

# Financial Empowerment Collaborative Grant Agreement

The Northwest Credit Union Foundation, Inc. (the “Foundation”) is pleased to enter into this Grant Agreement (the “Agreement”) with Urban League of Portland (“Grantee”), subject to the following terms and conditions:

<b>Grantee:</b>	Urban League of Portland 10 N. Russell Street Portland, OR 97227
<b>Tax ID:</b>	93-0395590
<b>Grantee Contact:</b>	Denetta Monk, Director of Housing Programs
<b>Grant Start Date:</b>	August 1, 2021
<b>Grant End Date:</b>	July 31, 2022
<b>Grant Funds:</b>	\$136,000
<b>Renewable Grant:</b>	Yes, up to a total of \$408,000 (3 years)
<b>Grant Project:</b>	Financial Empowerment Collaborative

## Grant Project Purpose:

The Urban League of Portland will partner with Northwest credit unions serving the Portland area to pilot an innovative collaborative to promote equitable opportunities to build financial health, wealth, and economic prosperity amongst their clients. Urban League will help introduce relevant products, services, education, and financial tools of the partner credit unions to the Portland community interested in advancing their financial wellness. The Urban League will leverage their skills in cultural competency, systems navigation, strengths-based case management, workforce development, housing support, and community-based partnerships to increase the access of their clients to the financial resources credit unions offer.

Specifically, Urban League will hire and manage a culturally competent staff member focused on collaborating with the partner credit unions to build a fluid pipeline of clients from Urban League programs to credit unions. Urban League will provide intensive case management, assessment tools, collaborative education planning, outreach to target communities, access to additional community partners, and collaboration with the larger Urban League system. See Appendix A for further detail on the role of the Urban League and Appendix B for the roles and responsibilities of the partner credit unions.

## Project Deliverables:

- Manage full time staff position, Financial Empowerment Analyst (Appendix D), and be accountable for their engagement and performance in the Financial Empowerment Collaborative.
- Support the education of staff across the Urban League of Portland of the work of the Collaborative and partner credit unions offerings.
- Use an assessment tool, Stability Matrix (Appendix C), to assess multiple social determinants and indicators to accurately identify areas of need and provide a strengths-based approach to introduce strategies to create housing and financial stability. The tool may evolve throughout the pilot to best serve Urban League clients and the Collaborative.
- Include financial education and coaching in relevant case management plans to guide clients towards better financial wellness and connecting them to a partner credit union.
- Support event management of financial empowerment workshops and trainings, virtual and in-person, in partnership with Collaborative credit unions.
- Circulate information within current and future collaborations to ensure broad range service integration and reach all clients connected to the Urban League of Portland.
- Collaborate with partner credit union and NWCUF on media coverage and marketing opportunities on the Financial Empowerment Collaborative.
- Adjust internal processes as needed to allow clients easy access to partner credit unions offerings and expertise.
- Conduct an annual assessment of Project Deliverables with partner credit unions to identify new opportunities for improvement and adjust expectations based on program effectiveness.
- Work with NWCUF on grant renewal process based on annual assessment and renewed Memorandum of Understanding with partner credit unions.

**Terms and Conditions:**

The Grantee accepts and agrees to comply with the following Terms and Conditions:

**1. Grant Purpose/Authorized Use/Prohibited Use of Grant Funds.**

- A. Grantee hereby agrees to use all funds granted to it by the Foundation pursuant to this Grant Agreement only for the purposes specified in this Grant Agreement and consistent with the Foundation’s charitable mission and purposes to promote and improve consumer financial well-being through credit unions.
- B. The use of Grant Funds is restricted solely to the Grant Purpose and the Grant Funds must be specifically designated as restricted funds on Grantee accounting and financial records. Under no circumstances may Grant Funds be expended, borrowed (inter-fund), pledged, or transferred for reasons unassociated with the stated purpose of this Agreement. Grantee shall not use Grant Funds for any purpose other than as authorized hereunder without the express prior written approval of the Foundation.
- C. The following specific limitations apply to use of all Grant Funds:

- i. Grant Funds may not be used to pay any person to influence or attempt to influence any legislative activities or carry out propaganda;
- ii. Grant Funds may not be used to benefit any individual or entity related to Grantee; or
- iii. Grant Funds may not be used for any purpose prohibited by the laws of the United States, including without limitation applicable laws prohibiting the support of terrorism or terrorist organizations.

## 2. Grant Disbursement Terms and Conditions.

- A. Grant Funds totaling **\$136,000** will be disbursed in one (1) payment of \$136,000. Any ongoing fees or future financial commitments related to the Grant Project is the responsibility of the Grantee.
  - i. Disbursement schedule:
    - a. September 1, 2021
- B. Required Progress Reports for Grant Project:
  - i. Bi-annual check-ins on progress with the Foundation.
  - ii. Final Progress Report is due sixty (60) days after Grant Period concludes, unless Grant Project is renewed. If the Grant Project is not renewed, the final report is due on the following date:
    - a. September 30, 2022
- C. The Foundation reserves the right, in its sole discretion, to discontinue funding if it is not satisfied with the progress of the Grant Project or the content of any required written report. In the event of discontinuation or at the close of the Grant Period, any unexpended funds shall immediately be returned to the Foundation, except where the Foundation has agreed in writing to an alternative use of the unused funds.
- D. If it is foreseen that the Grant Project will not fulfill the Grant Purpose or cannot be completed by the proposed ending date stated in this Agreement, the Grantee can request a modification to the Agreement and must submit the request to the Foundation at least thirty (30) days prior to the end of the stated Grant Period. Grantee may request an extension of the Grant Period or revision of the Grant Project to continue to fulfill the Grant Purpose. Any approval or denial of the request will be in Foundation's sole discretion.
- E. The Foundation recognizes that the leadership of Denetta Monk from Urban League of Portland is critical to the success of the Grant Project. If the key personnel noted above ceases to be employed with Grantee, the Grantee must immediately notify the Foundation Program Director for this grant, and suspend the use of grant funds until its notification of replacement of the personnel is provided to and accepted by the Foundation. The Foundation reserves the right to reclaim any remaining Grant Funds and/or suspend the disbursement of any remaining grant payments in the event of a change in key personnel.

