

Executive Director's Note:

We will be adding an executive summary to the board reports going forward.

Our standard reports are long and complex for an Agency this large, and we are obligated by federal law to adhere to a set of organizational standards under the Community Services Block Grant (CSBG). CSBG Organizational Standard 5.9, specifically, requires the "The organization's governing board receives programmatic reports at each regular board meeting." So we are obligated to report out what we are doing.

Most folk's impressions of nonprofits are that they "get money and do stuff." CAA's are not typical nonprofits in that regard. We are government contractors. About 40 percent of our funds are federal, which means each grant in the Agency is very technical. Most grants have 100-plus page operational manuals.

All federal funds are subject, additionally, to expectations of standard business and financial practices as part of federal Uniform Guidance under the Code of Federal Regulations (CFR Title 2, Subtitle A, Chapter II, Part 200), which sets the basic audit requirements for federal awards. Beyond that, each federal agency that funds us (VA, HHS, HUD, USDA) has its own interpretations of Uniform Guidance (this variance could be an hour long discussion in itself). So, we tend to have to apply the strictest auditing standards to all awards.

Given these obligations and the general good board and agency practice, we report a lot. You're not expected to read everything, but you should have access to all the information, should you want to know more.

Jimmy Jones

21 September 2024



SEPTEMBER 2024 MEETING

BOARD OF DIRECTORS

Thursday, September 26, 2024

Addendum A

Contents:

1) <i>Updated Agenda</i>	A1
2) <i>Executive Summary</i>	A2
3) <i>Executive Director’s Report</i>	A5
4) <i>Chief Human Resource Officer’s Report</i>	A13
5) <i>Chief Financial Officer’s Report</i>	A14
6) <i>July 2024 Budget to Actual (Financials)</i>	A15
7) <i>Business Oregon Childcare Infrastructure Grant Application</i>	A16
8) <i>September 2024 Full Board Special Meeting Minutes</i>	A17

COMMUNITY ACTION PROMISE

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

Helping People Changing Lives

**COMMUNITY ACTION AGENCY
BOARD OF DIRECTORS AGENDA
Thursday, September 26, 2024**

In-Person:

2475 Center St NE
Salem OR 97301

Virtual:

Sept 26, 2024 5:30 PM Pacific Time (US and Canada)

[Join the meeting now](#)

Meeting ID: 254 477 902 631 Passcode: wcPp7o

Mission

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

Vision

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

I.	Welcome and Introductions	5:30
II.	Public Comment	5:35
III.	Declaration of Conflict of Interest	5:40
IV.	Approval of Agenda	5:45
V.	Consent Calendar	5:50
	1. August 2024 Full Board Meeting Minutes	
	2. September 2024 Executive Director Report	
	3. September 2024 Regional Poverty and Legislative Report	
	4. September 2024 Chief Financial Officer Report	
	5. September 2024 Chief Human Resources Officer Report	
	6. September 2024 Program Director Reports	
	7. September 2024 Program Committee Meeting Minutes	
	8. September 2024 Executive & Finance Committee Meeting Minutes	
	9. September 2024 Full Board Special Meeting Minutes	
VI.	Board Business	5:55
	1. Bliss Insurance Renewal (Matt Lokan) – <i>Informational</i>	
	2. Business Oregon Childcare Infrastructure Grant Application (Jones) – <i>Approval</i>	
	3. Nutrition First – Budget for Fiscal Year 2025 (Romero) – <i>Approval</i>	
	4. Financials (Hoyle) – <i>Approval</i>	
	5. Finance Principles and Practices (Hoyle) – <i>Informational and Approval</i>	
	6. Strategic Planning Update (Hamilton) – <i>Informational</i>	
	7. Executive Director’s Report (Jones)	
VII.	Executive Session	7:15
VIII.	Adjournment	7:30

Next board meeting: Thursday, October 24, 2024

Executive Summary

MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY

September 2024

Mid-Willamette Valley Community Action Agency is one of 18 Community Action Agencies in Oregon. Community Action grew out of the Civil Rights Movement and the War on Poverty in the 1960s. It was based on the simple idea that people in poverty (and people working with folks in poverty) knew best how to serve the low-income community. MWVCAA primarily serves Marion and Polk counties, but it also serves Yamhill County in CCR&R and eleven counties in Nutrition First. The Agency was founded in 1969. It employs 570 people in eight human services programs and provides more than \$77 million in resources and services to more than 60,000 Oregonians in poverty each year. Nationally, the Community Action movement includes more than 1,000 agencies, shepherding more than \$5.6 billion in public and private resources annually, serving 9.5 million low-income persons. Among the services they typically offer include Head Start, SNAP and WIC programs, substance abuse education, employment programs, college counseling, food banks, child care, adult education, job training, financial literacy, housing and sheltering, homeless drop-in centers, utility deposits and eviction prevention, transitional housing, medical/legal help, meals programs, senior programs, medical transport, nutrition education, parent education, health clinics, weatherization for private homes, home ownership programs, and low-income housing. MWVCAA is the largest community action organization in Oregon and among the largest in America.

Community Action Agencies are charged with three fundamental obligations:

- Providing Services to the Low-Income Community, using a whole community, holistic approach with wrap-around services.
- Organizing the *entire community's* efforts and resources to fight poverty.
- Advocating for the needs of the low-income community.

The Agency's **Mission** is "empowering people to change their lives and exit poverty by providing vital services and community leadership." Our Vision is that "all people are respected for their infinite worth and are supported to envision and reach a positive future."

MWVCAA is divided into three programmatic divisions:

- **Early Learning and Child Care** includes Head Start, Early Head Start, Child Care Partnerships, Nutrition First, and Child Care Resource and Referral. The Head Start programs have 510 Head Start slots, 130 Early Head Start slots, and 84 CCP slots (724 total). Nutrition First provides meal reimbursements for more than 500 family-based child care providers. CCR&R provides training and technical assistance to 230 family-based childcare providers in Marion, Polk, and Yamhill.

- **Energy and Weatherization**, including the Energy and Weatherization programs. Energy provides federal and state financial support to low-income community members who need help with their utility bills. Weatherization is a federal program chartered in 1976 to help low-income families reduce energy consumption and costs. The program performs energy audits on homes and then uses contractors to make repairs. Both programs are chartered and regulated at the federal level and are exclusive to Community Action Agencies.
- **Housing and Homeless Services** include the ARCHES Project (aka the Community Resource Program), HOME Youth, and the CARS (Community Action Re-Entry Services) programs. HOME Youth (HYS) houses, shelters, and provides daytime resource services to vulnerable runaway and homeless youth. HYS operates two overnight shelters for runaway and homeless youth (David's House and Taylor's House), which are the only RHY shelters in Marion-Polk. ARCHES is the adult homeless and community supportive services program that provides housing, sheltering, emergency, day services, and veterans services, including the operation of 300+ overnight shelter beds (Navigation Center, ARCHES Lodge, ARCHES Inn, etc). CARS provides navigation and educational services to those exiting incarceration in Marion and Polk.

