

# COMMUNITIES Unlimited

## Board Meeting

Friday, May 23, 2025

9:30 a.m. to 4:00 p.m. Central Time

Via Zoom

### 9:30 a.m.

Join the CU All Hands Conference Call with Staff

Join Zoom Meeting

<https://communitiesu-org.zoom.us/j/84139921365?pwd=KYKaxabupMAiJ58AfoTnaD1b9bGex6.1&from=addon>

Meeting ID: 841 3992 1365

Passcode: 764045

### 10:00 a.m. Break

### 10:15 a.m. Call to Order

Zoom Meeting

<https://us02web.zoom.us/j/7327567670?pwd=NHFUR0I0NGJEMEN0ZmlqSXBZMytBZz09&from=addon>

Meeting ID: 732 756 7670

Passcode: 2014

Approval of Minutes from Meeting on

- February 21, 2025
- April 16, 2025

Review of Revenue Generating Strategies by Program Area

- Entrepreneurship – Cynthia Terry
- Community Sustainability – Russ Garner
- Community Infrastructure – Karen Conrad
- Housing – Audra Butler
- Broadband – Catherine Krantz
- Expense Reduction – Melody Timinsky

*Strategic Discussion:* Providing guidance on working in urban communities and/or communities outside of our seven-state footprint.

Welcome and Introduction by Justin Maxson

Approval of Revised Bylaws

Lending Report – *Michael Rivera, Director of Lending*

Financial Report:

- Year to Date March 31, 2025 – *Kim Griffey, CFO*
- What we think we know about FY2026

*Process Discussion:* Strategic Planning process in times of uncertainty

Review of Current Operations Plan

Policy Monitoring by CEO

- General Limitations
- Consumer Treatment
- Staff Treatment

Monitoring of Policies by Board

- Board Members' Code of Conduct
- Unity of Control
- Global Governance Commitment
- Governing Style
- Board Job Description
- Board Committee Principles

CEO Updates:

- New philanthropic commitments since last board meeting
- Update on Legal Complaint by SIXELA
- Update on EEOC Complaint
- Update on status of federal funds secured for FY25

Executive Session – New Board Member Discussion and Election

**Confirming 2025 Board Meetings:**

September 5, 2025 – Fayetteville, AR

November 5, 2025 – Site Visit Humphreys County, Mississippi



## **Board Minutes**

Friday, February 21, 2025

9:30 a.m. to 4:00 p.m. Central Time

Via Zoom

9:30 a.m. The board joined the CU All Hands Conference Call with Staff

10:15 a.m. **Call to Order**

**Board Members Present:** Debby Warren, Billy Hix, Deb Markley, Dominique Gomez, Max Sprinkle, Salomon Torres, Donna Kay Yeargan. Board candidate, Justin Maxson, joined the meeting to introduce himself and meet the board.

**Staff Present:** Michael Rivera, Melody Timinsky, Kim Griffey and Ines Polonius

**Approval of Minutes** from Meeting on

- November 13, 2024
- Call January 28, 2025

Deb Markley moved to approve the two sets of minutes. Billy Hix seconded the motion. The minutes were approved unanimously.

**Board Resolutions:** The board resolves that CU apply for a sum not to exceed \$98,000 in USDA Rural Business Development Grant funds in each of the seven states in CU's footprint for a total of 7 applications.

Deb Markley moved to approve the seven resolutions. Donna Kay Yeargan seconded the motion. The resolutions were approved unanimously.

10:30 a.m. **Meeting with Auditors** - *Danielle Martin*, WIPFLI

CU continues to be a low-risk auditee. This year they tested 10.761 Technical Assistance and Training Grants and 93.570 Community Services Block Grant Discretionary Award were tested.

WIPFLY issued an unmodified audit. No controls or compliance issues found.

The auditor explained Current Expected Credit Losses (CECL), a new financial accounting standard introduced by (FASB) to improve how lenders estimate and report credit losses on financial assets. CU has put the necessary accounting policies in place and made a resulting adjustment of \$259,805 for allowance for loan losses. This resulted in increase in net assets.

Bill Hix moved to approve the audit. Max Sprinkle seconded the motion. The audit was approved unanimously.

### **Lending Report – Michael Rivera, Director of Lending**

- Loan Policy: The board was presented with a revised set of loan policies to ensure compliance with new Executive Orders issued by the current administration.

Donna Kay Yeargan moved to approve the revised policy. Deb Markley seconded the motion. The revised loan policy was approved unanimously.

- Lending Report

The Director of Lending discussed that the King Foundation has approved and executed an investment of \$1 million dollars to support the expansion of home improvement loans. The funds were received by CU in late December. He reported that during the first part of the board meeting, the first application for a loan came in.

Healthy pipeline of Environmental loans. Closed \$140K in loans in January. Currently, USDA loans and SRF loans to rural water/wastewater systems are in limbo. We may be the only source of capital.

Write off of \$44,000 as discussed during Lending report. Most were small business loans. We did receive repayment from an old non-performing loan from Old Tamina!

Salomon Torres moved to accept the Lending Report. Donna Kay Yeargan seconded the motion. The Lending Report was accepted unanimously.

### **FY2024 HR/Recruiting Report – Melody Timinsky, COO**

The COO reported that the breadth of sources from which CU recruits allows us to ensure that we do not discriminate against anyone. HR will continue to track hiring and promotion of those with disabilities and are protected veterans per the law. CU exceeded the goal of 7% for those hired that have recognized disability. It also exceeded the goal of 5% of recruits that are protected veterans at 6.7%.

Dominique Gomez moved to accept the HR Report on Recruiting. Billy Hix seconded the motion. The recruiting report was accepted unanimously.

### **Financial Report: Year to Date December 31, 2024 – Kim Griffey, CFO**

Indirect cost is high because of all insurance payments and audit fee we had to pay at the beginning of the year. First quarter financials are showing a \$400K loss. We budgeted a net loss in Community Sustainability and Entrepreneurship in part because of needed matching funds.

Total assets have risen to \$44.5 million against \$23 million in liabilities. There are \$7 million in assets in the core which we are watching carefully given their critical role in helping us weather the storm. Deb Markley moved to accept the financial statements as presented. Max Sprinkle seconded the motion. The financial statements were accepted unanimously.

## **Strategic Discussion: CU Contingency Plan and Pivot to Revenue Generating Model**

- Level Setting: Here is what we know (and there is a lot we don't know). CEO emailed a separate document to the board on February 20, 2025.
- CFO discussed a spreadsheet of CU's Financial Runway and assumptions about cutting expenses

The board agreed to have ongoing discussions to provide the CU guidance on serving urban markets and clients outside of the 7 state footprint for revenue generating purposes. For now, the board agreed that staff is not to expend energy and resources to expand market intentionally, but to take advantage of opportunities if expertise can be responsive in states outside of our footprint. The board encouraged the team to applying "otherwise uncompensated" time to revenue generation. It warned of mission creep.

**Introduction of Board Candidate** – Justin Maxson, BuildUS, introduced himself. BuildUS is a collaborative of 15 funders who are committed to ensure disadvantaged communities access federal funding for infrastructure. Justin is from Appalachian Kentucky with CDFI experience. He was CEO of the Mary Reynolds Babcock Foundation and became Deputy Undersecretary for Rural Development before leading BuildUS.

### **2:30 p.m. CEO Evaluation:**

- Review of Self-Evaluation
- Request for Hour/Pay Adjustment
- Review of 2024 Metrics
- Review of Operations Plan

**Executive Session:** Donna Kay Yeargan moved to transition into executive session. Billy Hix seconded the motion. The motion was approved unanimously and the board moved into executive session at 3:08 p.m. Executive Session ended at 4:01 p.m.

The board provided the CEO constructive performance feedback. They agreed to the CEO's proposal to cut her salary and hours by 25% as a good faith cost cutting effort to lead by example as other difficult expense reductions will have to be made to moving forward.

The board agreed to have Justin Maxson join as a board candidate during the April meeting (rescheduled to May 23<sup>rd</sup>) and follow the board process for seating a new board member.

### **Policy Monitoring by CEO**

- Financial Planning and Budgeting Policy
- Financial Condition and Activities Policies
- Emergency Chief Executive Office Succession Policy

Summary of Compliance: Communities Unlimited is in compliance with the three policies monitored below and compliance has been documented. Billy Hix moved to accept the CEO's

monitoring report. Deb Markley seconded the motion. The monitoring report was accepted unanimously.

**Policy Monitoring by Board**

- Accountability of the Chief Executive Officer
- Agenda Planning Policy
- Chairman's Role Policy
- Board Committee Principles Policy
- Board Member Selection Policy

Board would like to revise the Board Member policy. The CEO will draft the revisions to approval at next meeting. The board reviewed compliance for each of the policies listed.

**CEO Updates:**

- Update on Legal Complaint by SIXELA

**Confirming 2025 Board Meetings:**

April 4, 2025 – in person in Fayetteville – (Rescheduled to Zoom meeting on May 23, 2025)

July 17, 2025 – CU Anniversary Celebration on hold – Zoom? Anniversary celebration has been cancelled.

September 5, 2025 – In Person Board Meeting in Fayetteville, AR

November 5, 2025 – Site Visit Humphreys County, Mississippi

**Adjourn** – Deb Markley moved to adjourn the board meeting at 4:05 p.m. Donna Kay Yeargan seconded the motion. Unanimous.



## Board Minutes

Wednesday, April 16, 2025

11:30 a.m. to 1:00 p.m. Central Time

Via Zoom

11:31 Call to Order

**Board Members Present:** Debby Warren, Deb Markley, Dominique Gomez, Salomon Torres, Donna Kay Yeagan.

**Staff Present:** Kim Griffey and Ines Polonius

The CEO requested this board call to provide strategic guidance on whether to pursue an offer made by the Louisiana Central to take over their Farm and Food Program. The CEO shared the financial position of the program:

### Farm and Food Grants Overview

As of 2/28/2025

	Delta Regional Food Business Center (DRFBC) USDA	Beginning Farmer Rancher Development Program (BFRDP) USDA	Farmers Market Promotion Program (FMPP) USDA	Novo Nordisk Operations Grant-Sprout	Novo Nordisk Program Grants-Sprout	Southeast Transition to Organic Partnership Program (SE TOPP) USDA via Florida Organic Growers (FOG)	NRCS Outreach Agreement (USDA)	Total
Programs Funded	Statewide Value Chain Coordination	Farmer Training Program	Farmer Training Program	Farmer Training, Market Benefits	Farmer Training, Market Benefits	Farmer Training	Farmers Market	
Grant End Date	May 2028	2026	2026	2026	2026	2028	2025	
Total Grants Awarded	5 \$1,375,000	6 \$491,212	\$491,212 1	\$195,000	\$40,000	\$225,000	\$555,000 2	\$ 3,372,424
Reimbursable or Upfront	Reimbursable (monthly)	Reimbursable (monthly)	Reimbursable (monthly)	Upfront (annual)	Upfront (annual)	Reimbursable (quarterly)	Reimbursable (quarterly)	
Amount Left to Spend	\$1,300,000 3	\$190,000	\$190,000	\$100,000	\$20,000	\$150,000 4	\$60,000	\$ 2,010,000
Annual Personnel/Benefits (Direct)	\$ 118,040.00	\$ 87,360.00	\$ 76,440.00	\$ -	\$ -	\$ 31,304.00	\$ 32,916.00	\$ 313,144.00

1. Expect to extend 3-9 months

2. Carry-over, expect to spend by end of 2025.

3. Includes \$100K in indirect funding for host organization spread across 3 years

4. Includes \$20,250 in indirect funding for host organization spread across 3 years.

5. BFRDP and FMPP grants call for an average of 22 percent match of in-kind from host, typically in the form of space or management.

6. Does not include the \$1.8M to be distributed to food business enterprises

### Opportunities Discussed:

- Expand CU's existing healthy foods program
- Strengthen presence of Community Sustainability team in Louisiana
- Program Director Bahia Nightengale has a strong reputation in the industry

### Risks Discussed:

- Heavy reliance of this program on USDA funds during a time when these programs are no longer a priority for the current administration
- Amount of time required by CU leadership to work on this transition that could be utilized elsewhere during this critical time of change

- Bringing on new staff when we do not know how to keep existing staff given the drastic shifts in funding.

By the end of the call the board was not ready to commit to this transition but agreed to have:

- CU staff continue to explore and negotiate.
- Louisiana Central team explore the philanthropic opportunities to support this work long term.
- Ines/Kim come back to the board with a 2-page document of what this transition looks like.

Meeting adjourned at 12:55 p.m.

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Deb Markley  
Secretary/Treasurer

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Date



**Justin D. Maxson**

1205 Clover Street, Winston-Salem, NC 27101

(336) 448-8088 | [justindmaxson@gmail.com](mailto:justindmaxson@gmail.com)

**Professional Summary**

Senior executive manager with over 25 years of leadership in producing cross-sector social change outcomes across community economic development, philanthropy, and the federal government. Proven ability to design and implement equity-driven strategies, secure and deploy major funding, and build coalitions that advance climate resilience, sustainable economic development and civic engagement. Trusted advisor to philanthropic, nonprofit, and public sector stakeholders across the country.

**Professional Experience****Executive Director**

*BuildUS (fiscally sponsored by Amalgamated Charitable Foundation), Remote, Dec 2023 – Present*

- Lead a \$50M start-up philanthropic pooled fund to help workers and disadvantaged communities' access federal resources under BIL, CHIPS, and IRA to advance economic, climate and democracy outcomes.
- Developed grant-making and learning strategies; raised an additional \$10M.
- Manage senior staff leadership, liaise with key stakeholders including the White House, and drive fund growth.
- Staff funder board.

**Senior Fellow**

*Amalgamated Foundation, Remote, Sep 2022 – Dec 2023*

- Developed a \$15M technical assistance and communications initiative for underserved rural and tribal communities.
- Produced research and strategic insights on accessing federal climate and economic development funding.

**Deputy Under Secretary, Rural Development**

*U.S. Department of Agriculture, Washington, DC, Jan 2021 – Aug 2022*

- Collaboratively managed a \$240B portfolio and supported rural investments exceeding \$40B in one year.
- Co-led agency efforts on equity, played key role in developing of an all of government technical assistance collaboration.
- Played a key role in USDA's clean energy financing and climate strategy; represented USDA on White House Interagency Working Group for Coal Communities.
- Managed diverse senior team of 15 as Acting Under Secretary (10 months), led key segments of team as Deputy Under Secretary.

**Chief Executive Officer**

*Mary Reynolds Babcock Foundation, Winston-Salem, NC, Mar 2015 – Jan 2021*

- Directed \$200M values-aligned investment portfolio and \$12–15M in annual grants.
- Integrated racial equity into foundation strategy and expanded community economic development and civic engagement-focused programming.
- Co-created Uplift America Fund, leveraging \$400M in USDA capital and \$22M in grants.
- Recruited multiple new board members, developed approach to onboarding next generation of family.
- Managed diverse senior team of 4, staffed board.

### **President / Vice-President**

*Mountain Association for Community Economic Development (MACED), Berea, KY, Feb 2002 – Feb 2015*

- Scaled CDFI assets from \$4M to \$30M; increased staff from 8 to 30.
- Led new clean energy, sustainable forestry, small business and state economic policy initiatives.
- Developed regional Just Transition strategy that drove multi-partner policy, program demonstration and fundraising outcomes.
- Raised \$70M and expanded federal partnerships.
- Supervised senior team of 6, staffed board.

### **Executive Director**

*Progressive Technology Project, Washington, DC, Apr 1999 – Feb 2002*

- Founded nonprofit focused on technology capacity for grassroots organizing.
- Managed \$3–4M in annual grants; built national partnerships.
- Staffed funder and practitioner board.

### **Various Early Roles in Community Development**

*MACED, Letcher County Action Team, and San Francisco Community Recyclers*  
1991 – 1999

- Designed local economic initiatives, managed nonprofit operations, and facilitated rural development networks.

## **Education**

### **M.A., Anthropology**

Boston University, Boston, MA | 1996

### **B.A., Anthropology (Summa Cum Laude, Phi Beta Kappa)**

University of Kentucky, Lexington, KY | 1994

### **Additional Study**

Intensive Arabic, Ain Shams University, Cairo, Egypt | 1993

International Relations, Antioch College, Yellow Springs, OH | 1989–1990

## **Board & Advisory Leadership**

- **Truist Bank**, Community Development Advisory Board (2020–2021)
- **Coastal Enterprises**, Board Member (2017–2021)
- **Appalshop Trust**, Trustee (2013–2015)
- **Blue Moon Fund**, Strategic Advisor & Fellow (2011–2015)
- **FAHE**, Board Member & Vice-Chair (2011–2018)
- **MDC, Inc.**, Board Member (2011–2015)
- **Center for Rural Strategies**, Vice-Chair (2000–2012)
- **Rural LISC**, Advisory Council Member (2004–2015)

## **Awards & Honors**

- East Kentucky Leadership Award-Public Citizen
- Boston University Presidential Graduate Fellowship
- Zolondek Non-Western Study Scholarship
- Gaines Fellowship in the Humanities
- Academic Excellence Merit Scholarship
- Undergraduate Research Fellowship

## **Skills & Interests**

**Skills:** Strategic planning, grant-making, nonprofit management, clean energy finance, policy analysis and development, philanthropic advising, communications, Arabic (basic), French (basic)

**Interests:** Reading, running, hiking, racial equity, climate justice, social change, painting

## **COMMUNITIES UNLIMITED, INCORPORATED**

### **BY-LAWS**

#### **ARTICLE ONE: PURPOSE**

This Corporation is and shall be operated as a non-profit corporation pursuant to Arkansas Acts of 1963, No. 175 and it shall have the following objectives and purposes:

- a) To initiate and deliver programs and services in the fields of health, education, housing, transportation, community development, and such other social and technical assistance activities and programs for rural and low-income residents and communities, through the coordination of public and private resources, toward the end that all citizens shall be afforded every opportunity to become more self-sufficient and have the benefits of an improved quality of life;
- b) To engage in charitable, civic, social and educational work of any nature permitted by law deemed beneficial to the communities served and to society as a whole; and
- c) To affect a permanent increase in the capacity of economically disadvantaged individuals, groups and communities, primarily in rural areas, to deal effectively with their own problems, so they eventually need no further assistance.

#### **ARTICLE TWO: NAME AND OFFICES OF THE CORPORATION**

Section 1. Name. The name of the corporation is Communities Unlimited, Incorporated.

Section 2. Principal Office. The principal office of the Corporation for the transaction of business is located in Washington County, Arkansas. The Board of Directors may, however, change the principal office from one location to another within the named county by noting the changed address and effective date below, and such changes of address shall not be deemed an amendment of these Bylaws:

3 East Colt Square Drive, Fayetteville, AR 72703 Date February 1, 2005

Section 3. Other Offices. The Corporation may also have offices at such other places both within and without the State of Arkansas as the Corporation may deem desirable.

