



NOVEMBER 2022 MEETING BOARD OF DIRECTORS

THURSDAY, NOVEMBER 17, 2022

IN-PERSON LOCATION:

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

VIRTUAL:

MWVCAA Board of Directors Nov 2022
Nov 17, 2022, 5:30 – 7:30 PM (PDT)

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

<https://meet.goto.com/148920013>

You can also dial in using your phone.

Access Code: 148-920-013

United States: [+1 \(872\) 240-3212](tel:+18722403212)

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

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**COMMUNITY ACTION AGENCY
BOARD OF DIRECTORS AGENDA
THURSDAY, November 17th 2022**

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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.

I.	Welcome and Introductions	5:30
II.	Public Comment	5:35
III.	Declaration of Conflict of Interest	5:40
IV.	Approval of Agenda	5:45
V.	Consent Calendar	5:50
	1. September 2022 Full Board Meeting Minutes	
	2. October 2022 Executive Director Report	
	3. October 2022 Anti-Poverty Report	
	4. Final Analysis of the 2016-2021 Strategic Plan	
	5. October 2022 Director of Development Report	
	6. October 2022 Chief Financial Officer Report	
	7. October 2022 Program Director Reports	
	8. October 2022 Committee Meeting Minutes	
VI.	Board Business	5:55
	1. Oregon Alliance (Runaway and Homeless Youth) – <i>Presentation</i>	
	2. Home Youth Services Service Delivery Update – <i>Presentation</i>	
	3. Financials – <i>Approval</i>	
	4. Board Member Melissa Baurer Resignation – <i>Approval</i>	
	5. HHS Continuation Grant, Budget and Updated Program Goals/Objectives - <i>Approval</i>	
	6. Executive Director’s Report	
VII.	Executive Session	
VIII.	Adjournment	7:30

Next board meeting: Thursday, January 26th, 2023

Mid-Willamette Valley Community Action Agency, Inc.
Board of Directors Meeting
October 27, 2022
MINUTES

ATTENDANCE:

Board of Directors:

Present:

Catherine Trottman	Jade Rutledge	RW Taylor	Shelaswau Crier
Erika Romine	Jasmine White	Steve McCoid	
Helen Honey	Kevin Karvandi	Vanessa Nordyke	

Absent:

Melissa Baurer	Jeremy Gordon	Nikol Ramirez
Christopher Lopez	Michael Vasquez	

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, Chief Program Officer: Housing and Homeless Services
Eva Pignotti, Chief Program Officer: Early Learning and Child Care
Sara Webb, ARCHES Sheltering Services Program Director
Alisa Tobin, HOME Youth Services Program Director
Shannon Vandehey, CCR&R Program Director
Hector Guzman, Weatherization Program Director
Traia Campbell, Energy Services Program Director
Carmen Romero, Nutrition First Program Director
Liz Salinas, Head Start Associate Program Director
Stacey Eli, Head Start Associate Program Director
Silveria Campa, Prospective Board member to be approved
Sarah Cummings, Executive Assistant

The meeting of the Board of Directors was called to order at 5:38 pm by Board Chair Jade Rutledge. It was determined that a quorum was present.

I. Welcome

Board Chair Jade Rutledge welcomed everyone.

II. Public Comment

None were made.

III. Declaration of Conflict of Interest

None were made.

IV. Approval of Agenda – Board Chair Jade Rutledge noted an amendment was needed to the agenda to approve the resignation of Nikol Ramirez, and approve new Board member Silveria Campa.

MOTION: To amend and approve agenda made by Helen Honey,

SECOND: Steve McCoid.

APPROVED: Unanimously approved

V. Consent Calendar

1. September 2022 Full Board Meeting Minutes

No discussions or concerns were raised

2. October 2022 Executive Director Report

No discussions or concerns were raised

3. October 2022 Anti-Poverty Report

No discussions or concerns were raised

4. October 2022 Director of Development Report

No discussions or concerns were raised

5. October 2022 Chief Financial Officer Report

No discussions or concerns were raised

6. October 2022 Chief Operations Officer Report

No discussions or concerns were raised

7. October 2022 Program Director Reports

No discussions or concerns were raised

8. October 2022 Committee Meeting Minutes

No discussions or concerns were raised

MOTION: To approve consent calendar made by Steve McCoid

SECOND: Kevin Karvandi

APPROVED: Unanimously approved

VI. Board Business

1. Resignation of Nikol Ramirez and new Board member Silveria Campa – Approval

MOTION: To approve resignation and new board member made by Steve McCoid

SECOND: Catherine Trotman

APPROVED: Unanimously approved

2. Executive Director's Report:

- i. **Anti-Poverty Report:** with elections coming up things are quiet right now. That will change. Program committee will address camp situations in the region.
- ii. **Weatherization Program:** provides valuable resources to reduce energy costs for low income families. Weatherization Day is Friday, October 28th from 1-6pm. Board members are invited to attend and learn more about this program.
- iii. **Upcoming Meetings:** Next full Board meeting is November 17th. There will not be a full Board meeting in December; possible electronic meeting in December for corrective action and property action items.

3. Mental Health Supportive Services in Homeless Division (Hamilton) –Presentation

- i. Ashley Hamilton, Chief Program Officer: Housing and Homeless Services presented on how MWVCAA is addressing the rising mental health concerns in our community. Using peer support to help with daily management with clients, partnerships with health care clinics as JD Health and Wellness, and expanding funding into Medicare billing will benefit our efforts.

4. Head Start Corrective Action Plan (Pignotti) – Presentation

- i. Eva Pignotti, Chief Program Officer: Early Learning and Child Care presented on the step taken towards the corrective action plan; staff training, ratios in the classroom, using reflective supervision, by-stander intervention training. Will

bring full plan to the Board in December.

5. Gala Report (Glenn) – *Presentation*
 - i. Laurel Glenn, Development Director presented on MWVCAA’s first Gala event. Started with 125 seats and went up to 160; next year we will expand to 250. Raised \$15,500 in sponsorship funds from 12 sponsors. Some minor lighting and sound system issues, but otherwise went smoothly and attendees enjoyed the event. Will be starting a Gala Committee for next year; Vanessa Nordyke has ideas and would like to participate.
6. Wildfire Resiliency and Recovery Account Report (Hamilton) – *Presentation*
 - i. Ashley Hamilton, Chief Program Officer: Housing and Homeless Services presented on the funding, which is delegated by the state, and action taken to assist those in need after wildfire damage to homes. 200 unsheltered, insurance won’t cover all costs yet projected for assistance and to be FEMA eligible they need a physical address. Case management being utilized to help families navigate the resources.

7. Head Start Self-Assessment and Program Improvement Plan (Pignotti) – *Approval*

MOTION: To approve Head Start Self-Assessment and Program Improvement Plan made by Steve McCoid

SECOND: RW Taylor

APPROVED: Unanimously approved

8. Oregon Head Start Association Charitable Check Off Grant Application – *Approval*

MOTION: To approve Oregon Head Start Association Charitable Check Off Grant Application made by RW Taylor

SECOND: Helen Honey

APPROVED: Unanimously approved

9. 401K Audit and Governance Letter – *Presentation.*

- i. CFO Kaolee Hoyle presented the 401K Audit and Governance Letter to the Board.

10. Financials – *Approval*

MOTION: To approve Financials made by Helen Honey

SECOND: Catherine Trottman

APPROVED: Unanimously approved

VII. Adjournment

The Board of Directors meeting was adjourned at 7:31 pm.

Respectfully Submitted:

Sarah Cummings, Executive Assistant

Kevin Karvandi, Board Secretary

Executive Director's Report

MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY

November 2022

Because of the holidays, November will be a short month. So briefly, we have the following updates for the Board of Directors:

- **August Budget Numbers:** August 2022 looks typical. We are still roughly only track on the admin side, after being a bit over in July. Admin expense should continue to correct as the year wears on. We are underspent in ARCHES (some big capital projects ahead) and HOME Youth (there are also larger grants to stand up in the spring). Overall, we sit at about 12 percent spent through August, which is a comfortable place for the first two months. Donations are down, but they will increase as we add in the Gala numbers and the winter season donations.
- **New Grants:** On 31 October we received notice of award on the *long, long* delayed capacity building grants from Future Ready Oregon, the state's workforce development initiative that grew out of the last session. They have an additional \$85 million to award in the spring, but right now our award of \$168,630 for our [Community Action Re-Entry Services](#) will provide a much needed boost for our DeMuniz program. The funds originated with the passage of SB 1545 in 2022, which created [Future Ready Oregon](#), and endowed it with a \$200 million investment to support education and employment training, especially for historically underserved and vulnerable communities. The workforce investments (roughly \$95 million in total) are one component of the larger Future Ready effort. There were 146 applications requesting \$74 million for a pool of just \$9.8 million in this first capacity building fund. Of those applicants, they funded only 41. Job well done by our Director at CARS, [April Cox](#). The funds must be spent by June 30th (no extensions).
- **Audit:** We have decided to delay the audit from November (this month) until January. We're simply short on personnel. Nancy has been running payroll (which is a full-time job) in addition to her normal work for the past year. We were finally able to hire a payroll person, but there is a training delay so Nancy continues to be primarily responsible for payroll. We will be hiring an accounting manager early next year, and may need to look for a payroll assistant as well. Right now it seems best to give us a bit more time to complete the audit rather than rushing the audit prep.
- **Head Start Corrective Action Plan:** We should have the Corrective Action Plan completed by the end of December, for the child safety issue earlier this year at Middle Grove. We will need to call a short electronic meeting to discuss and approve the Corrective Action Plan. Currently we are looking at a date/time between 27 and 29 December.
- **HOME Youth Services, Monmouth, and Taylor's House 2.0:** We have identified a property for a Taylor's House 2.0 in Monmouth. It's currently a large house on an even larger lot, and we have been in conversation with Polk Community Development Corporation perhaps to build an affordable housing project on the lot, which would be a transitional destination for some youth aging out of the Monmouth youth project. The property is located at 719 Jackson Street in Monmouth. We are very close to having something to recommend to the Board.
- **1875 Fisher Road:** The pressure is growing for a resolution here. We were able to get the owner to give us an extension until 30 December. If nothing emerges by that date, we will need to walk. We have spent most of the

last few weeks in conversation with policy makers working a possible solution. The Emergency Board of the State Legislature is meeting in early December. And there may be an opportunity there for assistance.

On 29 August, Federal District Court Judge Michael Mosman issued a ruling concerning the Oregon State Hospital. The ruling (now known as the Mosman ruling) was intended to bring the Oregon State Hospital (OSH) in compliance with the *Mink Order*, which requires OSH to admit aid and assistance patients within 7 days. The Mosman order also dramatically cuts the time of commitment down to just 90 days for misdemeanors and six months for felonies. As a result, prosecutors across the state are dropping charges because judges are simply releasing people instead of sending them to the state hospital for aid-and-assist intake. There's just not nearly enough beds.

Locally, that means these folks are on the streets. So who are they? They're generally people who are homeless and whom we're already serving. Aid-and-Assist clients are generally easy to manage because they're medicated. It's a lower need level than we deal with every day at the Day Center (that many not be saying much these days, however, as the need levels there are very high at the moment).

The effort is still a bit of a long-shot, because the purchase price is a big ask. But we may get it through. If not, there's still a chance Oregon Community Foundation will fund our project. Either way, we must act by December 30th.

- **Musical Chairs for Program Facilities:** Program growth is forcing a bit of movement around the Agency. In some ways, this was a problem we would have addressed in 2020, had it not been for the pandemic and the move to remote work for many office functions. Head Start's primary office location has been at the current Center Main administrative offices (2475 Center Street) for more than 20 years. They've outgrown that location, however, and we are moving them in bulk over to a new modern office space at 625 Hawthorne (Suite 100), which will become our primary Head Start location. Two years ago, we moved Child Care Resource and Referral out of Center Admin and to an independent location on 2085 Commercial Street NE, as they had grown beyond the Center Main space as well. Now that Head Start is moving to Hawthorne, we are bringing CCR&R home to Center Main. HOME Youth will occupy the former CCR&R space at 2085 Commercial Street NE, until we find a permanent home for them down the road. The current Youth Drop-In on Union Street is at the end of its life for our purposes. We plan to explore a sale of that property.

Other needs remain, including a long-term Energy-Weatherization location, a permanent Youth Drop-In in Salem, a final Tanner Project property, a more centralized location for Nutrition First, and additional space for our DeMuniz Center, which also is on the precipice of growing considerably.

- **Future Meetings:** Just as a reminder, the approaching holidays will force a few changes in our regular meeting calendar. The Executive-Finance Committee of the Board will meet on November 10th, as regularly scheduled. But because of the Thanksgiving holidays, we will need to move the regular November Board meeting up one week, to November 17th. Executive Finance will meet as regularly scheduled on December 8th, but we do not normally have a December full Board meeting. The Executive-Finance meeting for January will meet on its normal schedule, on January 12th, 2023. The next full Board meeting after the November 17th meeting will not occur until January 26th, 2023, which also doubles as the Agency's **Annual Meeting**. In most non-pandemic years we've usually held that meeting at a restaurant. We'll update the Board on those plans as they approach.

