



**FEBRUARY 2022 MEETING
BOARD OF DIRECTORS**

THURSDAY, FEBRUARY 24, 2022

IN- PERSON LOCATION:

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

VIRTUAL OPTION:

MWVCAA Full Board Meeting (February 2022)
Thu, Feb 24, 2022 5:30 PM – 8:00 PM

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

<https://meet.goto.com/938338333>

You can also dial in using your phone.

United States: +1 (312) 757-3121

Access Code: 938-338-333

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

**COMMUNITY ACTION AGENCY
BOARD OF DIRECTORS AGENDA**

Thursday, February 24, 2022

5:30 PM – 8:00PM

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Salem, OR 97301

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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.

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| I. Welcome and Introductions | |
| II. Public Comment | 5:30 |
| III. Approval of Agenda | 5:35 |
| IV. Consent Calendar | 5:40 |
| 1. January 2022 Full Board Meeting Minutes | 5:45 |
| 2. February 2022 Executive Director Report | |
| 3. February 2022 Chief Financial Officer Report | |
| 4. February 2022 Chief Operations Officer Report | |
| 5. February 2022 Director of Development Report | |
| 6. February 2022 Program Director Reports | |
| 7. Head Start Selection Criteria | |
| 8. Early Head Start Selection Criteria | |
| 9. Annual Head Start Public Report | |
| 10. Head Start Update on Self-Assessment Program Improvement Plan | |
| 11. February 2022 Committee Meeting Minutes | |
| V. Board Business | 5:55 |
| 1. Executive Director's Report | |
| 2. Executive Director's "What is a Community Action Agency?" (Part I) - <i>Presentation</i> | |
| 3. Strategic Planning Update - <i>Discussion</i> | |
| 4. Head Start Selection Criteria, Program Improvement Plan, Annual Public Report - <i>Discussion</i> | |
| 5. Reaffirm Code of Ethics, Conflict of Interest and Board Commitment Statements – <i>Discussion</i> | |
| 6. Mortgage Authority for 336 SW River Road, Dallas - <i>Approval</i> | |
| 7. Purchase Authority for 1205/1215 Wallace Road - <i>Approval</i> | |
| 8. Financials – <i>Approval</i> | |
| VI. Adjournment | 8:00 |

Next board meeting: Thursday, March 24, 2022

Mid-Willamette Valley Community Action Agency, Inc.
Board of Directors Meeting
Thursday, Jan 27, 2022
5:30 PM – 8:00 PM
MINUTES

ATTENDANCE:

Board of Directors:

Present:

Catherine Trottman	Jade Rutledge	Linda Bednarz	RW Taylor
Christopher Lopez	Jasmine White	Melissa Baurer	Steve McCoid
Erika Romine	Jeremy Gordon	Michael Vasquez	Shelaswau Crier
Helen Honey	Kevin Karvandi	Nikol Ramirez	

Absent: Jon Weiner

Others Present:

Program Directors/Staff/Guests:

Jimmy Jones, Executive Director
Helana Haytas, Chief Operations Officer
Kaolee Hoyle, Chief Financial Officer
Laurel Glenn, Development Director
Ashley Hamilton, CRP/ARCHES Program Director
Traia Campbell, Energy Services Program Director
Rogelio Cortes, Weatherization Program Director
Sue Maxwell, Nutrition First Program Director
Eva Pignotti, Head Start/Early Head Start Program Director
Alisa Tobin, HOME Youth Services Associate Program Director
Jade Wilson, Executive Assistant
Grace Porras, Interpreter

The meeting of the Board of Directors was called to order at 5:32pm by Board Vice-Chair Jade Rutledge. It was determined that a quorum was present.

I. Welcome

Board Co-Chair Jade Rutledge welcomed everyone.

II. Public Comment

None were made.

III. Approval of Agenda

Amendment to the agenda was proposed by Executive Director Jimmy Jones to include item number fifteen: MWVCAA Budget – *Approval*.

MOTION: To approve agenda and agenda amendment made by Christopher Lopez,

SECOND: Linda Bednarz.

APPROVED: Unanimously approved.

IV. Consent Calendar

1. November 2021 Full Board Meeting Minutes

No discussions or concerns were raised

2. January 2022 Executive Director Report

No discussions or concerns were raised

3. January 2022 Director of Development Report

No discussions or concerns were raised

4. January 2022 Chief Financial Officer Report

No discussions or concerns were raised

5. January 2022 Chief Operations Officer Report

No discussions or concerns were raised

6. January 2022 Program Director Reports

No discussions or concerns were raised

7. December 2021 & January 2022 Committee Meeting Minutes

No discussions or concerns were raised

MOTION: To approve consent calendar made by Helen Honey,

SECOND: Linda Bednarz.

APPROVED: Unanimously approved.

V. Board Business

1. Executive Director's Report

- i. COVID-19 situation has marginally improved since the beginning of January. 57 employees currently in quarantine which is trending down from the 75 we had in quarantine last week. 62 positive COVID-19 cases in January alone; currently 21 of those are in quarantine. This has impacted the work in most of our programs but all services are continuing. Eva Pignotti, Head Start/Early Head Start Program Director, spoke about their need to remain in compliance with federal mandates so they have had to close numerous classrooms as staff have gone into quarantine. Any positive cases in a classroom results in a 10-day closure. Staffing issues have also affected classroom closures. Ashley Hamilton, CRP/ARCHES Program Director, said their programming has been largely operational. The Day Center and Warming Shelters have remained open through this spike and their residential programs, though tight with staffing at times, has remained opened as well. Alisa Tobin, HOME Youth Services Associate Program Director, said that Taylor's house has remained open during the pandemic but the Drop-In has been closed periodically due to staffing issues. They re-opened on Tuesday this week after quarantined staff were able to return to work.
- ii. Kaiser Permanente Home Grant – This \$1.5M grant has been fully approved, work will begin soon.
- iii. Legislative session coming up – this will be a busy session due to the amount of funding on the table specifically available for housing infrastructure. Jimmy feels more confident moving into this session than

previously. Jimmy discussed the challenges of funding current work given the slower growth of homeless services dollars the past year over other types of services.

iv. 2022 Program Expansions:

1. Weatherization federal expansion money is coming in. Rogelio Cortes, Weatherization Program Director, spoke about hiring more staff as they are only at about 60% staffing currently. That will be the focus of this new federal funding coming into the agency.
2. Medical Respite Care – Since the beginning of COVID, there has been a visible need for respite facilities/care for unhoused individuals once they have released from the hospital. These individuals have typically improved enough to not need hospital care but still need some care. This has been a project five years in the making that has finally come to some fruition. MWVCAA is collaborating with OHA, DHS and other agencies on respite.
3. Navigation Center; Rural homeless Collaborative, Pre-School Promise; more dedicated youth funds – these are the upcoming projects that will be the focus throughout the beginning of 2022.

2. **Addition of Federal Juneteenth Holiday to Official Agency Holidays**

The Agency is proposing to add the Juneteenth Holiday as an official Agency holiday. Juneteenth is a new federal holiday, and commemorates the end of slavery in the United States.

MOTION: To approve Addition of Federal Juneteenth Holiday to Official Agency Holidays made by Linda Bednarz,

SECOND: Christopher Lopez.

APPROVED: Unanimously approved.

3. **Nutrition First Program Budget** – Sue Maxwell, Program Director, presented the Nutrition First program budget for approval. She had adjusted the budget as she had less in carry over from the previous year’s budget than originally anticipated.

MOTION: To approve Nutrition First Program Budget made by Steve McCoid,

SECOND: RW Taylor

APPROVED: Unanimously approved.

4. **Head Start Equipment Purchase** – Eva Pignotti, Head Start Program Director, presented a request to purchase a new Food Steamer for the Buena Crest Head Start location. This new unit would be replacing a 30-year-old piece of equipment that is currently leaking. The total purchase would be \$9,900.

MOTION: To approve Head Start equipment purchase made by Helen Honey,

SECOND: Linda Bednarz.

APPROVED: Unanimously approved.

5. **Board Member Melissa Baurer (Community Member)**

Election to a New Term – New three-year term for Melissa as a community member.

MOTION: To approve Board Member Election to a New Term made by Linda Bednarz,

SECOND: Christopher Lopez.

APPROVED: Unanimously approved.

6. Board Member Helen Honey (Community Member) Election to a New Term – New three-year term.

MOTION: To approve Board Member Election to a New Term made by RW Taylor,

SECOND: Steve McCoid.

APPROVED: Unanimously approved.

7. Board Member Shelaswau Crier (Community Member) Election to a New Term – New three-year term.

MOTION: To approve Board Member Election to a New Term made by RW Taylor,

SECOND: Helen Honey.

APPROVED: Unanimously approved.

8. Board Member Steve McCoid (Community Member) Election to a New Term – New three-year term.

MOTION: To approve Board Member Election to a New Term made by Helen Honey,

SECOND: RW Taylor.

APPROVED: Unanimously approved.

9. Election of Board President – Jade Rutledge was nominated as Board President by Linda Bednarz. Helen Honey nominated Shelaswau Crier as Board President as well. Shelaswau declined nomination.

MOTION: To approve Election of Jade Rutledge as Board President made by Chris Lopez,

SECOND: RW Taylor.

APPROVED: Unanimously approved

10. Election of Board Vice President – Helen Honey nominated Shelaswau Crier as Board Vice President.

MOTION: To approve Election of Shelaswau Crier as Board Vice President made by Helen Honey,

SECOND: Kevin Karvandi.

APPROVED: Unanimously approved.

11. Election of Board Secretary – Helen Honey nominated Kevin Karvandi for Board Secretary. Kevin Karvandi nominated Helen Honey for Board Secretary. Helen Honey declined.

MOTION: To approve Election of Kevin Karvandi for Board Secretary made by Erika Romine,

SECOND: Linda Bednarz.

APPROVED: Unanimously approved.

12. Board Member Linda Bednarz Resignation

MOTION: To accept the resignation of Linda Bednarz made by RW Taylor,

SECOND: Steve McCoid.

APPROVED: Unanimously approved.

13. Board Member Jon Weiner Resignation

MOTION: To accept the resignation of Jon Weiner made by Steve McCoid,

SECOND: RW Taylor.

APPROVED: Unanimously approved.

14. Financials – Kaolee Hoyle, Chief Financial Officer, presented the October 2021 Budget to Actual and the November 2021 Budget to Actual. Kaolee noted that the total revenue for October was \$25.8M. Of expenses, \$13.4M in expenditures is related to OERP (\$16M grant) which will level out (expected vs. actual) for the next fiscal year. Kaolee noted all the increases/decreases in budgets as well over 2020-2021; CRP rental assistance program money increased the program budget, which had to be heavily spent in first half of fiscal year; Nutrition First was up \$500,000 due to an increase in providers, and HYS (HOME Youth Services) has additional funding coming in as well; Head Start will see minor decreases as COVID Funding is reduced.

MOTION: To approve financials made by Helen Honey,

SECOND: Kevin Karvandi.

APPROVED: Unanimously approved.

15. MWVCAA Budget FY 21 – 22 – Kaolee Hoyle presented the FY22 budgeted and FY21 budgeted for comparison. \$61.2M budgeted for FY22 currently, which is up \$18.2M from last fiscal year.

MOTION: To approve financials made by Helen Honey,

SECOND: Kevin Karvandi.

APPROVED: Unanimously approved.

VI. Adjournment

The Board of Directors meeting was adjourned at 6:47 pm.

MOTION: To approve adjournment made by Kevin Karvandi,
SECOND: Helen Honey.
APPROVED: Unanimously approved.

Respectfully Submitted:

Jade Wilson, Executive Assistant

Kevin Karvandi, Board Secretary

EXECUTIVE DIRECTOR'S REPORT
MID-WILLAMETTE VALLEY
COMMUNITY ACTION AGENCY
February 2022

It's been a short month, but there's been quite a bit of activity. Let's start with property matters:

- 1.) **Wallace Early Learning Center:** We are in a position to acquire (or to pass on) the potential Head Start property at 1205/1215 Wallace Road in West Salem. If you recall, we have pursued a new building given a combination of concerns, including the need for new classrooms for a planned preschool promise program, the cost and availability of properties in the Salem commercial rental market, and the need to build agency reserves through equity over the long-term. At this point, we have a signed PSA pending formal board approval with the intention of closing on March 3rd. We have financing from Columbia Bank, a property inspection, appraisal, and phase one environmental. We are still waiting on the final lead, asbestos and water testing on the site. We're doing this final testing not because they're absolutely necessary. But if we ever wanted/needed to put federal dollars into the property those reports need to be clean. In lieu of a down payment, we would take a lien against an older property we have in Dallas (336 SW River Drive), so that we don't have to use any reserves for the down payment. We would then charge the program space cost, at both locations, converting those funds to unrestricted revenue that would then be applied to the debt service on both properties. The Wallace site is likely to appreciate heavily in the years to come. Included in the documents on the website will be a cost/benefit analysis of our current situation versus the costs of acquiring. The estimated renovation cost is about \$733,000. The City of Salem let us know last week that they plan to award us, pending Council approval, the full renovation costs, including capping the well that's on the property.

