted	60,877.87
4001 · Restricted - Other	65,395.75
Total 4001 · Restricted	127,930.86
4002 · Unrestricted	
4003 · Annual Giving Campaign	96,358.11
4004 · Spring Letter	800.00
4005 · Monthly/Periodic Giving	20,900.00
4006 · Workplace Giving	12,153.56
4007 · Major Gifts	403,195.61
4008 · Fall letter	17,010.00
4002 · Unrestricted - Other	227,488.17
Total 4002 · Unrestricted	777,905.45
Total 4000 · Contributions Income	905,836.31
4100 · Fundraisers	
4009 · Paver 2023- 2024 Fundraiser	1,164.00
4102 · Community Efforts	11,614.53
4104 · Special Events	56,681.50
4106 · Sponsorship Albany Pride	7,596.00
Total 4100 · Fundraisers	77,056.03
4110 · Grants	
4111 · Government	
4112 · Federal	
4300 · Street Outreach Program (SOP)	225,200.05
4301 · Basic Center Program	203,135.41
4303 · Transitional Living Grant	281,802.87
4305 · OJJDP-P - Supporting Vulnerable	250,605.77
4112 · Federal - Other	20,068.40
Total 4112 · Federal	980,812.50
4310-1 · State	
4310 · DHS Grants	557,373.25
4314 · OHCS Grants	-727.99
4315 · OHA grants	661,980.78
4310-1 · State - Other	1,058,177.16
Total 4310-1 · State	2,276,803.20
4319 · Local	
4320 · Corvallis CDBG	38,896.00
4322 · Albany CDBG	26,760.00
4319 · Local - Other	18,281.49
Total 4319 · Local	83,937.49
Total 4111 · Government	3,341,553.19
4330-1 · Private Grants	
4342 · Linn-Benton Community College	5,404.58
4330-3 · Corvallis Shelter Refresh	
4334 · Corvallis Kiwanis	227.68
4337 · OSU Folk Club Thrift Store	3,161.09
4339 · Benton Community Foundation	0.00
Total 4330-3 · Corvallis Shelter Refresh	3,388.77

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01/09/26
Accrual Basis

Jackson Street Youth Shelter, Inc

Profit & Loss

July 2024 through June 2025

	Jul '24 - Jun 25
4330-2 · United Way	
4330 · UW - Benton/Lincoln	1,411.62
4331 · UW - Linn County	4,042.19
4330-2 · United Way - Other	<u>55,246.69</u>
Total 4330-2 · United Way	60,700.50
4332 · Other Private Grants	189,535.93
4330-1 · Private Grants - Other	<u>144,012.79</u>
Total 4330-1 · Private Grants	403,042.57
Total 4110 · Grants	3,744,595.76
4400-1 · Fees for Services	
4400 · Contracts & MOUs	
4401 · DHS Contracts	146,219.56
4406 · Juvenile Departments	12,000.00
4407 · Benton Co Personal Svcs CONTR...	36,834.39
4403 · Other Contracts & MOUs	0.00
4421 · McKinney-Vento	1,650.00
4400 · Contracts & MOUs - Other	<u>342.25</u>
Total 4400 · Contracts & MOUs	197,046.20
4404-1 · Program Fees	
4408 · TLP Client Fees	997.80
4409 · TLP Client Rent	<u>43,546.07</u>
Total 4404-1 · Program Fees	44,543.87
Total 4400-1 · Fees for Services	241,590.07
4500 · Miscellaneous Income	
4501 · Interest Income	21,286.46
4500 · Miscellaneous Income - Other	<u>3,166.96</u>
Total 4500 · Miscellaneous Income	24,453.42
Total Income	<u>4,993,531.59</u>
Gross Profit	4,993,531.59
Expense	
6210 · Contract Labor	
6213 · General Contract Labor	8,907.60
6212 · Subrecipients	158,601.20
6211 · Youth Consulting	<u>23,448.85</u>
Total 6210 · Contract Labor	190,957.65
6000-1 · Personnel	
6600 · Payroll	
6006 · Oregon Paid Leave Expense	9,780.48
Benefits	0.00
6001 · Salaries & Wages	2,564,708.75
6002 · Payroll Taxes	221,549.48
6005 · Retirement Expense	<u>32,418.80</u>
Total 6600 · Payroll	2,828,457.51

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01/09/26
Accrual Basis

Jackson Street Youth Shelter, Inc

Profit & Loss

July 2024 through June 2025

	Jul '24 - Jun 25
6100 · Staff Expense	
6111 · Staff Logo Clothing	4,505.83
6110 · Lodging	15,069.53
6101 · Education & Training	153,776.55
6102 · Staff Travel	15,685.90
6103 · Staff Mileage	82,933.87
6104 · Staff Gifts & Incentives	4,300.21
6105 · Volunteer Expense	13,967.02
6106 · Onboarding	1,350.83
6107 · COBRA Administration	1,100.00
6108 · Employee Retention	12,608.45
6109 · Hiring and Recruiting	1,367.29
Total 6100 · Staff Expense	306,665.48
6200 · Health Insurance	200,864.47
6201 · Insurance, Worker's Comp	30,079.60
Total 6000-1 · Personnel	3,366,067.06
6300-1 · Facilities & Infrastructure	
6301-2 · Rent -Event Space/Storage	8,194.50
6300 · Facilities Expense	
6304 · Facilities Supplies	36,594.04
6302 · Appliance	2,032.31
6300 · Facilities Expense - Other	2,382.85
Total 6300 · Facilities Expense	41,009.20
6301 · Rent	134,577.55
6310-1 · Repairs	
6310 · Household Repairs	2,227.32
6311 · Equipment Repairs	420.47
6312 · Routine Maintenance	3,529.80
Total 6310-1 · Repairs	6,177.59
6325 · Utilities	
6320 · Systems Monitoring	6,774.66
6321 · Electric	27,015.19
6322 · Garbage	3,819.43
6323 · Natural Gas	3,222.39
6324 · Water	14,337.33
Total 6325 · Utilities	55,169.00
6400 · Facilities Depreciation Expense	119,345.92
6330-1 · Information Technology (IT)	
6330 · Internet	23,417.58
6331 · Small Equipment & Supplies	5,672.59
6332 · Software	52,987.19
6333 · IT Services & Support	13,423.23
6334 · On-Line Data Services	35,790.96
6335 · Equipment Repairs	80.01
6336 · Computers & Peripherals	4,042.23
6330-1 · Information Technology (IT) - O...	9,024.38
Total 6330-1 · Information Technology (IT)	144,438.17
Total 6300-1 · Facilities & Infrastructure	508,911.93
6500-1 · Program Expenses	
6500 · Program Supplies	49,028.97

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01/09/26
Accrual Basis

Jackson Street Youth Shelter, Inc

Profit & Loss

July 2024 through June 2025

	Jul '24 - Jun 25
6510 · Resident/Client Expense	
6525 · Cash/Direct Payment Support	10,000.00
6524 · Parenting Class Vouchers	1,680.00
6518 · Gifts and Incentives	34,312.88
6523 · Scholarships	11,649.99
6511 · Activities	26,372.73
6512 · Food	74,280.19
6513 · Other Client Supplies	2,220.80
6514 · Personal Supplies	18,569.62
6516 · Documents	3,906.07
6519 · Clothing	36,381.28
6521 · Outreach Supplies	8,751.39
6510 · Resident/Client Expense - Other	39.96
Total 6510 · Resident/Client Expense	228,164.91
Total 6500-1 · Program Expenses	277,193.88
6999-1 · General Expense	
7200 · Indirect Expense	0.00
7005 · Credit Card Processing Fees	1,438.88
7023 · Meeting Expense	1,143.37
7100 · Fundraising expense	21,583.07
6999 · Advertising	
7000 · Fundraising	22,308.27
7001 · Administrative	3,554.88
7002 · Outreach	124.50
Total 6999 · Advertising	25,987.65
7003 · Bank Service Charges	248.14
7006 · Dues and Subscriptions	16,489.54
7019 · Insurance	
7007 · Volunteer Accident Insurance	342.52
7008 · Liability & Property	23,387.74
7009 · Directors & Officers Liability	3,022.00
7026 · Automobile	1,702.78
7027 · Crime	2,859.05
Total 7019 · Insurance	31,314.09
7028 · Interest Expense	3,594.95
7010 · Miscellaneous	
66900 · Reconciliation Discrepancies	-0.01
7010-3 · Miscellaneous Expense	7.20
7010-2 · Cash Over/Short	16.55
Total 7010 · Miscellaneous	23.74
7011 · Office Supplies	17,488.43
7012 · Postage and Delivery	1,924.89
7013 · Printing and Photocopies	5,132.95
7014 · Professional Fees	
7024 · Miscellaneous	4,305.00
7022 · Audit	13,250.00
7015 · Consulting	32,778.50
7016 · Legal Fees	3,935.00
Total 7014 · Professional Fees	54,268.50

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01/09/26
Accrual Basis**Jackson Street Youth Shelter, Inc****Profit & Loss****July 2024 through June 2025**

	Jul '24 - Jun 25
7017 · Taxes, Licenses, & Permits	4,906.27
7018 · Telephone	28,693.40
Total 6999-1 · General Expense	214,237.87
Total Expense	4,557,368.39
Net Ordinary Income	436,163.20
Other Income/Expense	
Other Income	
7061 · Realized Gain/Loss	2,180.17
4200-1 · In-Kind Giving	
4200 · Donated Items	114,336.31
4204 · Donated Capital Items	0.00
Total 4200-1 · In-Kind Giving	114,336.31
7060 · Unrealized Gains and Losses	1,860.68
Total Other Income	118,377.16
Net Other Income	118,377.16
Net Income	554,540.36

Jackson Street Diversity Equity & Inclusion Work

JACKSON STREET DIVERSITY STATEMENT

We are dedicated to ending youth homelessness locally and as part of an important national movement. We are leading local efforts to ensure that youth homelessness is prevented whenever possible, and that unaccompanied youth who do experience homelessness are on a quick path to safe, stable, and permanent housing. We know that certain groups of young people are more likely to experience homelessness and believe we need targeted strategies to speed progress toward ending youth homelessness in our region.

A 2017 study by Voices of Youth Count Chapin Hall shows:

- Disproportionality of homelessness experiences among black youth mirrors racial disparities documented elsewhere, for example in school suspensions, incarceration, and foster care placement.
- Hispanic youth were also found at higher risk of experiencing homelessness than non-Hispanic youth. National survey results suggest that Hispanic youth are especially hidden among those experiencing homelessness.
- Lesbian, gay, bisexual, and transgender (LGBT) youth had a 120% increased risk of experiencing homelessness compared to youth who identified as heterosexual and cisgender. These findings reinforce growing evidence on the heightened risk of experiencing homelessness among LGBT youth. This often stems from a lack of acceptance that young people experience both in and outside of the home.

Our understanding of the impacts of family poverty and LGBTQIA+ issues has been a cultural diversity strength of our organization, as well as bi-lingual and bi-cultural awareness and practices. We now believe that we must reach deeper and increase cultural competency in race and ethnicity throughout our programs and practices.

We are committed to Youth Voice and empower youth with lived experience, including youth of color as critical partners in designing and implementing service improvements for better outcomes for all. We also will maintain and seek partners who have demonstrated culturally specific expertise.

We acknowledge that our written policies are outdated and although they address equal opportunity for employment as required by law, they are inadequate to address the outcomes and vision we are striving for. We recognize that advancement of equity may require resources to be invested and are committed to do this. Jackson Street Board of Directors determined that maintaining excellence in the growth of our programs and operations is only achieved with a diversity, equity and inclusion lens.

Draft 11/20/2019 by AC, Staff review 6/5/2020, Board review 6/11/2020

ADOPTED POLICIES**USDA NON-DISCRIMINATION STATEMENT**

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, sex, religious creed, disability, age, political beliefs, or reprisal or retaliation for prior civil rights activity in any program or activity conducted or funded by USDA. Persons with disabilities who require alternative means of communication for program information (e.g. Braille, large print, audiotape, American Sign Language, etc.), should contact the Agency (State or local) where they applied for benefits. Individuals who are deaf, hard of hearing or have speech disabilities may contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English. To file a program complaint of discrimination, complete the USDA Program Discrimination Complaint Form, (AD-3027) found online at:

http://www.ascr.usda.gov/complaint_filing_cust.html, and at any USDA office, or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by: (1) mail: U.S. Department of Agriculture Office of the Assistant Secretary for Civil Rights 1400 Independence Avenue, SW Washington, D.C. 20250-9410;

EQUAL EMPLOYMENT

It is the policy of Jackson Street to provide equal employment opportunities to all qualified individuals and to administer all aspects and conditions of employment without regard to the following:

- Race
- Color
- Age
- Sex
- Sexual orientation
- Gender
- Gender identity
- Religion
- National origin
- Pregnancy
- Physical or mental disability
- Military or veteran status
- Citizenship and/or immigration status
- Expunged juvenile record
- Genetic information, including family medical history
- Marital status
- Familial relations to another employee or former employee

- Filing for workers' compensation insurance
- Domestic violence victim status
- Credit report or credit history
- Access to employer-owned housing
- Lawful off-duty use of tobacco products
- Child or spousal support withholding
- Wage garnishment for consumer debt
- Bringing of a claim for unlawful employment practices
- Refusal to attend any Jackson Street-sponsored meeting that has the primary purpose of communicating the employer's political or religious views
- Any other protected class, in accordance with applicable federal, state, and local laws

Jackson Street takes allegations of discrimination, intimidation, harassment and retaliation very seriously and will promptly conduct an investigation when warranted.

Equal employment opportunity includes, but is not limited to, employment, training, promotion, demotion, transfer, leaves of absence and termination.

PRACTICES

- All staff complete initial and annual cultural competency trainings including Poverty 101; Diversity, Equity, and Inclusion; LGBTQ+, and anti-racism.
- We strive to recruit and hire staff with lived experience, bi-cultural staff, BIPOC and LGBTQ+ staff.
- Bi-lingual stipends for staff.
- To meet the needs of the Hispanic population in our communities, brochures and outreach materials are available in Spanish, and we have 7 staff who speak Spanish.
- Youth with lived experience provide input to programs and services as part of continuous process improvement, done through several mechanisms: Youth Ambassadors, Youth Speakers and Panelists, Youth feedback sessions and surveys.
- We engage with culturally specific organizations including a Native American job training program, PRIDE programs, Q-Center, Linn Benton Health Equity Alliance, local NAACP chapter, and Latinas Unidas. We have Memorandums of Understanding (MOUs) with the Confederated Tribes of Siletz, Lonnie B. Harris Black Cultural Center, NAACP, and Pride Center.
- Our sites are welcoming, LGBTQ friendly, provide multicultural food and holiday celebrations.
- Our goals are always to model equity and inclusion, and to support each youth's right to develop their own unique identity.
- Youth Ambassadors, a youth leadership team that works with us to provide support in informing their peers of our services, fundraising, and promoting community awareness.
- New Jackson Street policies on youth engagement, including grant funding to support this work. We believe that youth who are invested in this process should be treated

like any other “professional” at the table, and should be compensated for their expertise.

- Recruiting youth with lived experience to serve on our Board of Directors.
- Jackson Street also receives technical assistance and development support through the True Colors United Foundation. We currently have an MOU with them to train our Board and leadership staff on “Undoing Adulstism” and to help with the recruitment and retention of Youth Ambassadors and a diverse Board roster.
- Jackson Street YouTube Channel has a Diversity, Equity, & Inclusion playlist <https://www.youtube.com/playlist?list=PLS6PrD94OUer4NHRKMFUNztygQ8dkMRY>
- Ann is on Diversity Committee in the Oregon Alliance of Children’s Programs. Hold events and educational sharing such as Black History Month Panel Discussion on Black Wellness . Shared with staff and board the Alliance’s Equity lens.
- Added Juneteenth and MLK day as paid holidays in 2020
- Shared stop AAPI Hate resources
- Added a Peer facilitator for Queer Peers, Hired a past resident for a leadership position (Royce) in 2021
- Applying for grants that support diversity such as DHS Workforce Investment Grant and Oregon Health Authority planning grants.
- Advocacy for state and federal legislation for BIPOC and LGBTQ+ community
- Sponsored ad in NAACP 50th anniversary event 2021

CURRENT STATS (MORE TO COME)

Jackson Street’s historical client data across our full program continuum (Outreach, 24/7 Shelter, and Transitional Housing) shows the percentage of youth who identify as:

- Hispanic is 38%
- LGBTQ, 68%
- Black, 10%
- Bi-racial, 15%

PO Box 1984 • Albany, OR 97321
PO Box 285 • Corvallis, OR 97339
1-800-901-2904
www.jacksonstreet.org

Board of Directors: Jackson Street Youth Services

January 2026

Seymour House – President

Elected to board: January 2023

Occupation: retired professor

Comments: As a teacher with over thirty years' experience working with students on several continents from diverse backgrounds, I know that cutting off young people impoverishes us all. Jackson Street fills the gap and helps ensure that all young people are offered a role in the future we face together.

Matthew Gordon – Vice President

Elected to board: January 2025

Occupation: Pastor

Comments: I began working with Jackson Street as a community partner for the Next Steps Program. I am continually impressed at the passion and commitment they bring to helping end youth homelessness.

Rachel Byerly — Secretary

Elected to board: January 2023

Occupation: Office Manager at law firm

Comments: Supporting our youth through providing services, resources, and mentorship to prevent homelessness is essential for creating a better future for our community.

Sid Elliott – Treasurer

Elected to board: January 2021

Occupation: Instructor at OSU

Comments: Nothing could be more important than ensuring the safety and dignity of our youth. Jackson Street provides the resources and support to at-risk young people in our area to achieve this.

Susan Avila – Board Member

Elected to board: January 2025

Occupation: Licensed Clinical Social Worker

Jeff Flesch- Board Member

Elected to board: January 2025

Occupation: Human Resources

John Phillips IV – Board Member

Elected to board: January 2025

Occupation: Youth Corrections at Oregon Youth Authority

Stephanie Wilson -- Board Member

Elected to board: January 2026

Occupation: Real estate

Jackson Street helps youth 24/7/365

Jackson Street Youth Services is a 501(c)3 nonprofit organization, Federal Tax ID # 93-1269503



EXHIBIT A: APPLICATION

(Note: Prior to completing the application materials, please thoroughly review the RFA regarding applicant eligibility, eligible CDBG activities, and CDBG requirements. All construction projects must also provide the Exhibit A1 supplement.)

Applicant Information

Boys & Girls Club of Albany

Applicant (organization name):

South Albany Community Center

(Unique entity identifier number is required. Get one at sam.gov)

Organization Mission Statement: (Following blank page for additional space)

Our mission is to provide a fun, safe, and supervised environment for recreational and educational activities where all youth can develop the confidence and qualities to become productive, caring, and responsible citizens.

Proposal Summary

Activity/Program Name: Summer Scholarship Program for Low-Income Youth

Activity Location: Boys & Girls Club of Albany, 1215 Hill St. SE, Albany, OR 97322

Proposal Summary: *Provide a summary of the proposed activity and anticipated outcomes.*

The Boys & Girls Club of Albany seeks funding for its Summer Scholarship Program for Low-Income Youth. This initiative will provide 100 scholarships to children from low- and moderate-income families to attend summer programs in July and August 2026 and June 2027. Each scholarship, valued at \$25 per week, will fully cover program fees and give children access to daily enrichment activities in a safe and supportive setting.

The summer program helps reduce academic learning loss and social isolation. It offers hands-on learning in STEM, literacy, arts, recreation, and social-emotional development. The Club also provides breakfast, lunch, and snacks to address food insecurity while offering full-day care that supports low-income working parents. These services are especially helpful for single-parent households with few affordable childcare options.

We expect that at least 75 percent of participants will improve in their academic and behavioral

ACTIVITY BUDGET FOR WHICH CDBG FUNDS ARE BEING REQUESTED:

CDBG Funding Request	\$ 20,000
Leveraged Funds/Resources	\$ 137,837
Total Activity Budget	\$ 469,547

Additional Space for Mission Statement/Proposal Summary if needed.

skills. This will be measured using staff observations, and youth feedback. The program will also reduce financial stress for families who depend on safe summer care to maintain stable jobs and housing. This project supports the City of Albany's Consolidated Plan by improving access to services, expanding economic opportunity, and strengthening family stability in underserved neighborhoods.



CDBG Application Narrative

Provide the information requested below in this word document or in **(a separate document)** making sure the narrative corresponds to the numbers provided so the required information can be easily found to ensure a complete application. If the question does not apply to the proposed activity write N/A.

Activity Need and Consolidated Plan Priority (40 points)

1. Describe the community need or problem that will be addressed by the proposed activity. Provide statistics or evidence to document the need. **(5 points)**

The Boys & Girls Club of Albany is addressing a growing need for equitable summer programs for children from low- and moderate-income families in Albany, Oregon. The Summer Scholarship Program will provide 100 fully subsidized scholarships to children whose families cannot afford safe and enriching summer care. This program responds to combined challenges such as economic hardship, education gaps, and social-emotional stress that affect marginalized families in the community.

The United Way ALICE (Asset Limited, Income Constrained, Employed) Report shows that 46 percent of households in Linn County live below the ALICE threshold. These families earn more than the federal poverty level but not enough to cover basic needs such as housing, childcare, food, and transportation. In Albany, about 16 percent of children live in poverty, with some neighborhoods reporting rates over 20 percent. At the Club, 78 percent of our members qualify for free or reduced-price school meals and many children come from single-parent households or homes where caregivers work low-wage jobs.

Academic challenges are also urgent. The Oregon Department of Education reports that only 36 percent of students in the Greater Albany Public School District are proficient in reading and only 24 percent in math. Chronic absenteeism affects 43 percent of students. These children are already at risk of falling behind in school, and this risk grows over the summer.

Students from low-income families often lose academic skills during summer break, a pattern known as the “summer slide.” Without access to learning activities, these children can lose up to two months of reading and math skills each year. This ongoing loss adds up over time, leading to poor academic performance and lower graduation rates.

Summer also brings increased risks related to food insecurity, mental health, and lack of supervision. Linn County has the highest youth suicide rate in Oregon at 1.94 suicides per 1 percent of the youth population. Food insecurity affects 23 percent of residents and 16.7 percent of children under 18. Many depend on school meals, which are not available during summer. Families must find other care and food options, which are often limited or unaffordable.