#### **ARTICLE THREE: MEMBERSHIP**

Section 1. The corporation shall have no members.

## ARTICLE FOUR: BOARD OF DIRECTORS

Section 1. General Authority. The powers of the corporation shall be vested in the board of directors who shall have sole responsibility for and authority over enforcement of all lawful provisions of the corporation's Articles of Incorporation.

Section 2. Powers. All corporate powers shall be exercised by or under the authority of, and the business and affairs of the Corporation managed under the direction of, the Board of Directors, subject to any limitation set forth in the Articles of Incorporation, or other provisions of these Bylaws.

Section 3. Empowerment. The Board of Directors is empowered to take any and all actions necessary for the continuance of the corporation for that period of time set out in the charter.

Section 4. Contracting Party. The Board, or the Executive Director, as the board's delegated agent, shall serve, for all required purposes, as the contracting party with the United States and agencies thereof, with states and political subdivisions thereof, or with other non-profit corporations and private entities as appropriate; and as the contracting party, shall seek all necessary resources for the development, conduct, and administration of all programs determined to be in keeping with the goals of the corporation and in the public interest.

Section 5. Records. The Board shall cause to be kept such official records, as it may deem necessary.

Section 6. Number and Election. The Board of Directors must at all times consist of five (5) or more persons. The Board may by a two-thirds (2/3) majority vote duly recorded in the minutes of the corporation, fix or change the number of directors or establish a variable range for the size of the Board of Directors by fixing a minimum and maximum number of directors. If a variable range is established, the number of directors may be fixed or changed from time to time, within the minimum and maximum, by a simple majority vote of the board.

Section 7. Term. The term of the directors of the Corporation shall be four (4) years. Continuation by a board member requires formal reappointment for another 4 years and recommitment by the board member. An annual meeting will be held at each 4<sup>th</sup> quarter meeting of the year in order to renominate board members while new board members can be seated during any board meeting.—A director elected to fill a vacancy shall be elected for the unexpired term of his predecessor in office. Despite the expiration of a director's term, they shall continue to serve until they are re-~~appointed~~~~elected~~, resign, are removed, or their successor is elected and qualified, or until there is a decrease in the number of directors.

Section 8. Qualifications. Directors shall be persons who have attained the age of twenty one (21) years or more.

Section 9. Vacancies. If a vacancy occurs on the Board of Directors, including a vacancy resulting from an increase in the number of directors: (1) the Board of Directors may fill the vacancy, or (2) if the directors remaining in office number less than the established board size, they may fill the vacancy by the affirmative vote of a majority of all the directors remaining in office.

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Section 10. Resignation. A director may resign at any time by delivering written notice to the Board of Directors, its presiding officer or Secretary-Treasurer. A resignation is effective when the notice is delivered unless the notice specifies a later effective date.

Section 11. Removal of Directors. A director may be removed by the vote of a two-thirds (2/3) majority of the directors then in office and the mailing of written notice of the action taken to the removed board member.

Section 12. Seating of new members. Seating of new members shall require a two-thirds (2/3) majority vote of the board in attendance at any regular or special meeting of the board.

#### **ARTICLE FIVE: MEETINGS AND ACTIONS OF THE BOARD OF DIRECTORS**

Section 1. Meetings of the Board of Directors. The Board of Directors shall hold an annual meeting each year. By resolution, the Board may establish a date or dates on which regular meetings of the Board shall be held between annual meetings. Special meetings of the Board may be called by the Chairman or by any three (3) Directors.

Section 2. Place of Meetings. Meetings of the Board of Directors shall be held at such places and at such times as shall be determined by the Board of Directors, within or without the State of Arkansas, at such places as shall have been designated in the notice of the meeting.

Section 3. Meeting by Conference Telephone or Similar Equipment. Members of the Board of Directors may participate in a regular or special meeting of the Board by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can simultaneously hear each other during the meeting. A member participating in a meeting pursuant to this Section is deemed to be present in person at the meeting.

Section 4. Notice of Meeting. Notice of the date, time, place and purpose of every regular meeting of the Board shall be given to every Director not more than thirty (30) days and not less than ten (10) days before the meeting. Notice of special meetings of the Board shall be given to every Director not less than 48 hours before the meeting. Notice may be given personally, by mail, telephone, fax, or email. If sent by mail, the notice shall be deemed to be delivered on its deposit in the mails. If sent by email, such notice shall be deemed to be delivered if a copy is sent to and received by the sender(s) and no error messages are received. Such notices shall be addressed to each member of the Board at his or her address as shown on the books of the Corporation.

Section 5. Waiver of Notice. A director may waive notice before or after the date and time stated in the notice. Except as provided below, the waiver must be in writing, signed by the Director, and delivered to the Corporation for inclusion in the minutes. A Director's attendance at or participation in a meeting waives any required notice to him of the meeting.

Section 6. Quorum and Voting. A quorum of the Board of Directors consists of a majority of the Directors currently holding office immediately before the meeting begins. If a quorum is

present when a vote is taken, the affirmative vote of a majority of Directors present is the act of the Board unless the Articles of Incorporation or other provisions of these bylaws requires the vote of a greater number of Directors. If a quorum shall not be present at any meeting of the Board of Directors, the members present may adjourn the meeting from time-to-time, without notice other than announcement at the meeting, until a quorum shall be present.

Section 7. Proxy Voting. There shall be no proxy voting by members of the Board of Directors.

Section 8. Presumption of Assent. A Director who is present at a meeting of the Board of Directors when corporate action is taken is deemed to have assented to the taken action unless (1) they object at the beginning of the meeting (or promptly upon their arrival) to holding it or transacting business at the meeting, or (2) their dissent or abstention from the vote is recorded in the minutes of the meeting.

Section 9. Action Without a Meeting. Any action required or permitted by law to be taken at a meeting may be taken without a meeting of the Board of Directors, if the action is taken by all members of the Board. The action must be evidenced by one or more written consents describing the action taken, signed by each Director and delivered to the Corporation for inclusion in the minutes or corporate records. Such consent shall have the same force and effect as a meeting vote and may be described as such in any document.

Section 10. Payment for Board Service. Members of the Board of Directors shall not receive any salary or wages for their services, but may be reimbursed for any reasonable out-of-pocket expense incurred on behalf of the corporation, including the costs of attending official board meetings.

Section 11. Nepotism. The corporation shall employ no member of any director's immediate family. For purposes of these By-laws, immediate family shall include a director's spouse, father, mother, brother, sister, son, daughter, father-in-law, mother-in-law, son-in-law, or daughter-in-law.

## **ARTICLE SIX: OFFICERS**

Section 1. Officers. The officers of the Corporation shall consist of a Chairman, Vice Chairman and Secretary-Treasurer who shall be elected by the Board of Directors.

Section 2. Term of Office. Officers shall serve for a term of two years. Election of officers shall be by a majority vote of those board members at any meeting at which a quorum is present and election of officers was included in the meeting notice sent to all members. Each officer shall serve until a successor is elected, or until the officer's resignation or removal from office.

Section 3. Removal of Officers. Officers may be removed for cause or without cause at any time by the Board through a two-thirds majority vote of the Directors present at any regular or special meeting properly called with a quorum present. The removed officer will remain a member of the Board of Directors unless the board takes additional action to remove them from the board.

Section 4. Vacancies. Vacancies occurring in any officer position resulting from any cause shall be filled by the Board of Directors. No officer position on the Board shall be left vacant more than one hundred and twenty (120) days.

Section 5. Duties of the Chairman. The Chairman shall preside at all meetings of the Board of Directors and shall perform such other duties as may be prescribed by the Board of Directors from time to time.

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Section 6. Duties of the Vice Chairman. The Vice Chairman shall perform such duties as may be prescribed by the Board of Directors from time to time. In the absence of the Chairman or in the event of inability or refusal of the Chairman to act, the Vice Chairman of the board shall perform the duties of the Chairman, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairman.

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Section 76. Duties of the Secretary-Treasurer. The secretary-treasurer shall perform such duties as may be prescribed by the Board of Directors from time to time. In the absence of the Vice Chairman and the Chairman or in the event of inability or refusal of the Vice Chairman and Chairman to act, the Secretary- Treasurer of the board shall perform the duties of the Chairman, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairman.

Section 87. Temporary Chairman. In the absence or refusal of both officers to act, the board members present at any meeting at which a quorum is present, shall elect by simple majority a temporary Chairman to preside over the meeting and for such additional time as the board shall deem appropriate. The temporary Chairman when so acting shall have all the powers of and be subject to all the restrictions upon the Chairman.

## ARTICLE SEVEN: CHIEF EXECUTIVE OFFICER (CEO)

Section 1. Chief Executive Officer. The Chief Executive Officer (CEO) will have responsibility for the general and active management of the Corporation.

Section 2. Contracting Authority. Consistent with Board Policy then in place, the Chief Executive Officer is delegated the power and authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable monetarily in any amount consistent with the board policies then in force.

Section 3. Other Duties. The Chief Executive Officer will see that all policies and resolutions of the Board are carried into effect and will perform such other duties as the Board prescribes.

Section 4. Acceptance of Donations. The Chief Executive Officer may accept or decline, on behalf of the Corporation, any contribution, gift, bequest, or devise for the charitable or public purposes of this Corporation.

Section 5. Removal of Chief Executive Officer. The Chief Executive Officer may be removed from office upon a two-thirds majority vote of the Board of Directors.



## ARTICLE EIGHT: INDEMNIFICATION

Section 1: Director/Officer Indemnification. The Corporation shall indemnify every person who is or has been a Director or Officer of the Corporation and such person's heirs and legal representatives where such person is a party or is threatened, pending or completed action.

**action**, suit or proceedings, whether civil, criminal, administrative or investigative, including all appeals, by reason of the fact that such person is or was a Director or Officer of the Corporation, or is or was serving at the request of the Corporation in any capacity for any other business organization, against expenses (including attorney's fees), judgment, decrees, fines, penalties, and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit or proceeding, if such person acted in good faith and in a manner they reasonably believed to be in or not opposed to the best interests of the Corporation, and with respect to any criminal action or proceeding, had no reasonable cause to believe their conduct was unlawful. The termination of any action, suit or proceeding by judgment, order, settlement, conviction or upon plea of nolo contendere or its equivalent, shall not of itself create a presumption that the person did not act in good faith or in a manner which they reasonably believed to be in or not opposed to the best interests of the Corporation, or with respect to any criminal action, suit or proceeding, that they had reasonable cause to believe that their conduct was unlawful. The foregoing right of indemnification shall be in addition to all rights to which any such Director or Officer may be entitled as a matter of law.

Section 2: Insurance. The Corporation shall purchase and maintain insurance on its own behalf or on behalf of any person who is or was a Director or Officer of the Corporation or is or was serving at the request of the Corporation in any capacity for any other business organization, insuring the Corporation and such person against any liability asserted against such person and incurred by him or any such person against such liability under the provisions of this By-Law or applicable law.

## **ARTICLE NINE: CORPORATE RECORDS, REPORTS AND SEAL**

Section 1. Maintenance of Corporate Records. The Corporation shall keep at its Principal Office:

- a) Minutes of all meetings of the Board and committees of the Board indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof;
- b) Adequate and correct books and records of account, including accounts of its ~~its~~ properties and business transactions and accounts of its assets, liabilities, receipts, disbursements, gains and losses;
- c) A copy of the Articles of Incorporation and Bylaws as amended to date.

Section 2. Corporate Seal. The Board may adopt, use, and at will alter, a corporate seal. Such seal shall be kept at the Principal Office. Failure to affix the seal to corporate instruments, however, shall not affect the validity of any such instrument.

Section 3. Directors' Inspection Rights. Every Director shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the Corporation.

#### **ARTICLE TEN: FISCAL YEAR**

Section 1. Fiscal Year of the Corporation. The fiscal year of the Corporation shall begin on the first day of October and end on the 30th day of September in each year.

#### **ARTICLE ELEVEN: AMENDMENTS**

Section 1: Amendments to Bylaws. These Bylaws and the Articles of Incorporation may be amended by a simple majority of the Board of Directors at any properly noticed meeting at which a quorum is present and amendment of the by-laws was included in the meeting notice sent to all members, and provided each member has been provided with a copy of the proposed amendments in writing not less than 10 days prior to the meeting.

These By-Laws were approved and adopted by the Board of Directors at the board Meeting of June 3, 1976.

These By-Laws were last amended and approved by the Board of Directors on February 10, 2001.

Article 3, Section 7 of these By-Laws was last amended and approved by the Board of Directors on June 19, 2007.

These Articles were last approved and adopted by the Board of Directors on September 19, 2014.

These Articles were last amended and approved by the Board of Directors on May 23, 2025.

**RESOLUTION OF THE BOARD OF DIRECTORS OF  
COMMUNITY RESOURCE GROUP, INCORPORATED**

3 East Colt Square Drive,  
Fayetteville, AR 72713

**WHEREAS**, the Board of Directors of COMMUNITY RESOURCE GROUP, INCORPORATED has after thoughtful discussion and deliberation determined that the mission of the organization is best served by formal affiliation with ALT CONSULTING, INCORPORATED, a Tennessee nonprofit corporation, in order to create a new organization with an expanded mission;

**BE IT RESOLVED**, that the Board of Directors of COMMUNITY RESOURCE GROUP, INCORPORATED, in a properly called Board Meeting held in Memphis, Tennessee, on September 19, 2014, at which a quorum was present, do agree to, approve, and adopt, by a greater than two-thirds majority of the Directors present, **the amended Community Resource Group, Inc. Bylaws** attached hereto, and made **effective as of September 19, 2014**, and

**IN WITNESS WHEREOF**, the corporation has caused its corporate name to be subscribed by its Chairman, who hereby verifies that the statements contained in the amended Bylaws are true and correct to the best of his knowledge and belief, duly attested by its Secretary on this 19<sup>th</sup> day of September, 2014.



Chris Page, Chairman  
Community Resource Group, Incorporated



Member, Board of Directors  
Community Resource Group, Incorporated

# **COMMUNITIES UNLIMITED, INCORPORATED**

## **BY-LAWS**

### **ARTICLE ONE: PURPOSE**

This Corporation is and shall be operated as a non-profit corporation pursuant to Arkansas Acts of 1963, No. 175 and it shall have the following objectives and purposes:

- a) To initiate and deliver programs and services in the fields of health, education, housing, transportation, community development, and such other social and technical assistance activities and programs for rural and low-income residents and communities, through the coordination of public and private resources, toward the end that all citizens shall be afforded every opportunity to become more self-sufficient and have the benefits of an improved quality of life;
- b) To engage in charitable, civic, social and educational work of any nature permitted by law deemed beneficial to the communities served and to society as a whole; and
- c) To affect a permanent increase in the capacity of economically disadvantaged individuals, groups and communities, primarily in rural areas, to deal effectively with their own problems, so they eventually need no further assistance.

### **ARTICLE TWO: NAME AND OFFICES OF THE CORPORATION**

Section 1. Name. The name of the corporation is Communities Unlimited, Incorporated.

Section 2. Principal Office. The principal office of the Corporation for the transaction of business is located in Washington County, Arkansas. The Board of Directors may, however, change the principal office from one location to another within the named county by noting the changed address and effective date below, and such changes of address shall not be deemed an amendment of these Bylaws:

3 East Colt Square Drive, Fayetteville, AR 72703 Date February 1, 2005

Section 3. Other Offices. The Corporation may also have offices at such other places both within and without the State of Arkansas as the Corporation may deem desirable.

### **ARTICLE THREE: MEMBERSHIP**

Section 1. The corporation shall have no members.

## **ARTICLE FOUR: BOARD OF DIRECTORS**

Section 1. General Authority. The powers of the corporation shall be vested in the board of directors who shall have sole responsibility for and authority over enforcement of all lawful provisions of the corporation's Articles of Incorporation.

Section 2. Powers. All corporate powers shall be exercised by or under the authority of, and the business and affairs of the Corporation managed under the direction of, the Board of Directors, subject to any limitation set forth in the Articles of Incorporation, or other provisions of these Bylaws.

Section 3. Empowerment. The Board of Directors is empowered to take any and all actions necessary for the continuance of the corporation for that period of time set out in the charter.

Section 4. Contracting Party. The Board, or the Executive Director, as the board's delegated agent, shall serve, for all required purposes, as the contracting party with the United States and agencies thereof, with states and political subdivisions thereof, or with other non-profit corporations and private entities as appropriate; and as the contracting party, shall seek all necessary resources for the development, conduct, and administration of all programs determined to be in keeping with the goals of the corporation and in the public interest.

Section 5. Records. The Board shall cause to be kept such official records, as it may deem necessary.

Section 6. Number and Election. The Board of Directors must at all times consist of five (5) or more persons. The Board may by a two-thirds (2/3) majority vote duly recorded in the minutes of the corporation, fix or change the number of directors or establish a variable range for the size of the Board of Directors by fixing a minimum and maximum number of directors. If a variable range is established, the number of directors may be fixed or changed from time to time, within the minimum and maximum, by a simple majority vote of the board.

Section 7. Term. The term of the directors of the Corporation shall be four (4) years. Continuation by a board member requires formal reappointment for another 4 years and recommitment by the board member. An annual meeting will be held at each 4<sup>th</sup> quarter meeting of the year in order to renominate board members while new board members can be seated during any board meeting. A director elected to fill a vacancy shall be elected for the unexpired term of his predecessor in office. Despite the expiration of a director's term, they shall continue to serve until they are re-appointed, resign, are removed, or their successor is elected and qualified, or until there is a decrease in the number of directors.

Section 8. Qualifications. Directors shall be persons who have attained the age of twenty-one (21) years or more.

Section 9. Vacancies. If a vacancy occurs on the Board of Directors, including a vacancy resulting from an increase in the number of directors: (1) the Board of Directors may fill the vacancy, or (2) if the directors remaining in office number less than the established board size, they may fill the vacancy by the affirmative vote of a majority of all the directors remaining in office.

Section 10. Resignation. A director may resign at any time by delivering written notice to the Board of Directors, its presiding officer or Secretary-Treasurer. A resignation is effective when the notice is delivered unless the notice specifies a later effective date.

Section 11. Removal of Directors. A director may be removed by the vote of a two-thirds (2/3) majority of the directors then in office and the mailing of written notice of the action taken to the removed board member.

Section 12. Seating of new members. Seating of new members shall require a two-thirds (2/3) majority vote of the board in attendance at any regular or special meeting of the board.

