



OAKRIDGE NEIGHBORHOOD AND NEIGHBORHOOD SERVICES BOARD MEETING AGENDA

**December 17, 2025
3 PM Meeting at Bash**

1. Call to Order/ Chairs Report	Skylar Mayberry-Mayes
2. Board Mission Moment	
3. Approval of Consent Agenda	Skylar Mayberry-Mayes
a. October 2025 Board Minutes	
b. Board Resolutions	
c. New Board Member Approval	
5. CEO Update	Deidre DeJear
4. Finance Committee Report	Diane Dubuisson
a. October Financials	Kristin Clayton
5. Committee Reports	
a. Marketing	Carol Bodensteiner
b. Development	Emily LeMay
c. Organizational Strategy	Albert Farr
d. Housing & Services	Jaime Buelt
e. Governance Committee	Emily LeMay
f. Human Resources	Joyce McDanel
6. Adjourn to Oakridge All Staff & Board Holiday Gathering	



Oakridge Neighborhood

October 29, 2025, Board Meeting

7:30 am

Oakridge Neighborhood Board Room - 1401 Center Street Des Moines, IA

Board Attendance:

Carol Bodensteiner, Diana Dubuisson, Sherri Hart, Tim Haight, Nalo Johnson, Erin Kuh, Skylar Mayberry-Mayes, Matthea Smith

Remote Attendance:

Marcy Baker, Jaime Buelt, Albert Farr, Sharon Gaddy-Hanna, Kent Kramer, Andy McGuire, Joyce McDanel, Mark Wiltse; Jessica Zaugg

Absent:

Jessica Fenney, Mary Johnson, Emily Lemay, Kuuku Saah, Deidre Williams,

Staff Attendance:

Deidre DeJear, Kristin Clayton, Chris Irvine, Kristin Littlejohn, Sheri Fitzpatrick

I. Call to Order/Chairs Report

- a) Skylar Mayberry-Mayes called the meeting to order at 7:30 am.

II. Mission Moment

Matthea Smith shared about Silver Oaks resident living and the experience of being a representative on the board for Oakridge senior living facility. Expressing multigenerational care for the Des Moines community, Matthea has built friendships and relationships- it has been a gift to not feel alone in the Oakridge community.

III. CEO Report

- a) 1 Year Anniversary as Oakridge CEO
- b) Great Jazz, Jewels and Jeans Fundraising event
- c) Technology Migration to Zirous
- d) Staff Retreat – August
 - 1. 80+ in attendance
 - 2. Educational Takeaways
- e) Leadership Team conducting evaluations of teams
- f) Benefits Enrollment in early November
- g) Youth Leader Job will open October 1st; hired personnel to start in January
- h) Fall Festival
- i) Next Board Meeting set for December 17th – all staff

III. Consent Agenda Approval

Move: Tim Haight **Second:** Carol Bodensteiner **Status:** Passed



IV. September Finance Committee Update

- a) September financials review

VI. Committee Report

a. Marketing	Carol Bodensteiner
b. Development	Emily LeMay
c. Organizational Strategy	Albert Farr
d. Housing & Services	Jaime Buelt
e. Governance Committee	Emily LeMay

VIII. Meeting went to Closed Session

- a. Human Resources Joyce McDanel

Reminders

Next Board Meeting December 17, 3 pm at Bash



RESOLUTION

The Board of Directors of Homes of Oakridge Human Services, Inc., ("ONS") Oakridge Neighborhood Associates – Phase I, Phase II and Silver Oaks operating as Oakridge Neighborhood (ON) hereby adopts this resolution:

BE IT RESOLVED that effective January 1, 2026, any of the officers or agents of the corporation named below are hereby authorized to execute loan agreements, contracts or deliver instruments on behalf of the individual or combined organizations.

Authorized Officers/Agents:

President: Skylar Mayberry Mayes

Vice President: Emily Lemay

Secretary: Jamie Buelt

Treasurer: Diana Dubuisson

CEO: Deidre DeJear

VP-Finance and Administration: Kristin Clayton

VP-Housing: Patricia Palmer

THE BOARD OF DIRECTORS OF OAKRIDGE NEIGHBORHOOD:

President _____

Date: _____

Skylar Mayberry Mayes

Board Secretary _____

Date: _____

Jamie Buelt

Adopted by vote of the directors this 17th day of December 2025



RESOLUTION

The Board of Directors of Homes of Oakridge Human Services, Inc., ("ONS") Oakridge Neighborhood Associates – Phase I, Phase II and Silver Oaks operating as Oakridge Neighborhood (ON) hereby adopts this resolution:

BE IT RESOLVED that effective January 1, 2026, any of the officers or agents of the corporation named below are hereby authorized to execute checks, drafts, and other orders of payment on behalf of the individual or combined organizations.

Authorized Officers/Agents:

President: Skylar Mayberry Mayes

Vice President: Emily Lemay

Secretary: Jamie Buelт

Treasurer: Diana Dubuisson

CEO: Deidre DeJear

VP-Finance and Administration: Kristin Clayton

VP-Housing: Patricia Palmer

THE BOARD OF DIRECTORS OF OAKRIDGE NEIGHBORHOOD:

President _____
Skylar Mayberry Mayes

Date: _____

Board Secretary _____
Jamie Buelт

Date: _____

Adopted by vote of the directors this 17th day of December 2025



RESOLUTION

The Board of Directors of Homes of Oakridge Human Services, Inc., ("ONS") Oakridge Neighborhood Associates – Phase I, Phase II, and Silver Oaks operating as Oakridge Neighborhood (ON) hereby adopts this resolution:

BE IT RESOLVED that effective January 1, 2026, any of the officers or agents of the corporation named below are hereby authorized to submit or receive grants on behalf of the individual or combined organizations.

Authorized Officers/Agents:

President: Skylar Mayberry Mayes
Vice President: Emily Lemay
Secretary: Jamie Buelт
Treasurer: Diana Dubuisson
CEO: Deidre DeJear
VP-Finance and Administration: Kristin Clayton
VP-Housing: Patricia Palmer
VP-Development: Kristin Littlejohn

THE BOARD OF DIRECTORS OF OAKRIDGE NEIGHBORHOOD:

President _____ Date: _____
Skylar Mayberry Mayes

Board Secretary _____ Date: _____
Jamie Buelт

Adopted by vote of the directors this 17th day of December 2025



Jason Adams AVP Property and Material Damage Claims



Jason is the Associate Vice President of Property and Material Damage Claims for Nationwide Agribusiness. Jason is approaching 25 years at Nationwide, the last 16 being in Agribusiness. Jason's career at Nationwide started in claims, he transitioned to personal lines underwriting, and then led Product and Underwriting teams within the Des Moines Regional Office.

Jason joined Agribusiness in 2009 as a Farm Underwriting Director. He led teams as Commercial Ag Underwriting Director, Senior Director, then AVP Agribusiness Underwriting before transitioning to claims in 2021.

Prior to working for Nationwide, Jason was an Independent Claims Adjuster/Branch Manager in Chicago and Milwaukee.

Jason currently serves on the Executive Committee for Children and Family Urban Movement as Past Chair. He has served on the CFUM Board for the past 7 years and was the Board Chair in 2023 and 2024. Jason is currently and has previously mentored start-up companies through the Global Insurance Accelerator.

Jason received his BBA in Finance and MBA from the University of Iowa. He holds an AIC and CPCU designation.

About Nationwide

Nationwide, a Fortune 100 company based in Columbus, Ohio, is one of the largest and strongest diversified insurance and financial services organizations in the U.S. and is rated A+ by both A.M. Best and Standard & Poor's. The company provides a full range of insurance and financial services, including auto, commercial, homeowners, farm and life insurance; public and private sector retirement plans, annuities and mutual funds; banking and mortgages; excess & surplus, specialty and surety; pet, motorcycle and boat insurance. For more information, visit www.nationwide.com.



Alex Marckmann

IT VP - Digital Services at [Athene](#)

Alex Marckmann has a diverse background in IT and business management with extensive experience in digital services and product ownership. Currently serving as IT VP - Digital Services at Athene since October 2019, Alex has also held roles such as AVP Digital Services Product Owner, IT Director, and IT Manager Marketing within the same company. Prior to Athene, Alex co-owned Lawn Sharks LLC from November 2017 to December 2022, and held various positions at Berkley Technology Services from December 2008 to September 2019, including Data Delivery Manager and Financial Systems Product Manager.

