



**ONS April 2024 Board Retreat  
April 24, 2024, 4:00 pm - 5:30 pm  
Assured Partners  
4200 University Avenue, Suite 200  
West Des Moines, IA**

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## OAKRIDGE NEIGHBORHOOD AND NEIGHBORHOOD

### SERVICES BOARD MEETING AGENDA

April 24, 2024

4-5:30 pm

In-Person Meeting

Location: Assured Partners  
4200 University Avenue, Suite 200  
West Des Moines, Iowa

1. Welcome – networking and snacks
  2. Call to Order/Consent Agenda Approval
    - a. February Board Minutes
  3. 2023 Final KPI scorecard
  4. 2024 Budget update
  5. Oak Academy discussion
    - a. Background
    - b. Small group breakouts
  6. Endowment fund
  7. Search Committee Update
  8. Adjourn
- Dr. Andy McGuire
- Jamie Buel/Kristyn Arnold
- Mark Wiltse/Kristin Clayton
- Bethany Davis/Kristin Clayton
- Kristin Clayton/Kristin Littlejohn
- Joyce McDanel/Dr. Andy McGuire
- Dr. Andy McGuire



**Oakridge Neighborhood  
February Board Meeting  
February 28, 2024  
Hybrid Meeting – Oakridge Neighborhood**

**Attendance:**

Carol Bodensteiner; Dr. Andrea McGuire Joyce McDanel; Diana Dubuisson; Skylar Mayberry-Mayes;

**Remote Attendance:**

Albert Farr; Jessica Feeney; Nalo Johnson, PhD; Mary Johnson; Matt Haney; Michael A. Hutney; Emily LeMay; Jamie Buel; Sharon Gaddy-Hanna; Marcy Baker; Kuuku Saah; Mark Wiltse; Martine Olson-Daniel ; Marcy Baker; Erin Kuhl;

**Board Not In Attendance:**

Peter Ngo; Timothy V Haight; Rona Berinobis; Kent Kramer;

**Staff Attendance:**

Pat Palmer; Kristin Arnold; Kristin Clayton; Kristin Littlejohn; Almardi Abdalla; Chris Irvine; Sheri Fitzpatrick;

**I. Call to Order**

- a) Dr. Andrea McGuire called the February 2024 Oakridge Board Meeting to order at 7:40 a.m.

**II. Mission Moment**

- a) Joyce McDanel, Vice President of Human Resources & Education at Unity Point, Des Moines spoke briefly on neighbors that are business partners and the relationships built between Unity Point and Oakridge staff and tenants.

**III. Consent Agenda Approval**

- a) Dr. Andrea McGuire presented the following items for approval:
- Board Meeting Minutes – December 2023
  - 2023 Audits

**Move:** Jaime Buel      **Second:** Carol Bodensteiner      **Status:** Passed

**IV. Finance Committee Report**

- a) Mark Wiltse presented an update of the Finance Committee meeting.
- Running right at budget
  - Tuition revenue low due to staff shortage in Oak Academy
  - Finance Committee will take a deeper dive at the committee level
  - Draw on line of credit
  - 3 Housing Audits completed – clean audits

- Finalized February 28th

**V. Housing HLI**

Housing HLI(s)	Description of progress activity and funding
Property Management	<ul style="list-style-type: none"> <li>- Adding Royal View would expand the property management, maintenance, and security teams and services</li> <li>- Application for RFP submitted 1/23, next step will be meeting with the City of DSM 3/19</li> </ul>
Expansion of Campus Footprint	<ul style="list-style-type: none"> <li>- Adding Royal View would extend the footprint of Oakridge Neighborhood</li> </ul>
Change Composition of Units	<ul style="list-style-type: none"> <li>- Still an option to change/enlarge current units to create more 5-bedroom units. Below items have taken priority, will revisit this option after below items are resolved</li> <li>- Oakridge needs to replace furnaces and water heaters which will require some unit closets to be rebuilt to meet current code guidelines</li> <li>- GRRP funding option through HUD for green updates to furnaces, water heaters, and second floor windows</li> <li>- Working on GRRP proposal and quotes with MidAmerican Energy, Mitsubishi Electric, Dayton Heating and Cooling, and City of DSM Inspector</li> <li>- FHLB funding for washers and dryers and other identified housing needs as of time of application</li> </ul>

Timeline for applications / funding opportunities:

- January 23: RFP to City of DSM for Royal View (submitted)
- February 28: 3<sup>rd</sup> GRRP deadline (still need quotes, not ready to apply)
- April 1 – May 5: FHLB
- May 30: 4<sup>th</sup> and final GRRP deadline

Kuuku Saah suggested we look into green energy tax credits.

