



**JANUARY 2024 MEETING
BOARD OF DIRECTORS**

THURSDAY, JANUARY 25, 2024

LOCATION:

**HEAD START PROGRAM ADMINISTRATIVE OFFICE
625 HAWTHORNE AVE SE,
SALEM, OR 97301**

VIRTUAL:

NO VIRTUAL OPTION

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, JANUARY 25, 2024

In-Person:

Head Start Program Administrative Office
625 Hawthorne Ave SE,
Salem, OR 97301

Virtual:

No virtual option available for this meeting

Mission

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

Vision

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

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|-------------|---|-------------|
| I. | Welcome and Introductions | 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. November 2023 Full Board Meeting Minutes | |
| | 2. January 2024 Executive Director Report | |
| | 3. January 2024 Regional Poverty Report | |
| | 4. January 2024 Chief Financial Officer Report | |
| | 5. January 2024 Program Director Reports | |
| | 6. Head Start 2022 – 2023 Annual Public Report | |
| | 7. Head Start 2020 - 2025 Program Goals and Objectives Progress Update | |
| VI. | Board Business | 5:55 |
| | 1. Board Member Addition: Eunice Kim - <i>Approval</i> | |
| | 2. Board Member RW Taylor Election to New Term – <i>Approval</i> | |
| | 3. Board Member Catherine Trotman Election to New Term - <i>Approval</i> | |
| | 4. Election of Board President – <i>Approval</i> | |
| | 5. Election of Board Vice President – <i>Approval</i> | |
| | 6. Election of Board Secretary – <i>Approval</i> | |
| | 7. Executive Director’s Report (Jones) | |
| | 8. Resolution of Signing Authority (Jones) – <i>Presentation/Approval</i> | |
| | 9. Financials (Hoyle) – <i>Approval</i> | |
| VII. | Adjournment | 7:30 |

Next board meeting: Thursday, February 22, 2024

Mid-Willamette Valley Community Action Agency, Inc.
Board of Directors Meeting
THURSDAY, NOVEMBER 16, 2023
MEETING MINUTES

ATTENDANCE:

Board of Directors:

Present:

Catherine Trottman	Helen Honey	RW Taylor	Steve McCoid
Erika Romine	Jade Rutledge	Shelaswau Crier	

Absent:

Vanessa Nordyke	Kevin Karvandi	Jeremy Gordon
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Others Present:

Program Directors/Staff/Guests:

Jimmy Jones, Executive Director
Robert Hale, Chief Information Officer
Ashley Hamilton, Chief Program Officer: Housing and Homeless Services
Eva Pignotti, Chief Program Officer: Early Learning and Child Care
Rogelio Cortes, Chief Program Officer: Weatherization and Energy Services
Marie Jennings, Development Director
Hector Guzman, Weatherization Program Director
Carmen Romero, Nutrition First Program Director
Liz Salinas, Head Start Associate Program Director
Laura Reid, Keizer City Councilor
Frank Lonergan, Mayor of Woodburn
Jade Wilson, Executive Assistant

The meeting of the Board of Directors was called to order at 5:30 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

Eva Pignotti, Chief Program Officer: Early Learning and Child care, shared information about the NHSA (National Head Start Association) Dollar Per Child annual fundraising campaign. Funds from this campaign will be used to support associations advocacy efforts on behalf of the children and families enrolled in Head Start programs nationally.

III. Declaration of Conflict of Interest

None were made.

IV. Approval of Agenda

No changes were made.

MOTION: To approve the agenda made by Helen Honey,
SECOND: Catherine Trottman.
APPROVED: Unanimously approved

V. Consent Calendar

- 1. October 2023 Full Board Meeting Minutes**
No discussions or concerns were raised
- 2. November 2023 Executive Director Report**
No discussions or concerns were raised
- 3. November 2023 Regional Poverty Report**
No discussions or concerns were raised
- 4. November 2023 Chief Financial Officer Report**
No discussions or concerns were raised
- 5. November 2023 Program Director Reports**
No discussions or concerns were raised
- 6. November 2023 Committee Meeting Minutes**
No discussions or concerns were raised
- 7. Board Member Vanessa Nordyke Resignation**
No discussions or concerns were raised

MOTION: To approve the consent calendar made by RW Taylor,
SECOND: Catherine Trottman.
APPROVED: Unanimously approved

VI. Board Business

- 1. Board Member Addition: Cindy Ramirez Cisneros (Head Start Policy Council Representative)** – Following the appointment of a Board Representative at the Head Start Policy Council meeting earlier this month, it was requested that the board accepts the addition of the Policy Council’s appointed representative to the board.

MOTION: To approve the addition of Policy Council Rep, Cindy Ramirez Cisneros to the board made by Helen Honey,
SECOND: Catherine Trottman.
APPROVED: Unanimously approved

- 2. Board Member Addition: Frank Lonergan (Mayor of Woodburn) -**
Following an interview and discussion with the Membership Committee, a recommendation to add Mayor Lonergan to the board of directors was made by Jade Rutledge, Board Chair and committee member.

MOTION: To approve the addition of Frank Lonergan, Mayor of Woodburn, to the board made by Steve McCoid,
SECOND: RW Taylor.
APPROVED: Unanimously approved

- 3. Board Member Addition: Laura Reid (Keizer City Councilor)** – Following an interview and discussion with the Membership Committee, a recommendation to add Councilor Reid to the board of directors was made by Jade Rutledge, Board Chair and committee member.

MOTION: To approve the addition of Laura Reid, Keizer City Councilor, to the board made by RW Taylor,

SECOND: Steve McCoid.

APPROVED: Unanimously approved

4. Executive Director's Report

- i. ARCHES Lodge:** Operations at the Lodge have a tentative start date of 12/1.
- ii. Warming Update:** ARCHES can expect an additional \$1.275 million from Oregon Housing and Community Services (OHCS) as a part of the additional \$24.1 million being dispersed statewide by Governor Kotek's Emergency Order. These additional funds are specifically for warming and sheltering services. Many current statewide sheltering activities are under financial stress, while attention has been directed toward the Governor's new sheltering projects.
- iii. Renovation Architect:** At the previous month's board meeting, further information was requested by the board as it pertained to the proposals received during the RFP search for an architect to begin renovations on the ARCHES Lodge. Due to a delay in receiving the requested information, they planned to request tabling board business item for a future meeting.
- iv. City of Salem Payroll Tax:** Jimmy referenced the results of the City of Salem Payroll Tax vote and possible next steps.
- v. HYS Youth Drop-In:** The HOME Youth Program hosted a community grand opening ceremony of Drop-In in its new location on Broadway in Salem. Services to our youth clients are underway.
- vi. David's House:** A grand opening ceremony for community members and local partners is scheduled for December. A tentative opening date for the Monmouth youth shelter is in early December.
- vii. Yaquina Hall:** Currently open and fully occupied. This facility hosts fifty-four beds for clients seeking supportive services in a shelter environment.
- viii. Sequoia Crossings:** Jimmy invited board members to participate in a walk-through of the Sequoia Crossings apartments on November 21 at 2pm. A grand opening ceremony is set for January 2024.
- ix. Head Start Wallace Road:** Construction to be completed by December 1. They hope to open the new facility in early to mid-December.
- x. Jeff Bezos Day 1 Families Fund Leadership Award:** MWVCAA was one of only thirty-eight recipients (one of fourteen to receive the maximum award amount) nationwide to be awarded a \$5 million grant to be used to house unsheltered homeless families. Jimmy provided a brief overview of the plans for this funding.
- xi. Weatherization Building:** Jimmy shared updates regarding the search for a new location for the Weatherization and Energy Services programs.
- xii. Economic Forecast:** Jimmy shared several charts regarding inflation costs, labor market stats, the economic growth across various states post-pandemic, and domestic migration into and out of Oregon. These stats affect our mission in guiding individuals in our community out of poverty.

5. **Architect Contract Approval for ARCHES Lodge Renovations** – This was tabled to a future board meeting due to a delay in receiving the requested information.
6. **Acceptance of Bezos Day 1 Family Foundation Grant** – MWVCAA will be one of thirty-eight recipients nationwide (one of fourteen to receive full award amount) of the Jeff Bezos Day 1 Family Foundation annual grant award in the amount of \$5 million. These grant funds are to be used to assist homeless families. Jimmy Jones, Executive Director, requested approval to receive these grant funds.

MOTION: To approve the Bezos Day 1 Family Foundation Grant made by Steve McCoid,

SECOND: Laura Reid.

APPROVED: Unanimously approved

7. **MWVCAA Nutrition First USDA FY24 Grant Revision** – Due to a change in staffing, a revision was made to the Nutrition First USDA Grant for Fiscal Year 2024. Carmen Romero, Nutrition First Program Director, presented the revision information to the board and requested approval.

MOTION: To approve the MWVCAA Nutrition First USDA FY24 Grant Revision made by Helen Honey,

SECOND: Steve McCoid.

APPROVED: Unanimously approved

8. **Head Start Federal Continuation Grant (HHS)** – Chief Program Officer of Early Learning and Child Care, Eva Pignotti, requested approval of the Federal Head Start Continuation Grant. This is a five-year federal grant whose funds, combined with some funding from the Oregon Department of Early Learning and Care, help fund Head Start and Early Head Start services to 578 Head Start children and 234 Early Head Start children.

MOTION: To approve the Head Start Federal Continuation Grant (HHS) made by Helen Honey,

SECOND: Catherine Trottman.

APPROVED: Unanimously approved

9. **Financials** – The financials were tabled until the January Board meeting due to staff being out sick.

VII. Begin Executive Session: Executive Director Evaluation
Executive session began at 6:22pm.

VIII. Return to Open Session
Board returned to open session at 6:46pm.

1. The Board reviewed survey results and approved the Executive Director's annual evaluation for 2022 - 2023.

MOTION: To approve Executive Director Evaluation for 2022 – 2023 made by RW Taylor,

SECOND: Frank Lonergan.

APPROVED: Unanimously approved

2. The Board authorized a merit increase as scheduled on the salary scale, effective 10/1/2023.

MOTION: To approve a merit increase for the Executive Director as scheduled on the salary scale, effective 10/1/2023 made by Laura Reid,

SECOND: Catherine Trottman.

APPROVED: Laura Reid, Catherine Trottman, RW Taylor, Steve McCoid, Helen Honey, Jade Rutledge, Erika Romine, and Frank Lonergan.

OPPOSED: None

ABSTAINED: Shelaswau Crier

IX. Adjournment

The Board of Directors meeting was adjourned at 6:48pm.

Respectfully Submitted:

Jade Wilson

Jade Wilson, Executive Assistant

Kevin Karvandi

Kevin Karvandi, Board Secretary

***Executive Director's Report
to the Board of Directors***
MID-WILLAMETTE VALLEY
COMMUNITY ACTION AGENCY
January 2024

The British Romantic era poet Charles Lamb once wrote of January: “No one ever regarded the first of January with indifference.” I think about that now and then. The New Year is a time to evaluate what went well the year before, and what remains undone. It’s a moment, as Ellen Goodman once wrote, to walk “through our lives, room by room, drawing up a list of work to be done...not looking for flaws, but for potential.” It’s the month of dreams. With anti-poverty work in 2024, there is much that is going well. Much that remains to be done. And so much potential for an even greater impact as we fight for our mission and vision in the community. On to the updates:

Operations:

- **Helana Haytas**, our **Chief Operations Officer**, has accepted another job and resigned her position here at Community Action. I have worked very closely with Helana for the past seven years. It is very difficult for me to see her go, personally and professionally. Helana has been a core member of our executive team for the past five years, and labored without end to keep the Agency healthy and headed in the right direction. I relied on her leadership, intellect, and professionalism as we navigated some very tough times for the Agency, through COVID and all the changes the Agency has seen since 2018. We’ve ordered her a brick with her name for the walk outside the Admin building.

Nicole Shrock will continue as our Acting Human Resources Director for now. She has been in that role since last summer, and has worked in our Human Resources Department since 2019.

We are going to take a bit of time to evaluate the top organizational structure at the Agency, before immediately making any hires. Given the growth of the Agency, and the depth of its impact in the Community, our national reputation, and the role the Agency plays in the health of the statewide Community Action network, and in shaping housing and homeless policy in particular statewide, I do believe it is now time to hire a Deputy Executive Director to help shoulder some of that load. Before we do so, I want to get our job descriptions updated, with clearly defined duties, before we move ahead.

- **Agency Child Care:** We received initial state licensing approval for the site on Thursday of this week, with full licensing to come. We plan to begin filling slots immediately. We spent a long-time trying to drive down rates as much as we could. There is very little financial margin in child care, which is why there is a deficit of it statewide. We had a \$90,000 a year gap (in an effort to keep costs as low as possible for our employees). **Eva Pignotti (Chief Program Officer**

for Early Learning and Child Care) worked with Mountain West to donate \$45,000 a year toward the space cost, and we have pushed in \$45,000 a year in unrestrictive funds to make the work pencil. The cost is still considerably higher than the subsidized Employment Related Daycare (ERDC) rates we had hoped to mirror, but we will continue to look for ways to fund the benefit and expand it for years to come. We appreciate all the work **Margie Taylor** and the team have done to get us over the line.

- **Human Resources:** We are deploying several new electronic systems in 2024. This spring we will roll out an automated complaint/concern system, so that employees can address any concerns directly (and early) with HR. We completed a belonging survey in December, which we will report out on later this year. We plan to finish our pay equity study by the summer of 2024, in compliance with state obligations that the comparable jobs receive the same pay, across programs. Historically that has been a difficult task, because pay in program areas is driven to a large degree by grant requirements, and funder design limitations.
- **Strategic Plan:** COO Helana Haytas had been managing the Strategic Plan, but with her exit we will change course. We have posted an RFP on the state procurement website to hire a consultant to work with the Board on crafting the Strategic Plan. More on that next month.

Audit/Program Monitorings:

- **SAIF Audit:** We received our SAIF audit back from the insurer in December. SAIF is our worker's compensation insurance system. We are required to pay into that system a set fee, per employee, based on the "class" of employment type. When they conduct these audits they're looking to make sure that you're paying in enough for the numbers and classes of employees. The audit showed that we very slightly underpaid, and adjusted our payment by an additional premium of \$1,846.83. The difference lay in the fact that our payroll in the SAIF system was \$17,555,070, and the auditor audited to a standard of \$17,777,479 based on her review of the employee classes. The difference is exceptionally minor and not material. Premiums are based on employee classes and numbers that are generated from a moment in time snap shot at the start of the plan year, which may be different three months later or six months later. We will need to work on a tighter process from reviewing the classifications of employees, but this is a really healthy payroll audit report.
- **Agency Single Audit:** Our annual single audit is underway. **Grove, Mueller & Swank (GMS)** is performing our audit again this year. Per federal law, we are required to have our federal funds independently audited each year. We have had five consecutive on-time audits since 2019, and four consecutive clean audits since 2020. We feel good about our position. We are classified as a low-risk auditee, meaning that only 20 percent of federal funds will be examined. The auditors have selected the LIHEAP grant (our Energy program), which has tended to have the best program record keeping in the Agency, and the volume of payments there is lower (since we are paying energy companies in batches and not clients as individuals). The work will be completed in February, well ahead of the March 31st deadline.

- **OHCS Fiscal Monitoring:** The OHCS fiscal monitoring is proceeding, slowly. OHCS has not run their own fiscal monitoring in three years because of staff capacity limitations. This year, as last year, they have farmed out the monitoring to an accounting firm. **Moss Adams**, which is widely respected, is completing the fiscal audit of our OHCS programs, as they did last year. They have not asked a lot of questions, which is usually a good sign. The exit conference is scheduled for January 25th.
- **Nutrition First:** We had our annual **CACFP (Child and Adult Care Food Program)** review by the Oregon Department of Education for our Nutrition First program. There were very minor technical findings on the program side that were corrected immediately. They are attached to your board packet. There were no finance findings. You may recall that CACFP was the review that placed the Agency in such jeopardy back in 2018. It is monitored to a level that exceeds virtually everything we do. We are very pleased with the results.
- Our annual monitoring at **Taylor's House** with Oregon Department of Human Services went well. Our files continue to improve in that program, but we do need to continue to improve documented training logs. Our goal is to centralize this process in Human Resources (which is actually mandated at the federal level) in order to make the archiving and documenting process easier on the program. ODHS (because of troubles they have had around the state) is pushing for additional documentation around discharge information for former residents. The program continues to improve on the compliance front, but more improvement is needed from my perspective. Meanwhile licensing continues to add additional obligations.

Arrival of New Funds:

- **Amazon, OHCS, and City of Salem:** These awards have all been reported out before, but I wanted to pause to note the receipt of the funds. We received the \$5 million from **the Jeff Bezos (Amazon) Day One Foundation** award, and an additional \$1.278 million from Oregon Housing and Community Services for sheltering this winter, all paid up front, along with \$250,000 from the **Oregon Community Foundation** to offset some of the pre-renovation work we have done at the **ARCHES Lodge**. This week we also received \$1.85 million from the City of Salem (which was pass through from a general fund award in the Legislature's Christmas Tree Bill from 2023, which was sponsored by **Senator Deb Patterson**). About \$550,000 of that is assigned to complete the renovation costs on the **Wallace Early Learning Center**. The remaining \$1.3 million will be reserved for the **ARCHES Inn** renovation this year, and it will join \$1 million in federal funds and a previous \$1.5 million we acquired in a prior session of the legislature, for a total of \$3.8 million for that project. That renovation will proceed in 2024.
- **New Eviction Prevention Funds for 2023-2025:** On December 20th, we received an additional \$2,616,789 for the remainder of the biennium for rental assistance (inclusive of admin cost). This paucity of funds is no more than a band-aid given the need in the community. The state is also hoping to deploy a stretching strategy designed to keep the fund from running out. Our local goal, for example, is only 467 additional households (about 26 per month). Right now there is an expected lobbying effort around the Governor's planned \$40 million

statewide rental assistance ask. I have been working with metro groups to construct support for a larger request, \$65-75 million statewide, which would stand some chance of carrying us through until July 2025. Right now, there is not much support in the Senate or the House (or the Governor's Office) for such a number.¹ Most legislators are looking for an off-ramp from this level of rental assistance, in fact. Without a greater commitment, you can expect the evictions to increase and a very large number of folks in Marion and Polk to go unserved.

- **Veterans Shelter Work:** We were awarded \$57,160 by the **Oregon Department of Veterans Affairs** to support behavioral and addiction services needs for homeless veterans in the community. To be clear, we are not providing those services. We are using the funds to hire staff to connect homeless veterans to those existing services.

Building Updates:

- **Wallace Early Learning Center (Head Start):** Phase 1 (the only phase we are going to be doing right now) of the Wallace Road Renovation is complete. We had a formal punch walk on 21 December, and the program is preparing to start services there soon. A future phase 2 (demolition of the older building on the property, which we are using for office space now) and phase 3 (the construction of an additional two classrooms) is dependent on identifying future funding. If we get the funds in the future, we will move on to the next stage. Very likely we will be submitting a request for **Congressionally Directed Spending** funds for 2025.
- **Middle Grove (Head Start):** There is no update on the plan to pay off the entire balance on the Middle Grove property, which would be a boon to our Head Start program. **Region X** is waiting on programmatic review and confirmation from the **Office of Head Start** that funds are available for awarding. Once that is complete, we will need to get a new payoff amount and communicate that to our federal partners. It's likely that a decision there will come later in the spring.
- **ARCHES Lodge Renovation:** We had originally planned to award an architect the contract for the complete Lodge renovation that is ahead in 2024. We went back and evaluated that plan, since this is a smaller projected cost (about \$2 million for the total renovation). Much of the design work has already been completed in pieces, as part of the application process for funding approval. If there are additional design needs, we believe they will be minor in nature, and below the threshold required for Board approval. We will keep the Board updated on these developments, but we do not plan to seek any additional approvals for a large architectural contract at this time.