### **3. Defaults and Remedies.**

- A. Defaults. Each of the following shall be deemed an Event of Default under this Agreement: (1) any material failure by Grantee to comply with the terms and conditions of this Grant Agreement, (2) the failure to expend Grant Funds in a timely manner, (3) the failure to provide Progress Reports, (4) the failure to meet the Grant's Purpose as stated in this Agreement, and (4) unapproved changes in the uses of the Grant Funds provided.
  - B. Remedies. If there is a Grantee Default under this Agreement, the Foundation may take one or more of the following actions: (1) demand Grantee immediately reimburse the Foundation for any misspent funds, (2) demand Grantee immediately suspend further disbursement of funds, (3) terminate the Grant and discontinue any additional funding, (4) demand Grantee return all unspent grant funds and (5) pursue other remedies that may be legally available.
- 4. No Representation of Further Funding.** The Foundation makes no representation or guarantee of funding to continue this Grant Project beyond the Grant Period and Grant Funds granted pursuant to this Agreement.

### **5. Marketing and Project Materials Policy.**

- A. As requested by the Foundation, the Grantee will provide copies of Grant Project marketing materials, articles, announcements, etc., and, unless otherwise notified, the Foundation shall hereby be granted a perpetual right and license to use, print, publish, distribute, transmit or license publication such materials for similar work and projects funded by the Foundation in any form or version and by any means of distribution or transmission. In addition, any significant information gathered during the Grant Project that may pertain to broader issues under the Foundation's mission will be shared with the Foundation, subject to appropriate obligations of confidentiality.
- B. As requested by the Foundation, Grantee will provide information relating to the Grant Project to other credit unions or credit union organizations interested in implementation of a similar project, subject to appropriate obligations of confidentiality.
- C. Grantee will work in partnership with Foundation on any media coverage or press release materials surrounding the Grant Project. Grantee will communicate any co-brand marketing material opportunities with Foundation and the partner credit unions with appropriate time to provide feedback and content.

### **6. Representations and Warranties of Grantee.**

- A. Grantee is a duly organized and validly existing organization and has all requisite power and authority to conduct its business as now conducted.

- B. Grantee has all requisite power and authority to enter into this Agreement and to carry out its obligations hereunder. This Agreement has been duly authorized, executed and delivered by Grantee and constitutes Grantee's valid and binding obligation, enforceable against Grantee in accordance with its terms.
  - C. Grantee acknowledges and represents that it is accepting this grant for its own account and not as an agent for any other organization and will exercise supervision and oversight over the use of all grant funds to ensure that the terms of this Agreement are met.
  - D. Grantee acknowledges and represents that it is responsible for all acts and omissions of any of its trustees, directors, officers, employees, subcontractors, contingent workers, agents and affiliates assisting with the Grant Project and ensuring their compliance with the terms of this Agreement.
  - E. Grantee shall be responsible for monitoring and managing all Grant Funds and the Grant Project to assure appropriate use and consistency with the mission and purposes of the Foundation and the terms of this Agreement.
- 7. Accounting, Financial Requirements, Record Requirements, and Financial Review.** Grantee shall retain all financial records, supporting documents, and all other records pertinent to this Grant for a period of not less than four years from the end of the contract year to which such records or documents relate. The Foundation or any of its duly authorized representatives shall have the right to timely and unrestricted access to any books, documents, papers, or other records of Grantee that are pertinent to this Grant.
- 8. Relationship of the Parties.** This Agreement does not constitute a joint venture, partnership or agency relationship between the parties. Each party is acting only as an independent contractor and as such shall not be deemed to have assumed any obligation or liability of the other party to any third party. This Agreement shall be binding upon Grantee and the Foundation, and their respective successors and permitted assigns. Nothing in this Agreement shall give either party the right to make commitments of any kind for or on behalf of the other party.
- 9. Governing Law.** The law of the state of Washington exclusively shall govern and apply to all legal proceedings pertaining to the Agreement, or otherwise concerning the subject matter of this Agreement, and under no circumstance shall reference be made to the law of any other jurisdiction for any purpose. All legal proceedings pertaining to the Agreement, or otherwise concerning the subject matter of this Agreement, shall be heard exclusively in state or federal courts with subject matter jurisdiction sitting in Washington. By execution of this Agreement, the Grantee submits to the exclusive personal jurisdiction and venue of such courts for such purposes. In the event either party commences an action to enforce this Agreement, the prevailing party shall be entitled to its reasonable attorneys fees and costs.

**10. Indemnification.** Grantee acknowledges that the Foundation has no control over the operations, acts or omissions of the Grantee. Grantee shall indemnify and hold the Foundation, its officers, and its employees harmless from and against any claim, liability, loss, damages, fines, penalties, and expenses (including but not limited to reasonable legal fees and costs) arising out of the project outlined above, any breach by the Grantee of this Agreement, or any act or omission of the Grantee in connection with project activities.

**11. Severability.** If any provision of this Agreement or the application thereof is held invalid, that invalidity shall not affect other provisions or applications of this Agreement which can be given effect without the invalid provision or application, and to this end the provisions of this Agreement are severable.

**12. Assignment and Merger.** You may not transfer or assign, whether by contract, by merger, or by charter conversion, any Foundation grant or any of your rights or obligations under these or other Foundation grant terms and conditions without obtaining the Foundation's advance written consent. You must notify the Foundation in writing 30 days before merging with another credit union or converting to a different financial institution charter.