Alex began a career in banking at Bankers Trust from 2003 to 2008, operating as an Electronic Banking Analyst and Banker. Alex holds a Master's degree in Marketing and Supply Chain Management from Iowa State University and a Bachelor's degree in Business Administration from Graceland University, along with an Associate of Arts in Pre-Law Studies from Iowa Central Community College.

Oakridge Neighborhood Services

Balance Sheet

	Current Period 10/31/2025	Prior Period 09/30/2025	Prior Year End 12/31/2024
Current Assets			
Operating Cash	84,404.39	1,898,877.66	74,489.39
Designated Cash	182,875.57	153,362.65	32,821.84
Account Receivables and Pledges	3,156,912.32	3,210,008.78	3,311,509.68
Due from Affiliate Entities	(29,167.96)	(1,673,016.25)	381,799.89
Prepaid Expense	26,258.07	26,005.06	28,668.06
Special Investment Fund - GDMCF	400,829.73	400,829.73	385,703.78
Wheels of Hope CD	40,993.90	40,993.90	40,993.90
Investment - Silver Oaks	219,933.00	219,933.00	219,933.00
Investment - ONS Ventures	1,360,414.00	1,360,414.00	1,360,414.00
Total Current Assets	5,443,453.02	5,637,408.53	5,836,333.54
Other Assets			
Housing Notes Receivable, Net of Allowance	3,703,758.00	3,703,758.00	3,703,758.00
Operating Lease Right-of-Use Assets, net	44,978.00	44,978.00	44,978.00
Total Other Assets	3,748,736.00	3,748,736.00	3,748,736.00
Fixed Assets			
Fixed Assets	3,038,037.91	3,038,037.91	2,975,203.18
Less: Accumulated Depreciation	(1,948,149.96)	(1,932,305.29)	(1,790,572.94)
Total Fixed Assets	1,089,887.95	1,105,732.62	1,184,630.24
TOTAL ASSETS	10,282,076.97	10,491,877.15	10,769,699.78
Current Liabilities			
Accounts Payable	42,241.71	55,511.83	39,380.05
Accrued Expenses	223,201.01	223,201.01	223,201.01
Deferred Revenue	40,684.88	40,684.88	40,684.88
Line of Credit	320,000.00	320,000.00	320,000.00
Total Current Liabilities	626,127.60	639,397.72	623,265.94
Long Term Liabilities			
Operating Lease Liabilities	46,097.00	46,097.00	46,097.00
Notes Payable	17,150.45	17,150.45	0.00
Total Long Term Liabilities	63,247.45	63,247.45	46,097.00
TOTAL LIABILITIES	689,375.05	702,645.17	669,362.94
Net Assets	9,592,701.92	9,789,231.98	10,100,336.84
TOTAL NET ASSETS	9,592,701.92	9,789,231.98	10,100,336.84
TOTAL LIABILITIES AND NET ASSETS	10,282,076.97	10,491,877.15	10,769,699.78
BEGINNING BALANCE WITH CURRENT YEAR ADJUSTMENTS	10,100,336.84	10,100,336.84	10,354,323.02
NET SURPLUS/(DEFICIT)	(507,634.92)	(311,104.86)	(253,986.18)
ENDING NET ASSETS	9,592,701.92	9,789,231.98	10,100,336.84

Cash - Prior month included ERA2 funds from Polk County, moved to housing in October

Due from affiliates - adjusted for Polk County ERA2 funds

Oakridge Neighborhood Services

Income Statement - Comparative Summary

	Current Period			PY Period Actual 10/31/2024	Current Year-to-Date			Annual Bdgt 2025	Prior YTD Actual 10/31/2024
	Actual 10/31/2025	Budget	Change Inc/(dec)		Actual 10/31/2025	Budget	Change Inc/(dec)		
REVENUE									
Rental Income	6,785.27	6,393.00	392.27	6,762.93	63,852.70	63,934.00	(81.30)	76,720.00	63,629.30
Contributions: Corp/Individual	2,497.32	14,000.00	(11,502.68)	14,094.64	56,506.34	75,150.00	(18,643.66)	123,150.00	73,020.51
Contributions: Board Giving	960.90	1,500.00	(539.10)	1,085.52	35,472.98	32,500.00	2,972.98	50,000.00	29,875.69
Grants & Subsidies	99,570.76	189,152.00	(89,581.24)	111,066.47	1,908,267.43	2,395,739.00	(487,471.57)	2,550,285.00	2,293,494.97
Interest & Investment Income	355.12	165.00	190.12	123.65	35,171.86	1,650.00	33,521.86	1,980.00	39,830.83
Program Fees & Tuition	48,422.84	69,683.00	(21,260.16)	43,278.32	491,387.52	596,836.00	(105,448.48)	736,200.00	391,080.76
Special Event Income	40,143.87	0.00	40,143.87	0.00	152,386.17	172,500.00	(20,113.83)	178,500.00	157,041.13
Management Fees	17,972.34	19,325.00	(1,352.66)	17,775.92	192,638.27	193,250.00	(611.73)	231,900.00	186,918.17
Other Income	0.00	0.00	0.00	0.00	1,831.77	0.00	1,831.77	0.00	1,355.70
TOTAL REVENUE	216,708.42	300,218.00	(83,509.58)	194,187.45	2,937,515.04	3,531,559.00	(594,043.96)	3,948,735.00	3,236,247.06
EXPENSES									
Salaries & Wages	280,788.01	289,350.00	(8,561.99)	281,265.83	2,142,351.42	2,204,320.00	(61,968.58)	2,590,100.00	2,146,192.99
Taxes & Benefits	46,838.58	54,143.00	(7,304.42)	40,510.20	431,587.69	469,581.00	(37,993.31)	558,325.00	414,823.07
Telephone & Utilities	5,064.79	5,363.00	(298.21)	4,822.70	55,409.44	53,634.00	1,775.44	64,360.00	50,751.92
Insurance	4,345.83	4,910.00	(564.17)	3,957.49	66,773.10	61,040.00	5,733.10	70,860.00	58,458.03
Repairs, Maintenance & Supplies	6,187.48	5,075.00	1,112.48	9,422.98	51,448.90	50,765.00	683.90	60,915.00	52,273.41
Program Services	12,269.76	18,858.00	(6,588.24)	13,416.69	186,556.77	192,109.00	(5,552.23)	229,825.00	163,674.91
Contract Services	18,444.94	16,933.00	1,511.94	15,551.91	191,904.61	187,534.00	4,370.61	219,230.00	292,264.37
Special Event Expenses	18,419.40	5,000.00	13,419.40	1,912.37	48,152.93	45,000.00	3,152.93	50,000.00	44,300.59
Marketing & Communications	1,339.57	1,431.00	(91.43)	483.52	34,491.00	36,198.00	(1,707.00)	39,060.00	32,854.88
Other General Admin	3,695.45	5,115.00	(1,419.55)	4,201.12	47,987.08	59,100.00	(11,112.92)	70,450.00	42,326.68
Audit & Tax Return Expense	0.00	0.00	0.00	0.00	30,910.00	31,350.00	(440.00)	31,350.00	34,250.00
TOTAL EXPENSES	397,393.81	406,178.00	(8,784.19)	375,544.81	3,287,572.94	3,390,631.00	(103,058.06)	3,984,475.00	3,332,170.85
CHANGE IN NET ASSETS BEFORE DEPRECIATION	(180,685.39)	(105,960.00)	(74,725.39)	(181,357.36)	(350,057.90)	140,928.00	(490,985.90)	(35,740.00)	(95,923.79)
Depreciation	(15,844.67)	0.00	(15,844.67)	(19,648.51)	(157,577.02)	0.00	(157,577.02)	0.00	(178,542.65)
CHANGE IN NET ASSETS - DEPRECIATION	(15,844.67)	0.00	(15,844.67)	(19,648.51)	(157,577.02)	0.00	(157,577.02)	0.00	(178,542.65)
NET SURPLUS (DEFICIT)	(196,530.06)	(105,960.00)	(90,570.06)	(201,005.87)	(507,634.92)	140,928.00	(648,562.92)	(35,740.00)	(274,466.44)

Contributions - a little behind last year and budget

Grants and Subsidies - see attached schedule

Interest & Investment income - we didn't budget for GDMCF income

Program Fees & Tuition - budgeted enrollment at 100 kids, current enrollment is approximately 70

Special Event Income - sponsorships are down from prior year and from budget

Salaries & Wages - were short staffed compared to budget for both Family & Workforce and Oak Academy for part of the year, also leadership team did not receive budgeted raises

