



**April 2025  
Board of Directors  
Meeting**

**Thursday, April 24, 2025**

**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, April 24, 2025

**Time:** 5:30 pm

**Location:**

2475 Center Street NE Salem, Oregon 97301

**Virtual:**

[Join the meeting now](#)

**Meeting ID:** 287 617 119 33 **Passcode:** Kz2X4rf9



## Mission

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

## Vision

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

- I. Welcome and Introductions**
- II. Public Comment**
- III. Declaration of Conflict of Interest**
- IV. Approval of Agenda**
- V. Consent Calendar**
  - 1. March 2025 Full Board Meeting Minutes
  - 2. April 2025 Executive & Finance Committee Meeting Minutes
  - 3. April 2025 Program Committee Meeting Minutes
  - 4. April 2025 Executive Director's Summary and Reports
  - 5. April 2025 Chief Officer Reports
  - 6. April 2025 Program Director Reports
  - 7. Approval of the appointments of Carlos Barrientos, Rudy Vigil and Kevin Karvandi to the Program Committee
  - 8. Approval of the appointment of Steve McCoid to the Fundraising Committee
  - 9. Approval of the appointment of Cathy Clark to the Executive-Finance Committee
- VI. Board Business**
  - 1. 2024 Single Audit (REDW Advisors & CPAs) – *Presentation*
  - 2. Acceptance of 2024 Single Audit and Financial Statements (Brown) – *Approval*
  - 3. Financials (Brown) – *Approval*
  - 4. Acquisition of 615 Commercial Street (Jones) – *Approval*
  - 5. Head Start Restructure Plan (Eva Pignotti & Liz Salinas) – *Informational*
  - 6. Executive Director's Updates (Jones) – *Informational*
- VII. Adjournment**

**Next Board Meeting:** May 22, 2025

**Mid-Willamette Valley Community Action Agency, Inc.**  
**Board of Directors Meeting**  
**March 27, 2025**  
**MEETING MINUTES**

**ATTENDANCE:**

**Board of Directors:**

**Present:**

Catherine Trottman	Eunice Kim	Rudy Vigil
Steve McCoid	Lori Martz	Carlos Barrientos
Kevin Karvandi	Deanna Gwyn	Cathy Clark

**Absent:**

Jade Rutledge	Frank Lonergan	Helen Honey
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**Others Present:**

**Program Directors/Staff/Guests:**

Jimmy Jones, Executive Director  
Ashley Hamilton, Deputy Executive Director  
Helana Haytas, Chief Human Resource Officer  
Nicole Brown, Consulting Chief Financial Officer  
Robert Hale, Chief Information Officer  
Eva Pignotti, Chief Program Officer; Early Learning and Child Care  
Rogelio Cortes, Chief Program Officer; Weatherization and Energy Services  
Marie Jennings, Development Director  
Shelaswau Crier, Director of Strategic Partnerships  
Jenna Sanders, CCR&R Program Director  
Hector Guzman, Weatherization Program Director  
Traia Campbell, Program Director Energy  
Carmen Romero, Nutrition First Program Director  
Sarah Herd, Executive Assistant

**The meeting of the Board of Directors was called to order at 5:34 pm by Board Chair Catherine Trottman. It was determined that a quorum was present.**

**I. Welcome**

Board Chair Catherine Trottman welcomed everyone and introductions were made.

**II. Public Comment**

None were made

**III. Declaration of Conflict of Interest**

None were made.

**IV. Approval of Agenda**

**MOTION:** To approve the meeting agenda, made by Steve McCoid,

**SECOND:** Deanna Gwyn

**APPROVED:** Unanimously approved

**V. Consent Calendar**

Items 1-7 were presented without discussion or concerns and approved as submitted.

- 1. February 2025 Full Board Meeting Minutes**
- 2. March 2025 Executive & Finance Committee Meeting Minutes**
- 3. March 2025 Special Board Meeting Minutes**
- 4. March 2025 Executive Director Summary and Reports**
- 5. March 2025 Chief Officer Reports**
- 6. March 2025 Program Director Reports**
- 7. Approval of appointment of Cathy Clark to the Program Committee**

**MOTION:** To approve the consent calendar, made by Deanna Gwyn,

**SECOND:** Steve McCoid

**APPROVED:** Unanimously approved

**VI. Board Business**

**1. Financials**

- i. Nicole Brown reviewed the Balance Sheet (Statement of Financial Position), highlighting the overall financial position of the agency. She then presented the Profit and Loss (Statement of Activities). Nicole noted that the agency has begun to break down grant revenue by source Federal vs State/Local to improve transparency. This report is still being updated and, and future versions will include program expenses to show how funds are being spent. She also noted that approximately 40% of the agency's expenses are in salary and wages.

**MOTION:** To approve the financials, made by Steve McCoid,

**SECOND:** Deanna Gwyn

**APPROVED:** Unanimously Approved

**2. CSBG Review**

- i. Ashley Hamilton provided a brief overview of the Community Service Block Grant (CSBG) and its associated reporting requirements.
  1. The agency receives approximately \$500,000 annually as a CSBG recipient
  2. Importantly, CSBG funding is what designates the agency as a Community Action Agency.
- ii. There are two required reports that we have to complete annually (both based on the fiscal year).
  1. Organizational Standards Report
    - a. This report shows who we are, evaluates the organization's health and is completed mainly at the administrative level.
    - b. For FY 2024, the agency received a score of 84%, which is expected to improve following the completion of the Strategic Plan in July.
  2. Annual Report
    - a. This report focuses on the who we serve and how we serve them, and is completed at the program level.
    - b. It provides valuable data about annual performance. In 2024 we served 37,934 individuals and 19,905 households. This data aims to be as unduplicated as possible; however, differences in program software can result in some client duplication. This report includes only those clients directly served by the agency, not those served by sub-recipient providers.

### **3. Fundraising Committee**

- i. Marie Jennings presented the proposal for establishing a Fundraising Committee. The purpose of this committee is to support and guide the agency's efforts around fundraising, resource development and donor engagement. A key focus will be on effectively communicating the agency's mission and impact to the community.
- ii. The committee will include Board Members, staff and community members. The Committee Chair will be a Board Member and serve as the primary liaison to the full Board. Membership will be flexible; individuals may join the committee for a single event, campaign, or program-specific initiative without committing to year-round participation.

### **4. MWVCAA Bylaws & Code of Ethics**

- i. Ashley Hamilton presented the proposed changes to the MWVCAA Bylaws.
  - 1. One significant change is the addition of term limits for officer positions. Under the proposal, Board Members may serve up to three consecutive terms after which they will be required to take a one-year break before serving again.
  - 2. Many of the other changes are focused on clarifying language and terminology.
  - 3. A discussion took place regarding the requirement to comply with Oregon Public Meeting laws, due the agency being a recipient of Oregon Pre-Kindergarten Funds.
    - a. The Board requested that the agency's legal counsel review all applicable statutes to ensure this requirement is correctly interpreted and appropriately applied within the bylaws.
  - 4. As a result, the vote on the bylaws was postponed pending the attorney's review and guidance of this matter.
- ii. Ashley presented the proposed changes to the Board Code of Ethics, which will be renamed the Board Member Ethical Standards and Code of Conduct.
  - 1. The current document focuses solely on how the board engages with one another. The proposed update expands this to include expectations for how Board Members engage with the community, staff, and clients. Minor formatting adjustments were also made to the Board Member Responsibilities section.
  - 2. An attendance policy is also being introduced, requiring that Board Members attend at least 70% of regular Board meetings (excluding the annual meeting). Additionally, the policy includes a provision allowing elected officials to assign a designee to attend on their behalf, aligning this section with the Bylaws.
  - 3. A vote on the proposed Board Member Ethical Standards and Code of Conduct was postponed to allow for review by agency legal counsel.

### **5. Executive Director's Updates**

- i. Jimmy Jones provided agency updates for the month.
  - 1. The single audit was completed this week on time and with no findings.
  - 2. A job offer has been extended and accepted for the Chief Financial Officer position. The candidate is currently undergoing various pre-hire background checks, after which a formal announcement will be made.

3. The agency is actively working with the Oregon Legislature to advocate for increase funding for OEAP as well as expressing support for the OHCS Budget Bill. Sheltering appears to be the top priority in the budget.
4. The agency remains in discussions with a community provider regarding the donation of their building/property to us this summer. The site is just over 2 acres.
5. The agency is continuing efforts to support funding for land to develop in Falls City.
6. Jimmy briefly addressed areas of organizational risk related to potential funding and policy changes under the new administration. While risk remains low for this year, it is expected to increase in future years.

**VII. The Board of Directors meeting was adjourned at 7:18 pm.**

Respectfully Submitted:

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Sarah Herd, Executive Assistant

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Kevin Karvandi, Board Secretary

## Executive Summary

### MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY

April 2025

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

Community Action Agencies have three fundamental obligations in the community:

- To provide services to the low-income community, using a whole community, holistic approach with wrap-around services.
- Organizing the *entire community's* efforts and resources to fight poverty.
- Advocating for the needs of those in poverty.

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

MWVCAA is divided into three programmatic divisions:

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



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

**April 2025 Board Meeting:** This month, we will:

- Receive an update on Strategic Planning.
- Consider the purchase of the land at 615 Commercial Street NE (Salem).
- Hear an audit presentation from our auditors at **RedW**.
- Hear an update on the redesign of our Head Start program.

**April 2025 Highlights at MWVCAA:**

- **Energy Services:** We served 712 households in March, with 1,970 persons.
- **Energy Services:** We processed 2,098 applications for 5,680 persons in Q2.
- **Energy Services:** We processed \$468,456 in direct client-to-vendor payments in March.
- **Energy Services:** We paid \$1,057,365 in direct client-to-vendor payments in Q2.
- **Weatherization:** We started 18 energy audits and completed 10 final inspections in March.
- **Weatherization:** We started 50 energy audits and completed 35 final inspections in Q2.
- **Head Start:** We had an average daily attendance of 75.95% in March (high child illness rate).
- **Head Start:** We had 507 of 510 slots enrolled in March.
- **Early Head Start:** There were 212 of 214 slots enrolled in March.
- **Head Start:** Demand remains high, with 128 children on the waiting list.
- **Early Head Start:** Demand also remains high, with 75 children on the waiting list.
- **Head Start:** We served 9,749 meals to low-income children in January.
- **CCR&R:** Our Passion to Profit Grant by Yamhill CCO will expand childcare in Yamhill.
- **CCR&R:** Staff trained 213 family-based child care providers in March at the Future Conference.
- **CCR&R:** We are a state-approved apprenticeship provider for Oregon in early learning.
- **CCR&R:** We provided 57 in-person support sessions in Q3.
- **CCR&R:** We provided 116 hours of in-person support training in Q3.
- **Nutrition First:** We served 495 family-based child care providers in March.

- **Nutrition First:** Staff conducted 5 new provider enrollments and 134 monitorings in-home.
- **Nutrition First:** We visited 1,104 children during the in-home reviews.
- **Nutrition First:** We reimbursed providers \$270,578.50 (to 469 providers) in February.
- **ARCHES Housing:** We on-boarded 27 new homeless households in March.
- **ARCHES Housing:** We provided 524 months of RRH rent assistance in Q3 (Jan-Mar).
- **ARCHES Housing:** We paid \$566,460.77 in RRH rent assistance payments in Q3.
- **ARCHES Housing:** In Polk County, we have assisted 86 HH since July of 2024, with 210 persons.
- **ARCHES Housing:** In March, we prevented evictions for 131 HH, with 158 adults and 112 children. 50 percent of all eviction prevention payments in March were to folks in rural areas.
- **ARCHES Housing:** In Q3, the Eviction program paid \$549,219.96 to keep people in homes.
- **ARCHES Housing:** In March, we served 38 new homeless HH in Coordinated Entry.
- **ARCHES Housing:** In Q3, we have served 142 new homeless HH in Coordinated Entry.
- **ARCHES Housing:** In our supportive housing projects, we had 2,092 engagements in March.
- **ARCHES Housing:** In Q3, we served 127 persons at Yaquina, Sequoia, and Redwoods.
- **ARCHES Family First:** We served 86 unduplicated HH in March.
- **HOME Youth:** We have housed 43 homeless youth HH since program start.
- **HOME Youth:** The Drop-in provided services to 15 youth in March.
- **HOME Youth:** Taylor's House served 11 youth with 215 bed nights (77% capacity) in March.
- **ARCHES Sheltering:** In March, the Day Center served 3,213 duplicated visits.
- **ARCHES Sheltering:** In Q3, the Day Center served an average of 164 unduplicated daily.
- **ARCHES Sheltering:** In March, the Day Center provided 10,332 services.
- **ARCHES Sheltering:** The Day Center provided 7,681 meals in March 2025.
- **ARCHES Sheltering:** The Shelter System provided 14,585 services in March.
- **ARCHES Sheltering:** The Shelter System provided 52,449 engagements in Q3.
- **ARCHES Sheltering:** 96 percent of available (non-renovation) beds were used in March 2025.
- **ARCHES Sheltering:** The Outreach team met with 1,326 unique persons in Q3.

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

In short, we help people. We help them without condition. We help them when no one else will. We help all the people, not just one group, with one need, or one concern.

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

# *Executive Director's Report to the Board of Directors*

## MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY

April 2025

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### Summary

It has been a bit of a busy month, so this report is a bit longer than usual. I typically do not include the 1,000 minor miracles happening here each day, but focus these reports on the information the Board needs to guide the Agency.

### Board

- **April Board Meeting Preview:** We will have the audit presentation at the full board meeting, and we will consider the purchase of the land at 615 Commercial Street NE (Salem), along with hearing an update on our Head Start redesign for the 2025-2026 school year.
- **Future Board Considerations:** As part of our annual **Community Services Block Grant (CSBG)** requirements, the board will adopt updated bylaws and new board commitment forms in the coming months. We also need two additional board members to cover future CSBG requirements by this summer.

### Finance & Administration

- **Audit:** The annual single audit is complete and uploaded to the **National Clearinghouse**. We will have it for the Board to review in April. **REDW**, our long-time (20+ years) auditor, will be at the April Board Meeting to present the single audit and financial information. This year marks seven straight on-time and six straight finding free audits.
- **De Minimis:** We are transitioning from our standard cost allocation system to the new 15 percent **De Minimis** allowance in July, as many other nonprofits in Oregon are choosing to do. The primary advantage of this system is that it will enable us to capture our full costs on the grants, since our current methodology (which is based on transactions and the number of employees) cannot support the specialized program work in some high-volume programs (where it overburdens the grant) and under-utilizes the available resources in low-volume programs (where we leave substantial administrative amounts on the table). The new flexible De Minimis system will allow us to allocate 15 percent and assign our costs as needed. We will

still not operate with a pure administrative cost exceeding 10 percent, which means we can maintain the balance as a reserve, or return the remainder to programs as a flexible, unrestricted fund, or both. Our current methodology has remained unchanged since the 1990s and cannot adequately support operations post-COVID. Thus, the transition will shift us from a position of deficit to one of surplus, strengthening the agency without significantly impairing our programs.

- **Workers' Compensation Renewal:** I annually provide our **Workers' Compensation** renewal through **SAIF**. We occasionally run high-risk services with our personnel, so we want the Committee to examine our performance closely. Before we began operating shelters, the primary time-loss activity occurred in **Head Start**, where, over the years, we have had children injure teachers, in addition to the usual trip and fall hazards. The work in shelters has added complexity to our workers' compensation performance, but we are generally in a good position. Post-COVID, we witnessed a slight spike in the MOD trends, reaching 1.04 in 2023-2024 (1.0 is average), 1.08 in 2024-2025, and then down again to 1.02 for the 2025-2026 renewal year, which lowered our premium from \$330,138 to \$301,387.22. These numbers are based on a three-year rolling performance, so the less favorable year of 2021-2022 will drop off next year. The current year (as shown on page 5) has a similar number of claims to the prior year, with slightly more time-loss days and increased costs. Given the 24/7 operations and the acuity of need we are working with, we are doing a good job of keeping people safe.
- **Chief Financial Officer:** We interviewed three folks on 21 February. Two of those moved forward. On 4 March, we conducted a second round of informal interviews over coffee. Last week, we offered the position to a candidate, who accepted but decided to remain with her current employer. We have a second candidate under consideration, with a planned update for the April full board meeting.

## Properties

- **615 Commercial Street:** I have signed a PSA to reacquire the **ARCHES** land at 615 Commercial from the **City of Salem**. The board will make the final decision at the April full Board Meeting. I have been somewhat indifferent about this matter for months. In a different world, we would continue to lease the property from the City for the next 30 years, so we would not have to put funds back into debt service on this property. These are difficult times for homeless services. I expect public pressure on elected officials to increase dramatically in the years ahead, especially with the 2026 elections. Securing the land now puts us in the strongest position to protect our work and clients.

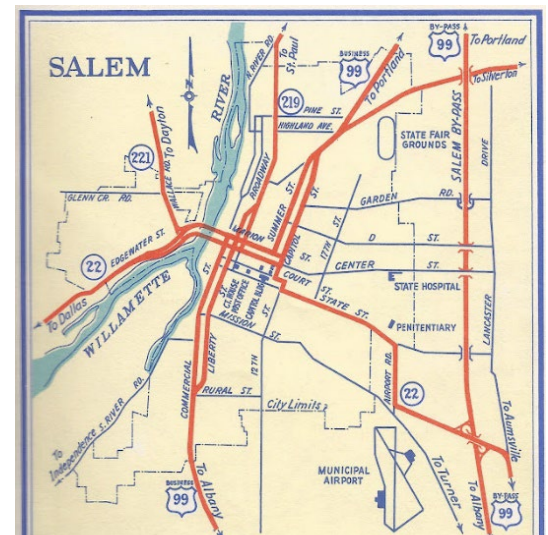


Figure 1: Salem, Oregon. 1956.

The property has an assessed value (land and improvements) of \$3,680,000. It is a 15,939 square foot, two-story wood frame structure on .75 acres. The original construction dates to 1954. From 1924 to 1951, it was the site of a **Capitol Chevrolet Cadillac Used Car and Truck** lot. In deep time, the site was sacred to the **Kalapuyans** and is believed to be a tribal burial ground. Previous state-sponsored archeological work demonstrated prior modern excavations and refills, along with archeological layers below specific depths. From 1980 to the present, the building has been used as office space.

MWVCAA has controlled the site since 2017, purchasing it in a contract sale from **Denny Young**. In 2021, we sold the land (but not the building) to the **City of Salem** and leased it back from them as a way for the City to underwrite our homeless services operations. The Agency's financial position today versus 2017 (and 2021) is much stronger, while the City of Salem's financial position has grown tense. Politically, the **Grants Pass** ruling at the **U.S. Supreme Court** last year changed the landscape for homeless services in Oregon. Pro-business, conservative interests have gained increasing traction in Salem over the past year, which have generally favored isolating the homeless population (and homeless services) away from the downtown business core. The next three years will probably see increased pressure on this front, so owning the building outright will protect the services and give us a \$1,000,000 net worth asset to deploy, should we wish to sell and upgrade to a new location. The environmental appraisal is attached. The Salem City Council will consider the purchase on 28 April.

- **4700 Silverton Road:** We closed on the property on March 28 and took possession the same day. Internal cosmetic renovations are underway. We provided a lease termination notice to **Representative Kevin Mannix**, who owns the current Energy Services property on 45th Street. I met with **OHCS Energy Services** yesterday (April 8). They are proceeding with the \$400,000 down payment we discussed. I hope to have it in hand by the end of the month.