- 2.) **Tanner Project:** I spoke with Senator Merkley's office two weeks ago. The federal government is funded through February 18th, and both political parties are working toward a final resolution on the Omnibus Budget Bill. It's probable that this coming week we will see another continuing resolution to get us to March 21; but at some point in the next five weeks it's expected that President Biden will have a budget bill to sign. In that bill, we have \$1 million coming for the ARCHES Inn renovation, and \$1.25 million for the Tanner Project (our veteran shelter). We acquired the Tanner Project building (2933 Center Street NE) about this time last year. We offered that owner \$800,000 and asked OHCS just to give us that purchase cost from extra funds that had been turned back from other parts of the state, which they did. The building is one-half of a condominium. The other half is owned by Westcare, which is a national veterans' services provider. They have used City of Salem federal funds (CDBG primarily) over the years to substantially upgrade their half. Our half needs some work, and we planned on using the \$1.2 million in federal funds to fully renovate it. But we have other options. Westcare also has a new federal grant, and is looking for additional property this summer. They might be willing to sell us their half, or we could sell them our half and apply that toward the purchase of a newer, better property. Two weeks ago, in addition to what you've read above, we received word of a federal Veterans Administration pre-award (it's not final yet, and federal awards are never final until they're final) of an additional \$2.25 million for Tanner Project, which we could use to renovate or acquire. So we have options, with that nearly \$3.5 million, but it will likely be later in the summer before we know more.

3.) **Oregon Housing and Community Services/Community Action Partnership of Oregon:** The House Bill 2100 Task Force, that we have previously discussed, and of which I am a member, delivered its final report to the Oregon legislature on January 13th. Oregon Housing and Community Services legislative policy leadership met with me (in my role as organizer of the legislative work for the Community Action Partnership of Oregon) on Monday of last week. They let us know that there would be no funding changes in 2022-2023, and that they considered the current task force recommendations inoperable. We can breathe a little easier for now. When this started in August 2020, we came within three days of being entirely unfunded, before turning that effort back. In December 2020, they attempted to defund us again in the Spring Session, failed, and then attempted to remove 20 percent of funding, and failed again. Instead we ended up with the Task Force. It's probable that the Task Force (which is supposed to sunset in July 2022) will be reauthorized until January 2, 2026 (HB 4051-3)—so this conversation is going to continue. At the legislative meeting with OHCS earlier in February, I asked OHCS to provide us with funding allocation tables now, for the work beginning in July, and they promised to get those to us by the end of March. I also asked them to send \$25 million of the \$150 million that they are sitting on (from the December special session) to Culturally Specific Providers across Oregon, so that agencies that are led by people of color and primarily serve people of color will have immediate access to discretionary funds now, and not have to wait another two years. They said they would consider it, but so far haven't moved.

Director Salazar left to take a position at the federal Housing and Urban Development department, after President Biden appointed her to a role as regional administrator. Her interim replacement is Director Andrea Bell, who has been deputy director at OHCS for the past two years. We have a good relationship with Director Bell. I serve with her on both the Governor's Racial Justice Council's housing sub-committee and the HB 2100 Task Force, and locally she has moved mountains to help us get what we need. She attended the legislative visit to the ARCHES Inn yesterday. I feel like the relationship will improve dramatically under her leadership. It will be a difficult year for OHCS, however. The Secretary of State's office announced earlier this month that they intend to audit the Oregon Emergency Rental Assistance Program this fall, given the enormous amount of attempted fraud, and the painfully slow rollout and access issues for some low-income applicants. I'm confident we're in a good position, as we set up three separate reviews to limit fraudulent payments. The state's private out-of-state contractor, however, could have a tougher time under that kind of scrutiny.

4.) **Legislature/Grant Funding:** We had planned on having a **very** quiet legislative session this spring. That was largely out the door by the second week. There's a lot going on, including additional funding for education (our CCR&R program specifically), additional funding available for homeless youth, funding for emergency heating and cooling (in response to the heat dome deaths from last June) but very little available for the adult homeless matter (in currently filed bills). The Governor does have a \$400 million supplemental housing package, but almost all of that (save \$500,000) is for the affordable housing development side at OHCS. The \$500,000 will go to fund the creation of a statewide Interagency Council on Homelessness, and support for the statewide Built for Zero movement (a homeless systems design project that we have been a member of for three years, under the sponsorship of Kaiser Permanente). There are three other late emerging requests that have some impact on us:

- a. House Bill 4123, which creates city-county coordinated homeless response pilots. It funds 8 projects at \$1 million each for two years. Polk County is one of the eight selected counties, and we are a partner in that effort, along with the Polk County Commissioners, the cities of Monmouth, Independence, Falls City, Willamina, Dallas, and the Confederated Tribes of the Grand Ronde. Our role is largely technical support, and the funds will be held by Polk County.

- b. Senate Bill 1539: This bill is very likely to be passed. It would direct the Oregon Department of Education (ODE) to create a pilot program that would issue grants to seven selected school districts with heavy concentrations of homeless students, to help provide funding for the Statewide Educational Initiatives Account (through 2025); that bill is closely related to HB 4013A, which has been sent to the Joint Committee on Ways and Means. The -3 amendments expand the homeless youth program and sends an additional \$437,500 to DHS for that program, along with expanding the tuition and fee waiver program to include current foster children or currently (or formerly) homeless youth.
- c. House Bill 4058A: This bill is in response to the heat dome incident last June, which cost the lives of a few hundred people across the Pacific Northwest, as daytime temperatures pushed 118 here in Salem. Oregon, especially for those in poverty, is a largely un-airconditioned state, and this effort would appropriate \$5 million for air conditioners and \$10 million for the heat pump program.

So that's the official and public matters to date. Behind the scenes the pace of the work is escalating, with high drama (and high stakes). Over the past weekend, the budget conversations in both the House and Senate were working their way toward completion, and the asks are shoring up quickly. Part of the pace of events was dictated by the new revenue forecast this week that predicted an unexpected, additional \$800 million of surplus revenue. The budget negotiations include:

- The reinvestment of (what was a lost) \$10 million for Community Action, for the second year of the current biennium for our two primary homeless grants that fund ARCHES and HYS: the **Emergency Housing Account (EHA)** and the **State Homeless Assistance Program (SHAP)**. In the 2019-2021 biennium those grants were funded at \$40 million continuing service level (CSL); plus an additional \$10 million in one-time funding. The 2021-2023 biennium saw that investment fall back to just \$40 million—in short we were expected to do more, in the middle of the pandemic, with 20 percent less in state funding. OHCS, the Senate President's Office, and the Governor's Office have all pledged support for that reinvestment. Our share would be about \$1 million.
- There is conversation shoring up around a \$50 million ask for a second round of Project Turnkey. We were able to purchase a Turnkey motel last year, which became the **ARCHES Inn**, which is a generational game-changer for homelessness in Salem. I've given thought to how we could use a second turnkey in Salem, but it seems more reasonable to support a collaborative effort in Polk County. The Polk County folks were deeply frustrated with the narrowness of the last Turnkey language, which prevented them from being eligible for the grant. We've talked to them in recent weeks about a joint project, perhaps in Monmouth/Independence. Other possibilities include a second turnkey project in Salem, or a turnkey youth project in Monmouth/Independence. On Thursday (2/17) Governor Brown, Rep Marsh, Rep Hoy, OHCS Director Bell, and others visited our ARCHES Inn for an in-depth service tour (essentially taking a look at the project and talking to us about how it works). Everyone is generally drawn to the high capacity impact of the larger motels (ARCHES Inn will eventually remove 10% of the unsheltered homeless from Salem's streets). But the soft costs are high, and delivering that message was a very critical part of building long-term capacity for operations cost.
- Shockingly, despite no appetite anywhere in government for yet more rental assistance, there is a \$100 million rental ask shoring up over the weekend. The Governor's Office had been trying to push back on that, which is mostly coming from the Community Alliance of Tenants, the Oregon Law Center, and Stable Homes Oregon, likely with CAPO support. By the end of the week the ask had solidified in both houses of the legislature, and at this point some kind of package is almost certain to pass. There had

been a great deal of conversation around splitting that money between Community Action Agencies and other non-profits, but the general plan at the moment is to run the entire \$100 million through CAA's. Our share of that fund would be about \$10M. We would sub-grant about 25% of that to the Polk County Family and Children's Office; sub-grant another 25% to other local non-profits (especially culturally specific organizations), and run about \$5M of it ourselves. The advocate community is reframing that ask as "homeless prevention," instead of "rental assistance," because of the skepticism of yet another round of rental assistance. The funds would be helpful in Marion and Polk, because we do see need out there that can't currently be met. As you remember, we spent all of our rental assistance, some \$26 million, over 2020-2021, and right now we're gearing up for another \$3 million program that will be a different model of rental assistance than before. We're on track to spend more than \$30 million in rental assistance in less than two calendar years, even without these additional funds. There is much skepticism around the state. Some believe spending more money on rental assistance to be unnecessary. But consider this. When the statewide portal reopened for applicants on January 26th, there were about 4,600 new applications in the first ten days, with an average ask of \$9,000 each. That's more than \$41 million. Rents remain at record highs, along with painfully low vacancy rates, growing numbers of unsheltered homeless, the end of statewide eviction protections pending (Feb 28th is the next big cliff), and there are currently 95,000 people in Oregon projected not to make March rent. In Multnomah, they have been spending \$1.1 million a week in rental assistance through 40 non-profit subcontractors, and 87 percent of those funds have been going to communities of color (where the disparate impact of the economic consequences of COVID remains high).

- Events in Portland on the homeless front the past ten days have been, well, bizarre. An internal memo by Mayor Wheeler's staff was leaked, and published in the *Willamette Weekly*. The memo started with a problem statement, that the housing and sheltering efforts of the city had been unsuccessful in changing the situation on the ground in the near term, and it suggested a plan to move the entire homeless community into designated camps. For many of us in older generations that kind of thing sets off alarm bells, because of the long memory on the west coast of forced internment during the Second World War. The mayor then pushed forward in an attempt to remove homeless camps from high density traffic areas, and Sam Adams, who is the director of strategic innovations in Mayor Wheeler's office, sent a tweet out this morning (Wed, 2/16) that stated that it was unjust to leave people to die in unsheltered conditions (we all agree with that), but signaling that the leak had not really deterred any of their plans. Why does this matter in Salem? Well, across Oregon the frustration with the unsheltered population has grown through the winter, and the demands for more aggressive action are coming across the state, from Portland to southern Oregon, and from Bend to the Coast.

Our position has been, and remains, that the crisis requires a full continuum of approaches, including standard practices of rapid rehousing, permanent supportive housing, low-barrier sheltering and transitional housing (where it makes sense); focusing on trauma-informed, client-centered low barrier approaches. There is no one cause of homelessness, and certainly no single answer (as in aggressive enforcement) has any chance of being successful. At the end of the day, this is a generational crisis. It took us 30 years to get here, and it may take 30 years to get us out. The political pressure to "do something" however remains very high, and resources are being channeled into sheltering and away from housing, which (in terms of the research) have historically limited success in ending homelessness. Generally, there are two approaches to the homeless condition: **to house or to shelter**. Sheltering is expensive, and unless done very well, is a high cost, low result practice unless it is successfully paired with housing outcomes. (That is, if your goal is to reduce homelessness, instead of trying to keep people from dying outside). Housing is highly successful, cheaper than sheltering certainly, but we don't have the housing stock and the resources to house everyone right now. So increasingly, elected officials are attracted to sheltering projects (out of a dual desire to end human

suffering and to show voters that they are doing something) because the sheltering projects are highly visible. When you house someone that's an invisible act, and there remain many more folks still outside. So no matter how much you spend on housing, the results are often invisible to the public. But building a shelter, that's very visible and is evidence of "doing something." Thus so many of the "new resources" are dedicated in that direction: navigation centers, turnkey motels, micro-sheltering, etc. All of these are important, needed, and essential. But if done poorly it actually delays our efforts to end homelessness. Just yesterday, the leadership of seven Oregon cities (including Salem, Eugene, and Portland) made an ask for an additional \$50 million for sheltering and trash collection. The ask resists the temptation to tie the request to sweeping camps or any other law enforcement efforts; but there is generally little legislative appetite to engage with the trash issue. There is, however, an additional \$40 million plan shaping up around adding sheltering capacity. I expect those funds either to go directly to cities, or to be distributed through the CAA's (or some combination of both).

5.) **Agency Operations:** We are in good shape on the audit. It should be completed sometime this month, uploaded to the clearing house well in advance of the 3/31 deadline, and presented to the board in March. Cash is good; our average daily balance has been about \$2 million even after payroll. HR and Finance are probably working smarter and better than at any time in the six years I've worked for the Agency. We still have improvements to make, though. Three years ago we had a set of difficult choices, and the pathway we chose was for slow, incremental change that kept the Agency's culture largely intact without any major changes, yet still followed slow and steady improvements on the administration side, and expansion in other programs—so that we would not be as dependent on those two primary Head Start grants. At times over those three years, though, it felt like it would have been smarter just to blow everything up (as some suggested) and rebuild it. But this course has been more respectful of the agency's culture and tradition. That said, we are looking at some agency structural changes. I have 13 direct reports, and a more typical executive director has about six to eight. I've given some thought to a Chief Program Officer model, which would essentially create job expansion for three CPO positions, one in early learning, one in housing, and one in energy and weatherization. That would take me down to eight directs, and generate better executive and board engagement into program activities.

6.) **Board:** We are currently at 14 members, and we will need to add at least one (our maximum is 18 members). At 14 members, we need five members whom are elected officials, five whom are representative of groups serving people in poverty, and the remainder can be community members. We need one more government member, at least. It's not pressing, and we have a few months to get there, so we can be judicious in our choices. But we need to very intentionally plan out how to expand to achieve those ratios, and to do so in a way that the board has geographic, racial, and ethnic diversity. Once the strategic planning is finished, or nearly finished, we can return to this subject and take a look at the landscape around us to chart a path forward.

We're also looking at ways we can enhance our board experience. Since COVID began we've had remote options for our board meetings, and that's going to continue until we get to a place where everyone feels safe to return in person. To help with the ever growing volume of documents that we want to provide you, so that you can make the best decisions possible, we're exploring other board meeting software that will make the experience more interactive, and give us a platform to distribute information that's better than our current email methods.