**IN WITNESS WHEREOF**, the parties have caused this Agreement to be executed by its duly authorized representative.

**Grantee** agrees to the above-stated Grant conditions.

By:  Digitally signed by Julia Delgado  
DN: cn=Julia Delgado, o=Urban League of Portland, ou,  
email=jdelgado@ulpdx.org, c=US  
Date: 2021.09.08 12:39:34 -07'00'

Date: 09/08/2021

Print Name: Julia Maria Delgado

Tax ID: 93-0395590

Title: Vice President, Urban League of Portland

**Northwest Credit Union Foundation, Inc.**

By: 

Date: 9.9.2021

Print Name: Sharee Adkins

Title: Executive Director



# Appendix A

## Financial Empowerment Project Proposal

**Tribe/Organization name:** Urban League of Portland

**Fiscal sponsor organization name (if applicable):**

**Address:** 10 North Russell Street Portland, OR 97227

**Contact name:** Denetta Monk-Director of Housing Programs

**Contact email and phone:** dmonk@ulpdx.org

**Area(s) served:** Our geographic focus is the Portland Metro Region, but we serve Black Oregonians around the state.

**Population(s) served:** The Urban League is a culturally specific organization focused on providing service to African American/Black communities. The Urban League has a 75-year history of targeted support and programming, and our relationships, partnerships and connections are deep in this community.

### Organizational Overview

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Urban League of Portland's mission is to provide culturally specific services, support, resources, advocacy, information, and education to the African American communities of Oregon and SW Washington. The Urban League of Portland has strong ties to the Black communities in this region and our organization operates in complete service to the Black community. The projects, programs, and services we provide are designed specifically to meet the needs of Black people and is delivered by Black people with expertise, and experience with understanding how to meet the specific and individual needs of the people in this communities.

Our commitment to providing culturally specific services and supports does not lie with just our responsibility to the community members and participants we serve but is also extended to our employees as well. Our employees are extended members of the same community we serve and our commitment to improving the overall health of our community is reflected in our staffing. 92% of our employees are Black or African American, and 95% people of color. 100% of our executive team are people of color, and all our program managers and supervisors identify as Black or African American, and our board is 80% Black or African American. Overall, our agency serves over 6500 households per year, with 88% identifying as Black-led households. Our services include a distinctive blend of culturally specific services, community organizing, and legislative advocacy.

Urban League of Portland effectively delivers services by providing a broad perspective of the needs in the community, and offers our unique understanding, and connection to the Black community by designing programs, and providing advocacy that address the barriers they face. Our focus is to develop partnership with other programs and systems that may not possess the same perspective and understanding of the Black community but share in the commitment of delivering equitable and inclusive services. We recognize and acknowledge that the lack of a shared understanding of the needs within the community may hinder service delivery because of implicit bias or systemic racism, making it critical to focus on partnering with markets that possess a strong demand for services that can be realistically attained by the clients we serve. Our priorities are to also build our own networks of industry contacts and service providers who are interested and committed to our mission.

## **Programming and Strategy**

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The Urban League of Portland proposes to partner with your financial institutions to work together to create opportunities that promote equitable opportunities to build financial health, wealth and economic prosperity. We propose to help introduce the supportive products, services, education, and financial tools your institutions offer to a community of Black Oregonians in our community interested in advancing their financial wellness. The Urban League will leverage our demonstrated skills in cultural competency, systems navigation, strengths-based case management, workforce development, housing support, and community-based partnerships to provide aid in a mutual goal of increasing access to the financial resources your organization offers. Our culturally specific, person focused approach makes us uniquely qualified to provide these services. In partnership with Credit Unions, the Urban League will provide the following:

1. Intensive Case Management Services that provide clients with access to staff who are relatable, knowledgeable, and capable of interacting with a wide range of stakeholders, while also addressing the specific and unique needs of the participants we serve.
2. Use of an assessment tool, Stability Matrix to assess multiple social determinants and indicators which will aids with accurately identifying areas of need and provide a strengths-based approach to introduce strategies to create housing and financial stability.
3. Include financial education and coaching in case management plans, when included as goals in the participants Action Plan, providing an opportunity to guide participants towards better financial wellness.
4. Conduct outreach to existing participants of direct service staff and, leverage existing partnerships and relationships and, our long-term connections to (and understanding of) the Black community. Provide direct outreach through program fliers, social media, visiting local gathering areas where people of color and small business owners gather (e.g., churches, laundromats, beauty salons, workshop/community meetings, meetups, job fairs/tradeshows, and neighborhood meetings/forums).
5. Collaborate internally within departments and programs, as we serve 6500 individuals per year. In addition, the Urban League's daily warm line receives hundreds of calls from community members seeking support and access to resources since the start of COVID-19. Use the contact list created through the warm line to conduct targeted outreach.





6. Circulate information within current and future collaborations to ensure broad range service integration and reach of all participants connected to the Urban League.
7. Conduct a Housing and Financial Empowerment Fair where a host of workshops will be offered to introduce Credit Union products and services as well as banking 101, credit building, understanding the difference between credit unions vs banking, and more.
8. Continue to promote financial wellness within the African American community by providing ongoing access to financial information, education, and resources.

## **Agency Response to COVID-19**

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The Urban League of Portland was proactive in developing and implementing a telecommuting plan for our staff that keeps us fully operational during the COVID-19 epidemic, while ensuring the health and safety of our staff, and the community we serve. We have implemented a Resource Call Line in place of our daily walk-in hours, which allows participants and community members to call in to receive information and/or wrap around services from members of every team at the Urban League. To date, the Resource line has connected upwards of 700 callers with Urban League and community resources related to COVID-19. We are maintaining contact with existing participants via cell phone and video one-on-ones and continue to offer direct services (for participants that do not have access to technology or who may struggle with completing required documentation that would normally be signed in person) by appointments. We take social distancing very seriously and require that our staff maintain and follow all CDC recommendations before and after appointments. We shifted our resources to meet the needs of the community and currently provide regular food box deliveries for hundreds of households, virtual employment, education and health programming, and one-on-one virtual case management to participants struggling with the mental health aspect that the pandemic has caused, and who may be suffering from anxiety, fear, isolation and grief associated with loss, and the dire impacts that COVID-19 has caused the Black community.

To address the digital and technological divide that exists in the African American community, Urban League has worked with partners in the community to donate laptops, tablets, access to Internet services, and more to program participants and members in our community which has helped ensure that we remain connected to the community we are so deeply committed to, and who desperately lack access to resources that are vital to their ability to gain, and maintain stability, especially during this difficult time. The Urban League's continuing dedication and commitment to making sure that African American Oregonians are able to gain equitable access to needed resources to help them thrive is unwavering. Our support and commitment to this community has lasted for 75 years, and with your support and collaboration will continue. We look forward to developing a partnership that will help our community gain wealth building opportunities and financial empowerment.