The Summer Scholarship Program provides a direct response to these serious issues. It is designed to meet the academic, emotional, and safety needs of children while easing financial pressure on families during the summer months, a time when options for support are often limited, but the need is high.



Community Development Block Grant Activities
2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)
333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

Boys and Girls Club

2. a. Select the priorities in Albany's 2023-2027 Consolidated Plan that will be addressed by the activity.

- Support or increase the supply of affordable housing.
- Reduce or prevent homelessness.
- Increase availability of needed services for low- and moderate-income residents.
- Expand economic opportunities for low- and moderate-income residents.
- Strengthen and revitalize low- and moderate-income neighborhoods.

b. Explain how the activity will support efforts to reduce or prevent homelessness, support activities that improve housing stability, and/or increase the supply of affordable or supportive housing. **(15 points)**

While the Summer Scholarship Program is not a direct housing project, it plays a key role in helping families stay housed. Many working parents in Albany cannot afford full-time summer childcare, which can cost more than 20 percent of their yearly income. Faced with these costs, some may need to cut work hours, take unpaid leave, or leave their jobs. These choices can make it hard to pay rent and increase the risk of eviction or housing loss.

The Summer Scholarship Program removes this barrier by covering the full cost of care. With reliable childcare, LMI parents/caregivers can stay employed through the summer. A steady job supports housing stability by helping families pay rent on time and avoid eviction.

Free, full-day care also ensures that children are not left unsupervised during the day. This improves safety, supports healthy development, and reduces stress for parents. The program keeps families safe and prevents the financial strain that can lead to homelessness. Additionally, children access free breakfast, lunch and snacks to assist with hunger abatement.



Community Development Block Grant Activities
2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)
333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

Boys and Girls Club

3. Explain how the activity will address the identified need or problem and how your approach is an effective strategy to address the identified gap in needs and how your activity will add to or improve upon existing services. Include activity background, activity objectives, services to be provided by the activity, populations or areas to be served, and how CDBG funds will be used. **(10 points)**

The Summer Scholarship Program provides a clear and targeted response to the needs of low-income families. It addresses four core areas: affordable care, academic support, healthy meals, and youth engagement. The Boys & Girls Club of Albany has over 60 years of experience offering year-round services grounded in positive youth development and trauma-informed care.

With support from the Community Development Block Grant (CDBG), BGCA will offer 100 need-based scholarships for full-day summer programs during July and August 2026 and June 2027. Each scholarship is valued at \$25 per week. Services will include:

Academic enrichment: Daily projects that build skills in reading, writing, and STEM through fun and hands-on learning

Social-emotional learning: Group activities and mentoring to support emotional health, communication, and confidence

Health and wellness: Two meals and a snack each day, following USDA nutrition guidelines

Cultural and recreational activities: Field trips to museums, parks, and science centers like OMSI and the Oregon Coast

Physical fitness: Sports, games, and outdoor play to support movement and health

CDBG funds will be used only for scholarships, ensuring that low-income families have access to the program. Outreach will focus on Title I schools, social service agencies, and community partners to reach those with the greatest need.

This program does not duplicate existing services. Instead, it increases access to a proven model and reaches families who would otherwise be left out. The program directly supports goals in the City of Albany's Consolidated Plan by improving services for LMI and ALICE households and expanding youth support during the summer.



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Boys and Girls Club

4. Describe the ways in which your activity will have a long-term impact on the need or problem being addressed. For housing activities, indicate the time period the activity will remain affordable and how your organization plans to ensure the activity remains affordable for the specified time period. ([5 points](#))

Research shows that high-quality summer programs have lasting effects. Youth who take part in these programs often show stronger academic skills, better behavior, and improved school attendance. Without structured learning opportunities, students can lose between 17–28% of their reading gains and 25–34% of their math gains over summer break, setting them back academically each year. BGCA's approach builds confidence, creativity, and social skills that continue to benefit children long after summer ends by helping prevent this regression and support year over year academic growth.

For parents, the program reduces the stress of finding affordable care. This support helps them stay focused on work or school goals. Staying employed during summer not only supports rent and bills, it also helps families build toward long-term economic stability.

The impact grows over time. Families who join the summer program often return and take part in BGCA's school-year services, including after-school care, tutoring, college and career readiness, and support for parents. This year-round connection builds trust and helps families grow stronger together, while also strengthening the broader community.



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5. Explain how you will promote equity, inclusion, and accessibility to the activity by all residents in need, including those for whom English is not the primary language. For faith-based organizations, explain how your agency will ensure CDBG funded activities are separate from explicitly religious activities such as worship, study of religious text, or evangelizing. **Include your agency's nondiscrimination policy for employees and clients as an attachment. (5 points)**

The Club is committed to equity and inclusion across all programs. The Summer Scholarship Program is designed to reduce barriers and reach low-income youth, especially those from communities that face higher risks. This includes children from BIPOC, immigrant, and single-parent households.

Outreach materials are provided in English and Spanish. The Club employs bilingual, bicultural staff, including a bilingual Health Navigator, to support clear and culturally respectful communication.

The program uses a universal design approach to ensure all children can participate. Activities are accessible for children with disabilities, and staff make individual adjustments as needed. Each year, staff complete training in diversity, equity, trauma-informed care, and cultural inclusion.

Programs include content that reflects different cultures and identities. Youth are encouraged to learn about themselves and others in a space that is safe, inclusive, and free from bias.

The Club is a non-faith-based, secular organization. CDBG-funded services will not include religious content and will be open to all eligible youth regardless of background or belief.

The organization's nondiscrimination policy protects the rights of all participants, staff, and volunteers. It prohibits discrimination based on race, color, religion, gender, gender identity, sexual orientation, national origin, disability, or age. This policy is attached to the application and shapes all of BGCA's operations.



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Boys and Girls Club

Benefit to Low-and Moderate Income Residents and Areas (20 points)

6. Estimate the total number of beneficiaries to be served by the activity (typically number of people; but housing related activities measure number of households; and economic opportunities measure number of businesses supported and/or jobs created or retained). (10 points; more points for number of beneficiaries served considering the scope, complexity and cost to provide the activity)

100 individuals or _____ households or _____ businesses

7. Estimate the household income ranges of anticipated beneficiaries (10 points; more points for higher percentages of extremely low-income and low-income residents served)

50 % extremely low income (below 30% AMI) 50 % low income (30-50% AMI)

_____ % moderate income (50-80% AMI) _____ % presumed benefit*

*presumed benefit populations include survivors of domestic violence, children who have experienced abuse, elderly, people with severe disabilities, people who are experiencing homelessness, adults who are illiterate, people living with AIDS, and migrant farm workers.

Financial Feasibility (25 points)

Provide the activity budget describing total cost, cost per task, existing (secured) activity funds and unfunded costs. (DO NOT PROVIDE THE FULL AGENCY BUDGET HERE JUST THE ACTIVITY BUDGET.) Provide any and all source(s) of funding – using your own budget template or the one below. Make sure to include other Federal and State grants and loans with descriptions of the agency or funding source, grants, donations, etc.

PROPERTY ACQUISITION AND CONSTRUCTION RELATED PROJECTS, please also provide a detailed pro-forma and supplemental application packet.

Activity/Project Budget Summary (See 24 CFR 570 Subpart J)			
CDBG Funding Request for Activity	\$20,000		
Other Funding (Leverage)	\$137,837		
Estimated Total Activity Cost	\$469,547		
Total Beneficiaries: People, Households or Jobs	100		
Total Cost per Person or Household/ CDBG	\$2,087/person		
Total CDBG Cost per Person/Unit	\$216/person		
Describe Source of Other Funds:	Amount	Amount Secured	Amount Tentative
Federal:	50,837	0	50,837
State:	N/A	N/A	N/A
Local:	75,000	75,000	0
Donations/Private:	2,000	0	2,000
Grants:	10,000	0	10,000
Loans:	N/A	N/A	N/A



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Boys and Girls Club

Activity Budget Detail (Development Activities provide a detailed Pro Forma)			
Expense Description	CDBG Request	Other Funds	Total CDBG + Other Sources
Program Staff Salaries during Summer <small>+</small>	\$ 10,000	\$351,001	\$356,801
Materials and Supplies for Summer	\$10,000	\$54,459	\$59,459
Daily Meals and Snacks	\$0	\$53,037	\$53,037
Program Marketing and Outreach	\$0	\$250	\$250
Total	\$20,000	\$458,747	\$469,547

8. Explain the activity budget and assumptions used to determine the total activity cost and operating budget. If you are relying on other funding, please note if that funding is secure or pending and whether you will be able to move forward without unsecured leveraged funds. (5 points)

Staffing is the largest part of the budget. The budget includes full-day supervision, instruction, meal service, and behavioral support. Staffing includes certified teachers, youth development professionals, kitchen workers, and support personnel. All staff are trained and receive background checks to ensure safety and program quality. Supply costs include items for instruction, STEM kits, hygiene products, sports and recreation, arts and crafts, and technology. Meal costs are based on serving breakfast, lunch, and snacks to 100 youth each day of the program.

The \$20,000 CDBG request will fund 100 full-week scholarships at \$25 per week. These scholarships remove financial barriers for low-income families. BGCA has secured \$75,000 in local funds and is seeking an additional \$62,837 through federal and private grants. If some of this funding is not confirmed by the start of the grant period, the Club will scale back non-scholarship expenses but will still provide all CDBG-funded scholarships.



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Boys and Girls Club

9. Provide a brief description of the organization's financial stability as it pertains to the organization's financial capacity to successfully complete the activity, including funding sources. The City may request copies of the organization's financial audit or review for the last 2 years. ([5 points](#))

Since 1965, the Boys & Girls Club of Albany has operated with strong financial management and accountability. The current annual budget is over \$4 million. The Club has consistently met revenue goals while keeping administrative costs at 9.2 percent, which is well below national nonprofit benchmarks.

The organization's funding sources include federal and state grants, foundation support, individual giving, program fees, and earned income from facility use and special events. The Finance Department, led by an experienced finance manager, follows strict internal controls, completes annual audits with outside auditors, and provides timely financial reports to the Board of Directors and funders. The past two annual audits were clean and are available upon request.

10. Demonstrate why CDBG funds are the best fit/source for this activity. ([5 points](#))

CDBG funding is a strong fit for this project. It targets low- and moderate-income families and allows flexible, local responses. The Summer Scholarship Program supports CDBG goals and Albany's Consolidated Plan by expanding opportunity, improving living conditions, and increasing access to vital services.

Unlike other grants with narrow restrictions, CDBG funds allow the Club to focus on family stability, youth learning, and summer scholarship coverage for 100 children. Without this support, many families would struggle to afford care, leading to job loss, food insecurity, and learning setbacks.

This program also helps families stay housed. Summer childcare costs can exceed 25 percent of a low-income household's monthly income, putting rent and utility payments at risk. By removing these costs, the program offers financial relief that helps prevent eviction and housing instability.

The support also reduces reliance on shelters and temporary housing, especially for single-parent and working-class families at higher risk of displacement. By helping parents stay employed and meet rent obligations, the program prevents crises that can lead to homelessness.

The Club also has a free dental clinic, access to mental health supports and provides referrals to case management, in-depth mental health care, and housing resources. For many families, this program is a stabilizing force during a high-risk time. It supports both short-term youth needs and long-term housing stability for vulnerable families in Albany.



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11. How will CDBG funds be used to leverage other funding, resources, donations, volunteers, and/or partnerships? **(10 points)**

Boys & Girls Club of Albany is committed to maximizing community impact by combining funding, partnerships, and volunteer support. The \$20,000 in requested CDBG funds will serve as a foundation to help secure an estimated \$137,837 in additional resources. This blended funding approach increases the program's reach and long-term stability.

Strong partnerships with school districts, social service agencies, and local coalitions help identify eligible youth and connect families to the program. Area partners such as Linn County Health Services and neighboring Family Tree Relief Nursery provide wraparound support that includes health, housing, and mental wellness resources. These partnerships strengthen outcomes beyond the scholarship itself.

Volunteers are also vital. Community members contribute hundreds of hours to support the organization, fundraise, help with special events, coordinating gifts and food for families in need, provide free dental services, lead activities, assist with literacy, and supervise field trips. These efforts lower program costs and allow more youth to be served without increasing the budget. ■

12. Describe your organization's plan for funding the activity after the first year, if applicable.

The Club uses a diverse funding model to sustain programs like the Summer Scholarship Program. While CDBG funds are crucial for launching and expanding access, BGCA does not rely on them alone. The organization actively seeks public and private grants, local donations, and event-based fundraising to support ongoing operations. The Club conducts annual grant campaigns aligned with youth development, education equity, and food security goals. These efforts have secured multi-year awards that provide stable funding even as individual grants shift.

Local fundraising is also key. Events such as the Annual Benefit Auction, the Celebration of Trees fundraiser, and Annual Golf Tournament, among others, generate unrestricted funds, which are directed to priority needs like summer programming. These events have built a strong donor base, including individuals and businesses committed to helping all youth access care. BGCA maintains strong relationships with foundations, businesses, and other agencies, which have led to ongoing local support. The organization works closely with these partners to align priorities and advocate for youth-focused investments.

With a history of responsible financial management, a balanced annual budget, and a reserve fund, BGCA is well positioned to adapt. If CDBG or other funds are reduced in the future, the organization would adjust the scholarships for summer programming or allocate other flexible funding to maintain core services.



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13. Ability to Proceed with Reduced Award Statement: Provide a statement regarding your organization's ability to proceed with the activity (maybe at a reduced scale) without receiving CDBG assistance, or with an award less than your requested amount.

BGCA can adjust the program if awarded less than the requested \$20,000. A smaller award would result in fewer scholarships or shorter scholarship periods. In that case, priority will go to children in greatest need. This includes youth from homeless families, single-parent households, and those receiving free or reduced-price school meals. Our Club would also seek emergency funding through donor appeals, mini-grants, and community events to help close the gap. However, without full CDBG support, the program's reach will shrink, and fewer LMI families will have access to care.

Readiness to Proceed and Agency Capacity (25 points)

14. Provide a DRAFT SCOPE OF WORK and schedule that outlines details about the proposed activity including a schedule of the actions or tasks that will be taken to address the identified need and achieve anticipated performance measures and outcomes. You may use the table below or provide your own format on the following blank page.

Identify any other agencies or partners that will be used for this activity/project and define the roles and responsibilities of these partners. **(10 points)**

Task Description	Agency to Complete	Timeline (Months)
Program Planning Finalization	BGCA	Jan – Mar 2026 (Q1)
Marketing and Scholarship Outreach	BGCA	Jan – Apr 2026 (Q1)
Staff Recruitment and Volunteer Training	BGCA	Feb – May 2026 (Q1)
Scholarship Processing and Enrollment	BGCA	Mar – Jun 2026 (Q2)
Program Implementation (Academic + Enrichment)	BGCA	Jul – Aug 2026 (Q3)
Meal Service and Daily Operations Support	BGCA	Jul – Aug 2026 (Q3)
Program Evaluation, Reporting & Future Planning	BGCA	Sep – Dec 2026 (Q4)



Community Development Block Grant Activities

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(Additional Space for Draft Scope of Work and Schedule if needed)

Partners: While BGCA manages all core aspects of the program, local school counselors, United Way personnel, FACT and Greater Albany School District personnel, housing agencies, and social service providers help identify eligible youth and families. These partners assist with outreach and family referrals.



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15. Describe your readiness to proceed with the activity. For example, is land use approval needed and where are you in that process; are there issues that need to be resolved; is staff currently available to work on the activity; if the purchase of property is involved, is the property currently available for purchase; what level of environmental review is required, etc. **(5 points)**

BGCA is fully prepared to launch the Summer Scholarship Program. The project requires no land use approvals, environmental reviews, or new construction. All facilities, staffing, and systems are already in place.

Programming will take place at our ADA-compliant youth center at 1215 Hill St. SE in Albany. The site includes educational classrooms, games rooms, technology labs, art rooms, multiple gyms and outdoor play areas, and a commercial kitchen equipped for large-scale food service and small group nutrition education instruction. Year-round staff are already in place, and seasonal hiring begins each spring.

The program model is well-established and has been successfully delivered in previous years. BGCA can begin work as soon as grant funds are approved, with planning and setup scheduled for early 2026.

16. Describe the current organizational capacity to complete the activity within twelve months, including its experience and success implementing and managing similar activities, and use of federal or CDBG funds. **(5 points)**

BGCA brings over 65 years of experience in youth development and has a strong track record of managing CDBG-funded programs. The organization operates with an annual budget of over \$4 million and employs experienced staff across operations, finance, and program delivery.

Our Club regularly administers federal, state, and private grants. The finance team manages restricted funds, completes accurate reporting, and ensures compliance with all grant requirements. Past CDBG-funded projects have met performance goals, passed audits, and maintained on-time reporting.

The organization also tracks outcomes across multiple areas, including participation, academics, social-emotional growth, and family stability. We have every confidence that the Summer Scholarship Program will be delivered within 12 months, on budget, and with measurable results for low-income families in Albany.



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17. Staff Experience and Qualifications (5 points): Identify the names of staff or contractors that will work on the proposed activity, their role, experience they have in this role including experience managing activities subject to federal or state wage rates, their title, and the expected FTE on the activity. **Please attach resumes for key personnel anticipated to work on the proposed activity.**

Employee	Experience and Qualifications
Name: Kristi Pitts Title: Finance Manager FTE on This Activity: 0.25	Kristi has over 10 years of experience in nonprofit financial management. She is responsible for managing grant budgets, processing scholarship applications, and ensuring compliance with financial reporting requirements for all programs. Kristi will oversee financial tracking and assist in preparing quarterly reports for the City.
Name: Samantha Jordan Title: Director of Program Development FTE on This Activity: 0.30	Samantha has over 15 years of experience in designing and implementing youth programs. She is responsible for hiring, training and supervising staff and mentors, overseeing all aspects of the program, and ensuring the program aligns with CDBG objectives. Samantha will also oversee the implementation of performance metrics and mentor training.
Name: Cameron Kennedy Title: Teen Club Director FTE on This Activity: 0.40	Cameron brings over 7 years of experience in youth mentorship and program coordination. He will oversee day-to-day operations of the summer program, including activity facilitation, monitoring attendance, and ensuring youth engagement. Cameron will work closely with staff to maintain program quality and collect performance data.

KRISTI PITTS

FINANCE MANAGER

CONTACT

EDUCATION

Bachelor of Arts in English
Minor in Writing
Oregon State University
2011

SKILLS

Attention to Detail
Organization
Problem-Solving
Communication
Budget Planning
Accurate Reporting
Collaboration

REFERENCES

Available upon request

SUMMARY

Finance Manager with 10+ years of experience overseeing financial operations for nonprofit organizations. Proven track record in financial management, budgeting, audits, payroll, and grant compliance, with a strong ability to develop accurate financial reports that support strategic decision-making and organizational sustainability. Highly skilled in establishing financial policies, maintaining precise records, mitigating risk, and ensuring compliance with regulatory and grant requirements. Collaborative and detail-oriented professional with strong communication, organizational, and analytical skills, capable of working independently while supporting leadership, staff, and board members to strengthen financial health and operational efficiency.

PROFESSIONAL EXPERIENCE

Finance Manager

Boys & Girls Club of Albany, Albany OR | 2015 – present

- Oversee all financial operations for a 501(c)(3) nonprofit, including collecting, reconciling, and reviewing financial data and preparing accurate monthly financial statements.
- Develop, implement, and maintain financial policies and procedures to ensure data integrity, regulatory compliance, and effective risk management.
- Prepare and analyze regular financial reports, including budget variance reports and general ledger updates, to support informed management and leadership decision-making.
- Lead annual budget development in collaboration with the Executive Director and department leadership; monitor revenues and expenditures and report variances.
- Maintain accurate and timely financial records by processing, reconciling, and documenting transactions in accordance with established procedures.
- Manage payroll administration in coordination with a contracted payroll provider, including review and approval of payroll, maintenance of records, and staff support.
- Coordinate and support annual independent audits by gathering documentation, reviewing internal financial files, and implementing recommended controls and procedures.
- Ensure fiscal compliance for all grant-funded programs by collaborating with staff on reporting requirements and monitoring adherence to grant guidelines.
- Work closely with the Resource Development team to maintain accurate donor and financial records in alignment with organizational policies and standards.
- Prepare financial reports for the Board of Directors and Finance Committee, attend meetings, and provide financial insights, recommendations, and strategic guidance.

SAMANTHA JORDAN

PROFESSIONAL SUMMARY

Passionate and dedicated professional with over 10 years of experience working in the non-profit sector, committed to driving positive change in my community. Proven ability to develop and manage programs that address local needs, foster collaboration, and enhance community engagement. Skilled in building strong relationships with diverse stakeholders, including community members, volunteers, and local organizations.

WORK HISTORY

Program Development Director, 04/2025 to Present

Boys & Girls Club of Albany - Albany, OR

- Direct and manage the K-12th grade after-school and summer programs
- Supervise Elementary and Teen Club Directors, mentoring them in the management of both part-time staff and children attending the Club
- Oversee programs and activities implemented by staff, with a focus on safety, fun, and quality
- Plan, organize, and oversee two Elementary Club Satellite Sites
- Develop, implement, and monitor the budget for the Program Department
- Maintain close contact with Club staff (professional and volunteers), Club members, supervisors, and school personnel
- Build and maintain relationships with parents, community leaders, and organizations
- Handle complaints and feedback, resolving them in a professional manner
- Work closely with the grant writer and Club employees to acquire grant funding necessary for program and Club needs
- Maintain comprehensive records for grant awards and spending, managing over 40 grants simultaneously
- Prepare and submit grant proposals and reports required by foundations/corporate donors
- Schedule and lead monthly committee planning meeting with Board Members, including preparing the agenda, taking comprehensive meeting minutes, and presenting information
- Create and manage job recruitment postings for both internal and external positions, review applications, interview candidates, and train new hires

CONTACT



SKILLS

- Strong organization skills
- Interpersonal skills
- Attention to detail
- Excellent written and verbal communication skills
- Thrives in a team environment
- Works well with others
- Dependable
- MS Office Suite
- Strong organization skills
- Interpersonal skills
- Attention to detail
- Thrives in a team environment
- Works well with others.