**VI. Adjourn**

- a) Meeting adjourned at 8:54 a.m.

Please contact Sheri FitzPatrick at [sfitzpatrick@oakridgeneighborhood.org](mailto:sfitzpatrick@oakridgeneighborhood.org) if you have any questions, corrections, or additions to this document.



Focus Areas & Objectives		Measures						
<b>I. Learning &amp; Growth - #talent #culture #personaldevelopment #who</b>		<b>Target</b>	<b>Q1 2023</b>	<b>Q2 2023</b>	<b>Q3 2023</b>	<b>Q4 2023</b>	<b>Comments</b>	<b>Staff Champions/ Position</b>
Foster a culture of inclusion & belonging	1. % of employees who agree they feel comfortable sharing their input & concerns with their direct leader [twice annually] <sup>1</sup>	66%	80%	-	66%	-	next data: next employee survey	Sheri/HR
	2. Average employee engagement score [twice annually] <sup>1</sup>	78%	85%	-	59%	-		Sheri/HR
	3. % retention [qtr]	100%	98%	95%	96%	95%		Sheri/HR
Enhance the capabilities of our team members	4. % of employees who participated in additional training, certification, or education activities [twice annually] <sup>1</sup>	75%	80%	-	64%	-		Sheri/HR
	5. % of employees who agree their supervisor encourages my growth and development. [twice annually] <sup>1</sup>	75%	76%	-	66%	-		Sheri/HR
	6. % of employees who agree Oakridge supports my professional development by providing access to the necessary resources. [twice annually] <sup>1</sup>	55%	69%	-	57%	-		Sheri/HR
Promote organizational excellence through increased innovation and collaboration	7. % of employees who agree staff from different departments collaborate well as a team. [twice annually] <sup>1*</sup>	41%	37%	-	36%	-		Sheri/HR
	8. % of employees who agree their colleagues are committed to quality work. [twice annually] <sup>1</sup>	75%	69%	-	66%	-		Sheri/HR
<b>II. Internal Process - #resources #logistics #efficiency #how</b>		<b>Target</b>	<b>Q1 2023</b>	<b>Q2 2023</b>	<b>Q3 2023</b>	<b>Q4 2023</b>	<b>Comments</b>	<b>Staff Champions/ Position</b>
Provide adequate data literacy & technology infrastructure	1. % of employees who feel they have an adequate understanding of the technology systems that they are required to use*	85%	80%	-	80%	-		Sheri/HR
Provide high quality, efficient, and stable facilities	2. % occupancy of apartments (Phase I) [qtr, by housing projects]	90%	85%	88%	92%	92%		Shyanne/Housing
	3. % occupancy of apartments (Phase II) [qtr, by housing projects]	90%	91%	92%	94%	90%		Shyanne/Housing
	4. % occupancy of apartments (Silver Oaks) [qtr, by housing projects]	90%	95%	97%	98%	96%		Shyanne/Housing
	5. # Maintenance requests	-					Have not found a way to count number of new requests only one time due to multiple ways to report requests	?/Housing
	6. Maintenance request turnaround time*		-	-			Not available until Maintenance reporting system transition.	?/Housing
	7. Unit turnover*		-	-			Not available until Maintenance reporting system transition.	?/Housing
	8. # of public safety events handled with outside agency assistance [qtr]	30	39	64	61	53	The goal is to decrease this number over time through increased prevention oriented service delivery.	Travis/Security
	Deliver inclusive, accessible, and accredited services to the community	% of Oak Academy participants who are Oakridge residents [annually]*		38%	-	-	-	101 children enrolled in Oak Academy (3/31/2023), 38 are ONS residents
% of Youth Education program participants who are Oakridge residents [qtr]*							Not available until Compyle transition.	
% of Family & Workforce program participants who are Oakridge residents (Unique) [qtr]		60%	59%	57%	48%	30%	2023 Average: 48.5%	Almardi/ Family & Workforce +
% of Family & Workforce program participants who are Oakridge residents (Total) [qtr]		70%	80%	72%	65%	53%	2023 Average: 67.5%	Almardi/ Family & Workforce +
<b>III. Customer - #children #youth #adults #why #mission</b>		<b>Target</b>	<b>Q1 2023</b>	<b>Q2 2023</b>	<b>Q3 2023</b>	<b>Q4 2023</b>	<b>Comments</b>	<b>Staff Champions/ Position</b>
Drive achievement for children and youth	1. % of children demonstrating proficiency in all 10 GOLD objective areas [annual]	75%	82%	-	-	-	GOLD assessment completed for preK children ages 3-5 only	Bethany/Oak Academy
	2. % of 3rd and 8th grade students reading at or above benchmark [annual]		-		-	-	21st Century Report is completed annually in March; 2022-2023 Data available in March 24, prior data unavailable due to pandemic	Colleen/Youth

