



JANUARY 2022 MEETING

BOARD OF DIRECTORS

THURSDAY, JANUARY 27, 2022

LOCATION FOR IN-PERSON:

**CHEMEKETA CENTER FOR BUSINESS AND INDUSTRY
626 HIGH ST NE,
SALEM, OR 97301**

REMOTE OPTION:

**MWVCAA Full Board Meeting (January 2022)
Thu, Jan 27, 2022 5:30 PM – 8:00 PM**

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

<https://global.gotomeeting.com/join/113146909>

You can also dial in using your phone.

United States: +1 (872) 240-3412

Access Code: 113-146-909

COMMUNITY ACTION PROMISE

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

Helping People Changing Lives

**COMMUNITY ACTION AGENCY
BOARD OF DIRECTORS MEETING AGENDA**

Chemeketa Center for Business & Industry
626 High Street NE, Salem, OR 97301
Thursday, January 27, 2022
5:30 PM – 8:00 PM

Remote Option:

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Mission

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

Vision

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

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| I. Welcome | 5:30 |
| II. Public Comment | 5:35 |
| III. Approval of Agenda | 5:40 |
| IV. Consent Calendar | 5:45 |
| 1. November 2021 Full Board Meeting Minutes | |
| 2. January 2022 Executive Director Report | |
| 3. January 2022 Director of Development Report | |
| 4. January 2022 Chief Financial Officer Report | |
| 5. January 2022 Chief Operations Officer Report | |
| 6. January 2022 Program Director Reports | |
| 7. December 2021 & January 2022 Committee Meeting Minutes | |
| V. Board Business | 5:55 |
| 1. Executive Director's Report | |
| 2. Addition of Federal Juneteenth Holiday to Official Agency Holidays – <i>Approval</i> | |
| 3. Nutrition First Program Budget – <i>Approval</i> | |
| 4. Head Start Equipment Purchase – <i>Approval</i> | |
| 5. Board Member Melissa Baurer (Community Member) Election to a New Term – <i>Approval</i> | |
| 6. Board Member Helen Honey (Community Member) Election to a New Term – <i>Approval</i> | |

7. Board Member Shelaswau Crier (Community Member)
Election to a New Term – *Approval*
8. Board Member Steve McCoid (Community Member)
Election to a New Term – *Approval*
9. Election of Board President – *Approval*
10. Election of Board Vice President – *Approval*
11. Election of Board Secretary – *Approval*
12. Board Member Linda Bednarz Resignation – *Approval*
13. Board Member Jon Weiner Resignation – *Approval*
14. Financials – *Approval*

VI. Adjournment

8:00

Next board meeting: Thursday, February 24, 2022

Mid-Willamette Valley Community Action Agency, Inc.
Board of Directors Meeting
November 18th, 2021
MINUTES

ATTENDANCE:

Board of Directors:

Present:

Catherine Trottman	Jade Rutledge	Linda Bednarz	Steve McCoid
Christopher Lopez	Jasmine White	Nikol Ramirez	
Erika Romine	Jeremy Gordon	RW Taylor	
Helen Honey	Jon Weiner	Shelaswau Crier	

Absent:

Kevin Karvandi	Michael Vasquez	Melissa Baurer
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Others Present:

Program Directors/Staff/Guests:

Jimmy Jones, Executive Director
Helana Haytas, Chief Operations Officer
Kaolee Hoyle, Chief Financial Officer
Laurel Glenn, Development Director
Eva Pignotti, Head Start/Early Head Start Program Director
Alisa Tobin, HOME Youth Services Associate Program Director
Kyle Miller, Family Services Specialist
Grace Porras, Spanish Interpreter
Head Start Policy Council
Jade Wilson, Executive Assistant
Amy Schroeder, Office Specialist

The meeting of the Board of Directors was called to order at 5:39 pm by Board Chair Jon Weiner. It was determined that a quorum was present.

- I. **Welcome**
Board Chair Jon Weiner welcomed everyone.
- II. **Public Comment**
None were made.
- III. **Joint PC and BOD Joint Meeting Introductions**
Introductions made by Jimmy Jones and Eva Pignotti.
- IV. **Joint Meeting Business**
 1. Head Start: Waiver of Non-Federal Share Requirements

The office of Head Start requires programs to obtain non-federal share equal to 20% of the federal grant award. When a program is not able to produce the required non-federal share, a waiver may be granted.

Because of conditions caused by the COVID-19 pandemic, such as; not being able to have parents and/or visitors in classrooms, limitations in sustaining small group numbers, and lower number of eligible families applying; the program is requesting approval from the Board of Directors and the Policy Council for waivers of the non-federal share requirements as follows:

Program Name	Grant Period	Amount of Waiver Requested
Early Head Start Child Care Partnerships	07/01/2019 – 6/30/2020	\$47,266
Early Head Start Child	07/01/2020 – 6/30/2021	\$219,760
Early Head Start Expansion	03/1/2020 – 02/28/2021	\$238,151

MOTION: To approve Head Start Waiver of Non-Federal Share Requirements made by RW Taylor,
SECOND: Jade Rutledge.
APPROVED: Unanimously approved

2. Head Start: 2022-2023 Continuation Application

All federal grants have been consolidated now into one grant. Approval for the year three continuation grant was requested from the Board and the Policy Council. These funds provide services to 241 Head Start children and 188 Early Head Start children, which includes both the regular EHS Program as well as the EHS Child Care Partnerships program.

Funding Type	Head Start	Early Head Start/CCP
Program Operations	\$5,143,670	\$3,564,583
Training and Technical Assistance	\$47,620	\$79,605
		Total Federal Award \$8,835,478

MOTION: To approve Head Start 2022-2023 Continuation Application made by RW Taylor,
SECOND: Jade Rutledge.
APPROVED: Unanimously approved

3. Head Start: Progress to 5 Year Goals and Objectives

The five year goals and objectives were initially approved with the year one application. Year three progress was represented in the packet and Board and Policy Council members were encouraged to review that information. The progress to goals and objectives requires approval by the Board and the Policy Council, and this information is required to be submitted with the continuation application.

MOTION: To approve Progress to 5 Year Goals and Objectives made by Linda Bednarz,

SECOND: RW Taylor.

APPROVED: Unanimously approved

4. Head Start: Impasse Procedure

Last approval of the Impasse Procedure was made in 2014. This was a refresh for both parties.

Community Action Agency Board of Directors and Head Start Policy Council follows a systematic, on-going process of shared program planning and decision-making. When an impasse is reached, the governing bodies will collaboratively reach resolution using the best available and accurate information.

MOTION: To approve Impasse Procedure made by RW Taylor,

SECOND: Jade Rutledge.

APPROVED: Unanimously approved

V. **Adjourn Joint Governance Meeting**

The Joint Meeting adjourned at 6:34pm.

VI. **Begin Regular Board Meeting**

The regular Board of Directors meeting began at 6:35pm. It was determined that a quorum was present.

VII. **Consent Calendar**

1. **October 2021 Full Board Meeting Minutes**

No discussions or concerns were raised

2. **November 2021 Executive Director Report**

No discussions or concerns were raised

3. **November 2021 Director of Development Report**

No discussions or concerns were raised

4. **November 2021 Chief Financial Officer Report**

No discussions or concerns were raised

5. **November 2021 Chief Operations Officer Report**

No discussions or concerns were raised

6. **November 2021 Program Director Reports**

No discussions or concerns were raised

7. November 2021 Committee Meeting Minutes

No discussions or concerns were raised

8. Updated Agency By-Laws, 2021

No discussions or concerns were raised

9. Updated Agency Articles of Incorporation, 2021

No discussions or concerns were raised

10. 2021 Community Needs Assessment

No discussions or concerns were raised

11. Unaudited 2021 Financials

No discussions or concerns were raised

12. CSH State Assessment Report

No discussions or concerns were raised

MOTION: To approve consent calendar made by Jade Rutledge,

SECOND: Helen Honey.

APPROVED: Unanimously approved

VIII. Board Business

1. Executive Director's Report

- i. OEARP for Marion-Polk ending – ARCHES spent more than \$26,000,000 in rental assistance since July 1, 2020. OHCS (Oregon Housing and Community Services) has decided to run Round 2 of program through them due to statewide performance. At request of Yamhill County Community Action (YCAP), we (MWVCAA) have taken over the processing of their remaining OERAP1 clients and Central Oregon's (Crook, Jefferson, Deschutes) remaining OERAP1 clients through 12/17/21. There were strategic reasons for this decision, along with a desire to keep every Oregonian in their homes that we can. 4,000 Marion-Polk households now on the list to go to state contractor, PPL.
 - ii. CAPO finance/administration operations – Historically, CAPO's finance/administration has been housed with one agency which has been the Community Services Consortium (CSC). Given the uncertainty of state funding in future years because of the HB 2100 Task Force, it's possible that Community Action mergers and consolidations will follow in the next five years. Having CAPO at our Agency is strategically valuable as this process unfolds.
 - iii. Board Elections – There will be an annual meeting and elections in January. Board member requirements are as follows:
 1. Tri-Partite Board: 1/3rd Public Officials, 1/3rd Low-Income Representation, 1/3rd Community Members.
 2. CSBG, Head Start require other elements: at least one previously homeless, fiscal management, early childhood expertise and a licensed attorney.
 3. Three officers: Chair, First Vice-Chair, Second Vice-Chair/Secretary.
- 2. Community Action Partnership of Oregon Finance Agreement – CAPO has asked the Agency to host its finance and administrative services.**

MOTION: To approve the Community Action Partnership of Oregon Finance Agreement made by RW Taylor,
SECOND: Jade Rutledge.
APPROVED: Unanimously approved

3. Financials – Kaolee Hoyle presented financials through August 31st, 2021.
 - i. Annual Financial Statement Audit: Scheduled for week of November 29th. Currently, the finance department is working on the PBC list, gathering all necessary documents as well as making year-end adjustments.
 - ii. CAPO – MWVCAA has agreed to perform contract bookkeeping for CAPO. This transition is set to start February 1, 2022, pending formal board approval.
 - iii. Payroll Filings – all payroll deposits have been made timely.

MOTION: To accept financial update through August 31st, 2021 made by Helen Honey,
SECOND: RW Taylor.
APPROVED: Unanimously approved

IX. Begin Executive Session: Executive Director Evaluation

Executive session began at 7:40pm.

X. Return to Open Session

Board returned to open session at 7:58pm

1. The Board approved the Executive Director’s evaluation and authorized a merit increase as scheduled on the salary scale plus a bonus, effective 10/1/21.

MOTION: To approve Executive Director Evaluation, merit increase and bonus made by RW Taylor,
SECOND: Steve McCoid.
APPROVED: Unanimously approved

XI. Adjournment

The Board of Directors meeting adjourned at 8:00 pm.

Respectfully Submitted:

Jade Wilson, Executive Assistant

Helen Honey, Board Secretary

EXECUTIVE DIRECTOR'S REPORT

MID-WILLAMETTE VALLEY COMMUNITY ACTION AGENCY

January 2022

OUR MISSION

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

OUR VISION

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

“After a year of essentially emergency operations, I think we’re finally reaching a place where we can pivot back toward a more normal footing.” That’s what I wrote at the beginning of my report for January of *last year*. The landscape for the public health matter was improving, we had a vaccine, and most folks thought that we were past the worst of it. But the public health crisis of 2020 was largely followed by a poverty crisis of 2021 (though COVID remained and simmered in the background). That 2021 poverty crisis centered mostly on child care, housing, and frankly rising inflation that cost people in poverty more to fill their tanks, more to buy groceries, and more to pay their household bills. That will endure long into 2022, and perhaps beyond.

I never imagined that this long COVID crisis could go on for so long, and how profound of a crisis it would be for people in poverty across our region, Oregon and the nation. Yet, here we are, two years after this all began, facing yet another massive spike in COVID infections worldwide, on a scale that we have never before seen. I won’t repeat the tribulations of 2020-2021 again here, but only pause to remember that this crisis forced us to redefine what the agency is, to meet the new needs of the poor in our community.

It’s been some time since we all met, so let’s start with some broad updates on what’s been happening here since November. I’m going to do my best to keep this *brief*.