September 2024 Board Meeting: This month we will:

- Consider grant application to **Business Oregon** for a planning grant in preparation for a more significant construction grant for Head Start in 2025.
- Consider an update to the Nutrition First Budget for FY 2025.
- Consider an update to the Agency's Finance Policies and Procedures.
- Receive an update on Strategic Planning.
- Review Bliss Insurance Package Insurance Renewal presented by Matt Lokan.

Recently (July and August reports), MWVCAA:

- Enrolled and provided services to 662 Head Start, Early Head Start, and CCP children and their families.
- Housed 26 new households, inclusive of 27 adults and 9 children, with 25 more households searching.
- Prevented 93 households from losing their homes in July, including 286 persons (124 adults and 162 children).
- Prevented 86 households from losing their homes in August, including 267 persons (123 adults/144 children).
- In rural districts (Woodburn, Mill City, Salem), we prevented a monthly average of 36 households and 136 people from losing their homes between July 2023 and June 2024).
- In July, we served 142 households with 278 persons with service/housing navigation.
- In August, we served 171 households with 243 persons with service/housing navigation.
- In July, the Supportive Services team served 120 households (Redwood, Sequoia, Yaquina), including 131 persons and eight children, with 1,130 service engagements.
- From September 2023 to August 2024, we housed 19 new youth-specific households in their own apartments and provided support for 25 homeless youth households.
- David's House in Monmouth had a bed utilization rate of 83 percent in August.
- The ARCHES Day Center surpassed 140K lifetime uses, reaching 141,972 with an average daily use (dating back to 2019) of 122 persons.
- In August 2024, the ARCHES Day Center saw 2,904 visits, with an average daily use of 132 individuals.

- In August 2024, more than 10,000 unique services were provided at the ARCHES Day Center.
- In July and August 2024, ARCHES Outreach provided 5,702 food items, 25 weather-related supplies, 56 hygiene items, 671 pet supplies, and nine camping supplies to people on the street.
- In July and August, ARCHES provided emergency cooling to 410 clients as temperatures spiked to 106 degrees over 13 days of extreme weather services.
- In August, the ARCHES shelters served 22 new households and provided 20,743 client service engagements.
- In July, the shelters served 191 households with 14,940 service engagements. We sheltered 52 persons at the Inn, 30 in Woodburn, 55 at the Navigation Center, and 70 at the Lodge, with others to come online soon.
- Taylor's House served ten youth in August, including seven youth referred from ODHS.
- Nutrition First served 501 childcare providers in August.
- Weatherization accepted 15 new jobs in August and has completed 93 total jobs in 2024.
- Re-Entry Services served 58 unduplicated clients in August.
- Energy Services served 649 households with 1,764 persons in August, including 214 children under six, keeping their utilities on and reconnecting about 69 households without service.

So what do we do? We house. We shelter. We feed. We give people a place to take a shower and do their laundry. We prevent the spread of disease. And sometimes, we save clients lives through the use of NARCAN and CPR. We talk to people who are suffering and in need. We work with them to access employment and medical treatment. We help them access mainstream benefits (Social Security, SNAP, and Medicaid). We keep folks warm, safe, and dry. We are there when there is snow on the ground, when the water is high, in blistering hot weather, and through wildfires and ice storms, we fill a gap in Salem that no one else can. We keep the lights on and the heat running. We give runaway and homeless youth, children really, a safe place to sleep. We prevent the victimization of youth and adults who have no family and no protection outside. We offer the sick a safe space to recover when they exit the hospital. We repair their homes and drive down utility bills. We help reintegrate formerly incarcerated persons back into the community. We teach children and help family childcare businesses stay open.

This is what we all do together, from the Board down to our Head Start Teachers and Shelter Workers. We do the hard work that no one else does—to defend people with too few allies and advocates, and we do so in the service of people in desperate need.

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

September 2024

National Community Action Partnership Annual Conference (Seattle): Several of us attended the NCAP conference in Seattle in August, including [Ashley Hamilton](#) (Deputy Executive Director), [Breezy Aguirre](#) (ARCHES Program Director), and Board Members [Steve McCoid](#), [Catherine Trottman](#), and [Jeremy Gordon](#). We all had a good time together. We learned a little about the national CAA network, program systems, the enormous (and changing) compliance landscape, and other issues facing the Community Action movement in its 60th Year.

Church in the Region: We were approached by local church leadership last week. They are shutting down the church next year and want to gift it to us, including the surrounding properties. The building is older construction, but we could likely find federal dollars to modernize it and use it as a resource center for our anti-poverty programs, perhaps more youth work, a clothing closet, and warehouse space—more details in the coming months.

