

COMMUNITY ACTION AGENCY

**APRIL 2017 MEETING
BOARD OF DIRECTORS**

THURSDAY, APRIL 27, 2017

**LOCATION:
COMMUNITY ACTION AGENCY
2475 CENTER ST NE
SALEM, OR 97301**



COMMUNITY ACTION PROMISE

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

Helping People Exit Poverty

**COMMUNITY ACTION AGENCY
BOARD OF DIRECTORS
AGENDA**

2475 Center St NE
Salem OR 97301
April 27, 2017

Mission

Empowering people to change their lives and exit poverty by providing vital services and community leadership.

Vision

All people are respected for their infinite worth and are supported to envision and reach a positive future.

- | | |
|---|-------------|
| I. Welcome and Introductions | 5:00 |
| 1. Recite Mission and Vision statements | |
| II. Public Comment | 5:05 |
| III. Approval of Agenda | 5:10 |
| IV. Consent Calendar | 5:15 |
| 1. March 2017 Full Board Meeting Minutes pp. 2-5 | |
| 2. April 2017 Program Directors' Reports pp. 6-34 | |
| 3. April 2017 Deputy Director's Report p. 35 | |
| 4. April 2017 Executive Director's Report p. 36 | |
| V. Board Business | 5:25 |
| 1. Financials | |
| 2. Region X Special Monitoring Visit | |
| 3. Head Start Community Assessment - <i>Informational</i> | |
| 4. Building Purchase | |
| 5. Audit Update | |
| 6. Funding Opportunity Notice | |
| 7. Kay Sohl Meeting Debrief | |
| a. Standing Committees – Action to solidify Executive/Finance and Program Committees, all others are adhoc. | |
| 1. Increased use of consent agenda | |
| 2. Alter the Funding Op Notice to include a risk/reward section | |
| b. Strategic Plan Progress | |
| 1. Adding Board goals from Kay Sohl conversation | |
| c. Board Policies | |
| d. Fundraising | |
| VI. Adjournment | 7:30 |

Next board meeting: Thursday, May 25, 2017

Mid-Willamette Valley Community Action Agency, Inc.
Board of Directors Meeting
March 23, 2017
MINUTES

ATTENDANCE:

Board of Directors:

Present:

Erika Lanning	Herm Boes	Linda Bednarz
Kevin Karvandi	Jon Weiner	Nathan McClenny
Helen Honey	Jennifer Wheeler	

Absent:

Glyn Arko	Jade Rutledge
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Others Present:

Program Directors/Staff/Guests:

Jon Reeves, Executive Director
Cyndi Leinassar, Deputy Director
Helana Haytas, HR Director
Jimmy Jones, CRP Program Director
April Cox, CARS Transition Services Manager
Traia Campbell, Energy Services Program Director
Rogelio Cortes, Weatherization Program Director
Sue Maxwell, Nutrition First Program Director
Debra Devine, Head Start Operations Manager
Tricia Ratliff, HOME Youth & Resource Center Program Director
Amy Schroeder, Executive Assistant
Kay Sohl, Kay Sohl Consulting

The meeting of the Board of Directors was called to order at 5:11 pm by Board Chair Jennifer Wheeler. It was determined that a quorum was present.

I. Welcome and Introductions

Board Chair Jennifer Wheeler welcomed everyone and introductions were made. All recited the Agency's Mission Statement and the Community Action Promise.

II. Public Comment

Cyndi Leinassar shared the Superhero Dash is coming up on Saturday, May 13th. There will be lots of activities and opportunities for board involvement. She thanked Tiffani Cairo, HR Specialist, for her amazing work on this year's poster.

III. Approval of Agenda

A quick update on the audit process was added.

MOTION: To approve agenda as amended made by Nathan McClenny, seconded by Jon Weiner.

APPROVED: Unanimously approved

IV. Consent Calendar

1. Minutes of February 2017 Meeting

No discussions or concerns were made

2. March 2017 Program Directors' Reports

No discussions or concerns were made

3. March 2017 Deputy Director's Report

No discussions or concerns were made

4. March 2017 Executive Director's Report

No discussions or concerns were made

5. March 2017 Committee Meeting Minutes

No discussions or concerns were made

MOTION: To accept consent calendar made by Jon Weiner, seconded by Linda Bednarz.

APPROVED: Unanimously approved

V. Board Business

- 1. Elect New Board Member, Kevin Karvandi** – Jon Reeves stated that the board was sent a copy of Kevin's board member application to review. Kevin had attended the February meeting and spoke about his background and desire to give back to the community and thought this board member opportunity would be a good fit.

MOTION: To elect Kevin Karvandi to the Board of Directors made by Linda Bednarz, seconded by Helen Honey.

APPROVED: Unanimously approved

- 2. Introduce New CRP Program Director Jimmy Jones** – Jon introduced Jimmy Jones as the new Community Resource Program Director. He shared that Jimmy has done incredible work advancing what is being done in our community to help people experiencing homelessness. He has implemented a system to assess and understand the vulnerabilities of over 1,000 households who need housing.
- 3. ARCHES Building Purchase** – Jon shared with the Board that the Community Resource Program has received a onetime funding opportunity from the Emergency Housing Account. He's requesting to use the funding to make a down payment on the purchase of a building to move the ARCHES Day Center and possibly create a co-location similar to the Dallas Resource Center model, partnering with health, mental health and dental providers. There is a property in the downtown area close to the core group of clients we serve. The property is worth \$2.4 million however Jon will see if the owner will look upon us as a charitable organization and accept an offer of \$1.7 million with a down payment of up to \$400,000. Jon is seeking authorization from the board to negotiate a contract to purchase the building.

MOTION: To authorize Jon Reeves to negotiate and sign purchase agreement of up to \$400,000 for down payment and up to \$2 million purchase price for new building to relocate The CRP ARCHES Day Center made by Jon Weiner, seconded by Nathan McClenny.

DISCUSSION: The board requested periodic status updates on the process as it moves forward.

MOTION: To authorize above motion with the amendment that Jon Reeves will give the board periodic status updates.

APPROVED: Unanimously approved

4. **EHS Child Care Grant Submission** – Debra Devine shared the EHS CCP program serves 32 children in contracted child care centers and 28 children in contracted family child care homes. The only planned change to the program structure is to move 8 of the 16 slots assigned to the Central Child Development center in Independence to Marion County. Our partner at the CDC is Family YMCA of Marion & Polk Counties. The 8 slots being moved will either be placed at the YMCA Salem campus or in Stayton, pending discussion with the school district serving Stayton about providing services to the children of teen parents from that area.

MOTION: To approve the grant submission of the EHS Child Care Partnership Grant made by Helen Honey, seconded by Herm Boes.

APPROVED: Unanimously approved

5. Non-federal Share Waiver for EHS CCP –

- a. Debra shared the program is requesting a waiver for the 2017-2018 continuation grant period of the requirement to provide match in the form of non-federal share in the amount of \$199,351. The parents of children in the EHS CCP program all work full-time and do not provide adequate hours of volunteer time to meet this Federal requirement.

MOTION: To approve the request for a waiver for the EHS CCP Continuation Grant match in non-federal share made by Helen Honey, seconded by Linda Bednarz.

APPROVED: Unanimously approved

- b. Additionally, the program is requesting a waiver of the \$16,416 non-federal share requirement for the carryover balance of training and technical assistance funds from the 2015-2016 grant period to the 2016-2017 period. The carryover balance request was approved by the Board and Policy Council in March 2016, but the waiver request was not brought forward at that time.

MOTION: To approve the request for a waiver for the EHS CCP Continuation Grant non-federal share requirement for the carryover balance of training and technical assistance funds made by Helen Honey, seconded by Linda Bednarz.

APPROVED: Unanimously approved

6. **CSBG Report** - Jon Reeves informed the board that the annual CSBG report has been completed. The full copy was sent out with the board packet. A hard copy was passed around for the board to review. It contains a narrative of our specialized accomplishments in serving youth at HOME, seniors through Energy, and Coordinated Entry through CRP. The report lists agency expenditures by service category and that we leverage over \$8.64 for every \$1 of CSBG we receive in the programs that we directly utilize CSBG funds. If we included the remainder of the agency's funding it would be significantly higher. The report has a snapshot of the demographics of the people we serve across all programs and indicators, and ties to the national performance indicators.

7. **Kay Sohl Strategic Planning/Training** – Jon introduce Kay Sohl to the board. She was a trainer at last month's board training at CCI. She is contracted with CAPO to work with Community Action Agency boards on strategic planning and implementation. Kay led the board on discussions of how they see their role, board structure, fundraising, and their role in the community. She will send her notes from the meeting on how the board can move forward in these areas.
8. **Audit Update** – Jon informed the board the audit continues; we are still supplying information requested from the auditors. We possibly could go beyond the March 31st deadline for completion. We may need to schedule a special meeting of the board to go over the audit results.

VI. Adjournment

The Board of Directors meeting was adjourned at 7:36pm.

Respectfully Submitted:

Amy Schroeder, Executive Assistant

Helen Honey, Board Secretary

Community Resource Program Report

April 2017

Coordinated Entry

We continue to assess the homeless population in Marion/Polk using the Vulnerability Index – Service Prioritization Decision Assistance Tool (VI-SPDAT). To date we have assessed 855 households since October 3, 2016. There are 721 households on our active list. Of those, 44% are categorized as high needs clients. Including family sizes, we have assessed 1,432 total clients to date. We continue to assemble more than 100 data points per client, including information on income, income source, housing barriers, criminal backgrounds, and domestic violence.

We continue to promote coordinated entry and community partnerships in the area, including presenting to the ROCC board, OHCS, EHN, the Salem City Club, and various neighborhood associations. We are also partnering with Salem Housing Authority on a new city initiative to address the highest needs clients in the community. And we are exploring a partnership with Salem Municipal Courts, to participate in their diversion program. This initiative is bringing several community resources together to address the highest needs clients in a collaborative approach.

As part of our Coordinated Entry Project, CRP is working closely with the Rural Oregon Continuum of Care, helping that organization create the first state-wide coordinated entry program in Oregon history. We've also work with other CoC's, like Jackson County, as they attempt to create a CE system in that area. And we are partnering with other agencies to pull together a SIT team for Marion County.

HOME TBA

All of the money allocated to HOME TBA has been allocated out for the year. We requested and received some additional dollars that are in the process of being allocated. Since July 2016, we have strengthened our relationships with both West Valley Housing Authority (Polk County) and Marion County Housing Authority to assist their Section 8 clients with refundable security deposits. We are also working with our Marion County Resource Center and Polk County Resource Center to evaluate those that come in to get rental assistance but may fall between the cracks of regular assistance at the Resource Centers. These clients are potentially eligible for rental assistance for up to two years (as are our regular HOME TBA clients) but may need less due to being more self-sufficient at the time of entry to our program.

ARCHES Veteran Services

Staff from SSVF and the OHA Veteran program has provided information to the State Legislation Veteran Committee.

