



**November 2024  
Board of Directors  
Meeting**

**Thursday, November 21, 2024**

**LOCATION:**

Community Action Agency  
2475 Center St NE  
Salem, Oregon 97301

**VIRTUAL:**

[Join the meeting now](#)

Meeting ID: 254 477 902 631 Passcode: wcPp7o

**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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# Board of Directors Agenda

**Date:** Thursday, November 21, 2024

**Time:** 5:30 pm

**Location:**

2475 Center Street NE Salem, Oregon 97301

**Virtual:**

[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.

<b>I. Welcome and Introductions</b>	<b>5:30</b>
<b>II. Public Comment</b>	<b>5:35</b>
<b>III. Declaration of Conflict of Interest</b>	<b>5:40</b>
<b>IV. Approval of Agenda</b>	<b>5:45</b>
<b>V. Consent Calendar</b>	<b>5:50</b>
1. October 2024 Full Board Meeting Minutes	
2. November 2024 Executive Director Report	
3. November 2024 Regional Poverty and Legislative Report	
4. November 2024 Chief Financial Officer Report	
5. November 2024 Chief Human Resources Officer Report	
6. November 2024 Program Director Reports	
7. November 2024 Program Committee Meeting Minutes	
8. November 2024 Ad-Hoc Membership Committee Meeting Minutes	
9. 2025 Proposed Meeting Dates	
10. November 2024 MWVCAA Newsletter	
<b>VI. Board Business</b>	<b>5:55</b>
1. Financials (Hoyle) – <i>Approval</i>	
2. Head Start Federal Continuation Grant (Salinas) – <i>Approval</i>	
3. Warming Shelter Plans (Webb) - <i>Informational</i>	
4. Strategic Planning Update (Hamilton) – <i>Informational</i>	
5. Executive Director’s Report (Jones) – <i>Informational</i>	
<b>VII. Executive Session</b>	<b>7:15</b>
<b>VIII. Adjournment</b>	<b>7:30</b>

**Mid-Willamette Valley Community Action Agency, Inc.**  
**Board of Directors Meeting**  
**October 24, 2024**  
**MEETING MINUTES**

**ATTENDANCE:**

**Board of Directors:**

**Present:**

Catherine Trottman	Helen Honey	Steve McCoid	Jade Rutledge
Kevin Karvandi	Lori Martz	Frank Lonergan	Erika Romine
Deanna Gwyn	Eunice Kim	Jeremy Gordon	

**Absent:**

Laura Reid

**Others Present:**

**Program Directors/Staff/Guests:**

Jimmy Jones, Executive Director  
Ashley Hamilton, Deputy Executive Director  
Robert Hale, Chief Information Officer  
Kaolee Hoyle, Chief Financial Officer  
Eva Pignotti, Chief Program Officer: Early Learning and Child Care  
Rogelio Cortes, Chief Program Officer: Weatherization and Energy Services  
Marie Jennings, Development Director  
Breezy Poynor, ARCHES Housing Services Program Director  
Sarah Herd, Executive Assistant

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

**I. Welcome and Introductions**

Board Chair Catherine Trottman welcomed everyone.

**II. Public Comment**

None were made.

**III. Declaration of Conflict of Interest**

None were made.

**IV. Approval of Agenda**

No discussions or concerns were raised.

**MOTION:** To approve agenda made by Kevin Karvandi,

**SECOND:** Jeremy Gordon

**APPROVED:** Unanimously approved

**V. Consent Calendar**

**1. September 2024 Full Board Meeting Minutes**

No discussions or concerns were raised

**2. October 2024 Executive Director Report**

- No discussions or concerns were raised
- 3. October 2024 Regional Poverty AND/OR Legislative Report**  
No discussions or concerns were raised
- 4. October 2024 Chief Financial Officer Report**  
No discussions or concerns were raised
- 5. October 2024 Chief Human Resources Officer Report**  
No discussions or concerns were raised
- 6. October 2024 Program Director Reports**  
No discussions or concerns were raised
- 7. October 2024 Program Committee Meeting Minutes**  
No discussions or concerns were raised
- 8. October 2024 Executive & Finance Committee Meeting Minutes**  
No discussions or concerns were raised

**MOTION:** To approve the consent calendar made by Kevin Karvandi,  
**SECOND:** Frank Lonergan  
**APPROVED:** Unanimously approved

**VI. Board Business**

**1. Change in Board Leadership**

- i. Following the resignation of Jade Rutledge as Chairperson of the Board, it was requested that the board accepts her resignation, and in accordance with the bylaws confirm Catherine Trottman as Chairperson for the remainder of the term.
- ii. The Board thanked Jade Rutledge for her leadership and guidance during her time as Board Chair person. No further discussions or concerns were raised.

**MOTION:** To accept the above change in board leadership by Frank Lonergan,  
**SECOND:** Jeremy Gordon  
**APPROVED:** Unanimously approved

**Board Member Addition: Rudy Vigil (Head Start Policy Council Representative)**

- iii. 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. Rudy Vigil to the board made by Steve McCoid  
**SECOND:** Jade Rutledge  
**APPROVED:** Unanimously approved

**2. Financials – Hoyle**

- i. Kaolee Hoyle presented the statement of activity for July and August. She noted that the we spent under our forecasted for both earned/spent % for both grant and awards and contributions. Our other program revenue is at 42% of actual earned/spent versus the forecasted 17%. There will be adjustments to the budget that will be brought to the Board at a later date for approval, CARS received a \$500,000 grant and CRP will also increase due to new grants coming in. \$803,087 is still being wrapped up from Fiscal Year 2024.

**MOTION:** To approve the presented financials by Helen Honey  
**SECOND:** Jeremy Gordon  
**APPROVED:** Unanimously approved

**3. Family Services Project – Poynor**

- i. In the last year we focused more on how we serve families and more thoughtful in how we provide services. From July 2023 to June 2024 MWVCAA served 660

families across 7 programs. In Salem most shelters require the family split up, only pallet shelters will house the family unit together. We wanted a holistic approach for serving the whole family (recognizing that not all families look the same). Our Day 1 funds allowed us to better understand the needs of those experiencing homelessness in our communities, and we quickly recognized the need for safe access, places to build trust and places that are appropriate for families.

- ii. Family Resource Center – name is still a work in progress. This center will have computers, case management services, meals, trainings and family activities (eating meals together, watching movies, game nights, gingerbread houses, etc.). They will share the HOME Youth Drop in space, on a staggered schedule so they won't be in the same space at the same time. It is currently being remodeled.
- iii. Family Shelter – currently remodeling 2933 Center Street, using funds from the Governor's emergency order. This will provide long term low barrier shelter beds. With 18 different sized room we will be able to house families together. The building has 2 kitchens with large spaces for families to use including outside spaces. This shelter will be staffed 24/7.
- iv. Referrals can come from the families themselves via a website, and where they can provide whatever information, they feel comfortable sharing.. The referrals will also come from our current programs, that recognize a greater need in the clients and refer them to the Family Services Project.
- v. Currently in talks with community partners to help provide family specific services.
- vi. Family Specific Housing – rapid re-housing, hoping to open in February 2025 which will provide rental assistance.
- vii. Family Transitional Housing – Looking for units, but are hoping it can be open in May 2025. These units will allow them to pay down any financial barriers the family have, and establish rental history (they will pay less than market rent). Some clients have a lot of barriers that we cannot afford to help them overcome, but we don't want them staying in shelters long term.
- viii. Permanent Supportive Housing – date TBD. Imagine this would look like scattered site housing, or a complex like Yaquina or Sequoia specifically for families.
- ix. The Family Services Project will be proof of concept and proof of need. We are creating this system as we go, there is nothing like it anywhere else. We believe once this gains momentum, we will have better information, solid data, and realize that the reported number of families who are living in places not meant for habitation is less than what it really is.
- x. Ashley Hamilton brought up how this will help with the issues we have been hearing through the Strategic Planning process. That while our staff are full of passion and compassion for what they do, they are frustrated that they can't get their clients help without sending them to another door, or line they have to wait in.

#### **4. Health Related Social Needs – Hamilton**

- i. This program will focus on how climate, housing and nutrition affects a person's overall health. There are requirements from the funder on who is eligible for services. Will focus mostly on those at-risk of homelessness, will open it up to people experiencing homelessness later.
- ii. We received a capacity building grant, which allowed us to get set up to be a provider and have the framework ready for day one operations.
  1. This grant will also allow us to hire new staff that we need for this program.
- iii. Eligible services
  1. November 2024 – Housing Benefits

- a. will be focused on housing transition or one-time payments (move-in expenses, security deposits, furnishings etc).
    - b. Home modifications – mold removal, accessibility items
    - c. Rent and utility assistance for 6 months
    - d. Case management and support services
  - 2. January 2025 – Nutrition Benefits – not a lot of information at this time. More will be coming out. This could potentially be an opportunity for Nutrition First and Head Start to be involved.
  - 3. March 2024 – Climate Benefits – this has been open for a while, but there have been hiccups. Our weatherization and energy programs will probably start working in these areas in 2025.
- iv. Unite-Us has a multi-dimensional platform which we will use every step of the process.
  - 1. They will verify the clients are eligible and we will then bill them for reimbursement of the funds we have paid out. They have a fee schedule that tells us what we can pay for and what we can bill. A lot of this money will be pass through funds.
  - 2. There will be an opportunity for the agency to be reimbursed for the employee’s work.
    - a. For 1 FTE we are estimating the revenue at 6 months to be \$122,924. This will be unrestricted funds back to the agency.
- v. Sees HRSN being used in 2 different ways, not only in the dedicated HRSN program, but also through our general day to day engagement with clients. When other programs recognize the needs of the clients that we have and can refer them to the HRSN Program.
- vi. We probably won’t see full scale impact until July 2025. It has the potential to fill a lot of gaps in our budget. This is an exciting opportunity for us to lessen our dependency on state agencies and to give money to programs that have grants with limited admin capacities allowing them to be more successful and do more.

**5. Harvest Fest Update – Jennings**

- i. We are having our annual fundraising event, a Harvest Fest, on Wednesday October 30.
- ii. The development department did a lot of work on sponsorships, and getting support from local businesses. They had set a goal to raise \$20,000 but have exceeded that goal and are at \$23,000. This will be the beginning of the conversations we have with a lot of these businesses around how we continue to grow our relationships.
- iii. We are seeing this as a donor cultivation event that will offer people the opportunity to learn about what we do in a fun environment. General Admission tickets are \$40, and includes carnival games, a jack-o-lantern silent auction, cake walk, face painting, tarot and painted portraits. There is also a VIP ticket option which is \$100, this will include a separate area with free drinks and entertainment.
- iv. There will be a specific fundraiser for Taylor’s house and the renovations/refurbishment that is ongoing.
- v. She noted there is a fundraising fatigue going on in the area currently, and this will be a new fundraiser so guests don’t know what to expect.

**6. Strategic Planning Update – Hamilton**

- i. Thanked everyone for their participation in the strategic planning process so far. We started wordsmithing the mission, vision and values of the agency at the Summit. Uncommon Bridges also presented their proposed strategic planning pillars.

ii. Will most likely have an update around Thanksgiving to provide to the board.

**7. Executive Director's Report – Jones**

- i. HECC awarded our CARS program a manufacturing workforce ready grant of \$500,000 and we have another \$540,000 pending for that program as well. CARS lost a grant from Marion County which put the program in a state of instability, that we have now recovered from.
  1. They are focusing on employment and skill training, and providing case management services.
- ii. Head Start Enrollments are looking good. Our Child Care Partnership program is at 85% enrollment. Combined Head Start is at 92% with a goal from the funder of 97%. The Region X Program Manager is happy with our numbers.
- iii. Currently on multiple Governor task forces that are getting ready to make recommendation to the Governor and legislature.
- iv. The Department of Land Conservation and Development is having conversations around infill rules, changes will allow more housing to be built in the city limits.
- v. The city is in discussions to consider selling us the land at the current ARCHES Project day center location. The Cannery developer really wants ARCHES out of the downtown area.
  1. The Western Pond Turtle has now been placed on the endangered species list, which comes with regulations around wetland areas that the turtle lives in. This has ramifications on the homeless camps that are along the river
- vi. ARCHES Day Center had 2,687 visits in September
- vii. State agencies have submitted their proposed budgets to the Governor. The policy option packages can't be more than 1% of the base budget. Except in key areas; behavioral health, housing and homeless services, and early childhood education.

**VII. Adjournment**

**The Board of Directors meeting was adjourned at 7:08 pm.**

Respectfully Submitted:

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Sarah Herd, Executive Assistant

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Kevin Karvandi, Board Secretary



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

November 2024

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November is my favorite month of the year; if only the days were a bit longer. Our Board meeting this month comes early, because of the Thanksgiving holiday, so the updates will be brief. Currently, we are employing 568 residents of Marion and Polk in service of nearly 60,000 low-income Oregonians.

**Preview of the November Board Meeting:**

- We will approve the annual Head Start Federal **Continuation Grant**.
- We will receive a presentation from **Sara Webb (Program Director)** on our sheltering operations ahead of the winter warming season.

**Marketing:**

- We have a new mini-advertisement scheduled for the December calendar. Six years ago, when we put these things together, we were not very sophisticated in targeting our messaging. That has changed.

This communication will appear on **KGW** in Portland and across various digital platforms between December 2<sup>nd</sup> and December 13<sup>th</sup>. We can also use it in our other, broader marketing efforts. I am grateful for the work of our Development Director, **Marie Jennings**, on this important project. If you have not seen it, check it out to the right:



## Renovation Updates:

The Agency operates 45 properties across Marion, Polk, and Yamhill Counties. In recent years, we have secured considerable sums to upgrade some of these properties, and those renovations are underway. Most of those current construction projects concern our homeless services division (the **ARCHES Project**). I have attached a summary of those renovations' current status to the board packet. In brief:

- **ARCHES Inn (1288 Hawthorne NE, Salem):** The renovation project is on schedule. We are currently in a value engineering stage, right-sizing the renovation to available grant funds. I am also working to secure additional funding to add some extra pieces that value engineering might sidetrack. The renovation here is supported by funds from the **United States Department of Housing and Urban Development** and the Oregon Legislature (with a special thank you to former Senate President Peter Courtney and Senator Deb Patterson).
- **ARCHES Lodge (1875 Fisher Road NE, Salem):** Currently, we are working with the architect to finalize the sprinkler system design and awaiting the final kitchen blueprints. This project is also in the value engineering stage. The building is currently fully occupied.
- **ARCHES Family Cottage (2933 Center Street, Salem):** This project is located at the former Tanner Project site. We are close to completion, having finished mainly with flooring and plumbing. The property has a projected completion date of no later than December 15<sup>th</sup>. For further details, see the attachment on the ARCHES Renovation Projects.

## Public Affairs:

- There have been quite a few media engagements the past few weeks. Specifically around the election and what it means for homeless services, the final report of the **Hospital Discharge Task Force, Grants Pass**, and the continued saga of the **Western Pond Turtle**.<sup>1</sup> My season will be busier in the weeks ahead, as we move closer to the opening of the session. The network has several critical needs to advance in what will be a tight and tense budget cycle. I do feel like we are in a good position. The greatest needs will continue to be sheltering and housing, food, energy costs, climate change, and as always early learning.

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<sup>1</sup> <https://katu.com/news/local/oregon-based-homeless-advocates-worry-about-trumps-plan-to-end-homelessness>;  
<https://oregoncapitalchronicle.com/2024/11/12/oregon-task-force-find-ways-to-prevent-patients-from-boarding-in-hospitals/>;  
<https://www.abc3340.com/news/nation-world/oregon-based-homeless-advocates-worry-about-trumps-plan-to-end-homelessness>;  
<https://www.thelundreport.org/content/solutions-floated-oregons-hospital-boarding-problem>;  
<https://www.statesmanjournal.com/story/news/local/2024/10/24/western-pond-turtle-salem-homeless-camps-willamette-river/75794232007/>

## Winter Sheltering:

- In 2018 we had no shelter beds. Today we have hundreds. That means hundreds of men, women, and children have a safe, warm, and dry place to sleep, and work on housing in the rains and cold weather ahead. We have discussed several other projects on the horizon over the last year. I have not named them below (beyond project type) but I wanted you to see the potential impact over time.

Shelter Locations	Type	Rooms	Beds	Type	Notes
ARCHES Inn	Non-Congregate	75	75	General Homeless, Medical Respite	Agency Owned
ARCHES Lodge	Non-Congregate	60	75	General Homeless, Vets, DHS Reserve	Agency Owned
ARCHES Cottages	Non-Congregate	18	36	Families	Agency Owned
Salem Navigation Center	Congregate	0	75	General Homeless	City Owned
Woodburn Shelter	Congregate	0	20	General Homeless	Church Owned
David's House	Non-Congregate	0	5	Youth (Moving to 10 Beds)	Agency Owned
Taylor's House	Non-Congregate	0	10	Youth	Agency Owned
<b>Totals</b>		<b>153</b>	<b>296</b>		
<b>Emergency Capacity</b>					
First Presbyterian	True Emergency	0	90	Extreme Weather	Church Owned
ARCHES Day Center	True Emergency	0	30	Extreme Weather	Agency Owned
<b>Totals</b>			<b>120</b>		
<b>Supportive Services Properties</b>					
Redwood Crossings	PSH	31	31	General Homeless	Plus 6 Respite
Yaquina Hall	PSH	51	51	General Homeless	
Sequoia Crossings	PSH	60	66	General Homeless	6 2-Bedroom Units
Evergreen	PSH/RRH	60	66	Veteran	8 PSH/9RRH
<b>Totals</b>		<b>202</b>	<b>214</b>		
<b>Future Options</b>					
Project A (Conceptual)	Multi-Use	90	150	Multi-Use	
Project B (Conceptual)	Multi-Use	60	120	Multi-Use	
Project C (Conceptual)	Multi-Use	100	250	Multi-Use	
Project D (Conceptual)	Multi-Use	120	250	Multi-Use	
<b>Totals</b>		<b>370</b>	<b>770</b>		
<b>Current Shelter</b>		<b>153</b>	<b>296</b>		
<b>Current Emergency</b>		<b>0</b>	<b>120</b>		
<b>Current Supportive</b>		<b>202</b>	<b>214</b>		
<b>Current Total (All Types)</b>		<b>355</b>	<b>630</b>		
<b>Potential Future Options</b>		<b>370</b>	<b>770</b>		
<b>Potential Future Totals</b>		<b>725</b>	<b>1400</b>		

## Staffing:

- After six years in the role, our **Chief Financial Officer Kaolee Hoyle** is moving on to other adventures. We are very grateful for the time Kaolee has committed to our mission and

our Agency. She stabilized a shaky financial situation in 2019, and put us on a path to clean and timely audits, which allowed the Agency to grow and better serve low-income folks in Marion and Polk (and beyond) through a national emergency, one that was critical for the working poor and the homeless. We have commenced a national search for her replacement. We will involve Board members in the hiring committee once we reach that stage. Kaolee has graciously agreed to stay in a consulting role through 30 June, if necessary, to shepherd us through the audit and to help provide stability during the transition to a new CFO.

- Earlier this year, we posted for a **Director of Strategic Partnerships**. Community Action Agencies are designed and required to work with other community-based organizations to build stronger alliances and collaborate effectively on joint projects to end poverty in our communities. Over the course of the pandemic, an extraordinary amount of resources found their way into social services. Those resources, in turn, triggered a much more competitive environment between nonprofits than ever before. As a result, those relationships were frayed (sometimes) and, more frequently, just neglected, as the expectations around spending resources and the numbers served increased dramatically.

During the course of our Strategic Planning conversations with community partners, we have discovered that they have very specific ideas about what we need to be doing, about community roles, about how we need to become more of a conduit to funnel state funds to them, etc. It is also true, I believe that we have lost some nonprofit unity in town, in part because government funding streams, politics, and grant requirements have had a role in playing off one organization against another. We simply need more inter-agency cooperation to best represent the Marion-Polk nonprofit community as a united front with funding entities and state government in particular.

After an exhaustive search, we hired **Shelaswau Crier** as our new Director. Shelaswau was a four-year member of our Board of Directors, until earlier this year. She has worked for the **Oregon Department of Education** and the **Department of Public Safety and Standards**, and she was a law professor at **Willamette University College of Law**. Shelaswau has a law degree from **Yale**, and graduated from **Rice University** with a degree in Mathematics. Shelaswau has worked with the **Coalition for Salem-Keizer Schools**, the **Oregon Youth Authority**, and the **Salem-Keizer NAACP**.

#### **Quick Hits:**

- At the request of **Oregon Community Foundation**, I met with **Rey Ramsey**, a Washington, D.C. based consultant to their Project Turnkey model. Rey was the first Director of Oregon Housing and Community Services. Prior to the late 1980s, Oregon had a Department of Commerce. The state's housing agency, which had been established in 1971, was spun off

into Oregon Housing, when the **Department of Commerce** was closed in favor of **Business Oregon**. In 1991, the Housing Agency was merged with Community Services (which had been in **Oregon Department of Human Services**) to form **Oregon Housing and Community Services**. We are organized as a Community Action Agency by the federal government, specifically the **United States Department of Health and Human Services**, which means **Robert F. Kennedy, Jr.**, will be our new boss in 2025. Those funds and systems are channeled through the Community Services program. Rey was responsible for the merger of the two, and was the new OHCS's first director in 1991, at the request of former **Governor Neil Goldschmidt** and later **Governor Barbara Roberts**. Of note, ODHS really wants Community Services back these days. Rey is in Oregon working with Oregon Community Foundation on a "where do we go from here" analysis.

