



SEPTEMBER 2021 MEETING BOARD OF DIRECTORS

THURSDAY, SEPTEMBER 23, 2021

LOCATION:

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

REMOTE OPTION:

**MWVCAA Full Board Meeting (September 2021)
Thu, Sep 23, 2021 5:30 PM - 7:30 PM (PDT)**

Please join my meeting from your computer, tablet or smartphone.

<https://global.gotomeeting.com/join/709743141>

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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 Changing Lives

Mid-Willamette Valley Community Action Agency, Inc.
Board of Directors Meeting
August 26, 2021
MINUTES

ATTENDANCE:

Board of Directors:

Present:

Candi House	Jade Rutledge	Melissa Baurer	Steve McCoid
Erika Romine	Jon Weiner	Michael Vasquez	
Helen Honey	Linda Bednarz	RW Taylor	

Absent: Lyle Mordhorst Catherine Trottmann Kevin Karvandi Shelaswau Crier

Others Present:

Program Directors/Staff/Guests:

Jimmy Jones, Executive Director
Helana Haytas, Chief Operations Officer
Kaolee Hoyle, Chief Financial Officer
Ashley Hamilton, CRP/ARCHES Program Director
Eva Pignotti, Head Start/Early Head Start Program Director
Tricia Ratliff, HOME Youth Services Program Director
Alisa Tobin, HOME Youth Services Associate Program Director
Shaun Phillips, IT Director
Laurel Dixon, Grant Writing Specialist
Amy Schroeder, Office Specialist
Alondra Garcia, Human Resource Assistant
Brian Gaumont, Principal, Wipfli
Devin Dukes, Consult, Wipfli
Jasmine White, Executive Director Capital Community Media
Christopher Lopez, Monmouth City Councilor
Jeremy Gordon, Polk County Commissioner

The meeting of the Board of Directors was called to order at 5:30 pm by Board Chair Jon Weiner. It was determined that a quorum was present.

- I. Welcome**
Board Chair Jon Weiner welcomed everyone.
- II. Public Comment**
None were made.
- III. Approval of Agenda**
No changes were made.

MOTION: To approve agenda made by Linda Bednarz,
SECOND: Helen Honey.
APPROVED: Unanimously approved

IV. Consent Calendar

1. July 2021 Full Board Meeting Minutes

No discussions or concerns were raised

2. August 2021 Executive Director Report

No discussions or concerns were raised

3. August 2021 Chief Financial Officer Report

No discussions or concerns were raised

4. August 2021 Chief Operations Officer Report

No discussions or concerns were raised

5. August 2021 Development Department Report

No discussions or concerns were raised

6. August 2021 Program Director Reports

No discussions or concerns were raised

7. August 2021 Committee Meeting Minutes

No discussions or concerns were raised

MOTION: To approve consent calendar made by Linda Bednarz,

SECOND: Helen Honey.

APPROVED: Unanimously approved

V. Board Business

1. Wipfli Board Training – Brian Gaumont and Devin Dukes from Wipfli presented training on Strategic Planning and the role of board members in the process. This is a CSBG requirement as part of the Organizational Standards. Strategic planning is one of three primary planning and assessment processes which also include a needs assessment and a Community Action Plan. The planning process helps shape our goals and strategic priorities for the next five years.

2. Executive Director's Report:

- i. Covid Vaccination Policy – Due to the increased risk of the Delta variant of Covid-19 the agency has made the decision to mandate vaccinations for client facing staff effective September 1st.

3. Board Guest: Jasmine White – Jimmy introduced Jasmine to the board as a prospective member. She is currently the Executive Director of Capital Community Media.

4. Board Member Resignation – Lyle Mordhorst is resigning from the board.

MOTION: To accept the resignation of Lyle Mordhorst made by Helen Honey,

SECOND: Steve McCoid.

APPROVED: Unanimously approved

5. Elect New Board Members – Jeremy Gordon and Christopher Lopez.

MOTION: To approve Jeremy Gordon to the MWVCAA Board of Directors made by Helen Honey,

SECOND: Jade Rutledge.

APPROVED: Unanimously approved

MOTION: To approve Christopher Lopez to the MWVCAA Board of Directors made by Linda Bednarz,

SECOND: Jade Rutledge.

APPROVED: Unanimously approved

6. Nutrition First USDA Continuation Grant - This grant supports all Nutrition First operations including wage and fringe, rent, mileage, training for staff and providers, equipment, administrative overhead, etc. The funds also cover program activities to meet contract requirements of monitoring and nutrition education. Additional funds are requested on a monthly basis to pay for meal reimbursements.

MOTION: To approve the Nutrition First USDA Grant Application in the amount of \$518,700 made by Helen Honey,

SECOND: Jade Rutledge.

APPROVED: Unanimously approved

7. Head Start Governance Certification – *Tabled to the September meeting*

8. Head Start Annual Self-Assessment & Program Improvement Plan – Each year Head Start conducts an annual self-assessment. Self-assessment activities were completed by program management and content area specialists. This report will summarize the strengths found in the program as well as areas needing improvement. The program will continue to monitor any concerns throughout the year during monthly monitoring meetings, allowing the program to document progress and completion of program improvement plans. Each Content Area was reviewed and data was utilized to identify strengths or concerns, with a program improvement plan for each area of concern.

MOTION: To approve the annual Head Start Self-Assessment and Program Improvement Plan made by Helen Honey,

SECOND: Linda Bednarz.

APPROVED: Unanimously approved

9. ARCHES Inn Architect Selection – An architect has been recommended to renovate the motel the agency recently purchased to operate as a transitional housing shelter. The firm selected is AC + Co Architecture. Once the contract is approved and executed, renovations are scheduled to begin August 23rd with final completion expected Summer 2022.

MOTION: To accept AC+ Co Architecture's bid to renovate property at 1288 Hawthorne Ave NE, Salem made by Linda Bednarz,

SECOND: Jade Rutledge.

APPROVED: Unanimously approved

10. Financials – Kaolee Hoyle presented statements ending May 31, 2021.

MOTION: To accept financial statements ending May 31, 2021 made by Helen Honey,

SECOND: Linda Bednarz.

APPROVED: Unanimously approved

VI. Adjournment

The Board of Directors meeting was adjourned at 7:14 pm.

Respectfully Submitted:

Amy Schroeder, Office Specialist

Helen Honey, Board Secretary

EXECUTIVE DIRECTOR'S REPORT

MID-WILLAMETTE VALLEY

COMMUNITY ACTION AGENCY

September 2021 Report

I provided an interim report on the Agency's work last week. In an effort not to repeat too much of that, I will attach that report to this one, and just hit a few high points that have developed this week. September is my favorite month of the year. We have the return of the Head Start students, the beginning of the fall homeless work, and it's a busy time in non-profit work generally. I've been a lifelong baseball fan, and I always enjoy the pennant races and the return of college football. The return of those benchmarks of normalcy is comforting, but we remain in the middle of a pandemic, with growing and gathering concerns about the spread of new COVID variants. The pressure on the service front remains high, across all programs. On the childcare side standing back up our operations under these conditions will be challenging. On the homeless front we lost perhaps 40 homeless clients the past 18 months, to all manner of circumstances and conditions. Keeping homeless clients alive, fed, sheltered, and safe through these months will be difficult.

Rental Assistance Spenddown Update (17 September):

Our eviction prevention program is still going well. In February of this year, the State of Oregon received \$203 million for eviction prevention. The program allowed local partners (us) to pay up to 15 months of assistance (up to 12 months back and 3 months forward) for renters struggling with their rent. The program went live in May of this year, and struggled across the board because of access and technology issues. We are outperforming most of Oregon in spending this fund.

Our total award locally is \$14,759,475. The chart below shows where we are as of the week ending September 10th. The columns in the peach color are running weekly totals (not cumulative). So on the overall applications column, we had a total of 2890 apps by 7/2/2021, and 4944 applications by September 10th. The gold column is also a running total. We started reporting total fraud in mid-August. By 9/3/21 we had identified \$675,366 in attempted fraudulent claims.

The columns in green are different. Those are weekly totals. So for the week of 8/13/21, we paid \$656,699. This most recent week ending 9/10/21, we paid 109 households a total of \$846,598 that week (it was a four-day week because of Labor Day). In total, we have spent \$8,308,806.37 of that \$14,759,475 or 56.3%. In five-day weeks, we're moving about 900K a week the past two weeks. We expect to hit \$1 million this week. That will put us at 63%, with nearly two full weeks to go in September (the federal mandate is 65 percent spent by September 30th). We expect to hit 70-75% of spenddown by 9/30 and be fully spent out on the program between October 15-22.