Depreciation - not budgeted

Oakridge Neighborhood Assoc LP

Balance Sheet HUD

	Current Period 10/31/2025	Prior Period 09/30/2025	Prior Year End 12/31/2024
Current Assets			
Cash in Bank	169,057.45	105,345.55	80,449.10
Account Receivables	82,726.43	72,479.43	51,450.68
Prepaid Expense	29,166.13	29,803.00	25,570.75
Total Current Assets	280,950.01	207,627.98	157,470.53
Other Assets			
Real Estate Tax Escrow	161,305.28	148,555.28	120,952.36
Reserve for Replacement	662,496.61	655,153.94	570,022.35
Operating Reserves	1,158,668.91	664,733.71	959,551.93
Revenue Deficit Reserves	146,944.77	146,487.00	144,230.02
Deferred Loan & Compliance Fees	25,740.79	26,418.12	32,514.09
Total Other Assets	2,155,156.36	1,641,348.05	1,827,270.75
Fixed Assets			
Fixed Assets	15,675,314.97	15,443,339.61	15,439,645.61
Less: Accumulated Depreciation	(11,666,674.75)	(11,652,012.38)	(11,275,056.78)
Total Fixed Assets	4,008,640.22	3,791,327.23	4,164,588.83
TOTAL ASSETS	6,444,746.59	5,640,303.26	6,149,330.11
Current Liabilities			
Accounts Payable	22,084.87	26,906.82	43,660.66
Due to ONS	(25,328.06)	(850,954.57)	281,794.52
Accrued Expenses	1,648,577.66	1,627,776.82	1,532,252.26
Tenant Security Deposits	42,063.00	40,944.00	40,310.00
Total Current Liabilities	1,687,397.47	844,673.07	1,898,017.44
Long Term Liabilities			
Flex Subsidy Loans	1,150,572.86	1,149,651.12	1,141,355.46
Notes Payable	6,334,602.58	6,335,808.72	5,462,502.70
Total Long Term Liabilities	7,485,175.44	7,485,459.84	6,603,858.16
TOTAL LIABILITIES	9,172,572.91	8,330,132.91	8,501,875.60
General Partner Capital - Newbury	(1,451,026.68)	(1,451,026.68)	(1,451,025.07)
General Partner Capital - ONS	(771,700.81)	(771,700.81)	(771,699.20)
Syndication Fees	(129,818.00)	(129,818.00)	(129,818.00)
Net Assets	(375,280.83)	(337,284.16)	(3.22)
TOTAL NET ASSETS	(2,727,826.32)	(2,689,829.65)	(2,352,545.49)
TOTAL LIABILITIES AND NET ASSETS	6,444,746.59	5,640,303.26	6,149,330.11

Operating Reserves - includes ERA2 money from Polk County

Due to ONS - prior month included ERA2 funds, these have now been moved

Oakridge Neighborhood Assoc LP

Income Statement - Comparative Summary

	Current Period			PY Period			Current Year-to-Date			Annual Bdgt		Prior YTD	
	Actual		Change	Actual		Change	Actual		Change	2025	Actual		
	10/31/2025	Budget	Inc/(dec)	10/31/2024			10/31/2025	Budget	Inc/(dec)	2025	10/31/2024	10/31/2024	
REVENUE													
Tenant Rent Revenue	44,761.00	56,846.00	(12,085.00)	45,888.00			445,332.00	509,402.00	(64,070.00)	623,095.00		484,152.00	
HUD Rent Subsidy	97,792.00	94,310.00	3,482.00	85,980.00			1,019,977.00	943,095.00	76,882.00	1,131,715.00		894,278.00	
Interest & Investment Income	2,552.62	3,518.00	(965.38)	3,251.81			49,701.64	52,734.00	(3,032.36)	65,620.00		61,638.61	
Other Income	5,154.22	0.00	5,154.22	0.00			75,127.75	0.00	75,127.75	0.00		8,122.84	
TOTAL REVENUE	150,259.84	154,674.00	(4,414.16)	135,119.81			1,590,138.39	1,505,231.00	84,907.39	1,820,430.00		1,448,191.45	
EXPENSES													
Salaries & Wages	62,447.99	64,707.00	(2,259.01)	53,485.93			461,252.31	474,543.00	(13,290.69)	560,825.00		424,105.35	
Taxes & Benefits	11,898.82	14,803.00	(2,904.18)	9,206.44			108,003.66	131,922.00	(23,918.34)	157,535.00		102,046.65	
Rent Expense	2,482.00	2,482.00	0.00	2,482.00			24,820.00	24,820.00	0.00	29,784.00		24,820.00	
Communications & Utilities	14,120.76	16,445.00	(2,324.24)	12,649.47			133,131.64	165,430.00	(32,298.36)	198,320.00		158,112.46	
Insurance	13,124.68	11,329.00	1,795.68	10,151.20			134,324.70	112,002.00	22,322.70	134,660.00		102,118.59	
Real Estate Taxes	7,650.00	7,650.00	0.00	8,900.00			76,500.00	76,500.00	0.00	91,800.00		89,000.00	
Office & Security Supplies	636.43	1,626.00	(989.57)	3,035.74			17,103.40	15,606.00	1,497.40	18,635.00		9,471.81	
Maintenance, Supplies & Repairs	25,541.09	19,427.00	6,114.09	31,779.21			244,910.85	184,436.00	60,474.85	216,720.00		211,235.77	
Professional/Contract Services	17,878.99	21,256.00	(3,377.01)	38,888.75			194,551.26	216,653.00	(22,101.74)	259,165.00		352,346.90	
Other Admin Expense	1,838.03	399.00	1,439.03	628.52			5,324.13	10,802.00	(5,477.87)	11,600.00		10,025.93	
Audit Expense	0.00	0.00	0.00	0.00			13,475.00	6,600.00	6,875.00	14,100.00		13,100.00	
Interest Expense	3,075.03	3,210.00	(134.97)	3,164.69			31,401.10	32,100.00	(698.90)	38,520.00		32,050.63	
TOTAL EXPENSES	160,693.82	163,334.00	(2,640.18)	174,371.95			1,444,798.05	1,451,414.00	(6,615.95)	1,731,664.00		1,528,434.09	
CHANGE IN NET ASSETS BEFORE DEPRECIATION	(10,433.98)	(8,660.00)	(1,773.98)	(39,252.14)			145,340.34	53,817.00	91,523.34	88,766.00		(80,242.64)	
NON-OPERATING EXPENSES													
Depreciation Expense	(14,662.37)	(65,834.00)	51,171.63	(65,715.68)			(391,617.97)	(658,332.00)	266,714.03	(790,000.00)		(658,331.47)	
Interest Expense	(12,900.32)	(12,387.00)	(513.32)	(12,383.97)			(129,003.20)	(123,866.00)	(5,137.20)	(148,640.00)		(123,839.70)	
CHANGE IN NET ASSETS - DEPRECIATION	(27,562.69)	(78,221.00)	50,658.31	(78,099.65)			(520,621.17)	(782,198.00)	261,576.83	(938,640.00)		(782,171.17)	
NET SURPLUS (DEFICIT)	(37,996.67)	(86,881.00)	48,884.33	(117,351.79)			(375,280.83)	(728,381.00)	353,100.17	(849,874.00)		(862,413.81)	

Vacancies 13 9%

3 Efficiency; 4 Two Bedrooms; 4 Three Bedrooms; 2 Four Bedrooms

Other income - includes insurance claim proceeds on fire units

Insurance - renewal was higher than budgeted

Maint, Supplies, Repairs - includes \$25,000 for fire restoration, \$15,000 for cleaning, \$9,600 for tree removal (none were budgeted), \$12,000 overbudget on repairs expense

Depreciation - rehab of buildings was set up for 15 years and are now fully depreciated