Program Updates:

¹ LC 158 released today is now at \$40 million for Rental Assistance (attached to end of the report). The actual statewide need is likely closer to \$65 million. This LC is the Governor's short session housing plan.

- **Head Start:** At a special board meeting on 3 January, the Board approved a further slot reduction to right-size the program, along with the application for a new five-year grant. After the meeting on 3 January, the federal **Office of Head Start** directed us to submit the baseline federal grant application for the 2024-2025 year on our *current* design, and not to include the slot reduction. This request was driven by timing concerning the expiration of the current **Continuing Resolution** in the **US Congress**. After OHS approves that application to create the new grant year, starting in March, we will follow up with the “change in scope,” which reflects the slot reduction plan.²

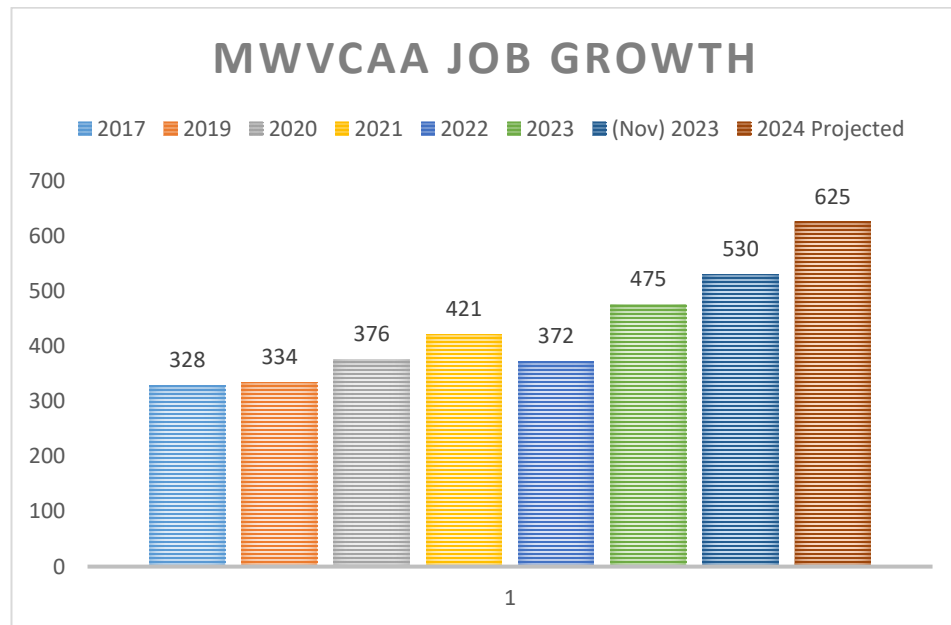
In our current program model, we are about 78 percent filled in early December, which is short of the expected 97 percent enrollment levels. Nationally, Head Start has been under-enrolled for years through the pandemic. Under-enrollment is a problem from [Alaska](#) to [Phoenix](#) to [New Hampshire](#) to [Massachusetts](#). This action protects our current federal funding, allows us to adjust salaries higher for program staff, and reduces the high demand for teachers in the community. We will look to continue to grow wages for staff. We are still adapting and laboring under pandemic market limitations. Program marketing has not found enough families in need of Head Start services, as demand has migrated from the more traditional early learning model to workforce childcare, which allows families to fully return to work. We have also struggled to find enough qualified teachers, as qualification standards are much higher than regular workforce childcare. We have seen some progress, with five duration classrooms redeployed on January 8 (which moved from a five to a six-and-a-half day model) and the Wallace Road facility, which also opened on January 8th.³

Our wage structure is generally higher, in some cases considerably higher, than other nonprofits in Oregon. We are even competitive with some state jobs (minus the retirement) in terms of salary. That said, we will only be successful in accomplishing our very broad mission if we can find, pay, retain, and develop our workforce. Compensation is a critical element of that metric, even in a social services environment where most people chose this line of work for reasons other than compensation. It is critical, however, to understand the connection between our development and grant acquisition work and our ability to pay people a living wage. Our employee count this morning (1/19/2024) is 551. That’s about 250

² Congress managed to avoid a federal government shutdown this week, with the approval of a third Continuing Resolution. <https://www.reuters.com/world/us/us-congress-scrambles-pass-stopgap-bill-avert-government-shutdown-2024-01-18/>

³ In December, we had 32 teachers employed, along with 29 Teacher Assistants. Currently we have 7 teacher positions open. Nationally, teacher shortages have risen to catastrophic levels. The need has been so great that the Biden administration published a proposed rule change to the Federal Register in November, which would allow the Federal Government to pay Head Start teachers as much as preschool teachers in their local school district. The national average salary for Head Start teachers was \$39,096, while the preschool teachers in the public schools ranged from \$53,200 to \$65,200 per year. Our Head Start Teacher 1’s make \$50,024 per year at MWVCAA (eleven thousand higher than the national average). Our Teacher 2’s make \$56,846 per year. Even with rates well above market and average, labor supplies remain short given the high demand and minimum job requirements.

jobs we have created in three years that are dependent on an aggressive strategy to bring resources and expanded client services into the region. That has a direct impact on our ability to help people who are suffering or in poverty.

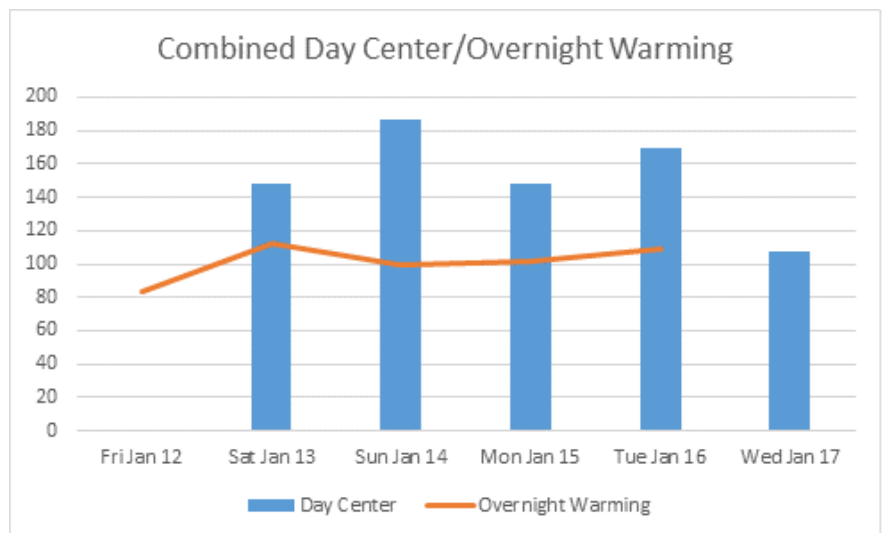


- Woodburn (ARCHES):** In the City of Woodburn, the primary local community nonprofit for housing and homelessness was **Neighbors Serving Neighbors (NSN)**, a project of the **Ray of Hope Church**. They operated a drop-in day center there in Woodburn, along with overnight sheltering. NSN had staffed up with the receipt of ESG-CV2 funds in 2021, but those funds expired earlier this year. At the end of November, they could not make payroll. We stepped in and fronted their costs through January. The City of Woodburn has asked us to pick up the services moving forward, and we are planning to do so in February. I appreciate how much work **Ashley Hamilton (Chief Program Officer)** has done in Woodburn.
- David's House (Monmouth):** We are close. The final fire marshal inspection will take place on December 28th. Services should start in January, pending licensing.
- HOME Youth:** The new **Drop-In** opened (1255 Broadway Street, NE) is open. We appreciate the efforts of program leadership and staff to staff up and open this modern, really warm and supportive location. We had planned to sell the old Drop-In on Union, but the first offer we received fell through after the potential buyer was told by the city that the zoning change they needed was unlikely to happen. We will continue to explore our options.
- Energy and Weatherization 2023 Numbers:** I have included a year-end report that we ran on all Energy and Weatherization work. In Energy, we served 19,438 persons, including 2,744 with a disabling condition. Slightly more than half were people of color. Moreover, in all households, more than 8,000 children had financial support for their light, gas, and water bills. In 2023, Weatherization served 362 people in Marion-Polk, more than half of whom were people of color. There were 124 children (about one-third of the total) in those households.

These are two of the best anti-poverty programs in American history.

- **ARCHES Inn:** We have final environmental approval and the clearance to proceed from the City of Salem. **Ashley Hamilton (Chief Program Officer)** spent two years working to get this done. Our next step is to procure a general contractor and then start the renovation. We often undersell just how hard some of the compliance work can be. There are people out there at cities, counties, and private developers who specialize in nothing but this kind of work, things that we have to teach ourselves as we go along in addition to our day-to-day jobs. A HUD environmental review, with a request for a specific exemption, is a lengthy, technical and complex process, enveloping both local, regional and federal bureaucracies. No small lift.
- **ARCHES Lodge:** The Lodge opened in December, where it currently houses the veterans of our Tanner Project, and some Haitian refugees that we are sheltering in partnership with the Oregon Department of Human Services.

- **Warming:** We had a very dangerous weather event last week, with a large amount of snow and ice that made providing and accessing services extremely difficult. In addition to the regular shelters we have in operation (**Taylor's House, Navigation Center, ARCHES Lodge, Tanner Project, ARCHES Inn**) and our housing programs, the Agency has operated the winter warming network by contract with the



City of Salem for most of the last 15 years. There's still a need for winter warming, however, despite the fact we have nearly 1,000 shelter beds now in Salem. Some of that bed stock remains high barrier, which creates and triggers trauma that makes it difficult for the homeless to access shelter. And, of course, our clients have free will, and some prefer for various reasons to remain outside, though those numbers are small compared to the first group. Even with all the added shelter capacity, there are likely 500 unsheltered folks in Salem tonight.⁴

Statewide Developments:

- **Secretary of State's Audit of OHCS Emergency Rental Assistance Program:** I will not belabor this point (but), the Secretary of State's audit of OHCS was damning. It demonstrated that the state could not prove that it appropriately spent more than **\$426 million** on eligible clients. The state's temerity to use a private, out-of-state contractor that had a financial incentive to

⁴ Watch the KATU coverage of our shelter work on Saturday here: <http://tinyurl.com/253ffd69>

approve applications and referred only 9 of 120,000 applications for fraud, likely means extraordinary amounts, perhaps as much as \$10-15 million, were stolen. I am very proud of our local program, which has paid out more than \$40 million in rental assistance to more than 6,000 households since the summer of 2020, and caught the 10 percent of applications that proved to be fraudulent. Statewide, our Community Action network caught more than \$37 million in attempted fraud.

- OHCS:** After a bit of high stakes drama in early December, where OHCS announced that the **House Bill 2100 Task Force** recommendations were **inoperable**, and then where they came to our **Community Action Partnership of Oregon (CAPO)** meeting and told us that the MGA process was ending on 30 June 2024 and **EHA (Emergency Housing Account) and SHAP (State Homeless Assistance Program)** were both going away, **and** after the Governor’s Office confirmed that intent under the authority of **EO 23-003**, I spoke with them directly. In December, we received written confirmation of no changes until July 1, 2025, which gives us a lot more time to build a sustainable system that supports the needs of our homeless community and does not undermine our current clients or current local work.⁵ But great care will have to be given to the Network’s lobbying efforts over the next eighteen months (inclusive of two sessions).
- Emergency Order Update:** As you may remember, the Governor’s Emergency Order funds provided specific rental assistance, rapid rehousing, and sheltering goals for our community and MWVCAA. We currently have 65 of the MWVCAA target of 100 formerly homeless households housed, with the other 35 in the pipeline. Combined with our partners, that means we have housed 190 formerly homeless households (inclusive of 330 people) in the space of just seven months. As for prevention under the Governor’s Order plan, we have fully spent down that fund. We have served 754 households (which is 113 percent of the regional goal of 667), with an average monthly payment of \$2,031. If you can pause for a moment and think about the combined, total impact of that work on people in poverty. [There were 2,050 individuals in those households, folks who were able to keep their homes this winter.](#)

EO Prevention - Client Served Stats	
Total Marion HHs Served	558
Total Polk HHs Served	196
Total EO HHs Served	754
HHs Served Goal	667
% HHs served of Goal	113%
Avg. Funds Spent per Rent Month	\$ 2,031.00

⁵ See attached Confidential Report on OHCS for more backstory.

As expected, the Governor issued a press release today, and outlining a path ahead. You can read the full press release here. She will follow up with two additional homeless executive orders. I would like to quote three paragraphs from the press release⁶:

“Preliminary data from Oregon Housing and Community Services shows that in the past year since Governor Kotek declared a homelessness state of emergency, the state has worked with local partners to create 1,032 low-barrier shelter beds, exceeding the original goal by 432 beds; rehouse 1,293 households experiencing unsheltered homelessness, exceeding the original goal by 93 households; and prevent 8,886 households from experiencing homelessness, exceeding the original goal by 136 households.

The original goals in the emergency order were to create 600 shelter beds, rehouse 1,200 households in emergency areas, and prevent 8,750 households from becoming homeless statewide. Final data for the first year’s outcomes will be available in late February.

Today, Governor Kotek will sign EO 24-02 to maintain the added capacity to the state’s shelter system, rehouse people experiencing homelessness, and prevent homelessness. Measurable outcomes for the new order will be developed in collaboration with local communities based on need and capacity and will be announced by the end of February.”

The genius of this system is the simple reporting targets, timelines, and spenddowns. In an era where it has been very difficult to get data on program outcomes, the Governor has demonstrated that a system can be designed with specific funds, attached to specific targets. We are very likely to see more of this model in the future, and less of the older systems.

- **Legislature:** I presented to the House Housing committee last month, at the Oregon State Legislature. Rep Julie Fahey, the very influential Democratic Majority Leader and likely new Speaker of the House after Speaker Rayfield leaves that position (if he wins statewide office), sent out a kind note in her report to her constituents in Eugene:

“Homelessness Response Strategies: Oregon has made major investments in recent years to support organizations that work to address homelessness and housing insecurity. During our meeting, we received a presentation from Jimmy Jones, Executive Director of the Mid-Willamette Valley Community Action Agency (MWVCAA). MWVCAA is Marion-Polk County’s leading non-profit social services provider with a strong track-record of innovative, evidence-based programs and a research-centric approach in the fight against poverty. Their accomplishments over the last two years (see pg. 21 of the report) have made a real difference, but it’s clear there is still much more work to be done.”

Jimmy Jones
Salem, Oregon
20 January 2024

⁶ [Governor Marks One Year, Announces Homelessness Next Steps \(mailchi.mp\)](#) (January 9, 2024).

Regional Poverty and Legislative Report

MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY

**December 2023 –
January 2024**

January 15th was the Dr. Martin Luther King, Jr Holiday. In my annual message to the staff, I reminded them that one of Dr. King’s most important observations was “Life’s most persistent and urgent question is, ‘What are you doing for others?’” Client demand for our services may reach an all-time high soon. But that reality just answers the “what must we do” question. *What must we do? Provide these services to the low-income community who needs them.* It does not answer the “how must we meet this need” question.

The “how” question requires not only our program work, but also more critically our advocacy. **Val Hoyle**, the former Labor Commissioner and current US Congresswoman, used to keep a sign on her desk: “No Money, No Mission.” The public often believes that grant funding is simply the government deciding to fund a need, eligible agencies applying to deliver those programs, and then the work being done. That is far afield from how it really happens. Advocacy drives the funding; advocacy for our agency, our mission, and our clients. Without that advocacy, there are no funds, no programs, and no mission; as funds are diverted to other needs and to other regions. In short, we have to do the work, defend the work, and fund the work. Each one of those mandates presents distinct problems, and the challenges in 2024 on all fronts will not be small ones.

- **Homelessness Grows:** On 15 December 2023, the federal Housing and Urban Development (HUD) department released its **Annual Homeless Assessment Report (AHAR)** to Congress. The AHAR is submitted to Congress by HUD each year. You can think of it as a report card on the progress of ending homelessness in America. It is almost entirely based on **Point-In-Time Count (PIT)** information from the previous January. The PIT Count itself is largely a political exercise. Most consider it a deeply flawed undercount of the true homeless tally in America. Even given those caveats, the numbers were sobering. Nationally, we saw 653,104 people homeless in January of 2023, the highest number since the counts began in 2007, and a 12 percent national increase over 2022. Nationally we had seen only a 0.3 percent increase from 2020-2022.

Oregon was a major outlier in that period. Our state homeless population grew by 22.5 percent between 2020 and 2022, and by another 12 percent this past year. We have the second worst unsheltered rate in America (64.6 percent), the third highest homeless rate per 10,000 (48 per 10K), the highest rate of unsheltered family homelessness in America (58.7 percent, Idaho was second with 43.8 percent), and the absolute highest rate of unsheltered youth homelessness (69.9 percent). We saw a 33.6 percent increase in unaccompanied homeless youth (4th highest).

We have significant increases in both youth and family homelessness, and a slight decline in the

percentages of chronically homeless. As we have predicted, this was long expected, as a by-product of the pandemic, the economic challenges, inflation, soaring housing costs, especially the exploding rental market. Many of those displaced by pandemic-era rental spikes are living in their cars and are exceptionally difficult to count, so the absolute number of homeless in Oregon will likely continue to peak over the next three years.

I also want to stress just how much worse this could be in Oregon (and Salem) than it is. Since July of 2020, Oregon has spent more than \$1 billion in federal and state funds to provide eviction prevention assistance. But for that assistance, the number of folks outside might well be double what we have right now. We have also added, at MWVCAA, about 281 shelter beds since 2019. The local unsheltered numbers could be much, much worse.

United States Supreme Court grants *cert* to Grants Pass:

On January 12th, the **US Supreme Court** agreed to hear *Grants Pass v. Johnson*, a 2022-2023 case from southern Oregon where the **9th Circuit** ruled that a local government could not prohibit the homeless from taking basic life-saving measures to shelter themselves from the elements, like using sleeping bags, tents, and blankets.¹ That case grew out of the 2018 9th Circuit Ruling in *Martin v. Boise*, which banned local government from punishing homeless residents for camping, so long as a jurisdiction lacked adequate sheltering capacity. This is an 8th Amendment case, which has generally limited the power of government against cruel and unusual punishment, which has also included prohibiting people from taking acts to prevent themselves from dying.² Since it is an 8th Amendment case, the legal question is very narrow, and Grants Pass is arguing a very broad, an almost radical interpretation of the 8th Amendment. On its merits, the protections of *Grants Pass* ought to win out. However this Court has a demonstrated history of limiting civil rights across the board, and most of the national experts are skeptical of any positive outcome.

If overturned, local governments could effectively criminalize homeless behaviors, outlawing (as they did in Grants Pass) the ability to put up a tent at night to stay dry, or sleep in a sleeping bag to stay warm. If this Supreme Court overturns the 9th Circuit protections, things will get much more dire for those living outside. Some cities (like Portland) would be a heartbeat away from creating mandatory state-run camps with criminal penalties for noncompliance. These civil rights issues would fall most heavily on the disabled, and people of color, both of whom are heavily overrepresented among the homeless population.