Jimmy Jones
10 November 2022
Keizer, Oregon

Regional and National Poverty Report

MID-WILLAMETTE VALLEY

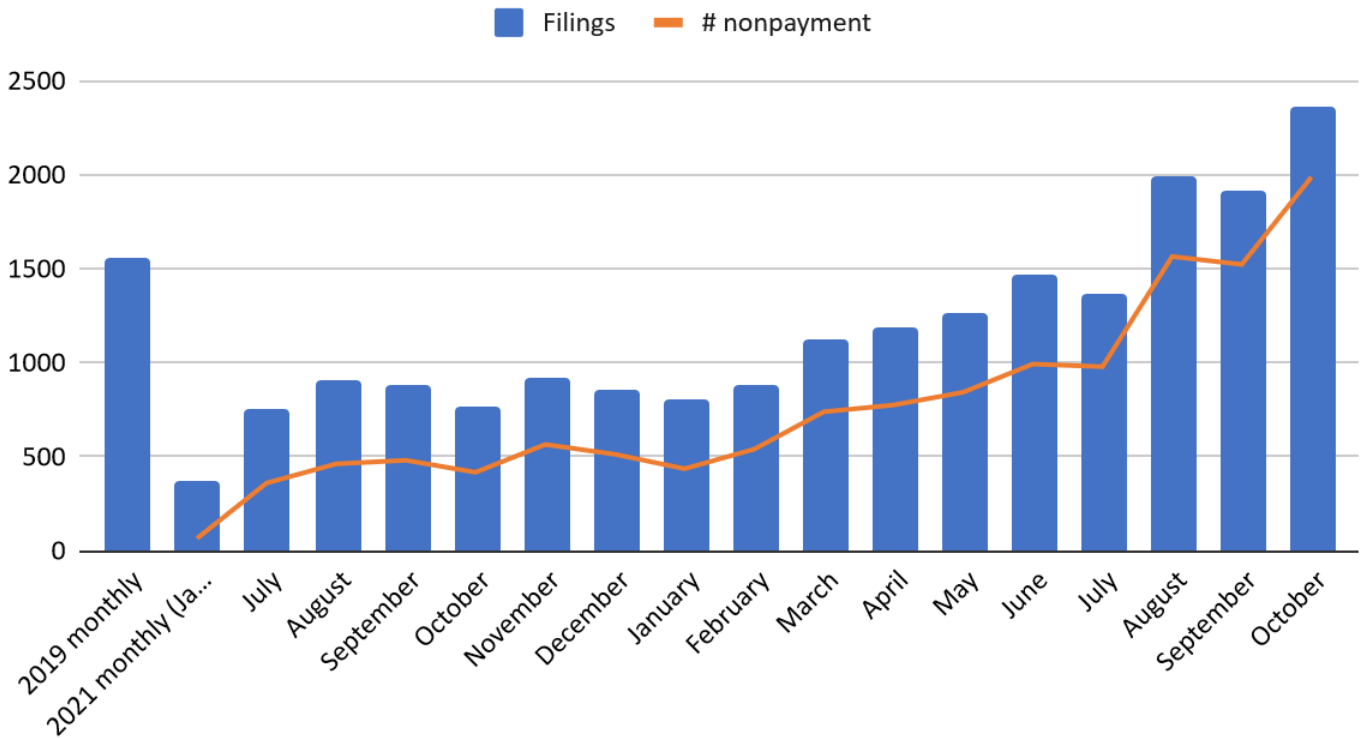
COMMUNITY ACTION AGENCY

November 2022

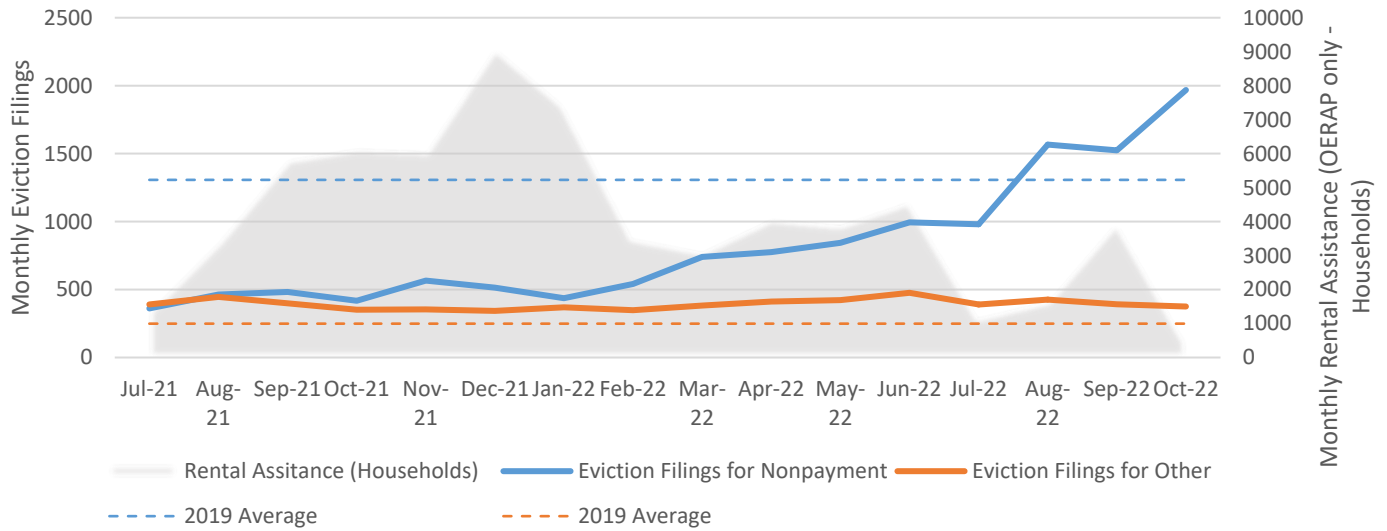
Oregon Evictions: New statewide eviction data arrived yesterday, courtesy of our close partners at the Oregon Law Center. The eviction data is not good, and continues to concern everyone working in housing advocacy across the state. The eviction numbers below only reflect formal filings, and their outcomes. It's important to remember that for every recorded eviction there are roughly *five* endangered households abandoning their homes ahead of any court proceedings.

These numbers will continue to feed a growing homeless condition across Oregon.

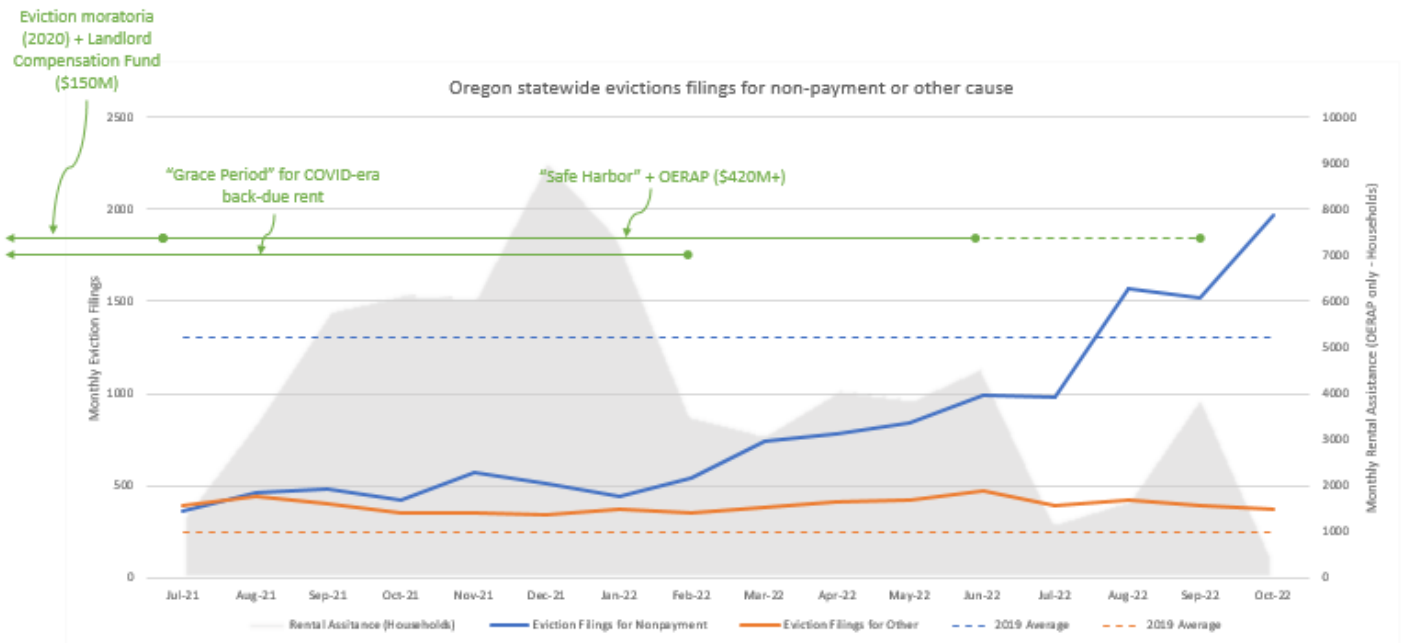
Filings and # nonpayment



Oregon statewide evictions filings for non-payment or other cause

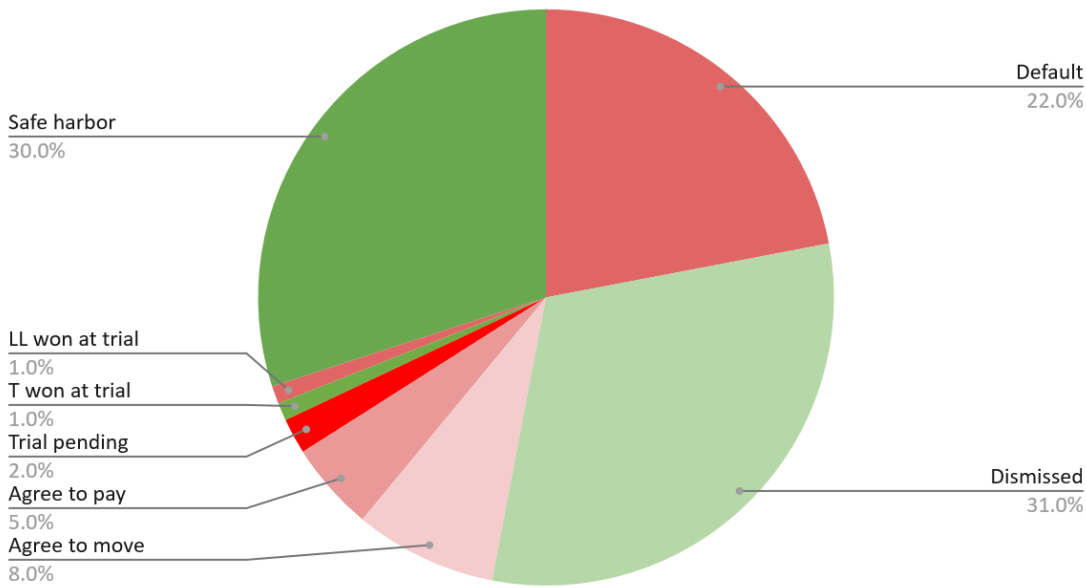


The eviction prevention programs across the country have been the greatest social experiment since the Depression. It largely worked, in that it kept people in their homes. But the question of “*what now*” remains an important one. The chart below outlines the timelines of the eviction assistance programs, and the “grace periods” and “safe harbors” that prevented evictions. But we are reaching a point where the resources are exhausted, and the protections have faded, at a time when the cost of living and inflation remains very high.



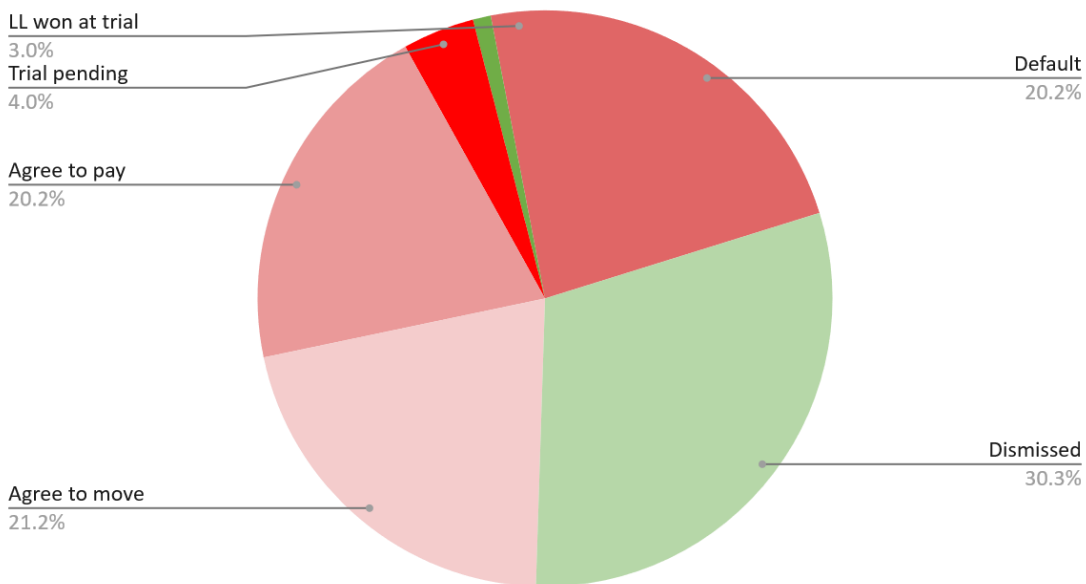
Nonpayment Case Outcomes (April vs. September 2022): In April, only 22 percent of filings ended in default. Positive outcomes for tenants after a filing exceeded 62 percent in April 2022. (See the chart below).

APRIL



But by September, positive outcomes for tenants had fallen to about 30 percent of all case filings.

SEPTEMBER



The short story of it all is that eviction protections plus accessible rent assistance led to decreased evictions. Simply $A + B = C$, where C was families and children remaining in their homes. Once the protections were gone, and the rental assistance expired or became inaccessible, evictions increased.

The deeper story is a more painful one. Eviction burdens have fallen disproportionately upon tenants of color, and *especially* black women. Black women have been faced with eviction filings at a rate of more than **TWICE** that of white renters. Depending on the research, evicted households will face a period of homelessness at

rates of 12 percent to as much as 37 percent of the time. Between the rental increases on their way in the early new year, the considerable inflation, and the growing rent burden on low-income families, 2023 could be a very difficult year.

Winter Energy Concerns: Northwest Natural plans to increase their rates by 14 percent, starting November 1st, and after the winter season is complete they will increase their rates again for a total of a 25 percent increase over current pricing.¹ This change was approved by the State of Oregon's Public Utility Commission. Northwest Natural had asked for an \$82 million total increase in rate revenue, but the Commission only approved a \$62.7 million increase. The average residential gas customer in Oregon pays about \$78 per month. The new rate will increase that average to \$88 per month starting November 1st, and \$95 a month in April.² These are really painful increases for people in poverty. Historically, in a non-COVID year, we have Energy fund resources to meet about 18 percent of the eligible community need in Marion/Polk. Higher prices will create even more need, and place an even further premium on high demand energy assistance funds. Though we are doing very well, many of the provider energy companies in Oregon are moving (long term) toward providing their own rate relief programs, which could reduce our Energy resources. While that may make sense on some level, it undermines the ability (in some places largely theoretical) to connect Energy clients with other anti-poverty services. No change is imminent, but it is something to watch long-term.

Continued New Approaches to Homeless Services, the Oregon Mayors' Ask: Cities continue to suffer from the homeless crisis, and the scale, scope and cost of it are growing beyond what the state's approach has been able to effort to date. The League of Oregon Cities has a sub-group, that is also staffed by the League, called the Oregon Mayors Association. You may remember that the big cities made a (big) ask of the legislature during the 2022 short session earlier this year. They wanted direct funding for locally designed projects. That effort was mostly turned away in the legislature, and with a few smaller exceptions, the money was sent elsewhere. That was a very quiet effort, and was motivated by the housing advocate community expressing enormous distrust toward the City of Portland, and their plans to use these funds in enforcement schemes favored by the Portland business community. Unfortunately Beaverton and Hillsboro were swept up in those concerns too. Those funds are just now making their way to the tri-counties, and the counties there are making the cities go through a public process to procure. This is an old story of how legislative allocations can take more than a year to deploy because of bureaucracy. Hillsboro and Beaverton are finally receiving their funds, but the smaller cities there are not.