Oakridge Neighborhood Assoc Phase II LP

Balance Sheet HUD

	Current Period 10/31/2025	Prior Period 09/30/2025	Prior Year End 12/31/2024
Current Assets			
Cash in Bank	152,560.75	95,792.78	83,441.86
Account Receivables	25,303.56	22,710.36	10,105.97
Prepaid Expense	29,166.12	29,802.99	25,570.75
Total Current Assets	207,030.43	148,306.13	119,118.58
Other Assets			
Real Estate Tax Escrow	184,070.24	174,065.24	117,638.98
Reserve for Replacement	587,117.23	579,774.56	496,966.50
Operating Reserves	1,257,893.41	765,873.24	888,914.78
Revenue Deficit Reserves	299,927.35	298,993.00	294,229.25
Deferred Loan & Compliance Fees	24,573.94	25,220.65	31,041.04
Total Other Assets	2,353,582.17	1,843,926.69	1,828,790.55
Fixed Assets			
Fixed Assets	15,938,577.54	15,706,602.18	15,706,602.18
Less: Accumulated Depreciation	(11,879,751.56)	(11,858,987.12)	(11,424,420.21)
Total Fixed Assets	4,058,825.98	3,847,615.06	4,282,181.97
TOTAL ASSETS	6,619,438.58	5,839,847.88	6,230,091.10
Current Liabilities			
Accounts Payable	21,350.29	29,171.74	47,721.05
Due to ONS	(21,842.44)	(844,023.45)	80,490.13
Accrued Expenses	2,295,409.49	2,274,280.95	2,122,358.09
Tenant Security Deposits	39,466.00	40,269.00	41,698.00
Total Current Liabilities	2,334,383.34	1,499,698.24	2,292,267.27
Long Term Liabilities			
Flex Subsidy Loans	1,347,557.38	1,346,468.13	1,336,664.88
Notes Payable	6,456,632.67	6,457,897.72	5,587,340.82
Total Long Term Liabilities	7,804,190.05	7,804,365.85	6,924,005.70
TOTAL LIABILITIES	10,138,573.39	9,304,064.09	9,216,272.97
General Partner Capital - Newbury	(1,783,499.16)	(1,783,499.16)	(1,783,499.23)
General Partner Capital - ONS	(1,102,610.71)	(1,102,610.71)	(1,102,610.77)
Syndication Fees	(100,072.00)	(100,072.00)	(100,072.00)
Net Assets	(532,952.94)	(478,034.34)	0.13
TOTAL NET ASSETS	(3,519,134.81)	(3,464,216.21)	(2,986,181.87)
TOTAL LIABILITIES AND NET ASSETS	6,619,438.58	5,839,847.88	6,230,091.10

Operating Reserves - includes ERA2 funds from Polk County

Due to ONS - prior month included Polk Co funds, moved to Flourish in October

Oakridge Neighborhood Assoc Phase II LP

Income Statement - Comparative Summary

	Current Period			PY Period			Current Year-to-Date			Annual Bdgt		Prior YTD	
	Actual 10/31/2025	Budget	Change Inc/(dec)	Actual 10/31/2024			Actual 10/31/2025	Budget	Change Inc/(dec)	2025		Actual 10/31/2024	
REVENUE													
Tenant Rent Revenue	36,471.00	54,199.00	(17,728.00)	45,878.00			450,720.00	530,952.00	(80,232.00)	639,350.00		474,400.00	
HUD Rent Subsidy	98,374.00	93,831.00	4,543.00	101,823.00			990,725.00	938,323.00	52,402.00	1,125,985.00		942,710.00	
Interest & Investment Income	3,350.68	3,770.00	(419.32)	3,485.29			52,397.75	57,197.00	(4,799.25)	71,235.00		62,035.54	
Other Income	228.00	0.00	228.00	239.01			3,634.36	0.00	3,634.36	0.00		9,318.39	
TOTAL REVENUE	138,423.68	151,800.00	(13,376.32)	151,425.30			1,497,477.11	1,526,472.00	(28,994.89)	1,836,570.00		1,488,463.93	
EXPENSES													
Salaries & Wages	63,751.88	66,072.00	(2,320.12)	54,600.70			470,296.63	484,529.00	(14,232.37)	572,625.00		431,604.18	
Taxes & Benefits	12,318.85	15,227.00	(2,908.15)	9,533.49			110,975.99	134,997.00	(24,021.01)	161,160.00		105,370.36	
Rent Expense	2,482.00	2,482.00	0.00	2,482.00			24,820.00	24,820.00	0.00	29,784.00		24,820.00	
Communications & Utilities	13,366.82	14,350.00	(983.18)	13,848.69			144,352.57	143,626.00	726.57	172,325.00		133,360.08	
Insurance	13,124.68	11,330.00	1,794.68	10,151.20			134,324.67	112,005.00	22,319.67	134,665.00		102,118.59	
Real Estate Taxes	3,190.00	3,190.00	0.00	6,475.00			31,900.00	31,900.00	0.00	38,280.00		64,750.00	
Office & Security Supplies	791.30	1,631.00	(839.70)	3,350.95			18,026.78	15,128.00	2,898.78	17,990.00		10,596.18	
Maintenance, Supplies & Repairs	22,838.75	16,102.00	6,736.75	19,261.88			212,571.18	151,166.00	61,405.18	176,800.00		255,328.45	
Professional/Contract Services	17,879.07	21,249.00	(3,369.93)	38,364.94			199,231.88	216,607.00	(17,375.12)	259,105.00		347,028.66	
Other Admin Expense	1,793.24	499.00	1,294.24	691.13			3,080.02	11,802.00	(8,721.98)	12,800.00		8,524.17	
Audit Expense	0.00	0.00	0.00	0.00			14,675.00	6,600.00	8,075.00	14,100.00		14,100.00	
Interest Expense	3,237.89	3,401.00	(163.11)	3,335.93			32,810.38	34,013.00	(1,202.62)	40,815.00		33,701.33	
TOTAL EXPENSES	154,774.48	155,533.00	(758.52)	162,095.91			1,397,065.10	1,367,193.00	29,872.10	1,630,449.00		1,531,302.00	
CHANGE IN NET ASSETS BEFORE DEPRECIATION	(16,350.80)	(3,733.00)	(12,617.80)	(10,670.61)			100,412.01	159,279.00	(58,866.99)	206,121.00		(42,838.07)	
NON-OPERATING EXPENSES													
Depreciation Expense	(20,764.44)	(67,667.00)	46,902.56	(67,485.52)			(455,331.35)	(676,666.00)	221,334.65	(812,000.00)		(676,127.46)	
Interest Expense	(17,803.36)	(17,215.00)	(588.36)	(17,043.90)			(178,033.60)	(172,146.00)	(5,887.60)	(206,575.00)		(170,439.00)	
	(38,567.80)	(84,882.00)	46,314.20	(84,529.42)			(633,364.95)	(848,812.00)	215,447.05	(1,018,575.00)		(846,566.46)	
CHANGE IN NET ASSETS - DEPRECIATION	(38,567.80)	(84,882.00)	46,314.20	(84,529.42)			(633,364.95)	(848,812.00)	215,447.05	(1,018,575.00)		(846,566.46)	
NET SURPLUS (DEFICIT)	(54,918.60)	(88,615.00)	33,696.40	(95,200.03)			(532,952.94)	(689,533.00)	156,580.06	(812,454.00)		(889,404.53)	

Vacancies 17 11%

2 Efficiency, 8 Two Bedrooms, 5 Three Bedrooms, 2 Four Bedrooms

Rent revenue is underbudget due to vacancies being more than anticipated

Insurance - renewal was higher than budgeted

Maint, Supplies & Repairs - includes \$14,000 for cleaning and \$9,600 for tree removal (neither were budgeted), approx. \$38,000 over budget on repairs

Depreciation - building rehab costs depreciated over 15 years are now fully depreciated

Silver Oaks Associates, LP

Balance Sheet HUD

	Current Period 10/31/2025	Prior Period 09/30/2025	Prior Year End 12/31/2024
Current Assets			
Cash in Bank	28,155.70	36,303.44	39,209.99
Account Receivables	3,936.01	3,284.01	1,087.29
Prepaid Expense	9,399.04	9,578.65	8,456.37
Total Current Assets	41,490.75	49,166.10	48,753.65
Other Assets			
Reserve for Replacement	135,087.14	133,709.13	122,781.52
Operating Reserves	133,261.56	133,233.28	132,984.41
Deferred Loan & Compliance Fees	18,323.67	18,408.11	19,168.07
Total Other Assets	286,672.37	285,350.52	274,934.00
Fixed Assets			
Fixed Assets	6,609,465.86	6,609,465.86	6,609,465.86
Less: Accumulated Depreciation	(2,479,772.28)	(2,463,282.66)	(2,314,540.61)
Total Fixed Assets	4,129,693.58	4,146,183.20	4,294,925.25
TOTAL ASSETS	4,457,856.70	4,480,699.82	4,618,612.90
Current Liabilities			
Accounts Payable	2,595.40	4,617.67	7,316.03
Due to ONS	5,308.54	9,267.77	6,821.24
Accrued Expenses	162,089.91	160,225.71	155,195.91
Tenant Security Deposits	8,400.00	8,400.00	8,200.00
Total Current Liabilities	178,393.85	182,511.15	177,533.18
Long Term Liabilities			
Notes Payable	864,400.61	865,346.28	874,349.81
Total Long Term Liabilities	864,400.61	865,346.28	874,349.81
TOTAL LIABILITIES	1,042,794.46	1,047,857.43	1,051,882.99
Limited Partner Capital - NEF	3,383,331.00	3,383,331.00	3,383,331.00
General Partner Capital - Newbury	(55.04)	(55.04)	(55.43)
General Partner Capital - ONS	219,933.95	219,933.95	219,933.57
Syndication Fees	(36,480.00)	(36,480.00)	(36,480.00)
Net Assets	(151,667.67)	(133,887.52)	0.77
TOTAL NET ASSETS	3,415,062.24	3,432,842.39	3,566,729.91
TOTAL LIABILITIES AND NET ASSETS	4,457,856.70	4,480,699.82	4,618,612.90