WestCare continues to be in contact with the ARCHES Program Coordinator regarding a partnership with them regarding priority placements for veterans into their Home For Heroes. The opening of the Home For Heroes is imminent. WestCare has specifically set aside 15 rooms as Single Room Occupancy status to allow our SSVF, Vet DRF and OHA programs to use grant funds to assist with permanent placement of veterans.

Staff is quickly enrolling veterans with serious mental illness into the OHA program (partnership with Salem Housing Authority). Having a team comprised of a Case Manager and a Peer Support Specialist is proving to be a very effective model for the population the grant serves. To date we have enrolled about 35 clients in an expected total placement for 50 homeless veterans. We are currently in contact with another 20, who are being assessed for appropriate placements into OHA.

Polk County Update

Emergency Assistance:

[Households served]

Program	Eviction Prevention Assistance		Security Deposit Assistance		1 st Month's Rent Assistance		Utility Shut-off Prevention		Transportation Assistance		Other Assistance	
	QTR	YTD	QTR	YTD	QTR	YTD	QTR	YTD	QTR	YTD	QTR	YTD
Polk County Resource Center	2	12	5	8	1	6	11	15	0	0	2	2

Challenges or Concerns: Many clients are on a fix income and cannot afford the high utility bills. Clients also come in with security deposits that range from \$600-\$2,500+ and they are on a fix income/homeless/just received housing voucher and are able to contribute little to nothing towards the deposit. Housing has no funds to contribute towards this and then the Resource Center tries to come up with the money but normally only able to come up with \$800-\$1,000 depending on what town the client lives in and if the city has extra funding compared to other cities in Polk County.

QUARTERLY PROVIDER REPORT EHA-NEW

Completing Report - Agency: **MWVCAA**
 Contact Name: **Jimmy Jones**
 Phone: **503-990-9080**

Program Year: **2016**
 Reporting Period: **Jan 1 - Mar 31**
 Report Due by: **April 20, 2017**

* Note "Program Year" is the program year funds were awarded not year spent.

Persons Served

1a. Complete for Homelessness Prevention Activities

Number of Persons in Households	EHA-NEW
Adults	42
Children	39
Don't Know/Refused	0
Missing Information	0
Total	81

1b. Complete for Rapid Re-Housing Activities

Number of Persons in Households	EHA-NEW
Adults	55
Children	33
Don't Know/Refused	0
Missing Information	0
Total	88

1c. Complete for Shelter Activities

Number of Persons in Households	EHA-NEW
Adults	0
Children	0
Don't Know/Refused	0
Missing Information	0
Total	0

1d. Total Persons Served for All EHA-NEW Activities (May include "Other Project Types Not Listed")

Number of Persons in Households	EHA-NEW
Adults	846
Children	387
Don't Know/Refused	0
Missing Information	0
Total	1233

1e. Total Unduplicated Households Served

	Total Households Served	Workplan Goal for 2016
Number of Unduplicated Households Served (as defined unduplicated Head of Household)	717	
Total	717	0

2. Gender - Complete for All EHA-NEW Activities

Number of Persons in Households	Total
Male	651
Female	580
Transgender	2
Unknown	0
Total	TRUE

3. Age - Complete for All EHA-NEW Activities

Number of Persons in Households	Total
Under 18	387
18-24	72
Over 24	774
Don't Know/ Refused	0
Missing Information	0
Total	TRUE

4. Special Populations Served - Complete for All EHA-NEW Activities	
Sub-populations:	EHA-NEW
Veterans	133
Victims of Domestic Violence	303
Elderly (65+)	28
HIV/AIDS	1
Chronically Homeless	34
Persons with Disabilities:	EHA-NEW
Severely Mentally Ill	89
Chronic Substance Abuse	47
Other Disability	94

5. Shelter Utilization	EHA-NEW
Number of Beds - Rehabbed	0
Number of Beds - Conversion	0
Total Number of bed-nights available	0
Total Number of bed-nights provided	0
Total Number of days at day shelter	0
Capacity Utilization	#DIV/0!

6a. Race - Complete for All EHA-NEW Activities	
Number of Persons in Households	EHA-NEW
White	1061
Black/African American	57
Asian	5
American Indian/Alaska Native	31
Native Hawaiian/Other Pacific Islander	4
Not Reportable	0
Total	1158

6b. Ethnicity - Complete for All EHA-NEW Activities	
Number of Persons in Households	EHA-NEW
Hispanic	802
Not Hispanic	283
Missing Information	73
TOTAL	1158

7. Reporting Questions	
NOTE: All clients served this quarter should be included in this report, including those not entered into ServicePoint.	
Does this report include clients who were not entered into ServicePoint? (Y/N)	Yes
If Yes, please list the total number of persons listed in Section 1.d above not entered into ServicePoint	1
If Yes, please explain why these clients were not entered into ServicePoint	Client did not want to disclose ID to service point and refused to share information.

Reporting Comments - List below

QUARTERLY PROVIDER REPORT

EHA

Completing Report - Agency: **MWVCAA**
 Contact Name: **Jimmy Jones**
 Phone: **503-990-9080**

Program Year: **2016**
 Reporting Period: **Jan 1 - Mar 31**
 Report Due by: **April 20, 2017**

* Note "Program Year" is the program year funds were awarded not year spent.

Persons Served

1a. Complete for Homelessness Prevention Activities

Number of Persons in Households	EHA
Adults	198
Children	56
Don't Know/Refused	0
Missing Information	0
Total	254

1b. Complete for Rapid Re-Housing Activities

Number of Persons in Households	EHA
Adults	140
Children	74
Don't Know/Refused	0
Missing Information	0
Total	214

1c. Complete for Shelter Activities

Number of Persons in Households	EHA
Adults	0
Children	0
Don't Know/Refused	0
Missing Information	0
Total	0

1d. Total Persons Served for All EHA Activities (May include "Other Project Types Not Listed")

Number of Persons in Households	EHA
Adults	335
Children	136
Don't Know/Refused	0
Missing Information	0
Total	471

1e. Total Unduplicated Households Served

	Total Households Served	Workplan Goal for 2016
Number of Unduplicated Households Served (as defined unduplicated Head of Household)	277	
Total	277	0

2. Gender - Complete for All EHA Activities

Number of Persons in Households	Total
Male	238
Female	233
Transgender	0
Unknown	0
Total	TRUE

3. Age - Complete for All EHA Activities

Number of Persons in Households	Total
Under 18	132
18-24	27
Over 24	312
Don't Know/ Refused	0
Missing Information	0
Total	TRUE

4. Special Populations Served - Complete for All EHA Activities	
Sub-populations:	EHA
Veterans	89
Victims of Domestic Violence	155
Elderly (65+)	74
HIV/AIDS	2
Chronically Homeless	71
Persons with Disabilities:	EHA
Severely Mentally Ill	162
Chronic Substance Abuse	131
Other Disability	216

5. Shelter Utilization	EHA
Number of Beds - Rehabbed	0
Number of Beds - Conversion	0
Total Number of bed-nights available	0
Total Number of bed-nights provided	0
Total Number of days at day shelter	0
Capacity Utilization	#DIV/0!

6a. Race - Complete for All EHA Activities	
Number of Persons in Households	EHA
White	382
Black/African American	31
Asian	5
American Indian/Alaska Native	32
Native Hawaiian/Other Pacific Islander	21
Not Reportable	0
Total	471

6b. Ethnicity - Complete for All EHA Activities	
Number of Persons in Households	EHA
Hispanic	70
Not Hispanic	401
Missing Information	
TOTAL	471

7. Reporting Questions	
NOTE: All clients served this quarter should be included in this report, including those not entered into ServicePoint.	
Does this report include clients who were not entered into ServicePoint? (Y/N)	No
If Yes, please list the total number of persons listed in Section 1.d above not entered into ServicePoint	
If Yes, please explain why these clients were not entered into ServicePoint	

Reporting Comments - List below

QUARTERLY PROVIDER REPORT

ESG

Completing Report - Agency: **MWVCAA**
 Contact Name: **Jimmy Jones**
 Phone: **503-399-9080**

Program Year: **2016**
0 Jan 1 - Mar 31
 Report Due by: **April 20, 2017**

**** Note "Program Year" is the year funds were awarded not necessarily the year funds were spent. Use a separate report for the "Program Year" funds were spent during the current program year.**

Persons Served

1a. Complete for Homelessness Prevention Activities	
Number of Persons in Households	Total
Adults	8
Children	7
Don't Know/Refused	
Missing Information	
Total	15

1b. Complete for Rapid Re-Housing Activities	
Number of Persons in Households	Total
Adults	14
Children	6
Don't Know/Refused	
Missing Information	
Total	20

1c. Complete for Shelter Activities	
Number of Persons in Households	Total
Adults	0
Children	
Don't Know/Refused	
Missing Information	
Total	0

1d. Complete for Street Outreach Activities	
Number of Persons in Households	Total
Adults	15
Children	
Don't Know/Refused	
Missing Information	
Total	15

1e. Total Persons Served for All ESG Activities (May include "Other Project Types Not Listed")	
Number of Persons in Households	Total
Adults	37
Children	13
Don't Know/Refused	
Missing Information	
Total	50

1f. Total Unduplicated Households Served with ESG			
	Total Households Served	Workplan Goal for 2016	Number of Units Over FMR
Number of Unduplicated Households Served (as defined unduplicated Head of Household)	34		0
Total	34	0	0

2. Gender - Complete for All Activities	
Number of Persons in Households	Total
Male	31
Female	19
Transgender	
Unknown	
Total	TRUE

3. Age - Complete for All Activities	
Number of Persons in Households	Total
Under 18	13
18-24	1
Over 24	36

Don't Know/ Refused	
Missing Information	
TOTAL	TRUE

	PREVENTION	RAPID RE-HOUSING	EMERGENCY SHELTERS	
4. Special Populations Served - Complete for Each Activity	Total Persons Served	Total Persons Served	Total Persons Served	Total
Sub-populations:				
Veterans	4	0	1	5
Victims of Domestic Violence	5	0	0	5
Elderly (65+)	0	0	1	1
HIV/AIDS	0	0	0	0
Chronically Homeless	0	0	3	3
Persons with Disabilities:	Total Persons Served	Total Persons Served	Total Persons Served	Total
Severely Mentally Ill	6	4	1	11
Chronic Substance Abuse	1	0	2	3
Other Disabilities	2	3	2	7

5. Shelter Utilization	Total
Number of Beds - Rehabbed	0
Number of Beds - Conversion	0
Total Number of bed-nights available	0
Total Number of bed-nights provided	0
Total Number of days at day shelter	0
Capacity Utilization	#DIV/0!