## **ARTICLE FIVE: MEETINGS AND ACTIONS OF THE BOARD OF DIRECTORS**

Section 1. Meetings of the Board of Directors. The Board of Directors shall hold an annual meeting each year. By resolution, the Board may establish a date or dates on which regular meetings of the Board shall be held between annual meetings. Special meetings of the Board may be called by the Chairman or by any three (3) Directors.

Section 2. Place of Meetings. Meetings of the Board of Directors shall be held at such places and at such times as shall be determined by the Board of Directors, within or without the State of Arkansas, at such places as shall have been designated in the notice of the meeting.

Section 3. Meeting by Conference Telephone or Similar Equipment. Members of the Board of Directors may participate in a regular or special meeting of the Board by means of conference telephone or similar communications equipment by means of which all persons participating in the meeting can simultaneously hear each other during the meeting. A member participating in a meeting pursuant to this Section is deemed to be present in person at the meeting.

Section 4. Notice of Meeting. Notice of the date, time, place and purpose of every regular meeting of the Board shall be given to every Director not more than thirty (30) days and not less than ten (10) days before the meeting. Notice of special meetings of the Board shall be given to every Director not less than 48 hours before the meeting. Notice may be given personally, by mail, telephone, fax, or email. If sent by mail, the notice shall be deemed to be delivered on its deposit in the mails. If sent by email, such notice shall be deemed to be delivered if a copy is sent to and received by the sender(s) and no error messages are received. Such notices shall be addressed to each member of the Board at his or her address as shown on the books of the Corporation.

Section 5. Waiver of Notice. A director may waive notice before or after the date and time stated in the notice. Except as provided below, the waiver must be in writing, signed by the Director, and delivered to the Corporation for inclusion in the minutes. A Director's attendance at or participation in a meeting waives any required notice to him of the meeting.

Section 6. Quorum and Voting. A quorum of the Board of Directors consists of a majority of the Directors currently holding office immediately before the meeting begins. If a quorum is

present when a vote is taken, the affirmative vote of a majority of Directors present is the act of the Board unless the Articles of Incorporation or other provisions of these bylaws requires the vote of a greater number of Directors. If a quorum shall not be present at any meeting of the Board of Directors, the members present may adjourn the meeting from time-to-time, without notice other than announcement at the meeting, until a quorum shall be present.

Section 7. Proxy Voting. There shall be no proxy voting by members of the Board of Directors.

Section 8. Presumption of Assent. A Director who is present at a meeting of the Board of Directors when corporate action is taken is deemed to have assented to the taken action unless (1) they object at the beginning of the meeting (or promptly upon their arrival) to holding it or transacting business at the meeting, or (2) their dissent or abstention from the vote is recorded in the minutes of the meeting.

Section 9. Action Without a Meeting. Any action required or permitted by law to be taken at a meeting may be taken without a meeting of the Board of Directors, if the action is taken by all members of the Board. The action must be evidenced by one or more written consents describing the action taken, signed by each Director and delivered to the Corporation for inclusion in the minutes or corporate records. Such consent shall have the same force and effect as a meeting vote and may be described as such in any document.

Section 10. Payment for Board Service. Members of the Board of Directors shall not receive any salary or wages for their services, but may be reimbursed for any reasonable out-of-pocket expense incurred on behalf of the corporation, including the costs of attending official board meetings.

Section 11. Nepotism. The corporation shall employ no member of any director's immediate family. For purposes of these By-laws, immediate family shall include a director's spouse, father, mother, brother, sister, son, daughter, father-in-law, mother-in-law, son-in-law, or daughter-in-law.

## **ARTICLE SIX: OFFICERS**

Section 1. Officers. The officers of the Corporation shall consist of a Chairman, Vice Chairman and Secretary-Treasurer who shall be elected by the Board of Directors.

Section 2. Term of Office. Officers shall serve for a term of two years. Election of officers shall be by a majority vote of those board members at any meeting at which a quorum is present and election of officers was included in the meeting notice sent to all members. Each officer shall serve until a successor is elected, or until the officer's resignation or removal from office.

Section 3. Removal of Officers. Officers may be removed for cause or without cause at any time by the Board through a two-thirds majority vote of the Directors present at any regular or special meeting properly called with a quorum present. The removed officer will remain a member of the Board of Directors unless the board takes additional action to remove them from the board.



Section 4. Vacancies. Vacancies occurring in any officer position resulting from any cause shall be filled by the Board of Directors. No officer position on the Board shall be left vacant more than one hundred and twenty (120) days.

Section 5. Duties of the Chairman. The Chairman shall preside at all meetings of the Board of Directors and shall perform such other duties as may be prescribed by the Board of Directors from time to time.

Section 6. Duties of the Vice Chairman. The Vice Chairman shall perform such duties as may be prescribed by the Board of Directors from time to time. In the absence of the Chairman or in the event of inability or refusal of the Chairman to act, the Vice Chairman of the board shall perform the duties of the Chairman, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairman.

Section 7. Duties of the Secretary-Treasurer. The secretary-treasurer shall perform such duties as may be prescribed by the Board of Directors from time to time. In the absence of the Vice Chairman and the Chairman or in the event of inability or refusal of the Vice Chairman and Chairman to act, the Secretary- Treasurer of the board shall perform the duties of the Chairman, and when so acting shall have all the powers of and be subject to all the restrictions upon the Chairman.

Section 8. Temporary Chairman. In the absence or refusal of both officers to act, the board members present at any meeting at which a quorum is present, shall elect by simple majority a temporary Chairman to preside over the meeting and for such additional time as the board shall deem appropriate. The temporary Chairman when so acting shall have all the powers of and be subject to all the restrictions upon the Chairman.

## **ARTICLE SEVEN: CHIEF EXECUTIVE OFFICER (CEO)**

Section 1. Chief Executive Officer. The Chief Executive Officer (CEO) will have responsibility for the general and active management of the Corporation.

Section 2. Contracting Authority. Consistent with Board Policy then in place, the Chief Executive Officer is delegated the power and authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable monetarily in any amount consistent with the board policies then in force.

Section 3. Other Duties. The Chief Executive Officer will see that all policies and resolutions of the Board are carried into effect and will perform such other duties as the Board prescribes.

Section 4. Acceptance of Donations. The Chief Executive Officer may accept or decline, on behalf of the Corporation, any contribution, gift, bequest, or devise for the charitable or public purposes of this Corporation.

Section 5. Removal of Chief Executive Officer. The Chief Executive Officer may be removed from office upon a two-thirds majority vote of the Board of Directors.

## **ARTICLE EIGHT: INDEMNIFICATION**

Section 1: Director/Officer Indemnification. The Corporation shall indemnify every person who is or has been a Director or Officer of the Corporation and such person's heirs and legal representatives where such person is a party or is threatened, pending or completed action, suit or proceedings, whether civil, criminal, administrative or investigative, including all appeals, by reason of the fact that such person is or was a Director or Officer of the Corporation, or is or was serving at the request of the Corporation in any capacity for any other business organization, against expenses (including attorney's fees), judgment, decrees, fines, penalties, and amounts paid in settlement actually and reasonably incurred by such person in connection with such action, suit or proceeding, if such person acted in good faith and in a manner they reasonably believed to be in or not opposed to the best interests of the Corporation, and with respect to any criminal action or proceeding, had no reasonable cause to believe their conduct was unlawful. The termination of any action, suit or proceeding by judgment, order, settlement, conviction or upon plea of nolo contendere or its equivalent, shall not of itself create a presumption that the person did not act in good faith or in a manner which they reasonably believed to be in or not opposed to the best interests of the Corporation, or with respect to any criminal action, suit or proceeding, that they had reasonable cause to believe that their conduct was unlawful. The foregoing right of indemnification shall be in addition to all rights to which any such Director or Officer may be entitled as a matter of law.

Section 2: Insurance. The Corporation shall purchase and maintain insurance on its own behalf or on behalf of any person who is or was a Director or Officer of the Corporation or is or was serving at the request of the Corporation in any capacity for any other business organization, insuring the Corporation and such person against any liability asserted against such person and incurred by him or any such person against such liability under the provisions of this By-Law or applicable law.

## **ARTICLE NINE: CORPORATE RECORDS, REPORTS AND SEAL**

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- a) Minutes of all meetings of the Board and committees of the Board indicating the time and place of holding such meetings, whether regular or special, how called, the notice given, and the names of those present and the proceedings thereof;
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- c) A copy of the Articles of Incorporation and Bylaws as amended to date.

Section 2. Corporate Seal. The Board may adopt, use, and at will alter, a corporate seal. Such seal shall be kept at the Principal Office. Failure to affix the seal to corporate instruments, however, shall not affect the validity of any such instrument.

Section 3. Directors' Inspection Rights. Every Director shall have the absolute right at any reasonable time to inspect and copy all books, records and documents of every kind and to inspect the physical properties of the Corporation.

## **ARTICLE TEN: FISCAL YEAR**

Section 1. Fiscal Year of the Corporation. The fiscal year of the Corporation shall begin on the first day of October and end on the 30th day of September in each year.

## **ARTICLE ELEVEN: AMENDMENTS**

Section 1: Amendments to Bylaws. These Bylaws and the Articles of Incorporation may be amended by a simple majority of the Board of Directors at any properly noticed meeting at which a quorum is present and amendment of the by-laws was included in the meeting notice sent to all members, and provided each member has been provided with a copy of the proposed amendments in writing not less than 10 days prior to the meeting.

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These Articles were last approved and adopted by the Board of Directors on September 19, 2014.

These Articles were last amended and approved by the Board of Directors on

## FY 2025

### Historical Recap through FY 25

Portfolio	FY22	FY23	FY24	FY25
<b>COMMERCIAL</b>				
Apps	116	150	157	82
Closed	36	41	57	28
D/W	64	79	96	40
Pipeline	26	22	31	39
<b>ENVIRONMENTAL</b>				
Apps	30	31	23	14
Closed	20	20	20	7
D/W	3	2	9	2
Pipeline	7	10	2	6
<b>HOME IMPROVEMENT</b>				
Apps	110	245	174	85
Closed	69	154	159	63
D/W	2	75	19	4
Pipeline	39	12	10	11
<b>HWWS</b>				
Apps	36	58	38	15
Closed	24	29	14	11
D/W	10	26	29	7
Pipeline	2	7	24	2

## General Updates

**Commercial Loans** – As of March 31st, end of Q2 FY25, the commercial lenders have closed 28 loans for a total of \$768,625.87. Currently ahead of FY24 pace by 2 loans and \$18k.

TLL Temple Foundation has invited CU to apply for an additional \$500,000 in loan capital to continue the work in East Texas.

Small Business lenders have a strong pipeline of 39 active applications for Q3 FY25.

**Infrastructure Loans** – As of March 31<sup>st</sup>, end of Q2 FY25 the environmental lender closed 7 loans in the amount of \$1,632,576.12 in water/wastewater loans. In Q1, we only had 1 loan in the amount of \$20k.

**USDA RLF**. CU has \$1.2MM in revolving loan fund in need to be deployed by September 2025. Lending, together with our Communications and Infrastructure teams, have developed a Loan Blitz strategy to comply with the fast-approaching deadline. The strategy includes discounted rates and collaborations with RCAP partners, outside CU's territory.

**DWS** – The Environmental lender has closed 11 loans in the amount of \$120,342.50, as of March 31<sup>st</sup>. The DOL and Environmental Lender continue meeting with the Director of Environmental and the Environmental Leadership Team monthly to discuss all pending projects and outreach opportunities.

CU met with DWS program manager to understand new policy guidelines on reporting. This new process delayed several loan opportunities due to the lack of direction from USDA on how to implement and comply with the new guidelines. These challenges have been resolved as of mid-January.

As with the RLF funds, CU currently has an available revolving loan fund in the amount of \$790k that needs to be deployed by September 2025. Our Communications team has been assisting with a strategy for outreach and marketing, aside from contacting the RCAP partners to provide our lending product in their territory.

**Home Improvement Loans** – Small Dollar Home Improvement program closed 55 loans and deployed \$184,048.18. In December 2024, CU hired Jesse Saldaña as the new Loan Officer in charge of the Small Dollar consumer loan programs in South Texas and the Arkansas Delta.

The Home Improvement Loan program in the Arkansas Delta was scheduled to be launched in March 2025, after a minor delay. In the first week after the launch, we closed 3 loans in the amount of \$10,500.

CDFI Fund has yet to announce the SDL award for 2025.

The Housing staff has been leading the outreach efforts locally, by promoting the program with existing and new partners in Pine Bluff and Dumas, AR.

**CDFI Recertification** – CU has received the notice of Certification.

## Policy Exceptions

None.

# COMMUNITIESUnlimited

## New Products

### Audits & Reports Loan

Water systems, wastewater systems, and municipalities are often required to complete audits and various types of reports on an annual basis. These reporting requirements may stem from state or federal regulations, or they may be necessary when applying for financial assistance such as grants, low-interest loans, or infrastructure funding.

In many cases, these reports—such as financial audits, engineering assessments, or environmental impact studies—are critical for demonstrating compliance, identifying system needs, and securing future funding.

### Problem Loans

To comply with our newly established monitoring and collection guidelines, our Lending Team has been working on determining which debt is considered uncollectable. We are acting on the accounts that are past due over 150 days or have failed to contact CU in the past 3 months. As we “clean up” all portfolios from bad debt, our write-offs in the commercial portfolio have substantially increased in Q2 and Q3. Even with the attempts to recover collateral and call on the guarantees, the current total of bad debt has increased to \$144k.

### Collection Process

Standardization of the collection procedure has been a focus of the last 3 quarters. Collection letters are sent out after each returned payment (NSF) and at 30, 60, 90 and 120 days past due. The letters are sent clearly marked past due. Emails are sent to reinforce the collection efforts. As a result, we have seen increased engagement in borrowers who are falling behind.

### Monitoring Process

Monitoring is a requirement of our loan agreement for environmental and commercial loans. Good monitoring requirements cement the borrower/lender relationship, alerts CU to potential problems and allows us to see address collateral issues. Collection of financial statements has been an ongoing challenge. To address this, we have regular email reminders sent quarterly. Collection of financials have increased over the past year from around 0% to 35-50%. Consistency of “the ask” moving forward should see this percentage increase in the future.

### Loan Software

Application for Commercial, Environmental and Water wells are all being processed through the new system. Home Improvement will start by the end of May. Loan data should be caught up by June 1 for parallel run with NLS. Working with Finance to address issues with reporting.

### Environmental Loans:

# COMMUNITIESUnlimited

	Total Owed	Comments	Modified	Risk Rating /Change
Old Tamina	\$305,047.29	The city of Shenandoah is taking over the system and should have funds for payoff by Dec. 2024.	N/A	Paid off \$413,964.85!!! 2/12/25
Smith Management	\$203,450.00	South Plains WSC has been approved to get the assets transferred over from Mr. Smith (which includes the \$210K CU debt). The new WSC has included CU's debt in TWDB grant. CU should get repaid by the end of FY25.	N/A	Kurt Grant working TWDB on grant application
E Smith	\$52,241.97	The board is still a bit fractured but we're trying to get ETXMUD to take over CU wrote off \$64,092.30 of P&I. Current principal balance of \$38,500 will go back on the books with a per diem of \$7.31 from the date of the write off. USDA has provided conditional approval for additional funding. System is procuring a new engineer.	N/A	Kurt Grant

## Commercial Loans:

Borrower	Loan Amt	Comments	Modified	Partner; Risk Support	Risk Rating /Change
Riko's	4,891.50	The restaurant owner has discontinued all communication.			Written Off
Airport Exec	2,515.59	Loan 1 had been paid in full. Borrower has not been able to make payments on the second loan	Yes		Watch-WO
Author of Beauty	4,735.29	Borrower has made 1 payment in the past calendar year. Without significant engagement we will charge off 1 <sup>st</sup> QT 2025	Yes		Written Off

# COMMUNITIESUnlimited

<b>Olde Road Café</b>	14,780.27	Charged Off – borrower unresponsive			Written Off
<b>Trinity Truck Driving School</b>	49,562.75	Borrower has sold collateral. Loan to be written off in 3rd Quarter 2025. We will not pursue ADFA on this loan.	Yes	ADFA	Loss Expected
<b>Glory Boutique</b>	6,772.54	The borrower is once again in default on the loan agreement. No contact in the past 5 months. WO 3 <sup>rd</sup> QT			Watch - TA
<b>Chef Yates</b>	21,969.22	The borrower is in contact with the lender but is unable to make payments.			Watch-WO
<b>Blink Research Center</b>	13,283.74	Borrower no longer making payments after an attempt to pay off the loan after initial write off. WO 3 <sup>rd</sup> Qt if no contact			Loss Expected – will move to Watch-WO if payments continue
<b>Aunt Terri's</b>	9,238.99	Moved out of SBA portfolio – promise to pay \$75.00 has not been honored.			Written Off
<b>Slabridger Trucking</b>	19342.71	The borrower is no longer operating his business. Truck was repossessed earlier this year. Borrower promises to pay \$75.00 monthly	Yes	ADFA	Watch - WO
<b>DC Elite Carriers</b>	21,872.01	The borrower has filed for bankruptcy. Will pursue collateral.			Loss Expected
<b>JAB Trucking and Logistics</b>	8,333.97 14,011.01	Borrowers have once again fallen behind but have made a couple payments in good faith. ADFA will be pursued for losses if payment does not resume.	Yes	ADFA	Loss Expected



# COMMUNITIESUnlimited

<b>Classy Cuisine</b>	8037.33 1675.34	1 <sup>st</sup> qt payments of 100.00. Loss still expected. WO 3 <sup>rd</sup> Quarter if payments not kept.	Yes		Loss Expected
<b>AAA Home Improvement</b>	39,644.59	Borrower has agreed to \$300.00 a month payment and is being encouraged to liquidate the collateral. Will pursue ADFA for losses if we write off.	Yes	ADFA	Loss Expected
<b>Alele Mart</b>	25,707.23	The borrower is no longer in operation and is working with CU to fulfill her obligation. Paymetns are not regular	Yes	ADFA	Watch - WO
<b>Empire Sports</b>	14,125.21 36,283.32	Borrowers are in contact with the lender. Business is currently not operational. Payments have stopped. Write off 3 <sup>rd</sup> Quarter.	Yes		Watch --WO
<b>Unite the Vibe</b>	7,064.61 10,636.42	Borrower filed for <b>bankruptcy</b> . CU has contacted the borrower's lawyer to pursue collateral.	Yes		Loss Expected
<b>K House Kandles</b>	9550.42	Borrower taken off Auto draft due to returns. \$50.00 payment in 5 months.			Watch-WO
<b>Sprick's</b>	178,851.64	The borrower has communicated that work is picking up and he is hopeful that he will be able to resume payments. Working with eteam. And in close communication with Lending.	No		Watch -TA
<b>Dena's Sweetly Unique Cakes</b>	44,091.21	Dena is no longer in communication with lending. She has missed 4 payments making up 2. She has missed the last 2 payments and will not respond to any communication.	No		Watch-TA