## **Appendix B**

### **MEMORANDUM OF UNDERSTANDING**

This MEMORANDUM OF UNDERSTANDING (MOU) is hereby made and entered into on August 1, 2021 by and between **Advantis Credit Union, Consolidated Community Credit Union, Point West Credit Union, Rivermark Community Credit Union, and Unitus Credit Union** (“UL PDX Credit Union Partners”), and **Northwest Credit Union Foundation** (“NWCUF”), subject to the following terms and conditions:

**PURPOSE:** In the spirit of collaboration on a pilot, the purpose of this MOU is to establish expectations and deliverables between the UL PDX Credit Union Partners and NWCUF regarding the Financial Empowerment Collaborative (“pilot initiative”) with the Urban League from the period of August 1, 2021, to July 31, 2022.

#### **DELIVERABLES FROM NWCUF:**

- Lead efforts of the pilot initiative on behalf of the UL PDX Credit Union Partners;
- Serve as the intermediary grant-maker between the UL PDX Credit Union Partners and Urban League of Portland (as articulated in a grant agreement to be executed by NWCUF and Urban League of Portland);
- Maintain a grantor/grantee relationship with the Urban League of Portland to manage the pilot initiative;
- With input and consultation from the UL PDX Credit Union Partners, and in partnership with Urban League of Portland, develop a pilot initiative plan to include agreed-upon:
  - Purpose/goals
  - Roles and responsibilities
  - Decision-making authority
  - Communications
  - Timelines
  - Planning and activities coordination
  - Outcomes and evaluation
  - Conflict resolution
- Coordinate the flow of information, communication, activities, and deliverables amongst the UL PDX Credit Union Partners, including coordination of monthly coordination meetings to move the work forward and periodic leadership meetings;
- Pursue opportunities to secure philanthropic support for the pilot initiative; and
- Partner with the UL PDX Credit Union Partners to develop a sustainability plan before the end of the pilot period.

#### **DELIVERABLES FROM THE UL PDX CREDIT UNION PARTNERS:**

- Contribute in-kind resources as required for the pilot initiative including dedicated staff time, marketing/lending/other team resources, and other in-kind resources that support Urban League of Portland through:
  - Referrals for financial services (no guaranteed number of referrals to any specific credit union, and participation is not contingent upon number of referrals)
  - Development of materials welcoming to Urban League of Portland clients
  - Potential development of responsive products or services
  - Financial education and coaching
  - Other activities, products, or services that fulfill an important and unmet need of Urban League of Portland clients

- Staff time contributions will include, at a minimum, participation in monthly collaboration meetings to discuss current Urban League of Portland cases, referrals, and support, to identify community resources, and to develop financial coaching materials geared toward the African American community, as well as quarterly meetings with NWCUF and credit union executive leaders; and
- Contribute financial resources to the pilot initiative. Specific details can be found in the Compensation section of this MOU.

**COMPENSATION:** Credit unions will each contribute a proportional amount to the total annual costs of the pilot initiative, including support of both the Urban League of Portland and NWCUF. All decisions about pilot initiative costs will be made collaboratively. At times, individual credit unions may choose to incur additional costs specific to their credit union (for their own staff time, marketing, product development, etc.).

- Each credit union's portion will be determined using their prior year year-end total assets;
- In the event that grant funds are secured by NWCUF or the UL PDX Credit Union Partners for the pilot initiative, those funds will be applied to the total and the UL PDX Credit Union Partners will divide remaining funds according to asset size, as described below;
- NWCUF will make an annual grant to Urban League of Portland for the combined contributions from the UL PDX Credit Union Partners;
- *Year 1 Contributions*
  - \$136,000 to support 1 Full-Time Employee (FTE) at the Urban League of Portland
- *Subsequent Year Contributions*
  - Notwithstanding their commitment to collaboration, each UL PDX Credit Union Partner credit union shall, in its sole discretion, determine whether the credit union will make contributions for any subsequent year of the pilot initiative;
  - Each credit union's contribution for subsequent years of the pilot initiative will be determined utilizing prior year year-end credit union asset data;
  - Compensation costs will be communicated to the UL PDX Credit Union Partners by no later than April 30 of each year;
  - Costs may include inflationary increases or other agreed-upon adjustments determined by the UL PDX Credit Union Partners (such as cost-of-living increases related to support of the Urban League of Portland FTE); and
  - Credit unions will receive an invoice and payment will be remitted to NWCUF by credit unions no later than 30 days after receipt of the invoice.

**CONDITIONS:** This Memorandum of Understanding shall not be construed to establish an employee-employer relationship between the UL PDX Credit Union Partners or any individual credit union and NWCUF.

All work performed under this agreement must comply with applicable Federal, State, and local laws, regulations, and policies. This MOU shall be governed by and interpreted according to the laws of the State of Oregon.

**MODIFICATIONS AND TERMINATION:** Any modification of the terms of this MOU, including assignment of rights or obligations, shall be in writing and signed by all parties. This includes the addition of any new credit unions to the UL PDX Credit Union Partners.

Any individual credit union, the UL PDX Credit Union Partners, or NWCUF may elect to terminate this MOU or remove their party from the partnership upon giving thirty (30) days' written notice to all parties. Termination of the MOU for any cause shall be without prejudice to any obligations or liabilities of any party accrued before or because of such termination.

**DEMONSTRATED COMMITMENT:** The purpose of this MOU is to outline the cooperative agreement between the UL PDX Credit Union Partners and NWCUF in support of a pilot initiative with the Urban League of Portland for the full term of this agreement.

