

2022



PORTLAND'S PLACE



Maybelle  
Center

FOR BELONGING



ANNUAL REPORT

# 2022 ANNUAL REPORT

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**It takes all of us**

Our Staff

Our Board of Directors

Our Supporters



**Maybelle Center**



We all have something to offer and places where we can grow and learn—we're all learning together.



**Michelle Meyer**  
Maybelle Center Executive Director



# Financial solvency

for affordable housing and retaining optimism despite the neighborhood's "rough" patch

**Michelle Meyer, Executive Director**

**Q: All Residents living in Macdonald Residence receive Medicaid, something that's been true from day one. Why is this model getting harder?**

Macdonald Residence Assisted Living is a unique facility because it's a low-income tax credit property that houses a very vulnerable population. That means it doesn't really have a viable source of long-term income. The state reimburses us for care services and staffing, but there's a gap. We're always pressed to do enough fundraising to keep up with long-term maintenance as the building ages, like replacing our roof.

But we're also facing additional pressures today. Residents are now coming in with much higher needs than when we opened in 1999. That means we need a larger staff to serve the population living in our building and renovate the space to accommodate this larger staff.

It also means we can no longer get by with one 20-year-old elevator that we struggle to keep operational. When Macdonald Residence was built, we had fewer residents depending on power chairs for mobility. The wear and tear on the elevator is above and beyond what it was designed to take.

Additionally, this higher rate of Resident need, coupled with the realities of our Old Town neighborhood, makes me very nervous that we don't have a higher level of safety. For example, the vestibule in the Residence

has just one door instead of the double-door security system we need.

I was asked directly by a state employee recently, "Why don't you have money for these needed upgrades?" I suppose they thought we should have been able to save enough from rent incomes over time for these types of things.

But that's not really the way affordable apartment buildings are structured. The rents are so low they don't cover the full cost of a building's long-term maintenance. I suspect this is part of the reason why we're not seeing affordable housing built at the needed rate—it's just not a very attractive business proposition.

*It's only because of committed donors that Macdonald Residence has been a financial reality for over 30 years!*

**Q: Has Maybelle Center received any money levied from taxpayers towards low-income housing and supports?**

There's a sense that businesses, individuals, and Oregonians in general have invested a lot toward low-income housing. We've definitely not seen any of those dollars.

Whether it's true or not, I'd be lying if I didn't say I hope somewhere down the road, funds will come to support the delivery of our services and building maintenance—especially Macdonald Residence. Even knowing they're often very 'expensive' dollars, which are very, very laden with red tape reporting.



**Q: Was there a particular experience that led you to partner with Old Town non-profits to write the Oregonian Op-Ed late last year?**

Every day, our Neighborhood Program reaches out to folks living in buildings throughout Old Town. We're seeing so much trauma from social isolation and pandemic backlash being compounded with the isolation many were already experiencing before the pandemic.

I know we're all tired of talking about the pandemic, but if we're honest, we have to acknowledge the very real, long-lasting impacts. Some people we're re-engaging with have unfortunately become very, very isolated. It takes more time and work to encourage them to engage and become part of a community.

Collectively, we're also struggling with the Old Town neighborhood. There's really no better way to put it than it's "rough" right now. It's certainly not the place most people want to come to work. So, on top of inflationary-driven cost-of-living adjustments, we've had to raise wages and offer more attractive benefits to attract and retain staff. Plus, we've had to incur costs for 24/7 security at Macdonald Residence so residents and employees feel safe—especially night-shift workers.

**Q: This all sounds pretty rough. Are there any glimmers of hope?**

I'm an eternal optimist, and I definitely think there's a bright side. Lately, I've observed a greater awareness that getting roofs over heads is not the whole answer. We need to be aware of the contributing factors to wellbeing, like connection and belonging, that are critical to a person's long-term success.

And that's exactly the conclusion Oregon's First Lady, Aimee Wilson, made when she visited Maybelle Center this summer. Aimee recognized how unique our mission truly was and how it was an integral piece of the housing puzzle, especially for folks with severe and persistent mental illness.

So, it's my job—and yours too—to ensure that there's also a growing awareness of Maybelle Center and the role we can play as we look towards rebuilding Portland.