There is considerable interest in future projects. In August (this year), **Portland State University** released a study of the good work of Project Turnkey (we have two of these motels, the **Inn** and the **Lodge**).<sup>2</sup> Today, there was a press release highlighting the summary of the report.<sup>3</sup> It is a very good model for solving homelessness. It is also expensive and requires state commitment. The **Willamette Week** analysis was a bit more skeptical, but it confessed that the model was cheaper than standard affordable housing construction (only 25% of what affordable housing costs per door). There was also good evidence that the traumas created by homelessness waned for residents in this model. What the **WW** missed, however, is the historical and abysmal performance of shelter models nationally in the United States, which struggle to convert more than 25 percent of exits to permanent housing.<sup>4</sup>

Jimmy Jones  
15 November 2024  
Salem, Oregon

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<sup>2</sup> [https://pdxscholar.library.pdx.edu/hrac\\_pub/48/](https://pdxscholar.library.pdx.edu/hrac_pub/48/)

<sup>3</sup> <https://www.pdx.edu/news/shelter-model-improves-outcomes-people-experiencing-homelessness>

<sup>4</sup> <https://www.wweek.com/news/state/2024/11/14/psu-study-on-project-turnkey-reveals-first-sites-struggled-to-get-residents-into-permanent-housing/>

# IT Services

## Board Report

I am pleased to provide a status update on key initiatives within the IT department. Our team is making significant progress on several projects, which support our goal of enhancing technology capabilities, improving security, and ensuring operational efficiency across the organization.

### **1. Phone System Upgrade**

We are in the final stages of a comprehensive phone system upgrade, designed to enhance communication reliability and improve user experience organization-wide. This project is currently over 95% complete, with final testing and optimization underway. We anticipate full deployment within the next few weeks, after which we expect enhanced call quality, reduced downtime, and better integration with our existing infrastructure.

### **2. Head Start Camera Upgrade**

The Head Start program's camera upgrade project has been successfully completed. This update has enhanced our monitoring and security capabilities, offering clearer footage and better system reliability. The new cameras are now fully operational and have been integrated into our central monitoring system, providing real-time coverage and improved incident response capabilities.

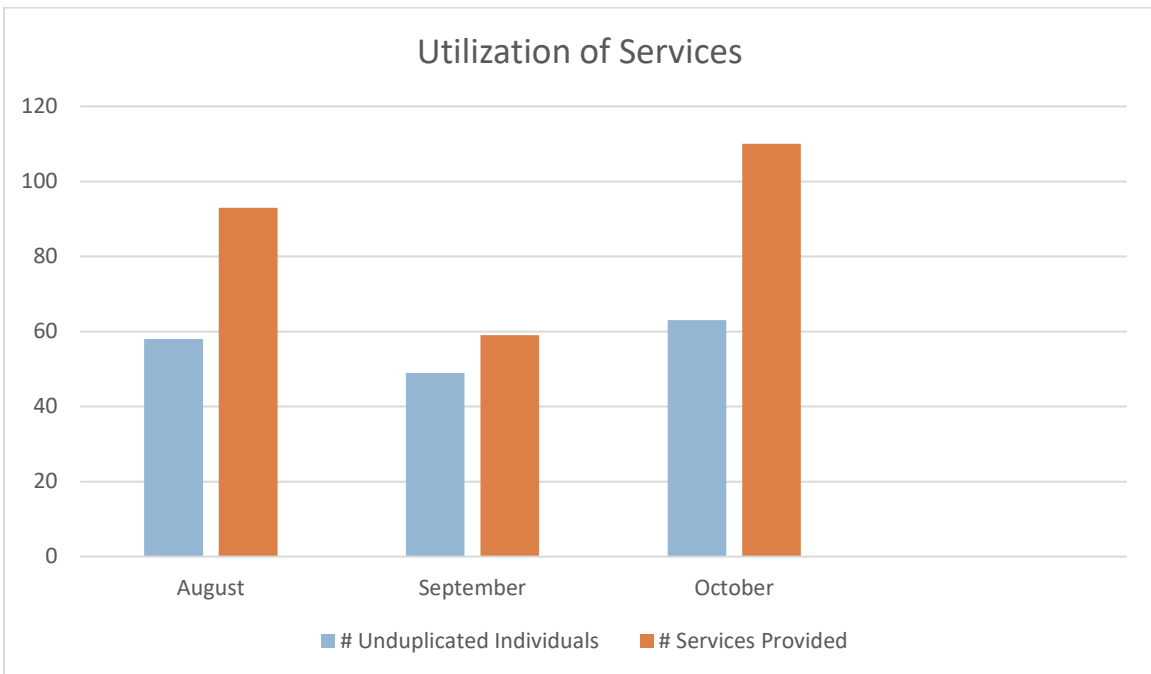
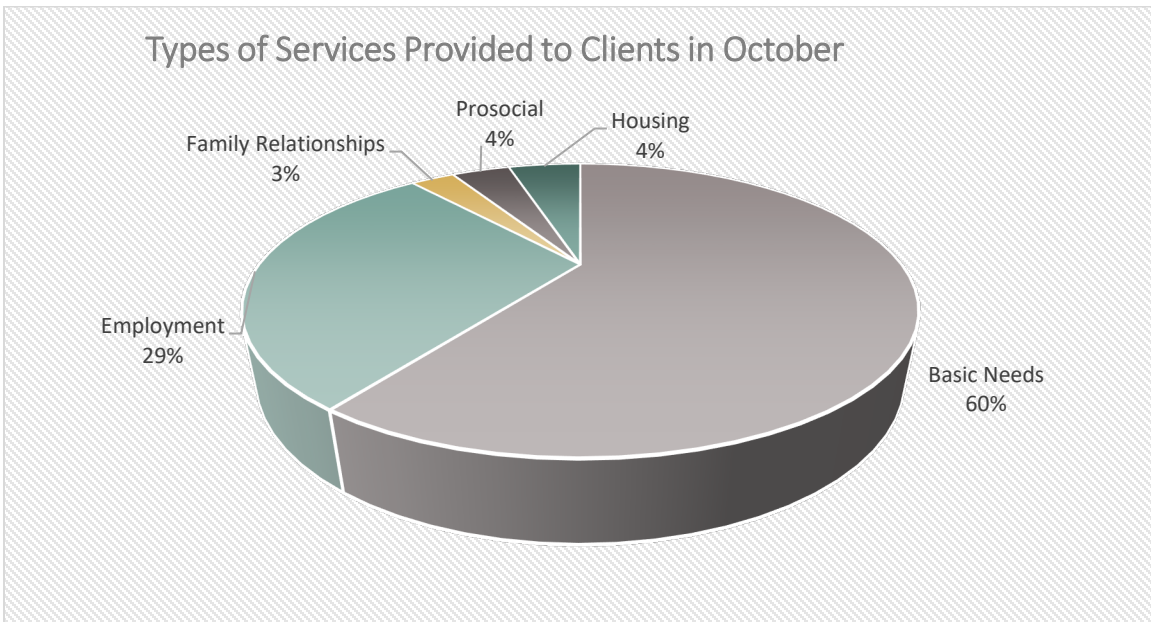
### **3. Security Updates Across All Sites**

Our team is actively working on implementing security updates across all locations to ensure data protection and regulatory compliance. These updates include patches for all major software and firmware vulnerabilities, as well as enhanced firewall and antivirus solutions. We are on schedule and expect to finalize these updates over the next couple of months. This proactive approach is critical to minimizing cybersecurity risks and safeguarding sensitive information.

### **4. Arches Inn Renovation Planning**

As part of the upcoming Arches Inn renovations, IT is planning for a complete network infrastructure reinstall. This project will involve extensive work to establish secure, high-speed network connectivity throughout the facility, ensuring that all systems—from client services to back-office operations—are fully supported. This planning stage includes evaluating network design requirements, equipment needs, and integration timelines to align with the renovation schedule.

We remain committed to ensuring that these projects are completed on time and within budget, delivering reliable and secure technological solutions to support our organization's mission. Thank you for your continued support, and please feel free to reach out with any questions.



### Opportunities/Challenges

- ❖ We are currently recruiting for our next welding cohort as a partnership with Chemeketa Community College. Our next cohort is scheduled to start in January.
- ❖ We continue to move forward with our new vocational training program focused to assist local manufacturing employers with the Future Ready Oregon funding. The goal is to train current and potential employees which would bolster labor forces and give more valuable employment opportunities to individuals that lack the required skillsets.

# Energy Services October PY25 Program Report

## Executive Summary of Activities

### October 2024 unduplicated Marion & Polk completions

- 685 HH assistance @ \$332 average payment
- 1058 applications received plus 77 to reconnect service
- LIHEAP funds pending (only OEA completed)
  
- PY2025 began October 1
  - \* Applications provided to multiple community partners including; Polk County Resource Centers (Monmouth and Fall City) NWHS, Mano A Mano, Santiam Hospital, MWVCAA Main office and agency programs, mobile home parks, multiunit complexes, and others.
  
- Energy had 737 people come to the office in October and received 1022 calls. We have made updates to reduce the number of people in the office allowing additional time for the team to process applications.
  
- Eligible OEA applications processed, LIHEAP allocation received November 6, pending LIHEAP applications will be processed.
  - \* **October LIHEAP pending, 1100 @ \$388,295.**





## October 2024 Report for Weatherization Program

Below is the Auditor, Inspectors monthly report and I have attached the Intake/  
Energy education Office report.

Audits 19 new projects audited  
Final inspections 12  
Technicians completed 13 Air seals

### We had a great a turnout for National Weatherization Day event.

I would like to share with you that we had a great turnout on our National Weatherization day event. We had 12 Community partners attending the event and displaying their literature, along with 4 of our WX contractors and electrician who were all involved in meeting the visitors and distributing candy. We had 8 student volunteers from Willamette university assisting us in areas needing help and passing out candy too. United Way donated children toys for us to hand out, all children that wanted a toy got the chance to spin the wheel to determine what gift they could choose from, many gifts were given away. We raffled many gifts cards, vouchers provided to us by other community friends, Adams Ribs, Jamba juice, Marco's place and La Margarita all gift cards and vouchers. We would like to say thanks to all the staff here at WX for the hard work they all put in for the decorations and preparing for the event. Also, all those staff and board members who made an appearance and took the time to socialize with us.

Thanks

Hector Guzman  
WX Program Director

# WEATHERIZATION



Month:



## WAITLIST

Utility	Pre-Screening Form Request	Pre-screening forms Returned	Total on waitlist
PGE			
PPL			
NNG			
BPA			
Other			
<b>Total</b>			

Waitlist Total:



## INTAKE

Utility	Appointments Scheduled	No Shows	Pending	Not Qualified	Qualified—Job Number Assigned
PGE					
PPL					
NNG					
BPA					
Other					

TOTAL NEW JOBS:  
Jobs Year to date:

DONE!

## COMPLETIONS



Total HH Completed:



Total # of people served:



Total # of minors:



Total # of seniors:



Total # of disabled persons:

Total # of Veterans:



Utility	Completed Jobs	Total Spent
PGE		
PPL		
NNG		
BPA		
Other		
<b>Total</b>		

Site Built Homes
Mobile Homes

Owners
Renters


**HEAD START PROGRAM REPORT TO BOARD OF DIRECTORS & POLICY COUNCIL  
Liz Salinas Head Start Director – November 2024**

**Attendance**

**Head Start Preschool**

9/24	10/24	11/24	12/24	1/25	2/25
84.24%	82.26%				
3/25	4/25	5/25	6/25	7/25	8/25

**Early Head Start**

9/24	10/24	11/24	12/24	1/25	2/25
78.77%	78.40%				
3/25	4/25	5/25	6/25	7/25	8/25

**Attendance Analysis - Absences for September 2024**

The Head Start attendance rate for October was below the required 85%. The top absence reason during the month was:

- Child illness – 42.82%

The Early Head Start attendance rate for September was below the required 85%. The top absence reasons during the month were:

- Child Illness – 75.40%

**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 = 510**

9/24	10/24	11/24	12/24	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25
501	510										

**Early Head Start – Full Enrollment = 214**

9/24	10/24	11/24	12/24	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25
198	208										

## Waiting Lists

### Head Start Preschool

9/24	10/24	11/24	12/24	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25
69	77										

### Early Head Start

9/24	10/24	11/24	12/24	1/25	2/25	3/25	4/25	5/25	6/25	7/25	8/25
22	44										

## USDA Meal Reimbursements

	September 2024	
USDA Meal Reimbursements	Number of Meals Served	Amount Reimbursed
Breakfast	7,760	\$18,391.20
Lunch	7,797	\$34,540.71
Snack	2,433	\$2,943.93
Cash In Lieu		\$2,339.10
<b>Total Reimbursement</b>	<b>17,990</b>	<b>\$58,214.94</b>

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

**Head Start Leadership:** Currently our leadership team has two vital positions vacant, the Region Team Resource Specialist (RTRS). The RTRS is the on-site supervisor who oversees the day to day running of our sites, classrooms and, directly oversee the classroom staff. Due to the importance of having someone directly available to site staff 4 members of our Management team will be supporting coverage at sites until the positions are filled.

**Head Start 2024-2025 Enrollment:** Enrollment for PRE-K is right on track, EHS/CCP which is a combined total of 214 is gradually getting to the required enrollment, but still has some improvement needed. As stated last month filling up space in our new provider and in the Polk County location have been the most difficult. Intensifying recruitment for North Salem/Keizer and Independence is top of the list of importance.

**Child Care Resource & Referral**  
**Board Report – November 2024**

CCR&R supports programs who receive Preschool Promise funding with coaching and quality improvement supports. Preschool Promise does not run during the summer so CCR&R staff have been busy with supporting programs with starting the new school year. CCR&R provides Communities of Practice for these programs and in January is going to start doing a cohort in English and Spanish to support business practices.

Every year CCR&R send a survey out to all early learning programs in the region. See attached summary from the survey this year. Staff made follow-up calls to all programs who requested additional support in the survey. CCR&R has committed to exploring different registration platforms, adding additional trainings and sharing with partners and advocating for issues raised in the survey.

CCR&R compiles the Market Price Information for our region every 2 years. The Market Price and Supply Study or MPSS is an effort to collect information about the price and supply of child care in Oregon. This study is for **all** child care providers in Oregon. During this study, providers are asked to share information about their child care program. The MPSS is used to inform Oregonians about the **availability and affordability** of child care throughout Oregon. This information will be used by state leaders to inform policy making such as setting the maximum subsidy rates. Staff are working on contacting every program in our region by the end of the study on December 31<sup>st</sup> 2024.

The Yamhill Pre-Apprenticeship cohort is nearing the half way mark, our apprenticeship coach has had over 20 meetings with the pre apprentices in the last month, with a focus on building relationships and becoming a familiar face in their classrooms. We have had 10 potential apprentices inquire about the program since we started the pre apprenticeship in late September and have five programs interested in becoming apprenticeship training agents to employee apprentices. We are beginning the application process with these individuals for the Registered Apprenticeship which will start in January.

The Yamhill Business Navigator has been busy visiting all Yamhill Registered and Licensed in-home providers. She is delivering a series of 9 STEAM books that were chosen to support the literacy initiative on her visits. This is also giving her the opportunity to meet with providers and bring them valuable resources and information about apprenticeship programs, grants, cohorts, infant-toddler trainings, Child Care Substitutes of Oregon and more. The providers have been so thankful for the information. She has been able to sit with them to offer advice on current challenges they are facing or put them directly in contact with someone who can help, bringing a sense of customer service back to the area. The educators are grateful for this as seen in the following email that I received regarding her visit, *"It was a pleasure to have you at my door. This is the best connection so have made in years with CCR&R. Thank you , so much for connecting me to the appropriate programs. They have emailed me regarding Spark , Infant Toddler program and I have responded to make appointments with them to get started. I will sign up for the classes for me and my staff in the morning and submit the grant application. Have a Great Day tomorrow and again I really appreciate your help."*

Nutrition First - Child Care Food Program  
 Carmen Romero - Program Director  
 October 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 2024-2025. 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.

Month	Aug. 2024	Sept. 2024	Oct. 2024						
Start	503	503	505						
Opened	13	15	14						
Closed	13	13	17						
Active #	503	505	502						

- For October, we signed on 14 providers (all 14 are registered with CCLD this month) Nutrition First also closed 17 providers, leaving us at the end of October with 502 active homes. 17 closures are not an unreasonable number of provider closures for October.
  - 2 of the homes were taken over by a new-provider and reflect in the new provider count above. 3 providers closed their daycare, 5 did not want to do attendance in KidKare, 1 provider took a job outside of daycare, 1 provider was denied renewal with CCDL, 1 closed due to medical reason, and 4 providers did not give a reason for closing.

The only difference between the CCLD providers and the license exempt providers is how many children the state has allowed them to care for and that is the number of children Nutrition First will reimburse meals for.

- During October, staff conducted 15 in-home sign-ups, 52 in-home monitoring reviews and saw approximately 416 children in the reviews. Octobers are always a bit slower while we initiate our new fiscal year.

**Program updates:**

- Nutrition First FY 25 grant was approved. We are fully staffed and hope to stay that way, FY 24 was a rough year in general with keeping staff positions filled, and the administrative review from our funder.
- Nutrition First sent 4 out of 7 staff to Burbank California for Annual Roundtable CACFP training. These trainings keep staff up-to date on upcoming changes. It is also beneficial for Compliance Monitors to get together with other Monitors so they can share techniques. This was the first out of State training Nutrition First staff has attended since COVID.
- Nutrition First has implemented having all of its claiming requirements be done in KidKare we did have 5 providers leave the program due to the last implementation (child Ins/Outs in KidKare).

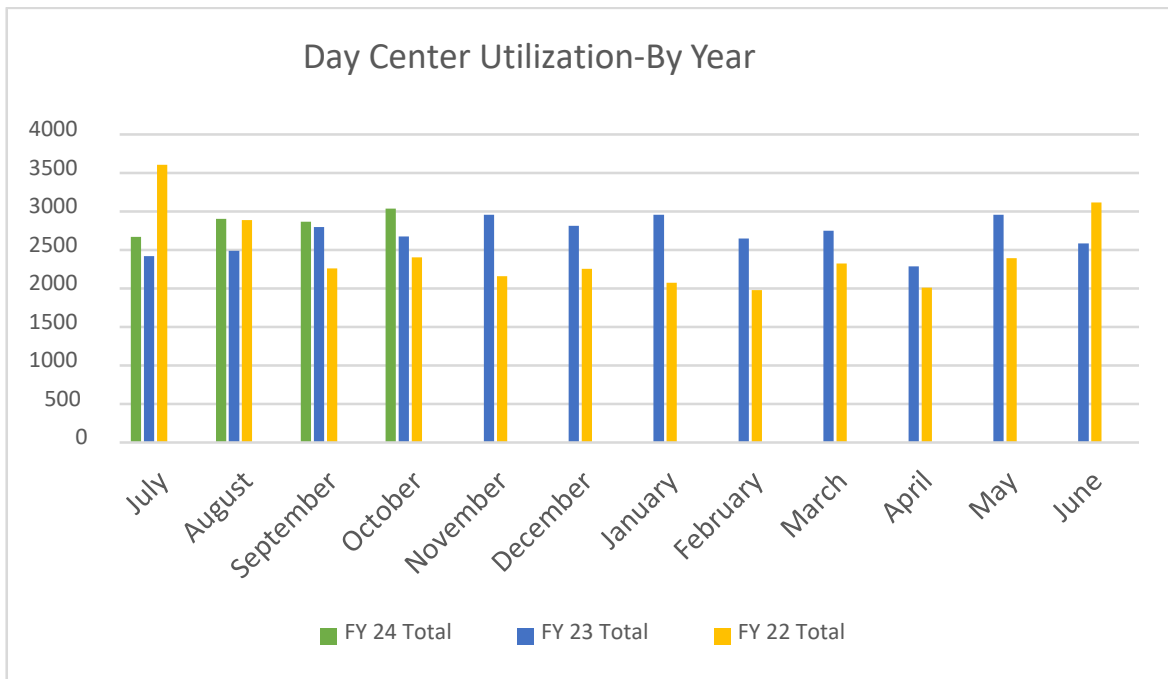


615 Commercial Street NE  
Salem, Oregon 97301  
CRP Board Report - October 2024

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.

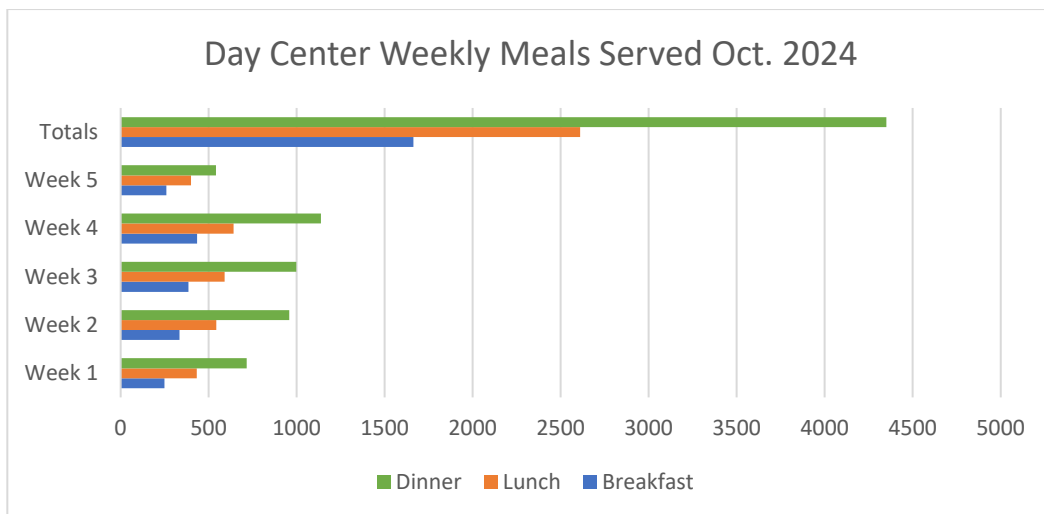
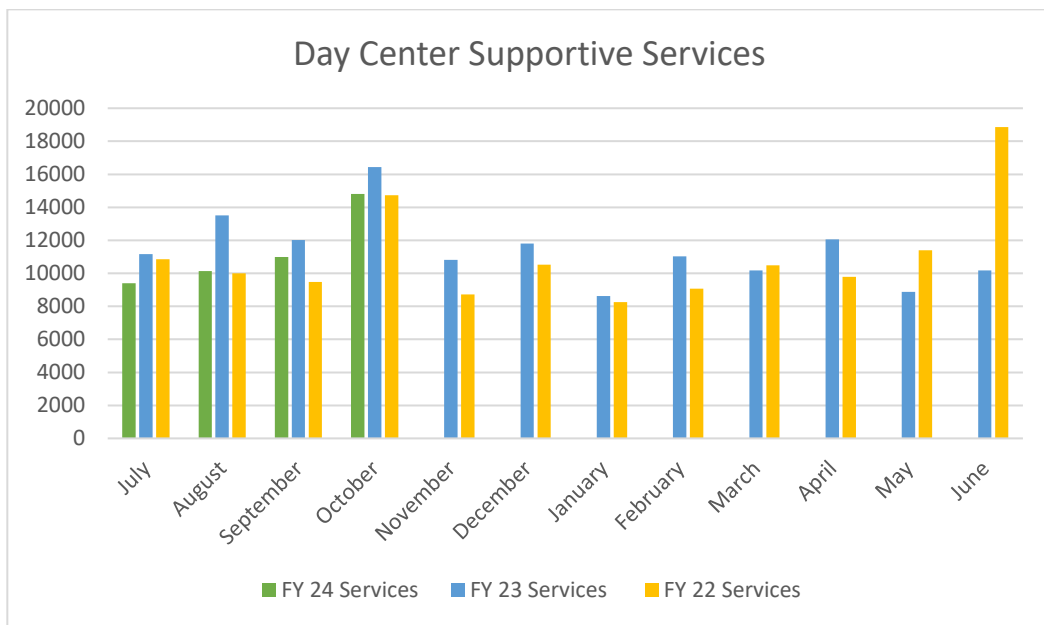
Since opening day, the Day Center has recorded a cumulative total of 141,972 duplicated visits, reflecting an average daily attendance of 122 individuals. This attendance rate has remained steady and aligns with prior monthly trends, underscoring the center’s role as a reliable resource within the community.