- Utilize in house Member Tracking System to input, track, and record member recruitment data and demographic information for grants and national Boys & Girls Club reporting
- Assist with planning and running Club events and fundraisers
- Solicit sponsorships from business owners, donors, and individuals
- Responsible for evaluating the need for volunteers
- Effectively communicate, both written and verbal, adapting different communication styles based on individual need and efficiency

Boys and Girls Club

Administrative Assistant to the School Head, 06/2023 to 08/2025

School of Nutrition and Public Health

Oregon State University – Corvallis, OR

- Provide confidential executive support for the School Head – managing calendars, prioritizing meeting requests, preparing staff meetings and agendas
- Oversee and manage confidential personnel matters – assist with Promotion and Tenure processes, generate faculty members' Plans of Work, assist in collecting peer teaching reviews, maintain personnel files
- Assist with hiring processes – updates job descriptions, work with HR to post position descriptions on various sites, onboarding of faculty and staff, approving timesheets and leave requests
- Support curriculum matters – managing work assignments, tracking teaching reviews, generating teaching evaluations, coordinating with Program Directors on redevelopment of courses, generating contracts to hire instructors
- Assist with short and long-term special projects and events – graduation, annual reviews, school restructuring
- Liaison between administration, faculty, and staff
- Advise faculty, staff, and students on university, college, and school policies/procedures
- Hire, train, and supervise student workers

Program Development Director, 08/2013 to 06/2023

Boys & Girls Club of Albany - Albany, OR

- Direct and manage the 1st-12th grade after-school and summer programs consisting of an average of 450 members yearly
- Supervise Elementary and Teen Program Directors, mentoring them in the management of both part-time staff and children attending the Club
- Oversee programs and activities implemented by staff, with a focus on safety, fun, and quality
- Plan, organize, and oversee the opening of a Club Satellite Site and an ADA accessible playground, from conception to completion
- Develop, implement, and monitor the budget for the Program Department

- Created a grade book based on student performance and behavior
- Adapted lesson plans for students with special needs
- Contacted and held conferences with parents/guardians
- Kept computer records of students' progress and behaviors during the year
- Wrote grants that allowed the school to receive PE equipment
- Experience in teaching students from multicultural backgrounds

Boys and Girls Club

EDUCATION

B.S, Elementary Education, 2008
LINFIELD COLLEGE - McMinnville, Oregon

CERTIFICATIONS

- OLCC
- Food Handler's Card

REFERENCES

References available upon request

Cameron J. Kennedy

EDUCATION

- Linn Benton Community College
Completed 52 credits towards AAOT
- Graduated from South Albany High School in 2016

CHARACTERISTICS

- Positivity, efficiency, and honesty are very important to me in the workplace. I am sociable and always get along well with colleagues. Ensuring others that I am willing to help in any and every situation is a critical part of being an effective team member.

WORK EXPERIENCE

- Homegoods
October 2017 - January 2018
Duties Included; Unloading the incoming trucks and assisting customers.
- Boys and Girls Club of Albany
Youth Development Professional
August 2016 - June 2017, September 2018 - January 2022
Duties included; Ensuring club members are in a fun and safe environment, mediating argumentative situations, coordinating and running activities.
 - Teen Staff of the Year 2019
- Boys and Girls Club of Albany
Teen Club Director
January 2022- Present
Duties Include; Leading 6-8 staff. Ensuring programs are high quality. Ensuring safety of members. Creating staff schedules.

REFERENCES

- Maintain close daily contact with Club staff (professional and volunteers), Club members, and supervisors
- Build and maintain relationships with parents, community leaders, and organizations
- Handle complaints and feedback, resolving them in a professional manner
- Work closely with the grant writer and Club employees to acquire grant funding necessary for program and Club needs
- Maintain comprehensive records for grant awards and spending, managing over 40 grants simultaneously
- Prepare and submit grant proposals and reports required by foundations/corporate donors
- Schedule and lead monthly committee planning meeting with Board Members, including preparing the agenda, taking comprehensive meeting minutes, and presenting information
- Create and manage job recruitment postings for both internal and external positions, review applications, interview candidates, and train new hires
- Utilize in house Member Tracking System to input, track, and record member recruitment data and demographic information for grants and national Boys & Girls Club reporting
- Assist with planning and running Club events and fundraisers
- Solicit sponsorships from business owners, donors, and individuals
- Responsible for evaluating the need for volunteers, recruitment of volunteers, and implementing volunteer training
- Effectively communicate, both written and verbal, adapting different communication styles based on individual need and efficiency

Investor Relations, 09/2012 to 08/2013

Visionary Mobile Corporation, VMC - Corvallis, OR

- Helped create business/marketing plan for new software platform
- Lead investor and customer demos
- Represented VMC at large conferences and trade shows
- Organized conference and trade show schedule
- Managed investor portfolio and stock certificates

Physical Education/Substitute Teacher, 09/2008 to 06/2013

Greater Albany Public Schools - Albany, OR

- Developed lesson plans and encouraged active participation, teamwork and a variety of skills for over 400 children in grades K-5
- Completed report cards for over 400 students
- Collaborated with colleagues and parents to resolve disciplinary issues of students, while instilling effective motivational systems to ensure positive behavior from the children

Boys and Girls Club of Albany
Profit & Loss Budget Overview
January through December 2026

Boys and Girls Club

	TOTAL
	Jan - Dec 26
Ordinary Income/Expense	
Income	
4000 · Direct Business Contribution	344,500.00
4100 · Direct Individual Contribution	1,231,000.00
4200 · Foundation Grants & Giving	1,404,362.00
4300 · Government Grants	237,600.00
4400 · Indirect Public Support	16,700.00
4500 · In-Kind Donation	393,400.00
4600 · Investments	180,282.00
5000 · Athletic Program Income	499,327.00
5100 · Program K-12 Income	284,745.00
5300 · Sales to the Public	44,400.00
5400 · Dental Income	247,200.00
Total Income	4,883,516.00
Gross Profit	4,883,516.00
Expense	
6000 · Administration Compensation	398,210.76
6090 · Dental Compensation	98,960.88
6100 · Athletic Compensation	292,198.00
6300 · Program K-12 Compensation	1,263,755.61
6500 · Fundraising Compensation	253,676.52
6600 · Operations Compensation	82,218.12
6700 · Payroll Taxes	198,551.84
6800 · Employee Benefits	252,313.36
6900 · Professional Services	122,117.27
7000 · Administrative Expenses	96,616.00
7100 · Insurance	105,955.58
7200 · Fundraising Expenses	193,300.00
7300 · Athletic Expenses	168,895.00
7400 · Program K-12 Expenses	388,900.00
7600 · Operations Expenses	233,251.48
7700 · Professional Development	25,000.00
7900 · Travel	2,475.00
8000 · Sales to the Public Expenses	13,000.00
8100 · Dental Expenses	141,439.35
8200 · In-Kind Expenses	393,400.00
Total Expense	4,724,234.77
Net Ordinary Income	159,281.23
Other Income/Expense	
Other Income	
5520 · Capital Campaign	240.00
5530 · Miscellaneous Income	3,800.00
5540 · Board Dues	15,000.00
5560 · Cash Over/Short	0.00
5570 · Off-Site Rental Property	69,265.20
Total Other Income	88,305.20
Other Expense	
8500 · Gain/Loss on Sale of Assets	0.00
8600 · Capital Expenditures	0.00
8700 · Off Site Facility Expenses	26,517.87
8800 · Bad Debt Write-Off Expense	3,600.00
8850 · Miscellaneous Expense	1,200.00
8900 · Depreciation Expense	394,860.00
8950 · Amortization Expense	0.00
8960 · Interest Expense	0.00
Total Other Expense	426,177.87
Net Other Income	-337,872.67
Net Income	-178,591.44

Boys and Girls Club of Albany
Profit & Loss Budget Performance
September 2025

Boys and Girls Club

	Sep 25	Budget	Jan - Sep 25	YTD Budget	Annual Budget	% of YTD Budget	% of Annual Budget
Ordinary Income/Expense							
Income							
4000 · Direct Business Contribution	450.00	4,250.00	280,451.54	216,850.00	324,600.00	129%	86%
4100 · Direct Individual Contribution	29,856.00	117,100.00	823,964.49	860,300.00	1,101,600.00	96%	75%
4200 · Foundation Grants & Giving	2,000.00	11,000.00	1,219,951.11	1,212,558.00	1,245,558.00	101%	98%
4300 · Government Grants	0.00	0.00	180,733.49	209,940.00	295,540.00	86%	61%
4400 · Indirect Public Support	110.00	1,250.00	12,144.25	12,300.00	16,500.00	99%	74%
4500 · In-Kind Donation	0.00	75.00	299,042.39	239,675.00	358,400.00	125%	83%
4600 · Investments	29,996.62	16,593.00	143,230.76	117,625.00	153,970.00	122%	93%
5000 · Athletic Program Income	20,876.00	31,895.00	399,444.55	371,167.00	488,657.00	108%	82%
5100 · Program RLC K-12 Income	7,020.75	4,875.00	190,812.27	149,987.00	161,037.00	127%	118%
5200 · Program Satellite Site Income	1,472.50	7,925.00	47,881.50	44,850.00	67,700.00	107%	71%
5300 · Sales to the Public	1,457.25	1,325.00	38,750.45	32,970.00	40,570.00	118%	96%
5400 · Dental Income	60,765.37	38,458.34	309,768.96	286,845.01	331,940.00	108%	93%
Total Income	154,004.49	234,746.34	3,946,175.76	3,755,067.01	4,586,072.00	105%	86%
Gross Profit	154,004.49	234,746.34	3,946,175.76	3,755,067.01	4,586,072.00	105%	86%
Expense							
6000 · Administration Compensation	36,416.85	34,016.63	312,156.41	321,149.67	423,199.56	97%	74%
6090 · Dental Compensation	7,140.00	9,887.90	70,889.00	73,277.10	97,702.80	97%	73%
6100 · Athletic Compensation	16,792.07	16,580.92	214,582.32	213,278.28	279,986.04	101%	77%
6200 · Satellite Program Compensation	9,271.30	35,809.72	148,967.53	240,293.49	347,722.65	62%	43%
6300 · Elementary Program Compensation	35,155.58	48,779.58	418,172.08	432,307.26	578,646.00	97%	72%
6400 · Teen Program Compensation	15,858.29	27,366.29	214,307.23	290,616.13	388,555.00	74%	55%
6500 · Fundraising Compensation	15,592.60	15,340.05	140,498.05	142,060.45	191,080.60	99%	74%
6600 · Operations Compensation	6,728.31	7,360.67	60,439.79	67,156.07	89,238.08	90%	68%
6700 · Payroll Taxes	11,947.50	16,543.65	131,670.46	141,197.22	191,005.17	93%	69%
6800 · Employee Benefits	20,252.59	18,843.88	174,519.96	179,784.28	236,649.24	97%	74%
6900 · Professional Services	16,782.75	8,879.00	97,605.83	88,978.21	105,261.21	110%	93%
7000 · Administrative Expenses	8,962.49	5,686.00	62,929.96	49,130.00	84,116.00	128%	75%
7100 · Insurance	16,057.98	14,972.07	55,350.70	76,540.87	94,113.94	72%	59%
7200 · Fundraising Expenses	8,338.56	6,354.54	131,812.81	99,340.90	158,800.00	133%	83%
7300 · Athletic Expenses	6,259.90	12,865.00	135,286.14	125,110.00	161,100.00	108%	84%
7400 · Program K-12 Expenses	9,488.52	23,371.96	177,076.78	187,157.88	249,111.26	95%	71%
7500 · Program Satellite Site Expenses	5,950.19	10,412.50	62,842.92	85,837.50	122,312.50	73%	51%
7600 · Operations Expenses	22,859.00	17,083.94	205,408.70	167,354.44	227,149.06	123%	90%
7700 · Professional Development	3,275.41	2,500.00	21,388.66	25,000.00	25,000.00	86%	86%
7900 · Travel	103.76	175.00	3,042.94	1,575.00	2,100.00	193%	145%
8000 · Sales to the Public Expenses	990.74	1,750.00	8,736.67	10,800.00	13,000.00	81%	67%
8100 · Dental Expenses	8,338.08	9,846.00	104,503.42	112,828.00	153,791.00	93%	68%
8200 · In-Kind Expenses	0.00	75.00	299,042.39	239,675.00	358,400.00	125%	83%
Total Expense	282,562.47	344,500.30	3,251,230.75	3,370,447.75	4,578,040.11	96%	71%
Net Ordinary Income	-128,557.98	-109,753.96	694,945.01	384,619.26	8,031.89	181%	8652%
Other Income/Expense							
Other Income							
5520 · Capital Campaign	40.00	20.00	200.00	180.00	240.00	111%	83%
5530 · Miscellaneous Income	683.90	0.00	4,297.89	3,900.00	3,900.00	110%	110%
5540 · Board Dues	0.00	0.00	15,000.00	12,000.00	12,000.00	125%	125%
5560 · Cash Over/Short	0.00	0.00	0.00	0.00	0.00	-	-
5570 · Off-Site Rental Property	38,385.50	5,255.00	66,497.34	47,295.00	63,060.00	141%	105%
Total Other Income	39,109.40	5,275.00	85,995.23	63,375.00	79,200.00	136%	109%
Other Expense							
8500 · Gain/Loss on Sale of Assets	0.00	0.00	-94.71	0.00	0.00	-	-
8600 · Capital Expenditures	0.00	0.00	5,190.83	0.00	0.00	-	-
8700 · Off Site Facility Expenses	1,561.08	1,735.70	23,645.85	15,171.30	25,284.59	156%	94%
8800 · Bad Debt Write-Off Expense	0.00	0.00	3,275.00	0.00	0.00	-	-
8850 · Miscellaneous Expense	-25.29	100.00	3,972.51	900.00	1,200.00	441%	331%
8900 · Depreciation Expense	32,905.39	32,905.39	296,148.51	296,148.51	394,864.68	100%	75%
Total Other Expense	34,441.18	34,741.09	332,137.99	312,219.81	421,349.27	106%	79%
Net Other Income	4,668.22	-29,466.09	-246,142.76	-248,844.81	-342,149.27	99%	72%
Net Income	-123,889.76	-139,220.05	448,802.25	135,774.45	-334,117.38	331%	-134%

Boys and Girls Club of Albany
Profit & Loss Budget Performance
October 2025

Boys and Girls Club

	Oct 25	Budget	Jan - Oct 25	YTD Budget	Annual Budget	% of YTD Budget	% of Annual Budget
Ordinary Income/Expense							
Income							
4000 · Direct Business Contribution	25,719.00	39,250.00	306,170.54	256,100.00	324,600.00	120%	94%
4100 · Direct Individual Contribution	11,052.45	8,600.00	835,016.94	868,900.00	1,101,600.00	96%	76%
4200 · Foundation Grants & Giving	28,000.00	11,000.00	1,247,951.11	1,223,558.00	1,245,558.00	102%	100%
4300 · Government Grants	26,968.67	30,930.00	223,737.78	240,870.00	295,540.00	93%	76%
4400 · Indirect Public Support	894.94	1,700.00	13,239.19	14,000.00	16,500.00	95%	80%
4500 · In-Kind Donation	0.00	75.00	299,042.39	239,750.00	358,400.00	125%	83%
4600 · Investments	-2,723.78	2,843.00	141,469.21	120,468.00	153,970.00	117%	92%
5000 · Athletic Program Income	64,855.50	60,025.00	464,370.05	431,192.00	488,657.00	108%	95%
5100 · Program RLC K-12 Income	1,979.00	2,450.00	192,791.27	152,437.00	161,037.00	126%	120%
5200 · Program Satellite Site Income	6,716.50	7,550.00	54,598.00	52,400.00	67,700.00	104%	81%
5300 · Sales to the Public	6,561.34	4,275.00	45,311.79	37,245.00	40,570.00	122%	112%
5400 · Dental Income	711.54	958.33	310,480.50	287,803.34	331,940.00	108%	94%
Total Income	170,735.16	169,656.33	4,134,178.77	3,924,723.34	4,586,072.00	105%	90%
Gross Profit	170,735.16	169,656.33	4,134,178.77	3,924,723.34	4,586,072.00	105%	90%
Expense							
6000 · Administration Compensation	30,873.36	34,016.63	343,029.77	355,166.30	423,199.56	97%	81%
6090 · Dental Compensation	7,560.00	7,268.90	78,449.00	80,546.00	97,702.80	97%	80%
6100 · Athletic Compensation	22,527.39	21,280.92	237,109.71	234,559.20	279,986.04	101%	85%
6200 · Satellite Program Compensation	21,522.70	35,809.72	172,222.53	276,103.21	347,722.65	62%	50%
6300 · Elementary Program Compensation	36,753.11	48,779.58	454,925.19	481,086.84	578,646.00	95%	79%
6400 · Teen Program Compensation	17,236.01	27,366.29	231,543.24	317,982.42	388,555.00	73%	60%
6500 · Fundraising Compensation	15,562.47	15,340.05	156,060.52	157,400.50	191,080.60	99%	82%
6600 · Operations Compensation	5,955.90	7,360.67	66,395.69	74,516.74	89,238.08	89%	74%
6700 · Payroll Taxes	13,137.43	16,543.65	144,954.43	157,740.87	191,005.17	92%	76%
6800 · Employee Benefits	18,608.73	18,843.88	194,344.39	198,628.16	236,649.24	98%	82%
6900 · Professional Services	6,457.25	6,961.00	105,014.08	95,939.21	105,261.21	109%	100%
7000 · Administrative Expenses	6,503.76	5,100.00	69,748.80	54,230.00	84,116.00	129%	83%
7100 · Insurance	13,654.74	1,300.50	69,005.44	77,841.37	94,113.94	89%	73%
7200 · Fundraising Expenses	5,260.90	4,229.55	137,348.31	103,570.45	158,800.00	133%	86%
7300 · Athletic Expenses	5,348.52	5,545.00	147,407.37	130,655.00	161,100.00	113%	92%
7400 · Program K-12 Expenses	17,766.69	22,359.46	196,476.14	209,517.34	249,111.26	94%	79%
7500 · Program Satellite Site Expenses	8,525.50	12,750.00	71,371.00	98,587.50	122,312.50	72%	58%
7600 · Operations Expenses	16,438.07	18,487.84	222,934.00	185,842.28	227,149.06	120%	98%
7700 · Professional Development	0.00	0.00	22,240.15	25,000.00	25,000.00	89%	89%
7900 · Travel	76.84	175.00	3,119.78	1,750.00	2,100.00	178%	149%
8000 · Sales to the Public Expenses	1,642.71	1,700.00	10,416.88	12,500.00	13,000.00	83%	80%
8100 · Dental Expenses	20,404.39	17,696.00	124,907.81	130,524.00	153,791.00	96%	81%
8200 · In-Kind Expenses	0.00	75.00	299,042.39	239,750.00	358,400.00	125%	83%
Total Expense	291,816.47	328,989.64	3,558,066.62	3,699,437.39	4,578,040.11	96%	78%
Net Ordinary Income	-121,081.31	-159,333.31	576,112.15	225,285.95	8,031.89	256%	7173%
Other Income/Expense							
Other Income							
5520 · Capital Campaign	0.00	20.00	200.00	200.00	240.00	100%	83%
5530 · Miscellaneous Income	999.00	0.00	5,399.29	3,900.00	3,900.00	138%	138%
5540 · Board Dues	0.00	0.00	15,000.00	12,000.00	12,000.00	125%	125%
5560 · Cash Over/Short	0.00	0.00	0.00	0.00	0.00	-	-
5570 · Off-Site Rental Property	1,885.50	5,255.00	68,382.84	52,550.00	63,060.00	130%	108%
Total Other Income	2,884.50	5,275.00	88,982.13	68,650.00	79,200.00	130%	112%
Other Expense							
8500 · Gain/Loss on Sale of Assets	3.40	0.00	-91.31	0.00	0.00	-	-
8600 · Capital Expenditures	0.00	0.00	5,190.83	0.00	0.00	-	-
8700 · Off Site Facility Expenses	6,504.64	6,716.89	30,150.49	21,888.19	25,284.59	138%	119%
8800 · Bad Debt Write-Off Expense	0.00	0.00	3,275.00	0.00	0.00	-	-
8850 · Miscellaneous Expense	0.00	100.00	3,972.51	1,000.00	1,200.00	397%	331%
8900 · Depreciation Expense	32,905.39	32,905.39	329,053.90	329,053.90	394,864.68	100%	83%
Total Other Expense	39,413.43	39,722.28	371,551.42	351,942.09	421,349.27	106%	88%
Net Other Income	-36,528.93	-34,447.28	-282,569.29	-283,292.09	-342,149.27	100%	83%
Net Income	-157,610.24	-193,780.59	293,542.86	-58,006.14	-334,117.38	-506%	-88%