**Governor Tina Kotek (back row, third from right) and First Lady Aimee Kotek Wilson (back row, third from left) meet with Michelle Meyer (left of Aimee) and representatives from Blanchet House, Rose Haven, William Temple House, and Raphael House in response to their collective Oregonian op-ed in late 2022 about increased service demands.**







# Improv theatre

## and its crucial role in belonging and connecting with something bigger

An interview with staff member Shane and member Tim, the “hero” in our improv short

**Q:** *Why did you introduce the theatre program at Maybelle Center? There are certainly easier things to do.*

**SHANE:** My colleague Jennifer and I have been friends for a long time. Our whole social group and community were built through theater. So we both have this understanding that getting together to create art through theatre takes a lot of vulnerability with each other and a lot of bravery. But doing that together is such a fast way to build relationships and connections because you’re doing something scary together on purpose.

*“I can’t stop watching it. It’s hilarious.”*

**Q:** *There are many theatre genres you could have picked. Why did you settle on improv?*

**SHANE:** A full community theater production is a two or three-month commitment, five days a week, for two to three hours a night—which doesn’t work for us. We get an hour and a half once a week.

More importantly, we went with improv because we want everyone to be involved and show up however they can. A lot of members can’t show up at every class, so we needed to find a way to include everyone. Improv was really the only way I could find to do that.

**Q:** *I hear “Purloin Pickled Pig’s Feet” is an original work. How did the story come about?*

**TIM:** Shane and Jennifer both had their notepads and were like, “Give us your ideas.” We sat around the four couches building the show. The ebb and flow of the discussion was fun. For how short the 13-minute film is, it took well over 100 hours.

**SHANE:** We just we just kept asking questions. “Okay, so this is happening. What should happen after that?” And then we would put it on its feet by acting it out and improv their way through the storyline, over and over again until we filled all the gaps.

**Q:** *How did you witness relationships growing between theatre members?*

**SHANE:** It took time. We started with a lot of improv games, which is really scary. And it was very clear from the start who was more apt to jump on stage and take chances in front of each other. But as more people were vulnerable, took chances with each other on stage, and supported each other, the stronger those connections were. The group was very strong by the time we started shooting.

**Q:** *What have you learned in theatre that you can apply to other parts of your life?*

**TIM:** The diversity I’ve learned, the camaraderie, the coming together, and just being human beings. You’re able to experience what togetherness can do. For me personally, it’s an opportunity to do something that matters



(Left) Maybelle Center member Tim, the story's "hero" holds up a prop in a scene from their film. (Right) Shane is Maybelle Center's first theatre instructor and is now permanently on staff as our Outreach Coordinator.

to other people. It's something I was looking for. And I think that was true for a couple of people—the feeling of making a difference. I tend to be a private person, but I'm not here. I've learned some stuff about myself, and I've surprised myself—especially when I keep watching it. Yeah, I'm critiquing myself—we do that to ourselves. But it's a growing experience for me, and it's good.

*"I like the genre of our group because you can just be yourself—or not. The melodrama we did was improv, so it's a lot of you."*

**SHANE:** So much empowerment happens when you create a supportive environment with the end goal of telling a story. You have to face your fears in front of each other, learn how to take chances, and how to trust your intuition. With improv, whatever comes out of your mouth is right. You have to make space to be a little messy, to say the wrong thing, and just keep moving.

At the same time, there's also this hierarchy of theater. But it's not a hierarchy of power but more of a hierarchy of roles. We each have a piece of the pie that together makes this big picture—the actors, director, stage manager, stage crew, set and prop designers—all of us are important.

**Q:** *Do you have a favorite memory from making the film?*

**SHANE:** At our public viewing of the film, one of our cast members, Jennifer B, saw the film for the first time. Her reactions to seeing herself on film were so amazing, I was watching her instead of the audience!

**TIM:** I have a lot of them. The empowerment and accolades we gave each other. Getting over ourselves and just doing something. But one of my favorite memories is how Maybelle Center staff not involved with theatre would regularly poke their head in and often sit and listen to us. And we always say "hi" to you.

Just a glimpse of the hilarity in Maybelle Center's 13-minute improv film now available on YouTube at <http://bit.ly/PickledPigsFeet>.





**Andrew Brown**  
Maybelle Center Program Director



## Why adopting a theory of change is good for donors

*Six months after taking the reins from our retiring program director, Andrew Brown shares why it's his priority to develop a theory of change.*

**Q: Why is developing a theory of change your priority as Director of Neighborhood Programs?**

**ANDREW BROWN:** Because it gives clarity of direction for staff. In nonprofits, staff have deep, intrinsic motivation, and aligning with the organization becomes part of their identity. But if the “good thing” the organization is working towards and how we’re getting there isn’t clearly defined, staff will define it for themselves.

Then, when this internally-derived definition gets challenged, it’s very personal and comes across with a little more heat.