In October 2024 alone, the Day Center facilitated **3,038 visits**, with a daily average of **138 individuals served**. This consistency highlights the sustained demand for services and reinforces the critical importance of the Day Center in meeting the ongoing needs of vulnerable populations

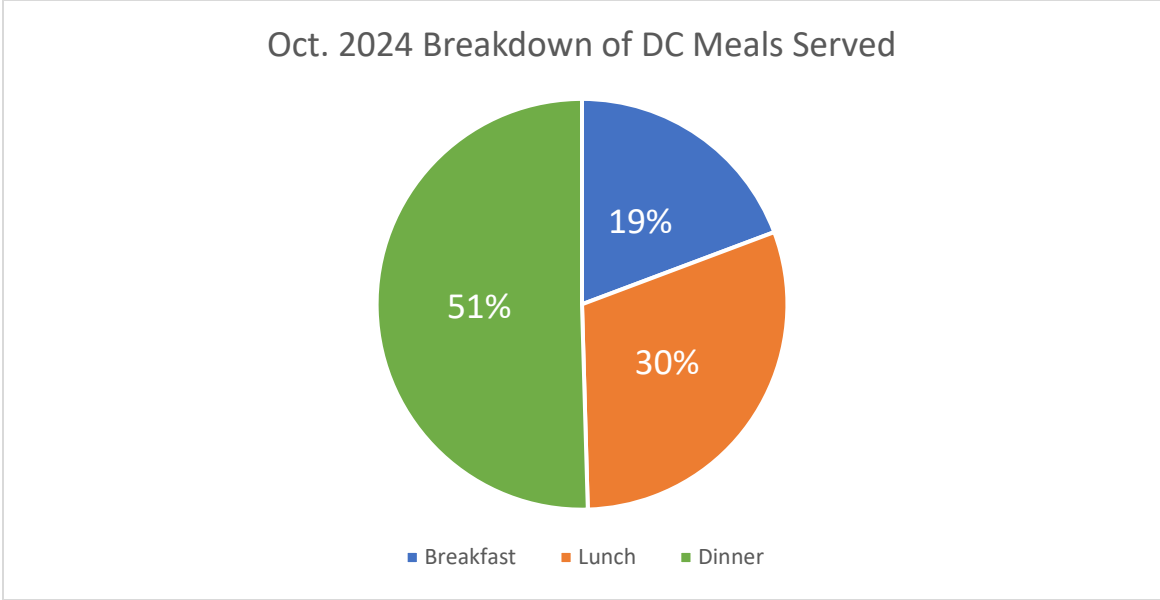


**ARCHES Basic Needs & Supportive Services:**

In October, the Day Center’s Supportive Services team successfully facilitated a total of **13,850 supportive service** transactions. Meal provision emerged as the most utilized service, with **8,020 breakfast, lunch, and dinner meals** served throughout the month. The ARCHES Day Center team delivers approximately 75% of these services, with most food supplies sourced through partnerships with community stakeholders and generous public donations. The meal data from the Day Center reveals an upward trend in demand as SNAP benefits diminish over the course of the month. Dinner consistently sees the highest attendance, while many factors such as job searches or other service connections impact breakfast and lunch attendance. This underscores the critical importance of maintaining all three meal services as integral components of the center’s offerings, highlighting their essential role in delivering comprehensive support to meet the community’s foundational needs.







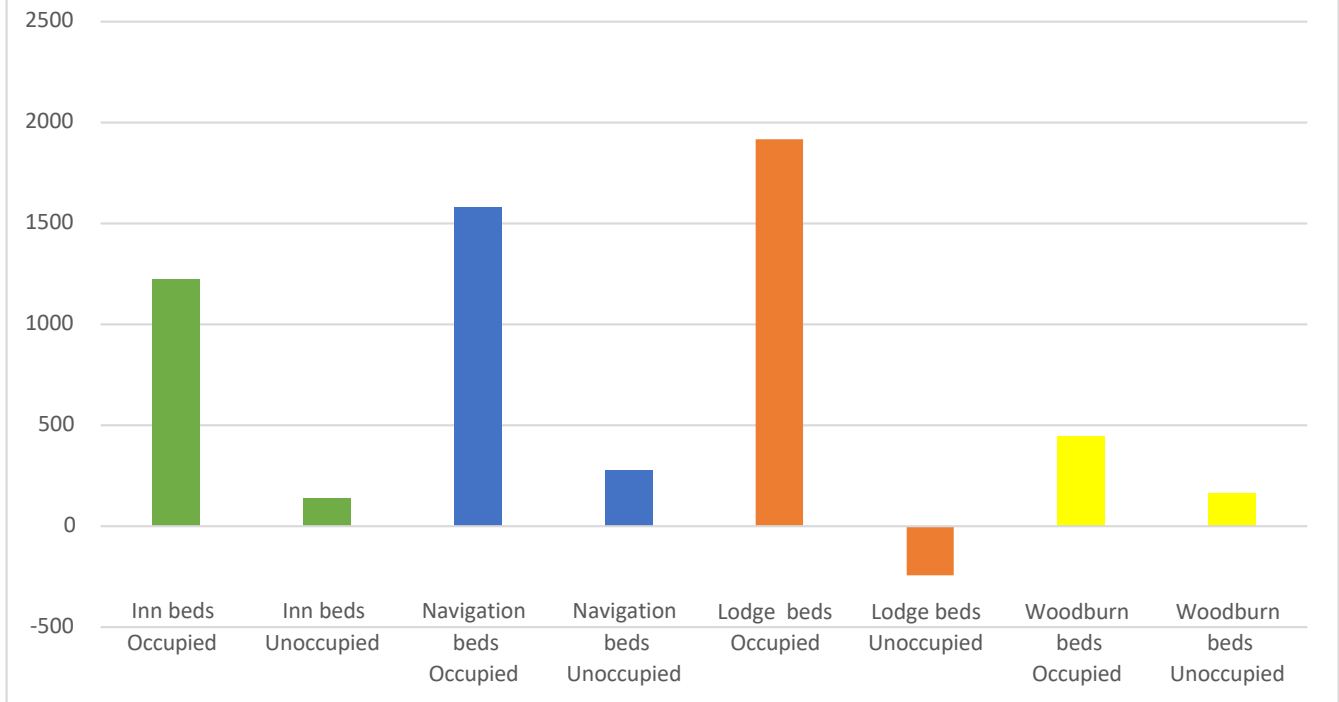
**ARCHES Sheltering:**

For fiscal year 2024 (July 1, 2024 through June 30, 2025), ARCHES will report on all sheltering programs, sharing information on how many households were served, what part of the two-county continuum those households originated from, and outcomes for those households.

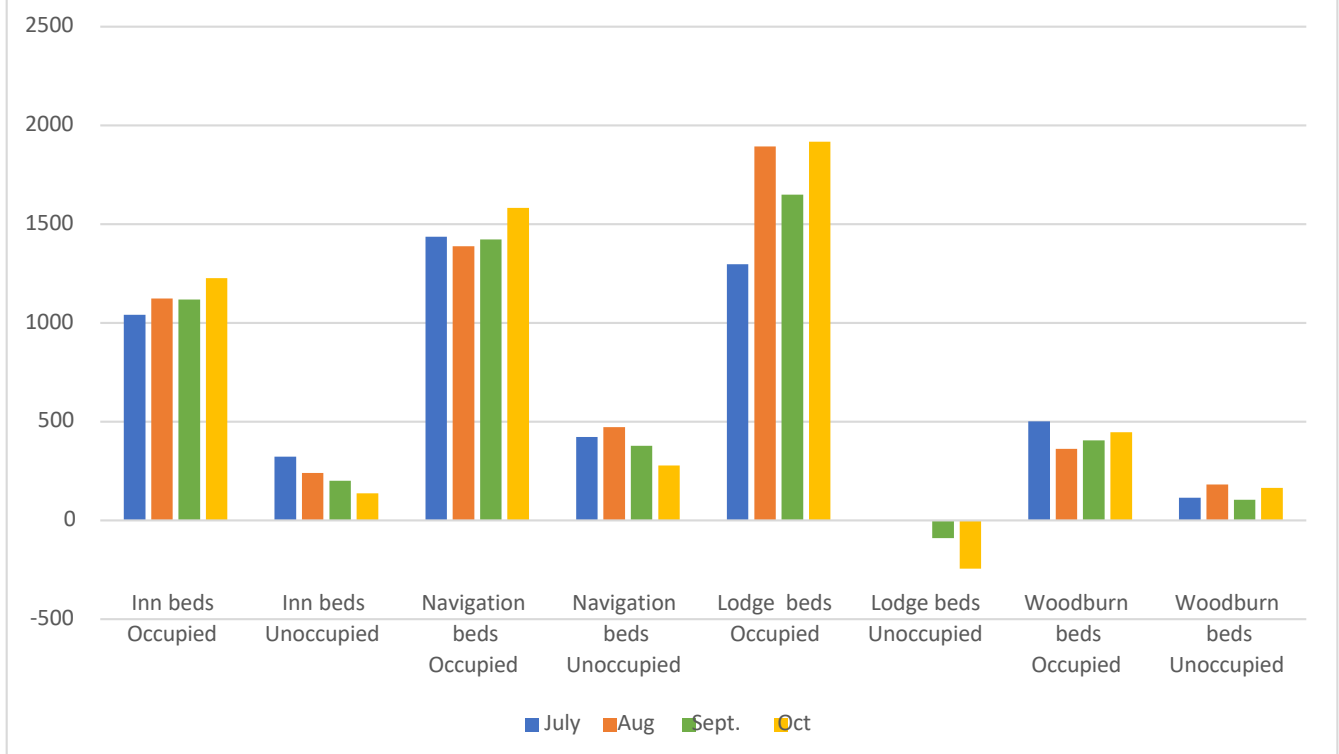
In October, the shelters served **29 new households**, with an impressive **22,178 client service engagements**. These engagement counts include assistance with benefits, daily living support, or client wellness checks. The Shelter Bed Occupancy Count graphs for July through October 2024, demonstrate stable bed utilization across our four shelters, underscoring the consistent demand for emergency housing services. Notably, the data also reflects the successful transition of clients to positive housing outcomes, reinforcing the effectiveness of our programs in supporting long-term stability and independence for individuals experiencing homelessness.

ARCHES Shelter Programs October 2024 (NEW ONLY)												
ARCHES Programs	Households Served	Individuals Served	Avg VI-SPDAT Score	Adults	Children	Households who gained income	Number of Engagements	Household PH Exists	Rural Marion Households	Salem Households (West, Salem, Keizer)	Metro Households (West, Salem, Keizer)	Rural Polk Households
ARCHES Inn	3	4	5.72	4	0	0	3402	1	0	3		0
Woodburn Shelter	11	11	7.5	11	0	0	2788	0	11	0		0
Navigation Center	13	13	6.885	13	0	4	6750	7	0	12		0
Center Street	Program Pending											
ARCHES Lodge	2	2	11	2	0	0	9238	0	0	0		0
Evergreen	Program Pending											
Family Shelter	Program Pending											
Oct. Client Served	29	30	7.776	30	0	4	22178	8	11	15		0

### October 2024 Shelter Bed Occupancy Bed Count



### 2024 Monthly Shelter Bed Occupancy Bed Count



**Staff Highlight: Jennifer Flores – The Lodge**

Jennifer is a proud mother of two boys. While she doesn't have many hobbies, she has a soft spot for rainy days and a good movie, especially when curled up under a cozy throw. Known for her 'workhorse' mentality, Jennifer is driven to complete tasks with excellence. Growing up in a military household instilled in her a strong sense of structure and the value of hard work.



Jennifer joined the ARCHES veteran team as a coordinator this past September and is excited to make a meaningful impact on the lives of those who have served our country. A quick learner, she has adapted seamlessly to our program and the clients we serve, bringing dedication and compassion to her role.

**Outreach for July - October:**

Monthly Outreach Service Transactions	Basic Needs - Service Transaction #					& Facilitated Connection - Service Transaction #			
	Food	Weather Related Supplies	Hygiene Items	Pet Supplies	Camping Supplies	Medical/BH Connection	Crisis Care	Shelter Placement	Housing Assessment
July	3654	23	11	438	8	0	0	2	0
August	2048	2	45	233	1	0	0	0	0
September	1189	2	2	219	1	0	0	4	0
October	355	2	1	34	82	3	0	1	1
<b>Combined Totals</b>	<b>7246</b>	<b>29</b>	<b>59</b>	<b>924</b>	<b>92</b>	<b>3</b>	<b>0</b>	<b>7</b>	<b>1</b>

The Outreach team has made significant efforts to engage with unsheltered individuals, as demonstrated by the Monthly Outreach Service Transaction chart. This data underscores the critical gaps in services still prevalent within our community. Since the beginning of the fiscal year, the team has **provided 7,246 food related service transactions** and successfully facilitated **shelter placement for 7 individuals**. It is important to note that the decline in food service delivery was driven by reduced demand for water as temperatures dropped. However, the overall figures still reflect both the ongoing need for outreach services and the vital role our team plays in addressing food insecurity and housing instability among our unsheltered populations.

**2023/2024 Warming Shelter Season Impact:**

The 2023/2024 warming shelter season, spanning from October through March, played a vital role in safeguarding vulnerable populations during the harsh winter months. By offering refuge from the cold, the program provided a critical lifeline for individuals experiencing homelessness and those at risk, helping to reduce exposure-related health risks and supporting overall well-being within the community.

The season's operations were centered around two primary locations, Salem First Presbyterian Church and The ARCHES Day Center. These locations served as safe havens, ensuring accessible and reliable

shelter services to those in need. The comprehensive efforts of these shelters underscore the community's commitment to addressing homelessness and mitigating the challenges faced by individuals during winter.

This report offers an analysis of shelter activations, client demographics, and the overall impact of the warming shelter services. It highlights the effectiveness of the program in meeting the fundamental needs of the community's most vulnerable residents, and reflects on opportunities for continued collaboration and improvement in future shelter seasons.

Throughout the season, the warming shelters were **activated on a total of 25 days**, providing essential services to individuals in need during extreme weather conditions. Below is a detailed breakdown of activation days by month:

- October 2023 had 3 activations
- November 2023 had 6 activations
- December 2023 had 6 activations
- January 2024 had 7 activations
- February 2024 had 2 activations
- March 2024 had 3 activations

This showcases our proactive response to fluctuating temperatures and our commitment to community well-being. On designated activation days, the Arches Day Center extended its operations from 7:00 AM to 7:00 PM, implementing seamless client care coordination, including warm hand-offs for clients transitioning between day and evening services. Comprehensive transportation services ensured client accessibility to and from designated warming sites.

During these activation periods, clients at the Day Center and overnight Warming Shelter were provided with:

- Nutritional support through snacks and prepared meals
- Hygiene amenities including access to showers and laundry facilities
- Safe, heated overnight accommodations to promote rest and well-being

### **Client Demographics**

Over the course of the season, the warming shelters **served a total of 468 clients**, providing critical shelter and resources during adverse weather conditions. The following demographic breakdown offers insight into the diverse population served, highlighting our commitment to addressing the unique needs of each individual within our community.

- **Gender:**

- 273 males
- 99 females
- 1 identified as non-binary
- 1 questioning
- 1 transgender

- **Pets:**

- A significant aspect of service was the inclusion of pets, with **160 pets** being accommodated alongside their owners.

### **Impact and Conclusion**

The warming shelter season delivered vital services to a diverse population, including individuals of various gender identities and their pets. Consistent activations throughout the winter underscored the demand for these services, with effective transportation logistics ensuring client access. This data reflects a pressing need for ongoing support and targeted outreach to the homeless community, particularly during extreme weather events. Looking ahead to the 2024/25 season, an analysis of this data has provided valuable insights into areas where service delivery can be optimized. Focused efforts on expanding capacity and enhancing outreach, particularly in targeted rural areas, will be essential for improving accessibility and effectiveness in future seasons. These insights will guide strategic planning to better meet the needs of underserved populations and ensure a more robust and responsive shelter network.

### **Strategic Expansion of Warming Shelters for 2024/2025:**

This season, we are strategically expanding our warming shelter network to encompass four additional locations, reinforcing our commitment to address the diverse needs of our community, including underserved rural areas such as Woodburn and Mill City. This expansion ensures that individuals in these regions have reliable access to safe, warm shelter and essential support services during extreme weather conditions.

- The shelters supported by MWVCAA include:

- First Presbyterian
- Woodburn Rural Shelter
- SOCC in Mill City
- ARCHES Day Center

- A fifth shelter is supported financially:

- Seed of Faith (sub-grantee)

This initiative highlights our dedication to enhancing emergency response capabilities and ensuring comprehensive coverage for vulnerable populations across all areas we serve.

Transportation services are available to ensure safe and efficient access to the warming shelters, with dedicated shuttles departing from ARCHES (615 Commercial St. NE) to Salem First Presbyterian and our valued community partners at Seed of Faith, and returning clients to ARCHES the following morning. Shuttle operations begin at 6:00 PM and continue until all clients are safely transported to a warming shelter, maximizing accessibility and support during evening hours.

To enhance client outreach and ensure no one is left without shelter, warming center staff conduct regular city-wide outreach sweeps throughout the night. These proactive patrols are designed to locate, assist, and transport unsheltered individuals to designated warming locations. This approach not only increases access to essential services but also reflects a commitment to comprehensive, responsive support for our vulnerable populations during the winter months. By providing safe transportation and engaging in continuous outreach, the ARCHES team and its partners prioritize the health, safety, and dignity of each client.

### **Operating Hours & Service Schedule**

- Shelter Operational Hours:
  - Shelter services are provided from 7:00 PM to 7:00 AM, aligning with the overnight care model for individuals experiencing homelessness or crisis situations.
- Staff Arrival and Setup:
  - Shelter staff are required to arrive by 6:00 PM to begin pre-operational tasks, including preparing facilities, setting up sleeping arrangements, and ensuring all necessary supplies are in place for client care.
- Client Intake and Check-In:
  - Client intake begins promptly at 7:00 PM, where clients are checked in, verified, and assigned to available sleeping areas. This process includes a security screening, health assessments, and provision of personal protective equipment (PPE) as necessary.
- Wake-Up Protocol:
  - Clients are woken up at 5:30 AM to begin their morning routines. This includes preparing for departure and ensuring readiness for transport.
- Meal and Nutrition:
  - A nutritious breakfast is provided to clients before they leave the shelter, addressing any immediate nutritional needs.
- Client Shuttling to ARCHES:
  - After breakfast, clients are transported to ARCHES (or the designated follow-up facility) by shuttle service for continued care, support, and access to daytime services.

This breakdown reflects common practices in the field of emergency shelter management, prioritizing client safety, wellness, and a structured transition between overnight care and daytime services.

## **Meal Provisions**

Historically, the Presbyterian Church has supplied basic, shelf-stable meal options such as instant noodles, granola bars for dinner, and oatmeal for breakfast, focusing on convenience and minimal preparation time. This year, in collaboration with ARCHES and Navigation Kitchens, we are enhancing our meal offerings by transitioning to more nutritionally balanced, hot meal options. These will include hearty soups, stews, and other wholesome, protein-rich dishes, designed to provide improved nourishment during shelter operations. This initiative aims to elevate the nutritional value of meals, promoting better overall health and well-being for individuals accessing shelter services.

## **In Closing**

The establishment of warming shelters plays a critical role in fostering community resilience, providing a vital safety net for individuals experiencing homelessness or crisis situations. By offering immediate access to safe, stable shelter and nutritious meals, these shelters not only meet the basic needs of vulnerable populations but also serve as a key point of connection to broader support systems, including healthcare, mental health services, and case management resources. The impact of warming shelters extends beyond temporary relief, contributing to long-term community health and well-being by ensuring that individuals are treated with dignity, respect, and the care necessary to help them regain stability and autonomy. In partnership with local organizations, such as ARCHES Day Center, and the Navigation Kitchen, we continue to enhance the support network, ensuring that our shelters are not just places of refuge, but catalysts for transformation and pathways to sustainable housing and self-sufficiency.