By entering into this MOU, the partners demonstrate a full commitment to a shared vision, and to identifying and implementing solutions that address the culturally specific needs of Urban League of Portland clients. This partnership provides a unique opportunity to strengthen existing partnerships and to establish a strong and replicable service delivery model. We agree to work in collaboration during all phases of the proposed pilot initiative, to engage in regular and open communication throughout the pilot initiative's duration, and to participate fully in pilot initiative activities. We understand that each participating credit union is unique, and we will rely on the different strengths of UL PDX Credit Union Partners to meet the various needs of Urban League of Portland and their clients.

Jason Werts  
President & CEO  
Advantis Credit Union



Larry Ellifritz  
President & CEO  
Consolidated Community  
Credit Union



Amy Nelson  
President & CEO  
Point West Credit Union



Seth Schaefer  
President & CEO  
Rivermark Community Credit  
Union



Steven Stapp  
President & CEO  
Unitus Credit Union



Sharee Adkins  
Executive Director  
Northwest Credit Union  
Foundation



## Appendix C

### Participant Overview and Stability Matrix

#### Urban League Client Journey

- Identify where the client is in the matrix.
- Refer to financial coach if client is willing/ready to work on this
- Identify client's obstacles to moving along in the matrix
- Utilize appropriate resources - education, product solutions, etc.
- Follow up with the client to help them overcome obstacles or work through problems.
- Partnership with financial institutions to help work through problems after account is opened to keep moving up the stability matrix.

Matrix	Awareness	Consideration	Purchase	Maintenance	Closing
<b>Banking Relationship</b>	<ul style="list-style-type: none"> <li>• Recognition of current state, and decision to change to new state in stability matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Choice of FI</li> <li>• Prepare requisites - documentation, clear up Chex report, etc</li> <li>• What to expect when they go to open their first account.</li> <li>• What to do if they are denied an account.</li> </ul>	<ul style="list-style-type: none"> <li>• Choice of Product</li> <li>• Application/ funding process</li> <li>• How to set up direct deposit, online banking, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating with FI</li> <li>• Problem solving when something goes wrong - fraud, disputes, overdrafts</li> <li>• Servicing requests - updating contact information, ordering replacement card, ordering new checks, etc.</li> <li>• Keeping track of balances; how things clear</li> <li>• Using self-serve options for transactions</li> </ul>	<ul style="list-style-type: none"> <li>• Process of closure (In person, by phone, form?)</li> <li>• How to tell if all the transactions have cleared.</li> <li>• How to transfer recurring transactions to new FI.</li> </ul>
<b>Credit Relationship</b>	<ul style="list-style-type: none"> <li>• Recognition of current state, and decision to change to new state in stability matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Identify cause of credit problems, choose what to work on.</li> <li>• Using collateral to lower cost of borrowing</li> <li>• Education resources</li> </ul>	<ul style="list-style-type: none"> <li>• Application/ funding process</li> </ul>	<ul style="list-style-type: none"> <li>• Using self-serve options for transactions</li> </ul>	<ul style="list-style-type: none"> <li>• How to get a payoff quote</li> </ul>

<b>Home Ownership Readiness</b>	<ul style="list-style-type: none"> <li>• Recognition of current state, and decision to change to new state in stability matrix</li> </ul>	<ul style="list-style-type: none"> <li>• Comparing mortgage pricing</li> <li>• Prepare prerequisites - down payment, credit score</li> <li>• Awareness of overall cost of home ownership - not just PITI</li> </ul>	<ul style="list-style-type: none"> <li>• Application/ funding process</li> <li>• Finding a buyer's agent. Shopping for a house</li> </ul>	<ul style="list-style-type: none"> <li>• Problem solving late payments, escrow shortage payment increase, homeowner's insurance cancelled.</li> <li>• Servicing requests - updating contact information, signing off on an insurance check, tax forms, cancelling PMI, changing insurance companies</li> <li>• Using self-serve options for transactions</li> </ul>	<ul style="list-style-type: none"> <li>• Payoff fees (prepayment penalty, lien release)</li> </ul>
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## Participant Stability Matrix: Banking Relationship

ASSESSMENT				
BASIC NEEDS	In Crisis – 1	Surviving - 2	Stable - 3	Thriving - 4
<b>Relationship to Banking</b>  <b>Numerical Response _____</b>	<ul style="list-style-type: none"> <li>No bank account.</li> <li>Unable meet identification requirements - Name, Address, Social Security or Tax ID Number, Date of Birth.</li> <li>May have had their account closed in the past.</li> <li>Works primarily in cash.</li> <li>Uses check cashing facilities.</li> </ul>	<ul style="list-style-type: none"> <li>Has a checking or savings account, but has trouble managing it.</li> <li>May overdraw.</li> <li>Doesn't understand bank statement or know how to keep track of their balances.</li> <li>Doesn't know how to resolve banking problems, such as unauthorized transactions.</li> <li>Struggles with online/mobile banking.</li> <li>Still works primarily in cash.</li> <li>May share private information with others (such as account numbers or PIN), leading to loss of money from their account.</li> <li>May fall prey to scammers.</li> </ul>	<ul style="list-style-type: none"> <li>Has a checking and savings account and can manage transactions.</li> <li>Has overdraft protection to prevent fees if they make a mistake.</li> <li>Uses online or mobile banking effectively.</li> <li>Rarely pays ATM fees or other bank fees.</li> </ul>	<ul style="list-style-type: none"> <li>Deposits a little to savings with each paycheck.</li> <li>Has 2 months' worth of income saved for emergencies.</li> <li>May have higher interest-bearing account, such as a money market or CD.</li> <li>Setting financial goals with a time horizon 6-12 months or more.</li> </ul>
RESOURCES				
<b>People</b>	On site financial coach (FiCEP certified)	On site financial coach (FiCEP certified); credit union employee who opened your account	On site financial coach; credit union employee who opened your account	On site financial coach; credit union employee who opened your account
<b>Education On Demand and Scheduled Classes</b>	<ul style="list-style-type: none"> <li>Module 1: Your Money Values and Influences</li> <li>Module 2: You Can Bank On It;</li> <li>Module 11: Protecting Your Identity and Other Assets</li> </ul>	<ul style="list-style-type: none"> <li>Module 1: Your Money Values and Influences</li> <li>Module 2: You Can Bank On It;</li> <li>Module 3: Your Income and Expenses;</li> <li>Module 4: Your Spending and Savings Plan;</li> <li>Module 11: Protecting Your Identity and Other Assets</li> </ul>	<ul style="list-style-type: none"> <li>Module 1: Your Money Values and Influences</li> <li>Module 3: Your Income and Expenses</li> <li>Module 4: Your Spending and Savings Plan</li> <li>Module 11: Protecting Your Identity and Other Assets</li> </ul>	<ul style="list-style-type: none"> <li>Module 1: Your Money Values and Influences</li> <li>Module 3: Your Income and Expenses</li> <li>Module 4: Your Spending and Savings Plan</li> <li>Module 5: Your Savings</li> <li>Module 10: Building Your Financial Future</li> <li>Module 11: Protecting Your Identity and Other Assets</li> </ul>