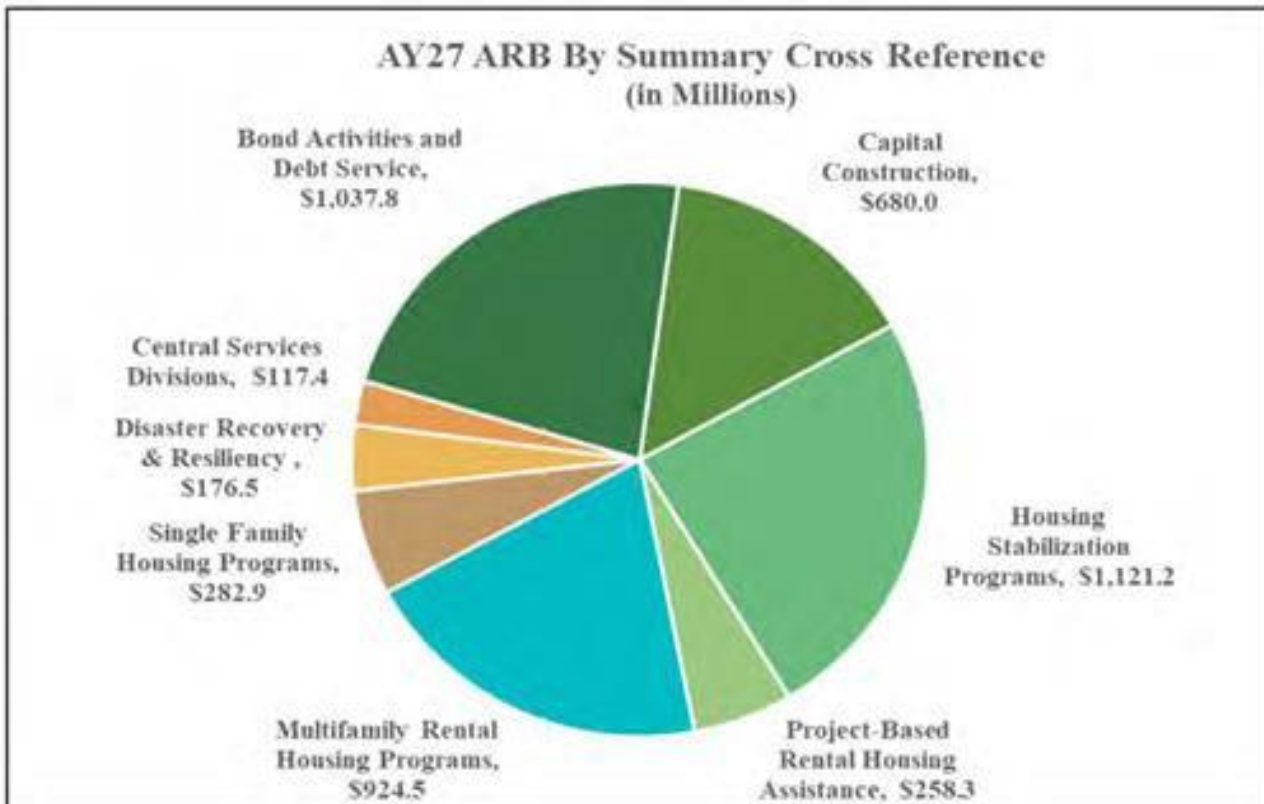
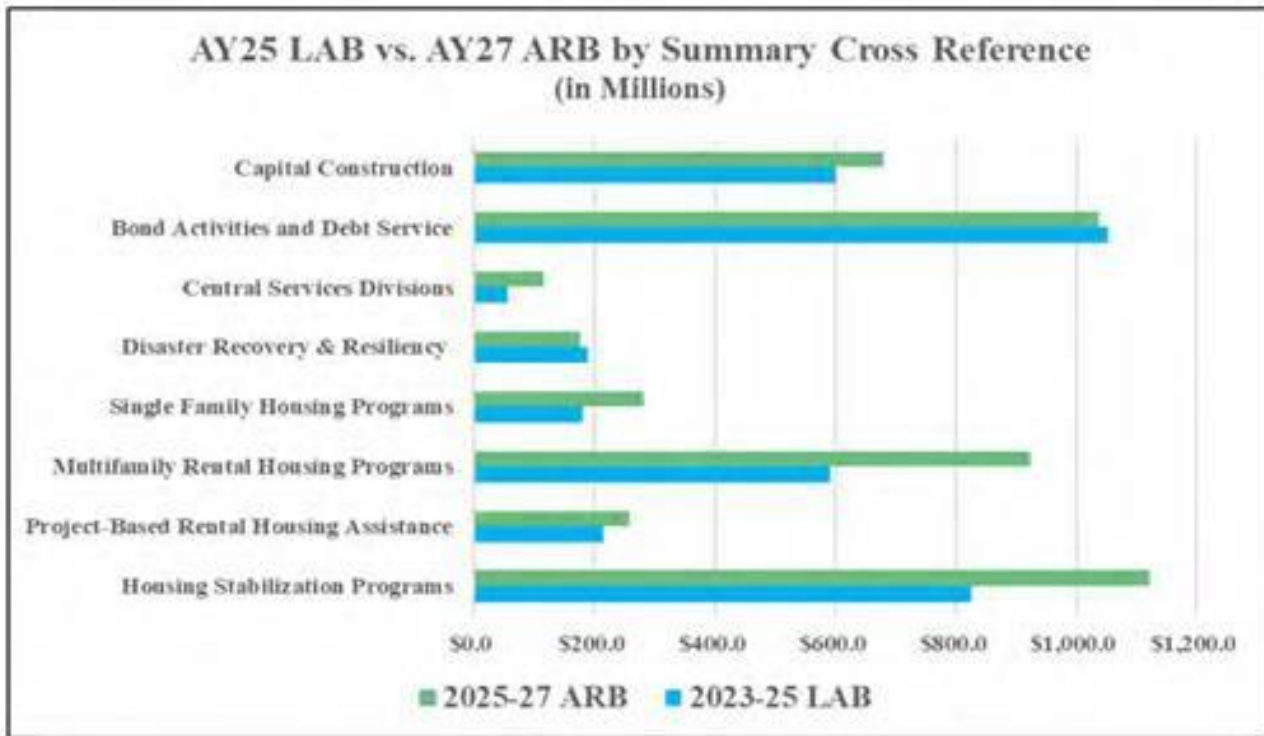
Oregon Housing and Community Services Budget: OHCS released its [Agency Recommended Budget \(ARB\)](#) this week. Its [CSL](#) (continuing service level) budget includes the [EHA/SHAP](#) grants, funded at a \$60M level for the 25-27 biennium. We had been limping by on a \$40M level (statewide) since 2019, over five years, while our costs increased dramatically. We appreciate the Governor's and OHCS's commitment to supporting the Community Action network statewide.