So needless to say, some metro interests were not happy. Mayor Wheeler went to the OMA this spring and told them that the homeless crisis was a problem for all of us, not just the metro counties. After he left, the mayors came to the same conclusion. Not wanting to be used by metro interests, or have their fortunes linked to the valley cities, they created a task force, strategically designed to leave out the I-5 corridor cities and ask the legislature directly for funds for small towns. But not a small amount. They're asking for \$126 million, *per year*, at a Continuing Service Level (CSL) for 10 *years*.

A big problem for the OMA task force was coming up with that \$126 million number. Because there's no statewide homeless data system, they needed a number. So they settled on a per capita allocation (which feels logical but probably will not be geographically specific enough to matter much). This approach is, of

¹ <https://www.statesmanjournal.com/story/news/2022/10/27/rates-nw-natural-gas-customers-nov-1-and-again-spring-2023-rise-increase/69594728007/>

² The majority of the NW Natural increase will go to fund capital investments, including a new \$21.3 million gas main in Salem, along with price increases for methane gas.

course, a terrible idea. Some of the cities want to run shelter (good idea), some want to use the money to help support their affordable housing developments (not such a good idea), and others want to use it to clean up homeless encampments (an even worse idea).

So following along, there are now the following homeless distribution systems in Oregon, none of them integrated nor particularly coordinated.

1. Community Action
2. OHCS's Emergency Authority Distribution System
3. 2100 Potential Contracting Change Model
4. Housing Stability Council
5. The (still mostly secret) Interagency Council on Homelessness
6. Counties
7. Cities
8. Continuums of Care
9. Housing Authorities
10. The 4123 Pilots
11. Oregon Community Foundation (via Turnkey)
12. E-Board

This fractured chaos is somewhat to be expected, as government enters the next stage of grappling with an intractable crisis that is certain to grow.

The Portland Way: Portland Mayor Ted Wheeler has a new plan to solve Oregon's homeless crisis. The most odious element of this misguided effort will be to ban and criminalize unsheltered camping in Portland, by forcing unsheltered residents into six "managed" camps of up to 250 people each.

The plan has much public support, including the majority of the Portland City Council and a number of elected officials across Oregon. Its level of support is likely only to be matched by the enormity of its inevitable failure. There is virtually zero chance that these camps will ever be created, and if they are they will fail miserably.

Let's start with the practical reasons this magical thinking cannot work. There are roughly 3,000 unsheltered residents of Multnomah County. That's almost certainly an undercount. Not all of them live in Portland proper. But even if they live in Gresham, most of them frequent services in Portland. Even if this plan worked, at least half of the unsheltered population in the region would remain outside the managed camps. And that's if the homeless population does not grow in the decade ahead (it will).

For those who surrender to the camp system, they will face a depressing landscape which they will certainly want to leave. Will they be forced to stay? Forcing hundreds of people into modern ghettos is an awful idea. It's ignorant of the street homeless condition, and the realities that people face living outside. It will be a prison without guards. The strong will prey on the weak. There will be inevitable violence inside such large camps. They can't be compared to successful micro-camping or tiny home projects, because most of those are sheltering moderately manageable clients.

It will take tens of millions each year to support these camps with 24/7 security, social workers, police, paramedics, and counselors. Those tax dollars will largely be wasted, because people in trauma cannot move

forward when they live in stark fear, as they will here. What will the City do if they flee these camps? Does the City of Portland have the resources to send cops into now outlawed, unsanctioned camps looking for the runaways? Does it have the moral and political will to drag elderly, disabled folks out of wet tents in the winter, many sleeping in conditions of squalor, and force them into these government camps? Will the City overcome the inevitable fact that people of color will be disproportionately targeted by enforcement actions, denied their civil liberties, and interned in these camps?

Make no mistake. This isn't shelter. It's incarceration. Let's pretend for one moment, though, that the City can muster the untold millions it will take to manage these camps. That they can dedicate the police, emergency, and social worker populations that will be necessary to do the work safely. That they overcome the inevitable legal challenges, civil liberties concerns, human rights issues and somehow pull this off.

What then?

Even if all six camps existed today, and were filled to the brim, it would still leave at minimum 1,500 people outside in Multnomah County, a number that will only grow over time. These people, who are in abject poverty, will be incessantly harassed, pushed from place to place, and eventually they will vote with their feet by leaving the City of Portland. In essence, this plan will drive the Portland unsheltered population into Gresham, into Clackamas and Washington Counties, north across the river to Vancouver, and south to Salem. These areas do not have the resources of Portland to build their own camps. Will they in turn try to drive their homeless to Portland?

If this plan feels unsettling, it should. There are many historical precedents in American history. It smacks of the Poor Farm system in the United States a century ago, when poor and disabled people were sentenced to a kind of incarceration and excluded from society. It feels very much like the at-times heavy handed policies that led to large numbers of people in state hospitals and asylums before 1950. And the need to send the police into camps, to catch those fleeing from the internment centers, many of whom will be black, brown and Native people, echoes racist and xenophobic policies from the 19th century.

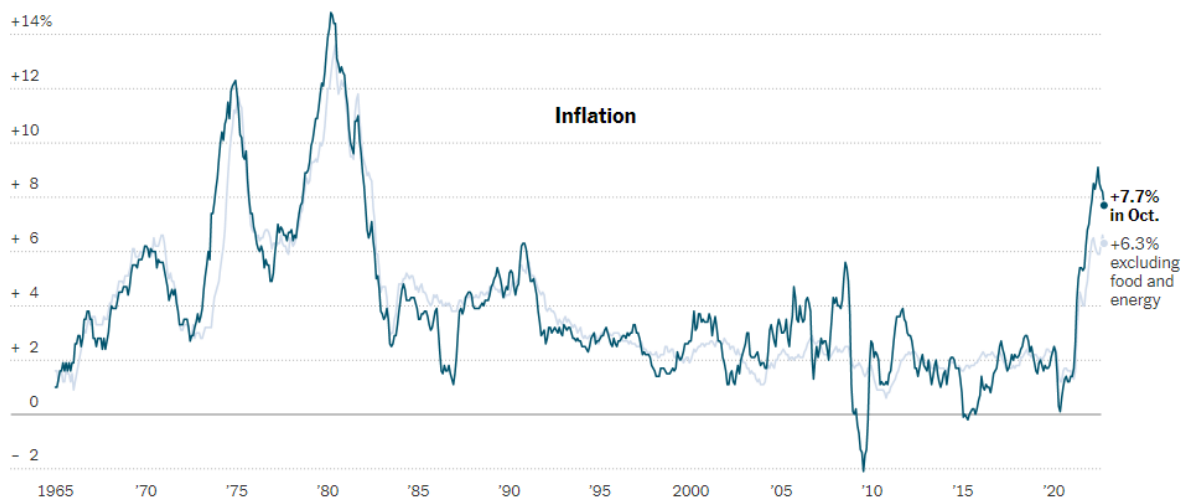
This is an old plan, not a new one. It criminalizes, incarcerates, and excludes those in poverty simply because their very existence is a discomfort and inconvenience to the rest of us.

Some Good News That May Take Some Time to Help: The rate of growth for inflation in the United States *finally* cooled off. The October 2022 over October 2021 CPI showed just 7.7 percent inflationary growth, which is the lowest increase since January of this year.³ Ignoring the two primary consumption goods (food and fuel), the rate cooled even further to just 6.3 percent over October 2021 (small comfort for people in poverty because food and fuel are “mandatory minimum” expenses in their budget). We're still a long way from the 2 percent annual inflationary rates that were common pre-COVID. Food remains prohibitive, and increasingly expensive. Unlike the other consumer sectors which were down, food prices continued to rise. Food gained about .6 percent over September in October, per the Bureau of Labor Statistics. Year to date, food is 10.9 percent more expensive than last year, and groceries in particular (over restaurant food) increased 12.4 percent this year. Eggs are up 43 percent, butter 26.7 percent, flour 24.6 percent, lettuce 17.7 percent, potatoes by 15.2 percent and poultry, bread, rice, and coffee all increased by about 15 percent.⁴

³ <https://www.nytimes.com/live/2022/11/10/business/inflation-cpi-report>

⁴ <https://www.cbsnews.com/boston/news/inflation-food-prices-groceries-october/>

Inflation moderated by more than expected in October.



In Closing: The political situation in Oregon was largely unchanged after Tuesday's mid-term elections. Democrat Tina Kotek, the longest serving Speaker of the House of Representatives in Oregon history, was narrowly elected in a unique three-person contest. Christine Drazan, the Republican nominee, ran a very sophisticated and effective campaign, but she needed Independent Betsy Johnson to finish strong and take more votes away from Kotek than she did. In the last month, Johnson's support cratered, falling from the low 20s down to about 8 percent. Drazan stood to become the first Republican governor in 40 years. But she will finish with about 44 percent, which has been the ceiling for Republican nominees in the last five gubernatorial elections. Both the Oregon House and the Oregon Senate will remain under Democratic control, though the margins will narrow slightly. Going into the election, Democrats held a super-majority in the House of 37-23, and an 18-11 lead in the Senate (with one independent that votes consistently Republican). When the final votes are counted, expect that to be closer to 35-25 and perhaps 16-14. The Republican gains are consequential, even though they do not hold the majority. The Oregon Constitution requires a 60 percent super majority for revenue-raising measures, which Democrats have had in the legislature since 2019.

Housing and Homeless policy will likely change very little, though there should be more funding priority for Turnkey motels and Navigation Centers. (This we saw coming years ago, and planned to seek these resources to maximize what's available in our community). Our local model is more aligned with unsheltered direct services compared to some CAAs. It's likely that Community Action statewide, however, which would have prospered more under a Drazan administration, will continue to struggle with metro progressives. But that struggle is likely to fade in the next administration. We can expect considerable turnover in state officeholders, as the new administration will want to distance itself from the former administration, and make its own mark on Oregon.

Jimmy Jones
Salem, Oregon
10 November 2022



Mid-Willamette Valley
COMMUNITY ACTION

November Board Report: Development Department

Laurel Glenn, Director of Development

Grants

Applying:

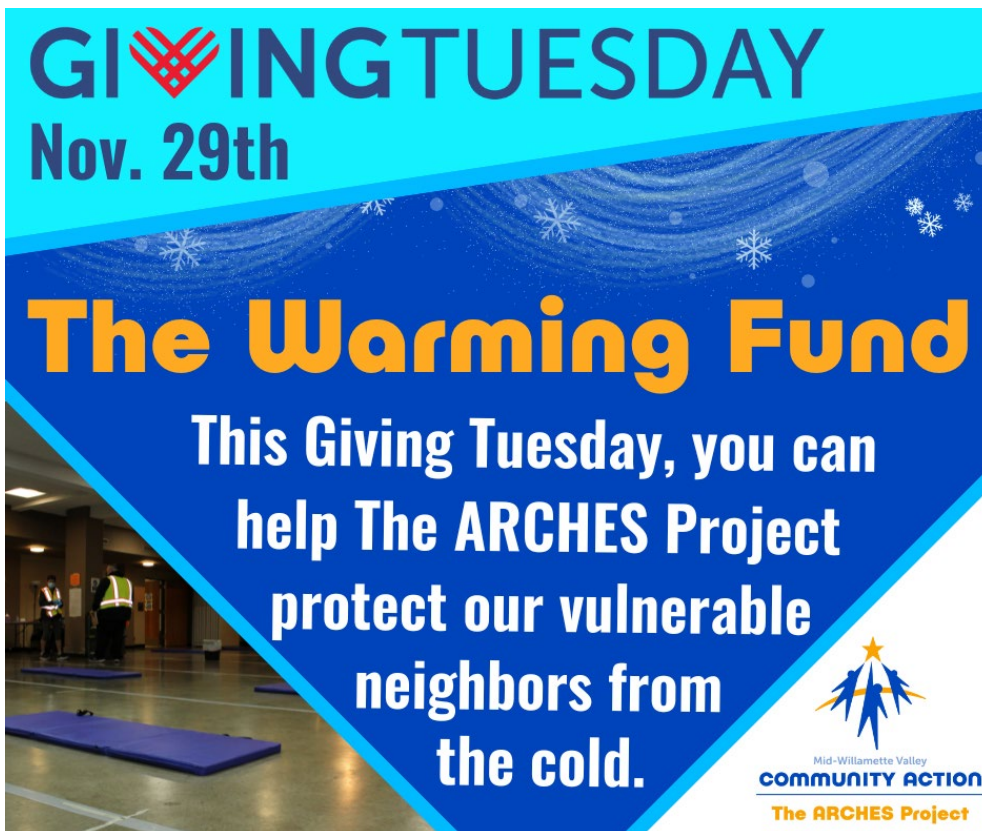
- **City of Salem Grants, CDBG** – We’re applying for the Community Development Block Grant across several programs.
- **Willamette Health Council’s Community Impact Grant** – We cleared the first round with an LOI and are working on the full application now; the funds would support ARCHES.

Fundraising

Year-End Fundraising Update

- This year for Giving Tuesday, we’re raising funds for Emergency Services, a division of the ARCHES Project. Emergency Services (ES) primarily provides warming and cooling shelter access and street outreach teams to connect with unsheltered community members during times of disaster and crisis.
- All the way up to November 29th, we’ll be posting graphics, sending e-blasts and direct mail, and contacting donors about the fund. We have a stretch goal of raising \$8,000 for the fund this year!
- Here are a few things the fund will supply:

- **Emergency Warming Kits, \$10** - pair of socks, hand warmer, beanie cap, gloves, emergency blanket, Chapstick.
 - **Outdoor Shelter Kit, \$55** - Tent, tarp, sleeping bag.
 - **Cost of 10 sleep spots at the emergency warming shelter, \$100** - For ten people to sleep safely overnight when the temperatures are dangerous.
- With warming season upon us and inflation hitting the community hard, we also have ways for people to contribute that aren't monetary—they can volunteer for a warming shift, directly donate warming supplies, or even just share the information to get the word out.
 - You can check out The Warming Fund page here: <https://mwvcaa.networkforgood.com/projects/174533-the-warming-fund>
 - And here is our post on Facebook that you can share: <https://bit.ly/3hsZ0WG>
 - And here's a graphic for the fund:



- We're also assisting the The De Muniz Resource Center with a year-end clothing drive:



The Clothing Closet

Mid-Willamette Valley
COMMUNITY ACTION
De Muniz
Resource Center

**New Clothes
for a New Start!**

Our clients are often restarting their lives with only the clothes on their backs. Our clothing closet helps people get off on the right foot.

Clothes Needed:
Coats
Jackets
Hoodies
Jeans
Shoes

Physical donations can be dropped off at:
3940 Aumsville Hwy SE,
Salem, OR 97317
or 2475 Center St.
Salem, OR 97301

Or donate online here:
<https://bit.ly/3svxTMU>

- Lastly, we're gearing up for year-end fundraising, where we'll be raising money for the Agency in general with our "Community Means Everyone" campaign.