Date	In ALLITA						Sent to Finance	
	Overall apps	Incomplete	Pending Initial Review	Initial Review	Declined	Total Discovered Fraud	Allocated HHs	Amount
7/2/2021	2890	1136	1024	82	8		77	\$ 776,646.00
7/7/2021	3322	1262	1176	60	13		61	\$ 481,680.00
7/16/2021	3606	1284	1291	44	20		80	\$ 639,754.00
7/23/2021	3689	1316	1083	51	29		98	\$ 855,413.66
7/30/2021	3977	1428	1068	53	45		119	\$ 1,003,038.00
8/9/2021	4118	1224	1299	54	78		86	\$ 540,976.93
8/13/2021	4021	1046	1323	48	99	\$501,248	100	\$ 656,669.00
8/20/2021	4199	1074	1331	38	104	\$560,701	135	\$ 912,839.72
8/27/2021	4467	1124	1452	39	128	\$613,182	84	\$ 562,449.00
9/3/2021	4749	1177	1530	44	161	\$675,366	142	\$ 1,032,742.06
9/10/2021	4944	1209	1549	65	179	Pending	109	\$ 846,598.00
							1091	\$ 8,308,806.37

Technical Assistance Collaborative (TAC) and Taylor’s House:

This summer we have been working with the Technical Assistance Collaborative in Boston. They have been evaluating our operations at Taylor’s House. The full report will be available on Monday, September 20th, and I will forward it to the board when we receive it. Part of that evaluation is an analysis of the impact of our services. One of the interesting elements of this program is that it’s heavily assisting black, indigenous and peoples of color (BIPOC) among the youth population, who have been disproportionately impacted by both COVID and homelessness. The 2019 and 2020 numbers are below, but part of our evaluation of the efficacy and the utility of the work at Taylor’s House should consider its role as an instrument of racial justice in our community.

2020	14	33	3	34	7	0	6	1	0	10	40
	Male	Female	Non-binary or transgender	Caucasian	Black/African American	Asian	American Native	Alaskan Native	Pacific Islander	Hispanic	Non-Hispanic
2020	28%	66.0%	6.0%	70.8%	14.6%	0.0%	12.5%	2.1%	0.0%	20.0%	80.0%
2019	47%	51.7%	1.7%	76.7%	5.0%	5.0%	8.3%	1.7%	3.3%	21.1%	78.9%
Marion	2020			67.4%	1.2%	2.2%	2.0%		0.7%	27.7%	72.3%
Polk	2020			78.1%	0.8%	2.0%	2.2%		0.4%	14.6%	85.4%

As you can see on this chart, Taylor’s House residents were 14% black in 2020, and 5% black in 2019 (both much larger than the Marion and Polk percentages). The Native American population was also served at a rate 4 times the local demographic representation in 2019 and 6 times the baseline rate in 2020. One of the larger questions in this conversation, I feel, is a question over the allocation of resources between adult and youth services. But, in turn, we also need to consider the impact of the program as a whole on endangered youth of color in our community.

Other Updates:

- ARCHES: We anticipate the motel being ready for partial opening in early November.
- HOME Youth Services: The Technical Assistance Collaborative (Boston) will be at our board meeting this month to present their recommendations on Taylor's House.
- Head Start: Classes are scheduled to resume on-site on September 27th. In addition to the federal vaccination mandate for large businesses, Head Start has also been ordered at the federal level to vaccinate all program staff. We do not have formal guidance on either of those orders yet. We continue to proceed with the implementation of the policy we announced in August.

About once a year, I try to report out on the other appointed or elected roles I serve outside the Agency, so that everyone is aware of any potential conflict.

- Legislative Chair, and Executive Committee member, of the Community Action Partnership of Oregon, where I organize the network's legislative and public facing work.
- Member, Oregon Racial Justice Council (Housing Subcommittee), appointed by the Governor.
- Member, Marion County Justice Reinvestment Committee.
- Member, Marion Polk Early Learning Hub Board.
- Member, Santiam Canyon Wildfire Relief Fund Board.
- Member, State of Oregon Housing Resources Task Force (created by House Bill 2100, appointed by the Senate President and Speaker of the House).
- Ex-Officio Member, Board of Directors of the Mid-Willamette Valley Homeless Alliance and Chair of the HMIS Sub-Committee.

Jimmy Jones
Salem, Oregon
September 17, 2021

EXECUTIVE DIRECTOR'S REPORT

MID-WILLAMETTE VALLEY

COMMUNITY ACTION AGENCY

September 2021 Interim Report

General Updates by Operational Area:

Agency:

The Single Audit for the FY 2021 year is scheduled for the week of November 27th. We believe that we will have it complete by Christmas. We have made it a goal to get the audit done before January 1 in prior years. Given the scope of the financial rebuild we inherited in 2018, we have ended up pushing that into the new year each of the prior three years (the real absolute deadline is March 31st). I'm hoping this is the year we're able to get it square by the end of the year.

You may have seen that the federal government announced two executive orders on Thursday that will directly impact our operations. The first order requires COVID vaccinations for any employer with 100 employees or more (we have 435). The second order was specific to Head Start, and it will require vaccinations for program staff. The federal Office of Head Start followed up with a formal notice on Friday of the new obligation. That said, we will still have to wait on the official and specific instructions, and have time for both internal and legal review. It's probable that the new federal orders will require more of us than the current vaccination policy we announced in August. While we're waiting on the new federal guidance, we are proceeding with the implementation of the vaccination program we announced last month. Infection rates in Marion and Polk Counties have increased considerably, and in the limited information we have about the homeless population, COVID positive rates have increased there as well (in one testing we did at ARCHES two weeks ago, 8 of the 15 homeless clients tested were positive for COVID-19).

Home Youth Services: This information is not yet public nor formally official until the federal government's announcement and contracts signed. However, we received some very good news on Friday. The federal delegation called to let the local Continuum of Care (CoC) know that our collective application for a Youth Homeless Demonstration Project (YHDP) from HUD had been approved in the amount of \$3.6 million. Youth Homeless Demonstration Projects are federally funded projects that focus on youth homelessness within a COC. They're exceptionally competitive. The first national YHDP was awarded in 2017, with just 10 communities funded across the country. There were 11 communities awarded in 2018 and another 23 in 2019 (including Clackamas County). There was no 2020 competition because of COVID, so this year HUD is awarding both the 2020 and 2021 competition years. There will be about 50 communities in the United States awarded this year, and on Friday we received the phone call that the Marion-Polk Continuum of Care would be one of the 50 awarded in the United States (Eugene was also awarded). This is a monumental victory for both youth services and the young Marion-Polk COC. The funds will come to the CoC, and they'll hold a competition for the grants. We should end up with a healthy chunk of that, but there should also be funds for other local youth projects, including perhaps Northwest Human Services, the Boys and Girls Club, and Brent DeMoe's work out in Polk County. We had come close on this grant in years past. Tricia deserves a lot of credit for building youth

programs in the region, as does everyone else (like our Board Member Steve McCoid) who has worked on the 100 Day Challenge and other youth programs in our region.

Head Start: We continue to move toward a September 27th opening of our fall Head Start season. We have duration (year-round classes) constantly at work, but for most of our children, they return to the Head Start classrooms in late September. This week we will have our annual Preservice (virtual) on Wednesday the 8th. The Agency All-Staff will fall on Wednesday September 15th (also virtual). Running classrooms in this public health environment has always been difficult. But given the heavy increases in the COVID infection rate, we're doing well.

Child Care Resource and Referral: The program is in full operation, though almost all of the work at this point is virtual. They're meeting with child care providers across the region, and doing work as they "normally" do. We are finalizing the receipt of a \$200,000 grant from the City of Salem to support local family-based Child Care providers.

ARCHES: The program is gearing up for winter warming, looking for multiple sites and partnerships across both counties. A future grant from Kaiser Permanente is working toward contract completion. There should be something for the Board to consider in October. The project will be called "Healthy Homes," and funded at \$1.5 million, making it the largest homeless housing program in Salem currently. Lastly, the Wildfire Investment Fund (which we are operating for OHCS) is in its final contractual stages, which will channel funds to wildfire survivors for housing and big ticket items (like water/sewer tank replacements). We're also moving forward with preparing the new motel for operations, along with working with the City of Salem to stand up the region's new Navigation Center.

Eviction Prevention Rental Assistance:

There's been a lot of talk in the statewide media about the performance of the rental assistance system in spending down the Oregon Emergency Rental Assistance Fund (the state's \$203 million share of a federal fund allocated in February of this year). Most of the narrative concerning unspent resources and broken delivery systems has centered on the Portland Metro. Locally, ARCHES is crushing this work.

For the OERA program, Oregon Housing and Community Services mandated the use of a software system called Allita 360, which is a product of an out-of-state company that develops rental assistance software. The Allita system, unfortunately, has been mired in performance issues across the country. It just doesn't work as promised. But we are making progress nonetheless.

As of Friday (September 3rd):

- 100% of our local Marion-Polk funding has been requested. We had \$14,759,475 to spend; and our requests so far total \$26,383,006.
- We have paid \$7,462,208.37 to 982 households, with an average payment of \$7,598.99. At this point, 50.5% of our funds are spent down.
- With the help of a multi-media platform ad buy, including social media and Portland TV, we have put the word out and applications are rapidly flowing into our Agency. More than 4,600 households have applied. At this point we have the financial resources, at current average payment, to serve a total of

about 2,000 households with that \$14,759,457. That's going to leave more than 2,600 households unserved. Marion County does have a direct federal allocation of \$20,000,000 that they are running through an independent software system. So between the two funds we have a fighting chance of serving nearly everyone.