Thankfully, Oregon has state protections, passed in 2021, that limit local government from punishing people from sleeping on public property, and if *Grants Pass* is overturned at the federal level, those protections would probably be expanded. But those protections are dependent upon each and every election, and if there are no constitutional rights to survival outside, local governments from Boise to San Diego (and across the country) likely will take extraordinary steps to further criminalize homelessness. And even if we have some protections in Oregon, the 2021 state law could also be targeted by a federal suit to overturn the state protections on constitutional grounds.³

¹ <https://www.supremecourt.gov/docket/docketfiles/html/public/23-175.html>

² <https://www.scotusblog.com/2024/01/justices-take-up-camping-ban-case/>

³ <https://oregoncapitalchronicle.com/2024/01/16/supreme-court-will-hear-grants-pass-homeless-camping-case/>

Homeless Death in Milwaukie:

You may have been following the death of a homeless man who was dragged from his hospital bed by police, only to die in the back of a police cruiser as he was being transported to another hospital.⁴ The Multnomah County DA investigated the case, and found no probable cause to charge the officers (which was the correct decision, they pleaded with **Providence Milwaukie** staff to take the man back into their care.⁵ There is a compelling case here that Providence did not meet their federal “Immediate Jeopardy” obligations. There are on-going investigations by the Oregon Health Authority and, at the national level, by the Centers for Medicare and Medical Services.⁶

Coming Legislative Session (Short Session 2024):

- **Money to Spend:** The revenue forecast (funds above expected that could be budgeted) was for an additional \$250 million, but the latest forecast now shows that the legislature has \$772.7 million to spend in 2024 (above the last close of session forecast). On top of that, the **Legislative Fiscal Office** is now predicting an increase in resources for 2025-2027 of 34 percent above the 2023-2025 numbers.
- **Governor’s Priorities:** Governor Kotek is bringing forward a housing package that has broad support across the state. It’s a product of a work group that has included our **Community Action Partnership of Oregon** network, the **League of Oregon Cities**, the **Oregon Law Center**, **Neighborhood Partnerships** (the metro-based statewide housing alliance), the **Housing Authorities of Oregon** network, and **Housing Oregon** (the development association). The planning framework includes:
 - New funds to stabilize shelter operations across Oregon. Many new projects were stood up with pandemic-era funds, and face an uncertain future. The Governor does not want her EO 23-02 funds diverted to support existing shelter stock, as EO 23-02 was designed to create new low-barrier stock.
 - The highest priority is to stabilize the shelters funded by the one-time allocation of \$24.1 million in December.
 - The second highest priority will be funding the \$20.2 million need (minimum) of shelters in need that were not funded by OHCS in the one-time allocation in December.
 - If there are new funds available, on-going operational costs are critical, along with funds to support housing services in that shelter network, along with additional administrative and capacity funds.
- In support of that ask, the Governor introduced LC 158, which funds **Oregon Housing and Community Services (OHCS)**, **Oregon Health Authority (OHA)**, **Oregon Department of Human Services (ODHS)**,

⁴ <https://kpic.com/news/local/advocates-say-police-video-of-jean-descamps-dying-after-hospital-discharge-indicative-of-larger-issues>

⁵ <https://www.kgw.com/article/news/local/milwaukie-officers-criminal-charges-providence-milwaukie-hospital-jean-michael-descamps/283-b9c6e528-baf8-4335-ae38-6b2337f5aaaa>

⁶ <https://www.thelundreport.org/content/feds-launch-investigation-milwaukie-hospital-discharged-dying-man>

Oregon Department of Education (DOE), and the Department of Administrative Services (DAS), providing in part:

- \$65 million for additional shelter operations, inclusive of emergency shelters.
 - \$40 million for homeless prevention delivered through the Oregon Eviction Diversion and Prevention (ORE-DAP) and the Eviction Prevention Rapid Response (EPRR) programs.
 - \$20 million for Affordable Housing Land Acquisition.
 - \$15 million for alternative ownership models (co-ops, affordable single-family housing).
 - \$5 million for Individual Development Accounts (IDA), good anti-poverty programs.
 - \$30 million in the Drug Treatment and Recovery Services Fund (OHA).
 - \$3.5 million for air conditioners and air filters (OHA).
 - \$5 million to DAS for emergency warming/cooling shelters.
 - \$5 million for the Residential Heat Pump Fund.⁷
- The Legislative Policy and Research Office published a report on January 11th on possible approaches to funding a state Low-Income Water Ratepayer program. Over the coming years, Oregon will need to invest \$10.11 *billion* in water infrastructure. Federal investment in these systems has declined, leaving the utilities to finance those improvements by increasing rates, which falls heavily on the poor in Oregon. Now that the federal **Low-Income Household Water Assistance (LIHWA)** program is out of funds (LIHWA ends in March 2024), the only assistance is either through service providers, counties, or cities. About 70 percent of providers offer discounts, and 20 percent offer temporary assistance. Criteria are generally age or income-based. Across the state, about \$10.4 million in LIHWA was passed through to 18,200 eligible households through November of 2023. The report proposes a series of changes, including a state-funded program to replace LIHWA going forward.
 - And in some good news, the **Children’s Institute** (an Oregon advocacy group for low-income and education issues in Oregon) sent a letter to the **Ways and Means Education Subcommittee**, asking for a \$660,000 subsidy for the administration of the **Child and Adult Care Food Program** in Oregon. There are only three sponsors left in Oregon (we are one of them), and the program has not been adequately subsidized at the state or federal level, driving most agencies out of sponsorship. Our **Nutrition First** program is one of the few remaining in Oregon, and we have to subsidize it with other funds. It’s improbable that this ask will get through in 2024, but it’s a positive start to a longer conversation about the importance of that grant in Oregon.

Jimmy Jones
Salem, Oregon
22 January 2024

⁷ ORE-DAP will run through the CAA network (minus a 30 percent set-aside for culturally specific organizations). The shelter ask is somewhat controversial, as the numbers are based on what I can only characterize as a wildly flawed study.

**Chief Financial Officer Report
To The Community Action Agency Board
Kaolee Hoyle, Chief Financial Officer
January 2024**

Actual to Budget, November 2023

- Total agency revenue was \$24,266,807 while total agency expenditures was \$24,372,893. The difference of \$106,085 is due to timing of billing.
- Overall, we are at 35% actual spent. This is due to some renovation dollars which will be spent down as renovations progress.
- Admin rate at 8% for the fiscal year through November 2023.

FY23 Financial Statement Audit

The fiscal year 2023 financial statement audit and Single Audit is ongoing. The major program selected thus far is LIHEAP. No major issues identified thus far.

DELC CCR&R Monitoring

All documentation submitted to DELC. Waiting on DELC for their review and additional request.

OHCS Monitoring

OHCS has completed their monitoring. Exit interview on Thursday, January 25th.

HS CACFP Monitoring

The HS CACFP monitoring has been completed. There were no fiscal findings. The monitoring has since closed with acceptance of our programmatic responses.

Payroll Filings

W-2s were reviewed, processed, and approved for processing by third-party provider on Friday, January 5th. All payroll deposits have been made timely.

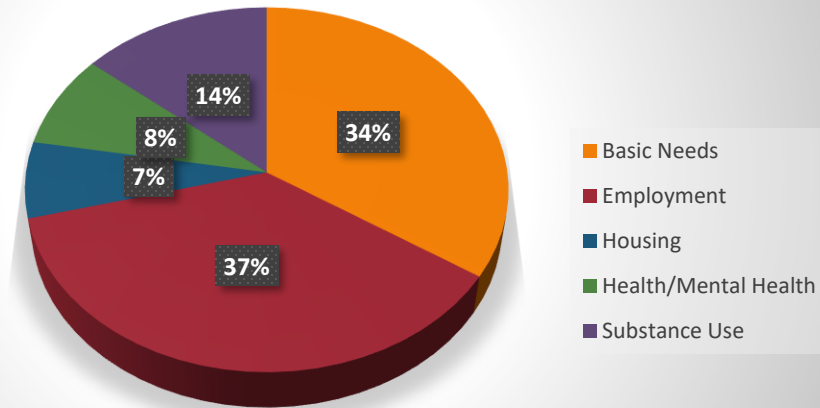
Mid-Willamette Valley Community Action Agency, Inc.																										
Actual to Budget, July 2023 - Nov 2023																										
	Jul 2023 - Nov 2023		FY24 - Budgeted	Expected Spent %	Actual Earned/Spent %	Difference																				
Grant and awards	\$ 23,942,435		\$ 69,126,458	42%	35%	-7%																				
Other program revenue	222,008		280,000	42%	79%	38% (a)																				
Contributions	102,364		200,000	42%	51%	10%																				
Total Revenue	24,266,807		69,606,458	42%	35%	-7%																				
Expenses																										
Community resource programs	7,073,141		25,643,081	42%	28%	-14% (b)																				
Reentry services	232,528		528,630	42%	44%	2%																				
Child care resource and referral network	642,739		3,363,837	42%	19%	-23% (c)																				
Energy assistance programs	2,562,753		5,732,375	42%	45%	3%																				
Weatherization services	1,123,584		2,977,095	42%	38%	-4%																				
Nutrition first USDA food program	1,889,868		4,645,521	42%	41%	-1%																				
Head start	7,713,438		17,349,138	42%	44%	3%																				
Home youth services	1,155,031		3,878,395	42%	30%	-12% (d)																				
Management and general	1,979,812	(e)	5,488,386	42%	36%	-6%																				
Total Expenditures	24,372,893		69,606,458	42%	35%	-7%																				
Revenue Over/(Under)																										
Expenditures	\$ (106,085)	(f)	\$ -																							
<p>(a) Other program revenue includes miscellaneous rebates for the Programs, CCR&R class fees, and rent income (offset against grant funding). The budget includes \$100k for Weatherization rebates. We've received \$132k for Weatherization rebates which is \$32k more than what was budgeted which is why the actual earned is higher than what is expected.</p>																										
<table border="1"> <thead> <tr> <th>(b)</th> <th>Budget</th> <th>Expected</th> <th>Actual</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>CRP Operational</td> <td>17,468,081</td> <td>42%</td> <td>40%</td> <td>-1%</td> </tr> <tr> <td>CRP Projects</td> <td>8,175,000</td> <td>42%</td> <td>0%</td> <td>-42%</td> </tr> <tr> <td></td> <td>25,643,081</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>							(b)	Budget	Expected	Actual	Difference	CRP Operational	17,468,081	42%	40%	-1%	CRP Projects	8,175,000	42%	0%	-42%		25,643,081			
(b)	Budget	Expected	Actual	Difference																						
CRP Operational	17,468,081	42%	40%	-1%																						
CRP Projects	8,175,000	42%	0%	-42%																						
	25,643,081																									
<p>Total budget includes project grant revenue for which projects had not fully started yet, and thus no revenue recognized.</p>																										
<p>(c) We previously had budgeted a Yamhill grant that we felt confident we would be getting. However, it turned out that we didn't receive that grant. The FY24 budget will be adjusted to \$2,404,708. Even so, we are still a little underspent due to staff vacancies in previous months.</p>																										
<p>(d) Included in the budgeted amount of \$3.8 million is a portion of the \$2.7million pass through for Oregon Health Authority for supportive housing (Carson Commons), which has not been started on.</p>																										
<p>(e) MG&A percentage 8%</p>																										
<p>(f) Timing of billing.</p>																										

De Muniz Resource Center

April Cox, Director

December 2023

How the De Muniz Resource Center Served Clients in November



Opportunities/Challenges

- ❖ Our grant application for the Future Ready Oregon Prosperity 10,000, courtesy of Willamette Workforce Partnership, was approved. WWP received 20 applications and only 4 were funded. The press release is attached to this report which provides more information about our project.
- ❖ De Muniz Resource Center served 91 unduplicated clients in November, with 205 services provided.
- ❖ During this reporting period, 18 clients (39 occurrences) took advantage and attended our cognitive based classes. The classes covered the following topics:
 - Problem solving
 - Identifying strengths
 - Emotional regulation
 - Success planning
- ❖ Our partnership with Northwest Human Services yielded 13 clients completing their enrollment for Oregon Health Plan prior to release (from incarceration).
- ❖ We assisted 13 clients with obtaining their state ID card this month.
- ❖ Thirty-four clients (45 occurrences) took advantage of our volunteer's services, which include recovery support groups, GED prep, legal clinic, ARCHES housing assessments, and mock employment interviews.
- ❖ Our program helped 13 individuals with bus passes, courtesy of our partnership with United Way, during this reporting period.



WWP E-News

November 17, 2023

WWP Set to Distribute Funds to Organizations



Willamette Workforce Partnership (WWP) is pleased to announce that \$812,000 in Future Ready Oregon Prosperity 10,000 grant funding has been recommended for disbursement to 4 community-based organizations to deliver training for the skills needed in occupations that earn \$17.00/hour or more. This round of Future Ready Oregon funding is going toward projects that address occupational skills training in high-demand occupations. The funding will be distributed to entities who serve Marion, Polk, Yamhill, and Linn counties, prioritizing expanding opportunities for members of underrepresented communities and rural communities, minorities, women, individuals with disabilities, or low-income individuals.

- Chemeketa Community College was recommended for an award of \$249,999 to train up to 36 individuals in Commercial Truck Driving.
- De Muniz Resource Center was recommended for an award of \$249,999 to train up to 45 formerly incarcerated individuals in Welding.
- Medical Training Academy was recommended for an award of \$246,562 to train up to 40 individuals as Certified Nursing Assistants.
- Micronesian Islander Community was recommended for an award of \$66,219 by Willamette Workforce Partnership to train up to 40 individuals as Certified Drug and Alcohol Counselors.

The Future Ready Oregon, Prosperity 10,000 grant funding was a highly competitive process and had great participation. While WWP could not fund all grant applications, WWP staff, and application evaluators commend all applicants for their outstanding submissions and continued commitment to serve individuals in the Mid-Willamette Valley. Stay tuned for more information about WWP's grant funding opportunities!

Child Care Resource & Referral

Board Report – January 2024

CCR&R has hired a bilingual Spanish speaking staff person to support the Statewide webinars and we are working on onboarding and beginning the transition of job duties. This funding will allow CCR&R expand and improve the quality of this project going forward and continue to support professional development across the state.

CCR&R has received notification that it will be receiving a new full-time position to support inclusive services in Marion, Polk and Yamhill Counties. This position will be funded for the remaining 18 months of this biennium and then on-going in future biennia. This position will be focused on helping support early learning programs with finding ways to serve children in ways that avoid suspension and expulsion.

CCR&R is sub-leasing a building from WESD at 2765 19th St in Salem. CCR&R took possession in December and are in the final stages of moving. 12 CCR&R staff have moved to the new location including all of the staff who support Preschool Promise in Marion and Polk Counties and the manager and staff who support Quality Improvement services. This building also allows us to have a dedicated meeting space for staff and client services. CCR&R has 9 staff including the director and the manager and staff who are focused on recruitment and general services to programs who will continue to be located at the main office. This will allow us to more equitably serve clients who need in person services due to its central location and proximity to the bus line.

We received information that our program was not selected to receive the ARPA funds designated by the Yamhill County Commissioners to support early learning. CCR&R is engaged in supporting those who were granted the money, as well as continuing to support Yamhill County as a whole, in meaningful ways.



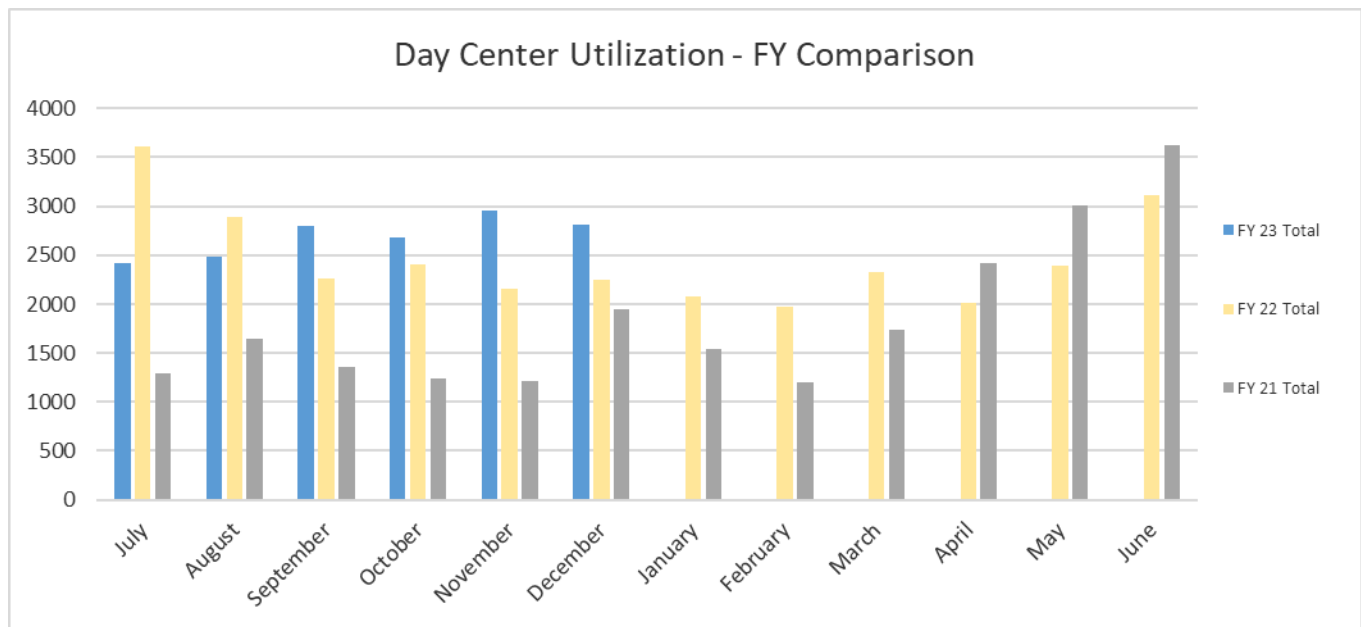
Mid-Willamette Valley
COMMUNITY ACTION
The ARCHES Project

615 Commercial Street NE
Salem, Oregon 97301

CRP Board Report - January 2024

The ARCHES Day Center is open five days a week. During these hours all traditional services are available, including: mail, showers, laundry, meals, and client care. Day Center hours are Wednesday – Sunday from 9am – 4:15pm. *During the recent inclement weather event, Day Center services hours were extended to align with emergency shelter operations, 7am – 6pm.*

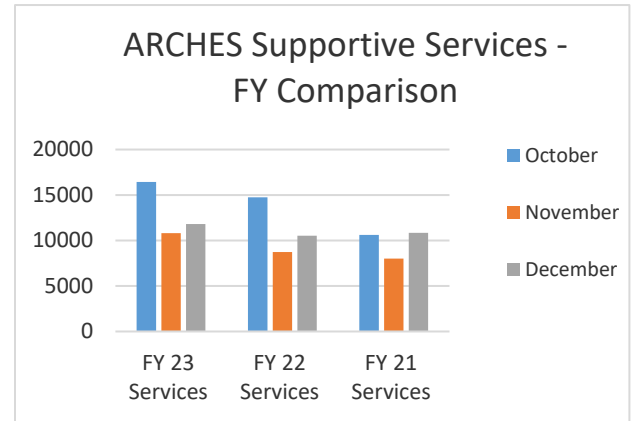
Since opening day, the total number of duplicated Day Center visits is 123,117 - with an average daily attendance rate of 121. Quarter Two of Fiscal Year (FY) 2023 saw a total of 8,446 visits, a 47% increase in daily utilization compared to Quarter Two of the prior year. With the highest month of use being November at 2,958.