				<ul style="list-style-type: none"> <li>• Module 14: Disasters - Financial Preparation and Recovery</li> </ul>
<b>Products</b>		<ul style="list-style-type: none"> <li>• Basic savings</li> <li>• Basic checking</li> </ul>	<ul style="list-style-type: none"> <li>• Overdraft protection</li> <li>• Balance alerts</li> <li>• Mobile deposit</li> </ul>	<ul style="list-style-type: none"> <li>• Certificate</li> <li>• Money Market</li> </ul>



## Participant Stability Matrix: Credit Relationship

ASSESSMENT				
BASIC NEEDS	In Crisis – 1	Surviving - 2	Stable - 3	Thriving - 4
<b>Relationship to Banking</b>  <b>Numerical Response _____</b>	<ul style="list-style-type: none"> <li>No ability to borrow except payday lenders.</li> <li>May have no credit history, or poor previous credit history.</li> <li>May be in bankruptcy or have collections or garnishments.</li> <li>Assets may be repossessed.</li> <li>No credit score, or credit score below 580.</li> </ul>	<ul style="list-style-type: none"> <li>Pays one debt with another.</li> <li>Balance on credit cards and other revolving lines of credit are at limit.</li> <li>Has regular late payments.</li> <li>May have trouble obtaining credit due to recent bankruptcy.</li> <li>Debts may feel overwhelming.</li> <li>Total amount of unsecured debt increasing.</li> <li>Ratio of monthly debt payments to monthly gross income is 45% or more.</li> <li>Credit score below 620.</li> </ul>	<ul style="list-style-type: none"> <li>Mostly makes payments on time but can miss payments on occasion.</li> <li>Debts are manageable, but balances don't seem to be going down.</li> <li>May owe more on vehicle than the vehicle is worth.</li> <li>May trade in cars too often, causing negative equity that needs to be financed into the next loan.</li> <li>Ratio of monthly debt payments to monthly gross income is 40% or more.</li> <li>Credit score below 680.</li> </ul>	<ul style="list-style-type: none"> <li>Has 50% or more available balance on lines of credit or credit cards.</li> <li>Payments are made on time.</li> <li>Most are made using automatic transfer from their bank account.</li> <li>Keeps cars until they are paid off or at least until the vehicle is worth more than the balance.</li> <li>Ratio of monthly debt payments to monthly gross income is 35% or less.</li> <li>Majority of debt is secured by an asset.</li> <li>Credit score 680 or more.</li> </ul>
RESOURCES				
<b>People</b>	On site financial coach (FiCEP certified)	On site financial coach (FiCEP certified); credit union employee who opened your account	On site financial coach; credit union employee who opened your account	On site financial coach; credit union employee who opened your account
<b>Education</b>  <b>On Demand and Scheduled Classes</b>	<ul style="list-style-type: none"> <li>Module 1: Your Money Values and Influences</li> <li>Module 3: Your Income and Expenses</li> <li>Module 4: Your Spending and Savings Plan</li> <li>Module 6: Credit Reports and Scores</li> <li>Module 7: Borrowing Basics</li> <li>Module 11: Protecting Your Identity and Other Assets</li> </ul>	<ul style="list-style-type: none"> <li>Module 1: Your Money Values and Influences</li> <li>Module 4: Your Spending and Savings Plan</li> <li>Module 6: Credit Reports and Scores</li> <li>Module 7: Borrowing Basics</li> <li>Module 8: Managing Debt</li> <li>Module 9: Using Credit Cards</li> <li>Module 11: Protecting Your Identity and Other Assets</li> </ul>	<ul style="list-style-type: none"> <li>Module 1: Your Money Values and Influences</li> <li>Module 4: Your Spending and Savings Plan</li> <li>Module 6: Credit Reports and Scores</li> <li>Module 7: Borrowing Basics</li> <li>Module 8: Managing Debt</li> <li>Module 9: Using Credit Cards</li> <li>Module 11: Protecting Your Identity and Other Assets</li> <li>Module 14: Disasters - Financial Preparation and Recovery</li> </ul>	<ul style="list-style-type: none"> <li>Module 1: Your Money Values and Influences</li> <li>Module 4: Your Spending and Savings Plan</li> <li>Module 6: Credit Reports and Scores</li> <li>Module 7: Borrowing Basics</li> <li>Module 8: Managing Debt</li> <li>Module 9: Using Credit Cards</li> <li>Module 11: Protecting Your Identity and Other Assets</li> <li>Module 14: Disasters - Financial Preparation and Recovery</li> </ul>

<b>Products</b>	<ul style="list-style-type: none"> <li>• Credit Builder Loan</li> <li>• Short Term Loan</li> <li>• Share Secured Loan</li> </ul>	<ul style="list-style-type: none"> <li>• Credit Builder Loan</li> <li>• Short Term Loan</li> <li>• Share Secured Loan</li> <li>• Share Secured Credit Card</li> <li>• Debt Consolidation Loan</li> </ul>	<ul style="list-style-type: none"> <li>• Credit Builder Loan</li> <li>• Short Term Loan</li> <li>• Share Secured Loan</li> <li>• Share Secured Credit Card</li> <li>• Debt Consolidation Loan</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional Loan Products (i.e., vehicle, credit card, unsecured, etc.). Opportunity for refinance/lower rate?</li> </ul>
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**OUTSTANDING QUESTIONS**