COVID as an internal matter:

As most of you know, we created a mandatory vaccination policy last August for high risk positions and front-line, client-facing staff. We did this ahead of the fall delta variant spike, and that policy covered about 85 percent of the Agency’s employees. We have a 98 percent vaccination rate among that 85 percent. Infections and exposures and quarantines, as a result, over the fall of 2021 were virtually nil. Most of November passed without an infection and potential exposures even were very, very low. The federal government, however, issued two policies by executive order that directly impacted our work. The first policy was a national OSHA mandate that employers that employ more than 100 employees had to have a mandatory vaccination policy. The second executive order extended to federal government contractors, and enveloped our Head Start program with a mandatory policy as well. The Supreme Court ruled the larger employer mandate

unconstitutional. Government (in this case federal OSHA) could not require companies to deploy a mandatory policy; but in turn private employers could do so on their own, if they so chose. The Head Start executive order remains tied up in the federal courts, and 26 states are enjoined from enforcing the policy (though private employers are free to create their own policies). Oregon is not one of the 26 states enjoined, so federal Head Start has let us know that we are still subject to the federal policy, which mandates vaccination (or exemption) for anyone paid with federal Head Start funds after January 31. Thankfully, we've been ahead of all this since last fall. From the beginning we believed that it wasn't safe to operate our agency without a vaccination policy given three concerns:

- None of the children we serve (which includes 1,000 in our Head Start, Early Head Start and Childcare Partnerships program, plus their families; and the 5,000-6,000 children our Nutrition First program visits in their homes each year) can be vaccinated;
- Almost none of the unsheltered homeless population we serve will be vaccinated;
- Our insurer will not provide any liability coverage for infectious disease claims against the agency, which is now common for non-profits nationally, in the event of some kind of catastrophic harm caused by negligence of any agency supervisor.

Beyond those facts, in the service of vulnerable, often very physically ill people, we felt that there was an ethical obligation to do no harm, where we could prevent serious disease. Unlike last winter, we have not lost staff spouses, parents, grandparents and others to this disease this winter, nor did we lose many employees because of the policy (10 of the 430 people subject to the first vaccination policy remain on leave).

So what's next? In December, ahead of the omicron wave, we extended the vaccination requirement to the remainder of the Agency. We did so for two reasons. First, the federal Head Start grant requires that everyone paid by any Head Start funds (which would include our finance and administration) be fully vaccinated by January 31. I'm not certain, again, that this requirement will survive the federal challenge, but we felt it prudent in light of the massive spread of the omicron variant this winter to proceed anyway. Second, omicron is far more infectious than anything we have seen with this virus to date. Immunologists talk about "R values." Delta had an "R value" of about 1.5, that is 1 person would infect about 1.5 people. Omicron has an "R value" somewhere between 3 and 5; so the danger for geometric progression from a handful of infected people is frankly enormous.

In the first week of January, the Marion County positives, for example, jumped from their normal 100 to 150 positives per day to more than 1,200. If we had not created a vaccination policy in the fall, we would very likely have had to suspend work because so many people would have been out of work for a couple of weeks or more. That phenomenon is playing out across Oregon among businesses, state agencies and other non-profits. The vaccines are not preventing infection, but they are making the infections very mild. So we are able to return people to work quickly, so long as they are vaccinated and no longer symptomatic. After a November where we had two positive cases and only a handful of quarantines, in January we have had 38 positive cases, with 75 staff members currently in quarantine. That January number of positives exceeds all the positive cases we had between March of 2020 and December of 2021. Most importantly, though, none of them have stayed sick long, and most are well on their way to being cleared to return to work. In short, the vaccines are providing the protections that they should, and we are getting people back to work quickly.

COVID as an external matter:

Things are rough. Yesterday we were back over 1,000 cases in Marion County, where the numbers have been very high since early January. Kaiser is essentially no longer testing everyone looking for tests, because the backlog on tests and limitations on test processing have overwhelmed the capacity of the system. So even the case counts are likely drastic undercounts of what's really happening. This variant is (while more infectious than anything seen to date with COVID) is generally mild, especially for the vaccinated. That said, today there are more than 1,000 people across Oregon hospitalized with COVID. Thankfully, most of our staff are vaccinated, and the new omicron wave is infecting the non-vaccinated at a rate of about 8-to-1 over the vaccinated. Of course, this is also leading to the government asking for our help, again. We have held discussions and case conferences this week with representatives from Marion County, Salem Health, DHS, and the Oregon Health Authority. There are somewhere between 70-100 cases in the hospital on any random day right now that have reached a level of care that's below hospital care, but substantial enough that they cannot be released. About 1/3rd of them are homeless. We're working with OHA to find respite for these clients, because many of them would die if they were released back outside. They could also possibly infect larger numbers of people in homeless camps or other locations, as they enter and leave Safeway and 7-11's. This has been a very difficult winter for our homeless population. It's been common to lose a couple of people per week since the Board last met. Most of them are not dying from COVID, but services in the community and access to everything has been curtailed, again, by the ferocity of this variant. Each death is a private individual tragedy, and in a lot of cases it was avoidable and unnecessary.

The omicron spike:

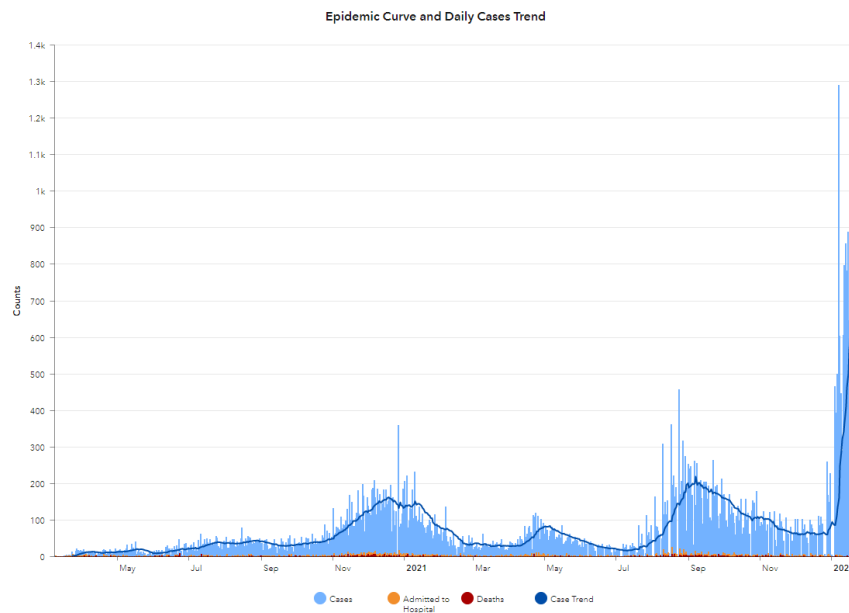


Figure 1 Marion County Oregon, 20 Jan 2022

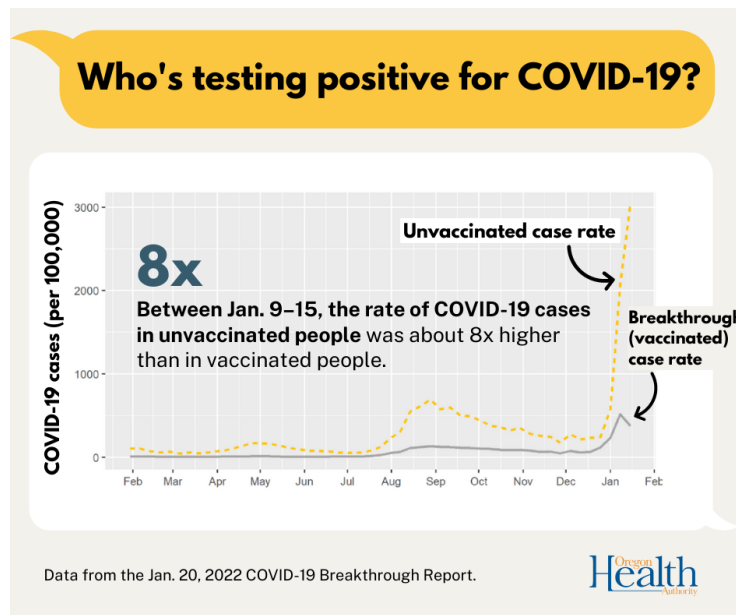
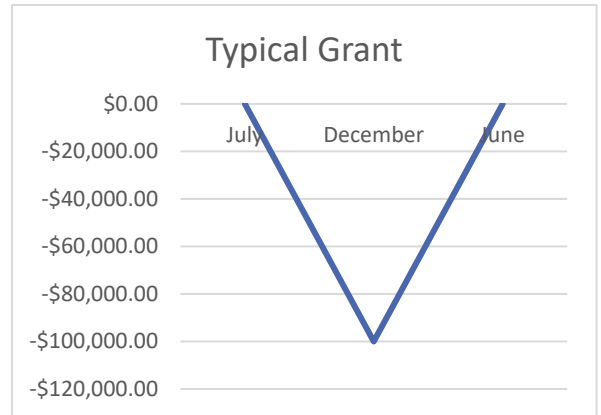


Figure 2 Oregon Health Authority

Finance: I'm going to spend much more time discussing the internal mechanics of Community Action financing with the Board in 2022. We have a lot of new members, and the fundamentals of non-profit financing and the Community Action model in particular are often not intuitive. A lot of this is inside baseball, and it quickly burrows deep into the weeds. But I'll work to keep it a 20,000-foot overview that's more easily understood.

Audit: The agency's annual single audit (for the 2021 fiscal year) is moving along toward completion with no foreseen troubles on the horizon. Our deadline is the end of March, but we should be finished within the month. The **annual single audits** are a requirement for agencies receiving federal funds. The requirement is part of federal Uniform Guidance, which governs our work. It requires a rigorous audit of any entity that expends \$750,000 or more of federal funds. The audits are performed annually with a purpose of providing assurance to the U.S. government that the use of funds is proper and within the requirements of federal law. The audit is usually performed by an independent auditing firm--typically an accredited accounting firm--and it includes both financial and program compliance elements. This year, 20 percent of our federal funds are being audited. That's normal. Agencies at 20 percent are considered to be "low risk" agencies. In years past, when we had financial troubles, 40 percent of our federal funds audited. That's standard for agencies designated "high risk." The annual single audit must be completed and submitted to the federal *Audit Clearinghouse* by March 31 of the year following the fiscal year audited. Our current team has completed three on-time audits in a row (2021 would be our fourth), and the 2019 and 2020 audits were without finding (a finding free 2021 audit would be our third consecutive clean audit). The Agency hasn't had three straight audits without finding in about a decade, so we've made a lot of progress. But we still have room to improve. The audit should be completed in February and presented to the board at our February board meeting. This is just one level of public transparency and accountability in our work. Others include the dozen or so program monitorings that we go through each year by agencies like the Oregon Department of Education, Oregon Housing and Community Services, the Early Learning Division, the federal Office of Head Start, and the federal Housing and Urban Development department.

Cash/Draw Fluctuations: Because of work slowdowns at government agencies, increasing complexity in state contracting (that envelopes, at times dysfunction at state agencies and lengthy delays for contract review at the Oregon Department of Justice), the state has been very slow at times to make funds available to support the work. Without getting too deep into the weeds, remember that we are a **grant reimbursement agency**. That is, we do the work, we pay for our service costs (including staff) upfront, and only then do we bill the funder for reimbursement. Let's graph that out with a mythical, "typical grant." At the start of the year we have no revenue in the bank to do that work. By December, we have fully spent the \$100,000 that's available to us for that work, but have not yet billed the grant for reimbursement. Sometime later, we bill and our costs are recaptured, to get us back to "zero" or "even." In real life it looks a little different, because we would bill nearly immediately for costs, and costs are usually spread out over the year. This is a very typical grant pattern. Now imagine that process over 200+ grants.



That's how things work in theory. But in the wild, there's always inefficiencies. The greatest inefficiency is that contracts are structured on a biennium basis. So every two years, we have to have new contracts before the state can pay us. Yet, everyone (from the funder to the public to the clients) expects the work to continue, even if the contracts and NOA's (notice of awards) are not yet available. Oregon really struggles with this matter, while the federal government (though subject to delays with Congressional fights) is generally more reliable. Every two years we have a new biennium in Oregon, so new contracts have to be created, reviewed by the Justice Department, implementation plans made, master grant agreements signed, and then funds loaded into what we call the NOA. It's only after funds are placed into the NOA that we can draw for reimbursement.

I'll provide two examples of how this can create some strain. Let's look at our Child Care Resource and Referral program, which is financed through the Early Learning Division of the Department of Education (ELD is soon to become its own department, by the way). The old contract between ELD and our CCR&R program expired in July of 2021. They gave us a spreadsheet at the time telling us how much funds we would receive for the program year back in the summer, and made a promise that the contracts were coming soon. In return, we kept the program running and the services flowing. That program costs about \$100,000 a month. We do have the capacity to float some grants, so long as it is not for too long (and remember we are ALWAYS floating every grant, virtually none of the grants pre-pay to do the work). But given what reserves we have, and the dynamics of the in-and-out, about \$2-3 million at any one moment is all we can float. July, August, September, October and then November came and went and the Justice Department still had not green lit the CCR&R contract. The float on that program alone was pushing \$500,000. I had to personally involve leadership in the state agencies and the governor's office. Finally, we got movement, contracts were signed, and the funds loaded. We were able to make that program whole in December. But letting grants sit undrawn for long periods of time taxes every other part of this system.