6a. Race - Complete for All Activities	
Number of Persons in Households	Total
White	45
Black/African American	3
Asian	0
American Indian/Alaska Native	1
Native Hawaiian/Other Pacific Islander	0
Not Reportable	1
TOTAL	50

6b. Ethnicity - Complete for All Activities	
Number of Persons in Households	Total
Hispanic	3
Not Hispanic	47
Missing Information	0
TOTAL	50

7a. ESG Expenditures for Homeless Prevention Activities	
Expenditures for Rental Assistance	\$ -
Expenditures for Housing Relocation and Stabilization Services-Financial Assistance	\$ -
Expenditures for Housing Relocation & Stabilization Services - Services	\$ -
Expenditures for Homelessness Prevention under ESG Grants Program	\$ -
Subtotal Homelessness	\$ -

7b. ESG Expenditures for Rapid Re-Housing Activities	
Expenditures for Rental Assistance	\$ -
Expenditures for Housing Relocation and Stabilization Services-Financial Assistance	\$ -
Expenditures for Housing Relocation & Stabilization Services - Services	\$ -
Expenditures for Homelessness Prevention under ESG Grants Program	\$ -
Subtotal Rapid Re-Housing	\$ -

7c. ESG Expenditures for Emergency Shelter Activities	
Essential Services	
Operations	
Renovations	
Major Rehab	
Conversion	
Subtotal Emergency Shelter	\$ -

7d. Other Grant Expenditures	
Street Outreach	
HMIS	
Administration	
Subtotal Other Grant	\$ -

7e. Total ESG Grant Funds	
Total ESG Funds Expended	\$ -

7f. Match Source

Other Non-ESG HUD Funds	\$ 2,829.00
Other Federal Funds	
State Government	
Local Government	
Private Funds	
Other:	
Fees	
Program Income	
Total Match Amount	\$ 2,829.00

7g. Total

Total Amount Expended on ESG Activities (7e + 7f)	\$ 2,829.00
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8. Reporting Questions:

NOTE: All clients served this quarter should be included in this report, including those not entered into ServicePoint.

Does this report include clients who were not entered into ServicePoint? (Y/N)	Yes
If Yes, please list the total number of persons from section 1e. above not entered into ServicePoint	15
If Yes, please explain why these clients were not entered into ServicePoint	We are still struggling to obtain information from individuals we are contacting through street outreach.

Reporting Comments - List below	
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1.) The one person listed as "non-reportable" under race was recorded as such because they are multi-racial and there are no applicable categories. 2.) The severity of the weather during the first quarter made data collection of unsheltered individuals difficult during the first quarter.

QUARTERLY PROVIDER REPORT

LIRHF

Completing Report - Agency: **MWVCAA**
 Contact Name: **Jimmy Jones**
 Phone: **503-399-9080**

Program Year: **2016**
 Reporting Period: **Jan 1 - Mar 31**
 Report Due by: **April 20, 2017**

* Note "Program Year" is the program year funds were awarded not year spent.

Persons Served

1a. Complete for Homelessness Prevention Activities

Number of Persons in Households	LIRHF
Adults	4
Children	4
Don't Know/Refused	0
Missing Information	0
Total	8

1b. Complete for Rapid Re-Housing Activities

Number of Persons in Households	LIRHF
Adults	5
Children	6
Don't Know/Refused	0
Missing Information	0
Total	11

1c. Total Persons Served for All LIRHF Activities

Number of Persons in Households	LIRHF
Adults	1
Children	2
Don't Know/Refused	0
Missing Information	0
Total	3

1d. Total Unduplicated Households Served

	Total Households Served	Workplan Goal for 2016
Number of Unduplicated Households Served (as defined unduplicated Head of Household)	9	
Total	9	0

2. Gender - Complete for All LIRHF Activities

Number of Persons in Households	Total
Male	1
Female	2
Transgender	0
Unknown	0
Total	TRUE

3. Age - Complete for All LIRHF Activities

Number of Persons in Households	Total
Under 18	2
18-24	0
Over 24	1
Don't Know/ Refused	0
Missing Information	0
Total	TRUE

4. Special Populations Served - Complete for All LIRHF Activities

Sub-populations:	LIRHF
Veterans	0
Victims of Domestic Violence	3
Elderly (65+)	0
HIV/AIDS	0
Chronically Homeless	0

Persons with Disabilities:

LIRHFSeverely Mentally Ill0Chronic Substance Abuse0Other Disability

5a. Race - Complete for All LIRHF Activities

Number of Persons in HouseholdsLIRHFWhite3Black/African AmericanAsian

American Indian/Alaska Native

Native Hawaiian/Other Pacific Islander

Not Reportable

Total3

5b. Ethnicity - Complete for All LIRHF Activities

Number of Persons in HouseholdsLIRHFHispanic

Not Hispanic

3

Missing Information

TOTAL3

6. Reporting Questions

NOTE: All clients served this quarter should be included in this report, including those not entered into ServicePoint.

Does this report include clients who were not entered into ServicePoint? (Y/N)

No

If Yes, please list the total number of persons listed in Section 1.d above not entered into ServicePoint

If Yes, please explain why these clients were not entered into ServicePoint

Reporting Comments - List below

QUARTERLY PROVIDER REPORT SHAP-NEW

Completing Report - Agency: **MWVCAA**
 Contact Name: **Jimmy Jones**
 Phone: **503-399-9080**

Program Year: **2016**
 Reporting Period: **Jan 1 - Mar 31**
 Report Due by: **April 20, 2017**

* Note "Program Year" is the program year funds were awarded not year spent.

Persons Served

1a. Complete for Shelter Activities/Resident Support Services	
Number of Persons in Households	SHAP-NEW
Adults	71
Children	73
Don't Know/Refused	0
Missing Information	0
Total	144

1b. Total Unduplicated Households Served with SHAP-NEW		
	Total Households Served	Goal for 2016
Number of Unduplicated Households Served (as defined unduplicated Head of Household)	67	
Total	67	0

2. Gender - Complete for All SHAP-NEW Activities	
Number of Persons in Households	Total
Male	59
Female	84
Transgender	1
Unknown	0
Total	TRUE

3. Age - Complete for All SHAP-NEW Activities	
Number of Persons in Households	Total
Under 18	81
18-24	22
Over 24	39
Don't Know/ Refused	0
Missing Information	2
Total	TRUE

4. Special Populations Served - Complete for All SHAP-NEW Activities	
	Total
Sub-populations:	
Veterans	4
Victims of Domestic Violence	28
Elderly (65+)	0
HIV/AIDS	0
Chronically Homeless	2
Persons with Disabilities:	Total
Severely Mentally Ill	9
Chronic Substance Abuse	2
Other Disability	13

5. Shelter Utilization	
	Total
Number of Beds - Rehabbed	0
Number of Beds - Conversion	0
Total Number of bed-nights available	7417
Total Number of bed-nights provided	7181

Total Number of days at day shelter	449	
Capacity Utilization		96.8%

6a. Race - Complete for All SHAP-NEW Activities	
Number of Persons in Households	SHAP-NEW
White	90
Black/African American	5
Asian	2
American Indian/Alaska Native	3
Native Hawaiian/Other Pacific Islander	8
Not Reportable	21
Total	129

6b. Ethnicity - Complete for All Activities	
Number of Persons in Households	SHAP-NEW
Hispanic	28
Not Hispanic	105
Missing Information	11
TOTAL	144

7. Reporting Questions	
NOTE: All clients served this quarter should be included in this report, including those not entered into ServicePoint.	
Does this report include clients who were not entered into ServicePoint? (Y/N)	No
If Yes, please list the total number of persons from section 1a. above not entered into ServicePoint	14
If Yes, please explain why these clients were not entered into ServicePoint	There have been technical difficulties accessing Service Point at St. Joseph's Shelter.

Reporting Comments - List below
<p>1.) These youth are being supported by our HOST program where they receive emergency drop in services. Including basic needs, supports, and case management. The value placed under category of not reportable are individuals identifying as multi-racial risk. We do continue to have a few active case management case charts. That didn't necessarily meet qualifications for the SHAP grant under our work plan, but these individuals still needed case management support. Of our qualifying participants under New Shap, we helped four individuals enter permanent housing. One regained custody of their children, and five individuals gain employment. Also, Sable House (a DV provider) does not enter into SP.</p>

QUARTERLY PROVIDER REPORT

SHAP

Completing Report - Agency: **MWVCAA**
 Contact Name: **Jimmy Jones**
 Phone: **503-399-9080**

Program Year: **2016**
 Reporting Period: **Jan 1 - Mar 31**
 Report Due by: **April 20, 2017**

* Note "Program Year" is the program year funds were awarded not year spent.

Persons Served

1a. Complete for Shelter Activities/Resident Support Services

Number of Persons in Households	SHAP
Adults	41
Children	20
Don't Know/Refused	0
Missing Information	0
Total	61

1b. Total Unduplicated Households Served with SHAP

	Total Households Served	Goal for 2016
Number of Unduplicated Households Served (as defined unduplicated Head of Household)	34	
Total	34	0

2. Gender - Complete for All SHAP Activities

Number of Persons in Households	Total
Male	32
Female	29
Transgender	0
Unknown	0
Total	TRUE

3. Age - Complete for All SHAP Activities

Number of Persons in Households	Total
Under 18	20
18-24	2
Over 24	39
Don't Know/ Refused	0
Missing Information	0
Total	TRUE

4. Special Populations Served - Complete for All SHAP Activities

	Total
Sub-populations:	
Veterans	1
Victims of Domestic Violence	14
Elderly (65+)	0
HIV/AIDS	0
Chronically Homeless	15
Persons with Disabilities:	Total
Severely Mentally Ill	17
Chronic Substance Abuse	5
Other Disability	27

5. Shelter Utilization

	Total
Number of Beds - Rehabbed	0
Number of Beds - Conversion	0
Total Number of bed-nights available	1260
Total Number of bed-nights provided	990

Total Number of days at day shelter	1416
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Capacity Utilization	78.6%
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6a. Race - Complete for All SHAP Activities

Number of Persons in Households	SHAP
---------------------------------	------

White	51
-------	----

Black/African American	1
------------------------	---

Asian	0
-------	---

American Indian/Alaska Native	3
-------------------------------	---

Native Hawaiian/Other Pacific Islander	0
--	---

Not Reportable	6
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	Total	61
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6b. Ethnicity - Complete for All Activities

Number of Persons in Households	SHAP
---------------------------------	------

Hispanic	11
----------	----

Not Hispanic	50
--------------	----

Missing Information	0
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TOTAL	61
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7. Reporting Questions

NOTE: All clients served this quarter should be included in this report, including those not entered into ServicePoint.