7.) **Future Property and Program Needs:** The Agency is bursting at the seams, and we're going to need additional property in the future. We'd rather buy than rent, for a whole host of reasons. Specifically rents are permanently lost to the agency. We get the space and nothing else. If we structure the

purchases smartly, we can build equity over time that can one day be converted into unrestricted reserves. And rental space in Salem in particular is at an absolute premium right now, forcing costs higher and higher. At the same time, our work looks to expand heavily in ARCHES, Head Start, Energy, Weatherization, and CCR&R in 2022. We'll talk more about that at the February board meeting.

Community Action Financing: Every month I'm going to touch on some aspect of the unique business model that is community action financing. Last month we took a look at what the Agency really is, and we discussed the concept of a "grant reimbursement agency" that is almost fully publicly funded. This month I want to dive into grant philosophy a bit. To do that we have to start with what we consider our base services. At the end of the day, we do two things at Community Action: a.) early childhood programs, b.) housing stabilization programs and homeless services. The early childhood side is funded primarily by five "base grants," three in Head Start, one in CCR&R, and one in Nutrition First. The housing side is covered by a master grant agreement with the State of Oregon, which has dozens of grants under a single umbrella structure. HYS is a bit of an outlier, and we use a variety of state funding streams to support that program.

Everything we do really fits in one of those two camps. But in the Agency's history, those two program areas were unbalanced. For most of our history we were primarily a Head Start agency, and close to 40-45 percent of the Agency's funding, at times, came from Head Start. That made the Agency very dependent on two things: 1.) a well-managed Head Start grant that did not over or under spend its resources; 2.) almost perfect timing on the spend-down and start-up of the two primary Head Start Grants (the federal and the state), which were staggered across two different fiscal years. If either of those things were not perfect, there were not enough resources in the other programs to carry Head Start (much less the Agency) in tough times. Those two Head Start grants run on the federal fiscal year for Head Start (March-February) and the state fiscal (July-June). That pattern thus created a bottle neck for the Agency in late winter, especially, as the grant funds on the federal grant began to close but the state grant didn't really begin until the summer. Part of our strategy three years ago was to, essentially, diversify our grant portfolio, add many more grants and resources so that there was always money all around us to do our work, and make us less dependent on that twin Head Start grant. In your personal investing this should seem familiar. You wouldn't put your entire 401K into oil, gold or hog futures. You'd diversify your investments. In this case, our investments are our grants (and in a way the services we provide and the people we serve). But an agency that is dependent on one or two large grants is a very vulnerable operation. So even though we had to increase our capacity dramatically to expand, adding many more grants put us in a much safer and stable position. That likely seemed counterintuitive at the time, when we were struggling just to do simple things, and had many audit findings on a \$26 million budget. Human nature is to constrict and contract, to cut spending even (this is the pathway to disaster in non-profit, grant reimbursement work) when things get hard. Expansion of our resources, diversification of grants, all brought new opportunities and revenues that stabilized a very shaky situation. So in the last three years, we've grown considerably stronger. Hasn't that been the case, you might ask, for most non-profits around the country with extra federal money? No, it hasn't. The National Council of Nonprofits has highlighted information recently to show that nearly 10 percent of non-profits in Kentucky expected to close and two-thirds were uncertain of their future. Human services non-profits in Pennsylvania reported an average shortfall of \$1.1 million. More than 93 percent of Florida non-profits reported negative impacts on their programs because of COVID, and 40 percent had seen overall demand for their services decline.

So why have we done better in these tough times? There have been several contributing factors: **First**, stability of leadership over time. Our executive level team has been in place without changes for three years, and our program directors have been unchanged in three years. That is rare in the current climate. Our primary housing side funder (OHCS), for example, in the same time has turned over their Executive Director, two Deputy Directors, their Chief Financial Officer, their entire fiscal monitoring team and more junior staff than I can hope to remember. **Second**, we remained open and providing services while many other non-

profits (perhaps most) reduced services. That kept demand for our work high. **Third**, we have an aggressive grant strategy of going out and competing for statewide resources and bringing them home to Marion and Polk. That's an inherent part of our mission, serving and advocating for EVERY person in poverty in our community (not just current clients). It's been especially critical because poverty work in Salem in particular has suffered the last 20 years compared to the growth of resources available in Eugene and the Metro. We saw that directly in the Continuum of Care homeless grants, but it's also true in other anti-poverty resources. Changing that injustice largely rests on us and local government to do more. Aggressive competition has considerably grown our resources, and enhanced our public profile beyond measure, which in turn not only brings in new revenue but also *protects* the grant sources that we currently have. **Fourth**, we have deliberately built out our finance, human resources, and agency operations, while also adding resources in development and IT. The Agency, in its deeper history, suffered from a poverty mentality, which stressed having to make do on as little as possible on administrative rates. That is a noble thing, but when it becomes an extreme aesthetic the agency suffers. What good does it do to put 97% into services (instead of 95%) when you end up so weak in finance and administration that your agency closes its doors? We have certainly grown our admin budget, but it remains less than 5 percent of the agency's budget (typical non-profits in Oregon are 10-12 percent and typical Community Actions are 7-12 percent nationally). That minor increase translates to better audits, better monitorings, and better employment practices, among other critical needs. **Fifth**, we have used the media in particular to talk about our work and create both public and funder perceptions of confidence. ARCHES in particular is more widely known for its homeless work than almost any program in Oregon, and that has a direct impact on our ability to gather resources and serve our community. And, **finally**, we have accepted (sometimes with difficulty) the funder expectation that we be an emergency services provider, in addition to our historical anti-poverty function. That hasn't been easy for some agencies, and certainly challenging for us, through wildfires, heat domes, ice storms, COVID, winter warming and other disasters. But it allows us to accomplish our mission better than ever before, and it makes the agency relevant. There is increasingly an economy of scale at work in non-profit business in America. Financial stability in this work, which goes hand-in-hand with serving as many clients as we can, is essential for non-profit survival in the 2020s.

2021 HUD Monitoring: The agency had only one finding (and that was because the external Continuum of Care did not have a required policy in place), which we resolved and closed. This is a massive improvement over the last HUD monitoring in 2017 (which had 11 findings, 5 program and 6 financial, some of which were consequential enough it took us a full year to close). Finance and ARCHES deserve a lot of credit for running those federal housing programs well.

Middle Grove/Center Outreach Refinance: As you remember, in 2018 the federal Office of Head Start required us to refinance these properties to remove balloon payments. We secured financing to do so, but the matter has been stuck in the federal Office of General Counsel for more than three years now. It picked up steam in late 2021. Our board authorized the refinance last year, and the last remaining obstacle is OGC and Columbia Bank coming to terms on the subordination agreement. So we remain stuck in a holding pattern for now.

Jimmy Jones
Salem, Oregon
18 February 2022

**Chief Financial Officer Report
To The Community Action Agency Board
Kaolee Hoyle, Chief Financial Officer
February 2022**

Annual Financial Statement Audit

The annual financial statement audit is still in process. We anticipate a draft report by the end of February.

CAPO

MWVCAA has been working with CAPO for the contract bookkeeping transition from CSC to us. This started February 1, 2022.

Staffing

The Finance team will be adding another member, an Accounts Payable Specialist. We will be shifting our current Accounts Payable Specialist onto other duties as the Agency continues to grow.

Payroll Filings

All payroll deposits have been made timely.

MWVCAA

Actual to Budget, 7/1/2021 - 12/31/2021

	7/1/2021 - 12/31/2021		FY22 - Budgeted	Expected Spent %	Actual Earned/Spent %	Difference
Grant and awards	\$ 36,524,380		\$ 61,006,374	50%	60%	10%
Other program revenue	188,852	{a}	60,000	50%	315%	265%
Contributions	49,696		150,000	50%	33%	-17%
Other revenue	-		-	0	0%	0%
Total Revenue	36,762,928		61,216,374	50%	60%	10%
Expenses						
Community resource programs	19,765,415		30,515,980	50%	65%	15% {b}
Reentry services	159,422		399,690	50%	40%	-10%
Child care resource and referral network	781,783		1,541,591	50%	51%	1%
Energy assistance programs	3,639,052		5,089,512	50%	72%	22% {c}
Weatherization services	882,752		1,580,238	50%	56%	6%
Nutrition first USDA food program	2,291,748		4,017,994	50%	57%	7%
Head start	7,322,878		13,827,350	50%	53%	3%
Home youth and resource center	733,432		1,549,199	50%	47%	-3%
Management and general	1,188,485		2,694,820	50%	44%	-6%
Total Expenditures	36,764,968		61,216,374	50%	60%	10%
Revenue Over/(Under)						
Expenditures	\$ (2,040)	{d}	\$ -			

{a} \$103k is related to Wx's NW Natural Gas Reimbursement. We don't budget for these reimbursements because they are dependent on the project which could span multiple years, and is dependent on other variables.

{b} \$13.4 million of expenditures is related to OERAP (\$16 million grant). As we get through the remaining fiscal year, should expect to see expected/actual equal out.

{c} Spending increased due to colder weather.

{d} Timing of billing.

**Chief Operations Officer Report
To The Community Action Agency Board
Helana Haytas, COO February 2022**

COVID-19 Vaccination Policy

The agency currently has 488 staff with nine on-site accommodations for exemptions to the Vaccination Policy. Staff are supportive of the new policy and cooperatively support ongoing efforts to clean and sanitize, quarantine, test, and stay home when feeling unwell.

The Agency peaked in January at 38 positive infections and 75 quarantines, even with more than 90% of staff fully vaccinated. Staff have been resilient in their desire to return to work and keep supporting the community with services. This month quarantines have dropped significantly, and as of this report, currently stand at 14, with 14 positive infections for February.

Early Learning guidance on COVID symptoms expanded so the Head Start program began screening staff for additional symptoms prior to the start of the workday. This has had a minimal impact so far and it appears that staff exposures and illnesses are trending downward.

HR Team Expansion

This month HR expanded staff to increase HR support by hiring Aaron Gutierrez, HR Assistant/Recruiter and Veronika Duff, HR Clerk. Aaron is primarily supporting Head Start hiring and is point on all COVID quarantines for the agency. Veronika oversees all records, and is currently working on moving paper records over to digital format. Both of these staff recently supported our COVID Rent Relief programs as Case Processors before the operation ended. HR is pleased to welcome them to the team supporting Administration.

Strategic Planning Work Culture Committee

This committee had its first meeting to formulate Goal Statements and will meet for the next 4 weeks to narrow initiatives to improve Agency Work Culture.

DEI+ Committee

The DEI+ officially named itself as such this month, with an understanding that there are many more aspects to DEI than can be listed in a name. This group has established a formal meeting schedule for the 2nd Thursday of each month, leadership members, and recording progress on action items.

Safety and Health

HR Safety Coordinator posted OSHA 300A reports at all sites this month, and focused on inspections of ARCHES warming shelter partner sites, and residential shelter facilities, to monitor safety practices and identify hazards.



Mid-Willamette Valley
COMMUNITY ACTION

February Board Report: Development Department

Laurel Glenn, Director of Development

Grants

Recently Applied:

- 1. Department of Environmental Quality Septic System Grant** – We answered an initial Request for Information from the state. With board approval, we would apply for \$2 million in DEQ funds to award wildfire survivors grants to replace and update failing septic systems in the canyon. This would eliminate a huge regional barrier to helping survivors rebuild.
- 2. Collins Foundation** – We applied for \$65,000 to buy a new modular for our Woodburn Head Start location. We would seek additional funding for this project as well, if secured.

Advanced to the next round:

- 1. U.S. Department of Veterans' Affairs, GPD Capital Grant** – We applied for a \$2,175,000 grant to purchase the back half of the Tanner Project building and renovate it, (pending board approval). The grant is to create single rooms at Tanner Project, to curb

the spread of COVID-19 associated with congregate housing. We received signs from the VA that we have advanced in the process and this looks promising.

- 2. Willamette University Community Grant Program** – We applied for a \$50,000 grant to start an innovative new program at ARCHES, for our Rapid Rehousing Program. The grant would help newly-housed individuals purchase furniture. We have passed two rounds of consideration and are now finalists for this.

Upcoming:

- 1. Willamette Workforce Partnership** – We're in the process of applying for a \$1,250,000 grant from the Willamette Workforce Partnership that would transform and fund HOME's Youth Empowerment Program.

Fundraising

- **Impact Report**
 - We finished our 2021 Agency Impact Report, full of pictures, stories, and statistics about all eight of our programs.
 - The report was emailed to key partners and shared to our email list and Facebook page.
- **Segmentation Project**
 - We're currently working on segmenting our donors and email marketing list.
 - This will help us practice more effective donor stewardship, and deliver targeted content to our donors depending on their interests. We're crafting segments based on interest areas and donation habits.
- **Donor Survey**
 - I sent our first-ever Donor Preference Survey to CAA fund contributors, to ask how we can better serve our donors and how they like to be contacted.

- In broad strokes, our donors said they really like to see facts, statistics, and stories in our newsletter so they can see how their donation made an impact. This is a testament to how things like Impact Reports can connect donors to our work.
- Many of them expressed that they thought our programs were having a real effect on the community, and that they could see us actually taking action. Donor comments were very positive.

- **June Fundraiser**
 - We've officially set a date for our big June fundraising event: June 18th!
 - The fundraiser will be a Community Action Gala, branded with our colors, where we'll have a few speakers, a catered meal, and folks can bid on a silent auction.
 - More details to come as we continue the planning process.

- **PR and Marketing**
 - We're still making a series of small client testimonial videos.
 - We're currently working on running a series of small commercials via KOIN to spread the word about the Agency.
 - We're also updating the "Give" page on our website to make it more accessible and user-friendly—to improve donor giving experience—and improving the SEO on our website.