Community Resource Program

ARCHES Basic Needs & Supportive Services:

Current utilization of Day Center Supportive Services continues to remain high, especially in comparison to FY 2022 and FY 2021. With Quarter Two FY2023 services showing a 48% increase compared to the prior fiscal year. Quarter Two, ARCHES provided **39,052 supportive service transactions**. The majority of Supportive Services provided were in the meal category, including **breakfast, lunch, and evening meals; providing 27,088 meals**.



A continued trend is the increase of client care (aka case management services). During Quarter Two of FY 2023, *more client care services were provided compared to the entire 2022 fiscal year, as well as the prior quarter.*

Basic Needs & Supportive Services									
Month	New client Mail Boxes	Checking Mail	Meals	Calls	Pet Food	Hygiene Packs	Showers	Laundry	Client Care
Q 1 Total	600	3799	25104	2577	1223	335	499	243	2307
Q 2 Total	668	3320	27088	2139	1619	253	373	274	3318
Q3 Total	0	0	0	0	0	0	0	0	0
Q4 Total	0	0	0	0	0	0	0	0	0
FY 2023 Total	1268	7119	52192	4716	2842	588	872	517	5625
FY 2022 Total	2036	10943	100740	7339	3207	1485	3058	1477	1935
FY 2021 Total	699	13035	81015	4445	1554	2577	2454	1504	2302
FY 2020 Total	496	11871	37078	9066	559	642	2293	863	1534
FY 2019 Total	735	11685	22326	16505	793	371	605	105	305
FY 2018 Total	750	9908	23145	17505	1863	403	N/A	N/A	N/A

Program Showcase: The ARCHES Day Center continues to be the main source of downtown resources. With the start of the winter months the services of the day center and the staff become even more crucial to ensuring that all individuals that are seeking services are able to receive services, stay warm, and receive a meal. The coordination between the day center staff and the rest of the ARCHES staff prove incredibly important when the opportunity for housing becomes available and the contact information for the household is no longer valid. Tracking every individual that comes through the doors is signed in and tracked to assist the staff in ensuring that the clients are able to connect with opportunities and they are not passed over. This standard of connection and care is crucial in ensuring that households feel respected and supported and has resulted in several successful connections to housing.

ARCHES Shelter and Permanent Supportive Housing Programs:

For the 2023 Fiscal year, ARCHES will be reporting on an additional service category. Highlighting our Shelter and Permanent Supportive Housing programs. These reports will focus **on new households and individuals served** per month. *Table 1* showcases our individual facilities, outlining who we served by region, our total number of client service engagements, as well as those who exit into permanent housing.

Community Resource Program

During Quarter Two of FY 2023, 111 households (totaling 121 individuals) were supported by ARCHES Sheltering or Permanent Supportive Housing programming. During this time period, clients received a total of 2,056 service engagements (e.g case management appointments, housing navigation, community partner referral). Of those served, 55 households exited into permanent housing.

FY 2023 Quarter Two Data

ARCHES Shelter and Permanent Supportive Housing Programs											
Table 1											
ARCHES Program	Households Served	Individuals Served	Avg VI-SPDAT Score	Adults	Children	Households who gain income	Number of Engagements	Household PH Exists	Rural Marion Households	Salem Metro Households (West,Salem,Keizer)	Rural Polk Households
ARCHES Inn	22	30	7	30	0	0	230	5	0	30	0
Redwood Crossings	0	1	0	1	0	0	1695	0	0	1	0
Sequoia Crossing	Program Pending										
Yaquina Hall	N/A	N/A	N/A	N/A	N/A	N/A	221	N/A	N/A	N/A	N/A
Navigation Center	67	67	14.6	67	0	4	117	38	3	61	3
Center Street	22	23	18.05	23	0	0	14	12	2	21	0
ARCHES Lodge	Program Began December 2023 - Data Pending										
Evergreen	Program Pending										
Family Shelter	Program Pending										
FY 23 Q2 Clients Served	111	121	9.9	121	0	4	2056	55	5	113	3

Yaquina Hall - Via this project type, MWVCAA exclusively provides case management services to residents. All of whom are selected for housing via a referral and application process determined by Salem Housing Authority.

In the months ahead, ARCHES will begin reporting on 4 additional projects within this service category. Including the ARCHES Lodge which welcomed its first residents in late December 2023.

ARCHES Housing & Supportive Programs:

For the 2023 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 2*) outlines our rapid re-housing services, rental assistance, barrier removal, and deposit services. The second category is specialty programming (*Table 3*), which is inclusive of services that provide basic need supports, as well as self-sufficiency development.

During Quarter Two of FY 2023, 51 new households (126 persons) received housing support, and 23 exited into permanent housing. Of the 126 individuals served during Quarter Two, 122 were enrolled into program with an active unsheltered homeless status. In total,

Community Resource Program

ARCHES Housing provided 234 months of rental assistance during this reporting period, with an average rental payment of \$1,178.46 per month.

In the months ahead the overall number of households who will achieve housing stability is projected to grow. With 48 households currently participating in the housing search process, working closely with navigation staff for placement.

FY 2023 Quarter Two Data

ARCHES Housing Programs Table 2											
ARCHES Program	Households Served	Individuals Served	Avg VI-SPDAT Score	Adults	Children	Households Searching	Households in Housing	Household PH Exists	Rural Marion Households	Salem Metro Households (West, Salem, Keizer)	Rural Polk Households
Home TBA	1	1	3.67	1	0	0	0	0	0	0	1
ERA	1	1	2.33	1	0	0	0	0	0	1	0
HUD CoC	<i>Program awaiting next FY of funding (Jan 2024)</i>										
City of Salem - TBRA	0	0	0	0	0	0	0	1	0	0	0
AHOP - EHA	<i>Program funds not needed during Q2 - these are supplemental funds only</i>										
Wildfire Response	<i>Program Concluded - awaiting additional OHCS Funding for next phase</i>										
KP Home	4	6	6.67	6	0	3	79	4	0	4	0
DHS Fresh Start	13	38	8.27	20	18	11	11	1	4	7	2
HSP	11	33	6.95	13	20	1	4	16	1	9	1
OHA-VRAP	2	4	4.67	2	2	0	50	0	0	2	0
Vet DRF	1	3	0.00	2	1	0	1	1	0	1	0
Vet - EHA	<i>Program funds not needed during Q2 - these are supplemental funds only</i>										
PC - EO - RRH	14	36	2.74	17	19	33	49	0	0	0	14
MC - EO - RRH	4	4	2.44	4	0	0	4	0	0	4	0
EO - Eviction Prevention	<i>Data Available on EO - Prevention Table</i>										
FY 23 Q2 Clients Served	51	126	4.72	66	60	48	198	23	5	28	18

Success Story: In April of 2022, a white male in his mid-30s, found himself on the streets near ARCHES, struggling with homelessness and facing significant challenges in his life. A registered sex offender, he relied on frequent hospital visits for his medical needs and was unable to secure housing on his own.

Enter KP Project HOME, a program dedicated to providing support and resources to individuals experiencing homelessness. He became a part of this transformative initiative, and the impact on his life has been nothing short of extraordinary.

From the outset, He exhibited a determination to turn his life around. His journey took a significant leap when he became the first client to be housed in Hubbard, Oregon, thanks to the assistance of KP Project HOME. Since then, he has not only embraced the program but has become a shining example of what can be achieved with perseverance and community support.

Community Resource Program

As February 1st approaches, He is not only employed but also on track to pay his rent independently. His success serves as a testament to the effectiveness of the KP Project HOME and the resilience of individuals who, with the right support, can overcome even the most challenging circumstances.

Iris T., his Project HOME Case Manager, reflects on the journey with satisfaction and pride, noting his gratitude for the program's presence in his life. His success story stands as a beacon of hope, showcasing the transformative power of community-driven initiatives in helping individuals rebuild their lives. The team at KP Project HOME celebrates his achievements and looks forward to witnessing the continued positive trajectory of his life.

ARCHES Supportive Services engaged 2,137 households in this most recent period (FY 2023 Quarter Two). The two most common services are VSO assistance (veterans) and Outreach programs, including Fuerza Campesina and mobile showers. **12%** of all service engagements occurred in rural communities of Marion and Polk County.

In addition, through Coordinated Entry, 424 housing assessments (avg. 35 per week) were conducted, serving 713 individuals. **31%** of these assessments were conducted for households in rural communities.

ARCHES Supportive Services							
Table 3							
ARCHES Program	Households Served	Adults	Children	Veterans	Number of Service		
					Rural Marion	Salem Metro (West, Salem, Keizer)	Rural Polk
Marion County VSO	1070	1069	1	1069			
RENT	5	6	0	0	0	6	0
Outreach	566	566	0	3	91	604	25
Mobile Showers	339	223	0	0	0	339	0
Fuerza Campesina	157	220	179	0	0	138	13
FY 23 Q2 Clients Served	2137	2084	180	1072	91	1087	38
Coordinated Entry - Prevention	62	85	71	3	19	28	15
Coordinated Entry - Homeless	333	383	145	20	20	275	38
Coordinated Entry - Youth	29	20	9	1	1	21	7
Coordinated Entry - TOTAL	424	488	225	24	40	324	60

Success Story: In collaboration with Salem Habitat for Humanity, Fuerza Campesina aided a Columbian family in shaping their first apartment. The family migrated to the country mid-year and was sheltering with a family member. However, living conditions were unsuitable for living for the Columbian family, which sparked a great need to look for a new place to live; especially for their newborn's safety. Fuerza Campesina navigated the family to available

Community Resource Program

housing resources and supplied furniture for their new residence. In short, the family was amazed and grateful for the kind donation and assistance that Fuerza and Habitat provided

Program Showcase: Emergency Order – Prevention

MWVCAA was tasked as part of the Governor’s Emergency Order, to prevent homelessness for 667 households in Marion and Polk Counties by January 10, 2024. To meet this goal, ARCHES received 2.56 million to be allocated between the two counties, all in efforts of stabilizing households that were facing eviction. Many of them still heavily impacted by the fiscal effects of the pandemic.

EO Prevention - Client Served Stats	
Total Marion HHs Served	580
Total Polk HHs Served	212
Total EO HHs Served	792
HHs Served Goal	667
% HHs served of Goal	119%
Avg. Funds Spent per Month	\$ 2,209.98

To achieve this goal, MWVCAA contracted with Polk Family and Community Outreach (Polk FCO) to provide prevention payments to Polk County. While the ARCHES team internally focuses on payments for Marion County. Both of which pay for rent arrears, utility arrears, and on a limited basis forward payments.

By program’s end (1/10/24), a total of 792 households (580 Marion Co, 212 Polk Co) have been assisted. Providing \$1,844,087 in stabilization payments. That is 119% of the overall Governor’s regional goal. The average one-month rental assistance payment was \$2,209, with slight variances by county (\$2,506 Marion Co, \$1,913 Polk Co).

Shelter Utilization:

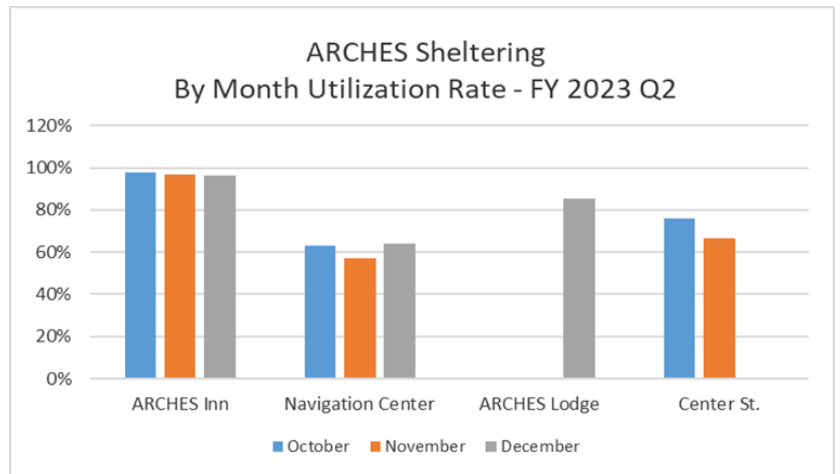
A new data feature for FY 2023 is the daily tracking of beds occupied at all ARCHES Shelter locations. Currently, that includes: ARCHES Inn, Navigation Center, ARCHES Lodge (the new home to the Veteran Tanner Project), and Center Street (the prior home to Veteran Tanner’s Project). This tracking element will help ARCHES determine over time the number of shelter beds available per night. With the goal for all shelter programs is to have an average of 90% of shelter beds occupied per month.

Community Resource Program

FY 2023 - Quarter Two Data

ARCHES Sheltering By Month Utilization Rate					
FY - 2023 Q2					
Shelter Project	Number of Occupied Bed Nights	Number of Unoccupied Bed Nights	Total Possible Bed Nights	Utilization Rate	Avg. Number of Unoccupied Beds per Night
ARCHES Inn	6076	182	6258	97%	2
Navigation Center	4245	2655	6900	62%	29
ARCHES Lodge	796	134	930	86%	1
Center St.	1564	632	2196	71%	7

For the Quarter Two reporting period, ARCHES sheltering provided 12,681 bed nights, leaving 3,603 unoccupied. The primary reason for the large number of unoccupied beds is due to the Navigation Center. Where by committed law enforcement and community partners beds have not received referrals. However, this facility is operating at 75% occupancy for the general use beds, of which MWVCAA is responsible for filling.



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 key feature of this program; creating linkages to external service providers in order to improve self-sufficiency for households moving forward.

During FY 2023 Quarter Two, 129 households were assisted thus avoiding homelessness. **100%** of these services occurred **outside the city limits** of Salem, serving our rural communities.

Community Resource Program

FY 2023 - Quarter Two Data

Resource Services - Homeless Prevention									
ARCHES Program	Households Served	Individuals Served	Adults	Children	Households in Housing	Household PH Exists	Rural Marion Households	Salem Metro Households <small>(West, Salem, Keizer)</small>	Rural Polk Households
Polk County Resource Services	67	194	94	100	67	67	0	0	67
Woodburn Resource Services	28	81	38	43	28	28	28	0	0
Mill City Resource Services (SOCC)	34	79	58	21	34	22	34	0	0
<i>FY 2023 Q2 Clients Served</i>	129	354	190	164	129	117	62	0	67

Energy Services October and November 2023 PY 2024, Program Report

Traia Campbell, Energy Director

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

Energy Services households served in October and November 2023

October & November 23, Marion & Polk completions by funding source PY 24								
Funding	HH	People	>6	60+	Disability	At or below 75% prov.		Ave HH pmt
E LIHEAP	1195	2114	111	990	879	323	27% of HH's	\$366
LIHEAP	120	229	11	92	71	35	29% of HH's	\$395
DR LIHEAP	84	201	22	36	34	34	38% of HH's	\$425
LIHWA-ARPA	171	389	28	135	100	49	29% of HH's	\$398
OEA PGE	679	1321	92	489	450	177	26% of HH's	\$364
OEA PAC	105	196	8	95	70	19	18% of HH's	\$341
OLGA	155	331	23	121	84	32	21% of HH's	\$459
GAP	0	0	0	0	0	0	0% of HH	\$0
Total	2509	4781	295	1958	1688	669	=27% of HH's	\$393

OHCS released 2024 LIHEAP funding in November, to reflect the actual number of applications completed by Energy team I've included October and November numbers.

Energy received approximately 2,390 applications in October and November of which 1993 were complete and ready to process. On average, 20% of applications received are incomplete or over income. A total of 1115 October applications and 878 in November were complete and ready to process. Applications are reviewed when received and returned if requested information is missing. Applicants are informed processing of complete applications is estimated to be 3-4 weeks. In October assistance was available to households with members 60+ and/or those experiencing a disability. Applications were available to Marion and Polk residents in November. Beginning November 1, Energy implemented a new policy to slow down the number of applications providing Energy team time to process complete applications. The new policy indicates when the number of applications to process exceeds 500, applications would not be provided to the public (exceptions, disconnected accounts, active medical certificates and partner applications) for a minimum of 2 weeks. The team began to gain ground in November focusing on processing applications. On December 1 energy received 135 applications and 92 December 4, a total of 227 applications received the first 2 open days in December alone. The need for assistance continues to grow while funding is reduced.

Terri Ellibee has volunteered with Energy for many years. Last program year she donated over 100 handmade crocheted scarfs and hats to Energy. This month she donated 15 scarfs, hats and gloves. Energy set up a donation site in our lobby that includes her crocheted creations and food items for applicants that visit Energy. Terri also volunteers her time when able. We are grateful for her time and heart warming donations. Terri would greatly appreciate donations of yarn for additional scarfs and hats for our community.

October & November 23, Polk completions by funding source PY 24

Funding	HH	People	>6	60+	Disability	At or below 75% prov.		Ave HH pmt
E LIHEAP	151	273	17	115	113	43	28% of HH's	\$381
LIHEAP	22	50	3	17	11	9	41% OF HH's	\$453
DR LIHEAP	7	17	1	5	5	2	29% OF HH's	\$394
LIHWA-ARPA	39	88	8	29	22	13	33% of HH's	\$387
OEA PGE	11	28	3	7	5	6	55% of HH's	\$461
OEA PAC	44	81	5	43	29	11	25% of HH's	\$357
OLGA	18	39	5	13	9	4	22% of HH's	\$489
GAP	0	0	0	0	0	0	0% of hh	\$0
Total	292	576	42	229	194	88	30% of HH's	\$417

**HEAD START PROGRAM REPORT TO BOARD OF DIRECTORS & POLICY COUNCIL
Eva Pignotti, CPO of Early Learning & Child Care – January 2024**

Attendance

Head Start Preschool

9/23	10/23	11/23	12/23	1/24	2/24
81.76%	81.50%	80.46%	75.05%		
3/24	4/24	5/24	6/24	7/24	8/24

Early Head Start

9/23	10/23	11/23	12/23	1/24	2/24
83.59%	79.20%	72.06%	71.51%		
3/24	4/24	5/24	6/24	7/24	8/24

Attendance Analysis - Absences for December 2023

The Head Start attendance rate for December was below the required 85%. The top absence reason during the month was child illness, which accounted for 45.35% of the absences.

The Early Head Start attendance rate for December was below the required 85%. The top absence reasons during the month were children’s illnesses, which accounted for 43.54% of the absences, and family day/vacation, which accounted for 20.64% of the absences.

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

Head Start Preschool – Full Enrollment = 578 (*summer = 51)

9/23	10/23	11/23	12/23	1/24	2/24	3/24	4/24	5/24	6/24	7/24	8/24
367	444	455	501								

Early Head Start – Full Enrollment = 234

9/23	10/23	11/23	12/23	1/24	2/24	3/24	4/24	5/24	6/24	7/24	8/24
152	179	181	200								

Waiting Lists

Head Start Preschool

9/23	10/23	11/23	12/23	1/24	2/24	3/24	4/24	5/24	6/24	7/24	8/24
24	42	54	45								

Early Head Start

9/23	10/23	11/23	12/23	1/24	2/24	3/24	4/24	5/24	6/24	7/24	8/24
14	24	28	32								

USDA Meal Reimbursements

USDA Meal Reimbursements	December 2023	
	Number of Meals Served	Amount Reimbursed
Breakfast	2,066	\$ 4,710.48
Lunch	2,077	\$ 8,827.25
Snack	0	0
Cash In Lieu		\$ 612.71
Total Reimbursement	4,143	\$14,150.44

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

Head Start: Board and Policy Council has reviewed and approved a number of actions for funders since November. Recently the federal Office of Head Start gave us direction to submit the federal baseline application for 2024-2025 with the program design we currently have in place, and not to include the Change in Scope slot reduction. This request was driven by the federal government operating on a continuing resolution that ends in February. OHS will fund our application, which starts 3/1/24, by February 1st to beat that deadline on their end. We are able to submit the Change in Scope for the slot reduction now that the baseline has been submitted.