Silver Oaks Associates, LP

Income Statement - Comparative Summary

	Current Period			PY Period			Current Year-to-Date			Annual Bdgt		Prior YTD	
	Actual		Change	Actual		Change	Actual		Change	2025		Actual	
	10/31/2025	Budget	Inc/(dec)	10/31/2024			10/31/2025	Budget	Inc/(dec)			10/31/2024	
REVENUE													
Tenant Rent Revenue	30,178.00	29,347.00	831.00	27,570.00			296,963.00	293,470.00	3,493.00		353,440.00		277,108.00
Interest & Investment Income	58.47	192.00	(133.53)	110.05			560.56	1,913.00	(1,352.44)		2,300.00		1,935.56
Other Income	0.00	0.00	0.00	0.00			200.00	0.00	200.00		0.00		200.00
TOTAL REVENUE	30,236.47	29,539.00	697.47	27,680.05			297,723.56	295,383.00	2,340.56		355,740.00		279,243.56
EXPENSES													
Salaries & Wages	7,409.08	7,435.00	(25.92)	7,369.73			53,316.28	54,580.00	(1,263.72)		64,510.00		53,929.76
Taxes & Benefits	1,585.49	1,613.00	(27.51)	1,354.94			14,014.18	14,209.00	(194.82)		16,965.00		13,293.14
Rent Expense	1,021.27	1,028.00	(6.73)	998.93			10,212.70	10,279.00	(66.30)		12,335.00		9,989.30
Communications & Utilities	5,706.61	5,390.00	316.61	5,757.48			63,407.92	54,385.00	9,022.92		65,165.00		52,154.05
Insurance	4,441.05	3,499.00	942.05	3,325.60			42,155.61	34,642.00	7,513.61		41,640.00		31,203.05
Real Estate Taxes	405.00	405.00	0.00	350.00			4,050.00	4,050.00	0.00		4,860.00		3,500.00
Office & Security Supplies	300.04	147.00	153.04	967.74			2,804.50	1,691.00	1,113.50		2,060.00		2,433.02
Maintenance, Supplies & Repairs	2,401.77	3,784.00	(1,382.23)	4,415.27			31,191.83	35,082.00	(3,890.17)		40,200.00		35,263.53
Professional/Contract Services	7,791.12	4,008.00	3,783.12	3,712.47			48,389.41	42,299.00	6,090.41		50,315.00		41,348.05
Other Admin Expense	218.63	250.00	(31.37)	219.53			2,247.73	2,520.00	(272.27)		3,020.00		2,486.64
Audit Expense	0.00	0.00	0.00	0.00			9,900.00	5,425.00	4,475.00		8,125.00		8,125.00
Interest Expense	84.44	85.00	(0.56)	84.44			844.40	850.00	(5.60)		1,020.00		844.40
TOTAL EXPENSES	31,364.50	27,644.00	3,720.50	28,556.13			282,534.56	260,012.00	22,522.56		310,215.00		254,569.94
CHANGE IN NET ASSETS BEFORE DEPRECIATION	(1,128.03)	1,895.00	(3,023.03)	(876.08)			15,189.00	35,371.00	(20,182.00)		45,525.00		24,673.62
NON-OPERATING EXPENSES													
Depreciation Expense	(16,489.62)	(18,090.00)	1,600.38	(16,545.39)			(165,231.67)	(180,895.00)	15,663.33		(217,075.00)		(165,337.18)
Interest Expense	(162.50)	(163.00)	0.50	(162.50)			(1,625.00)	(1,624.00)	(1.00)		(1,950.00)		(1,625.00)
	(16,652.12)	(18,253.00)	1,600.88	(16,707.89)			(166,856.67)	(182,519.00)	15,662.33		(219,025.00)		(166,962.18)
CHANGE IN NET ASSETS - DEPRECIATION	(16,652.12)	(18,253.00)	1,600.88	(16,707.89)			(166,856.67)	(182,519.00)	15,662.33		(219,025.00)		(166,962.18)
NET SURPLUS (DEFICIT)	(17,780.15)	(16,358.00)	(1,422.15)	(17,583.97)			(151,667.67)	(147,148.00)	(4,519.67)		(173,500.00)		(142,288.56)

Vacancies

0

Communication & Utilities - Water and Sewer expense higher than budgeted (likely due to PY including several months at estimated amounts due to meter needing repairs)

Insurance - renewal was higher than budgeted

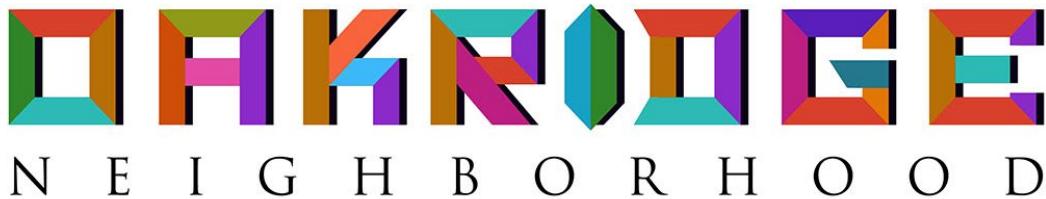
Professional Services - includes 5 year inspection on sprinkler system and repairs \$4,500 (not budgeted)