Does this report include clients who were not entered into	No
--	----

ServicePoint? (Y/N)	NO
---------------------	----

If Yes, please list the total number of persons from section 1a.

above not entered into ServicePoint	
-------------------------------------	--

If Yes, please explain why these clients were not entered into	
--	--

Reporting Comments - List below

CRP Community Action Reentry Services – De Muniz Resource Center

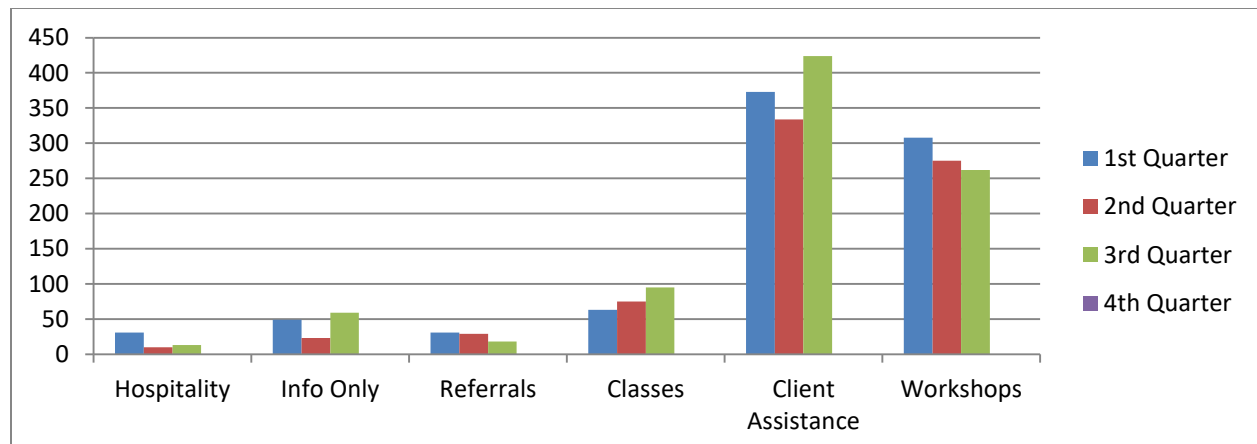
Program Year: 2016-17

Quarter: 1st 2nd **3rd** 4th

Description	MWVCAA Staff
<p>The De Muniz Resource Center (DMRC) is a one-stop “reentry” center providing parenting and life skills courses, cognitive and motivation classes, Resource Navigation Services, direct assistance with transportation and job search, access to health insurance and legal services, and co-located resources delivered by different agencies and organizations. DMRC is an integral component of the Marion County Reentry Initiative, partnering with more than a dozen other agencies and organizations to rebuild lives, reduce recidivism, and promote public safety.</p>	<p>DMRC Transition Services Manager: <i>April Cox</i> DMRC Transitions Navigator: <i>Jack Tally</i> DMRC Transitions Assistant: <i>Steve Gutierrez</i> DMRC Office Assistant: <i>Jennifer Waldron</i></p>
	Funding
	<p>DMRC services are funded through contracts with</p> <ol style="list-style-type: none"> 1. Marion County Sheriff’s Office Parole and Probation Division and 2. United Way of the Mid-Willamette Valley. <p>Community donations are also received periodically.</p>

Snapshot

Individuals Served by Type of Service					
Type of Service	# of Individuals Served				
	Q1	Q2	Q3	Q4	YTD
TOTAL # of Hospitality Visitors	31	10	13		50
TOTAL # of Information Only Visitors	49	23	59		127
TOTAL # of Individuals receiving any Client Assistance	373	346	424		923
TOTAL # of Individuals in 1 or more Classes	63	75	95		208
TOTAL # of Individuals attending 1 or more Workshops	308	275	262		726
TOTAL # of Individuals receiving any Referral Services	31	29	18		74
TOTAL # of Individuals	491	448	522		1,135



Volunteers						
Type of Volunteer	Type of Data	Q1	Q2	Q3	Q4	YTD
College/University Interns	# of Volunteers	0	0	0		
	# of Hours Provided	0	0	0		
Jobs Plus	# of Volunteers	1	1	1		
	# of Hours Provided	512	296	376		
Community Volunteers	# of Volunteers	23	17	19		
	# of Hours Provided	92.5	159.5	176		
TOTAL	# of Volunteers	24	18	20		
	# of Hours Provided	604.5	455.5	552		

Highlights
<p>Partnerships</p> <ul style="list-style-type: none"> • Marion County Parole & Probation and Transition Center (reentry programs and programming for incarcerated individuals at the Transition Center) • Maps Credit Union (financial literacy class) • WorkSource Oregon & Goodwill Job Connections (employment services presentation) • Salem For All & NW Hub (prosocial opportunities in the community and bicycle vouchers) • Bridgeway Recovery Services-Substance Abuse and Gambling Addictions (gambling presentation and collaborative work with substance abuse team-reentry programs) • Marion County District Attorney's Office-Child Support Enforcement (assisting with individuals that owe child support) • Value Village (donating clothing and personal items for our clients) • Northwest Human Services (Oregon Health Plan enrollment) • Mid-Valley Literacy Center, Corban University, & Chemeketa Community College (GED tutoring) • Easter Seals (veteran services) • Oregon Prison Project (Nonviolent Communication program) • ARCHES (applicant screenings for housing)
<p>Trends</p> <ul style="list-style-type: none"> • Total number of clients served has increased this quarter • Oregon Health Plan enrollments have increased • De Muniz assisted more clients with transportation • Clients engaged in a multitude of services including 1-on-1 assistance, presentations, & classes • Continued increase of volunteer hours at De Muniz
<p>Emerging Issues</p> <ul style="list-style-type: none"> • Lack of transitional and long term housing continue to be problematic for clients • De Muniz staff are focused on providing more programming for incarcerated men in general population at the Transition Center
<p>Challenges</p> <ul style="list-style-type: none"> • Difficulty finding any Jobs Plus candidates to fill the Office Assistant position • Inability to properly serve non-English speaking clients due to no bilingual staff • Finding GED tutors

Other Highlights

- Capitalized on the opportunity to increase the number of client computers up to 9 (originally had 4)
- De Muniz staff participated in hosting a tour/overview for the Justice Reinvestment legislative committee
- Added an additional Navigator to our staff

Detailed Information

Individuals Served by Type of Service						
Services	Description	# of Individuals Served				
		Q1	Q2	Q3	Q4	YTD
Hospitality Visitors	Coffee/visit only – no services	31	10	13		50
Information Only	Resource lists, brochures, etc.	49	23	59		127
Basic Needs Assistance	Food, clothing, housing, etc.	83	100	70		220
Clerical Assistance	Copier, fax, mail, phone, etc.	43	12	42		89
Computer Tutoring	Computer education	19	8	7		27
Education Assistance	Options and resources	47	38	34		110
Employment Assistance	Job search, resume, etc.	150	162	158		402
Health Insurance Clinic	OHP clinics provided by Northwest Human Services	174	131	200		451
Housing Assistance	Identifying and securing housing	5	10	37		38
Housing Clinic	Provided by ARCHES	na	na	20		20
I.D. Assistance	Birth Cert., I.D., Driver License	21	20	10		48
Legal Clinic	Provided by De Muniz Legal Clinic and Marion/Polk Bar Assn.	14	16	13		39
Navigator Coaching	In depth one-on-one coaching/success planning; various topics	159	107	80		335
Transportation Assistance	Bus passes, bicycles, etc.	88	53	79		193
Other Assistance		30	10	16		53
TOTAL # of Individuals Receiving 1 or More of these Services		373	346	424		923
Classes	Adult Continuing Education	0	1	40		41
	Artistic Expression	na	na	25		25
	Financial Literacy Class	0	14	26		40
	Motivation Class	10	8	15		31
	Non-Violent Communication	-	7	12		19
	Parenting Class	16	6	15		31
	RENT Class	9	7	0		16
	Specialty Topics	44	60	37		127
TOTAL # of Individuals in 1 or More Classes		63	75	95		208
Workshops/Panels	Comm. Opportunities panel	31	13	29		67

	DMRC Orientation	262	234	206		646
	Employment Orientation	102	62	50		209
	Employment Resources	60	82	71		196
	Financial	na	na	20		20
	Gambling Awareness	na	na	16		16
	Veterans	0	6	2		7
TOTAL # of Individuals Attending 1 or More Workshops		308	273	262		726
Referrals	Basic Needs	2	1	2		5
	Center for Hope & Safety	-	1	-		1
	Disability Services	1	-	-		1
	Education	3	2	1		4
	Employment	9	19	7		34
	Health/Mental Health/A&D	4	3	3		10
	Housing	9	2	4		15
	Identification	3	3	-		6
	Legal	2	-	-		2
	Parenting/Family	1	-	1		2
	Pro-Social Activities	2	-	-		2
	Transportation	1	1	-		1
	Veterans Services	3	-	-		3
	Other	9	-	-		9
TOTAL # of Individuals Receiving any Referral Services		31	29	18		74
GRAND TOTAL of Individuals		491	448	522		1,135

Class Enrollment & Graduation Rates						
		Q1	Q2	Q3	Q4	YTD
Financial Literacy Classes	# of class meetings	0	1	3		
	# of clients enrolled	0	14	26		
	# of clients graduated*	0	14	26		
	% graduated*	0	100%	100%		
Motivation Classes	# of class meetings	5	5	5		
	# of clients enrolled	10	8	15		32
	# of clients graduated*	9	7	14		
	% graduated*	90%	87%	93%		
Parenting Class – Jail Reentry	# of class meetings	10	10	10		
	# of clients enrolled	8	6	15		29
	# of clients graduated*	6	4	NA		
	% graduated*	75%	66%	NA		
Parenting Class - Community	# of class meetings	24	0	24		
	# of clients enrolled	9	0	5		9
	# of clients graduated*	5	0	5		
	% graduated*	56%	0	100%		

RENT Classes	# of class meetings	5	5	0		
	# of clients enrolled	9	7	0		17
	# of clients graduated*	9	6	NA		
	% graduated*	100%	85%	NA		
Non-Violent Communication	# of class meetings	5	5	5		
	# of clients enrolled	6	16	12		25
	# of clients graduated*	3	13	9		
	% graduated*	50%	81%	75%		

*Class graduation date may not occur in every quarter

CCR&R PROGRAM REPORT

Shannon Vandehey

Program Director

April 2017

Executive Summary of Activities: CCR&R biannual report/targets and Workplan are available upon request.
Email: shannon.vandehey@mwvcaa.org

Have you checked out Child Care Resource & Referral of Marion, Polk & Yamhill Counties **Facebook** page and LIKED it? <https://www.facebook.com/pages/Child-Care-Resource-Referral-of-Marion-Polk-Yamhill/215367785176406> Also, check us out on **Twitter** at [@ChildCareInfo](https://twitter.com/ChildCareInfo) Great information and resources available daily!

Opportunities

- CCR&R partnered with Yamhill Early Learning Hub and Yamhill Head Start on issuing a Week of The Young Child Newsletter (Begins April 24th) with articles on activities to do with children each day of the week, Home visiting, Vroom, Spark, Kindergarten Readiness, Behavioral Support, Literacy, ASQ Online and National Child Abuse Prevention Month. I have attached in case anyone would like to print or email to other partners in the community.
- The CCR&R Director and 3 staff attended a day long Trauma Informed Organization Training in Yamhill County. Jon, along with Program Directors, agree to infuse this into our Agency Equity Committee and begin to expand what is already happening and/or create new ways that are trauma informed in serving our clients and working with each other in the agency.
- CCR&R Training Guide and Newsletter was issued at the beginning of April. Please feel free to call or email if you would like to receive a copy by email. Shannon.vandehey@mwvcaa.org
- Marion/Polk Early Learning Hub has opened up applications for a train the trainers for Mind In The Making. It is an 18 hour SET 3 (as it relates to our Early Learning Workforce). They are accepting applications now. CCR&R Director is already a trainer, but is having several staff apply. This training is often a 2 person job. The Hub is looking at making this training available to parents.