## **Program**

- **HRSN (AKA Medicaid Billing):** We have made some progress on billing over the past month, which keeps increasing weekly. The program began in November, but progress was slow, given delays at the **Coordinated Care Organizations** (the Medicaid providers). As of 11 April, we have **380 active clients**, 323 of whom have been assigned to a case manager and another 66 on the waitlist for **446 active and potential** HRSN clients. We have 53 staff trained to do the work. For the past 60 days, we have been geometrically increasing the billed time for staff work on HRSN, which is being placed into an agency reserve. We are focused on hitting \$10,000 weekly in billings, generating \$520,000 annually for the Agency. However, we believe we can reach \$20,000 a week, which would hit the \$1M annualized target discussed as a planning point (the amount of funds that makes this effort worthwhile, anyway). We usually discuss **"burn rates"** in state contracting, which measures how fast we can spend money. In this work, that concept is turned a bit on its ear. In this case, the **burn rate** is the **billing rate** (a resource we can acquire if we can do the activity well enough at volume to obtain it).



	Client Information						Staff Information	Amount Billed to Pacific Source
Date	Active Clients	Clients Assigned to CM	Clients Waiting for CM	Clients Referred from CCO	Clients Referred from ARCHES	Total Clients	Staff trained	Staff Time Compensation Billed
12/11/2024	10	13					9	\$0.00
12/17/2024	12	32	3			35	14	\$0.00
12/26/2024	12	32	6			38	18	\$0.00
12/31/2024	24	32	9			41	18	\$0.00
1/8/2025	25	32	11			43	18	\$0.00
1/17/2025	39	47	0			47	18	\$0.00
1/24/2025	39	49	1			50	20	\$0.00
1/31/2025	37	37	1	42	12	54	21	\$1,040.00
2/7/2025	37	53	16	42	27	69	24	\$1,220.00
2/21/2025	78	82	30	65	47	112	39	\$2,160.00
2/28/2025	119	118	1	65	72	137	46	\$2,200.00
3/7/2025	158	145	38	65	118	183	50	\$2,200.00
3/14/2025	239	190	14	65	215	280	51	\$2,360.00
3/21/2025	334	279	30	65	316	381	52	\$4,920.00
3/28/2025	359	290	32	65	341	406	52	\$6,440.00
4/4/2025	367	312	50	65	353	418	52	\$8,640.00
4/11/2025	380	323	66	65	366	431	53	\$8,900.00
Totals								\$40,080.00

There is a (mostly overbaked) social concept called the **10,000-hour rule** (about five work years), which postulates that it takes 10,000 hours of practice at anything to become an expert in it.<sup>1</sup> We never have 10,000 hours because we are an emergency services provider in 2025. We often have to develop competencies in six months. So days become hours, hours become minutes. We would prefer it if we had the luxury of allowing the perfect to become the enemy of the good, to wait for all the stars to be aligned before acting. But people need help in real-time, not when we are ready to give it. And this agency has grown, thrived, and been relevant because we can do what others cannot.

**To be clear, these numbers are just billing for our staff time.** It does not include the other HRSN benefits (rental and utility assistance) that we can tap into for our clients. This program still has massive state and local potential, so long as the federal government leaves it alone. While the program remains, we will try to maximize everything we can. The start lane on this

<sup>1</sup> The 10,000 hour idea probably feels true in the larger sense, but also wrong on closer examination. But the point is, to do anything well, you have to do it long enough, well enough. It's not just the investment of time, however. You have to have talent and strategic vision to see what is coming. This may seem tangential, but I think part of our long-term strategic planning analysis touches on this question of natural innate talent versus hard work, or said another way: "stars" versus "systems." I have always thought that hard work was the great equalizer. I may never have been likely to play center for the **Lakers**, or star on screen in **Titanic** or on stage in **Hamilton**. We equate stars with talent, but stars are often the product of hard work, not just talent. It is just MUCH harder to plan long-term around stars, and people tend to gravitate toward systems (which in theory should not depend on any one person). The weakness of systems, however, is that they are almost always out of date at their birth and inflexible over the long-term.

Our strength is we have a larger system that we can use as a shoe-horn for the state's various and disparate needs, and that system is run by people who have mostly been in place for a decade, who know the limits of the possible but are not vassals to history. Medicaid thus is a bit of a push on our experience, because it requires us to change the shape of our model and shoe-horn the product a bit.

project was longer than we expected, but it is a different kind of thought work than other social services. So, there is a learning curve, which is demonstrated by the billing growth arc above. Once we hit our stride, I believe this resource will deliver what we hoped, with the powerful caveat that waiver models might be cut in any future Medicaid administrative flexibility or any budget action by Congress.

- **Quarter Four:** We have a lot of funds on the homeless services side to spend in April-June. Otherwise, we are generally on track to spend out. The 2025-2027 biennium budgets on the **Housing** and **Sheltering** side look the same as in 2024-2025. There's still work to be done to secure all those funds, but I am more confident that we will have full operational costs (plus extra) than at any time since 2023. Other programs are generally on track.
- **Marion County:** I met with **Marion County Sheriff Nick Hunter**, and we are close to signing an MOU with MCSO on the **Navigation Center**. Marion County invested \$3 million in the Navigation Center renovation, and they are hoping for a greater use of the law enforcement diversion beds on site in the future. The Navigation Center has been successful through its first (nearly) two years of operations. We frequently host tours from around Oregon as others seek to duplicate what we do here in our community.
- **Supportive Housing:** We received a good monitoring report from OHCS on **Sequoia Crossings**. The report is attached. The only area where we were lagging was the financial spend-down. The reason for that slow burn relates to the grant range and the start date. This was a 24-month grant cycle, but Sequoia did not open and lease until months 12-13. So there will be some catching up to do.
- **Oregon Housing and Community Services:** The **Master Grant Agreement** process with OHCS is nearly complete. This relationship is one of our most critical partnerships, as it has made us the conduit for distributing state resources locally for the past 30 years. The contract exempts us from state procurement burdens, allowing OHCS to send us community funds for emergency distribution, without a year-long public process. This relationship is the most valuable grant asset the Agency possesses, which is why we have fought so hard to preserve it.
- **House Bill 3644 and the Governor's Work Group (2024):** As you know, we worked for a solid year with the Governor and **House Housing Chair Rep. Pam Marsh** to develop a new statewide shelter system that safeguards our resources, upholds our service model, and restricts the ability of any hostile actor to cause us harm. The agreement we reached in the workgroup, reflected in the bill, establishes a regional shelter coordinator who would channel shelter resources into the community.<sup>2</sup> That bill has passed through the **House Housing Committee** and is currently with **Ways & Means**, where it faces some budget pressure as budget writers worry about the impact of the federal chaos here in Oregon.

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<sup>2</sup> <https://olis.oregonlegislature.gov/liz/2025R1/Measures/Overview/HB3644>

- **Head Start:** We held a planning meeting with Head Start leadership to consider redesign elements for the next school year. We are resetting the program design to address the changing needs in the early learning community. Changes under consideration include:
  - Cutting our nine geographic regions with nine **Regional Team Resource Specialists (RTRS)** down to seven geographic areas, with seven RTRSs and seven RTRS Assistants. This will allow us to staff each region with one extra **Teacher** who will float to cover all the classrooms in their area.
  - Reevaluate the **Instructional Assistant** position and attempt to increase the pay.
  - Add 1-2 additional **Inclusion and Support** coaches.
  - Change the program class structure to eliminate “five days per week 6.5 hour day classes” and replace them with “four days per week 5.75 hour classes.” This adjustment will achieve the same mandatory number of instructional hours (1,020) while allowing us to focus staff resources on better outcomes. This change in program hours will enable us to forgo the mandatory “nap time,” which has become increasingly difficult due to elevated child behaviors. Classes will now run for 11.25 months (longer than currently), transforming the staff assigned to the classrooms into full-year employees instead of nine- or eleven-month employees.
  - There is a cost to these changes because we are adding higher-level staff to support a different model. To pay for these additions, we will finally cut transportation Programs are not required to provide school bus transportation, and many Head Start programs in Oregon and across America have eliminated bus transportation. This will allow us to offset the additional costs of teachers with the bus driver positions.
  - We also plan to cut less productive program administrative functions.

Some of these changes are painful, particularly the decision to eliminate transportation, which feels burdensome. However, the world has changed in many ways. Compared to ten years ago, transportation is now significantly underutilized by parents. The costs are high, and the potential liability is enormous. The risk of a child being left on a bus, injured in a bus crash, exiting with the wrong parent, or at the wrong location remains a significant concern. After the past year, we need to focus on improving service provision by deconstructing our model and rebuilding it in the best interests of children and families. We will continue discussing these changes with the Board, the Policy Council, program leadership, and our parents as we move forward.





- **Head Start:** An article published in *USA Today* on Friday (April 11) confirmed the noise in Washington over the past few weeks.<sup>3</sup> The **National Head Start Association** rang the bell, too.<sup>4</sup> The draft **Health and Human Services** budget eliminates the **Low-Income Home Energy Assistance Program (LIHEAP)** and federal Head Start. At this point, remaining calm and navigating the legislative process is essential. Presidential draft budgets are often seen as unrealistic and usually dismissed, even when a single party controls the Presidency and Congress simultaneously. The budget process faces enormous pressures from countless variables. Many previous administrations, dating back to **President Richard Nixon**, have attempted to defund **Community Action Agencies (CAAs)**, Head Start, LIHEAP, and other anti-poverty programs as they sought to reduce domestic spending to create budget flexibility for their other projects. This year could be different; however, this Congress has shown little willingness to challenge the President's agenda, at least so far. Behind the scenes, the administration has removed significant budget areas from consideration, including defense, **Medicare**, **Social Security**, and veterans' benefits. The two most considerable domestic spending efforts outside those excluded appropriations would be **Medicaid** and **SNAP**, which will likely spark a fierce political battle. Thus, in this and previous administrations, the White House Office of Management and Budget (OMB) has typically aimed to defund smaller program areas, hoping the cumulative impact would be significant. Yet, even here, there has historically been little success. LIHEAP has existed since 1981, and the **Community Service Block Grant (CSBG)** dates back to 1981. The **Weatherization** Program originated in 1976, while Community Action started in 1964, and Head Start followed in 1965. Programs like these endure because it is administratively and politically challenging to defund them. To date, Head Start has served nearly 40 million children. In fiscal year 2023, the Head Start program was funded to serve 778,420 children. The program has consistently been underfunded: In 2020, Head Start served barely 1 in 10 eligible infants and toddlers and only half of eligible preschoolers. It is limited to families earning below the federal poverty level, just \$31,200 for a family of four.

Like HUD, the Administration appears to be slow-walking the program into a death spiral. Between January 1<sup>st</sup> and April 15<sup>th</sup>, the United States government paid \$1.6 billion in Head Start funding. Compare that number to the total just a year ago, when the federal government spent \$2.55 billion in the same period. That's about a \$1 billion cut in a single year, from slow payments and contract execution.<sup>5</sup> The Head Start in Sunnyside, Washington (400 slots) closed on April 16<sup>th</sup>, because they could not have made payroll if they continued operations (after they closed, Health and Human Services notified the program that their contract will be available on Monday, tomorrow).<sup>6</sup>

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<sup>3</sup> <https://www.usatoday.com/story/news/education/2025/04/11/trump-proposal-eliminating-head-start/83045346007/>

<sup>4</sup> <https://nhsa.org/take-action/>

<sup>5</sup> <https://apnews.com/article/head-start-funding-preschool-child-care-closures-1f92fa98f320c7c14db63e69b986d11d>

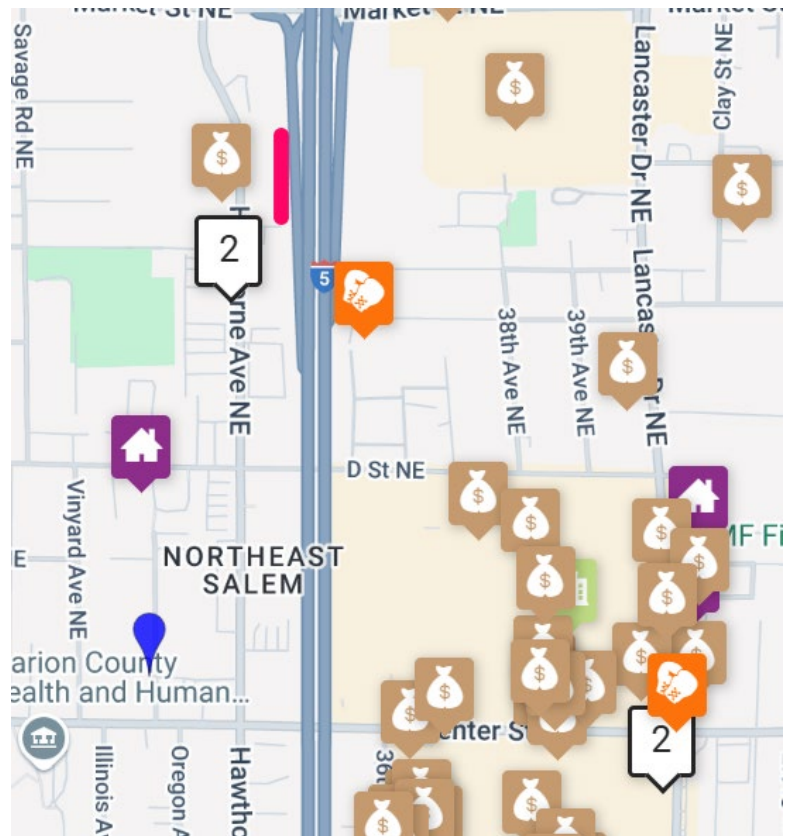
<sup>6</sup> <https://www.tri-cityherald.com/news/local/education/article304297591.html>; <https://www.nwpb.org/2025/04/17/hundreds-of-children-affected-by-sudden-head-start-closures-in-central-washington/>

I expect the Administration will ultimately fail in these efforts. However, as an insurance policy, we have moved a lot of work to the state funding side in the past five years, as insurance against federal chaos. The environment, both in funding and service design, may look different in 2026, but we will be fine either way.

- **Politics of Homelessness:** The next 18 months will be tough times for homeless services. Housing and homelessness remain at the front of the public's concerns. I expect conversations about drug use, violence, and property crime to dominate the discussion in the coming months. So I want to show you something. The maps below are taken from the City of Salem's crime mapping software. These numbers are just for the past 30 days.

**ARCHES Inn (1488 Hawthorne):** The red line on the image to the right represents one of our two **Project Turnkey** motels. Just to the south of the property, we have a couple of property crimes, but no violent

crimes within nearly a mile. There is a magic 100-meter rule in homeless sheltering, where there is some evidence of increased property crime within the first 100 meters before rates drop to the background crime rate.<sup>7</sup> We do not see that spike locally because of how we manage shelters, and in fact, our crime rate closer to our shelters is lower than the background crime rate in the community.<sup>8</sup>



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<sup>7</sup> [https://crim.sas.upenn.edu/sites/default/files/Ridgeway\\_Effect%20of%20Emergency%20Shelters-v5\\_1.2.2018.pdf](https://crim.sas.upenn.edu/sites/default/files/Ridgeway_Effect%20of%20Emergency%20Shelters-v5_1.2.2018.pdf)

<sup>8</sup> <https://www.statesmanjournal.com/story/news/local/2024/03/05/mwvcaa-taking-over-expanding-woodburn-oregon-homeless-shelter/72754441007/>

**ARCHES Lodge (1875 Fisher):** The red line designates our shelter compared to the local community. We are not perfect. We did have one serious client-on-client assault at the Lodge last year. But generally, the crime rates on and near our properties are lower than expected in the background community.

**ARCHES Day Center (615 Commercial Street):** So let's look at our most chaotic and potentially dangerous location, the ARCHES Day Center on Commercial. This time, we have expanded the filter to include any single call the Salem PD might have answered in the past 30 days and taken some action on.

The red box highlights the Day Center. You will see a couple of nearby traffic accidents in the past 30 days, but virtually nothing else within 100 meters of the project. **UGM**, which is often seen as the "cleaner, safer" model, had 12 incidents that month, including simple assault, criminal trespass, etc.

My point is this: despite the nearly universal belief that the 615 location is dangerous, it is safer in central/north Salem. That's not an accident; it's good project management. We do get a large number of EMS calls, which you will not see here, as you would expect with a population that is sick, aging, and dying from addiction.

- **Weatherization: Oregon Housing and Community Services** will work with Community Action Agencies across Oregon on a new weatherization sub-program called the **PRICE** program. The program has two elements: A.) Repair and rehabilitate the manufactured homes of eligible, low-income Oregonians to make them ready for weatherization services; and B.) replacement and purchase of manufactured housing. The program can only be used in manufactured home parks, the existence of which varies across the state. OHCS is paying up to \$50,000 per project (so updates to homes would be of limited scope). OHCS is setting aside \$2.5 million to be distributed to CAA's, while **Energy Trust Oregon** would receive \$6.875 million for the replacement program. Homes manufactured in 1976 (or earlier) would automatically go onto the replacement list. In Marion County, 226 manufactured home spaces in five home parks

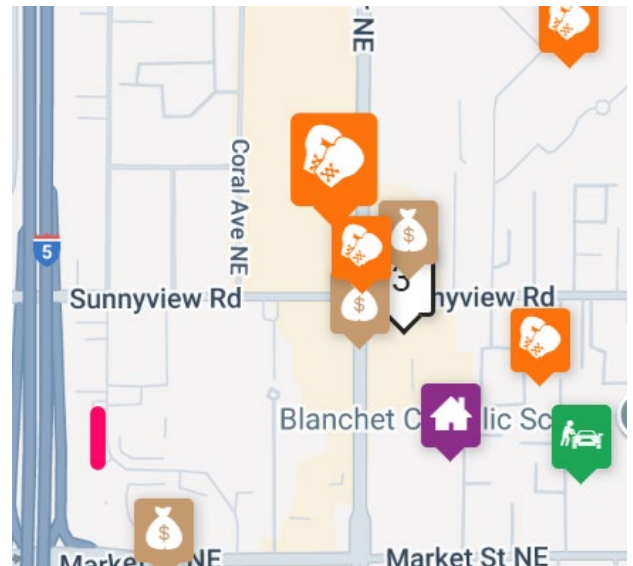


Figure 3: ARCHES Lodge

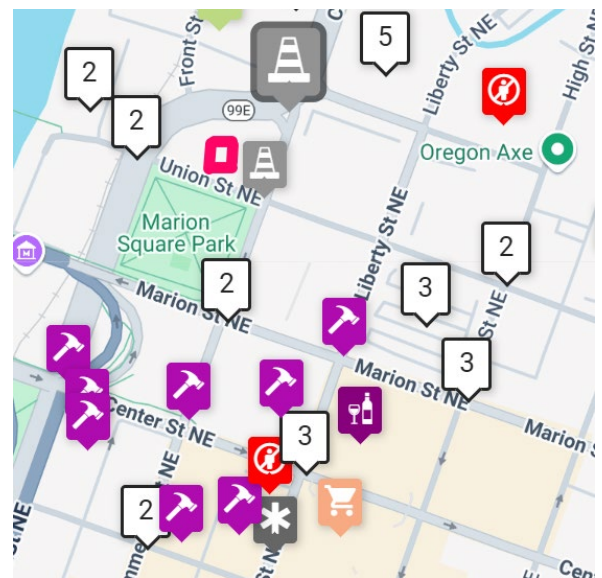
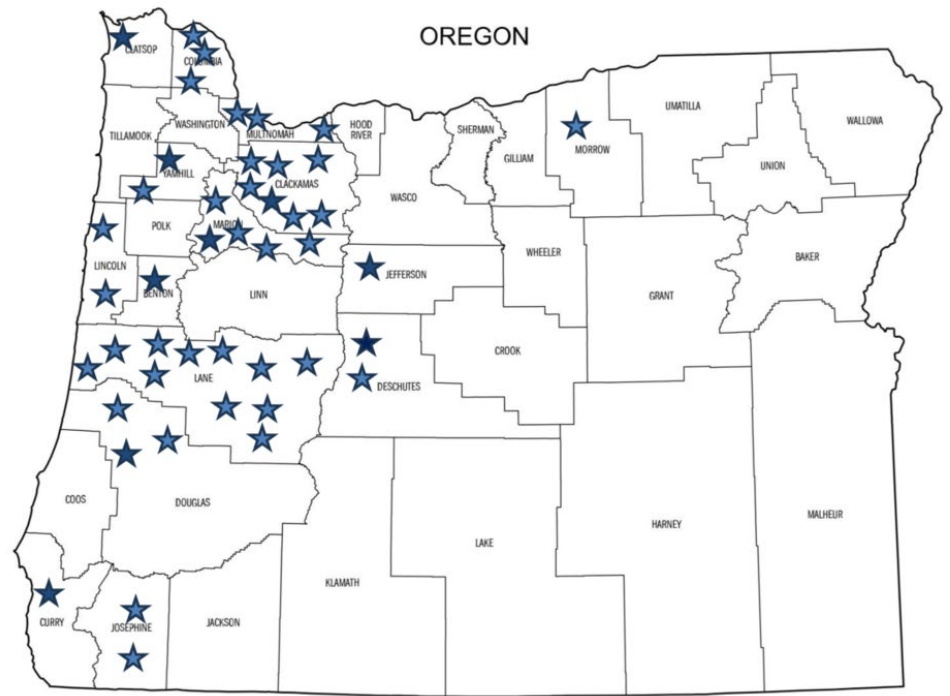


Figure 2: ARCHES Day Center

meet the requirements. There were none identified in Polk County. This program activity would be minor for us, but it could likely grow considerably in the year ahead. The goal is to preserve this form of low-income housing for groups with no market-based solution. Map of project sites below.