## **A Success Story: ARCHES Outreach**

*Last winter, on one of the season's coldest days, Maggy Johnston and Gabrielle St. Clair were on duty at the warming shelter when a client arrived visibly struggling. Dressed in thin, interview-style shoes entirely unsuited to the freezing temperatures, he shivered as he asked if there were any shoes available that would keep his feet warm enough to walk around safely.*

*Without hesitation, Maggy and Gabrielle sprang into action. They located a pair of sturdy, insulated winter boots and returned to the man with the much-needed gift. Seeing the boots, his eyes filled with gratitude, and he began to cry, overcome with emotion. He hugged both Maggy and Gabrielle, expressing deep thanks for what seemed a simple yet life-changing gesture.*

*Discarding his inadequate shoes, he slipped into the warm boots that would protect him from the harsh cold. For Maggy and Gabrielle, this was more than just providing footwear; it was about showing someone they were cared for and not alone in their struggle.*

*In that moment, a bitter winter day transformed into a powerful reminder of the profound impact of compassion.*

*~ Gabrielle St. Clair*

# HOME Youth Services - Sheltering October 2024

## The Drop-In Day Center

### Program Description:

The Drop-In provides comprehensive support for youth aged 11-18 within their community. Operating five days a week, including weekends when school facilities may be unavailable, it ensures consistent access to services. Extended hours from Thursday to Monday, 12-7 pm, accommodate varying schedules and offer ample opportunities for youth to engage.

On-site, a broad range of services addresses multiple needs. Two hot meals a day, food boxes, a food pantry, and a clothing closet ensure that basic necessities are met. Additionally, essential care kits, mail services, and showers contribute to the well-being and dignity of the youth accessing the center.

The inclusion of case management services demonstrates a commitment to individualized support, helping youth navigate their circumstances and access additional resources. By creating a safe and welcoming environment, the center fosters positive connections and encourages engagement, ultimately supporting youth in their well-being and potential pathways out of homelessness or housing instability.

### Drop-In Day Center Data & Activities:

The Drop-In Day Center is currently undergoing revitalization as we anticipate the opening of the adjoining Family Center. In the meantime, program staff continue to respond to youth needs through regular phone communication, ensuring consistent support. Staff are also providing essential care kits and food boxes to Drop-In youth, meeting immediate needs and maintaining engagement during this transition period.

The Youth Empowerment Program (YEP) is now in its second month of the 2024 cycle. Youth participants meet weekly for skill-building workshops, internships, and culinary classes in partnership with Salem First Christian Church. Through these workshops, participants have earned Food Handler Certifications, developed resumes, and are preparing for mock interviews with program leadership. These experiences equip them with practical skills and confidence for future employment.





Youth are diligently honing their culinary skills, preparing dishes like Thai chicken curry, beef stew, and savory cream chicken. This program is a favorite among participants, who engage in meal planning, create shopping lists, and practice proper culinary techniques. Upon completing the program, youth will earn a chef's coat in recognition of their accomplishments.

Our Youth Empowerment Program (YEP) interns are also actively involved in managing the food pantry, working alongside staff to organize and stock pantry shelves. Each week, they take pantry requests and prepare food boxes for community youth in need. This month, the Drop-In provided six food boxes and ten basic needs kits to clients accessing services.



Looking ahead, the Drop-In will host a resource fair in honor of National Runaway Awareness Month. Coordinated Entry youth assessors will be onsite to offer assessments for youth in need. In partnership with Marion County Public Health and the HIV Alliance, we will provide education and testing services for youth and young adults. The Drop-In will offer hot meals, food boxes, basic needs kits, and warm clothing items. YEP interns will assist by distributing backpacks and school supplies.

On November 25th, the Drop-In will host the annual Home Youth Services Thanksgiving feast, an event that many youths anticipate as a time to connect and reflect on the year. Interns will collaborate with staff to prepare a full Thanksgiving spread for all attendees.

### **Taylor's House- Emergency Shelter:**

#### **Program Description**

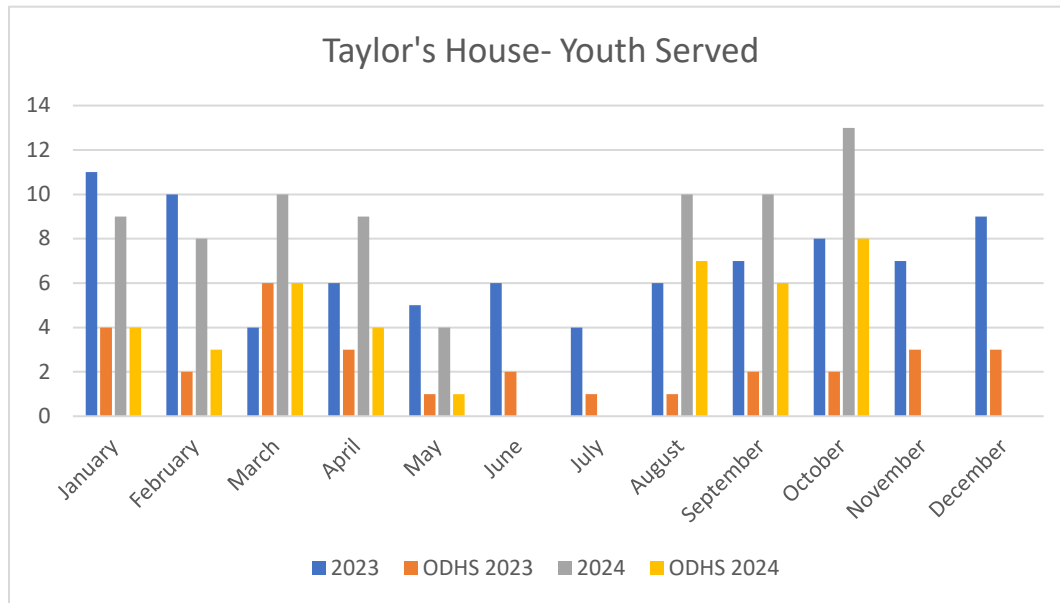
Taylor's House is a resource for youth aged 11-18 in need of emergency shelter and support. Providing a safe environment that prioritizes safety, stability, and growth is crucial for these vulnerable individuals. The capacity for 10 individuals allows for personalized attention and support, fostering a sense of community and belonging.

The co-ed accommodations and structured programs demonstrate a commitment to inclusivity and holistic development. By integrating youth into the community, Taylor's House not only provides immediate shelter but also seeks to empower youth to thrive beyond their time at the shelter.

The dedicated spaces for meetings, recreational activities, and mental health services acknowledge the importance of addressing both practical and emotional needs. Access to nourishment, hygiene facilities, technology, transportation, and personalized coaching ensures that all basic needs are met, setting a solid foundation for the youth to focus on their personal growth and future goals.

## Taylor's House Data & Activities

Taylor's House provides bed nights to youth 11-18. Taylor's house **served 13 youth** in October, including **8 ODHS youth**. The emergency shelter provided **121 bed nights**. Taylors' House is home to a youth in ODHS Independent Living Program (ILP). This has been made possible through creative case management as older youth struggle to find placement. We also had our first Respite care stay. Taylor's House provided respite to a foster youth so that the family could attend a funeral and the youth could continue to get the care he needed.



In October, Taylor's House youth made yummy treats, watched spooky movies and celebrated Halloween. They enjoyed time with community through park trips and rides through the country side as the leaves changed.

## Future Plans

Taylor's House services will continue to prioritize staffing enhancements to strengthen program stability and support. Additionally, Taylor's House is actively preparing for dual programming in anticipation of welcoming youth from David's House, ensuring a seamless integration of services to meet the needs of both resident populations.

## Success Story: Home Youth Services – Taylor's House

*In August, Taylor's House welcomed a youth who was stepping down from Psychiatric Inpatient Services. This youth continued to stabilize in our program with staff support. They maintained sobriety, and continued to develop self-regulation techniques. In October, they successfully transitioned to a resource family. The youth had been in shelter and temp lodging care since the fall of 2023. This was the first time the youth felt capable of being in the community without lower level supports.*

*~Taylor's House Staff*



Mid-Willamette Valley  
**COMMUNITY ACTION**  
**The ARCHES Project**

615 Commercial Street NE  
 Salem, Oregon 97301  
 CRP Board Report - November

**Welcome to our Housing Board Report:** This month, the team will be providing reports highlighting the outstanding efforts of both the Community Resource Program (CRP) and Homeless Youth Services (HYS). This issue includes a detailed account of the exceptional work accomplished by CRP and HYS housing teams in September.

**ARCHES Housing**

The ARCHES Housing Rapid Re-Housing (RRH) teams are instrumental in assisting individuals and families who have experienced homelessness. Their comprehensive programs offer rent assistance for periods ranging from 4 to 24 months, paired with dedicated case management aimed at fostering self-sufficiency. The primary goal is to empower clients with the resources they need to regain stability and independence in their housing situations. October marks the first month that the housing teams were broke off into three separate programs. For all future reporting, you will see the impact of each grant in each county and programs specific to serving families.

ARCHES Rapid Re Housing October											
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
<b>Marion County Housing</b>											
MC COC	9	13	9.9	10	3	0	9	0	0	9	0
MC-TBA	7	17	7.5	12	5	0	7	1	7	0	0
MC -ORI	15	23	7.5	17	6	3	12	0	1	14	0
MC LTRA	43	53	7.4	50	3	0	43	0	2	41	0
<b>Polk County Housing</b>											
PC COC	3	4	6.6	3	1	1	2	0	0	1	2
PC TBA	6	9	9.3	6	3	1	5	0	0	0	6
PC ORI	15	37	7.5	19	18	4	15	0	0	0	15
MC - ORI - RRH	48	117	7.74	55	62	0	48	1	0	0	48
<b>Family Services Housing</b>											
DHS Frest Start	10	10	0	10	0	2	0	4	0	10	0
HSP	1	2	0	1	1	1	0	0	0	1	0
<b>September Clients Served</b>	<b>157</b>	<b>285</b>	<b>7.91</b>	<b>183</b>	<b>102</b>	<b>12</b>	<b>141</b>	<b>6</b>	<b>10</b>	<b>76</b>	<b>71</b>

## Program Overview – Marion County Rapid Re-Housing Emergency Order

The Marion County Rapid Rehousing Emergency Order (E/O) program is responsible for maintaining long-term rental assistance for single adults and families in rural Marion County as well as the Salem-Metro area. This program focuses on those individuals who are chronically homeless and were selected through coordinated-entry as part of our Salem Navigation Center sheltering programs, are responsible for helping clients become self-sufficient community members while assisting with barrier removal solutions. These funds can assist with one to two years of rental assistance. Our program staff responsible for maintaining housing solutions for clients include:

Program Manager – Kaela Lombardi

Program Coordinator – Sacrobi Izquierdo

Case Manager – Bryan Keers

Case Manager - Mariano Manzo

Case Manager – Michael Sukacz

Housing Navigator – Laura Mejia



The number of households served overall by the Rapid Rehousing team in Marion County over the period of September 2023 to November 1, 2024 was 67, serving 85 individuals. Our funding from the CoC, the Tenant Based Rental Assistance program (TBA), and our Oregon Rehousing Initiative (ORI) have combined to work with 31 households this past October providing rent to 28 of those households, while helping the others locate long-term solutions.

What is “barrier-removal” exactly? This is a need that is more and more common among unhoused individuals who are seeking assistance with our programs. Barrier removal includes purchasing needed items prior to moving into a unit. This does not mean only process documents like social security cards and driver’s licenses. If the client needs access to transportation in order to get to work, barrier removal funds pay for single and monthly use bus-passes. Perhaps prior to moving in all their items are in a storage unit they are unable to afford. Barrier removal funds can assist. When a person moves into a new home directly from outside, they have none of the comforts of home. Beds, furniture, kitchenware, towels, are all items that can be purchased with barrier removal funds. Barrier removal funds were vital in the initial stages of the E/O program. Not only do these funds provide vital resources for individuals and families, they make it feel more like home.



Demographic breakdowns include an even distribution among the male/female genders. Across the age demographic there is a focus on those individuals between 35 and 64. Clients listed above under 18 are part of a household unit. As the program continues to grow and serve an increasing number of chronically homeless individuals, the hope is to continue the high rate of success in taking both individuals and families who are living on the streets and move them from our sheltering programs into long, stable housing where they can continue to grow and flourish in their communities.

## Fresh Start Program

Fresh start is a program in partnership with Oregon Department Human Services (ODHS). Fresh Start focuses on parents that are working on reunification with their minor children and one of the last steps is stable housing.

### “A Fresh Start for Kevin”

Kevin’s journey with the ARCHES Fresh Start program began as he faced one of the toughest challenges of his life: securing stable housing so he could reunite with his one-year-old son. As a single father living with a family friend, Kevin longed for a place to call his own, where he could create a safe, loving environment for his child. His determination to build a brighter future was evident from the moment he enrolled in Fresh Start.



From his first day with Fresh Start, Kevin’s dedication was unmistakable. He embraced every opportunity to grow, improve his employment situation, and secure a foundation for his future family life.

Juggling court meetings and precious weekly visits with his son, he worked tirelessly with Fresh Start to identify the resources he needed to build a stable life. He worked closely with Fresh Start, exploring resources, and setting realistic goals. In less than three months, Kevin’s persistence paid off—he earned a promotion to assistant manager at his job, a moment that reassured him he was on the right path. This new role represented more than a job; it was a significant step toward financial independence and stability. Kevin found a home that fit his needs and budget—a place where he could truly begin again. The Fresh Start program assisted with his security deposit, and through our community partnership with Helping Hands resources, Kevin was able to receive essential household items, making his new space feel like home.

Today, Kevin stands on the threshold of a new chapter. His hard work, resilience, and partnership with Fresh Start have brought him closer to family reunification and the stability he’s longed for. With his new home ready, Kevin is looking forward to welcoming his son into a space filled with warmth, love, and hope for a bright future.

## Eviction Prevention

Housing prevention serves as a crucial first line of defense against housing instability and homelessness, primarily addressing the inability to pay rent consistently.

The Eviction Prevention Program provided **82 households** with rental payments to ensure **that 117 adults and 103 children** maintained stable housing in September of 2024. **48% of those households were served in rural communities** ensuring that all residents of Marion and Polk County are receiving the assistance they need.

Resource Services - Homeless Prevention										
ARCHES Program	Households Served	Individuals Served	Adults	Children	Households Searching	Households in Housing	Household PH Exists	Rural Marion Households	Salem Metro Households (West, Salem, Keizer)	Rural Polk Households
Salem Resource Services	44	134	71	63	0	44	44	2	42	0
Polk County Resource Services	13	29	17	12	2	11	11	0	0	13
Woodburn Resource Services	15	34	16	18	0	15	15	15	0	0
Mill City Resource Services (SOCC)	10	23	13	10	0	10	10	10	0	0
<b>September Clients Served</b>	<b>82</b>	<b>220</b>	<b>117</b>	<b>103</b>	<b>2</b>	<b>80</b>	<b>80</b>	<b>27</b>	<b>42</b>	<b>13</b>

**Staff Spotlight – Alessandra Smith**

*“In the month of October, we would like to acknowledge the hard work and dedication of Alessandra Smith. Alessandra is the Eviction Prevention Coordinator 3. She has been with ARCHES for over 3 and a half years and has been an important part of four different eviction programs starting in 2021.*

*Alessandra progressed from an initial Case Processor through case processor 2, then into a housing prevention case manager where she excelled at finding solutions for families struggling to pay their past rent due to the after-effects of the COVID pandemic. Finally, she became the Eviction Prevention Coordinator 3 in August of 2022. During her time with the agency she has helped hundreds of households in preventing them from being evicted and possibly homeless. Going above and beyond is a part of who Alessandra is; always advocating for clients and for improvements in the program. Her passion is to help all those she can to prevent from being evicted and highly likely to become homeless. As good as Alessandra is with clients, she is just as good with coworkers. She always brings a positive energy and treats everyone with respect and kindness. Alessandra has played an important role in this agency and our community.”* Sean Sachs Eviction Prevention Program Manager



**ARCHES Housing Coordinated Entry**

Supportive Services are a critical pathway for individuals seeking stable housing and long-term success. These services focus on addressing day-to-day needs while establishing connections that can lead to participation in housing programs.

October marked the first full month that ARCHES did not offer walk in Coordinated Entry Assessments. The team was still able to provide **56 households** with a CE assessment. In October the Youth Coordinated Entry program, that had originally been part of the ARCHES Coordinated Entry Program, has been reassigned to the HYS team and moving forward will be reported on the HYS side of the board report.

ARCHES Housing Supportive Services							
ARCHES Program	Households Served	Adults	Children	Veterans	Number of Service Engagements		
					Rural Marion	Salem Metro (West, Salem, Keizer)	Rural Polk
Coordinated Entry - Homeless	56	62	23	2	13	57	15
<b>October Clients Served</b>	<b>56</b>	<b>62</b>	<b>23</b>	<b>2</b>	<b>13</b>	<b>57</b>	<b>15</b>

**ARCHES Supported Housing**

In a move to enhance clarity and effectiveness in reporting, the ARCHES team has begun to present detailed reports on their Permanent Supportive Housing (PSH) programs separately from other initiatives. This focused reporting will concentrate on the distinctive elements of delivering support directly within residents' homes and engaging with property management. By isolating these reports, the team aims to provide a clearer understanding of how PSH services impact residents, track specific outcomes, and refine support strategies to better address resident needs. This approach will also facilitate improved communication of successes and challenges to board members, ensuring a more targeted and responsive delivery of services. These programs include Redwood Crossing, Sequoia Crossing, and Yaquina Hall.

For the month of July, the Supportive Services team provided **1441 services** to **126 residents**. This included assistance with benefits, guiding them with mental health and recovery services, and providing fun shared events including movies, self-care days and celebrating birthdays



Supported Housing	ARCHES Permanent Supportive Housing						
	Households Served	Individuals Served	Adults	Children	Number of Engagements	Household PH Exists	New Move-Ins
Redwood Crossing	21	21	21	0	496	0	2
Sequoia Crossing	60	64	60	4	736	0	0
Yaquina Hall	41	41	41	0	209	1	0
<b>October Totals</b>	<b>122</b>	<b>126</b>	<b>122</b>	<b>4</b>	<b>1441</b>	<b>1</b>	<b>2</b>

### ARCHES Permanent Supportive Housing - Supportive Services Team October Highlights

The ARCHES PSH Supportive Services Team had an engaging and productive month filled with activities aimed at fostering community and building connections.

Residents at Redwoods Crossings spent Columbus Day crafting and practicing social skills with volunteers from Oregon State Credit Union. This initiative was made possible through the efforts of Maggy Johnston from the ARCHES Outreach team, who established a valuable partnership with OSU Credit Union. Our residents were honored to be seen and heard by such an incredible group of community members.



Sequoia Crossings hosted a successful Harvest Festival, featuring pumpkin painting, cookies, coffee, and kid-friendly snacks. The event was a hit, helping to break the ice among residents and spark ongoing positive interactions long after it ended.



Many households voiced gratitude and appreciation for being included and acknowledged during the holiday season. Many of these residents are still adjusting to life in a stable and safe environment. This event helped create confidence and restore a sense of belonging.



Similarly, Yaquina Hall organized a popular pumpkin painting event, especially meaningful for residents who are experiencing their first fall indoors after many years of unsheltered living. At Yaquina Hall, the Supportive Services team identified a strong need for community connection while residents expressed a desire to participate in social activities but face challenges. A major barrier presented was the lack of meaningful connections. Utilizing a trauma informed approach, staff members Jada and Devin coordinated regular movie nights, complete with popcorn and snacks. Using the community room and kitchen, these events have provided a safe, welcoming space for residents to mingle, promoting prosocial connections and healthy community building.

# HOME Youth Services- Housing

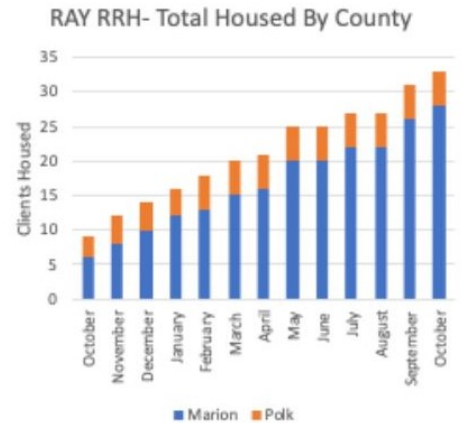
## November 2024

### Rental Assistance for Youth (RAY) Rapid Re-Housing

#### Program Description

The HYS Rental Assistance for Youth Rapid-Rehousing program, established in response to state initiatives like the Oregon Legislature's House Bill 2163, aids 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. It offers 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, utilities, and furnishing homes, professional development, such as 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 to further empower the youth in their journey towards independence.

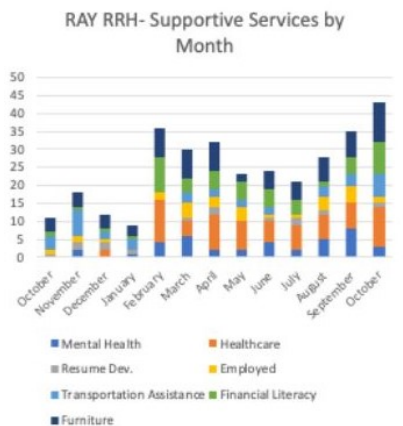


#### Current Activities

Rental Assistance for Youth RRH- New Housing Placements													
RRH Program	October	November	December	January	February	March	April	May	June	July	August	September	October
Marion		2	2		2	1	1	4		2		4	2
Polk	1	1			2								
<b>Total Clients Served</b>	<b>1</b>	<b>3</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>2</b>

In October, the RAY program celebrated two new clients signing leases and moving into stable housing. Staff remained actively engaged in case management with existing clients, providing ongoing support as they work toward their goals. Additionally, several new clients have entered the housing search phase, and the team anticipates more lease signings in the coming months as these clients progress.