The program still struggles with adequate staffing levels and much of the program remains on an abbreviated service schedule. On January 8, 2024 five duration classes were restored to regular programming, increasing from 5 hours a day to 6.5 hours a day. The Wallace Road facility opened and started serving children on January 8 as well. We hope to restore regular programming to several part-day part-year locations by the end of February. Hiring teachers continues to be the biggest challenge, and there are still seven vacant teacher positions in the program.

Staff Child Care: Final licensing by Office of Child Care is anticipated for January 18th. The last staff position filled became vacant again when the candidate informed us she took another job. So we are still in the recruitment/hiring process for a Preschool Teacher. Our program in partnership with Catholic Community Services, is offering the child care opportunities to our staff members with a planned start date of February 1, 2024. Infant/toddler slots are filling pretty quickly, but preschool slots are not filling up as fast. Each agency will offer slots to other non-profit partners for their staff if necessary to fill the classrooms.

HOME Youth Services Board Report January 2024

Rapid Re-Housing Rental Assistance for Youth (RAY)

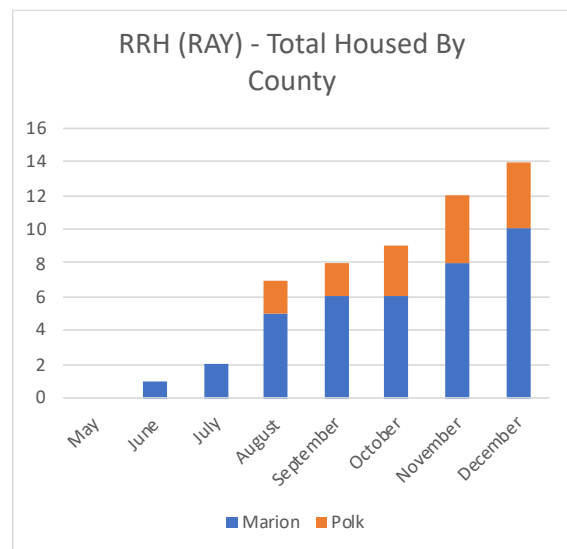
Program Description

The HYS Rental Assistance for Youth (RAY) Rapid-Rehousing program, established in response to state initiatives like the Oregon Legislature's House Bill 2163, focuses on aiding youth aged 16-24 in their transition from homelessness to self-sufficiency. This program, which launched as a pilot in 2023, is a direct effort to address the critical need for housing stability among young Oregonians, offering rental assistance and a spectrum of support services aligned with the Statewide Housing Plan's emphasis on collaboration, equity, and racial justice. Participants receive tailored case management, which includes financial aid for rent and utilities, furnishing homes, professional development like job search assistance, personal goal support such as help with legal documents, and medical care coordination, including dental health. The program also facilitates a unique "Quality of Life" allowance further to empower the youth in their journey towards independence.

RRH RAY Data & Current Activities

Rapid Re-Housing (RAY) New Housing Placements								
RRH Program	May	June	July	August	September	October	November	December
Marion		1	1	3	1		2	2
Polk				2		1	1	
Total Clients Served	0	1	1	5	1	1	3	2

In the initial months following the launch in 2023, the Rapid Re-Housing program has demonstrated promising growth. "New Housing Placements" started with one individual housed in June, escalating to a significant milestone of five housed in August. The "Supportive Services" statistics complement this, with services expanding from seven clients in June to 18 in November. These numbers not only signify the program's success in assisting clients but also highlight its increasing capacity to support the community's needs. The "Total Housed by County" and "Supportive Services by Month" charts visually reinforce this progress, reflecting the commitment and adaptability of the program.



Home Youth Services

Rapid Re-Housing (RAY) Supportive Services								
	May	June	July	August	September	October	November	December
Mental Health		1	1				2	
Healthcare								2
Resume Dev.		1			2	1	2	2
Employed			1			1	2	1
Transportation Assistance		5		2	7	4	7	2
Financial Literacy				1	1	1	1	1
Furniture				2	5	4	4	4
Total Clients Served	0	7	2	5	15	11	18	12

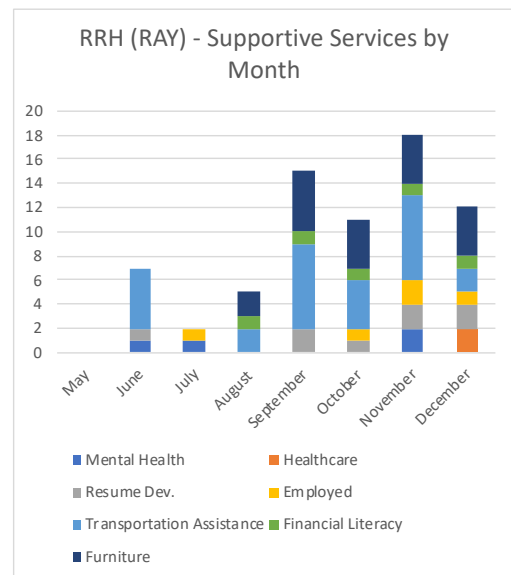
However, these advancements come against unique challenges specific to the young adult demographic. Landlord reluctance to rent to minors, even emancipated ones, or young individuals lacking rental history poses a substantial barrier. In addition, youths often have limited income and may face discrimination, adding layers of complexity to their housing stability. Despite these obstacles, the RRH program's case managers persistently advocate for and support these young clients, navigating through such challenges to secure and maintain stable housing solutions.

Future Plans

With the early success of the Rapid Re-Housing program, the Oregon Housing and Community Services (OHCS) has recognized the value of expanding these vital services. An additional \$515,000 has been granted, elevating the total funding to \$1,115,000. This significant increase allows for the program to enhance its reach, ultimately serving approximately 34 individuals, up from 20. Moreover, the infusion of funds will support the hiring of two additional youth navigators, bolstering the program's capacity to guide more young adults towards stable living situations.

December's report to OHCS showcases the program's effectiveness, with six new referrals in a single month and two enrollments, surpassing the monthly goal of housing 2 to 4 youth. To date, 60 referrals have been received, with 18 youth enrolled and 19 issued housing vouchers. Fourteen youth, two with children of their own, have been successfully housed. This has occurred mainly through community referrals, indicating the strong ties and trust built within the community. The least successful referrals have come from coordinated entry, though improvements are underway.

Upcoming changes include an office relocation and additional staff onboarding. These changes are expected to be managed without disrupting the program's workflow.



Success Story

“Our team at RRH recently supported Alex, a young adult who, after a mental health discharge from Salem Hospital, found himself in unstable living conditions, resorting to a tent in a friend's backyard. Despite maintaining a part-time job, housing instability began affecting his work. Through regular interactions at our drop-in center, RRH staff identified and resolved a bureaucratic hurdle linked to Alex's last name that had hindered his housing applications. Over time, our team and Alex discovered an issue with Alex's last name, causing his rental applications to get denied continuously, so RRH was able to help Alex legally change his name. We provided continuous support as Alex navigated strained relationships and concerns for his mental well-being. Upon the legal confirmation of his new name, Alex successfully acquired an apartment. Now, a few weeks into his new chapter, Alex greets our staff with a consistent smile, marking a positive turn in his journey to independence.”

- Will Wacha, RRH Program Manager

David's House

Program Description

David's House is a Transitional Home for unstably housed youth in Polk and Marion Counties. The project is designed to provide a safe and nurturing environment for youth ages 14-18, focusing on increasing access to services in rural Polk County and providing youth housing within their own community. Our approach is centered on community collaboration and support, ensuring that our services are impactful and sustainable. The House will open within the coming weeks with a capacity of 5 youth,



expanding to serve 10. A youth's length of stay will depend upon individual needs, ranging from a matter of weeks up to 24 months. With 24/7 on-site staffing, it operates like a real home, providing meals, chores, homework assistance, transportation to health services, and other essential supports.

David's House Current Activities

The preparatory phase for David's House has been characterized by active staff recruitment, community collaboration, and property development to ensure a welcoming environment. Early staff appointments laid the operational groundwork, while partnerships with local law enforcement and housing authorities were established to create a robust support network for

Home Youth Services



the youth. The facility was enriched by the efforts of volunteer groups, reflecting a strong community investment in the project.

As the Lead Youth Support Specialists positions were filled and staffing capacity, the home was furnished, creating a ready and inviting space. Community engagement continued to deepen with successful open house events and council presentations, affirming local support. The program's name, David's House, was officially approved, anchoring its identity in the community.

The momentum continued with strategic alliances forged with various service providers, broadening the scope of care and support available. Positive feedback from Backbone meetings and generous community donations underlined the program's alignment with community values and expectations. The ongoing recruitment and training of staff ensure that David's House is on track to offer a secure and nurturing transitional space for youth.



Future Plans

David's House is on the cusp of opening, with recent advancements including the completion of the fire system installation and inspection. The focus is now on completing the hiring process for three remaining positions, which will bring the team to full strength. Concurrently, there's an active effort to solidify relationships with key community partners like McKinney Vento and the Community Services Consortium to enhance the support network for the youth.

Looking ahead, the goal is to extend the program's reach by rotating through rural Polk County and collaborating with local service providers. Plans are in place to host and expand pop-up events, especially as the warmer months draw more young people to communal spaces like parks. This initiative aims to provide resources and support to youth and young adults in the areas they frequent, fostering accessible and community-integrated care. David's House is also establishing vital connections with Acres of Hope and Family Building Blocks. These partnerships are key to creating a robust network of care and assistance that supports the holistic well-being of the youth.

Finalizing the DHS licensing remains the last significant milestone before opening doors. This step will solidify David's House as a licensed, reliable provider of transitional housing and support services for youth in need.

Taylor's House

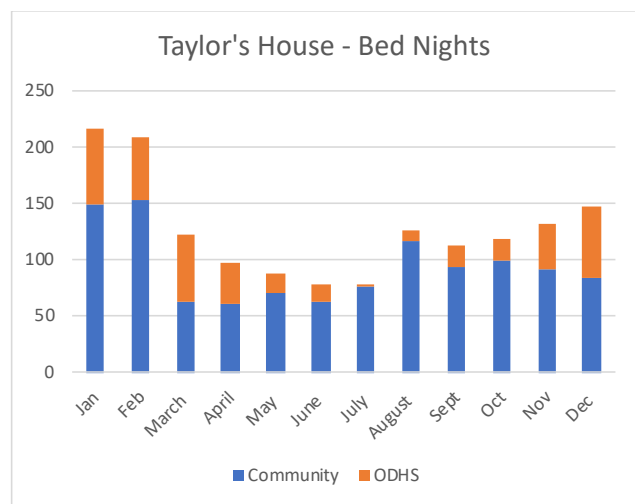
Program Description

Taylor's House is an emergency shelter for youth aged 11-18, providing a safe environment that nurtures safety, stability, and growth. With a capacity for 10 individuals, the facility offers co-ed accommodations alongside structured programs designed to integrate youth into the community. The House features dedicated spaces for meetings, recreational activities, and vital mental health services. Committed to meeting all basic needs, Taylor's House ensures access to nourishment, hygiene facilities, technology, transportation, and personalized coaching.

Taylor's House Data & Current Activities

Taylor's House Bed Nights												
	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec
Community	148	152	62	60	70	63	76	116	93	99	92	83
ODHS	68	56	60	38	18	15	2	10	20	20	39	64
Total Nights	216	208	122	98	88	78	78	126	113	119	131	147

The data from Taylor's House illustrates its crucial role in providing emergency shelter to youth in need. The bed nights charted throughout the year show seasonal trends, along with a temporary reduction in capacity due to staffing challenges. Addressing this issue, Taylor's House has successfully increased staffing levels, leading to a rise in bed nights as the year progressed. This rebound is a testament to the program's commitment to maintaining a robust support system for the youth, ensuring that capacity aligns with the ongoing need for safe and secure emergency shelter services. The consistent presence of ODHS-supported youths alongside community members indicates a stable partnership with ODHS in addressing homelessness.



Future Plans

Looking ahead, Taylor's House is set to enhance its support for youth with several key initiatives. The acquisition of a vehicle will expand the program's ability to facilitate transportation for the youth, broadening access to services and opportunities. In collaboration with the McKinney-Vento program, efforts are underway to increase accessibility for community youth. Additionally, discussions with ODHS to incorporate respite care into the service offering are underway, further diversifying support. Physical updates to the shelter, such as painting and improving accessibility, are planned to create a more welcoming and functional environment.

Home Youth Services

Strengthening pathways to stable housing is also a priority, focusing on building stronger connections with programs that offer subsequent steps for youth transitioning out of Taylor's House. This holistic approach ensures that the youth have immediate shelter and a supportive trajectory toward long-term stability.

HOME Youth Support Services

The Drop-In Day Center

The Drop-In Day Center serves youth ages 11-18, and has been open three days a week for full services since September at its new location on Broadway. Full services include 2 hot meals a day, food boxes, food pantry, basic and essential needs, positive connection, showers and youth case management increasing access to shelter, school, and other community services.

The Drop In increased to serving youth 5 days a week in December to provide essential services such as hot meals and warming services. Hot meals are essential and Drop In stays flexible offering meals on site and to go for youth in the community.

This Holiday season, Drop In focused on providing unique supportive services for youth. In October Drop In opened for a safe trauma informed Halloween in which community teens could engage in games, treats and connection. In November, Drop In provided two Thanksgiving events, one for young adults in partnership with HYS Rapid Re-housing services and another event for community and shelter. This Christmas, the community partnered with us to ensure youth had a wonderful holiday. Drop In was able to offer each youth opportunity to pick out gifts for themselves and for family and friends. Youth celebrated with a feast and fun.

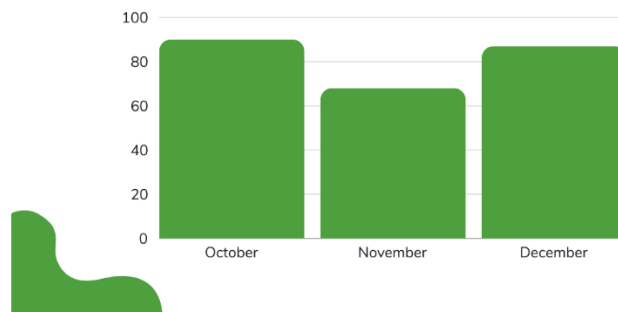


	<i>October</i>	<i>November</i>	<i>December</i>
<i>Attendance</i>	90	68	87
<i>Daily Average</i>	6	4	5
<i>Daily High</i>	10	10	8
<i>New Intakes</i>	6	1	17
<i>Meals</i>	90	68	87
<i>Food Boxes</i>	8	12	12

Home Youth Services

MONTHLY DAY CENTER ATTENDANCE

Youth Attendance- Day center 2023



Justin is a youth that is a regular HYS Drop In client both at the Union Street address and now at our new Broadway Address. Once he found out that we were open again and got our new address he started coming by at least once a week if not all the days we are currently open. Justin often messages asking what's for dinner each night, if we haven't yet put out a social media story, and asking for his favorite peanut butter cookies to be made for dessert. After school, Justin skates over, with a large grin on his face, saying hi to all, every time he comes to the drop in. Justin loves to play video games and even brings friends with him to check out the drop in and play with him. One day, Justin had asked for a food box and then asked his mom if she could pick him up so he didn't have to skate the box home. When his mom picked him up, she came to the door to say thank you to staff, tears filled her eyes, as she told us she was about to stop working due for a while to having surgery and how the food has been such a blessing to their family. Staff made sure to tell both Justin and his mom that whenever they are needing food or a resource, to reach out, and we will make sure they are helped. -Alyssa Lopez, Youth Support Services Manager

Outreach

HOME Youth Services' outreach team serves youth in both Marion and Polk counties. The outreach team provides street outreach and vital resourcing to youth. They meet them where they are at in effort to increase engagement with services at HOME Youth Services and other community providers. Outreach, as a team, travels to areas where youth are known to either stay or hang out to engage with youth. The team also attends and hosts community pop-up events to engage with youth and inform them about HOME Youth Services' services.

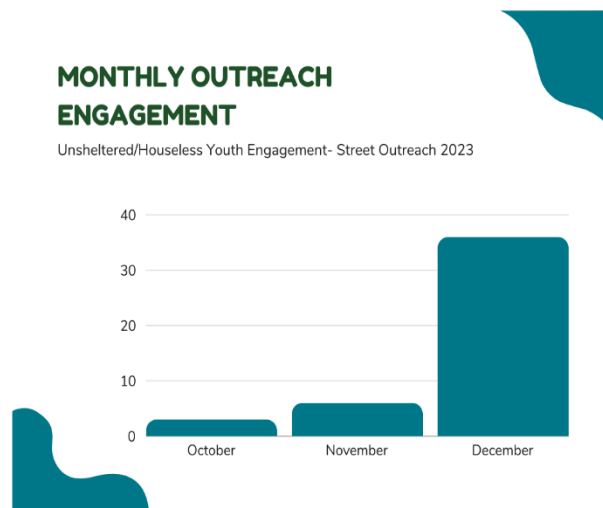
The Outreach team provided service to 36 unsheltered youth this quarter. The team continued to build partnership and collaboration with community providers, such as Safety Compass, Host, Salem PD, Ideal Options, and Be Bold Ministries to strengthen street outreach efforts in reaching the unsheltered members of the community. The Outreach team has also

Home Youth Services

continued to connect with the Church at the Park team to coordinate efforts around serving youth and families in seeking permanent housing.

In November, the Outreach team re-ignited partnership with Salem Keizer school district McKinney Vento Program. The program has identified 1000 unsheltered and housing unstable youth. Team members hosted weekly pop-up events at Houck Middle school and North High School to intake an initial 36 youth. Staff provided food boxes, clothing, school supplies and other essential services. These weekly pop-up events will be continued at district schools to help provide access to housing and basic services to the identified youth. Partnership is an essential piece in the HOME Youth Services puzzle, and the team is dedicated to effectively and creatively provide outreach to all youth in need in Marion and Polk counties. With efforts from Safety Compass, youth engagement and contact has increased during outreach. The Outreach team has made meaningful connections with youth and has increased housing referrals with these efforts.

Our Polk outreach team provided pop-up events at the Monmouth skate park and in Independence and Dallas communities in increase youth engagement and build rapport in the community. In December, the team served 33 youth in Polk County providing food, hygiene and clothing. Intentional outreach will be facilitated in Fall City, Perrydale, Monmouth, Dallas, and Independence on a weekly rotation.



Positive Outcomes – Rachel Overall, Safety Compass Sub Contract Outreach Staff

When working with the unhoused youth population it can be very rewarding to have tangible measurable positive outcomes, ones where we can see the structure and procedures that we have set forth applied in an effective manner. Two such examples are in the cases of TCS and ACS, who are siblings, ages 14 and 12 respectively.

Home Youth Services

TCS started coming to the Drop-In the summer of 2023, being unhoused or housing insecure due to a challenging familial situation including DHS and law enforcement involvement. There she was able to receive food, a shower and supportive confidential advocacy from the staff. Staff at the drop-in center made the appropriate calls to DHS, her school, and a referral to Safety Compass due to multiple red flags. All community partners worked together to co-case manage, and the Drop -Incenter staff gained her trust and established rapport as did Safety Compass employees.