- Under federal law, jurisdictions are required to spend 65% of the federal fund by September 30th. In the four day week last week (Week of September 6-10), we spent an additional \$840,961.92, pushing us over \$8.2 million spent total. We should be at around 11 million spent by 9/30, which would be roughly 75% of the total fund. We will hit that federal mark locally, and spend out fully in October.
- We are also working with the local courts to get lists of the folks facing eviction, and sending staff to the courts to help tenants sign up for rental assistance if they have not yet done so, so that they can take advantage of the 60-day safe harbor period approved by the legislature. We have been working the dockets in advance of court dates, to see who is signed up, where they are in the process, etc. On the court date, we have staff in the court room to assist with anyone wishing to apply for rental assistance.

Despite what is happening in the tri-counties, and other communities, we are in good shape locally. On Thursday of last week, however, Oregon Housing and Community Services decided to claw back about \$86 million of the \$203 million they were distributing locally across Oregon. Our agency was one of only four in Oregon that did not lose money back to the state (please see the attached memo). Multnomah lost \$19 million. Albany lost nearly \$12 million. Washington County lost \$14.5 million. Jackson County lost \$12.5 million.

There will be a second round of the program later in the fall. I am deeply skeptical that a statewide centralized system can serve the people of Oregon well, and maintain geographic equity for rural Oregon. What slowed the delivery of these funds was the decision to use the Allita software. Our older local systems, which spent down \$190 million statewide in 2020 and early 2021, could have spent down this \$203 million in a timely fashion, had it not been for the cumbersome software system and the burden it placed on housing providers across the state.

With sums this large and the pressure at the state and federal level to move money quickly, this is a ripe environment for fraud. We have one staff member dedicated just to fraud prevention in this program, and we have identified more than \$675,000 in fraudulent applications as of last week. We have worked very hard to prevent this, because every dollar that's lost there is a dollar we can't use on a renter who needs the help, and on landlords who have waited patiently without payment.

Jimmy Jones
Salem, Oregon
13 September 2021

**Chief Financial Officer Report
To The Community Action Agency Board
Kaolee Hoyle, Chief Financial Officer
September 2021**

Investments

On Friday, September 10th, \$500,000 of unrestricted resources was put into investments at Columbia Bank. As part of our policy, there will be quarterly reporting to the Finance Committee, and annual reporting to the Board to review the composition and performance.

401k Audit

The due date for the 5500 has been extended to October 15, 2021. The 401k audit is ongoing, and is being performed by Grove Mueller & Swank.

Staffing

The new Accounting Manager started on Monday, September 13th. Currently, we have a total of 13 accounting staff.

Annual Financial Statement Audit

The annual financial statement audit is scheduled for the week of November 29th. We are currently working on the PBC List, and gathering all the necessary documents as well as making year-end adjustments.

Payroll Filings

All payroll deposits have been made timely.

**Chief Operations Officer Report
To The Community Action Agency Board
Helana Haytas, COO September 2021**

COVID-19 Update

The Agency rolled out the Mandatory COVID-19 Vaccination Policy for client facing positions. From a safety perspective, under our Infection Control Plan, HR assessed that most positions in the agency were at high risk for infection of COVID-19 based on the frequent contact with mostly unvaccinated populations. The policy allows staff to apply for an exemption to the policy based on a medical or disability condition and/or a sincerely held religious belief that prevents them from receiving the COVID-19 vaccination.

HR is currently processing exemption requests and reviewing potential accommodation options with Program Management to determine if it is reasonable or a hardship. Deadline for staff required to comply with the policy to turn in vaccination records is September 30th, 2021.

Agency Recruiting and Hiring

Currently the Agency has 27 open positions with approximately 30 vacancies. Head Start, ARCHES and HYR were actively hiring over the summer. The agency hired 9 people in July, 12 people in August, and 9 people in the previous 15 days of September. The HR team is now gearing up to hire a contingent pool of staff for the cold season.



Safety Update

We are now offering 2 Safety Self-defense classes during onboarding through a local small business partner to all new shelter workers being hired at ARCHES. Staff expressed concerns about personal safety last season when working overnight shifts with homeless clients. We want our employees to feel confident in their ability to handle de-escalation in both a trauma-informed manner, and a personal safety manner as well. Current staff also have the opportunity to participate and we have 19 staff from multiple programs enrolled.

Agency All-Staff

This year, the Agency distributed agency T-shirts, held a vaccination clinic at the main office, and some teams held their own site team lunches or activities. The All Staff meeting was a remote webinar presentation from the Main Office where staff were able to watch and hear about the agency benefits package information and Jimmy Jones, Executive Director, presented a talk about the Agency's Mission and Vision. Jimmy showed an incredible video on the faces of the homeless "Infinite Worth" and spoke about the great commitment of our staff to assuring that much-needed services continue as a result of their hard work and care. Jimmy also answered staff questions in a Town Hall format, ranging from status of clients to the Vaccination Policy to other interests.

Community Resource Program



THE ARCHES PROJECT

615 Commercial Street NE
Salem, Oregon 97301

CRP Board Report - August 2021

CRP administers MWVCAA's homeless services and housing programs in Marion and Polk Counties. These programs are commonly called the "ARCHES Project." Our services are located at 615 Commercial Street in Salem, as well as at the Dallas Resource Center in Polk County, Seymour Center in Salem, Tanner Project on Center Street, Marion County Veteran Service Office on Commercial and the Santiam Outreach Community Center in Mill City.

ARCHES Day Center:

For the FY 2021, the Day Center continued to see a steady increase in utilization despite COVID - 19. **Last month ARCHES saw its highest Day Center attendance of the year at 1,648 duplicated clients.**

Visitors by age*:

- Number of Adults (25+) - 318
- Number of Youth (18-24) - 0
- Number of Minors - 0

Visitors by sub-population:

- Veterans - 24
- Chronically homeless - 175
- Domestic Violence - 103

Community Resource Program

Visitors by Gender*:

- Male - 228
- Female - 89
- Other - 1

Visitors by Race/Ethnicity*:

- White - 256
- Black or African American - 17
- Asian - 0
- American Indian or Alaska Native - 11
- Native Hawaiian or Pacific Islander - 4
- Multiple Races - 20
- Hispanic - 37

Visitors by Health Conditions: *Guests may have one or more of the following*

- Mental Health - 157
- Alcohol and Drug Abuse - 56
- Chronic and Physical Health Condition - 114
- HIV/AIDS - 2
- Developmental Disability - 85

Client Care	Laundry	Showers	Pet Food
207	100	220	83

Duplicated Visits	Sack Lunches	Mail Accessed	New Mailboxes	Phone Calls
1648	2843	1205	58	423

ARCHES Street Outreach Report

I5 & Market St off-ramp, Cascade Park and Rite-Aid Wall: The ARCHES Outreach Team assisted with cleaning and resources during the city's trespassing of these locations. The Team worked diligently to provide unsheltered clients with resources, navigation assistance and basic supplies during the Rest and Resource event organized by the City of Salem. We were onsite providing walk-up housing assessments (via Coordinated Entry's assistance), client updates, Cherriots' bus passes and mailbox set up services.

Wallace Marine Park: As permitted park camping has ended, efforts to clean up and clear out the park are underway. Working alongside the City of Salem and Salem PD, the Outreach Team has provided support and resources to our unsheltered clients during the restoration work. We will continue to make our team available for this particular project.

Heat Wave: The Outreach Team connected with over 17 established homeless camps throughout Marion and Polk County delivering water and cooling supplies during the recent extreme heat. The Team also hit the downtown core delivering water and checking on clients otherwise unable to get escape the heat.

The Outreach Team visits 38 locations throughout Marion and Polk County on a weekly basis. These Outreach efforts are vital in providing clients with resources, supplies and human connections. A large number of these clients follow up in person at ARCHES seeking to utilize many of our other services.

We will continue covering ground from the Pudding River area all the way out to the Dallas Safeway parking lot. We are excited to grow our outreach efforts and continue the collaboration with various partner agencies

The Wildfire Investment Fund (WFI)

The Wildfire Investment Fund (WFI) is funding received from OHCS, with the purpose of assisting any household that experienced a loss of housing from the 2020 wildfires in Oregon. The funding allows for a broad definition of housing, including all RVs and manufactured homes, as well as individuals that were doubled up or sharing housing with others. There is no household income limit for this funding, which allows all wildfire survivors who need assistance returning to stable housing to be eligible. Funds are extremely flexible, they can be used in the traditional housing assistance capacity for rent and deposit, but they can also be used to pay for construction needs, appliances, and unmet needs within the community so that survivors can finish rebuilding. Total funding for WFI is \$1,561,062.00 in program funding, \$1,092,743.00 in RRH funding, and \$468,318.00 in Admin.

Community Resource Program

Of those who were homeless before the Labor Day (2020) wildfire, we've housed 20 wildfire impacted households, have 19 households in hotel, 16 RRH (rapid rehousing) clients in housing search, 12 households pending placement in the Housing Stabilization Program (HSP, an Oregon Department of Human Services program). In total, that's 20 households into permanent housing, 19 into shelter, and 28 households in queue.