- Housing and Urban Development: Health and Human Services** at the federal level has experienced a severe reduction in force, down from 80,000 workers to just 60,000. The regional offices were cut from 10 down to just 5. **Housing and Urban Development (HUD)** appears poised for a long-rumored, similar reduction. There are about 8,000 HUD employees, and the reduction in force effort looks to cut the federal workforce in HUD back to just 4,000 workers. Most critically, the **Community Planning Division (CPD)**, responsible for the federal homeless and housing grants, is rumored to be cut from about 900 employees to just 150. Like HHS, this appears to be a deliberate attempt to starve the programs into submission with contracting and draw delays, even if the lawful authority to end these programs remains with Congress.

There have been a series of deeply troubling developments in the past few weeks. In addition to the conversation around reductions in force, the President issued an **Executive Order** on March 14, essentially defunding (if not disbanding) the **United States Interagency Council on Homelessness (USICH)**. The Council was created in 1987. Its membership includes the heads of 40 federal agencies, playing an essential role in designing a national coordinated response to homelessness. It is the author and shepherd of the first strategic plan for ending homelessness, **Opening Doors** (2011), and the new strategic plan, **All In** (adopted in 2022). On April 15, the Council's staff was fired, ending the Congressionally authorized coordinating body.

On January 17th, in the final days of the **Biden** administration, the US Department of Housing and Urban Development announced \$3.6 billion in federal awards for the national **Continuum of Care** program, which conducts local competitions for funds and structures the federal



response to homelessness in local communities. The CoC system has existed since 1995 and is responsible for competition, data reporting, coordinated entry, the **Point in Time Count**, and the **HMIS** (data management) system.<sup>9</sup> Federal law mandates that the contracts (announced on January 17th) must be executed within 45 days, but that deadline has passed.

After significant uncertainty, HUD is finally moving forward with the contracts (a sample CoC template is attached at the end of the board report). The template contract states that housing first programming (including core concepts like **harm reduction**, **client choice**, and **low-barrier services**) is no longer enforceable. Further, it asserts that faith-based programming can compete equally with **Housing First** programs. To be blunt, that is a tragic error. Those *“housing-ready, faith-based, transitional, worthy poor, earn your way into housing programs”* created the crisis seen outside today. They were the dominant model in America from 1960 to 2005, with success rates typically hovering around 25-30 percent, while Housing First success rates are closer to 85 percent. There is no debate over what works and what does not. The great tragedy here is that the fundamental principle of social work, homeless services, and the medical field of **“FIRST DO NO HARM”** is about to be lost.

### Quick Hits

- **Strategic Planning:** A final report remains on track for completion this summer. We have had several good meetings with the consultants recently. We will need to press them for specific plans, as they would prefer to hand us a system to guide our decision-making, less exact goals, and key performance indicators.
- **Oregon Health Authority:** Senior Staff, along with our **Board Chair Catherine Trottman**, will meet with OHA senior leadership to tour our shelters on Monday, April 14<sup>th</sup>.
- **Potential Donated Property:** We toured a potential donated property on Friday, April 18<sup>th</sup>. Our **Board Chair, Catherine Trottman**, attended. The timeline for this project is escalating, and we hope to present a formal recommendation to the board sometime this summer.

Jimmy Jones  
Salem, Oregon  
20 April 2025

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<sup>9</sup> It was established under the **McKinney-Vento Homeless Assistance Act** to streamline the homeless assistance funding process, increase coordination within communities, and promote a commitment to ending homelessness. The CoC program was initially developed by the Department of Housing and Urban Development (HUD) in 1994. **The HEARTH Act of 2009** then codified it into law.

# MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY

## Legislative Report

April 2025

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### General Session Information

The **83rd Oregon Legislative Assembly** convened its 2025 Regular Session on Tuesday, January 21, 2025. As of today, April 20, 2025, the session is ongoing and can last up to 160 days, as stipulated for odd-year "long sessions." Lawmakers have introduced over 3,500 bills, resolutions, and memorials this session.

The session has slowed to a crawl, but finally appears to be in a position to gather steam in the weeks ahead. Last week we reached the mid-way point in the session, and also passed the first Committee Deadline, which is the date that bills must be voted out of session by to advance. If a bill fails to be voted out of committee, it is essentially dead. There are procedure lifelines, including moving a bill to Rules, Revenue or the Joint Committees, which are not subject to the same deadlines. But those are rare. Most of our primary concerns have passed out of Committee and have either headed toward floor votes or remain under consideration at **Ways & Means**. Probably the most important piece (at the moment) is the Governor's housing budget bill, which is under some pressure at Ways & Means as budget writers prepare to tighten the belt in the event of other federal developments, or a poor revenue forecast in May. Some points of note:

**House Bill 3792:** This bill would double the ratepayer **Oregon Energy Assistance Program** fund in Oregon, to help offset the enormous **Pacific Power** and **PGE** increases in recent years. PGE is in opposition, in part because they want the OEAP fund ran by the power companies and not the **Community Action Agencies**. It has passed out of the **House Committee on Commerce and Consumer Protection**, and currently resides in Ways and Means.

**House Bill 3034:** Relating to the **Emergency Housing Account**. This fund, which has been vital to Community Action for 30 years, had been on the chopping block since 2019. We have managed to preserve it, and done so with so little controversy in fact that it passed out **of Senate Housing and Development** with no discussion, and a do pass recommendation with only one dissension. It will go to the floor next as there is no fiscal or revenue impact filed with the bill.

**House Bill 5011:** This is the OHCS funding bill, inclusive of the Governor's **Policy Option Packages (POP)**. OHCS testified on the funding bill last week.<sup>1</sup> The items with the most discussion/focus

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<sup>1</sup> <https://olis.oregonlegislature.gov/liz/2025R1/Downloads/CommitteeMeetingDocument/301787>

included **POP 501: Maintaining Shelter Operations**, **POP 502: Sustaining Rehousing Unsheltered Households**, and **POP 503: Sustaining Long Term Rental Assistance**. The Committee had a keen interest in how past investments were (or were not) reducing street homelessness in Oregon, and there was conversation around the most effective strategies and outcomes.

Our other primary bills are generally in good procedural shape, but some asks are tough in this funding environment, particularly our hope to create a new statewide water program, and garner more financial assistance for regional food banks. We are no longer reporting out on matters that have already been decided, but continue to watch the entire process. Generally we have successfully defend tenant protections, which were under assault, and homeless civil rights currently enshrined in Oregon statute. See the attached lobby report of April 21 for more.

The chart below contains all of **Governor Kotek's** GRB Budget POPs. Items marked in yellow highlight are critical to our network; and items marked in blue are critical to our agency and/or the local community.

GRB Housing and Homelessness Initiative Policy Option Packages		\$, in millions						
		GF	LF	GF/LF Total	OF	FF	Total	Governor's Policy Bills
	OHCS Homelessness - Maintaining Shelters - Pkg 501	217.9	-	217.9	-	-	217.9	HB3644
	OHCS Homelessness - Sustain LTRA - Pkg 503	105.2	-	105.2	105.2	-	210.4	
	OHCS Homelessness - Tribal Housing - to become "block" grant - Pkg 506	12.8	-	12.8	-	-	12.8	HB2139
	ODHS Homelessness - Youth experiencing homelessness program - Pkg 502	19.7	-	19.7	-	-	19.7	
	OHCS Homelessness - Sustain rehousing - Pkg 502	188.2	-	188.2	-	-	188.2	
	OHCS Homelessness Prevention Infrastructure - Pkg 504	63.5	-	63.5	-	-	63.5	
	OHCS Homelessness Prevention Financial Assistance - Pkg 505	109.7	-	109.7	-	-	109.7	
	DLCD Production - HAPO Technical Assistance - Pkg 501	3.5	-	3.5	3.5	-	7.0	
	DLCD Production - Housing Planning Technical Assistance - Pkg 503	1.7	-	1.7	-	-	1.7	
	OHCS Public Admin - Operational Supports - Pkg 508	10.0	-	10.0	2.5	0.7	13.2	
	OHCS Public Admin - Info Technology - Pkg 509 reduced per consult with EIS & OHCS	0.3	-	0.3	1.7	0.0	2.0	
	OHCS - Public Admin Affordable Rental & PSH Development - Pkg 515	36.7	-	36.7	785.4	-	822.1	
	OHCS Public Admin - Affordable Homeownership Development - Pkg 518	4.7	-	4.7	100.9	-	105.6	

OHCS Public Admin - Increase to existing PSH (improvements) - Pkg 513	8.6	-	8.6	-	-	<b>8.6</b>	
OHCS Public Admin - Additional PSH Unit Rent/Services (Years 1 and 2) - Pkg 516	2.5	-	2.5	-	-	<b>2.5</b>	
DOC Existing State Institutions - Adult Improve Housing Outcomes & Coordination - Pkg 500	2.7	-	2.7	-	-	<b>2.7</b>	
ODOT Existing State Institutions - Adult Expand DMV Mobile Office - Pkg 500	0.6	-	0.6	-	-	<b>0.6</b>	
ODVA Existing State Institutions - Expand Incarcerated Veterans Program (staff) - ODVA Pkg 501	0.2	-	0.2	-	-	<b>0.2</b>	
ODVA Existing State Institutions- Expand Incarcerated Veterans Program (grant) - ODVA Pkg 502	0.4	-	0.4	-	-	<b>0.4</b>	
OYA Existing State Institutions - Youth Housing and Re-entry Coordinator - OYA Pkg 551	0.6	-	0.6	-	-	<b>0.6</b>	
DAS Existing State Institutions - Coordinated Data Governance - Pkg 500	2.8	-	2.8	-	-	<b>2.8</b>	
DAS Existing State Institutions - Coordinated Data Infrastructure - Pkg 501	2.1	-	2.1	-	-	<b>2.1</b>	
DLCD Reduce Production Barriers - Eliminate Middle Housing Barriers - Pkg 505	4.0	-	4.0	-	-	<b>4.0</b>	<i>HB2138</i>
DLCD Reduce Production Barriers - Unincorporated Metro Housing Planning - Pkg 507	0.3	-	0.3	-	-	<b>0.3</b>	
DSL Reduce Production Barriers - Major Housing Projects Team - Pkg 502	0.2	-	0.2	-	-	<b>0.2</b>	
DEQ Reduce Production Barriers - Major Housing Projects & Stormwater Standards - Pkg 500	1.0	-	1.0	-	-	<b>1.0</b>	
ODOT Reduce Production Barriers - Major Housing Projects Team - Pkg 501	0.2	-	0.2	-	-	<b>0.2</b>	
DLCD Reduce Production Barriers - Wetland Delineation - Pkg 504	0.5	-	0.5	-	-	<b>0.5</b>	
DSL Reduce Production Barriers - Wetland Delineation - Pkg 500	0.2	-	0.2	-	-	<b>0.2</b>	
OHCS Homeownership- Homeownership Development Incubator Program - Pkg 518	16.9	-	16.9	16.6	-	<b>33.5</b>	
OHCS Homeownership - Down Payment Assistance with OHCS Lending Pkg 521	7.5	-	7.5	7.5	-	<b>15.0</b>	
OHCS Homeownership - Down Payment Assistance with CRO Pkg 522	30.0	-	30.0	30.0	-	<b>60.0</b>	
OHCS Homeownership- Foreclosure Avoidance Counseling - Pkg 525	2.5	-	2.5	-	-	<b>2.5</b>	
OHCS Homeownership- Manufactured Home Replacement Program - Pkg 527	2.5	-	2.5	2.5	-	<b>5.0</b>	
OHCS Other - Culturally Responsive Property Management - Pkg 530	3.0	-	3.0	-	-	<b>3.0</b>	



OHCS Homeownership- Homeownership Centers Fund Shortfall	1.0	-	1.0	-	-	<b>1.0</b>	
OHCS - Preservation Expansion Physical and Financial Needs (bond/debt) - Pkg 519	-	4.9	4.9	161.4	-	<b>166.4</b>	
OHCS - Preservation Manufactured Parks (bond/debt) - Pkg 520	-	1.2	1.2	25.3	-	<b>26.5</b>	
DLCD Other- Housing Production Dashboard - Pkg 506	0.3	-	0.3	-	-	<b>0.3</b>	
OBDD Other - Housing Infrastructure Fund - Pkg 500	-	5.2	5.2	101.0	(0.1)	<b>106.0</b>	<i>HB3031</i>
<b>Total</b>	<b>864.5</b>	<b>11.3</b>	<b>875.8</b>	<b>1,343.5</b>	<b>0.6</b>	<b>2,219.9</b>	

Jimmy Jones  
20 April 2025  
Salem, Oregon

# MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY

## Poverty Report

April 2025

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### Just some general updates from around the nation:

As part of the reduction in force in **Health and Human Services**, the administration has fired the small team that sets poverty rates for the entire nation.<sup>1</sup>

High-cost child care makes folks poor. New Mexico made childcare free, lifting 120,000 people out of poverty.<sup>2</sup>

**Tariffs** hurt people experiencing poverty. And they really hurt those in deep poverty by driving up the cost of nearly everything. Tariffs are essentially consumption taxes, which punish people with less money (who still need to buy all the things).<sup>3</sup>

The number of homeless in Portland (and in all of Oregon) is worse than anyone knows. The **Point-In-Time** counts are an anachronism, measuring only the homeless on one day of the year, when they are challenging to find and count. Using **Coordinated Entry** information (which is generated all year long) tells a much more painful story.<sup>4</sup>

**Salem Reporter** ran a series on the death of one high-profile homeless woman in Salem, and how the system (especially the current law on forced hospitalization) failed her and her family. Here's [Part One](#), [Part Two](#), and the final [Part Three](#).

Jimmy Jones  
20 April 2025  
Salem, Oregon

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<sup>1</sup> <https://kffhealthnews.org/news/article/aspe-hhs-federal-poverty-guidelines-level-team-fired-medicaid-snap-wic/>

<sup>2</sup> <https://www.theguardian.com/us-news/2025/apr/11/childcare-new-mexico-poverty>

<sup>3</sup> <https://www.vox.com/policy/408353/trump-tariffs-trade-war-poverty-price-hikes>

<sup>4</sup> <https://www.opb.org/article/2025/04/16/multco-data-homelessness-crisis/>

# MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY

## Timeline of Anti-Poverty Efforts in America and Oregon (Housing)

April 2025

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Instead of covering this history in a PowerPoint, we wanted to provide the following for context:

- 1880s: Era of industrialization, rise of Poor Farms.
- 1920s-30s: Height of Black migration from South to northern cities.
- 1927: Great Mississippi Flood, displacing hundreds of thousands from the South.
- 1918-1968: Era of institutional discrimination: Jim Crow, Redlining, covenants, etc.
- 1920s: Eugenics era leads to rise of state hospital system.
- 1930s: Great Depression; Poor Farms bankrupted.
- 1935: Social Security Act.
- 1940s: Japanese Internment.
- 1955: American civil commitment to mental health hospitals reaches its peak.
- 1963: Community Mental Health Act.
- 1964: President Johnson's Great Society programs begin.
- 1964-1969: Height of Vietnam War.
- 1964: Civil Rights Act.
- 1964 Economic Opportunity Act: Original CoC's for local communities. For the Purpose of:
  - Services
  - Community Resource Organization
  - Advocacy
- 1965: Project Head Start.
- 1965: Voting Rights Act.
- 1965: Medicaid created; mental health treatment eligible.
- 1967: MWVCAA founded as a division of local Council of Governments to serve Marion, Polk, and Yamhill Counties.
- 1968: Dr. Martin Luther King, Jr. and Senator Robert F. Kennedy both murdered.
- 1968: Omnibus Crime Control/Safe Streets Act (Law Enforcement Assistance Administration).
- 1969: MWVCAA spun off as an independent 501 (c) (3) nonprofit.
- 1971: President Nixon declares a "War on Drugs."
- 1973: President Nixon creates the Drug Enforcement Administration.
- 1976: Weatherization Assistance Program.
- 1980: MWVCAA spins off Yamhill County; Yamhill Community Action Partnership founded.
- 1980: Ronald Reagan elected 40<sup>th</sup> President of the United States.

- 1981: Office of Economic Opportunity closes; funds to states in block grants.
- 1981: Pablo Escobar and Medellin cartel rise.
- 1981: Community Services Block Grant (CSBG) created.
- 1983: Treatment First/Housing Ready Programs dominate the system; 70 percent failure rate.
- 1984: Nancy Reagan “Just Say No” campaign.
- 1985: Oregon names Community Action Agencies distribution network for anti-poverty funds.
- 1985: Feeding America grows.
- 1986: MWVCAA creates Marion-Polk Food Share, spins off as new nonprofit.
- 1987: State Homeless Assistance Program (SHAP).
- 1987: United States Interagency Council on Homelessness created.
- 1989: Era of 80 percent reduction in public housing funding.
- 1991: Emergency Housing Account (EHA).
- 1993: Pathways to Housing Program, New York City, rise of Housing First research.
- 1993: President Clinton signs NAFTA.
- 1995: Continuums of Care (CoCs) created by HUD.
- 1996: Marion-Polk Continuum of Care (OR-504) established.
- 1999: Energy Conservation Helping Oregonians (ECHO).
- 2001: Oregon Energy Assistance Program (rate-payer) begins, \$10 to \$15 to \$20M.
- 2001: 9/11 Terrorist Attacks, War on Terror Begins.
- 2003: Iraq War begins.
- 2009: Document Recording Fee (DRF and Vet-DRF).
- 2009: McKinney Vento Reauthorization/HEARTH Act.
- 2009: American Recovery and Reinvestment Act, \$1.5B.
- 2011: Opening Doors Strategic Plan: Housing First, Coordinated Entry, HMIS.
- 2012: OR-504 merges with Rural Oregon Continuum of Care.
- 2015: New EHA.
- 2015: National Unsheltered homelessness reaches 173,268.
- 2017: National Unsheltered homelessness reaches 190,129.
- 2019: National Unsheltered homelessness reaches 211,293.
- 2019: CAPO v OHCS Fight Begins.
- 2020: COVID pandemic begins.
- 2020: Emergency Solutions Grant expansion.
- 2020: American Rescue Plan Act.
- 2020: OHCS: Defund CAAs because of national emergency (and ESG).
- 2021: National Unsheltered homelessness reaches 233,832.
- 2021: OHCS: Defund CAA’s because of racial justice.
- 2022: House Bill 2100: Racial Justice Task Force.
- 2023: National Unsheltered homelessness reaches 256,610
- 2023: Governor Kotek elected, develops Emergency Order plan.
- 2023: Emergency Order system; sees CAA’s as primarily prevention, not homeless services.
- 2023: EO mostly uses CoC’s. Seventy percent of funds still went to CAA’s ultimately.
- 2024: OHCS tries three times to defund CAAs, Kotek ends the fight.
- 2024: Emergency Order system fault lines emerge, performance issues in some communities.