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

Audit

Due to staffing shortages, the audit has been pushed to January 9th. We are working towards providing all documents prior to that time; however, with the staffing capacity, it was better to delay the auditors being on site.

OHCS Monitoring

OHCS is currently performing their annual monitoring in October and November.

Open Positions

We are currently hiring for an Accounting Manager, Grants Specialist I, Procurement and Contract Specialist, and Payroll Assistant.

Payroll Filings

All payroll deposits have been made timely.

**Mid- Willamette Valley Community Action Agency
Actual to Budget, July - August 2022**

	July - August 2022		FY23 - Budgeted	Expected Spent %	Actual Earned/Spent %	Difference
Grant and awards	\$ 7,953,853		\$ 66,224,925	17%	12%	-5%
Other program revenue	40,628		280,000	17%	15%	-2%
Contributions	11,375		200,000	17%	6%	-11% {b}
Total Revenue	8,005,856		66,704,925	17%	12%	-5%
Expenses						
Community resource programs	2,519,880		30,983,767	17%	8%	-9%
Reentry services	66,379		400,000	17%	17%	0%
Child care resource and referral network	244,150		1,541,591	17%	16%	-1%
Energy assistance programs	1,386,831		5,686,419	17%	24%	8%
Weatherization services	447,550		2,370,357	17%	19%	2%
Nutrition first USDA food program	835,435		4,000,000	17%	21%	4%
Head start	1,972,329		14,827,350	17%	13%	-3%
Home youth and resource center	210,403		3,566,038	17%	6%	-11% {c}
Management and general	595,642 {d}		3,329,403	17%	18%	1%
Total Expenditures	8,278,598		66,704,925	17%	12%	-4%
Revenue Over/(Under) Expenditures	\$ (272,742) {a}	\$	-			

{a} Timing of billing.

{b} Donations a little lower than expected. We should see this increase a little more with gala.

{c} Open positions that we are hiring for.

{d} MG&A percentage 7%

CCR&R PROGRAM REPORT

INFORME DEL PROGRAMA CCR&R

Shannon Vandehey-Program Director
November 2022

Did you know? That Community Action CCR&R serves 3 Counties; Marion, Polk and Yamhill and is aligned with 2 Early Learning Hubs? These are the Marion & Polk Early Learning Hub, Inc. based here in Salem and the Yamhill Community Care Organization, based in McMinnville.

CCR&R currently has two offices to align with where our partner Hubs are located. One is here at 2085 Commercial St NE Salem, Or and the other is located at 1018 NE 3rd St, Suite A in McMinnville, Oregon.

If you are interested in seeing the MAP of Oregon CCR&R's and their regions click on the link! <https://oregonccrr.org/regional-ccrr-information/>

Opportunities:

One year Early Childhood Education (ECE) Certificate:

MWVCAA/CCRR is contracting with Clackamas Community College to provide a One year ECE cohort to Spanish Early Educators in Marion, Polk & Yamhill. We are in the midst of Fall Term. 17 Early Educators are participating. Many are also participating in our CCR&R Networks. Gisela, Ingrid Perez have been supporting. We will be meeting with Clackamas Community College this month to talk about what is going well, and make any changes if needed for the coming Winter term.

North Marion Business Service Provider Meetings:

CCR&R has been taking part in the new monthly North Marion Business Service Provider meetings, hosted by Business Oregon and the Rural Development Initiative. This group of local Woodburn region businesses and organizations are meeting to develop collaborative relationships and determine how we can best serve small businesses with the resources and services they may need. The issue of child care is a big discussion here and I am hoping our presence, information and resources can forge some great partnerships in the near future.

Attending the Oregon Workforce Partnership-2022 Working Together Conference in Bend:

November 16th-18th. CCR&R's across Oregon were invited by our Early Learning Hubs to attend this, as child care is a huge subject as it relates to the workforce. Myself and the Associate Program Director were invited by both the Marion & Polk Early Learning Hub and the Yamhill Community Care Organization, which is the Lead agency for the Yamhill Early Learning Hub.

Challenges:

Short staffed:

We still have several positions open that we are trying to fill. We have finally hired our Preschool Promise Manager, and are in the midst of interviewing for 2 Preschool Promise Coaches and a Preschool Promise Quality Improvement Specialist.

Office Space:

We are already outgrowing our current office space. As luck would have it, CAA Head Start has purchased a new location on Hawthorne and is moving HS admin staff to that location. This presents a possible opportunity for CCR&R to move back into the Main office and take over those offices that are being vacated by Head start. This would give us room to move and space available to grow. We are working with Head Start and CAA Admin on this possibility at this time. Our hope would be to begin moving back early part of December.

City of Salem Child Care Grant:

Only 4 participants qualified for City of Salem funding this go around. A large portion of our early educators who may have qualified with their LMI, were hindered by the Ward 0 boundary line off of Cordon Rd. There are 6 Elementary schools that fit within the Ward 0 bubbles in the 97317 and 97305 area codes that follow along Cordon rd. Naturally, a number of the Early Educators who applied (many who are Hispanic) live and work around these local schools. Since these areas are considered outside the City of Salem, they did not qualify. The other issue was that for the last two years, current Early Educators have been receiving Stabilization grants through the ELD. With this added funding, it set their household income limit just over the 80%. We were able to serve the ineligible Early Educators using other funding, so everyone is able to participate. In total 24 people are attending.

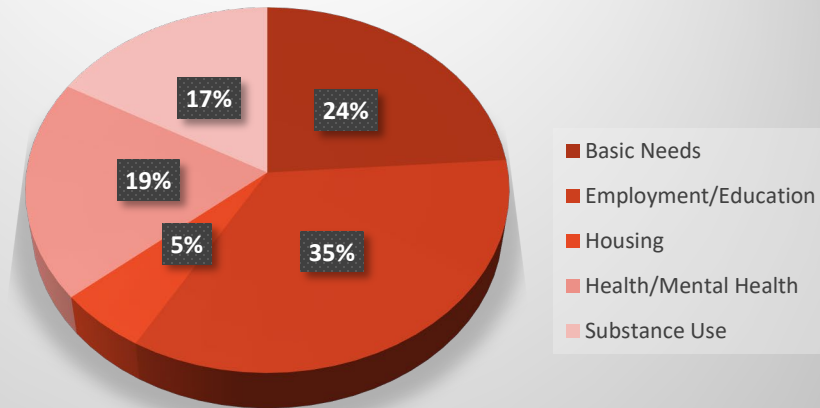
Preschool Promise:

This program year the new Preschool Promise grantee's have been really struggling. There are at least 2 programs in our region that still have not gotten their executed agreements from the Early Learning Division. This has been an extreme hardship for many programs. The delays have caused financial hardship for many of the programs currently running, as well as, delays in new programs trying to get their programs up and running. CCR&R staff have been trying very hard to support these programs in any way possible, but much of the delay is out of our control and all we can do is keep encouraging and stay positive. This also means the CCR&R's all across the state have also not received their amendments for additional funds added Preschool Promise Coaching staff.

De Muniz Resource Center

April Cox, Director
November 2022

How the De Muniz Resource Center Served Clients in October



Opportunities/Challenges

- ❖ De Muniz Resource Center served 123 clients in October, with 330 services provided.
- ❖ This month 74% served were adults in custody vs. 23% out of custody.
- ❖ During this reporting period, 19 clients (45 occurrences) took advantage and attended our cognitive based classes. The classes covered the following topics:
 - Prosocial leisure
 - Identifying strengths
 - Healthy mind frames
 - Problem solving
 - Emotional regulation
 - Success planning
- ❖ Our partnership with Northwest Human Services yielded 52 clients completing their enrollment for Oregon Health Plan prior to release (from incarceration).
- ❖ We assisted 12 clients with bus passes that were donated by United Way this month.
- ❖ Forty clients (101 occurrences) took advantage of our volunteer's services, which include recovery support groups, GED prep, gambling awareness, and mock employment interviews.
- ❖ We assisted 18 clients with assistance to obtain their state ID cards this month.
- ❖ The main challenges we have are physical space limitations (lack of private space) within our center, limited funding, and being understaffed.

De Muniz Resource Center

April Cox, Director
November 2022

Success Story

John spent just under a year in the Marion County Transition Center. In that time, the De Muniz Resource Center was able to help John do several productive activities. Key among them was completing the entire series of resource center cognitive classes, known as ACE classes. ACE stands for adult continuing education, but is usually identified as meaning to *ACE* something. In this case, to *ACE* a skill. The series of ACE classes include Problem Solving skills, Emotion Regulation, Thinking Errors, Success Planning, Prosocial Lifestyle Skills and Identifying Strengths. Because most individuals detained in the Transition Center are only doing relatively short amounts of time, it is somewhat rare to have someone complete the series of ACE classes. John received the “Master” certificate of completion for his accomplishment. In the classroom, he showed engagement with all the subject material. One of John’s strengths he identified was organizational skills. He demonstrated those skills by having his classroom homework and handouts kept in good order. Mostly, John showed a curiosity and open mind about learning skills that would help him be successful as he transitioned back to the community. John expressed gratitude for having opportunities to improve himself and accomplish something during his time in the Transition Center.

John has been coming into the resource center a few times per week since his release. He said, “I have really appreciated you guys being here to support me as I move on from my life in the Transition Center and from my life before that. Knowing you are here for me has made a big difference.” John was most recently able to get his Oregon ID with help from the De Muniz Resource Center. After achieving success in the early stages of his job search, he expects to start his employment soon. His long-term goal is to regain regular contact with his child. The resource center will be ready to help John from this transition period, on to his abiding stability.

*name changed to protect identity

Submitted by Education Navigator

Board Report October 2022



Outreach:

- In October, The Drop In served a total of 64 unique youth a total of 271 times. The Drop In continued to operate 5 days a week due to current staffing levels, with an average of approximately 13 youth served per day.
- The Drop In served a total of 170 meals in the month of October, and provided 10 food boxes for families. Collectively, the food boxes served 58 individuals (26 adults and 32 youth).
- HOME Youth Service's street outreach team continues to navigate low staffing, and provided approximately 11 hours of street outreach in October. In those 11 hours, staff were able to connect with 26 youth.
- HOME Youth Service's Outreach team is almost fully trained, and moving forward, will be able to engage in Outreach activities more consistently and effectively.

Emergency Shelter:

- In October, Taylor's House served 7 individual youth for a total of 133 bed nights, including only 2 nights with ODHS youth involvement.
- Taylor's House numbers were low in October, but not due to the lack of referrals. Many ODHS referrals that came through were for youth with higher needs than what Taylor's House is able to accommodate. Taylor's House also received referrals for community youth who would have been an appropriate fit for Taylor's House, but decided to either remain unsheltered, or return to their family of choice.
- Taylor's House continues to face staffing challenges. Drop In staff and managers have helped to ensure that ratio remains appropriate and compliant with Licensing.

Youth Empowerment Program:

- In September, it was discussed as a team the pros and cons of placing YEP on a pause due to short staffing, updating the Drop-In, and working with community partners for new internship opportunities for our YEP youth. That said, YEP had no active interns for the month of October. Staff were able, however, to continue aftercare services with youth from previous YEP cycles.
- Jason participated in multiple YEP cycles over the past year. Unfortunately, he made a mistake and is currently in legal trouble. He was arrested for a past non-violent offense, and ended up going into to juvenile detention as a result. Jason has done a great job of owning up to his mistake and taking full accountability for his action. During this process, staff have been able to advocate for Jason as he entered the GAP program, as opposed to MacLaren Youth Center. Staff advocated for him in court and with his assigned parole officer. Jason is exceeding expectations at GAP and doing really well. He is moving up fast in the ranks there, and the staff at GAP have been impressed with

Board Report October 2022



his progress. YEP staff have been able to maintain weekly case management with Jason, assist in driving him to appointments, and regularly have phone calls with him to provide support. Jason does not have a positive relationship with any family, which demonstrates Jason's need for additional support through this process. Jason is now making long-term goals and short-term goals. He is excited about his future and looking at this situation as a blessing in disguise. He has a lot to be proud of!

Community Connections & Supports:

- In October, it was announced to staff, youth, and the community that HYS would be transitioning our service model to become more outreach focused. As reported by Jimmy in October's board packet, the current Drop In building is old, outdated, and no longer serving the youth effectively. The building does not have the office space to accommodate our growing staff either, as the program has been able to hire more staff between both the Drop In and Outreach. This change brings a reduction of hours physically on site from five to two; however, HYS plans to engage more effectively with youth where they are at.
 - During this time, the team will engage in outreach in Marion and Polk counties 5 days/week. Staff will follow a schedule, and increase the hours able to serve youth on outreach. Statistically speaking, this increase will also increase youth contacts, as well as the amount of resources provided to youth.
 - The Outreach team plans to serve hot food during outreach in the community, and have purchased a flat top grill and chafing dishes for this food service. Once permits have been fully acquired, this outdoor food service model will begin.
 - All staff were able to keep their positions, with some staff members assisting with coverage at Taylor's House in the temporary change.
 - This change also includes a full inspection to the current Drop In building. At the same time, management are looking at temporary spaces to hold offices and operate case management service.
 - The temporary service model change will also allow managers the space to complete policy and procedures, manage their staff effectively, and gain tools to be more effective supervisors.



Nutrition First -Child Care Food Program
Carmen Romero - Program Director
November 8, 2022

Nutrition First CCFP reimburses child care providers who are certified or registered with Office of Child Care or license exempt providers listed with ODHS. The following chart is for fiscal year 2022-2023. It shows the total number of clients, including those who opened and those who closed each month.

Fiscal year for the CACFP program is from October to September.

	October 22
Start of Month	500
Opened	8
Closed	13
End of Month	495

- For the month of October, we signed on eight providers (six are OCC registered/certified and two are listed with ODHS) and we closed 13 providers, leaving us with 495 active homes. The only differences between the OCC providers and the listed providers is how many children the state has allowed them to care for and that is the number of children Nutrition First will reimburse for.
- October-January is the start of the fiscal year and Nutrition First monitors use these first four months to train all active providers on annual records requirement. During the month of October, we conducted a total of 88 in-home visits and seen 704 children.