THE ARCHES PROJECT

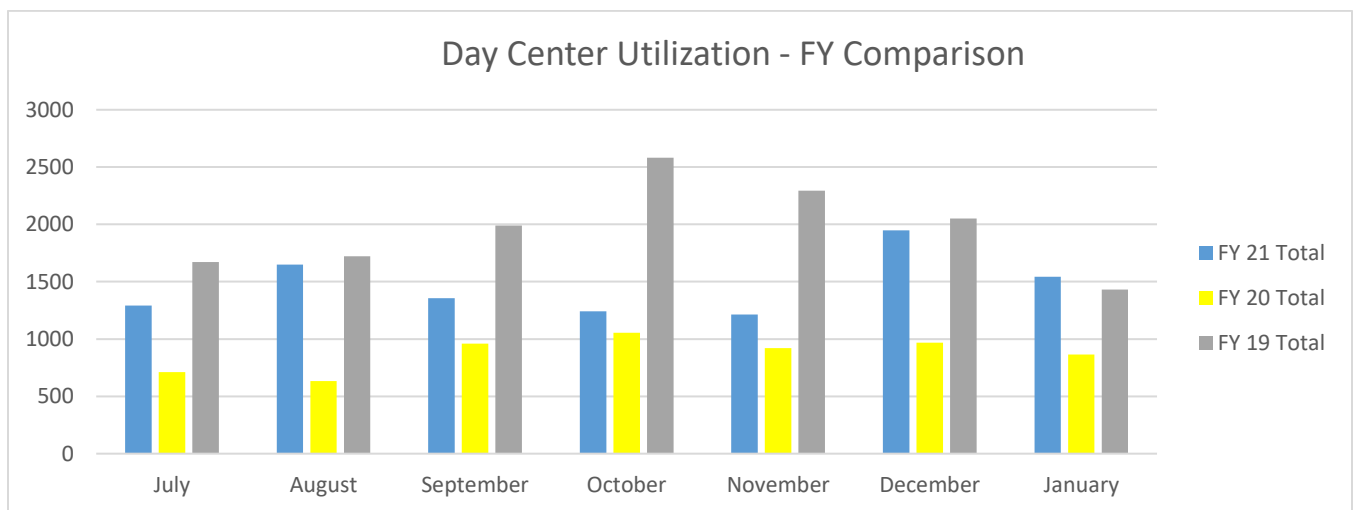
615 Commercial Street NE
Salem, Oregon 97301

CRP Board Report – February 2022

CRP administers MWVCAA’s homeless services and housing programs in Marion and Polk Counties. These programs are commonly called the “ARCHES Project.” Services are located at 615 Commercial Street in Salem, as well as at the Dallas Resource Center in Polk County, Seymour Center in Salem, at Cascade Dr. Center in Woodburn, and the Santiam Outreach Community Center in Mill City.

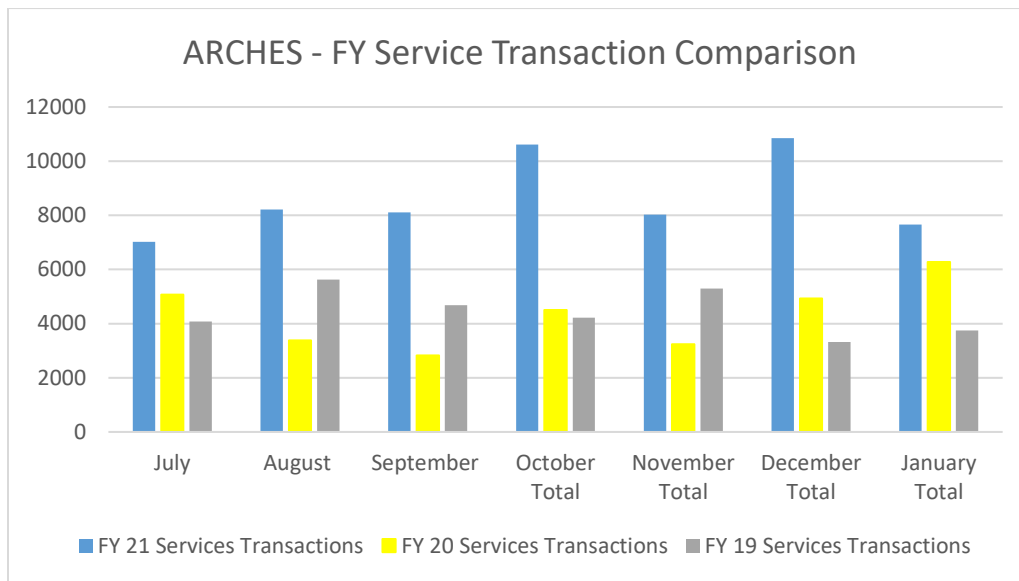
ARCHES Day Center:

Since opening day, the total number of duplicated Day Center visits is 65,508 - with an average daily attendance rate of 67. Since the beginning of FY 2021, the Day Center has seen a steady increase in utilization over FY 2020. With January utilization being 78% higher than the previous year. Making January the third highest utilization month this fiscal year, and the first month to surpass pre-pandemic numbers.



ARCHES Basic Needs & Supportive Services:

Current utilization of Day Center Supportive Services continues to grow, especially in comparison to FY 2020 and FY 2019. During January 2022 ARCHES saw **7,662 supportive service transactions**. This is almost double pre-pandemic services levels from FY 2019. ARCHES Supportive Services is also on track to soon surpass FY 2020 numbers in all categories. The majority of Supportive Services provided in January were in the meal category, including **breakfast, lunch, and evening meals** -- at 73%.



Basic Needs & Supportive Services									
Month	New client Mail Boxes	Checking Mail	Meals	Calls	Pet Food	Hygiene Packs	Showers	Laundry	Client Care
Q 1 Total	157	3076	17330	981	176	173	590	342	524
Q 2 Total	149	3862	21923	1264	373	285	611	393	621
January Total	39	1064	5639	318	95	94	194	114	105
FY 2021 Total	345	8002	44892	2563	644	552	1395	849	1250
FY 2020 Total	496	11871	37078	9066	559	642	2293	863	1534
FY 2019 Total	735	11685	22326	16505	793	371	605	105	305
FY 2018 Total	750	9908	23145	17505	1863	403	N/A	N/A	N/A

ARCHES Housing & Specialty Programs:

For the 2021 Fiscal Year, ARCHES continues to report monthly on households and individuals served by our housing stabilization programming. This data is represented in two categories. The first category, focusing on ARCHES housing programming (*Table 1*), outlines our residential facilities, rapid re-housing services, rental assistance, barrier removal, and deposits. The second category is specialty programming (*Table 2*), which is inclusive of services that provide basic need supports, as well as self-sufficiency development.

During the month of January, 109 households (383 persons) received housing support. Including 49 new housing placements, as well as 21 households exiting into self-sufficiency, meaning they are able to live independently of ARCHES assistance moving forward. There were also 35 households on active housing search, working closely with navigation staff for placement. Since tracking began in July 2019, 628 households have exited ARCHES programing into permanent housing solutions.


January Data:

ARCHES Housing Programs										
Table 1										
Core Programs	New Households Served	Avg VI-SPDAT Score	Adults	Children	Households Searching	Total Households in Housing	Household PH Exists	Marion Households	Polk Households	Total Unique Served
Home TBA	8	9.3	38	33	6	12	0	4	8	71
ERA	0	0	3	1	0	2	0	2	0	4
HUD CoC	4	8.75	5	9	4	0	0	4	0	14
City of Salem - TBRA	13	8	35	34	4	23	0	23	0	69
EHA	5	10.4	7	2	0	5	0	2	3	9
DHS Fresh Start	2	9.3	16	9	5	2	0	11	0	25
DHS Navigators	1	9.3	16	4	2	0	5	2	0	20
HSP	1	8	17	38	0	2	7	13	1	55
Redwood Crossing	0	11	30	0	5	30	0	30	0	30
ARCHES Inn	Program Data Pending									
OHA-VRAP	0	9.5	40	4	4	26	0	28	1	44
Tanners Project	8	6.6	30	0	3	0	2	29	1	30
VET DRF	6	6	10	0	2	6	2	7	3	10
EHA	1	6.8	2	0	0	1	5	1	0	2
Clients Served	New Households Served	Avg VI-SPDAT Score	Adults	Children	Households Searching	Total Households in Housing	Household PH Exists	Marion Households	Polk Households	Total Unique Served
January Served	49	7.9	249	134	35	109	21	156	17	383

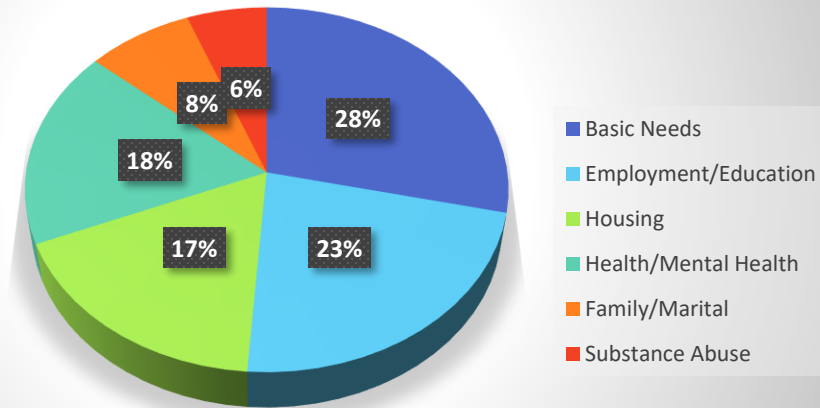
ARCHES specialty services engaged 1,013 households in this most recent period (January 2022). The two most common services are VSO assistance (veterans) and *Fuerza Campesina* Outreach (the farm worker program). To date, 21,016 households (duplicated) have connected with ARCHES specialty services since July 2019.

ARCHES Specialty Programs							
Table 2							
Specialty Programs	Households Served	Adults	Children	Veterans	Fleeing DV	BIPOC/LatinX Individuals	Total Unique Served
Marion County VSO	357	356	1	356	0	N/A	357
RENT	0	0	0	0	0	0	0
Birth Certificates	0	0	0	0	0	0	0
Coordinated Outreach	92	92	4	2	3	12	96
Mobile Showers	88	88	0	N/A	N/A	N/A	88
Fuerza Campesina	133	161	311	0	0	472	472
January Served	670	697	316	358	3	484	1013
Coordinated Entry	81	94	43	0	9	N/A	137
Coordinated Entry - January TOTAL	81	94	43	0	9	0	137

Program Highlights:

- In collaboration with multiple community partners, 154 individuals assisted with the regional Point in Time (PIT) count in January. This event was conducted on behalf of the local Continuum of Care, Mid-Willamette Valley Homeless Alliance. Overall numbers are pending, with a formal release date later in spring 2022. However, early estimates show an increase in overall unsheltered and sheltered numbers over the 2021 PIT.
- 
- A photograph showing a woman in a white long-sleeved shirt and blue jeans standing and talking to two people inside a tent. The tent is made of a dark, heavy material and is set up outdoors. There are various items inside the tent, including a table, a chair, and some bags. The woman is looking at something in her hands, possibly a phone or a clipboard. The two people she is talking to are wearing winter clothing, including a blue hoodie and a dark jacket. The background shows some outdoor equipment and a dark area, possibly a wooded area or a construction site.
- KMUZ radio link to an interview about PIT: <https://kmuz.org/kmuz-programs/willamette-wake-up/episode/point-in-time-count-2022/>
 - Salem Reporter link showcasing day-of PIT efforts: <https://www.salemreporter.com/posts/5916/outreach-workers-head-to-tucked-away-corners-of-salem-for-annual-homeless-count>
- ARCHES is working closely with the Oregon Emergency Management office to bring the area's first recuperative care program to the area. Focusing on sheltering medical fragile individuals while enhancing medical access and home health care options. Program is early in development, with operations slated to begin in spring 2022.
 - ARCHES – Veteran services made it into the next round of applications for a Veteran Administration Capitol grant. This \$2.25 million dollar opportunity would go towards Tanner's Project facility enhancements.
 - City of Salem is in the beginning stages of awarding ARCHES \$300,000 in Tenant Based Rental Assistance (TBRA) for FY 2022. To provide rapid re-housing assistance to unsheltered households in Salem. This grant is pending formal City Council approval which is expected later in 2022.

How the De Muniz Resource Center Served Clients in January



Opportunities/Challenges

- ❖ De Muniz Resource Center served 132 clients in January, with 290 services provided.
- ❖ Fifty-eight percent of the clients served in January were adults in custody versus community clients (42%). Over the past four months we have been serving more out of custody clients than normal. This is due to more community referrals and specifically for housing and employment services.
- ❖ During this reporting period, 16 clients (26 occurrences) took advantage and attended our cognitive based classes. The classes covered the following topics:
 - Healthy mind frames
 - Maximizing strengths
 - Parenting skills
 - Success planning
 - Emotional regulation
 - Employment-job search assistance
- ❖ DMRC assisted 12 clients with bus passes during this reporting period.
- ❖ Thirteen clients utilized our on-site clothing closet.
- ❖ Our partnership with Northwest Human Services yielded 37 clients completing their enrollment for Oregon Health Plan prior to release (from incarceration).
- ❖ For January, we had 40 clients enrolled in the De Muniz Resource Center's Rapid Rehousing Programs (in HMIS). To date, we have successfully housed 6 individuals.
- ❖ The main challenges we have revolve around the pandemic and physical space limitations (lack of private space) within our center.