# COMMUNITIESUnlimited

Borrower	Modification Date	Modification Reason	Principal Modified
1st Quarter			
L'ETOILE NAIL SALON	10/16/2024	Interest Only for 2 month/Cash Flow	19375.34
URBAN HEIGHTS INVESTMENTS, LLC	11/13/2024	Deferred 2 months/lost contract	51232.70
URBAN HEIGHTS INVESTMENTS, LLC	11/13/2024	Deferred 2 months/lost contract	40712.07
MURPHY'S BAKERY AND BURGERS	11/13/2024	Int Only 2 month/Building Market Share	28811.18
EMPIRE SPORTS BAR AND GRILL, LLC	12/6/2024	Deferred/business struggling to open	Did not sign
EMPIRE SPORTS BAR AND GRILL, LLC	12/6/2024	Deferred/business struggling to open	Did not sign
DUNCAN HOME IMPROVEMENTS, INC.	12/12/2024	Interest Only for 2 month/Cash Flow	16614.10
PAULA ANDERSON COACHING	12/23/2024	Interest only for 2 months/Cash Flow	1148.52
TROYER AG	1/7/2025	Refi to monthly payments	33807.64
KAYS KUTE FRUIT LLC INTEREST ONLY	1/9/2025	Three Months interest only	28989.22
KAY'S INTEREST ONLY MOD	1/9/2025	Three Months interest only	9021.96
PAULA ANDERSON COACHING AND CONSULTING 314 MOD	3/26/2025	Three Months interest only	3651.09

Communities Unlimited, Inc.  
Dashboard Reports  
As of March 30, 2025

	Pledged Support	Unrestricted	Unrestricted Loan Fund	Home Improvement DACA	RCAP RLF-USDA	RWJ PreDevelopment	WoodNext	CDFI	FMHA	TLL Temple	Rockefeller	SBA	AR Comm Foundation	JP Morgan Chase	HOPE/SSBCI	Our Delta Home	Sachs	Wells Fargo Sm. Bus	Walton	Amarillo	Lend TN	Total
Cash Balance			(1,344,968.73)	114,327.84	6,238,832.70	739,893.05	1,621,924.77	4,237,267.91	613,722.63	354,112.25	526,097.48	(125,557.93)	119,244.13	142,248.54	955,515.50	584,088.13	712,164.78	140,303.61	96,428.12	62,041.80	(118,828.79)	15,668,857.79
Environmental New Homes		(552,431.07)																				
MFG Housing Communities		216,104.94																				
Entrepreneurship Core		(100,217.65)																				
Nonprofit Tech Broadband		3,627,227.06																				
		(75,329.17)																				
Indirect		6,784,405.76																				
		85,045.32																				
		9,692.73																				
		18,508.25																				
Total Cash in Bank/investments		10,013,006.17	(1,344,968.73)	114,327.84	6,238,832.70	739,893.05	1,621,924.77	4,237,267.91	613,722.63	354,112.25	526,097.48	(125,557.93)	119,244.13	142,248.54	955,515.50	584,088.13	712,164.78	140,303.61	96,428.12	62,041.80	(118,828.79)	25,681,863.96
Add:																						
Current AVR		1,095,931.00																				1,095,931.00
Prnc & Int due 07/11/2024-12/31/2024			72,831.94	176,844.81	197,331.21	110,903.57	70,552.20	390,458.31	60,191.84	17,527.32	11,918.94	139,226.63	50,314.14	14,421.15	34,637.76			57,472.28		10,165.74	13,038.72	1,427,836.56
Less:																						
Current AP		(143,562.00)																				0.00
Current Notes Payable		0.00		(25,000.00)					(62,374.97)			(56,511.03)			0.00							(143,562.00)
Accrued Expenses		(58,839.00)																				(143,886.00)
Deferred Revenues		(7,991,911.00)																				(58,839.00)
Loan Commitments				(2,500.00)	(478,870.43)	(430,472.57)	(855,627.61)	(2,690,469.16)	(34,427.80)	(60,671.28)		(57,914.59)	(26,344.93)	(2,272.00)		(7,000.00)		(73,549.03)		(1,100.00)	(7,991,911.00)	
Match Pledged																						(4,721,219.40)
Pending Approval																						0.00
Approved Applications:																						
TXRBDG		(35,000.00)																				0.00
MSRBDG		(13,000.00)																				(37,500.00)
CFTAT		(37,500.00)																				(90,413.28)
MBDA		(90,413.28)																				0.00
RCDI 808	377,460.92																					0.00
RCDI 800		(28,575.86)																				(28,575.86)
SBATA		(31,217.00)																				0.00
Farm to School PRT to cover what schools do	80,000.00																					(31,217.00)
CFTAT 158		(29,922.00)																				0.00
MBDA Rural																						0.00
Enterprise Section 4 Housing CDCB	15,000.00																					0.00
ARRBDG		(34,234.00)																				0.00
Loan Funds Available/Needed		6,380,367.16																				0.00
Restricted by Grantor						(420,324.05)	(836,849.36)	(299,172.25)	(577,111.70)	(310,968.29)	(538,016.42)		(143,213.34)	(154,397.69)	(990,153.26)	(577,088.13)	(712,164.78)	(124,226.86)	(96,428.12)	(71,107.54)		(5,851,221.79)
Net Cash available		8,995,130.19	(1,272,136.79)	263,672.65	5,957,293.48	0.00	0.00	1,638,084.81	0.00	0.00	0.00	(100,756.92)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(105,790.07)	9,077,364.19

Loan funds available for Lending	Enviromental	Small business
Cash in Loan fund - Less Commitments	8,599,912.20	3,368,004.10
Loan Applications in Pipeline	(300,000.00)	(404,000.00)
Loan Funds to be drawn available for Lending	3,229,633.00	400,000.00
Total	11,529,545.20	3,364,004.10

Fixed rate	28.32%	Deployment Ratio:	0.73
Total Indirect Cost	1,299,550.00	Loans Rec.	19,177,892.00
Indirect cost charged	1,301,076.00	Commitments	4,721,219.40
Over (Under)	\$ (1,526.00)	Total	23,899,111.40
		Net Assets	17,415,850.00
		Notes Payable	15,218,165.00
		Total	32,634,015.00
		LF Net Asset Ratio:	0.52
		Net Assets	17,415,850.00
		Total Assets	33,593,056.00

	Loan Fund Net Assets	Loan Fund NI	25% to Core
FY 2017	6,613,741.00	590,448.00	147,612.00
FY 2018	7,168,650.00	611,710.00	152,927.50
FY 2019	8,480,821.00	1,288,024.00	322,006.00
FY 2020	10,230,678.00	1,719,857.00	429,964.25
FY 2021	12,972,579.00	3,371,612.00	842,903.00
FY 2022	13,362,079.00	1,195,255.00	298,813.75
YTD 2023	15,088,138.00	2,097,094.00	524,273.50
YTD 2024	17,415,850.00	952,476.00	238,119.00

Break down of NL	Total	Operating	Match	Equity grants	Other	Explanation:
Broadband	(21,366.00)	33,576.00	(32,805.23)		(22,126.77)	AR - BTA waiting on release of funds
Loan Fund	952,476.00	36,641.45		915,834.55		
Communities	(269,889.00)	(66,120.97)	(203,768.03)			
Core	151,485.00	151,485.00				
NPTS	(3,090.00)	(3,090.00)				
Etearn	(163,429.00)	(9,487.75)	(142,784.96)		(11,156.29)	AR
Hugo	(1,410.00)	(1,410.00)				
Other/indirect	(1,526.00)	(1,526.00)				
Housing	(3,011.00)	(3,011.00)				
Environmental	(37,074.00)	(32,374.00)	(4,700.00)			
	603,176.00	104,682.73	(384,058.22)	915,834.55	(33,283.06)	

Weighted Average of Interest Rates					
WATER			SMALL BUSINESS		
Rate	Balance	Amt/rate	Rate	Balance	Amt/rate
1.00%	3,925,897.00	39,258.97	1.00%	150,000.00	1,500.00
1.25%	2,365,000.00	29,562.50	1.25%	155,830.00	1,947.88
2.00%	0.00	0.00	3.50%	750,000.00	26,250.00
1.50%	1,000,000.00	15,000.00	1.50%		0.00
3.50%	0.00	0.00	2.63%	115,060.00	3,026.08
3.00%		0.00	3.00%	1,000,000.00	30,000.00
0.00%		0.00	0.00%		0.00
0.75%	4,000,000.00	30,000.00	0.75%	806,542.00	6,049.07
1.75%	100,000.00	1,750.00	2.00		0.00
			2.50%		0.00
Total	11,390,897.00	115,571.47	Total	2,977,432.00	68,773.02
Average interest rate		1.0146%	Average interest rate		2.3098%
NC loan \$250,000 at 1% and \$25,000 at 1.25% and \$500,000 at 3% not included above					

**Communities Unlimited, Inc.**

Balance Sheet

As of 3/31/2025

(In Whole Numbers)

	Broadband	Loan Fund	CS	Core	NPTS	ETeam	Hugo	Indirect	Housing	Environmental	Total
<b>Assets</b>											
<b>Current Assets</b>											
Cash & Cash Equivalents - Unrestricted	9,693	15,668,858	3,627,227	6,248,548	85,045	(75,329)	(100,218)	18,508	216,105	(552,431)	25,146,006
Short-Term Investments - Restricted	0	0	0	535,858	0	0	0	0	0	0	535,858
Current Notes Receivable	0	4,726,052	0	0	0	0	0	0	0	0	4,726,052
<u>Accounts Receivable</u>	<u>138,761</u>	<u>55,479</u>	<u>133,077</u>	<u>0</u>	<u>10,000</u>	<u>62,055</u>	<u>0</u>	<u>0</u>	<u>38,698</u>	<u>657,860</u>	<u>1,095,931</u>
Total Current Assets	148,454	20,450,389	3,760,304	6,784,406	95,045	(13,274)	(100,218)	18,508	254,803	105,429	31,503,847
<b>Investments &amp; Long-Term Receivables</b>											
Notes Receivable	0	14,451,840	0	0	0	0	0	0	0	0	14,451,840
<u>Allowance for Doubtful Accounts</u>	<u>0</u>	<u>(1,248,573)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(1,248,573)</u>
Total Investments & Long-Term Receivables	0	13,203,267	0	0	0	0	0	0	0	0	13,203,267
<b>Property, Plant &amp; Equipment</b>											
Land, Building, & Building Improvements	0	0	0	1,147,167	0	0	669,180	0	0	0	1,816,347
Furniture & Office Equipment	0	0	0	123,014	3,692	0	6,820	0	0	0	133,526
<u>Accumulated Depreciation</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(732,990)</u>	<u>(3,692)</u>	<u>0</u>	<u>(290,853)</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(1,027,536)</u>
Total Property, Plant & Equipment	0	0	0	537,190	0	0	385,147	0	0	0	922,337
<b>Other Assets</b>											
Construction in Progress	0	0	0	0	0	0	0	0	0	0	0
<u>Prepays</u>	<u>0</u>	<u>8,750</u>	<u>0</u>	<u>0</u>	<u>2,649</u>	<u>3,029</u>	<u>4,513</u>	<u>6,943</u>	<u>0</u>	<u>3,998</u>	<u>29,881</u>
Total Other Assets	0	8,750	0	0	2,649	3,029	4,513	6,943	0	3,998	29,881
<b>Total Assets</b>	<b>148,454</b>	<b>33,662,406</b>	<b>3,760,304</b>	<b>7,321,596</b>	<b>97,694</b>	<b>(10,245)</b>	<b>289,443</b>	<b>25,451</b>	<b>254,803</b>	<b>109,427</b>	<b>45,659,333</b>
<b>Liabilities</b>											
<b>Current Liabilities</b>											
Accounts Payable	44,857	39,407	13,779	(5,529)	0	477	906	18,093	8,052	23,520	143,562
Accrued Expenses	0	11,437	0	20,425	0	0	6,000	4,821	2,043	14,113	58,839
Reserves	0	0	0	126,639	0	0	0	0	0	0	126,639
Deferred Revenues	137,681	977,548	4,891,632	751,660	0	698,915	0	0	194,012	340,463	7,991,911
<u>Notes Payable</u>	<u>0</u>	<u>143,886</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>143,886</u>
Total Current Liabilities	182,538	1,172,277	4,905,411	893,195	0	699,392	6,906	22,914	204,108	378,096	8,464,837
<b>Long-Term Liabilities</b>	<b>0</b>	<b>15,074,279</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>15,074,279</b>
<b>Total Liabilities</b>	<b>182,538</b>	<b>16,246,556</b>	<b>4,905,411</b>	<b>893,195</b>	<b>0</b>	<b>699,392</b>	<b>6,906</b>	<b>22,914</b>	<b>204,108</b>	<b>378,096</b>	<b>23,539,116</b>
<b>Net Assets</b>											
Unrestricted	(12,729)	16,463,374	(875,218)	5,771,819	100,784	(546,208)	(63,225)	4,063	53,707	(231,594)	20,664,772
Board Designated for Fixed Assets	0	0	0	505,097	0	0	347,171	0	0	0	852,268
<u>Current Year Net Income (Loss)</u>	<u>(21,356)</u>	<u>952,476</u>	<u>(269,889)</u>	<u>151,485</u>	<u>(3,090)</u>	<u>(163,429)</u>	<u>(1,410)</u>	<u>(1,526)</u>	<u>(3,011)</u>	<u>(37,074)</u>	<u>603,177</u>
Total Net Assets	(34,085)	17,415,850	(1,145,107)	6,428,401	97,694	(709,637)	282,537	2,537	50,695	(268,669)	22,120,217
<b>Total Liabilities &amp; Net Assets</b>	<b>(148,454)</b>	<b>(33,662,406)</b>	<b>(3,760,304)</b>	<b>(7,321,596)</b>	<b>(97,694)</b>	<b>10,245</b>	<b>(289,443)</b>	<b>(25,451)</b>	<b>(254,803)</b>	<b>(109,427)</b>	<b>(45,659,333)</b>



**Communities Unlimited, Inc.**  
Statement of Revenues and Expenditures  
From 10/1/2024 Through 3/31/2025

(In Whole Numbers)

	Broadband	Loan Fund	CS	Core	NPTS	ETeam	Hugo	Indirect	Housing	Environmental	Total	Budget	Variance
Revenues													
Grant Funds	189,112	1,103,953	852,911	62,538	0	836,017	0	0	239,316	3,548,586	6,832,433	7,244,845	(412,412)
Purchased Service	38,363	75,800	0	0	0	0	0	0	0	16,875	131,038	978,061	(847,023)
Program Income	0	584,738	38,500	0	75,000	1,500	50,689	0	0	40,006	790,432	456,625	333,807
Interest Income	0	76,182	0	166,358	0	0	0	0	0	0	242,541	246,078	(3,537)
Miscellaneous	0	0	0	15,257	0	26,600	3,801	2,370	0	0	48,028	2,550	45,478
<u>Inkind Revenue</u>	<u>0</u>	<u>0</u>	<u>32,300</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>41,750</u>	<u>74,050</u>	<u>12,821</u>	<u>61,229</u>
Total Revenues	227,476	1,840,673	923,712	244,153	75,000	864,117	54,490	2,370	239,316	3,647,217	8,118,522	8,940,980	(822,458)
Expenses													
Salaries & Fringe Benefits	165,784	399,572	683,880	46,728	43,114	669,318	3,523	838,009	133,448	2,451,578	5,434,954	5,784,211	349,257
Taxes	0	37	0	0	0	466	9,076	367	0	2,826	12,772	7,375	(5,397)
Travel	22,669	21,202	59,144	6,506	0	20,960	7	35,312	12,395	202,605	380,801	542,207	161,406
Training & Professional Meetings	8,112	15,485	32,299	5,811	0	24,295	92	36,903	10,982	90,454	224,432	223,624	(808)
Professional & Other Services	258	34,321	4,329	11,493	10,356	37,885	0	234,378	755	16,322	350,097	249,300	(100,797)
Insurance	0	0	0	0	12,418	9,181	13,540	53,729	0	18,445	107,312	64,026	(43,286)
Supplies/Materials	1,945	93,750	20,614	5,455	0	9,589	889	39,847	16,342	33,989	222,421	300,623	78,202
Printing & Publications	1,168	3,601	9,589	1,955	0	6,622	36	23,739	2,240	35,731	84,683	85,556	873
Communications	1,979	6,429	8,853	1,351	0	7,098	47	18,605	1,466	30,019	75,848	88,829	12,981
Office Space	0	4,400	8,160	1	0	7,246	4,622	21,582	79	21,815	67,903	87,184	19,281
Equipment Maint. & Rental	0	0	0	0	0	0	18,900	0	0	0	18,900	30,625	11,725
Interest	0	108,090	0	114	0	0	0	0	0	0	108,204	87,626	(20,578)
Bad Debts	0	84,467	0	0	0	0	0	0	0	1,650	86,117	92,500	6,383
Subrecipients	0	3,055	140,874	0	0	45,370	4,170	0	26,852	43,170	263,491	279,846	16,355
Miscellaneous	0	709	0	30	0	98	0	2,502	0	21	3,360	10,407	7,047
Indirect	46,917	113,079	193,557	13,224	12,201	189,417	997	(1,301,076)	37,768	693,917	0	(0)	-
<u>Inkind Expenses</u>	<u>0</u>	<u>0</u>	<u>32,300</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>41,750</u>	<u>74,050</u>	<u>12,821</u>	<u>(61,229)</u>
Total Expenses	248,832	888,197	1,193,600	92,668	78,090	1,027,546	55,899	3,895	242,327	3,684,291	7,515,346	7,946,760	431,415
Net Income (Loss)	(21,356)	952,476	(269,889)	151,485	(3,090)	(163,429)	(1,410)	(1,526)	(3,011)	(37,074)	603,177	994,220	(391,043)