Boys and Girls Club of Albany
Profit & Loss Budget Performance
November 2025

Boys and Girls Club

	Nov 25	Budget	Jan - Nov 25	YTD Budget	Annual Budget	% of YTD Budget	% of Annual Budget
Ordinary Income/Expense							
Income							
4000 · Direct Business Contribution	15,861.15	16,500.00	322,031.69	272,600.00	324,600.00	118%	99%
4100 · Direct Individual Contribution	13,654.01	20,600.00	847,420.95	889,500.00	1,101,600.00	95%	77%
4200 · Foundation Grants & Giving	2,550.00	11,000.00	1,250,501.11	1,234,558.00	1,245,558.00	101%	100%
4300 · Government Grants	0.00	31,240.00	223,737.78	272,110.00	295,540.00	82%	76%
4400 · Indirect Public Support	3,107.00	1,250.00	16,346.19	15,250.00	16,500.00	107%	99%
4500 · In-Kind Donation	0.00	75.00	299,042.39	239,825.00	358,400.00	125%	83%
4600 · Investments	17,869.70	8,272.00	161,293.39	128,740.00	153,970.00	125%	105%
5000 · Athletic Program Income	34,997.85	36,110.00	499,367.90	467,302.00	488,657.00	107%	102%
5100 · Program RLC K-12 Income	3,029.50	7,200.00	195,820.77	159,637.00	161,037.00	123%	122%
5200 · Program Satellite Site Income	6,649.00	8,150.00	61,247.00	60,550.00	67,700.00	101%	90%
5300 · Sales to the Public	2,939.61	2,550.00	48,251.40	39,795.00	40,570.00	121%	119%
5400 · Dental Income	1,336.00	1,958.33	311,816.50	289,761.67	331,940.00	108%	94%
Total Income	101,993.82	144,905.33	4,236,877.07	4,069,628.67	4,586,072.00	104%	92%
Gross Profit	101,993.82	144,905.33	4,236,877.07	4,069,628.67	4,586,072.00	104%	92%
Expense							
6000 · Administration Compensation	30,873.36	34,016.63	373,903.13	389,182.93	423,199.56	96%	88%
6090 · Dental Compensation	7,140.00	7,268.90	85,589.00	87,814.90	97,702.80	97%	88%
6100 · Athletic Compensation	24,399.77	22,055.92	260,722.88	256,615.12	279,986.04	102%	93%
6200 · Satellite Program Compensation	28,766.27	35,809.72	201,775.40	311,912.93	347,722.65	65%	58%
6300 · Elementary Program Compensation	42,615.43	48,779.58	497,540.62	529,866.42	578,646.00	94%	86%
6400 · Teen Program Compensation	17,564.15	27,366.29	249,107.39	345,348.71	388,555.00	72%	64%
6500 · Fundraising Compensation	17,759.27	15,340.05	173,819.79	172,740.55	191,080.60	101%	91%
6600 · Operations Compensation	7,161.32	7,360.67	73,557.01	81,877.41	89,238.08	90%	82%
6700 · Payroll Taxes	14,382.25	16,543.65	159,336.68	174,284.52	191,005.17	91%	83%
6800 · Employee Benefits	17,779.89	19,010.54	212,124.29	217,638.70	236,649.24	97%	90%
6900 · Professional Services	12,140.75	4,661.00	117,149.83	100,600.21	105,261.21	116%	111%
7000 · Administrative Expenses	3,813.39	19,886.00	74,457.36	74,116.00	84,116.00	100%	89%
7100 · Insurance	1,231.50	14,972.07	70,236.94	92,813.44	94,113.94	76%	75%
7200 · Fundraising Expenses	28,591.03	18,229.55	166,249.72	121,800.00	158,800.00	136%	105%
7300 · Athletic Expenses	8,095.19	17,195.00	155,694.56	147,850.00	161,100.00	105%	97%
7400 · Program K-12 Expenses	17,910.22	20,546.96	215,704.18	230,064.30	249,111.26	94%	87%
7500 · Program Satellite Site Expenses	6,883.56	11,362.50	78,254.56	109,950.00	122,312.50	71%	64%
7600 · Operations Expenses	12,511.08	19,020.34	238,802.34	204,862.62	227,149.06	117%	105%
7700 · Professional Development	0.00	0.00	22,330.15	25,000.00	25,000.00	89%	89%
7900 · Travel	0.00	175.00	3,173.49	1,925.00	2,100.00	165%	151%
8000 · Sales to the Public Expenses	87.92	100.00	10,504.80	12,600.00	13,000.00	83%	81%
8100 · Dental Expenses	8,796.71	9,846.00	133,704.52	140,370.00	153,791.00	95%	87%
8200 · In-Kind Expenses	0.00	75.00	299,042.39	239,825.00	358,400.00	125%	83%
Total Expense	308,503.06	369,621.37	3,872,781.03	4,069,058.76	4,578,040.11	95%	85%
Net Ordinary Income	-206,509.24	-224,716.04	364,096.04	569.91	8,031.89	63887%	4533%
Other Income/Expense							
Other Income							
5520 · Capital Campaign	20.00	20.00	220.00	220.00	240.00	100%	92%
5530 · Miscellaneous Income	257.50	0.00	5,656.79	3,900.00	3,900.00	145%	145%
5540 · Board Dues	0.00	0.00	15,000.00	12,000.00	12,000.00	125%	125%
5560 · Cash Over/Short	0.00	0.00	0.00	0.00	0.00	-	-
5570 · Off-Site Rental Property	6,120.50	5,255.00	74,503.34	57,805.00	63,060.00	129%	118%
Total Other Income	6,398.00	5,275.00	95,380.13	73,925.00	79,200.00	129%	120%
Other Expense							
8500 · Gain/Loss on Sale of Assets	0.00	0.00	-91.31	0.00	0.00	-	-
8600 · Capital Expenditures	0.00	0.00	5,190.83	0.00	0.00	-	-
8700 · Off Site Facility Expenses	1,659.61	1,660.70	31,810.10	23,548.89	25,284.59	135%	126%
8800 · Bad Debt Write-Off Expense	0.00	0.00	3,275.00	0.00	0.00	-	-
8850 · Miscellaneous Expense	0.00	100.00	3,972.51	1,100.00	1,200.00	361%	331%
8900 · Depreciation Expense	32,905.39	32,905.39	361,959.29	361,959.29	394,864.68	100%	92%
Total Other Expense	34,565.00	34,666.09	406,116.42	386,608.18	421,349.27	105%	96%
Net Other Income	-28,167.00	-29,391.09	-310,736.29	-312,683.18	-342,149.27	99%	91%
Net Income	-234,676.24	-254,107.13	53,359.75	-312,113.27	-334,117.38	-17%	-16%

Non-Discrimination Policy/Equal Employment Opportunity

The Club is an equal-opportunity employer. The Club is committed to the spirit and letter of all federal, state, and local laws and regulations pertaining to equal opportunity. To this end, the Club does not discriminate against any individual with regard to race, color, religion, sex, national origin, age, disability, veteran status or other protected status. This Policy extends to all terms, conditions, and privileges of employment, as well as the use of all of The Club's facilities. No form of unlawful discrimination, including unlawful harassment, will be tolerated.

It is the Club's policy to provide equal employment opportunities to all applicants and to provide equal employment opportunity and individual growth opportunities to all employees in accordance with all applicable federal and state laws. <http://www.oregon.gov/employ/Pages/Equal-Opportunity.aspx>

Board Member List
Borde, Gale
Condrea, Abel
Cordle, Mindy
Cutsforth, Tom
Draper, Bill
Grossman, Barb
Harpole, Connie
Harris, Matthew
Headrick, Lorri
King, Stephanie
Liles, Tracy
MacHugh, Bill
McKay, Carrie
Meeker, Arthur
Minnick, Tami
Pascone, John
Peaslee, Amanda
Perlenfein, Brian
Perlenfein, Steve
Price, Amy
Pyburn, Samantha
Reid, Tim
Rice, Lisa
Rubesh, Shawn
Scariano, Chris
Silbernagel, Pam
Stellmacher, Barb
Still, Andrea
Street, Patty
Vogt, Gordon
Walls, Evonne
Weaver, Andy



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333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

Young Roots Oregon

EXHIBIT A: APPLICATION

(Note: Prior to completing the application materials, please thoroughly review the RFA regarding applicant eligibility, eligible CDBG activities, and CDBG requirements. All construction projects must also provide the Exhibit A1 supplement.)

Applicant Information

Applicant (organization name): Young Roots Oregon

[Redacted area for Unique Entity Identifier number]

(Unique entity identifier number is required. Get one at sam.gov)

Organization Mission Statement: (Following blank page for additional space)

The mission of Young Roots Oregon (YRO) is to creatively empower young families to build healthy foundations. Our multi-generational vision is to give pregnant and parenting adolescents through age 24 and their children equitable opportunities for growth through a collaborative approach of resource partnership and innovative services.

Proposal Summary

Activity/Program Name: Rent Well Program

Activity Location: YRO Family Hub, 1620 9th Ave SE, Albany

Proposal Summary: *Provide a summary of the proposed activity and anticipated outcomes.*

The Rent Well program will benefit 20 youth-led households in Albany with Rent Well tenancy education courses, giving a "landlord guarantee" that reduces barriers of access to affordable housing and chronic homelessness for low-income youth and their children. Rent Well classes will consist of 13 hours of group cohort class sessions, along with two individual family financial coaching sessions. Classes and coaching will be supported with childcare and transportation support by instructor. Classes and coaching will be provided in both Spanish and English two times in the contract year.

ACTIVITY BUDGET FOR WHICH CDBG FUNDS ARE BEING REQUESTED:

CDBG Funding Request	\$ 23,376
Leveraged Funds/Resources	\$ 29,360
Total Activity Budget	\$ 52,736



CDBG Application Narrative

Provide the information requested below in this word document or in (**a separate document**) making sure the narrative corresponds to the numbers provided so the required information can be easily found to ensure a complete application. If the question does not apply to the proposed activity write N/A.

Activity Need and Consolidated Plan Priority (40 points)

1. Describe the community need or problem that will be addressed by the proposed activity. Provide statistics or evidence to document the need. (**5 points**)

The mission of Young Roots Oregon (YRO) is to creatively empower young families to build healthy foundations. Our multi-generational vision is to give pregnant and parenting adolescents through age 24 and their children equitable opportunities for growth through a collaborative approach of resource partnership and innovative services. As the only culturally specific organization in Linn and Benton Counties dedicated solely to adolescent parents, YRO provides a comprehensive, relationship-centered model that integrates parenting education, early childhood support, housing and financial stability services, peer mentoring, and barrier-reduction supports such as transportation and onsite childcare. Our mission is rooted in the belief that young parents possess tremendous potential, resilience, and capacity for growth when they are given access to equitable opportunities and environments designed with their developmental stage and cultural identities in mind. By building a peer-supported community and connecting families with cross-sector partners, from public health to housing to early learning, YRO strengthens the social fabric that adolescent families need to thrive.

Adolescent parents face some of the steepest disparities of any demographic group, shaped by intersecting inequities related to age, poverty, trauma exposure, lack of family support, racial and linguistic disparities, and limited childcare access. Teen parents are far less likely to complete high school (with teen mothers graduating at only a 50% rate in Linn County, for example), far more likely to experience homelessness or intimate partner violence and often lack stable access to basic social determinants of health such as safe housing, transportation, healthcare, and reliable childcare. Yet research consistently shows that when adolescent parents do receive stable access to these supports, particularly childcare, housing stability, and culturally responsive mentoring, the outcomes shift dramatically. Parents are able to complete their education, secure employment, build financial stability, and develop stronger, healthier relationships with their children. Children, in turn, experience improved developmental, social-emotional, and academic outcomes, breaking the cycle of multi-generational poverty. Young Roots Oregon's mission is to create these conditions of stability and opportunity, ensuring that young families are not defined by their disparities but empowered by the support they deserve.

Oregon Health Authority birth rating reports show an average of children born to youth ages 15-24 years old in Linn County since 2015 is nearly 30%, with an estimated 187 children born in 2024 to young mothers who are residents of Albany. The proposed project for the Community Development Block Grant will meet national objectives by providing low/mod area and clientele benefit, low/mod job creation and retention, and low/mod limited clientele job service benefit activities.

The YRO activities address the critically unique barriers for youth with children to have stable housing through poverty and homelessness prevention services and programs.



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2. a. Select the priorities in Albany's 2023-2027 Consolidated Plan that will be addressed by the activity.

- Support or increase the supply of affordable housing.
- Reduce or prevent homelessness.
- Increase availability of needed services for low- and moderate-income residents.
- Expand economic opportunities for low- and moderate-income residents.
- Strengthen and revitalize low- and moderate-income neighborhoods.

b. Explain how the activity will support efforts to reduce or prevent homelessness, support activities that improve housing stability, and/or increase the supply of affordable or supportive housing. **(15 points)**

Housing Stability Program

Financial & Housing Development Director, Jonathan Eick

Rent Well Tenancy Program: Youth learn their rights and responsibilities as a tenant, build a housing portfolio, and gain confidence in navigating the rental landscape. Topics include:

- o Understanding landlord expectations and tenant rights.
- o Communication and conflict resolution with landlords and community living.
- o Maintaining a safe and healthy living environment.
- o Preparing for and successfully completing a housing portfolio.

In 2024-2025, Young Roots Oregon helped nearly 20 families gain Rent Well certification, with 80% of graduates gaining permanent, independent housing. Rent Well is a 15-hour course, currently provided in-person in English or online in Spanish through YRO. Youth whose first language is Spanish are provided online portal access and course support from their YRO Mentors. All participating families are provided transportation and childcare support to the Family Hub located in Albany.

Rent Well graduates qualify for the "Landlord Guarantee" program that provides funding to landlords to protect their financial risk of giving an opportunity to youth who have no or bad credit and rental history. Lepman Properties is a property owner who partners with the "Landlord Guarantee" program and Young Roots Oregon. The Lepman Properties team has partnered with YRO in helping to reduce housing barriers to extremely low-income youth-led households in Albany.

To create a more equitable opportunity for Spanish speaking families to succeed with their housing goals, YRO will recruit a Housing Navigator who will gain certification as a Rent Well instructor and Stand by Me Financial Coach with the Oregon Cascades West Council of Governments to be able to help guide Spanish speaking families to greater housing stability. The funding of the Housing Stability program project will provide two Rent Well courses in English and Spanish through the grant period with the goal of graduating at least 20 youth-led households.



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3. Explain how the activity will address the identified need or problem and how your approach is an effective strategy to address the identified gap in needs and how your activity will add to or improve upon existing services. Include activity background, activity objectives, services to be provided by the activity, populations or areas to be served, and how CDBG funds will be used. (10 points)

Nearly 44 percent of youth ages 18 to 25 who experience homelessness are parents (National Network for Youth). This is no exception in Albany. Even with the amazing resources available through Jackson Street Youth Services, youth who are pregnant or have dependent children have unique housing needs with no available specialized housing options available in Albany. Family housing is offered through other shelter agencies but is not equipped to protect adolescent parents from older adults who are in chronic poverty, who have power and control tendencies over youth, causing more harm to vulnerable youth and their children. Young Roots Oregon is the only culturally specific agency for pregnant and parenting youth and their children in Albany; providing a multi-generational service approach that is critical to the provision of homelessness and housing security.

The YRO Parent Mentor program provides one-on-one family support to youth who are pregnant and parenting access resources to fulfill their basic needs so that they can build the life they want to have with less stress and equitable opportunities for growth. Young Roots helps to address housing barriers through education and navigation services to increase housing access and long-term stability outcomes. Young Roots has a vast variety of collaborative partnerships with agencies within Albany and throughout Linn and Benton counties to enhance the social support network of young families, increasing resiliency through knowledge and access.

Rent Well tenancy program is an educational course that teaches Oregonians about their rights and responsibilities as a tenant. Participants are guided in creating a housing portfolio to set themselves apart in the application process and given a "Landlord Guarantee" certificate to share with their application process to help reduce risk barriers for landlords and property management companies. Many youth who have insecure housing or are homeless face significant housing barriers like no credit, bad credit, no rental history or bad rental history.

Rent Well has been historically taught by CSC in the local area. In 2023, YRO invited a CSC Rent Well instructor to do a condensed workshop version relating to tenancy rights and responsibilities. After that class concluded, YRO invited CSC to do lead a complete version of Rent Well for young families, but they did not have the resources to collaborate. Being that the content of Rent Well and the benefits of the "LandLord Guarantee" was so valuable for young adults, Jonathan Eick became certified as a Rent Well Instructor to ensure that the resource of Rent Well was fully accessible to young families.

Jonathan does not speak Spanish, thus creating an inequity for Spanish speaking families to access the Rent Well resource. Spanish speaking mentors where able to work with Jonathan in helping to overcome those language barriers to access the on-line Rent Well instruction platform so that all families would be able to increase their knowledge and decrease their barriers to access long-term housing. Online platforms are helpful but are not as robust as an in-person cohort and being that 40% of YRO families' first language is Spanish, recruiting an instructor that is culturally and linguistically cohesive is so greatly important to increase successful outcomes for Spanish speaking families. Young Roots Oregon strives to create equitable opportunities for growth for all young families.



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4. Describe the ways in which your activity will have a long-term impact on the need or problem being addressed. For housing activities, indicate the time period the activity will remain affordable and how your organization plans to ensure the activity remains affordable for the specified time period. ([5 points](#))

Preventing homelessness for young families is related directly to their unique developmental stage being paired with their complicated needs as a parent with a child. Nearly half of all youth who are homeless being parents with a comparable statistic relating to women on welfare having a common variable of all having a child at a young age speaks to long term failure as a nation and community. The way to create long-term impact for youth-led families is targeting investment. YRO is a third-party agency in support of youth applications and implementation of the Foster Youth to Independence Housing Voucher (FYI) that assists youth who were in the foster care system during anytime in their childhood gain a more immediate housing voucher through Linn-Benton Housing Authority. Young Roots Oregon will continue to advocate for pregnant and parenting youth and their children to be seen as the valuable, resilient, and remarkable people that they are. YRO will continue to build funding to ensure that young families have equitable opportunities to grow and thrive, but the only true guarantee is those who hold the funding power to make the investment.



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5. Explain how you will promote equity, inclusion, and accessibility to the activity by all residents in need, including those for whom English is not the primary language. For faith-based organizations, explain how your agency will ensure CDBG funded activities are separate from explicitly religious activities such as worship, study of religious text, or evangelizing. **Include your agency's nondiscrimination policy for employees and clients as an attachment. (5 points)**

The core values of Young Roots Oregon are belonging, accessibility, equity and growth. Our values work in a rhythmic fashion, each incapable of being fulfilled without the other.

Belonging: To value BELONGING is to create a relational environment that fosters authentic connection and trust through acceptance and inclusion.

Accessibility: ACCESSIBILITY is described as a quality of being, quality of being easy to access, quality of being obtainable, quality of being suitable or adapted for use by people who need assistance. We advocate for social adaptation and create pathways of accessibility as we wait for systems to catch up.

Equity: EQUITY is the concept of preventative activism, advocating and allocating resources and services according to the unique needs of young families, to reduce barriers for young families so they can effectively participate in opportunities for life-long stability and health.

Growth: GROWTH can only happen when our basic needs are met. Basic needs of access to food, water, warmth, rest, and shelter. The basic need to be safe, being loved and have a sense of belonging. When those basic needs are met, then we can grow.

All our executive staff have lived experience of either having a child during our youth or were children of young parents. Our Mentor Program Director, Blanca Sanchez is a native Spanish speaker who immigrated from Mexico as a child. All communication is provided in both languages. The Young Roots environment is inclusive and safe, with no public access, providing secure sanctuary for all.



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Benefit to Low-and Moderate Income Residents and Areas (20 points)

6. Estimate the total number of beneficiaries to be served by the activity (typically number of people; but housing related activities measure number of households; and economic opportunities measure number of businesses supported and/or jobs created or retained). (10 points; more points for number of beneficiaries served considering the scope, complexity and cost to provide the activity)

individuals **or** households **or** businesses

7. Estimate the household income ranges of anticipated beneficiaries (10 points; more points for higher percentages of extremely low-income and low-income residents served)

15 % extremely low income (below 30% AMI) 5 % low income (30-50% AMI)

% moderate income (50-80% AMI) % presumed benefit*

*presumed benefit populations include survivors of domestic violence, children who have experienced abuse, elderly, people with severe disabilities, people who are experiencing homelessness, adults who are illiterate, people living with AIDS, and migrant farm workers.

Financial Feasibility (25 points)

Provide the activity budget describing total cost, cost per task, existing (secured) activity funds and unfunded costs. (DO NOT PROVIDE THE FULL AGENCY BUDGET HERE JUST THE ACTIVITY BUDGET.) Provide any and all source(s) of funding – using your own budget template or the one below. Make sure to include other Federal and State grants and loans with descriptions of the agency or funding source, grants, donations, etc.

PROPERTY ACQUISITION AND CONSTRUCTION RELATED PROJECTS, please also provide a detailed pro-forma and supplemental application packet.

Activity/Project Budget Summary (See 24 CFR 570 Subpart J)			
CDBG Funding Request for Activity	\$ 23,376.00		
Other Funding (Leverage)	\$ 29,360		
Estimated Total Activity Cost	\$ 52,736		
Total Beneficiaries: People, Households or Jobs	20 households		
Total Cost per Person or Household/ CDBG	\$ 3,296		
Total CDBG Cost per Person/Unit	\$ 1,461		
Describe Source of Other Funds:	Amount	Amount Secured	Amount Tentative
Federal:	0	0	0
State:	6,480	200	6,280
Local:	22,880	22,880	0
Donations/Private:	0	0	0
Grants:	0	0	0
Loans:	0	0	0



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Activity Budget Detail (Development Activities provide a detailed Pro Forma)			
Expense Description	CDBG Request	Other Funds	Total CDBG + Other Sources
Rent Well Program - Spanish Instrucdtor Personnel Costs	\$ 5,616	\$ 6,480	\$ 12,096
Rent Well Program - Childcare Personnel Costs	\$ 17,760	\$ 0	\$ 17,760
Rent Well Program- Transportation Costs		\$1,280	\$1,280
Space & Utility Costs (20% annual total)	0	\$21,600	\$21,600
Total	\$23,376	\$29,360	\$52,736

8. Explain the activity budget and assumptions used to determine the total activity cost and operating budget. If you are relying on other funding, please note if that funding is secure or pending and whether you will be able to move forward without unsecured leveraged funds. (5 points)

Rent Well Program class requested funding support for wage and benefit costs associated in support of each class provided twice per year, i.e. wages and benefits for each instructor's time related to training, coordination, preparation and reporting time.

Operational costs are provided by other funding sources described in the following outline:

State: \$6,480 - Tentative funds depend on the contract renewal with the Family Support and Connections Program, with the next contract year beginning on July 1, 2026.

Local: \$ 22,880 - Secured funds are provided by local foundation award to cover space and utility costs. Transportation costs provided by System of Care funding.



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9. Provide a brief description of the organization's financial stability as it pertains to the organization's financial capacity to successfully complete the activity, including funding sources. The City may request copies of the organization's financial audit or review for the last 2 years. ([5 points](#))

Young Roots Oregon is a grass-roots organization founded in Albany. YRO has grown from a fully volunteer-based organization in 2019 to having close to 20 full-time and part-time employees, serving over 100 youth-led households in Linn and Benton counties per year. This exponential growth has been an enormous learning curve for executive staff. The 2025 calendar year has been hard adjustment with decreased funding opportunities that have trickled down from federal changes for Oregon led organizations who once leaned on federal resources as main funding sources for housing and social services, has shifted into a higher competition for funds on a local level that have marginalized culturally specific organizations within funding competitions. YRO has remained creative in how to be a consistently stable resource for this vulnerable and high-needs population. CDBG funding will allow YRO to help prevent homelessness for Albany youth-led households by providing the valuable opportunity of Rent Well to help increase their housing knowledge, safety, and stability.