- 2024: Kotek-Marsh Work Group.
- 2025: House Bill 3644 creates statewide sheltering system.



Jimmy Jones  
20 April 2025  
Salem, Oregon

**MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY,  
INC.**  
**(A Nonprofit Organization) STATEMENT OF FINANCIAL  
POSITION AS OF FEB 28, 2025 (UNAUDITED)**

	As of Feb 28, 2025 (Current)	As of Jan 31, 2025 (for Comparison)	As of Feb 29, 2024 (for Comparison)	Month over Month Increase / (Decrease)	Year over Year Increase / (Decrease)
<b>ASSETS</b>					
<b>Current Assets</b>					
Cash & Cash Equivalents	2,034,274	3,066,197	5,380,178	(1,031,923)	(3,345,905)
Grants receivable	6,344,814	4,787,806	8,272,734	1,557,009	(1,927,920)
Accounts receivable	316,598	316,598	1,403,296	0	(1,086,698)
Prepaid expenses	402,226	728,977	626,741	(326,751)	(224,515)
Prepaid insurance	53,862	53,564	496	298	53,366
<b>Total Current Assets</b>	<b>9,151,774</b>	<b>8,953,141</b>	<b>15,683,446</b>	<b>198,632</b>	<b>(6,531,672)</b>
<b>Long Term Assets</b>					
Vehicles	3,289,234	3,169,093	2,899,996	120,141	389,238
Furniture & Equipment	1,602,901	1,602,901	1,554,266	0	48,635
Construction in Progress (CIP)	3,147,951	2,971,858	2,039,220	176,093	1,108,731
Buildings & Improvements	28,945,065	28,945,065	26,937,343	0	2,007,721
Land & Improvements	1,657,445	1,657,445	1,571,299	0	86,145
Closing & Refinance Costs	100,897	100,897	97,522	0	3,375
Accumulated Depreciation	(9,154,267)	(9,026,677)	(7,746,122)	(127,590)	(1,408,145)
<b>Total Long Term Assets</b>	<b>29,589,225</b>	<b>29,420,581</b>	<b>27,353,525</b>	<b>168,644</b>	<b>2,235,700</b>
<b>Total Assets</b>	<b>38,740,999</b>	<b>38,373,723</b>	<b>43,036,971</b>	<b>367,276</b>	<b>(4,295,972)</b>
<b>LIABILITIES AND NET ASSETS</b>					
<b>Current Liabilities</b>					
Accounts Payable	1,707,627	1,120,897	1,101,879	586,730	605,748
Credit Card Payable	2,886	99,160	42,464	(96,274)	(39,578)
Accrued Payroll	891,130	991,275	794,219	(100,145)	96,911
Payroll Liabilities	561,388	502,706	488,838	58,682	72,550
Accrued Vacation	990,723	929,998	866,903	60,726	123,821
Deferred revenue	7,530,677	7,965,711	9,935,021	(435,034)	(2,404,345)
<b>Total Current Liabilities</b>	<b>11,684,432</b>	<b>11,609,747</b>	<b>13,229,325</b>	<b>74,685</b>	<b>(1,544,893)</b>
<b>Long-Term Liabilities</b>					
Notes Payable			4,025,856	0	(4,025,856)
NOTE PAYABLE-CB/2872-UB/4452 ADMIN	1,357,497	1,361,997			
NOTE PAYABLE-CB/UB/2109 HSDL	331,651	332,319			
NOTE PAYABLE-CB/UB/1469 HSWL	1,051,405	1,053,524			
NOTE PAYABLE-UB/2065 JACKSON	443,787	444,344			
NOTE PAYABLE-UB/4033 MILL CITY	326,126	328,084			
<b>Total Long-Term Liabilities</b>	<b>3,510,466</b>	<b>3,520,269</b>	<b>4,025,856</b>	<b>0</b>	<b>(4,025,856)</b>
<b>Total Liabilities</b>	<b>15,194,898</b>	<b>15,130,016</b>	<b>17,255,181</b>	<b>74,685</b>	<b>(5,570,749)</b>
<b>Net Assets</b>					
<b>Net assets without donor restrictions</b>					
Undesignated, available for general activities	1,829,466	1,527,072	4,065,155	302,394	(2,235,689)
Net investment in equipment and facilities	21,649,653	21,649,653	21,649,653	0	0
<b>Total Net Assets Without Donor Restrictions</b>	<b>23,479,119</b>	<b>23,176,725</b>	<b>25,714,808</b>	<b>302,394</b>	<b>(2,235,689)</b>
<b>Net assets with donor restrictions</b>	<b>66,982</b>	<b>66,982</b>	<b>66,982</b>	<b>0</b>	<b>0</b>
<b>Total Net Assets</b>	<b>23,546,101</b>	<b>23,243,707</b>	<b>25,781,790</b>	<b>302,394</b>	<b>(2,235,689)</b>
<b>Total Liabilities and Net Assets</b>	<b>38,740,999</b>	<b>38,373,723</b>	<b>43,036,971</b>	<b>377,079</b>	<b>(7,806,438)</b>

**MID-WILLAMETTE VALLEY COMMUNITY ACTION  
AGENCY, INC. (A Nonprofit Organization)**  
STATEMENT OF ACTIVITIES YEARS ENDED FEB 28, 2025  
(UNAUDITED)

	Feb 2025 (Current)	Feb: % of Total Revenue	Jan 2025 (for Comparison)	Jan: % of Total Revenue
<b>REVENUE AND SUPPORT</b>				
Grant Revenue: Federal	17,962,741	40.2%	15,682,841	40.4%
Grant Revenue: State & Local	19,519,784	43.7%	16,427,335	42.3%
Grant Revenue: Other	6,612,701	14.8%	6,168,487	15.9%
Other program revenue	214,706	0.5%	211,301	0.5%
Contributions	325,984	0.7%	322,232	0.8%
Rental Income	51,597	0.1%	45,891	0.1%
<b>Total Revenue and Support</b>	<b>44,687,514</b>		<b>38,858,088</b>	
<b>EXPENSES</b>				
Salaries and wages	18,305,280	41.0%	15,961,257	41.1%
Payroll taxes and employee benefit costs	4,828,221	10.8%	4,209,998	10.8%
Advertising and recruitment	106,657	0.2%	93,061	0.2%
Client services	9,553,002	21.4%	8,296,389	21.4%
Contract services	6,010,502	13.5%	5,628,078	14.5%
Training	257,359	0.6%	209,795	0.5%
Insurance	177,515	0.4%	151,008	0.4%
Leased equipment	52,103	0.1%	43,782	0.1%
Space costs	830,608	1.9%	879,187	2.3%
Repairs and maintenance	860,171	1.9%	821,887	2.1%
Program supplies	1,824,954	4.1%	1,497,456	3.9%
Postage and printing	101,489	0.2%	91,766	0.2%
Telephone	295,157	0.7%	256,831	0.7%
Transportation fleet	325,196	0.7%	181,567	0.5%
Travel	199,258	0.4%	168,801	0.4%
Other	22,963	0.1%	21,724	0.1%
Depreciation	1,009,624	2.3%	882,548	2.3%
Amortization	4,077	0.0%	3,564	0.0%
<b>Total Expenses</b>	<b>44,764,135</b>	100.2%	<b>39,398,700</b>	101.4%
<b>Revenue Over/(Under) Expenditures</b>	<b>(76,621)</b>	<b>(0.2)%</b>	<b>(540,612)</b>	<b>(1.4)%</b>

**Chief HR Officer Report  
To The Community Action Agency Board  
Helana Haytas, CHRO      April 2025**

**Workforce Reductions**

This spring the Agency has reduced staff in three departments, some as part of seasonal hiring changes. Energy Services annually reduces staff at the end of the grant year in March, and is expected to add positions again in October. This year Energy reduced by four staff. CRP ARCHES annually reduces staff hired in the fall for seasonal Warming positions. This year all 36 On-Call Sheltering staff are being laid off at the end of April. Finally, Head Start has restructured its staff in order to focus on supporting education staff in classrooms, and adding inclusion and support coaches. This restructure resulted in the elimination of the Transportation team, including all bus drivers and the Transportation Supervisor and Transportation Assistant. Several non-classroom positions are also being eliminated this month, in the health, nutrition and family services areas and altogether with Transportation totaling 23 positions cut. This re-organization was announced in April for next fall's school year in Head Start, giving 60 days' Notice to affected Head Start staff. Most positions will end in June or August of 2025.

**HRIS/Payroll System Update**

The Agency transitioned back to Paycom in January, fully implementing time clock punching features required by funders. The HR lead on this project has been Nicole Schrock, Associate Director of HR. With the Paycom implementation team, she has also solidified the data feed with Kaiser and is near completion with the dental and 401k as well. These data feeds typically require 6-12 weeks of development and testing so HR is on-track to finalize Paycom implementation. Last week, Nicole was able to implement the organizational chart in the system, which supports the position control features.

Payroll has expedited processing with Beti paycheck review, which allows staff to review their paychecks for omissions and errors ahead of the payroll run. This has been enormously beneficial to eliminating paycheck errors due to simple timesheet entries that are incorrect or missed punches. Payroll has also began utilizing a new retro calculator in Paycom that allows Payroll staff to cut retro pay checks more efficiently, without numerous spreadsheets.

Deputy Director Ashley Hamilton identified delays in grant draws by Finance staff due to inaccurate timesheet coding. She developed a new reporting system for programs to identify and correct grant coding prior to running payroll. This has cut down on Finance administration time spent correcting payroll coding in order to draw funds in a timelier manner.

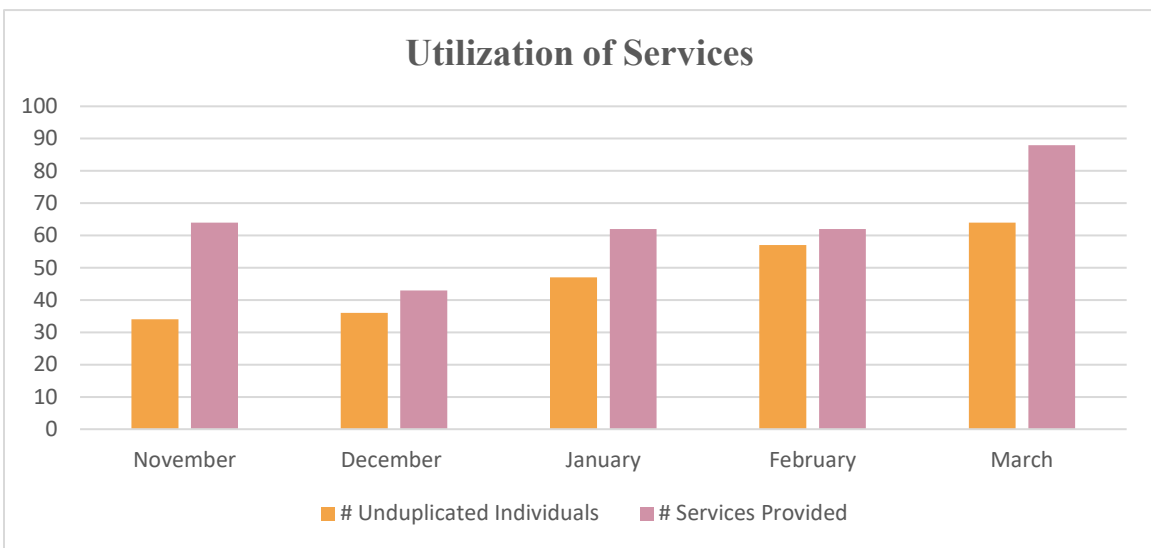
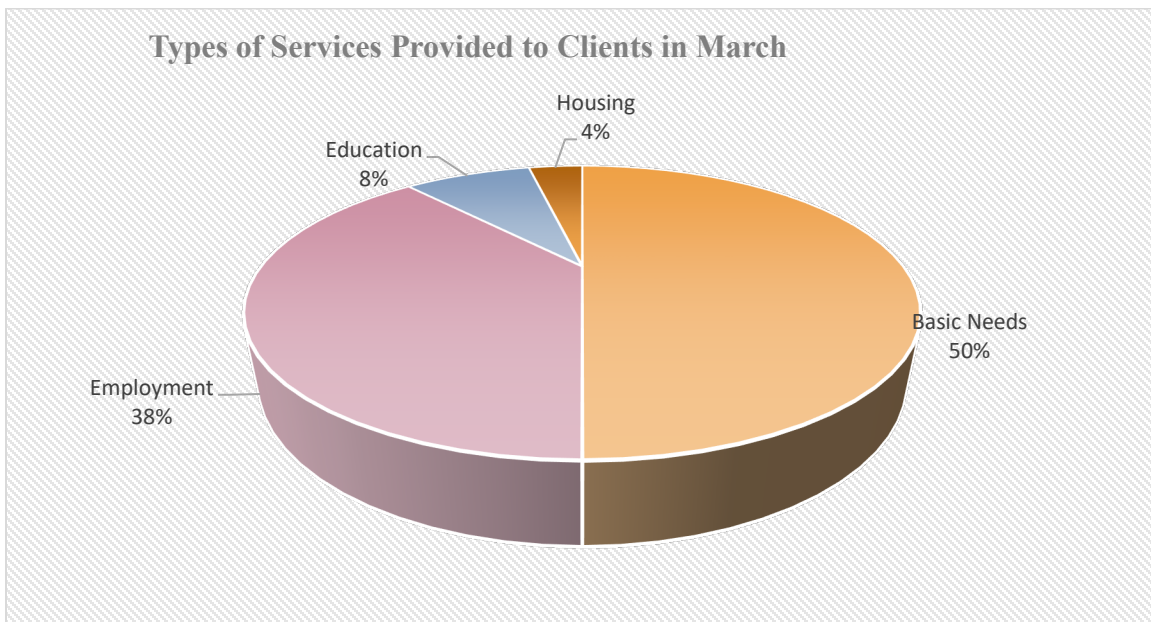
HR has hired a new HRIS Analyst to support data based decision-making and quality assurance efforts that continue to be reviewed between the HR and Finance Departments.



# Community Action Reentry Services

April Cox, Director

April 2025



## Opportunities/Challenges

During the month of March, our team has been settling into occupying the entire building. We now have a full client computer workspace that contains four computers and a client phone. Our team attended multiple outreach events including participating in a large resource/employment fair at Santiam Correctional Institution. This event was a great way to connect with adults in custody that are within 90 days of release as well as Department of Corrections staff and other community partners.

I have been working on starting an Expungement Clinic for our community. I had the opportunity to shadow, train, and participate in multiple Expungement Clinics in the Portland area including Clackamas' Clean Slate and Portland Community College's Clear Clinic. These opportunities have been really valuable and have yielded a lot of support from the experts running the clinics.

# Energy Services April PY25 Program Report

## Summary of Activities

### Includes March PY25 unduplicated Marion & Polk completions

After review of available funding, Energy laid off 4 team members. As of the end of March Energy's remaining funding was over 75% allocated. Energy team now includes the Director, Office Manager, Operations Manager, Outreach Specialist, 2 Office Specialists and 4 Eligibility Specialist. The need for assistance in Marion and Polk counties continues to increase, available funding is quickly decreasing.

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#### Unduplicated applications completed in March:

712 HH'S	1970 individuals	Average payment \$440
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#### Unduplicated applications completed in 2nd qtr. (January - March):

2098 HH'S	5680 individuals	Average payment \$430
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<b>March Direct Client Vendor payments;</b>	LP \$269,689	OEA PGE \$164,530
OEA PAC \$34,237	<b>TOTAL DCV \$468,456</b>	

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<b>2nd Quarter Direct Client Vendor payments;</b>	LP \$528,283	OEA PGE \$ 444,780
OEA PAC \$ 84,302	<b>TOTAL DCV \$1,057,365</b>	

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748 applications were received in March; 602 in office & 146 online (complete).

\* A total 349 online applications were submitted, 203 were incomplete.

Energy continues to collaborate with IT to review our online application. The online application was first offered in November 2024 as an option to receive and submit an application online instead of calling or coming into Energy office. The updates to ease the application process may include; realigning questions, clarification of required backup, when to upload documents, Etc. Primary goal is to provide an online option that is easy to use and increases the number of complete applications received.

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52 applications were denied in March, 69% were over income, 19% were incomplete (missing documents unable to determine eligibility) and 12% were not eligible.

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1485 households came into Energy office, with questions, to request applications or turn in completed applications or documents, meet with Eligibility Specialists, Etc. Office Specialists received approximately 1951 calls.

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As of March 31, Energy's available LP DCV \$646,349 approximately 1485 applications. OEA PGE DCV \$291,985 approximately 671 applications & OEA PAC DCV \$128,139 estimate 295 applications.

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## Weatherization Program Report – March 2025

Submitted by: Hector Guzman, WX Program Director

### Program Activity – March 2025

<b>Activity</b>	<b>Count</b>
Audits Started	18
Final Inspections Initiated	10
Air Seals completed by Techs	7

### Quarterly Totals

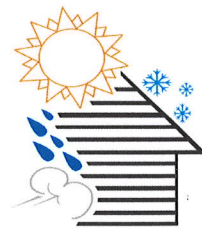
<b>Activity</b>	<b>Count</b>
Audits Initiated	50
Inspections Initiated	35

### Staffing Update

In March, our field technician left the agency to accept a position as an Auditor with another organization. We have successfully hired a new field technician who previously interned with the Oregon Training Institute (OTI) through our agency. This individual has already completed all coursework required to be a certified Weatherization Field Technician, saving the agency \$7,500+.

# WEATHERIZATION

Month: March 2025



## WAITLIST

Utility	Pre-Screening Form Request	Pre-screening forms Returned	Total on waitlist
PGE	16	13	186
PPL	5	4	58
NNG	13	10	128
BPA	1	1	19
Other	1	1	8
<b>Total</b>	<b>36</b>	<b>29</b>	<b>399</b>

Waitlist Total:  
399



## INTAKE

Utility	Appointments Scheduled	No Shows	Pending	Not Qualified	Qualified—Job Number Assigned
PGE	22	2	2	2	16
PPL	2	0	0	0	2
NNG	7	2	0	0	5
BPA	0	0	0	0	0
Other	1	0	0	0	1

TOTAL NEW JOBS: 24  
Jobs Year to date: 22

☒ DONE!