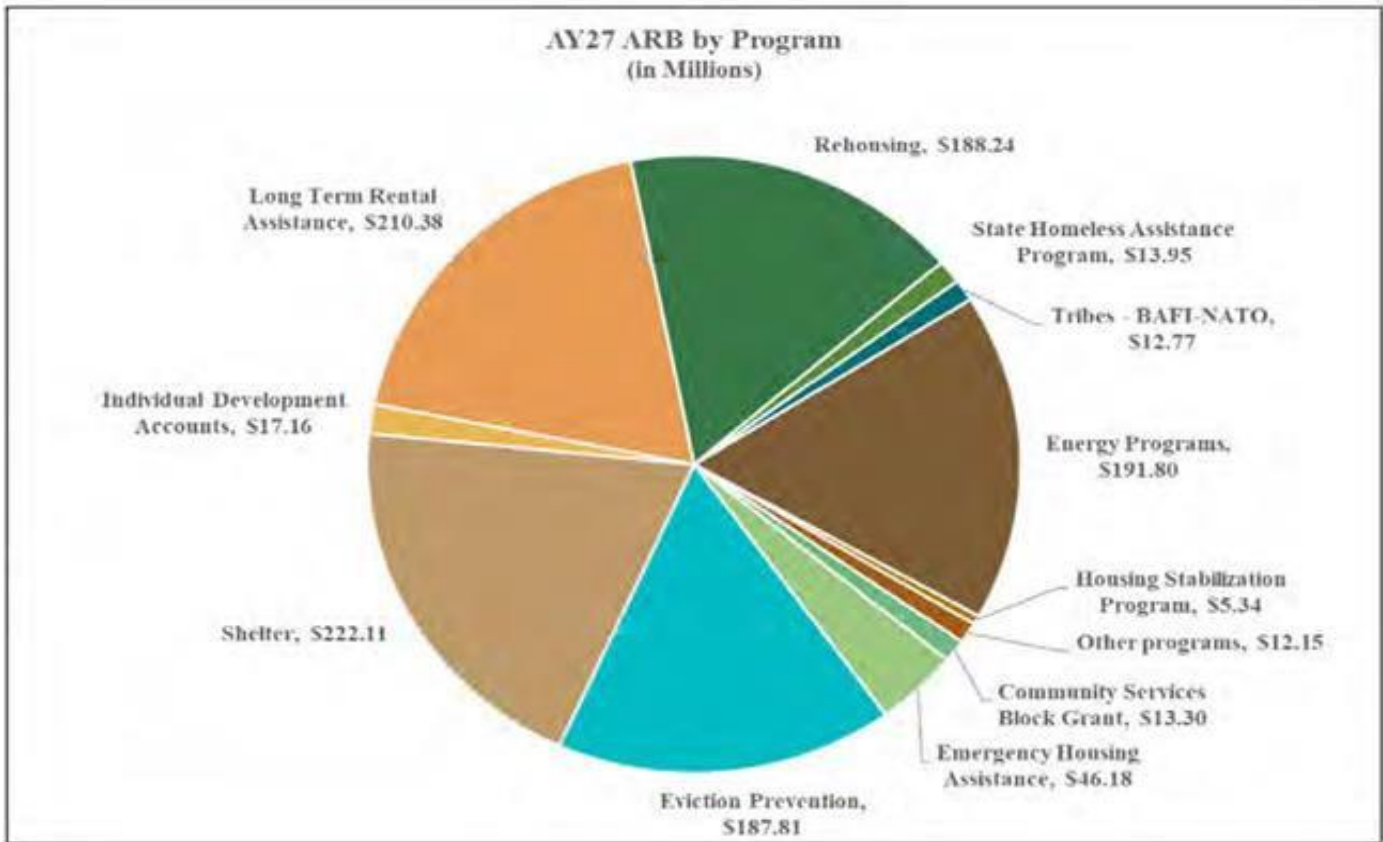
These are our two most essential housing grants, as they leverage every other housing and homeless project we have. It's an enormous victory at this point. Of course, the legislature still has to approve it, but the network has a tremendous record of accomplishment in delivering these programs once the session opens. This is also one of the Governor's three priorities (housing, behavioral health, and early literacy). There will undoubtedly be other competing needs, but we will get 90 percent or more of the OHCS ask.

The chart shows the 2023-2025 [LAB \(Legislatively Approved Budget\)](#) vs. the 2025-2027 ARB. Look closely at the [Housing Stabilization Programs](#) (that's where most of our housing funds in OHCS can be found). You can see they have grown considerably over the years. If these charts included 2019 levels, the state's investment is up perhaps 300 percent (reaching \$1.1 billion now).

You will note below the breakdown of OHCS funds. Also of consequence is \$187.81 million for Eviction Prevention. That will go essentially (but not exclusively) to Community Action. I expect the CAA totals will

be about \$60M of the \$90M per annum, and we will have about \$6 million per year to spend on eviction prevention at MWVCAA.





There is \$222 million for statewide sheltering (far over what we have ever had), another \$210 million for the [Long-Term Rental Assistance program](#), \$188 million for re-housing people experiencing homelessness, nearly \$200 million for energy programs, and notably \$60 million for EHA and SHAP. I will have a breakdown of the other major ARBs ([DELIC](#), [OHA](#), [ODHS](#)) for the board meeting in September.

How will these funds be distributed? Now, the governor has convened a committee to make recommendations for a distribution system for the legislature. That decision will have an enormous impact on us locally. I am the Chair of the Budget subgroup of that committee, and right now, you can expect a hybrid distribution model between CAAs and CoCs. The truth is some CAAs are poor performers and will struggle to remain relevant in the future if they survive at all. Some CoCs are more robust but are mired in poor performance and politics. They are also prone to local “recovery-based” thinking that is not in alignment with homeless best practices. No single system is thriving anywhere in the state. Thus, there is no answer to the question of “how do we fund?”

But here’s how I expect the funds to be divided:

Fund	CAA	CoC/Regional Hub	Competition Other
EHA/SHAP	\$60M	None	None
Long Term	None	\$210M	None

Rental Assistance (LTRA)	(direct)		
CSBG	\$13M	None	None
Oregon Rehousing	None (direct)	\$188M	Possible
ORE-DAP (Eviction Prevention)	\$60M	None	\$30M
Shelter	Possible	Possible	\$222M
Totals	\$133M	\$390M	\$252M

As you can see, the outcome of this competition will shape our housing future. The more these funds are routed into CAAs, the more control our Agency and Board will have over decision-making around our activities. The fewer funds, the more dependent we become on politics and annual grant competitions that always carry the risk of defunding our work entirely. It is frequently, and usually mistakenly, understood that we can scale our operations to our comfort level. We usually cannot. Remember that none of these dollars are guaranteed for more than 24 months. That means performance is critical. It also means there is safety in relevance.

You cannot assume that what you have now will stay with you if you start turning down new opportunities. The state is treating this work as a statewide emergency, and it will use both new funds (and funds traditionally aligned for anti-poverty work) in that effort.

You need to look no further for evidence than the chart above. The above is a \$775M investment. The CAA dedicated share has already dropped from what would have been 100 percent five years ago down to just 17 percent today. Can you assume that 17 percent will last past 2027? No. This summer, OHCS made three attempts to zero it out entirely in 2025. We were able to stop those efforts. That 17 percent (however) will almost certainly be folded into the rest of the state funds in 2027 if we do not demonstrate that we can be relevant in meeting the state's demands in the 83 percent of its concern.