Audit - YRO has not had an audit completed due to not reaching one million dollars in annual revenue to date.

10. Demonstrate why CDBG funds are the best fit/source for this activity. ([5 points](#))

CDBG funds target low to moderate income households to increase housing stability and economic growth. This is the same goal of Young Roots Oregon in support of a very marginalized low-income population group in Albany, youth-led households. By supporting Rent Well courses, CDBG inspires housing stability, with youth obtaining a "Landlord Guarantee," homelessness can be prevented by reducing barriers of access to rentals that gives an opportunity for a youth with children to have a long-term stable home. The CDBG funds are a low-cost way to ensure an increase in housing equity for youth and children in Albany.



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11. How will CDBG funds be used to leverage other funding, resources, donations, volunteers, and/or partnerships? **(10 points)**

With the allowable use of the CDBG funds being narrow and the need of services being so very large when associated with the goal of homelessness prevention and intervention, the hope would be to build upon the Rent Well program in strengthening housing services provided to youth with children. To increase the awareness and understanding of the crisis young families face related to housing. To leverage this funding as a partnership opportunity to create a more equitable way forward in Albany for youth-led families to increase wellness and healthy development as a family with less housing stress that entraps young parents and their children into poverty that creates a negative multi-generation wake of disparity for our whole community.

12. Describe your organization's plan for funding the activity after the first year, if applicable.

Young Roots can subsidize project expenses after the contract year through the Health Related Social Needs (HRSN) benefits program through OHP-IHN. YRO is a partner provider to IHN in providing screening, Outreach and Engagement services, and Tenancy services to qualifying OHP members. The housing navigation support and Rent Well classes are a covered service under the HRSN program.



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13. Ability to Proceed with Reduced Award Statement: Provide a statement regarding your organization's ability to proceed with the activity (maybe at a reduced scale) without receiving CDBG assistance, or with an award less than your requested amount.

Funding can be supplemented for eligible families through HRSN billable services, along with braided funding through foundations.

Readiness to Proceed and Agency Capacity (25 points)

14. Provide a **DRAFT SCOPE OF WORK and schedule** that outlines details about the proposed activity including a schedule of the actions or tasks that will be taken to address the identified need and achieve anticipated performance measures and outcomes. You may use the table below or provide your own format on the following blank page.

Identify any other agencies or partners that will be used for this activity/project and define the roles and responsibilities of these partners. **(10 points)**

Task Description	Agency to Complete	Timeline (Months)
Rent Well instructor certification - Spanish	YRO	2 months
Rent Well - Spanish classes (2)	YRO	12 months



Young Roots Oregon

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(Additional Space for Draft Scope of Work and Schedule if needed)

Young Roots Oregon will be the responsible party for achieving all project goals. Community agencies will be notified of Rent Well classes for purpose of outreach to adolescent parents.



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15. Describe your readiness to proceed with the activity. For example, is land use approval needed and where are you in that process; are there issues that need to be resolved; is staff currently available to work on the activity; if the purchase of property is involved, is the property currently available for purchase; what level of environmental review is required, etc. **(5 points)**

Jonathan Eick is a certified Rent Well instructor and Stand By Me Financial Coach. Jon will supervise the onboarding and training of the Spanish instructor. Jonathan has taught four cohorts of Rent Well classes with over 15 households who have graduated.

The KidRoots Children's Program has trained and experienced childcare staff ready to support the project.

16. Describe the current organizational capacity to complete the activity within twelve months, including its experience and success implementing and managing similar activities, and use of federal or CDBG funds. **(5 points)**

As described prior in the application, the activities are not new experiences to Young Roots Oregon. YRO has outlined the financial capacity to implement and manage the proposed activities with successful experience for creating housing stability for young families. New staff will be directly supported by experienced supervisors who will be able to keep projects on track to complete within a twelve-month period.



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17. Staff Experience and Qualifications (**5 points**): Identify the names of staff or contractors that will work on the proposed activity, their role, experience they have in this role including experience managing activities subject to federal or state wage rates, their title, and the expected FTE on the activity. **Please attach resumes for key personnel anticipated to work on the proposed activity.**

Employee	Experience and Qualifications
<p>Name: Jonathan Eick Title: Financial&Housing Devel D FTE on This Activity: 0.10</p>	<p>Family Financial & Housing Development Director (0.5 FTE): Financial Education & Coaching Financial literacy classes IDA Case Management - IDA application, Asset-specific education requirements Housing education - Rent Well Community Partnerships/Committees - LCCC, LASAR HUD - Certified Counseling Agencies Housing Counseling</p> <p>Internal Operations Manager (0.5 FTE): Business & financial management, Payroll, HR, and Technical Assistance.</p>
<p>Name: Title: FTE on This Activity:</p>	
<p>Name: Title: FTE on This Activity:</p>	

Jonathan A. Eick**PROFESSIONAL EXPERIENCE****Young Roots Oregon****Albany, OR****July 2022 – Current**

Empowers adolescent parents to build strong, healthy family foundations through education, and navigation of community resources. This is a grass-roots organisation established in 2020. My role has evolved as we have expanded services. My current titles and duties are as follows,

Housing & Financial Development Program Director, January 2024 - Current

- **Housing Stability Program:** Teach skills to secure and maintain stable housing.
 - Certified Rent Well instructor.
- **Housing Navigating:** Assist with rental applications, lease agreements, and eviction prevention.
- **Short Term Transitional Housing Program:** Provide short term affordable housing opportunities for families in shared housing. Families receive 1:1 housing navigation support while engaging in wrap around services.
- **Individual Development Account (IDA):** Administrate vehicle purchasing IDA match savings program.
 - Certified community partner with CASA of Oregon.
- **Financial Coaching:** Work directly with clients to support their financial goals.
 - Trained Financial Coach through Stand By Me.

Internal Operations Manager, September 2025 - Current

- **Financial Management:** Oversee full-cycle bookkeeping, including AP/AR, payroll processing, tax compliance, and budget reporting. Manage banking relationships, business insurance, and specialized payment processing.
- **HR Administration:** Manage the full employee lifecycle, including onboarding, records management, benefits administration (HSA, HRA, Retirement), workers' compensation, and offboarding. Act as the primary point of contact for employee relations and policy inquiries.
- **IT Administration:** Manage software licenses, system integrations, and the development/maintenance of the client CRM database.

Greater Albany Public Schools**Albany, OR****Oct 2021 – Feb 2023*****Substitute Teacher***

Taught all subjects grades 6-12.

Willamette Community Management**Albany, OR****April 2020 - Oct. 2021*****Community Manager for Homeowner Associations***

Managed HOA financial and resource interests, coordinated on-site contract obligations, maintained client records, coordinated vendors, provided HOA board consultation.

Margin Coffee**Albany, OR****May 2018 - Feb. 2021*****Assistant Business Development & Operations Manager***

Developed business start up plan. Secured start up funding, managed employees, managed inventory, assured customer satisfaction, established store procedures, community relations, marketing campaigns and materials.

Accomplishments: Best New Business of the Year Award, 2019.

West Albany High School**Albany, OR****Aug 2012 – Sep 2018*****Structured Education Assistant***

Provided student academic and social support: student mediation, emotional coaching, classroom operations.

Accomplishments: Developed student support programs, developed and managed student store.

EDUCATION

George Fox University	Newberg, OR	Aug 2018 - Dec 2019
	• Bachelors of Art, Social & Behavioral Studies, 2019	
Oregon State University/LBCC:	Corvallis, OR	Sep 2013 - June 2018
Studies:		
	• Human Development & Family Studies	
	• Education	
Capernwray Bible School	Carnforth, UK	Sep 2010 - June 2011
Studies:		
	• Basic Bible and Theology	

Young Roots Oregon 2026 Budget

	Project Allowance	Indirect Allowance	Revenue Total
Revenue			
System of Care	\$17,000.00	\$3,000.00	\$20,000.00
OCF	\$17,000.00	\$3,000.00	\$20,000.00
GAPS Literacy	\$63,000.00	\$9,450.00	\$72,450.00
DST	\$135,710.50	\$14,249.60	\$149,960.10
Scharpf Family Foundation		\$200,000.00	\$200,000.00
FS&C	\$96,138.00	\$6,875.00	\$103,013.00
Community Donors	\$5,500.00		\$5,500.00
Total Revenue	\$334,348.50	\$236,574.60	\$570,923.10
	Itemized Revenue	Itemized Indirect	Estimated Need
General Expenses			
Space & Utilities	\$6,632.50		
Operating		\$29,699.60	\$92,000.00
Transportation	\$17,000.00		
Program Expenses			
Literacy Project	\$3,600.00		
<i>Mentoring Program</i>			
FS&C - Flex Funding	\$7,500.00		
FS&C - Parent Voices Council	\$1,675.00		
Outreach & Support			\$13,000.00
Housing Stability Program			
KidRoots Children's Program			\$4,000.00
Parenting Education			\$6,000.00
Nutrition Education - Materials	\$2,400.00		
Contractor	\$2,300.00		
Independent Transportation Program (ITP)	\$1,100.00		
ITP - Contractor	\$32,560.00		
Personnel Expenses			\$203,256.00
<i>KidRoots Personnel</i>			
KidRoots - Literacy Project	\$59,400.00		
KidRoots - ITP	\$72,317.00		
KidRoots - Nutrition Education	\$5,400.00		
<i>FS&C Personnel</i>			
FS&C - Mentors	\$86,766.00		
FS&C - Admin		\$6,875.00	
<i>HRSN Personnel</i>			
HRSN - Mentors			
HRSN - Admin			
ITP Director	\$23,298.00		
Nutrition Education - Coordinator/Delivery	\$6,900.00		
<i>Indirect Administrative Personnel</i>			
Operations Manager		\$36,692.00	
Executive Director		\$65,373.00	

Grant Manager		\$48,323.00	
Employee Benefits/Employer Tax		\$49,612.00	\$22,788.00
Total Expenses	\$328,848.50	\$236,574.60	\$341,044.00

Statement of Activity

Young Roots Oregon
October 2025

Distribution account	Total
Income	
Contributed income	
Contracts	5,180.00
Donations	507.06
Total for Contributed income	\$5,687.06
Services	2,699.54
Total for Income	\$8,386.60
Gross Profit	
Expenses	
Administration	
Advertising	155.58
Meals	125.80
Office Supplies	61.99
PayPal Fees	15.18
Software & Technology	382.33
Travel lodging/Accommodations	15.00
Total for Administration	\$755.88
Building Projects	
Childcare Build	26,692.40
Total for Building Projects	\$26,692.40
Contract & professional fees	
Accounting fees	580.03
Total for Contract & professional fees	\$580.03
Facility Expenses	
Rent	4,128.27
Supplies	642.98
Utilities	883.32
Total for Facility Expenses	\$5,654.57

Statement of Activity

Young Roots Oregon
October 2025

Distribution account	Total
FS&C/Mentoring	\$77.48
Diapering	230.94
FS&C Essential Needs	3,560.08
HRSN	1,989.22
Meeting Expense	62.96
Mentoring Family Needs	199.98
Parenting Advising Council	129.00
Program Meals	855.37
Total for FS&C/Mentoring	\$7,105.03

Statement of Activity

Young Roots Oregon
October 2025

Distribution account	Total
Housing Stability Program	100.00
KidsRoots	
Supplies	82.99
Total for KidsRoots	\$82.99
Outreach & Support	
Advertising	30.00
Event supplies/activities	237.51
Mentoring Meals	146.16
Total for Outreach & Support	\$413.67
ParentingRoots	
Advertising	35.00
Curriculum	175.00
Total for ParentingRoots	\$210.00
Payroll expenses	
Employee retirement plan	130.00
HRA	4,142.88
Taxes	3,377.27
Wages	42,908.39
Workers' compensation insurance	-488.00
Total for Payroll expenses	\$50,070.54
Santiam House (deleted)	
Supplies & Materials (deleted)	222.00
Utilities (deleted)	135.79
Total for Santiam House (deleted)	\$357.79
Transportation	\$355.00
Fueling	164.91
Total for Transportation	\$519.91
Total for Expenses	\$92,542.81

Statement of Activity

Young Roots Oregon
October 2025

Distribution account	Total
Net Operating Income	-\$84,156.21
Other Income	
Interest Earned	1.68
Total for Other Income	\$1.68
Net Other Income	\$1.68
Net Income	-\$84,154.53

Statement of Activity

Young Roots Oregon
November 2025

Distribution account	Total
Income	
Contributed income	
Contracts	57,853.97
Donations	812.58
Grants	5,000.00
Total for Contributed income	\$63,666.55
Services	2,619.54
Total for Income	\$66,286.09
Gross Profit	
Expenses	
Administration	
Advertising	579.54
Bank fees & service charges	3.55
Gift Card	50.00
License & Permit	50.00
Meals	33.35
Office Supplies	87.98
PayPal Fees	16.90
Software & Technology	1,460.87
Total for Administration	\$2,282.19
Building Projects	
Childcare Build	3,389.70
Total for Building Projects	\$3,389.70
Contract & professional fees	
Accounting fees	523.50
Total for Contract & professional fees	\$523.50
Facility Expenses	
Rent	4,128.27

Statement of Activity

Young Roots Oregon
November 2025

Distribution account	Total
Supplies	196.74
Utilities	744.94
Total for Facility Expenses	\$5,069.95
FS&C/Mentoring	
FS&C Essential Needs	1,636.28
HRSN	699.95
Mentoring Family Needs	610.25
Parenting Advising Council	100.00

Statement of Activity

Young Roots Oregon
November 2025

Distribution account	Total
Program Meals	463.07
Total for FS&C/Mentoring	\$3,509.55
Fundraising	576.28
Housing Stability Program	25.00
KidsRoots	
Supplies	135.62
Total for KidsRoots	\$135.62
Outreach & Support	
Advertising	17.00
Event supplies/activities	997.31
Mentoring Meals	61.26
Total for Outreach & Support	\$1,075.57
ParentingRoots	
Curriculum	175.00
Total for ParentingRoots	\$175.00
Payroll expenses	
Employee retirement plan	755.68
HRA	4,077.56
Payroll Fees	99.99
Taxes	3,338.71
Wages	42,296.29
Workers' compensation insurance	1,848.86
Total for Payroll expenses	\$52,417.09
Santiam House (deleted)	
Unities (deleted)	85.66
Total for Santiam House (deleted)	\$85.66
Total for Expenses	\$69,265.11
Net Operating Income	-\$2,979.02

Statement of Activity

Young Roots Oregon
November 2025

Distribution account	Total
Other Income	
Interest Earned	0.01
Total for Other Income	\$0.01
Net Other Income	\$0.01
Net Income	-\$2,979.01

Statement of Activity

Young Roots Oregon
December 2025

Distribution account	Total
Income	
Contributed income	
Contracts	46,991.08
Donations	217.53
Grants	28,253.96
Total for Contributed income	\$75,462.57
Services	2,619.54
Total for Income	\$78,082.11
Gross Profit	
Expenses	
Administration	\$0.00
Gift Card	5,047.12
License & Permit	125.00
Meals	217.80
Office Supplies	204.57
Operating	188.00
Organization Fees	285.00
PayPal Fees	6.96
Software & Technology	963.60
Training	1,250.00
Total for Administration	\$8,288.05
Facility Expenses	
Maintenance	268.51
Rent	4,128.27
Supplies	144.30
Utilities	749.46
Total for Facility Expenses	\$5,290.54
FS&C/Mentoring	

Statement of Activity

Young Roots Oregon
December 2025

Distribution account	Total
Diapering	134.97
FS&C Essential Needs	378.24
HRSN	1,354.26
Program Meals	159.90
Total for FS&C/Mentoring	\$2,027.37
Fundraising	-151.47
Indipendent Transportation Program	427.00

Statement of Activity

Young Roots Oregon
December 2025

Distribution account	Total
KidsRoots	\$126.00
Supplies	110.62
Total for KidsRoots	\$236.62
Outreach & Support	
Advertising	44.62
Event supplies/activities	2,496.20
Mentoring Meals	182.29
Total for Outreach & Support	\$2,723.11
Payroll expenses	
Employee retirement plan	390.09
HRA	4,164.22
Personal Vehicle Stipend	559.57
Taxes	2,488.85
Wages	32,042.04
Total for Payroll expenses	\$39,644.77
Transportation	
Fueling	65.01
Total for Transportation	\$65.01
Total for Expenses	\$58,551.00
Net Operating Income	\$19,531.11
Other Income	
Interest Earned	0.01
Total for Other Income	\$0.01
Net Other Income	\$0.01
Net Income	\$19,531.12

Statement of Activity

Young Roots Oregon

Young Roots Oregon

January-December, 2025

Distribution account	Total
Income	
Channel sales (deleted)	
PayPal sales (deleted)	729.57
Total for Channel sales (deleted)	\$729.57
Contributed income	
Contracts	573,694.51
Donations	5,587.00
Grants	334,866.33
Total for Contributed income	\$914,147.84
Services	\$31,514.48
Santiam Lease (deleted)	815.00
Total for Services	\$32,329.48
Uncategorized Income	225.00
Total for Income	\$947,431.89
Gross Profit	
Expenses	
Administration	\$4.98
Advertising	735.12
Bank fees & service charges	912.23
Gift Card	5,097.12
Liability insurance	6,775.00
License & Permit	175.00
Meals	3,377.83
Memberships & subscriptions	200.00
Office Supplies	1,883.17
Operating	1,646.17
Organization Fees	285.00
PayPal Fees	142.96
Software & Technology	10,464.04
Training	1,890.00

Travel lodging/Accommodations	1,541.44
Total for Administration	\$35,130.06
Building Projects	
Childcare Build	82,606.90
Kitchen	\$18,340.76
Remodel	460.82
Total for Kitchen	\$18,801.58
Total for Building Projects	\$101,408.48

Channel expenses (deleted)	
PayPal expense (deleted)	401.90
Total for Channel expenses (deleted)	\$401.90
Contract & professional fees	\$881.00
Accounting fees	2,622.25
Total for Contract & professional fees	\$3,503.25
Education Reengagement Program (deleted)	\$2,770.40
Direct Support & Assistance (deleted)	7,313.78
Supplies & Materials (deleted)	1,839.46
Total for Education Reengagement Program (deleted)	\$11,923.64
Facility Expenses	\$442.32
Maintenance	880.28
Rent	53,265.24
Supplies	6,623.47
Utilities	10,066.41
Total for Facility Expenses	\$71,277.72
FS&C/Mentoring	\$177.48
Diapering	1,528.06
ELC Coaching Tools	259.20
Financial Services	150.00
Food For Health	554.30
FS&C Essential Needs	32,324.28
HRSN	4,043.43
Meeting Expense	123.01
Mentoring Family Needs	810.23
Parenting Advising Council	1,831.70
Program Meals	10,827.31
Total for FS&C/Mentoring	\$52,629.00
Fundraising	424.81
Housing Stability Program	\$125.02
Admin & Supplies	272.91
Stability Payout (deleted)	19,679.72
Total for Housing Stability Program	\$20,077.65
Indipendent Transportation Program	427.00

Insurance	1,049.00
KidsRoots	\$121.00
Supplies	3,745.22
Training	120.00
Total for KidsRoots	\$3,986.22
Office expenses (deleted)	\$0.69
Merchant account fees (deleted)	4.98
Total for Office expenses (deleted)	\$5.67
Outreach & Support	\$1,505.00
Advertising	1,218.12
Event Meals	737.65
Event supplies/activities	8,086.00

Distribution account	Young Roots Oregon Total
Mentoring Incentive	120.00
Mentoring Meals	1,019.29
Outreach	473.39
Total for Outreach & Support	\$13,159.45
ParentingRoots	
Advertising	35.00
Curriculum	3,736.66
Program Retention Incentive	1,480.99
Supplies	163.36
Total for ParentingRoots	\$5,416.01
Payroll expenses	\$125.22
Employee retirement plan	1,405.77
HRA	63,892.47
Payroll Fees	99.99
Personal Vehicle Stipend	3,612.75
Taxes	53,407.03
Unemployment	1,180.85
Wages	554,577.44
Workers' compensation insurance	7,593.52
Total for Payroll expenses	\$685,895.04
Santiam House (deleted)	\$1,395.27
Rent (deleted)	18,900.00
Supplies & Materials (deleted)	1,747.81
Unities (deleted)	6,561.44
Total for Santiam House (deleted)	\$28,604.52
Transportation	\$740.20
Auto Insurance	2,129.00
Fueling	1,316.62
Total for Transportation	\$4,185.82
Travel (deleted)	\$6.00
Taxis or shared rides (deleted)	1.88
Total for Travel (deleted)	\$7.88
Uncategorized Expense	838.17
Total for Expenses	\$1,040,351.29

Net Operating Income	-\$92,919.40
Other Income	
Interest Earned	62.63
Total for Other Income	\$62.63
Net Other Income	\$62.63
Net Income	-\$92,856.77

Code of Ethics

Young Roots Oregon

Introduction

The mission of Young Roots Oregon is to creatively help young families to build healthy foundations. Our multi-generational vision is to give pregnant and parenting adolescents through age 24 and their children equitable opportunities for growth through a collaborative approach of resource partnership and innovative services. YRO is committed to providing a safe, nurturing environment that promotes open dialogue and the free expression of ideas without judgement, harassment, discrimination, or any other forms of hostile conduct.

Commitment to Diversity, Equity and Inclusion

- Young Roots Oregon (YRO) offers pregnant and parenting youth and their children equitable opportunities for growth through innovative services and resource partnership.
- YRO strives to cultivate a team that reflects and represents the diversity of young families, nurturing an inclusive environment.
- YRO is committed to individually and systemically being anti-racist; honoring ethnic, cultural, and linguistic uniquenesses.
- YRO is people affirming; honoring LGBTQ+, disabled, and neurodivergent individuals with the utmost dignity and respect.
- YRO makes every effort to empower and amplify underrepresented voices to create positive community solutions.
- YRO will only partner with individuals, organizations and foundations that uphold these inclusive values.