COMMUNITIES UNLIMITED, INC.  
LOAN FUND

ENVIRONMENTAL LOANS	LOAN OUTSTANDING	PAST DUE BALANCE	% PAST DUE	WRITE- OFFS	LOANS CLOSED #	LOANS CLOSED \$
FY 2021	6,946,543.44	613,931.35	8.84%	697.61	25	2,212,967
FY 2022	10,016,746.00	642,741.00	6.42%	-	44	8,517,656
FY 2023	12,726,781.00	651,487.07	5.12%	11,787.00	49	5,812,625
FY 2024	14,414,096.00	472,970.00	3.28%	-	34	5,618,006
FY 2025 YTD	15,021,036.06	244,136.87	1.63%	-	18	1,752,919
COMMERCIAL LOANS						
FY 2021	901,275.16	19,437.22	2.16%	15,043.47	24	699,593
FY 2021- PPP	1,086,170.00	-	0.00%	-	239	2,609,995
FY 2022 - PPP	57,740.00	-	0.00%	-	0	-
FY 2022	1,431,601.00	19,787.00	1.38%	23,620.00	36	985,660
FY 2023	1,640,328.00	35,654.69	2.17%	101,873.00	41	937,131
FY 2024	2,732,734.00	69,474.00	2.54%	45,919.61	57	1,831,662
FY 2025	3,075,509.12	53,424.16	1.74%	75,771.55	28	768,626
HOME IMPROVEMENT						
FY 2021	5,149.35	5,803.29	112.70%	4,898.71	1	2,500
FY 2022	147,093.00	-	0.00%	-	69	172,500
FY 2023	377,313.00	6,274.00	1.66%	4,827.00	154	413,386
FY 2024	469,910.00	24,892.00	5.30%	34,320.00	159	503,824
FY 2025 YTD	466,864.60	25,231.56	5.40%	8,699.75	63	194,548
MORTGAGE LOANS						
FY 2020	875,468.99	65,295.34	7.46%	-	-	-
FY 2021	767,319.36	78,376.53	10.21%	140.14	-	-
FY 2022	683,195.00	81,007.00	11.86%	-	-	-
FY 2023	612,834.00	96,928.00	15.82%	-	-	-
FY 2024 YTD	538,170.55	121,943.69	22.66%	-	-	-
WALTON FOUNDATION LOANS						
FY 2021	1,768,733.72	-	0.00%	-	-	-
FY 2022	1,302,385.87	-	0.00%	-	-	-
FY 2023	935,983.00	1,667.00	0.18%	-	-	-
FY 2024	599,821.00	1,666.66	0.28%	-	-	-
FY 2025 YTD	392,550.97	21,083.23	5.37%	21,664.01	-	-

	Action Steps	Timeline	Person Responsible	Completion	Notes
<b>Strategic Goal 1: Pre-Development Loans for Water and Waste Water Systems</b>					
<b>Objective A: Establish Pre-Development Loan Fund</b>					
Michael Rivera					
1. Raise \$5 Million within a 6-year term			Bryn Bagwell	Completed	Secured RWJF capitalization loans of \$500,000 on 6/15/2022 and \$4,500,000 on 8/22/2022.
2. Make 93 pre-development loans to leverage \$69.8 million in SRF funds	Environmental Services field staff working with communities throughout our 7-state region will assist in originating at least 93 pre-development (PDE) loans that are closed by CU's CDFI staff.	9/30/2025	Gaylene Riley	In Progress	9 PDE for \$4,276,006.61. CU's Environmental Services Area Directors have been tasked with the following performance goals for FY 2023: Texas - enroll a minimum of 50 new water infrastructure development projects / assist in completing at least 25 PDE loans; Central States - enroll a minimum of 18 new WID projects / assist in completing at least 9 PDEs; Eastern States - enroll a minimum of 18 new WID projects / assist in completing at least 9 PDEs; (FY2023 PGs = 86 projects / 43 PDE loans; FY2024 PGs = 86 projects / 43 PDE loans; FY2025 PGs= 14 projects / 8 PDEs; FY2026=14 projects / 7 PDEs <b>At 4/30/2025 we have 53 projects enrolled; 9 PDEs.</b>
3. Raise a loan loss reserve of approximately 12% of funds lent	Raise a loan loss reserve of \$600K (12% of lending objective).	9/30/2023	Michael Rivera	In progress	CDFI application for 2024. Houston Endowment? Winthrop Rockefeller funds?
<b>Objective B: Outreach campaign</b>					
Michael rivera					
1. Develop marketing materials explaining pre-development loan product	Work with lending to develop PDE loan flyer primarily. Work with the lending and communications team to produce additional marketing materials as needed.	2/13/2023	Bryn Bagwell	Completed	PDE Loan Flyer created 2/13/2023 by Kevin Tillman. Area Directors will coordinate with lending and communications if additional marketing materials are needed.
2. Train CU's 35 Env. TA's on outreach strategy	Build Capacity of CU's Environmental Services Team (currently 50 staff) to identify water infrastructure opportunities for historically disadvantaged communities and increase knowledge of state revolving loan funds (DW and CW).	3/1/2023	Tommy Ricks	Completed	Since October, 2022, key staff (ES Area Directors, ES State Coordinators, and other ES field staff) are being trained by Quantified Ventures "SRF Academy" to increase knowledge of Drinking Water and Clean Water SRFs, Bipartisan Infrastructure Law provisions including prioritization of historically disadvantaged communities as applicants for SRF funding; assistance in procuring qualified professional services; assistance in pre-vetting proposed projects to ensure that FONSI and Categorical Exclusions are taken into account; and, post-award technical assistance to help borrowers comply with AIS, DB, and BABA requirements.
3. Leverage network of partner organizations in each of CU's 7 states to promote product					Since the spring of 2021, CU has been collaborating with WFX to conduct ongoing state and intrastate regional BIL-Infrastructure Investment and Jobs Act funding opportunities for mayors and other responsible officials of public water systems and eligible publicly-owned treatment works facilities in the states of Texas and Mississippi with plans to roll these workshops out in Alabama (Jan 2023), Tennessee (spring 2023), Arkansas (Oct., 2023), Louisiana (May, 2024), and Oklahoma is scheduled November 21, 2024. CU has also executed a MOU with EPIC (Environmental Policy Innovation Center) to coordinate on pre-development technical assistance throughout our region with ongoing meetings every two months. Follow up Hattiesburg, MS scheduled for June 26, 2025. Lending Team is working with RCAP partners to offer RLF/DWS funding outside the 7 state footprint.
3. Leverage network of partner organizations in each of CU's 7 states to promote product	Collaborate with Water Finance Exchange, State Water Infrastructure Financing Authorities, USDA Rural Development, COGs, and Primacy Agencies.	9/30/2025	Harold Hunter	In Progress	



4. Conduct specific outreach to water/waste water engineers in each of CU's 7 states to inform them about the resource and their ability to secure their fee immediately on eligible projects	Develop 7 Funding Fact Sheets with current information from each state and share with appropriate State Coordinators to be used by TAP's when discussing options with Boards.	10/1/2023	Karen Conrad	Completed	Will be used to provide TA at meetings (board or other types) and help educate about all the different types of funding with an emphasis on the "loan forgiveness" or grant possibilities of each type. TA will also include the various reporting requirements and debt reserve requirements of each type of funding if not 100% grant/loan forgiveness. The production of these state-specific sheets has been completed and have been distributed by Caroline Miles-Ingram and Alex Goodyear to each State Coordinator. Environmental State Coordinators will conduct continuous outreach to professional registered engineers in each state to leverage existing relationships and build new ones to ensure that historically disadvantaged communities are included in BIL-IIJA funding opportunities. <b>Communications is revising all our flyers and Loan Team has modified lending terms and requirements.</b>
	Utilize PDE Loan Marketing Materials in face-to-face meetings, direct mailings (through CU Communications), water financing committee meetings, BIL-IIJA funding workshops, and in-person training sessions.	10/31/2025	Karen Conrad	Completed	
5. Provide Predevelopment TA to 200 Community Environmental Management Systems					
	Provide pre-development technical assistance to include assistance in procuring professional services, long-range planning, infrastructure financing studies, feasibility studies, community interest meetings, rate setting, and CU/SRF loan application assistance to 200 Community Environmental Management Systems.	9/30/2025	Karen Conrad	In Progress	Pre-Development / Post-Award Infrastructure Development Technical Assistance grants through Lyda-Hill Philanthropies (TX-only), Robert Wood Johnson Foundation, HHS-Office of Community Services, Rural Community Assistance Partnership CAT-3 EFC, and SERCAP CAT-2 EFC (AL, MS, TN-only) will focus on delivering pre-development TA to a minimum of 172 projects for the first 2 years (goal is to complete PD TA for 70 projects in Texas before 7/31/2024 and remaining states' PD TA for an additional 100 projects before 9/14/2026). Post-Award TA will be provided to these projects from enrollment through completion of construction and final project inspection. Post-Award TA will be completed on or before 12/31/2028 as these W/WW infrastructure construction projects are completed. As of 4/30/2025, 117 of 172 projects are completed <b>Total RWJ &amp; LH (68.0%)</b>
	Assist processing PDE applications and provide TA to 75 communities which result in PDE loans	9/30/2025	Karen Conrad	In Progress	
6. Provide Post-Award TA to 100 Community Environmental Management Systems					
	Provide Post-Award TA to CEMS which have closed on CU PDE loans and are in the state SRF IUPs	9/30/2025	Alexander Brandon	In Progress	Post-Award TA will not begin until first PDE loan is closed and is anticipated to continue through September 2027 (after the expiration date of the current CU Strategic Plan) Post technical assistance should begin with Boynton and Winslow. <b>(PDE Loans Closed: Boynton, LeFlore RWD, Winslow , Town of Gordon, Avalon Point Water Services, Free State Sewer and Water, Wright Pastoria, Union WSC. Red Oak PWA. Post Award assistance should be provided to these systems)</b>

Strategic Goal 2: Small Business/Small Dollar Loans

Objective A: Re-Invent Nuestra Casa in the Rio Grande Valley

Michael Rivera					
1. Leverage tech. to take applications efficiently	Explore alternative lending software programs			In Progress	Narrowed down to one fully integrated software program called Ivy Tek. Incorporates Sales Force which allows more efficiency and accuracy in loan application process. User friendly. <b>Currently taking applications in Ivytek in all programs except for Home Improvement loans; still workin in progress.</b>
		3rd Q 2025	Michael Rivera		
2. Add Credit Counseling component through partnership with CDCB in Brownsville				In Progress	
	Capture data of those participating in CC from NC borrower			Stopped or Deferred	will follow up with each borrower post closing to walk them through how to sign in to take the credit counseling course. <b>Able to compare credit scores from previous application one year later. Mortgage portfolio to be serviced by CDCB beginning 11.1.23</b>
		2023	Michael Rivera		
3. Leverage LMS Platform to provide training on credit enhancing skills	Capture data of those participating in LMS	2024	Michael & Cynthia	In Progress	Added Predatory Lending to LMS.
4. Support borrowers in becoming banked to allow electronic payments	Research Woodforest and other banks			In Progress	
			Michael Rivera	Completed	Opened Woodforest Bank which is a great partner for joint outreach. Keeping PNC account for payments
5. Introduce credit reporting for all small dollar borrowers				Completed	Credit scores have increased for CU return borrowers one year later by an average of 34 points.
6. Clearly document stories for small dollar loan products/users					
	Feature NC borrowers in Annual report	2023	Michael & Elaine	Completed	Stories completed.
		2024	Elaine	In Progress	Federal Reserve interested in co-publishing article featuring wealth creation through creative CDFI product (NC) in FY24 Update: Federal Reserve timeline changed to FY25.
7. Small Dollar Home Improvement Loan volume goals					
	\$382,500 closed/disbursed	Jun-23		In Progress	204 loans made ytd July 2023 for \$519,250. 67.88% of Sept goal of \$765,000
	\$765,000 closed/disbursed	Sep-23		In Progress	223 loans made ytd sept 2023 for \$585,890. 77% of Sept goal of \$765,000.
		23-Dec			266 loans made ytd December 2023 for 736,060.00. 96.22% of 765,000.00
	\$1,377,000 closed/disbursed			In progress	Requested modification to Yr 2 goals and time extention for Yr3; 1 Year extension granted Sept 2025
	Credit scores improved for existing borrowers post 2 years	Sep-25	Michael Rivera		
		50 % by 9-2024		Completed	82% of return borrowers increased their credit score one year later. increases average 34 points not including those who started with no score.

Objective B: Replicate Small Dollar Loan Program in other Geographies

Michael Rivera					
1. Document demand for small dollar loans in Rio Grande Geography through loans made				Completed	One year anniversary event showed considerable media interest in the continuation. New partners added for referrals in 2023.
2. Demonstrate demand in new geography			Bryn Bagwell		
	Start 2nd small dollar home improvement loan program in Delta			Completed	planning to follow Come Home CU low income housing to the Delta with Pine Bluff and Dumas adding soon. New lender would need to be added with Michael supervising staff.
		2025	Michael Rivera		
3. Raise funds to replicate in new geography	Specific operating budget developed			Completed	WoodForest provide \$2500 grant for Small Dollar. Other sources needed. Partner with UAPB to defray operational costs by hidring students; <a href="#">King Foundation 1MM</a>
			Michael Rivera		

Objective C: Advocacy Dentralized Water System Loans

Michael Rivera

1. Work with RCAP to ensure Decentralized Water System funding is permanent part of upcoming Farm Bill		Prior to Karen/Ines Reauthorization in fall 2023	In Progress	Reposa with RCAP is working on Farm Bill. Ines is working with RRAN on Farm Bill. Building strong relationships with Senate Ag Committee. Guidance has been provided to Sen. Booker's office on an alternative to his concept of transitioning the DCSWS loan program to a 100% grant for those under 80% SNMHI. Alternative plan includes a stepped loan/grant DCWS program determined by State Non-Metro Median Household Income: Below 60% SNMHI = 75% grant / 25% loan; Below 80% SNMHI = 50% Grant / 50% Loan; Below 100% SNMHI = 25% Grant / 75% Loan; Below 110% SNMHI = 100% loan. Additional guidance requested the removal of the intermediary lender requirement of a 10% match.
2. Leverage relationship with RCAP, RRAN and legislators in our territory to support legislation		Karen/Ines	In Progress	
3. Capture data on declines due to heir's property issues	leveraging staff info and connecting with national researchers	Jul-05	Completed	Reporting reason for declines to USDA including heirs property. Changes were made to the DWS eligibility rules to allow for various ways to show ownership including such things as utility bills in the owners name, effectively removing the hard requirement to have only their name on the deed.
4. Create Exceptional DWS Loan Product			Completed	
5. DWS Loans Made	\$250k Loans committed	2023	Completed	\$258 K committed as of 12/31/2023
	\$250k Loans disbursed	2023 Michael	Completed	\$210, 448 disbursed as of 12/31/23 6 month ext granted
	All 7 States	2023	Completed	
	Successful grant increasing by \$50K minimum to 300K		Completed	New grant awarded for \$400,000.
	Successful grant increasing by \$50K minimum to 350K	2024	Stopped or Deferred	
	Successful grant increasing by \$50K minimum to 400K	2025 Michael Rivera		
		2026		

### Objective D: Advocacy for Nuestra Casa Loans

Michael Rivera	historic NC loan data is being analyzed to determine value of wealth creation	FYE23	Michael &Elaine	Completed	Research complete. Publication in partnership with Federal Reserve in FY25 and submitting presentation to OFN conference for FY25.
1. Evaluate impact of Nuestra Casa historical lending on wealth creation for families					
2. Implement means for tracking wealth creation for families served through small dollar loan program moving forward (metric - property value)	Collaboration with NC/Lending staff to develop means to maintain contact with clients and capture property values	Q3E FY23– FYE25	Elaine/Jane	In Progress	Update: Timeline changed to FY25. Will be incorporated into new lending mgmt system after critical operational functions are implemented.

### Identify and Create Mission Based Loan Programs/Partners

1. Small Dollar Auto Loan Program with NWA Circles	Create underwriting strategies for an auto loan program focusing on credit building/predatory loan mitigation; moving borrowers to entrepreneurs.	YE 2025	DW/Michael	In Progress	Formed partnership with NWA Circles; Cohort parameters established; first group of 13 enrolled; 2 dealerships intenfified; program being funded by grant from Excellerate
2. Small Farm Program with For Farm and Food in Central LA	Create underwriting strategies for small farm program; find partners for small farm TA	YE 2025	DW/Michael	In Progress	Formed partnership with For Farm and Food; Cohort parameters established; first cohort enrolled; have received first application

Strategic Goal 3: Broadband in Rural Communities

Objective A: Broadband Team

1. Hire broadband expert			Nov-22	Martha Claire	Completed	Catherine Krantz, CV attached, hired as Area Director for Broadband, <b>2024, Developing internal expertise: ADBB Attended 10 Conferences in 2024, presenting at 7, BB Team attended 9 conferences in 2024, presenting at 4.</b>
2. Hire broadband technical assistance provider per state	Develop position descriptions, targeted recruitment				Completed	*Note, we are no longer pursuing hiring TAPs for each state, as we do not have (and do not anticipate having) equal funding per state. Not all states have equal BB need, and not all grant opportunities are available in each state. State specific expertise is being provided by our BB Interstate Coordinator, Mark Pearson, who is tasked with keeping up with policy and funding news for each state. Future hiring will be based on workload and funding, not state specific, but we will have multiple team members available to work in any state there is need. Current Broadband work is primarily in AR & MS, with a few communities across the other states. Current Broadband team is 5: Area Director (Catherine Krantz) (TX), Interstate Coordinator (Mark Pearson) (TX), and 3 Broadband Technical Assistance Providers Ali Milligan (AR), Jacque Carter Houston (MS), and newly added in April 2025, Katy Parrish (TX, TN).
3. Engage CS staff and interested Environmental Staff	Develop training, deliver training			Catherine	Completed	Broadband Area Director offered internal training opportunities via multiple delivery methods; will continue to offer additional training as requested by staff/teams across CU work. <b>2024: BB Team presented 15 Broadband Education presentations, reaching 319 participants</b>
4. Create internal training resources for Community Facilitators	Presentation will be with CFs in December 2022 and completed by February 2023 for Environmental staff.		Feb-23	Catherine	Completed	Broadband AD developed training slides and IF/THEN community consensus resources for deployment. <b>2024: BB Team presented internal training 10/17/24: BB Basics and upcoming funding opportunities for CS Staff annd community cohorts.</b>
5. Engage E-Team/Lending team in communities that choose coop. or entrepreneurial owned model to work with the businesses.	Area Director will work to create blending opportunities for the Entrepreneurship and Lending Teams with relationship to broadband education, accessibility, and adoption.		Feb-23	Catherine	Completed	Broadband AD will complete 7 state listening tour and then engage E-Team and Lending based on gaps recognized in each state; additional work around creating entrepreneurship opportunities with regard to education, adoption and accessibility to be discussed as capacity for local ISPs . The E-Team is developing a Minimum Viable Business Model based on real-world data from an E-Team client in East Texas. Dale and Catherine plan to publish the planning model by June 2024. 1/15/24: BB Team is seeking grant opportunities that small ISPs would be eligible for, and able to meet requirements for, and aligning these ISPs and grant opportunities with matching funds providers. While there will likely be future opportunities to expand this work, the original work with Buna was completed. <b>2024: BB Team referred one digital literacy business in Pine Bluff, AR, to E-Team &amp; Lending.</b>
			Jun-23	Catherine, Martha Claire, Cynthia, Michael		