A second example: Most of you know of the struggles that the Community Action network has had with Oregon Housing and Community Services for the past two years, and the attempt to defund the network in favor of another distribution system. As I've mentioned in the past, that would essentially close both Home Youth Services, ARCHES and maybe CARS, and endanger the entire agency. OHCS has made two very serious attempts to do so since July of 2020, coming close both times but falling short. They were successful (with our support) in

creating a Task Force to examine the question and make recommendations to the legislature, which will come into session later this month (more on that later). But OHCS has planned all along to make changes in state contracting starting in July of 2022, believing that their legislative attempt will be successful. So during the 2021 full session, they didn't really fight to keep our two primary homeless services grants whole (funded statewide at \$50 million in the 2019-2021 biennium). That funding level fell to \$40 million for the 2021-2023 biennium (thus handing us a 20 percent cut locally in the middle of a pandemic and economic crisis, when every external entity from OHCS to local government wants and needs us to do more). There were additional discretionary resources for OHCS, certainly, and we have been able to capture some of them—but they are generally not as flexible as we would need. At the start of July, the new biennium, OHCS made 25 percent of the first year of the base funds (EHA/SHAP and the others) available to us, as they did for the rest of the network. But they froze the remaining funds for the rest of the year until long and torturous implementation reports could be completed and approved, and only then could the full MGA be executed. And given staffing issues at OHCS, COVID, the enormous public pressure they were under for rental assistance on the eviction program, they have been extraordinarily slow to move the process along. Thus in December we had the same problem we had with CCR&R, only this time at OHCS—the need to bill but system delays that were beyond our control. Eventually we resolved this in turn too. Historically, we have just floated grants and programs on the promise of being made whole. But in the future we may have to set redlines, beyond which we will need to stop the work and lay off staff if the state can't keep the work funded. To do anything else would not be good stewardship of the Agency, past a point of reasonable expectation of timely payment.

Head Start Building Purchase: After months and months of looking, we finally found a place that will serve the program needs for the next 20 years. As we have discussed over the past year, Head Start is at a crossroads in Oregon, with the growth of the Oregon Pre-K program and a complimentary program called Pre-School Promise (which serves children at 0-200 percent of the federal poverty rate; the regular Head Start program is a 0-100 percent poverty rate program). Not having Pre-School Promise is placing us at a competitive disadvantage. Right now, we have under-enrollment because of COVID, but eventually the federal Office of Head Start will expect us to have full enrollment. That has been more difficult in recent years because of market competition with agencies that have both programs (Head Start and Pre-School Promise) and a process at the state called “coordinated enrollment,” which has been (in some places deliberately) routing children away from traditional Head Starts. The Preschool Promise program will be available for competition again in 2022, and we are almost certain to be awarded once we apply. But we need space, and rental costs are skyrocketing. Rental arrangements also build no equity; essentially the space cost is lost as a long-term resource to the Agency. The last time we purchased a Head Start property (Middle Grove in 2014) we had to sink a bunch of federal money into that property, about \$2.5 million, which means even if we sold it today the Agency would not receive one dollar in return. That property has “federal interest in it.” But we can purchase properties so that there is little to no “federal interest” in them, and in that way build resources for the Agency long-term. The new purchase we are proposing to the Board would be an “agency purchase.” The Agency would then assign space cost to the program to use the space (this is the means by which we financed the ARCHES Project mortgage cost on Commercial). In this way, we retain 100% of the equity when we decide to sell the building.

We signed a heavily conditioned PSA for \$1.5M on a property at 1205/1215 Wallace Road in West Salem, which requires final Board approval. At this point, we have a finalized PSA, the general inspection report, radon testing reports (a Head Start requirement), sewer scoping report, and the title report. The title report and the PSA were reviewed by the Agency attorney. We are waiting on the Phase 1 environmental and lead and asbestos testing. We have secured financing on the proposed property at Columbia Bank. Normally they require a 70 percent

(maximum) LTV (loan to value) ratio to approve a loan. Our relationship there is strong enough that they went up to 75 percent. That leaves us able to finance the down payment by mortgaging an old property we have in Dallas against the down payment cost; so that we won't have to use the Agency's unrestricted resources to provide a lump sum down payment (and we can bill the program for space cost at the Dallas property). Once we have all these documents I will forward them to the full Board for review. I have not scheduled any Board vote on the property for the January meeting. The potential close date would be March 3rd, so we will likely handle that at our full Board meeting in February.

Long-Term Non-Profit Financial Strategy: So how does all this fit into a long-term strategy to strengthen the Agency? Non-profits across the country are plagued historically with instability, both in leadership and in finances. It's critical to keep a core team in place for 5-7 years so they get really good at their work, and critical also to take a long-term strategic mindset toward developing agency assets and reserves. Generally, the grants we receive are "dead money": they have to be spent on a specific purpose, within a specific timeframe. Those resources cannot be saved. That's a hard thing for people to understand, but generally we can't save money on grants. We can only spend them well. But at the end of the day, every dollar has to be spent. What we don't spend, we lose. So non-profits, especially ones that look more like Non-Governmental Organizations, like Community Actions, which get about 99 percent of their revenue from grants, have to look to other means to build long-term stability. There are three primary ways this can be done. First, create a development department, commit to it, and be patient. We've done that, and it's paying some dividends, but it will take a few years to produce the results that we really expect. In the meantime, even modest goals of \$20,000 in donations per month can create a reserve of nearly \$250K in a year, and \$1 million in four years. In December we hit \$15,000 in online donations for the first time in our history. We have work to do here, though. Second, an agency can be very strategic about property acquisitions, and every so often cash out the equity in those properties and build unrestricted reserves over time. The work we've done on the 615 Commercial Street building, the motel, Tanner's Project, and this new Head Start building are all consistent in that vein. The third way, and really this is an area where the Agency has NEVER done very well, is to change the dynamic with local governments, who could push extra resources toward the area's Community Action Agency; its anti-poverty agency. That's never really been the case anywhere in Oregon. Generally local governments view an agency like ours as a mechanism for the distribution of state funds within their jurisdictions. They look at CAA's and think "*what can we expect to receive from them?*" But another approach would be that they recognize the enormous work we do in service of their residents, and take steps to treat the CAA's as *their non-profit delivery system* for social service funds. In other words, "*what can we give to them to build their capacity to do more.*" At times in recent years we've seen the fruits of this approach, most expressly with the motel and the ARCHES building on Commercial. But more needs to be done to build trust with local government, to show them that we are here as an instrument in service of the poor in their jurisdictions. That kind of relationship depends on a lot of trust, and a belief that a city or a county or a region is "getting their fair share" in return. That's a big lift. Our two primary counties are as large as the state of Delaware, and there are local identities and sub-cultures that are at times very insular. Salem. The Canyon. North Marion. Falls City. West Salem, and so forth. We have work to do here too, but things are much better on that front than they were a decade ago.

House Bill 2100 Update:

The Racial Equity Task Force in homeless services completed its work during the week of January 12th. We came up with 35 recommendations to the legislature to improve homeless work with a light toward greater racial justice and equity in the work. Communities of color have historically been overrepresented among our homeless population. I am proud of my work on the task force in pushing these changes, and proud that we

were able to advocate for currently funded systems and continuing the work for people already being served. We've made a lot of new allies, I believe, in the Urban League, JOIN, and among other agencies around the state, and among the legislators on the task force, who now understand the gravity of our work a bit better. This is still a serious issue for us, because if the legislature decides to "divide the pie" instead of "growing the pie," it could have great consequences for the people we're serving and our agency. But I've spent some time discussing this matter with the housing committees in the legislature, and I believe there is a commitment to keep Community Action fully funded. I am hoping too that things improve now with OHCS. Director Salazar has been appointed by President Biden to a position at the regional HUD office. Taking her place at OHCS is Andrea Bell, who has been deputy director there for the past two years. We have a good working relationship with Director Bell. I've served on various committees with her, including the 2100 Task Force, and she understands and appreciates our efforts on behalf of people in poverty. What we've done the past few years, I believe, put us in the best position to be competitive, if things do become more competitive. By that I mean we have, on the homeless side, "project upped the work." We're not just running standard office services, but we have Taylor's House, Tanner Project, ARCHES Inn, and our ARCHES Day Center that would be exceptionally difficult politically to defund. That said, we may have to take a longer look at how we fund our HOME Youth services. Historically we have set aside 30 percent of the agency's Community Services Block Grant, along with about \$200,000 in EHA and another \$100,000 in SHAP. The state is pushing those funds more into proscribed adult services work, however, and I don't know if we will fully have the same flexibility down the road.

Other News:

- Congress should act sometime in February on the Congressionally Directed Spending bills. If you recall we have been tabbed to receive \$1.25 million for Tanner Project, and another \$1 million for ARCHES Inn. It's never safe to predict anything about Congress, but everyone has skin in the game on these new versions of federal earmarks. The federal delegation staff are very confident that they will come through.
- We received a pre-notice from the federal Veterans Affairs division of a \$2.25 million award in support of our veteran's shelter at Tanner Project. It's all capital, and not operations. You may remember we purchased Tanner Project (on Center St) earlier last year, when \$800,000 suddenly became available to us from other fund returns across Oregon. With that we purchased the building, which is half of a larger property. The goal has always been to acquire the full property, and now with \$1.25 million in federal congressionally directed spending, and \$2.25 million potentially in a new VA grant, we suddenly have a lot of options. We can use those funds to really make our current building exceptional. We can acquire the full building. Or we could sell our half of the building to the other party (VetCare) and use proceeds from that sale (likely \$1 million) plus the other funds above to acquire a newer, perhaps better property. Many unknowns right now, but there is growing opportunity here. I really appreciate the Board being bold and taking a risk on this project. That decision has turned very little into \$4.3 million in resources with no debt.
- We presented the Agency's budget to the Executive-Finance Committee earlier this month. Normally the budget is completed in October and approved by the Board in either October or November. That date is reflective of the cascading grant years that we work with (calendar, standard fiscal, and federal fiscal). September 30th is the start of the new federal fiscal year, so we can say with some confidence how much we have after that date. This year we focused on getting the audit started earlier, because

we feared that everyone might be overwhelmed by a new COVID surge this winter, so we didn't have the agency budget at the November board meeting. In future years, we may need to have a brief board meeting in early mid-December to approve budgets, or just develop the budgets in August knowing that they will be very rough and not complete since they're in advance of federal fiscal. The budget for 2021-2022 is more than \$62 million, and likely to grow still to push closer to \$65 million or more in the next few months. That's a \$20 million increase over 2020-2021 and more than double the 2018-2019 budget. We will also have financials and an agency grant tracker available at the meeting, so that we can get a full picture of where we are in the year. In future years, as some of this money goes away, we will have to be very careful to right size the agency for budgets that are back around the \$50-55 million range. There are strains in all that, too. Inflation, the labor market, the desperate need in the community all impacts how we do our business. We will need to watch it all carefully over the next few years. One other thing to note: our administrative cost remains remarkably low. If we drew every administrative dollar available to us, that would be about \$3.7 million, or 6 percent of the agency's budget. Right now our administrative cost is budgeted at \$2.69 million, or about 4 percent of the agency's budget. That will go up a bit as the total revenue goes down in future years, but it's still a long way away from the very standard 8-10 percent in most non-profits in Oregon.

- The Middle Grove refinance is working its way through the Office of Head Start. This matter began in 2018, at the direction of our federal partners, and only now is coming to completion. I hope to have more soon.

Lastly, we have two Board Members leaving the Board this month, both of whom have been with us since 2015. It's with sadness that we see them go. Board Chair Jon Weiner has a nearly 20-year history with MWVCAA, and he has done so much to build a stronger agency that can accomplish its mission. He has been a fierce advocate for the homeless. Under his leadership we have added so many new projects that will keep people in poverty alive and thriving for a generation to come. And with Jon we also lose his wife Carla, who was once the Program Director at ARCHES a decade ago. Carla remains a beloved figure in that program, even after so much time. Board Member Linda Bednarz is also leaving us. Linda has been a great source of strength to me in particular over the years. She was always willing to help recruit new board members to the Agency, and her expertise in mental health has been a source of strength for us in difficult moments for many years. She's led with grace and compassion, and I will really miss her. We have ordered bricks for all three of these wonderful people, which will be placed permanently in our pathway of honor, outside the main office.

Jimmy Jones
Salem, Oregon
21 January 2022



Mid-Willamette Valley
COMMUNITY ACTION

January Board Report: Development Department

Laurel Glenn, Director of Development

Grants

Awarded:

1. We were awarded a \$50,000 grant from the Oregon Department of Veterans' Affairs. This will support a staff position at Tanner Project, our veteran housing program.

Recently Applied:

1. **U.S. Department of Veterans' Affairs, GPD Capital Grant** – We applied for a \$2,175,000 grant to purchase the back half of the Tanner Project building and renovate it (pending board approval). The grant is to create single rooms at Tanner Project, to curb the spread of COVID-19 associated with congregate housing.
2. **St. Mark's Lutheran Church Foundation** – We applied for a \$5,000 grant from St. Mark's church, to support HOME's Youth Empowerment Program.
3. **Willamette University Community Grant Program** – We applied for a \$50,000 grant to start an innovative new program at ARCHES, for our Rapid Rehousing Program. The grant would help newly-housed individuals purchase furniture.