YRO provides equal opportunities and treatment for all participants regardless of the following:

- Ability and disability
- Bilingualism and multiculturalism/English language learners
- Body size and condition
- Social Customs and traditions
- Educational, disciplinary, or career status
- Ethnicity, race, national origin, or cultural identity
- Gender, gender identity, and gender expression
- Geographical background and location
- Indigenous or immigration status or identity
- Marital status, relational status (including singlehood), and family structure or identity
- Objective and subjective worldviews and standpoints
- Political ideologies and affiliations
- Religion/no religion, spirituality and affiliations, and faith

- Sexual orientation, identities, and expressions
- Socioeconomic status, residential status, social class, employment, and national service

Professional Responsibility

As professionals in any position, staff or volunteer within Young Roots Oregon (YRO), we are responsible for adding value to our community and contributing to the ethical success of this organization. We accept professional responsibility for our individual decisions and actions.

Expected Behavior

- YRO expects all staff, volunteers, and participants to abide by this Code of Conduct in all venues during all YRO meetings, events, official and unofficial social gatherings, as well as on social media.
- Exercise consideration in your speech, tone, and actions. Be respectful, welcoming, inclusive, and courteous.
- Be mindful of your surroundings and of all participants, volunteers and staff members present.
- Be on time for all scheduled meetings and events so that they can begin and end on time.

Unacceptable Behavior

- Intimidating, harassing, bullying, abusive, threatening, lewd, discriminatory, derogatory, demeaning, hateful speech or actions, or harmful criticism by any participant during any YRO event and in one-on-one communications carried out in the context of any YRO events.
Harassment specifically means to create an unpleasant or hostile situation or environment by uninvited and unwelcome verbal or physical conduct, especially in a repeated or persistent manner.
- Harmful or prejudicial verbal or written comments or visual images related to gender, gender identity, gender expression, sexual orientation, race, ethnicity, religion, disability, age, appearance, immigration or refugee status, or other personal characteristics as referenced in this policy.
- Posting defamatory, abusive, profane, threatening, offensive, or illegal materials, images, or statements.
- Deliberate intimidation, stalking, or following.
- Photographing or recording participants, including children, staff members or volunteers without their permission.
- Sexual or physical harassment and assault (including unwelcome touch).
- Real or implied threat of physical harm.
- Real or implied threat of professional or financial damage or harm.
- Posting commercial messages or fundraising appeals not previously approved.
- Use of alcohol, cannabis, or any other controlled substances while participating in any YRO sponsored event.
- Posting or threatening to post other people's personally identifiable information.
- Advocating for or encouraging any of the above behavior.

Alert YRO staff if you notice a dangerous situation, someone in distress, or violations of this policy.

Additional Considerations

- Harassment committed in a joking manner still constitutes unacceptable behavior. Sexist, heterosexist, racist, and other discriminatory or exclusionary jokes are offensive to others.
- Profane language and offensive jokes are not appropriate at YRO events.
- Retaliation for reporting harassment is a violation of the Code of Conduct.
- Reporting harassment in bad faith is a violation of the Code of Conduct.
- This Code of Conduct is not intended to limit the terms of open and respectful scientific inquiry or discussion.

Social Media and E-communications

Defamatory, abusive, profane, threatening, or offensive comments or posts are considered unacceptable and may result in expulsion from YRO programs.

Violence-Free Environment

It is YRO's policy to provide an environment that is safe and free from all threatening and intimidating conduct. YRO will not tolerate violence or threats of violence from any staff, volunteers, participants, guests, vendors, or any other parties involved in YRO business.

It will be a violation of the Code of Conduct for any individual to engage in any conduct, verbal or physical, which intimidates, endangers, or creates the perception of intent to harm persons or property. Examples include but are not limited to:

- Physical assaults or threats of violence, whether made in person or by other means (i.e.; In writing, by phone, text message, email, or via social media.)
- Self-harm, or verbal threats of self-harm.
- Verbal conduct that is intimidating and has the purpose or effect of threatening the health and safety of another person.
- No person (staff/volunteer/client/visitor) may possess, conceal, use or transfer any firearm (including any handgun) or any other weapon (including knives, clubs, or other articles or devices that are primarily used to inflict injury) within any Young Roots Oregon premises, event, or activity.
- Any other conduct or act which YRO believes represents an imminent or potential danger to the safety of another person.

Anyone with questions or complaints about workplace behaviors that fall under this policy may discuss them with the Executive Director. YRO will promptly and thoroughly investigate any reported occurrences or threats of violence. Violations of this policy will result in disciplinary action, up to and including immediate expulsion from YRO programs.

Where appropriate and/or necessary, YRO will also take whatever legal actions are available and necessary to stop the conduct and protect staff, volunteers, and participants.

Financial

All Young Roots Oregon (YRO) employees, volunteers, or board members who have access to or use YRO financial resources will maintain honesty and integrity to protect the best interest of YRO financial well being. All financial transactions must be documented, and reported to the YRO Treasure or Executive Director. YRO financial resources should not be used for personal use unless authorized by YRO Board or Executive Director.

Consequences of Unacceptable Behavior

The consequences for violations of this Code of Conduct will be determined by factors including the immediacy of the threat to staff, volunteers, and participants; the severity and frequency of the violation, and whether the individual has committed past violations.

Agreement to this Code of Conduct constitutes acknowledgement that violations of the rules presented here will result in disciplinary action, up to and including expulsion from all YRO programs.

Reporting Violations of the Code of Conduct

This Code of Conduct exists to ensure that all parties involved have a safe, positive experience with YRO. It is essential that violations of the Code are reported in a timely manner.

Reports may be made to the following individuals:

- a. Executive Director Andrea Bartell (she/her/hers) via email at andreab@youngrootsoregon.org
- b. Board President Stephanie Bunker (she/her/hers) via email at stephanieb@youngrootsoregon.org

In emergencies, please call 911.

All complaints will be treated seriously and responded to promptly. Complaints will be kept confidential to the every possible extent.

Written Reports

Any participant who is subjected to or witnesses violations of this Code is encouraged to submit a written report. Reports should include identification of the offender (or description); behaviors or actions by that person; circumstances around the incident; day, time, event name; and others present.

All written reports are kept confidential to the extent possible. These details are necessary to allow for proper follow-up. Without proper details, it may not be possible to follow up on the report. YRO will review all written reports and, if it deems it appropriate, the organization will conduct an investigation.

Grievances

A participant who believes they were falsely or unfairly accused of violating this Code of Conduct should immediately notify the Executive Director with a concise description of the grievance. All grievances will be handled in accordance with existing governing policies as adopted by the Board of Directors.

Contact information

Andrea Bartell, Executive Director

Young Roots Oregon

(541) 203-3656

andreasb@youngrootsoregon.org

Stephanie Bunker, Board President

Young Roots Oregon

stephanieb@youngrootsoregon.org

Organization Name:

Young Roots Oregon

Board of Directors

	First Name	Last Name	Board Position	Profession	City of Residence	Gender	Ethnicity/Race
1	Stephanie	Bunker	President	Child Counselor			
2	Jen	Goodman	Secretary	General Contractor			
3	Antonia	Huerta	Treasurer	Early Learning Hub, Preschool Promise representative			
4	Gail	Chamberlain	Board Member	Pastor			
5	Aileen	Tedrow	Board Member	Counselor			
6							
7							
8							
9							
10							



Community Development Block Grant Activities
2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)
 333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

EXHIBIT A: APPLICATION

(Note: Prior to completing the application materials, please thoroughly review the RFA regarding applicant eligibility, eligible CDBG activities, and CDBG requirements. All construction projects must also provide the Exhibit A1 supplement.)

Applicant Information

Applicant (organization name): Oregon Cascades West Council of Governments

Contact Person: Alicia Lucke Email: alucke@ocwcog.org

Mailing Address: 1400 Queen Avenue SE Albany, OR 97322

Phone #: 5419248440 Agency website: www.ocwcog.org

(Unique entity identifier number is required. Get one at sam.gov)

Organization Mission Statement: (Following blank page for additional space)

The Senior Companion Program's mission is meeting critical community needs while providing life-changing opportunities for seniors.

Proposal Summary

Activity/Program Name: Senior Companion Program

Activity Location: Albany, OR

Proposal Summary: *Provide a summary of the proposed activity and anticipated outcomes.*

OCWCOG's Senior Companion Program matches 200%FPL, low-income seniors ages 55+, with local City of Albany senior homebound residents. The Program provides assistance to those senior residents with struggle with ADLs (activities of daily living), such as grocery shopping, mail sorting, or running errands. As a result, Senior Companion clients can "age in place"; that is, independently in their own home, in lieu of more costly institutional care. Volunteers serve a minimum of five hours per week; the primary recipients are local seniors, ages 65+.

ACTIVITY BUDGET FOR WHICH CDBG FUNDS ARE BEING REQUESTED:

CDBG Funding Request	\$ 4300
Leveraged Funds/Resources	\$ 47080
Total Activity Budget	\$ 51380



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CDBG Application Narrative

Provide the information requested below in this word document or in (a **separate document**) making sure the narrative corresponds to the numbers provided so the required information can be easily found to ensure a complete application. If the question does not apply to the proposed activity write N/A.

Activity Need and Consolidated Plan Priority (40 points)

1. Describe the community need or problem that will be addressed by the proposed activity. Provide statistics or evidence to document the need. (5 points)

The OCWCOG Senior Companion Program- Albany project serves seniors 55+ that are at extremely-low to moderate-low income levels, as defined by HUD Income Limits. An estimated 80%+ of the volunteers and clients of this Program will meet the HUD income definitions; and, both volunteers and clients are further defined as "severely disabled adults" and/or "elderly persons".

The relationship of the elderly volunteer to the elderly client is mutually beneficial and satisfies the City's 2023 -2027 plan as the program stipend expands economic opportunity for the senior volunteer who in turn provides needed public services to both elderly and elderly persons with disabilities.

In the OCWCOG tri-county region, the population of adults between the ages of 60 and 74 years of age is predicted to increase from approximately 25,000 in 2000 to 45,000 in 2040. Services and supports for seniors that are not Medicaid eligible but in need of minor assistance with ADLs, that is, Activities of Daily Living as well as transportation are easily supplemented by the National Service of an AmeriCorps Seniors volunteer. The prevalence of disability in Linn County is 31.1% for residents aged 65 to 74 years, and 51.7% for residents over 75 years of age (Samaritan Albany General Hospital Community Health Needs Assessment 2023-2026)



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2. a. Select the priorities in Albany's 2023-2027 Consolidated Plan that will be addressed by the activity.

- Support or increase the supply of affordable housing.
- Reduce or prevent homelessness.
- Increase availability of needed services for low- and moderate-income residents.
- Expand economic opportunities for low- and moderate-income residents.
- Strengthen and revitalize low- and moderate-income neighborhoods.

b. Explain how the activity will support efforts to reduce or prevent homelessness, support activities that improve housing stability, and/or increase the supply of affordable or supportive housing. (15 points)

b. n/a (non-housing activity)



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3. Explain how the activity will address the identified need or problem and how your approach is an effective strategy to address the identified gap in needs and how your activity will add to or improve upon existing services. Include activity background, activity objectives, services to be provided by the activity, populations or areas to be served, and how CDBG funds will be used. (10 points)

Housed within the OCWCOG Community Services Program the Senior Companion Program is well-equipped to help fill Long Term Support Services (LTSS) gaps, in particular with those City of Albany residents who have extremely low (30% AMI) to moderate (80% AMI) income levels. A true "gaps" service, Senior Companions serve those LTSS clients who do not qualify for Rideline services; those who do not have the means to have private pay, or those that need one to two extra hours of extra help to age in place.

Five Senior Companion volunteers, residents of the City, will serve thirteen City of Albany elderly homebound neighbors in need of companionship and transportation. OCWCOG Senior Companion volunteers will receive specialized training in OCWCOG services by SDS staff, as well as instruction in self-care management, compassion fatigue, respite services, defensive driving, financial coaching, and cultural competency. Each volunteer must pass both the agency's Area Agency on Aging and federal background checks, which includes a FBI fingerprint screening. Each volunteer will serve 5+ hours per week with a qualitative Independent Living Survey conducted once the federal activity dosage is met. Funds will be used to support staff coordination, home visits, and mileage of volunteers serving Albany clients.



Community Development Block Grant Activities

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4. Describe the ways in which your activity will have a long-term impact on the need or problem being addressed. For housing activities, indicate the time period the activity will remain affordable and how your organization plans to ensure the activity remains affordable for the specified time period. (5 points)

AmeriCorps Seniors, the nation's leader in actively engaging older Americans, completed a longitudinal study which highlighted the impact of AmeriCorps Seniors Senior Companion Program on the social and health benefits of its active volunteers; this evidence-informed research can be found here: <https://ci.alamogordo.nm.us/DocumentCenter/View/9786/Return-on-Investment-PDF>.

In addition, the Program also administers a federal outcome survey to participants, typically once a year, on the Program's ability to help low income seniors age in place safely and helping local homebound residents feel more socially connected to their community.



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5. Explain how you will promote equity, inclusion, and accessibility to the activity by all residents in need, including those for whom English is not the primary language. For faith-based organizations, explain how your agency will ensure CDBG funded activities are separate from explicitly religious activities such as worship, study of religious text, or evangelizing. **Include your agency's nondiscrimination policy for employees and clients as an attachment.** (5 points)

Housed in the local Senior and Disability Services, OCWCOG is the region's expert on elder inclusiveness, elder care, elder justice, elder equitability and protection. Each Senior Companion referral "station" has both accessibility and prohibition of discrimination language in its partner MOUs. This Program purposefully seeks those older Albany residents on the fringe and connects them to supports in a costeffective, meaningful way.

In 2022, OCWCOG developed agency values for its 3-year Strategic Plan, which included the adoption of the value of DEI (soon to transition to Belonging), with the following agency-led objectives:

1. Identify and address historical gaps and barriers to accessing services
2. Meaningful engagement of under-represented communities
3. Enhance our workforce to reflect the diversity of our communities

The POC for this grant, Alicia Lucke, is fully bilingual English/Spanish and serves as on-site interpreter and translator, if requested. Alicia holds a B.A. in Spanish, a MA in International Development Administration. Prior to her time with OCWCOG, she served for seven years as a federal training linguist.



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Benefit to Low-and Moderate Income Residents and Areas (20 points)

6. Estimate the total number of beneficiaries to be served by the activity (typically number of people; but housing related activities measure number of households; and economic opportunities measure number of businesses supported and/or jobs created or retained). (10 points; more points for number of beneficiaries served considering the scope, complexity and cost to provide the activity)

18 individuals **or** households **or** businesses

7. Estimate the household income ranges of anticipated beneficiaries (10 points; more points for higher percentages of extremely low-income and low-income residents served)

60 % extremely low income (below 30% AMI) 40 % low income (30-50% AMI)

 % moderate income (50-80% AMI) 100 % presumed benefit*

*presumed benefit populations include survivors of domestic violence, children who have experienced abuse, elderly, people with severe disabilities, people who are experiencing homelessness, adults who are illiterate, people living with AIDS, and migrant farm workers.

Financial Feasibility (25 points)

Provide the activity budget describing total cost, cost per task, existing (secured) activity funds and unfunded costs. (DO NOT PROVIDE THE FULL AGENCY BUDGET HERE JUST THE ACTIVITY BUDGET.) Provide any and all source(s) of funding – using your own budget template or the one below. Make sure to include other Federal and State grants and loans with descriptions of the agency or funding source, grants, donations, etc.

PROPERTY ACQUISITION AND CONSTRUCTION RELATED PROJECTS, please also provide a detailed pro-forma and supplemental application packet.

Activity/Project Budget Summary (See 24 CFR 570 Subpart J)			
CDBG Funding Request for Activity	\$4300		
Other Funding (Leverage)	\$47080		
Estimated Total Activity Cost	\$51380		
Total Beneficiaries: People, Households or Jobs	18		
Total Cost per Person or Household/ CDBG	\$2854		
Total CDBG Cost per Person/Unit	\$239		
Describe Source of Other Funds:	Amount	Amount Secured	Amount Tentative
Federal:	47080	0	47080
State:			
Local:			
Donations/Private:			
Grants:	4300		4300
Loans:			



Community Development Block Grant Activities
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Activity Budget Detail (Development Activities provide a detailed Pro Forma)			
Expense Description	CDBG Request	Other Funds	Total CDBG + Other Sources
Personnel Salary/Fringe (.05 staffX2)	\$ 3000	\$22700	\$25700
Local travel, reim at fed rate		500	500
Albany volunteer federal stipend \$4/hr		20880	20880
Albany senior volunteer mileage .40/mi	1300	2000	3300
In-service Training/Meals		1000	1000
Total	\$4300	\$47080	\$51380

8. Explain the activity budget and assumptions used to determine the total activity cost and operating budget. If you are relying on other funding, please note if that funding is secure or pending and whether you will be able to move forward without unsecured leveraged funds. (5 points)

This project is ongoing and part of a three-year federal award; OCWCOG has federal mandated FTE and staff currently in place through 6/30/2027. Given current CR, we have marked funds tentative but given the award is in Year 3 of Year (ie Congressional mandated) it is likely to be funded July 1, 2026.



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9. Provide a brief description of the organization's financial stability as it pertains to the organization's financial capacity to successfully complete the activity, including funding sources. The City may request copies of the organization's financial audit or review for the last 2 years. (5 points)

This is the 9th application for CDBG funds to support the OCWCOG Senior Companion Program which is a federal program under the Corporation of National and Community Services. As such, OCWCOG is well versed on federal regulations in both pre and post award stages to include MOU development and evaluation, performance measures outputs and outcomes, volunteer mileage policies and financial management courses to include FFR preparation training.

10. Demonstrate why CDBG funds are the best fit/source for this activity. (5 points)

CDBG are a good fit for this activity as it is hyper local and, due to the federal nature of the award, highly monitored and audited for compliance. As such, the Program is already equipped and positioned to collect timely Client Forms, as well as track deliverables for its low-income senior volunteers.



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11. How will CDBG funds be used to leverage other funding, resources, donations, volunteers, and/or partnerships? (10 points)

While the federal grant covers the bulk of the staff time, indirects, volunteer stipends and insurance, the federal program requires a 10% from local communities to support its mission. In Linn County, the Program uses STF funds to primarily support east Linn County, and these funds support our Albany drivers.

12. Describe your organization's plan for funding the activity after the first year, if applicable.

We intend to renew our federal award July 1, 2027 when a new three-year NOFO opens, if available, as we see the program as a gaps service, which highly compliments senior services work at OCWCOG.



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13. **Ability to Proceed with Reduced Award Statement:** Provide a statement regarding your organization's ability to proceed with the activity (maybe at a reduced scale) without receiving CDBG assistance, or with an award less than your requested amount.

We could receive an award less than the amount, but would have to implement caps on our mileage for our volunteers.

Readiness to Proceed and Agency Capacity (25 points)

14. Provide a **DRAFT SCOPE OF WORK and schedule** that outlines details about the proposed activity including a schedule of the actions or tasks that will be taken to address the identified need and achieve anticipated performance measures and outcomes. You may use the table below or provide your own format on the following blank page.

Identify any other agencies or partners that will be used for this activity/project and define the roles and responsibilities of these partners. (10 points)

Task Description	Agency to Complete	Timeline (Months)
1. Screen, background check, onboard COA volunteers	Alicia Lucke OCWCOG	Ongoing
2. Coordinate Companionship/Transportation workplans to 13 homebound COA seniors 65+ via 5 community volunteers	Brittany Kosydar* OCWCOG	Ongoing
3. Review and prepare Timesheets/Mileage	Brittany K* OCWCOG	Monthly
4. Approve/certify volunteer hours/mileage-route to A/P	Alicia Lucke OCWCOG	Monthly
Taylor Thorn to be backup for BKosydar, if needed		



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15. Describe your readiness to proceed with the activity. For example, is land use approval needed and where are you in that process; are there issues that need to be resolved; is staff currently available to work on the activity; if the purchase of property is involved, is the property currently available for purchase; what level of environmental review is required, etc. (5 points)

OCWCOG is ready to proceed. This project is ongoing and part of a three-year federal award; OCWCOG has federal mandated FTE and staff currently in place through 6/30/2027.

16. Describe the current organizational capacity to complete the activity within twelve months, including its experience and success implementing and managing similar activities, and use of federal or CDBG funds. (5 points)

The OCWCOG serves as the region's Area Agency on Aging (AAA) -Type B Transfer organization, which means the majority of its 300+ staff directly administers Medicaid Long-Term Services and Supports (LTSS), the Supplemental Nutrition Assistance Program (SNAP), Oregon Health Plan (OHP), and various Older Americans Act (OAA) and Oregon Project Independence (OPI) initiatives under its own roof.

Senior Companions, who has been sponsored by the AAA since 2018, is also able to leverage its sister Programs also housed at OCWCOG, the Foster Grandparent Program (2015-present) and RSVP (2013-present) when recruiting and building the trust and name recognition among local senior volunteers. As such, OCWCOG 1. Inherently understands the specific, localized service gaps that trained, paraprofessional-like SCP volunteers can fill in our region, 2. Boasts a strong track record for recruiting AmeriCorps Seniors leaders to support its aging in place mission; and 3. Routinely augments and offers evidence-based training to our AmeriCorps Seniors staff and volunteers to ensure a constant refinement of skills and up-to-date, relevant and proven interventions.



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17. Staff Experience and Qualifications (5 points): Identify the names of staff or contractors that will work on the proposed activity, their role, experience they have in this role including experience managing activities subject to federal or state wage rates, their title, and the expected FTE on the activity. **Please attach resumes for key personnel anticipated to work on the proposed activity.**

Employee	Experience and Qualifications
Name: Alicia Lucke Title: Program Manager FTE on This Activity: .05	Ms. Lucke has over 13 years of volunteer management and training experience as the former Director of Cultural Health Initiatives at AZ American Heart Association and as a federal training linguist. She holds a Master's Degree in Development Administration with a focus on logic model design, planning and evaluation. She is fully bilingual English/Spanish. She is responsible for the day-to-day operations of the Program to ensure federal regulation compliance, forecasts recruitment strategies, prepares quarterly deliverables reports, certifies timesheets.
Name: Brittany Kosydar Title: Elig Specialist FTE on This Activity: .05	Ms. Kosydar leads the SCP project, volunteer recruitment and onboarding, client home visits, and matches. She also plans quarterly training and recognition events and reviews all SCP time sheets. Ms. Kosydar holds a B.A. from Minnesota State University, has worked for the Siletz Tribe as an outreach coordinator, and transferred internally to SCP after six years as a Medicaid Eligibility Specialist, making her our in-house team expert when SCP clients need to shift from volunteer help to a more thorough, Medicaid assistance program.
Name: Title: FTE on This Activity:	

Nondiscrimination Policy

OCWCOG'S Nondiscrimination Policy states, "Oregon Cascades West Council of Governments (OCWCOG) recognizes that the strength and growth of the Agency is in its people. It is our policy to provide equal employment opportunities to all qualified persons without regard to race, religion, color, sex, sexual orientation, gender identity, national origin, age, mental or physical disability, genetic information, military status, marital status, veteran's status, injured worker's status, or other protected status or activity in accordance with applicable law."