Community Resource Program



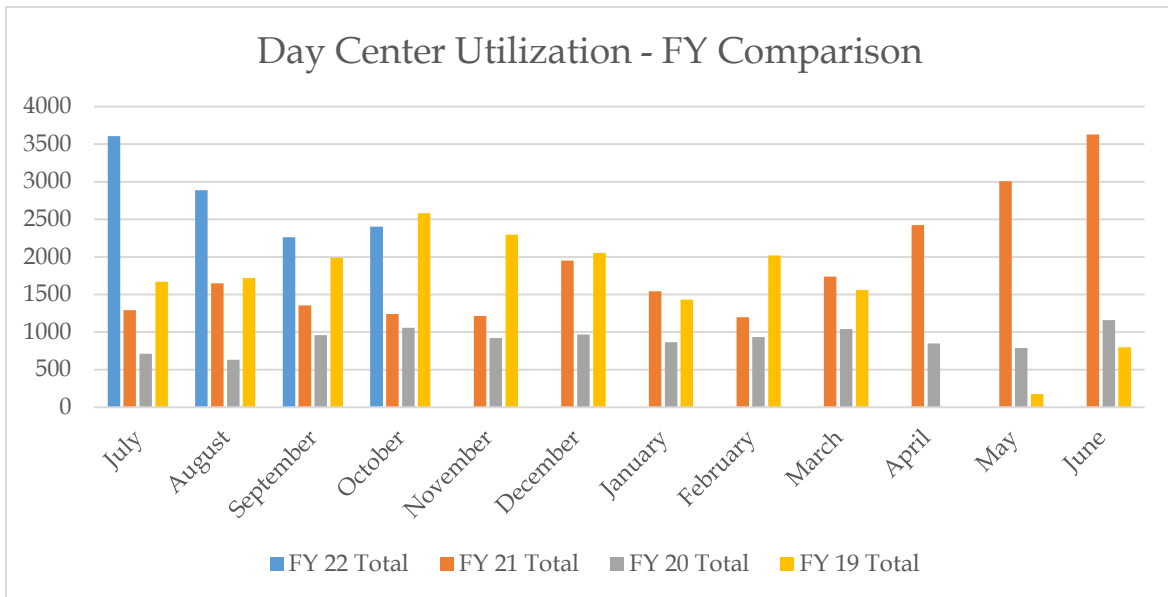
Mid-Willamette Valley
COMMUNITY ACTION
The ARCHES Project

615 Commercial Street NE
Salem, Oregon 97301

CRP Board Report - November 2022

The ARCHES Day Center is open six days a week. During these hours all traditional services are available, including: mail, showers, laundry, meals, and client care services. The Day Center hours are Monday - Saturday 9am - 4:30pm. In the event of inclement weather, the Day Center will extend its service hours to align with emergency shelter operations.

Since opening day, the total number of duplicated Day Center visits is 88,662 - with an average daily attendance rate of 106. October showed a 56% increase in Day Center utilization over October 2021, as well as an increase in visits from the month prior. This trend could be attributed to the 5 days of measurable rainfall that occurred during the last 30 days.

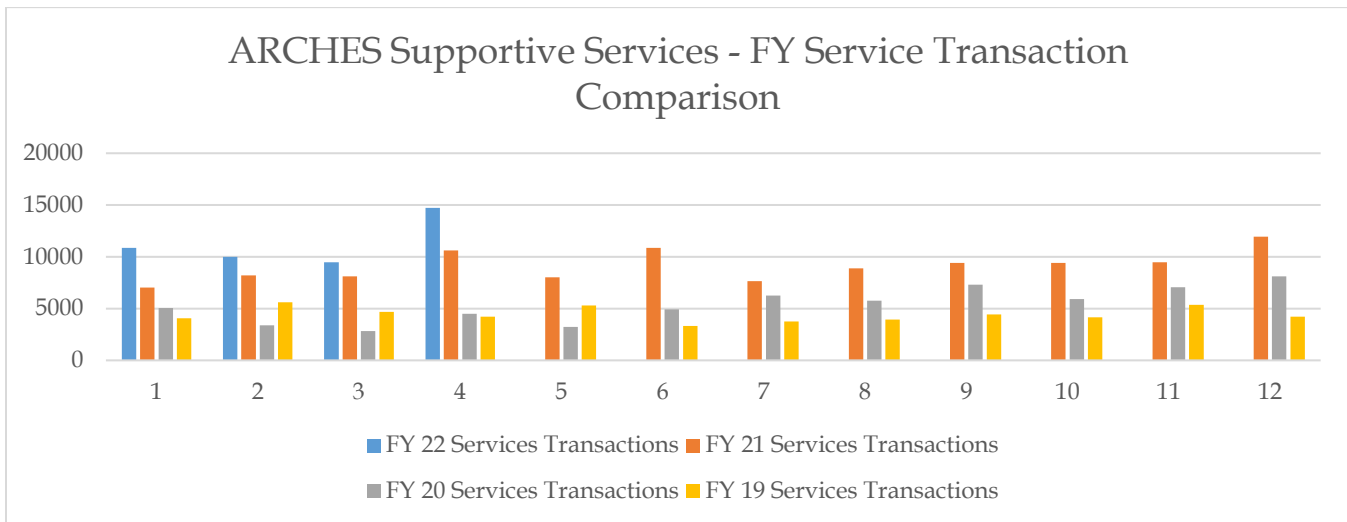


Community Resource Program

ARCHES Basic Needs & Supportive Services:

Basic Needs & Supportive Services									
Month	New client Mail Boxes	Checking Mail	Meals	Calls	Pet Food	Hygiene Packs	Showers	Laundry	Client Care
July Total	125	947	8354	567	178	149	272	162	105
August Total	118	971	7505	593	122	168	181	122	222
September Total	244	1292	6362	775	220	110	229	146	108
October Total	138	1108	11572	619	342	127	423	207	204
November Total									
December Total									
January Total									
February Total									
March Total									
April total									
May Total									
June Total									
FY 2022 Total	625	4318	33793	2554	862	554	1105	637	639

Current utilization of Day Center Supportive Services continues to grow, especially in comparison to FY 2021 and FY 2020. During October 2022 ARCHES saw **14,740 supportive service transactions**. This is the highest service transaction month to date since tracking began in July 2019. It is also a 39% increase from October 2021. The majority of Supportive Services provided in October were in the meal category, including **breakfast, lunch, and evening meals; providing 11,572 meals**. As well as 423 showers, the highest amount of showers offered to date. The Day Center also saw a 55% increase compared to September 2022 in pet food distribution.



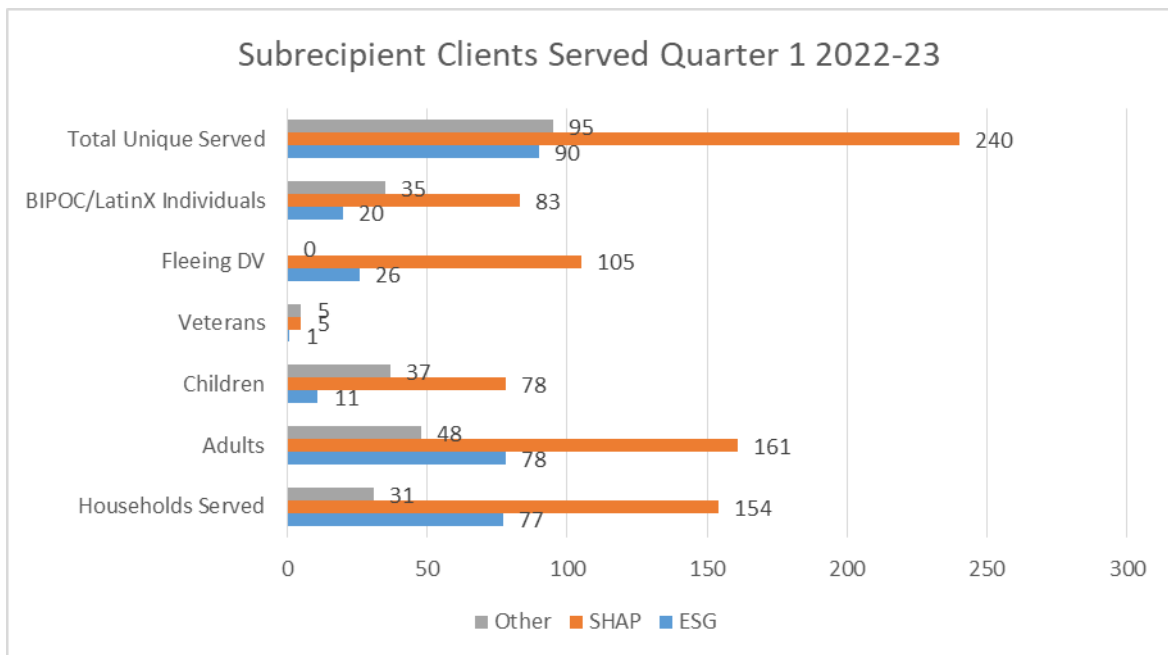
Program Update: Community Services – Grant’s Program

CRP operates a unique program known as Community Services. Where by Oregon Housing and Community Service grants are passed through MWVCAA to regional partners. This sub-recipient model increases access to state funding opportunities for rural and specialized populations, as well as

Community Resource Program

grows the regional impact of MWVCAA’s service philosophy. For the 2022 Fiscal Year, MWVCAA has awarded over \$3.8 million in grant oppounities over 22 different contracts. To-date, MWVCAA sub-recipients are working to expend their allocated funds by providing a variety of services, including: rental payments, emergency shelter stays, and other direct client services.

- The State Homeless Assistance Program (SHAP) offered through MWVCAA is in its second year after distributing \$325,000 of the total \$650,000 biennium allocation to 6 subs. For the 1st quarter of the 2022-23 year, sub-recipients have expended a total of \$35,093 or 11%, of the total \$325,000. Utilizing these funds, SHAP subs report serving 154 individuals. It is expected that the expenditures will pick up during the winter months as temperatures drop.
- Out of the Cold funding related to shelter opportunities during inclement weather has been approved. MWVCAA projects that up to four partner agencies will be contracted to expend \$140,000 in rural warming environments.
- Emergency Solutions Grant funds, which were set to expire in July of this year, have been extended to September of 2023. MWVCAA has 9 contracted subs associated with this opportunity. 78% of funds are currently expended, totaling \$2,354,125.
- Polk County specific funding is underway utilizing the Diversion Assistance Program (DAP) funding to assist clients who are facing eviction due to COVID. In addition, MWVCAA provides \$75,000 in Emergency Housing Account funds to help support rural resource center operations, as well as Gales lodge.



Community Resource Program

Success Story: Fuerza Campesina

“Fuerza Campesina is currently comprised of three individuals, all of whom are training to become OHP assistors while still performing vital services in our community. In October, the team received an email from a community partner informing us of a migrant family living in a trailer without heat, water or septic. They also needed to move within the next week. The family was hesitant to seek help and were scared. Immediately following the referral, the team made contact with the household by completing a housing assessment and providing much-needed supplies.”



This is again. Just wanted to tell you again how much that I appreciated your help, and for contacting Arches on behalf of the family. Maria has been so helpful! And the family is now moving to a home provided by the dairy that the dad will be employed at. It is a trailer that will have all of the amenities needed and the children will remain in our district which was what they wanted. Maria is going to continue to be in contact with the family. Thank you again so very much for taking the time to talk with me and make the connections you did! I appreciate it very much.

“The team remained in contact with the family and worked with community partners until a stable housing opportunity was located. Fuerza then helped the household gather move-in supplies and continued to provide resources and advocacy. This level of support and style of connection are critical when working with the migrant population. Fuerza is often the only guide for households in receiving services in the language and manner they are comfortable in. Thus ensuring equitable and safe access to community resources.”

- Breezy Aguirre, ARCHES Program Director

ARCHES Housing & Specialty Programs:

For the 2022 Fiscal Year, ARCHES will report monthly on new 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 October, 87 new households (192 persons) received housing support. In addition, 27 households exited into self-sufficiency, meaning they are able to live independently of ARCHES assistance moving forward. There were also 25 households actively participating in the housing search process, working closely with navigation staff for placement. Since tracking began in July 2019, 734 households have exited ARCHES programming into permanent housing solutions.

Community Resource Program

October Data (New Households Only):

ARCHES Housing Programs											
Table 1											
Core Programs	Households Served	Individuals Served	Pets	Avg VI-SPDAT Score	Adults	Children	Households Searching	Households in Housing	Household PH Exists	Marion Households	Polk Households
Home TBA	0	0	0	0	0	0	0	1	0	0	1
ERA	0	0	0	0	0	0	0	0	0	0	0
HUD CoC	0	0	0	0	0	0	0	0	0	0	0
City of Salem - TBRA	0	0	0	0	0	0	0	0	0	0	0
EHA	0	0	0	0	0	0	0	0	0	0	0
KP Home	6	8	N/a	10	8	0	6	0	0	6	0
DHS Fresh Start RRH	2	3	N/A	14	2	1	2	0	0	2	0
DHS Navigators	4	5	N/A	0	4	1	4	2	0	3	1
HSP	4	18	N/A	7.5	6	12	2	2	0	3	1
Navigation Center	Program Pending										
Redwood Crossing	0	0	0	0	0	0	2	0	2	0	0
ARCHES Inn - Wildfire	0	0	0	0	0	0	0	0	2	2	0
ARCHES Inn - Homeless	1	1	1	10.63	1	0	0	0	0	1	0
ARCHES Inn - Shelter +	0	0	0	0	0	0	0	0	0	0	0
OHA-VRAP	0	0	0	0	0	0	0	0	0	0	0
Tanner's Project - GPD	2	2	3	6	2	0	1	0	0	2	0
Tanner's Project - State Bed	1	1	0	9	1	0	0	0	0	1	0
VET DRF	1	2	0	3	2	0	0	1	1	1	0
EHA	0	0	0	0	0	0	0	0	0	0	0
WRRRA	24	48	N/A	N/A	37	11	7	5	0	5	0
OERA - ADAP	42	104	N/A	N/A	56	48	1	41	22	37	5
October Clients Served	87	192	4	8.59	119	73	25	52	27	63	8

Specialty Services engaged 825 households in this most recent period (October 2022). The two most common services are VSO assistance (veterans) and Outreach programs. To date, 27,317 households (duplicated) have connected with ARCHES Specialty Services since July 2019.

ARCHES Specialty Programs							
Table 2							
Specialty Services	Households Served	Adults	Children	Veterans	Fleeing DV	BIPOC/LatinX Individuals	Total Unique Served
Marion County VSO	340	339	1	339	0		340
RENT	5	6	5	0	0	2	11
Birth Certificates	0	0	0	0	0	0	0
Coordinated Outreach	156	156	1				157
Mobile Showers	0	0	0				0
Fuerza Campesina	47	47	270	0	0	47	317
October Clients Served	548	548	277	339	0	49	825
Coordinated Entry - HP	37	54	46	3	0	0	100
Coordinated Entry - Homeless	106	147	62	8	24	0	209
Coordinated Entry - TOTAL	143	201	108	11	24	0	309

Rural Resource Services: Marion and Polk Counties

Resource Services provide prevention funds for households experiencing an unexpected and unavoidable emergency in Marion and Polk Counties. These services, include: rent arrearages, utility shutoffs, as well as emergent utility and security deposits. Navigation and referral services are also a

Community Resource Program

key feature of this program; creating linkages to external service providers in order to improve self-sufficiency for households moving forward. During the month of October, 106 households were assisted thus avoiding homelessness. 97% of these services occurred **outside the city limits** of Salem, serving our rural communities.