What's the Plan for 2025:

The CAA 17 percent will remain with the CAA. They will find ways to capture some of the 85 percent. OHCS does not want to contract directly with many partners, however. Therefore, 80-85 percent of the funds will likely run through regional HUBs. Sometime in the next few months, an RFQ (request for qualifications) will go out. That RFQ will ask interested parties to provide their qualifications so that OHCS can select the regional entity to distribute the funds. Now there are only two entities in Marion-Polk that could compete in that competition: the Homeless Alliance and MWVCAA. We are more expansive, better funded, and have a history of sub-contracting (which would be required) related to product performance and spend down. Moreover, we have been the regional coordinating entity for

30 years. We will need to choose if that is a role we want for the agency in the future because that competition would likely certify a regional coordination agency for five years.

There is, by the way, no guarantee that the regional coordinating geography would be Marion-Polk. It likely would be Marion-Polk-Yamhill. However, less likely, it could even be Marion-Polk-Linn-Benton or Marion-Polk-Central Oregon (Jefferson, Crook, Deschutes). You can assume that the ROCC (Rural Oregon Continuum of Care) counties will be absorbed into larger, more effective, and viable regions (especially now that Linn-Benton-Lincoln is leaving the ROCC this fall and starting its own CoC).

Our approach to this issue may well be the most profound choice we make for the next five years, in my view.¹

Middle Grove Pay Off: On September 20th, we received notice from the [Office of Head Start](#) (in the federal [Department of Health and Human Services](#)) of a grant award to pay off the remaining balance on the Middle Grove Head Start property at 4950 Silverton Road in Salem. Middle Grove is our largest Head Start site. The current payoff amount is roughly \$680,000.

We purchased the building in June of 2014 for \$900,000. Over the years, we have made many improvements to the property, including adding a commercial kitchen, HVAC systems, asbestos abatement, flooring and other interior renovations, paving the parking lot, and updating the lighting. The original loan was made in 2014 and included a large balloon payment. That was a typical nonprofit property strategy of 20 years ago, to keep monthly space costs as low as possible. The downside is you always had to refinance the loans to escape the balloons, and the lifetime total cost of property acquisition often ended up being twice as high (or more) as the original cash price. The Office of Head Start decided, back in 2017, that they wanted all of these balloon payments off the loans, so we were required to refinance the property without a balloon, which triggered a six-year-long back and forth between the bank and the federal government over the terms of the subordination agreement. We were finally able to refinance the property last year. During our conversations around the property, we secured a commitment from the Office of Head Start to use extra (new, one-time) federal funds to pay off the property entirely.

The notice of that award arrived Friday. We will draw the funds and pay off the property next week.

¹ Given much of this information comes from my roles outside the Agency, this is a good time to report out on my external roles (as I do every so often for the sake of transparency). In addition to my role at MWVCAA, I am: **Vice-President of Legislative Affairs** for the Community Action Partnership of Oregon, where I organize the 18-member network's legislative and public facing work (elected); **Member, Governor's Racial Justice Council** (Housing Subcommittee, appointed by the Governor); **Member and Co-Chair**, Oregon Taskforce on Homelessness and Racial Disparities (appointed by the Legislature); **Member, and Legislative Vice-Chair**, Oregon Alliance for Youth Homelessness (elected); **Member**, Department of Land Conversation and Development Commission's Citizen Involvement Advisory Commission (appointed by the Commission); **Member and Chair**, Oregon Joint Task Force on Safe Hospital Discharge (appointed by the Governor); **Member**, Marion-Polk Early Learning Hub (elected); **Member**, Salem Equity Roundtable (invited).

After the new year, we will have an additional administrative step for the Board and Policy Council. To reconcile the grant, we will request a [Waiver of Non-Federal Share](#) (by rule, federal program funds require 20 percent local match, but there is a *pro forma* process to request a waiver of that 20 percent obligation, which we do every year). The [Region X Grants Specialist](#) recommended we seek the NSF waiver in January, before the end of the grant year in February, to include any additional NFS required if other federal funds become available to us before the end of the grant year.

The payoff saves us nine more years of payments, at \$6,728.58 per month and a total lifetime savings of about \$675,000 in principal and \$440,000 in interest. The funds to pay for the mortgage at Middle Grove will be reinvested into the program personnel costs.

I am very grateful for all the people who have worked for years to make this happen, especially [Kaolee Hoyle \(Chief Financial Officer\)](#), [Eva Pignotti \(Chief Program Officer\)](#), [Liz Salinas \(Head Start Program Director\)](#), [Stacey Eli \(Head Start Associate Program Director\)](#) and [Nancy Cain \(Grants Specialist 2—and former CFO, former Interim Executive Director, former Manager of Audit and Compliance—we’re never letting her retire\)](#), and all the program staff in Head Start that work with our families each day.

Employee Demographic Trends:

Please note a few statistics from [Helana Haytas’s \(CHRO\)](#) report this month. Earlier this year, we implemented a random drug-testing program to protect our clients and staff (who are working with high-barrier, exceptionally vulnerable clients). We are only testing for hard drugs (and excluding THC) from the random testing protocol. Our favorable rates have been low (roughly about 6 percent). However, if you extrapolate that positive rate across a large workforce (550 plus), that is about 25-30 folks potentially using these kinds of drugs at any one time. Given we are working in an environment with heavy drug use by our clients, we intend to continue the program.

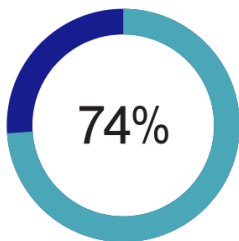
Helana also had some additional information on exit surveys. About 62.3 percent of US employees are typically satisfied with their jobs (about 39 percent report that satisfaction is related to their interpersonal relationship with their colleagues, and 86 percent of those reporting satisfaction attribute it directly to their management).² Helana’s data is from exit interviews (people leaving the agency). Nationally, only 19.9



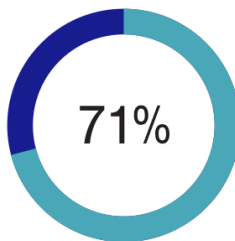
² <https://www.selectsoftwarereviews.com/blog/job-satisfaction-statistics>

percent of folks planning to go are satisfied with their job. About 75 percent of our staff who are leaving report a neutral or positive work environment, and only 25 percent report negative or very negative. We are certainly ahead of national trends, and I do not want to set unreasonable goals for program management, but I would like to work to get that number down to 10 percent. People will leave for higher-paying jobs, but we primarily want that to be the only reason they want to go.