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## Participant Stability Matrix: Home Ownership Readiness

ASSESSMENT				
BASIC NEEDS	In Crisis – 1	Surviving - 2	Stable - 3	Thriving - 4
<b>Relationship to Banking</b>  <b>Numerical Response _____</b>	<ul style="list-style-type: none"> <li>In foreclosure or may have no stable housing.</li> <li>Credit score below 580.</li> <li>No money for down payment, closing costs or moving expenses.</li> </ul>	<ul style="list-style-type: none"> <li>Is struggling to meet mortgage or rent payments.</li> <li>May be behind in payments.</li> <li>Home in disrepair.</li> <li>Housing payments greater than 35% of monthly income.</li> <li>Credit score below 620.</li> <li>No money for down payment, closing costs or moving expenses.</li> </ul>	<ul style="list-style-type: none"> <li>Owns or rents, but terms of rental agreement or mortgage have variable terms which may not be always be within their reach.</li> <li>May have a variable rate on some or all their balances, and interest only loan, or a balloon term.</li> <li>Delays repairs on home due to lack of affordability.</li> <li>Housing payments greater than 35% of monthly income.</li> <li>Credit score below 680.</li> <li>Some money for down payment, closing costs or moving expenses.</li> </ul>	<ul style="list-style-type: none"> <li>Owns home.</li> <li>Has a mortgage with fixed terms and payments that are affordable to them.</li> <li>Has at least 20% equity in the home.</li> <li>Maintains adequate insurance to protect asset.</li> <li>Able to make additional payments above mortgage and/or has additional saving plan.</li> <li>Can meet the cost of ongoing maintenance of home.</li> </ul>
RESOURCES				
<b>People</b>	On site financial coach. CU Mortgage and Consumer Loan Officers and CUDE/CU employee.	On site financial coach. CU Mortgage and Consumer Loan Officers and CUDE/CU employee.	On site financial coach. CU Mortgage and Consumer Loan Officers and CUDE/CU employee.	On site financial coach. CU Mortgage and Consumer Loan Officers and CUDE/CU employee.
<b>Education</b>  <b>On Demand and Scheduled Classes</b>	<ul style="list-style-type: none"> <li>Module 11: Protecting Your Identity and Other Assets</li> <li>Module 12: Making Housing Decisions;</li> <li>Module 13: Buying a Home</li> <li>Module 14: Disasters - Financial Preparation and Recovery</li> </ul>	<ul style="list-style-type: none"> <li>Module 11: Protecting Your Identity and Other Assets</li> <li>Module 12: Making Housing Decisions</li> <li>Module 13: Buying a Home</li> <li>Module 14: Disasters - Financial Preparation and Recovery</li> </ul>	<ul style="list-style-type: none"> <li>Module 11: Protecting Your Identity and Other Assets</li> <li>Module 13: Buying a Home</li> <li>Module 14: Disasters - Financial Preparation and Recovery</li> </ul>	<ul style="list-style-type: none"> <li>Module 11: Protecting Your Identity and Other Assets</li> <li>Module 13: Buying a Home</li> <li>Module 14: Disasters - Financial Preparation and Recovery</li> </ul>
<b>Products</b>	<ul style="list-style-type: none"> <li>Security Deposit Loan - to help renter obtain housing.</li> <li>Unsecured loan to stop foreclosure.</li> <li>Refi loan to stop foreclosure.</li> </ul>	<ul style="list-style-type: none"> <li>Security Deposit Loan - to help renter obtain housing.</li> <li>Unsecured loan to stop foreclosure.</li> <li>Refi loan to stop foreclosure.</li> </ul>	<ul style="list-style-type: none"> <li>100% home loan.</li> <li>80/20 home loan.</li> <li>FHA 3.5% down credit score to 660</li> <li>HELOC to 90% LTV - home repairs</li> <li>FTHBSA/IDA</li> </ul>	<ul style="list-style-type: none"> <li>100% home loan.</li> <li>80/20 home loan.</li> <li>FHA 3.5% down credit score to 660</li> <li>HELOC to 90% LTV - home repairs</li> <li>FTHBSA/IDA</li> </ul>
OUTSTANDING QUESTIONS				

	<ul style="list-style-type: none"> <li>• Access to HUD certified counselor?</li> <li>• Do we offer unsecured loans to help renters get into homes or homeowners avoid foreclosure?</li> <li>• Will we refi a loan in foreclosure?</li> <li>• CU employee, foreclosure specialist?</li> <li>• Housing stability priority, more than becoming a new homeowner.</li> </ul>	<ul style="list-style-type: none"> <li>• Access to HUD certified counselor?</li> <li>• Do we offer unsecured loans to help renters get into homes or homeowners avoid foreclosure?</li> <li>• Will we refi a loan in foreclosure?</li> </ul>	<ul style="list-style-type: none"> <li>• Down payment assistance?</li> <li>• FHLB - grants/ assistance?</li> <li>• NWCUA/ NWCUF grants?</li> </ul>	<ul style="list-style-type: none"> <li>• Down payment assistance?</li> <li>• FHLB - grants/ assistance?</li> <li>• NWCUA/ NWCUF grants?</li> </ul>
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### Money Smart: Educational Modules

MODULE		FOCUS	TIME
1	Your Money, Values, and Influences	Internal values and goals, external influences, and their relationships to financial decisions	2 h
2	You Can Bank On It	Financial products, services, and providers	3 h 25 m
3	Your Income and Expenses	How to track income and expenses	1 h 45 m
4	Your Spending and Savings Plan	How to develop a spending and saving plan, and how to prioritize spending when money is short	1 h 25 m
5	Your Savings	Saving money for expenses, goals and emergencies	2 h 45 m
6	Credit Reports and Scores	Credit reports and scores, building productive credit histories, and repairing and improving credit	3 h 40 m
7	Borrowing Basics	Options for borrowing money and the costs	2 h
8	Managing Debt	Different kinds of debt and how to manage it	3 h 50 m
9	Using Credit Cards	How Credit Cards work and how to manage them	1 h 50 m
10	Building Your Financial Future	Ways to build assets, including buying a car and getting training and education	2 h 35 m
11	Protecting Your Identity and Other Assets	Ways to recognize, respond to, and reduce the risks of identity theft, along with strategies for protecting other assets	2 h 10 m
12	Making Housing Decisions	Different types of safe and affordable housing, including specific information on renting	2 h 5 m
13	Buying a Home	The home buying process, including mortgages	2 h 45 m
14	Disasters - Financial Preparation and Recovery	How to financially prepare for, and recover from, disasters	1 h 40 m