RAY has also focused on strengthening partnerships with other internal programs, working to collaboratively enhance the support network available to clients. By working together across programs, RAY is addressing gaps in care that can sometimes arise from the constraints of individual grants, ensuring a more comprehensive approach to meeting client needs.



#### Future Plans

Looking ahead, the RAY program anticipates continuing to house new clients at a rate of 2-3 per month. Additionally, RAY plans to refresh its outreach efforts by engaging with both existing and new community partners, offering program explanations and facilitating referrals. These actions will help strengthen RAY's presence in the community and broaden access to its services. A reassessment of workflow processes is planned, with an emphasis on integrating Coordinated Entry more seamlessly into the intake process and optimizing case conferencing to better serve potential clients.

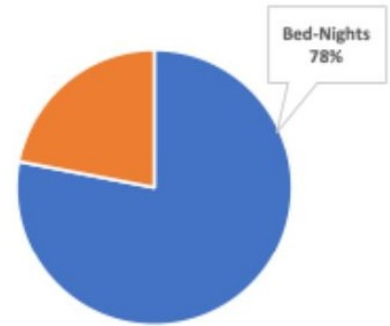


## David's House

### 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. The program's approach is centered on community collaboration and support, ensuring that our services are impactful and sustainable. The House will open initially with 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- October 2024  
Utilization Rate



### David's House Current Activities

October was a month of growth, celebration, and new experiences for the youth at David's House. Three seniors had the exciting opportunity to attend their homecoming dance and, for the first time, visit Men's Warehouse to pick out suits, marking a memorable milestone. Additionally, two youth received senior photos to commemorate their final year of high school.

Staff provided essential support by assisting two youth with navigating the DMV process to obtain their IDs, and helping another youth complete the written test for a driving permit. During school conference days, youth were taken on visits to local libraries and the Independence Heritage Museum, offering them cultural and educational enrichment outside of school. David's House also celebrated Día de Muertos by setting up an ofrenda in the house, allowing the youth to honor the holiday and connect with cultural traditions.

Operationally, October included a licensing review conducted by ODHS, along with engaging in the the Review and Ranking process within the Continuum of Care to pursue grant renewals. These evaluations help ensure that David's House meets regulatory standards and continues to provide high-quality support to its residents.



*Ofrenda at David's House*

### Future Plans

Looking forward, David's House plans to maintain its full capacity while continuing to enhance the quality of life and educational opportunities. The program is actively working with the Department of Human Services to refine and improve its Policies and Procedures as staff gain more experience and the youths settle further into the house. In addition to pursuing a rezoning process to increase capacity to 10 youth, the team is exploring creative methods to expand services and reach more individuals in need. This expansion will enable us to assist more young individuals in need, providing them with the support and resources necessary for a successful transition.

Additionally, the program will continue to strengthen its relationships with local schools and community organizations, ensuring that the youths have access to all necessary resources for their development and well-being. By focusing on creating a stable and nurturing environment, David's House is committed to supporting each youth's journey towards a hopeful and successful future.

## Youth & Young Adult Rural Polk Outreach

### Program Description

The Youth and Young Adult Rural Polk Outreach program, supported by HUD and the YHDP grant in collaboration with Backbone, is a mobile outreach initiative dedicated to assisting youth and young adults facing housing instability in Rural Polk County. Designed to address the absence of a robust support network in rural areas, this program conducts direct outreach to youth and expands access to housing resources to those in remote locations. By fostering connections among youth-focused service providers and school systems, the program is an essential component of capacity-building in regions where such services have historically been sparse, ensuring that every young person has access to the support they need for a stable future.

YYA Rural Polk Outreach - Engagement Data



### Current Activities

In October, the Youth & Young Adult Rural Polk Outreach (YYA RPO) program continued its efforts to engage youth in the community. The monthly lunch tabling at Fall City schools resumed, allowing the team to connect with and provide services to 15 new youth. Additionally, the team strengthened its partnership with the Fall City Resource Center and participated in the community's Trunk or Treat event, enhancing outreach efforts and community connections.

The YYA RPO team also conducted an assessment at Central High School, working alongside the school-based mental health counselor to connect students with resources and support. Skate Park pop-up events continued throughout October in partnership with Punx with Purpose and Youth Era, creating accessible opportunities for youth to engage with the program and receive assistance.

### Future Plans

Looking ahead, the Youth & Young Adult Rural Polk Outreach program plans to expand its engagement efforts by increasing the frequency and diversity of its events. The goal is to continue providing varied and meaningful experiences that can positively impact the lives of rural youth. Plans are in place to develop new partnerships with local organizations and schools to widen the reach and effectiveness of the outreach efforts.

In addition to event-based outreach, the program will focus on enhancing access to coordinated entry assessments and increasing visibility within the community. This will involve strategic collaborations and involvement with the upcoming Voices of Youth count to ensure that every at-risk youth in Rural Polk County knows where to turn for support and assistance. By strengthening these areas, the program hopes to further its mission of building a robust support network that can address the unique challenges rural youth face.

## Youth & Young Adult Coordinated Entry

### Program Description

The Youth and Young Adult (YYA) Coordinated Entry (CE) Program, supported by HUD and the YHDP grant in collaboration with Backbone, is designed to streamline access to housing and support services for youth experiencing homelessness or housing instability. Recognizing the unique challenges that youth face—such as hidden homelessness in the form of couch-surfing, unsafe living environments, or staying with friends and relatives—the YYA CE Program takes a proactive, community-based approach. By working closely with local service providers, McKinney-Vento liaisons, and community organizations, the program connects youth to critical resources while reducing barriers to entry.

The program prioritizes building trust within the community to encourage service providers and youth to engage with YYA CE. Dedicated CE assessors attend community meetings, collaborate with outreach teams, and conduct assessments in accessible locations to ensure that youth are met where they are. By coordinating efforts across the region, the YYA CE Program plays an essential role in connecting youth to stable housing and support networks.

### **Current Activities**

In October, the YYA Coordinated Entry (CE) Program underwent a significant realignment, focusing on defining its role and strengthening its impact within the community. The team worked closely with internal and external partners to assess community needs and clarify how YYA CE can best meet those needs. This collaborative effort helped establish a shared understanding among staff of the program's mission, fostering a unified vision and consistent messaging when engaging with the community.

October was also a productive month for client engagement, with the YYA CE team completing 24 assessments, 9 of which were for minor youth. By conducting assessments in accessible, youth-centered locations, the team reduced barriers and made services more approachable, further establishing YYA CE's presence within the community.

Shifting focus from technical operations to a community-centered approach, YYA CE will raise awareness and build relationships that encourage both service providers and clients to see the program as a crucial step in their housing journey. This strategic realignment is paving the way for stronger partnerships and enhanced access to support services for youth in need.

### **Future Plans**

Looking ahead, the YYA Coordinated Entry (CE) Program focuses on identifying and reducing barriers to assessments, making it easier for youth to access the support they need. The program will establish new Key Performance Indicators (KPIs) to better track and understand its impact. A key priority will be reconnecting with Backbone to ensure that youth voices remain central to the program's direction and decisions. Additionally, the program will seek new partnerships to increase visibility and accessibility, further embedding YYA CE services within the community.

### **Client Success Story**

*Ginger's story is one of resilience, growth, and hope. It all started with a last-minute decision to attend a local event hosted by Punx with Purpose, where Ginger figured, "Why not? I don't have anything else going on today." Ginger had visited these pop-ups before to grab clothes, hygiene products, and snacks, and maybe even see some friends. But this visit in April 2024 turned out to be life-changing. At the event, Ginger connected with staff from David's House, who listened to their story and realized how much they needed support.*

*Growing up in a controlling home environment, Ginger had few freedoms and often went without basic necessities. New clothes and meals were rare, and their social interactions were tightly monitored by their parents. The result was a life where Ginger felt alone and confined. As their senior year of high school approached, Ginger's mental health took a serious hit, and they lost motivation to attend school. Their home felt so uncomfortable that they spent hours walking Salem's streets with friends just to avoid going back.*

*After meeting the team at David's House, Ginger was encouraged to complete a Coordinated Entry Assessment. It was a lengthy and emotional process, as Ginger opened up about the challenges they faced. It was clear that Ginger would thrive in a more stable, supportive environment, and David's House was the perfect fit. A few weeks later, Ginger moved in. The team helped them transition out of their parents' home and into a safe, nurturing space where they could focus on their well-being. With a stable roof over their head, Ginger started taking their medication consistently, eating regular meals, and recommitting to school. By the time their 18th birthday arrived, Ginger was thriving—they even graduated early from high school.*

*Ginger's journey didn't stop there. Through David's House, they learned about the Rapid Rehousing program and took the next big step toward independence. The moment Ginger stepped into their new apartment, their excitement*

*was contagious. They looked around with wide eyes and said, "This place is perfect! I love it!" Having a place to call their own marked a huge milestone in Ginger's journey, symbolizing the new life they were building from scratch.*

*Life hasn't been easy for Ginger, who was raised in a restrictive environment. But with support from the RAY program, they've found stability, purpose, and the courage to dream. One of Ginger's greatest goals is to become a full-time cosmetologist. Thanks to assistance from the Mid-Willamette Valley Community Action Agency, their tuition has been fully covered, allowing them to pursue this passion and build a career. Recently, Ginger was even invited to speak at Punx in the Park, a regional youth resource fair, where they shared their story and inspired others with their resilience.*

*Ginger's journey is a reminder of the power of support, community, and perseverance. They have overcome so much already, and the future ahead is bright with possibilities. As they move forward, the RAY program and their community stand beside Ginger, ready to support them every step of the way as they become the person they were always meant to be.*

- *Written jointly by Drew Finley, David's House & YYA RPO Lead Youth Navigator and Will Wacha, RAY & YYA CE Program Manager*

### **Connecting Programs**

Ginger's story is a powerful example of how our programs work together to support youth. From their first encounter with YYA RPO and David's House to their transition into the RAY Rapid Rehousing program, each step provided essential stability and encouragement. This collaborative approach allowed Ginger to receive the support they needed at every stage of their journey, highlighting the strength of our interconnected services.

**Mid-Willamette Valley Community Action Agency, Inc.**  
**Board of Directors Program Committee**  
**Wednesday, November 6, 2024**  
**Meeting Minutes**

**ATTENDANCE**

**Committee Members Present:** Erika Romine, Board Member and Program Committee Chair and Catherine Trotman, Board Member and Committee Member.

**Board Members Present:** Jeremy Gordon, Board Member

**Absent:** Steve McCoid, Board Member and Committee Member

**Staff:** Jimmy Jones, Executive Director; Robert Hale, Chief Information Officer; Rogelio Cortes, Chief Program Officer – Weatherization and Energy Services; Sara Webb, ARCHES Program Director – Sheltering; Traia Campbell, Program Director Energy; Hector Guzman, Program Director Weatherization; and Sarah Herd, Executive Assistant

**The meeting of the Program Committee was called to order at 12:32pm. Program Committee Chair Erika Romine welcomed everyone and it was determined that a quorum was present.**

**1. Energy Program Overview and Updates**

a. Program overview

- i. Our energy program started in the mid-1980's.
- ii. Funding
  1. LIHEAP – Low Income Home Energy Assistance Program – Federal funds
  2. OEAP – Oregon Energy Assistance Program – State funds
- iii. This year we are focusing on better accessibility to applications
  1. Applications can be picked up from multiple locations, can also be mailed, emailed or faxed if requested.
  2. New this year we have a web-based application
    - a. The majority of the applications we have received so far from the website have been completed accurately. They also have the ability to upload the necessary documentation.
  3. We are still having lines out of the office, but not as bad as in the past years.
  4. All applications can be traced back to where the applications came from. This allows us to know where the current needs are in the community.
  5. With this increased capacity we were able to hire new staff to meet the demand.
- iv. Requirements
  1. Date of birth, Social Security Number and Gross income
    - a. Household eligibility (both income requirements and payment amounts) are calculated based off of the number of people in the household with a social security number.
    - b. If someone over the age of 18 has no income, there is documentation they must complete.
  2. Also, the utility holder must reside in the household
    - a. If the utilities are paid to the landlord, there is a form that must be signed by the landlord.

b. Program updates

- i. Program year 2024
  - 1. In Marion County we received nearly 9000 applications, and were able to help 6598.
    - a. According to the last census they estimated 14.3% of the population were in poverty. Of that 14.3% we helped 14%.
  - 2. In Polk County we helped 509 households.
    - a. According to the last census they estimated 12.7% of the population were in poverty. Of that number we assisted 4.6%.
  - 3. July through September are historically our lower need months. The average payment during this period is \$345 for roughly 660 households.
    - a. When the temperatures are over 100 degrees, collaborate with the Weatherization program to provide dual option heating/cooling units for the elderly or those that are permanently disabled. Also make sure that the increase in household expenses due to the units are covered by LIHEAP.
  - 4. Participated in multiple outreach and community events

ii. Program year 2025

- 1. Important dates so far
  - a. September 25 – we completed a bulk email campaign to seniors or those that are permanently disabled who received assistance last October and November.
  - b. October 1 – opened up applications to those that are 60+ and or are experiencing a permanent disability.
  - c. November 4 – opened applications to the general public.
- 2. Rate increases are anticipated in January 2025 (PGE increased their rates by 14% in January 2024).
  - a. Utility providers do offer discounts to those that need them. However, the household has to request the discount, it is not automatically applied.
  - b. We do collaborate and share information with the city for their water and garbage rate relief programs.

iii. General Updates

- 1. In the last couple of years, we have worked towards pay equity and made the program more competitive.
- 2. We are continuing to look for new opportunities to be more efficient.
- 3. According to monitoring reports we have the best Energy program in the state.

**2. Community Action Program Updates**

- a. Looking back at 2019 and what Jimmy was hoping to achieve and what from that list we were able to accomplish.
  - i. Create an integrated supportive housing system. This has been accomplished.
    - 1. Of the 385 HRAP housed 85% remained housed for 2 years.
  - ii. Redwood Crossings was in the works for those that are chronically homeless. Opened in 2020.
  - iii. The Navigation center opened in 2023 with 75 low-barrier shelter beds.
  - iv. We had just started the conversations around what would be the Sequoia Crossings which opened in January 2024.
  - v. A permanent warming center that would stay open for a third or half of the year. This ended up turning into project turnkey which provided emergency shelter beds.
  - vi. And a need for affordable housing construction. We have not accomplished this goal, but it is still in discussion.

**3. Warming Centers History and Plans**

- a. Funding for warming centers comes from OHCS and the City of Salem. This year we have \$1.4 million for warming and we expect to spend it all.
  - i. OHCS requires the funds be used just for warming.
  - ii. The City of Salem allows funds to be used for inclement weather, so we can use it in the summer as well for heat waves.
- b. For the 2023/2024 season we operated from October to March.
  - i. We operated 2 main shelters at the Salem First Presbyterian Church and the Arches Day Center
    - 1. We activated 3 times in October, 6 times in November and December, 7 times in January, 2 times in February and 3 times in March.
- c. For this year's season we have not yet activated.
  - i. The requirements for activation are that it has to be 32 degrees before 6 am. The old requirement was it needed to be 27 degrees for more than 3 consecutive nights. We had negotiations with the City of Salem and the Fire Department we were able to get it changed.
  - ii. When activated we extend the day center hours allowing people to stay inside while staff transport clients to warming centers. We are unique because we allow pets to stay in warming centers as well.
- d. This year we have increased the number of warming center locations we will be operating. They will be the Salem First Presbyterian Church, the Woodburn Rural Shelter, SOCC in Mill City and the Arches Day Center.
  - i. We operate shuttles during the night to transport clients from the street to the warming centers. In the morning we return people to their camps.
  - ii. Warming centers are open 7pm to 7am.
    - 1. We don't shut the doors at a certain time. The only expectation is that if they leave the warming center during the night, they are not permitted re-entry.
      - a. If at the time that the warming centers close it isn't over 32 degrees, they are transported to the Arches Day Center.
    - 2. Belongings are bagged and locked away during the night.
    - 3. This year will be the first year we offer full dinner and breakfast services.
  - iii. We have noticed a rise in behavioral issues, fentanyl use, and the number of elderly and first-time homeless population.
    - 1. These different populations don't necessarily get along, so we operate one intake process which allows us to transport clients to warming centers that better fit their needs.
- e. We usually sub-grantee money to Seed of Faith and Polk County so they can open warming centers.
  - i. This year the model is changing and Seed of Faith and Polk County will run warming centers and will bill us for reimbursement.
- f. The overall purpose of warming is to save lives. It is not to provide services or case management.
  - i. We do conduct informational triage and provide resource packets if requested.
  - ii. We have the lowest per-capita death rate statewide.
    - 1. We try not to turn anyone away except for extreme behavioral cases or those that exit the center during the night.

#### 4. Weatherization Program Overview

- a. Program Overview
  - i. Created in 1976 this program reduces energy costs for low-income households by increasing energy efficiency of their homes.
    - 1. For every \$1 invested it generates \$2.78 of non-energy related benefits.
    - 2. Provides savings in medical expenses and reduction in work days missed.
  - ii. In addition, it supports more than 8500 jobs not counting the indirect jobs created.

- iii. Nationally approximately 35,000 homes are completed a year.
  - 1. We on average complete approximately 140 homes.
- iv. Funding
  - 1. Federal – Department of Energy; including the Bipartisan Infrastructure Law, LIHEAP, Bonneville Power Administration
  - 2. State – Energy Conservation Helping Oregon (ECHO) ECP-PGE, ECHO ECS-Pacific Power
  - 3. Other Sources – Oregon Low Income Energy Efficiency – through local utility programs and client contribution.
    - a. This is a rebate program through NW Natural and require we put 70% of the rebate back into the Weatherization program.
- v. There is a waitlist for services. It currently has 433 households, which is further broken down by funding source. Clients are brought in for service when funding allows.
- vi. Process
  - 1. Provide client education, intake and eligibility confirmation
  - 2. Conduct an energy audit of the home
    - a. We currently have 6 auditors on staff. Would like to hire more but we currently don't have the office space.
  - 3. Provide specialty upgrades/repairs and technical repairs
    - a. Look at the whole home, including the mechanical, building shell, health and safety measures and electrical baseload measures
  - 4. Major measure work
  - 5. Conduct a final inspection
    - a. We are the only provider nationally that conducts a pre and post inspection
- vii. Currently we are working on building stronger relationships across programs in the agency and with community partners. And bringing in further funding by applying for new grants.

**Meeting was adjourned at 1:54 pm.**

Respectfully Submitted:

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Sarah Herd, Executive Assistant

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Kevin Karvandi, Board Secretary



**Mid-Willamette Valley Community Action Agency, Inc.**  
**Board of Directors Ad-Hoc Membership Committee**  
**Meeting Minutes**  
**November 6, 2024**

**ATTENDANCE**

**Committee Members Present:** Jeremy Gordon, Board Member and Chair of Membership Committee; Catherine Trottman, Board Chair and Helen Honey, Board Member.

**Absent:** None

**Staff:** Jimmy Jones, Executive Director; Rw Taylor, Consultant; and Sarah Herd, Executive Assistant.

**Other:** Kirsten Collins, Dallas City Councilor

**The meeting of the Membership Committee started at 2:01pm. It was determined that a quorum was present.**

- 1. Introductions:** Jimmy Jones, Executive Director, introduced Kirsten Collins, current Dallas City Councilor who works for the State of Oregon as a Quality Improvement Analyst, to the committee and welcomed everyone in attendance.
- 2. Prospective Board Member Interview – Kirsten Collins:** Kirsten Collins had submitted an application for membership to the Board of Directors. The Membership committee invited Ms. Collins for a brief interview and discussion. Each committee member participated in asking the interview questions.
- 3. Follow-up Discussion:** A discussion was had regarding Board composition and requirements per Federal law. Asked to reach out to a Polk County elected official and hold onto Ms. Collins application for future consideration.

**Meeting adjourned at 3:25 pm.**

Respectfully Submitted:

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Sarah Herd, Executive Assistant

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Kevin Karvandi, Board Secretary

**Mid-Willamette Valley Community Action Agency, Inc.**  
**Board of Directors**  
**Strategic Planning Summit**  
**Meeting Summary**  
**October 22, 2024**

**ATTENDANCE:**

**Board of Directors:**

**Present:**

Kevin Karvandi	Helen Honey	Steve McCoid	Jeremy Gordan
Eunice Kim	Frank Lonergan	Erika Romine	

**Absent:**

Laura Reid	Lori Martz	Deanna Gwyn
Jade Rutledge	Catherine Trotman	

**Others Present:**

**Program Directors/Staff/Guests:**

Jimmy Jones, Executive Director  
Ashley Hamilton, Deputy Executive Director  
Robert Hale, Chief Information Officer  
Eva Pignotti, Chief Program Officer: Early Learning and Child Care  
Rogelio Cortes, Chief Program Officer: Weatherization and Energy Services  
RW Taylor, Consultant  
Ishmael Nuñez, Uncommon Bridges  
Jacqueline Robinette, Uncommon Bridges  
Skylar Benson, Uncommon Bridges  
Sarah Herd, Executive Assistant

- I. Ishmael Nunez welcomed everyone to the summit. Explained this was an opportunity for leadership to start crafting brainstorm new mission, values and vision for the agency. This will ultimately set the course and provide a united front for what our strategic planning outcomes are. All conclusions from today will be in draft form and a final plan will be presented for review and approval in the spring.
- II. Assessment review:
  - a. Gave a brief background of the organization with an overview of the programs/services we offer
    - i. He asked if there were certain things that we have to do to be considered a CAA.
      1. Yes, CSBG has organizational and performance standards that we have to meet to receive the roughly \$500,000, which we use mainly for administrative costs.
      2. There are other grants and funds that are only awarded to CAA's.
  - b. Observations from findings:

- i. Overall people are happy about the impact of the agency. Staff are also happy and feel respected at work. They did note that they felt the commitment to DEIJ could be greater.
  - ii. Everyone is concerned about the agency's rapid growth and the burden of constantly adapting to new and growing needs.
  - iii. Due to how much he is valued there were concerns raised around the Executive Director's sustainability and long-term capacity.
  - iv. There is a perceived vagueness around agency's mission and intended impact. With concerns around undefined growth which will risk the organizations culture, staff retention, effectiveness and reputation in the region.
- c. SWOT analysis
- i. Strengths
    - 1. We have a diverse and robust set of services
    - 2. A trusted Executive Director with a promising Deputy Director
    - 3. We are bold in what we set out to accomplish, with highly compassionate staff and have a highly committed Board.
  - ii. Weaknesses – things that are internal to the organization that need improvement
    - 1. Staff feel spread thin, and overworked due to short staffing.
    - 2. There is a perceived lack of quality in recruitment, onboarding and training.
    - 3. A noted lack of succession planning for the Board and senior leadership team.
      - a. These groups have a lot of institutional knowledge and expertise
      - b. Access to funding and skilled politicking is overly tied to the Executive Director
    - 4. The organization grew so fast and so much that programs feel siloed and don't know what the others programs do.
    - 5. There is a lack of checks and balances with some organizational decisions happening with limited Board ownership.
  - iii. Opportunities – external situations that the org is positioned to capitalize on
    - 1. Adept a taking advantage of funding opportunities.
    - 2. Evident need for services, sometimes overwhelming amounts of choice to who we serve and how.
    - 3. Real opportunity to absorb other CAA's or agencies
    - 4. During Jimmy's tenure our Brand and reputation have grown. And we are highly connected with strong partners and funders.
  - iv. Threats – things beyond the organizations control that pose risks
    - 1. Scale and severity of community needs around poverty is increasing in size and intensity
    - 2. We are too reliant on short-term grant priorities, which limits our long-term funding streams.