In terms of total wildfire contacts, we have received 139 homeless wildfire impacted referrals.

La Fuerza Campesina

A new program named Fuerza Campesina launched on June 7, 2021. This program offers culturally responsive onsite and mobile services to the unhoused and under-housed farmworkers, farmworker adjacent, Spanish-speaking, and migrant families in rural Polk and Marion County. The team currently consists of a Community Service Navigator and an Assessment Specialist.

In the month of July and August, Fuerza Campesina participated in three Community engagement events, visited 27 Farm-Based Agriculture Worker Housing locations and 3 Community-Based Agriculture Worker Housing locations, assessing needs and offering resources.

Fuerza Campesina has been actively distributing PPE and water at these sites. During the heatwave, Fuerza dispersed water and cooling towels at various farms. Fuerza has been filling additional needs in the Migrant-Farmworker community that the team recognized during outreach. These include food, clothing, household, and baby items.

With the help of *The Kindness Closet*, Fuerza delivered a refrigerator, washer, and dryer to a Farm-Based housing location in Polk County. In collaboration with *Mano a Mano* and *Marion Polk Food Share*, Fuerza Campesina distributed food boxes to roughly 130 migrant families. Additional partnerships that Fuerza created include *Northwest Hub* which provided bikes for Migrant workers. *Neighbors Serving Under-Sheltered Neighbors* also provided and helped distribute clothing and shoes for both children and adults. *United Way* and *Toys for Tots* provided Fuerza with hundreds of toys through their Unplug and Play event. Over 320 children of farmworkers received toys from this during Fuerza outreach events.

Total Client Contacts:

July

Adults: 369
Children: 412
Households: 149
BIPOC/Latinx individuals: 781

August

Adults: 337
Children: No data
Households: 61
BIPOC/Latinx individuals: 311

Community Resource Program

The Fuerza Campesina Name:

When selecting a name for the program it was important to us to choose a name that was in Spanish and reflective of the community we are trying to reach.

FUERZA: (1) The influence or power possessed by a person, organization, or country. (2) A good or beneficial quality or attribute of a person or thing. (3) The number of people comprising a group, typically a team or army. Similar: Force, Strength, Resilience, and Power.

CAMPESINA: (1) A Latin American farmer or Laborer. Similar: Farmer.

ARCHES Housing & Specialty Programs:

Core Programs	New Households (HH) Served	Avg VI-SPDAT Score	Adults	Children	Clients Searching	Total Households in Housing	PH HH Exists	Marion HH	Polk HH	Total Unique Served
Home TBA	0	7.8	34	28	9	19	0	8	11	62
ERA	0	0	0	0	0	0	0	0	0	0
HUD CoC	0	7.7	18	25	0	9	0	8	1	43
City of Salem - TBRA	12	9.1	16	20	12	6	0	6	0	36
EHA	4	11	14	6	0	0	0	3	1	20
DHS Fresh Start RRH	7	9.2	8	4	6	1	1	6	0	12
DHS Navigators	2	7.1	3	2	3	0	0	3	0	5
HSP	23	9.6	28	39	4	19	3	18	5	76
Redwood Crossing	1	11	30	0	2	30	0	30	0	30
OHA-VRAP	0	9.3	45	5	2	33	1	31	2	50
Tanner's Project	5	7.6	22	0	0	0	3	21	1	22
VET DRF	1	7.44	12	0	10	1	2	10	1	12
EHA	0	8	25	2	13	6	6	18	1	32
Wildfire Investment Program (WIP)	0	NA	0	0	0	0	0	0	0	0
Portland Rd - Prevention	2	NA	2	6	0	2	0	2	0	8
Portland Rd - RRH /Diversio	5	NA	7	9	0	5	5	5	0	16
Polk County RC - Prevention	1	NA	2	4	0	1	0	0	1	6
Polk County RC - RRH /Diversio	3	NA	4	3	0	3	3	0	3	7

Community Resource Program

Marion County RRH/Diversion	0	NA	0	0	0	0	0	0	0	0
Marion County - Prevention	0	NA	0	0	0	0	0	0	0	0
Mill City RC - Prevention	0	NA	0	0	0	0	0	0	0	0
Mill City RC - Diversion	1	NA	1	2	0	1	1	1	0	3

Specility Services	Households Served	Adults	Children	Veterans	Fleeing DV	BIPOC/Latin X Individuals	Total Unique Served			
Marion County VSO	275	274	1	274	0		275			
RENT	2	3	9	0	1	6	9			
Birth Certificates	4	4	0	0	0	0	4			
Coordinated Outreach	4	4	0	0	0	0	4			
Fuerza Campesina	61	337		0	0	311	337			
HRAP										
HP	9	10	11	0	0	21	21			
Coordinated Entry - Homeless	86	95	38	7	16	N/A	133			
Coordinated Entry - TOTAL	95	105	49	7	16	21	154			
Warming Services	Open Days	Duplicate d Visits	Volunteer Shifts	Volunteer Hrs	ARCHES Staff Shifts	BIPOC/Latin X Individuals	Average Temp	Pets		
Emergency Response	3	263	5	28	10	66	101			
Shelter Services	Duplicated Vists	Sack Lunches	Mail Accessed	New Mailboxes	Phone Calls	BIPOC/Latin X Individuals	Client Care	Laundry	Showers	Pet Food
ARCHES Day Center	1648	2843	1205	58	423	61	207	100	220	83

COVID Rent Relief

Date	Overall apps	Incomplete	Pending Initial Review	Initial Review	Declined	Funding approved	Amount of Fraud	Allocated HHs	Amount
7/2/2021	2890	1136	1024	82	8	74		77	\$ 776,646.00
7/7/2021	3322	1262	1176	60	13	105		61	\$ 481,680.00
7/16/2021	3606	1284	1291	44	20	329		80	\$ 639,754.00
7/23/2021	3689	1316	1083	51	29	435		98	\$ 855,413.66
7/30/2021	3977	1428	1068	53	45	259		119	\$ 1,003,038.00
8/9/2021	4118	1224	1299	54	78	315		86	\$ 540,976.93
8/13/2021	4021	1046	1323	48	99	805	501,248.00	100	\$ 656,669.00
8/20/2021	4199	1074	1331	38	104	470	560,701.00	135	\$ 912,839.72
8/27/2021	4467	1124	1452	39	128	547	\$613,182.00	84	\$ 562,449.00
9/3/2021	4749	1177	1530	44	161	581	648,949.00	142	\$ 1,032,742.06
								982	\$ 7,462,208.37

Community Resource Program

Marion County Veteran Service Office

Success Story: I have been working with the veteran for about a year. He called the office for an appointment after years of frustration from other agencies, states and counties. We talked twice on the phone and I filed his claim. When he came in he was at 10% and was struggling with getting a job and paying his bills. I was able to get his service connected disability raised to 100% with special monthly compensations. The veteran went from \$144 dollars a month to \$5493.95 a month. He also got a \$90,000-dollar back payment. With this award his kids are now able to attend college and he is buying a house in Marion County. He has also referred our office to his friends that are having issues with their claims work. Most are from out of state, we cannot file a claim for them but I have advised them on how to move forward with their claim for a better outcome.

Overall awards for August 21:

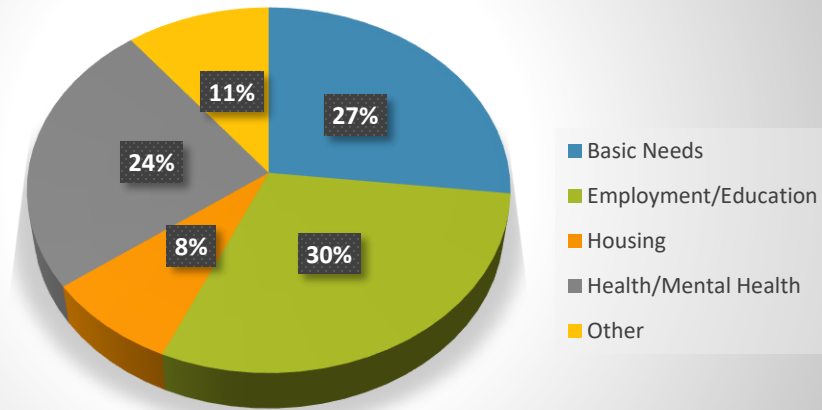
Monthly payments TOTAL:	\$ 3,874,942.66
One time Retro payments:	\$ 7,861,622.74

De Muniz Resource Center

April Cox, Director

September 2021

How the De Muniz Resource Center Served Clients in August



Opportunities/Challenges

- ❖ De Muniz Resource Center served 119 clients in August.
- ❖ Seventy-three percent of the clients served in August were adults in custody versus community clients (27%).
- ❖ This month 20 clients (30 occurrences) took advantage and attended our cognitive based classes. The classes covered the following topics:
 - Success planning
 - Maximizing strengths
 - Parenting skills
 - Problem solving
 - Health & Wellness
 - Mindfulness minutes
- ❖ DMRC assisted 10 clients with bus passes this month.
- ❖ Our partnership with Northwest Human Services yielded 47 clients completing their enrollment for Oregon Health Plan prior to release (from incarceration).
- ❖ We are back to offering a weekly volunteer-lead Narcotics Anonymous meeting for male adults in custody. Twelve clients attended meetings this month.
- ❖ Our two new Housing Navigators have been busy training with ARCHES case managers, learning HMIS database, and learning more about their individual housing grants.
- ❖ The main challenges we have revolve around the challenges from the pandemic and recruiting staff to fill vacancies.