Simultaneously to this, her younger brother, ACS, was taken to Taylor's house. After a short stint there he was to be placed with his biological father. Upon learning about being placed with his biological father, he ran and was unhoused and unaccompanied in various camps in Salem. During this time, he frequented the drop-in center for food, a shower, and to have a safe place to stay. The outreach team started working with him in the community to provide essential needs, such as tents, sleeping bags, and food. Once again, appropriate referrals were made to Safety Compass and DHS.

All of this culminated in an emergency case staffing being called and bringing DHS management, the DA's office, relevant law enforcement, Street Outreach staff, and Safety Compass. All coming to the table to troubleshoot these kids' care. Ultimately, Taylor's House provided temporary shelter as a DHS case was opened and the kids became opened to CW placement in a safe and supportive resource home. All community partners involved look forward to seeing a positive trajectory in both of the youths' lives.

Nutrition First -Child Care Food Program
 Carmen Romero - Program Director
 January 2024

Nutrition First CCFP reimburses child care providers who are certified or registered with the Child Care Licensing Division or license-exempt providers listed with ODHS. The following chart is for the fiscal year 2023-2024. It shows the total number of clients, including those who opened and those who closed each month. The fiscal year for the CACFP program is from October to September.

	June 2023	July 2023	Aug 2023	Sept. 2023	October 2023	Nov. 2023	Dec. 2023
Start of Month	504	513	511	517	526	527	527
Opened	12	10	14	24	12	10	14
Closed	3	12	8	15	11	10	10
End of Month	513	511	517	526	527	527	531

- For November and December, we signed on 24 providers (all 24 registered/certified with Child Care Licensing Division (CCLD) and we closed 20 providers, leaving us at the end of December with 531 active homes.

The only difference between the CCLD providers and the license exempt 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.

- During November, staff conducted 10 in-home sign-ups, 122 in-home monitoring reviews and saw 976 children in the reviews and in December, staff conducted 14 in-home sign-ups, 106 in-home monitoring reviews and saw 848 children in the reviews.

Program updates:

- Nutrition First had one staff retired in December who had been with the program for about 25 years. This Program Representative worked mostly in the Washington, Multnomah and Clackamas counties until Nutrition First can hire a new staff for that are we have stop taking providers interested in participating from those counties. Current staff will continue to sign providers up in the other eight counties along with conducting the monitoring in home visits for the staff that retired.
- KidKare update: Nutrition First has fully gone digital as of January 1 2024 we will no longer work with any manual claims. USDA requires that providers document all meals on a daily basis. With manual claims providers where able to write meals in when they forgot the next day or even days later. With KidKare the system locks at 11:59 each night for the current day. Providers are not happy about the system locking on them but this rule has always been in place it is just that KidKare has a way of enforcing it is done daily. So far, we have about six providers that have closed due to the system locking.

PROJECT COMPLETIONS

For the month of December, 16 homes completed all weatherization work and passed the final inspection. Continuous running fans for adequate ventilation were installed in all homes.



Total HH Completed: 16



Health & Safety Issues Addressed: 16



Total # of People Served: 42



Heat Systems Replaced: 13

Based on Weatherization measures installed, Energy-saving items, and Education received, each household can potentially **save an average of \$57, a month on their energy bills.**

INTAKE/OUTREACH

On December 9th the Weatherization team participated in the annual Keizer Holiday Lights Parade. Over 500 LED light bulbs along with other program information were distributed. Our WX staff team built a mock house and Rogelio volunteered his trailer to be used for the parade float. The house was designed to be used for training of staff and to educate clients on the work being performed by the Weatherization Program. The house is equipped with a display ductless heat pump, donated by the Heat Pump Store; and Valley 5 Electrical donated their time and materials for the training house to have working electrical features.



Our program is currently registered to attend the following events:

Feb 3rd – Senior Resource Fair @ Senior Estates

Annual Public Report for 2022-2023 School Year

Mid-Willamette Valley Community Action Agency- Head Start

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

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Enrollment & Eligibility

The program is funded for 697 preschool children in the Head Start program, 132 children in the Early Head Start program, and 86 in the Early Head Start Child Care Partnerships Program. Data for each program's enrollment status and eligibility status of enrolled children is detailed in the charts below.

Head Start Pre-K	
Funded slots	697
Total Cumulative Enrollment	571
Eligible with income below 100% of the Federal Poverty Line	118
Eligible with receipt of Public Assistance (TANF, SSI, SNAP)	289
Eligible as a Foster Child	14
Eligible as Homeless	64
Over income (above 130 % of the Federal Poverty Line)	39
Over income (101% - 130% of the Federal Poverty Line)	47

Early Head Start	
Funded slots	132
Total Cumulative Enrollment	182
Eligible with income below 100% of the Federal Poverty Line	45
Eligible with receipt of Public Assistance (TANF, SSI, SNAP)	97
Eligible as a Foster Child	8
Eligible as Homeless	20
Over income (above 130 % of the Federal Poverty Line)	3
Over income (101% - 130% of the Federal Poverty Line)	9

Early Head Start Child Care Partnerships	
Funded slots	86
Total Cumulative Enrollment	119
Eligible with income below 100% of the Federal Poverty Line	57
Eligible with receipt of Public Assistance (TANF, SSI, SNAP)	24
Eligible as a Foster Child	5
Eligible as Homeless	21
Over income (above 130 % of the Federal Poverty Line)	4
Over income (101% - 130% of the Federal Poverty Line)	8

During the 2022-2023 The Head Start program did not fill all funded slots because of a lack of applications from eligible families.

Children's Health

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

Head Start Pre-K	
Funded Slots	697
Total Cumulative Enrollment	571
Number of Children Up-To-Date on a Schedule of Preventative and Primary Health Care	397
Number of Children Up-To-Date on a Schedule of Preventative and Primary Oral Health Care	463

Early Head Start & Early Head Start Child Care Partnerships	
Funded Slots	218
Total Cumulative Enrollment	294
Number of Children Up-To-Date on a Schedule of Preventative and Primary Health Care	171
Number of Children Up-To-Date on a Schedule of Preventative and Primary Oral Health Care	169

Parent Involvement

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

Parent Engagement opportunities were virtual in nature at the start. Our virtual offering of Smart Connections enabled a higher number of parents to attend and for an increase in direct parenting conversations between families and staff. Opportunities at sites for parents to connect in person to discuss parenting topics at their sites were available in the Spring. Dev NW collaborated with us to present financial literacy education opportunities for our families.

Home visits were completed more often in person, supporting families with goal setting and providing resource needs. Families were contacted regularly to check on emergent needs, share resources and give encouragement toward goal progress. Staff were able to connect 60 families with housing supports. 87% of families who stated a need for resources were supported in receiving those resources. 57% of families made progress on or completed their family goals which included safe housing, healthy family lifestyles, positive parenting, securing better employment, connection to community and educational goals.

Kindergarten Readiness and Child Outcomes

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

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

Children arrived in our classrooms to begin the 2022-2023 school year, post pandemic, lacking the social emotional skills that we typically observe at the start of the school year. While we always begin our new school years with a strong social emotional component, this year we knew we needed to intensify that effort to offset what children lost due to the effects of pandemic. Teaching teams spent the first six weeks of school establishing strong social emotional climates in the classroom by taking the time to form nurturing relationships with children and support children in building positive relationships with each other. Those efforts continued to be the main priority throughout the school year while also offering children opportunities in all developmental and academic areas. The other challenge for both children and teaching staff was that while we were considered, for the most part, post pandemic, we began the year with some of the COVID-19 mandates still in place, strict health checks being strongly implemented. As a result, attendance for both children and staff became an issue as every symptom still had to be viewed through a COVID lens.

In spite of ever-present challenges, which now feel more like the norm, our teaching teams continued to support children in their journey toward school readiness. Our children responded positively to the social emotional foundations set at the start of the school year and demonstrated progress in all of the developmental areas that support kindergarten readiness. Those children, who left our program for Kindergarten at the end of the 2022-2023 school year, did so with the social emotional foundation that will help them be prepared for their new challenges and ready to succeed in their kindergarten year.

Child Outcomes Data 2022-2023

Fall 2022

Area	Emerging	Meets	Exceeds
Social/Emotional	179	269	9
Physical	109	328	30
Language	184	264	12
Cognitive	166	270	20
Literacy	220	215	16
Mathematics	241	182	15

Winter 2022

Area	Emerging	Meets	Exceeds
Social/Emotional	119	331	37
Physical	82	369	33
Language	141	320	23
Cognitive	103	361	20
Literacy	146	304	19
Mathematics	171	262	29

Spring 2023

Area	Emerging	Meets	Exceeds
Social/Emotional	101	439	95
Physical	84	454	92
Language	145	423	65
Cognitive	83	474	73
Literacy	111	472	41
Mathematics	148	396	60

Financial Reports

Financial Audit Year Ended June 30, 2022

The Single Audit for the year ending June 30, 2022 was filed on March 21, 2023. The independent auditors report issued by Grove, Mueller and Swank contained an unqualified opinion. This means that in their opinion the financial statements are presented fairly in all material respects.

There were no findings noted during the audit.

The Single Audit for the year ending June 30, 2023 is in progress.

For time period from 9/2022 – 8/2023:

Financial Information – September 2022 through August 2023 Funding - Actual

US Health & Human Services Office of Head Start	\$ 9,191,136
Oregon Department of Education Early Learning Division	7,752,927
USDA (Schools Meals Reimbursement)	328,374
Other Revenue	104,342
Total Income	\$ 17,376,779

Financial Information – September 2022 through August 2023 Expenditures and Budget

Expenditures	Actual Expenditures	Annual Budget
Personnel	11,409,845	11,712,522
Operating	3,580,922	3,997,450
Contract Services	1,147,963	939,397
Training	190,346	292,646
Administrative Allocation	1,047,703	520,541
Total Expense	\$ 17,376,779	17,462,556
Net Income	\$ 0	0

During the fiscal year ended June 30, 2023, there were funds that were not yet expended which carried forward to the next fiscal year.

Federal Monitoring Reviews

The Office of Head Start provides monitoring oversight to Head Start programs over a five-year grant cycle. The last monitoring visit for our program was in June 2022, when the Office of Head Start completed a Focus Area 2 Review. Focus Area 2 reviews examine the program's performance and compliance with Head Start Program Performance Standards through virtual and in person meetings, observations, focus groups and document examination in the following areas:

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

In each of these areas, no deficiencies were identified. One area of concern was noted, about two Early Head Start Teachers who had not completed their Infant Toddler Certificates prior to being hired. This situation was caused by a shortage in qualified job applicants. Upon the advice of the Regional Office of Head Start, these Teachers were hired with the requirement that a professional development plan be created to show the plan for completion of the certification. This area of concern is a common issue across the country, and it is a low-level concern that does not require any corrective action.

Program Goals and Objectives 2020-2025

10CH0227/10HP000180/10HP000199 Mid-Willamette Valley Community Action Agency

Program Goal 1: HEALTH AND SAFETY – Community Action Head Start will promote the health and safety of children, families and staff through the creation and implementation of systems for emergency preparedness, nutrition and health, by utilizing community collaboration and providing education and resources.					
Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
<p>1.1 Children will be ready and able to learn because their medical, dental, vision and hearing needs are identified early and addressed promptly.</p> <p>Tools for Measuring Progress: Follow Up and Treatment Completion Rate reports, Well Child and Oral Examination Completion Rate reports, Children’s Attendance Rate reports, Child Outcomes reports</p> <p>Source for Objective: Self Assessment, Ongoing Monitoring, Early Learning Outcomes Framework, Parent Family & Community Engagement Framework</p>	<p>Improvements to systems and procedures around child health requirements will be implemented.</p> <p>Completion rates for Well Child exams, Oral Exams and Follow Up Treatment will increase.</p>	<p>No progress made. Due to COVID-19, most medical and dental preventative and follow-up services were disrupted when the state of Oregon implemented as Stay Home Stay Safe order which prevented many non-essential medical and dental appointments from being completed.</p>	<p>The impacts of COVID-19 still had an effect on the program’s ability to make significant progress toward this objective. No improvement was made in the area of medical and dental follow-up, well child exams, oral exams or screenings. The program was able to secure in-classroom dental screenings from a partner organization. Because the program went into remote learning options for several months, the completion of vision, hearing and height and weight screening was accomplished when possible for parents to come in</p>	<p>Returning to in person services is slow to progress. The Head Start program is only 50% filled, with the EHS programs doing somewhat better. The health team has had a good handle on completion of vision, hearing, height and weight screenings for all enrolled children. Even with full return to classroom services absences still continue to influence screenings.</p> <p>The biggest barrier to completion of required screenings is children’s attendance. Since the pandemic, the program’s attendance rate has plummeted, usually</p>	

Program Goal 1: HEALTH AND SAFETY – Community Action Head Start will promote the health and safety of children, families and staff through the creation and implementation of systems for emergency preparedness, nutrition and health, by utilizing community collaboration and providing education and resources.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
			for in-person services.	in the 70% range, far below the minimum requirement of 85%.	
<p>1.2 School Readiness: Perceptual Motor and Physical Development: The program will help children and families develop a relationship with healthy foods by providing education and opportunity in all aspects of the program, utilizing partnerships with food banks, WIC, and other food friendly organizations. (ELOF Goal: IT-PMP 11, P-PMP 5)</p> <p>Tools for Measuring Progress: Staff training records, parent involvement records, meeting minutes, in kind donation records, lesson plans.</p> <p>Source for Objective: Community Assessment, Ongoing Monitoring, Early Learning Outcomes Framework, Parent Family & Community Engagement Framework</p>	<p>Partnerships will be established and documented to provide an array of opportunities for nutrition related experiences in classrooms and for parents.</p> <p>Children will understand that healthy food choices and eating habits will keep their bodies healthy, strong, and growing and keep their brains ready to learn.</p>	<p>Due to COVID-19 and the closure or reduced services offered from many partners, minimal progress was made in growing our partnerships with Marion Polk Food Share and other food banks in order to meet the needs of families during the pandemic. For the 2020-2021 school year we modified the Harvest for Healthy Kids program by providing monthly recipes that can be shared with families.</p>	<p>Due to COVID-19 impacts on program services, minimal progress was made on this objective. When providing in person classroom services, the Harvest for Healthy Kids curriculum was utilized. Families in remote learning were provided with food from the program supplies and from Marion Polk Food Share. Parents were introduced to healthy recipes and nutrition information online and through virtual services from partner organizations. Parents were informed about services through WIC, and encouraged to apply through parent newsletters and handbooks.</p>	<p>The program has returned to in person learning for children, albeit with lower enrollment numbers. Staff have once again implemented the Harvest for Healthy Kids curriculum. Family Educators are completing home visits and partnering with families to help them connect with WIC, Marion Polk Food Share, and other resources.</p>	

Program Goal 1: HEALTH AND SAFETY – Community Action Head Start will promote the health and safety of children, families and staff through the creation and implementation of systems for emergency preparedness, nutrition and health, by utilizing community collaboration and providing education and resources.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
<p>1.3 The program will develop and implement a system for emergency drills and safety education for children to help them develop resiliency and confidence in the event of an actual emergency.</p> <p>Tools for Measuring Progress: Monthly Drill reports, lesson plans, supervisor observation reports.</p> <p>Source for Objective: Self-Assessment, Ongoing Monitoring, Early Learning Outcomes Framework</p>	<p>New procedures, forms, and monitoring tools will be created and implemented to provide emergency drills that are more intentional and effective.</p>	<p>No progress due to COVID-19 pandemic. Classrooms were closed in March 2020 and when re-opened in June and September, under state emergency child care licenses, procedures for emergency drills were not yet modified.</p>	<p>The COVID-19 pandemic had an ongoing impact on the program’s operations, with classes being converted to remote services during the school year for several months. No progress has been made on this objective.</p>	<p>After returning to in person learning, the existing emergency drills procedures have been reactivated. Working with a consultant on school safety, plans are in place for more intentional drills and education around safety concerns with active shooters or intruders.</p>	
<p>1.4 Community Action Head Start administration will develop an intentional emergency/disaster preparedness plan that will be community specific, utilizing internal and external resources and including the following focus areas:</p> <ul style="list-style-type: none"> • Adequate emergency supplies on site • Training and consultation • Facility development • Emergency communication • Reunification plans with families • Health and safety • Integration with MWVCAA emergency plans 	<p>First emergency preparedness self-assessment will be conducted. The emergency preparedness committee will be formed. Grant funds will be solicited for necessary supplies and equipment.</p>	<p>Applied for a grant from State Farm Insurance for emergency preparedness materials at all sites. Received partial award of \$19,750 in September 2020.</p>	<p>The emergency preparedness committee met numerous times and made progress in several areas toward this objective. The program assessed its readiness to shelter in place with children in the event of an emergency. A list of necessary supplies was created and procured. The Middle Grove and Buena Crest sites were assessed for the addition of a</p>	<p>The plan for emergency preparedness has progressed, with all supplies, food and water distributed and safely locked away in sheds or other storage locations at each site. Staff received an initial training, and will have more intensive training during the 2022-2023 school year. Generators have been procured, but they take a long time to be built and</p>	

Program Goal 1: HEALTH AND SAFETY – Community Action Head Start will promote the health and safety of children, families and staff through the creation and implementation of systems for emergency preparedness, nutrition and health, by utilizing community collaboration and providing education and resources.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
<p>Tools for Measuring Progress: Annual emergency preparedness self-assessment, training records, meeting minutes</p> <p>Source for Objective: Performance Standards, Ongoing Monitoring, Child Care Licensing Regulations, Parent Family Community Engagement Framework</p>			generator to allow for on-site cooking and to keep the well operational at Buena Crest. Staff training and distribution of emergency kits is planned for January 29, 2022.	installed. Middle Grove should have the generator installed in 12/22, and Buena Crest is slated for 6/23. Emergency radios have been procured and are ready for deployment to each site.	