The Senior Companion Program Volunteer Handbook states, "Oregon Cascades West Council of Governments believes in equal opportunities. We will not discriminate on the basis of race, color, religion, national origin, sex, disability, sexual orientation, or veteran status. Reasonable accommodation will be made for individuals with mental, physical, and sensory disabilities."

ALICIA M. LUCKE

PROFESSIONAL SUMMARY: Bilingual project administrator with over sixteen years' experience managing federal, state and local grants and contracts. Demonstrated success in grant writing, program implementation, and evaluation, including federal regulation compliance. Strong public speaking, teaching and coaching skills; near-native fluency in Spanish. United States Government certified trainer in Adult Learning Strategies. Proficient in Microsoft Applications, federal e-grants systems.

PROFESSIONAL EXPERIENCE

Oregon Cascades West Council of Governments, Albany, Oregon

PROGRAM MANAGER, COMMUNITY SERVICES PROGRAMS (2021- present)

Responsible for the day-to-day supervision, oversight, and operations of Community Programs including: Older American's Act Services (OAA) Programs, Foster Grandparent Program, Senior Companion Program, Senior Health Insurance Benefits Assistance (SHIBA) Program, Retired and Senior Volunteer Program, Benton County Veteran Service Office, Stand By Me – Oregon, and other pilot programs. Interprets policy, implements procedures, and directs staff. Monitors and administers budget including overseeing grant writing and fundraising efforts. Coordinates and collaborates with the Senior and Disability Services' Department and with other health and social agencies. Served as project lead for the 2022-2023 Bias Response Feasibility Research Project with the City of Corvallis.

PROGRAM SUPERVISOR, AMERICORPS SENIORS PROGRAMS, 2014-2021 (*promoted*).

Planned, organized and implemented recruitment, screening, orientation, onboarding and placement of 400 senior volunteers in Linn, Benton and Lincoln Counties.

Developed and maintained a total of 56 cooperative working MOUs with a variety of community service organizations and agencies;

Acted as liaison between OCWCOG and federal contract. Assisted with interpretation of state and federal policies that translate into operational activities;

Made presentations and serves as lead program media contact for funders, radio and print interviews;

Maintained and effectively supervised two staff, three interns and seventy low-income stipend senior volunteers, including forecasting and monitoring of project managed hours, volunteer timesheets, PTO stipend accruals, volunteer insurance claims, training, performance evaluations and disciplinary appeals.

SPANISH TRAINING SPECIALIST II, General Dynamics Information Technology 2008-2013; A. Harold and Associates 2012-2013, Federal Law Enforcement Training Center, Glynco, GA.

- Conducted 8,200+ hours of Spanish vocabulary, grammar and culture training at the Interagency Language Roundtable (ILR) 1+ level;
- Advised and tutored approximately 700 adult learners in preparation for end-of-course Formal Presentations including special purpose vocabulary, slang, Latino cultural competency and awareness;
- Obtained favorable U.S. Government background security clearance for access to ADP systems;
- Designated Train-the-Trainer for new hire orientations with both contractors (General Dynamics and A. Harold and Associates); and
- Served as Curriculum Advisor for Spanish vocabulary and culture sections of the U.S. Government Department of Homeland Security's Language Academy (2011-2013).

CULTURAL HEALTH DIRECTOR, American Heart Association/Pacific Mountain Affiliate. Tempe, AZ. 2006-2008.

- Recruited, coordinated and managed the American Heart Association's Cultural Health Initiatives group comprised of minority community leaders in the Phoenix and Denver markets;
- Served as bilingual spokesperson for State of Arizona Health Department's Cardiovascular Group;
- Managed local matching grants to include American Heart Association/United Way partnership focused on elder health outreach;
- Created, implemented and monitored grassroots hypertension awareness programs within the Phoenix African-American, Latino and Somali populations; and
- Received the 2008 Power to End Stroke Phoenix Community Leader designation.

RESEARCH ASSISTANT, Western Michigan University's Department of Political Science, Kalamazoo, MI. 2004- 2006.

- Assisted in the research, planning and delivery of three undergraduate Political Science courses: PSCI 375 Latin American Politics, PSCI 344 Women in Developing Countries, and PSCI 200 American Government.

EDUCATION

UNIVERSITY OF NORTH FLORIDA, Jacksonville, FL. 3 Graduate Spanish Credits, December 2011. GPA: 4.0/4.0.

WESTERN MICHIGAN UNIVERSITY, Kalamazoo, MI.

M.D.A, Master of Development Administration, April 2006. Emphasis on project monitoring and evaluation; logic model design and qualitative methods. Graduate Research Fellow for the Department of Political Science, GPA: 3.82/4.0.

B.A., Double major Spanish, International and Comparative Politics and minor in Communications, April 2004. Graduated with Honors in Political Science, multiple language scholarships awarded for international study programs. GPA: 3.67/4.0.

STUDY ABROAD PROGRAMS:

UNIVERSIDAD AUTÓNOMA DE QUERÉTARO, México:

2003 UNIVERSIDAD DE BURGOS, Spain: 2001

PROFESSIONAL AFFILIATIONS

Club Member – Kiwanis Club of Lincoln City, 2017- 2021.

Executive Board Member, National Senior Corps Association, 2017-2023.

Data and Evaluation Workgroup – Early Learning Hub of Linn, Benton and Lincoln Counties, 2017-2022.

Executive Board Member – Seniors Serving Oregon Coalition, 2015- present.

Board Member: Centro de Ayuda, Newport, 2015-2016.

VOLUNTEER ROLES

Board Vice President – Philomath Community Services, 2016-2017, Governance Committee 2017-2018.

Brittany Kosydar

SKILLS

Excellent written & oral communication; Ability to work with minimal supervision; Attention to detail; Ability to multitask; Ability to work with diverse populations

EXPERIENCE

Oregon Cascades West Council of Governments - *Eligibility Specialist*

SEPTEMBER 2016 - PRESENT

- Determine initial eligibility for SNAP and Medicaid programs ensuring that documentation is current and within mandated time frames.
- Perform initial and yearly financial reviews of SNAP and Medicaid eligibility.
- Assess and make additional referrals to services unit or other agencies as needed.
- Maintain knowledge of SPD policies and Oregon Administrative Rules by reviewing policy transmittals and other updates.
- Perform daily role as assigned by a Task-Based Work Model within a Shared Caseload.

Starbucks - *Barista, Shift Supervisor*

APRIL 2015 - SEPTEMBER 2016

- Maintain a calm and professional demeanor in a fast-paced work environment.
- Provide in-the-moment coaching to baristas to ensure beverages are made to standard.
- Anticipate store needs when deploying baristas and adjust in the moment as needed due to unusual events or periods of high volume.
- Communicate with Store Manager and Assistant Store Manager regarding partner performance and morale.
- Barista Trainer: provide training to new hires regarding policies and procedures, beverage routine, and standards while coaching and encouraging development based on their individual skill level.

Confederated Tribes of Siletz Indians - *CARE Program Coordinator/Advocate*

NOVEMBER 2013 - DECEMBER 2014

- Provide culturally-specific advocacy services to victims of domestic violence, sexual assault, dating violence, and stalking.

- Supervise CARE Program Outreach & Education Specialist, providing appropriate evaluation and recommendations for professional development.
- Complete all monthly, quarterly and semi-annual progress reports to ensure compliance with all grants.
- Research and act upon grant opportunities to ensure program sustainability
- Provide administration of the CARE Program's annual budget.
- Develop and maintain positive relationships with community partners both locally and statewide.
- Collaborate with partner programs and agencies to increase quality and availability of services to clients.

Confederated Tribes of Siletz Indians - CARE Program Outreach & Education Specialist

AUGUST 2012 - FEBRUARY 2014

- Coordinate and conduct trainings for community members and staff, including health professionals, social services, administrative staff, and law enforcement.
- Plan and execute awareness-raising events throughout the year including Domestic Violence Awareness Month, Sexual Assault Awareness Month, Stalking Awareness Month, and Teen DAting Violence Awareness Month.
- Design brochures, flyers, and monthly newsletters to be distributed throughout the community to build awareness of the CARE program and provide community members with resources and information.
- Perform outreach at a variety of community events and activities.
- Update and maintain social media presence on Facebook and Instagram
- Solicit donations for program activities and fundraisers.

AmeriCorps VISTA - Volunteer Coordinator, Lincoln County School District HELP

AUGUST 2011 - AUGUST 2012

- Develop position descriptions for volunteer roles based on program needs
- Perform outreach at a variety of community events and activities to share knowledge of HELP program and recruit volunteers.
- Provide training to volunteers and coordinate volunteer schedules

EDUCATION & TRAINING

Ford Institute Leadership Development (Central Lincoln Cohort 3)

Minnesota State University, Mankato

Graduate Certificate, Teaching English to Speakers of Other Languages

JANUARY 2010 - MAY 2011

Minnesota State University, Mankato

Bachelor of Arts, Anthropology and Spanish

AUGUST 2005 - MAY 2009

Oregon Cascades West Council of Governments

Fiscal Year 2025-26

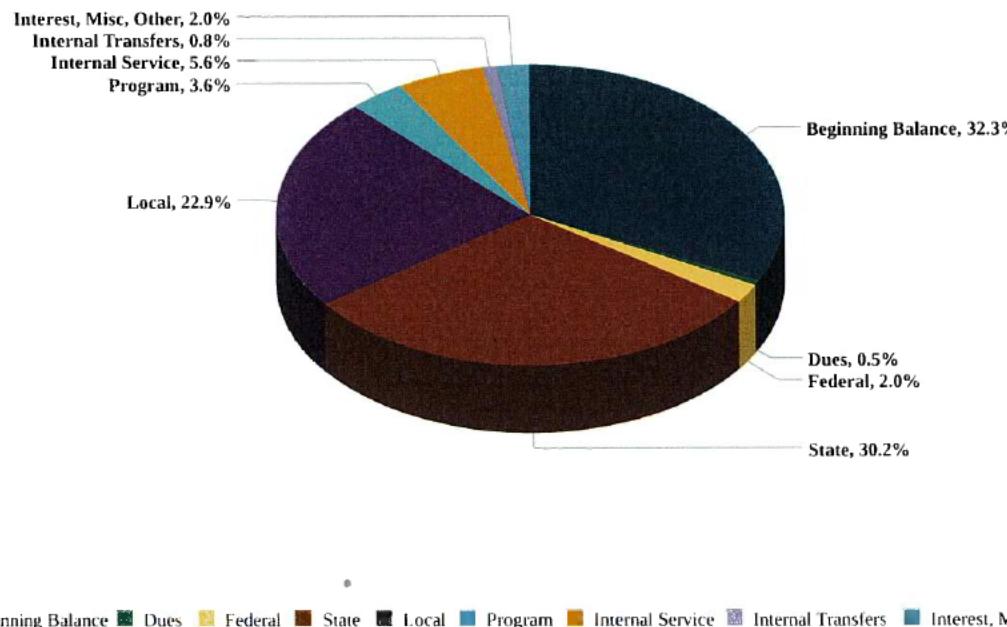


Adopted

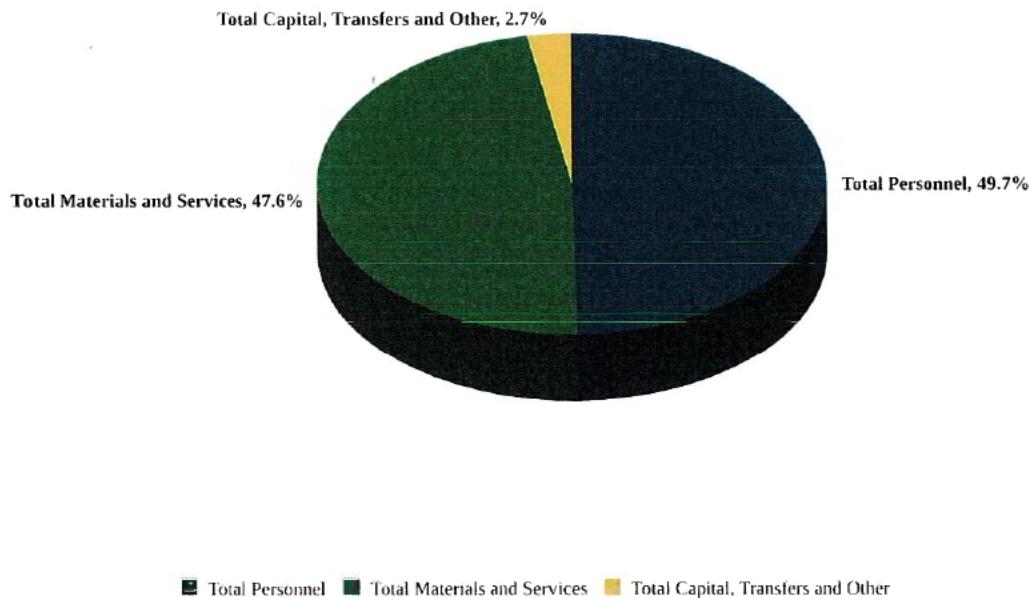
Budget

Oregon Cascades West Council of Governments
AGENCY CONSOLIDATED
Total Fund - Total Department

Revenue Chart FY 2025-26



Expense Chart FY 2025-26



Oregon Cascades West Council of Governments
AGENCY CONSOLIDATED
Total Fund - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS
FY 2025-26 BUDGET SUMMARY

Beginning Balance	24,833,642
Dues	391,816
Federal	1,562,710
State	23,229,240
Local	17,649,132
Program	2,742,765
Internal Service	4,337,791
Internal Transfers	648,900
Interest, Misc, Other	1,571,303
Total Revenues	76,971,637
51000 - Wages	17,794,921
52000 - Benefits	12,338,118
Total Personnel	30,133,039
61100 - Supplies	135,200
61200 - Supplies: Volunteer recognition	30,000
61250 - Supplies: Food MOW	15,000
61300 - Equipment (non-capitalized)	175,730
61400 - Furniture	12,700
62000 - Services	231,859
62100 - Professional Services	15,721,535
62110 - Legal services	51,450
62120 - Marketing services	35,113
62130 - Insurance services	152,200
62140 - Banking services	12,775
62150 - Grants to subrecipients	6,476,753
62210 - Printing/copying	109,138
62220 - Postage	45,096
62300 - Software	281,520
62400 - Telephone/internet	70,584
62500 - Memberships/Dues	78,200
62600 - Travel and training	118,708
62610 - Trainers	22,700
62621 - Employee mileage	146,400
62622 - Company automobile	6,000
62630 - Volunteer travel	42,000
62640 - Employee travel meals	2,500
62650 - Employee lodging	2,000



Oregon Cascades West Council of Governments
Agency
Consolidated Budget FY 2025-26

FY23 Actual Final	FY24 Actual Final	Description	FY25 Budget Adopted	FY26 Budget Adopted
17,116,144	23,073,020	Beginning Balance	21,542,484	24,833,642
332,470	348,929	Dues	393,763	396,154
3,961,560	4,232,458	Internal Service Fees	4,219,451	4,337,791
35,899,678	42,677,626	Contracts & Grants	52,000,939	45,183,847
1,093,851	1,462,525	Interest, Misc, Other Revenue	1,147,800	1,571,303
139,000	1,931,183	Internal Transfer Revenue	315,000	648,900
58,542,703	73,725,741	REVENUE	79,619,438	76,971,637
10,645,500	12,775,268	Wages	17,625,528	19,407,015
7,837,260	9,113,661	Benefits	11,048,805	13,469,543
18,482,760	21,888,929	Total Personal Services	28,674,333	32,906,557
16,928,579	20,682,938	Materials & Services	30,206,800	25,508,448
3,195,411	3,302,594	Internal Services Expenses	3,413,546	3,354,755
549,241	2,501,513	Capital Expenses	707,506	437,248
1,507,455	1,931,183	Transfers & Contingency	2,167,945	1,201,887
40,663,447	50,307,157	TOTAL EXPENSES	65,170,130	63,408,896
17,879,256	23,418,584	Unappropriated Ending Fund Balance	14,449,308	13,562,741

Oregon Cascades West Council of Governments

AGENCY CONSOLIDATED
Total Fund - Total Department

CASCADES WEST COUNCIL OF GOVERNMENTS
FY 2025-26 BUDGET SUMMARY

62700 - Facility and Utilities	131,792
62710 - Rent expense	884,583
62720 - Facility maintenance svcs	50,000
62721 - Janitorial Service	93,060
62731 - Electricity	50,000
62800 - Internal service charges expenditure	3,354,755
62900 - Miscellaneous Expenses	1,869
64000 - Client Assistance	47,000
64300 - Client Assist: Program wages	176,984
64400 - Client Assist: Support services	50,000
67000 - Resource Reserves	48,000
Total Materials and Services	28,863,203
70000 - Capital	25,000
74000 - Capital Improvements	235,000
77000 - Software (multi-year)	177,248
95000 - Contingency	552,987
98000 - Transfers Out	648,900
Total Capital, Transfers and Other	1,639,135
Total Expenses	60,635,378
Unappropriated Ending Fund Balance	16,336,259

Oregon Cascades West Council of Governments
Total Department
Consolidated Budget FY 2025-26



Fiscal Year	FY25			FY26			FY25			FY26		
	Actual	Budget	Total Fund	Final	Budget	Total Fund	General Administration	Budget	Community Services Programs	Budget	Community & Economic Development	Budget
	Total Fund	Adopted	Description		Adopted		Adopted		Adopted		Adopted	
23,073,020	31,542,484	40,000 - Beginning Balance		24,833,642	2,906,100		7,694,000	78,161	6,896,581	3,702,900	3,561,910	
	8,100	42,000 - Fees & Dues		4,338	-		257,998	-	115,160	-	4,338	
-1,748,401	365,763	42,000 - Dues		291,816	18,658		1,000,000	-	1,707,429	-	35,336	
-806,385	2,635,009	42,200 - Program revenue (including Fees)		2,742,765	-		-	-	-	-	120,000	
4,219,451	4,219,451	42,800 - Internal service charges revenue		4,337,791	4,217,791		-	-	-	-	-	
	231,562	43,000 - Intergovernmental		1,560,000	-		219,960	-	13,953,500	-	-	
5,463,115	13,186,486	43,100 - Contracts		14,150,600	-		65,000	12,000	470,394	283,676	-	
89,092	1,349,971	43,200 - FedDir		753,970	-		696,294	112,450	-	-	-	
126,558	115,838	43,300 - FedInd		808,740	-		20,934,779	118,039	2,767,422	1,370,160	-	
-199,168	30,508,330	43,400 - State		23,284,240	-		144,000	92,475	-	-	-	
436,207	3,963,355	43,500 - Local		1,704,035	97,400		-	-	-	-	-	
	110,417	44,100 - Rents		114,537	-		-	-	-	-	-	
90,515	740,000	46,100 - Interest Revenue		614,659	520,000		-	-	94,659	-	-	
105	100,000	46110 - Landing Program interest revenue		122,417	-		-	-	-	-	122,417	
100	-	46200 - Donations		300	-		-	300	-	-	-	
-7,508	170,500	46210 - Donations Received - Money		143,500	-		-	140,000	2,500	-	-	
	90,300	46240 - Donations Received - Private Grants		7,000	-		-	-	7,000	-	-	
10,769	45,000	46700 - Matching Contributions		600,976	38,553		613,577	5,171	22,770	-	965	
-2,155,679	-2,000	46800 - Misc. Revenue		2,491	-		2,491	-	-	-	-	
-3	-	46910 - Over/Short		-	-		-	-	-	-	-	
	315,000	48000 - Transfers In		648,900	-		-	-	157,900	-	50,000	
2,14,009	-	48221 - Transfer from fund 2021		-	-		-	-	-	-	-	
1,617,777	-	48281 - Transfer from fund 2081		-	-		-	-	-	-	-	
14,397	-	48238 - Transfer from fund 2038		-	-		-	-	-	-	-	
28,80,398	79,619,438	Revenues		76,371,637	9,472,839		31,568,235	1,119,350	26,677,658	4,130,615	4,002,900	
1,2,74,942	17,625,538	51,000 - Wages		17,794,921	3,314,238		11,691,401	4,263,25	2,265,974	96,484	-	
9,06,085	11,048,805	52,000 - Benefits		12,38,118	2,171,930		8,157,939	289,666	1,965,000	53,577	-	
21,837,027	28,674,333	Personnel		30,133,039	5,486,167		19,849,340	716,491	3,930,980	150,061		
93,449	136,523	61,100 - Supplies		135,200	50,500		67,900	1,1,310	15,500	150	-	
14,518	31,794	61,200 - Supplies: Volunteer recognition		30,000	-		12,000	18,000	-	-	-	
	-	61250 - Supplies Food MOW		15,000	-		-	15,000	-	-	-	
14,304	252,680	61300 - Equipment (non-capitalized)		175,730	93,000		-	64,000	7,500	11,230	-	
	-	61400 - Furniture		12,700	700		-	12,000	-	-	-	
	44,304	612100 - Services		231,359	5,283		-	206,123	3,176	17,172	-	
	5,000	62100 - Professional Services		15,721,535	396,854		-	1,728,611	16,000	13,558,000	23,410	
	21,097,715	62110 - Legal services		51,450	25,500		-	20,000	500	5,150	300	
49,273	90,760	62120 - Marketing services		35,113	6,500		-	8,800	11,613	7,200	1,000	
38,321	38,300	62130 - Insurance services		152,200	2,000		-	2,000	200	-	-	
111,495	137,850	62140 - Banking services		12,775	-		-	-	-	-	-	
12,699,875	16,600	62150 - Grants to subrecipients		6,475,753	-		-	-	-	-	-	
1,069,289	5,122,559	62210 - Printing, copying		42,500	49,389		-	5,111	11,500	6,476,753	638	
76,683	109,200	62220 - Postage		45,096	400		-	33,200	400	8,146	500	
34,592	28,500	62230 - Software		281,530	115,458		-	76,936	17,410	97,2	70,744	
30,1848	351,401	62240 - Travel		-	-		-	-	-	-	-	