Fundraising and the Year End Campaign

- **Giving Tuesday**
 - We exceeded our \$3,000 goal for Giving Tuesday!
 - We raised **\$5,330** for ARCHES Warming network, that helps unhoused community members warm up and sleep safely when the temperatures drop below freezing.

- **December Year-End Campaign**
 - All through the month of December, we featured two of our programs a week via our newsletter.
 - The features included pictures, stories, infographics, and 2 short videos. This helped highlight the good work of our programs during the biggest giving month of the year.

- In total, we raised **\$15,258.85** in the month of December for our Year End Campaign!

- **Impact Report**
 - We are designing an Impact Report that we'll release at the end of January. It will highlight all the great work our programs did in 2021.
 - This is something we can share broadly in the community that will show the tangible impact of our anti-poverty work, and keep our donors informed about how they are making an impact. Stay tuned for the release!

**Chief Operations Officer Report
To The Community Action Agency Board
Helana Haytas, COO January 2022**

Agency Hiring

The Agency has hired 62 new staff since November to staff up the Emergency Services warming operations, residential shelters and Head Start sites in Marion and Polk counties. With CRP closing its COVID Rent Relief Program at the end of its funding period, the Agency is re-assigning and/or exiting 29 staff this month while still hiring for 25 open regular and on-call positions.

Agency programs reviewed compensation scales and made adjustments to stay competitive in this tight local labor market. Several programs distributed year-end retention bonuses, and Head Start launched its new hiring bonus program for staff hired and retained into the program. Overall, we see that these efforts have had a positive effect on retention, with only 19 separations since November, aside from the closure of COVID Rent Relief operations.

New COVID-19 Vaccination Policy

The Agency updated its COVID-19 Vaccination Policy this month to extend Vaccination Requirements across all positions in the agency, unless staff has an approved exemption with an accommodation plan in place. Staff with a medical condition or a sincerely held religious belief are able to apply for the exemption to the policy. The agency has 4 on-site accommodations and 11 on a vaccination policy leave of absence. With the new policy, it meets Head Start standards and for some cases, it allows some individuals to test for COVID before starting work. Staff are supportive of the new policy, choosing to stay on with the Agency and support ongoing efforts to clean and sanitize quarantine and test.

Through the recent spike in COVID-19 cases due to Omicron, the agency peaked in January at 38 positive infections and 75 quarantines, even with more than 90% of staff fully vaccinated. Staff have been resilient in their desire to return to work and keep supporting the community with services.

Diversity, Equity, Inclusion & Justice Work

With a year of education under our belts, the DEIJ Group moved forward with Capacity Building Partnerships to begin creating an Agency DEIJ Charter and Purpose. The previous year's cohort through CBP brought a core group of staff from all programs and administration together with energy and vision to move Community Action forward toward a brighter, inclusive future. Monthly meetings and subcommittees are set for 2022.

Strategic Planning with WIPFLI

The Agency underwent intensive workshops for 2 weeks in December with a cross-section of community partners, Board Members, staff, management and clients. The hard work resulted in seven major initiatives and this month, WIPFLI guided the process further by moving these initiatives into Action Team Groups. For the next few months, we expect to see more intensive teamwork to create the 5 year Strategic Plan. This collaborative process continues to stretch our agency's limits to adapt to changes in community needs.

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

Annual Financial Statement Audit

The annual financial statement audit is still in process. We anticipate issuing by the end of February.

Policies & Procedures

The Accounting & Finance Policies & Procedures Manual is currently being reviewed for updates, and will be provided at the February board meeting for approval.

CAPO

MWVCAA has been working with CAPO for the contract bookkeeping transition from CSC to us. This is set to begin February 1, 2022.

Payroll Filings

All payroll deposits have been made timely.

MWVCAA

Actual to Budget, 7/1/2021 - 10/31/2021

	7/1/2021 - 10/31/2021		FY22 - Budgeted	Expected Spent %	Actual Earned/Spent %	Difference
Grant and awards	\$ 25,683,380		\$ 61,006,374	33%	42%	9%
Other program revenue	157,875	{a}	60,000	33%	263%	230%
Contributions	28,431		150,000	33%	19%	-14%
Other revenue	-		-	0%	0%	0%
Total Revenue	25,869,686		61,216,374	33%	42%	9%
Expenses						
Community resource programs	16,193,085		30,515,980	33%	53%	20% {b}
Reentry services	98,764		399,690	33%	25%	-9%
Child care resource and referral network	409,972		1,541,591	33%	27%	-7%
Energy assistance programs	1,831,383		5,089,512	33%	36%	3%
Weatherization services	552,137		1,580,238	33%	35%	2%
Nutrition first USDA food program	1,140,727		4,017,994	33%	28%	-5%
Head Start	4,491,279		13,827,350	33%	32%	-1%
Home youth and resource center	484,770		1,549,199	33%	31%	-2%
Management and general	732,672		2,694,820	33%	27%	-6%
Total Expenditures	25,934,789		61,216,374	33%	42%	9%
Revenue Over/(Under)						
Expenditures	\$ (65,103)	{c}	\$ -			

{a} \$103k is related to Wx's NW Natural Gas Reimbursement. We don't budget for these reimbursements because they are dependent on the project which could span multiple years, and is dependent on other variables.

{b} \$13.4 million of expenditures is related to OERAP (\$16million grant). As we get through the remaining fiscal year, should expect to see expected/actual equal out.

{c} Timing of billing.

MWVCAA

Actual to Budget, 7/1/2021 - 11/31/2021

	7/1/2021 - 11/31/2021		FY22 - Budgeted	Expected Spent %	Actual Earned/Spent %	Difference
Grant and awards	\$ 30,991,256		\$ 61,006,374	42%	51%	9%
Other program revenue	170,677	{a}	60,000	42%	284%	243%
Contributions	33,750		150,000	42%	22%	-19%
Other revenue	-		-	0%	0%	0%
Total Revenue	31,195,683		61,216,374	42%	51%	9%
Expenses						
Community resource programs	18,388,770		30,515,980	42%	60%	19% {a}
Reentry services	129,133		399,690	42%	32%	-9%
Child care resource and referral network	502,651		1,541,591	42%	33%	-9%
Energy assistance programs	3,064,313		5,089,512	42%	60%	19% {c}
Weatherization services	727,301		1,580,238	42%	46%	4%
Nutrition first USDA food program	1,177,839		4,017,994	42%	29%	-12%
Head Start	5,748,569		13,827,350	42%	42%	0%
Home youth and resource center	592,869		1,549,199	42%	38%	-3%
Management and general	911,015		2,694,820	42%	34%	-8%
Total Expenditures	31,242,461		61,216,374	42%	51%	9%
Revenue Over/(Under)						
Expenditures	\$ (46,778)	{d}	\$ -			

{a} \$103k is related to Wx's NW Natural Gas Reimbursement. We don't budget for these reimbursements because they are dependent on the project which could span multiple years, and is dependent on other variables.

{b} \$13.4 million of expenditures is related to OERAP (\$16million grant). As we get through the remaining fiscal year, should expect to see expected/actual equal out.

{c} Spending increased for colder weather.

{d} Timing of billing.

MWVCAA
Fiscal Year 2021 - 2022 Budget

	FY22 - Budgeted	FY21 - Budgeted	Change
Grant and awards	\$ 61,006,374	\$ 41,497,769	\$ 19,508,605
Other program revenue	60,000	55,000	5,000
Contributions	150,000	137,462	12,538
Other revenue	-	1,250,000	(1,250,000)
Total Revenue	61,216,374	42,940,231	18,276,143
Expenses			
Community resource programs	30,515,980	12,496,517	18,019,463
Reentry services	399,690	318,519	81,171
Child care resource and referral network	1,541,591	1,648,951	(107,360)
Energy assistance programs	5,089,512	5,111,080	(21,568)
Weatherization services	1,580,238	1,529,571	50,667
Nutrition first USDA food program	4,017,994	3,513,697	504,297
Head start	13,827,350	13,927,350	(100,000)
Home youth and resource center	1,549,199	1,037,410	511,789
Management and general	2,694,820	2,107,136	587,684
Total Expenditures	61,216,374	41,690,231	19,526,143
Revenue Over/(Under)			
Expenditures	\$ 0	\$ 1,250,000	\$ (1,250,000)



THE ARCHES PROJECT

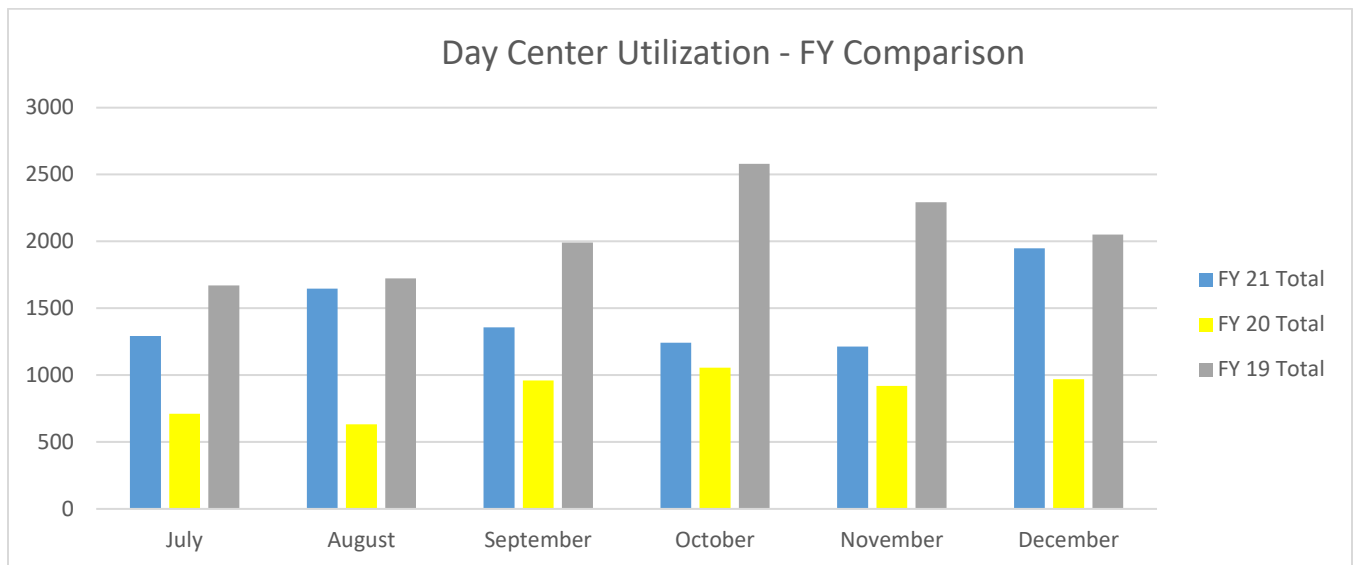
615 Commercial Street NE
Salem, Oregon 97301

CRP Board Report - January 2022

CRP administers MWVCAA's homeless services and housing programs in Marion and Polk Counties. These programs are commonly called the "ARCHES Project." Services are located at 615 Commercial Street in Salem, as well as at the Dallas Resource Center in Polk County, Seymour Center in Salem, and the Santiam Outreach Community Center in Mill City.

ARCHES Day Center:

Since opening day, the total number of duplicated Day Center visits is 63,967 - with an average daily attendance rate of 66. Since the beginning of FY 2021, the Day Center has seen a steady increase in utilization over FY 2020. With December utilization being 102% higher than the previous year. Making December the highest utilized month in 2021.



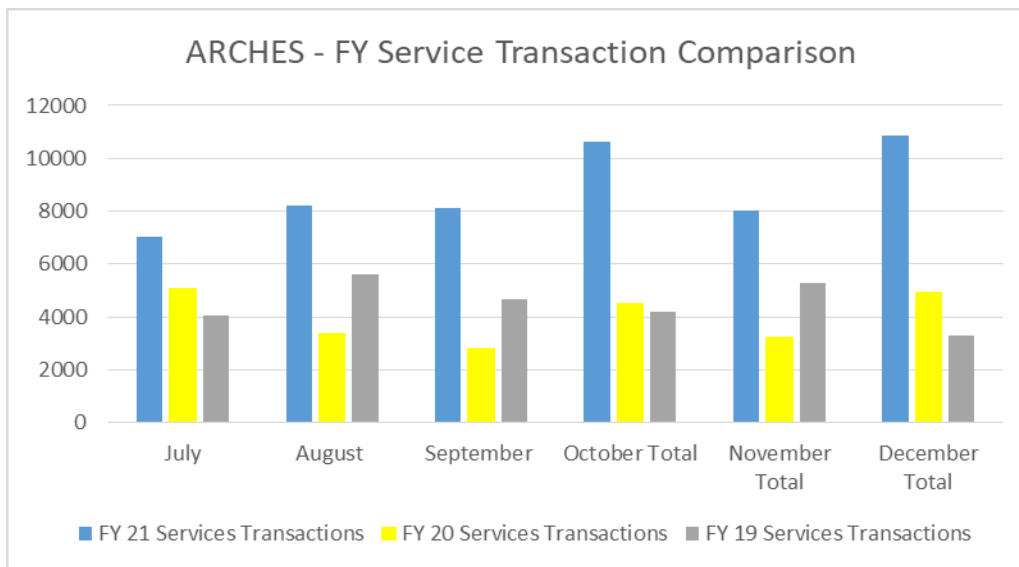
ARCHES Day Center: Highlights

- Expanded operating hours during the December inclement weather event, including early morning hours serving an additional 35 guests.
- During the Thanksgiving meal service, over 318 meals were provided thanks to staff and volunteers.
- Day Center has partnered with JD Health and Wellness to provide onsite medical and mental health care Monday – Friday, 9am-Noon.
- ARCHES hosted the *We See You* event on December 23rd in partnership with Be Bold Street Ministries, Kindness Closet, and Helping Hands.