Challenges

- CCR&R submitted our Request for Application on April 7th to the Early Learning Division for continuation of services. Grant is for 2 years. We hope to hear results in May or June. We are looking at about 200-300,000 dollar cut. I am truly appreciative of the help. Jon Reeves worked into the night to help me with my draft. The Marion/Polk Early Learning Hub offered staff to help in reviewing and cutting it from 72 pages to the required 60. I am so grateful for our agency Leadership and community partners!
- CCR&R's/MWVCAA Equity Data analysis is due June 2017. Agency held its Equity Committee to begin the process of answering the questions the Early Learning Division has asked of CCR&R and Head Start.

Energy Services March Program Report
Traia Campbell, Program Director

Executive Summary of Activities (Numbers served/service units/outcomes)

Energy Services households served in Feb & March; LIHEAP, OEA PGE & PP, OLGA & GAP

February

Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty	Ave HH pmt
LIHEAP	774	2597	393	201	207	353 =45% of hh served	\$384.01
OEA PGE	551	1867	271	139	161	262 = 47% of hh served	\$418.13
OEA PP	136	413	58	48	45	55 =40% of hh served	\$400.58
OLGA	139	471	56	40	33	52 = 40% of hh served	\$286.08
GAP	0	0	0	0	0	0 =% of hh served	\$0.00
Total	1600	5348	778	428	446	722 =45% of hh's served	\$400.91

March

Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty	Ave HH pmt
LIHEAP	780	2470	369	201	221	328 =42% of hh served	\$382.40
OEA PGE	684	2140	329	203	190	284 = 42% of hh served	\$403.17
OEA PP	122	353	47	42	33	47 =38% of hh served	\$414.83
OLGA	227	780	94	68	56	92 = 40% of hh served	\$287.97
GAP	51	146	15	21	19	16 =31% of hh served	\$126.05
Total	1864	5889	854	535	519	767 =45% of hh's served	\$400.13

Opportunities/Challenges

Energy Services was awarded a second and third GAP allocation from Northwest Natural Gas in March. The maximum payment with these funds is \$150 and the average payment in March was \$126.05. NWN allows Energy to pay up to the balance owing on the account not to exceed \$150. The extra allocations will allow Energy to serve approximately 157 NWN households in Marion and Polk counties with valid accounts that meet the income criteria.

Energy was 6 months into the 2017 program year as of March 31. During the first 6 months Energy served a total of 9,347 households and 28,820 people. In the first 6 months of program year 2016 a total of 7,202 households and 22,292 people were served. Just over 14,000 total households were served in program year 2016. Energy will not have the same amount of funding remaining in the second half of 2017 but I anticipate surpassing the total number of households served in 2016.

Lisa Goben, OHCS Energy Programs Compliance Officer, completed Energy Service's annual file review for 2017 LIHEAP and OEAP completions at the end of March. The primary objectives of the review include assessing local compliance with program statute, policies, procedures and or contractual obligations. Lisa reviewed 50 applications over 3 days and found no file errors. For the 3rd year in a row Energy received a SUPERIOR RATING, our program is the only energy assistance program in Oregon to receive this rating for more than 1 year.

**NUTRITION FIRST
PROGRAM REPORT
Sue Maxwell, Program Director
April 20, 2017**

1. Executive Summary of Activities (Numbers Served/Service Units/Outcomes)

- For the month of March, we signed on 8 new providers (4 OCC registered/certified and 4 DHS listed) and closed 14, for a total of 525 homes.
- 143 homes were visited in March. February brought the arrival of a new nutritional training unit for providers and children. This nutritional unit is all about proper portion sizes (titled Portion Sizes II) for children in child care homes. ODE had suggested this at our last audit, as a way to encourage providers to serve enough food in adequate portions, or else serve family-style. We printed tons of information about gauging sizes for children of all ages. We also purchased food replicas to provide a visual. Providers receive lots of portion size booklets and serving spoons in both one ounce and two ounce sizes.
- Approximately 1,144 children were visited in the last month. Children were read a book titled “Carla’s Sandwich” which served as a gentle reminder that “weird” sandwich fillings might taste good after all (just try it!). Kids received stickers, stamps and coloring sheets designed to complement the provider training unit described above.

2. Opportunities

- Half of the Nutrition First staff was presented with mandatory training by Oregon Department of Education this week on all the new regulations coming into play on October 1st. I knew there were going to be major changes, but I learned of many more. We are going to have to revise our menus and handbooks, all by June 1st so we can begin training, one by one, our 525 providers. It will be a challenge!
- The rest of the staff is currently at the national conference, held this year in San Diego. They will be attending the ODE conference next week.

HEAD START PROGRAM REPORT

Eva Pignotti

April 2017

1. Executive Summary of Activities The overall attendance percentage needs to be at 85%. If it falls short in any one month a justification needs to be documented.

	September 2016	October 2016	November 2016	December 2016	January 2017	February 2017
Part Year (PreK) Attendance	90.07%	88.46%	84.07%	82.39%	81.42%	81.22%
Full Day (PreK) DHS Subsidized Attendance	94.39%	94.50%	91.39%	78.24%	87.78%	93.06%
EHS Attendance	92.19%	88.72%	85.38%	76.31%	86.73%	86.47%
EHS CCP Attendance	87.78%	85.31%	80.35%	67.58%	80.29%	83.76%
	March 2017	April 2017	May 2017	June 2017	July 2017	August 2017
Part Year (PreK) Attendance	83.12%					
Full Day (PreK) DHS Subsidized Attendance	93.83%					
EHS Attendance	83.27%					
EHS CCP Attendance	84.06%					

Head Start Children Enrolled *	793
Current Waiting List	105
Early Head Start Children Enrolled *	96
Current Waiting List	161
EHS-Child Care Partnership Enrolled *	60
Current Waiting List	8

*Includes slots vacant for less than 30 days

	March 2017	
USDA Meal Reimbursements	Number of Meals Served	Amount Reimbursed
Breakfast	9,007	\$15,401.97
Lunch	9,094	\$28,373.04
Snack	716	\$ 617.48
Cash In Lieu		\$ 2,091.62
Total Reimbursement	18,819	\$46,848.11

Middle Grove Kitchen Renovation

Construction stopped for a while because we were waiting for the building permit from Marion County Public Works. Final permit was issued April 18 and work has resumed.

Program Structure for 2017-2018

Program leadership has been participating in weekly full-day planning meetings. Implementing new Performance Standards and planning our program structure for next school year are the major topics for our planning meetings. A Program Planning Committee meeting was planned for April 12 to include several parents from the Policy Council, in order to obtain parent input to our proposed structure for next year. Unfortunately, no parents made it to the meeting so the proposed changes to our structure are highlighted below.

Head Start: Closing Edgewater site and moving 40 slots down the street to Gracie's Place (also on Edgewater). Closing Market Street site and moving 80 slots to Middle Grove. Middle Grove Full Day Full Year times changed from 11 hours per day to 10 hours per day. Silverton Road times changed from 10 hours per day to 6.5 hours per day. In accordance with Performance Standards, we are taking steps toward 'duration' classes, meaning we are adding more days per week, more weeks per year, or more hours per day. Duration classes will be at Kroc Center, Outreach, Cascade and Woodburn. Outreach will run five days per week, 6.5 hours per day, serving children from our homeless community first, then other children if slots are still available. Limited busing available based on locations of homeless shelters. Kroc Center, Cascade and Woodburn duration classes will run four days per week, 6.5 hours per day with no bus transportation. Parents who cannot self-transport will be able to enroll in part-day part-year classes with bus service in Salem, Dallas, Independence, Cascade or Woodburn.

Early Head Start Child Care Partnerships: Move 8 slots from the Independence classroom at Central High School into Marion County. Our partner Family YMCA will continue to provide care for children at the Independence site and will serve the 8 transitioned slots at their facility in downtown Salem. This is in support of our goal to use the Independence site strictly as a teen parent program.

Early Head Start: Move 8 slots from Dallas and 8 slots from Independence into Salem to be served in combination classes (2 days per week, 3.5 hours per day, 2 home visits per month) at the Edgewater (Gracie's Place) site. Dallas and Independence change from combination to center-based, running four days per week, 3.5 hours per day, with one home visit per month. This decision is supported by our waiting list data. Only a few children on the Polk County waiting list and more than 150 on the Salem waiting list for EHS.

HOME Youth & Resource Center
Tricia Ratliff
March 2017

2017 Executive Summary													
	J	F	M	A	M	J	J	A	S	O	N	D	total
Runaway & Homeless Youth (RHY)													
Salem Run Reports Received & Acted On	33	34	33										
Keizer Run Reports Received & Acted On	5	5	4										
Reunited To Permanent Connections	11	14	18										
Families Connected With	14	22	26										
Youth Connected With Via Street Outreach	7	0	6										
RHY Case Managed	4	10	10										
Non- RHY Case Managed	X*	2	5										
Day Shelter (Stationary Outreach)													
Unduplicated Youth Served	128	116	146										
Total Visits	618	520	725										
Total Meals (lunch, snack & dinner)	721	602	893										
Youth New To Services (intakes)	24	10	28										
Youth Empowerment Program (YEP)													
Youth Participated At Some Level (duplicated)	18	16	44										
Attended Job Skills Development Workshops	12	6	12										
Attended Financial Literacy	11	0*	12										
Attended Education & Business Field Trips	0*	7	9										
Community Support													
Number of Volunteers / Interns	3	4	5										
Total Number of Volunteer / Intern Hours	31	62	43										
0* = Activity Not Offered													
X* = Did not collect data													

Emergency Overnight Shelter for Minors:

- At a standstill as we don't have a building to pursue. Brainstorming with HYRC staff and CAA leadership regarding next steps.
- In communication with MVBCN (mid valley behavioral care network) regarding their proposed investment in filling service gaps. There may or may not be an opportunity within this for an emergency shelter/ respite center.

Marion County Juvenile Therapy Courts (FATC & STAR):

- Attending one or both FATC and STAR courts weekly.
- Working on the redesign of STAR court and possibly FATC. Scheduled to be complete in June. NCJFCJ technical support coming in early June to help us evaluate the complete redesign.
- Seeking supplemental funding as the 2017-2019 budget has been cut.

Challenges and Opportunities:

- At recent CACFP (USDA food reimbursement program) mandatory training learn about program changes that will take place Oct. 1, 2017. These changes will not be overly challenging to implement but will increase duties for our staff.
- Looking forward to dry weather to install exterior cameras.
- Continuing to evaluate our environment, policies and procedures to be more trauma informed.

- Attended Structural Racism workshop. Discussed materials and concept as a staff. Started the conversation to lay the ground work for CAA next steps.
- It is coming to our attention that there is a portion (bigger than we thought?) of the community that does not know all that we do and how established we are. For example in various community meetings we have heard there is a need for a youth drop in center in Salem with a variety of support services offered. We of course fill this niche for minors but are also open to collaborations to better serve the population. To help increase awareness of our services staff is working on improving promotional materials and data collection.
 - o Thank you IT Team for doing an amazing job updating our database! Next step is to start using HMIS/Service Point which is the standard for homeless services.