	Resource Services - Homeless Prevention								
	Households Served	Individuals Served	Adults	Children	Households Searching	Households in Housing	Household PH Exists	Marion Households	Polk Households
Seymour Center	3	5	3	2	0	3	3	3	0
Polk County	34	97	37	60	0	0	0	0	34
Woodburn	14	32	16	16	0	14	14	14	0
SOCC - Mill City	55	151	61	90	0	21	21	21	34
October Clients Served	106	285	117	168	0	38	38	38	68

Program Update: *Emergency Services – Warming*

On November 1, 2022 MWVCAA formally entered the designated warming shelter season. Between then and March 31, 2023 if overnight temperatures reach 32 degrees or below emergency shelter sites will activate. This is made possible by funding provided by the City of Salem and Oregon Housing and Community Services. ARCHES warming shelters are low barrier. Accepting anyone regardless of disability status, household size, sobriety level, or pets.



Sites

Salem First Presbyterian Church (770 Chemeketa St. NE Salem, OR 97301) is interested in resuming partnership opportunities with MWVCAA beginning December 1, 2022 and running through the remainder of the season. South Salem Friends Church (1140 Baxter Rd. SE Salem, OR 97306) has signed on as a primary and second location with the ability to activate at the start of the season.

For notification of shelter sites, activation information will be posted at MWVCAA.org. Emergency shelter alerts can also be texted and emailed for those who sign-up at <https://survey123.arcgis.com/share/39e2fa6336a443459975221222c5d4e2> . A map of regional day and warming shelter sites can be found at <https://tinyurl.com/yue3v6mm> .

Transportation

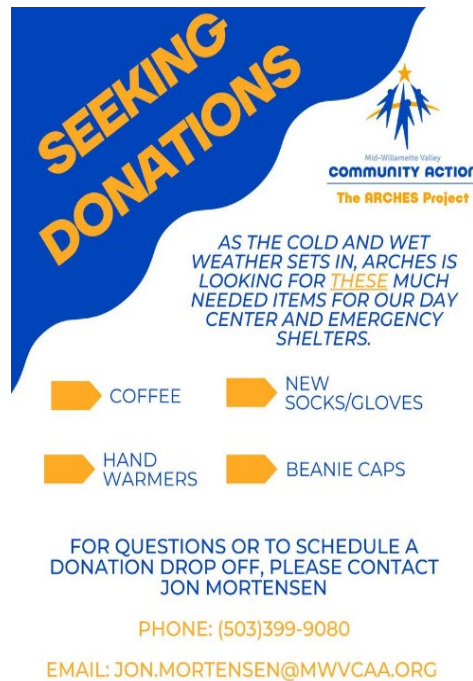
MWVCAA will continue to provide transportation to shelter through several different avenues. The first will be through a partnership with Cherriots, providing free transportation to and from sheltering locations. ARCHES also provides transportation from pre-designated sites and via outreach to facilitate access to emergency shelters.

Community Resource Program

Expanded Services

During shelter activations Day Center operations are extended to align with evening shelter hours. Ensuring that clients are provided consistent shelter opportunities throughout a 24-hour period. In addition, Outreach teams operate until 8pm to provide cold weather supplies for those who elect to remain at encampments, as well as provide shelter navigation assistance.

Statesman Journal: *Salem Warming Shelter to open as temperatures drop over Willamette Valley -*
<https://www.statesmanjournal.com/story/news/local/2022/11/08/salem-oregon-warming-shelters-arches-activate-south-salem-friends-church-tuesday-night-homelessness/69627504007/>



SEEKING DONATIONS

Mid-Willamette Valley
COMMUNITY ACTION
The ARCHES Project

AS THE COLD AND WET WEATHER SETS IN, ARCHES IS LOOKING FOR **THESE** MUCH NEEDED ITEMS FOR OUR DAY CENTER AND EMERGENCY SHELTERS.

- COFFEE
- NEW SOCKS/GLOVES
- HAND WARMERS
- BEANIE CAPS

FOR QUESTIONS OR TO SCHEDULE A DONATION DROP OFF, PLEASE CONTACT JON MORTENSEN

PHONE: (503)399-9080

EMAIL: JON.MORTENSEN@MWVCAA.ORG

Energy Services October 2022 PY 2023, Program Report

Traia Campbell, Energy Director

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

Energy Services households served in October 2022

October 2022, Marion & Polk completions by funding source PY 2023

Funding	HH	People	>6	60+	Disability	At or below 75% prov.		Ave HH pmt
LIHEAP	887	0	0	0	0	0	% of HH's	\$350
LIHWA-CAA	113	249	12	117	79	24	22% of HH's	\$187
OEA PGE	78	184	14	56	58	26	34% of HH's	\$445
OEA PAC	11	18	0	10	11	2	19% of HH's	\$470
CEAP PGE	83	109	24	53	61	22	27% of HH's	\$494
CEAP PAC	6	19	1	3	4	0	0% of HH	\$320
OLGA	34	66	5	31	24	2	6% of HH's	\$390
GAP	0	0	0	0	0	0	0% of HH	\$0
Total	1212	645	56	270	237	76	= 7% of HH's	\$531

October 2021, Marion & Polk completions by funding source PY 2022

Funding	HH	People	>6	60+	Disability	At or below 75% prov.		Ave HH pmt
LIHEAP	0	0	0	0	0	0	=0% of HH's	\$397
LP Cares	0	0	0	0	0	0	=0% of HH's	\$419
EASCR	147	474	60	34	32	55	=37% of HH's	\$878
OEA PGE	261	850	111	38	62	118	= 45% of HH's	\$435
OEA PP	97	205	16	67	51	24	=24% of HH's	\$357
OLGA	129	332	23	90	61	38	= 29% of HH's	\$398
GAP	3	14	1	0	0	2	= 66% of HH's	\$125
Total	637	1875	211	229	206	237	= 38% of HH's	\$481

Energy Services program year 2023 began October. Households that included members over 60 and/or experiencing a disabling event were invited to complete an application for assistance. We will begin offering applications to the general public November 1. While LIHEAP applications are being processed, Energy will not be able to batch applications until LIHEAP 2022 rollovers are completed and 2023 funds are released. OHCS is working on the release of LP 2022 rollover funds and anticipate LP funds will be released at the Federal level in November. Actual LP completions will be included in a following report when funds are available.

Energy started this program year without ARPA funding, I do not foresee we will be assisting less LP households but there will be a reduction in the amount of benefits provided. OEAP(PGE and PAC) and CEAP (PGE and PAC Covid impacted) are both available to PGE and PAC customers. OLGA funding was received in October, Energy's 1st allocation was over \$167,000 this is the largest beginning allocations we have ever received. On a positive note, the IOU's (PGE, PAC, NWN) have introduced discount programs to low income customers providing discounts of 15% to 40% off their monthly utility bill.

October 2022, Polk completions by funding source PY 2023

Funding	HH	People	>6	60+	Disability	At or below 75% prov.		Ave HH pmt
LIHEAP	96	0	0	0	0	0	0% of HH's	\$350
LIHWA-CAA	18	34	0	20	12	2	12% of HH's	\$216
OEA PGE	1	4	2	0	0	0	0% of HH's	\$535
OEA PAC	7	12	0	6	7	1	15% of HH's	\$466
CEAP PGE	0	0	0	0	0	0	0% of HH's	\$0
CEAP PAC	4	11	1	1	3	0	0% of HH's	\$356
OLGA	9	18	0	11	6	0	0% of HH's	\$466
GAP	0	0	0	0	0	0	0% of hh	\$0
Total	135	79	3	38	28	3	3% of HH's	\$398

October 2021, Polk completions by funding source PY 2022

Funding	HH	People	>6	60+	Disability	At or below 75% prov.		Ave HH pmt
LIHEAP	0	0	0	0	0	0	0% of HH's	\$0
EASCR	12	40	3	2	2	5	41% of HH's	\$414
OEA PGE	0	0	0	0	0	0	0% of HH's	\$0
OEA PAC	41	80	2	33	26	12	29% of HH's	\$359
CEAP PGE	0	0	0	0	0	0	0% of HH's	\$0
CEAP PAC	0	0	0	0	0	0	0% of HH's	\$0
OLGA	20	30	0	21	12	5	25% of HH's	\$341

GAP	0	0	0	0	0	0	0% of HH's	\$0
Total	73	150	5	56	40	22	31% of HH's	\$371



NOVEMBER 2022 MEETING

MWVCAA BOARD OF DIRECTORS

THURSDAY, NOVEMBER 17, 2022

Addendum A

Contents:

- I.) Head Start Program Report*
- II.) HHS Continuation Application for Head Start, Early Head Start, and EHS CCP*
- III.) Executive Director's Summary of 2016-2022 Strategic Plan*
- IV.) 2016-2022 Strategic Plan Final Summary*
- V.) Oregon Alliance One-Pager on Oregon Youth in Crisis*
- VI.) Oregon Alliance One-Pager*
- VII.) Oregon Alliance 2022 Oregon Medicaid Waiver Overview*

**HEAD START PROGRAM REPORT TO BOARD OF DIRECTORS & POLICY COUNCIL
Eva Pignotti, CPO of Early Learning & Child Care - November, 2022**

Attendance

Head Start Preschool

9/22	10/22	11/22	12/22	1/23	2/23
76.16%	71.10%				
3/23	4/23	5/23	6/23	7/23	8/23

Early Head Start

9/22	10/22	11/22	12/22	1/23	2/23
70.72%	69.52%				
3/23	4/23	5/23	6/23	7/23	8/23

Early Head Start Child Care Partnerships

9/22	10/22	11/22	12/22	1/23	2/23
81.23%	77.27%				
3/23	4/23	5/23	6/23	7/23	8/23

**Community Action Head Start Attendance Analysis
Absences for October 2022**

The Head Start Preschool program attendance rate was 71.10%, below the required 85%. The top absence reasons during the month of October were children’s illnesses. 39.4% of recorded absences were due to respiratory illness, while 18.53% were other types of illness.

The Early Head Start program attendance rate was 69.52%, below the required 85%. The top absence reasons during the month of October were children’s illnesses. 32.16% of recorded absences were due to respiratory illness, while 26.32% were other types of illness.

The Early Head Start Child Care Partnerships program attendance rate was 77.27%, below the required 85%. The top absence reasons during the month of October were family/vacation day, which accounted for 24.22% of the absences, and children’s illnesses. 19.28% of recorded absences were due to respiratory illness, while 28.25% were other types of illness.

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)

9/22	10/22	11/22	12/22	1/23	2/23	3/23	4/23	5/23	6/23	7/23	8/23
333	363										

Early Head Start – Full Enrollment = 114

9/22	10/22	11/22	12/22	1/23	2/23	3/23	4/23	5/23	6/23	7/23	8/23
74	80										

Early Head Start Child Care Partnerships – Full Enrollment = 86

9/22	10/22	11/22	12/22	1/23	2/23	3/23	4/23	5/23	6/23	7/23	8/23
80	66										

Waiting Lists

Head Start Preschool

9/22	10/22	11/22	12/22	1/23	2/23	3/23	4/23	5/23	6/23	7/23	8/23
49	36										

Early Head Start

9/22	10/22	11/22	12/22	1/23	2/23	3/23	4/23	5/23	6/23	7/23	8/23
17	16										

Early Head Start Child Care Partnerships

9/22	10/22	11/22	12/22	1/23	2/23	3/23	4/23	5/23	6/23	7/23	8/23
7	8										

USDA Meal Reimbursements

October 2022 meal reimbursement data was not yet available for the report this month, due to the meetings being one week early. October and November data will be reported on the December 2022 director's report.

Report from Chief Program Officer of Early Learning & Child Care:

The Head Start program continues to seek staff and children in order to be fully enrolled and operating. There are currently 50 vacant staff positions in the program.

Eligible Children: Applications continue to come in more steadily, and staff are processing these as quickly as possible. Currently we have delayed start dates planned for three EHS classes and 10 HS classes. Hawthorne EHS IT1 and IT2 and Chemawa Road HS Duration are delayed because of site renovations and licensing, as these are new classrooms. The remaining 10 classes are on a delayed start because of being short-staffed and/or under-enrolled.

Child Care Providers: The EHS Child Care Partnerships program is still short providers. Working with CCR&R, staff are engaged in the search, meeting with and vetting interested providers to absorb the slots lost this summer, and the additional six P3 infant toddler slots from the Early Learning Division.

School Security and Safety: Our security consultant, One Security, Inc., conducted an all staff training on Bystander Intervention on October 28th. They are in the middle of a site by site review for necessary changes to facilities and technology to support school security.

Corrective Action Plan: As previously reported, the Head Start program is required to submit a correction action plan around child safety based on the incident in April regarding maltreatment of a child. On November 9th and 10th, the Head Start Leadership Team participated in a training and technical assistance session with a grants specialist and program specialist deployed by the Office of Head Start. It was a fruitful session, helping to identify holes in our systems, particularly in the area of direct supervision. The team will return at our request to provide additional training to supervisors. The Bystander Intervention training mentioned above will also be part of the documented steps the program has taken as part of the corrective action plan.

I will bring forward a draft of the completed corrective action plan, listing all actions taken, for Board and Policy Council members to review, discuss, and provide input to. The final plan is due to Office of Head Start on January 6, 2023.

Governing Body Approval

HHS Continuation Application for Head Start, Early Head Start and EHS CCP:

Approval for the year 4 federal continuation grant is requested from the Board and the Policy Council. These funds provide services to 241 Head Start children and 188 Early Head Start children, which includes both the regular EHS program as well as the EHS Child Care Partnerships program. Program operations also include funding from the State of Oregon for an additional 456 OPK Head Start slots and 24 P3 Early Head Start slots, which are awarded by grants provided in July of each year.

Funding Type	Head Start	Early Head Start/CCP
Program Operations	\$5,273,488	\$3,660,804
Training and Technical Assistance	\$ 47,620	\$ 79,605
		Total Federal Award \$9,061,517

Executive Summary of 2016-2022 Strategic Plan

MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY

November 2022

As part of the requirements of the **Community Services Block Grant (CSBG)**, Community Action Agencies are required to create a new strategic plan every five years. The goal in creating strategic plans is to focus the Agency's work on the most critical priorities in the community, and to align its resources toward ending generational poverty. Our last Strategic Plan was set to run from 2016 through 2021. COVID forced us to add a year to that original plan. COVID certainly slowed the process of creating a new plan, but as we approach the implementation of a new strategic plan for 2023-2028, it is time for a final evaluation of the 2016-2022 Plan. The **CSBG Act** lists a set of nine "**organizational standards.**" Organization Standard 6 (specifically standards 6.1, 6.2, and 6.3) require every CAA to develop a strategic plan that "*addresses reduction of poverty, revitalization of low-income communities, and/or empowerment of people with low incomes to become more self-sufficient,*" which must be based on local community need. We are also required to report out to our Board of Directors, annually, on the progress of the plan. At its end, we provide a final summary.