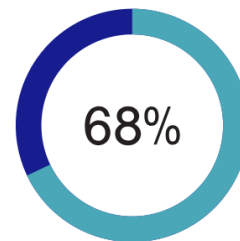
Turnover rates for all nonprofits are about 21 percent. However, industry-specific information about our two most prominent service types (Head Start staff and Shelter workers) is much higher. In Portland, a study of 14 Multnomah County nonprofits demonstrated a 33 percent yearly staff turnover (usually low wages).³ Nationally, the turnover rate for Early Head Start Teachers spiked to 29 percent in 2022, and 28.1 percent of Head Start teachers left within one year.⁴ High-barrier, vulnerable clients with behavioral health needs will exacerbate these challenges and demands on the system. In the recent 2024 “State of the Nonprofits Sector Report,” vacancies were high, demand has increased, and declining revenue is leading most nonprofits to plan to cut services.⁵



Nearly **three out of four nonprofits have job vacancies.**

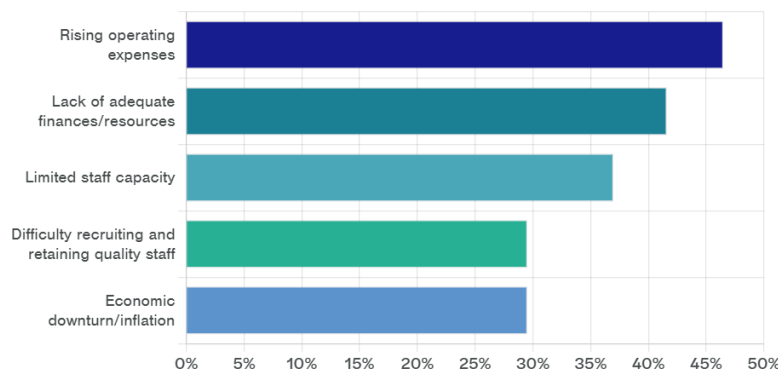


Of survey respondents, **71% saw an increase in demand** for programs and services.



More than **two-thirds of nonprofits plan to cut programs & services** in the next one to two years.

The top 5 challenges nonprofits face:



³ <https://www.oregonlive.com/politics/2021/06/teetering-on-the-edge-portland-homelessness-workers-at-risk-of-becoming-homeless-due-to-low-pay.html>

⁴ <https://www.urban.org/research/publication/turnover-patterns-among-early-head-start-teachers-and-home-visitors>
And <https://www.acf.hhs.gov/opre/blog/2024/05/recruiting-and-retaining-head-start-workforce-insights-2022-cohort-secondary>

⁵ <https://www.forvismazars.us/forsights/2024/02/2024-state-of-the-nonprofit-sector-report>

Head Start Enrollment:

Enrollment challenges for Head Start programs remain high nationally. The pandemic led to a 33 percent decline nationally in 2020-2021 over the 2018-2019 program year.⁶ As late as February of 2023, Head Start enrollment was only 79 percent of funded enrollment (Early Head Start was 81 percent).⁷ The Office of Head Start is moving to enforce their 97 percent expectation for six months of consecutive enrollment, which have essentially been waived (though they continued to be monitored) during the pandemic years. We are currently 95.7 percent enrolled in Head Start. Early Head Start is 89.2 percent enrolled, and the

Child Care Partnerships program is 82.1 percent enrolled. The deadline for “full enrollment” is the end of September, though Region X typically starts to evaluate the reports after October data is in place. As of last week, we filled 488 of 510 Head Start slots, 116 of 130 Early Head Start slots filled, and 69 of the 84 CCP slots. I do believe we will hit the targets in the next three weeks. CCP is the greatest struggle.

Legislative Days: The Oregon Legislature will hold invited-only testimony during Legislative Days next week. On Tuesday, I am presenting to the [House Interim Committee on Housing and Homelessness](#), along with Representative [Pam Marsh](#) (Chair of the Committee), [Matthew Tschabold](#) (Governor’s Housing Initiative Director), [Amy Fraley](#) (Senior Program Manager on Homeless Solutions, Bend), and [Jes Larson](#), Assistant Director of Washington County Department of Housing and Services. We will be discussing the shelter work group.

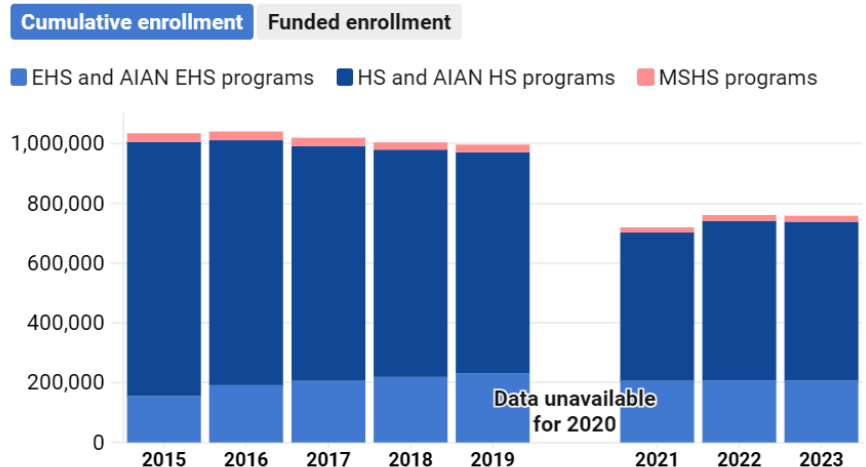
City of Salem Human Rights Commission: On Tuesday night, I will be presenting on homeless services in Salem as part of a multi-agency town hall at Loucks auditorium. Other presenters will include [Marion County](#), [City of Salem](#), the [Salem Housing Authority](#), and [Church at the Park](#).

Jimmy Jones
20 September 2024
Salem, Oregon

Fewer U.S. children are accessing Head Start programs now than before the COVID-19 pandemic

Enrollment in Early Head Start (EHS), Head Start (HS), American Indian and Alaska Native Head Start (AIAN HS), and Migrant and Seasonal Head Start (MSHS) programs across 50 states and Washington, D.C., 2015–2023

Use buttons to compare enrollment demographics



⁶ <https://www.k12dive.com/news/Pandemic-pushed-head-start-enrollment-down/637694/>

⁷ <https://nhsa.org/resource/confronting-head-starts-workforce-crisis/#:~:text=20%25%20of%20Head%20Start%20and,81%25%20for%20Early%20Head%20Start>

**Chief HR Officer Report
To The Community Action Agency Board
Helana Haytas, CHRO September 2024**

HRIS Payroll Project

We are finally LIVE with our new HRIS/payroll system. We are experiencing normal adjustments to processes and training for staff and supervisors is ongoing. Overall, the HR department and Payroll Team consider the implementation a success. This is a significant system improvement in the monitoring and accountability of time worked along with the good stewardship of grant funds.