3. The future of political attention around our work is uncertain with implications of funding.
4. CAA designation places specific restrictions/regulations on the organizations mission and programs.
- v. A conversation was had around the SWOT analysis
  1. Are we tracking success correctly? Is staff turnover what we should be looking at, or is there another metric we should be using?
    - a. How do we overcome the market shift that happened post-covid and the staffing shortages that are felt in every market?
    - b. We also need to look at the physical and mental health issues that our workforce face.
  2. How do we break down the siloed nature, and have programs work together when clients overlap?
    - a. Staff do know what other programs we offer; they just don't know people in those groups so they refer people to other programs where they have to start over, versus knowing a person they can refer someone to.
  3. We have staff ratios that we are required to meet for our grants. This can cause programs/services needing to close abruptly.

### III. Foundational Statements

- a. Vision – describes the future the organization seeks
  - i. Current: is not often referenced, is lofty and out of reach.
  - ii. Proposed idea: “we provide compassionate direct services to empower individuals and families in the deepest need to reduce the impacts of poverty” or “we empower those with the deepest need”
- b. Mission – articulates the organizations purpose – for internal and external audiences
  - i. Current: large umbrella, is focused outwards only. Is exiting poverty the ultimate measure of success? Needs to more accurately describe the organizations focus and impact.
  - ii. Proposed idea: “A community where all people are respected for their infinite worth, treated with dignity and empowered to envision and reach positive futures”
- c. Values – the things that are integral to the way the organization conducts its business
  - i. Current: Shows our “say yes” attitude, very external driven, and is missing overt declaration to DEI and staff focus.
  - ii. “Seeing the Need. Taking the Lead. Partnering for Progress. Always Innovating. Built for Efficiency.”
  - iii. Proposed additions: “Supporting our Team. Striving for Justice.”
- d. Intended impact statement – the what, why and who the organization is.
  - i. We currently don't have one.
- e. Equity commitment statement – a deliberate statement that emphasizes the orgs commitment toward integration of diversity, equity and conclusion.

- i. We currently don't have one.
  - f. A conversation/activity was had regarding the proposed statements/ideas.
    - i. Head Start doesn't feel represented in the mission statement.
    - ii. Values should drive our mission to our vision.
- IV. Strategic Priority Concept Areas and Decision:
  - a. Strategic priorities are areas of focus for the detailed work on the strategic plan.
    - i. Community Impact –
      - 1. How are we going to make decisions from growth? It needs to be data informed as this drives our allocations of resources. And we need to determine what tools/technology we can use to interpret that data efficiently.
      - 2. We also need to understand the needs and the depth of service we provide. How do we fill the gaps in the paths to holistic support?
    - ii. Organizational Structure –
      - 1. We are limited by being a CAA, and need more flexibility in how our organization is structured and governed.
    - iii. Leadership Planning –
      - 1. Need better succession planning and Board knowledge/engagement.
      - 2. Focus on Board ownership
      - 3. Need more visible leadership and agency/ambassador's (both board and staff).
    - iv. Workforce Investment/Development –
      - 1. Better support for staff and how we can help with the traumatic events they experience.
        - a. This could be an opportunity for cross collaboration – a peer partner or mentor.
      - 2. DEIJ integration.
        - a. Are we looking at the right people/areas for finding staff?
      - 3. There are opportunities to invest in apprenticeship programs.
      - 4. Struggles with the current HR onboarding process.
      - 5. Shouldn't only focus on hiring new staff, but at supporting and putting work into the staff we have by creating a culture of wellness.
- V. Next steps:
  - a. Work on summit outcomes
  - b. Will distribute a memo with updated products and feedback
  - c. Will then create workgroups that dive in further to creating the final goals of the strategic priorities.



## Mid-Willamette Valley Community Action Agency 2025 Board of Directors Meeting Calendar

### Full Board of Directors Meeting Dates

The full board meets on the fourth Thursday of every month except in November. 5:30-7:00PM

Thursday January 23

Thursday February 27

Thursday March 27

Thursday April 24

Thursday May 22

Thursday June 26

Thursday July 24

Thursday August 28

Thursday September 25

Thursday October 23

Thursday November 20

December **NO MEETING**

### Executive-Finance Committee Meeting Dates

The Executive-Finance Committee meets on the second Thursday of every month. 5:30-6:30PM

Thursday January 9

Thursday February 13

Thursday March 13

Thursday April 10

Thursday May 8

Thursday June 12

Thursday July 10

Thursday August 14

Thursday September 11

Thursday October 9

Thursday November 13

Thursday December 11

### **Program Committee Meeting Dates**

The Program Committee meets on the first Wednesday of every month. 12:30 – 1:30PM

January 15

Wednesday February 5

Wednesday March 5

Wednesday April 2

Wednesday May 7

Wednesday June 4

Wednesday July 2

Wednesday August 6

Wednesday September 3

Wednesday October 1

Wednesday November 5

Wednesday December 3

### **Ad-Hoc Membership Committee Meeting Dates**

The Membership Committee only typically meets while there are open positions on the Board. They meet for recruitment purposes.

Dates and times subject to change. Meetings TBD for 2025.



# Head Start Annual Report 2023-2024





## Our Mission

***“Empowering people to change lives and exit poverty by providing vital services and community leadership.”***

## **MID-WILLAMETTE VALLEY COMMUNITY ACTION**

**Founded in 1967 in Salem, Oregon, Mid-Willamette Valley Community Action Agency has served families all throughout Polk, Marion, and Yamhill counties with our one mission in mind: empowering people to change lives and exit poverty.**

**Community Action Head Start cumulatively served almost a thousand children and their families in 2023-2024, almost all from low-income, foster, or homeless families. We have also partnered with the Salem-Keizer School District to support teen moms working towards furthering their education goals.**

**In addition to an education focused on the infinite worth of the child, Community Action provided children with regular hot meals, health screenings, mental health care, and resources for families to set and meet goals to help lift themselves out of poverty.**

## Our Vision:

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

**In addition to our Head Start program, Community Action serves our communities in a number of other ways:**

- **Support for those experiencing homelessness**
- **Resources for Child Care seekers and providers**
- **Support for homeless and at-risk teens**
- **Assistance for improving home weatherization**
- **Help for those unable to pay their energy bills**
- **Building path forward for those exiting incarceration**

# Enrollment & Eligibility

## Head Start Pre-K

<i>Funded slots</i>	578
<i>Total Cumulative Enrollment</i>	667
<i>Eligible with income below 100% of the Federal Poverty Line</i>	61
<i>Eligible with receipt of Public Assistance (TANF, SSI, SNAP)</i>	428
<i>Eligible as a Foster Child</i>	9
<i>Eligible as Homeless</i>	78
<i>Over income (above 130 % of the Federal Poverty Line)</i>	60
<i>Over income (101% - 130% of the Federal Poverty Line)</i>	31

## Early Head Start

<i>Funded slots – Early Head Start</i>	234
<i>Total Cumulative Enrollment</i>	241
<i>Eligible with income below 100% of the Federal Poverty Line</i>	52
<i>Eligible with receipt of Public Assistance (TANF, SSI, SNAP)</i>	119
<i>Eligible as a Foster Child</i>	9
<i>Eligible as Homeless</i>	40
<i>Over income (above 130 % of the Federal Poverty Line)</i>	11
<i>Over income (101% - 130% of the Federal Poverty Line)</i>	10

## Early Head Start Child Care Partnerships

<i>Funded slots</i>	94
<i>Total Cumulative Enrollment</i>	77
<i>Eligible with income below 100% of the Federal Poverty Line</i>	7
<i>Eligible with receipt of Public Assistance (TANF, SSI, SNAP)</i>	38
<i>Eligible as a Foster Child</i>	5
<i>Eligible as Homeless</i>	21
<i>Over income (above 130 % of the Federal Poverty Line)</i>	5
<i>Over income (101% - 130% of the Federal Poverty Line)</i>	1

## BY THE NUMBERS:

Head Start Community Action was funded for a total of 906 children during the 2023-2024 school year, including

- 578 Head Start seats (ages 3-5)
- 234 Early Head Start seats (ages birth-3)
- 94 Child Care Partnerships seats (home-based centers)

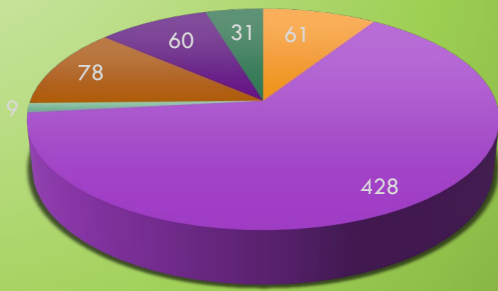
985 total children were enrolled in our program and attended at least one class.

59% of our enrolled children received public assistance (585)

14% of our enrolled children were classified as homeless (139)

# Enrollment & Eligibility

## Head Start Enrollment



- Eligible with income below 100% of the Federal Poverty Line
- Eligible with receipt of Public Assistance (TANF, SSI, SNAP)
- Eligible as a Foster Child
- Eligible as Homeless
- Over income (above 130% of the Federal Poverty Line)
- Over income (101% - 130% of the Federal Poverty Line)

## Head Start

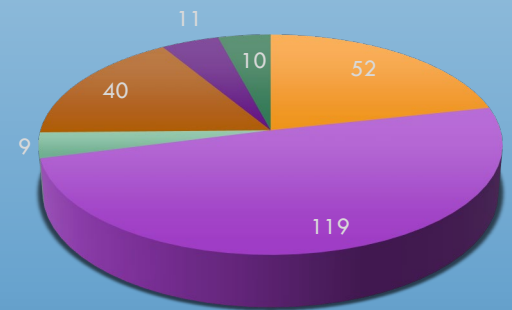
Community Action has 30 classrooms spanning 10 Head Start sites, serving Marion and Polk counties.

At the end of the school year, 97% of all funded seats were filled with enrolled children.

## Early Head Start

In addition to the Head Start classrooms, Community Action had 16 classrooms in 8 sites, plus a home base option. We also provided 6 home-based options through our Child Care Partnerships, and continued our partnership in five classrooms with the Salem/Keizer School District supporting teen parents continuing their education.

## Early Head Start Enrollment



- Eligible with income below 100% of the Federal Poverty Line
- Eligible with receipt of Public Assistance (TANF, SSI, SNAP)
- Eligible as a Foster Child
- Eligible as Homeless
- Over income (above 130% of the Federal Poverty Line)
- Over income (101% - 130% of the Federal Poverty Line)

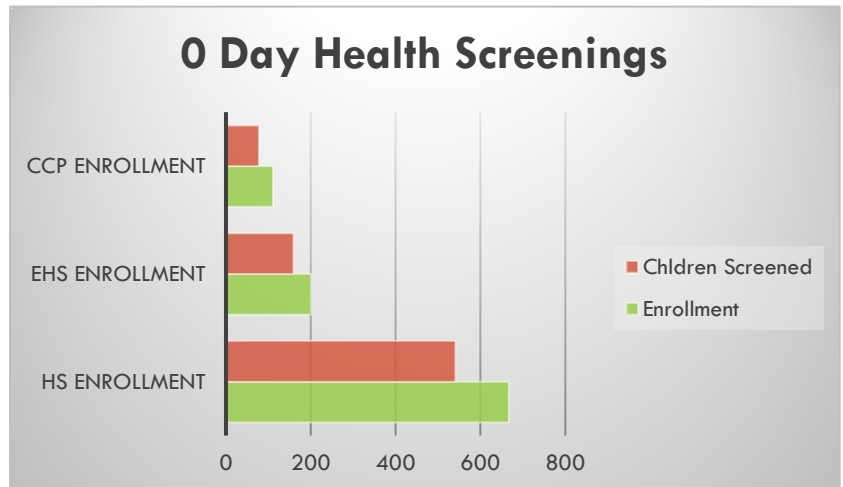
# Health Outcomes

Children entering the Head Start and Early Head Start program are required to complete a number of health screenings upon enrollment, as well as separate assessments at 45 and 90 days.

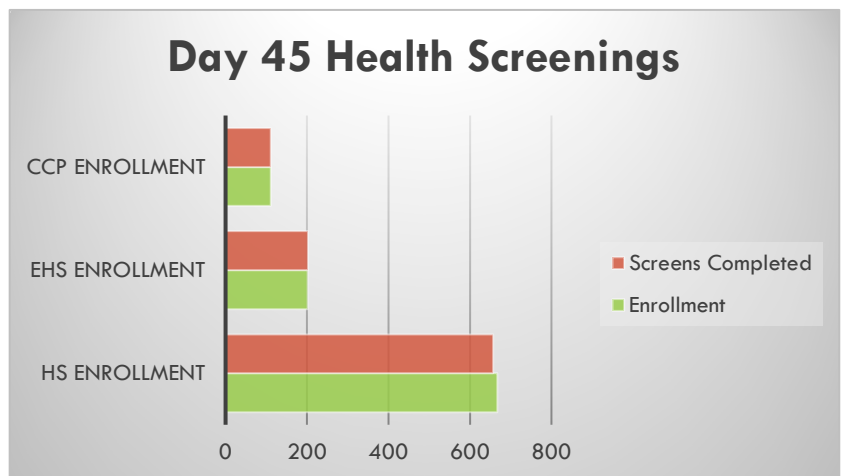
“0 Day Assessments” include a basic wellness exam and a dental exam.

45 Day Assessments include height and weight check-ins, vision, and hearing exams.

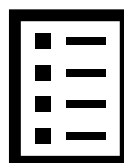
90 Day requirements are more advanced and track things such as lead and hemoglobin. Follow-up oral and general health exams are also required within 90 days.



**80% of children received Day 0 screenings**



**87% of children received Day 45 Screenings**



**99% of enrolled children had health coverage, whether through Medicaid, CHIP, or another source**

# 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, including resources and referrals as needed, and are encouraged to become strong advocates for their children.
- Regularly scheduled *Parent Meetings* are conducted, with parents encouraged to be involved in planning and coordination meeting sessions. Meetings serve as an opportunity for parents to connect and network, share their Head Start experiences, and have time to enjoy activities with their children.
- Elected parent representatives serve on the program's *Policy Council*, one of two governing bodies with program oversight. Among the Policy Council's responsibilities include approval of grants, policies, and written reports to Agency Boards, government agencies, and the public.

Additional opportunities for parents to connect in person were available in the spring and summer of the school year. These events allow parents to connect with other Head Start families and discuss parenting topics to aid the development of their child.

- *Dev NW* collaborated with the program to present financial literacy education and offer additional educational opportunities for families.
- Through *Dolly Parton Imagination Library* and the *Marion Polk Early Learning Hub*, we helped families receive free, high quality and age-appropriate books to build their home library.

Home visits are vital to connecting the families with valuable resources and goal-setting, and as the program continued to transition out of the Covid pandemic, home visits were completed more often in person during the school year. Families were contacted regularly to check on emergent needs, share resources and give encouragement toward goal progress.

## Assistance Given:



85% of families who stated a need for resources received support in gaining assistance.



77% of families made progress on or completed their family goals, which included safe housing, obtaining better employment, connection to community, and educational goals.

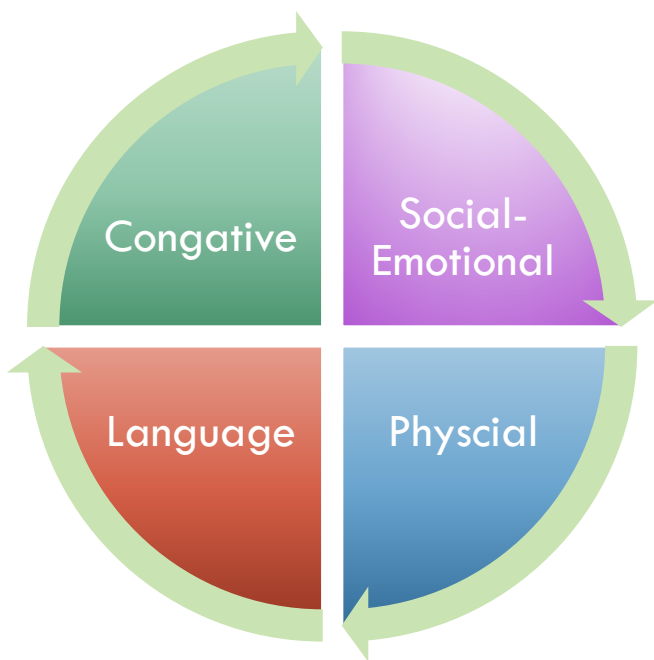


26% of families received resources to address emergency situations, including 7.6% of families receiving resources to secure a stable place to live.

# Kindergarten Readiness

Kindergarten readiness is the goal for every child in our program, from our youngest infants and toddlers to our children transitioning out of our program to begin their elementary school journey. Our hope at the end of the school year is that children have demonstrated consistent progress throughout the year in the areas that would prepare them for entry into kindergarten. While all areas are important in preparing children for kindergarten, the areas that we especially want to consider are the foundational areas that are necessary for children to be ready to be successful in the kindergarten environment. Those areas are **social-emotional, physical, language, and cognitive**.

Children also need to be physically ready which includes the ability to control their fine muscles for assisting with learning to print and write. Children who are ready for kindergarten need to have well established language skills in order to communicate, express themselves, and understand information presented to them. Cognitive development is foundational to how children approach the process of learning with curiosity and feeling like they can succeed, as well as problem solve and use higher order thinking skills.



**Literacy and math** are also important skills, but often times children in Head Start programs need nearly a full year to establish a strong foundation to help them be ready to learn and retain literacy and math skills. A child who demonstrates readiness for kindergarten has strong social emotional skills that prepare them to adapt to new environments, establish new relationships, and regulate their emotions appropriately.

# Child Outcomes

## Fall 2023:

<b>Area</b>	<b>Emerging</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Social/Emotional</b>	206	315	8
<b>Physical</b>	115	402	8
<b>Language</b>	229	301	7
<b>Cognitive</b>	168	326	10
<b>Literacy</b>	275	244	17
<b>Mathematics</b>	300	200	5

## Winter 2024:

<b>Area</b>	<b>Emerging</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Social/Emotional</b>	151	466	39
<b>Physical</b>	96	513	58
<b>Language</b>	180	451	31
<b>Cognitive</b>	125	496	42
<b>Literacy</b>	194	435	32
<b>Mathematics</b>	225	380	31

## Spring 2024:

<b>Area</b>	<b>Emerging</b>	<b>Meets</b>	<b>Exceeds</b>
<b>Social/Emotional</b>	81	494	112
<b>Physical</b>	45	539	113
<b>Language</b>	109	514	69
<b>Cognitive</b>	63	539	85
<b>Literacy</b>	142	500	44
<b>Mathematics</b>	158	457	63



Our outliers were in literacy and math, with an improvement from 48% and 41% of children meeting or exceeding to 79% and 77% respectively, which is still a marked improvement.



Our top-performing metrics were Physical, with 94% of children meeting or exceeding, and Cognition, with 91% of children meeting or exceeding.



Language competency saw one of our greatest improvements over the school year, from 57% of children meeting or exceeding in Fall and 84% in Spring 2024.

# Financial Reporting

## Financial Audit:

The Single Audit for Fiscal Year Ending (FYE) June 30, 2023, was filed on March 27, 2024.

Mid-Willamette Valley Community Action Agency, of which Community Action is a part, was audited by independent auditors Grove, Mueller, and Swank.

Their report contained an unqualified opinion – in other words, in their opinion all financial statements are presented fairly in all material respects.

There were no findings noted during the audit.

Our next Single Audit, for FYE June 30, 2024, will start on December 16, 2024.