The six years from 2016-2022 were trying for the Agency. The period began with a serious internal financial crisis and, once that was resolved, transitioned to a full blown public health crisis in 2020. In that six year period, we had about six months of semi-normal operations (from September 2019-February 2020) before the enormous lift that followed, of keeping services open and resources flowing, our staff safe and working, and our operations sound. People in poverty did not have the luxury of remote work through the COVID crisis. The homeless and runaway youth still needed housing, shelter, and food; and child care and early learning across Oregon lived through likely its greatest crisis ever. And none of that even considers what would have been unknowable in 2016, like the Labor Day fires of 2020. Any strategic plan, faced with such challenges, likely would have been set aside in consideration of the enormous emergencies the community faced in 2020.

If you look inside the plan, it was really trying to accomplish four things:

- 1.) Financial Stability for the Agency.
- 2.) A greater public presence in a community that had lost awareness of our work.
- 3.) Greater unity within the Agency.
- 4.) Safe harbors, while navigating the seas of uncertain funding and compliance futures.

In those four domains, the Agency has done very well. We are likely in our strongest financial position ever. Our work is known across Marion-Polk, Oregon, and in many cases well beyond our borders. We have centralized the Agency more than ever before, and created a structure that promotes unity in the future. And we are creating staff leadership opportunities and feedback systems to create more staff ownership within the Agency. And perhaps most significantly, we have developed enormous new resources to help accomplish our mission, and make MWVCAA relevant and strong. The attached summary highlights these successes.

Over the years as I have reviewed this plan, I am struck by two equally important concerns. First, looking back at where the Agency was in 2016, it's a bit too easy in 2022 to think that our original vision was too narrow back then. That's understandable, given the operating crisis at the time. On the other hand, it's a bit of a warning that our 2022 vision might not yet be ambitious enough to see both the challenges and opportunities that lie ahead of us. Imagination should always be one step beyond our need. Secondly, I am struck too by the wisdom of the 2016 plan. Many of the critically important changes that *had* to be made were right there in the plan. So it will be very important to make the new plan a living document, one that holds all of us to account in the future.

Jimmy Jones
Executive Director

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
Organizational Health					
Quality Assurance					
1. Staff led tactical evaluation within each program area	<p>1.1 Conduct an All Staff Meeting to discuss Strategic Plan, Mission and Vision. Begin planning cross program system integration.</p> <p>1.2 Staff led SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis in each Program Area. This should include a review of compliance needs (e.g., coordinated entry for HUD), and resources currently available to meet these needs (e.g., staff, partners, funding, technology).</p>	Staff understand the value of Community Action Agency integration and can communicate internally and externally agency success	<p>1.1.1 All Staff Meeting conducted on September 13, 2016</p> <p>1.1.2 Staff Appreciation Meeting 10/20/17 covering Communication, Engagement and Cross-Program Connections.</p>	1.2 Program Directors and the Executive team are engaging in comprehensive SWOT Assessments including compliance issues and resource availability. Will be complete by May 2020.	<p>1.1; 1.2: Agency reorganization developed in early 2022 to promote greater integration within MWVCAA; created a DEI Committee structure, hired DEI consultants; developed new funding especially in Head Start and homeless services.</p> <p>Rebranded the Agency as MWVCAA and less centered on program identities.</p>
2. Clarify existing and new program requirements and expectations	<p>2.1 Assess the new Head Start Performance Standards</p> <p>2.2 Conduct an agency wide Equity Assessment to develop better inroads to communities of color</p> <p>2.3 Develop a Coordinated Entry System based upon HUD guidelines</p> <p>2.4 Understand the CCR&R RFP Process which will be due in January 2017</p> <p>2.5 New grant through OHA - CRP Veteran Housing in partnership with Salem Housing Authority. Understand the guidelines and requirements of the grant.</p>	Clear understanding of requirements and funding outcomes creates consistent implementation of stable and compliant programs	<p>2.1.1 Head Start Leadership Team is currently assessing new standards and creating revised or new program policies and procedures and other recommended changes</p> <p>2.1.2 New Performance Standards are in effect and alterations have been made to</p>	<p>2.1 Head Start has completed robust self-assessment to ensure full compliance</p> <p>2.2 We are working with Capacity Building Partnerships, LLC to conduct an agency wide Equity Assessment to develop better inroads for communities of color</p> <p>2.3 We successfully developed a Coordinated Entry System based upon HUD guidelines</p> <p>2.5 OHA grant has is currently utilizing 42 slots to house homeless Veterans, operating</p>	<p>2.1: Head Start performance assessment is routine and successful. Program in full compliance with performance standards.</p> <p>2.2: Equity assessments and surveys completed; DEI Committee meeting regularly; DEI contractors helping formulate DEI charter.</p> <p>2.3: CE system complete and universally used in Marion-Polk for HUD and most other programs.</p>

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
	<p>2.6 Fostering Hope Initiative - TANF DHS Grant. A new grant with a layered approach to services and supports to families with a pay for performance type model</p> <p>2.7 Master Grant Agreement expectations are changing through OHCS for Weatherization.</p> <p>2.8 Continue Board Development and training, increasing diversity of representation to reflect the makeup of the community</p>		<p>program structure to align and meet standards.</p> <p>2.2.1 The Agency Wide Equity Assessment was completed in September 2016</p> <p>2.1.1 Committee is meeting monthly to discuss agency wide goals for equity</p> <p>2.3.1 Coordinator is hired through CRP to focus on community wide efforts for Coordinated Entry</p> <p>2.3.2 Progress: CE committee formed to develop community wide connections. Over 855 households and 1432 individuals have been assessed as part of a community wide master wait list to serve the most vulnerable people experiencing homelessness</p>	<p>effectively with Salem Housing Authority</p> <p>2.6 We are now fully participating in the Executive Planning team for the Fostering Hope Initiative</p> <p>2.7 OHCS' MGA changes in expectations for Weatherization have been addressed</p> <p>2.8 We are continuing Board Development by increasing Diversity (more representations from rural areas and communities of color) and will be engaging the Board in upcoming Equity work. Board is also coming into new leadership with new Board Chair.</p>	<p>2.4: CCR&R grant was not RFP'd in time frame.</p> <p>2.5: OHA grant in CRP is thriving and compliments other new veteran programs like Tanner Project, Marion County VSO.</p> <p>2.6: Fostering Hope (external group) continues to meet and has successfully reduced homelessness in targeted feeder districts for children and families.</p> <p>3.7: MGA process is in full compliance.</p> <p>3.8: Board has much greater diversity; additional committees in Program and Membership Committee, and better community representation.</p>

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
			<p>2.4.1 CCR&R successfully submitted the RFA to continue to provide professional development to early educators. If successful, negotiations for contract will occur in June/July.</p> <p>2.5.1 OHA grant has currently housed 35 Veterans of the 50 slots available and is working on a partnership with Westcare to house up to 15 more</p> <p>2.6.1 There is an MOU in place with CCS to provide CCR&R services and linkages to agency wide resources. We need to work on a process to provide inroads for these clients to more seamless access to each program within the agency.</p>		

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
			2.8.1 The Board received training from Kay Sohl in March 2017 and from CCI (6 board members attended) a day long training in February 2017		
3 Pinpoint cross-cutting program needs where resources can be leveraged and shared to fill gaps. (This aligns with TOC work being done to evaluate MWVCAA capacity to meet household needs).	3.1 Assess data from the All Staff Planning Session 3.2 Create subcommittees to further leverage and align program work across the organization 3.3 Merge individual program SWOT analyses across agency. Final merged analysis should include common themes across all programs in addition to any unique program needs.	Programs are sufficiently supported by the agency's infrastructure, making the agency more unified and better performing.	3.2.1 An equity committee and a marketing committee have been formed. The marketing committee is currently comprised of Head Start staff and will expand to incorporate other program representation.	3.2 Identified Equity and Marketing needs. Initiated Equity committee and we are developing a contract with DEI consultant to support the groups' work. We have utilized Corban University for Marketing Assessment and had a Western Oregon University Marketing Intern work on materials for each program. The new Donor Relations coordinator is also supporting with marketing and social media needs.	3.1: HR collects frequent data from staff on various matters, from equity to benefits needs. Executive Director holds Agency brown bags to communicate directly with staff. 3.2: Chief Program Officers integrate and align program and grant work. 3.3: Agency employs a Development and Marketing/Communications staff to promote the Agency in the community.
4 Provide cross-program learning opportunity for staff	4.1 Training Committee attendance and participation 4.2 Fun Committee calendar of activities 4.3 Plan future All Staff Meeting events 4.4 Schedule presentations from other programs at Program staff meetings from other programs	Agency staff are continuously developing their professional capacities as well learning shared concepts, creating more unified	4.1.1 Some staff have volunteered to serve on the various committees. Next step is to schedule the first meetings.	4.2 Fun committee is now Wellness Committee and is participating in All Staff event development 4.4 HR and Wellness Committee are planning annual All Staff to include cross-program education, agency feedback,	4.1, 4.2, 4.3, 4.4, 4.5: COVID made committee work more difficult, but we have an active staff committee structure, including the DEI Committee, the Wellness Committee, and the Safety Committee, which plan annual events, create a

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
	4.5 New Staff attend an orientation to the agency (available once a month)	service practices across the board.	4.2.1 Fun Committee has planned several activities and two gatherings for staff and families in 2017. They are beginning planning for staff barbeque in the summer 4.3.1 In September 2017 there will be an All Staff Meeting day, topics may include equity, trauma informed organization strategies and follow up to last year's event	and equity work participation for all MWVCAA staff 4.5 All new staff attend a New Staff Orientation	feedback mechanism for staff, and develop the Agency's equity work. All staff events continued remotely, even during COVID.
Administrative Efficiency					
1. Conduct an administrative audit to identify opportunities for cost savings, shared agency resources.	1.1 Identify external entity to assist with administrative audit. Explore Encore Fellow Program as a potential resource. 1.2 Committee that addresses efficiencies – could be the cross program collaboration committee	Agency continues to experience improved financial health.	1.1.1 We contracted with Wipfli to assess our finance team structure and the consultant also helped with reconciliation of June 2016 receivables		1.1: 2018-2021 witnessed considerable growth for the Agency, more than doubling the Agency's budget and employees. New admin team included expanded Finance Department, expanded HR department, expanded IT department, and long-term stability in the four chief administrative officers. Integration of cost systems continues.

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
Workload and Wages					
1. Comparison of other similar size nonprofit (including CAA) to evaluate wage and position structure.	<p>1.1 Obtain examples of wage/workload evaluations conducted by other Community Action Agencies or non-profit organizations.</p> <p>1.2 Utilize the Head Start Salary Study 2015 as a base guide for like positions across the organization.</p> <p>1.3 Make recommendations by department related to wage and position equitability and develop plans to address disparities including as applicable any future wage compression issues with minimum wage increases or conversely issues related to FLSA minimum salary for exempt employees.</p>	Pay equity exists across the agency and its programs.	<p>1.3.1 Head Start has converted slots to increase funding to address minimum wage and wage disparity issues</p> <p>1.3.2 Weatherization has addressed key position wage increases</p> <p>1.3.3 Energy Services has given staff an increase to address pay disparity</p> <p>1.3.4 CCR&R is increasing the wages of key staff members to increase retention</p> <p>1.3.5 Nutrition First is addressing compensation through an increase to address increased service area and workload of employees</p>	1.1 Conducting wage examination through current equity review processes	1.1, 1.2, 1.3: Wages adjustments made across the Agency as budget increased. HR completed a wage survey and a salary comparability study for new Oregon requirements. Wages have dramatically improved across the board, though some areas still need more work.

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
			1.3.6 CRP is working on the budget to address the salary rate that will allow Managers to remain exempt. Close to finalized, no later than November 2016		
Employee Wellness					
1. Establish an employee wellness committee with Fun Committee as a subcomponent	<p>1.1 Survey staff to assess interest in serving on:</p> <ul style="list-style-type: none"> • Fun Committee • Safety Committee • Wellness Committee • Green Committee • Training Committee • Within Agency Collaboration / Agency Efficiencies • Communication/Joint Marketing/Recruitment of Staff (environmental equity and diversity) <p>1.2 Create committee goals and plans, including protocol on communication with staff, leadership, and others</p>	Agency morale continuous to be a focus amongst leadership and staff.	1.2.1 Survey conducted and results are available 10/4/16.	1.2 Committees have been established for Safety, Fun (now Wellness with “fun” component), and Equity Committee. Goals and plans are currently being revised for both the Equity and Wellness Committees	1.1, 1.2: Agency has three established standing committees, including Wellness Committee, DEI Committee, and Safety Committee. All are closely integrated with Admin, DEI Committee has a \$5,000 budget for staff DEI work. Communication and Marketing goals assigned to Director of Development and Social Media Specialist.
Funding and Resources					

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
Development or Fundraising Position					
1. Evaluate feasibility of Development or Fundraising position	<p>1.1 Talk to other CAA across state to find out whether or not dedicated Development position is a good strategy. This includes identifying FTE, funding sources and/or pay structure (e.g., expectation that position will pay for itself).</p> <p>1.2 If viable, write grant to foundations to purchase and install finance database capable of donor tracking</p> <p>1.3 Write foundation grant to request capacity building funds to hire a Development Director</p> <p>1.4 Committee of outside agency advisors, those with fund development capability, consultants, or philanthropists.</p> <p>1.5 Explore grant writing through community members or other willing experienced individuals</p>	Ability to move forward on fundraising initiatives.	<p>1.2.1 Grant submitted to Oregon Community Foundation for purchase and implementation of a finance database. Will be notified in November 2016. Grant was not funded.</p> <p>1.2.2 Current work is being done to budget for this expense, research reseller consultation, and implement a transition to the Abila finance system beginning June 2017 moving toward estimated implementation October 1, 2017</p> <p>1.4.1 Super Hero Dash has some engagement from community members but this would be a good area to strengthen as we move</p>	<p>1.2 Utilizing AmeriCorps VISTA as Donor Relations Coordinator who will fundraise and implement donor database system</p> <p>1.3 Looking moving away from the idea of posting a Development Director position and focusing on public relations and marketing positions in conjunctions with the AmeriCorps Donor Relations role</p> <p>1.5 Have new Director of Program Development who is increasing agency's grant writing capacity</p>	1.1, 1.2, 1.3, 1.4, 1.5: Agency has a full time Development Director and dedicated grant writers, contracted grant writers, and plans to expand grant writing staff. New grant writing direction has brought in more than \$15 million in additional grants since 2019.