Drive achievement for children and youth	3. % of middle school youth students with all passing grades [twice annually]		-		-	-	21st Century Report is completed annually in March; 2022-2023 Data available in March 24, prior data unavailable due to pandemic	Colleen/Youth
	4. % of high school students who graduate [annual]		-	100%	-	-	100% (Spring 2022 Graduation)	Colleen/Youth
Equip clients and residents to be self-sufficient	5. % of total placements considered to be a quality job (\$15/hr or more) [qtr]	99%	89%	97%	95%	95%	99% is symbolic to hold space for preference, skillset, and priority	Almardi/ Family & Workforce +
	6. % of residents who indicate they have a bank [annual]		78%	-	-	-		Deena/Housing
	7. % change in average household income for residents [annual]		13%	-	-	-		Deena/Housing
	8. # of stably housed, 2+ years [qtr]*		69%	74%	74%	72%		Shyanne/Housing
Provide pathways to prosperity through an increased community presence	9. Job retention of clients served by Oakridge Workforce programs, 360-day [qtr]	99%	71%	78%	82%	80%	Only way to know if someone is no longer employed is if they come back to reapply	Almardi/ Family & Workforce +
	10. # of clients served through program expansion [twice annually]*						New strategic plan HLI implementation tracking.	
	11. # of non-Oakridge unique residents served [qtr]	↑	105	99	122	119	Family and Workforce numbers. 2024 goal, track other departments as well if compyle is able. 2023 Average: 111 people per quarter	Almardi/ Family & Workforce +
IV. Financial - #sustainable #budget #relationships		Target	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Comments	Staff Champions/ Position
Operate with a sustainable financial model	1. Net Change of Community Foundation Fund (\$) [qtr]	↑	\$ 506,807	\$ 520,178	\$ 489,032	\$ 520,815		Kristin C/ Finance
	2. True net operating income for housing operations (\$) [year-end, annual]	↑	-	-	-	\$265,915		Kristin C/ Finance
	3. Surplus cash for all 3 housing operations (339 units)	↑	-	-	-	(\$102,288)	Silver Oaks = + \$3,579; Phase II = - \$1,903; Phase I = - \$103,964	Kristin C/ Finance
	4. Net proceeds from service expansion* [annual]						Available after Blackbaud transition	
	5. Number of pledged contributions to Oak Society [annual]	5	-	-	-	-	Four planned gifts have been communicated to the organization to date	Kristin Lj/ Development
Emphasize scalable funding methods	6. Amount of funds raised from new grants and donors [annual]		-	-	-	\$ 327,240	Best Buy, IA Dept. of Human Services Refugee Services, PCECI-Prepare to Care, City of DSM	Kristin C/ Finance
	7. Net Change in recurring individual gifts [annual]	55	-	-	-	49	52 recurring donors in 2022.	Kristin Lj/ Development
	8. Amount of net proceeds from events [annual]	\$195,000	-	-	-	\$ 146,000	2023: JJJ = \$125,000 (for Teen Tech Center); BaT = \$21,000 (for Oak Academy)	Kristin C/ Finance
	9. % of total service funds raised from 5 biggest grant sources [annual]	25%	-	-	-	38%	From: 21st Centruy, UWCI, Best Buy, Shared Visions, Wrap	Kristin C/ Finance
	10. Total Contributions including grants and special events [annual]	\$2m	-	-	-	\$3m	2022: \$2.9m	Kristin C/ Finance
	11. Total Board Contributions [annual]	?	-	-	-	\$24,800	2022: \$20,600	Kristin C/ Finance

Grey sections = data currently not available or pending collection.

<sup>1</sup> Measures collected as part of employee engagement survey.