Objective B: Developing Broadband Expertise

1. Develop relationship with CTC Cons. To develop training	Module one developed in late 2022 and will be implemented during 2023		Aug-23	Martha Claire	Completed	Received 1st training module from CTC. Continued engagement not as essential given our new internal capacity.
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2. Submit EDA proposal to secure resources	Area Director will evaluate module and determine plan for additional module development.	Completed	Area Director is currently evaluating grant opportunities across agencies including EDA to expand the network of "in house" experts for CU's broadband. Targeted research is currently focused on potential workforce funding and partnership growth re: the community engagement piece and healthcare funding related to broadband. 4/17 updated AD of Broadband has written grants for 25 communities in conjunction with ISP in TX related to TA and Digital Equity services; 5/16 update Working with each state to build relationships related to large funding for TA like the ones completed for TX. EDA meeting to be scheduled in late May. EDA funding for broadband not currently high priority while other funds are "best use of time" based on award possibilities. 9/29 AD of Broadband has written grants for 9 communities in conjunction with ISP related to TA and Digital Equity service opportunities for RCAC; 10/5 AD of Broadband has written grants for 19 communities in OK in conjunction with an ISP, related to TA and Digital Equity services. <b>2024: BB team assisted in 28 grant applications (writing, educating stakeholders) across 5 states.</b>
		Sep-23 Catherine	
3. Offer and attend training to better engage CU Staff, partners, and community leaders across the 7 states	Seek opportunities such as March 7-9 – Wireless Internet Service Providers Association (WISPA) America Conference, Louisville, KY; March 27-28, 2023 – Connected America Conference, Irving, TX; April 6, 2023 - Fiber Broadband Association Regional Fiber Connect Workshop, Oklahoma City, OK; May 1-4, 2023 – Broadband Communities Summit, The Woodlands, TX to present best practice models developed along with present to CU staff at Annual Meeting.	Completed	AD has attended training sessions as a learner and expert across the country to stay current on the rapidly changing technology along with forecasting of funds across the states. 5/16 per Catherine remind OLT that communities they are working in are priority area and she is happy to talk them through IF/THEN scenario for advice at any point until her schedule no longer permits. <b>2024: BB Team presented 15 Broadband Education presentations, reaching 319 participants. ADBB Attended 10 state and national Conferences in 2024, presenting at 7, BB Team attended 9 regional, state, and national conferences in 2024, presenting at 4.</b>
		Dec-23 Catherine	
4. Engage with Benton Institute through AR Connectivity Coalition	Complete Benton Institute training opportunity for learning and to determine its best practices for future use via train the trainer scenarios	Completed	Completed Benton Institute training. Decision made not to re-engage Benton Institute but draw best practices from sessions including creating the IF/THEN method for use with communities to better engage them where they are in the broadband pipeline
		Sep-22 Martha Claire	
5. Develop close working relationship with state broadband offices	Meet with state broadband offices in all seven states, by setting up meetings, calls, and attending events virtually or in-person. (AR: AFN AIP Meeting with AR State Broadband Director, Glen Howie, November 28, 2022)	Completed	AD of Broadband met with Arkansas and Alabama state offices completed in November and December 22' respectively. Staying in regular contact with AR Broadband office and team. Virtual meetings with staff from all other state offices have been scheduled with follow up face to face engagements requested as in-state work dictates. Follow up particularly in Texas, Oklahoma, Alabama, Mississippi, where we are currently already engaged. 5/11 Traci McQuary and Russ Garner attending MS meeting for Catherine, set up a one-on-one with MS Broadband Director Sally Doty 5/16, who offered their full assistance and etter of support for our USDA BTA grant application. OK: Attend regular virtual meetings of the OK Broadband Council, 4/6, 5/23, 9/27 attend in-person broadband events in OK with Broadband Office; 7/10 Attend in-person event of TX broadband development office in Texas; have communicated with LA & TN broadband offices, with additional contact as in-state work dictates. Broadband team will maintain close contact and positive relations with all 7 states' broadband offices. <b>2024: BB Team had multiple contacts and built good working relationships with all broadband offices in the 7-state service area, meeting regularly and developing especially productive working relationships with AR, TX, TN, MS;</b>
		Dec-23 Catherine	

## Objective C: Prioritize Deployment

1. Work with communities who have or are securing broadband	This ongoing activity will begin in 2023 will identification of at least 5 current CS Communities determined ready for broadband funding stage to provide capacity building in the development of state or national proposals	Completed	Feb 2023 - AD in collaboration with community facilitators and CS director has completed initial assessments with CS communities that are currently participating in both multi year and unique engagements to assess their readiness for broadband fund application; education related to broadband funding has been deployed re: ISP vs municipality funding initiatives, currently developing model for engaging community with ISP in larger proposals
		2023-2025 Catherine, CS Team	

2. 5 TX communities funded through RPIC	Presentation of educational webinar to Community Leadership Teams to introduce key BB concepts, share news, policy and funding updates, and opportunities, including the availability of free Digital Literacy training courses.	Completed	AD has completed training with one RPIC community in Texas, team has developed metrics measurement plan for those engaging in digital literacy to track consumer satisfaction with regard to several organizational offerings that are shared. Additional presentations have been offered throughout E TX through these relationships built and the ones with TLL Temple Foundation
		Sep-23 Catherine, Mark	
3. CS Communities committed to implmenting broadband strategy	This ongoing activity will begin in 2023 with identification of at least 5 current CS Communities to engage in implementation of their broadband strategy initiated with development of broadband subgroups in each leadership team. Additionally, coordinate with Community Facilitator, community leadership team, and Connected Nation (national non-profit dedicated to broadband) that has free digital literacy training courses to offer and is looking for communities to assist, to offer free digital literacy training courses in interested communities.	Completed	At April 2023 CS staff retreat community facilitators will present up to three communities for potential engagement in the broadband strategy build out with the potential for selection to be part of the first cohort of communities across state lines to engage; virtual education pieces offered by AD along with localized capacity building with CFs already engaged in leadership teams. 10/23 The Broadband Team is currently working with 5 communities in TX, 1 in OK and 1 in AR, where there is active CS engagement. Dec 2023 / Jan 2024 BB Team has crafted a data sheet based on current FCC data of broadband Access, to help us identify priority communities in need of broadband access, as well as eligibility for grant opportunities, within our service area. This will dramatically improve our ability to react quickly to grant opportunities, and proactively find opportunities for communities. Dec 2023 - Jan 2024 Broadband team Digital Equity Coordinators have gathered Digital Equity metrics and written Digital Equity plans for 40 active CU communities, and creates a Digital Equity data set that will allow prioritizing commuuty work based on digital equity metrics such as social
		May-24 Catherine, CS Team	
4. Communities identified through Environmental Team	Engage Environmental Team in identification of at least 5 communities who have identified broadband infrastructure as a strategic goal to build community pipeline	Need to Develop	AD with collaboration from CS Director will develop a scheduled/targeted engagement timeline for consistency engaging with Environmental Team on community identification while rolling referrals will also be a piece of this engagement strategy. No formal strategies have been put into practice, however, there have been multiple referrals. October 2023: BB Team is currently working with 6 Communities on broadband planning, 5 are CS Team referrals and 1 is an Environmental Team referral: Tatums, OK. Nov 2023: Alexander's team has identified a list of 10-12 communities with possible broadband needs in TN, Broadband team has identified a TN State grant opportunity and will be helping communities determine eligibility.
		Catherine, Karen or Jan-25 Area Directors (?)	
5. Communities where CU identified entrepreneurs who own and want to grow an ISP	This ongoing activity will engage the Entrepreneurship Team in 2023 when the local market confirms ownership opportunity and local entrepreneurs have been identified beginning with at least 1 broadband entrepreneur referred.	In Progress	CS Director, AD and community mayor engaged local ISP related to existing service gap, developed plan for community outreach for surrounding areas; reassessing how to engage E-team based on the pace of deployment for the ISPs and their feedback on engagement to be completed by May 2023. 2/23 - present E-Team and Broadband Team have worked with one entrepreneur; E-team working of ISP business modelling resources and fact sheets for ISPs. 1/4/24 AD Site visit in Buna and Pineland
		2023-2025 Catherine, Cynthia	

6. Persistent Poverty communities

Ongoing activity will launch in 2023 with engagement across the persistent poverty communities of all seven states with at least one convening in each state related to broadband best practices.

In Progress

March 2023 AD engages GIS team to discuss mapping opportunities to direct state convenings; late 2023 ongoing mapping conversations with GIS team re: how to use GIS to leverage data in community broadband work. Nov 23- Feb 2024: Broadband Team, along with our 3 AmeriCorps ACC members, have gathered demographic and broadband specific data for 40 of CS Teams existing (active and recently completed) communities. BB Team has written 40 Digital Equity Plans for existing communities. Plans include demographic information, broadband best practices and actionable items that communities can do to improve broadband access, adoption, and use, in their communities. The data collection process across all active CS communities has created an extensive data set that can be used to track Digital Equity Priorities, of which persistent poverty is one metric. Additional metrics are Digital Divide Index, Social Vulnerability Index, and NTIA Covered populations data. Jan / Feb 2024: AmeriCorps ACC membersOur AmeriCorps ACC members (also called Digital Equity Coordinators) will be presenting these plans to communities. Broadband Team is working with GIS team to create a mapping tool that will integrate data geographically, to allow better geographic understanding of opportunities. an 2024: Broadband Team has crafted a data sheet based on current FCC data of broadband Access, to help us identify priority communities in need of broadband access, as well as eligibility for grant opportunities, within our service area. This will dramatically improve our ability to react quickly to grant opportunities, and proactively find opportunities for communities. **July 2024: BB Team & GIS team created a data tool (utilizing FCC access data and Digital Equity data from Census, and other sources) to prioritize deployment, based on communities that meet the highest threshold for connectivity need (very low internet access) and socio-economic need (very low income and other factors such as covered populations).**

- Highest need MS: found 78 communities in need of broadband assistance
- High need LA: 70 communities
- Moderate need TX, AL, OK: 50+ communities
- Low need
- AR: 25 communities,

## Strategic Goal 4: e-WealthHealth

### Objective A: Form Cohort of Entrepreneurs Committed to Long-Term Engagement

1. Recruit and engage first cohort		Aug-22 CT/DR	Completed	3 active cohorts with a total of 24 active participants. Fourth cohort scheduled to launch in May 2023.
	Enrollment by the clients for the first cohort		Completed	Goal Achieved: Cohort 1 launched August 2022. Currently, we have 6 cohorts with a total program enrollment of 52 participants.
2. Develop additional Weath building technical assistance tools		Dec-22 CT/DR	Completed	Capital Readiness Canvas, Financial Models integrating wealth goals, Report Card to reflect progress in wealth accrual.
	Tools completed and using in the cohort		Completed	Goal Achieved: Client workbook developed and newly revised financial projection models. For example, the financial projection model now includes calculating with the business owner their minimal essential budget to build this amount into their business financial model for determining their breakeven requirements. This financial projection model now also includes more detailed budgeting and capturing the cohort participants personal net worth to establish a baseline and to measure the increase in net worth and other key metrics.
3. Vet and secure 3rd party services that enable wealth building		Jun-23 CT/DR	Completed	Goal In Progress: We have secured interest from Matthew Bruton to participate in wealth building education training to our eWealth Health Cohorts that we plan to record for our LMS.
	Third party services are being offered to cohort participants via webinar, e-learning trainings or one-on-one discussions primarily around financial planning or wealth planning.		Completed	Matt Brutton partnering to deliver retirement planning education on a quarterly basis.

### Objective B: e-WealthHealth Accelerator

1. Raise Funds to be used for wealth building strategies, i.e., retirement account match, down payment toward asset purchase, cost for succession plan, cost for income tax planning		Dec-22 CT/DR	Completed	Goal Achieved: Funds obtained from Wells Fargo Foundation
Used to create incentive and new investment habits	Develop an accelerator incentive plan tied to measurable milestones that contribute to entrepreneurial skills, business success, and owners' wealth accretion.		Completed	Incentive plan has been established with milestones tied to key wealth related objectives. A total of \$5,000 accelerator payout is broken into; \$2,000 associated with attending training related establishing and maintaining a bookkeeping system and financial reporting, and \$3,000 matching funds associated with establishing a retirement account and making regular contributions.
	One or more eWealth Health cohort participants has met the performance objectives that triggers disbursement of their Accelerator payment by the end of Jun 2023 (Q4 of programming)	CT/BW/DR	Completed	Through the first 18 months of the program, we have had 14 E-Wealth Cohort participants qualify for either partial or full stipend payments (max \$5,000). With 52 cohort participants currently in the program, we anticipate another 10 - 12 participants to receive E-Wealth Accelerator stipends by the end of the second year.
		BW/DR		

### Objective C: Expanding WealthHealth Approach Across Other Program Areas

1. Lending - Interest rate incentives to encourage cohorts to fully engage	Pitch contest contestants, win \$1000 loan if take LMS courses for example	Jan-24 Michael and Cynthia	In Progress	Draft of capital readiness course is with Cynthia to review. Approved version will move to Lending for review. Truist Grant provides funding to develop training courses and delivery of wealth creation and capital readiness training.
2. Lending - Small Dollar Program: create wealth building opportunities	Nuestra Casa - 2nd loan if payments made on time	Dec-23 michael Rivera	Completed	
3. Environmental <i>Encourage water systems to change policy allowing hardship payment plans</i> <i>Rate studies to ensure all rate payers are treated equally</i> <i>Create equity across different user classes</i>			Cancelled Cancelled Cancelled	Per SLT discussion, since these wealth building / equity strategies are existing (for the last 47 years) with CU, there is no need to measure or report these. - Only new wealth building strategies to be listed
4. CS - Track building wealth across 8 forms of capital & create focus on local ownership	Develop survey instrument for tracking local owner engagement in wealth building training opportunities	Martha Claire, Michelle, Russ, Dec-23 Catherine	Need to Develop	Survey instrument to be developed during staff meeting



5. CS - Buy Local to build local wealth	Work with CS Team and Communications to create a Buy Local, Build Local Wealth campaign to deploy in communities	Mar-24 CS Team	Need to Develop	campaign to be developed as potential community engagement strategy during staff meeting
6. Connect CU clients with sound financial literacy programs	Develop and rollout Capital Readiness Training modules		In Progress	Draft of Capital Readiness curriculum is with Cynthia for review. Approved version will move to Lending for review/approval. Approved course will be translated into in-person, virtual workshops, and LMS lessons. E-Team received a Grant from Truist to support capital readiness. Dale, Marnell, and Debra W are collaborating to develop a comprehensive training program. Preliminary training events have been launched to test and refine the curriculum content of the Capital Readiness program.
7. HF - Build capacity for wealth creation through ownership of small-scale produce farms.	Ongoing, initial financial baseline collected for Cargill project	Jul-25 E-Team/Lending Team	Cancelled	
8. HF - Increase access to healthy foods for minority children with high BMIs and living in poverty (see research of compounded strong negative impact on wealth capture as an adult)	Related to research project - ongoing	Ongoing	Completed	In No Kid Hungry program tracking BMI on children by gender, race/ethnicity
9. PSS - Intentional focus on sourcing from small businesses in CU's footprint.	Document current process with SOP	Ongoing	Completed	Completed and Ongoing
10. PSS - Publish small business vendor list	Publishing a small business vendor list	Q2 FY23	Stopped or Deferred	Communications has something ready to publish. Eship and Communications will meet Jan 2024.
11. PSS - Explore client marketplace concept with CS and ETEAM	Collaborate internally to determine if/how we could launch a small business marketplace via website	Elaine/Cynthia	Stopped or Deferred	Need permission from small businesses to include in the vendor list. Cynthia will get with E-OLT to determine whether we want to continue with this. Communications has identified infrastructure that supports this concept and connects with our existing website infrastructure.

Objective D: Research and Impact Tracking (Long-term)

1. Secure Long-term commitment from participants to track wealth building			Completed	Completed, but this is an ongoing program requirement
2. Create System for regular tracking of WealthHealth measures			Completed	Collaboration between ETeam and Research. Currently capturing client engagement data.
3. Publish results in the context of racial wealth gap	Target NPQ (Steve) as followup to publication (IP/CT) for publication of longitudinal data after # years of followup		In Progress	Target publication of 2 white papers published internally (e.g. website) with audience defined as Foundations/Investors. Topics: 1) impact of intensive capacity development on wealth creation and 2) what is and is not an incentive to engage in intensive capacity development
Save for Feb OLT		Mar-24 Cynthia/Elaine/Dale		

Strategic Goal 5: Come Home - Affordable Housing Strategy

Objective A: Come Home Model - Affordable housing Strategy

1. Expand organizational housing capacity by increasing program funding by at least 100% from FY 2022/23 levels		9/30/2024	Audra Butler	Completed	Enterprise Section 4 Grant Award \$45,00/ PRT PRN Grant \$195,000/ Winthrop Rockefeller Housign Narrative Grant \$20,000/ USDA Cooperative Agreement \$250,000 ( <b>Total as of end of FY 2024: \$510,000</b> ) Initial WORTH grant for FY 2022/2023 was \$525,000 with \$100,000 allocated to pass through for partner. CU WORTH budget is \$425,000 extended through 2025 by Wells Fargo)
2. Expand organizational staffing capacity to match funding levels and program needs					
	Increase the number of housing staff through the hiring of qualified housing professionals from current (1) to (5)	9/30/2025	Audra Butler	In Progress	Area Director hired September 2022, Housing Counseling Technician Sept 2023, Community Housing Technician November 2023, Community Housing Technician for East Texas (In Progress). <i>Multiple grant applications submitted and pending decision that would exceed this goal.</i>
	Develop and implement training plan and certification requirements for existing and future housing staff	5/31/2024	Audra Butler	Completed	Training plan implemented and all current housing staff members certified in 502 Loan Packaging
3. Increase single-family, affordable housing units for homeownership in rural or persistent poverty communities through the manufacturing of 20 volumetric, modular homes					
	Obtain license for volumetric manufacturing center in Pine Bluff, AR through the AR Manufactured Home Commission	9/30/2025	Audra Butler	Pending	Licensing process does not exist in Arkansas and will require policy change. In progress with CDCB and bc workshop/ Arkansas Policy Campaign to initiated for changes to Modular Housing requirements in Arkansas. Housing Narrative developed for use in this process.
	Obtain licenses for at least 1 floor plan in each of the 1-, 2-, 3-, and 4-bedroom modular design options through the AR Manufactured Home Commission	9/30/2025	Audra Butler	Pending	Licensing process does not exist in Arkansas and will require policy change. In progress with CDCB and bc workshop/ Arkansas Policy Campaign to initiated for changes to Modular Housing requirements in Arkansas
	Manufacture and install at least 20 modular homes	6/30/2025	Audra Butler	In Progress	Manufacturer identified, first home in production and install in progress, 18 lots purchased by WE Build, plan design completed, home completion and ribbon cutting scheduled for 01/30/2025.
4. Provide access to financial products for (40) families in rural and persistent poverty counties					
	Pre-sale or sale at least 20 modular homes	9/30/2025	Audra Butler	In Progress	First home scheduled for completion by 01.30.2025. First buyer identified and in approval process.
	Package (20) 502 loans	12/31/2024	Audra Butler	In Progress	MOU with FAHE / 5 Current Staff members are certified to package loans including Environmental Team members. Loan Packagers in AR, MS, TN, TX, and one pending in LA
	Package (20) 504 loans	12/31/2024	Audra Butler	In Progress	No certification required. Will be provided by 502 certified staff members.
	Should we add connection to housing preservation resources?				
5. Provide needs assessments and strategic housing planning for (40) Communities in Rural and Persistent Poverty Communities		9/30/2025	Audra Butler	In Progress	Working with Dumas, AR to complete needs assessment. Needs assessment tools developed and implemented. 10 communities in East Texas in progress through USDA Cooperative Agreement
Should we add an objective goal for housing preservation?					

