CORE VALUES
Respect, Dignity, Compassion, Equity
Accountability
Making a Positive Difference
Quality and Excellence
Partnering
Courage
Honesty and Integrity

OUR MISSION
Creating solutions to poverty and improving lives in our community.

OUR VISION
Every Douglas and Josephine County resident has access to the resources and opportunities needed to reach their full—social, civic, and economic—potential, to be secure in their own lives and to be vital participants in their communities.

PROGRAMS IN DOUGLAS AND JOSEPHINE COUNTIES
Affordable Housing
AmeriCorps
Energy Assistance Program
Free Dental Van
The Food Bank
Head Start and Early Head Start
Health Insurance Outreach / Senior Health Insurance Benefit Assistance (SHIBA)
Healthy Families
Housing and Homeless Program Assistance
Information and Referral
Nurse Home Visiting Program
Oregon Money Management
Prescription Assistance
RentWell Program
Retired Senior Volunteer Program
Tax Preparation Assistance
UTrans (Transportation and Medical Transportation)
Weatherization
Women, Infants, and Children (WIC) and Healthy Start
HOW UCAN IS FUNDED

UCAN (United Community Action Network) leverages a variety of funding sources to deliver programs and services for people and families with low incomes in communities across the Douglas and Josephine counties, with an annual operating budget of $18 to $20 million.

Our continued growth and success is due to the many forms of generous support we receive from donors, local businesses, corporations, organizations, and government agencies.

COMMUNITY ENGAGEMENT

While many of UCAN’s programs target low-income individuals, we also have services that benefit others and support communities throughout the region. UCAN currently serves approximately 30% of the total population with a staff of around 200, a cohort of National Service members, and a large pool of dedicated volunteers. We multiply our efforts by partnering with hundreds of local agencies and organizations. UCAN serves on many local and statewide boards and coalitions, including the State Head Start Association, the Rural Oregon Continuum of Care, Oregon Housing Stability Council, Oregon Housing and Community Services Department, and homeless coalitions.
UCAN Head Start uses Creative Curriculum and the TS GOLD assessment system as part of its efforts to prepare children for kindergarten. We work with parents to set relevant school readiness goals for each child based on his or her current stage of development. Our agency’s School Readiness Team meets quarterly with school district representatives to ensure that our program aligns with school district expectations so that Head Start children and their families smoothly transition into the K-12 system.

Kindergarten and Head Start teachers receive ongoing professional development. In 2017-2018, training focused on Conscious Discipline as both school districts and Head Start are implementing this method of behavior management curriculum in the classroom.

Parents are encouraged to participate in Kindergarten Readiness training offered by Head Start and the school districts. Kindergarten teachers and school district administrators are also invited to speak at Head Start Family Nights. Head Start and kindergarten teachers meet to discuss transitioning children and how to help them be successful.

When ready for kindergarten, we take the children to visit the school where they will at end kindergarten. A transition packet is completed with each family and later given to the child’s kindergarten teacher.

Head Start administrators serve on School District P-3 committees as well as county-wide Kindergarten readiness efforts through the South Central Early Learning HUB.

Below are the outcomes for preschool children in the program during the 2017-2018 school year in the most relevant school readiness domains.

<table>
<thead>
<tr>
<th></th>
<th>FALL 2017</th>
<th>WINTER 2017</th>
<th>SPRING 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOCIAL / EMOTIONAL READINESS</td>
<td>51%</td>
<td>77%</td>
<td>90%</td>
</tr>
<tr>
<td>LITERACY READINESS</td>
<td>45%</td>
<td>78%</td>
<td>93%</td>
</tr>
<tr>
<td>MATH READINESS</td>
<td>25%</td>
<td>52%</td>
<td>77%</td>
</tr>
</tbody>
</table>

Percentage of children meeting or exceeding age level expectations.
### SUMMARY OF COMMUNITY ASSESSMENT

UCAN’s most recent community needs assessment, adopted by its Board in August 2018, continues to indicate:

- The greatest need for available, affordable childcare is in more rural communities of the county;
- There is a substantial need for affordable childcare in Douglas County;
- There is need for programing and extended day classes. If more funding becomes available, a full-day model would also be beneficial.
- Jobs paying far less than a living wage. Head Start program options are needed for both part-day and extended-day classes. If more funding becomes available, a full-day model would help. Similarly, Early Head Start program options are needed for home-based programing and extended day classes. If more funding becomes available, a full-day model would also be beneficial.
- Given this information, more Early Head Start and Head Start slots are needed to meet the county's childcare needs, and to improve educational outcomes for students moving into the public school system. While some low-income families have a parent(s) working part-time, others have a parent(s) working full-time at jobs paying far less than a living wage.
- The average cost for childcare in the county far exceeds the amount that low-income families can afford to pay;
- The greatest need for available, affordable childcare is in more rural communities of the county;
- There is especially a need for childcare at any cost for newborns–age 2;
- There is a lack of childcare at any cost in the county;
- There is a substantial need for affordable childcare in Douglas County;
- While some low-income families have a parent(s) working part-time, others have a parent(s) working full-time at jobs paying far less than a living wage.
- Head Start program options are needed for both part-day and extended-day classes. If more funding becomes available, a full-day model would help. Similarly, Early Head Start program options are needed for home-based programing and extended day classes. If more funding becomes available, a full-day model would also be beneficial.

### HEAD START FINANCIALS

<table>
<thead>
<tr>
<th></th>
<th>Current Year Actual</th>
<th>2017–2018 Budget</th>
<th>Annual Budget Variance</th>
<th>Percent Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Support</td>
<td>1,295</td>
<td>0</td>
<td>$(28,860)</td>
<td>0.00%</td>
</tr>
<tr>
<td>Grants – Government</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HHS-Head Start</td>
<td>1,876,216</td>
<td>1,970,120</td>
<td>93,904</td>
<td>4.76%</td>
</tr>
<tr>
<td>CSBG</td>
<td>27,253</td>
<td>36,216</td>
<td>8,963</td>
<td>24.74%</td>
</tr>
<tr>
<td>ODE-HS Oregon Pre-K</td>
<td>1,972,747</td>
<td>1,967,382</td>
<td>5,365</td>
<td>0.27%</td>
</tr>
<tr>
<td>ODE-USDA/CACFP</td>
<td>190,772</td>
<td>175,000</td>
<td>$(15,772)</td>
<td>8.01%</td>
</tr>
<tr>
<td>ODOT - TSD</td>
<td>2,990</td>
<td>0</td>
<td>$(2,990)</td>
<td>0.00%</td>
</tr>
<tr>
<td>Early Learning Hub</td>
<td>1,610</td>
<td>0</td>
<td>$(1,610)</td>
<td>0.00%</td>
</tr>
<tr>
<td>Total Grants - Government</td>
<td>4,071,588</td>
<td>4,148,718</td>
<td>77,130</td>
<td>1.86%</td>
</tr>
<tr>
<td>In Kind Revenue</td>
<td>93,024</td>
<td>0</td>
<td>$(93,024)</td>
<td>0.00%</td>
</tr>
<tr>
<td>TOTAL REVENUES</td>
<td>4,165,907</td>
<td>4,148,718</td>
<td>$(7,189)</td>
<td>0.41%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Current Year Actual</th>
<th>2017–2018 Budget</th>
<th>Annual Budget Variance</th>
<th>Percent Remaining</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Expenses</td>
<td>3,185,294</td>
<td>3,248,615</td>
<td>63,321</td>
<td>1.94%</td>
</tr>
<tr>
<td>Professional Services</td>
<td>14,183</td>
<td>9,668</td>
<td>$(4,515)</td>
<td>46.69%</td>
</tr>
<tr>
<td>Training, Travel, Gas, Oil</td>
<td>120,471</td>
<td>125,533</td>
<td>5,062</td>
<td>4.03%</td>
</tr>
<tr>
<td>Occupancy Costs</td>
<td>239,202</td>
<td>249,660</td>
<td>10,458</td>
<td>4.18%</td>
</tr>
<tr>
<td>Insurance</td>
<td>40,462</td>
<td>34,464</td>
<td>6,998</td>
<td>17.40%</td>
</tr>
<tr>
<td>Depreciation and Amortization</td>
<td>8,460</td>
<td>6,256</td>
<td>2,204</td>
<td>55.22%</td>
</tr>
<tr>
<td>Supplies, Printing, Dues, Advertising</td>
<td>177,941</td>
<td>178,824</td>
<td>883</td>
<td>0.49%</td>
</tr>
<tr>
<td>Equip &amp; Furn Maintenance and Purch</td>
<td>66,111</td>
<td>70,157</td>
<td>4,046</td>
<td>5.76%</td>
</tr>
<tr>
<td>Supportive Service Costs</td>
<td>6,548</td>
<td>16,055</td>
<td>9,507</td>
<td>59.21%</td>
</tr>
<tr>
<td>Food Purchases/Distribution</td>
<td>161,870</td>
<td>163,822</td>
<td>1,952</td>
<td>1.19%</td>
</tr>
<tr>
<td>SubContracted Services</td>
<td>28,250</td>
<td>52,540</td>
<td>24,290</td>
<td>46.23%</td>
</tr>
<tr>
<td>Property Development Projects</td>
<td>266</td>
<td>0</td>
<td>$(266)</td>
<td>0.00%</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>17,965</td>
<td>21,457</td>
<td>3,492</td>
<td>16.27%</td>
</tr>
<tr>
<td>Volunteer Expenses</td>
<td>3,301</td>
<td>527</td>
<td>$(2,774)</td>
<td>526.41%</td>
</tr>
<tr>
<td>In Kind Goods and Services Expense</td>
<td>93,024</td>
<td>0</td>
<td>$(93,024)</td>
<td>0.00%</td>
</tr>
<tr>
<td>TOTAL EXPENDITURES</td>
<td>4,163,348</td>
<td>4,177,578</td>
<td>14,230</td>
<td>0.34%</td>
</tr>
</tbody>
</table>