## COMPLETIONS



Total HH Completed: 3



Total # of people served: 13



Total # of minors: 3

Total # of seniors: 2



Total # of disabled persons: 2

Total # of Veterans: 1



Utility	Completed Jobs	Total Spent
PGE	3	39300.21
PPL	0	
NNG	0	
BPA	0	
Other	0	
<b>Total</b>	<b>3</b>	<b>39,300.21</b>

Site Built Homes	<u>0</u>
Mobile Homes	<u>3</u>

Owners	<u>3</u>
Renters	<u>0</u>

Salem	<u>3</u>
Dallas	<u>0</u>
Woodburn	<u>0</u>
Stayton	<u>0</u>
Hubbard	<u>0</u>

# HEAD START PROGRAM REPORT TO BOARD OF DIRECTORS & POLICY COUNCIL

## Liz Salinas Head Start Director – April 2025

### Attendance

#### Head Start Preschool

9/24	10/24	11/24	12/24	1/25	2/25
84.24%	82.26%	80.22%	73.72%	76.53%	75.61%
3/25	4/25	5/25	6/25	7/25	8/25
75.95%					

#### Early Head Start

9/24	10/24	11/24	12/24	1/25	2/25
78.77%	78.40%	76.87%	70.71%	73.92%	71.64%
3/25	4/25	5/25	6/25	7/25	8/25
76.00%					

### Attendance Analysis - Absences for March 2025

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

- Child illness – 48.72%

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

- Child Illness- 39.18%
- Family Day- 15.11%

**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	480	509	510	494	507					

#### 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	206	205	210	209	212					

## 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	97	95	108	111	128					

### 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	48	58	61	59	75					

## USDA Meal Reimbursements

	January 2025	
USDA Meal Reimbursements	Number of Meals Served	Amount Reimbursed
Breakfast	4,219	\$9,999.03
Lunch	4,294	\$19,022.42
Snack	1,078	\$1,304.38
Cash In Lieu		\$1,288.20
<b>Total Reimbursement</b>	<b>9,749</b>	<b>\$31,614.03</b>

## Report from Head Start Director

**Staff shortages and Hiring:** Staff shortages, illness and callouts continue into March and are a hurdle to keeping many classes open every day. Some sites are experiencing rolling closures so that classes that have been canceled more often can open. The good news is we do have several staff in the hiring and onboarding process and there is a hopefully is a light at the end of the tunnel. We will be looking at makeup days going forward. This would be on Friday's for the PREK classrooms that don't typically run on Fridays.

**Head Start 2024-2025 Enrollment:** Both PREK and EHS enrollment have improved from last month and on the rise again. Getting both programs close to full enrollment.

## CCR&R Board Report April 2025

13 CCR&R staff supported the Bridges to the Future Conference in partnership with Polk County Family & Community Outreach for two days. Staff were able to network with educators, advertise our services, recruit trainers, and help answer emergent questions. The conference was well attended 213 individual educators registered for trainings between Thursday and Friday. On Thursday there were 10 sessions, 2 Spanish 8 English and on Friday there were 14 sessions, 3 Spanish, 11 English.

A CCR&R business cohort for Spanish speaking educators started March 15. The cohort has six participants from Marion County and includes both group trainings and one-on-one support. The Small Business Development Center (SBDC) is partnering with CCR&R to deliver several sessions for the business cohort.

We continue to support Salem for Refugees. This month we have completed one-on-one appointments to discuss the Department of Human Services (DHS) hours and how to fill out billing forms. Participants have also been assisted in understanding letters from DHS.

### **Passion to Profit Grant**

Funded by Yamhill Community Care Organization (YCCO), the *Passion to Profit* grant is designed to expand child care capacity by increasing the number of licensed slots in Yamhill County.

To date, 11 of the 12 grant recipients have successfully met their initial milestones and received their first funding disbursement. The remaining provider encountered some early setbacks but has since made significant progress and is moving forward steadily.

A new program in Lafayette has successfully completed the licensing process and is now operating as a Registered Family Child Care. Additionally, one provider is expected to finalize the purchase of a new facility in the coming weeks, while three others have licensing inspections scheduled. This month, our Business Navigator has dedicated significant time to individualized support—reviewing draft policies, offering feedback on handbook content and structure, and helping providers navigate both strategic ideas and operational challenges. These one-on-one conversations are encouraging providers to move beyond daily logistics and begin focusing on long-term planning, program identity, and sustainability.

Cohort training sessions have also been well attended, with a strong emphasis on handbook and policy development, positive discipline, social-emotional learning, and



inclusive practices. As a result, providers are developing more thoughtful, comprehensive, and intentional program philosophies and operational policies.

### **Early Learning Apprenticeship Program**

Our Early Learning Apprenticeship—only the second of its kind registered in Oregon—continues to grow, thanks to continued funding from YCCO. We're thrilled to share that we've secured funding for a second year to expand this work.

This spring, nine new apprentices and two additional training agents joined the Early Learning Apprenticeship Program, bringing our total to 18 apprentices across five child care programs in Yamhill County. We're proud to report a fall cohort retention rate of over 90%, which significantly exceeds the national early learning staff turnover rate of 30%. Of the original participants, one apprentice transitioned to a new opportunity within the field, and another is currently on temporary leave.

To support our growing cohort, we have implemented *WorkHands*, an online platform that streamlines the tracking of apprenticeship progress. Through this system, supervisors can log and verify on-the-job training hours, while coaches can monitor trainings and competencies to ensure apprentices are progressing effectively.

We are also expanding our training offerings. Our asynchronous training modules are now being approved by Oregon Registry Online (ORO), enabling us to provide flexible, self-paced learning opportunities for both apprentices and educators. Our spring college course begins this week, with 82% of apprentices enrolled alongside several mentor teachers.

Looking ahead, we are preparing to launch a one-year apprenticeship cohort in the greater Salem area this June, funded by Willamette Workforce Partners. Chemeketa Community College will serve as our new training partner for this region. In anticipation of this expansion, we are hiring a second Early Learning Apprenticeship Coach and are in the process of developing a crosswalk to align Chemeketa and Clackamas Community College coursework with our BOLI-approved standards.

Interest in the apprenticeship model continues to grow, with programs in Marion and Polk counties expressing interest in participating in future cohorts. Additionally, apprenticeship programs from other parts of the state have reached out to explore the possibility of us administering their models. We are actively seeking sustainable, long-term funding to support this regional expansion and to replicate the apprenticeship model statewide.

# In-Person Supports January – March 2025



Mid-Willamette Valley  
**COMMUNITY ACTION**

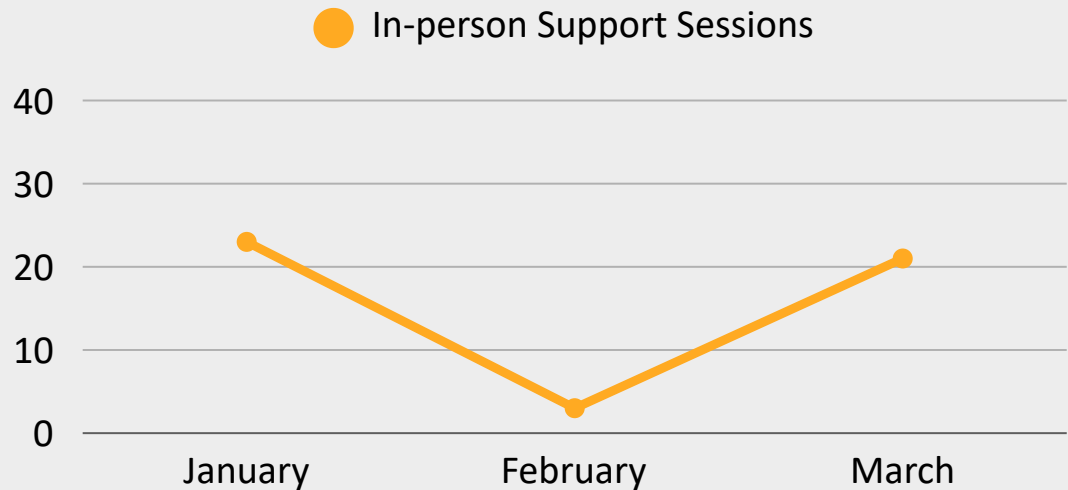
**Child Care  
Resource & Referral**

This data represents in-person supports provided to educators at the main office. Total counts include duplicates.

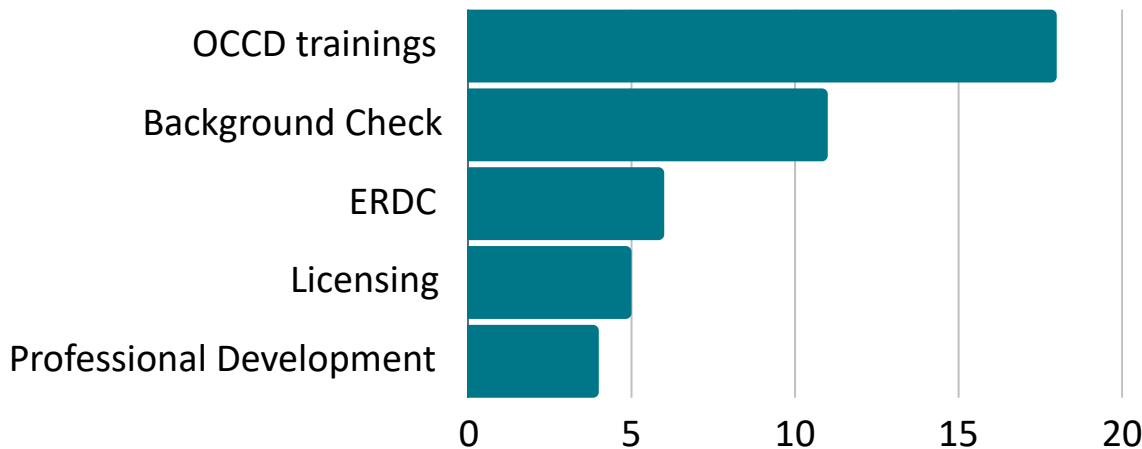
# 57

## In-Person Support Sessions

(Scheduled & Walk-In)



● Top 5 In-person Support Topics

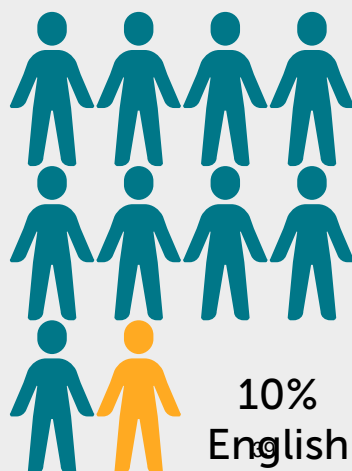


# 116

Hours  
of in-person  
support  
provided

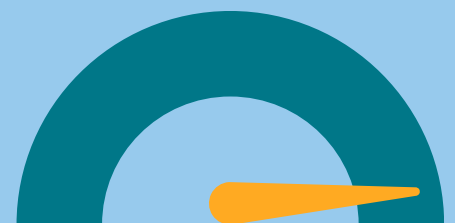
# 90%

Of in-person  
supports  
were Spanish  
Speakers



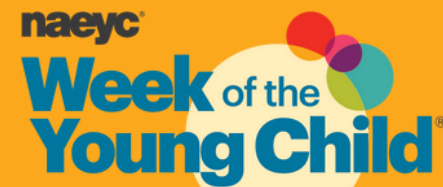
# 95%

Of supports scheduled  
online were resolved



# Let's CELEBRATE WEEK OF THE YOUNG CHILD!

APRIL 7<sup>TH</sup> - 11<sup>TH</sup>



## Families

## Educators

## Advocacy

### Kick Off Saturday

Kids Workshops at [Home Depot](#)

Take some time for yourself and re-energize

Sign up for Child Care Aware of America's [advocacy emails](#)

### Music Monday

Kids eat for free at [Heroes Tap House](#)

Host a musical concert  
Have a parade

Get connected to your [local ORAEYC charter](#)

### Tasty Tuesday

Toddler Time at the [Kroc Center](#)

Create Family Recipe Book  
Have a Picnic

Visit Child Care Aware of America's [advocacy page](#) for quick, impactful actions!

### Work Together Wednesday

[Salem Library](#) Story Time

Build a Fort  
Create a Group Mural

Send a [message to Congress](#) asking them to provide investments in early childhood

### Artsy Thursday

Take a [free parenting class](#)

Have a Fashion Show  
Shadow Tracing

Display your classroom art at a [local business or library](#)

### Family Friday

[Get free books](#) from Dolly Parton's Imagination Library

Family Show & Tell  
Family Portraits

Stay in the Early Childhood Education loop - [subscribe to DELC's updates](#).

Nutrition First - Child Care Food Program  
Carmen Romero - Program Director  
March 2025

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	Nov. 2024	Dec. 2024	Jan. 2025	Feb. 2025	March 2025	
Start	503	503	505	502	503	502	501	497	
Opened	13	15	14	7	6	8	8	5	
Closed	13	13	17	6	7	9	12	7	
Active #	503	505	502	503	502	501	497	495	

- For March, we signed on five providers (five providers registered with CCLD and no licensed exempt providers approved for EDRC) Nutrition First also close seven providers, leaving us at the end of March with 495 active homes.

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

- During March, staff conducted five in-home sign-ups, 134 in-home monitoring reviews and saw approximately 1,104 children in the reviews.
- In February, the CACFP reimbursed a total of \$270,578.5 to 469 providers who submitted claims for the meals they served. For March, only 468 claims have been submitted so far, amounting to a total reimbursement of \$319,635.38. Some providers opt to submit their claims late, sometimes by a month. Additionally, some active providers choose not to submit a claim in any given month. Although these providers are counted as active, they are placed on "hold" for payments, which is why not all active providers appear to be claiming reimbursements.

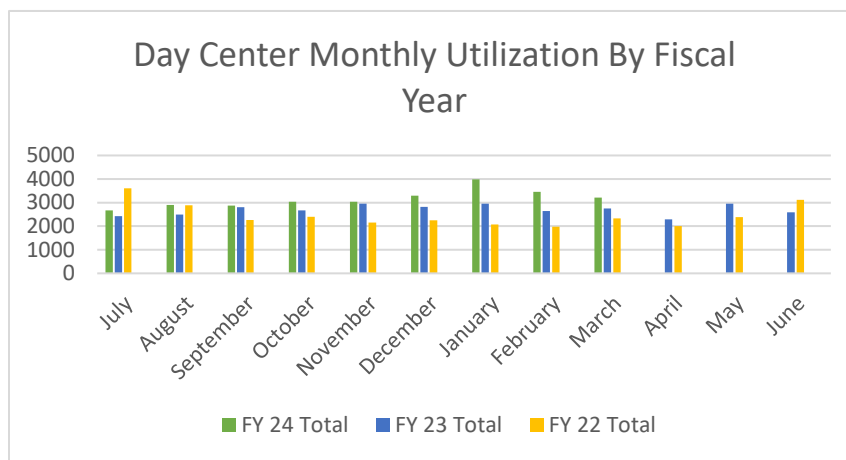


615 Commercial Street NE  
Salem, Oregon 97301  
CRP Board Report – March 2025

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 9 AM – 4:15 PM.

Since its inception, the Day Center continues to make a profound impact on the daily lives of our most vulnerable community members. During this fiscal year, the Day Center has averaged **146 unduplicated individuals** accessing its services each day, a testament to its consistent appeal and reliability. This steady attendance aligns seamlessly with previous monthly patterns, underscoring the Day Center's vital role as a cornerstone of support and connection within the community.

In March, 2025, the Day Center served a total of **3,213 duplicated individuals**, reflecting a daily average of approximately **103.6 guests**. During this fiscal quarter, the Day Center served an average of **164 unduplicated individuals** per day. As illustrated in **Graph 1**, this figure aligns with established seasonal trends, which show heightened utilization during the winter months, followed by a gradual decline as temperatures increase. These seasonal trends underscore the Day Center's vital role in delivering low-barrier, life-sustaining services and its ongoing impact within the broader homeless response system.



Graph 1

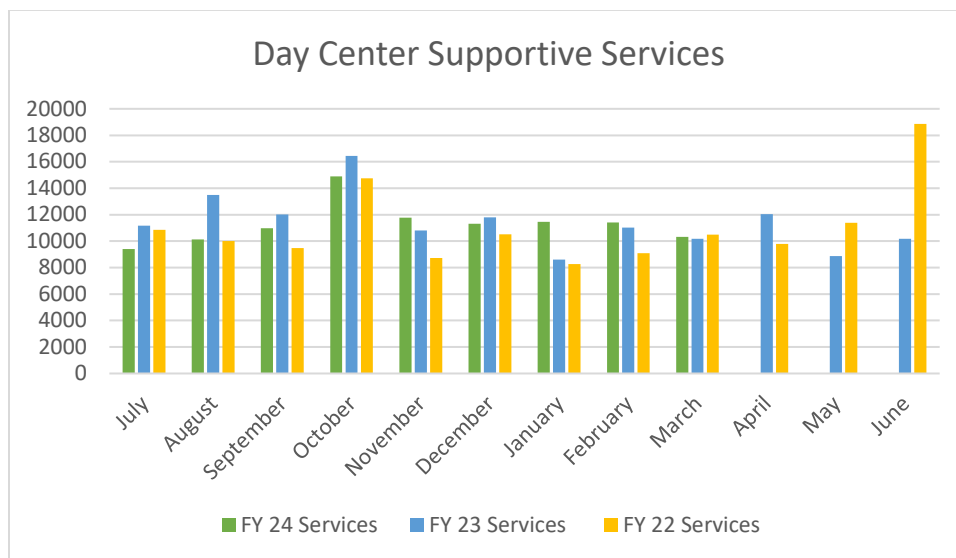
### ARCHES Basic Needs & Supportive Services:

In March 2025, the Day Center’s Support Services teams facilitated **10,332 Basic Needs and Supportive Services transactions**. As shown in **Graph 2**, there has been a steady increase in service volume since the start of the fiscal year in 2022, underscoring the program’s critical role in stabilizing individuals experiencing homelessness. **Graph 3** categorizes these services into four primary areas.

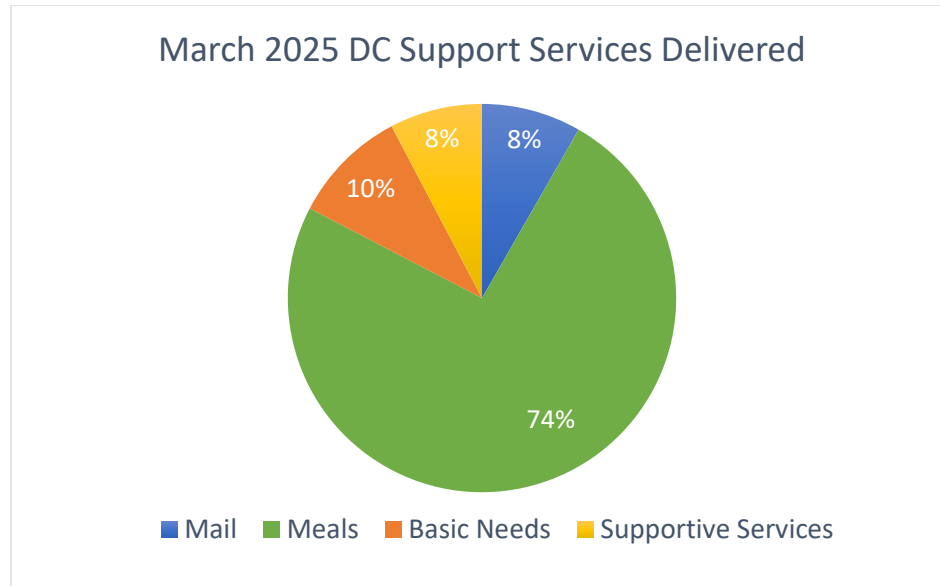
Supportive Services recorded **797 engagements**, including comprehensive case management, medical and behavioral health referrals, crisis intervention, treatment navigation, and shelter placement assistance. These interventions are designed to support both immediate and long-term stabilization. However, due to current funding limitations, the Day Center is unable to provide housing assessment services at this time—a gap that may impact streamlined access to housing placements.