Objective B: Mortgage Financing

1. Expand organizational capacity for housing and mortgage lending					
	Increase the number of housing staff through the hiring of at least (1) qualified mortgage lending professional	9/30/2024	Audra Butler	Stopped or Deferred	Partnering with cdcB and other community partners to connect homebuyers to flexible lending products until CU can expand capacity for mortgage lending. Deferred until capacity and portfolio reflect the need for hiring a mortgage lender.
2. Increase access to homeownership for low and moderate income individuals in rural and persistent poverty areas through the creation of innovative and flexible lending product					

	Raise capital of at least \$500,000 for mortgage loan fund	9/30/2024	Audra Butler	Stopped or Deferred	Partnering with cdcb and other community partners to connect homebuyers to flexible lending products until CU can expand capacity for mortgage lending . Deferred until capacity and portfolio reflect the need for CU to raise capital and provide mortgages.
3. Support mortgage approval and retention for low and moderate income households by provide homebuyer education and counseling for (40) families	Provide pre-purchase homebuyer education for (20) homebuyers through use of online platform(s) Or in person	12/31/2024	Audra Butler	In Progress	(1) Current Staff certified. Eight pre-purchase hombuyer education courses provided in Pine Bluff, AR and Dumas, AR in FY 2024
	Provide in person and virtual housing counseling for (20) modular home clients or potential clients and alternative lending clients	12/31/2024	Audra Butler	In Progress	(1) Current Staff certified. Additional staff training and certificaton in progress. Housing Counseling provided in Arkansas Delta and East Texas. requires a 1-year history of counseling services. Ongoing staff recruitment and training. FY 2025: CU Housing Counseling Work Plan, Client Management System, Documentation of Client Counseling for 12 months, application for approval
	Achieve HUD Housing Counseling Agency status	9/30/2025	Audra Butler	Pending	

Objective C: Contractor Development Program

1. Successfully assist a minimum of (5) participants receive journey-level assessment in 1 or more craft areas through NCCER assessment process	Should we add connection to Fortified Roof/ Building Methods training program and certification?				
	CU receive accreditation for ATS through NCCER	10/1/2024	Audra/ML/CT	Need to develop	*Cynthia (E-Team) needs to be involved due to the fact that this is really centered around small-business consulting and capacity building rather than housing.
2. Develop business training program for contracting through LMS		10/1/2024	ML/CT	In Progress	Dale and Marnell develop an accounting and cash flow contract management program
3. Provide TA to help graduates start contracting businesses		10/1/2024	ETeam	In Progress	We expect to receive referrals from housing's developer program IF it is funded.
4. Provide microloans to help contracting businesses purchase tools and equipment	Raise capital for micro loans	10/1/2024	MR/DW	Completed	Successfully implemented Contract Lending Product
	Identify and refer applicants for micro loan	10/1/2024	MR/DW	Completed	SSBCI, Goldman Sachs funds in place
		10/1/2024	MR/DW	Completed	4 Loans Closed

Strategic Goal 6: Food Security and Local Food Producers

Objective A: Support Local Farmers to Supply Produce Locally

1. Connect 100 farmers to local food purchasing assistance programs (collecting financial data as applicable)	Providing technical assistance to 60 growers to identify markets to increase availability of locally grown agricultural products; LFPA (Local Food Purchase Assistance Program), LFS (Local Food for Schools Cooperative Agreement Program)	In Progress	Healthy Foods is partnering with Arkansas, Mississippi, and Tennessee to recruit growers/producers for the Local Food Purchase Assistance Cooperative Agreement Program (LFPA) and Local Food for Schools Cooperative Agreement Program (LFS). The purpose of these programs is to maintain and improve food and agricultural supply chain resiliency. The cooperative agreements allow the states and school districts to procure and distribute local and regional foods. The food will serve feeding programs, including food banks, schools, and organizations that reach underserved communities. There has been twenty-seven growers/ranchers selling their local agricultural products to food banks, schools, distributors through the LFPA/LFS programs. The program administrator has requested a grant extension through September 2025.
		2025 Brenda Williams	
2. Identify farmers with capacity to or interested in expanding produce production to support Farm 2 School	Outreach to small-scale growers in the Mid-South Delta Region to sell locally grown agricultural products to schools	In Progress	Outreach to growers and school districts to engage in the Farm-to-School initiative
		2025 Brenda Williams	
3. Maintain relationship with existing farmer network for purpose of wealth creation tracking (e.g. Cargill group)	Engage with network of black growers to help build farm capacity, sustain small-scale farming operations, and a healthy supply chain through the expansion of increased market opportunities	In Progress	Created a new market opportunity for a group of black farmers through the "Food Farmacy Project" food prescription program developed with grant funded from the Arkansas Community Foundation where CU sourced locally grown produce from the black farmers and partnered with two rural healthcare providers for distribution to patients identified with chronic health issues and provided locally grown produce to patients for 12 weeks. This program is scheduled to be implemented again for summer 2024.
		2024 Brenda Williams	

Objective B: Create Access to Healthy Foods through the Schools

1. Identify 15 Community Champion interested in healthy foods program in smaller, rural schools	Conducting outreach and developing a database of 80 school districts in the Delta (AR, MS, TN)	Completed	
		2023 Brenda Williams	
2. 15 Schools particpte in F2S initial assessment	Scheduling meetings with school districts to identify the 15 schools to be selected for the F2S regional cohort	Completed	
		April 2023 Brenda Williams	
3. 3 schools implement full F2S programs	Select 15 schools; implement a visioning workshop; identify 3 districts for F2S playbook development and implementation	In Progress	4 School districts selected for F2S playbook development: Paragould School District, Paragould, Arkansas (3,337 students - 8 schools); Trenton Special School District, Trenton, Tennessee (1,389 students - 3 schools); Weakley County Schools, Dresden, Tennessee (4,124 students - 11 schools); Milan Special School District, Milan, Tennessee (1,996 - 3 schools); 7 growers/ranchers are sourcing local agricultural products to schools
		Dec-25 Brenda Williams	
4. Expand No Kid Hungry Food as Medicine / Prescription Program to 2 additional locations	Recruited the Booneville School District in Booneville, AR to implement a pilot produce prescription program with Vouchers4Veggies in the school based clinic and the community clinic	Completed	Enrolled 50 participants for the pilot produce prescription program
		2023 Brenda Williams	
5. Identify opportunities for collaboration with Community Sustainability and providing value-added healthy food access information	Researching national healthy foods strategies to implement a healthy foods initiative in communities identified by CS	In Progress	Monthly meetings scheduled with Environmental and CS teams to explore a healthy foods strategy for Amarillo, Texas. Conducted healthy foods cooking demonstrations in Amarillo and CS is scheduled to hold healthy foods cooking demonstrations with a community partner through the "A Fresh Start to a Healthier You" program during black history month. BRENDA JOINS CS :)
		Jul-24 Brenda Williams	

Objective C: Create Access to healthy foods through local grocery stores

1. Launch Faye's Market in Gould (We will continue to provide support in collaboration with Entrepreneurship and search for additional funding opportunities. Local community and growers are supportive of concept.)	Business owner has not secured the financial resources to launch Faye's Marketplace; new local administration		Stopped or Deferred	Dale and Brian have been exploring potential grocery store models. E-Team is looking at developing a viability model to show how much is needed for a grocery store to be sustainable.
2. Monitor Fresh Market pilot launched by Hope through HFFI funding to determine viability of that model.	CU was not awarded grant funding for this project.		Stopped or Deferred	Healthy Foods continues to collaborate with E-Team to explore potential funding sources to secure the funding to develop a grocery store address the food insecurity in rural communities.

Objective D: Advocacy Around Equitable Access for Black and Brown Farmers

1. Engage w. USD Equity Commission ensure farm related funding and prog. Are equitably accessible to Black and Brown farmers	Identify strategies to engage with USDA Equity Commission to ensure available funding for black farmers	Jan-25 Brenda Williams	In Progress	CU is one of the partners of the Delta Regional Business Center that will support producers by providing localized assistance to access local and regional supply chains, including linking producers to wholesalers and distributors.
2. Provide data/research about barriers facing Black farmers in fed. Progs.	Develop a mechanism to gather data and collect research about barriers facing black growers	Jan-25 Brenda Williams	In Progress	

Strategic Goal 7: Strategic Blending

Objective A: Define Strategic Blending Outcomes

1. SLT Develops initial outcomes that go beyond program area.	OLTwill review existing work to develop standard blended outcomes on both level 2 and 3 tiers.	May-25 OLT	In Progress	OLT is reviewing previous documents related to integration and brainstorming for a redeployment of document building on outcomes resulting from the blending work. Changing timeline to make room for identifying dedicated staff to work with OLT on this
2. Annual report on Strategic Blending	OLT will report out on the state of blending annually	Nov-23 OLT	Completed	OLT to report out to staff meeting re: progress, hurdles, etc.
3. Outcomes expand as communities added to portfolio where blended services occurred	At Annual Staff Meeting the SLT and Operations Team will evaluate outcomes and new services delivered in communities to modify Blended Outcomes.	Nov-24 OLT	Stopped or Deferred	OLT to potentially meet @ staff meeting to talk babout specific outcomes?

Objective B: Form a Strategic Blending Team

1. Team composed of one staff member from each program area	Building on momentum from 2022 Staff Meeting SLT and Operations Team will determine champions of blending across all teams and should intentionally focus on Operations team where possible	Apr-24 OLT	In Progress	Change made based on OLT conversation about using OLT to pull from for this team December update to add CAT tool with modifications for use in environmental work; additional strategic blending cheat sheets for teams to know "when to engage" another team
2. Team to meet monthly	Discuss new blending opportunites and progress of existing projects	Nov-23 OLT	In Progress	Recurring, monthly meetings will occur with Strategic Blending Team beginning in April 2023; these meetings will be integrated in OLT standing meetings - continue to update during OLT meetings about blending opps. CIC calls in progress.
3. The team creates processes for referrals and suggest efficiencies with focus on follow up on outcomes	Initial set of processes reviewed for efficiencies and deficiencies reported in October 2023	Feb-24 OLT	Pending	Need to discuss whether to keep this with new deadline in 2024
4. Capture outcomes SLT are expecting in addition to success stories	Beginning in June 2024 Strategic Blending Team will engage Communications in capturing one blending success story per quarter.	Jun-24 OLT	Pending	Need to discuss whether to keep this with new deadline in 2024

Objective C: Dedicated Staff Person

1. New Staff Position dedicated to Strategic Blending	SLT will develop position description with input from OLT and staff the position from with the newly instituted Strategic Blending Team	May-25	Pending	OLT to discuss potential for dedicated "lead" within team for this work - OLT decided this would live with them rather than new team - Reinstated this goal This will be the Chief of Strategy
2. Facilitate Strategic Blending Meetings	Provide facilitation and coordination of team meetings beginning in July 2023	May-25	Completed	Shifted to current OLT meetings
3. Look for strategic blending opportunites	Beginning in April2023 across individual team meetings to gain understanding of the teams work and create a pipeline of potential blending opportunities to discuss	May-25	In Progress	Teams tasked with creating conversations around blending and reporting back to OLT CIC calls that are ongoing
4.Track outcomes	Design and implement an outcome tracking system with assistance of the Research/IT Team with planning to begin in June 2023	May-25	Pending	
5. Report on work to SLT during monthly meetings	Ongoing task to report out to SLT (or OLT) during monthly meetings	May-25	Pending	

6. Work with research to track and report impact	Begin working with Research to catalyze tracked data into impact reporting in September 2023	May-25	Pending
7. Raise funds specifically for blended work	Identify dedicated funding streams for blended work	May-25	Pending
8. Spokesperson for holistic approach that CU takes (see #1)?			

Strategic Goal 8: CU Impact Evaluation Capacity

Objective A: Impact Evaluation Priority Areas

1. Develop and measure 2 global key Performance Indicators across CU proving work builds wealth observable impact and has impact over 10- year periods	Identify the KPIs with SLT/OLT participating in process and final decision	FYE24	Impact Evaluation Work Group	Completed	KPIs are in process. Pending further discussion about what to and how to measure CS to finalize strategic relevance. Building wealth is under review. Staff recommended 'wealth' be reconsidered as some families/communities are low-income or at poverty line and consider themselves to have 'healthy lives.' <b>UPDATE: 1 complete (see NC above) UPDATE 2: Measurement of "Blending work"</b>
2. Define "Wealth Health" for small business dev. Field and analyze Impact of Entrepreneurship Teams' TA on wealth building	Complete initial analysis of impact data with Dale/Cynthia	24-Mar	Impact Evaluation Work Group	Completed	Collaboration with ETeam and Research, based on data collected/defined by ETeam and collected through existing process/communication with clients and contained in CRM
3. Demonstrate connection between sound waste water management and economic development	AFRI and data from CU MSDH	FYE24	Impact Evaluation Work Group	Completed	AFRI research project extended into FY24 due to complications with UK accessing Census data
4. Assess impact of improved broadband on economic development	Define data to collect and initiate baseline data collection on communities assisted with Broadband development	FYE24	Impact Evaluation Work Group	In Progress	Collaboration with new Broadband Area Director and CS <b>UPDATE:</b> Initial data review links rural community Broadband access to net positive migration in CU7 states and higher quality of life rating by residents.
5. Asses the impact of access to healthy foods on health in distressed communities	Define community data variables to measure long-term impact in CU engaged communities	FYE24	Impact Evaluation Work Group	Pending	Collaboration with CS and creation of KPI's for CS communities.
6. <del>Support advocacy efforts with new and current partners</del>				Completed	Several deliverables delivered through PRT in 2022. This is an ongoing initiative. This is being removed as a goal as this is now standard operating procedure.

Objective B: Creation of Repository of CU and Research Data

1 Initial repository of data available in SP		June FY23		Completed	<b>COMPLETE:</b> Test PowerBI interface to Dataverse; Research Maps and other products also available in SharePoint (SP)
2 Analysis of CU data and 3rd party data, resulting in available infographics		Complete in FY23	Impact Evaluation Work Group	In Progress	work (i.e. Relocation rural; multiple maps illustrating subset of CU impact data and various public data points (e.g. poverty, unemployment)
3. Metrics Dashboard launched, for internal tracking on target goals		Complete in FY23		Completed	<b>COMPLETE:</b> Sample dataset dashboard and PSS Dashboard elements. <b>INITIAL STEP:</b> Pilot project with a dashboard completed FY22 as means to test various infrastructure options for CU build Pilot
4. Training for Impact Evaluation [aka Research] Team on Dashboard customization to support programmatic analysis/needs or Dashboard maintenance-creation.		Complete in FY24	Impact Evaluation Work Group	Completed	IEW members provided opportunity to participate in Microsoft EduCon training. <u>Recommend this be removed as defined objective as this is part of IEW routine operations as needed.</u>

Objective C: Creation of Research Team

1. Develop two research topics and publish (public forum - not website) annually		FYE23	Impact Evaluation Work Group	In progress	1) FY24 proposal accepted for panel presentation and article publication in Q2 of FY2025. (Rural Sociological Association - collaboration with Russ Garner) 2) Nuestra Casa ROI evaluation completed and submission to OFN with Michael Rivera and possibly PRT panel planned for OFN FY25. 3) Housing report in progress in collaboration with PRT (collaboration with Audra and some inclusion of NC analysis) TOPIC 1: WealthCreation through Nuestra Casa <b>UPDATE:</b> Federal Reserve is interested in partnering on publication related to wealth building through NC product. Estimated publication early summer of 2024. Note: This collaboration started in FY23. <b>COMPLETE</b> TOPIC 2: Unique way CS engages communities and how this creates opportunities. (Ines and Martha Claire authored article.) TOPIC 3: Limitations of rural community data. (Comparison of CU captured community-level data with public data sources, e.g. census, ACS, etc.) <b>UPDATE:</b> Martha Claire interested in publishing in partnership with TLL Temple. TOPIC 4: IRP funds, authorized purpose vs. agency implementation and opportunity for increasing deployment of these funds to support rural communities <b>UPDATE:</b> Collaborating with Research lead at PRT on publication.
	Ongoing Annually				



2. Implement cause-advocacy social media campaign building to one research publication and track engagement	Impact Evaluation FY24 Work Group	Stopped or Deferred	Opportunity for cause-advocacy to be re-evaluated by Impact Evaluation Team.
3. Identify a meeting, conference, research group, or other event where CU would like to be invited to "present" research in FY24 and network/target connections to secure invitation.	Impact Evaluation FYE23 Work Group	Completed	FY24 submitted to Innovation Rural; OFN (in collaboration with PRT research group); and Souther Rural Sociology Association. SRSA accepted. FY24 ARNOVA conference conflicted with other CU event. Plan to submit to ARNOVA for FY25. Also targeting FY25 Rural innovation conference in collaboration with their CDFI survey / research team.
4. Impact Evaluation team meets regularly to discuss opportunities/needs	Impact Evaluation 2024 Work Group	Completed	Team members identified by all Program Directors. First in-person meeting scheduled for March/April of FY24. Name changed to Impact Evaluation rather than Research. Completed and ongoing.
<del>5. Research Lead coords. Data collection efforts for their team-UPDATE: This has been combined with the Internal Impact Evaluation Team that includes representatives from all program areas.</del>	<del>Impact Evaluation 2023 Work Group</del>	<del>Stopped or Deferred</del>	<del>Merge into Impact Evaluation Team. (item 4. above.)</del>

## **CEO Policy Monitoring Report 2nd Quarter Year 2025**

### **Summary:**

I certify that CU is in compliance with the General Limitations Policy.