BEGINNING NET ASSETS 13,646 0 $(3,646) 0.00%
Total BEGINNING NET ASSETS 13,646 0 $(3,646) 0.00%
ENDING NET ASSETS 16,205 $(8,860) $(5,065) 156.15%

---

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the SDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, sex, disability, age, or reprisal or retaliation for prior civil rights activity in any program or activity operated by the SDA. Persons who are deaf, hard of hearing or have speech disabilities may contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English. To file a program complaint of discrimination, complete the USDA Program Discrimination Complaint Form, (AD-3027) found online at: http://www.ascr.usda.gov/complaint_filing_cust.html, and at any USDA office, or write a letter addressed to USDA.

To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by:

Office of the Assistant Secretary for Civil Rights Email: program.intake@usda.gov.

Mail: U.S. Department of Agriculture Fax: (202) 690-7442; or complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by:

To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by:

Office of the Assistant Secretary for Civil Rights Email: program.intake@usda.gov.

To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by:

Office of the Assistant Secretary for Civil Rights Email: program.intake@usda.gov.
2017–2018 ACCOMPLISHMENTS

- 1,341 people acquired affordable housing.
- Information and Referral Assistance was utilized 26,027 times.
- 2,596 households received assistance with utilities.
- 3,747 people with disabilities received services.
- UCAN partnered with 618 community organizations including schools, other non-profits, businesses, and government agencies.
- 623 people received emergency rental or mortgage assistance.
- Emergency food was distributed 230,822 times in Douglas County.
- 403 children were enrolled in Head Start; 77 in Early Head Start.
- UCAN secured additional capital funding for completion of new 11,800 square-foot Head Start facility.
- 3,705 people received assistance with filing their taxes.
- 148,852 volunteer hours were provided by low-income individuals.
- The Food Bank distributed 2,002,533 pounds of food to 15 pantries and eight community kitchens throughout Douglas County.
- UCAN has completed the second year of operations of the Healthy Families Program serving Douglas, Klamath, and Lake Counties.
- UCAN is involved in advocacy and public policy development regarding solutions to homelessness such as the establishment of a Sobering Center, and the development of innovative housing projects like “tiny homes.”
- UCAN successfully relocated WIC, Healthy Start, and Nurse Home Visiting programs to new offices.
- UCAN collaborated with Mercy Foundation and other stakeholders to start sending a food distribution vehicle of fresh produce and shelf-stable food to hard-to-serve areas of Douglas County.
- UTrans bus routes were expanded to better serve outlying communities.
- A successful direct-appeal fundraising campaign was conducted for the Food Bank in the spring of 2018.
- A pilot project with Roseburg School District and Head Start was completed to standardize operations.