**Goals to add:**

# of residents accessing a supportive service

**Changes:**

Added Staff Champions / Position

Updated wording to match department lingo

Added more targets

Added Surplus cash for all 3 housing (IV. #3)

Added Total board contributions (IV. #11) - Board contributions tracks board designated giving, not special events

VISION	MISSION	BELIEFS
<p><i>We are the premier housing and service provider offering a stable community where children achieve, families thrive, and prosperity is created.</i></p>	<p><i>We enrich diverse communities through exceptional housing and inclusive support services for adults, children, and families, providing pathways to prosperity.</i></p>	<p>We believe...</p> <ul style="list-style-type: none"> <li>• in quality, culturally-competent services delivered with the highest levels of accountability and integrity</li> <li>• in treating each client, staff member and partner with respect and compassion</li> <li>• in teamwork, open communication, and collaboration</li> <li>• in an organizational environment that recognizes and celebrates diversity and inclusion</li> <li>• in innovation that fosters organizational excellence</li> </ul>





HIGH-LEVEL INITIATIVES	START	EFFORT	IMPACT	PRIORITY	CHAMPION
Oakridge Solutions – <i>Childcare</i>	2023	Med	High	1	Bethany
Oakridge Solutions – <i>Youth &amp; Workforce Services</i>	2023	Med	High	2	Almardi, John, Vernon
<b>Create pathways to home ownership</b>	2023	Low	Med	3	Almardi/Pat
<b>Expansion of campus footprint</b>	2023	Med	Low/Med	4	Pat, Kristyn A, Teree
Oakridge Solutions – <i>Property Management</i>	2024	High	Med	5	Pat/Travis/Mike
Oakridge Solutions – <i>Cultural Competency</i>	2023	Med	Med	6	Almardi, Bethany, John, Vernon
<b>Change composition of units</b>	2023	Med	Med/High	7	Pat
<b>Food Security</b>	2023	Med	Med/High	3	Kristyn A



**Oakridge Neighborhood Services**  
**Q1 2024 Budget to Actual Comparison**

ONS Administration and Facilities

ONS Adult & Family

	Current Year-to-Date			Annual Bdg	Current Year-to-Date			Annual Bdg
	Actual	Budget	Change	2024	Actual	Budget	Change	2024
	03/31/2024		Inc/(dec)		03/31/2024		Inc/(dec)	
<b>REVENUE</b>								
Rental Income	17,888.79	17,910.00	(21.21)	71,600.00	1,200.00	1,200.00	0.00	4,800.00
Contributions: Corp/Individual	34,369.94	10,000.00	24,369.94	61,600.00	0.00	0.00	0.00	0.00
Contributions: Board Giving	13,125.04	7,500.00	5,625.04	27,500.00	0.00	0.00	0.00	0.00
Grants & Subsidies	25,000.00	10,000.00	15,000.00	450,000.00	41,000.00	40,000.00	1,000.00	414,085.00
Program Fees & Tuition	0.00	0.00	0.00	0.00	1,660.00	0.00	1,660.00	12,600.00
Interest & Investment Income	509.80	650.01	(140.21)	2,600.00	0.00	0.00	0.00	0.00
Special Event Income	11,327.50	15,000.00	(3,672.50)	205,000.00	0.00	0.00	0.00	0.00
Management Fees	54,252.80	52,500.00	1,752.80	210,000.00	0.00	0.00	0.00	0.00
Other Income	120.00	0.00	120.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL REVENUE</b>	<b>156,593.87</b>	<b>113,560.01</b>	<b>43,033.86</b>	<b>1,028,300.00</b>	<b>43,860.00</b>	<b>41,200.00</b>	<b>2,660.00</b>	<b>431,485.00</b>
<b>EXPENSES</b>								
Salaries & Wages	164,043.08	162,030.00	2,013.08	702,000.00	63,463.99	63,765.00	(301.01)	276,300.00
Taxes & Benefits	48,061.03	37,523.00	10,538.03	154,000.00	14,808.31	14,781.00	27.31	60,700.00
Telephone & Utilities	5,537.14	4,955.00	582.14	19,900.00	1,232.61	1,755.00	(522.39)	7,200.00
Insurance	1,549.99	1,350.00	199.99	5,390.00	18,333.95	5,700.00	12,633.95	22,825.00
Repairs, Maintenance & Supplies	5,199.21	5,127.00	72.21	35,550.00	1,170.46	390.00	780.46	1,600.00
Program Services	1,552.57	10,515.00	(8,962.43)	42,000.00	6,796.44	11,745.00	(4,948.56)	47,000.00
Contract Services	30,767.02	31,773.00	(1,005.98)	113,900.00	7,370.86	7,367.00	3.86	16,450.00
Special Event Expenses	1,661.60	2,000.00	(338.40)	60,900.00	0.00	0.00	0.00	0.00
Marketing & Communications	17,482.46	19,278.00	(1,795.54)	41,200.00	0.00	0.00	0.00	0.00
Other General Admin	4,796.44	2,343.00	2,453.44	9,350.00	839.74	531.00	308.74	2,150.00
Audit & Tax Return Expense	500.00	0.00	500.00	28,500.00	0.00	0.00	0.00	0.00
<b>TOTAL EXPENSES</b>	<b>281,150.54</b>	<b>276,894.00</b>	<b>4,256.54</b>	<b>1,212,690.00</b>	<b>114,016.36</b>	<b>106,034.00</b>	<b>7,982.36</b>	<b>434,225.00</b>
<b>CHANGE IN NET ASSETS BEFORE DEPRECIATION</b>	<b>(124,556.67)</b>	<b>(163,333.99)</b>	<b>38,777.32</b>	<b>(184,390.00)</b>	<b>(70,156.36)</b>	<b>(64,834.00)</b>	<b>(5,322.36)</b>	<b>(2,740.00)</b>
<b>Depreciation</b>	<b>(49,910.21)</b>	<b>0.00</b>	<b>(49,910.21)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>CHANGE IN NET ASSETS - DEPRECIATION</b>	<b>(49,910.21)</b>	<b>0.00</b>	<b>(49,910.21)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>(174,466.88)</b>	<b>(163,333.99)</b>	<b>(11,132.89)</b>	<b>(184,390.00)</b>	<b>(70,156.36)</b>	<b>(64,834.00)</b>	<b>(5,322.36)</b>	<b>(2,740.00)</b>