Oakridge Neighborhood Services
 Cash Flow Projection
 January to December 2025

	January (Actual)	February (Forecast)	February (Actual)	March (Forecast)	March (Actual)	April (Forecast)	April (Actual)	May (Forecast)	May (Actual)	June (Forecast)	June (Actual)
A. Cash (Operating & Designated), E	\$107,311	\$306,926	\$306,926	\$377,025	\$377,025	\$254,662	\$254,662	\$258,689	\$283,737	\$337,682	\$337,682
Sources of Cash:											
WIC rental income	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400	\$400
Contributions: Corp/Individual	\$26,646	\$13,000	\$10,854	\$15,150	\$4,473	\$8,000	\$7,656	\$2,000	\$377	\$2,000	\$737
Contributions: Board	\$3,246	\$5,500	\$3,433	\$7,500	\$8,480	\$1,500	\$853	\$1,000	\$2,077	\$1,500	\$778
Grants & Subsidies	\$309,819	\$127,651	\$162,789	\$117,746	\$131,623	\$187,476	\$179,208	\$176,061	\$406,588	\$127,359	\$144,527
Interest income	\$89	\$165	\$181	\$165	\$190	\$165	\$118	\$165	\$111	\$165	\$170
Program Fees & Tuition	\$52,050	\$40,000	\$38,626	\$40,000	\$37,244	\$43,000	\$46,925	\$43,000	\$45,798	\$43,000	\$57,896
Special Event Income	\$0	\$0	\$2,000	\$0	\$3,500	\$3,000	\$3,542	\$9,000	\$28,784	\$50,500	\$17,562
Reimbursement from Housing	\$253,286	\$180,177	\$250,566	\$159,619	\$195,188	\$178,619	\$194,541	\$223,269	\$165,040	\$178,619	\$170,302
LOC advances	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$2,159	\$0	\$2,353	\$0	\$3,694	\$19,285	\$25,804	\$0	\$0	\$0	\$125,702
B. Total Sources of Cash	\$647,696	\$366,893	\$471,201	\$340,580	\$384,792	\$441,445	\$459,048	\$454,895	\$649,175	\$403,543	\$518,073
Uses of Cash:											
Wages and Taxes	\$192,767	\$208,046	\$186,361	\$207,646	\$184,526	\$197,883	\$187,709	\$297,327	\$281,742	\$227,486	\$203,229
Benefits	\$29,587	\$29,047	\$36,398	\$29,516	\$36,276	\$32,013	\$32,550	\$34,746	\$38,580	\$34,489	\$34,130
Telephone and Utilities	\$5,002	\$5,364	\$7,656	\$5,364	\$6,750	\$5,610	\$5,809	\$5,610	\$5,121	\$5,610	\$4,050
Prop & Liab Insurance	\$0	\$0	\$0	\$29,497	\$32,561	\$5,648	\$4,346	\$5,648	\$6,395	\$4,360	\$4,346
Repairs, Maintenance, Supplies	\$4,081	\$5,078	\$5,240	\$5,079	\$2,067	\$5,079	\$1,585	\$5,076	\$8,565	\$5,551	\$2,722
Program Services	\$15,327	\$18,614	\$11,457	\$18,613	\$11,735	\$18,088	\$16,320	\$18,708	\$13,992	\$19,208	\$20,876
Contract Services	\$38,832	\$19,963	\$12,950	\$20,557	\$18,870	\$29,116	\$17,365	\$20,670	\$22,894	\$20,887	\$17,605
Special Event Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$1,864	\$18,000	\$15,180
Marketing & Communications	\$15,576	\$5,445	\$1,822	\$1,431	\$2,458	\$1,431	\$334	\$5,106	\$3,710	\$1,431	\$1,782
Other General Admin	\$9,354	\$2,644	\$6,724	\$3,669	\$4,115	\$5,000	\$5,901	\$5,650	\$4,450	\$6,325	\$7,263
LOC payoff	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Housing Expenses to be reimbursed	\$137,554	\$137,550	\$131,884	\$228,741	\$207,799	\$137,550	\$158,053	\$182,200	\$198,917	\$137,550	\$162,922
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Audit & Tax Return	\$0	\$500	\$610	\$0	\$0	\$0	\$0	\$9,000	\$9,000	\$9,000	\$12,000
RACI - transfer to Polk Co.	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Principal Charity Classic	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000
C. Total Uses of Cash:	\$448,082	\$432,251	\$401,102	\$550,114	\$507,156	\$437,418	\$429,972	\$590,741	\$595,230	\$489,897	\$611,105
D. Change in Cash During the Month	\$199,615	-\$65,358	\$70,099	-\$209,533	-\$122,363	\$4,027	\$29,076	-\$135,846	\$53,945	-\$86,354	-\$93,032
Ending Cash Balance (A + D)	\$306,926	\$241,568	\$377,025	\$167,492	\$254,662	\$258,689	\$283,737	\$122,842	\$337,682	\$251,328	\$244,650

Oakridge Neighborhood Services
 Cash Flow Projection
 January to December 2025

	<i>July (Forecast)</i>	<i>July (Actual)</i>	<i>August (Forecast)</i>	<i>August (Actual)</i>	<i>September (Forecast)</i>	<i>September (Actual)</i>	<i>October (Forecast)</i>	<i>October (Actual)</i>	<i>November (Forecast)</i>	<i>December (Forecast)</i>
A. Cash (Operating & Designated), E	\$244,650	\$244,650	\$367,567	\$367,567	\$356,456	\$356,456	\$2,052,240	\$2,052,240	\$267,280	\$247,456
Sources of Cash:										
WIC rental income	\$400	\$400	\$400	\$0	\$400	\$400	\$400	\$800	\$400	\$400
Contributions: Corp/Individual	\$3,000	\$429	\$3,000	\$1,769	\$3,000	\$1,069	\$14,000	\$2,497	\$24,000	\$24,000
Contributions: Board	\$1,500	\$10,000	\$6,000	\$5,358	\$5,500	\$287	\$1,500	\$961	\$9,000	\$8,500
Grants & Subsidies	\$93,492	\$142,732	\$233,769	\$243,500	\$124,848	\$182,262	\$146,417	\$154,668	\$84,848	\$192,117
Interest income	\$165	\$153	\$165	\$127	\$165	\$267	\$165	\$355	\$165	\$165
Program Fees & Tuition	\$43,000	\$54,261	\$43,000	\$56,362	\$55,000	\$47,206	\$55,000	\$46,705	\$54,000	\$54,000
Special Event Income	\$0	\$2,025	\$21,000	\$26,250	\$35,000	\$28,579	\$54,000	\$40,194	\$4,500	\$1,500
Reimbursement from Housing	\$377,550	\$452,408	\$137,550	\$153,709	\$137,550	\$177,706	\$182,200	\$45,048	\$137,550	\$137,550
LOC advances	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$712	\$0	\$7,027	\$0	\$1,782,884	\$0	\$9,597	\$100,000	\$100,000
B. Total Sources of Cash	\$519,107	\$663,120	\$444,884	\$494,102	\$361,463	\$2,220,659	\$453,682	\$300,825	\$414,463	\$518,232
Uses of Cash:										
Wages and Taxes	\$227,486	\$256,387	\$227,486	\$247,353	\$197,883	\$188,554	\$297,332	\$290,355	\$197,883	\$197,883
Benefits	\$34,488	\$34,634	\$34,488	\$36,023	\$34,488	\$35,302	\$36,025	\$34,387	\$34,488	\$34,488
Telephone and Utilities	\$5,410	\$5,396	\$5,410	\$5,525	\$5,410	\$5,760	\$5,410	\$5,229	\$5,410	\$5,410
Prop & Liab Insurance	\$4,360	\$4,346	\$4,360	\$4,346	\$4,360	\$4,346	\$4,360	\$4,346	\$4,360	\$4,360
Repairs, Maintenance, Supplies	\$5,552	\$7,416	\$5,552	\$2,066	\$4,868	\$4,798	\$4,868	\$7,908	\$4,868	\$4,868
Program Services	\$18,707	\$23,940	\$19,207	\$27,376	\$18,081	\$17,583	\$18,081	\$14,990	\$18,081	\$18,081
Contract Services	\$20,255	\$20,138	\$20,255	\$16,073	\$20,885	\$24,839	\$21,370	\$25,528	\$19,970	\$20,600
Special Event Expenses	\$1,000	\$2,086	\$1,000	\$8,547	\$5,000	\$3,380	\$20,000	\$17,844	\$5,000	\$0
Marketing & Communications	\$1,931	\$5,420	\$1,681	\$2,819	\$1,431	\$1,286	\$1,431	\$2,302	\$1,431	\$1,431
Other General Admin	\$5,000	\$10,654	\$6,750	\$8,338	\$6,840	\$6,675	\$5,000	\$7,139	\$5,245	\$5,875
LOC payoff	\$0	\$0	\$0	\$0	\$0	\$0	\$320,000	\$0	\$0	\$0
Housing Expenses to be reimbursed	\$137,550	\$166,286	\$137,550	\$146,748	\$137,550	\$174,538	\$182,200	\$219,537	\$137,550	\$137,550
Fixed Assets	\$0	\$0	\$0	\$0	\$0	\$56,015	\$0	\$6,820	\$0	\$0
Audit & Tax Return	\$3,500	\$3,500	\$0	\$0	\$10,750	\$1,800	\$0	\$4,000	\$0	\$0
RACI - transfer to Polk Co.	\$0	\$0	\$0	\$0	\$0	\$0	\$1,445,402	\$1,445,402	\$0	\$0
Principal Charity Classic	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
C. Total Uses of Cash:	\$465,239	\$540,202	\$463,739	\$505,213	\$447,546	\$524,874	\$2,361,479	\$2,085,785	\$434,286	\$430,546
D. Change in Cash During the Month	\$53,868	\$122,918	-\$18,855	-\$11,112	-\$86,083	\$1,695,784	-\$1,907,798	-\$1,784,960	-\$19,823	\$87,686
Ending Cash Balance (A + D)	\$298,518	\$367,567	\$348,713	\$356,456	\$270,372	\$2,052,240	\$144,443	\$267,280	\$247,456	\$335,142



Communications Update

10/20/25 – 12/3/25

Earned Media

- “Good news from Oakridge Neighborhood” to key media contacts sharing details about Fall Festival and Walk My Bricks
- Assisted WHO-TV reporter covering Fall Festival
- Facilitated D. DeJear interview with KCCI and Variety regarding new van
- Responded to media inquiry related to Somali population at Oakridge
- Submitted Jazz, Jewels & Jeans photos to dsm magazine
- Submitted photos of back-to-school events to Black Iowa News per editor request

Paid Media

- Facilitated creative for BR Daily December placement
- Facilitated creative for mass email to dsm subscribers

Shared Media

- Daily social media channel monitoring, response and engagement, plus invitations to potential new followers
- Organic and paid social media content development and post sharing on topics including: resources during federal government shutdown, campaign highlighting uplifting stories from ON with donation call to action, important donations, work readiness classes, voting, etc.
- Facebook, Instagram, Twitter, LinkedIn, YouTube – Oakridge Neighborhood; Facebook, Instagram – Oak Academy; Facebook employee page

Owned Media

- Developed and distributed November and one special edition external newsletter
- Developed and distributed November and December employee newsletters
- Developed and distributed October and November resident newsletters
- Completed numerous website updates and refinements; added enhanced security
- Arranged photo shoots for four subjects who are focus of upcoming stories and ads
- Oversaw development of video with one of four subjects who are focus of upcoming stories and ads
- Oversaw development of D. DeJear video for Giving Tuesday
- Facilitating all details of Employee of Month program
- Asset curation including onsite classes, Fall Festival, Oak Academy activities, key donations, youth activities, etc.