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
			forward with Board and significant community participation		
Non-traditional Funding Resources					
1. Develop target list of donors and ideas for income generation. Identify plan for implementation	<p>1.1 Create committee (or use existing committee) to create target list of non-traditional funding sources and ideas for income generation. This should include a plan of action and assigned leads.</p> <p>1.2 Explore direct mailing campaign as a strategy to increase viable target donor list</p>	A more intentional and focused fund development action plan.	1.1.1 Committee met twice to create non-traditional funding source ideas and created an initial list to explore	1.2 New Donor Relations Coordinator position has purchased and begun implementing Kindful, a donor tracking system and has been community outreach to find donors as well as collect their names for a target list ** Held Golfing fundraiser in January of 2018 raising 30k, and we have begun the discussion amongst the Board to hold another Top Golf event at the end of 2019/beginning of 2020.	1.1, 1.2: Agency hired a Development Director, and a marketing and social media assistant. We deployed new on-line tools that raised about \$60,000 within the prior year.
Community Engagement					
Relationship Building					
1. The most amount of effort should be given to creating partnerships that are mutually beneficial to	<p>1.1 Our agency will be known for its commitment to ongoing partnership</p> <p>1.2 Community partners will seek out Community Action Agency for our reputation of solid partnership and willingness to achieve outcomes for people in poverty</p>	We are collaborating at a high level to ensure the community's resources are being used most efficiently.	1.1.1 Current work in partnership with the Early Learning Hub in Marion and Polk Counties, participating in Board meetings, subcommittees etc. Additional	1.2 Have become sought out and active partners in the Fostering Hope Initiative, Early Learning HUB, four co-location centers (Operations Lead for Woodburn, Mill City, and partner at PCRC and CCS CFRC), as well as new housing projects with Polk CDC and Salem	1.1: The Agency has continued to grow and development relationships with traditional partners and new ones; including a close relationship with Polk County, the City of Salem, the Oregon Legislature, Oregon Housing and Community Services, the Early Learning

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
the collaborators.			<p>participation in Fostering Hope Initiative through Catholic Community Services, Yamhill Early Learning Hub, and Mountain West Investments proposed construction of housing units.</p> <p>1.1.2 Partnerships with the City of Salem to implement the Mayor’s plan to house the 100 hardest to house homeless individuals, our CE partnerships are increasing our organizational standing dramatically in viable partnerships.</p> <p>1.1.3 Partnerships with local landlords have increased our contributions toward Weatherization projects from the landlord recipients.</p>	Housing Authority. We also are leading the charge on the ultimate collaborative initiative: Built for Zero.	<p>Division, the Community Action Partnership of Oregon, and the Early Learning HUB. We have opened new operations in Mill City and Woodburn, and plan an expansion into Monmouth in 2022. We serve on a large number of state boards and commissions and task forces. We developed new partnerships that led to new resources, with Oregon Community Foundation and others, leading to new projects like the ARCHES Inn, Redwood Crossings, Tanner Project, and Taylor’s House.</p> <p>We have a large number of important new partnerships that are critical for our future, including health related partnerships with Kaiser Permanente, Santiam Hospital, and Pacific Source, along with the Oregon Health Authority. Other critical new partners include the Oregon Law Center and the Mid-Willamette Valley Homeless Alliance, which our Board and Staff played a major role in creating.</p>


Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
			Relationships are good with multi-family complexes 1.1.4 Increased partnerships with DHS in Energy and CRP to connect with more eligible families and individuals		
2. The Coordinated Entry System will bring partners into collaboration, helping to achieve consistent data and metrics, a no-wrong door approach, co-location models and better communication	2.1 number of new partners utilizing Service Point (HMIS database) 2.2 Number of partners committing to work with the Rural Oregon Continuum of Care	Become the leading CE entity for Marion and Polk Counties to ensure effective collaboration around ending homelessness.	2.1.1 CAA is an integral part of the Mid-Willamette Homeless Initiative Task Force, the Warming Center, Connect Events in Marion and Polk, the Veteran Stand Down. 2.1.2 CE work is increasing the number of individuals that are able to support VI-SPDAT and VAT screening to increase our ability to assess our most vulnerable homeless populations and increase the effective placement into housing across	2.2 CE has been implemented across the 28 county continuum and will be utilized to bring in new partners via new operational relationships at our co-location projects in Woodburn, Mill City, and CCS's Child and Family Resource Center	2.1, 2.2: The Coordinated Entry System developed by ARCHES in 2016 became the model in 26 Oregon Counties, and is used as the CE system for the new Marion-Polk Continuum of Care. The Agency is known across the state as experts in Coordinated Entry.

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
			<p>organizations in the community.</p> <p>2.1.3 The ROCC has agreed to implement CE across the 28 county continuum.</p> <p>2.1.4 A local CE group has been recruited to support ongoing development of common data systems, co-location and other partnerships</p>		
Community Education					
1. Develop a more systematic approach for identifying stakeholders approaching stakeholders, and tracking interaction.	1.1 Create an engagement spreadsheet that identifies stakeholders, what you'd like them to know, how you'd like them to use information, how they should be reached, who will reach out, etc.	As an agency will we know who our past an present partners are to understand how to move forward with future partnerships		Director of Program Development will create and engagement spreadsheet that identifies stakeholders and our past and present connections to them	1.0: Director of Development and the new Chief Program Officer structure will map out these partnerships as we move into the next Strategic Plan.
2. Mobilizing MWVCAA Staff to understand new, unsiloed message, and be able to talk about what the organization does	<p>2.1 Create a set of basic materials (e.g., agency wide brochure) for people to use when talking with partners.</p> <p>2.2 Customize materials over time based on particular needs, stakeholders, etc.</p> <p>2.3 Use a database to track contacts made. This could start with sending a quick email to agency</p>		<p>2.1.1 Brainstorming session at All Staff Meeting. Staff feedback and ideas were compiled for planning and implementation purposes.</p> <p>2.1.2 Communication and Marketing</p>	2.1 Marketing Intern and AmeriCorps VISTA are working on a set of marketing materials for each program as well as an agency info-flyer to clearly present what our agency does. The VISTA is also working with different programs to develop a unified online presence via social media.	2.1, 2.2, 2.3: Development Director and Social Media Specialist working in collaboration with programs have developed new materials that unified our messaging and marketing; created a new website to rebrand the Agency.

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
	point person whenever they have contact with others (speaking engagements, meetings).		Committee established that will address common brochures and agency wide materials		
Advocacy					
1. Helping the community to understand the viability of Community Action Agency		The community and local and state partners understand can identify the agency and its programs, knowing what we do and how well we do it.		We will be working our marketing on all fronts. Via the website, Facebook, marketing materials, and community communications, we will continue to share our ongoing successes but as a unified agency. This work is being done by the Directors and AmeriCorps VISTA Donor Relations Coordinator.	<p>1.0: Development Director and Social Media Specialist continue to develop and message our work on the new website, social media, and through new marketing materials and Agency videos and advertising across Oregon.</p> <p>MWVCAA is regularly featured in state and national media, including the Portland media market, east coast media outlets, and heavily in the local press.</p>
2. Legislative and Community Advocacy for Community Action programs and the agency as a whole	<ol style="list-style-type: none"> The Board is active in spreading our message, educating and advocating legislatively when appropriate and representing the Agency within the community Head Start parents will visit legislators annually to educate them on quality early learning programs and stress the importance of full funding for 	Local and state policy understands our community's needs and agency's work to meet those needs.	2.1.1 CRP and Head Start staff have visited legislators in 2017 to educate and inform them of CAA services and supports needed. Head Start has had legislator visits to classrooms	Agency leaders are actively engaging legislators and governmental leaders both during and outside of legislative sessions. Staff and volunteers accompany leadership at every opportunity to share stories at the city, county, and state levels.	<p>2.0: The Agency has the most influential legislative and governmental relations presence of any Community Action in Oregon, and among the strongest of any non-profit in the state. We have strong relationships with the Governor, legislators of both partners, and local government officials.</p>

Action Steps	Progress Measures	Desired Results	Current Status 2017	Current Status 2019	Final Product 2022
	programs that help families birth to age five.		2.1.2 CAA has presented at the Oregon Early Learning Council, numerous Neighborhood Associations, before City Council in Salem, to Commissioners in Polk County,		
Collective Impact					
1. Develop an internal approach to collective impact, decreasing barriers for individuals in need to obtain resources	<p>1.1 Develop “Within Agency Collaboration” committee to identify common areas of co-occurring needs of clients that will be prime for facilitating partnership.</p> <p>1.2 Maximize on Coordinated Entry work within the CRP department to develop common application or common intake processes</p> <p>1.3 Dedicate 5-10 minutes of Board Meetings for Board members to share the contacts they’ve made with community partners over the last month. This will cue agency staff when new materials are needed and will generate ideas about future engagement opportunities.</p>				<p>1.0: The urgency of the Agency’s financial crisis (2016-2018) and then COVID (2020-2021) slowed our progress on this front considerably. We have made some progress, however, in the administrative re-organization, which paired up like programs under common approaches. And we are working toward a common software system that would create a universal intake. This is one major area for development in the next strategic plan.</p>

The Oregon Alliance—Driving Change



The Oregon Alliance is the unifying force in the charge to lead change and provide support for children, youth, and families.

To help kids live healthier lives, The Oregon Alliance work as one to champion the well-being of children, youth, families, and communities across Oregon.

Our members work in partnership to recognize and respond to the complexities of behavioral health, intellectual and developmental disabilities, emotional challenges, and trauma. Alliance members provide an array of critical services for children, youth, and families including behavioral and mental health services, homeless youth services, therapeutic residential care, and prevention services, along with foster care, adoption, family reunification, education, and substance use treatment.

Member Organizations

Albertina Kerr
Bob Belloni Ranch
Bridge Meadows
Bridgeway Recovery Services, Inc.
Boys and Girls Aid of Oregon
Cascadia Behavioral Healthcare
Catholic Community Services
Community Action Partnership of Oregon
Connections365
Family Skill Builders
Family Solutions
Greater Oregon Behavioral Health, Inc.
Homestead Youth & Family
Jackson Street Youth Services
Janus Youth Programs, Inc.
Jasper Mountain
J Bar J Youth Services
Kairos Northwest
Looking Glass Community Services

Madrona Recovery
Maple Star Oregon, Inc.
Maslow Project
Mid-Willamette Valley Community Action Agency
Morrison Child and Family Services
New Avenues for Youth
Northwest Family Services
Northwest Human Services
Oregon Community Programs
Parrott Creek Child & Family Services
Professional Therapeutic Community Network
St. Mary's Home for Boys
The Next Door, Inc.
Trillium Family Services
Volunteers of America, Oregon
Yamhill Community Action Partnership
Youth Progress Association
Youth Unlimited, Inc.
Youth Villages

The Future of Oregon's Youth is at Stake



Youth in Crisis

- In 2022, Oregon ranked 45th out of 51 states and territories on Mental Health America's Youth Ranking, **meaning young people in Oregon have relatively high rates of mental illness and worse access to care than other states.**
- The presence of alcohol and drugs is **the most common family stressor** when abuse occurs.
- The number of youths aged 10–24 who die from suicide in Oregon each year could fill two school buses.
- Nationally, kids ages 3—17 struggling with anxiety and depression **jumped by 12% in the last year.**
- Oregon has seen the **largest increase in youth with substance use disorders in the past year of any state.**
- Being homeless as a youth is **the #1 indicator of long-term adult homelessness.**

We all want kids & youth to thrive. We know their success depends on both their physical and mental health.



Proposals

Continuity for Kids & Families A Family First Reinvestment Services Model

- At present, children, youth, and their families ricochet back and forth between funding silos (state, county, community) and often experience periods without any access to critical services. This proposed model would link a young person and their family to a single community-based health organization for at least a five-year period.
- The organization is then responsible for ensuring access to the right services and supports, at the right time, in the right intensity. Services and supports are provided by a consistent, well-trained team as a result of an adequate, capitated program funding model.
- Services could include community, in-home, and crisis services, skills training, parent training, mental health and substance use treatment, and therapeutic residential.

Youth Experiencing Homelessness Base Funding and Service Expansion

- Provide communities and community-based health organizations the resources to dramatically reduce youth homelessness by:
- Supporting ODHS requested base funding of \$13 million to support the existing community-based and flexible programs in an additional 13-15 counties.
- Provide an additional \$25 million to allow for expansion of these programs to serve youth without access to these programs. This amount could leverage millions from federal funds.



2022 Oregon Medicaid Waiver Overview

How it affects Oregon's Youth & Families.

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November 11, 2022

Medicaid Waiver Overview

- Section 1115 waivers offer the chance for states to innovate or experiment with new approaches to Medicaid.
- Waivers give states the *legal authority* to implement changes.
- Section 1115 waivers are approved or not approved based on presidential administration priorities.
- Biden Administration has emphasized that waivers should...
 - expand coverage,
 - reduce disparities, and
 - cover health-related social needs



Oregon's Waiver

- Oregon's 1115 Demonstration expired on September 30, 2022.
- The new waiver was approved and went into effect on October 1, 2022.
 - Date of approval \neq date of implementation.
 - Programs implementing changes described in the new waiver will roll out over the next few years.
- New waiver will last until 2027.
- Oregon's 2022 waiver continues existing OHA programs and offers expanded eligibility and services.



2022 Medicaid Waiver – What’s New

- Eligibility Changes
 - Continuous coverage for children under six years old.
 - People older than six stay enrolled (automatically) for *two* years instead of one.
- Health-Related Social Needs Services (HRSN)
 - Certain “transition populations” will become eligible for new housing and nutrition benefits.
 - These eligible populations are individuals in transition periods, including (but not necessarily limited to)...
 - youth with special health care needs (ages 19-26),
 - youth recently discharged from an institute for mental disease,
 - youth recently released from incarceration (e.g., OYA, correctional facilities),
 - youth transitioning out of foster care,
 - youth who are homeless or at risk of becoming homeless, and
 - youth with high-risk clinical needs living in regions experiencing extreme weather events
 - **All** eligible individuals who qualify will receive nutritional and housing support.

2022 Medicaid Waiver – What’s New

- Health-Related Social Needs Services (ctd.)
 - These “transition populations” will be eligible to receive the following benefits through Medicaid:
 - Rent and utilities for up to six months,
 - tenant rights education and pre-tenancy/housing transition navigation services,
 - moving costs and certain one-time home modifications,
 - climate-change related purchases (during climate emergencies),
 - nutrition counseling and education,
 - medically tailored meals, or meals for children under 21 (3 per day for 6 months)
 - case management, outreach, and education, and
 - benefit application assistance and benefit application/program fees.
 - These services will be covered by Medicaid for eligible populations beginning January 1st, 2024.

2022 Medicaid Waiver – How it Affects You

- Continuous Eligibility
 - Youth in your care who are under the age of 6 will no longer experience Medicaid “churn.”
 - Youth older than 6 will have a buffer period of two years before being at risk of losing Medicaid coverage.
- Health-Related Social Needs Services
 - Because you often care for eligible “transition” populations, it may become easier for you to secure Medicaid support for housing and nutritional services.
 - OHA will be coordinating with housing providers and CCOs to create a process for reimbursement.
 - OHA will also be coordinating with nutrition service providers in the coming year.



Current Implementation Timeline