De Muniz Resource Center

April Cox, Director
September 2021

Success Story

A.F. stopped by the center to share his incredible progress with the staff. (A.F. received resources at the Center which included attending multiple cognitive skill building classes.) He has been reunited with his family and they will be moving into stable housing soon. A.F. got his driver's license back and was able to get a car. He is also employed and feeling great about the future. We are thrilled for A.F. and all his success!

Submitted by Lead Navigator

CCR&R PROGRAM REPORT
Shannon Vandehey-Program Director
September 2021

Opportunities:

- **Completed -August 27th:** CCR&R invited both the Marion and Polk Early Learning Hub and the Yamhill Early Learning Hub to an all staff brainstorming/teambuilding picnic. After our CCRR specific Program Improvement Day, CCRR Leadership needed to make sure all new and current staff understood who our close partners are in the Hubs. I think we are now the only CCRR that serve more than one Hub. We will spend time brainstorming collaborative ideas based off our Program Improvement Day priorities.
- **CCRR Staff Development Day: September 21st** (Focusing on cross-training all staff so we are all on the same page as it relates to provider supports).
Agenda:
9-11:30am Foundational Social Emotional Practices Train The Trainer
11:30-12:00pm Lunch
12-1 PSP overview
1-3 conscious discipline Train the Trainer
- **GO Kids Grant opportunity.** Grant was submitted August. No word yet on who was awarded.
- **Completed-Northgate Family Fun Outreach:** Final one was August 27th. We were not able to attend the last one due to the Early Learning Division said we are to go back to virtual work with clients. This event was highly successful. We have been averaging about 150-175 children and families coming to our resource/activity booth.
- **Completed: All deliverables for our CCRR State contract have been submitted.**
- **City of Salem Child Care Grant (ARPA funding):** Partnering with CAA, Marion & Polk Early Learning Hub, Small Business Development Center and Chemeketa ECE in developing a business/economic cohort of child care training for eligible awardee's. This will be part of the requirements for the RFA. Next steps: Looking at where we want to focus economic development dollars for child care providers based on an interest survey/needs as it relates to Covid. Will develop provider application, and review process. Still need to work out some details with the City but we are close to finishing the Zoomgrant proposal. Awarded amount: \$200,000.

Challenges:

- **New Covid Variant:** We had to go back to virtual training only by ELD mandate. We are also not allowed to go into child care programs for the time being. Must be all virtual support or porch drop off. We are well versed with this, as well as, with online training and have been continuing this option anyway. This hasn't caused any disruption, as we were primarily working this way anyway.
- **CCRR's still have not received their state contracts that should have begun July 1.** They are in DOJ for review. ELD says they are top priority. No word on when. We are told that we will be reimbursed backdated to July 1. This is causing some extreme hardship for CCR&R's and their Lead agencies.

Energy Services August 2021 Program Report

Michelle Ehara, Program Manager/Traia Campbell, Energy Director Executive Summary of Activities (Numbers served/service units/outcomes)

Energy Services households served in August: LIHEAP, LP ARPA, OEA PP, OLGA and GAP

AUG 2021

Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty	Ave HH pmt
LIHEAP	299	876	120	65	87	137 =46% of hh served	\$418
LIHEAP ARPA	644	1770	205	254	256	261 =41% of hh served	\$445
OEA PGE	OEAP PGE FUNDS SPENT OUT						
OEA PP	23	70	10	7	5	11 =48% of hh served	\$770
OLGA	63	198	17	24	13	26 =41% of hh served	\$499
GAP	27	109	20	8	1	9 =33% of hh served	\$143
Total	1056	3023	372	358	362	444 =42 of hh's served	\$569

JULY 2021

Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty	Ave HH pmt
LIHEAP	234	711	105	70	62	84 =36% of hh served	\$296
LIHEAP ARPA	563	1541	189	231	241	201 =36% of hh served	\$297
OEA PGE	203	640	76	51	62	60 = 30% of hh served	\$1,141
OEA PP	25	74	8	9	14	10 =40% of hh served	\$1,243
OLGA	64	206	26	26	14	22 = 34% of hh served	\$395
GAP	38	123	15	6	10	16 =42% of hh served	\$114
Total	1127	3295	419	393	403	393 =35% of hh's served	\$872

PY21 - YTD

Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty	Ave HH pmt
LIHEAP	4,944	13,143	1,434	2,176	2,089	1,747 =35% of hh served	\$382
LIHEAP ARPA	1207	3311	394	485	497	462 =38% of hh served	\$376
OEA PGE	2,784	7,994	869	1,065	1038	942 =34% of hh served	\$576
OEA PP	540	1,376	146	261	225	170 =31% of hh served	\$488
OLGA	931	2,827	280	411	331	320 =34% of hh served	\$417
GAP	255	851	90	79	70	93 =36% of hh served	\$118
Total	10,661	29,502	3,213	4,477	4,250	3,734 =35% of hh's served	\$589

Energy August 2021 Completions were slightly less in comparison to July 2021. This was largely attributed to spending out OEAP PGE funds at the end of July which covers a large number of HH's. However, we did see our outreach efforts paying off as there was a rise in completions in LIHEAP and LIHEAP ARPA. We also saw a rise in HH reached at or below 75% of poverty going from 35% to 42% reached.

Outreach to clients continues to be a focus at Energy. We continue to have a strong relationship with PGE and in August we received 160 Referrals, 39% of which were new clients or clients that still needed assistance this year but had not reached out. Pacific Power has also launched a referral program to which we hope to see results in September. Energy worked with ARCHES to also obtain a list of clients that had applied for housing assistance and would possibly benefit from Energy assistance. Energy hired a temp worker starting 8/30 to specifically reach out to those clients and we expect to see a rise in applications in September for those efforts.

Energy went through the process of hiring to fill several intake positions in our office in preparation for the new program year and the introduction of the new water program (LIHWA) starting in October. During this time we made efforts to reach a culturally diverse applicant pool that may not be aware of our job openings from websites alone. Energy reached out to several culturally based organizations such as Confederated Tribes of the Grande Ronde, Farmworker Housing Dev, Mano a Mano, Micronesian Islander Community, Seed of Faith, and Tu Familia Program with information regarding our job postings and encouraged these organizations to post them where their community can be reached. We hope creating these relationships will encourage culturally diverse applicants in our agency, as well as create awareness for our programs.

We continue to prepare for the launch of the new Oregon low income water program (LIHWA). Energy is working to create relationships with city vendors regarding vendor agreements and workflow needs to share information on how this program will be implemented to reach our mutual clients.

August 2021 Polk Co

Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty	Ave HH pmt
LIHEAP	34	88	15	11	9	18 =53% of hh served	\$452
LIHEAP ARPA	61	152	20	22	23	31 =51% of hh served	\$473
OEA PGE	OEAP PGE FUNDS SPENT OUT						
OEA PP	14	38	7	3	4	7 =50% of hh served	\$844
OLGA	7	23	4	1	1	4 =57% of hh served	\$573
GAP	1	7	1	0	0	0 =0% of hh served	\$150
Total	117	308	27	15	14	29 =25% of hh served	\$505

Nutrition First
Sue Maxwell, Program Director
September 16, 2021

- ✓ For the month of August, we signed on 24 new providers (23 OCC registered/certified and 1 DHS listed) and closed 14, leaving 513 homes.
- ✓ We made 175 in-home visits in August.
- ✓ A new educational training started this quarter. This unit is all about the nutritional value of corn, and all the foods made from corn. We have informational packets about corn for the providers, and children, of course, are given color sheets, crossword puzzles, and stickers. Providers are also given corn “butterers” for corn on the cob.
- ✓ Approximately 1,400 children were visited in August.
- ✓ Staff drove a total of 3,511 miles.

Challenges

- We gained another 20 providers in the Portland area this month, due to the closure of the other program. I imagine this number will increase.
- Our second bilingual (Spanish) rep is fully on-board and helping visit monolingual providers in the Portland area.
- Three staff are participating in a virtual USDA conference this month.
- Our consultant continues work on our new database and hopes to go live in early October.