Ahead on contributions, but could level off later in year  
 John Deere grant was budgeted as Adult & Family, but grant received was unrestricted operating funds  
 Taxes and benefits - additional staff with health insurance  
 Program services - timing of BB Tech purchases

Insurance - additional drivers ed vehicle and paid annual premium up front rather than monthly

# Oakridge Neighborhood Services

## Q1 2024 Budget to Actual Comparison

### ONS Oak Academy

### ONS Youth

	Current Year-to-Date			Annual Bdgt	Current Year-to-Date			Annual Bdgt
	Actual	Budget	Change	2024	Actual	Budget	Change	2024
	03/31/2024		Inc/(dec)		03/31/2024		Inc/(dec)	
<b>REVENUE</b>								
Rental Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Contributions: Corp/Individual	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,000.00
Contributions: Board Giving	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Grants & Subsidies	146,485.97	129,482.00	17,003.97	782,450.00	75,997.54	101,200.00	(25,202.46)	837,930.00
Program Fees & Tuition	106,048.89	142,110.00	(36,061.11)	567,200.00	0.00	0.00	0.00	0.00
Interest & Investment Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Special Event Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Management Fees	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Other Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL REVENUE</b>	<b>252,534.86</b>	<b>271,592.00</b>	<b>(19,057.14)</b>	<b>1,349,650.00</b>	<b>75,997.54</b>	<b>101,200.00</b>	<b>(25,202.46)</b>	<b>857,930.00</b>
<b>EXPENSES</b>								
Salaries & Wages	193,362.47	233,775.00	(40,412.53)	1,013,000.00	140,721.23	131,970.00	8,751.23	795,000.00
Taxes & Benefits	41,643.46	53,811.00	(12,167.54)	223,000.00	23,160.48	28,743.00	(5,582.52)	139,000.00
Telephone & Utilities	4,176.87	4,575.00	(398.13)	18,300.00	5,146.84	4,715.00	431.84	18,950.00
Insurance	3,941.51	3,780.00	161.51	15,125.00	6,971.45	6,180.00	791.45	24,750.00
Repairs, Maintenance & Supplies	4,691.18	2,379.00	2,312.18	9,500.00	4,321.64	2,715.00	1,606.64	10,800.00
Program Services	22,661.98	25,767.00	(3,105.02)	103,000.00	9,374.51	17,730.00	(8,355.49)	70,900.00
Contract Services	18,126.56	16,818.00	1,308.56	53,800.00	23,363.62	15,782.00	7,581.62	50,150.00
Special Event Expenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Marketing & Communications	0.00	126.00	(126.00)	500.00	0.00	0.00	0.00	0.00
Other General Admin	1,401.90	1,845.00	(443.10)	7,400.00	2,813.64	2,436.00	377.64	9,700.00
Audit & Tax Return Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL EXPENSES</b>	<b>290,005.93</b>	<b>342,876.00</b>	<b>(52,870.07)</b>	<b>1,443,625.00</b>	<b>215,873.41</b>	<b>210,271.00</b>	<b>5,602.41</b>	<b>1,119,250.00</b>
<b>CHANGE IN NET ASSETS BEFORE DEPRECIATION</b>	<b>(37,471.07)</b>	<b>(71,284.00)</b>	<b>33,812.93</b>	<b>(93,975.00)</b>	<b>(139,875.87)</b>	<b>(109,071.00)</b>	<b>(30,804.87)</b>	<b>(261,320.00)</b>
<b>Depreciation</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>CHANGE IN NET ASSETS - DEPRECIATION</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>(37,471.07)</b>	<b>(71,284.00)</b>	<b>33,812.93</b>	<b>(93,975.00)</b>	<b>(139,875.87)</b>	<b>(109,071.00)</b>	<b>(30,804.87)</b>	<b>(261,320.00)</b>