### Account Standards: Core Features

Transaction Account at Credit Union	Checking account (including checkless checking) or credit union-offered prepaid
Debit Card	Debit card network (e.g., Visa, Mastercard) for point of sale payment; free
Minimum Opening Deposit	\$25 or less
Monthly Maintenance Fee	None
Overdraft or Non-Sufficient Funds (NSF) Fees	None
Account Activation, Closure, Dormancy, Inactivity, and Low Balance Fees	None

### Account Standards: Access

Branch Access	Free and unrestricted
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Telephone Banking Access	Free and unrestricted
ATM Access	Free and unrestricted
	\$2.50 or less out-of-network fee

### Account Standards: Functionality

Deposit Capability	Free cash and checks in branch and at ATM (where available), and direct deposit
Bill Pay	At least four free money orders and / or cashier checks per month
Check Cashing for Checking Issued by that Institution	Free
Online Banking, Mobile Banking, Banking Alerts, Bill Pay	Free
Monthly Statements	Free electronic; \$2 or less for mailed paper (if offered)
Insured Account Deposits	Insured by the NCUA

### Account Standards: Other Features

Account Screening	New members only denied for past incidences of fraud
Alternative IDs (Municipal, Consular, etc)	Accepted
Online Account Opening and Deposits	Free
Linked Savings Accounts	Free
Funds Availability	Immediate availability for known members cashing government, payroll, or checks from that financial institution. Some limitations on checks deposited via ATM.
Money Orders	\$1.70 or less (based on USPS rate), if available
Remittance	Competitively priced by country (\$5 - \$20)

### Account Standards: Deposit Accounts

TBD	
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### Account Standards: Loan Accounts

Credit Building Product Offerings	Secured credit card or secured personal loan



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## **Appendix D**

### **FINANCIAL EMPOWERMENT ANALYST**

**Hours and Location:** (Full-time/Non-Exempt) 1.0 (FTE) 40 hours per week, mostly 8am-5pm with some evenings and weekends. Main Office 10 N Russell, temporarily working remotely. Some local travel may be required.

**Pay Range: \$23- \$28 hourly + current array of benefits**

**Supervisor: Director of Workforce and Education (Staff Supervision) with dotted line to Director of Housing (Project Supervision)**

#### **Scope:**

The Financial Empowerment Coach is responsible to help empower and engage individuals and families to improve Financial Wellness through information and education, training, coaching and by providing intensive financial case management.

#### **Job summary:**

The Financial Empowerment Coach is responsible for providing a supportive environment for participants by assisting them in the development and modification of their financial goals. S/he is responsible for delivering financial security, and asset and credit building coaching services to community members, program participants, and Urban League staff. S/he evaluates progress and tracks outcomes. S/he provides ongoing financial coaching, and guidance to support participants efforts to reach their financial goals. S/he teaches financial empowerment workshops. S/he develops and maintains working relationships with Credit Union, and community partners to promote and support the program. Reports to Housing Programs Manger and identified Credit Union contact.

#### **Essential responsibilities:**

- Provides financial coaching services and activities generally focused on goal setting, budgeting, credit building and identifying opportunities to increase savings and income and reduce debt.
- Develops financial plans with participants to assist them in attaining their goals.



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- Provides individualized assistance to participants to address challenges, find solutions, and meet to discuss progress, barriers and challenges that may interfere them meeting their goals.
- Coordinates referrals to Credit Union when needed to bridge programs, and other activities designed to enhance financial empowerment, and asset building.
- Participates in Culturally Specific Tenant Education training to deliver information about asset-building and financial empowerment.
- Participates in financial empowerment program planning, implementation, curriculum design and evaluation to assess outcomes and impact.
- Keeps immediate supervisor well informed of activities, results of efforts and problems identified/ potential problems; recommends corrective action plan.

Staff challenging cases with individual case managers and provide coaching on techniques and approaches to providing client services

Present monthly at housing team meetings and attend housing related collaborative meetings in community and report back to Housing Programs Manager.

Conducts semi-annual home visits with individual housing specialists to develop unique financial empowerment plans.

### **Data and monitoring:**

- Identifies trends, action plan, referrals and follow up.
- Support with data management that enables high quality, accurate data collection, entry, and integration.
- Accurately and efficiently transcribes relevant program data into Apricot.

### **Outreach/external communication:**

- Conducts outreach, recruitment, information and intake to potential participants and community members year-round.
- Establishes linkages with other local community organizations, agencies and social service providers as well as create and maintain referral processes with service providers.
- Responsible for meeting or exceeding measurable goals for participation and outcomes.
- Represents Urban League and the Credit Union Collaborative at meetings as needed.



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**Other duties:**

- Supports Housing Leadership with grant reporting, admin tasks and participation in Financial Empowerment events.
- Participates fully in the organization's events

**Skills / qualifications:**

Bachelor's in Education, Social Science, Finance, or related field preferred

- Two or more years of direct experience providing instructional training workshops in community-based organizations, particularly in the area of financial coaching.
- Financial Empowerment Coach provides a wide range of wrap around services and builds a rapport with community members who are predominantly African American/ Black.
- Knowledge and experience working with low-income, ethnically diverse communities required
- Excellent computer, verbal, and written communication skill, required
- Experience working with educationally underserved learners, preferred
- Must be extremely organized and demonstrate attention to detail
- Must demonstrate a positive and productive attitude
- Ability to work autonomously and in a team setting
- Strong writing skills
- Public speaking and facilitation skills, required