Events

- Developed recommendations for Oak Society communications; completing tactics, including news release; submission to community calendars; social media promotion; invitation; etc.

Additional

- Outlined Acorn Society next steps and website content recommendations based on D. DeJear initial plan; provided creative direction for logo development
- Provided photography for use in Des Moines Water Works bill inserts
- Developed communications coordinator job description and outlined recommended responsibilities
- Facilitating Toys for Tots effort for Oakridge Neighborhood
- Manage and oversee communications intern responsibilities and deliverables

Community Relations

- Al Éxito! – board of directors
- The Consortium professional business organization – president, executive committee

Results

Earned Media (*note: many news stories noted can additionally be found in media online and social channels, further maximizing exposure*)

- “A Changing of the Guard in Central Iowa,” Des Moines Business Record, 9/12/25
- “Variety awards grants to 102 Iowa nonprofits,” Business Record Daily, 9/19/25
- “Four seats, five candidates. Here’s who is running for the Des Moines School Board,” Des Moines Register, 10/20/25
- “Dyersville ‘Ghost Player’ to Feature on Iowa PBS’s Iowa Life,” NewsBreak, 10/22/25
- “Oakridge Neighborhood Fall Festival,” WHO-TV 10 pm news, 10/29/25
- “Oakridge Neighborhood Fall Festival,” WHO-TV morning news, 10/30/25
- “Creating Affordable Housing Solutions in Polk County,” Des Moines Water Works bill stuffer, November 2025
- “Drawing Out Potential,” dsm magazine, November/December 2025
- “RSVP,” dsm magazine, November/December 2025
- “Breakfast at Tiffany’s,” dsm magazine, November/December 2025
- “Oak Society Reception,” Des Moines Register community calendar,” November/December 2025
- “Oak Society Reception,” WHO-13 community calendar,” November/December 2025
- “Oak Society Reception,” Des Moines Business Record community calendar,” November/December 2025
- “Oakridge Neighborhood Program Helps Immigrants Learn to Drive in Their Native Language,” Iowa PBS – Iowa Life, 11/4/25 (also online on YouTube, PBS and Iowa PBS)
- “Community shares memories of Bill Knapp,” Business Record Daily, 11/25/25
- “Community shares memories of Bill Knapp,” Des Moines Business Record, 11/28/25

Paid Media

- “Where children achieve. Families thrive. Prosperity is created.” businessrecord.com, 10/1/25 – 9/30/26
- “Where children achieve. Families thrive. Prosperity is created.” dsmmagazine.com, 10/1/25 – 9/30/26
- “Position Opening – VP – Youth Education and Engagement,” Facebook, 468 clicks, 12,294 impressions, \$99.86, ended 10/25/26
- “Jazz, Jewels & Jeans,” Des Moines Business Record, 10/31/25 (donated ad: value \$2,915)

- “Pillars of Philanthropy,” dsm magazine, November/December 2025
- “Oak Society,” Facebook, 111 event responses, 6,283 impressions, \$49.96, ended 11/16/25
- “Pillars of Philanthropy,” Des Moines Business Record, 11/21/25
- “Dalia’s Story,” Facebook, 650 post engagements, 5,621 impressions, \$49.91, ended 11/22/25
- “Giving Tuesday,” Facebook, 1,736 thru plays, 4,535 impressions, \$49.88, ending 12/3/25
- “Oak Society,” Facebook, 38 event responses, 2,314 impressions, \$24.32 (still running)

Owned Media

- External Newsletter
 - Audience 1,426, up 65 from 1,361 since 10/20/25
 - Open rate/external newsletters sent during this period: 48.9, 41.2, 39.1, 33.6

Shared Media

- Facebook
 - Followers 3,437, **up 83** from 3,354 since 10/20/25
- Instagram
 - Followers 1,281, **up 14** from 1,267 since 10/20/25
- Twitter
 - Followers 367, **steady** from 367 since 10/20/25
- LinkedIn
 - Connections 1,141, **up 10** from 1,131 since 10/20/25
- YouTube
 - Channel subscribers 230, **up 2** from 228 since 10/20/25

Ancedotal

- “Well done, as usual. Loved the articles on our kids and residents.” – internal newsletter
- “What a great edition. Good work!” – internal newsletter
- “So excited to see the video of our driver’s education program.” – internal newsletter



Family & Workforce Programs | Activity Report

People served: 5,966 | # Unique people served: 2686 | Zip codes: 26 | 2025 Year-to-Date



Zip Codes Served:

50309, 50310, 50311, 50313, 50314, 50315, 50316, 50317, 50320, 50321, 50322, 50324, 50327
50131, 50023, 50009, 50021, 50035, 50208, 50263, 50265, 50266, 51105, 50220, 50366, 50263

Job Placements: 173
Average Hourly Rate: \$18.75
Highest Hourly Rate: \$24.00

Employment Partners:
Capital City Fruits, ABM, Amazon, Anderson Erickson, Tone's Spices, Autism, Dee Zee, Dollar Tree, G2, Heritage B. Maintenance, JBS, TPI, Hy-Vee C., i2tech, Indian Grill, Loffredo, Mercy One, Midwest Linen Services, Orchard Place, McDonalds, SBM, Trident Seafoods, Triumph Foods, UnityPoint, Right at Home, Smithfield, Windsor Windows.

Community Partners:

IWD, USCRI, EKD, DMACC, EveryStep, IMPACT, DHH, Drake Legal Clinic, Habitat for Humanity, Home Inc., LSI, Iowa Migrant Justice, NFC, Iowa Community Lawyers, City of Des Moines Housing Services.

Business Partners:

CHASE, Wells Fargo, Green State, John Deere



Family & Workforce Programs | Activity Report

Financial Empowerment Outcomes:

#	Outcome	#	Outcome
\$20, 766	Total debt eliminated	26	Pts. save \$25.00 or more monthly
36	Participants (Pts.) developed & are using monthly budgets	29	Pts. Improved their credit score
47	Participants established Checking and savings accounts	9	Participants Eliminated Debt
312	Completed sessions focused on money management, budgeting, financial education & coaching		

Oakridge Transportation Solutions:

- Driver's Education | **24** participants obtained their license | **\$8,550** raised
- Wheels of HOPE | **2** car loans
- Job Rides: **60 participants**

The number of driver's education classes was doubled from two to four per week. Eighteen individuals have successfully completed the program. [KCCI OAK DE.mp4](#)

Emerging Trends & Challenges

Growing Community Focus on Economic Security

An increasing number of individuals are actively seeking support for employment opportunities and transportation.

Ongoing Shortage of Affordable Housing

Access to affordable housing continues to be a significant and unresolved challenge.

Heightened Demand for Essential Support Services

Requests for assistance with childcare resources, food, utilities, and rent are on the rise throughout the community.

Increase in Unemployment Claims

Recent layoffs and business closures have led to a noticeable rise in unemployment benefit applications.

More Competitive Employment Landscape

Job seekers are encountering greater competition in a tightening labor market.

Rising Need for Financial Education and Homeownership Support

There is an increasing demand for financial education programs and resources to guide individuals on the path to exploring homeownership.

Skill gap and language proficiency

Seeing an increased number of job applicants with limited English proficiency, employment history, and awareness of US workplace culture which made it more difficult for these applicants to secure good paying job opportunities.