### ***Financial Information – 9/2023 Through 8/2024 Funding - Actual***

<i>US Health and Human Services Office of Head Start</i>	<b>\$10,351,411</b>
<i>Oregon Department of Education Early Learning Division</i>	<b>\$7,971,801</b>
<i>USDA (School Meals Reimbursement)</i>	<b>\$325,539</b>
<i>Other Revenue</i>	<b>\$587,833</b>
<b>Total Income</b>	<b>\$19,236,584</b>

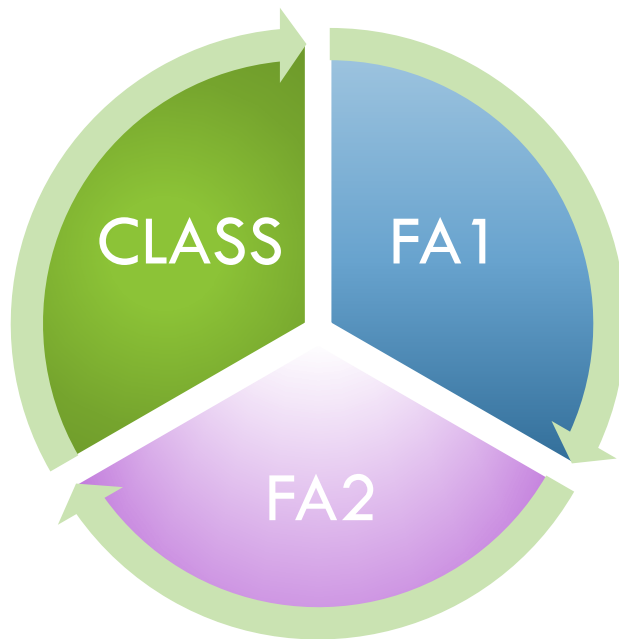
### ***Financial Information – 9/2023 through 8/2024 Expenditures & Budget***

Expenditures	Actual Expenditures	Annual Budget
Personnel	<b>12,040,322</b>	<b>13,076,509</b>
Operating	<b>3,851,175</b>	<b>3,633,382</b>
Contract Services	<b>1,415,212</b>	<b>1,097,711</b>
Training	<b>218,952</b>	<b>302,707</b>
Administrative Allocation	<b>1,698,902</b>	<b>1,106,463</b>
<b>Total Expense</b>	<b>\$19,230,573</b>	<b>\$19,216,772</b>
<b>Net Income</b>	<b>\$0</b>	<b>\$0</b>



# Federal Monitoring

The Office of Head Start provides monitoring oversight to Head Start programs over a five-year grant cycle. 2023-2024 signaled the end of the grant cycle, with 2024-2025 being the first year of the new cycle.



We are expecting several reviews from our federal funders during this year and throughout the cycle, including:

**Focus Area 1 Review:** Focus Area 1 (FA1) reviews allow our federal funders to observe and evaluate the program on a foundational level

**Focus Area 2 Review:** Focus Area 2 (FA2) reviews evaluate the program on performance, taking many of the fields in FA1 reviews and checking them for compliance with the most recent Head Start Performance Standards, Uniform Guidance, and the Head Start Act.

**CLASS Review:** The Office of Head Start began Classroom Assessment Scoring System (CLASS) reviews in 2010 to give a snapshot, at the agency level, of the typical day of a student in our classrooms. CLASS measures the quality of teacher-student interactions through two separate observation cycles, with each observation being scored and evaluated. These results allow the agency to target policies, program action plans, and professional development with a goal of more positive classroom experiences for our students.

# Federal Monitoring

The last federal monitoring visit for our program was in June 2022, when the Office of Head Start completed a Focus Area 2 Review. In each of the observation 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.

**HHS Continuation Application for Head Start and Early Head Start:**

Approval for the year 2 federal continuation grant is requested from the Board and the Policy Council. These funds combined with Oregon Department of Early Learning & Care funding provide services to 510 Head Start children and 214 Early Head Start children. The application is due to HHS by 12/01/2024.

HHS grant funding represents about 40% of the funding for the Head Start program, and 85% of the funding for the Early Head Start program. Oregon Department of Early Learning & Care provide the balance of the funding for these programs.

<b>Funding Type</b>	<b>Head Start</b>	<b>Early Head Start</b>
Program Operations	\$ 5,003,408	\$ 4,803,863
Training and Technical Assistance	\$ 35,838	\$ 91,387
<b>Total Federal Award</b>		\$ 9,934,496

<b>Budget Categories</b>	<b>Head Start</b>	<b>Early Head Start</b>
Personnel	\$ 3,662,438	\$ 2,753,498
Classroom Operating Expenses	\$ 787,915	\$ 1,634,566
Non-Classroom Operating Expenses	\$ 553,055	\$ 415,799
Training and Technical Assistance	\$ 35,838	\$ 91,387
<b>Total Federal Award</b>		\$ 9,934,496

\_\_\_\_\_  
Signature, Catherine Trottman, MWVCAA Board Chair

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature, Elliana Sierra, Policy Council Chair

\_\_\_\_\_  
Date

# Summary Report 2024 Child Care Provider Survey



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## SUMMARY

Child Care Resource & Referral of Marion, Polk & Yamhill Counties (CCR&R) has conducted an early learning educator survey for 8 years. Every year we meet with community members and Early Learning Hub partners to design some of the questions to fit what might be happening currently in the early childhood system or to assess specific needs. For example, Preschool Promise Expansion, Infant/Toddler Expansion, or Mental Health Services. In addition, there are questions that the Department of Early Learning and Care require us to ask, especially around early childhood program demographics. The survey was revised in September of 2024 and sent to 1156 early learning educators and their staff in Marion, Polk and Yamhill Counties. The survey was delivered in English, Spanish and Russian. There were 154 responses.

## SURVEY OBJECTIVES

- Assess regional early learning educator needs for quality improvement.
- Inform stakeholders and local partners on regional early learning educator needs.
- Help drive the CCR&R Workplan/Training plans for the region (rural and urban).
- Assist CCR&R's on how we can better serve our region early learning educators.
- Define what the priorities are and how we can best support them in quality best practices

**PARTICIPANTS:** Early learning professionals and their staff who are licensed and unlicensed in Marion, Polk & Yamhill counties

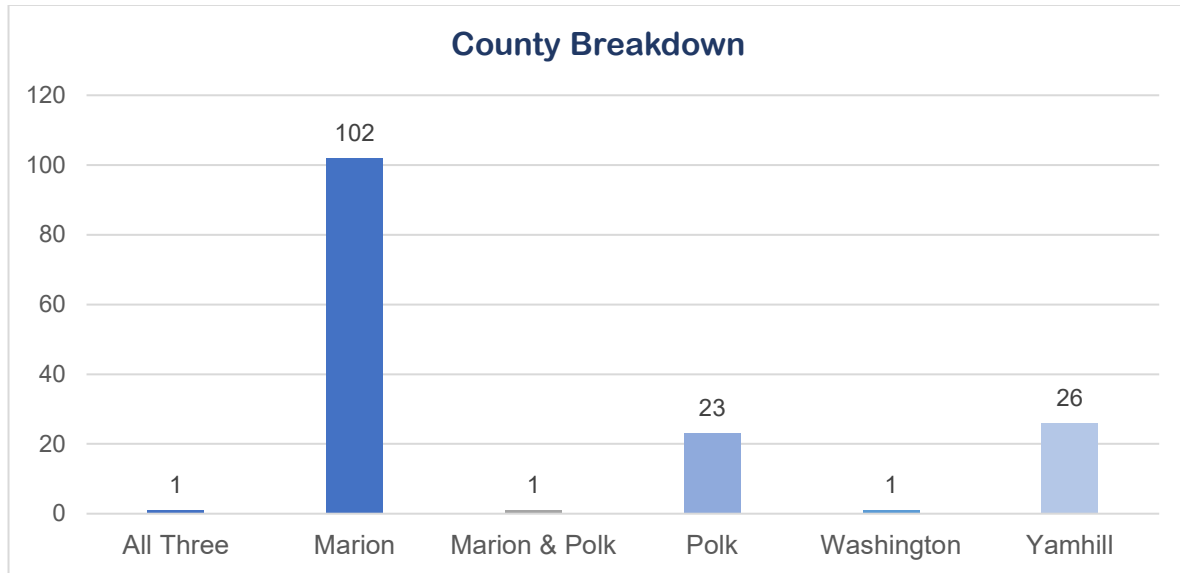
**Methodology:** The survey was conducted using Constant Contact and a Google Form. Questions were derived from past surveys, required questions by contract from ELD and input from Early Learning Hubs and community partners

## DATA COLLECTED

The facilitator collected two forms of data:

- Qualitative: Qualitative data included participant comments
- Quantitative: Quantitative data included category ranking metrics as well as general frequency of similar terms used

## KEY FINDINGS



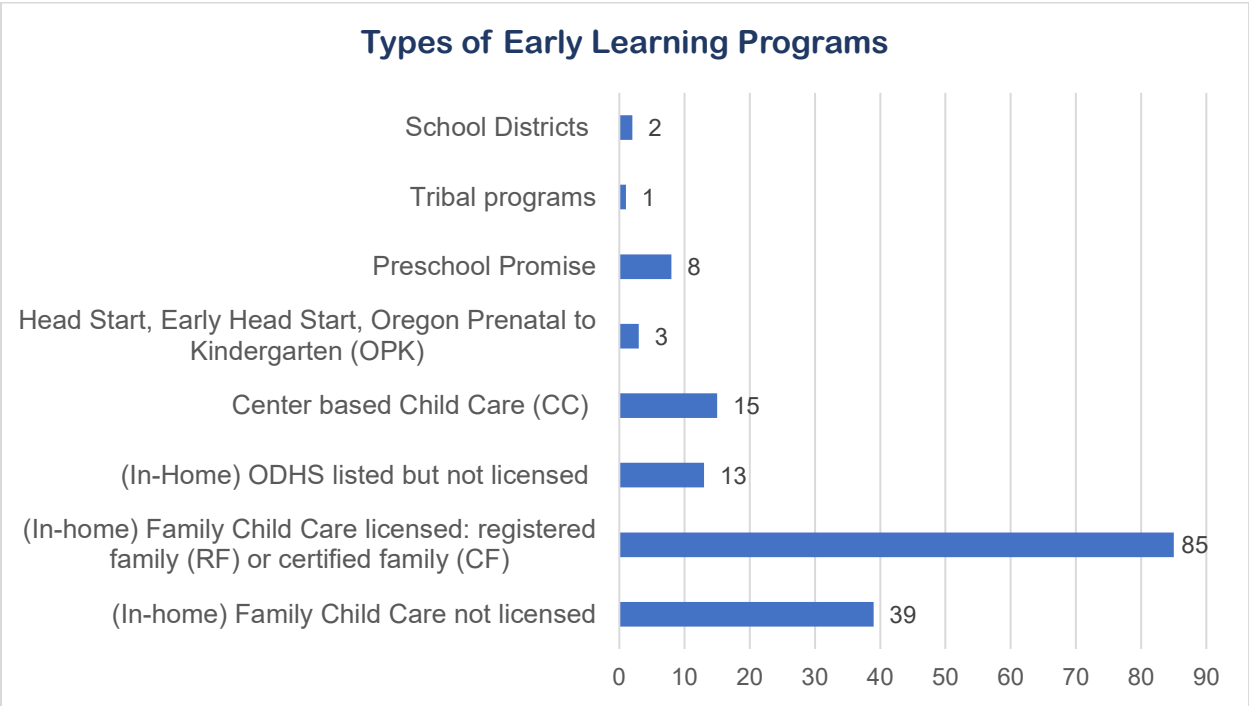
### ❖ Educators were asked to describe their relationship with the local elementary schools

- 61 Reported having no connection to local elementary schools
- 41 Reported that they had children of their own in a local elementary school.
- 37 Reported that they know the teachers in the schools and had regular contact with them about incoming children
- 28 Said they knew the principal of their local school and felt they could approach them with ideas, concerns or questions
- 17 Had attended meetings with an elementary school to share information for the transition to kindergarten for a child with an IFSP

### ❖ Early learning educators were asked on average, how often they sent a child home early or for a period of time

- 79% of respondents report never having to send a child home early
- 18% Say they have to send a child home rarely (a few times a year)
- 0.02% Send a child home early occasionally (once a month or less)
- 0.01% Reported regularly having to send a child home early (weekly)
- None reported having to send a child home more than one time per week

❖ **The majority of respondents were Registered Family/ Certified Family programs**

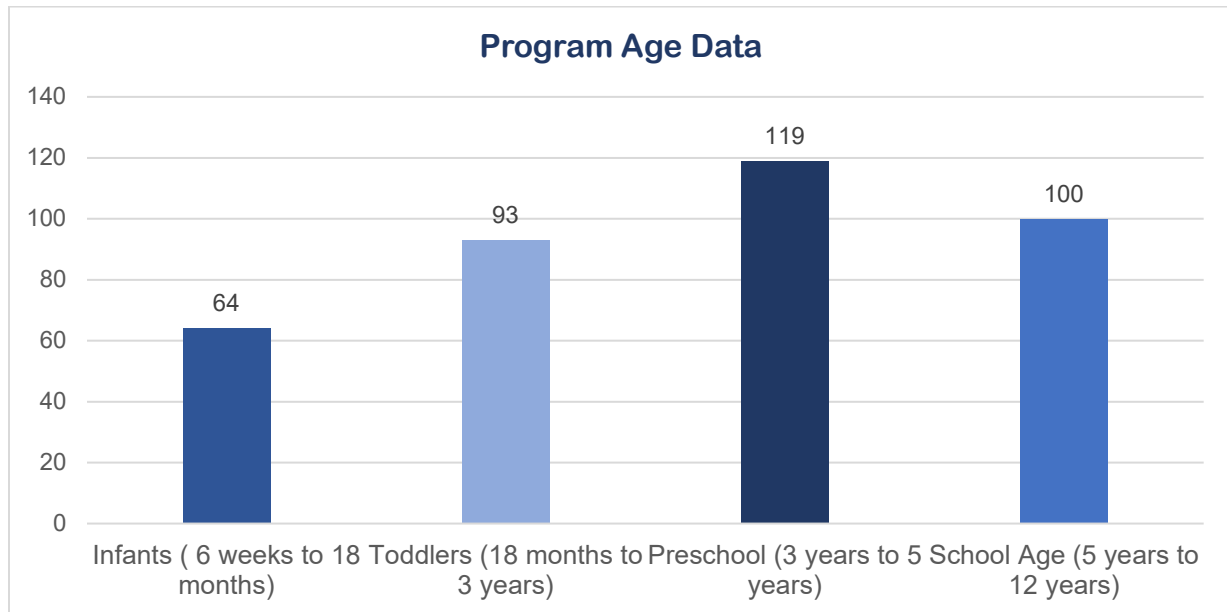


❖ **When respondents were asked if they were interested in obtaining an Early Childhood Certificate/ Degree**

- 23 Said they already had one
- 65 Said they were interested
- 18 Said they were not interested
- 48 Responded maybe



❖ **Early childhood educators were asked which age groups they currently work with**



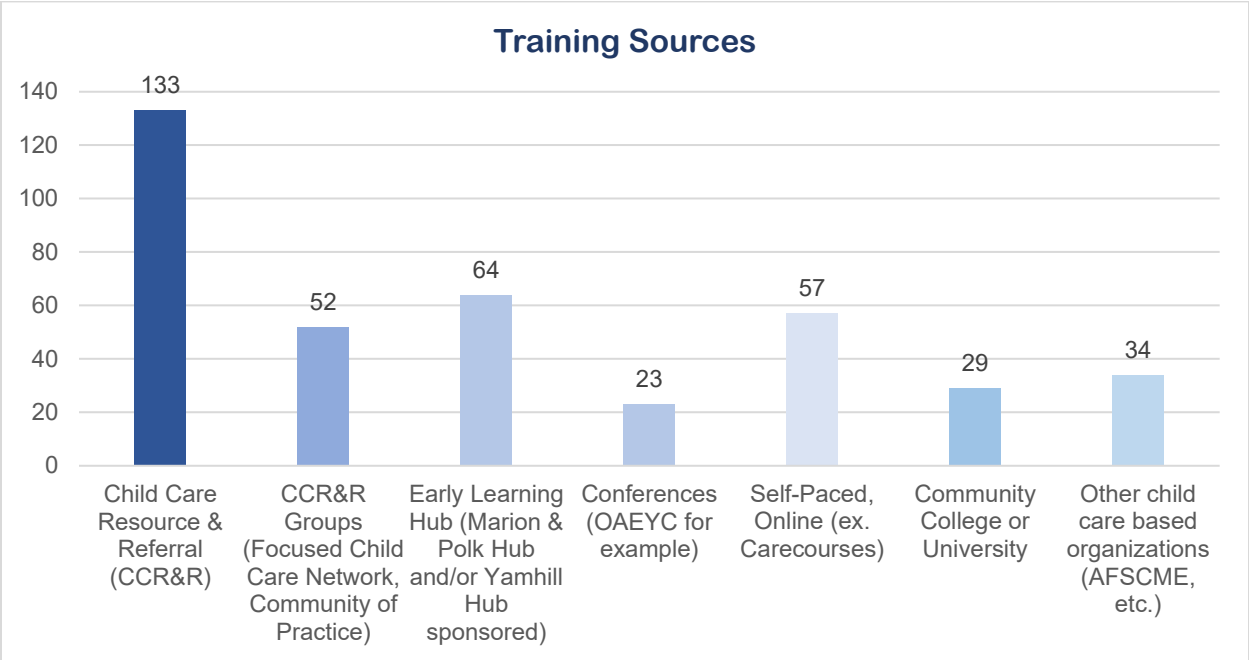
❖ **When respondents were asked where they were obtaining their training hours**

- 86% used the CCR&R webinars.
- Most of the respondents received training hours from multiple sources

❖ **31% of educators rated the ease of accessing trainings a 1 (easy) out of 5 (Difficult)**

- The average was a 2.5

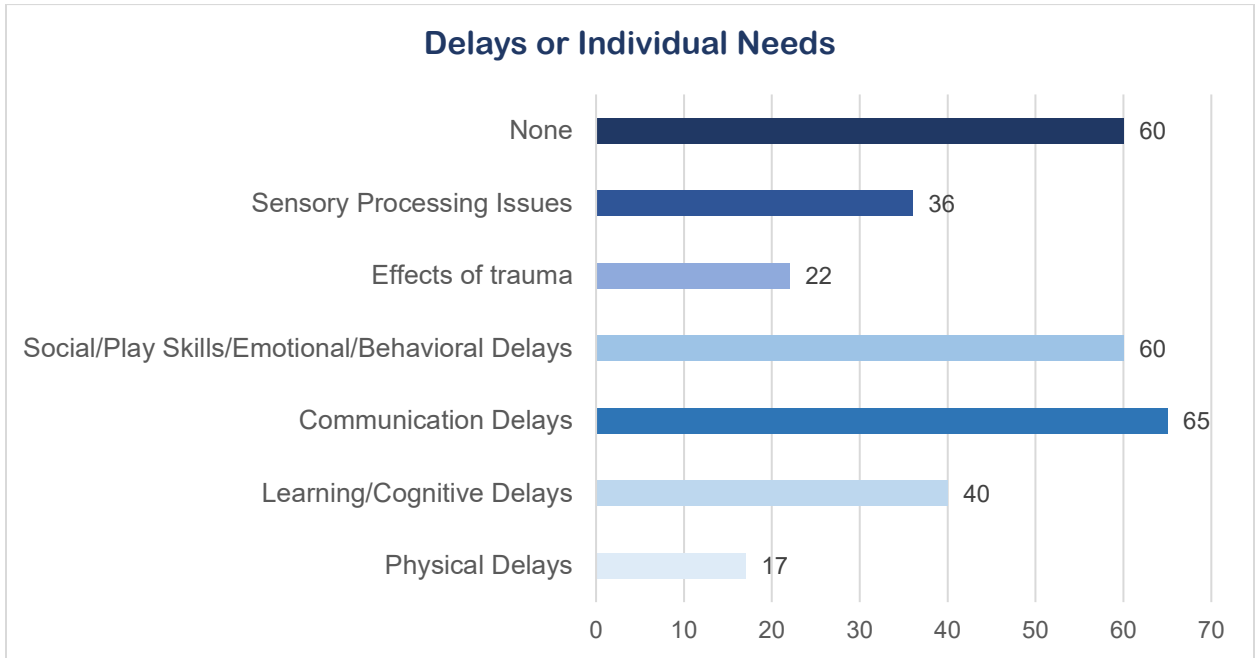
❖ **Early learning educators were asked where they obtained their training hours**



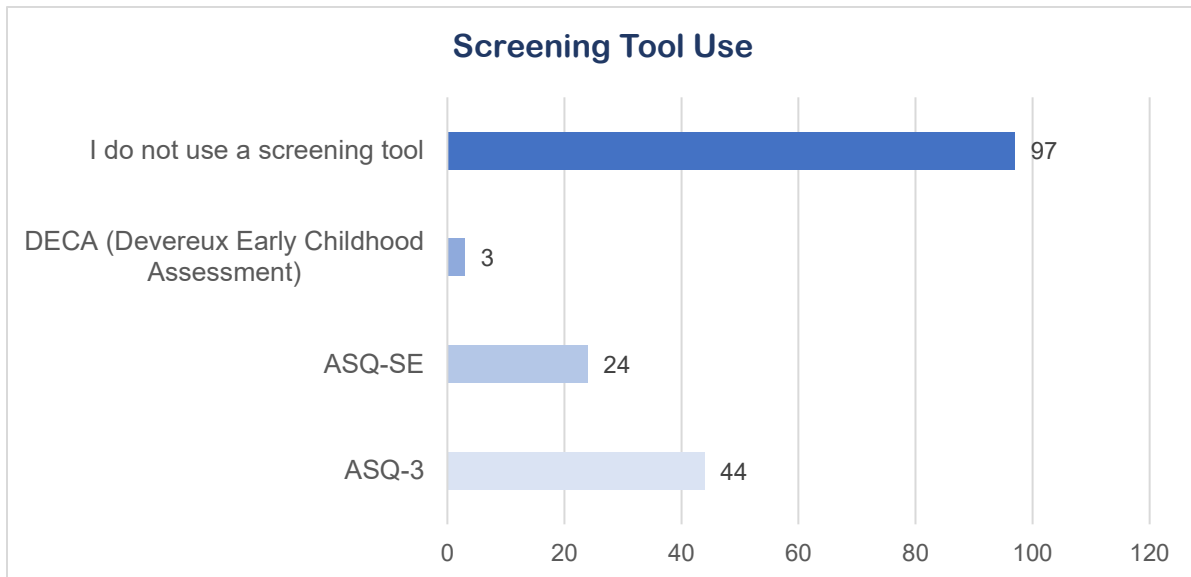
❖ **When asked what barriers might be keeping them from caring for children experiencing significant delays or disabilities**