ARCHES Basic Needs & Supportive Services:

Current utilization of Day Center Supportive Services continues to grow, especially in comparison to FY 2020 and FY 2019. During December 2021 ARCHES saw **10,848 supportive service transactions**. This is the largest monthly service transaction number to date, with the second highest being October of 2021. The majority of Supportive Services provided in December were in the meal category, including **breakfast, lunch, and evening meals** -- at 76%.



Basic Needs & Supportive Services									
Month	New client Mail Boxes	Checking Mail	Meals	Calls	Pet Food	Hygiene Packs	Showers	Laundry	Client Care
Q 1 Total	157	3076	17330	981	176	173	590	342	524
Q 2 Total	149	3862	21923	1264	373	285	611	393	621
FY 2021 Total	306	6938	39253	2245	549	458	1201	735	1145
FY 2020 Total	496	11871	37078	9066	559	642	2293	863	1534
FY 2019 Total	735	11685	22326	16505	793	371	605	105	305
FY 2018 Total	750	9908	23145	17505	1863	403	N/A	N/A	N/A

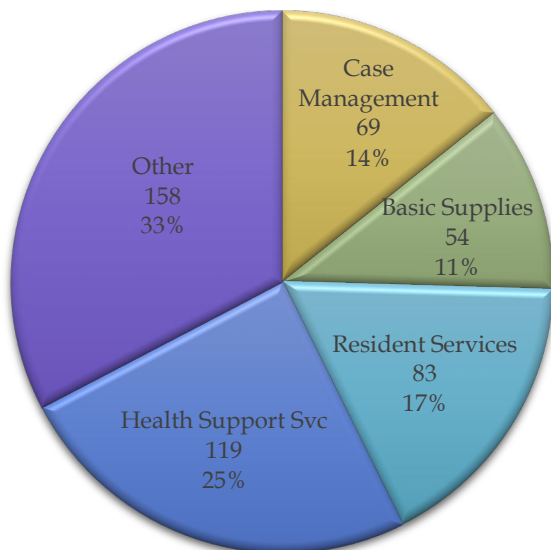
Program Showcase: Redwood Crossing (RWC)

Redwood Crossing is a Permanent Supportive Housing unit located in Salem, OR. This fixed facility is owned and managed by Salem Housing Authority, with MWVCAA – ARCHES providing onsite supportive services. A team consisting of case managers, a health navigator, and site assistants work collaboratively to develop housing stability for each resident. All of which were formally unsheltered homeless and considered the area’s most vulnerable and complex cases.

Since opening in August of 2020

Total Move-Ins	Pending Program Completion (housing voucher)	Number of terminations/evictions	Remained in Housing
38	5	6	85%

While in residence, case management and supportive services are optional. However, MWVCAA- ARCHES aims to have at least 80% of residents engaged. To date, MWVCAA – ARCHES has met this goal with over 93% service engagement. During the month of December, 483 service transactions were provided.



- Basic Supplies- Onsite Food Pantry, Bus Passes, Laundry Vouchers, Clothing & Household Items
- Case Management- Goal Setting, Housing Navigation, Life skills, Successful Tenancy
- Resident Services- Community events, on-site activities and support groups
- Health Support Svc- SSDI Applications, Establishing Primary Care, Coordinating Health Needs
- Other- Conflict Resolution, Crisis Intervention, Facility Maintenance, Room Lock Outs

Also onsite at Redwood are 6 transitional respite beds sponsored by Salem Health. Referrals for placement are directly provided by the local hospital and are tailored for unsheltered individuals exiting the health system in need of somewhere to stay while recovering from a medical condition. MWVCAA - ARCHES is not currently contracted to provide these services to this clientele but does so in order to provide higher quality services to the Redwood Community. We track these services monthly to quantify the level of need experienced by these temporary residents.

Transitional Respite 2021 Quarter 4

Unique Individuals	13	--All temporary respites receiving Housing Navigation/CE
Total Bed Nights	620	--Healthcare Navigation is provided to promote recovery
Avg Length of Stay (Days)	48	--Residents receive all on-site service opportunities

Client Success Stories: Redwood Crossing (RWC)

“A current resident at RWC had been homeless for over 7 years. Living between her vehicle and on the streets. She became homeless due to domestic violence, which resulted in an eviction on her record. When the pandemic started, she stayed in the hotel program temporarily due to her extensive chronic health conditions. After working with the assessment team she was able to move into Redwood in October of 2020. During that time she rebuilt relationships with family members, gained income, and actively worked on a case plan.”

“In October of 2021 she decided she was ready to graduate and received her Section 8 Housing Voucher with the Salem Housing Authority. However, she almost gave up after getting several rental applications denied. ARCHES staff wrote letters on her behalf and worked with the tenant to appeal a denied application. Her appeal was accepted and she will be moving to a new unit in Salem the end of January. She looks forward to moving on and will keep meeting with her Case Manager to achieve continued success.”

- Lindsay Dent, Residential Program Manager

ARCHES Housing & Specialty Programs:

For the 2021 Fiscal Year, ARCHES continues to report monthly on households and individuals served by our housing stabilization programming. This data is represented in two categories. The first category, focusing on ARCHES housing programming (*Table 1*), outlines our prevention services, rental assistance, barrier removal, and deposits. The second category is specialty programming (*Table 2*), which is inclusive of services that provide basic need supports, as well as self-sufficiency development.

During the month of December, 124 households (419 persons) received housing support. Including 42 new housing placements, as well as 14 households exiting into self-sufficiency, meaning they are able to live independently of ARCHES assistance moving forward. There were also 50 households on active housing searches and working closely with staff for placement. Since tracking began in July 2019, 607 households have exited ARCHES programming into permanent housing solutions.

December Data:

ARCHES Housing Programs										
Table 1										
Core Programs	New Households Served	Avg VI-SPDAT Score	Adults	Children	Households Searching	Total Households in Housing	Household PH Exists	Marion Households	Polk Households	Total Unique Served
Home TBA	7	8.4	24	24	7	12	0	10	8	48
ERA	2	8.5	3	1	0	4	0	2	0	4
HUD CoC	0	0	0	0	0	0	0	0	0	0
City of Salem - TBRA	8	8.8	44	46	11	16	0	16	0	90
EHA	4	8	4	4	0	4	0	3	1	8
DHS Fresh Start	3	8.2	20	11	6	6	3	12	0	31
DHS Navigators	0	8.3	10	8	10	2	0	10	0	18
HSP	2	8.4	26	56	2	2	7	20	1	82
Redwood Crossing	0	11	30	0	5	30	0	30	0	30
ARCHES Inn	10	8.1	14	0	0	10	0	11	3	14
OHA-VRAP	0	9	45	4	4	27	0	31	1	49
Tanners Project	6	5	24	0	4	0	2	23	1	24
VET DRF	0	6	9	0	1	5	2	5	3	9
EHA	0	0	12	0	0	6	0	5	3	12
Clients Served	New Households Served	Avg VI-SPDAT Score	Adults	Children	Households Searching	Total Households in Housing	Household PH Exists	Marion Households	Polk Households	Total Unique Served
December Served	42	7.0	265	154	50	124	14	178	21	419

ARCHES specialty services engaged 903 households in this most recent period (December 2021). The two most common services are VSO assistance (veterans) and *Fuerza Campesina* Outreach (the farm worker program). To date, 20,003 households (duplicated) have connected with ARCHES specialty services since July 2019.

ARCHES Specialty Programs							
Table 2							
Specialty Programs	Households Served	Adults	Children	Veterans	Fleeing DV	BIPOC/LatinX Individuals	Total Unique Served
Marion County VSO	299	299	0	299	0	N/A	299
RENT	4	6	0	1	1	1	6
Birth Certificates	0	0	0	0	0	0	0
Coordinated Outreach	144	142	2	4	1	10	115
Mobile Showers	83	83	0	N/A	N/A	N/A	56
Fuerza Campesina	133	161	311	0	0	427	427
December Served	663	691	313	304	2	438	903
Coordinated Entry	68	113	66	3	7	N/A	179
Coordinated Entry - December TOTAL	68	113	66	3	7	0	179

Program Update: Emergency Response Shelter

As of November 1, 2021 MWVCAA entered the designated warming shelter season. Between then and March 31, 2021 if overnight temperatures reached 32 degrees or below emergency shelter sites

would activate. This is made possible by funding provided by the City of Salem and Oregon Housing and Community Services. ARCHES warming shelters are low barrier. We accept anyone regardless of disability status, household size, sobriety level, or pets.

To date, there are four shelter locations in Salem, totaling over **222 emergency shelter beds**:

- 1) Salem First Presbyterian @ 770 Chemeketa St. NE Salem, OR 97301
- 2) South Salem Friends Church @ 1140 Baxter Rd. SE Salem, OR 97306
- 3) Seed of Faith @ 853 Medical Center Dr. NE Salem, OR 97301
- 4) Navigation Center @ 1185 22nd St. Salem, OR 97302

The Emergency Response system hosted two unique events during the month of December. The first was a 12 days of activation series. During that time, the Seeds of Faith location opened every day between December 14-25 regardless of weather conditions, providing 501 bed nights. The second activation responded to the winter snow event; opening additional shelter locations providing 439 bed nights.

WARMING STATS

From December 14th-December 31st, with the help of the amazing community, we launched the 12 Days of Christmas and Operation Winter Blessing campaigns to keep people inside and warm.



Special thank you to our church partners for opening their doors and allowing us to host these overnight shelters. These shelters wouldn't be possible without your support.

Emergency Response Shelter – Fast Facts

Free transportation is provided by Cherrits on activation nights between 6pm-11pm, as well as a free shuttle service offered by ARCHES. The ARCHES shuttle will pick-up guests every hour on activation night at the primary ARCHES campus, as well as by request through the Warming Hotline.

To learn about activations, guests can inquire at the ARCHES Day Center, check the ARCHES Facebook page or Salem Warming website (<https://salemwarming.weebly.com/>), or call the Warming hotline at 971-304-9211.

To become a volunteer, you can sign-up at <https://arches.volunteerhub.com/>. An online training is located at <https://salemwarming.weebly.com/trainings.html>, or you can attend an in-person training with available dates posted on the ARCHES facebook page.

Program Showcase: Family Services

Family Services is a program division within ARCHES focusing on serving households with dependent children. This team is comprised of a dedicated group of individuals: Program Manager Tim Weese, who joined MWVCAA with 4 years of experience managing housing programs on the Oregon Coast; and Rachel Miller, the HSP Coordinator helping families with children find stable housing. The Fresh Start team including David Peak and Esperanza Maciel works to help those families unite, collaborating with DHS and Child Welfare caseworkers to locate housing and reduce barriers to self-sufficiency. Christa Hensley is the staff member spearheading the RENT Guarantee Program, which is joining a statewide effort to standardize tenant education throughout Oregon. Family Services encompass multiple housing opportunities, including:

- The Housing Stabilization Program (HSP) – Provision of short-term rental assistance up to 4 months, and barrier removal support, to help families get back on their feet after experiencing a crisis.
- “Fresh Start” – a reunification program helping families work with the Department of Human Services to reunite parents and children separated due to Child Welfare intervention. The program is up to 6 months in length and paired with intensive case management.
- The Rent Guarantee Program -- provides a way for tenants to demonstrate proficiency in Tenant Readiness Education. The program covers 12 topics that prepares a tenant to work cooperatively with their property owner. Upon completion, they can receive assistance with rental application fees.

Overall, Family Services provided support to 43 households in Marion and Polk counties for the month of December; including 68 adults and 75 children under the age of 18, for a total of 143 individuals. One such case involved a family of a single parent with 3 children:



“HSP was able to work with DHS to help them remain in their home while the family struggled with COVID, and the parent having to be home from work to be with the children. This is a story that has become increasingly common as part of the pandemic. Due to school closures, and her work hours being cut, the family was forced to make difficult decisions about which bills to pay. Without the assistance of Family Services team, this household may have ended up either living with family, or like so many others, forced to live out of their car or on the street.”