Random Drug Testing

In May, the Agency implemented random drug testing for staff. Biomed is the third-party vendor for administering this program. They randomly draw 10% of staff to test for hard drugs such as cocaine, heroin, meth, and opioids. Staff count is approximately 550 so about 55 staff each round. Second quarter resulted 3 failed tests (7.3%) and so far, third quarter has had 2 failed tests (5.7%). The decision to implement the program was a sensitive and somewhat controversial one and at this point, management has determined it is a worthwhile program, with plans to continue testing staff through Biomed.

Narcan Training

Staff in all programs and administration have undergone Narcan Training from a local training provider. Each site has Narcan kits available to administer in the event of an opioid overdose. Brittany Solberg, HR Safety Specialist, was able to ensure staff have been given an opportunity to be trained, and sites have supplies for saving lives.

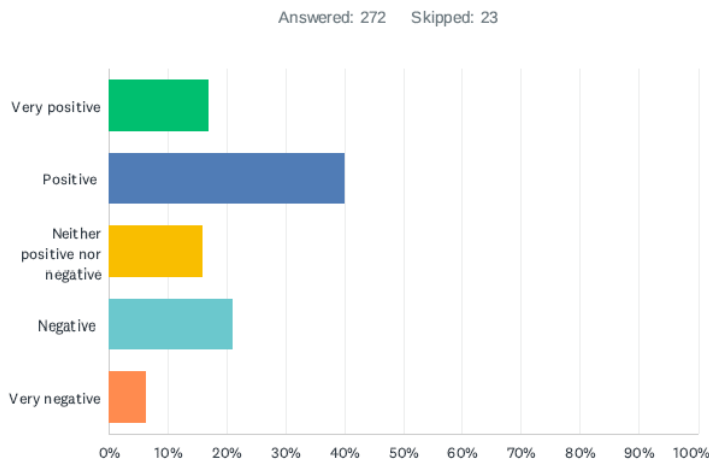
New Manager Orientation

HR has implemented new manager orientation this month, introducing new managers to the main procedures and resources that are available to them. Some of the managers in attendance were promoted from line-staff positions.

Exit Data

HR released a report to management showing data that was collected from staff exiting the Agency. This survey captured 273 of the former employees' viewpoints on various aspects of employment, such as pay, benefits, and supervisory expectations, teamwork, and stress of the work.

Q18 Overall, did you feel that your work environment was positive or negative?



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

Actual to Budget, July 2024

- Total agency revenue was \$3,238,232 while total agency expenditures was \$4,916,570. The difference is due to unbilled as we wrap up the fiscal year.
- Overall, we are at 6% actual spent which is 2% less than expected spent. We are still early in the grant year.
- Admin rate at 11% for July 2024. The higher than typical amount is due to purchases held

Fiscal Year-End

The Finance team is working hard to close 6/30/2024. We are expecting to capture all costs in the system by September 30, 2024 and start preparing for our FY24 audit. Our audit fieldwork will start Monday, December 16th.

Open Audit, Monitoring and Review

- 401(k) Audit
 - Audit Period: January 1, 2023 – December 31, 2023
 - Deadline: Original - July 31th/Extension – October 15th
 - Status: In Progress

Payroll Filings

All payroll deposits have been made timely.

Mid-Willamette Valley Community Action Agency, Inc.
Actual to Budget, July 2024

	Jul 2024		FY25 - Budgeted	Expected Spent %	Actual Earned/Spent %	Difference
Grant and awards	\$ 3,210,227		\$ 76,460,608	8%	4%	-4%
Other program revenue	24,419		505,000	8%	5%	-3% {a}
Contributions	3,585		500,000	8%	1%	-8%
Total Revenue	3,238,232		77,465,608	8%	4%	-4%
Expenses						
Community resource programs	1,304,529		32,408,567	8%	4%	-4%
Reentry services	35,909		368,999	8%	10%	1%
Child care resource and referral network	192,071		2,533,760	8%	8%	-1%
Energy assistance programs	507,878		6,199,647	8%	8%	0%
Weatherization services	467,340		2,978,302	8%	16%	7%
Nutrition first USDA food program	383,374		4,577,844	8%	8%	0%
Head start	1,252,395		16,536,748	8%	8%	-1%
Home youth services	218,257		5,794,441	8%	4%	-5%
Management and general	554,817	{b}	5,742,300	8%	10%	1%
Total Expenditures	4,916,570		77,140,608	8%	6%	-2%
Revenue Over/(Under) Expenditures	\$ (1,678,339)		\$ 325,000			

{a} Other program revenue includes miscellaneous rebates for the Programs, CCR&R class fees, and rent income (offset against grant funding).

{b} MG&A percentage 11%
 Program underspent which would mean that MG&A would appear higher.



Mid-Willamette Valley
COMMUNITY ACTION
 Compassion in Motion

Grantor: Business Oregon

Grant Name: Child Care Infrastructure Fund

Funding Source: HB 3005

Application Deadline: September 30, 2024

Request Amount: \$75,000

Anticipated Award Date: January 2025

Summary

Head Start intends to apply for a \$75,000 Planning Grant from Business Oregon’s Child Care Infrastructure Fund (CCIF). The application deadline is September 30, 2024, notification in mid-November, and if awarded, funds are expected by January 2025. Head Start has contracted with an architect who will also serve as the project manager for the renovation phase. This architect was involved in Phase One of the Wallace Early Learning Center development and served as the project manager for that phase as well.

The Planning Grant will be used to complete architectural drawings, consult with city planners, obtain necessary inspections and permits, open an RTP on Oregon Buys for building contractors, and ensure the project is fully planned and ready for execution. This will position MWVCAA to apply for funding in the next round of CCIF applications to complete the development.

Budget



Linea Lab Quote

Estimated Fees Based on 7.25% of \$2 Million Project	
Item	Estimated Cost
Schematic Design	\$ 29,000.00
Design Development	\$ 17,400.00
Construction Documents Deposit	\$ 28,600.00
Construction Documents Balance	\$ 29,400.00
Bid	\$ 4,350.00
Construction Admin	\$ 36,250.00
	\$ -
	\$ -
Design Phase Expenses	\$ 75,000.00
Total Linea Expenses	\$ 145,000.00

Mid-Willamette Valley Community Action Agency, Inc.
Board of Directors Meeting
Thursday September 19, 2024
MEETING MINUTES

ATTENDANCE:

Board of Directors:

Present:

Jade Rutledge	Catherine Trottman	Kevin Karvandi	Deanna Gwyn
Erika Romine	Eunice Kim	Jeremy Gordon	Lori Martz
Laura Reid			

Absent:

Helen Honey
Frank Lonergan
Steve McCoid

Others Present:

Program Directors/Staff/Guests:

Jimmy Jones, Executive Director
Ashley Hamilton, Deputy Executive Director
Helana Haytas, Chief Human Resource Officer
Kaolee Hoyle, Chief Financial Officer
Robert Hale, Chief Information Officer
RW Taylor, Consultant
Brian Scott, Uncommon Bridges
Ishmael Nuñez, Uncommon Bridges
Sarah Herd, Executive Assistant

The meeting of the Board of Directors was called to order at 5:33 pm by Board Chair Jade Rutledge. It was determined that a quorum was present.