Basic Needs services include meals, mail services, and client care support. Within client care, **997 individuals** accessed core resources such as computer and phone access, charging stations, hygiene and clothing assistance, and pet food distribution. Additionally, **857 individuals** utilized mail services, gaining access to a stable mailing address—crucial for communication, benefits access, and personal documentation.

Meal services remain the highest-demand resource, with **7,681 meals provided** across breakfast, lunch, and dinner. This accounts for approximately 70–75% of total service delivery, reinforcing the essential role of nutrition in holistic care. In response to this continued demand, the Day Center team is actively working to strengthen food security through strategic partnerships and community-driven initiatives aimed at ensuring the long-term sustainability of meal services.



Graph 2



Graph 3

### ARCHES Shelter Program Summary – March 2025

ARCHES continues to report comprehensively on all sheltering programs, including household counts, geographic origin within the two-county service area, and outcome data.

As shown in **Graph 4**, ARCHES shelters served **15 newly enrolled households** in March 2025, totaling **17 individuals**, all of whom were adults. The average VI-SPDAT score of 8.783 reflects a moderate-to-high acuity level, consistent with prior months and highlighting the complex needs of those entering shelter. The shelter system delivered a total of **14,585 service engagements** in March alone—demonstrating sustained and intensive service delivery. These engagements include benefits assistance, daily living support, wellness checks, and housing navigation—core components of ARCHES’ trauma-informed, client-centered approach.

#### Trends over Time

Compared to the Quarter Summary (January–March 2025), which shows **56 households** and **52,449 total engagements**, the March data aligns with a steady service volume trend and confirms ARCHES’ consistent capacity to meet demand. While March saw **5 successful permanent housing exits**, the full quarter accounted for **13**, indicating positive momentum in transitioning clients from crisis to stability. Engagement levels and VI-SPDAT scoring have held steady over the past three months, reinforcing program consistency in serving high-acuity individuals.

#### Equity Metrics

Geographic data shows that households served in March originated equally from **Rural Marion County** and the **Salem Metro area (8 households each)**, supporting the program’s commitment to equitable access across both urban and rural communities. No entries were recorded from Rural Polk County, which may indicate the need for increased outreach or targeted resource alignment in underserved



## Community Resource Program / HOME Youth Services - Sheltering

areas. While all individuals served in March were adults, this trend reflects ARCHES' current shelter population but also signals an opportunity to review family shelter access or system-level barriers for households with children.

### Performance Targets & Program Effectiveness

ARCHES aim is to increase permanent housing exits and income gains each quarter. March outcomes, with **5 households exiting to stable housing** and **2 gaining income**, demonstrate incremental progress toward these goals. These metrics are central to ARCHES' performance framework, which emphasizes housing-focused services, economic mobility, and alignment with Coordinated Entry System (CES) priorities.

**Graphs 5 and 6** further support the data narrative, showing high occupancy across all four shelters—Woodburn, The Lodge, The Navigation, and ARCHES Inn—with particularly elevated use at the Navigation and Inn. This reinforces the importance of maintaining capacity while advancing housing placements to ensure bed turnover and accessibility for new clients.

**ARCHES Shelter Programs March 2025 (NEW ONLY)**

ARCHES Programs	Households Served	Individuals Served	Avg VI-SPDAT Score	Adults	Children	Households who gain income	Number of Engagements	Households PH Exists	Rural Marion Households	Salem Metro Households (West, Salem, Keizer)	Rural Polk Households
ARCHES Inn	6	8	7.6	8	0	0	3321	1	1	5	0
Woodburn Shelter	7	7	9.25	7	0	2	1126	1	7	0	0
Navigation Center	2	2	9.5	2	0	0	5721	2	0	2	0
ARCHES Lodge	0	0	0	0	0	0	4417	1	0	1	0
<b>Clients Served</b>	<b>15</b>	<b>17</b>	<b>8.783</b>	<b>17</b>	<b>0</b>	<b>2</b>	<b>14585</b>	<b>5</b>	<b>8</b>	<b>8</b>	<b>0</b>

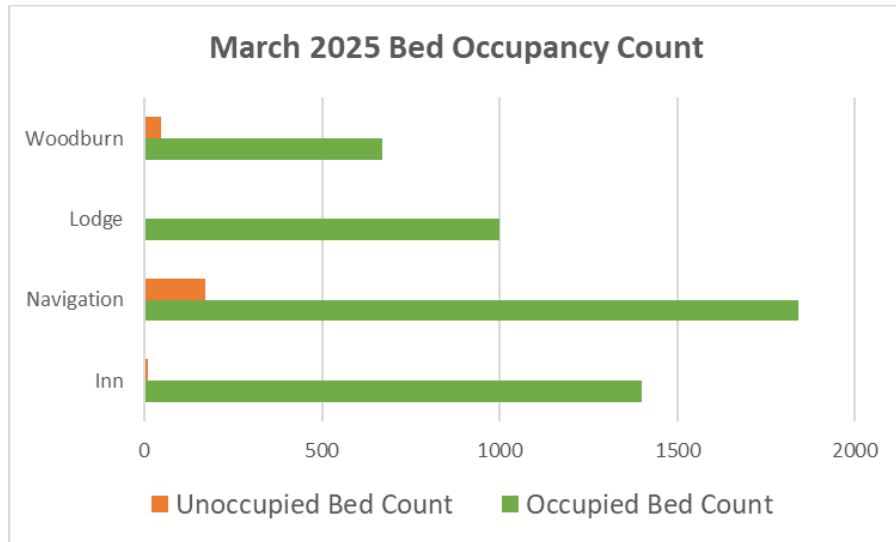
Graph 4

**Quarter Summary**

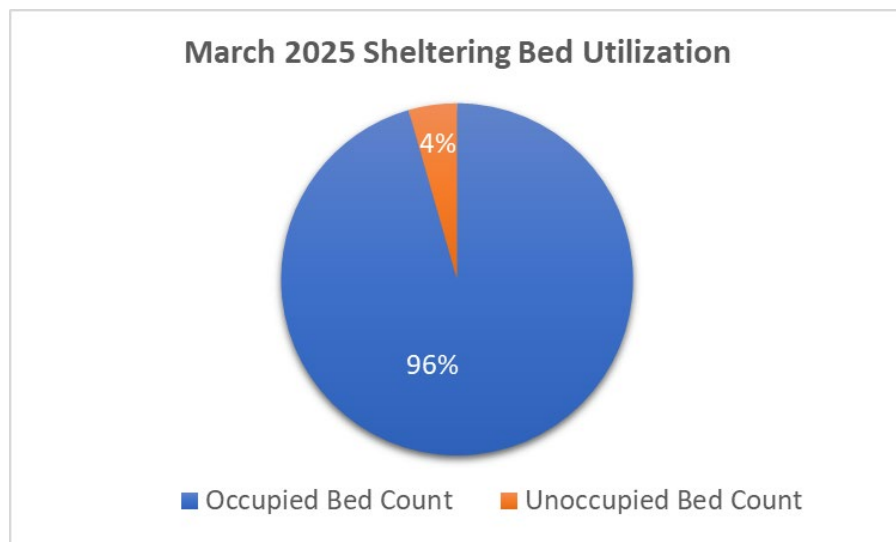
ARCHES Programs	Households Served	Individuals Served	Avg VI-SPDAT Score	Adults	Children	Households who gained income	Number of Engagements	Households PH Exists	Rural Marion Households	Salem Metro Households (West, Salem, Keizer)	Rural Polk Households
ARCHES Inn	14	17	6.867	17	0	0	10,059	4	1	13	0
Woodburn Shelter	24	24	8.275	24	0	4	7,713	1	24	0	0
Navigation Center	14	15	8.897	15	0	3	17,611	3	1	13	0
ARCHES Lodge	4	4	12	4	0	0	17,066	5	0	3	0
Family Shelter	<b>Program Pending</b>										
<b>Client Served</b>	<b>56</b>	<b>60</b>	<b>9.01</b>	<b>60</b>	<b>0</b>	<b>7</b>	<b>52,449</b>	<b>13</b>	<b>26</b>	<b>29</b>	<b>0</b>

Graph 4.5

## Community Resource Program / HOME Youth Services - Sheltering



Graph 5



Graph 6

### Shelter Manager Board Report Spotlights

#### The ARCHES Lodge

During the month of March, the ARCHES Lodge successfully navigated construction-related challenges while maintaining operational continuity and meeting service capacity benchmarks. The Lodge entered the month at full capacity, with all **34 bed units occupied**. On March 10th, a female veteran was positively discharged into permanent housing, marking a successful housing outcome. In anticipation of the next phase of facility renovations, the vacated unit was strategically repurposed as a temporary kitchen space, bringing the total number of operational rooms to 33.

Despite this reduction, ARCHES Lodge sustained full occupancy throughout the reporting period, underscoring the persistent and critical demand for veteran-focused transitional housing services.

### **Client Outcomes & Services:**

#### **Client Housing Transition & Stabilization Narrative**

During this reporting period, one of our most compelling housing stabilization outcomes involved a female veteran who successfully transitioned from emergency shelter placement at Arches Lodge into permanent, independent housing. This transition underscores a critical milestone in our continuum of care and reflects the efficacy of our Housing First approach paired with individualized service planning. Her case exemplifies the progress achievable through trauma-informed, veteran-specific programming.

#### **Continued Engagement & Supportive Services**

Following her discharge from the shelter, the client remained actively engaged in our after-care support services. These services include consistent behavioral health interventions, relapse prevention strategies, and ongoing case management to promote sustained housing stability. Her participation reflects the importance of continuity of care and illustrates how wraparound supports can significantly reduce the risk of recidivism into homelessness. This seamless extension of services post-placement is a cornerstone of our integrated service delivery model.

#### **Narrative of Resilience - Successes and Persistent Barriers**

A standout narrative from this quarter is that of the same female veteran, whose journey embodies both the challenges and triumphs of long-term recovery and reintegration. After spending a full year in the structured environment of Arches Lodge, she secured an apartment of her own, marking the culmination of a transformative process. With a documented history of over 30 years of substance use, her commitment to recovery was facilitated through active participation in Narcotics Anonymous and the cultivation of a strong peer recovery network. At the point of discharge, she had achieved 92 consecutive days of sobriety—a significant personal victory and a testament to her resilience.

Her journey not only highlights the power of holistic, client-centered care but also illustrates the profound impact of veteran-informed treatment modalities that honor the unique experiences of those who have served. While systemic challenges persist—particularly in supporting long-term sobriety and mental health stabilization—this case reaffirms the value of integrated, trauma-responsive service models in promoting sustainable housing outcomes and enhancing overall quality of life for veterans experiencing homelessness.

### **Staffing & Volunteer Support:**

#### **Staffing Developments & Capacity Building**

In a strategic move to enhance service delivery and operational capacity, Arches Lodge welcomed the addition of a Veteran Residential Housing Coordinator to the team this month. This newly onboarded staff member brings a focused lens to veteran-specific housing navigation and case management,

expanding our ability to deliver individualized, trauma-informed support to residents. The integration of this role is expected to strengthen interdepartmental collaboration, streamline housing placement efforts, and improve outcomes across key performance indicators related to veteran housing stability. As the coordinator becomes fully acclimated, we anticipate measurable improvements in client engagement, service coordination, and housing retention.

### **Volunteer Engagement**

There were no recorded volunteer contributions during this reporting period. Engagement strategies are under review to reestablish and expand volunteer involvement in alignment with programmatic needs and resident enrichment goals.

### **Workforce Development & Training**

No new staff training initiatives were launched during this reporting cycle. However, planning is currently underway to align upcoming training sessions with the broader organizational learning and development calendar. These sessions will focus on core competencies such as trauma-informed care, motivational interviewing, and cultural responsiveness, ensuring that staff remain equipped with best practices to meet the complex needs of our veteran population.

### **Operational Challenges & Needs:**

#### **Key Challenges**

The facility is currently undergoing major capital improvements, including sprinkler system installation and a full renovation of the kitchen area beginning April 7, 2025. These construction activities temporarily impact on-site service delivery, particularly meal preparation, but will significantly enhance operational capacity once completed.

#### **Maintenance and Safety Concerns**

Routine maintenance continues with heightened attention to safety in light of ongoing construction. Staff are conducting daily safety walkthroughs to ensure client well-being.

#### **Resource Needs**

No new resource needs identified during the reporting period; existing needs are being addressed through current operational funding and capital improvement planning.

### **Facility Renovation Progress - ARCHES Inn:**

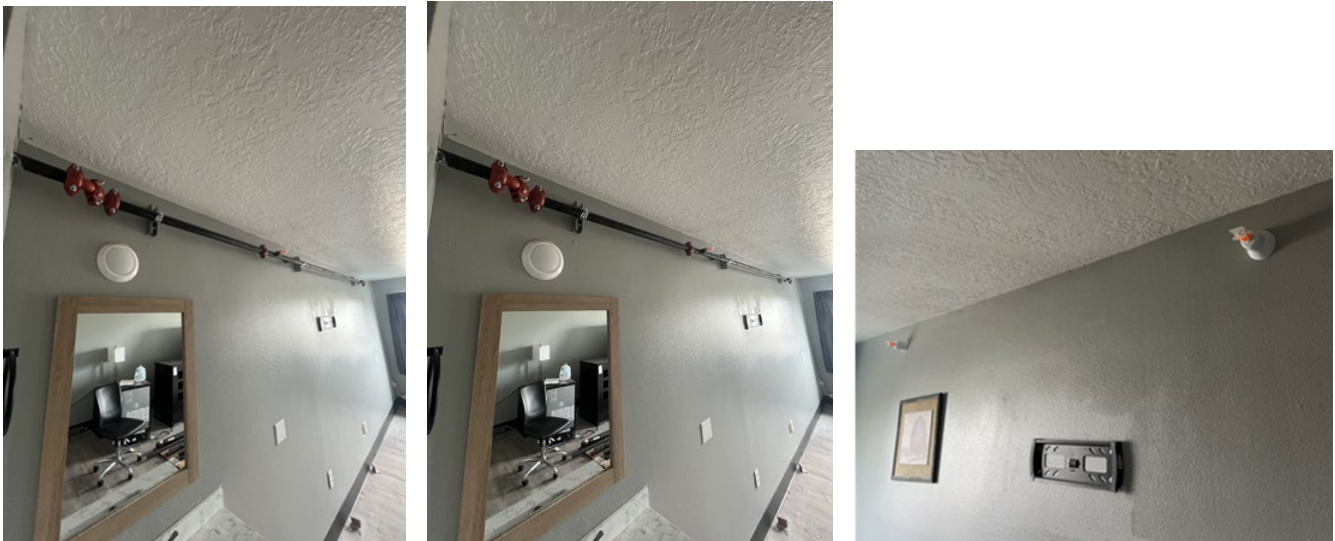
The ARCHES Inn remodeling project remains in the early stages of implementation, with foundational work steadily progressing. To date, approximately one-third of the fire suppression and sprinkler system has been successfully installed—marking a key benchmark in life-safety compliance and infrastructure modernization.

## Community Resource Program / HOME Youth Services - Sheltering

On the first floor, framing is currently estimated at 30% completion. This includes preliminary construction on essential features such as the elevator shaft and modifications to the pool area, both of which are integral components of the facility's long-term vision for accessibility and beneficial amenities.

Project momentum is anticipated to increase significantly upon approval of the pending change order and final permitting from the City. Once approved, construction activities will scale accordingly, allowing for more comprehensive structural and mechanical installations.

Included below are progress photos highlighting recent work on the sprinkler and fire suppression systems, which underscore our ongoing commitment to resident safety and facility compliance with current building codes and fire prevention standards.



Sprinkler System

### Outreach Services Summary – March 2025

The Outreach team continues to deliver high-impact, field-based interventions that align closely with HUD System Performance Measures—particularly in reducing the length of time individuals remain unsheltered and increasing exits to shelter and housing.

As depicted in **Graph 7**, the Monthly Outreach Service Transactions demonstrate sustained community engagement and reveal ongoing service disparities across the unsheltered population. These data points emphasize the importance of outreach as an essential access point for individuals not otherwise connected to the homeless response system.

**Graph 7.5**, outlining the Quarter Summary, shows that Outreach engaged **1,326 unique individuals** between January and March 2025. This figure reflects the team's broad service reach and strategic deployment across high-need areas. Since the beginning of the fiscal year, Outreach staff facilitated

## Community Resource Program / HOME Youth Services - Sheltering

**7,847 food-related service transactions**, a vital survival service and engagement strategy designed to reduce barriers and promote stabilization.

Importantly, **7 individuals were successfully placed into shelter** during the reporting period—a measurable outcome supporting HUD SPM 7 (Successful Placement from Street Outreach). These shelter placements represent critical progress in shortening the length of time individuals remain unsheltered (SPM 1) and contribute to improved system flow by linking people to interim and longer-term housing pathways.

Although Outreach traditionally serves individuals with higher acuity and lower housing readiness, these placements are early indicators of positive movement along the housing continuum. With each successful engagement and referral, the team helps decrease system inflow by preventing chronic homelessness and positioning clients for future housing interventions that support SPM 2 (Exits to Permanent Housing) and reduce the likelihood of returns to homelessness (SPM 2b).

The Outreach team’s commitment to equity-driven, trauma-informed practices ensures that services are not only widely accessible, but also aligned with broader system goals of efficiency, effectiveness, and long-term stability.

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
	November	81	101	0	2	31	4	0	0	1
	December	72	106	0	20	7	1	0	0	0
	January	39	128	8	2	2	0	0	0	0
	February	202	316	0	27	55	0	0	0	0
March	207	251	23	20	46	0	0	0	0	
Combined Totals	7847	931	90	995	233	8	0	7	2	

Graph 7

Quarter Summary								
Basic Needs - Service Transaction #					Facilitated Connection - Service Transaction #			
Food	Weather	Hygeine	Pet	Camping	Medical/BH	Crisis Care	Shelter	Housing
448	695	31	49	103	0	0	0	0

Graph 7.5

## HOME Youth Services- Sheltering

### March 2025

#### The Drop-In - Prevention Services

##### **Program Description:**

The Drop-In offers comprehensive support to **youth aged 11–18** and young **adults aged 18–24** in their community. Operating five days a week, including weekends when school facilities may not be available, ensures consistent access to services.

On-site, a wide variety of services address multiple needs. Providing hot meals, food boxes, access to a food pantry, and a clothing closet ensures that basic needs for sustenance and clothing 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 offering personalized support and guidance, helping youth and young adults navigate their circumstances and access additional resources as needed. Creating a safe and enjoyable environment fosters positive connections and encourages youth to engage with the services provided—ultimately supporting their overall well-being and potential pathways out of homelessness or housing instability.

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

The Drop-In continued its services in March, providing essential support to **15 individuals—11 youth and 4 young adults**. Support services included basic needs supplies such as hygiene items, clothing, and other necessities. The Drop-In Food Pantry distributed **5 food boxes**, serving a total of **8 individuals**, including **2 families with youth**.