Program Highlights:

Over the holiday season, Fuerza Campesina successfully facilitated a holiday project called Gift of Giving or **El Don De Dar in Espanol**. They partnered with 14 school districts in Marion and Polk County to provide toys for over 300 migrant and homeless students. In addition to partnerships with school districts, FC worked with Polk County and the Toys for Tots program to assist in toy distribution in this rural community.

ARCHES hosted the Grand Opening for the ARCHES Inn on December 7th. Speakers included: Mayor Chuck Bennett, Senator Peter Courtney, Senator Deb Patterson, Oregon Community Foundation, Jimmy Jones, and Governor Kate Brown.

To date, the ARCHES Inn has opened the first floor and is home to over 17 households.



MWVCAA is gearing up for the 2022 Point in Time (PIT) count. Working closely with the regional Continuum of Care (Mid-Willamette Valley Homeless Alliance - MWVHA), MWVCAA is: advertising for volunteers, hosting training sessions, creating video content, preparing the app-based survey, collecting donations, and creating distribution hubs.

- The PIT count will formally occur on January 25 -26, and 29th of 2022.
- PIT info, resources, and sign-ups - <https://mwvhomelessalliance.org/point-in-time-pit-count-2021/>
- MWVCAA Outreach Training- <https://www.youtube.com/watch?v=e5iNRNA2CWk>



ARCHES operates the Marion County Veteran Services Office. Our long-time staff member James Riddle leads that work under the direction of ARCHES Project Program Manager Sara Webb, and ARCHES Project Program Director Ashley Hamilton. This month's client story:

"A veteran and his spouse came into the office looking for assistance. Coming in just after the Santiam 2020 wildfire. Sadly, they lost everything. Our office was able to get them in contact with various groups from our area to assist all of the people that were negatively affected by the wild fire. From this collaboration, they were able to get some assistance moving forward.

During the visit, the VSO asked the veteran if he had filed for any VA benefits. He said that he had in the past using other Veteran Service Agencies without much success. The VSO asked our normal questions: Where and when did you serve? Asking about injuries and ailments that may have occurred while in service, going from head to toe, front to back, and asking about mental health issues.

After this discussion, the VSO went over what he believed to be the most favorable process moving forward, giving the veteran a list of tasks that needed to be completed before we filed a claim. The VSO did submit an intent to file for the veteran to save the earliest effective date of the future claim. These tasks included getting updated medical records and medical diagnoses. Once the veteran had completed all of the tasks, he came back to the office and a VA compensation claim was submitted.

During the VA claims wait time, the veteran and his family tried to rebuild their family home. The veteran stated that they were still unable to start the rebuild due to permitting issues. This hold up caused them to go through their entire savings paying places to stay.

In November 2021, the veteran and his spouse came in to the office to see where his claim was in the process. The VSO checked the veterans file to see that the VA had made a decision on the claim that morning. When the veteran first came into the office he had a 10% VA disability rating receiving \$142.29 a month. With the guidance of the VSO, the veteran was awarded a 100% VA disability rating. VA compensation pay for 100% service connected disability for a veteran, spouse and children is \$3746.20 a month. In addition, since the VSO had submitted an Intent to file in 2020 the VA awarded this claim back to the date they received notice of the Intent to file. This similarly produced a large retroactive payment to the veteran of more than \$85,000.

The VSO then shared the benefits that come along with a 100% VA service-connected compensation award. These include disabled veteran license plate, State and Federal Parks passes, hunting and fishing license and Oregon property tax exemption. The benefit that surprised them the most was the Chapter 35, Dependents Education Assistance (DEA) and ORS 350.285 for the spouse and children. DEA will cover 36 months of education for each of the veterans' dependents. This was a major relief to the veteran and his spouse because they had used all their savings to survive since the wildfire.

The VSO office helps veterans, and their families obtain benefits that were earned through military service.

We are currently managing 10,782 veteran files in our database. We have added 3664 new veterans to our caseload of which, 855 of them had never had contact with Veteran Services prior to meeting with our office. We have filed 1,877 claims for service-connected disabilities, Veteran Pension, Survivor Pension and Dependent Indemnity Compensation (DIC). We have filed an appeal to the VA 451 times disputing their decision. With just these claim we have been able to assist the 2382 veterans and survivors of veterans file a successful claim to the VA. Monthly these claims alone bring in a total of \$4,262,919,71 into Marion County. Claims can take time to process on the back end, this causes the VA to pay the claimant for that time. 1854 claims received retro payments totaling \$8,537,541.14. These are tax free awards that are paid directly to the veteran or their families.

Our office also helps our clients in other ways. 315 veterans have been helped filing to getting their discharges upgraded. 83 families have been assisted with burial benefits. 148 veterans have been signed up for VA medical. Since July 1, 2021, we have made 59 direct referrals veteran and non-veteran housing. We have been able to assist veteran's and their families file for their education benefits. Helping them get into Vocation Rehab, tech schools, Universities and Colleges. “

James Riddle
Lead Veteran Service Officer

CCR&R PROGRAM REPORT

Shannon Vandehey-Program Director

December 2021/January 202

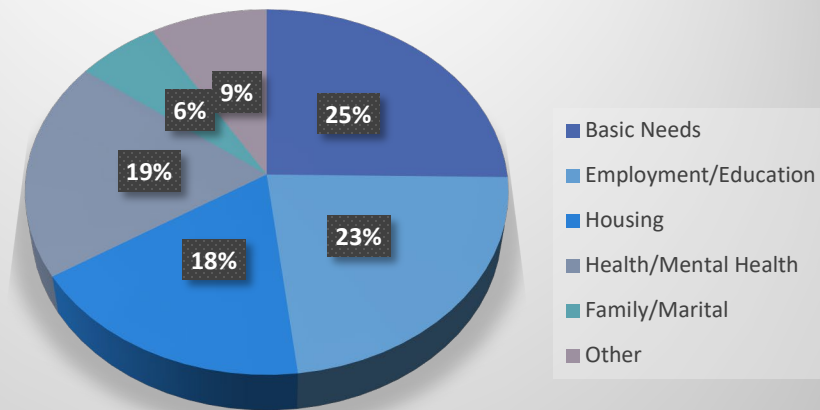
Opportunities:

- **City of Salem Child Care Grant:** Collaborating with City of Salem, CAA, Marion & Polk Early Learning Hub, Small Business Development Center and Chemeketa ECE in developing a childcare business/economic training. City of Salem grant was awarded in November, Cohort will began January 12th. 9-month Cohort focusing on Small Business Management with one on one follow up supports to childcare providers. Two of my Quality Improvements Specialists are also attending for continuous supports on top of the Chemeketa ECE TA. Within the short time frame from grant award to starting, we were able to onboard seven income eligible City of Salem childcare providers, who are currently licensed, or working towards becoming licensed and starting up a childcare business. The lack of childcare due to Covid has been devastating. We hope this cohort can assist current providers in learning how to manage their business better so they can remain open during these difficult times. This in addition to assisting new providers in opening new much needed childcare in the City of Salem. We hope to run another session soon and make this an ongoing opportunity.
- **Marion County:** Working with the Marion & Polk Early Learning Hub and the Regional Implementation Team for time on their agenda (quarterly or semi-annually) to include time for CCR&R community advisory. This is a new grant deliverable.
- Starting the stages of planning another Preschool Promise information session in partnership with the Marion and Polk Early Learning Hub. *We did this before last grant release to support providers with up to date information, our roles and resources. We are waiting for a list of providers who said they were interested, through an ELD survey. We are not sure they will release that information, but we are going to plan for a session anyway. Just waiting really on when the state thinks the grant will be released.*
- **Polk County:** CCR&R is co-locating in Dallas Academy building in the Polk County Family and Community Outreach Suite again every Wednesday from 9am-4pm. Current "in the works" projects with FCO:
 1. Delivery of 25 Book/Resource bags to childcare providers in Dallas, Independence, Monmouth and West Salem. These providers were awarded these as an incentive for participating in a FCO Polk County Survey concerning childcare needs/barriers in Polk. CCR&R Program Director volunteered her time to hand deliver all of the bags and to connect with providers about our availability in Polk County at Dallas Academy building.
 2. Working on developing a planning team to start discussing the return of the Polk ECE Conference that was put on hold due to Covid. We are looking at a virtual conference in May! More to come.
 3. Assisting FCO with FamJam planning.
 4. Meeting monthly to discuss partnerships with outreach and building of the Polk County child care workforce.
- **Yamhill County:** Working with the YCCO and their Yamhill Early Learning Council for time on their agenda (quarterly or semi-annually) to include time for CCR&R community advisory. This is a new grant deliverable. We felt we needed two, to align with both our Hubs. Jenna Sanders, our Associate Program Director represents our program in Yamhill County and maintains the CCR&R office in McMinnville.
- **December:** This month tends to be a slow month for CCR&R with all the Holidays. We had a number of staff on vacation and limited our trainings, as attendance is usually very low during this time. This was a nice time to recharge after months of hard work.

Challenges:

- Covid. However, we have remained open since the beginning with very limited interruption in service and we are very proud of that. We are all set up to work remotely. We are limiting the number of staff on site on a daily basis and have set up systems of communication through Teams and Discord.
- One of the challenges is relationship and team building with staff. It is almost impossible to do virtually. I have been trying very hard to set up quarterly, team building activities to try to mitigate this. It is somewhat effective, but this does not take the place of being face to face on a daily basis. Especially since, we have a number of new staff.

How the De Muniz Resource Center Served Clients in November & December



Opportunities/Challenges

- ❖ De Muniz Resource Center served 217 clients in November-December, with 393 services provided.
- ❖ Fifty-eight percent of the clients served in November-December were adults in custody versus community clients (42%). Over the past four months we have been serving more out of custody clients than normal. This is due to more community referrals and specifically for housing and employment services.
- ❖ During this reporting period, 46 clients (77 occurrences) took advantage and attended our cognitive based classes. The classes covered the following topics:
 - Goal setting
 - Maximizing strengths
 - Parenting skills
 - Problem solving
 - Success planning
 - Emotional regulation
 - Employment-job search assistance
- ❖ DMRC assisted 21 clients with bus passes during this reporting period.
- ❖ Twenty-three clients utilized our on-site clothing closet.
- ❖ Our partnership with Northwest Human Services yielded 71 clients completing their enrollment for Oregon Health Plan prior to release (from incarceration).
- ❖ Currently, there are 35 clients enrolled in the De Muniz Resource Center's Rapid Rehousing Programs (in HMIS).

- ❖ The main challenges we have revolve around the pandemic and physical space limitations (lack of private space) within our center.

Success Story

R.E. came into the center in September seeking some assistance with building a resume. Determined to begin his job search right away, R.E. spent hours in the resource center that day writing out his work history for me so I could begin creating his resume as quickly as possible. I was able to complete Ronald's resume the following day and he hit the ground running, diligently looking for gainful employment.

About a month later, R.E. would return to the center seeking housing assistance. As he began working with our housing navigator, R.E. also shared that he had started working for a local pizza restaurant. In addition to working, R.E. was taking classes at Chemeketa to work toward getting his GED. Since his classes have limited his ability to work full-time, R.E. was struggling to pay for gas and needed some non-slip shoes for work.

We were able to provide R.E. with gas vouchers as well as work-appropriate shoes. He will soon begin working full-time as his classes end. It is so impressive to see R.E.'s determination to succeed and work toward self-sufficiency even when faced with significant barriers.

Submitted by Employment Navigator

Energy Services December 2021 & 1st quarter PY 2022, Program Report

Traia Campbell, Energy Director

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

Energy Services households served in December 2021 & 1st quarter PY 2022

December 2021 PY 2022, Marion & Polk completions by funding source (duplicated)								
Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty		Ave HH pmt
LIHEAP	637	1652	170	298	298	253	40% of HH's served	\$394
LIHEAP ARPA	636	1648	170	298	296	253	40% of HH's served	\$394
OEA PGE	132	375	40	44	56	56	28% of HH's served	\$682
OEA PAC	17	48	5	4	5	5	30% of HH's served	\$806
OLGA	104	258	23	60	46	36	35% of HH's served	\$408
Total	1526	3981	408	704	701	603	40% of HH's served	\$537

October - December 2021, 1st quarter PY 2022, Marion & Polk completions by funding source								
Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty		Ave HH pmt
LIHEAP	2026	4720	443	1129	999	740	=37% of hh served	\$382
LP ARPA	2013	4693	441	1119	990	739	=37% of hh served	\$383
OEA PGE	458	1270	139	159	166	151	=33% of hh served	\$731
OEA PP	74	189	15	46	38	16	=22% of hh served	\$719
OLGA	129	332	23	90	61	38	= 29% of hh served	\$398
Total	4700	11204	1061	2543	2254	1684	= 36% of hh served	\$523

Energy continues to assist applicants by application, available for picked up in the Energy office or mailed upon request. During the first quarter of PY 2022, an average of 50+ applications were received daily. Energy teams goal is to process applications within 7 days of the date received. Due the large number of applications received this goal has not been met on a regular basis. To ensure received applications are processed in a timely manner, occasionally Energy will temporarily halt providing applications with the intention of focusing on processing existing applications. The decision to halt applications is determined in advance allowing Energy team to advise callers, post signs, contact vendors and update community partners in advance.