Success Story

Two months after his release from incarceration, G.M. came to our resource center seeking services. Shortly after his release, he was able to obtain employment through a staffing agency with ease. However, securing stable housing for himself proved a challenge. At that time, G.M. had support from his family who allowed him to stay with them until he found a place to call home. After our conversation regarding his housing situation, we quickly began working together. He gathered documents such as reference letters, from past and present case managers and counselors. After compiling the necessary documents, we applied for an apartment. A week later, the property management company responded to his application with a denial due to his criminal background. It took patience and dedication from G.M. to keep moving forward with this process, which ultimately became fruitful in the end. After a month of negotiating with the property management company and providing proof through his reference letters, G.M. finally has a place to call home! The road towards housing took roughly three months, and G.M. is enjoying his first month at his new home.

Submitted by Housing Navigator

Energy Services January PY 2022, Program Report

Traia Campbell, Energy Director

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

Energy Services households served in January 2022

January 2022, Marion & Polk completions by funding source								
Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty		Ave HH pmt
LIHEAP	593	1659	188	256	247	242	41% of HH's served	\$404
LIHEAP ARPA	591	1655	187	256	248	242	41% of HH's served	\$405
OEA PGE	145	441	38	56	56	47	33% of HH's served	\$682
OEA PAC	26	79	9	4	7	13	50% of HH's served	\$1,103
OLGA	104	258	23	60	46	36	35% of HH's served	\$408
Total	1459	4092	445	632	604	580	40% of HH's served	\$600

January 2021, Marion & Polk completions by funding source								
Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty		Ave HH pmt
LIHEAP	556	1516	172	244	238	213	=38% of hh served	\$387.53
LP CARES	245	831	107	46	53	99	=40% of hh served	\$407.18
OEA PGE	246	681	62	113	96	65	= 26% of hh served	\$380.51
OEA PP	53	120	14	26	18	15	=28% of hh served	\$359.52
OLGA	97	272	23	42	37	37	= 38% of hh served	\$413.67
GAP	36	111	10	13	9	14	=0% of hh served	\$111.77
Total	1233	3531	388	484	451	443	=36% of hh's served	\$389.68

The LIHWA (Low Income Home Water Assistance) program is moving forward. OHCS has distributed the first NOA's and are on the way to program implementation. This pilot/temporary assistance program is targeted for households who are disconnected, pending disconnection and past due. Eligibility is based on 60% OMI, a valid water account and account holder must live in the home. Participating water vendors are required to complete a contract for water assistance provisions, we've received 5 so far. Applicants that pay their landlord / management company directly, need to have a landlord authorization form signed (available in office). The LIHWA program does not authorize direct payments. The minimum standard LIHWA payment is \$100 and the max \$1000, the benefit amount is based on account balance. Energy will add a stabilizing credit of \$100 to all payments. Applicants can apply one time in the 2 year program, crisis payments are available as funding is available. LIHWA allows express eligibility for applicants that received LIHEAP in the current program year. The need for water assistance is high, I am hopeful that this pilot will show the need and become a fully funded program.

January 2022, Polk county completions per funding source								
Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty		Ave HH pmt
LIHEAP	97	288	32	24	28	46	48% of HH's served	\$426
LIHEAP ARPA	97	288	32	24	28	46	48% of HH's served	\$425
OEA PAC	22	65	7	4	7	11	50% of HH's served	\$1,212
OLGA	14	40	1	3	5	7	50% of HH's served	\$446
Total	230	681	72	55	68	110	48% of HH's served	\$627

January 2021, Polk county completions per funding source								
Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty		Ave HH pmt
LIHEAP	55	142	15	24	26	21	=38% of hh served	\$377.27
LP CARES	20	61	10	8	8	8	=40% of hh served	\$385.25
OEA PGE	1	1	0	1	0	0	= 0% of hh served	\$265.00
OEA PP	36	82	10	17	10	11	=30% of hh served	\$360.55
OLGA	6	9	0	3	3	2	= 33% of hh served	\$376.66
GAP	2	3	0	1	0	0	= 0% of hh served	\$108.00
Total	120	298	35	54	47	42	=35% of hh served	\$352.95

**HEAD START PROGRAM REPORT TO BOARD OF DIRECTORS & POLICY COUNCIL
Eva Pignotti, Program Director - February, 2022**

Attendance

Head Start Preschool

	9/21	10/21	11/21	12/21	1/22	2/22
Regular	80.27%	71.01%	67.41%	70.18%	63.31%	
Subsidized	64.15%	62.96%	66.19%	67.23%	59.39%	
	3/22	4/22	5/22	6/22	7/22	8/22
Regular						
Subsidized						

Early Head Start

	9/21	10/21	11/21	12/21	1/22	2/22
Regular	79.84%	67.10%	64.07%	70.20%	64.26%	
Subsidized	78.13%	71.05%	63.83%	52.48%	80.62%	
	3/22	4/22	5/22	6/22	7/22	8/22
Regular						
Subsidized						

Early Head Start Child Care Partnerships

	9/21	10/21	11/21	12/21	1/22	2/22
Regular	74.83%	69.89%	62.95%	65.78%	63.71%	
	3/22	4/22	5/22	6/22	7/22	8/22
Regular						

**Community Action Head Start Attendance Analysis
Absences for December 2021 and January 2022**

The Head Start Preschool Program attendance rate was 63.50% overall, below the required 85%. The top absence reasons during the month of January were sick children, which accounted for 37.52% of the absences, bus transportation cancelled, which accounted for 10.41% of the absences

The Early Head Start Program attendance rate was 67.71% overall, below the required 85%. The top absence reasons during the month of January were sick children, which accounted for 37.17% of the absences, bus transportation cancelled, which accounted for 14.16% of the absences, and quarantined by health professional, which accounted for 12.39% of the absences.

The EHS Child Care Partnerships attendance rate was 63.71% overall, below the required 85%. The top reasons for absences during the month of January were sick child, which accounted for 27.34% of the absences, and family day/vacation, which accounted for 17.97% 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)

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular (677)	244	308	342	366	380							
Subsidized (20)	14	14	17	16	17							

Early Head Start – Full Enrollment = 108

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular (100)	59	66	63	61	67							
Subsidized (8)	8	8	8	8	7							

Early Head Start Child Care Partnerships – Full Enrollment = 80

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular (80)	75	76	74	74	73							

Waiting Lists

Head Start Preschool

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular	55	72	89	57	60							
Subsidized	2	2	1	1	2							

Early Head Start

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular	5	7	13	16	16							
Subsidized	0	0	0	0	1							

Early Head Start Child Care Partnerships

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular	3	10	13	12	13							

USDA Meal Reimbursements

USDA Meal Reimbursements	January 2022	
	Number of Meals Served	Amount Reimbursed
Breakfast	2,442	\$ 4,810.74
Lunch	2,440	\$ 8,930.40
Snack	460	\$ 460.00
Cash In Lieu		\$ 634.40
Total Reimbursement	5,342	\$14,835.54

Report from Program Director:

The Board and Policy Council packets this month included several items for your review.

- Head Start Annual Public Report – this is provided for your information, and is posted on the agency webpage.
- Progress on Head Start Self Assessment Program Improvement Goals – this is provided for your information, and will be provided at least twice per year.
- Head Start and Early Head Start Selection Criteria – this is informational for the Board, and an approval item for the Policy Council. It will be discussed at length during the Policy Council meeting.

COVID Protocols:

Head Start has implemented changes in COVID practices to align with the new guidance for early learning programs released by the Centers for Disease Control and Prevention. The list of symptoms for health screening was expanded to add headache, sore throat, runny nose, congestion, fatigue, chills, muscle or body aches, diarrhea, vomiting or stomachache. This modified practice applies to both children and staff.

The Head Start program will continue to adhere to the ten-day quarantine instead of reducing it to five days because children ages five and younger are not able to wear a face mask properly, at all times, and to maintain six feet of distance, as is required in order to have a shortened quarantine period.

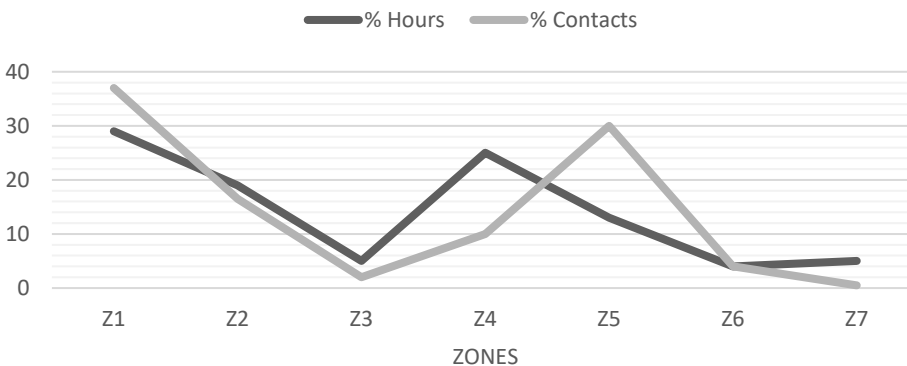


Outreach:

- 30% of youth accessing Drop In services over the past 3 months were doing so for the first time.
- In the past 3 months over 110 hours were spent conducting street outreach throughout Marion & Polk with 223 contacts made with youth. We hope to continually increase efforts as (when) staffing levels stabilize. The team has done an amazing job partnering with other programs doing outreach for the 18+ population to maximize efforts and awareness of services. Street outreach has to be done with 2+ people so we can't go out if we are short staffed unless a partner program is available and willing to let us join them.

Zone	% of Hours	% of Youth Contacts
Zone 1 (Salem downtown)	29	37
Zone 2 (Keizer, North Salem)	19	16.5
Zone 3 (Woodburn)	5	2
Zone 4 (South Salem)	25	10
Zone 5 (Dallas & Monmouth)	13	30
Zone 6 (Silverton & Mt. Angel)	4	4
Zone 7 (Santiam Canyon)	5	.5

Street Outreach: October - December 2021



Emergency Shelter:

- Over the past quarter (Oct – Dec 2021), 13 youth stayed in shelter for a collective 367 nights of service.
- In January 2022, 8 youth (including 1 infant) stayed in shelter for a collective 148 nights of service.
- Recently in February staff have successfully managed 2 crisis events that required onsite support from partners. Staff have debriefed these events as a team to reflect on what went well and how our response can improve for future similar events.
- Over the counter (at home) COVID tests were received for residents to utilize.

- Starting Feb. 1st, Taylor's House increased the data points collected in HMIS. By doing this the program can better communicate services provided and outcomes for residents.

Youth Empowerment Program:

- Toured Oregon State University with about a dozen youth. Youth spent the day with the robotics department, enjoying the hands on experience. Multiple youth have since continued learning more about opportunities to enroll.
- In the process of applying for regional WIOA (workforce investment opportunity act) funding (federal source via Willamette Workforce Partnership). This is a significant opportunity for the program and for the youth experiencing homelessness population. If awarded, the program would receive over a million dollars to assist youth with employment, education, training and support services necessary to succeed in the labor market.

Community Connections & Supports:

- Staff time spent working on the YHDP (youth homelessness demonstration program) has increased as the deadline to submit the collaborative community plan nears. After a 2 day hybrid (in person and virtual. Professional recordings soon available) workshop facilitated by federal technical assistance, the system modeling process is almost complete. During this process a wide variety of stakeholders, including young people currently experiencing homelessness, outlined the ideal system. A system that would meet the need, maximize resources and decrease the amount of overall homelessness. I hope to share the complete plan with the board in late March.
- Staff continue to actively participate, and at times lead, in regional groups: Mid-Willamette Valley Homeless Alliance, Statewide Youth Experiencing Homelessness Advisory Council, and Oregon Youth Authority's community services equity committee.
- HOME staff had an active role in the Point In Time count that took place at the end of January.
- Program Director is registered for the 2022 National Network For Youth Summit (NN4Y) in early March. NN4Y is a leading authority on the intersection of policy and practice regarding youth and young adult homelessness. HOME has been a member of the organization for multiple years now.
- Significant progress has been made by staff regarding coordinated entry for young people and relationships with Oregon Youth Authority's probation officers. Of note, staff were successful in advocating for and receiving permission for incarcerated youth to participate in local youth action boards and to maintain mentoring services by HOME staff.

Nutrition First
Sue Maxwell, Program Director
February 17, 2022

- ✓ For the months of November, December and January, we signed on 20 new providers (19 OCC registered/certified and 1 DHS listed) and closed 44, leaving 505 active homes. The high closure rate is normal for December, as providers tend to retire effective January 1st.
- ✓ We made 374 in-home and virtual visits in those three months. Virtual visits began in January.
- ✓ A new educational unit began this month. This nutritional unit is called *Planting Your Plate* and is packed with information about planting fruits and vegetables with children, and how to incorporate those fruits and vegetables into healthy meals and snacks. Providers receive many colorful brochures and handouts regarding easy plantings. Children are read a story titled "Fruits and Vegetables Row by Row", and receive stickers (fruits and vegetables, of course) and color sheets.
- ✓ Approximately 2,992 children were visited in the previous three months.
- ✓ Staff drove a total of 5,335 miles.

Comments, Concerns, Celebrations

- ✓ As mentioned earlier, we are back to virtual visits effective January. I'm really hoping this won't last longer than two or three months. Last year, we were virtual 6 months or more. We discovered that when we returned to unscheduled in-home visits, we had to declare a good handful of our providers "seriously deficient" (ODE terminology). This meant that providers became too accustomed to us not being in their homes, and some of them became lax with requirements, such as failing to doing their paperwork daily. Plus, we missed interacting with the children.
- ✓ With virtual visits, we have to mail out packets to providers. Each packet costs upwards of \$9 to mail - very expensive. This time, Carmen suggested we hand deliver packets to providers that either live in Salem, or live in our home towns. (We drop the packets at the door so there is no contact). In January alone, even after tracking the mileage to drop off the packets, we saved over \$340 in postage costs.