##### **Future Plans**

The Drop in will be reducing its service model due to funding issues. The day center will close permanently as a day center. However, The Drop-In will continue to prioritize key essential services and remain a point of initial contact for youth in need of services. What this means for youth and young adults seeking services? Youth and young adults can contact the Drop-In to seek referrals, case management appointments and basic needs supplies. The Drop-In Food Pantry will remain accessible for pick up and food box delivery. We will maintain prevention services and ensure continuity of care and connection.

##### **Highlight**

The Drop-In kicked off service for **young adults 18-24** in March. Clients that had previously been considered out of range for Drop In services were able to re-engage and get food boxes and supplies they greatly needed. Two clients that had accessed our youth shelter in previous years and HYS Rapid Rehousing accessed the Drop-In. They shared that reconnection to our support staff gave them



opportunity to engage with services that they were uncomfortable accessing with other agencies. The two expressed relief and continue connection to navigate services and supplement income needs with our basic need’s supplies.

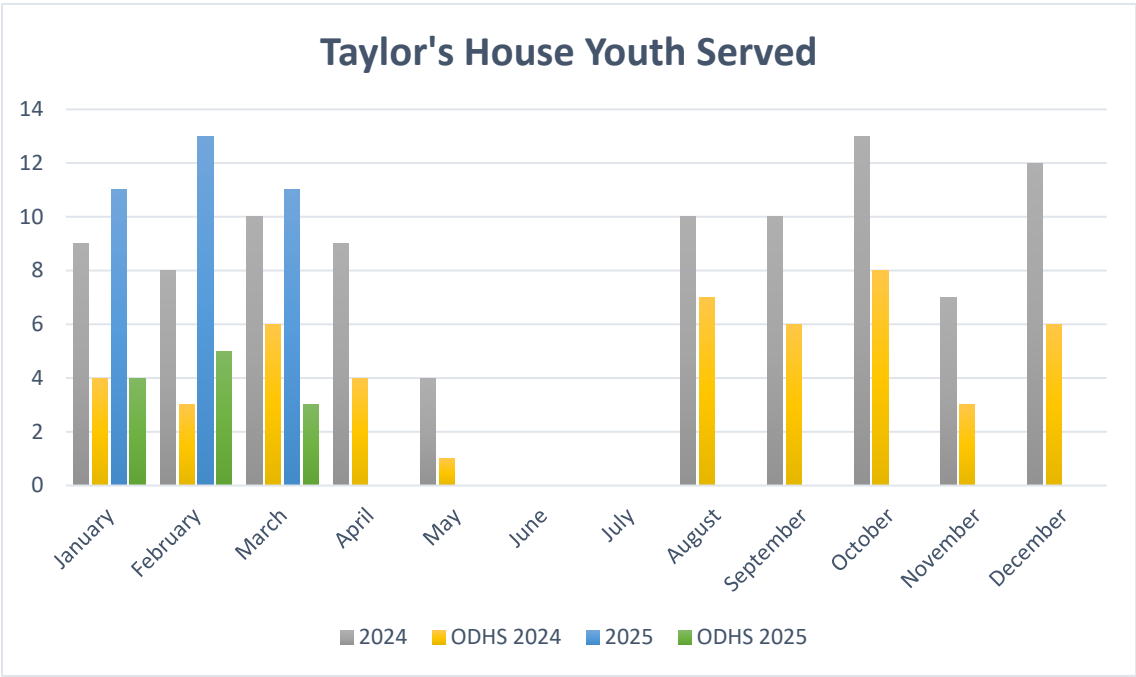
**Taylor’s House- Emergency Shelter**

**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. Onsite mental health services support immediate access and referral to a provider, when youth need it most.

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.



Graph 8

### Taylor's House Data & Activities

Taylor's House provides bed nights to youth ages 11–18. In March, Taylor's House **served 11 youth**, including **3 ODHS youth**. The emergency shelter **provided 215 bed nights** at 77% capacity. The Behavioral Health Coordinator at Taylor's House provides onsite mental health services. In March, the program delivered services to 6 individuals, including the completion of 1 mental health assessment, 4 behavior modification plans to support stabilization, and ongoing one-on-one sessions with 2 resident youth.

This spring break, youth stayed busy with a variety of enrichment activities. Our staff facilitated a community field trip to the Portland Zoo to visit the new baby elephant. The group enjoyed a picnic lunch and explored the zoo's events and habitats. Youth and staff also hiked all 7 miles of the beautiful pathways at Silver Falls. They played at Bullwinkle's Fun Park and spent time painting pottery at Create-a-Memory. These activities kept the youth engaged and provided much-needed respite from the cold and rainy winter season.



HYS Outing

### Success Story

*Taylor's House had been providing shelter for a pair of siblings over the past several months. At the end of March, the two brothers were able to transition to a foster family for permanent placement. Being able to shelter the siblings together allowed them to stay connected and maintain their bond. Both youths stabilized and enjoyed downtime, including game nights and shared meals. Their transition back to their community and into a resource home is a fantastic outcome as they await reunification with their mother.*

*-Taylor's House Program Manager, David Simpson*



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

CRP Housing Board Report – April 2025

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 January.

**ARCHES Rapid Re- Housing**

The ARCHES Housing Rapid Re-Housing (RRH) teams play a critical role in supporting individuals and families who have faced homelessness. By providing both financial assistance and case management, they help clients move from homelessness to stable housing. The program's flexible rent assistance, which can last from 4 to 24 months, ensures that people have the time and support needed to regain self-sufficiency. In addition to financial help, case management is a key element of the program, offering personalized guidance to help clients develop the skills and resources necessary for long-term stability and independence in their housing situations. The ultimate goal is to empower clients to successfully transition into a permanent, sustainable living arrangement.

In the month of March our RRH teams were able to onboard **27 New households**, assist **15 households** in the housing search.

ARCHES Rapid Re Housing March											
ARCHES Program	New Households Served	New Individuals Served	Avg VI-SPDAT Score	New Adults	New 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 EO	3	3	8	3	0	4	2	0	0	3	0
MC COC	0	0	0	0	0	0	0	0	0	0	0
MC-TBA	0	0	0	0	0	0	0	0	0	0	0
MC -ORI	0	0	0	0	0	0	0	0	0	0	0
MC LTRA	0	0	0	0	0	0	0	0	0	0	0
<b>Polk County Housing</b>											
PC EO	6	12	8	8	4	4	2	0	0	0	6
PC COC	0	0	0	0	0	0	0	0	0	0	0
PC TBA	0	0	0	0	0	0	0	0	0	0	0
PC ORI	0	0	0	0	0	0	0	0	0	0	0
PC - LTRA	0	0	0	0	0	0	0	0	0	0	0
<b>Family Services Housing</b>											
DHS Frest Start	6	8	N/A	6	2	6	0	1	0	6	0
HSP	12	49	N/A	22	27	1	11	2	0	11	1
<b>March Clients Served</b>	<b>27</b>	<b>72</b>	<b>7.91</b>	<b>39</b>	<b>33</b>	<b>15</b>	<b>15</b>	<b>3</b>	<b>0</b>	<b>20</b>	<b>7</b>

### Community Resource Program/ HOME Youth Services - Housing

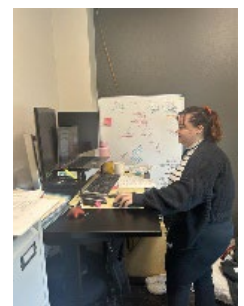
During the 3rd Quarter of FY2025 (January through March), the Rapid Re-Housing (RRH) program continued to demonstrate its impact by supporting housing stability for individuals and families across multiple core programs. By providing **524 months** of rental assistance, the program played a critical role in ensuring that participants had access to safe and secure housing during a time of need. The LTRA and ORI programs were especially instrumental in offering long-term support, reflecting a sustained commitment to those working toward permanent housing solutions. While some participants required short-term emergency assistance, others benefited from extended support as they transitioned toward greater independence.

RRH 3rd Quarter Rent Payments (January 1st, 2025-March 31st, 2025)			
Core Programs	Avg. Monthly Rent Payment (\$)	# of Total Months of Assistance	Financial Assistance Total (\$)
PC EO	\$1,240.00	5	\$6,203.00
PC - CoC	\$1,356.50	45	\$50,701.56
PC - TBA	\$1,034.75	12	\$11,208.00
PC-ORI	\$1,102.74	48	\$52,929.00
PC - LTRA	\$1,241.49	129	\$160,152.00
MC EO	\$850.00	2	\$1,700.00
MC - CoC	\$1,041.00	36	\$37,476.00
MC - TBA	\$1,334.00	18	\$24,012.00
MC-ORI	\$1,365.00	27	\$36,855.00
MC - LTRA	\$1,094.00	141	\$154,254.00
HSP	\$1,141.67	61	\$30,970.21
2nd Quarter	\$1,163.74	524	\$566,460.77

### Program Overview: Polk County Rapid Rehousing Program

The Polk County Rapid Rehousing Emergency Order (E/O) Program provides essential long-term rental assistance and housing support for single adults and families experiencing chronic homelessness in rural Polk County. This initiative is specifically designed to serve individuals selected through the Coordinated Entry system and prioritizes stability, self-sufficiency, and long-term success.

The program offers multiple rental assistance opportunities for up to one to two years, along with personalized case management services that help clients navigate and overcome the complex barriers that often prevent sustained housing. The primary goal is to support clients in becoming self-sufficient, engaged members of their communities.



### Service Scope & Impact

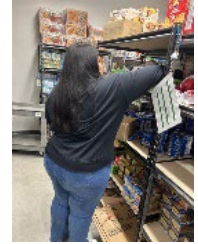
Since July 2024 the rapid rehousing team in Polk County has assisted with 86 households, of which 57 are new enrollments since July of 2024, supporting a total of 210 individuals. In March of 2025 alone, the Polk County Rapid Rehousing team added 6 new households, providing rental assistance to 12 additional individuals added to

## Community Resource Program/ HOME Youth Services - Housing

those currently being served, and offering housing navigation support to the remaining families and individuals as they worked toward long-term housing solutions.

### Barrier Removal: A Vital Partnership

An increasingly important element of the program is **barrier removal**—this is a vital service being provided to clients in partnership with the Polk County Resource Center. Barrier removal includes, but is not limited to:



- Purchasing essential items for move-in (beds, furniture, kitchenware, towels)
- Paying for transportation such as single-use or monthly bus passes to access employment or services
- Covering storage unit fees for personal belongings
- Assisting with documentation (e.g., social security cards, IDs)

### Looking Ahead

The success of Polk County's E/O program is based on the hard work and dedication of the staff who work to address the multiple nuanced needs of the clients through multiple means. By combining housing support with comprehensive, personalized services, the Polk County Rapid Rehousing program is making a lasting difference in the lives of our most vulnerable community members

### Employee Spotlight

Sacrobi Izquierdo Coordinator III – Marion County Rapid Re-Housing Program

*"This month, ARCHES proudly highlights Sacrobi Izquierdo, a valued Coordinator III with the Marion County Rapid Re-Housing Program. Since joining ARCHES in 2021, Sacrobi has brought unwavering dedication and compassion to his work, supporting staff as they deliver critical housing navigation, rental assistance, and case management to individuals experiencing homelessness. With a background that includes both administrative work and direct outreach on the streets, Sacrobi offers a unique perspective grounded in firsthand experience, which greatly enhances his ability to guide and mentor his team. His completion of Community Health Worker training has further strengthened his capacity to support clients on their journey toward stability and self-sufficiency."*



*In addition to his core responsibilities, Sacrobi plays a vital role in fostering a safe and collaborative workplace. As a member of the safety committee at the 615 Commercial Street location, he helps ensure a secure environment for both staff and clients. Known for his willingness to go above and beyond, Sacrobi's work ethic, positivity, and team-first attitude make him a true asset to ARCHES. His contributions have a lasting impact not only on the individuals and families served but also on the strength and success of the entire Housing Services team."*

Kaela Lombardi RRH Program Manager



## Community Resource Program/ HOME Youth Services - Housing

### Eviction Prevention

ARCHES Housing Eviction Prevention Program focuses targets individuals and families who are at risk of losing their homes due to an inability to pay rent consistently. By providing financial assistance, prevention helps tenants avoid eviction and stay in their homes. This proactive approach not only prevents the immediate crisis of homelessness but also helps to preserve housing stability for individuals and families.

In the month of March Eviction Prevention teams provided rental assistance to **131 households**. These households are comprised of **158 adults and 112 Children**. **50%** of all rental payments in March, were made on behalf of households in rural areas.

Resource Services - Eviction Prevention March										
ARCHES Program	Households Served	Individuals Served	Adults	Children	Households Searching	Households in Housing	Household PH Exits	Rural Marion Households	Salem Metro Households (West,Salem, Keizer)	Rural Polk Households
Salem Resource Services	16	36	19	17	0	16	16	1	14	1
Eviction Prevention HRSN	52	52	52	0	0	52	24	0	52	0
Polk County Resource Services	52	158	72	86	0	52	52	0	0	52
Woodburn Resource Services	5	14	8	6	0	5	5	5	0	0
Mill City Resource Services (SOCC)	6	10	7	3	0	6	6	6	0	0
<b>March Clients Served</b>	<b>131</b>	<b>270</b>	<b>158</b>	<b>112</b>	<b>0</b>	<b>131</b>	<b>103</b>	<b>12</b>	<b>66</b>	<b>53</b>

During the 3rd Quarter of FY2025 (January through March), ARCHES' Eviction Prevention programs played a critical role in supporting housing stability for individuals and families across Marion and Polk Counties. A total of **352 months** of rental assistance were provided through a range of targeted programs, including Salem Eviction Prevention, HRSN supports, wildfire recovery through IHA, and various county-specific resource services. Collectively, these efforts resulted in **\$549,219.96** in financial assistance distributed, with an average monthly rent payment of \$1,458.28.

Eviction Prevention 3rd Quarter Rent Payments (January 1st,2025 -March 31st, 2025)			
ARCHES Program	Avg. Monthly Rent Payment (\$)	# of Total Months of Assistance	Financial Assistance Total (\$)
Salem - Eviction Prevention	\$1,321.50	143	\$198,090.47
Salem-HRSN	\$959.21	30	\$28,776.25
IHA(Wildfire Supports)	\$1,366.26	24	\$32,790.24
Polk County Resource Services	\$2,403.73	61	\$146,627.30
Marion County Resource Services	\$1,349.50	51	\$71,467.85
Mill City Resource Services	\$1,349.50	43	\$71,467.85
3rd quarter Quarter	\$1,458.28	352	\$549,219.96

## Community Resource Program/ HOME Youth Services - Housing

### ARCHES Housing Coordinated Entry

ARCHES play a crucial role in serving the community by offering Coordinated Entry Assessments, which are essential for connecting individuals and families to the appropriate resources and services. The assessment team works closely with rural partners to ensure that those in need receive timely and accurate assessments.

In the month of March, the assessment team provided **38 assessments**. **28%** of these assessments were conducted in partnership with our rural partners.

ARCHES Housing Coordinated Entry March							
ARCHES Program	Households Served	Adults	Children	Veterans	Number of Service		
					Rural Marion	Salem Metro (West, Salem, Keizer)	Rural Polk
Coordinated Entry - Homeless	38	45	18	0	5	24	9
<b>March Clients Served</b>	<b>38</b>	<b>45</b>	<b>18</b>	<b>0</b>	<b>5</b>	<b>24</b>	<b>9</b>

In the 3rd Quarter of FY2025 (January through March), the ARCHES Coordinated Entry program for individuals experiencing homelessness provided critical support to 142 households. This included services for **157 adults** and **41 children**, with focused efforts reaching vulnerable groups such as veterans. Service engagements were distributed across the region, with the majority occurring in the Salem Metro area, followed by outreach in both Rural Polk and Rural Marion counties.

ARCHES Housing Coordinated Entry 3rd Quarter (January 1st, 2025-March 31st, 2025)							
ARCHES Program	Households Served	Adults	Children	Veterans	Number of Service		
					Rural Marion	Salem Metro (West, Salem, Keizer)	Rural Polk
Coordinated Entry - Homeless	142	157	41	17	23	94	25
<b>3rd Quarter</b>	<b>142</b>	<b>157</b>	<b>41</b>	<b>17</b>	<b>23</b>	<b>94</b>	<b>25</b>

### ARCHES Supported Housing

Permanent Supportive Housing (PSH) is an intervention that combines affordable housing assistance with voluntary support services to address the needs of chronically homeless people. The services are designed to build independent living and tenancy skills and connect people with community partners. The ARCHES PSH programs in partnership with Salem Housing Authority (SHA) strive to create connection and community through case management and community events. The ARCHES PSH programs include Redwood Crossing, Sequoia Crossing, and Yaquina Hall.

In March, the PSH teams provided **2092 engagements** with residents, offering vital support in various areas. These engagements included assistance with benefits, Thanksgiving meals, and eviction prevention services in partnership with SHA.



## Community Resource Program/ HOME Youth Services - Housing

### ARCHES Permanent Supportive Housing March

Supported Housing	Households Served	Individuals Served	Adults	Children	Number of Engagements	Household PH Exists	New Move-Ins
Redwood Crossing	29	29	29	0	787	0	0
Sequoia Crossing	57	65	61	4	997	1	0
Yaquina Hall	44	44	44	0	308	0	1
March	130	138	134	4	2092	1	1

In the 3rd Quarter of FY2025 (January through March), ARCHES' Permanent Supportive Housing programs demonstrated their continued commitment to providing stable housing and intensive support services to individuals with high barriers to housing. A total of 127 households, including 140 individuals—133 adults and 7 children—were served across Redwood Crossing, Sequoia Crossing, and Yaquina Hall. With nearly 3,900 service engagements recorded, the programs reflected a high level of client interaction and individualized care.

These efforts directly supported households that had previously experienced unsheltered homelessness, including six such households during this reporting period. The programs also provided ongoing stability for BIPOC households and those with prior permanent housing exits, ensuring equitable access and continuity of care. The consistent engagement and support offered through these housing programs continue to play a vital role in helping individuals maintain housing and move toward long-term self-sufficiency.

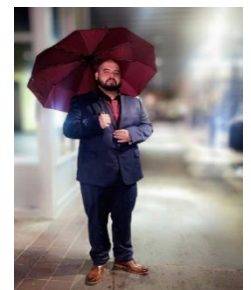
### ARCHES Permanent Supportive Housing 2nd Quarter (January 1st, 2025-March 31st, 2025)

Supported Housing	Households Served	Individuals Served	Adults	Children	Number of Engagements	Household PH Exists	BIPOC Households Served	Unsheltered Households Served
Redwood Crossing	25	25	25	0	1314	2	3	2
Sequoia Crossing	62	73	66	7	2091	3	0	2
Yaquina Hall	40	42	42	0	469	0	0	2
3rd Quarter	127	140	133	7	3874	5	3	6

### Case Managers at Redwoods Make a Huge Difference

*“This month, ARCHES highlights a powerful story of resilience and transformation at Redwood Crossings, where two long-time residents faced the very real threat of eviction and the loss of their housing assistance. Both individuals live with complex, overlapping challenges—including mental health conditions, substance use disorders, and chronic health issues—that have historically stood in the way of stability. When repeated lease violations put them at risk of losing their Section 8 vouchers, the situation demanded immediate and intentional intervention to prevent a return to homelessness*

*Case Managers Francisco Patricio and Steven Garcia responded with compassion and persistence, increasing their face-to-face engagement and re-establishing trust with each resident. They reassessed each individual’s needs, reconnected them with community providers, and created space for honest, accountability-driven conversations about the consequences of their actions. Through this*



Steven Garcia  
PSH Case Manager

## Community Resource Program/ HOME Youth Services - Housing

*process, both residents began to take ownership of their situations, showing a willingness to change and advocating for themselves in a way they hadn't before.*

*With support from their case managers, each resident independently requested a formal hearing to contest the termination of their rental assistance. Their courage and honesty led to positive outcomes—both were granted extensions on their housing vouchers, allowing them to remain stably housed. This outcome not only preserved their homes but also affirmed the value of intensive, person-centered case management. These stories serve as a reminder of the critical role strong support systems play in preventing homelessness and empowering individuals on their path to recovery and self-sufficiency.”*



Francisco Patricio  
PSH Case Manager

Lucy Briseno Supportive Housing Program Manager

### ARCHES Community Initiatives

ARCHES continues to seek innovative ways to serve the community by providing individuals and families with the stability and support necessary to overcome poverty. As part of this commitment, ARCHES has introduced two new programs designed to strengthen service delivery and workforce capacity. These initiatives—the Health-Related Social Needs (HRSN) Capacity Building Team and the Community Health Worker (CHW) Training Program—will be reported on monthly to track progress and community impact.