And, we experienced this type of staff disagreement in the early days of aligning around the concept of belonging.

Humans are meaning-making engines, and they will tell themselves a story for why they’re showing up. Leaders have to define that story—that’s how you lead. But the process needs to involve all stakeholders to have a truly shared framework.

**Gathering with supporters like you at Maybelle Center’s Family Reunion is always one of the year’s highlights. Get ready to bid on exciting auction items as you indulge in a delicious family-style feast. See you in May!**

**Q: So, a theory of change outlines how an organization will create change. What will that look like at Maybelle Center?**

There’s a lot of research around what belonging is, how it’s measured, and what it’s made of. And one research study has risen to the top. It’s a meta-evaluation of existing studies that breaks down the theory of belonging into four buckets or pillars that support a sense of belonging.

Once we found this belongingness study, things clicked into place and provided a really clear framework for our theory of change model. Each one of the buckets or “pillars” is a major heading in our theory of change: perceptions, motivations, opportunities, and competencies. Our next step will be to outline the essential elements within each bucket and the interventions or programming that will lead to each.





**Q: *Why do you think Maybelle Center hasn't had a comprehensive theory of change to date?***

For whatever reason, and it could just be luck, we haven't had to play mission twister with funding sources as much as other organizations. And I think having a longitudinally-tested mission is both good and bad.

On the one hand, the longitudinal through line of the mission means I can safely hang my hat on the direction. On the other hand, Maybelle Center's identity is as vanguard creators. And for many years, we *were* on the vanguard of this field. We allowed ourselves to innovate, react by pivoting, turning on a dime, and then keep on going. I think that's some of the charm of being here.

Now, the body of research has enveloped us and provided us with enough material to say, "That's where we should go." And I think as we phase into this, sticking to a theory of change will be new muscle memory for this organization.

## Final Question

*Why would a theory of change be important to a donor?*

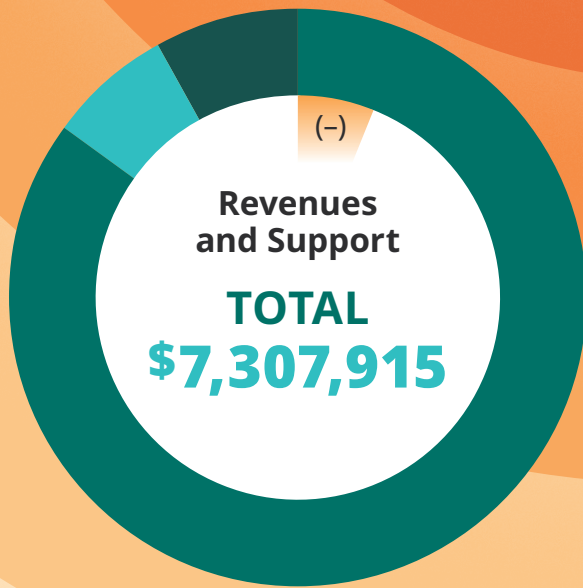
You know what your gifts are doing. It's not a feeling. It's not a mission statement. It's not a tagline. Having a theory of change in place means we've looked closely at what we actually do, validating assumptions and taking time to measure it.

**It's a solid investment.**





# Financial Health



- Rental and assisted living care income
- Contributions from individuals, businesses, and foundations\*
- (-) Loss on investments
- Other income (Incl. PPP Loan forgiveness)



- Assisted living and affordable housing
- Programs decreasing social isolation
- Management and general
- Fundraising

**383**  
unique members

**139**  
unique volunteers

**54**  
residents who call  
Macdonald Residence "home"  
(affordable assisted-living)

**42**  
affordable studio apartments  
at Macdonald West

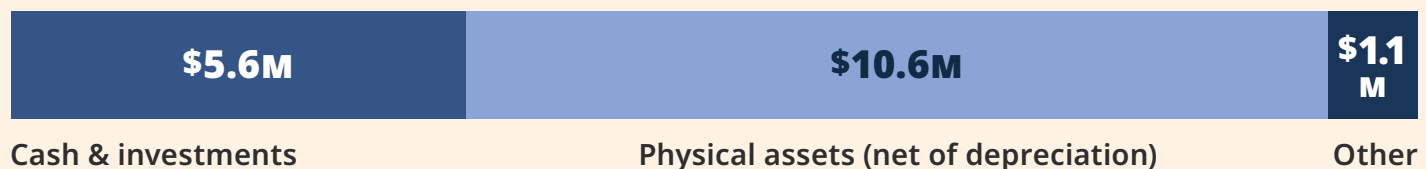
**4,047**  
hours volunteers dedicated  
to help reverse human isolation

