“Our aim is not only to relieve the symptoms of poverty, but to cure it and, above all, to prevent it.” President Johnson’s vision in his 1964 State of the Union address challenges and inspires us still. While some of our core programs have been with us since the 1960’s (Head Start, Senior Services, Family Planning), we’ve added others in subsequent decades (Energy Assistance and Weatherization in the 1970s; homeless programs in the 1980s) and continue to refine our service delivery to get better results on both the symptoms and causes of poverty.

**Whole Family Approach.** MAHUBE-OTWA was selected out of one thousand community action programs nationwide to join a national Community of Practice to experiment with changing our service delivery model to get better results for the families we work with. This Whole Family Approach is grounded in simultaneously addressing five areas of family well-being: social capital; early childhood education; postsecondary and employment pathways; economic assets; and health.

**Trauma-Informed Service Delivery.** As we work to relieve the symptoms of poverty, it has become increasingly clear that addressing trauma is a critical component to building individual, family, and community resilience. Through our Trauma Informed Communities work, we’ve developed tools, resources, policies, and trainings for individuals, schools, organizations, and communities to each move forward on reducing the harmful impact of trauma.

**Diversity – Equity – Inclusion.** As we answer President Johnson’s call to action, we are humbled by the knowledge that Minnesota leads the nation in racial disparities. To end poverty, we must end poverty for all members of our community and we must do it in a way that reduces disparities. To that end, we have worked in partnership to understand historical trauma, implicit bias, systemic racism. By listening to people most impacted, we hope to find a way forward together.

Our organizational values (client-focused, community-minded, resourceful) guide our work every day at MAHUBE-OTWA. On behalf of our dedicated staff and board and in partnership with our resilient and dedicated clients, I am pleased to share this report. We are grateful for the generous support that makes our work possible.

Elizabeth Kuoppala  
Executive Director  
MAHUBE-OTWA, Community Action Partnership, Inc.
FINANCIAL OVERVIEW

Total 2018 Assets and Liabilities

$3,528,449

2018 Assets

- Cash and Cash Equivalents
- Grants Receivable
- Prepaid Expenses
- Property and Equipment (Net)

2018 Liabilities

- Accounts Payable
- Accrued Wages and Related Taxes and Benefits
- Compensated Absence Payable
- Deferred Revenue
- Total Net Assets

2018 Grant Revenue

- State
- Federal
- Total

$3,528,449
**Low Income Representatives**

Allan Lynk Wadena County  
Misty Malmo Hubbard County  
Victoria McWane-Creek Otter Tail County  
Judy Peterson Becker County  
Mary Riegert Mahnomen County  
Shelley Skarie Becker County At-Large

**Private Sector Representatives**

Mitchell Berg Mahnomen County  
Theora Goodrich Hubbard County  
Dana Laine Becker County  
Greg Larson Hubbard County At-Large  
Del Moen Wadena County  
Scott Wagnild Otter Tail County

**Public (Elected) Representatives**

Karen Ahmann Mahnomen County  
Charlene Christenson Hubbard County At-Large  
Chuck Horsager Wadena County  
Tom Krueger Hubbard County  
Betty Murphy Otter Tail County  
Don Skarie Becker County

**Department Leads:**

Child Care Aware  
Community Health  
Energy & Weatherization  
Family Development & Housing  
Family Health Clinics  
Head Start & Early Head Start

Administration Janice Haverkamp  
Executive Director Liz Kuoppala  
Fiscal Samantha Amundson  
Human Resources Annette Haugrud

Department Leads:

Dana Patsie  
Chandler Esslinger  
Daniel Josephson  
Marcia Otte  
Lindsey Olson  
Michelle Wilkowski
Since January 2018, MAHUBE-OTWA has been working with a Whole Family Community of Practice through the National Community Action Partnership to redesign our service delivery system into a Whole Family / 2Gen approach.

This system allows us to meet program participants where they are at and move them to where they dream. Families can enter at any of the 5 levels, we work with them to move up to the next level and shore up protections against back-sliding.
MAHUBE-OTWA Community Action Partnership, Inc. serves Mahnomen, Hubbard, Becker, Otter Tail, and Wadena counties in 5,307 square miles of West Central and Northwest Minnesota.
Senior Programs

Networks with public and private agencies to advance the concerns and priorities of seniors and people with disabilities.

Housing

Addresses barriers to maintaining stable, safe housing.

Energy Assistance (EAP)

Helps households maintain affordable, continuous and safe home energy while lowering their energy burden.

- 9,243 Households reduced their utility payment Energy Burden
  
Weatherization (WX)

Reduces energy costs for low-income families by improving the energy efficiency of their homes, while ensuring their health and safety.

- 98 individuals improved Energy Efficiency in their Homes
  
Family Health

Empowers both women and men to make informed and conscientious decisions about their health care.

- 1102 individuals attended family planning classes

Family Development

Assists low-income people meet their basic needs.

- 317 families went through Financial Coaching/Counseling

Senior Programs

Networks with public and private agencies to advance the concerns and priorities of seniors and people with disabilities.

- 33 Seniors Maintained Independent Living with home improvements.
- 131 individuals received Home and Chore Services

Child Care Programs

Helps families find the quality child care their children need, and supporting the professional growth of child care professionals.

- 405 Early Learning Scholarships Awarded
- 246 child care programs receiving support

Head Start, Early Head Start & Early Head Start Child Care Partnerships

Strengthen young children and their families by facilitating learning, independence and trust.

- 631 Children served
- 395 Children Improved Emergent Literacy Skills
Strategic Plan 2018-2021

Internal Goals
- Move from a regulative to a generative business model
- Enhance internal processes and effectiveness by completing Pathways to Excellence

External Goals
- Adapt Whole Family/2-Generation approach
- Develop community capacity: Childcare, Housing, Energy

Standards of Excellence
Completed the Self-study, received the comprehensive organizational feedback report and are implementing improvements.

Whole Family Community of Practice Accomplishments
- Dec 2018 convening in St. Cloud, MN.
- May 2019 Garret County, Maryland 2 Gen Site Visit sponsored by Ascend at Aspen Institute.
- Presentations to both state and national audiences.

Pilot initiatives

Otter Tail County Employability Initiative
Partnered with employers in stackable credential career pathways. Worked with a target group of clients to develop the supports to move forward in fields of nursing, child care, and light industrial jobs.

Perham Navigator Pilot
Partnered with business, faith, and nonprofits in Perham, MN, to build circles of social support around low-income families to help them build bridges to the middle class in their personal networks.

Coaching Mindset
Piloted a smaller caseload in order to learn what it takes in terms of community resources, social supports, and incentives to help stable families take the next step toward upward mobility.

Trauma-Informed Community
By sharing stories of resilience and identifying systemic barriers for children and adults who have experienced trauma, Wadena County is becoming a trauma-informed community.

OUR WHOLE FAMILY BUILDING BLOCKS

- Equity
- Policy Change
- Family Voice
- Compliance through systems, not people
- Staff work across programs
- Align high quality services across generations
  - Early Childhood
  - Economic Assets
  - Health & Wellbeing
  - Social Capital
  - Post-Secondary & Employment Pathways

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