#### HRSN

The CCBF/HRSN initiative has made substantial progress in its early implementation, with a total of **406 clients** referred to the program to date. These referrals reflect a growing recognition of the value and necessity of addressing health-related social needs through coordinated and person-centered services. By connecting individuals and families to essential supports, the program is helping to bridge gaps in care and promote overall well-being.

To support this work, **52 staff members** have completed specialized training in the HRSN service model. This training ensures that staff are well-prepared to deliver high-quality, responsive care while navigating the complexities of care coordination and Medicaid billing. Their readiness has been instrumental in the program's ability to respond effectively to community needs.

As a result of these combined efforts, the program has successfully billed Medicaid for **322 units of service** deliverables. This not only demonstrates operational efficiency but also affirms the program's ability to deliver measurable outcomes while sustaining services through appropriate reimbursement channels. These achievements reflect a strong foundation for continued growth and impact.

#### CHW

The ARCHES Community Health Worker (CHW) initiative is gaining strong momentum as it expands access to workforce development opportunities in the health and human services sector. To date, **38 individuals** have signed up for CHW trainings, reflecting both community interest and the growing demand for culturally responsive, peer-based support roles within housing and healthcare systems.

### Community Resource Program/ HOME Youth Services - Housing

Of those who registered, **22 individuals** have been selected to participate in the first official ARCHES CHW cohort, which launched on April 1st. This inaugural group represents a diverse and motivated group of future CHWs who are eager to bring lived experience, empathy, and practical skills to their communities. Through this training, participants will gain foundational knowledge in care coordination, client advocacy, and navigating social service systems—key competencies that will enhance service delivery across ARCHES programs and beyond.

The launch of this cohort marks a significant milestone in ARCHES' commitment to workforce development and integrated care. By investing in the next generation of CHWs, the organization is not only expanding its own capacity to meet complex client needs but also contributing to the broader goal of building a more inclusive and community-centered health and social services workforce.

#### ARCHES Family First

ARCHES Family First is a values-driven initiative dedicated to keeping families together while empowering them to overcome the challenges of housing instability. Rooted in the belief that every family deserves the opportunity to build a brighter future, Family First provides compassionate, family-centered support that prioritizes stability, dignity, and long-term success. Through strong community partnerships and wraparound services, the program creates a safe and supportive environment where families can access the tools and resources they need to not only survive—but truly thrive.

The first full month of ARCHES Family First services marked a successful launch, demonstrating the team's adaptability and commitment to meeting community needs. During this period, staff provided support to **86 households** through a range of services, including initial intakes, referrals to partner organizations, and case management appointments. This strong start reflects the team's effectiveness in delivering coordinated, family-centered care.

ARCHES Family First March						
ARCHES Program	Unduplicated Households Served	Basic Needs	Referrals to Community Partners	Case Management Appointments	HRSN Referrals	Assessments Completed
ARCHES Family First	86	85	45	23	3	35
<b>March</b>	<b>86</b>	<b>85</b>	<b>45</b>	<b>23</b>	<b>3</b>	<b>35</b>

## Community Resource Program/ HOME Youth Services - Housing

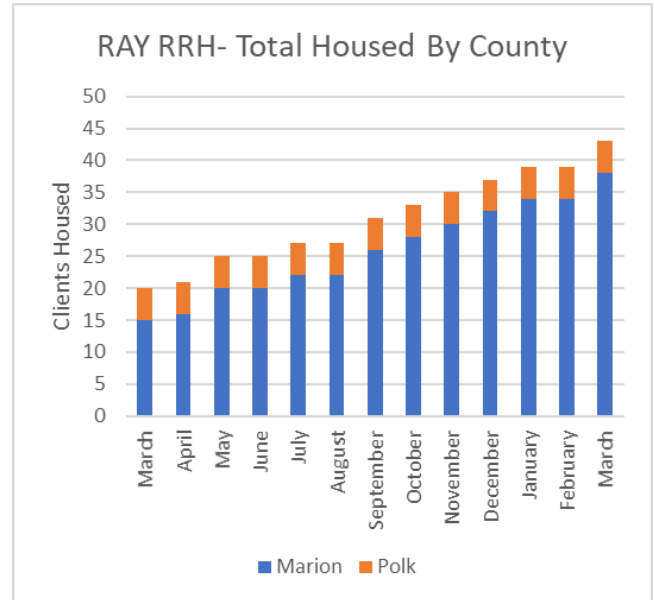
### HOME Youth Services- Housing April 2025

#### 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

The RAY program housed four new clients and maintained a strong focus on case management for existing participants. Staff worked closely with youth nearing the end of their leases to ensure coordinated transitions, with many preparing for successful exits into self-sufficiency. Several others are anticipated to renew participation, continuing to receive support through the program. This period of transition has emphasized the importance of intentional planning and individualized support to sustain housing stability. Efforts have included budgeting assistance, connection to employment and education resources, and increased coordination with mental health providers to address barriers that may affect long-term success. The team continues to prioritize meaningful engagement and a strengths-based approach to promote client-led decision-making during this pivotal stage of their housing journey.

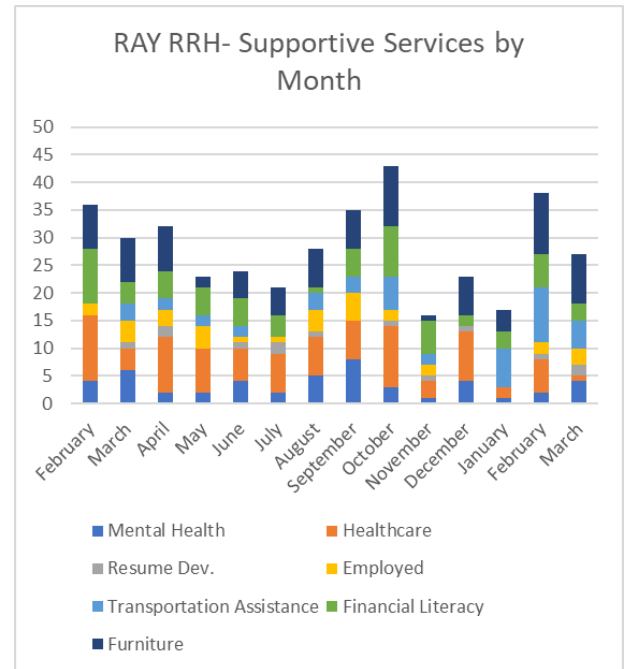
The program is in the process of expanding staffing by hiring a program coordinator and serving additional clients. Additionally RAY has been collaborating with the HRSN team to learn the referral process to integrate HRSN billing into current activities. The RAY program is preparing to connect clients with additional rental assistance through HRSN as they exit RAY.

## Community Resource Program/ HOME Youth Services - Housing

### Future Plans

The RAY program is actively working to expand its capacity and strengthen service delivery in the months ahead. The program recently received an additional \$121,000, which will support continued housing assistance and case management for youth. Looking ahead to the next biennium beginning in July, the program anticipates receiving additional funding through OHCS, which would allow for further growth in staffing, service coordination, and housing placements. Planning efforts are already in motion to ensure the program is well-positioned to responsibly scale its impact.

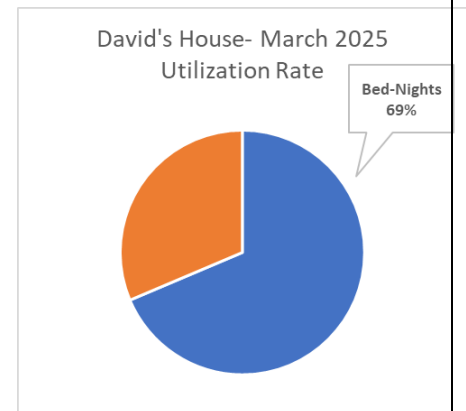
RAY plans to enhance outreach by reconnecting with both past and new community partners to solidify relationships, increase referrals, and expand access to services. Additionally, the program will continue housing new clients at a consistent rate of 2-3 per month while refining internal processes, including the intake experience and case conferencing. With the anticipated opening of Carson Commons later this year, RAY is preparing to utilize nine dedicated units within the development, further expanding stable housing opportunities for youth. The program is also addressing recent staff turnover by training new team members to restore previous levels of supportive service activities.



### 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 Current Activities

March at David's House was a month of transition and recalibration. Following several youth exits—some of which presented challenges—the team focused on maintaining a stable and supportive environment for the remaining residents. New admissions were intentionally staggered to preserve a sense of continuity and minimize disruption within the household. Programming emphasized consistent routines, educational engagement, and opportunities

## Community Resource Program/ HOME Youth Services - Housing

for positive connection. Partnerships with local organizations and community resources played an important role in expanding access to enrichment activities and reinforcing a culture of stability within the home.

March also brought meaningful progress for the youth at David's House. One resident was accepted into the RAY rapid re-housing program, setting the stage for a successful transition into independent living. Another began coursework at CSC, taking their first steps toward earning a GED. Youth participated in several enriching experiences over spring break, including visits to the Jordan World Circus, a local rock climbing facility, disc golf at Western Oregon University, and time at Dave and Buster's. These outings provided opportunities for physical activity, peer bonding, and exposure to new environments. The month concluded with the admission of a new resident who plans to pursue a GED, and a 16th birthday celebration coordinated with the Thoughts and Gifts program to help the youth feel seen and celebrated.



*Celebrating a youth's Sweet 16 birthday 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. The program is also pursuing a rezoning process to increase capacity to ten youth and is actively exploring creative ways to expand services for young people experiencing housing instability. These efforts are grounded in a commitment to providing meaningful support that fosters long-term success.

Volunteer support continues to play a vital role in enhancing the home's infrastructure. Recent projects include renovations to the garage and the Outreach loft area, which has been fully redone, with new carpet installation planned in the coming weeks. These improvements will help staff operate more efficiently while maximizing available space. As the weather improves, the team also looks forward to organizing more outdoor outings, providing youth with opportunities to connect with nature, build confidence, and experience new environments. Strengthening partnerships with local schools and community organizations remains a key focus, ensuring youth have continued access to the resources needed for growth and well-being.

### 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.

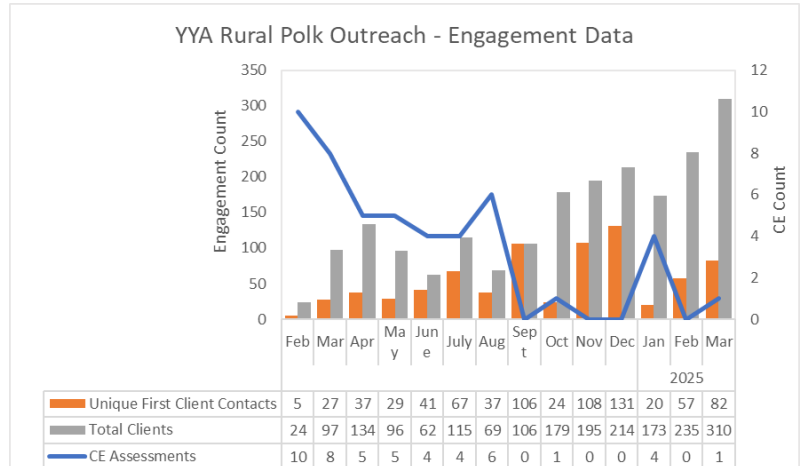


## Community Resource Program/ HOME Youth Services - Housing

### Current Activities

The Youth & Young Adult Rural Polk Outreach team had a productive month in February, expanding outreach efforts and enhancing service accessibility. Both Outreach staff members successfully completed Peer Support training, strengthening their ability to provide informed and supportive engagement. The team organized two pop-up events at the Monmouth Skate Park and tabled at Central High School to increase visibility and connections within the local community. Beyond Monmouth and Independence, outreach efforts extended to Falls City High School and Perrydale High School, broadening the program's reach. Additionally, the team participated in the Oregon Regional Outreach Learning Lab, further developing their expertise and collaborative efforts.

Throughout the month, the team provided services to 57 unique clients while continuing to build program awareness among the youth populations served. In parallel, efforts are underway to identify trainers in both Polk and Marion counties to ensure accessible mental health training opportunities for youth across the region.



### Future Plans

The Youth & Young Adult Rural Polk Outreach program will deepen its presence in local high schools across Polk County, expanding its reach through school-based engagement and collaborative initiatives. Staff are working alongside the SIT team to promote upcoming Youth Mental Health First Aid trainings, which the program is bringing to Monmouth in April and Falls City in July. These sessions are made possible through a collaborative grant with the Oregon Alliance and Oregon Health Authority, and will help build trauma-informed awareness and strengthen early intervention across school communities.

As warmer weather returns, the Outreach team is also preparing to resume additional outdoor-based programming, with plans to provide services and engagement opportunities at the Monmouth Skate Park and other social spaces frequented by youth. These efforts are part of a broader strategy to meet young people where they are, reduce barriers to support, and strengthen visibility across the region. Through sustained school partnerships, accessible services, and community-centered events, the program will continue building a responsive and inclusive support network for rural youth.

### Youth & Young Adult Coordinated Entry

#### Program Description

The Youth and Young Adult Coordinated Entry (YYA 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



## Community Resource Program/ HOME Youth Services - Housing

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

The Youth & Young Adult Coordinated Entry program focused on deepening its community presence and enhancing service coordination. Staff maintained a consistent weekly presence at two community partner sites in Marion and Polk Counties, offering on-site access to assessments and strengthening collaborative relationships. These embedded locations remain central to the program’s strategy of meeting youth where they are and streamlining access to housing resources.

The team completed nine coordinated entry assessments over the course of the month, ensuring that youth experiencing housing instability were connected with the appropriate housing programs and support services. The addition of a new Program Coordinator has brought fresh energy and focus to the team, with a renewed emphasis on street outreach and engagement planning. Early efforts have included scheduling joint outreach events and expanding visibility within high-need areas to ensure youth experiencing homelessness can more easily access the coordinated entry system.

### Future Plans

Looking ahead, the Youth & Young Adult Coordinated Entry program will continue to strengthen access and responsiveness through both internal improvements and deeper community collaboration. A primary focus will be streamlining the assessment process by launching a centralized phone number, simplifying the pathway for youth to connect with a CE assessor. This shift is intended to reduce barriers, create greater consistency, and support timely access to housing services.

The program will also focus on building stronger communication with community partners to elevate the role of coordinated entry assessments in connecting youth to stable housing. Outreach efforts will aim to improve shared understanding of how the assessment process supports equitable service delivery and ensures that the most vulnerable youth are identified and connected to the right interventions. With a renewed focus on clarity, accessibility, and relationship-building, the team is committed to making coordinated entry more visible, effective, and community-driven.



*YYA Coordinated Entry staff gathering supplies for outreach.*

**Mid-Willamette Valley Community Action Agency, Inc.**  
**Board of Directors Executive & Finance Committee**  
**Meeting Minutes**  
**Thursday April 17, 2025**

**ATTENDANCE**

**Committee Members Present:** Catherine Trottman, Board Chair; Jade Rutledge, Board Vice Chair; Helen Honey, Board Member; Lori Martz, Board Member; and Steve McCoid, Board Member.

**Absent:** Kevin Karvandi, Secretary.

**Staff:** Jimmy Jones, Executive Director; Ashley Hamilton, Deputy Executive Director; Nicole Brown, Consulting Chief Financial Officer; Robert Hale, Chief Information Officer; Helana Haytas, Chief Human Resource Officer; and Sarah Herd, Executive Assistant.

**The meeting of the Executive & Finance Committee commenced at 5:32pm. A quorum was determined to be present.**

**1. Financials**

- a. Nicole Brown presented the financials for the period ending February 2025.
  - i. The Statement of Financial Position now includes comparisons to both the previous month and the prior year. Nicole noted that liabilities may continue to fluctuate as the finance department refines the new reporting layout.
  - ii. The Statement of Activities now displays monthly spending alongside the percentage each cost represents for the month.
    - 1. Noted our 2 biggest expenses are staff and client services which is to be expected
  - iii. The finance team is developing a user-friendly budget sheet and glossary to help non-financial staff better understand financial terminology. Additionally, a document breaking down costs by program is in the works.
- b. The agency's audit has been completed with no findings. While the auditors provided a few recommendations for improvement, overall feedback was positive.
  - i. The agency remains in strong fiscal health.

**2. Executive Directors Updates**

- a. Client Success Story (ARCHES)
  - i. Executive Director Jimmy Jones shared an inspiring story about a long-term ARCHES client who is now living at Yaquina Hall. He emphasized the importance of a responsive and persistent system, highlighting that when clients continue to try, the system must continue to show up for them.
- b. Head Start
  - i. The closure of Region 10 offices has disrupted communication, with messages now coming from various regional offices nationwide.
    - 1. This disruption has delayed timely payments to Head Start agencies.
  - ii. New federal documentation requirements now ask for more detailed breakdowns of how funds are spent.

- iii. The proposed federal budget includes a \$40 billion cut to Health and Human Services, which would eliminate the Head Start program entirely. While current contracts protect the agency from funding loss until 2026, Head Start's broad popularity and strong lobbying efforts offer some optimism for its continuation.
- c. Housing and Homelessness
  - i. The interagency council on homelessness was defunded and officially disbanded on April 15<sup>th</sup>. This council had been an advocate for Housing First and low-barrier service models.
  - ii. Contracts issued on January 17<sup>th</sup> still have not been funded.
  - iii. Changes to the Continuum of Care (COC) grant agreements include:
    - 1. The removal of Housing First enforcement.
    - 2. New rules easing restrictions on faith-based organizations.
    - 3. Encouragement of stakeholders to report incidents of "fraud and waste".
- d. Local News and Property Updates
  - i. The YMCA – Block of Humanity project was unable to secure funding and has been terminated.
  - ii. Concerns about the lease of the land at 615 Commercial Street have prompted action to re-purchase the land from the City of Salem.
    - 1. It has been appraised at \$3.8 million, and we would purchase the land for \$2.5 million.
    - 2. We have secured a no-down payment loan with a \$25,000 origination fee and monthly payment of \$17,576.20.
    - 3. The city council is expected to approve the sale by the end of the month.
- e. HRSN
  - i. The agency has made improvements in billing and receiving payments for the HRSN program.
  - ii. Oregon's contract remains stable for now, but there is uncertainty about contract renewals in other states under the current federal administration.

### **3. April 2025 Full Board Meeting Draft Agenda**

**MOTION:** To approve the April Draft Full Board Agenda by Lori Martz

**SECONDED BY:** Helen Honey

**OUTCOME:** Unanimously approved

**The meeting was adjourned at 7:00 pm.**

Respectfully Submitted:

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Sarah Herd, Executive Assistant

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Kevin Karvandi, Board Secretary