Selection Criteria Pre-School 2022-2023 Meeting February 8, 2022

Category	Criteria	Old Points	New Points
Income	Categorically eligible due to receipt of TANF, SSI, foster child or homeless family	10	10
Income	Zero	10	10
Income	81%-100% poverty	1	1
Income	61%-80% poverty	2	2
Income	41%-60% poverty	3	3
Income	21%-40% poverty	6	6
Income	1%-20% poverty	8	8
Family Type	Two parent family	10	10
Family Type	Single parent family	20	20
Family Type	Single Guardian or other family member caring for child	30	30
	Two parent Guardian or other family member caring for child	25	25
Family Type	Certified foster care	45	45
Age	Four years old	5	5
Age	Three years old	10	10
Sibling	Sibling of currently enrolled child	4	4
Sibling	Applicant is the only child in the household	5	5
Language	Child does not speak English	10	30
Language	Parent(s) do not speak English	10	30
Disabilities	Child on IFSP referred by WESD	50	50
Disabilities	Child on IFSP not referred by WESD (any type of disability)	40	40
Homelessness	Living on streets (do not know from day to day where they will sleep at night)	70	70
Homelessness	Camping (cars, trailers, vans, tents, motor homes)	70	70

Homelessness	Substandard housing (garages, shops, barns, parks, public places, abandoned buildings, bus or train stations, homes that are condemned or do not have necessary services such as heat or water)	70	70
Homelessness	Living in a homeless shelter or domestic violence shelter	70	70
Homelessness	Moving around frequently staying with a variety of people but no long term place to stay (couch surfing)	68	70
Homelessness	Staying in a motel or hotel	68	70
Homelessness	Doubled up short term – living with someone else because you lost your home or cannot afford a home, but only allowed to stay for a short time (less than 6 months)	45	60
Homelessness	Doubled up long term - living with someone else because you lost your home or cannot afford a home, and can stay until you obtain your own housing	20	20
Homelessness	Transitional Housing – placed in a home/apartment through a program in designated transitional housing with a time limit of two years or less	20	20
Family Needs	Parent/sibling has a diagnosed disability	25	25
Family Needs	Parent/Sibling has a Mental Health Condition (Now two separate questions)	25	25
Family Needs	Parent is deceased	50	60
	Parent has a terminal illness	50	60
Family Needs	Parent is incarcerated	45	45
Family Needs	Parent is on parole or probation	30	30
Family Needs	Parent is absent from home due to active military duty	45	45
Family Needs	Parent is absent from home due to deportation or in process	45	45
Family Needs	Family is in the process of eviction (60 days or less)	15	70
Family Needs	Parent is unable to read or write in any language	40	40
Family Needs	Member of household participates in gang activity	15	30
Family Needs	Parent currently has drug or alcohol issues	55	55
Family Needs	Parent has had drug or alcohol issues and is now in recovery	40	40
Family Needs	Parent was age 17 or younger when this child was born	35	35
Family Needs	Parent does not have high school diploma/GED	20	20
Family Needs	Family does not have a vehicle	20	20
Family Needs	Parent or family is currently receiving individual or family counseling	15	15

Prior Head Start	Child was enrolled in another Head Start or Early Head Start program	30	30
Child Needs	Child has witnessed or experienced any type of abuse (physical, emotional, sexual, verbal, etc.)	70	70
Child Needs	Child has a serious health condition (specify)	45	45
Child Needs	Child was exposed to drugs or alcohol during pregnancy	30	30
Child Needs	Child is exposed to second hand smoke	10	10
Child Needs	Child is currently receiving individual mental health treatment or counseling	40	40
Child Needs	Child is experiencing trauma due to recent divorce/end of relationship between parents (last 12 months)	40	40
Family Needs *Wording changed*	Families displaced or severely impacted due to natural disaster , (specify _____) loss of employment/housing (SKHS)	20	20
Family Needs *Added*	Family is seeking refuge in the US because of wartime conditions in their country.		70

Selection Criteria EHS/CCP Meeting Feb 2, 2022 Changes

Category	Criteria	Old Points	New Points
Family Type	Two parent Family	10	15
Family Type	Single parent family	25	30
Family Type	Single Guardian or other family members caring for child (infant/toddler only)	30	35
	Two Guardian or other family member caring for child (infant/toddler only)	25	30
Disabilities	Child on IFSP not referred by WESD (any type of disability) (infant/toddler only)	40	50
Homelessness	Living on streets (do not know from day to day where they will sleep at night)	80	85
Homelessness	Camping (cars, trailers, vans, tents, motor homes)	80	85
Homelessness	Substandard housing (garages, shops, barns, parks, public places, abandoned buildings, bus or train stations, homes that are condemned or do not have necessary services such as heat or water)	80	85
Homelessness	Living in a homeless shelter or domestic violence shelter	80	85
Homelessness	Moving around frequently staying with a variety of people but no long term place to stay (couch surfing)	80	85
Homelessness	Staying in a motel or hotel	80	85
Homelessness	Doubled up short term – living with someone else because you lost your home or cannot afford a home, but only allowed to stay for a short time (less than 6 months)	50	55
Family Needs	Parent has diagnosed disability/Mental Health Condition	30	35
Family Needs	Sibling has a diagnosed disability/Mental Health Condition	25	30
Family Needs	Mother has a history of miscarriage/stillbirths (expectant mothers only)	25	30
Family Needs	Parent is incarcerated	35	40

Family Needs	Parent is on parole or probation	25	30
Family Needs	Parent is absent from home due to deportation or in process	60	65
Family Needs	Parent currently has drug or alcohol issues	60	65
Family Needs	Mother has experienced domestic violence during the last 12 months (expectant mothers only)	50	55
Family Needs	Parent or family is currently receiving individual or family counseling	30	35
Family Needs	Mother has suspected post-partum depression, Anxiety, or Perinatal mood disorder (infant/toddlers only)	30	35
Family Needs	Mother is experiencing anxiety, and/or mental health distress during pregnancy (expectant mothers only)	30	35
Child Needs	Parent/child has witnessed or experienced any type of abuse (physical, emotional, sexual, verbal etc.)	70	80
Child Needs	Child has a serious health condition including premature birth (specify) (infant/toddlers only)	60	65
Child Needs	Prenatal exposure to tobacco	30	35
Child Needs	Prenatal exposure to drugs/alcohol	50	55
Child Needs	Child is currently receiving individual mental health treatment or counseling (infant/toddlers only)	40	50
Child Needs	Child is experiencing trauma due to recent divorce or end of relationship between parents (last 12 months) (infant/toddlers only)	40	50

Annual Public Report 2020-2021 Mid-Willamette Valley Community Action Agency Community Action Head Start

- Head Start
- Early Head Start
- Early Head Start Child Care Partnerships

Table of Contents

Enrollment & Eligibility.....	1
Health.....	2
Parent Involvement.....	3
Kindergarten Readiness.....	4
Financial Reports:	
Funding.....	5
Budget.....	5
Expenditures.....	6
Financial Audit.....	7
Federal Review.....	8

Enrollment & Eligibility

The program is funded for 697 pre-school children in the Head Start program, 108 children in the Early Head Start program, and 80 children in the Early Head Start Child Care Partnerships Program. Data for each program's enrollment status and eligibility status of enrolled children is detailed in the charts below.

Head Start Pre-K	
Funded Slots	697
Total Cumulative Enrollment	548
Eligible with income below 100% of the Federal Poverty Line	228
Eligible with receipt of Public Assistance (TANF, SSI)	95
Eligible as Foster Child	15
Eligible as Homeless	83
Over income (above 130% of the Federal Poverty Line)	44
Over income (101% - 130% of the Federal Poverty Line)	83

Early Head Start	
Funded Slots	108
Total Cumulative Enrollment	128
Eligible With Income Below 100% of Federal Poverty Line	71
Eligible With Receipt of Public Assistance (TANF, SSI)	16
Eligible as Foster Child	6
Eligible as Homeless	13
Over Income (above 130% of Federal Poverty Line)	5
Over Income (101 – 130% of Federal Poverty Line)	17

Early Head Start Child Care Partnerships	
Funded Slots	80
Total Cumulative Enrollment	112
Eligible With Income Below 100% of Federal Poverty Line	62
Eligible With Receipt of Public Assistance (TANF, SSI)	1
Eligible as Foster Child	5
Eligible as Homeless	26
Over Income (above 130% of Federal Poverty Line)	9
Over Income (101 – 130% of Federal Poverty Line)	9

During the 2020-2021 school year, the program operated under a number of flexibilities offered by federal and state funders, due to the COVID-19 pandemic. The Head Start program did not fill all funded slots because of a lack of applications from eligible families.

Children's Health

Families are supported in making connections to establish a regular doctor and dentist to provide care for their enrolled children. The program tracks children's well child exams and oral health assessments to support the family in ensuring their children are up to date on a schedule of age appropriate care.

Head Start Pre-K	
Funded Slots	697
Total Cumulative Enrollment	548
Number of Children Up-To-Date on a Schedule of Preventative and Primary Health Care	369
Number of Children Up-To-Date on a Schedule of Preventative and Primary Oral Health Care	390

Early Head Start	
Funded Slots	108
Total Cumulative Enrollment	128
Number of Children Up-To-Date on a Schedule of Preventative and Primary Health Care	51
Number of Children Up-To-Date on a Schedule of Preventative and Primary Oral Health Care	71

Early Head Start Child Care Partnerships	
Funded Slots	80
Total Cumulative Enrollment	112
Number of Children Up-To-Date on a Schedule of Preventative and Primary Health Care	47
Number of Children Up-To-Date on a Schedule of Preventative and Primary Oral Health Care	34

Parent Involvement

Community Action Head Start encourages the involvement of parents in the program throughout all service areas. Parents receive support in setting family and personal goals, resources and referrals to help support their goals, and encouragement to become strong advocates for their children. Parent meetings were conducted according to program schedules with parents encouraged to be involved in planning and coordinating the meetings. These serve as an opportunity for parents to connect with one another, learn and share about their experience with Head Start and have time to enjoy activities with their children. Elected parent representatives from classrooms serve on the Policy Council, one of the two governing bodies with program oversight. The Policy Council met according to program schedule to approve grants, policies, and written reports of various kinds.

As part of the Oregon Head Start Association, one parent representative was able to participate in three state OHSA meetings during the school year that were conducted virtually.

Many of our Parent Engagement opportunities were virtual in nature. We shared opportunities for parent education in the community including our own presentation of Smart Connections classes for our families and members of the communities we serve through Trauma Smart. Our virtual offering of Smart Connections enabled a higher number of parents to attend and for an increase in direct parenting conversations between families and staff. Dev NW collaborated with us to present financial literacy education opportunities for our families.

As the pandemic forced closures and limited resources, staff offered support for families by connecting with them regularly and checking on what needs families had during these closures. Head Start staff were able to provide diapers and other household supplies to families, as well as food boxes at each family's request. Partnership with the local Food Pantries and the Marion Polk Food Share were greatly strengthened to allow more opportunity for meeting the needs of the community.

Kindergarten Readiness & Child Outcomes

Preparing children to be ready for kindergarten includes detailed observation and accurate assessment of children’s progress in developmental areas including: social emotional, physical, language, cognitive, literacy, and math. Each child will progress at their own rate. The goal for all children is to demonstrate progress toward meeting or exceeding goals throughout the year.

In a typical school year, teachers begin working with parents to identify individualized goals for children. Teachers regularly observe children’s progress and use those observations to assess children’s growth. While we use the fall checkpoint to set a baseline, it also helps us to identify specific areas of needed support so teachers can continue to build their lesson planning around the emerging needs of children as exhibited by their progress. We assess children’s progress in fall, winter and spring.

The 2020-2021 school year continued to present challenges due to the COVID-19 pandemic. Our program continued to offer remote services to those families who preferred to have their children remain at home. We also offered classroom services to a reduced enrollment and smaller class sizes to ensure we were able to maintain small stable groups as well as other health and safety protocols. Shortly after the school year began, due to the increase in COVID cases in the community, we returned to full remote services until after spring break where once again we offered both remote and in-person options.

Once again, in these unique circumstances, the flexibility and resiliency of our teaching teams ensured that children received consistent learning opportunities that contributed to progress toward mastering the developmental and academic skills necessary for school readiness.

Child Outcomes Data 2020-2021

Fall 2020

Area	Emerging	Meets	Exceeds
Social/Emotional	240	208	27
Physical	198	278	36
Language	256	243	13
Cognitive	258	218	22
Literacy	273	171	11
Mathematics	309	140	10

Winter 2020

Area	Emerging	Meets	Exceeds
Social/Emotional	133	309	51
Physical	85	388	49
Language	141	340	30
Cognitive	119	367	25
Literacy	152	317	18
Mathematics	221	250	15

Spring 2021

Area	Emerging	Meets	Exceeds
Social/Emotional	69	402	83
Physical	38	440	84
Language	118	385	54
Cognitive	80	419	60
Literacy	140	380	29
Mathematics	199	301	35

Financial Information – FY21 Funding - Actual

US Health & Human Services Office of Head Start	\$ 9,909,009
Oregon Department of Education Early Learning Division	5,743,012
Department of Human Services (ERDC)	160,416
USDA (Schools Meals Reimbursement)	147,290
Other Revenue	71,232
Total Income	\$ 16,030,959

Financial Information – FY21 Expenditures and Budget

Expenditures	Actual Expenditures	Annual Budget
Personnel	11,107,798	12,024,315
Operating	3,099,680	2,738,427
Contract Services	902,030	788,256
Training	188,371	215,613
Administrative Allocation	733,079	558,424
Total Expense	\$ 16,030,958	16,325,035
Net Income	\$ 0	0

During the fiscal year ended June 30, 2021, there were funds that were not yet expended which carried forward to the next fiscal year.