**HEAD START PROGRAM REPORT TO BOARD OF DIRECTORS & POLICY COUNCIL
Eva Pignotti, Program Director - September, 2021**

Attendance

Head Start Preschool

	9/20	10/20	11/20	12/20	1/21	2/21
Regular	N/A	76.29%	72.79%	75.74%	78.18%	78.48%
Subsidized	N/A	71.75%	85.55%	83.46%	87.47%	87.15%
	3/21	4/21	5/21	6/21	7/21	8/21
Regular	88.33%	77.33%	78.30%	76.90%	71.42%	67.51%
Subsidized	86.19%	86.12%	89.22%	90.91%	86.18%	78.04%

Early Head Start

	9/20	10/20	11/20	12/20	1/21	2/21
Regular	N/A	75.36%	70.10%	73.44%	85.90%	85.21%
Subsidized	N/A	95.80%	92.86%	88.44%	92.86%	92.86%
	3/21	4/21	5/21	6/21	7/21	8/21
Regular	91.32%	70.95%	64.40%	66.74%	71.47%	62.47%
Subsidized	95.83%	87.50%	94.08%	88.13%	84.38%	74.34%

Early Head Start Child Care Partnerships

	9/20	10/20	11/20	12/20	1/21	2/21
Regular	86.51%	87.81%	85.28%	80.71%	86.95%	82.81%
	3/21	4/21	5/21	6/21	7/21	8/21
Regular	89.69%	85.15%	79.09%	76.56%	82.86%	73.02%

**Community Action Head Start Attendance Analysis
Absences for August 2021**

The Preschool Program attendance rate was 70.21% overall, below the required 85%. The top reasons for absences during the month of August were sick children, which accounted for 32% of the absences, and approved extended leave, which accounted for 15.04% of the absences.

The Early Head Start Program attendance rate was 65.49% overall, below the required 85%. The top reasons for absences during the month of August were sick children, which accounted for 35.44% of the absences, and vacation day, which accounted for 10.19% of the absences.

The EHS Child Care Partnerships attendance rate was 73.02% overall, below the required 85%. The top reasons for absences during the month of August were sick child, which accounted for 44.22% of the absences, and family day/vacation, which accounted for 19.08% of the absences.

Enrollment Reporting: Programs must be full within 30 days of the start of the school year and continue to fill vacant slots within 30 days of the vacancy until 30 days before the end of the year. Numbers reported include slots vacant for less than 30 days.

Head Start Preschool – Full Enrollment = 697 (summer = 136)

	9/20	10/20	11/20	12/20	1/21	2/21	3/21	4/21	5/21	6/21	7/21	8/21
Regular (677)	N/A	424	420	425	415	403	401	431	433	436	117	101
Subsidized (20)	N/A	15	20	20	20	20	20	17	17	17	17	17

Early Head Start – Full Enrollment = 108

	9/20	10/20	11/20	12/20	1/21	2/21	3/21	4/21	5/21	6/21	7/21	8/21
Regular (100)	N/A	74	74	70	62	64	62	75	63	51	61	62
Subsidized (8)	N/A	8	8	7	7	7	8	8	8	8	8	8

Early Head Start Child Care Partnerships – Full Enrollment = 80

	9/20	10/20	11/20	12/20	1/21	2/21	3/21	4/21	5/21	6/21	7/21	8/21
Regular (80)	68	77	77	77	78	77	75	75	76	72	74	76

Waiting Lists

Head Start Preschool

	9/20	10/20	11/20	12/20	1/21	2/21	3/21	4/21	5/21	6/21	7/21	8/21
Regular	N/A	59	66	66	68	77	54	43	44	44	15	16
Subsidized	N/A	0	1	2	2	2	2	2	2	2	2	2

Early Head Start

	9/20	10/20	11/20	12/20	1/21	2/21	3/21	4/21	5/21	6/21	7/21	8/21
Regular	N/A	3	3	3	3	3	3	4	5	8	8	8
Subsidized	N/A	0	0	0	0	0	0	0	0	0	0	0

Early Head Start Child Care Partnerships

	9/20	10/20	11/20	12/20	1/21	2/21	3/21	4/21	5/21	6/21	7/21	8/21
Regular	0	1	1	1	6	6	4	8	5	5	5	4

USDA Meal Reimbursements

USDA Meal Reimbursements	August 2021	
	Number of Meals Served	Amount Reimbursed
Breakfast	1,671	\$ 3,291.87
Lunch	1,709	\$ 6,254.94
Snack	257	\$ 257.00
Cash In Lieu		\$ 444.34
Total Reimbursement	3,637	\$10,248.15

Report from Program Director: The only thing that stays the same is that everything changes. With the COVID conditions in our community, the program being under-enrolled due to lack of applicants, and there being vacant staff positions, we have created a Plan B for the beginning of the school year. This plan was presented to program staff and funders on September 13th, and a letter sent to parents on September 15th.

Head Start and Early Head Start
2021-2022 Start Up Plans – COVID Precautions

Program management has made a modified plan for the start of school on September 27, 2021. The team used the following considerations in planning:

- Local COVID conditions and staff/child safety
- Vacant staff positions – unable to fully staff all classrooms
- Number of enrolled children – enrollment and application numbers for income-eligible and categorically eligible children. Head Start is in a position to fill 50% of slots with eligible children at this time. Early Head Start is in a position to fill 60% of slots with eligible children at this time. Most eligible children whose applications have been received at this time will be placed in a classroom slot.

Head Start classrooms that typically serve two groups of children (i.e. AM/PM or Duration/PM) will be open to serve only one class. This may be an AM, a PM or a Duration class. This will allow staff to be reassigned temporarily to provide a robust staffing pattern for the one class in operation. Each Head Start class of up to 17 children will have a minimum of three full-time staff, with four full-time staff wherever possible. The Maple Head Start full day full year class will operate normally, with 17 children and five staff.

Early Head Start classrooms that typically serve one group of children (Edgewater, Dallas, Maple) will operate normally, with 8 children and three staff at Dallas and Edgewater, and four staff at the Maple EHS full day full year class. Locally designed option classes (Wilbur, Independence, Appleblossom and Lancaster) will operate normally with 8 children and 3 staff except as follows. The Wilbur site will not open on September 27 due to lack of staff and low enrollment. The children and staff from the Wilbur EHS classroom will be placed for now at the Lancaster site.

The Early Head Start Home Base program will operate with the two typical caseloads of 10 children being served by one Home Visitor. Home visits will not be conducted in the home, but instead in two locations at the EHS Hawthorne office and the EHS CCP office. Health checks and social distancing will be required. Socializations for the first two months of school will be conducted with family groups meeting outdoors, and then will move into virtual mode until conditions allow for a return to in person indoors socializations.

No changes are planned for operation of the EHS CCP classrooms at Salem Keizer Teen Parent or in the family child care homes, as each contractor is independent, and will make the best determination for their services.

Safety measures:

- Small stable groups in classrooms and on buses. Children and staff will be part of only one stable group, with the exception of staff, including supervisors and substitutes, who have been designated as 'floaters', who may be pulled into service for several classes as needed, and bus drivers, who drive multiple groups with face masks required for all over the age of two, and sanitation practices between groups.
- Sanitation practices continue with the use of bleach solution in classrooms and on playground equipment, regular food service three step sanitation, and OSHA mandated daily sanitation of common areas frequented by staff. Buena Crest and Middle Grove staff will assume the daily sanitation starting September 27th.
- Face masks for children are required on buses and encouraged in classrooms for all children age two years or older. They are not required outdoors. Program will provide extras to have on buses and in classrooms for cases when parents are not able to provide them, or forgot them. Parents will put the mask on their child, ensuring it fits properly.
- Home visits – with the exception described above for the EHS Home Base program, home visits will not be conducted indoors. The first and best option is to conduct them outdoors, at the site or at the family home, or even in another location like a park. Virtual home visits are a back-up solution only.
- Toothbrushing in classrooms is suspended at this time. Families will be provided with oral health kits, resources and information to encourage good dental hygiene practices in the home.
- Meals will be served in communal bowls instead of individually wrapped plates. Children will not serve themselves. Staff will receive information about each food item and the appropriate serving size, and will put the food on children's plates.
- Staff in support positions may be able to work remotely, partially or completely during this temporary modification of services, with supervisor approval.

Ongoing evaluation:

Program management will regularly evaluate the following criteria, identifying when program changes can be made to safely accommodate more children.

Local COVID conditions including case numbers (county positivity rates), available hospital and ICU beds, and number of children testing positive.

Program data including staff vaccination rates, case numbers, classroom closures/quarantines (program positivity rates), number of staff vacancies and number of new applications for income eligible children.