UCAN BOARD OF DIRECTORS

APPOINTED OR ELECTED PUBLIC OFFICIALS

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>GARY LEIF</td>
<td>Oregon State Representative HD 2</td>
<td>Douglas County</td>
</tr>
<tr>
<td>DENNIS ROLER</td>
<td>City of Grants Pass Council President</td>
<td>Josephine County</td>
</tr>
<tr>
<td>TOM KRESS</td>
<td>Douglas County Commissioner</td>
<td>Douglas County</td>
</tr>
<tr>
<td>KATE DWYER</td>
<td>Community Development Coordinator</td>
<td>Josephine County</td>
</tr>
<tr>
<td>JENN SEARLE</td>
<td>designee</td>
<td>Josephine County</td>
</tr>
</tbody>
</table>

LOW INCOME REPRESENTATIVES

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHARON BROWN</td>
<td>Senior Services Representative</td>
<td>Douglas County</td>
</tr>
<tr>
<td>CHELSEA MCLAUGHLIN</td>
<td>Head Start Policy Council Representative</td>
<td>Douglas County</td>
</tr>
<tr>
<td>PATRICIA ATTAWAY</td>
<td></td>
<td>Douglas County</td>
</tr>
<tr>
<td>ANNA WEAVER</td>
<td></td>
<td>Josephine County</td>
</tr>
</tbody>
</table>

COMMUNITY REPRESENTATIVES

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>County</th>
</tr>
</thead>
<tbody>
<tr>
<td>MATT BRAUSAM</td>
<td>— VICE CHAIR</td>
<td>Douglas County</td>
</tr>
<tr>
<td>ERIC DAHLIN</td>
<td>Attorney at Law</td>
<td>Josephine County</td>
</tr>
<tr>
<td>LISA CARLSON</td>
<td>Wells Fargo Program Consultant</td>
<td>Douglas County</td>
</tr>
<tr>
<td>SUSAN FISCHER</td>
<td>— BOARD CHAIR</td>
<td>Josephine County</td>
</tr>
</tbody>
</table>

MANAGEMENT TEAM

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>MIKE FIELDMAN</td>
<td>Executive Director</td>
</tr>
<tr>
<td>MAUREEN SHORT</td>
<td>Child Services Division Director</td>
</tr>
<tr>
<td>KELLY WEESSEL</td>
<td>&amp; K L H 1 2 S H U D W L R Q V 2 ° F H U</td>
</tr>
<tr>
<td>ANDREA CHANEY</td>
<td>Program Operations Director</td>
</tr>
<tr>
<td>RHONDA AMER</td>
<td>Human Resources Director</td>
</tr>
<tr>
<td>RACHEL ANGLIN</td>
<td>Director of Financial Operations</td>
</tr>
</tbody>
</table>
### STATEMENT OF FINANCIAL POSITION
#### June 30, 2018

#### ASSETS

##### Current Assets
- **Cash and Cash Equivalents**: $173,414
- **Restricted Cash – Capital Projects**: 1,927,540
- **Accounts Receivable**: 15,278
- **Contracts Receivable**: 1,853,037
- **Pledges Receivable, Net**: 29,552
- **Prepaid Expenses**: 22,758
- **Inventory**: 200,412

**TOTAL CURRENT ASSETS**: $4,221,991

##### Non-Current Assets
- **Property and Equipment**
  - **Land**: 2,461,628
  - **Buildings and Building Improvements**: 14,988,066
  - **Leasehold Improvements**: 80,669
  - **Furniture, Fixtures and Equipment**: 1,168,817
  - **Vehicles**: 2,250,934
  - **Construction in Process**: 253,563

- **TOTAL PROPERTY AND EQUIPMENT**: $21,203,677

  - **Less: Accumulated Depreciation**: (6,801,375)