Received unbudgeted ARPA funds \$42,000  
 Had to close a room, behind on tuition  
 Short staffed - reduced salaries & benefits

Grants - timing of SYEP funding received  
 Salaries - kept on several SYEP year round  
 Contract services - includes \$7500 for independent review required by 21st Century

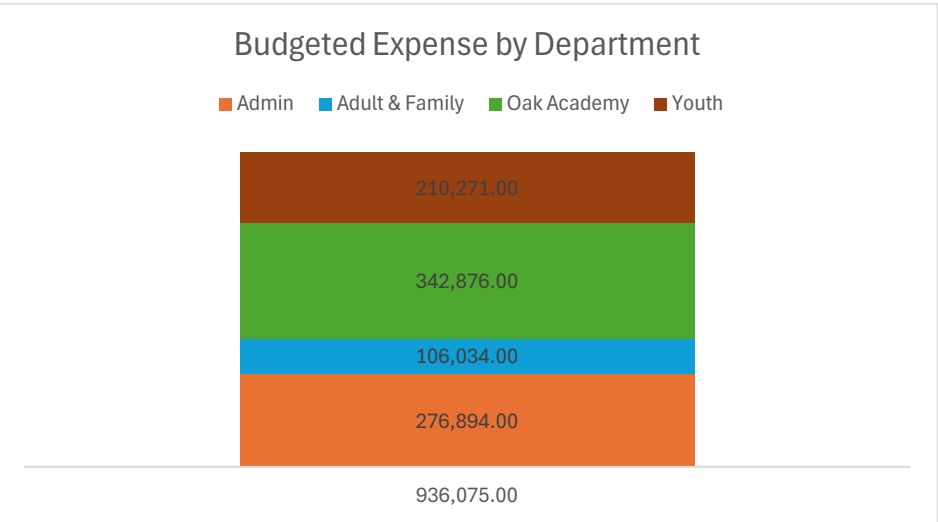
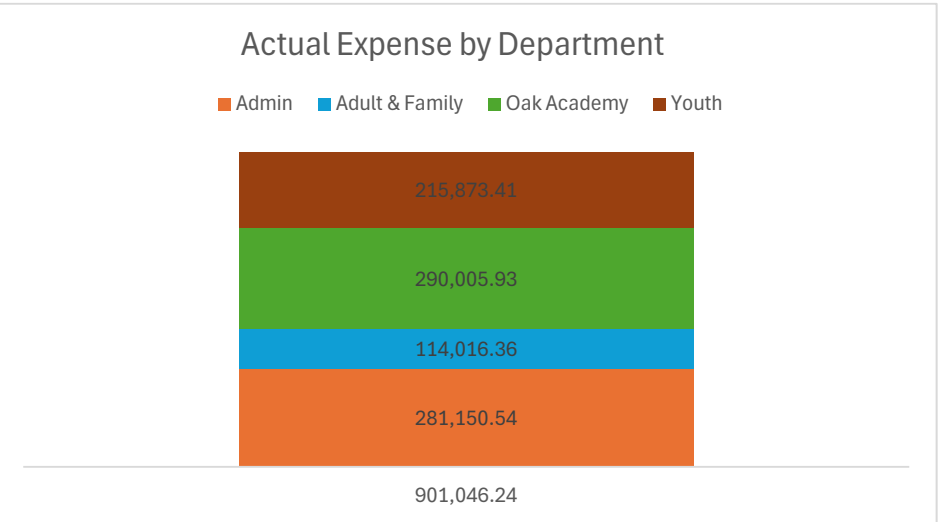
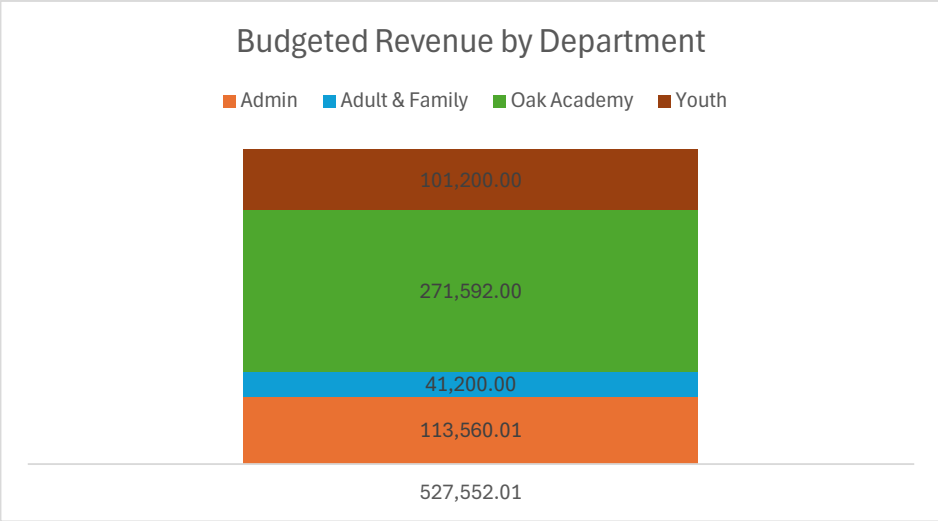
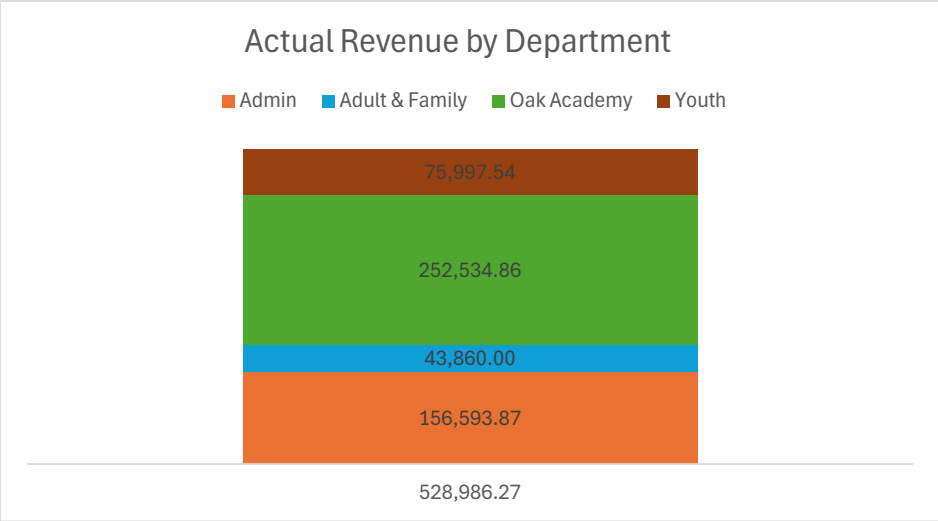
**Oakridge Neighborhood Services**  
**Q1 2024 Budget to Actual Comparison**