Financial Audit Year Ended June 30, 2020

The Single Audit for the year ending June 30, 2020 was filed on March 23, 2021. The independent auditors report issued by Grove, Mueller and Swank contained an unqualified opinion. This means that in their opinion the financial statements are presented fairly in all material respects.

There were no findings noted during the audit.

The Single Audit for the year ending June 30, 2021 is in progress.

Federal Monitoring Reviews

The Office of Head Start provides monitoring oversight to Head Start programs over a five-year grant cycle. The last monitoring visit for our program was in May 2021, when the Office of Head Start completed a Focus Area 1 Review. Focus Area 1 reviews examine the program's performance and compliance with Head Start Program Performance Standards in the following areas:

- Program Design, Management and Quality Improvement
- Education and Child Development Program Services
- Health Program Services
- Family and Community Engagement Program Services
- Eligibility, Recruitment, Selection, Enrollment, and Attendance Strategies (ERSEA)
- Fiscal Infrastructure

In each of these areas, our program was found to have met all requirements. No concerns or deficiencies were identified during the Focus Area 1 review.

Community Action Head Start, Early Head Start and Early Head Start Child Care Partnerships

Self-Assessment 2020-2021

Report and Program Improvement Plan

This year's Self-Assessment data collection took place throughout the school year and the data was analyzed in July 2021. 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. When a concern is considered substantial it will be listed as a concern in this report followed by a program improvement plan. A substantial concern is defined as a health & safety violation; a systemic concern as evidenced by issues being found in multiple locations; or multiple concerns at the same location. 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.

COVID-19 Response - Strength:

During the most challenging time for our program and community, some amazing strengths emerged from our program staff and leadership. The fluidity, creativity and responsiveness we maintained during constantly changing circumstances allowed us to continue serving children and families in the most meaningful and appropriate ways to meet their ongoing needs.

When the program was suddenly forced to close classrooms, within a very short time, the pandemonium and confusion of having staff, children and parents quarantined at home was organized into an effective virtual program. Head Start, Early Head Start and EHS Child Care Partnerships staff and providers, children and parents learned together how to navigate using various platforms such as Zoom, Facebook groups, Classroom Dojo and others to deliver educational opportunities and virtual groups to all enrolled children.

Throughout the year, our program made frequent course corrections and changes responsive to pandemic conditions as they changed. We re-opened classrooms in April and ran through the summer of 2020, then started up in the fall with many precautions in place. We returned to virtual learning for a few months in the spring of 2021. Throughout all the changes in service delivery, we maintained our relationships and connections, not just with children and families, but also among the 250 staff.

Tours of child care provider homes for parents accepted into the Child Care Partnership program were modified to virtual tours conducted by staff and providers doing video calls with parents. Although touring and meeting the provider in person is ideal, no parent had to enroll their child for care with a provider they had never met in a center they had never seen. The same strategies were effectively implemented with the Child Care Partnership provider monitoring visits, with live calls, virtual walk through and Zoom meetings.

A robust program of delivery of food and materials was quickly implemented, allowing us to meet the food insecurity needs of families in collaboration with Marion Polk Food Share. Our Nutrition staff assembled, and Bus Drivers delivered 2,545 food boxes during the shut-down from January to March. When in person classes resumed, we continued to provide food boxes to families who preferred to receive remote services, producing and delivering 408 food boxes between April and June.

During the 2020-2021 school year there were only 28 positive cases of COVID-19 out of the more than 580 children and 240 staff involved in the program. This represents a positivity rate of only 3.4%. This is much lower than the positivity rates in our service area at large. Marion County has had a positivity rate of 8%, and Polk County 6%. Of our positive cases, 18 were staff and 10 were children. This resulted in a total of 10 classrooms being closed to quarantine. None of these cases lead to any widespread outbreaks at our sites which indicates that the health and safety protocols put into place due to COVID-19 were effective in reducing and preventing the spread of COVID-19 among our staff or children.

As the world continues to change, we have learned that we can adapt along with it, and still maintain the integrity of our mission, vision and values. In May 2021, we hosted a COVID-19 vaccination clinic at our Middle Grove site, the first week that children ages 12-15 were approved to be vaccinated, and served over 100 people. We plan to do another clinic as soon as pre-school children are approved for the vaccination.

Emergency Preparedness - Strength:

In 2019 the program established a long-term goal of creating an emergency preparedness program to provide for the safety of children and staff in the event of a natural disaster or other emergency. Little did we know how many emergencies and natural disasters were on the horizon when we crafted that goal! A global pandemic, civil unrest, extreme wildfires and hazardous air quality, and a severe and damaging ice storm later, we identify our work on emergency preparedness as a very timely and important strength.

A committee was established to assess the program's readiness for an emergency, to identify objectives and benchmarks toward meeting the goal, and to design the

program. We applied for a grant from State Farm Insurance and were awarded \$20,000 to utilize in emergency preparedness.

With the goal of providing each location with supplies and materials to allow for shelter in place with children for up to three days, throughout the 2020-2021 school year, the emergency preparedness committee accomplished quite a lot:

- Drafted plans for emergency preparedness procedures, including the staff planning process, where supervisors are able to identify which staff would remain on site to shelter in place with children if necessary.
- Purchased rolling bins with locks which were filled with emergency blankets, flashlights, first aid supplies, hard hats, safety vests, whistles, batteries, crank chargers, and other supplies.
- Researched communication systems including satellite phones and two way radios. The final decision is to utilize the radio systems that are in place on all school buses, supplemented with hand held radios, as the best solution for coverage of the entire service area.
- Generators for the Middle Grove and Buena Crest sites are in the procurement process. These will allow for continued use of the commercial kitchens at our two largest sites, and maintain the use of the well at Buena Crest in the event of the loss of power.
- Researched types of food to keep on hand, considering shelf life, storage, palatability, and preparation techniques if there is no power. Experimentation with flameless cooking appliances and dehydrated food is ongoing.

The plan is to have everything in place by September 2021 so staff can be trained in emergency preparedness, and parents can be informed and reassured that we are able to keep their children safe in the event of an emergency.

Parent Satisfaction – Strength:

Parents of enrolled children were surveyed in June 2021 to determine their level of satisfaction with program services. Out of 588 families, 23% (135), participated in the survey. Of the participants, 82% were satisfied or very satisfied with their family's experience with Head Start, Early Head Start and EHS Child Care Partnerships.

The overall impression from the families surveyed was that staff did a wonderful job, even during the COVID-19 pandemic. Comments sent from surveyed parents included: "I can't begin to express how grateful I am for their help", "The teachers were very involved and invested with all families", and "I was able to trust my kids were in a safe place while I worked on getting stable housing, a driver's license, and finally a job".

Income Eligibility Process - Strength:

Long an area of strength in our program, the ERSEA eligibility component was identified as a strength as well during the May 2021 federal monitoring review. The federal reviewer stated in her report that the program management had trained staff to calculate income, identify acceptable documentation, and accurately determine eligibility. Staff conducted interviews in-person or by telephone prior to the COVID-19 pandemic and by phone during the pandemic. Upon receipt of the family's application, trained staff verified supporting documentation, such as tax forms, check stubs, or declaration of homeless status, and scanned them into the ChildPlus data management system.

Selection Criteria and Enrollment – Strength:

Although the Selection Criteria could not be done in person during this year, we were able to complete it with a high level of parent participation by using an alternate remote method. This allowed parents to participate without needing child care or leave their homes. Due to limited ability to meet with parents, intake staff used Pandadoc and phone calls to complete timely enrollments. Staff worked diligently to learn the new system and helped parents to navigate the electronic enrollment process.

Human Resources Requirements Strength:

10% of staff files were randomly selected for review. A number of items are required to be in staff files by Head Start performance standards or state licensing.

All files reviewed contained criminal background letters, signed codes of conduct, and signed job descriptions. These items are completed by Human Resources on the employee's first day of work, which has aided in the success of these items.

Human Resources Requirements Concern:

First Aid cards, Food Handlers cards, Child Abuse and Neglect training certificates, and Health and Safety training certificates are a requirement of state licensing, and the staff file review showed a low compliance rate. 32% of First Aid cards were expired, 35% of food handler's cards were expired, 52% of the files were missing the child abuse and neglect training certificate, and 56% of the files were missing the health and safety training certificate. Further analysis revealed that the missing or expired items were present and current in program staff files, but the HR staff files had not been updated.

Program Improvement Plan:

The tracking and updating of these required licensing documents will be shifted from Human Resources to the program. Head Start will monitor this as part of the ongoing child care licensing and staff training systems.

11/16/2021 Progress update: Regional Team Resource Specialist, Nutrition Assistant and the Health Assistant are tracking the Food handler's cards, First Aid/CPR cards. The Health Assistant and the Nutrition Assistant are entering the information into ChildPlus. The Regional Team Resource Specialists are pulling the Oregon Registration Online (ORO) reports and reviewing them to make sure staff have the

required trainings that include Child Abuse and Neglect, and the Health & Safety. The program needs to formalize these changes and procedures.

Transportation Cancellations – Concern:

The program has struggled to recruit and hire substitute Bus Drivers. Even with a Bus Driver Trainee program, designed to help new candidates obtain the training and credentials to become bus drivers, interest has been very low. We have had one substitute driver during the past year, with limited availability, and the Transportation Supervisor is able to substitute as well. However, when more than one bus driver is out, transportation has to be cancelled for one or more classes. This past year we had 23 days with more than one driver off. We had 7 days with 3 drivers off and 1 day with 4 drivers off. What this means is in a 3-month period we had 31 drivers not covered; which equates into 62 classes and 124 routes that were not covered.

Program improvement plan:

The program is actively recruiting for Substitute Bus Drivers or Bus Driver Trainees. Job postings have been added to our website, Oregon Department of Education website, programs Facebook, and LinkedIn. The program has also added job announcements to Pandadoc, which is used for intake, in an effort to recruit parents, and will be hosting a job fair and door to door recruitment. On July 1, 2021, the pay rate for substitute bus drivers was increased, making it 20% more than the pay rate for a regular, benefitted bus driver.

11/16/2021 Progress update: We have two hiring events in November 2021. We are including a \$1,000.00 hiring bonus in an effort to recruit more staff. There are two bus driver trainees in that are in the process of being hired at this time.

Transportation - Aging Fleet/Air Conditioning – Concern:

Our fleet of school buses is aging, as evidenced by increasing vehicle maintenance costs. Five of our oldest have cost \$3900 or more for repairs over the past two years. This kind of repair is more serious and red tags the bus for non-use until the repair is completed. 10 out of our 20 buses do not have air conditioning. In recent years the trend has shown more days with higher temperatures, and a large component of the program operates on a full-year calendar, with children on buses in the summer months

Program improvement plan:

As funding allows, we will install after-market air conditioning in buses that are not aging out of the fleet. The program recently ordered two new buses with funds from the American Recovery Plan grant. Ongoing planning will be completed to identify when each bus should be retired, and a replacement purchased.

11/16/2021 Progress update: The Transportation Supervisor has completed a bus analysis on our fleet for age and conditions and has made recommendations for replacements.

Health Services - Health Status Determinations - Strength:

Despite the office closures and work from home policies put in place due to the state's Stay Home Save Lives Order, Health Advocates were still able to effectively request and obtain health status determinations from local medical providers in a timely manner utilizing the health team's e-faxing system. 90% of Health Appraisals (524 out of 580 enrolled children) were received in a timely manner within the 90-day deadline.

Health Services - Staff Wellness - Strength:

The program put an emphasis on staff wellness throughout the pandemic, continuing the monthly wellness calendars, enrolling all staff in a 21 Day Joy Challenge, and providing a 6-week staff wellness series focusing on mindfulness and movement.

Health Services - Medical, Dental, Hearing & Vision Follow-Up – Concern:

As of May 2021 the program wide follow-up completion rates were; 45% of medical, 43% of dental, 19% of hearing and 11% of vision. Follow-up completion has been a challenge in past years as well and improving our follow-up systems is one of the program's 5 year goals. The limited availability of follow-up care available in the spring of 2020 due to the pandemic, and the subsequent backlog in available appointments, had some impact of families' ability to complete follow-up care for the children. However, communication between staff and families, or between staff and medical providers, remains one of the largest barriers in this area. Internal systems of staff communication between health team members and family services staff is also an area where improvements could be made.

Program improvement plan:

This will be a topic taken to the Health Services Advisory Committee at the beginning of the 2021-2022 school year for consultation, and the recommendations that emerge will be implemented by the health team members. Additional collaboration between health and family services staff will be facilitated through regular review meetings of children's health-related needs in connection with the monthly health monitoring reports that are sent out to family services staff.

11/16/2021 Progress update: The first Health Services Advisory Committee meeting is scheduled for December 2021. At this time, the Health advocates are scheduling meetings with Family Services staff to be completed before Winter break.

Inclusion & Support – Supporting Children in EHS/CCP - Concern:

We are a birth to five program and although the Prek data shows some strengths there were concerns with both the EHS and CCP programs regarding the early identification of children needing extra support with behavioral concerns. 61% of EHS children and 14% of CCP children that were identified as needing additional inclusion and support services had any sort of documented services from the Inclusion & Support team.

Program Improvement Plan:

The Inclusion and Support Specialist will meet with CCP providers to form a plan of support and ongoing interactions. Early Head Start teaching staff and Child Care Partnership Child Development Specialists will be included in the Inclusion and Support coach caseloads in order to further enhance the response to the developmental needs of enrolled infants and toddlers.