**16,641**

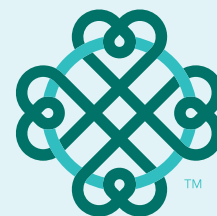
member interactions through our Neighborhood Programs  
Community Room • Social Engagement (events & activities) • Spiritual Support (incl. memorials)  
Visitation • Education for Social Change

## Assets in Millions

**\$17.3M Total**







# It takes all of us

## Maybelle Center Staff

### Admin & Operations

**Amelia Ulsh**  
Development Coordinator

**Amanda Bennett**  
Finance and Operations Director

**Atalanta Powell**  
Development Director

**Kim Bryan**  
Account Specialist

**Jennifer Woodward**  
People Operations Coordinator

**Jillianne Bandstra**  
Communications Manager

**Michelle Meyer**  
Executive Director

**Neala Mairhofer**  
Accounting Manager

**Tori Tonelli**  
Operations & Admin Coordinator

### Neighborhood Programs

**Andrew Brown**  
Program Director

**Jenna Padbury**  
Education Coordinator

**Jennifer Wyant**  
Member Activities Coordinator

**Mary Bedford-Carter**  
Program Manager: Member Engagement

**Matt Segebartt**  
Program Manager: Spiritual Support and Outreach

**Shane Skinner**  
Outreach Coordinator

### Residence Admin

**Angala Dietz**  
Resident Care Coordinator

**Celeste Horne**  
Resident Services Coordinator

**Katie Hadley**  
Executive Assistant

**Pablo Chable**  
Assistant Administrator

**Paul Arensmeyer**  
Resident Services Manager

**Randee Skeen**  
Director of Nursing Services

**Sam Swindells**  
Behavioral Health Manager

**Sean O'Connell**  
Nutritional Services Manager

**Suzie Milazzo**  
Administrator

**Umesh Maharaj**  
Facilities Manager

### Direct Care Noc Shift

**Trish Orr**

**Jailyn Brown**

**Vanice Coulter**

**Ladara Glover**

**Amber Reid**

**Christina Valdez**

**Jermiah Washington**

### Environmental Services

**Jared Eagle**

**Donovan Gilmore**

**Brendan Mueller**

**Gary Moore**

**Claudio Moya Ochoa**

**Rose Snyder**

**Marchelle Swafford**

**John Ukadike**

**Megan Wilhoit**

### Nursing Services Coordinators

**Angela Eagle, RN**

**Jillian Gray, RN**

**Teresa Harris, RN**

### Licensed Practical Nurses

**Steve Sammer, RN**

**Amanda Heade, LPN**

### Life Enrichment Coordinators

**Christina Christina**

**Glo Lowrimore**

### Behavior Support Specialists

**Nina McPherson**

**Sofia Molvi**

### Direct Care Staff

**Kelly Dinwiddie**

**Kirsten Everett**

**James Adamo**

**Rien Alexander**

**Taylor Boord**

**Jasmine Garcia Ramirez**

**Lois Hester**

**Sabrina Latham-Castro**

**Dorothy Lewis**

**Savannah Morris**

**Esmeralda Sanilkumar**

**Mishka Perkins**

**Samuel Perkins-Hill**

**Mackenzie Quinlivan**

**Dejonet Sanders**

**Patience Tshokote**

**Ne'Chae Warren**

**Chandra Warren**

### Admin Asst./Receptionists

**Page Hakim**

**Josefa Hemmingsen**

### Nutritional Services

**Jim Semo**

**Nikki Card**

**Brian Everard**

**Bill Fay**

**Julio Garcia Coop**

**Mike Gonzalez-Lopez**

**Brittney Lawn**

**Gonzalo Lopez**

**Jessica Lomeli Luna**

**Mustapha Sillah**

### Community Safety Technicians

**Kurzel Wilson**

**Oliver Dybing**

**PJ Hollberg**

**Khalil Jabbie**

**Jorden Taylor**

**Dorian Zuniga**

## Maybelle Center Board

**Carol M. Mitchell, RN, MN**  
President

**Nhi Nguyen**  
Vice President/Secretary

**Jeff Perry**  
Treasurer

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**Alice Bergman**

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## Supporters



\* Full donor list at  
[maybellecter.org/2022annualreport](http://maybellecter.org/2022annualreport)





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We Belong

  
**MAYBELLE**  
CENTER FOR COMMUNITY