I. Welcome and Introductions

1. Board Chair Jade Rutledge welcomed everyone. Went around the room and provided introductions of those present. Ashley Hamilton explained that this is our kickoff event for our Strategic Planning Process. Ishmael Nuñez from Uncommon Bridges explained their purpose and their role as we go through this process. He gave a brief overview of tonight's agenda. Introduced himself and explained he was the project director and Brian Scott is the partner-in-charge of Uncommon Bridges. The Board then did a more in-depth introduction of themselves, explained their role, time on board and day job or interests outside Mid-Willamette Valley Community Action Agency.

II. Process Overview

1. Ishmael briefly explained what Strategic Planning is and what it is not. Strategic Planning is a deliberate and disciplined effort to answer the why, how and what an organization does. It is not a method to predict the future, a linear process, or reduces the need for judgement of leadership.
2. He explained the components of a Strategic Plan–

- i. Foundational phase – Defining the why, what and who the organization is. This is done through evaluating the vision, mission and values of our organization and making sure that they are in-line with our intended impact.
- ii. Strategic phase – Creating strategic priorities or areas of focus which will guide the detailed work of the strategic plan. We will then create concise goals that prioritize the future conditions or achievements for each area of focus.
- iii. Tactical phase – the execution of our goals that were identified in the strategic phase. Break down our goals into objectives so that we can implement our strategic plan successfully to meet our goals within the next 5 years.

III. Values, Concerns and Strategic Questions:

1. Values:

- i. What do you personally value about Mid-Willamette Valley Community Action Agency?
 1. We are compassionate advocates, lending a voice for a wide variety of people in different situations. We are adaptable and rise to the challenges the agency faces with ambition, keeping our focus on the commitment to the community we serve. The courage and conviction of our leadership, who believes in doing the work to live out our values by empowering those we serve. We don't want to just stick a band-aid to the problem. We want to provide tools for long-term success. Recognize that we need different perspectives to be successful in the work we do and build relationships in the community through collaboration and our willingness to approach complex problems with innovate and resourceful solutions. We keep a clarity of purpose, saving lives through support. We have a reputation of reliability, we don't question whether we should help people, we are willing to help all those who ask for it.
- ii. Describe the organization in a single word?
 1. Tenacious, committed, scrappy, bold, resilient, passionate, champion, advocate, responsive, adaptable, relevant, resourceful, complex, driven.
 2. Uncommon Bridges Impressions – Bold, we have a remarkable assertion about what we are going to accomplish. Remarkable

2. Concerns:

- i. What is your biggest fear for Mid-Willamette Valley Community Action Agency?
 1. Lose funding, growing too fast without support, legal issues. We are just a band aid, that we aren't making an impact. We discover flaws in our agency and aren't willing to overcome the flaws we discover. Losing sight of why we are here. Long term sustainable growth, strategic growth not just opportunistic. Becoming ineffective. Being misunderstood or having people already have their mind made up about the issues we are addressing. We adapt in the wrong way, chose the wrong target to reach. Grow proportionally to the knowledge our leadership has, and protect against leadership leaving and if they do how do we replace them.

Lose commitment to the purpose. Navigating the challenging political pressures, we are facing. Keeping the employees, we have within the limitations that non-profits face.

3. Strategic Questions:
 - i. What strategic questions do you hope to resolve during strategic planning? What questions do you hope the organization answers by the end of the strategic planning?
 1. How can we optimize efficiency? Are we working with/collaborating the right people, are our departments working together correctly, making the most of the resources we have? What does sustainable growth look like? What are the poverty questions that we will face in the next 5 years? What sectors do we grow into (or out of)? How do we appropriately meet the needs of the people we serve? What culture do we want for the organization? How can we improve our public relations? Do we have geographic bounds, what other geographic areas might we be interested in? And if we expand out of Marion or Polk County do, we have to change our name? How do we say no to our funders, strategically? Why do funders call us? When do we take the lead or when do we take a support role? Is everyone at the table who needs to be at the table? Who are we missing in our service areas, are there barriers that we are not aware of?

IV. Next Steps

1. Board Summit Planning:
 - i. The last step in the assessment phase and the first step in the planning phase. We will make sure our vision, mission and values align with our future. Define what is our intended impact. Ask does our equity commitment align with our goals? Finalize the strategic priorities we have.
 - ii. Discuss what the future outlook on issues are, and provide more Board education and expectations. Build realistic expectations for strategic planning. Define what our real direction is, get clarity on our plan and goals, and how we track performance of our strategic plan.
2. Thoughts on what they hope to get out of the summit
 - i. We need to look at the data to see if we are being effective at addressing the roots of issues or if we are just providing a band aid. Board members requested assessments and belonging/demographic information of Mid-Willamette Valley Community Action Agency staff and clients be provided prior to the summit. We should find out from staff what we can do to better breakdown the siloed nature of our programs. A lot of our initiatives serve the same people but are they collaborating with each other to provide the best outcome for our clients? We need more emphasis on what our real direction is and the outlook on the issues we are facing. Our future is so dependent on politics and predicting what the political landscape will look like. We also need to ask ourselves what was Mid-Willamette Valley Community Action Agency designed to do? How do we track the performance of our different programs to make sure we are realizing our founding ambitions? It boils down to; do we know if people are truly exiting poverty?
 - ii. Brian asked if it was possible to within the next 3 weeks see if our programs are being successful? Head Start completed a Community Needs

Assessments recently that is very in depth as to the state of poverty in the Head Start Program. We can pull the Head Start and Homeless data and it will encompass 3/4th of the agency.

iii. Can assemble the data and send it out in the week before the summit if the board is willing to read it.

3. Will have a clear outlook for the strategic plan at the Board Summit.

V. **Adjournment**

The Special Board of Directors meeting was adjourned at 7:01 pm.

Respectfully Submitted:

Sarah Herd, Executive Assistant

Kevin Karvandi, Board Secretary