Governance Capacity Training Plan

Governing Body Training Plan: Program Director and MWVCAA Executive Director will create a system for identifying training needs and training opportunities for members of MWVCAA Board of Directors and Board Executive Committee, which will include all topics identified in Head Start Performance Standards, section 1302.12(m). These trainings may take place during regular monthly meetings or be provided through virtual means or self-study, including the new Board Member Orientation packet. (Head Start Governance, Leadership and Oversight Capacity Screener Item 6)

Policy Council Training Plan: Program Director and Family Services Specialist will create a system for identifying training needs and training opportunities for Policy Council members and Policy Council Executive Committee, which will include all topics identified in Head Start Performance Standards. These trainings may take place at the initial meeting where members are seated, during regular monthly meetings, or be provided through virtual means or self-study. (Head Start Governance, Leadership and Oversight Capacity Screener Item 7)

Governing Body will be presented with procedures for recruiting, selecting and enrolling children each year during the October meeting. (Head Start Governance, Leadership and Oversight Capacity Screener Item 8)

Program Manager and Family Services Specialist will expand procedures to clearly identify the frequency of review of staff recruitment and screening tools. Opportunities for Policy Council members to participate in recruitment efforts will be included. (Head Start Governance, Leadership and Oversight Capacity Screener Item 11)

MWVCAA Executive Director will present the results of the agency annual financial audit to the Policy Council during the April meeting. (Head Start Governance, Leadership and Oversight Capacity Screener Item 13)



Governance, Leadership, and Oversight Capacity Screener

Introduction

Organizations that accept federal funds to operate Head Start and/or Early Head Start programs must have strong governance systems in place to safeguard federal dollars and provide oversight and direction to the Head Start program.

This screener organizes the Head Start requirements to help organizations identify where they need to make changes and build capacity to fulfill their Head Start governance responsibilities.

Suggestions for Use

1. Print a copy of this screener.
2. Have your organization's governing body or Tribal Council chair, Policy Council chair, executive director, and Head Start program director work together to review the table beginning on page 3 and to identify (with a check mark or "X") the following items:
 - i. Required Head Start governance practices that your organization currently has in place
 - ii. Required Head Start governance practices that your organization will implement within the first three months of funding
 - iii. Required Head Start governance practices that your organization needs help understanding and implementing
3. On the final page of this document list the governance practices and regulations that your organization needs assistance in understanding and implementing.
4. Enter any questions or concerns you have in the comments section on the final page of this document.
5. Share this screener and your findings with your full governing body or Tribal Council, Policy Council, and Head Start program leadership. Assign people to begin implementation of the governance practices you have identified as not currently in place.
6. You can explore the [Organizational Leadership](#) page on the Early Childhood Learning and Knowledge Center (ECLKC) to access other resources that can assist you as you move your governance system and practices forward.
7. At your next meeting with Regional Office staff, discuss those governance practices and regulations where your organization may benefit from technical assistance.



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
1. The governing body (or Tribal Council) has the required composition. ¹		Head Start Act Sec. 642(c)(1)(B) (i–iv)	
<ul style="list-style-type: none"> At least one member has fiscal/accounting background and expertise 			
<ul style="list-style-type: none"> At least one member has early childhood education and development background and expertise 			
<ul style="list-style-type: none"> At least one member is a licensed attorney 			
<ul style="list-style-type: none"> Members reflect the community served and include parents of children who are currently, or were formerly, enrolled in Head Start programs 			
2. The Policy Council has the required composition.		Head Start Act Sec. 642(c)(2)(B)(i) Sec. 642(c)(2)(B)(ii)(I-II)	
<ul style="list-style-type: none"> A majority are parents of children who are currently enrolled in the Head Start program (including delegate agencies) 			
<ul style="list-style-type: none"> Other members are representatives at-large of the community served by the program or any delegate agency (may include parents of children formerly enrolled) 			
<ul style="list-style-type: none"> Members are elected by parents of children currently enrolled in the program 			

¹ If the composition of the governing body does not include individuals with the required qualifications, the governing body must use consultants or other individuals with relevant expertise and qualifications to meet the composition requirements [Head Start Act Sec. 642(c)(1)(B)(vi)].



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
3. The Head Start program must ensure that members of the:		Head Start Act Sec.642(c)(1)(C), 642(c)(2)(C), and 642(c)(3)(B) Head Start Program Performance Standards 1301.2(a) and 1301.3(b)(2)	
<ul style="list-style-type: none"> Governing body do not have a conflict of interest 			
<ul style="list-style-type: none"> Policy council, and of the policy committee at the delegate level, do not have a conflict of interest 			
4. Head Start program has established a parent committee comprised exclusively of parents of currently enrolled children as early in the program year as possible.		Head Start Program Performance Standards 1301.4 (a)	
<ul style="list-style-type: none"> The committee is established at the center level for center-based program and at the local program level for other program options 			
5. Governing body may establish advisory committees as it deems necessary for effective governance and improvement of the program.		Head Start Program Performance Standards 1301.2(c)	
<ul style="list-style-type: none"> Establish the structure, communication, and oversight in such a way that the governing body continues to maintain its legal and fiscal responsibility 			
<ul style="list-style-type: none"> Notify responsible HHS official of intent to establish an advisory committee 			



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
<p>6. Members of the governing body (or Tribal Council) receive effective and ongoing training and technical assistance (T/TA) to ensure that they understand the information they receive and are able to provide effective oversight of, make appropriate decisions for, and participate in programs of the Head Start agency.</p>		<p>Head Start Act Sec. 642(d)(3)</p>	
<ul style="list-style-type: none"> The agency has a system for identifying the T/TA needs of the governing body (or Tribal Council) and using this information to develop a T/TA plan 			
<p>7. Members of the Policy Council receive effective and ongoing training and technical assistance (T/TA) to ensure that they understand the information they receive and can provide effective oversight of, make appropriate decisions for, and participate in programs of the Head Start agency.</p>		<p>Head Start Act Sec. 642(d)(3) Head Start Program Performance Standards 1302.12(m)</p>	
<ul style="list-style-type: none"> The agency has a system for identifying the T/TA needs of the Policy Council and using this information to develop a T/TA plan 			
<ul style="list-style-type: none"> T/TA or orientations include training on program performance standards and training indicated in 1302.12(m) 			



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
8. The governing body (or Tribal Council) exercises the following responsibilities:		Head Start Act Sec. 642(c)(1)(E)(iv)(I-III) Sec. 642(c)(1)(E)(iv)(VI)	
<ul style="list-style-type: none"> Establishes procedures and criteria for recruiting, selecting, and enrolling children 			
<ul style="list-style-type: none"> Selects delegate agencies, as appropriate 			
<ul style="list-style-type: none"> Develops procedures for selecting Policy Council members 			
<ul style="list-style-type: none"> Reviews applications and amendments to applications for funding 			
9. The governing body (or Tribal Council) exercises responsibility for the following:		Head Start Act Sec. 642(c)(1)(E)(iv)(VII)(aa)-(dd)	
<ul style="list-style-type: none"> Approval of all major financial expenditures of the agency 			
<ul style="list-style-type: none"> Annual approval of the operating budget of the agency 			
<ul style="list-style-type: none"> The selection (except when a financial auditor is assigned by the state under state law or is assigned under local law) of independent financial auditors to report all critical accounting policies and practices to the governing body (or Tribal Council) 			



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
<ul style="list-style-type: none"> The financial audit 			
<ul style="list-style-type: none"> Monitoring of the agency's actions to correct any audit findings and other actions necessary to comply with applicable laws (including regulations) governing financial statement and accounting practices 			
10. The governing body (or Tribal Council) is engaged in reviewing and approving each of the following:		Head Start Act Sec. 642(c)(1)(E)(iv)(V)(aa-cc) Sec. 642(c)(1)(E)(iv)(VIII)-(IX)	
<ul style="list-style-type: none"> The annual self-assessment 			
<ul style="list-style-type: none"> The agency's progress in carrying out the programmatic and fiscal provisions in the agency's grant application, including implementation of corrective actions 			
<ul style="list-style-type: none"> Personnel policies of the agency regarding the hiring, evaluation, termination, and compensation of agency employees 			
<ul style="list-style-type: none"> Results from monitoring conducted under section 641A(c), including appropriate follow-up activities 			



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
11. The program staff ensures the parent committee assumes responsibility for the following:		Head Start Program Performance Standards 1301.4 (b)	
<ul style="list-style-type: none"> • Work with program staff to determine the best methods to engage families using strategies that are most effective in their community 			
<ul style="list-style-type: none"> • Advise staff in developing and implementing local program policies, activities, and services to ensure they meet the needs of children and families 			
<ul style="list-style-type: none"> • Have a process for communication with the Policy Council and policy committee 			
<ul style="list-style-type: none"> • Participate in the recruitment and screening of Early Head Start and Head Start employees 			
12. The Head Start program works with the governing body (or Tribal Council) and Policy Council to make available to the public a report published at least once each year that discloses the following information from the most recently concluded fiscal year:		Head Start Act Sec. 644 (a)(2)(A-H)	
<ul style="list-style-type: none"> • The total amount of public and private funds received and the amount from each source 			
<ul style="list-style-type: none"> • An explanation of budgetary expenditures and proposed budget for the fiscal year 			



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
<ul style="list-style-type: none"> The total number of children and families served, the average monthly enrollment (as a percentage of funded enrollment), and the percentage of eligible children served 			
<ul style="list-style-type: none"> The results of the most recent review by the Secretary and the financial audit 			
<ul style="list-style-type: none"> The percentage of enrolled children that received medical and dental exams 			
<ul style="list-style-type: none"> Information about family engagement activities 			
<ul style="list-style-type: none"> The agency's efforts to prepare children for kindergarten 			
<ul style="list-style-type: none"> A summary of a program's most recent community assessment 1302.102(d)(2) 			
<ul style="list-style-type: none"> Any other information required by the Secretary 			
13. The following reports are received by the governing body and the Policy Council and members find them useful:		Head Start Act Sec. 642(d)(2)(A-I) Head Start Program Performance Standards 1302.102	
Annual reports:			
<ul style="list-style-type: none"> The financial audit 			
<ul style="list-style-type: none"> The self-assessment, including any findings related to such assessment 			