Total Department
Consolidated Budget FY 2025-26

Fiscal Year	FY24			FY25			FY26			FY25			FY26		
	Actual	Total Fund	Final	Budget	Total Fund	Description	Budget	Total Fund	General Administration	Budget	Community Services Programs	Adopted	Community & Economic Development	Budget	Business Lending
95,987	126,663			62,400 - Telephone/internet	70,584		4,950		59,500			6,094		100	
6,579	79,000			62,500 - Memberships/Fees	78,200		12,400		61,200		850		3,750		
111,322	206,245			62,500 - Travel and training	118,708		38,400		38,000		11,300		29,308		1,540
40,243	67,700			62,610 - Transfers	22,700		22,500				200				
146,263	146,263			62,621 - Employee mileage	146,400		29,500		106,600		4,200		6,190		
1,328	15,544			62,622 - Company automobile	6,000		1,000		5,000						
9,269	-			62,623 - Other employee travel	-		-		-						
36,691	34,000			62,630 - Volunteer travel	42,000		-		17,000		25,000				
1,502	2,000			62,640 - Employee travel meals	2,500		1,500		-		1,000				
5,235	5,000			62,650 - Employee lodging	2,000		-		-		2,000				
54,696	74,000			62,700 - Facility and Utilities	131,792		115,000		6,403		1,270		8,859		260
76,555	925,673			62,710 - Rent expense	884,563		78,304		62,786		25,486		138,784		4,744
8,141	62,150			62,720 - Facility maintenance/serv	50,000		50,000		-		-				
49,061	71,100			62,721 - Janitorial Service	93,000		93,000		-		-		135,436		
25,341	45,000			62,731 - Electricity	50,000		50,000		-		-		1,859		
-303	-			62,772 - Water/sewer	-		-		2,572,322		91,360		55,627		
3,413,546	3,413,546			62,860 - Internal service charges expenditure	1,354,755		-		-		-				
0	5,200			62,900 - Miscellaneous Expenses	1,805		-		-		-				
0:000	2,000			64,010 - Client Assistance	47,000		-		45,000		2,000		-		
0:41,084	541,084			64,300 - Client Assist/Program wages	176,984		-		55,000		141,984		-		
9,431	405,000			64,410 - Client Assist/Support services	50,000		-		50,000		-				
60,500	-			67,000 - Resource Recovery	48,000		-		48,000		-				
19,778,017		33,820,346			Materials and Services			28,863,203	1,395,699	5,968,397	394,710	20,312,769	171,628		
73,829	406,000			70,000 - Capital	25,000		-		-		-		-		
134,367	60,000			71,000 - Equipment	-		-		-		-		-		
-	50,000			74,000 - Capital Improvements	235,000		275,000		-		-		-		
-	191,506			77,000 - Software (multi-year)	177,248		-		0		-		-		
-	1,832,595			95,000 - Contingency	562,987		407,000		-		145,397		-		
-	315,000			98,000 - Transfers Out	648,900		441,000		0		157,306		50,000		
200,205	2,875,451			Capital, Transfers and Other	1,639,135		1,285,248		0		303,887		50,000		
41,823,250	65,170,130			Total Expenses	60,635,378		8,167,114		25,817,737		1,111,201		25,167,836		371,689
-13,647,652	14,449,308			Unappropriated Ending Fund Balance	16,330,259		1,305,724		5,750,498		8,149		1,510,062		4,002,926



VISION

To promote a thriving region through service, connectivity, and innovation.

MISSION

We are a regional leader and partner providing inclusive services to meet individual and community needs.

**OREGON CASCADES WEST COUNCIL OF GOVERNMENTS
FINANCE COMMITTEE MEETING MINUTES**

September 18, 2025

Via In Person and Teams Video and Audio Conferencing

Finance
Committee -
Board
Roster FY26

Attendees: **CHAIR:** Commissioner Sherrie Sprenger, Linn County, Commissioner Pat Malone, Benton County; Mayor Alex Johnson II, City of Albany; and Councilor Rick Booth, Waldport.

Absent: Commissioner Claire Hall, Lincoln County; Mayor Charles Maughan, City of Corvallis, Jan Molnar-Fitzgerald, DSAC Chair; Mitzi Naucler SSAC Chair; and Jesse Oakley, TBAC Chair.

Staff: Executive Director Ryan Vogt; Agency Director Paul Egbert, Finance Director Marit Nelson; Chief Information Officer (CIO) Jason Sele; Senior and Disability Services (SDS) Director Randi Moore, Human Resources (HR) Senior Specialist Jesus Jara, Organizational Development and Training Specialist Vanessa Rusch, Executive Assistant Celina Franklin, and Executive Assistant Angelykah Light.

Welcome and Introductions

The Oregon Cascades West Council of Governments' (OCWCOG) Finance Committee meeting was called to order by Chair Sprenger on September 18, 2025, at 1:33 pm via Teams Video and Audio Conferencing, and in-person attendees. Formal introductions were provided by attendees.

Public Comment

No Public Comment.

Consent Calendar

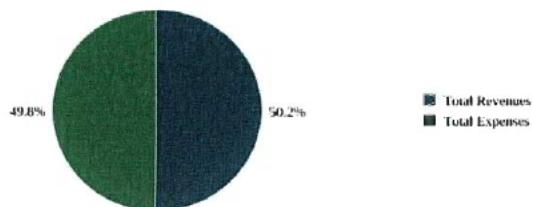
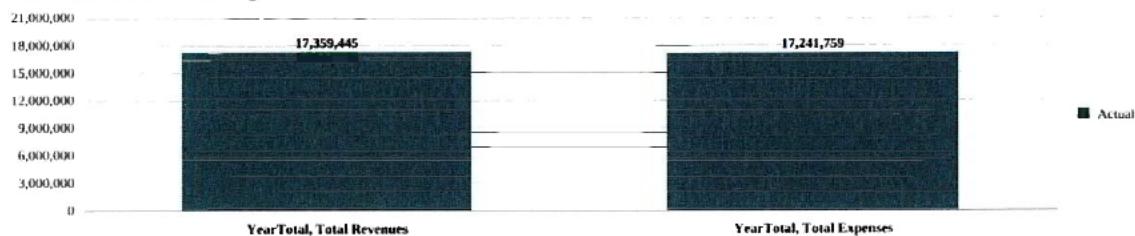
Commissioner Malone moved to approve the consent calendar items including the Meeting Minutes from July 17th, 2025. Mayor Johnson seconded the motion. Chair Sprenger, Commissioner Malone, Mayor Johnson, and Councilor Booth all voted in favor. With no objections, the consent calendar items were voted upon and approved.

Financial Reports

Finance Director Nelson provided an update on the Financial Report for the fiscal year end 2025 as well as through July 2025. The previous period will remain open to capture additional revenues yet to be received. Not every budget benchmark was met due to some revenues being either grant related or grant ideas that did not come into fruition. However, this kept



Quarterly Actuals v Annual Budget
Total Department
Total Fund
Generated: November 24, 2025 3:45PM

Year to Date Total Actuals**Year to Date Actuals to Total Budget**



Quarterly Actuals vs Annual Budget
 Total Department
 Total Fund
 Generated: November 04, 2025 1:45PM

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Adopted	Thru 10/31	FY Trend
	Q1	Jul	Aug	Sep	Q2	Oct	Nov	YearTotal	YearTotal	Balance	
Net Income/(Loss)	2,023.35	-195,075	-1,133,173	-495,187	2,141,122	-818,515	2,956,637	117,886	13,562,741	13,445,055	33%
Total Revenues	16,168,248	3,382,433	3,068,373	3,767,442	7,173,197	3,857,182	3,816,018	17,399,446	76,971,837	59,612,192	33%
Revenues	10,168,248	3,382,433	3,068,373	3,767,442	7,173,197	3,857,182	3,816,018	17,399,446	76,971,837	59,612,192	33%
40000 - Beginning Balance										25,000,000	24,833,642
Total 42000 - Fees & Dues	2,314,324	1,907,241	672,248	634,837	807,148	501,332	105,818	2,921,472	7,476,710		25,000,000
42100 - Dues	391,816	391,816						391,816	391,816	0	100%
42200 - Program revenue	844,999	256,519	313,023	275,456	248,136	142,321	105,816	1,093,135	2,742,765	1,649,630	40%
42400 - Internal service charges	1,077,510	350,908	359,223	359,381	359,012	359,012		1,436,522	4,337,761	2,901,269	33%
Total 43000 - Intergovernmental	7,518,822	2,228,796	2,285,845	3,003,880	6,142,973	2,672,746	3,470,228	13,661,495	42,326,541	28,685,050	32%
43200 - Intergovernmental										1,779,990	
43100 - Contracts	3,117,454	1,013,273	1,007,217	1,096,864	2,164,549	1,032,520	1,132,029	5,262,002	14,050,600	8,768,593	36%
43200 - FedDr	128,290			128,290				128,290	128,290	625,690	17%
43300 - FedDr									808,740	808,740	
43400 - State	3,691,956	1,141,083	1,113,804	1,437,269	3,619,856	1,312,379	2,307,477	7,311,812	23,229,240	15,917,426	31%
43500 - Local	500,000	74,441	164,973	341,466	355,566	327,047	30,721	955,400	1,704,635	764,635	55%
44100 - Rents	32,906	14,234	9,244	9,408	14,234	9,408	4,806	47,139	114,537	67,388	41%
Total 46000 - Interest & Misc & Donations	320,497	102,162	99,039	119,239	409,842	373,676	35,166	727,339	1,571,363	841,364	46%
45100 - Interest Revenue	213,094	74,191	73,887	64,917	59,452	59,452		272,546	614,656	342,113	44%
45110 - Lending Program interest	31,114	10,929	9,811	10,374	20,996	10,268	9,831	51,213	122,417	71,304	42%
46200 - Donations									300		
46510 - Unknown Received	40,747	12,266	14,641	13,640	329,291	303,566	25,335	370,036	143,500	-226,536	25%
46520 - Unknown Received	5,000			5,000					5,000	7,000	2,000
47000 - Matching Contributions	24,131			24,131					24,131	680,936	656,805
49200 - Misc Revenue	6,410	4,775	490	1,234					6,410	2,491	-3,916
Other Income										648,900	648,900
Total 48000 - Transfers In										648,900	648,900
48000 - Transfers In										648,900	648,900
Total Expenses	-12,209,684	-3,547,509	-4,199,546	-4,482,629	-6,032,075	-4,372,697	-459,378	-17,341,789	-45,096,895	-49,167,137	27%
Expense	12,167,333	3,545,134	4,158,809	4,485,590	6,026,206	4,369,292	655,916	17,183,341	61,794,761	44,611,328	28%
Personnel	6,216,475	1,895,073	2,141,117	2,259,278	2,033,566	2,033,543	3,022	8,329,040	32,306,557	24,577,511	25%
51000 - Wages	3,750,465	1,170,364	1,320,657	1,253,445	1,245,626	1,242,604	3,022	4,956,662	19,407,015	14,410,923	26%
53000 - Benefits	2,459,010	718,716	620,490	1,005,834	757,039	787,039		3,329,948	13,499,543	10,165,594	25%
Supplies & Services	5,797,341	1,638,326	2,005,933	2,163,092	2,975,991	2,322,801	653,191	8,773,332	28,541,219	19,767,897	31%
Total 61100 - Supplies	46,214	6,235	17,465	22,512	25,987	17,501	8,486	72,300	186,200	107,900	40%
61100 - Supplies	44,393	5,411	16,913	22,058	22,181	17,250	4,941	66,584	135,200	63,116	49%
61200 - Supplies, volunteer	1,765	793	552	423	3,813	324	3,489	5,581	30,600	24,419	19%
61250 - Supplies, Food/MW	52	30	-	20	83	27	56	135	15,600	14,565	1%
Total 61200 - Equipment, non-instructional	17,169	472	1,740	14,958	54,987	7,903	47,084	72,156	175,730	103,574	41%
61210 - Equipment, non-instructional	17,169	472	1,740	14,958	54,987	7,903	47,084	72,156	175,730	103,574	41%
61300 - Furniture	11,362	-	5,704	5,658	5,496	5,496		16,648	12,700	-4,148	133%
Total 62000 - Services	5,722,597	1,631,617	1,981,029	2,109,955	2,889,281	2,291,660	587,821	8,611,878	28,176,721	19,559,843	31%
62000 - Services									231,659	231,659	
62000 - Services	3,972,733	1,105,424	1,516,096	1,350,814	1,342,626	1,784,814	587,713	6,315,359	15,721,533	9,406,175	40%
62100 - Legal services	130	-	130	-	388	388	-	518	51,450	50,933	1%
62120 - Marketing services	9,041	3,922	3,489	1,630	17,123	2,050	15,073	26,164	35,113	8,049	75%
62130 - Insurance services	29,379	17,308	12,071	-	-	-		29,379	152,270	122,821	19%
62140 - Banking services	857	210	337	340	562	562		1,449	12,775	11,336	11%
62150 - Printing/copying	323,009	73,005	-	250,000	31,750	31,750		354,756	6,476,750	6,121,994	5%
62210 - Postage	25,543	10,166	6,804	8,451	4,850	4,431	147	30,123	109,136	79,015	70%
62220 - Postage	14,132	4,270	5,774	4,067	6,123	4,619	1,504	20,555	45,096	24,841	45%
62300 - Software	80,167	3,687	512	76,028	10,583	2,277	8,307	99,780	281,520	190,740	32%
62400 - Telephone/internet	11,883	2,322	4,894	4,667	-61	-61		11,823	70,554	58,761	17%
62500 - Memberships/Dues	5,248	2,676	1,922	650	59,554	58,654	900	64,012	76,200	13,388	83%
62600 - Travel and training	33,976	16,197	10,500	7,280	8,808	3,125	5,683	118,705	75,923	56%	184,436
62610 - Trainers	21,140	-	-	20,610	530	5,635	-	26,776	22,700	-4,078	80,334
62621 - Employee mileage	49,427	14,512	13,651	21,264	19,631	18,321	1,290	69,036	146,400	77,360	47%
62622 - Company automobile	542	-	-	503	100	50	50	642	6,000	5,358	11%
62623 - Other employee travel	1,495	0	326	1,170	238	-	238	1,733	-	1,733	5,199
62700 - Volunteer travel	12,147	3,325	4,471	4,320	4,661	4,151	511	16,896	42,000	25,192	40%
62850 - Employee lodging	721	331	176	314	-	-		721	2,500	1,779	29%
62700 - Facility & Utilities	31,287	11,956	9,308	10,022	7,965	7,965	-	39,252	131,792	92,540	30%
62710 - Rent expense	224,837	72,601	77,291	74,946	77,291	74,946	2,345	302,128	584,583	582,495	34%
62720 - Facility maintenance	3,126	773	879	1,474	1,531	232	1,299	4,657	50,000	45,343	9%
62731 - Janitorial Service	23,903	9,268	6,605	7,833	8,889	8,704	186	32,792	95,060	60,256	35%
62731 - Electricity	10,161	910	4,461	4,791	-	-		10,181	50,000	39,810	20%
62741 - Facility Permits	-	-	-	-	529	-	529	-	-529	-	1,587
62800 - Internal service charges, employee	837,284	278,631	279,148	279,305	278,906	278,906	-	1,116,220	3,354,755	2,238,535	33%
62900 - Miscellaneous Expenses	-	-	-	-	150	150	0	150	1,869	1,719	8%
Total 64000 - Client Assistance	36,308	11,729	8,559	15,020	16,651	15,949	702	51,953	272,984	222,026	19%
64000 - Client Assistance									47,000	47,000	
64000 - Client Assistance Program	12,620	3,818	2,620	5,922	5,820	5,610	210	18,440	176,994	155,541	10%
64400 - Client Assist. Support	22,888	7,911	5,679	9,097	10,832	10,330	492	33,519	50,000	16,481	67%
67000 - Resource Reserves	29,009	-	-	-	-	-	-	-	40,000	48,000	-
Total 69000 - Capital	29,009	-	-	-	-	-	-	-	29,209	25,000	4,209
Other Expenses	63,356	2,375	4,037	6,038	6,968	3,405	2,483	68,218	1,614,135	1,556,917	4%
71000 - Equipment	17,691	-2,201	19,952	-	-	-	17,691	-	-17,691	-	19,000
74000 - Capital Improvements	-	-	-	-	-	-	-	-	335,000	335,000	200,000
77000 - Software (multi-year)	34,656	4,666	23,955	6,036	5,988	3,405	2,463	40,527	177,248	136,721	23%
Debt Transfers & Contingency	-	-	-	-	-	-	-	-	1,201,887	1,201,887	-
95000 - Contingency	-	-	-	-	-	-	-	-	552,987	552,987	-
Total 98000 - Transfers Out	-	-	-	-	-	-	-	-	648,900	648,900	-
98000 - Transfers Out	-	-	-	-	-	-	-	-	648,900	648,900	648,900

Our current outstanding Accounts Receivable is ~\$3,298,000. 60% of that balance is made up of our largest Medicaid contracts with the State and IHN and are under 60 days old. We are following up on a handful of unpaid dues invoices this week.

COLAs, accrual adjustments, and one-time payments went into effect during the month of November as per the ratified labor contract. Additionally, new health insurance rates were implemented in October. We will see gradual increases in our personal services lines throughout the remainder of the fiscal year. There are currently seven open positions being recruited and we have onboarded six employees in the month of November. Four new employee orientations are already scheduled for the month of December.

Fiscal Year end projection is currently trending for both revenue and expenditures to come in under budget. Reports with FYE forecasts are being sent to Program Directors to revisit what was anticipated when building the budget and predict if the projects will come to fruition before the end of June. We will continue to meet and pivot as necessary to monitor the budget and the planned projects.

I anticipate some budget adjustments and updates in the next few months. We will discuss in January if a supplemental budget is needed to finish out the Fiscal Year.

If there are any questions or concerns, please let me know.



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DATE: December 4, 2025

TO: OCWCOG Finance Committee

FROM: Marit Nelson, Finance Director

RE: OCWCOG Financial Update

Please find below the financial snapshot year-to-date (October) FY 2026.

	FY 2026 Budget	10/31/2025
Dues	391,816	391,816
State Contracts	23,229,240	7,311,812
Donations	150,800	375,038
Intergovernmental Contracts	42,326,545	6,349,682
Total Revenues	\$ 76,971,637	\$ 17,359,445
Total Payroll Expenses	\$ 32,906,557	\$ 8,329,040
Professional Services	15,721,535	6,315,359
Internal Service Charges	3,354,755	1,116,220
Maintenance & Utilities	181,792	77,230
Supplies (Meetings, Office, etc.)	180,200	72,300
Travel/Training	340,308	160,698
Total Expenses	\$ 63,408,896	\$ 17,241,759

We have closed our financials through October 2025 which is 33% of the fiscal year. We are currently at 23% for revenue, without beginning balance entries. And have reached 27% for expenses.

With our Title XIX contracts being finalized in October, we received several months of back billing in the first few weeks of November. This is a typical trend for the beginning of a biennium but with the added stress of the Federal shutdown, it was very nice to see those payments hit the bank. We anticipate consistent monthly deposits through the end of the fiscal year.

Albany Office & Administration
1400 Queen Avenue, Suite 201
Albany, OR 97322

Phone 541.967.8630

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1121 NW 9th Street
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Toledo Office
203 North Main Street
Toledo, OR 97391

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professional services low resulting in positive outcome. Preparations are being made for the Audit set to begin mid-October. For the Month of July, Dues invoices are being paid, and State contracts are being negotiated and renewed that will allow for revenue. The August period will soon be finished and very quickly coming up to quarter end close for September. There is no concern of expenditures outpacing revenues; Trends appear normal.

Commissioner Malone and Finance Director Nelson discussed how many budget cycles she has experienced at OCWCOG.

Other Business

No other business was discussed.

Adjournment

Chair Sprenger adjourned the OCWCOG Finance Committee meeting at 1:41pm.

Meeting minutes were taken by Angelykah Light.

Nondiscrimination Policy

OCWCOG'S Nondiscrimination Policy states, "Oregon Cascades West Council of Governments (OCWCOG) recognizes that the strength and growth of the Agency is in its people. It is our policy to provide equal employment opportunities to all qualified persons without regard to race, religion, color, sex, sexual orientation, gender identity, national origin, age, mental or physical disability, genetic information, military status, marital status, veteran's status, injured worker's status, or other protected status or activity in accordance with applicable law."

The Senior Companion Program Volunteer Handbook states, "Oregon Cascades West Council of Governments believes in equal opportunities. We will not discriminate on the basis of race, color, religion, national origin, sex, disability, sexual orientation, or veteran status. Reasonable accommodation will be made for individuals with mental, physical, and sensory disabilities."

Counties:

Benton: Commissioner Pat Malone

Linn: Commissioner Sherrie Sprenger

Lincoln: Commissioner Claire Hall

Cities:

Adair Village: No Rep

Albany: Mayor Alex Johnson II

Brownsville: No Rep

Corvallis: Mayor Charles Maughan

Depoe Bay: Councilor Debbie Poland

Halsey: Councilor Jeremy Romer

Harrisburg: Councilor Mike Caughey

Lebanon: No Rep

Lincoln City: Councilor Kevin Hohnbaum

Millersburg: Mayor Scott Cowan

Monroe: Councilor Jeanni Cuthbertson

Newport: Mayor Jan Kaplin

Philomath: Mayor Chirstopher McMorran

Siletz: No Rep

Sodaville: Councilor Joseph Parsons

Sweet Home: Councilor Joshua Thorstad

Tangent: Mayor Loel Trulove

Toledo: Mayor Rod Cross

Waldport: Councilor Rick Booth

Yachats: No Rep

Other:

Confereated Tribe of Siletz Indians: Member Bonnie Peterson

Port of Newport: Commissioner Gil Sylvia