Client Story:

“Mary” started coming to HOME as a safe place to be during the day and where she can work on her homework from a computer. She is enrolled in an alternative high school, working towards her GED. She lives with her mother in a single parent home; their home was broken due to a cycle of abuse from Mary’s father. Mary deals with adverse side effects from the trauma of her past; social anxiety, depression, and self-harm are evident. She has worked hard to stay in school and make positive choices for herself and for her future.

Mary was struggling with surrounding herself with uplifting people and had gotten in situations that were not the best. In her teen years she has been a victim of sexual assault and rape. When she came to us looking for a safe place to be she did not realize the support and opportunities that we had to offer. She was timid and quiet and mostly kept to herself. Over time she opened up to staff and started making friends with other teens at our center. She started getting involved with CREW, our volunteer group and youth advisory board. Once she started making positive impacts in her community she wanted to do more for herself and started setting goals.

At the beginning of the year Mary joined our Youth Empowerment Program. During her 3 months in this program she really broke out of her shell. She began to volunteer for activities and helping other youth when needed. She faced her fears of social anxiety, with the support of the YEP coordinator, and started her internship in the retail field. She took initiative to get her state ID so it will be easier for her to get employment. She is starting to take on leadership in her second cycle of the program and is shining bright. The amount of strength she has found within herself is inspiring to staff and youth alike. YEP has shown her what she is capable of, and there is no stopping her now.

DEPUTY DIRECTOR REPORT
Cyndi Leinassar, Deputy Director
April 2017

Maintenance: SpiceWorks ticketing system platform has been very successful. We are still learning its functionality and have not quite launched this system for staff to request maintenance support. Goal is to track work assigned, time spent on jobs, requests for purchases and approvals, any visual documentation (pictures), and any outside support needed to get job completed including invoices and payments.

Insurance Renewal Time: I am currently reviewing our property, D&O, vehicles, and blank coverages for renewal July 2017. Our coverages will be reviewed by the executive staff team in May.

Marion County Drug Court, Veteran Court, Mental Health Courts: Courts are performing well. Over the past month and into next month I will be supporting Veteran's Court much more as their coordinator is out on medical leave.

4 Weeks till the Superhero Dash: Block out your calendar Saturday May 13th for the 2017 Superhero Dash. Direct family and friends to our website to register www.mycommunityaction.org, like us on Facebook to share the event!! Our participation goal is 500+ so share and share again! Posters will be available for you to distribute.



Our Captain Awesome videos have been viewed over 4,000 times and we are praying that this translates into race entries. As of this report we are low in our entries, so please push our our videos, announcements and get folks to register. On April 19th we were highlighted in the Statesman Journal in the Holding Court section. Great piece.



Sponsorships: My 2017 goal \$10,000 and I have secured \$11,250 in sponsorships, but we are not done!! If you or your business or friend's businesses would like to support with a sponsorship please let me know. Our sponsors include: Columbia Bank, Grove Mueller Swank PC, Bridgeway Recovery Services, Maps Credit Union, Duncan Construction, Fetherston Edmonds, Bliss Sequoia Insurance, US Bank, Intermediary Services, and b2 Taphouse. In-kind sponsors: The Grand Hotel, Bentleys, Rafns, Riverfront Carousel, and we are closing in on Dutch Brothers and Roxy Dawgs. ☺. We need items for our runner goody bags, so if you have a contact to give a coupon (100 – 200) for a free or discounted something, please ask them!

There are important Board of Director roles on race day to plan for. If you plan to participate – register you and superhero crew now – early bird rates are still active, OR you can support by volunteering with set up, registration, costume judging awards, and more. Having you there is KEY to our success.

Boards:

Salem Police Foundation – City Council approved moving forward with a bond measure in May for the police facility that would be located at the old DeLon Honda location on Commercial St. The building plan has been modified and the cost has been reduced.

Marion County Children and Families Commission – Nothing to report this month.

EXECUTIVE DIRECTOR'S REPORT COMMUNITY ACTION AGENCY






April 27, 2017

OUR MISSION

Empowering people to change their lives and exit poverty by providing vital services and community leadership.

OUR VISION

All people are respected for their infinite worth and supported to envision and reach a positive future.

-  We are working very diligently to utilize the remaining Emergency Housing Account (EHA) funds to purchase a facility to expand our ARCHES day center services to people experiencing homelessness and also create a co-location model like the Dallas Community Resource Center. We are meeting with health care partners first to see if we can gain traction on housing medical related services in the facility. As the purchase becomes a reality, we will convene additional partners to design the co-located services. This will fit very closely with our CRP department's work on Coordinated Entry.
-  The auditors have stated that Thursday and Friday, 4/20 and 4/21 they would be engaging in the finalization of the financials. The lead auditor stated that we are about 95% complete on agreeing on the receivables as they are stated. The work is close to finished and once the auditors are able to provide us with a final report we will work to schedule a meeting with the Board to hear a presentation from the audit team.
-  The Mid-Willamette Homeless Initiative Task Force transition team met on April 20, and recommended recruitment and hire of a Manager to lead the implementation efforts of the MWHI Strategic Plan. The Council of Governments is the organization that will be proposed to supervise this position. This work will look similar to that of the Early Learning Hubs, as this position will act as the backbone leadership position to coordinate services within the community, maximize existing resources in partnership, and gain access to new resources.
-  We are close to submitting our Organizational Standards for a third review. We are meeting a majority of the standards but have some ongoing work to do related to our agency-wide Community Assessment and corresponding recommendations. Other important standards that we need to meet are review and approval of our finance department policies, board policies, and making more ROMA training available to staff and board members.
-  We are moving forward on selecting a vendor to help us administer a transition to a new accounting system. This will be a process to assess the timeline and scope of this significant alteration. We are anticipating the possibility of going live with the new system on October 1, 2017. This is a very rough estimate and there are many steps to take prior to this becoming a reality. The most important factor in this transition is that we are able to obtain a system that increases our functionality, accuracy, and efficiency. More information to come.

Mid-Willamette Valley Community Action Agency

March 23, 2017 Board Discussion Notes

Board Members Present:

Jennifer Wheeler, Herm Boes, Helen Honey, Jon Weiner, Linda Bednarz, Erica Lanning, Nathan McClenny and Kevin Karvandi

Staff Members Present:

Jon Reeves, Cyndi Leinassar, Helana Haytas, Jimmy Jones, April Cox, Traia Campbell, Rogelio Cortes, Sue Maxwell, Debra Devine, Tricia Ratliff and Amy Schroeder

Discussion Goals:

- Explore and reach agreement on key Board roles and goals for the coming year.
- Board and staff identification of emerging challenges and major choices to be addressed through strategic planning.

Board Roles and Expectations:

Board members reflected on the key roles of the MWVCAA Board of Directors and the primary ways that Board members work together to fulfill those roles, including:

- *Mission and priorities:*
Under state law (ORS 65), the board has ultimate authority for decision-making for the organization. The Board works collaboratively with the Executive Director and staff to identify priorities for the use of its resources to fulfill its mission.

The Board works holds ultimate authority for approval of a strategic plan which reflects the Board's priorities for services and the use of resources.

- *Oversight:*
The MWVCAA Board has overall responsibility for ensuring sound management of the organization, including the ensuring that resources are used only to fulfill its mission. The MWVCAA Board has delegated substantial responsibility for the management of the organization to the Executive Director. The Board holds authority and responsibility for selection and evaluation of the Executive Director.

Key oversight responsibilities of the Board include:

- *Executive Director:* Selection of a competent Executive Director, monitoring the performance of the ED, conducting an annual performance review, and acting effectively to ensure that performance problems are resolved.
- *Financial oversight:* including adopting a budget, reviewing financial statements, evaluating internal controls, selecting an auditor, and reviewing and understanding the findings of the independent audit and funding source monitoring reports.

- *Risk assessment and management:* while the Board relies heavily on staff for detailed analysis of risks and development of risk mitigation strategies, the Board holds ultimate authority for determining the level of risk which the organization will take and ensuring preservation of the corporation's assets, including its reputation.
- *Employment policies and procedures:* while the Board has delegated responsibility for selection and management of staff to the Executive Director, the Board retains responsibility for ensuring that YCAP's employment policies and practices comply with law and regulation and facilitate the recruitment and retention of qualified staff.
- *Liaison with the community:* Board members serve as two-way liaisons with community members, sharing information about the work of MWVCAA, and bring the views of community members into consideration in setting goals and strategies and evaluating MWVCAA's performance.
- *Funding:* The Board is responsible for ensuring that adequate resources are available to meet commitments and achieve the mission. The Board fulfills this responsibility through approving an annual budget that provides funding needed to seek and obtain funding from multiple sources.

Board members noted that their emphasis recently has been focused on the oversight role. Jon reported on the challenges of completing the independent audit, including his recognition that delays in completion will result in MWVCAA being considered a "high risk" auditee for future years, and the possibility that the auditors will have findings regarding MWVCAA's compliance with federal funding requirements. Board members noted that the audit challenges will require that the board continue its focus on effective oversight, ensuring that the Executive Director has the resources needed to improve systems and ensure compliance and timely reporting.

The Board also noted the challenges they confront in meeting all four roles in relation to Jon's report on the opportunity for developing a new facility which could house partner agencies as well as MWVCAA's operations. Noting that the potential development of a multi-partner facility is consistent with the goals of the most recent Board approved strategic plan, Board members reflected on the challenges that undertaking such a project would pose within the oversight, liaison, and funding roles. Board members will need to evaluate whether the organization has the capacity to undertake a major facilities development project at a time of substantial uncertainty about federal and state funding, for both MWVCAA and its partners, and determine whether the demands of facility development can be accommodated while simultaneously addressing systems and compliance issues. The Board's decision on moving forward on such a facility will also reflect their assessment of MWVCAA's capacity to generate private support since at least some private fund raising will be required to fund the project.

Recognizing the Board's responsibility for making a sound decision on moving forward on the facilities project, the Board asked Jon to prepare a proposal (pro forma) describing:

- the scope of the project,
- the anticipated cost of the facility,
- the financing strategy which will be used for the project,
- the future uses of the facility, and

- A financial projection for operating the facility after construction including the anticipated operating costs of the facility and the anticipated revenue streams which will support the operations and any required debt service.

Strategic Planning:

The Board noted that the need to focus on internal capacity building had been recognized in the current strategic plan which established three key goal areas:

- *Organizational health* – including quality assurance, admin efficiency, competitive wages, and employee wellness
- *Funding and resources* – including diversifying income streams to include more contributed private support and explore social enterprise opportunities which could yield program income
- *Community Partnerships* – including relationship building, community education, advocacy, and collective impact

Staff will be updating the Board on progress in each area. Recognizing that the plan identified primarily staff strategies, the Board agreed to examine how its work can move the organization forward toward its strategic goals.

Striking the Balance Between Compliance and Strategic Leadership:

Board members noted that considerable Board meeting time has been devoted to approval of proposed waiver requests, contract amendments, compliance reports, and various operating policies, all of which have been required by MWVCAA's funding agreements. Board approval of these policies and documents is challenging because many of them relate to complex program requirements that the Board actually relies on staff to understand and meet. In some cases, Board members are concerned that they are asked to approve items about which they have limited understanding. Yet taking Board meeting time to build full understanding of complex funding source requirements will reduce time available for the Board to provide strategic leadership for the organization.