- 29 Said they didn't have the knowledge required to do so
- 55 Said they didn't have the proper equipment or materials (ex. curriculum)
- 60 Said they lacked the proper one-on-one time the child would need
- 37 Said they lack the resources of support
- 39 Said they lacked the proper training
- 54 Said they currently had no barriers

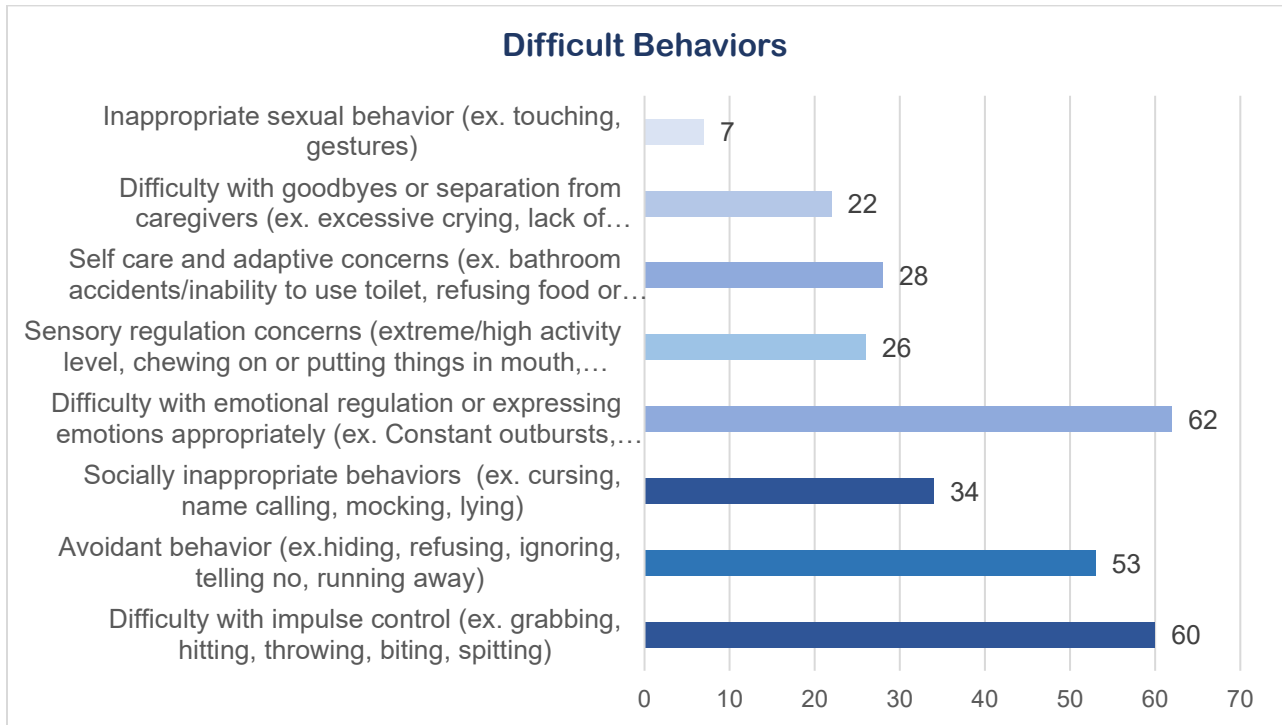
- ❖ **Early learning educators were asked what areas of delay or individualized needs are the children in your program experiencing**



- ❖ **63% of educators reported not using any kind of screening tool (ex. ASQ-3, DECA)**



❖ **Early learning educators were asked what behaviors demonstrated by children in their care present challenges for them to effectively support**



- The majority of educators reported dealing with at least one type of challenging behavior

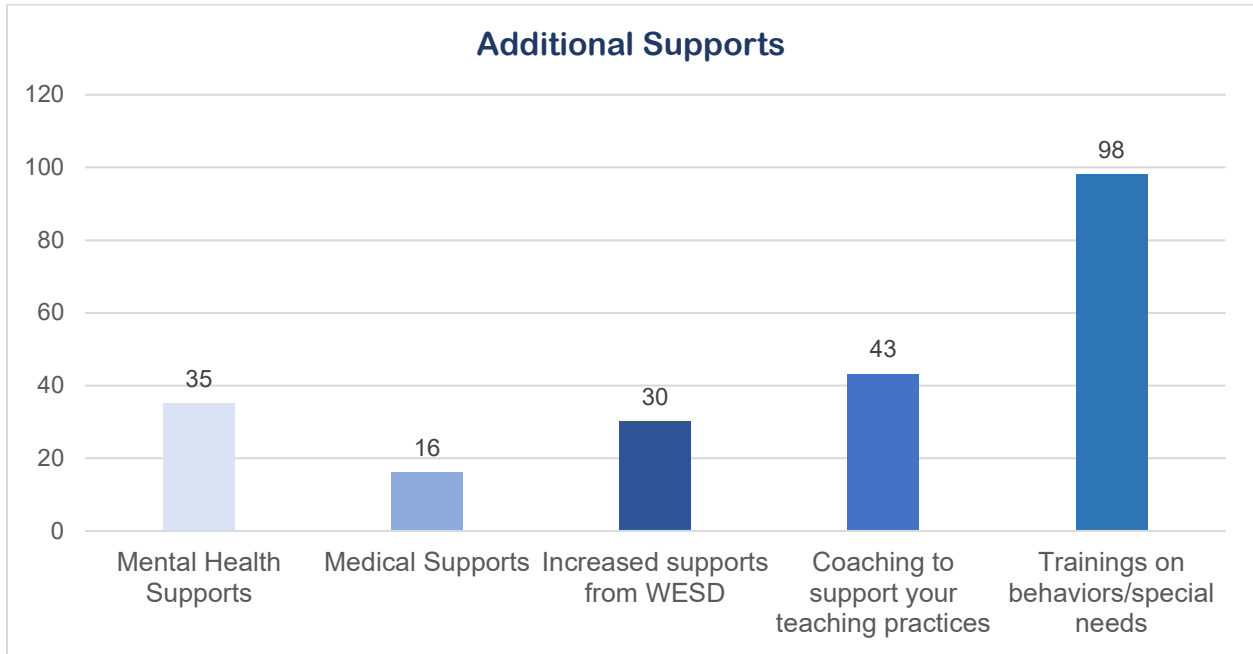
❖ **90% of respondents report not asking a family to leave their program permanently due to a child's behavior**

- 8% Report having done so between 1-3 times in the past year

❖ **When asked if they were aware of the approaching Oregon legislation that will prohibit the suspension and expulsion of families starting in 2026**

- 37% Say they were aware
- 63% Said they were not aware

- ❖ Early learning educators were asked if there were additional supports that would help them reduce the number of suspensions/expulsions in their programs



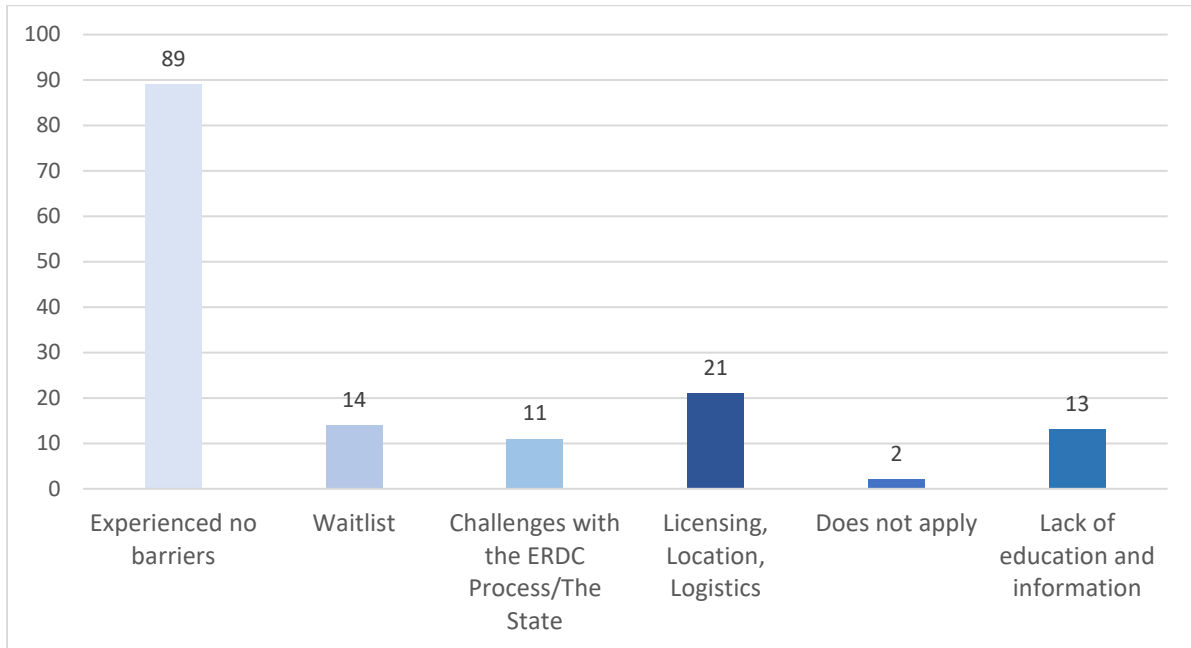
- ❖ When asked if they agreed with the statement “The CCR&R team has been sensitive to the unique needs and culture of my early learning program”

- 69% Agreed with the statement
- 31% Responded neutrally
- 0 Respondents disagreed

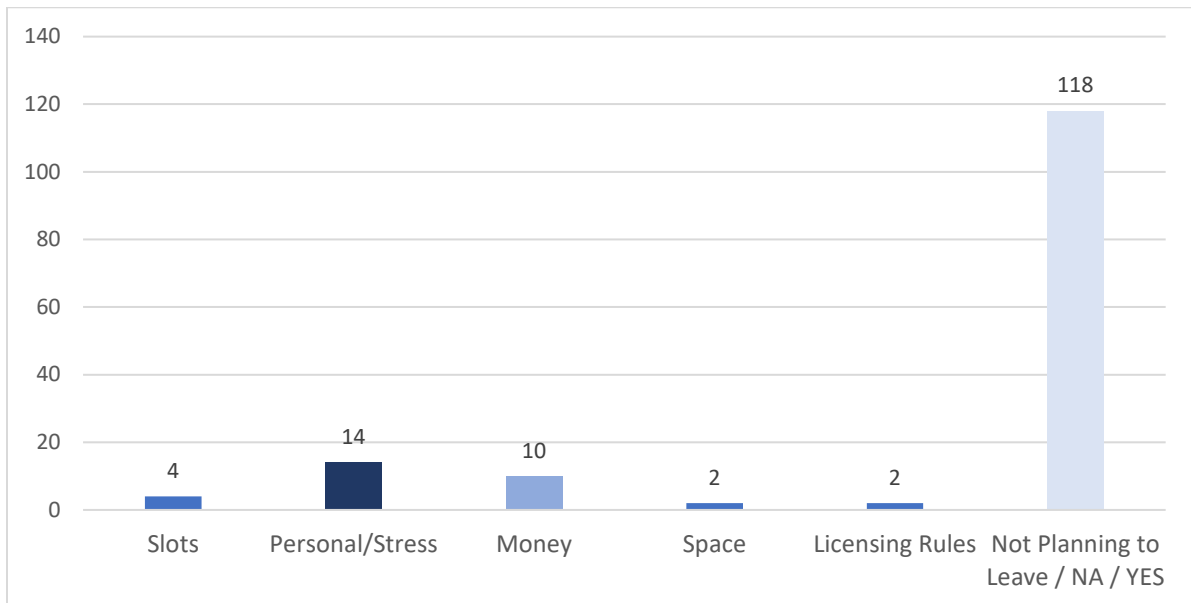
- ❖ When asked if they agreed with the statement “I am satisfied with the level of expertise and knowledge demonstrated by the CCR&R team”

- 115 Said they agreed with the statement
- 38 Responded neutrally
- Only one respondent disagreed

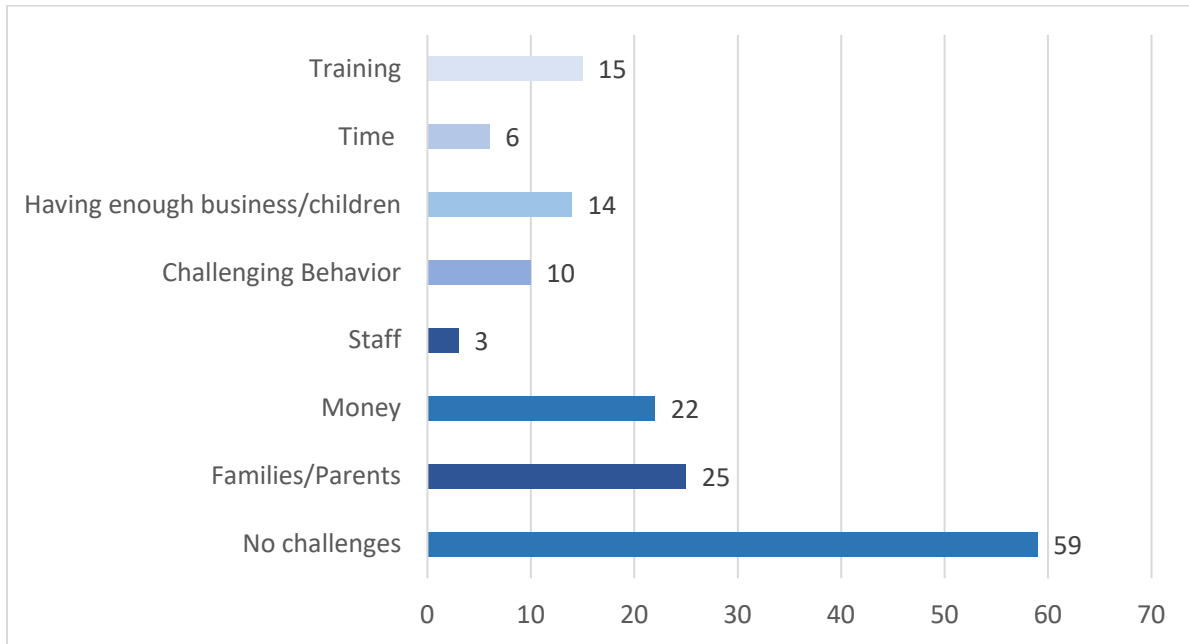
❖ Educators were asked what barriers they might be experiencing that limit them from accepting ERDC.



❖ Educators were asked if they were considering leaving the field of child care, and if they were what factors were influencing that decision.



❖ **Educators were asked what their biggest challenges were in serving children and families**



❖ **When asked if they had any additional feedback for CCR&R**

- 106 of them had no feedback
- 28 respondents had positive and specific feedback
- 6 responded “thank you” and had positive non-specific feedback
- And 10 had suggestions for improvement

## Growth Points/Action Steps:

- Organize and conduct a series of information sessions focused on ERDC, PSP, and immunizations for early childhood educators by October 2025, aimed at enhancing their knowledge and resources in these critical areas.
- Utilize insights from the survey to strengthen our advocacy efforts for early childhood education during the 2025 program year. This includes sharing key findings with system partners and facilitate collaborative initiatives to promote awareness and support.
- Evaluate our current training and registration platforms to identify a more user-friendly system by June of 2025. This includes analyzing features, gathering user feedback, and presenting recommendations for improvement.
- Implement a continuous quality improvement plan for CCR&R staff by July 2025, focusing on professional development, feedback mechanisms, and performance evaluation to enhance service delivery and staff effectiveness.

## Strengths:

- 78% of individuals expressed their commitment to staying in the early childhood education field, highlighting a robust sense of dedication and stability within the profession. Those who did indicate leaving was due to stress, income, and personal reasons.
- 74% of educators recognized the expertise and knowledge demonstrated by the CCR&R team.

## Highlighted Responses:

- “Our CCR&R reps have ALWAYS been amazing and if they don't know the answer to something, they always find an answer and get back to us!”
- “We love the CCR&R. Keep up the good work! It makes our jobs easier when you offer so many training classes!”
- “Gracias por todo lo que hacen y mas que nada tambien la paciencia”. (Thank you for all you do and most of all for your patience.)





## **ARCHES Renovation Projects Update:**

### **ARCHES Inn**

The ARCHES Inn renovation project is progressing on schedule, with all key stakeholders actively engaged in driving its success. Recent meetings have been held with our architect, AC Co, and general contractor, Andy Medcalf, to meticulously review and refine the project's design details. Currently, we are in the value engineering phase, where we are carefully assessing the project's scope to ensure that all costs align with the established budget parameters. This crucial step will allow us to identify cost-saving opportunities while maintaining the integrity and quality of the renovations.

Following the completion of this phase, we will conduct a thorough review to ensure that all planned renovations are in strict compliance with grant guidelines, and that funding requirements are met to facilitate a smooth approval process.

Additionally, we have identified and pre-selected key subcontractors, including those specializing in flooring and elevator systems, who are prepared to begin work immediately once city approvals are secured. With these critical components in place, we anticipate that the renovation will proceed without delay once the final plans are approved, positioning us to achieve our objectives efficiently and effectively.

### **Arches Lodge**

At Arches Lodge, we are collaborating closely with AC Co to finalize the interior sprinkler system design, complementing the already approved plans for the exterior system. Additionally, we are awaiting the final kitchen renovation blueprints and are actively engaging in value engineering to ensure the project remains within budget constraints.

Upon completion, we anticipate awarding contracts for several critical enhancements, including four additional ADA-compliant rooms, a dog wash station, a bed bug sauna, and a new ADA-compliant front entrance. Contract bids have been submitted for review, and a preferred contractor has been identified. An official contract offer is pending final approval by the Board, bringing us closer to fully realizing these facility upgrades that will significantly enhance accessibility, safety, and service quality at Arches Lodge.

## Tentative Schedule for Arches Lodge

- **Drawing Date:** September 20, 2024
- **Advertise for Bids:** September 26, 2024
- **City Review Submission:** September 26, 2024
- **Pre-Bid Walk-Through:** October 17, 2024
- **Bid Date:** November 7, 2024
  - Tentative contractor selected, pending Board approval
- **Construction Start:** December 2, 2024 (pending budget and contract development)
- **Substantial Completion:** August 29, 2025
- **Final Completion:** September 26, 2025

## ARCHES Family Cottage

The ongoing renovation work at the ARCHES Family Shelter is progressing as planned, with significant improvements underway to enhance the facility's functionality for families that will provide a safe and comfortable environment for its residents. This renovation project includes updates to flooring, plumbing, HVAC systems, lighting, and various structural elements. Our team, in close collaboration with contractors and subcontractors, remains focused on ensuring that each phase is completed efficiently and on schedule, while maintaining high-quality standards and compliance with all regulations. These upgrades are integral to supporting the shelter's mission of providing essential services to families in need, and will help create a more sustainable and supportive living space for the future. The following outlines the work currently being completed at the ARCHES Family Shelter:

**Flooring:** Flooring and cove base installation is complete in all rooms and common areas, except for a utility room needing subfloor and underlayment repairs. Sara has arranged a contractor for these repairs, after which Thomas Kay Flooring will finish the flooring in that room. Thomas Kay will also complete final details, including caulking, installing transition strips, and securing any loose cove base.

**Plumbing:** Cold water service is expected today, with hot water by Wednesday, Nov 21st. After activation, the final plumbing task will be installing a utility sink in the utility room once subfloor repairs are complete. I'll coordinate with the plumber for the city inspection schedule and provide updates as available.

**Painting:** Interior and exterior painting is complete. The contractor will return in the spring to repaint the metal roofing and courtyard.

**Roofing Repairs:** Moser Roofing will address minor patches as weather permits, likely in the next couple of weeks. A roofer is also assisting the plumber with roof penetrations and inspecting a roof drain with a previously active leak; a gasket replacement is still needed. Additionally, a small section of sheet metal fascia on the main building requires replacement, and we are awaiting a bid from Iron Head Roofing.

**Lighting:** Sara has initiated plans to replace all interior and exterior lighting fixtures; however, the timeline for this phase is still being finalized.

**Fencing:** Sara is coordinating with a contractor to install fencing along the west side of the building, enhancing property security and boundary definition.

**HVAC:** Aimee is managing a few required duct repairs with a contracted technician. All furnace filters have been replaced, thermostats are fully operational, and the building's climate control system is functioning effectively.

**Facilities Department:** Our team has been actively engaged in ongoing facility improvements throughout the duration of the project. There remains a substantial workload ahead, including transferring two full-sized shipping containers of building furnishings back into the premises. Key tasks include:

- Exterior window shutter installation
- Window covering installation, likely using curtains
- Ordering and installing one fire-rated bathroom door and one standard bathroom door
- Completing minor wall patches and touch-up painting
- Finalizing the installation of electrical plates
- Setting up washers and dryers
- Adjusting several hallway fire doors to remain in an open position as needed
- Installing bathroom fixtures, mirrors, and hardware
- Ordering and installing any missing registers and grills
- Replacing missing door strikes
- Installing door stops
- Adding thermostat covers
- Conducting minor ceiling drywall repairs pending final roof repairs

As we approach the building's opening, additional requirements and tasks may emerge, necessitating further attention and coordination to ensure a smooth and timely completion.

**Planned Work for the Upcoming Year:**

- Resurfacing and restriping of the parking lot
- Repairing a small damaged area of the sidewalk

**Vet Care Building:** The installation of bathroom flooring will begin tomorrow, with toilet installation scheduled immediately after the flooring is completed. Plumbing work is ongoing, with an anticipated completion date in December, though a specific date has yet to be confirmed.