Program Goal 2: ATTENDANCE - Community Action Head Start will increase children’s opportunities for school readiness and support parent pathways to exit poverty through consistent attendance in class, on home visits and during program events.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1	Year 2	Year 3	Year 4	Year 5
<p>2.1 Children enrolled in sites where school bus transportation is provided will have consistent transportation to school as a result of a fully staffed transportation department, including substitute bus drivers.</p> <p>Tools for Measuring Progress: Hiring reports, Attendance reports, Transportation rosters</p> <p>Source for Objective: Performance Standards, Ongoing Monitoring</p>	<p>Complete salary study for bus driver positions, implement new pay scale to increase applications</p>	<p>Wages for bus drivers were increased as part of a salary enhancement package provided by the Oregon Early Learning Division through the Student Success Act.</p>	<p>The impact of COVID-19 on our community, as well as across the country has created a shortage of bus drivers. Even with higher pay, there has been no real progress toward attaining our goal of being fully staffed in the transportation department.</p>	<p>No progress made. If anything, this is a bigger concern than before the pandemic. There is a shortage of bus driver qualified applicants to fill the many vacant positions. The program has been providing families whose site is supposed to have bus service but does not, with \$10 Shell gasoline cards each week, to assist them with the costs of self-transporting.</p>	
<p>2.2 Staff will respond to attendance concerns following program policy and procedures, individualizing as needed to support families and remove barriers.</p> <p>Tools for Measuring Progress: Training records, Attendance reports, Staffing records</p> <p>Source for Objective: Ongoing Monitoring, Early Learning Outcomes Framework</p>	<p>Site staff will receive intensive training on child attendance and follow up, taking attendance, identifying trends and concerns and addressing barriers to attendance</p>	<p>Program purchased tablets for each site to use for taking attendance. Staff received training on attendance, utilizing the new ChildPlus attendance app on tablets.</p>	<p>Because of COVID-19, overall child attendance has been low. Over the year, the program only attained 85% attendance for one month. COVID safety protocols require children to be kept home from school more often and for longer durations, based on exposures, symptoms, test</p>	<p>The program Attendance Monitor is working with Family Educators to help family’s problem solve when attendance issues are caused by something other than illness. The majority of absences in the program continue to due to illness.</p>	

Program Goal 2: ATTENDANCE - Community Action Head Start will increase children’s opportunities for school readiness and support parent pathways to exit poverty through consistent attendance in class, on home visits and during program events.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1	Year 2	Year 3	Year 4	Year 5
			results and quarantine guidance from the Oregon Health Authority. Staff have gained skills in the area of recording attendance on-site using the ChildPlus app.		
<p>2.3 Community Action Head Start will utilize parent input to create planned activities to strengthen relationships, promote social interactions, and networking opportunities between parents and increase communication with staff.</p> <p>Tools for Measuring Progress: Parent surveys, Parent Involvement Records, Policy Council meeting minutes, Family Services Committee meeting minutes.</p> <p>Source for Objective: Performance Standards, Parent Family & Community Engagement Framework</p>	<p>Family Services committee will convene as a vehicle for obtaining parent input about activities that will connect parents to one another.</p>	<p>Adaptations made due to COVID to include more remote services and virtual connecting points for families. Family Educators began to see the value of their communication and support for families during the pandemic.</p>	<p>A positive side-effect of the COVID-19 pandemic is that staff gained expertise in utilizing apps and remote platforms. Teachers who have worked in remote classrooms have a comfort level in connecting with parents through the TS Gold Family App, Zoom and other platforms. The value that parents are the child’s first and most important teacher took on real importance during this time, creating opportunities to strengthen relationships between parents and children and</p>	<p>This is slowly taking off as we have returned to in person services. Many families still choose not to attend group parent meetings that are in person, and some still request home visits to be done virtually.</p>	

Program Goal 2: ATTENDANCE - Community Action Head Start will increase children’s opportunities for school readiness and support parent pathways to exit poverty through consistent attendance in class, on home visits and during program events.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1	Year 2	Year 3	Year 4	Year 5
			between parents and staff. Family services staff provided virtual Smart Connections trainings that were well attended by parents, who were able to network with other parents and staff.		
<p>2.4 The program will increase parent awareness about the importance of establishing regular attendance habits as part of school success.</p> <p>Tools for Measuring Progress: Parent surveys, Attendance reports</p> <p>Source for Objective: Performance Standards, Child Outcomes, Parent Family & Community Engagement Framework</p>	<p>Parent education concerning children’s attendance will be enhanced through written materials and meeting topics.</p>	<p>Focus on attendance lifted somewhat due to the COVID pandemic. Strict guidelines about sending children to school with any symptoms in the household contributed to lowered attendance rates. Some updates made to database to help staff address attendance concerns more promptly.</p>	<p>Due to the ongoing COVID-19 pandemic, no progress was made on this objective.</p>	<p>Some progress has been made through the implementation of the Attendance Monitor position. Attendance is still lower than required throughout the program because of illness and the strict health guidelines in place since COVID. As guidelines were lifted each family and attendance situation is still followed up on and supported.</p>	
<p>2.5 Children will benefit from consistent attendance at school in increased social emotional development.</p> <p>Tools for Measuring Progress: Child Outcomes reports, Attendance reports</p>	<p>Data collection and analysis of children’s social emotional outcomes data cross referenced with attendance data.</p>	<p>No progress made due to COVID-19 pandemic.</p>	<p>Due to the ongoing COVID-19 pandemic, no progress was made on this objective.</p>	<p>Child outcomes show significant improvements in children’s growth in the social emotional areas.</p>	

Program Goal 2: ATTENDANCE - Community Action Head Start will increase children’s opportunities for school readiness and support parent pathways to exit poverty through consistent attendance in class, on home visits and during program events.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1	Year 2	Year 3	Year 4	Year 5
Source for Objective: Ongoing Monitoring, Early Learning Outcomes Framework					

Program Goal 3: TRAUMA-INFORMED PRACTICES – Community Action Head Start will become a trauma-informed organization looking at all aspects of the program through a trauma lens, utilizing universal practices that develop strength in executive function, self-regulation, and resiliency in children, families and staff.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1	Year 2	Year 3	Year 4	Year 5
<p>3.1 The program will promote an increased awareness of the effects of trauma to staff and community members.</p> <p>Tools for Measuring Progress: Staff training records, Parent Involvement records; ARTIC surveys</p> <p>Source for Objective: Community Assessment, Ongoing monitoring, Parent Family & Community Engagement Framework</p>	<p>Training of new staff hired since completion of Trauma Smart year one; One all staff booster training; Smart Connections parent training series offered three times.</p>	<p>The program Increased its use of Trauma Smart language and practices in staff and leadership meetings, including the use of connection activities.</p> <p>New staff Trauma Smart trainings were started during the 2019-2020 school year but were paused in March due to COVID-19. The program is currently working with the Trauma Smart program to find ways to administer the new staff training virtually to staff.</p> <p>Booster Trauma Smart trainings were provided to all staff in the Fall of 2019 and Winter of 2020.</p> <p>The program Increased its use of Trauma Smart/Smart</p>	<p>All staff who were hired since the program’s implementation of Trauma Smart and January 2021 have received all ten modules of Trauma Smart training. Two managers, trained as facilitators, have developed the means to provide this training virtually, and are engaged in ongoing monthly training for staff and child care providers who have been hired since January 2021.</p> <p>Staff completed the ARTIC rating scale, to track their attitudes and beliefs about trauma informed care, and their awareness of the impact of trauma on the lives of children and families. The comparison between the 2020 and 2021</p>	<p>All new hires and new CCP providers receive the ten Trauma Smart training sessions throughout their first year of work. A Trauma Smart booster training was also provided during the 2022 pre-service.</p> <p>2 cohorts of new employees were created at the beginning of the 22-23 school and completed Oct. thru June.</p> <p>Three new trauma informed assessments were introduced this year the TPOT, TIPITOS, and the DECA-c all of which were completed for some of the classrooms and children.</p>	

Program Goal 3: TRAUMA-INFORMED PRACTICES – Community Action Head Start will become a trauma-informed organization looking at all aspects of the program through a trauma lens, utilizing universal practices that develop strength in executive function, self-regulation, and resiliency in children, families and staff.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1	Year 2	Year 3	Year 4	Year 5
		Connections language and ideas in communication with parents in a variety of ways. Offering of Smart Connections to the broader community was discouraged by Trauma Smart as they suggest that this only be used within programs that are fully implementing Trauma Smart. We did it anyway as part of supporting community efforts for parent education	ARTIC results shows an overall increase in staff awareness of the impacts of trauma and their acceptance of the use of trauma informed practices. In hiring new staff, the interview questions have been modified to ask questions that bring out the candidate's attitude and abilities around trauma informed care.		
3.2 The program will revise all policies, procedures, and practices to ensure that they align with the mission to become more trauma-informed. Tools for Measuring Progress: Number of policy & procedure revisions completed Source for Objective: Ongoing Monitoring	All policies and procedures related to direct services for children and families revised.	No progress made. Program efforts in updating policies and procedures were put towards making adjustments to services in response to the COVID-19 pandemic.	Minimal progress made through consultation with Trauma Smart, in an advisory capacity for language changes to policies and procedures.	Education policies and procedures were reviewed and revised for the inclusion of trauma informed language. A number of education, inclusion, and family services policies were revised to emphasize a culture of safety.	
3.3 The program will continue in the implementation of Trauma Smart	25% of staff will receive coaching.	Regular monthly Trauma Smart	Inclusion & Support staff and manager	Trauma Smart cohorts were	

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Objective(s)	Progress, Outcomes, and Challenges				
	Year 1	Year 2	Year 3	Year 4	Year 5
<p>and provide professional development opportunities for all staff through ongoing coaching using trauma-informed approaches.</p> <p>Tools for Measuring Progress: CLASS scores, Coaching feedback survey, Staff training records</p> <p>Source for Objective: Community Assessment, Ongoing Monitoring, Early Learning Outcomes Framework</p>		<p>Coaching meetings took place during 2019-2020. This allowed coaches to expand their knowledge and skills in supporting teaching teams in implementing Trauma Smart concepts. According to coaching documentation 36 out of 65 classrooms, or 55%, across HS, EHS, and CCP received some form of coaching support from the beginning of the school year through March 2020.</p> <p>Training of 20 staff on Smart Connections and Coach’s Academy in August to use in work with children, families and coworkers.</p>	<p>received training as Trauma Smart coaches during the fall of 2021. A third Inclusion & Support Coach position was created and filled to increase resources in coaching to staff. According to coaching documentation 39 out of 56 classrooms, or 70%, across HS, EHS, and CCP received some form of coaching support during the 2020-2021 school year.</p>	<p>assigned to all new employees to complete the initial 20 hours of TS training. Regions have been split among TS trainers and will be completing booster trainings quarterly. 37 classrooms have received coaching in the 21-22 school year with a total of 775 coaching contacts. With 18 classrooms receiving 10 or more contacts.</p> <p>Completed: Trauma Smart cohorts were assigned at the beginning of the school year and all new staff hire before January completed the 20 hours of training. Booster trainings were completed regionally each region received</p>	

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Objective(s)	Progress, Outcomes, and Challenges				
	Year 1	Year 2	Year 3	Year 4	Year 5
				<p>at least one booster training this year.</p> <p>During the 22-23 school year 55 classrooms received coaching of those 15 received intense coaching (10 or more contacts). Consistent response and behavior management were the topics of most coaching. Overall there has been a total of 456 coaching contacts.</p>	
<p>3.4 The program will develop innovative strategies to best support the social-emotional needs of children and families and the well-being of staff.</p> <p>Tools for Measuring Progress: Child Outcomes, Staff retention, Staff surveys</p> <p>Source for Objective: Performance Standards, Ongoing Monitoring, Staff Surveys</p>	<p>Seek Federal approval for reduction in slots to allow for class sizes of 17, using funding instead to hire full-time benefitted Classroom Aides for each classroom. Seek Federal approval for locally designed option for the Creating Connections class, a small setting where children with social-</p>	<p>Approval as received for class sizes on 17 and Classroom Aides were added so that each preschool classroom would be staffed with 3 adults. No other progress was made due to COVID-19.</p>	<p>The program changed the plan to growing the Inclusion & Support team to provide more supportive services to children and teachers in the classroom, instead of creating the Creating Connections classroom.</p> <p>Classroom Aide positions were added to the program</p>	<p>No progress to report. The Classroom Aide positions have proven to be fruitful grounds for the development of staff, as many Classroom Aides have promoted into the Teacher Assistant position. The ripple effect of this is that there are many vacant Classroom Aide positions. In the</p>	

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Objective(s)	Progress, Outcomes, and Challenges				
	Year 1	Year 2	Year 3	Year 4	Year 5
	<p>emotional struggles can mix with typical peers with specialized staff to promote staff-child and child-child connections.</p>		<p>structure and are being filled as quickly as possible, with local employment conditions creating some barriers. Because of COVID conditions, preschool classrooms have been staffed with three adults, even with all the vacancies that remain for Classroom Aides.</p> <p>The program invested in staff wellness through offering a six-week wellness training from Imagination Yoga, and a 21-day Joy Challenge from Erin Ramsey.</p>	<p>current employment climate, these minimum wage positions are difficult to fill. As of November 2022, there are 11 vacant Classroom Aide positions.</p> <p>In the 22-23 school year we hired an early childhood mental health consultant to support the classroom and the social-emotional development of the children we serve. The ECMH has conducted classroom observations using the TPOT and TIPITOS to assess the social emotional climate of the classroom. They also conducted a few DECA-c assessments on individual children in order to create skill building plans to support the social emotional development of the</p>	

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Objective(s)	Progress, Outcomes, and Challenges				
	Year 1	Year 2	Year 3	Year 4	Year 5
				<p>child in the classroom.</p> <p>We also opened a position for a certified mental health therapist to provide in house services such as play therapy and PCIT to the children and families we serve in our program.</p>	

Program Goal 4: PROGRAM ADMINISTRATION – The program will develop and implement successful administrative support systems and programs that provide timely, accurate information, enabling management to plan, prioritize, deliver and monitor effective services.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
<i>{Description of objective}</i>	<i>{Expected outcome}</i>	<i>{progress/outcome}</i>	<i>{progress/outcome}</i>	<i>{progress/outcome}</i>	<i>{progress/outcome}</i>
<p>4.1 CAHS will build a program monitoring structure that is a foundation for program self-assessment through a reflective and inclusive process, the articulation of results, and ongoing action plans for addressing issues.</p> <p>Tools for Measuring Progress: Completed action plans, parent surveys, staff surveys, ongoing monitoring</p>	<p>Monitoring and Self-Assessment Planning meetings will take place to weave the processes together. Self-Assessment will be comprised of at least 25% of the required information through ongoing monitoring.</p>	<p>No progress made due to COVID-19 pandemic. The self-assessment was not conducted because of the pandemic and service disruption.</p>	<p>Some progress was made using data from monitoring meetings held throughout year, and parent satisfaction surveys to review strengths and concerns. The consistent communication between both parents and staff helped the program</p>	<p>No progress to report. Monitoring meetings continue on a monthly basis.</p>	

Program Goal 4: PROGRAM ADMINISTRATION – The program will develop and implement successful administrative support systems and programs that provide timely, accurate information, enabling management to plan, prioritize, deliver and monitor effective services.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
Source for Objective: Self-Assessment, Ongoing Monitoring			<p>make necessary changes during the year along with closely monitoring the COVID-19 conditions.</p> <p>The Self-Assessment committee decided to look at each of their content areas more closely to show where each content area excelled or showed an area of concern instead of following the same tools used in previous Self-Assessments to come up with more meaningful data for the report.</p> <p>During scheduled monitoring meetings 2021-2022 the Self-Assessment data will be updated throughout the school year recording any progress or lack of progress in the areas of concerns, using already established program improvement plans listed from the actual</p>		

Program Goal 4: PROGRAM ADMINISTRATION – The program will develop and implement successful administrative support systems and programs that provide timely, accurate information, enabling management to plan, prioritize, deliver and monitor effective services.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
			report. Progress towards goals will be presented to the Board of Directors and Policy Council twice a year.		
<p>4.2 Program leadership will work with the MWVCAA Finance team to obtain accurate and timely services through:</p> <ul style="list-style-type: none"> • Monthly financial statements on an agreed upon schedule • Vendor payments made by due dates • Supporting the audit process by accessing resources and training made available to Finance staff through the Office of Head Start <p>Tools for Measuring Progress: Financial Statements, Vendor payment reports, annual Audit</p> <p>Source for Objective: Ongoing Monitoring, Policies & Procedures, Audit</p>	Head Start Director meet monthly with CFO and other Finance staff to increase communication and improve reports and processes.	Finance met with leadership team in July to discuss ways to increase communication, and talked with the leadership team about how to better understand financial statements.	The Program Director and the Infant Toddler Program Manager meet monthly with the Chief Financial Officer and other finance staff. During these meetings monthly financial statements are reviewed, and discussions take place about pending projects such as grant budgets, funder reporting, and analyzing spending to determine if the program is over or under expected expenditures each month.	Monthly meetings between HS leadership and Finance take place most months. The financial statements and credit card statements for Policy Council review are generally produced in a timely manner.	
4.3 CAHS will develop effective and informative staff surveys to obtain staff input about job satisfaction, and create action plans to address issues	Leadership subcommittee for staff relations formed to implement surveys and report on results	No progress due to COVID-19 pandemic. Throughout the pandemic, program leadership has been	During the COVID-19 pandemic, staff surveys have been focused on wellness, preferences in	No progress to report. Staff satisfaction surveys are in the design phase. HR is	

Program Goal 4: PROGRAM ADMINISTRATION – The program will develop and implement successful administrative support systems and programs that provide timely, accurate information, enabling management to plan, prioritize, deliver and monitor effective services.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
<p>identified in order to reduce staff turnover and attract new candidates.</p> <p>Tools for Measuring Progress: Staff surveys, Completed action plans</p> <p>Source for Objective: Program Information Report, Policies & Procedures, Self-Assessment, Ongoing Monitoring</p>	to full leadership team.	in frequent communication with staff and have conducted a number of surveys on targeted issues, but not a specific job satisfaction survey.	placement, and needed resources. The monthly check in satisfaction surveys were not done during the 2020-2021 school year.	conducting regular exit interviews to obtain information about the reasons for staff attrition.	
<p>4.4 Program leadership will work with MWVCAA Human Resources to improve communication and timely processing of all paperwork as it pertains to employees.</p> <p>Tools for Measuring Progress: Ongoing monitoring for timely staff requirements and changes in employee status</p> <p>Source for Objective: Ongoing Monitoring, Self-Assessment</p>	Head Start Director will meet monthly with COO and HR staff to increase communication and improve the process of maintaining accurate records and making timely reports.	The Head Start Program Manager and Human Resources staff meet every two weeks to discuss people in the new hire process. They are working on developing systems that are easy to access and monitor.	The Head Start program manager continue to meet every two weeks to talk about staff in the hiring process. It has taken longer for staff to clear hiring because HR has been backlogged on reference checks and the state Criminal Background Registry process is taking longer, especially for candidates who have lived out of state.	Staff turnover in HR and restructures of the HS leadership team and the HR team have caused some wrinkles in systems. However, regular meetings continue between HS and HR staff to problem solve. CBR problems are much worse, but that is an external problem with the Office of Child Care.	
<p>4.5 Program leadership will develop a system to expedite staff on-boarding processes for new employees, including ongoing training and supports through the first year on the job.</p>	Research with HR and IT to find an appropriate automated system for tracking staff onboarding. Program Manger conducts quarterly	Content areas such as health and inclusion have created new staff training on-boarding videos for new hires to access.	Training videos have been uploaded to SharePoint for new staff to watch as part of their onboarding. Human Resources monitors new hires through the	HR onboarding is running smoothly and staff are completing their onboarding training in a timely manner. Objective completed.	

Program Goal 4: PROGRAM ADMINISTRATION – The program will develop and implement successful administrative support systems and programs that provide timely, accurate information, enabling management to plan, prioritize, deliver and monitor effective services.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
Tools for Measuring Progress: Ongoing Monitoring, Staff training records Source for Objective: Ongoing Monitoring	review of randomly selected staff files in HR to ensure paperwork is up to date.	On boarding trainings have been uploaded in to a system for staff to watch. Human Resources monitors for completion	onboarding process and notifies managers when training is complete. Some content area videos are still in process and not yet uploaded to SharePoint.		

Program Goal 5: SCHOOL READINESS – Community Action Head Start teaching teams will utilize the five domains of the Early Learning Outcomes Framework to create lesson plans and activities to help children progress toward school readiness.

Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
<i>{Description of objective}</i>	<i>{Expected outcome}</i>	<i>{progress/outcome}</i>	<i>{progress/outcome}</i>	<i>{progress/outcome}</i>	<i>{progress/outcome}</i>
<p>5.1 Approaches to Learning: Children will effectively demonstrate increased mastery of impulse control, self-regulation, and coping skills throughout transitions and daily routines. (ELOF Goal: IT-ATL 3, 4, 5; P-ATL 2, 4, 5; TSG Dimension: IT-1a, 3a, P-11d)</p> <p>Tools for Measuring Progress: Behavior incident reports, CLASS observations (Classroom Organization domain), Child Outcomes reports.</p> <p>Source for Objective: Ongoing Monitoring, Child Outcomes reports</p>	<p>Decreased number of Behavior Incident Reports by 5% during the first 3 months of the school year and 10% by the end of the school year.</p> <p>3% increase in CLASS Productivity scores at end of school year (Pre K)</p>	<p>Behavior Incident Reports were redesigned to better reflect the underlying needs of children and staff responses. Child Needs Documentation Forms are now the new tracking tool used. There is not a complete set of data for the 2019-2020 to compare to previous years due to the COVID-19 closures in March 2020.</p> <p>Unable to track progress due to COVID closure and delayed start of school year.</p>	<p>We were not able to include Child Need forms (formerly Behavior Incident Reports) in this data as teachers struggled to complete them properly and they were not available to review. Therefore we cannot factor in whether the Spring outcomes and CLASS information listed below actually contributed to children’s self-regulation and impulse control in the classroom. Child Outcome reports for the 20-21 school year indicate children’s overall progress in social emotional development. 86% of the children in our pre k and pre k remote classes were meeting/exceeding expectations at the spring outcome. There was only one</p>	<p>The return of children to classrooms from remote services gradually increased throughout the school year. While children demonstrated growth in social emotional development, teachers may have been feeling the increased strain of supporting children’s social emotional growth. At the fall 21-22 outcome, 60% of children were meeting/exceeding in social emotional development. By the spring, that number increased to 83%. There was a difference of 111 children between the fall and spring outcome period. The emotional support domain from two CLASS</p>	

			<p>opportunity to perform a CLASS observation in the 20-21 school year. In Spring of 2021 the Emotional Support score for the program was 6.12 and Classroom Organization 5.34. Both scores along with the Spring Child Outcome report could indicate that teachers were effectively supporting children's self-regulation skills as well as managing effective classroom routines and transitions. But with only having one CLASS data set, and without having Child Need Form counts from 19-20 school year, (due to COVID), we cannot correlate this data to a percentage of improvement.</p>	<p>observations showed a 6% decrease at the spring assessment with a score of 5.92.</p> <p>In 21-22 school year, there were 938 Child Needs documentation forms completed. From this, we can see that children struggled most during free choice play and outdoor play. We can see that many of the situations occurred primarily with a teacher or a peer. The expressed need of the children in this situation were mostly to avoid a task or the teacher was unsure of the expressed need. Majority of the time the strategies utilized in these situations were verbal reminders, redirection and calming strategies. This year was our first good year of</p>	
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				data collection and we will better be able to determine if progress was made in the following years as now we have data to compare to.	
<p>5.2 Social Emotional Development: Incidences of behavioral concerns will decrease as relationships between teachers and children and between children and peers are strengthened. See also objective 2.5. (ELOF Goal: IT-SE 9; P-SE 1, 5; TSG Dimension: IT, P 2a)</p> <p>Tools for Measuring Progress: Behavior incident reports, CLASS observations (Emotional Support domain), Child Outcomes reports.</p> <p>Source for Objective: Ongoing Monitoring, Child Outcomes reports</p>	<p>Decreased number of Behavior Incident Reports by 5% during the first 3 months of the school year and 10% by the end of the school year.</p> <p>3% increase in CLASS Emotional Support scores at end of school year (Pre K)</p>	<p>Behavior Incident Reports were redesigned to better reflect the underlying needs of children and staff responses. Child Needs Documentation Forms are now the new tracking tool used. There is not a complete set of data for the 2019-2020 to compare to previous years due to the COVID-19 closures in March 2020.</p> <p>Unable to track progress due to COVID closure and delayed start of school year.</p>	<p>Spring 2021 CLASS scores for Emotional Support domains are a 6.12. This is a strong indicator of the positive relationships between teachers and children. However, since we only have one data set taken in the Spring of the school year (due to COVID), we cannot correlate improvement from the start of the school year. We do not have Child Need forms to factor into this data.</p>	<p>During the 22-23 school year there where a total of 793 child needs documentation forms completes for a total of 80 children. Between the dates 9/22-12/22 there were 334 CND forms completed for 44 children. Between 1/23-3/23 there were 210 completed for 39 children. Between the dates 4/23 to 5/22/23 249 CND forms completed for 32 children. With this trend we can see that as the year progresses and teachers are building stronger relationships with children less children and having CND forms completed.</p>	

<p>5.3 Language and Literacy: Children will increase their ability to distinguish patterns, rhythms, and sounds in oral and print communication. (ELOF Goal: IT-LC 8, 9; P-LC 6, 7; P-LT 2; TSG Dimension: IT-17a, P-15 a, b, 17 a)</p> <p>Tools for Measuring Progress: CLASS observations (Instructional Support domain), Lesson Plans, Child Outcomes reports.</p> <p>Source for Objective: Child Outcomes reports, CLASS Observations</p>	<p>5% Increase in IT and Pre K TSG outcomes by Spring Checkpoint</p> <p>3% Increase in CLASS Language Modeling scores at end of school year (Pre K)</p>	<p>Unable to track progress due to COVID closure and switching to all remote services. Teachers were unable to gather observations and data on children’s progress.</p>	<p>EHS Language and Literacy outcomes in TSG dimension 17a increased from Fall to Spring by 11%.</p> <p>Pre K Language and Literacy outcomes in TSG dimensions 15a, b increased from Fall to Spring by 100%. Outcomes for dimension 17a increased by 35%. Over all, all children in the program demonstrated increased skills in their use and understanding that print has meaning as well as ability to distinguish sounds, patterns and rhythms of oral communication.</p>	<p>EHS Language and Literacy outcomes overall increased from fall to spring by 34%. Pre K Language and Literacy outcomes overall increased by 35%</p>	
<p>5.4 Cognition: Children will demonstrate an increase in higher order thinking skills when creating, exploring, and problem solving. (ELOF Goal: IT-C 6, 7; P-SCI 4, 5, 6; TSG Dimension: IT-11b, c, d, e, P-11b, c, d, e)</p> <p>Tools for Measuring Progress: CLASS observations (Instructional Support domain), Lesson Plans, Child Outcomes reports.</p>	<p>5% Increase in IT and Pre K TSG outcomes by Spring Checkpoint</p> <p>3% Increase in CLASS Concept Development and CLASS Quality of Feedback scores at end of school year (Pre K)</p>	<p>Unable to track progress due to COVID closure and switching to all remote services. Teachers were unable to gather observations and data on children’s progress.</p>	<p>CLASS observations conducted in the spring of 2021 indicated an Instructional Support score of 2.29. It illustrates that pre k teachers struggle with strategies for supporting children’s higher order thinking skills. However, child outcome reports</p>	<p>CLASS observations conducted in the Spring of 2022 reflected a 2% decline in the Instructional Support domain with a spring score of 2.38. Teachers continue to need additional training and coaching to know how to better support children’s higher</p>	

<p>Source for Objective: Child Outcomes reports, CLASS Observations</p>			<p>indicated that pre k children demonstrated a 60% increase in areas related to cognition and EHS children demonstrated a 12% increase in areas related to cognition. Due to COVID, we were only able to conduct 1 CLASS observation for the school year so there is not a complete data set to indicate improvement for teachers.</p>	<p>order thinking skills. However the Spring outcome for Pre K children indicated a 41% increase in areas related to cognition and EHS children demonstrated a 16% increase in areas related to cognition.</p>	
<p>5.5 Coaching and Mentoring: Utilizing Practice Base Coaching models, teaching teams will benefit from supportive coaching and feedback on their teaching, classroom management, and lesson planning that aligns with the Early Learning Outcomes Framework, resulting in increased social emotional learning and school readiness outcomes for children, and increased retention of teaching staff.</p> <p>Tools for Measuring Progress: Mentor Reports from TLC cohorts, Creative Curriculum Coaching to Fidelity tool, Mentor/Child Development Specialist classroom observations, Weekly Lesson Plan monitoring, Child Outcomes, Staff Recruitment and Hiring Reports.</p>	<p>Increase the number of Pre K TLC Cohorts from 3 to 5. Maintain existing New Staff Cohort.</p> <p>Identify EHS teacher needs and establish 1 cohort.</p> <p>Identify CCP provider needs and establish 1 cohort.</p> <p>3% increase in child School Readiness Outcomes</p> <p>5% increase in teaching staff retention.</p>	<p>Due to COVID protocols we had to restrict cohort meetings and moved to all virtual coaching which is on an individual basis. Coaching during year 2 will be done through the My Teachstone virtual coaching platform.</p>	<p>All pre-k teachers received some type of coaching from their Education Coach during the 20-21 school year. While utilizing PBC strategies, coaches provided more emergent support to the variety of needs and challenges teachers faced within another COVID year. Coaches also effectively monitored lesson planning, child observations, and as best they could, supported teachers with necessary classroom</p>	<p>All teachers (both pre-k and EHS) received coaching during the 21-22 school year utilizing PBC strategies. Pre k teachers participated in video-taped observations that were debriefed with their coach. While coaches tried to remain true to the PBC principals, due to the needs of teachers as it related to effects of COVID on classroom routines, changing enrollment, and children's behaviors, coaching often resulted in</p>	

<p>Source for Objective: Staff Surveys, Weekly Lesson Plans, Child Outcomes, Hiring Reports</p>			<p>environment supports to meet the challenges of the pandemic. 97.5% of children in the program had the required amount of documented observations throughout the school year. Teachers had a 93% lesson plan submission rate for the school year.</p>	<p>offering opportunities for teachers to simply decompress. 97% of the children in the program had the required amount of documented observations throughout the school year. Teachers had a 90% lesson plan submission rate for the school year.</p>	
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Program Goal 6: PROGRAM CULTURE OF SAFETY – Community Action Head Start will establish and embrace a program culture of safety that promotes dignity and respect by practicing kindness and acceptance to reflect our belief in the infinite worth of every person. (Added 12/22)					
Objective(s)	Progress, Outcomes, and Challenges				
	Year 1 {Baseline}	Year 2	Year 3	Year 4	Year 5
<i>{Description of objective}</i>	<i>{Expected outcome}</i>	<i>{progress/outcome}</i>	<i>{progress/outcome}</i>	<i>{progress/outcome}</i>	<i>{progress/outcome}</i>
6.1 Program staff and leadership will infuse the culture of safety into every aspect of the program. This will be accomplished by providing training, guidance and messaging about the culture of safety, and communication to staff, parents, and partners about the culture and how it is practiced throughout the program.				During the 22/23 school year preservice training addressing appropriate practice and supporting a culture of safety in the classroom. Revisiting standards of conduct and its importance. Reflective supervision and meetings with staff to help identify our Values and expectations that all children are treated with the ultimate respect in our settings.	
6.2 Program leadership will implement practices to reduce risk of harm to children, and be responsive to situations where risk or concern is identified, in order to proactively ensure the safety of all children in our care. This will include procedures, training, monitoring and accountability for both staff and supervisors.				Reflective supervision meetings, working with IT to get supervisors direct access to classroom video footage. Retrained to no staff per our policy is alone with children. At preservice a training was given on	

				<p>accountability and that it is all staffs responsibility to ensure children are safe. Provided training at preservice on mental health and self-care. Then on Staff training day, provided staff training on kindness and self-care.</p>	
<p>6.3 Program leadership will ensure all supervisory staff receive sufficient and sustainable training, guidance and support in understanding their responsibilities and job duties. This includes monitoring practices and oversight, and reflective practice to create an environment of trust and transparency, where staff are able to question, report, and intervene when necessary to prevent harm to children.</p>				<p>Staff received ongoing Trauma smart trainings and boosters in the areas of affect management. Supervisors have received ongoing supervisor trainings that support accountability, monitoring, responsibilities on all levels. Trainings include Supervisor 101, and Situational leadership. Our HR also has started some supervisor trainings to support supervisors in their roles. New classroom monitoring was implemented for RTRS to help support and mentor staff on areas of need when working with</p>	

				children. Coaches are dispatched to classrooms where support is needed for teachers and for children exhibiting behaviors	
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New Board Member Checklist

Board Member Name Eunice Kim

Mailing Address [REDACTED]

Phone Number [REDACTED]

Email Address [REDACTED]

Representing:

- Low-Income (CSBG requirement)
- Elected Official/Designee (CSBG requirement)
- Policy Council (Head Start requirement)
- Currently or previously homeless (HUD requirement)
- Early Childhood Expert (Head Start requirement)
- Licensed Attorney (Head Start requirement)
- Fiscal Expert (Head Start requirement)
- Community Outreach Representative (non-voting)
- Other: Public sector

Term Start _____

Term End _____

I have received new board member training.

Signature

Date

ADMIN USE ONLY

New Board Member File Checklist:

- Application
- Conflict of Interest
- Code of Ethics
- Commitment Form
- Demographic Survey
- Board Member Packet
- New Board Member Training (in packet)
- Head Start Performance Standards Training (in packet)
- Update Website
- Order Name Plate
- Add to Email Distribution List(s)
- Update Board Roster/Composition Matrix



Prospective Board Member Application

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.

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

Name: _____

Address: _____ **E-mail:** _____

City: _____ **Zip:** _____

Daytime phone: _____ **Evening phone:** _____

1. What interests you about Community Action and serving on our Board of Directors?

2. What are the strengths and abilities you would bring to the board?

3. What is your career/work experience? What type of leadership roles have you held?

4. **Have you served on a non-profit board of directors before? If so, what was the organization? What committees have you served on?**

5. **What is your fundraising experience?**

6. **What is your finance experience?**

7. **Is there any particular area of work where you would like to be more directly involved?**

8. **How do you think you can help the CAA in fulfilling its mission?**



Conflict of Interest Statement


I have read and am familiar with the Mid-Willamette Valley Community Action Agency Board policy concerning conflict of interest (Board Bylaws, Article 4.15), and I have initialed the line opposite the appropriate paragraph below.

Please select only ONE option and INITIAL.

____ During the past year, neither I, nor to the best of my knowledge, any member of my family has had an interest or taken any action which would contravene the policy of this Board.

____ During the past year, neither I, nor to the best of my knowledge, any member of my family has had an interest or taken any action which would contravene the policy of this Board, except such interest or action fully disclosed below:

Board Member Printed Name



Board Member Signature

Date



Code of Ethics

As a member of the Community Action Agency Board, I will...

- Listen carefully to my teammates, and those served by Community Action.
- Respect the opinion of other Board members.
- Respect and support the majority decisions of the Board.
- Recognize that all authority is vested in the Board when it meets in legal session and not with individual Board members.
- Keep well-informed of developments that are relevant to issues that may come before the Board.
- Participate actively in Board meetings and actions.
- Call to the attention of the Board any issues that I believe will have an adverse effect on Community Action Agency or those we serve.
- Attempt to interpret the needs of constituents to Community Action Agency and interpret the action of Community Action Agency to its constituents.
- Refer constituent or staff complaints to the proper level on the chain of command.
- Recognize that the Board member’s job is to ensure that Community Action Agency is well managed, not to manage Community Action Agency.
- Vote to hire the best possible person to manage Community Action Agency.
- Represent all constituents of Community Action Agency and not a particular geographic area or special interest group.
- Consider myself a “trustee” of Community Action Agency and do my best to ensure that Community Action Agency is well maintained, financially secure, growing and always operating in the best interests of constituents.
- Always work to learn more about the Board member’s job and how to do it better.
- Declare any conflict of interests between my personal life and my position on the Community Action Agency Board, and avoid voting on issues that appear to be a conflict of interest.

As a member of the Community Action Agency Board, I will not...

- Be critical, in or outside of the Board meeting, of other Board members or their opinions.
- Use Community Action Agency or any part of Community Action Agency for my personal advantage or the personal advantage of my friends or relatives.
- Discuss the confidential proceedings of the Board outside the Board meeting.
- Promise prior to a meeting how I will vote on any issue in the meeting.
- Interfere with duties of the Executive or undermine the Executive’s authority.

Eunice Kim

Board Member Printed Name

Board Member Signature

Format Revised 12/14/2021

Date



Community Action Agency Board Commitment Statement

I, _____, recognize the important responsibility I am undertaking in serving as a member of the Board of Directors of the Mid-Willamette Valley Community Action Agency, Inc. (CAA) and hereby personally pledge to carry out, in a trustworthy and diligent manner, all duties and obligations inherent to my role as a Board Member.

General Expectations

1. Support CAA's mission, vision, purpose and goals.
2. Maintain familiarity with each of the CAA programs and understand their role, strengths and needs.
3. Participate in the annual evaluation of the Executive Director.
4. Govern CAA consistent with the bylaws, code of ethics, policies, federal and state laws and regulations.
5. Maintain oversight of the CAA strategic plan.
6. Suggest potential Board members to the Personnel and Governance Committee for consideration in accordance with CAA's required composition.
7. Attend activities and events sponsored by CAA, whenever possible.
8. Support and advocate for CAA and its interests in the community.
9. Support the fundraising efforts of CAA.

Term of Office

1. Elected Officials serve the term of their elected office.
2. The Policy Council Representatives will serve their term of Policy Council (typically a one or two year term).
3. All other Board members serve a three-year term and may be elected to multiple terms of service.

Meetings

1. Members shall attend 75% of monthly Board meetings annually unless extraordinary circumstances occur.
2. Prepare for and participate in Board meetings and committee meetings, including appropriate organizational activities. Committees include Executive-Finance, Program, and Governance & Personnel.
3. Members agree to serve and potentially chair committees to which they are appointed, attend meetings, and participate in the accomplishment of objectives.
4. Support majority decisions of the Board, regardless of personal vote.
5. Maintain confidentiality of Board executive session and speak on behalf of the Board or CAA only when so expressly authorized.



Avoiding Conflicts

1. Disclose any potential conflict of interest or appearance of conflict to the Board in a timely manner.
2. Never accept or offer favors or gifts from or to anyone who does business with CAA.

Fiduciary Responsibility

1. Read and understand CAA’s financial statements and policies.
2. Support prudent control and management of funds.
3. Ensure fiscal accountability.

Implementing Strategic Plan

1. Participate in the creation, periodic review and revision of the CAA strategic plan.
2. Provide ongoing support and participation in implementation of the strategic plan.

If for any reason I find myself unable to carry out the above duties, I agree to provide timely notice to the Board Chair and Executive Director.

Board Member Printed Name

Date

Board Member Signature

Board Composition Survey

Name _____

Geography

Rural Marion Salem Polk Other: _____

Gender

Female Male Other

Culture/Race/Ethnicity

- African American
- Asian/Pacific Islander
- Caucasian
- Latino/Latina
- Native American
- Multiracial
- Other/Prefer not to say

Age Category

- Silent Generation (born 1945 and before)
- Baby Boomer (born 1946-1964)
- Generation X (born 1965-1976)
- Millennial (born 1977-1995)
- Generation Z (born 1996 and after)

Veteran?

Yes No

Positional Representation (select all that apply, if any)

- | | | |
|---|------------------------------|-----------------------------|
| Elected Official (or Designee) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Representative of Low-Income Sector | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Community Member | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Fiscal Management | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Early Childhood Education & Development Expertise | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Licensed Attorney | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Head Start Parent (current or former) | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Representative of an Educational Institution | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Faith Based Organization Representative | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Private Sector History/Experience | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Public Sector History/Experience | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| Homeless or Formerly Homeless | <input type="checkbox"/> Yes | <input type="checkbox"/> No |