11/16/2021 Progress update: The Early Head Start teaching staff have been added to the Inclusion Coaches caseloads. The Inclusion and Support Specialist is going to meet with the Child Development Specialists on a monthly basis starting in November, to access needs and progress. The Inclusion and Support Specialist met with each Child Care Partnership Providers and provided pre-service training.

Developmental & Behavioral Screening Follow-Up - Strength:

Despite the many challenges the COVID-19 pandemic presented to delivering services over the past school year, Teachers, Home Visitors and CCP Providers were able to effectively follow-up on the concerns that emerged from the Ages & Stages Questionnaire (ASQ) and Ages & Stages Questionnaire-Social/Emotional (ASQ-SE). The follow-up completion rate was 96% across all three programs when monitoring data was reviewed in May 2021.

Documentation of Children's Behavioral Needs – Concern:

When children have struggles or behavioral concerns in the classroom, Inclusion & Support staff become engaged in working with the child and staff to identify strategies to help the child. The documentation to show improvement, or continued concerns about the child's needs is created by the teaching staff who work directly with the child. The Child Needs Documentation form is designed to allow classroom staff to objectively document the external behaviors in order to better understand the internal needs of children. Skill Building Plans are designed to help teaching staff and families focus their efforts to support the skill development of children in a holistic way that enables children to learn, in both home and classroom settings, more effective ways to express their needs and feelings. A detailed review of ChildPlus documentation identified a program wide gap in this documentation. Of the 91 children identified to receive Inclusion & Support services, 82% had insufficient Child Needs Documentation on file and 81% did not have a Skill Building Plan in place. Not having sufficient documentation on file indicates that classroom staff were either unable to complete these forms or are unaware of their purpose and use, and that follow-up by the Inclusion & Support team was not completed.

Program improvement plan:

The Inclusion & Support Specialist will provide training to and work directly with the Inclusion & Support Coaches to create coaching plans that will emphasize the importance of this documentation in helping program staff better understand the underlying needs of a child. Teaching staff will also receive training during preservice on this form and the procedures related to it. This documentation will be monitored through

the regular monitoring protocols which will allow the Inclusion & Support Specialist to identify if improvements are made or if any additional follow-up is required.

11/16/2021 Progress update: During preservice 2021, training on forms and documentation was completed. The work is ongoing with the coaches. Monitoring is happening in each meeting and documents are being filled out accordingly.

Education - Outcomes - Strength:

2020-21 presented many challenges for teachers transitioning between providing remote and classroom services to children within the same school year. In a typical school year, teachers are able to regularly observe and record children's data to inform quarterly assessment. While parent input is sought to help provide a complete picture of children's development, most of the data comes from time spent in the classroom. Because of the significant amount of time that children received remote services at home, it was imperative that teachers support parents in their role as their child's first and most important educator, and partner with those parents to obtain their input regarding their child's progress throughout the year.

Monitoring showed that at each checkpoint period, Head Start and Early Head Start teachers and child care providers completed all required observations on over 85% of enrolled and completed the seasonal Child Development Progress reports to be shared with parents. Additionally, weekly monitoring evidenced that 100% of teachers were completing and implementing lesson plans that supported children's individualized learning goals in all developmental areas.

Education Home Visits and Conferences - Concern

Currently, teachers complete a contact record of each visit made and send them to data entry to be recorded in Child Plus. This year a concern arose when it appeared that a significant number of children did not receive a second home visit. Upon investigating further, it was discovered that the contact records that teachers were electronically sending to data entry were not getting to the intended person, and not being recorded.

Program improvement plan:

We will implement a process for teachers to directly enter their completion of visits into Child Plus. This will eliminate the potential for missing records and will also allow for specific tracking of reasons why teachers were unable to complete visits.

11/16/2021 Progress update: Teachers started entering their own home visits and conference information into ChildPlus in November 2021. EHS CCP Providers submit their documentation to staff for data entry. The program will follow up on progress or concerns.

Practice Based Coaching - Concern

Performance standards and best practices in early childhood education recommend the use of trained and skilled coaches to work individually and in groups with teachers and child care providers. Our coaching program for the entire birth to five program consists

of Head Start and Early Head Start Mentor Teachers and Child Development Specialists working with the EHS CCP providers. Coaches work with teachers in the areas of classroom management, lesson planning, observations, individualization, and positive behavior management strategies.

Currently, anecdotal reports and case notes in ChildPlus indicate that teachers and providers are receiving regular coaching and mentoring, with debriefs and follow ups. However, there is not an effective tracking system to document those sessions or to provide information about teacher/provider progress and growth. As the expectations for solid coaching implementation and systems for tracking effectiveness is increasing both at the state and federal level, it is imperative that we create and implement systems for tracking and collecting data for coaching throughout our program.

Program improvement plan:

Coaching teams will begin meeting immediately to work on creating tools, set coaching goals and objectives for the team, and solidify plans for collecting, tracking and monitoring data for the upcoming school year. We will utilize the support and guidance from ELD and Head Start TTA to strengthen our Practice Based Coaching system as well as provide training to all coaches.

11/16/2021 Progress update: The entire coaching team have updated forms in ChidPlus to track the coaching that is happening. TTA have been part of the coaching meetings. Started collaboration with the ELD and have had one meet and greet with OSU mentor coaches.

Family Services - Housing Assistance - Strength:

The pause in evictions helped many families maintain housing. While processes for accessing community resources were slowed, 76 families received assistance for housing. Ten of these families qualified as homeless at the beginning of the year and were assisted to find stable housing. This number is still to grow as more families are in the process of receiving housing assistance.

Parenting Education - Strength:

Family Services adapted our Smart Connections parenting education program so it would be accessible to parents from home. 116 parents participated by watching a series of videos, then engaging with staff to discuss the videos and how to use the information in their homes. The virtual offering engaged a significantly larger audience of parents than our past in-person sessions.

Facility Health and Safety - Concern

The program conducts Health and Safety Checklists for each site twice a year. Checklists are completed by a supervisor that does not supervise the site, so an impartial review is conducted. In addition to program's own assessments, sites were inspected by the agency's safety coordinator and by the licensing specialist from Oregon Child Care Division.

Although overall, the health and safety of Head Start, Early Head Start and Child Care Partnership locations was a strength, the agency safety officer and the Office of Child Care licenser did identify some concerns in our Head Start and Early Head Start programs. Across those two programs, first aid kits were difficult to access and disorganized, storage areas were cluttered, and heavy items were inappropriately stored on upper shelves. The Oregon Child Care Division licensing specialist issued 3 valid health and safety findings to our Head Start and Early Head Start classrooms at Dallas, Buena Crest and Maple during the 2020-2021 school year. They included a child getting hurt because staff placing a balance beam too close to shelving unit, chemicals being left out and not locked up, and a staff member pulling down their face mask to talk to a child. At the Maple site the valid findings resulted in the site losing its five-star SPARK rating.

Program Improvement Plan:

New wall mounted first aid kits have been purchased and will be installed in every classroom. At the beginning of and throughout the 2021-2022 school year site supervisors will monitor storage areas and pay close attention to how things are stored. A weekly walk through of all classrooms will be added to supervisor's monthly checklist, providing more frequent attention to health and safety items. During Preservice training all classroom staff will receive training on licensing and SPARK requirements and health and safety regulations.

11/16/2021 Progress update: New first aid kits were installed in every classroom. Training for all classroom staff was completed during preservice. We still need to work on storage areas and working on weekly walk through check lists.

Staff Recruitment - Concern

Staff vacancies during the 2020-2021 school year included the EHS Teacher and EHS Substitute Teacher, Head Start Substitute Teacher, Head Start Substitute Teacher Assistant, Substitute Cook, Substitute Food Service Assistant, and Substitute Bus Driver. Due to the lack of substitutes, classes and transportation were cancelled when they were short-staffed. COVID precautions for maintaining small stable groups did not allow for staff to cover for one another. In November 2020 a total of 50 classes were canceled across the Pre k and Early Head Start programs. The program has continued to recruit applicants for vacant positions with little success in securing qualified applicants.

Program Improvement Plan:

In order to make the Substitute positions appealing to qualified applicants the program has increased wages for all on-call substitute positions by 20%. Program management and Human Resources are working on plans for new recruitment strategies.

11/16/2021 Progress update: Stacey, Liz, and Eva are meeting regularly with HR a designated staff with HR has been put in charge of HS recruitment and is helping to plan hiring events as well as identify new ways to advertise positions. We have also

added a hiring bonus. In an effort to retain our current staff a \$500.00 retention bonus will be provided to current staff in December 2021.

Mid-Willamette Valley Community Action Agency, Inc.
Board of Directors Executive & Finance Committee Meeting
Thursday, February 10, 2022
Minutes

ATTENDANCE

Committee Members Present: Jade Rutledge, Board Chair; Shelaswau Crier, Board Vice-Chair; Kevin Karvandi, Secretary; and Steve McCoid, Board Member

Absent: Helen Honey, Board Member

Staff: Jimmy Jones, Executive Director; Kaolee Hoyle, Chief Financial Officer; Helana Haytas, Chief Operations Officer; and Jade Wilson, Executive Assistant

The meeting of the Executive & Finance Committee started at 5:36pm. It was determined that a quorum was present.

1. Executive Director's Program Updates

a. Legislative Update

- i. A change to the rental assistance funding will be on the table at the upcoming legislative session. This new rental assistance could include dollars for homeless service operations as well. The current ask is \$100 million to be distributed between Community Service Organizations and Community Action Agency's. The Community Action Agency's should expect between \$50-\$75 million, if the package is passed. OHCS would not directly run those services. The reason for the ask is the increase in new applications statewide, averaging \$9,000 each. Rent is at record highs, there are low vacancy rates and an increase in unsheltered homeless. The back rent grace period also ends on February 28, 2022, and it is projected that 95,000 people will not make their rent in March.
- ii. There is also funding in the forecast for a Turnkey Project Round 2 (~\$50M). MWVCAA is currently scouting opportunities to pursue this in Polk County.

b. Agency External News

- i. Former speaker Tina Kotek visited ARCHES Inn in early February as well as Treasurer Tobias Read. Governor Brown, Reps Fahey, Campos and Marsh will be coming to tour the ARCHES Inn as well in the coming weeks.
- ii. Some of our executive team and program directors attended the State of the City Address by Mayor Bennett where the agency was recognized for its good work.
- iii. Our relationship with OHCS has improved dramatically recently. OHCS is supporting the return of the missing \$10 million statewide that was lost in the biennium.
- iv. We have several large funding asks out that are not currently represented in the budget. Including funds from private foundations and FEMA, as well as expected new funding from the Oregon Legislature and the United States Congress.

- c. Board Configuration** - There was some discussion regarding our tripartite board and what CSBG (Community Service Block Grant) requires of our agency. Federal law requires that a tripartite board "fully participate in the development, planning,

implementation, and evaluation of the program to serve low-income communities.” There was further discussion of what that would look like for the board moving forward.

- d. **Head Start Building Purchase** – The agency is looking to purchase the 1205/1215 Wallace Road properties in West Salem to pursue a Pre-school promise program there. These properties are being sold for \$1.5 million and all the documents regarding the purchase have been made available for members to review. This will be moved to the full board meeting at the end of the month for a board vote prior to potentially closing on the property in early March.
 - e. **CCR&R: 2085 Commercial Street Salem** – CCR&R was told recently that the property they are currently leasing will be put up for sale. The owner would like to list the property for \$675,000. The building was built in 1993 and is 3,120 square feet on a 6,500 square foot lot. The agency is currently evaluating the options of purchasing the property, moving CCR&R to a new-leased property, or potentially purchasing a different property.
 - f. **Future Property Needs** – As the agency continues to grow, future property needs are becoming more relevant. The future property needs for the programs are as follows (in order of urgency):
 - i. CCR&R to either purchase current building or look at other options.
 - ii. Head Start moving forward on the purchase of 1205/1215 Wallace Rd, pending board vote.
 - iii. Weatherization likely needs a new space soon.
 - iv. ARCHES needs possible office space in Salem.
 - v. HOME possible new youth shelter (2–5 years from now).
 - vi. Nutrition First will eventually need a new rental space.
 - vii. CARS has no need at this time.
 - viii. Energy has no need at this time.
 - g. **2022 Program Implementations** – Below are the following programs expected to be implemented throughout 2022:
 - i. Head Start: Pre-school Promise and EHS P3 Program from Early Learning
 - ii. CCR&R: Extra funds means they are able to do more hiring and likely more funding will be on its way after this Legislative Session.
 - iii. ARCHES: Turnkey 2.0, Navigation Center (Marion, City of Salem), Tanner Project (\$2.25 million from VA, \$1.2 million from Congress), Polk County IGA Pilot Project, Shelter+ Model
 - iv. HOME: YHDP Grant begins; workforce competition.
 - v. Weatherization: Considerable expansion in 2022 with a wave of new hiring due to an increase in funding.
2. **Audit/Financials** – Kaolee Hoyle, CFO, presented an update on the audit and the December 2021 Budget to Actual.
- a. The audit is in the final stages of approval before a complete draft can be forwarded to the agency for review. Kaolee hopes that we can receive a full draft by the end of February.
 - b. Budget update: Overall, the budget still sits at approximately \$62 million for fiscal 2022, with more on the way.
3. **February 2022 Full Board Meeting Draft Agenda** – Helana Haytas, Chief Operations Officer, suggested that a Strategic Planning update be added to the agenda. No other updates to the agenda were made.
4. **Credit Card Expenditure Review** – none to review this month.

Meeting adjourned at 7:04pm.

Respectfully Submitted:

Jade Wilson, Executive Assistant

Kevin Karvandi, Board Secretary