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
<ul style="list-style-type: none"> Program Information Reports (PIRs) 			
Monthly reports:			
<ul style="list-style-type: none"> Financial statements, including credit card expenditures (if the program uses credit cards) 			
<ul style="list-style-type: none"> Program information summaries 			
<ul style="list-style-type: none"> Program enrollment reports, including attendance reports for children whose care is partially subsidized by another public agency 			
<ul style="list-style-type: none"> Reports of meals and snacks provided through programs of the U.S. Department of Agriculture (USDA) 			
Additional reports:			
<ul style="list-style-type: none"> Community assessment, completed every five years with annual updates 			



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
<ul style="list-style-type: none"> Long-term goals for ensuring programs are and remain responsive to community needs, goals for the provision of educational, health, nutritional, and family and community engagement, program services to promote the school readiness of enrolled children, school readiness goals, and short-term measurable programmatic and financial objectives 			
<ul style="list-style-type: none"> Applicable and current updates from the Secretary (e.g., Program Instructions, Information Memorandums, etc.) 			
<ul style="list-style-type: none"> Ongoing monitoring data, data on school readiness goals and other information described in 1302.102 			
<p>14. Head Start agency's governing body and Policy Council have jointly established written procedures for resolving internal disputes between the governing board and Policy Council in a timely manner that includes impasse procedure. These procedures must:</p>		<p>Head Start Program Performance Standards 1301.6 (a)(1-3) and 1301.6(b)</p>	
<ul style="list-style-type: none"> Demonstrate that the governing body considers proposed decisions from the Policy Council and that the Policy Council considers proposed decisions from the governing body 			



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
<ul style="list-style-type: none"> If there is a disagreement, require the governing body and the Policy Council to notify the other in writing why it does not accept a decision 			
<ul style="list-style-type: none"> Describe a decision-making process and a timeline to resolve disputes and reach decisions that are not arbitrary, capricious, or illegal 			
<ul style="list-style-type: none"> Governing body and Policy Council must select a mutually agreeable third-party mediator (as outlined in impasse procedures) 			
<ul style="list-style-type: none"> Governing body and Policy Council are prepared to participate in a formal process of mediation that leads to a resolution of the dispute (as outlined in Impasse procedures) 			
15. If no resolution is reached with a mediator (NOTE: American Indian and Alaska Native Programs skip and move to next section)	Head Start Program Performance Standards 1301.6 (c)		
<ul style="list-style-type: none"> Governing body and Policy Council must select a mutually agreeable arbitrator whose decision is final 			



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
16. The Policy Council approve and submit to the governing body decisions about each of the following activities of program operations:		Head Start Act Sec. 642(c)(2)(D)(i-viii) Sec. 642(c)(2)(A) Head Start Program Performance Standards 1302.101(b)(4)	
<ul style="list-style-type: none"> • Activities to support the active engagement of families in the program 			
<ul style="list-style-type: none"> • Program recruitment, selection, and enrollment priorities 			
<ul style="list-style-type: none"> • Applications for funding and amendments to applications for funding 			
<ul style="list-style-type: none"> • Budget planning for program expenditures, including policies for reimbursement related to participation in Policy Council activities 			
<ul style="list-style-type: none"> • Bylaws for the operation of the Policy Council 			
<ul style="list-style-type: none"> • Program personnel policies and decisions regarding the employment of program staff, consistent with 642(c)(1)(E)(iv)(IX), including standards of conduct for program staff, contractors, and volunteers and criteria for the employment and dismissal of program staff 			



Head Start Governance, Leadership, and Oversight Capacity Screener

Head Start Governance Practices and Related Regulations	Practice/Procedure is currently in place	Practice/Procedure will be fully implemented within first three months of funding	Our organization needs assistance in understanding and implementing this regulation
17. A program must submit reports, as appropriate, to the HHS official immediately or as soon as practicable:		Head Start Program Performance Standards 1302.102 (d) and 1304.12	
<ul style="list-style-type: none"> Any significant incidents affecting the health and safety of program participants 			
<ul style="list-style-type: none"> Circumstances affecting the financial viability of the program 			
<ul style="list-style-type: none"> Breaches of personally identifiable information 			
<ul style="list-style-type: none"> Program involvement in legal proceedings 			
<ul style="list-style-type: none"> Any matter for which notification or a report to state, tribal or local authorities is required by law: <ul style="list-style-type: none"> Reports addressing child abuse and neglect or laws governing sex offenders Incidents that require classrooms or centers to be closed for any reason Legal proceedings directly related to program operations All conditions required to be reported under 1304.12 including child and Adult Care Food Program (CACFP) 			



Head Start Governance, Leadership, and Oversight Capacity Screener

Comments section:

Our organization needs assistance in understanding and implementing the following governance regulations:

Additional comments, questions, or concerns:





Mid-Willamette Valley

COMMUNITY ACTION

HOME Youth Services

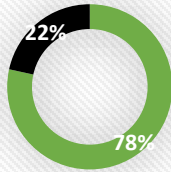
Board Report September 2021

Program Highlights:

- Emergency generator has been installed at Taylor's House. It will be connected to the gas line and staff will receive training on Oct. 7th
- Multiple appliances need repair or replacement at the Drop In & Taylor's House. Purchased 3 refrigerator / freezer units and 2 electric ranges.
- Procurement process to repair showers at Taylor's House is underway. We did not receive viable bids so we are actively looking for contractor recommendations.
- Received funding from Oregon Community Foundation to in-part purchase a 12-passenger van. This will allow us to increase our mobile Drop In services, increase enrichment opportunities for youth and transport youth more efficiently. 12-passenger vans are in high demand and low stock, working with a variety of community partners to locate a vehicle to purchase.
- Continue to struggle in our staff recruitment efforts. This month we will be trying a variety of different methods, some new and some improved, to hopefully fill all vacant positions.
- Hosted our national technical assistance provider, TAC, onsite at the end of August. Feedback from staff and youth is that it was a positive experience. We look forward to responding to their report and recommendations.
- In mid-August managers had an offsite planning session to come together as a leadership team and discuss various aspects of the program. We plan to do this again in 6 months.
- Taylor's House will undergo its fourth program evaluation this year on October 25th when ODHS Treatment Services completes their annual review. Treatment Services is the state department that oversees our non-BRS contract (providing emergency housing to youth in foster care).
- We are in the process of applying for 2 grants that collectively would result in approx. \$100,000. We are waiting on responses from another 2 grant applications that collectively would result in approx. \$300,000.
- The Mid-Willamette Valley Homeless Alliance (local CoC) was awarded \$3.7million to address youth and young adult homelessness in Marion / Polk via the federal Youth Homelessness Demonstration Program (YHDP). https://www.hud.gov/press/press_releases_media_advisories/HUD_No_21_147
This is a significant win for the community in terms of the dollar amount invested, the collaborations it will ensure and the innovation it will require. I am extremely proud of the blood, sweat and tears that both HOME staff and committee partners have poured into the local youth / young adult system. Receiving this opportunity serves as validation of past efforts and a catalyst for future gains. Marion & Polk County are officially on the national map of leaders in addressing youth homelessness!

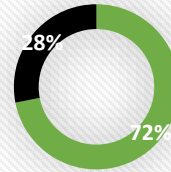
Data Highlights: As part of the evaluation process with TAC we took a deeper look at our data. Below is a sample.

2019 - Requests for Shelter



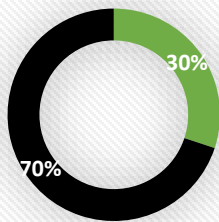
■ # Requests for Shelter - Community
■ # Requests for Shelter - ODHS

2019 - Youth Accepted



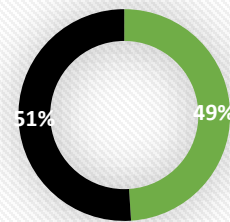
■ # Youth Accepted - Community
■ # Youth Accepted - ODHS

2020 - Requests for Shelter



■ # Requests for Shelter - Community
■ # Requests for Shelter - ODHS

2020 - Youth Accepted



■ # Youth Accepted - Community
■ # Youth Accepted - ODHS

In 2019 the majority of the youth served at Taylor’s House came from community referrals – schools, counselors, law enforcement, self-referral, parents etc. That trend flipped in 2020 when we experienced an approx. 50% increase in ODHS (foster care) referrals and a decrease of approx. 48% in community based referrals. COVID played a significant factor in this switch. Community based youth retreated and lost contact with others, particularly schools. At the same time youth in foster care needing emergency housing increased as the system responded to the pandemic. To date at least 3 prominent youth housing & health care providers have closed their doors due to lack of stable funding during COVID. The amount of youth and families relying on these services will continue to increase, as unfortunately the services themselves dwindle.