The compliance of the Staff Treatment and Consumer Treatment Policies are by inspections. Forms reviewed and signed by Area Directors for Staff Treatment and by Senior Leadership for Staff Treatment and Consumer Treatment will be provided to the board by Melody Timinsky who collected the forms.

# GENERAL LIMITATIONS POLICY

POLICY NUMBER: 01-001

POLICY TYPE: EXECUTIVE LIMITATIONS

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The Chief Executive Officer shall ensure that every practice, activity, decision, or organization circumstance is lawful, prudent, and consistent with the highest level of business and professional ethics.

The Chief Executive Officer is free to choose any appropriate organizational means for maintaining compliance with this policy.

***Interpretation:*** The CU Board of Directors holds the CEO accountable for maintaining the highest standards of business and professional ethics in the conduct of business at Communities Unlimited, Inc.

## ***Report: COMPLIANCE***

To the best of my knowledge and belief, I have not caused or allowed any practice, activity, decision, or organization circumstance that is either unlawful, imprudent, or in violation of accepted business and professional ethics. I strive to insure that in pursuit of Board established Ends, all staff act in the best interest of the families, businesses and communities we serve consistent with our corporate values that follow. CU continues to uphold the value of Diversity despite having to change its language externally.

***Employees*** – We value the experience, skills, creativity, and hard work of our co-workers. We create a workplace where fair and equitable treatment, appropriate recognition, and an opportunity to grow are the norm. Our people are Communities Unlimited most important asset.

***Communication*** – We demonstrate open, responsible, and respectful communication that encourages trust, cooperation and understanding.

***Integrity*** – We bring the greatest degree of honesty, integrity, achievement, and personal responsibility to our work.

***Diversity*** – We value multifaceted and diverse perspectives. We actively work to build a diverse workforce that reflects the communities we serve.

***Stewardship*** – We operate in a fiscally responsible fashion with appropriate accountability and planning to improve consistent long-term performance and results.

***Excellence*** – We will demonstrate excellence in everything we do, internally and externally, by providing the highest quality products and service while striving for 100% customer satisfaction.

***Self-Determination*** – We value people who are working to help themselves. We encourage the active participation of our customers in the decisions that impact their lives.

***Entrepreneurial Spirit*** – We value openness to change, innovation, reasonable risk-taking, and learning from mistakes as fundamental to our future success.

# CONSUMER TREATMENT POLICY

POLICY NUMBER: 01-002

POLICY TYPE: EXECUTIVE LIMITATIONS

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With respect to consumers or potential consumers, the Chief Executive Officer shall ensure that all conditions, procedures, or decisions are respectful, build trust, are minimally intrusive, and provide appropriate confidentiality.

The Chief Executive Officer is free to choose any appropriate organizational means for maintaining compliance with this policy, subject to the following limitations.

## ***Interpretation:***

As an organization, we treat each customer, with the same respect, courtesy, competence, and attention with which we would wish to be treated as consumers. Consequently, I have requested and received written assurance from each division director that, with respect to our customers or those applying to be customers, they have not failed to bring to my attention any conditions, procedures, or decisions that are unsafe, undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy. I am unaware of any adverse treatment of customers by CU staff and none of the directors have brought any of the above issues to my attention during the twelve-month reporting period ending April 30, 2023

## ***Report: Compliance as discussed below***

The Chief Executive Officer shall not:

1. Use methods of collecting, reviewing, transmitting, or storing consumer information that fail to protect against improper access to the material elicited.

*Interpretation:* The Chief Executive Officer shall protect against improper access the methods used to collect, review, transmit, or store consumer information.

*Comment:* **Compliance.**

*Evidence of Compliance:* We utilize both paper and electronic methods for collecting, reviewing, transmitting and storing customer information. We protect against improper access to the material using locked file cabinets, electronic passwords, and locked central filing room for financial and loan fund records. We utilize state of the art virus protection and multi-factor authentication to protect both individual laptops, computers and servers. Loan data is managed on a third-party cloud responsible for securing the data per contract with CU. We utilize encryption software when emailing social security numbers or other sensitive information.

2. Fail to operate facilities with appropriate accessibility and privacy.

*Interpretation:* The Chief Executive Officer will operate the facilities with appropriate accessibility and privacy.

*Comment:* **Compliance**

*Evidence of Compliance:* Every 2 years, USDA conducts an ADA compliance review and the building at 3 Colt Square Drive is certified as compliant. CU invested over \$37,000 in a new entry in order to address concerns identified by a USDA ADA audit two years ago. CU is now in compliance.

Our smaller field and home offices are not part of the review process since clients do not visit those offices. Instead, staff works with businesses and water systems at the latter's worksites.

We offer a reasonable level of privacy as our offices are configured to protect customer confidentiality and anonymity when appropriate.

3. Fail to establish with consumers a clear understanding of what may be expected and what may not be expected from the service offered.

*Interpretation:* The organization will provide consumers with a clear understanding of what may be expected and what may not be expected from the service offered.

*Comment.* **Compliance.**

*Discussion:* We provide consumers with a clear understanding of what may be expected and what may not be expected from the service offered. Customers are given written materials in addition to a verbal explanation of the service or product offered, applied for, or requested. Small businesses are provided with a scope of services document prior to engaging. Water and waste water systems are provided with a work plan outlining specific tasks to be undertaken. Consumers are provided with easy to read and understand loan documents in both English and Spanish.

In 2022, Communities Unlimited instituted a Limited English Proficiency Plan that was approved by the board to ensure that key documents are available in both English and Spanish and that translation services are available via phone for clients whose first language is not English and may feel more comfortable hearing information in their native language. The LEP Plan was reviewed by the board on February 15, 2023 and re-approved. There were no updates.

4. Fail to provide a way for consumers who believe they have not been accorded a reasonable interpretation of their rights under the policy to be heard.

*Interpretation:* The organization provides consumers with the means to come forward with their complaints and to make it easy for them to do so. Further, this policy directs the Chief Executive Officer to establish processes for addressing complaints in a prompt and fair manner.

*Comment.* **Compliance.**

Discussion: We have created the position of *Consumer Ombudsman* as the single point of contact for consumer complaints. Our Director of Research and Support Services functions as our Consumer Ombudsman. She has a separate mobile phone that is provided to our consumers. Visitors to our website can register a complaint via e-mail by simply clicking on *Consumer Ombudsman* located under the *Contact us* section of our website. The Ombudsman informs me of any complaints. I will call the client/community leader directly if needed to demonstrate our commitment to being fair and to customer satisfaction.

I have asked each senior leader to monitor this policy and sign off on a related document to ensure compliance.

CU has a program quality control process under the auspices of the Finance Team. Program managers identify clients that have received significant assistance. Using a standard set of questions, program assistants call these clients and enter the information in an online SurveyMonkey tool. Results are reviewed by the CFO and attached to the employees travel expense record corresponding to the client. Results are available for review by CEO. Positive responses are highlighted during All Hands Conference Calls and during employee evaluations. Concerns are shared with the employees supervisor and precipitate a conversation with the employee to hear their side of the issue. A joint strategy is then developed to address the problem by the consumer.

5. Discriminate in the provisions of services on the basis of race, creed, national origin, gender, age, sexual orientation, disability, or political affiliation.

*Interpretation:* The Chief Executive Officer shall ensure that CU does not discriminate in the provisions of services on the basis of race, creed, national origin, gender, age, sexual orientation, disability, veteran status or political affiliation.

*Comment.* **Compliance.**

Discussion: No customer discrimination complaints were received by the senior leadership team or me during the reporting period. I have not knowingly discriminated against any persons on the basis of the above categories and have received assurances from CU senior leaders that they have not and are unaware of any instances of discrimination by CU in the provision of services.

# STAFF TREATMENT POLICY

POLICY NUMBER: 01-003

POLICY TYPE: EXECUTIVE LIMITATIONS

The Chief Executive Officer shall ensure that all paid and volunteer staff are treated fairly and respectfully.

The Chief Executive Officer is free to choose any appropriate organizational means for maintaining compliance with this policy, subject to the following limitations.

**Interpretation:** To the best of my knowledge and belief I have not caused or allowed any conditions that result in paid or volunteer staff being treated unfairly or unjustly during the twelve-month period ending April 30, 2023. Further, I have requested and received written assurance from each division director that they have not caused or allowed and are currently unaware of any condition that has resulted paid or volunteer staff to be treated unfairly or unjustly during the monitoring period. No grievances were filed by employees during the reporting period.

## ***Report: Compliance as Discussed Below***

1. Operate without written personnel policies that clarify rules for staff, provide for effective handling of grievances, and protect against wrongful conditions such as nepotism and grossly preferential treatment.

*Interpretation:* CU staff will operate with written personnel policies and the policies will be given to the staff.

*Comment:* **Compliance.**

*Evidence of Compliance:* The CU Employee Handbook last updated in September 20, 2022. It is posted on the Home site on Sharepoint, accessible to each staff person. The employee handbook includes written policies and procedures that clarify personnel rules for staff and provide for effective handling of grievances, and protect against wrongful conditions.

2. Discriminate against any staff member for non-disruptive expression of dissent.

*Interpretation:* Staff may express non-disruptive expression of dissent without fear of discrimination.

*Comment:* **Compliance.**

*Evidence of Compliance:* No individual staff member is discriminated against for expressing dissent in accordance with policies and procedures. As a practical matter, to the best of my knowledge and belief, no one has ever been discriminated against for disagreeing or expressing dissent of any nature. Rather I am creating a work

environment in which all staff members are safe to express their ideas and views on the current topic(s) under discussion in an effort to consider all the viewpoints prior to deciding on a course of action. Supervisors are trained to provide instructions to staff on delivering non-disruptive dissent.

3. Prevent staff from grieving to the board when (1) internal grievance procedures have been exhausted and (2) the employee alleges that board policy has been violated to his or her detriment.

*Interpretation:* The staff may grieve to the Board by following appropriate procedures or if they allege a board policy has caused detriment to the employee.

*Comment:* **Compliance.**

*Evidence of Compliance:* CU Employee Handbook includes a section on the grievance procedure. I am not aware of any employee grievances in FY 2021.

4. Fail to acquaint staff with their rights under this policy.

*Interpretation:* Employees will be informed of their right to grieve to the board.

*Comment:* **Compliance.**

*Evidence of Compliance:* Staff rights under this policy are outlined in the Employee Handbook. The Handbook is updated regularly and employees sign a form acknowledging that they have received, read, understand and agree to abide by the provisions of the CU Handbook.

5. Operate without an Affirmative Action Plan in compliance with Executive Order 11246.

*Interpretation:* CU will have a current Affirmative Action Plan.

*Comment:* **Compliance.**

*Evidence of Compliance:* CU is in compliance with Executive Order 11246. On December 16, 2022, the Human Resources Coordinator shared the results of CU's plan submitted for FY2022 with the board. He informed the board about Executive Order 11246 requiring CU to take affirmative measures or make good faith efforts to ensure proportionate and equitable representation of minorities & females at all levels of the organization. The board reviewed CU employee demographics and noted that the percentage of African American, Native American, Veterans and individuals exceed national population percentages. The report from Office of Federal Contract Compliance Programs (OFCCP) concluded that there are no groups with significant adverse impact. However, the report did show that women are not being promoted into first and mid-level management at a rate corresponding to the percentage of staff.

6. Discriminate in the hiring, promotion and treatment of staff on the basis of race, creed, national origin, gender, age, sexual orientation, disability or political affiliation; or



*Interpretation:* CU will not discriminate in the hiring, promotion and treatment of staff on the basis of race, creed, national origin, gender, age, sexual orientation, disability or political affiliation.

*Comment:* **Compliance.**

*Evidence of Compliance:* To the best of my knowledge and belief we have not, at any time during the last 12 months, discriminated in the hiring, promotion or treatment of any staff members on the basis of race, creed, national origin, gender, age, sexual orientation, disability, veteran status or political affiliation. Further, I have requested and received written assurance from each senior leader that they have not caused or allowed and are currently unaware of any act of discrimination on the part of CU during the last 12 months.

5. Fail to be proactive in the recruitment and hiring of a diverse staff.

*Interpretation:* CU will be proactive in the recruitment and hiring of a diverse staff.

*Comment:* **Compliance.**

*Evidence of Compliance:* The diversity chart last updated on September 2022 indicated that of the 83 full-time, 34% of employees are individuals of color and 46% of staff is female. 10.3% of staff are veterans and 6% of staff have a disclosed and recognized disability.

CU has promoted 12 individuals into first and mid-level management with 42% of them being people of color and 33% being female.

In 2023, we expanded the Operations Leadership Team to identify additional strong leadership capacity for the organization with the hopes that some of these individuals will eventually take on senior leadership roles. These supervisors not only manage staff, but are also responsible for securing grants and implementing activities aligned with those grants. Of the 14 members of the Operations Leadership Team, 4 are people of color and 5 are women.

# **Policies to be Monitored by Board**

**2<sup>nd</sup> Quarter for Year 2025**

## **BOARD MEMBERS' CODE OF CONDUCT POLICY**

POLICY NUMBER: 02-006

POLICY NUMBER: 02-006

Last Revised: February 9, 2024

**The board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as board members.**

Accordingly,

1. Members must have loyalty to the ownership unconflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
  - a. There will be no self-dealing or business by a board member with the organization.
  - b. When the board is to decide upon an issue about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote but also from the deliberation.
  - c. Board members will not use their positions to obtain employment for themselves, family members, or close associates. Should a member desire employment, he or she must first resign.
  - d. Members will annually disclose their involvements with other organizations, with vendors, or any other associations that might produce a conflict.
3. Board members may not attempt to exercise individual authority over the organization.
  - a. Members' interaction with the Chief Executive Officer or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
  - b. Members' interaction with public or other entities must recognize the same limitation and the inability of any board member to speak for the board except to repeat explicitly stated board decisions.
  - c. Members will refrain from interacting in any public or private way with traditional media channels (newspaper, television, radio) or appearing on their social media livestreams on behalf of the organization. All media inquiries will be redirected to the CEO.
  - d. Members are encouraged to like, repost and comment on Communities Unlimited social media posts as well as tagging Communities Unlimited in personal social media posts that are supportive and non-political in nature.
  - e. Members will not express individual judgments of staff performance.

- f. Within the Board purview of monitoring and evaluation of Chief Executive Officer, members may express individual judgments of Chief Executive Officer as their own and not as that of the Board.
4. Members will be properly prepared for board deliberation.
5. Members will respect the confidentiality appropriate to issues of a sensitive nature.
6. Board members will annually sign a copy of this policy indicating their understanding of and agreement to comply with the Board Member's Code of Conduct Policy as set out above.

Board Member

Date

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## UNITY OF CONTROL POLICY

POLICY NUMBER: 03-002

POLICY TYPE: BOARD-STAFF LINKAGE

**Only decisions of the board acting as a body are binding on the Chief Executive Officer.**

Accordingly,

1. Decisions or instructions of individual board members, officers, or committees are not binding on the Chief Executive Officer except in rare instances when the board has specifically authorized such exercise of authority.
2. In the case of board members or committees requesting information or assistance without board authorization, the Chief Executive Officer can refuse such requests that require, in the Chief Executive Officer's opinion, a material amount of staff time or funds, or are disruptive.

# **GLOBAL GOVERNANCE COMMITMENT POLICY**

POLICY NUMBER: 02-001

POLICY TYPE: GOVERNANCE PROCESS

The purpose of the board is to act on behalf of the “ownership”, to ensure that Communities Unlimited, Inc. (1) achieves appropriate results for appropriate persons at an appropriate cost and (2) avoids unacceptable actions and situations.

## GOVERNING STYLE POLICY

POLICY NUMBER: 02-002

POLICY TYPE: GOVERNANCE PROCESS

**The board will govern lawfully with an emphasis on (1) outward vision rather than internal preoccupation, (2) encouragement of diversity in viewpoints, (3) strategic leadership more than administrative detail, (4) clear distinction of board and chief executive roles, (5) collective rather than individual decisions, (6) future rather than past or present, and (7) proactively rather than reactively.**

Accordingly,

1. The board will cultivate a sense of group responsibility. The board, not staff, will be responsible for excellence in governing. The board will be the initiator of policy, not merely a reactor to staff initiatives. The board will use the expertise of individual members to enhance the ability of the board as a body rather than to substitute individual judgments for the board's values. The board will allow no officer, individual, or committee of the board to hinder or be an excuse for not fulfilling board commitments.
2. The board will direct, control, and inspire the organization through the careful establishment of board written policies reflecting the board's values and perspectives about ends to be achieved and means to be avoided. The board's major policy focus will be on the intended long-term effects outside the organization, not on the administrative or programmatic means of attaining those effects.
3. The board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring continuance of governance capability. Although the board can change its governance process policies at any time, it will observe them scrupulously while in force.
4. Continual board development will include orientation of new board members in the board's governance process and periodic board discussion of process improvement.
5. The board will monitor and discuss the board's process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Chief Executive Officer Linkage categories.

# BOARD JOB DESCRIPTION POLICY

POLICY NUMBER: 02-003

POLICY TYPE: GOVERNANCE PROCESS

**The job of the board is to represent the “ownership” in determining and demanding appropriate organizational performance.**

Accordingly,

1. The board will produce the link between the organization and the ownership.
2. The board will produce written governing policies that, at the broadest levels, address each category of organizational decisions.
  - a. Ends:* Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
  - b. Executive Limitations:* Constraints on executive authority that establishes the prudence and ethics boundaries within which the executive activity and decisions must take place.
  - c. Governance Process:* Specifications of how the board conceives, carries out, and monitors its own tasks.
  - d. Board-Chief Executive Officer Linkage:* How power is delegated and its proper use monitored; the Chief Executive Officer role, authority, and accountability.
3. The board will produce assurance of Chief Executive Officer performance (against policies in 2a and 2b above)

# **BOARD COMMITTEE PRINCIPLES POLICY**

POLICY NUMBER: 02-007

POLICY TYPE: GOVERNANCE PROCESS

**Board committees, when used, will be assigned so as to reinforce the wholeness of the board's job and so as never to interfere with delegation from board to Chief Executive Officer.**

Accordingly,

1. Board committees are to help the board do its job, never to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives and implications for board deliberation. In keeping with the board's broader focus, board committees will normally not have dealings with current staff operations.
2. Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Chief Executive Officer.
3. Board committees cannot exercise authority over staff. Because the Chief Executive Officer works for the full board, he or she will not be required to obtain approval of a board committee before an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same topic.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.

This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the Chief Executive Officer.