OHCS rolled over Energy's remaining LIHEAP PY 2021 unspent funding in November 2021. The LIHEAP grant authorizes agencies to rollover 10% of LP funding annually. The rolled over funds allow programs to assist applicants while waiting for the current years funding to be released and are expected to be spent by 12-31. Energy had a remaining balance over 20% in PY 2021. Energy spent the rollover funds and over 7% of LP PY 2022 funds by the end of December. OHCS has reported that the network has remaining 2020 & 2021 unspent LP funds, programs are expected to be spent out prior to accessing current funds. Energy began assisting all applicants with LIHEAP and LP ARPA in PY 2022, adding credits in some cases and reducing the immediate need to return for additional assistance.

December 2021 PY 2022 Polk county completions by funding source								
Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty		Ave HH pmt
LIHEAP	83	212	20	34	43	38	46% of HH's served	\$407
LIHEAP ARPA	82	208	20	34	41	38	47% of HH's served	\$404
OEA PGE	0	0	0	0	0	0	0% of HH's served	\$0
OEA PAC	8	25	2	3	3	1	13% of HH's served	\$799
OLGA	10	18	1	6	4	4	40% of HH's served	\$385
Total	183	463	43	77	91	81	45% of HH's served	\$399

October - December 2021, 1st quarter PY 2022 Polk county completions by funding source								
Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty		Ave HH pmt
LIHEAP	260	570	53	135	137	99	38% of HH's served	\$381
LIHEAP ARPA	258	565	53	134	134	99	38% of HH's served	\$390
OEA PGE	7	19	4	2	2	2	29% of HH's served	\$1,368
OEA PAC	36	96	8	20	14	8	23% of HH's served	\$717
OLGA	24	48	2	14	10	8	34% of HH's served	\$398
Total	585	1298	120	305	297	216	37% of HH's served	\$651

**HEAD START PROGRAM REPORT TO BOARD OF DIRECTORS & POLICY COUNCIL
Eva Pignotti, Program Director - January, 2022**

Attendance

Head Start Preschool

	9/21	10/21	11/21	12/21	1/22	2/22
Regular	80.27%	71.01%	67.41%	70.18%		
Subsidized	64.15%	62.96%	66.19%	67.23%		
	3/22	4/22	5/22	6/22	7/22	8/22
Regular						
Subsidized						

Early Head Start

	9/21	10/21	11/21	12/21	1/22	2/22
Regular	79.84%	67.10%	64.07%	70.20%		
Subsidized	78.13%	71.05%	63.83%	52.48%		
	3/22	4/22	5/22	6/22	7/22	8/22
Regular						
Subsidized						

Early Head Start Child Care Partnerships

	9/21	10/21	11/21	12/21	1/22	2/22
Regular	74.83%	69.89%	62.95%	65.78%		
	3/22	4/22	5/22	6/22	7/22	8/22
Regular						

**Community Action Head Start Attendance Analysis
Absences for December 2021 and January 2022**

For November, the Head Start Preschool Program attendance rate was 67.34% overall, below the required 85%. The only significant reason for absences during the month of December was sick children, which accounted for 63.7% of the absences.

For December, the Head Start Preschool Program attendance rate was 69.94% overall, below the required 85%. The only significant reason for absences during the month of December was sick children, which accounted for 57.88% of the absences.

For November, the Early Head Start Program attendance rate was 63.83% overall, below the required 85%. The only significant reason for absences during the month of December was sick children, which accounted for 78.31% of the absences.

For December, the Early Head Start Program attendance rate was 63.73% overall, below the required 85%. The only significant reason for absences during the month of December was sick children, which accounted for 60.71% of the absences.

For November, the EHS Child Care Partnerships attendance rate was 62.95% overall, below the required 85%. The top reasons for absences during the month of December were sick child, which accounted for 53.15% of the absences, and family day/vacation, which accounted for 13.06% of the absences.

For December, the EHS Child Care Partnerships attendance rate was 65.78% overall, below the required 85%. The top reasons for absences during the month of December were sick child, which accounted for 38.7% of the absences, and family day/vacation, which accounted for 28.57% of the absences.

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

Head Start Preschool – Full Enrollment = 697 (summer = 136)

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular (677)	244	308	342	366								
Subsidized (20)	14	14	17	16								

Early Head Start – Full Enrollment = 108

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular (100)	59	66	63	61								
Subsidized (8)	8	8	8	8								

Early Head Start Child Care Partnerships – Full Enrollment = 80

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular (80)	75	76	74	74								

Waiting Lists

Head Start Preschool

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular	55	72	89	57								
Subsidized	2	2	1	1								

Early Head Start

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular	5	7	13	16								
Subsidized	0	0	0	0								

Early Head Start Child Care Partnerships

	9/21	10/21	11/21	12/21	1/22	2/22	3/22	4/22	5/22	6/22	7/22	8/22
Regular	3	10	13	12								

USDA Meal Reimbursements

November 2021		
USDA Meal Reimbursements	Number of Meals Served	Amount Reimbursed
Breakfast	3,051	\$6,010.47
Lunch	3,057	\$11,188.62
Snack	427	\$427.00
Cash In Lieu		\$794.82
Total Reimbursement	6,535	\$18,420.91

December 2021		
USDA Meal Reimbursements	Number of Meals Served	Amount Reimbursed
Breakfast	2,529	\$ 4,982.13
Lunch	2,548	\$ 9,325.68
Snack	439	\$ 439
Cash In Lieu		\$ 662.48
Total Reimbursement	5,516	\$15,409.29

Report from Program Director:

Also in your packet is information about the fall 2021 child outcomes. This will be reviewed in some detail with the Policy Council at the January 20th meeting, and is provided as informational to the Board of Directors. Fall child outcomes sets a baseline which will be used as comparative data with winter and spring outcomes, which shows the overall progress of our enrolled children in six domains of learning.

While enrollment is still quite low in Head Start and Early Head Start, we did open four additional Head Start classes on January 10th, based on having sufficient applications for eligible children in these areas. The classes that have just started include Dallas PM, Independence PM, Edgewater PM and Middle Grove 1 PM. We will continue to assess waiting lists, staff vacancies and COVID conditions to determine when additional classes can be started.

**FALL 2021 CHILD OUTCOMES DATA
HEAD START, EARLY HEAD START AND EHS CHILD CARE PARTNERSHIPS**

The fall outcome uses child data during the first 6 weeks of school and provides a baseline from which we will be able to track children’s progress throughout the school year.

The fall data indicates that children are where we would expect them to be at this time of year. We expect to see higher numbers of children meeting expectation at the Winter checkpoint, and more children exceeding expectation at the end of the year with the Spring checkpoint.

Fall 2021-2022 Pre-K

Area	Emerging	Meets	Exceeds
Social/ Emotional	148	138	9
Physical	108	183	5
Language	153	139	2
Cognitive	152	136	5
Literacy	175	107	3
Mathematics	206	67	4

Fall 2021-2022 EHS

Area	Emerging	Meets	Exceeds
Social/ Emotional	22	49	5
Physical	18	51	8
Language	34	42	0
Cognitive	17	53	6
Literacy	28	41	6
Mathematics	30	44	2

Fall 2021-2022 EHS Home Base

Area	Emerging	Meets	Exceeds
Social/ Emotional	1	5	0
Physical	0	6	0
Language	1	5	0
Cognitive	0	6	0
Literacy	0	4	2
Mathematics	0	5	1

**MWVCAA Community Action Head Start of Marlon & Polk Counties
Governing Body Approval Form
Equipment Purchase**

The steamer for the Buena Crest commercial kitchen is over 30 years old and is leaking badly. It cannot be repaired, so it must be replaced. The steamer is used in cooking breakfasts and lunches for the children enrolled at Buena Crest and Woodburn.

Funding Category	Projected Funding
Head Start Equipment	\$9,900
Total Equipment Purchase	\$9,900

This form documents governing body approval of the Community Action Head Start request for equipment purchase.

Signature Board Chair, Jon Weiner
Carolina Camarena

Signature Policy Council Chair, Carolina Camarena

Date
1/21/22

Date



Program Highlights:

- HOME Youth Services is comprised of a mosaic of amazing staff who represent a variety of backgrounds that connect with youth on many levels (relationships are key!). This small but mighty team has proven to be resilient and dedicated to the collective goal of working towards functionally ending youth homelessness. While there is much praise to be given to each staff (former and current), one especially so. Shain Oleson was a member of the HOME team from 2007 – 2021. During his years with the program Shain served thousands of individual youth and made a true impact on their lives. He was the person youth asked for the most because of his ability to connect on a personable level and his understanding of the return on investment in developing relationships. In addition to working directly with youth Shain managed program data, partnerships and a host of other administrative tasks. It was bitter-sweet accepting Shain's decision to transition on to new life adventures with his family, though he will always have our full support. Due to the significant role Shain played in keeping the program viable over time and the immense impact he had on the youth population, Shain will receive a brick in his name that will be embedded in the foundation of the main office entry. We believe this is fitting as Shain has been a rock of stability for HOME Youth Services over many evolving years. We are proud to have him represent the program in this way.
- In early January we welcomed our new Youth Outreach Manager, Chris Haley. Chris now manages our outreach programs – street outreach, community outreach and stationary outreach (the Drop In). Chris has hit the ground running and has already put his experience in the field to work. We are excited for his leadership, fresh and innovative ideas, and overall contributions to both the program and the agency.
- Our annual Christmas event was once again a success. We continued our hybrid model by hosting youth & families onsite as well as delivering to doorsteps throughout the 2 county region. Youth residing at Taylor's House enjoyed the amazing generosity of the community and had a fun time celebrating with staff. Youth who had recently transitioned out of the program also received gifts from their wish lists.
- The COVID Omicron variant recently hit the program hard resulting in 50% of the staff being placed on quarantine status with an approximate 12 hour period. Due to the fast and significant impact on staffing levels we had no choice but to close the Drop In for 9 days. If all goes well staff will return and we will open just in time for the annual Point In Time count (PIT count). Leadership staff will continue to participate in meetings with the Oregon Health Authority, County Health Authorities and other entities to stay on top of the best approaches to COVID.
- Taylor's House capacity is capped at 50% during the Omicron surge. This allows us to serve youth in individual rooms and successfully quarantine them should they contract COVID. Additional supplies has been ordered and received to help manage multiple youth with COVID at the same time.
- Youth Homeless Demonstration Project (YHDP) work is well underway. It has been exciting to have new community partners and perspectives actively participate. HOME

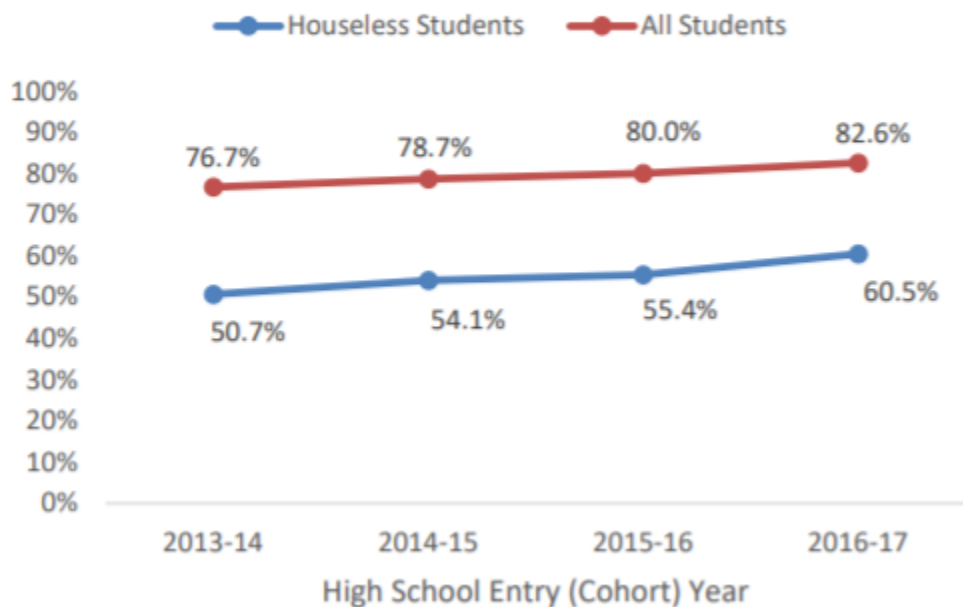
staff has been successful in facilitating the Youth Action Board for the Continuum of Care in addition to serving on multiple leadership teams within the initiative.

- Leadership continues to seek new and flexible funding for the program. Contracts were finally received for the ODHS emergency board funding (from July 2021), and can now be utilized. These funds support 1 FTE.