Totals

	Current Year-to-Date			Annual Bdgt
	Actual 03/31/2024	Budget	Change Inc/(dec)	2024
<b>REVENUE</b>				
Rental Income	19,088.79	19,110.00	(21.21)	76,400.00
Contributions: Corp/Individual	34,369.94	10,000.00	24,369.94	81,600.00
Contributions: Board Giving	13,125.04	7,500.00	5,625.04	27,500.00
Grants & Subsidies	288,483.51	280,682.00	7,801.51	2,484,465.00
Program Fees & Tuition	107,708.89	142,110.00	(34,401.11)	579,800.00
Interest & Investment Income	509.80	650.01	(140.21)	2,600.00
Special Event Income	11,327.50	15,000.00	(3,672.50)	205,000.00
Management Fees	54,252.80	52,500.00	1,752.80	210,000.00
Other Income	120.00	0.00	120.00	0.00
<b>TOTAL REVENUE</b>	<b>528,986.27</b>	<b>527,552.01</b>	<b>1,434.26</b>	<b>3,667,365.00</b>
<b>EXPENSES</b>				
Salaries & Wages	561,590.77	591,540.00	(29,949.23)	2,786,300.00
Taxes & Benefits	127,673.28	134,858.00	(7,184.72)	576,700.00
Telephone & Utilities	16,093.46	16,000.00	93.46	64,350.00
Insurance	30,796.90	17,010.00	13,786.90	68,090.00
Repairs, Maintenance & Supplies	15,382.49	10,611.00	4,771.49	57,450.00
Program Services	40,385.50	65,757.00	(25,371.50)	262,900.00
Contract Services	79,628.06	71,740.00	7,888.06	234,300.00
Special Event Expenses	1,661.60	2,000.00	(338.40)	60,900.00
Marketing & Communications	17,482.46	19,404.00	(1,921.54)	41,700.00
Other General Admin	9,851.72	7,155.00	2,696.72	28,600.00
Audit & Tax Return Expense	500.00	0.00	500.00	28,500.00
<b>TOTAL EXPENSES</b>	<b>901,046.24</b>	<b>936,075.00</b>	<b>(35,028.76)</b>	<b>4,209,790.00</b>
<b>CHANGE IN NET ASSETS BEFORE DEPRECIATION</b>	<b>(372,059.97)</b>	<b>(408,522.99)</b>	<b>36,463.02</b>	<b>(542,425.00)</b>
Depreciation	(49,910.21)	0.00	(49,910.21)	0.00
<b>CHANGE IN NET ASSETS - DEPRECIATION</b>	<b>(49,910.21)</b>	<b>0.00</b>	<b>(49,910.21)</b>	<b>0.00</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>(421,970.18)</b>	<b>(408,522.99)</b>	<b>(13,447.19)</b>	<b>(542,425.00)</b>

Revenue - reduction in tuition offset by increase in contributions  
Expense - ahead of budget, some of this might be timing, some due to short staffed in Oak Academy

# Q1 2024 Actual vs Budget by Department



## Oak Academy Items for Consideration

Ideal enrollment in accordance to partnered ratios 120 (much less than what the state permits) as of April 19, 2024 we have 58 with a deficit of 62 children

**Early Head Start Classrooms** required ration 1:4, with CDA's required for teachers.

- Ducklings 0-12 months: 8 with 2 FTEs **Current enrollment is 7**
- Bumble Bees 12-18 months: 8 with 2 FTEs **Current enrollment is 4**
- Snuggle Bugs 18-24 months: 8 with 2 FTEs **Current enrollment is 7**
- Caterpillars 24-3 years old: 8 with 2 FTEs **Current enrollment is 7**

**Shared Vision Classrooms** required ratio is 1:8, with CDA's preferred for teachers.

- Teddy Bears 3-year-old: 16 with 2 FTEs **Current enrollment is 6**
- Dinosaurs 3- & 4-year-olds: 16 with 2 FTEs **Current enrollment is 3**

**UPK** teaching degree in early childhood with an assistant who has a CDA required.

- Tigers 4-year-olds: 20 with 2 FTEs **Current enrollment is 9**
- Stars 4-year-olds: 20 with 2 FTEs **Current enrollment is 9**
- Explorers 3-year-olds: 16 with 2 FTEs **Current enrollment is 6**

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## Current Staffing

- Ducklings – Myra with a CDA and Asha (High school, EHS will require a CDA for her)
- Bumble Bees – VACANT
- Snuggle Bugs -Nellie with a CDA and Lashonda, a new hire (high school, EHS will require a CDA for her)
- Caterpillars – Eugenia with a CDA and Shytai almost with a CDA
- Teddy Bears – Alisha with an expired master's in teaching and LaToya with a CDA
- Dinosaurs – VACANT (currently combined with Teddy Bears, both Shared Visions rooms)
- Tigers - Beth with an Early education teaching degree
- Stars – Charlotte with a master's in early education and Tanya Wells with a CDA
- Explorers – Destiny currently working on her teaching degree

Floater (closers at Oak 1 and Oak 2)

Stephaine 4-5:30

Mindy 4-5:30