Ongoing Efforts & Initiatives

Staff Expansion

Three full-time bilingual case workers were hired to address the increasing demand for services and better support our diverse community.

Paid Work Experience Partnership

In collaboration with Iowa Workforce Development (IWD), we are offering job training programs in grounds and building maintenance, childcare, and retail. Currently, six participants are enrolled in the grounds and building maintenance program hosted at Oakridge.

Support for In-Home Childcare Businesses

We continue to provide training, mentorship, and business development support to *Prepare to Care* in-home childcare providers. Twelve providers are actively enrolled and delivering services through the program.



Family & Workforce Programs | Activity Report

Parenting Workshops

Two parenting workshops were conducted, engaging a total of **35** participants. These sessions emphasized job readiness and soft skill development to support workplace success.

Efforts and Initiatives (Continues)

Financial Coaching Expansion

Access to financial education and one-on-one coaching was expanded. A total of **220** participants completed sessions focused on money management, budgeting, and financial literacy.

ELL (English Language Learner) Classes

Ongoing onsite ELL classes continue to support participants in improving language proficiency and enhancing work readiness. **Sixty** individuals are currently enrolled.

Food & Clothing Closet

A total of **404** families accessed Oakridge's food pantry and clothing closet to meet basic needs.

Homeownership Pathways

Thirty-six families are currently enrolled in the Oakridge Homeownership Pathways program, receiving guidance and support toward achieving homeownership.

HOPE Program

Twenty-six families are participating in *HOPE*—a multigenerational, intensive case management program designed to promote stability and long-term success.

Laptop Lending Library

Thirty-eight individuals utilized Oakridge's Laptop Lending Library to support work, education, and digital access needs.

Work Readiness & Know Your Rights Workshops

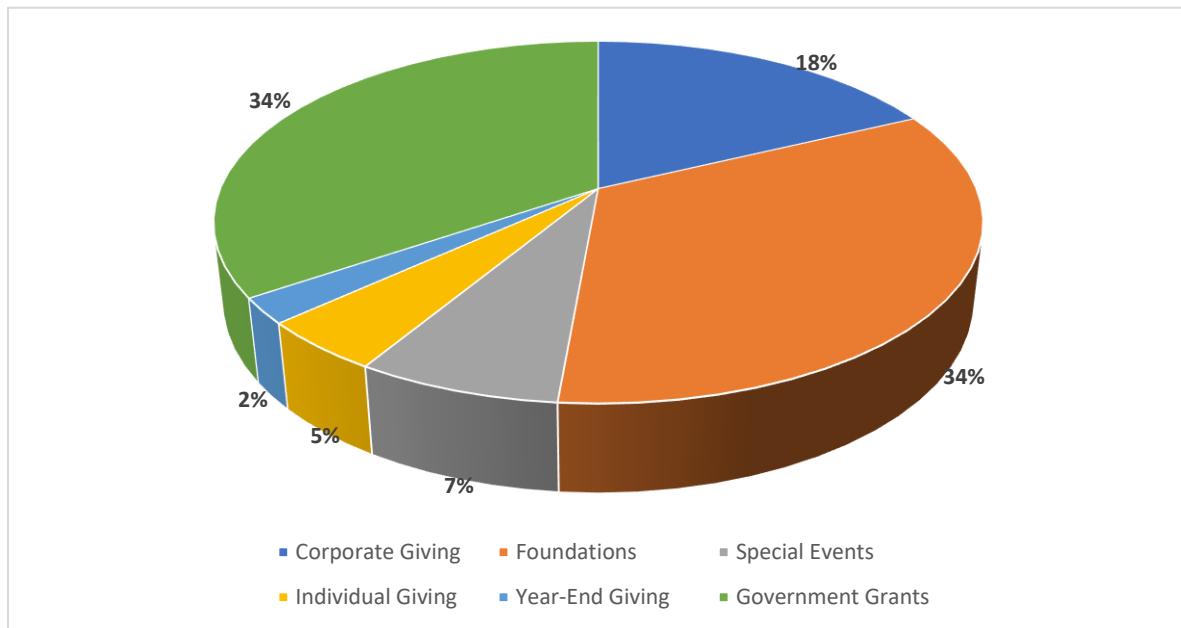
Two workshops were held, with 145 individuals participating in sessions focused on employment readiness and understanding legal rights in the workplace.

Energy Assistance Enrollment

Forty-Five individuals participated in the Energy Assistance sign-up event to receive help with utility costs.



2025 Fundraising Dashboard	2024 Actual	2025 Target	To Date	Percent
Corporate Giving	\$700,177.00	\$850,000.00	\$355,200.00	18%
Foundations	\$695,200.00	\$775,000.00	\$675,401.00	34%
Special Events	\$192,926.24	\$300,000.00	\$144,390.00	7%
Individual Giving	\$60,362.60	\$125,000.00	\$90,603.78	5%
Year-End Giving	\$137,664.00	\$175,000.00	\$45,164.31	2%
Government Grants	\$1,310,094.34	\$1,225,000.00	\$685,013.23	34%
Total	\$3,096,424.18	\$3,500,000.00	\$1,756,265.23	100%



Grant Updates

- **Best Buy Foundation - Tech Refresh Grant – Awarded \$10,000**
- **Federal Home Loan Bank (2) -- Pending.** Decision anticipated in December.
- **Polk County Development Grant – Pending.** Decision expected by end of year.
- **KKR – Pending decision by end of year.**
- **Guide One Insurance – Pending;** awaiting decision.
- **Des Moines Area Association of Realtors – Awarded \$5,200.**
- **Athene – Pending;** awaiting decision.
- **ITA Group – Pending;** awaiting decision.
- **Principal – Pending;** sponsorship decision in November.
- **Bankers Trust - Pending;** awaiting decision.
- **Best Buy Foundation – Internships & Incentives Grant – Pending**
- **Dept. HUD – FSS FY26 – Pending;** awaiting decision.
- **Iowa Early Childhood Continuum of Care – FY26 Application due 1/28/26**





Year-End 2025

Our fourth-quarter development plan is designed to maximize engagement and year-end giving.

- Year-end giving is trending slightly above FY24.
- Received a DOW stock transfer from Toni & Tim Urban - **\$130,000** est. valuation. Funds will support the renovation of the newly named, Toni & Tim Urban Community Center. This multi-year pledge will generate an estimated **\$260,000**.
- Digital year-end development series e-newsletters (Oct/Nov/Dec).
- Annual appeal mailer sent out in November.
- Seasonal engagement events: Oak Studio holiday open house – Dec. 5; Oak Society donor reception on December 10; Board social – December 17.

Oak Studio Teen Tech Center

- Oak Studio falls under the Development umbrella within the organization. Given the upcoming loss of Best Buy Foundation funding in FY27, new funding streams are being identified with the assistance of our tech partner, Project Invent in San Francisco. As a reminder, Oak Studio's current contract with Best Buy expires in April 2026 at which time we will apply for the final grant of approximately \$232,000 (18 months of funding support). Oak Studio will continue to be part of The Clubhouse Network and our tech partner, Project Invent.
- Career Pathways kicked off in November with a new cohort of 10 teens. The group meets on Thursdays for seminars, work sessions, mentor presentations, and personal development curriculum. On December 4th, teens were led by mentor Mary Daily Lange and had professional headshots taken by fellow teen/entrepreneur, Morris Kuna.
- Oak Studio outreach continues with new engagements including: December 17 presentation at Great Oaks High School, and Starts Right Here.
- The new—and larger—3D printer is up and running. A ISU College of Engineering student recently used it to complete her capstone project. Oak Studio now has three, 3D printers available for use.

Special Events

- **Oak Society Reception 2025:** Featuring Honoree, Sister Margaret Toomey. Location: Allora Café on **Wednesday, December 10**. Honorariums sought in Margaret's honor.
- **Save the date: Breakfast at Tiffany's – Sunday, April 26, 2026, at Willow on Grand Revenue.** FY25: \$52,715 gross; \$38,800 net (vs. FY24 \$38,500 net). \$3K outstanding.

Software Updates

- Raisers Edge NXT migration continues. Target "go live" target date in mid-December. Giveffect will be discontinued on 12/31/25.

Cc: Development Committee: Emily LeMay, Jessica Feeney, Jim Daniel, Loretta Sieman, Kyrie Wong, Mark Holub, Randy McNeal, Kristin Littlejohn