Education and Engagement Opportunity:

Right before the holidays starting in November the Oregon Department of Education released their report card that includes data for youth experiencing homelessness. While the data is enlightening, readers were reminded of the impact COVID has on data collection. With schools closed or open only in limited capacity connections with students decreased significantly making it harder to collect data reflecting the realities of student youth homelessness. Report shows the Salem-Keizer school district having 600 students experiencing homelessness in the 2020 – 2021 school year, in all of Marion County 1,209 students and 116 in Polk. Students experiencing homelessness are 22% less likely to graduate high school as their housed peers. The lack of high school diploma is a barrier to long term self-sufficiency and is a disparity worth investing in as a strategy to reduce adult homelessness over time. Full report available on state website: <https://www.oregon.gov/ode/schools-and-districts/reportcards/Documents/rptcard2021.pdf>

Students Experiencing Houselessness Four-Year Graduation Rates



Mid-Willamette Valley Community Action Agency, Inc.
Board of Directors Executive & Finance Committee Meeting
MINUTES
Thursday, December 9th, 2021
Location: Tanner's Project, 2933 Center St NE, Salem, OR 97301

ATTENDANCE

Committee Members Present: Jon Weiner, Board Chair; Jade Rutledge, Board Vice-Chair; and Kevin Karvandi, Board Member

Absent: Helen Honey, Secretary

Staff: Jimmy Jones, Executive Director; Kaolee Hoyle, CFO; and Jade Wilson, Executive Assistant

Absent Staff: Helana Haytas, Chief Operations Officer

The meeting of the Executive & Finance Committee started at 5:36pm. It was determined that a quorum was present.

1. Executive Director's Program Updates

- a. ARCHES Inn grand opening event that took place on Tuesday, December 7, was a success. Governor Kate Brown attended and shared some remarks along with Mayor Chuck Bennett, Senator Courtney, Senator Patterson, Max Williams the CEO of Oregon Community Foundation, Ashley Hamilton, ARCHES Program Director and Jimmy. There was a lot of press coverage for the event. Per the media monitoring company that the Oregon Community Foundation uses, we were able to determine that the event reached 1.4 million people. That amount of publicity helps the agency immensely.
- b. Jimmy attended the Head Start holiday party that took place on Thursday, December 9 at Salem Evangelical. It was good to see Head Start staff happy and enjoying themselves after a very hard year providing programming throughout the COVID-19 pandemic. There is a 99% vaccination rate among Head Start staff, which means things are in a good place for continued programming.
- c. The agency is looking to purchase two properties in order to consolidate several Head Start buildings we currently own that cost us \$10,000 a month in expenses. The properties are 1205 and 1215 Wallace Rd NW, Salem, OR. The Preschool Promise Grant is part of the funding we plan to use to acquire these properties as well as some financing. We are in the early stages of that purchase but Eva Pignotti, Head Start Program director, and staff are very happy with the potential these two properties have.
- d. The Board currently sits at 17 members, which is almost capacity. There was some discussion on possibly bringing on more members in the future. The discussion revolved around the tripartite structure of the board and ensuring we meet those guidelines.

2. Financials – Kaolee Hoyle, CFO, presented the financials comparing September 2021 expenditures to August 2021.

- a. Annual Audit – the audit is still in process and the finance department hopes to still meet their before the end of December deadline.
- 3. Credit Card Expenditure Review – none to report this month.**

Meeting adjourned at 6:30pm.

Respectfully Submitted:

Jade Wilson, Executive Assistant

Helen Honey, Board Secretary

Mid-Willamette Valley Community Action Agency, Inc.
Board of Directors Executive & Finance Committee Meeting
MINUTES
Thursday, January 13, 2022
5:30PM – 6:30PM (PST)

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

<https://global.gotomeeting.com/join/944956669>

You can also dial in using your phone.

United States: [+1 \(571\) 317-3122](tel:+15713173122)

Access Code: 944-956-669

ATTENDANCE

Committee Members Present: Jon Weiner, Board Chair; Jade Rutledge, Board Vice-Chair; Helen Honey, Secretary and Kevin Karvandi, Board Member

Staff: Jimmy Jones, Executive Director; Helana Haytas, Chief Operations Officer; Kaolee Hoyle, Chief Financial Officer; and Jade Wilson, Executive Assistant

The meeting of the Executive & Finance Committee started at 5:34pm. It was determined that a quorum was present.

1. Executive Director's Program Updates

- a. COVID-19 Update
 - i. New COVID-19 wave striking Marion-Polk counties. There has been a 10x increase in the infection rate.
 - ii. The vaccination requirement has been extended to all staff with a deadline for completion set for the end of January.
 - iii. As of 1/13/2022, the agency has 500 employees. We currently have 57 total quarantines as of today; which comes out to be about 11.5% of agency employees.
 - iv. There have been 20 positives since January 1st within the agency, some of which have been at the admin office. So we may need to consider having the January Board Meeting virtually.
- b. ARCHES
 - i. Completed Marion-Polk spenddown in mid-November for the Rental Assistance Program. A total of \$26 million was spent on rental assistance between July 2020 and Nov 2021.
 - ii. Since then we finished spenddowns for Yamhill (\$1.5M), Central Oregon (\$1.8M), and just started on Linn-Benton-Lincoln and Jackson last week.
 - iii. Spenddowns ending after January 31st although Linn-Benton-Lincoln and Jackson counties still had nine million to spend. Those funds will be lost.
 - iv. Sheltering activities: ARCHES Inn is open and the wild fire survivors have been moved in; warming centers are open; Tanner's and Taylor's are open.
- c. Head Start
 - i. Returning from break on Jan 3; 4 new classrooms on Jan 10.

- ii. Waivers for non-federal share: waivers for on-site reviews postponed; waivers on enrollment deferred indefinitely
- d. Budget
- i. Annual budget is complete. We are at about \$62M for 2021-2022.
 - ii. Before we compiled the final, I cut about \$750K from ARCHES where we were overspent on the four key capacity grants: ESG, CSBG, EHA and SHAP. Cut out of ARCHES rather than HOME.
 - iii. Long term questions about HOME Youth Services.
 - 1. The longevity of this program long depended on CSBG which historically has been a 70-30 split between ARCHES and HOME – we are the only agency in the state that designates the money that way for youth programs.
 - 2. Emergency Housing Account (Currently at \$200,000)
 - 3. State Homeless Assistance Program (Currently at \$100,000)
 - 4. Flexibility of federal grants becoming less which makes it harder to make room for resources like we have before.
 - 5. This begs the question if youth programing should be under DHS (Department of Human Services) rather than through the housing side. The funding received for housing should be used more for combating adult homelessness. Currently EHA is used to cover shelter, rapid relief housing, outreach and staff.
- e. House Bill 2100 Task Force
- i. Final meeting with the Task Force was this week on Monday, 1/10/2022.
 - ii. This went fairly well for us. The draft of the final report said CAA's should be left whole, but also that some funding should be competitive.
 - iii. Unplanned Wednesday meeting changed the draft recommendations under usual circumstances – recommendations will be headed to session.
 - iv. OHCS must provide direct funding from State to CBOs, CSOs, and CAAs beginning in the 2023-2025 biennium, per the final report recommendations but they face a heavy burden in the legislature.
 - v. The task force overall was poorly attended with low to little engagement at times. Issues generally not well understood by most task force members.
 - vi. We have already had a 20% reduction in funding from 19-21 to 21-23. Talked with legislators about putting back that \$10 million statewide. Possible reductions could still happen with some COVID relief ending.
- f. January Report
- i. Funding/Finance – state has been slow to execute contracts. Our cash was tighter since mid-December due to floating CCR&R program with agency funds due to that hold-up. We pushed all the final budgets, implementation reports, NOA's to the state and the contract was finally approved. In the future we may need to suspend state work when they can't get their contracts finished and get us the funding. Our agency shouldn't be put in harm's way because of state delays.
 - ii. Head Start Building –
 - 1. PSA for \$1.5 million on a complex at 1205/1215 Wallace in West Salem.
 - 2. Appraised at \$1.495 million, all inspections look good; financing secured; asked City of Salem for renovation money.
 - 3. LTV ratio 75% - not the normal financing for non-profit's but Columbia Bank gave us a good deal.

4. Plan to forward the information about this purchase to the board for consideration later this month; we still have work to do in preparation for that action.
 5. This is a good investment opportunity for the agency. It not only will save us money in monthly costs but it will build property equity over time, since this is an agency purchase and not an OHS purchase.
2. **Financials** – Kaolee Hoyle, CFO, presented the MWVCAA Fiscal Year 2021 – 2022 Budget as well as the Actual Budget from 7/1/2021 to 10/31/2021.
- a. \$62,282,125 for 2021 – 2022 Fiscal Year Budget. Similar to the 2020 – 2021 unaudited budget.
 - b. We are 7 months through fiscal year currently and at this point all programs are looking good financially. We did cut some funds from CRP and that has helped. It would be a good idea for us to be faster at reacting when it seems the state is behind on contracts.
 - c. In October we had a \$13.4 million OERP spenddown which we accomplished quickly.
 - d. Audit – still on-going. Process slowed a bit in December, due to personnel changes, COVID, and other delays. Items still going back and forth with auditors. Likely another month before it's complete.
3. **Credit Card Expenditure Review** – none to share this month.

Meeting adjourned at 6:33pm.

Respectfully Submitted:

Jade Wilson, Executive Assistant

Helen Honey, Board Secretary

MWVCAA
Fiscal Year 2021 - 2022 Budget

	FY22 - Budgeted	FY21 - Budgeted	Change
Grant and awards	\$ 62,072,125	\$ 41,497,769	\$ 20,574,356
Other program revenue	60,000	55,000	5,000
Contributions	150,000	137,462	12,538
Other revenue	-	1,250,000	(1,250,000)
Total Revenue	62,282,125	42,940,231	19,341,894
Expenses			
Community resource programs	30,515,980	12,496,517	18,019,463
Reentry services	399,690	318,519	81,171
Child care resource and referral network	1,541,591	1,648,951	(107,360)
Energy assistance programs	5,089,512	5,111,080	(21,568)
Weatherization services	1,580,238	1,529,571	50,667
Nutrition first USDA food program	4,017,994	3,513,697	504,297
Head start	13,827,350	13,927,350	(100,000)
Home youth and resource center	1,549,199	1,037,410	511,789
Management and general	3,760,571	2,107,136	1,653,435
Total Expenditures	62,282,125	41,690,231	20,591,894
Revenue Over/(Under) Expenditures	\$ 0	\$ 1,250,000	\$ (1,250,000)

	FY21 - Budgeted	FY21 - Actual (Unaudited)	Change
	\$ 41,497,769	\$ 60,087,849	\$ (18,590,080)
	55,000	99,083	(44,083)
	137,462	222,259	(84,797)
	1,250,000	1,781,786	(531,786)
	42,940,231	62,190,977	(19,250,746)
	12,496,517	28,406,704	(15,910,187)
	318,519	186,765	131,754
	1,648,951	1,118,644	530,307
	5,111,080	6,657,107	(1,546,027)
	1,529,571	1,627,603	(98,032)
	3,513,697	3,786,485	(272,788)
	13,927,350	15,249,834	(1,322,484)
	1,037,410	989,372	48,038
	2,107,136	1,971,822	135,314
	41,690,231	59,994,337	(18,304,106)
	\$ 1,250,000	\$ 2,196,640	\$ (946,640)

MWVCAA

Actual to Budget, 7/1/2021 - 10/31/2021

	7/1/2021 - 10/31/2021		FY22 - Budgeted	Expected Spent %	Actual Earned/Spent %	Difference
Grant and awards	\$ 25,683,380		\$ 62,072,125	33%	41%	8%
Other program revenue	157,875	{a}	60,000	33%	263%	230%
Contributions	28,431		150,000	33%	19%	-14%
Other revenue	-		-	0%	0%	0%
Total Revenue	25,869,686		62,282,125	33%	42%	8%
Expenses						
Community resource programs	16,193,085		30,515,980	33%	53%	20% {b}
Reentry services	98,764		399,690	33%	25%	-9%
Child care resource and referral network	409,972		1,541,591	33%	27%	-7%
Energy assistance programs	1,831,383		5,089,512	33%	36%	3%
Weatherization services	552,137		1,580,238	33%	35%	2%
Nutrition first USDA food program	1,140,727		4,017,994	33%	28%	-5%
Head Start	4,491,279		13,827,350	33%	32%	-1%
Home youth and resource center	484,770		1,549,199	33%	31%	-2%
Management and general	732,672		3,760,571	33%	19%	-14% {c}
Total Expenditures	25,934,789		62,282,125	33%	42%	8%
Revenue Over/(Under)						
Expenditures	\$ (65,103)	{d}	\$ -			

{a} \$103k is related to Wx's NW Natural Gas Reimbursement. We don't budget for these reimbursements because they are dependent on the project which could span multiple years, and is dependent on other variables.

{b} \$13.4 million of expenditures is related to OERAP (\$16million grant). As we get through the remaining fiscal year, should expect to see expected/actual equal out.

{c} Through 10/31, was still building admin infrastructure. Have since hired additional HR, Finance, and outsourced IT ticket.

{d} Timing of billing.