- **TOTAL PROPERTY AND EQUIPMENT (NET)**: $14,402,302

##### Other Assets
- **Beneficial Interest in Assets Held by Community Foundation**: 59,526

**TOTAL ASSETS**: $18,683,819

#### LIABILITIES AND NET ASSETS

##### Current Liabilities
- **Accounts Payable**: $486,687
- **Accrued Payroll and Payroll Taxes**: 719,869
- **Accrued Interest Payable**: 204,676
- **Current Portion of Long-Term Notes Payable**: 15,957

**TOTAL CURRENT LIABILITIES**: $1,491,322

##### Long-Term Liabilities
- **Notes Payable – Long Term**: 928,476

**TOTAL LIABILITIES**: $2,419,798

##### Net Assets
- **Unrestricted**: 13,265,004
- **Temporarily Restricted**: 928,476
- **Permanently Restricted**: 59,526

**TOTAL NET ASSETS**: $16,264,021

**TOTAL LIABILITIES AND NET ASSETS**: $18,683,819

---

### STATEMENT OF ACTIVITIES
#### Year Ended June 30, 2018

#### REVENUES AND SUPPORT

- **Government Agencies**: $14,544,088
- **Contributions and United Way**: 229,873
- **Private Agencies**: 144,549
- **USDA Food, Net**: 256,579
- **In-Kind Facilities Use**: 252,613
- **OFB Food Share**: 1,004,283
- **Program Earned Revenues**: 2,340,341
- **Commodities and Food Sales**: 212,340
- **Interest Income**: 200
- **Gain on Sale of Assets**: 36,854
- **Miscellaneous**: 4,062

**TOTAL REVENUE AND SUPPORT**: $19,025,782

- **Net Assets Released From Restriction**:
  - **Satisfaction of Program Purpose Restrictions**: –
  - **Satisfaction of Time Restrictions on Transportation Vehicles (Buses)**: –

**TOTAL RELEASE FROM RESTRICTION**: –

**TOTAL**: $19,025,782

#### EXPENSES

- **Program Services**
  - **Child Services**: 5,643,766
  - **Transportation**: 2,209,640
  - **Food Programs**: 1,546,594
  - **Energy Services**: 2,513,133
  - **Weatherization**: 1,146,597
  - **Case Management**: 2,787,428
  - **Property Management**: 974,135
  - **Volunteer Services**: 833,079

**TOTAL PROGRAM EXPENSES**: $17,654,372

- **Supporting Services**
  - **Management and General**: 1,923,601

**TOTAL SUPPORTING SERVICES**: 1,923,601

**TOTAL EXPENSES**: $19,577,973

**Operating Income (Loss)**

**Nonoperating Income (Loss)**

- **Change in Value of Assets Held by Community Foundation**: 4,961

**TOTAL NONOPERATING INCOME (LOSS)**: 4,961

**Net Assets at Beginning of Year**: $16,811,251

**Net Assets at End of Year**: $16,264,021

**CHANGE IN NET ASSETS**: (547,230)
IMPROVING COMMUNITY HEALTH THROUGH BETTER NUTRITION

This year, the Food Bank launched the first of its nutrition education programs with Cooking Matters™, and Food Hero at the Farmers Market. Both programs aim to increase nutrition awareness among community members, particularly with those served by the Douglas County Food Bank Network.

Cooking Matters™ is a free, six-week cooking course designed to teach low income adults how to cook healthy and nutritious meals on a budget. Run by a team of volunteers, the participants cook and eat a meal together. After every class, they receive a bag of groceries so they can practice their newly learned skills at home.

In the summer of 2017, the Food Bank and Oregon State University Extension Service teamed up to pilot the first Food Hero program at two local Farmers Market locations: Umpqua Valley Farmers Market and Canyonville Farmers Market. Beginning in mid-June, the program ran for eight weeks. All participating youth received a Food Hero Passport that was stamped each time they returned to the market. Children were invited to sample the food and participate in fun and educational activities related to food. Youth also received two $1 vouchers each week that they used to purchase fresh fruits and vegetables from farmers at the market. A total of 530 youth participated during the pilot. The program will be expanded in the summer of 2018 to operate in four local markets, lasting 10 weeks.