Board members expressed interest in restoring the functioning of the Program Committee to fulfill the role of detailed review of technical policies, waivers, and reports that require Board approval. The Board would rely on the recommendation of the Program Committee as well as the recommendation of the Executive Director to pass such items as part of a consent agenda. As part of this approach, the Board would ask the Executive Director to prepare a brief summary of the proposed action including:

- A concise statement of the proposed action
- The benefit to MWVCAA of the proposed action
- Any potential costs, drawbacks, or risks in the proposed action
- The recommendation of the Program Committee and Executive Director for adoption of the item

The summary of the proposed action would be forwarded to all board members before the item was included in the consent agenda. This approach would always allow for Board members to request additional information about any item placed on the consent agenda, but would minimize the time required for discussion of these items at board meetings.

The Board also discussed a variation on this approach which could be used to consider financial reports. The Finance Committee would continue to perform a detailed review of the financial statements and work with the Executive Director and staff to identify potential red flags or items requiring Board attention. The Executive Director could then prepare a concise summary of the financial condition of the

organization including identification of any items flagged by the Finance Committee, and management's plan for addressing the challenges identified. The Executive Director's report as well as the financial statements would be forwarded to the full Board prior to the Board meeting. The Executive Director and Finance Committee would identify any proposed Board actions for discussion at the meeting.

Proposals for Board action on matters that will have significant financial impact on the organization will include written description of the proposed action, the anticipated benefits, anticipated costs, and overall assessment of risks and rewards involved.

The goal of the processes described above will be ensuring that more Board meeting time is available for strategic decision making.

Board Structure:

The bylaws give the Board authority to establish the committee structure it believes will best support its effective operation. Board members expressed support for the use of a structure with 3 standing committees:

- Executive/Finance-
 - Executive Committee functions include:
 - being able to act on behalf of the Board when a full board meeting is not possible,
 - dealing with sensitive HR and risk management questions confidentially, and
 - setting the agenda for board meetings
 - Conducting the annual performance review for the Executive Director
 - Finance/audit Committee functions include:
 - Working with staff to develop and recommend the annual budget for Board adoption
 - Review of monthly financial statements (Balance Sheet and Statement of Activities) to determine the financial health of the organization and the extent to which the budget plan is working
 - Identifying challenges or red flags which should be called to the attention of the full board
 - Recommending actions to address financial challenges
 - Selection and evaluation of the independent auditor
 - Discussion of audit findings and recommendations with the independent auditor
- Fund Development Committee
- Program Committee

The Board expressed interest in using special purpose task forces to undertake time limited projects. The proposed development of the new facilities could be addressed by the creation of a time-limited facilities development task force which would take the lead in providing oversight for the development and financing of new facilities.

Board Recruitment and Development might also be assigned to a short term task force which could identify the skills/relationships needed on the board, take the lead in identifying candidates for board service, meeting with candidates, inviting selected candidates to attend a board meeting, and making recommendations for board action to elect new Board members.

Fund Development/ Income Diversification:

Board and staff discussed the growing uncertainty about levels federal and state funding which will be available in future years. MWVCAA will need to prepare its 17/18 budget without clear knowledge of the federal budget for the year beginning October 1, 2017.

Recognizing that even in current funding levels for governmental sources can be retained, MWVCAA has identified both community needs and organizational infrastructure needs which cannot be addressed without additional funding. Consequently, MWVCAA will need to evaluate the costs and potential benefits of investing in additional efforts to generate private contributions and/or develop fee-based services or social enterprise endeavors.

Board members discussed the need to clarify the roles and expectations of Board members for directly assisting MWVCAA to obtain private funding, including Board roles as donors and relationship builders for fund raising efforts.

Board Goals:

Board members identified several specific focal points for Board activity in the coming year. In addition to fulfilling their ongoing roles, Board members seek to work together to work together with the Executive Director and staff to:

- develop specific plans to increase **private unrestricted contributions** and evaluate potential opportunities for **social enterprise** or program fee generation;
- ensure effective **staff recruitment and retention**, including developing clear strategies regarding compensation levels
- ensure **improvement in core financial and compliance systems** to avoid/resolve auditor and/or funding source monitors findings and concerns as well as ensure Board access to accurate, timely financial information.

Action Steps	Progress Measures	Resources/Commitment Needed	Desired Results	Current Status
ORGANIZATIONAL HEALTH				
Quality Assurance				
1. Staff led tactical evaluation within each program area	1.1 Conduct an All Staff Meeting to discuss Strategic Plan, Mission and Vision. Begin planning cross program system integration. 1.2 Staff led SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis in each Program Area. This should include a review of compliance needs (e.g., coordinated entry for HUD), and resources currently available to meet these needs (e.g., staff, partners, funding, technology).		Staff understand the value of Community Action Agency integration and can communicate internally and externally agency success	1.1.1 All Staff Meeting conducted on September 13, 2016
2. Clarify existing and new program requirements and expectations	2.1 Assess the new Head Start Performance Standards 2.2 Conduct an agency wide Equity Assessment to develop better inroads to communities of color 2.3 Develop a Coordinated Entry System based upon HUD guidelines 2.4 Understand the CCR&R RFP Process which will be due in January 2017 2.5 New grant through OHA - CRP Veteran Housing in partnership with Salem Housing Authority. Understand the guidelines and requirements of the grant. 2.6 Fostering Hope Initiative - TANF DHS Grant. A new grant with a layered approach to services and supports to families with a pay for performance type model 2.7 Master Grant Agreement expectations are changing through OHCS for Weatherization. 2.8 Continue Board Development and training,		Clear understanding of requirements and funding outcomes creates consistent implementation of stable and compliant programs	2.1.1 Head Start Leadership Team is currently assessing new standards and creating revised or new program policies and procedures and other recommended changes 2.1.1 The Agency Wide Equity Assessment was completed in September 2016 2.1.2 Committee is meeting monthly to discuss agency wide goals for equity 2.3.1 Coordinator is hired through CRP to focus on community wide efforts for Coordinated Entry 2.3.2 Progress: CE committee formed to develop community wide

Action Steps	Progress Measures	Resources/Commitment Needed	Desired Results	Current Status
	increasing diversity of representation to reflect the makeup of the community			<p>connections. Over 855 households and 1432 individuals have been assessed as part of a community wide master wait list to serve the most vulnerable people experiencing homelessness</p> <p>2.4.1 CCR&R successfully submitted the RFA to continue to provide professional development to early educators. If successful, negotiations for contract will occur in June/July.</p> <p>2.5.1 OHA grant has currently housed 35 Veterans of the 50 slots available and is working on a partnership with Westcare to house up to 15 more</p> <p>2.6.1 There is an MOU in place with CCS to provide CCR&R services and linkages to agency wide resources. We need to work on a process to provide inroads for these clients to more seamless access to each program within the agency.</p> <p>2.8.1 The Board received training from Kay Sohl in March 2017 and from CCI (6 board</p>

Action Steps	Progress Measures	Resources/Commitment Needed	Desired Results	Current Status
				members attended) a day long training in February 2017
3 Pinpoint cross-cutting program needs where resources can be leveraged and shared to fill gaps. (This aligns with TOC work being done to evaluate MWVCAA capacity to meet household needs).	3.1 Assess data from the All Staff Planning Session 3.2 Create subcommittees to further leverage and align program work across the organization 3.3 Merge individual program SWOT analyses across agency. Final merged analysis should include common themes across all programs in addition to any unique program needs.			3.2.1 An equity committee and a marketing committee have been formed. The marketing committee is currently comprised of Head Start staff and will expand to incorporate other program representation.
4 Provide cross-program learning opportunity for staff	4.1 Training Committee attendance and participation 4.2 Fun Committee calendar of activities 4.3 Plan future All Staff Meeting events 4.4 Schedule presentations from other programs at Program staff meetings from other programs 4.5 New Staff attend an orientation to the agency (available once a month)			4.1.1 Some staff have volunteered to serve on the various committees. Next step is to schedule the first meetings. 4.2.1 Fun Committee has planned several activities and two gatherings for staff and families in 2017. They are beginning planning for staff barbeque in the summer 4.3.1 In September 2017 there will be an All Staff Meeting day, topics may include equity, trauma informed organization strategies and follow up to last year's event
Administrative Efficiency				
1. Conduct an administrative audit to identify opportunities for cost	1.1 Identify external entity to assist with administrative audit. Explore Encore Fellow Program as a potential resource.			1.1.1 We contracted with Wipfli to assess our finance team structure and the consultant

Action Steps	Progress Measures	Resources/Commitment Needed	Desired Results	Current Status
savings, shared agency resources.	1.2 Committee that addresses efficiencies – could be the cross program collaboration committee			also helped with reconciliation of June 2016 receivables
Workload/Wages				
1. Comparison of other similar size nonprofit (including CAA) to evaluate wage and position structure.	1.1 Obtain examples of wage/workload evaluations conducted by other Community Action Agencies or non-profit organizations. 1.2 Utilize the Head Start Salary Study 2015 as a base guide for like positions across the organization. 1.3 Make recommendations by department related to wage and position equitability and develop plans to address disparities including as applicable any future wage compression issues with minimum wage increases or conversely issues related to FLSA minimum salary for exempt employees.			1.3.1 Head Start has converted slots to increase funding to address minimum wage and wage disparity issues 1.3.2 Weatherization has addressed key position wage increases 1.3.3 Energy Services has given staff an increase to address pay disparity 1.3.4 CCR&R is increasing the wages of key staff members to increase retention 1.3.5 Nutrition First is addressing compensation through an increase to address increased service area and workload of employees 1.3.6 CRP is working on the budget to address the salary rate that will allow Managers to remain exempt. Close to finalized, no later than November 2016
Employee Wellness				

Action Steps	Progress Measures	Resources/Commitment Needed	Desired Results	Current Status
1. Establish an employee wellness committee with Fun Committee as a subcomponent	<p>1.1 Survey staff to assess interest in serving on:</p> <ul style="list-style-type: none"> • Fun Committee • Safety Committee • Wellness Committee • Green Committee • Training Committee • Within Agency Collaboration / Agency Efficiencies • Communication/Joint Marketing/Recruitment of Staff (environmental equity and diversity) <p>1.2 Create committee goals and plans, including protocol on communication with staff, leadership, and others</p>			1.2.1 Survey conducted and results are available 10/4/16.
FUNDING AND RESOURCES				
Development or Fundraising Position				
1. Evaluate feasibility of Development or Fundraising position	<p>1.1 Talk to other CAA across state to find out whether or not dedicated Development position is a good strategy. This includes identifying FTE, funding sources and/or pay structure (e.g., expectation that position will pay for itself).</p> <p>1.2 If viable, write grant to foundations to purchase and install finance database capable of donor tracking</p> <p>1.3 Write foundation grant to request capacity building funds to hire a Development Director</p> <p>1.4 Committee of outside agency advisors, those with fund development capability, consultants, or philanthropists.</p> <p>1.5 Explore grant writing through community members or other willing experienced individuals</p>			<p>1.2.1 Grant submitted to Oregon Community Foundation for purchase and implementation of a finance database. Will be notified in November 2016. Grant was not funded.</p> <p>1.2.2 Current work is being done to budget for this expense, research reseller consultation, and implement a transition to the Abila finance system beginning June 2017 moving toward estimated implementation</p>

Action Steps	Progress Measures	Resources/Commitment Needed	Desired Results	Current Status
				<p>October 1, 2017</p> <p>1.4.1 Super Hero Dash has some engagement from community members but this would be a good area to strengthen as we move forward with Board and significant community participation</p>
Non-traditional Funding Resources				
1. Develop target list of donors and ideas for income generation. Identify plan for implementation	<p>1.1 Create committee (or use existing committee) to create target list of non-traditional funding sources and ideas for income generation. This should include a plan of action and assigned leads.</p> <p>1.2 Explore direct mailing campaign as a strategy to increase viable target donor list</p>			<p>1.1.1 Committee met twice to create non-traditional funding source ideas and created an initial list to explore</p>
COMMUNITY PARTNERSHIPS, ENGAGEMENT				
Relationship Building				
1. The most amount of effort should be given to creating partnerships that are mutually beneficial to the collaborators.	<p>1.1 Our agency will be known for its commitment to ongoing partnership</p> <p>1.2 Community partners will seek out Community Action Agency for our reputation of solid partnership and willingness to achieve outcomes for people in poverty</p>			<p>1.1.1 Current work in partnership with the Early Learning Hub in Marion and Polk Counties, participating in Board meetings, subcommittees etc. Additional participation in Fostering Hope Initiative through Catholic Community Services, Yamhill Early Learning Hub, and Mountain West Investments proposed construction of housing units.</p> <p>1.1.2 Partnerships with the City of</p>

Action Steps	Progress Measures	Resources/Commitment Needed	Desired Results	Current Status
				<p>Salem to implement the Mayor's plan to house the 100 hardest to house homeless individuals, our CE partnerships are increasing our organizational standing dramatically in viable partnerships.</p> <p>1.1.3 Partnerships with local landlords have increased our contributions toward Weatherization projects from the landlord recipients. Relationships are good with multi-family complexes</p> <p>1.1.4 Increased partnerships with DHS in Energy and CRP to connect with more eligible families and individuals</p>
2. The Coordinated Entry System will bring partners into collaboration, helping to achieve consistent data and metrics, a no-wrong door approach, co-location models and better communication	<p>2.1 number of new partners utilizing Service Point (HMIS database)</p> <p>2.2 Number of partners committing to work with the Rural Oregon Continuum of Care</p>			<p>2.1.1 CAA is an integral part of the Mid-Willamette Homeless Initiative Task Force, the Warming Center, Connect Events in Marion and Polk, the Veteran Stand Down.</p> <p>2.1.2 CE work is increasing the number of individuals that are able to support VI-SPDAT and VAT screening to increase our ability to assess our most vulnerable homeless populations and increase the effective placement into</p>

Action Steps	Progress Measures	Resources/Commitment Needed	Desired Results	Current Status
				<p>housing across organizations in the community.</p> <p>2.1.3 The ROCC has agreed to implement CE across the 28 county continuum.</p> <p>2.1.4 A local CE group has been recruited to support ongoing development of common data systems, co-location and other partnerships</p>
Community Education				
1. Develop a more systematic approach for identifying stakeholders, approaching stakeholders, and tracking interaction.	1.1 Create an engagement spreadsheet that identifies stakeholders, what you'd like them to know, how you'd like them to use information, how they should be reached, who will reach out, etc.			
2. Mobilizing MWVCAA Staff to understand new, unsiloed message, and be able to talk about what the organization does	<p>2.1 Create a set of basic materials (e.g., agency wide brochure) for people to use when talking with partners.</p> <p>2.2 Customize materials over time based on particular needs, stakeholders, etc.</p> <p>2.3 Use a database to track contacts made. This could start with sending a quick email to agency point person whenever they have contact with others (speaking engagements, meetings).</p>			<p>2.1.1 Brainstorming session at All Staff Meeting. Staff feedback and ideas were compiled for planning and implementation purposes.</p> <p>2.1.2 Communication and Marketing Committee established that will address common brochures and agency wide materials</p>
Advocacy				
1. Helping the community to understand the viability of Community Action Agency				
2. Legislative and Community Advocacy for Community Action programs and the	1. The Board is active in spreading our message, educating and advocating legislatively when appropriate and representing the Agency within			2.1.1 CRP and Head Start staff have visited legislators in 2017 to educate and inform them of

April 26, 2017

COMMUNITY ACTION AGENCY STRATEGIC PLAN PROGRESS

Action Steps	Progress Measures	Resources/Commitment Needed	Desired Results	Current Status
agency as a whole	<p>the community</p> <p>2. Head Start parents will visit legislators annually to educate them on quality early learning programs and stress the importance of full funding for programs that help families birth to age five.</p>			<p>CAA services and supports needed. Head Start has had legislator visits to classrooms</p> <p>2.1.2 CAA has presented at the Oregon Early Learning Council, numerous Neighborhood Associations, before City Council in Salem, to Commissioners in Polk County,</p>
Collective Impact				
1. Develop an internal approach to collective impact, decreasing barriers for individuals in need to obtain resources	<p>1.1 Develop “Within Agency Collaboration” committee to identify common areas of co-occurring needs of clients that will be prime for facilitating partnership.</p> <p>1.2 Maximize on Coordinated Entry work within the CRP department to develop common application or common intake processes</p> <p>1.3 Dedicate 5-10 minutes of Board Meetings for Board members to share the contacts they’ve made with community partners over the last month. This will cue agency staff when new materials are needed and will generate ideas about future engagement opportunities.</p>			

Basic Principles of Policy Governance

condensed from John Carver, Carver Guide Series on Effective Board Governance

Policy Governance is a fundamental redesign of the role of a board, emphasizing values, vision and the empowerment of both board and staff. It is built on ten principles:

The Trust in Trusteeship

Simply put, a board governs on behalf of persons who aren't seated at the table.

The primary relationship the board must establish, maintain, clarify, and protect is its relationship with its owners keeping in contact with them, and hearing their voices.

The Board Speaks with One Voice or Not at All

A board is a corporate entity entrusted by its owners with the authority to govern and lead the organization. If the board is to lead, then on each given issue, it must speak with a single voice. The strength of this voice arises from the diversity of viewpoints and intentions its members bring to the board, as well as from the way the board focuses this multiplicity into unity. This one-voice principle doesn't require or imply unanimity. On the contrary, the board must embrace all the diversity it can on behalf of the ownership. Differences among trustees are not only respected, but encouraged. Rarely will a vote be unanimous. Those board members who lose a vote, however, must accept that the board has spoken and that its decision is now to be implemented. The board should not present conflicting messages to its ownership or its staff.

Board Decisions Are Predominantly Policy Decisions

Policy is defined as the value or perspective that underlies action. Board policies express the board's soul, embody the board's beliefs, commitments, values, and visions, and express its wisdom.

The board decides what to have policies about, and to what level of detail it will develop them. Its policies fit into four categories:

ENDS — The board defines which human needs are to be met, for whom, and at what cost. Written with a long-term perspective, these mission-related policies embody the board's vision, and the organization's reason for being.

EXECUTIVE LIMITATIONS —The board establishes the boundaries of acceptability within which staff methods and activities can responsibly be left to staff. These policies limit the means by which Ends shall be achieved.

BOARD-STAFF LINKAGE —The board clarifies the manner in which it delegates authority and how it evaluates performance relative to ends and limitations.

GOVERNANCE PROCESS —The board determines its philosophy, its accountability, and the specifics of its own job.

Except for what belongs in bylaws, these categories of board policy contain everything the board has to say about values and perspectives that underlie all organizational decisions, activities, practices, budgets, and goals.

The Board Formulates Policy by Determining the Broadest Values Before Progressing to More Narrow Ones

Values come in sizes; large values contain ranges within which smaller ones occur, like a nested set. A board

establishes control over large issues with broad policies, and subsequently decides how much further to detail them. Then it delegates further definition to someone else, fully empowering them to do so, and accepting any reasonable interpretation of its policies.

The Board Defines and Delegates, Rather than Reacting and Ratifying

Boards are accustomed to approving plans brought to them by staff. This obstructs staff creativity and agility and weighs down the board with detail. Having board policies in place ahead of time allows board and staff alike to know whether a staff plan is approvable, since all the criteria by which approval is given are clear for everyone to see.

The board does need to be assured that staff plans are within the limits of the board policies — and that reassurance is achieved by policy-focused monitoring though periodic reporting by the staff.

Ends Determination is the Pivotal Duty of Governance

The justification for any body lies in what difference it can make. The board will become more of a think tank for vision than a reviewer of staff decisions and activities. It will focus on outcomes; focus on the reasons for which the organization exists.

An issue is an Ends issue if—and only if—it directly describes what good, for whom, or at what cost. Ends language is never about what the organization will be doing; it is always about what will be different for those it serves. Distinguishing ends from means will enable the board to free itself from trivia, to delegate clearly and powerfully, and to turn its attention to large issues.

The Board Controls Staff Means by Limiting, Rather than Prescribing

The organization's conduct, activities, methods, and practices are its "means" rather than its ends. Board means relate to how the board will organize, structure, and conduct itself in order to accomplish its job. Staff means are the various arrangements and actions needed to accomplish the ends or to safeguard the operations that produce them.

The board's role is one of boundary-setting—specifying in writing which staff means would be unacceptable, not approvable, or off limits. By establishing clear boundaries, the board provides an environment which facilitates staff creativity and encourages action. This key method of means constraint enables a board to govern with fewer pages of pronouncements, less dabbling in details of implementation, and greater accountability.

The Board Explicitly Designs Its Own Products and Process

The board states what it expects of itself, its code of conduct, the way it will plan and control its agenda, and the nature of its linkage with the ownership.

The board commits itself to use internal committees only when they are necessary to help the board get its own job done. At present the Board committees consist of: Audit Committee, Trustee Committee, Policy Governance Committee, and Society Relations Committee.

The Board Forges a Linkage with Management That is Empowering and Safe

Board and Administration constitute a leadership team. Clear differentiation in their roles and responsibilities enable them to fulfill and excel in them, mutually support each other, and influence each other toward ever greater integrity and capability for leadership.

The board has the right to expect performance, honesty, and straightforwardness from its staff. Boards may be understanding about performance, but should never bend an inch on integrity. In turn, the staff expects the board to be clear about the rules and then play by them, to fulfill its own job, and to speak with one voice.

Performance is Monitored Rigorously, but Only Against Policy Criteria

In Policy Governance, monitoring is conducted only against criteria currently stated in ends and limitations policies. When a board adopts the discipline of monitoring only what it has already addressed in policy, it becomes driven to develop all the policies needed. The board will require information that directly addresses existing criteria, and receive relevant monitoring data without having to digest enormous amounts of unnecessary information.