



## **JUNE 2022 MEETING BOARD OF DIRECTORS**

**THURSDAY, JUNE 23, 2022**

### **IN-PERSON LOCATION:**

**COMMUNITY ACTION AGENCY  
2475 CENTER ST NE  
SALEM, OR 97301**

### **VIRTUAL:**

**MWVCAA Full Board Meeting June 2022  
Thu, Jun 23, 2022 5:30 PM - 7:30 PM (PDT)**

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

<https://meet.goto.com/250273749>

You can also dial in using your phone.

**United States: [+1 \(646\) 749-3122](tel:+16467493122)**

**Access Code: 250-273-749**

### **COMMUNITY ACTION PROMISE**

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

**Helping People Changing Lives**

**COMMUNITY ACTION AGENCY  
BOARD OF DIRECTORS AGENDA  
THURSDAY, JUNE 23, 2022**

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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.**

<b>I.</b>	<b>Welcome and Introductions</b>	<b>5:30</b>
<b>II.</b>	<b>Public Comment</b>	<b>5:35</b>
<b>III.</b>	<b>Declaration of Conflict of Interest</b>	<b>5:40</b>
<b>IV.</b>	<b>Approval of Agenda</b>	<b>5:45</b>
<b>V.</b>	<b>Consent Calendar</b>	<b>5:50</b>
	1. May 2022 Full Board Meeting Minutes	
	2. June 2022 Executive Director Report	
	3. June 2022 Chief Operations Officer Report	
	4. June 2022 Chief Financial Officer Report	
	5. June 2022 Director of Development Report	
	6. June 2022 Program Director Reports	
	7. June 2022 Committee Meeting Minutes	
<b>VI.</b>	<b>Board Business</b>	<b>5:55</b>
	1. Executive Director's Report	
	2. Executive Director's Community Action Financing 101 – <i>Presentation</i>	
	3. Agency Mission and Vision Statements - <i>Discussion</i>	
	4. Financials – <i>Approval</i>	
<b>VII.</b>	<b>Adjournment</b>	<b>7:30</b>

**Next board meeting: Thursday, July 28, 2022**

**Mid-Willamette Valley Community Action Agency, Inc.**  
**Board of Directors Meeting**  
**Thursday, May 26, 2022**  
**MINUTES**

**ATTENDANCE:**

**Board of Directors:**

**Present:**

Christopher Lopez	Melissa Baurer	Steve McCoid
Erika Romine	Michael Vasquez	
Jade Rutledge	RW Taylor	
Kevin Karvandi	Shelaswau Crier	

**Absent:** Catherine Trottman    Helen Honey    Jasmine White    Jeremy Gordon  
Nikol Ramirez

**Others Present:**

**Program Directors/Staff/Guests:**

Jimmy Jones, Executive Director  
Helana Haytas, Chief Operations Officer  
Kaolee Hoyle, Chief Financial Officer  
Carmen Romero, Nutrition First Program Director  
Eva Pignotti, Head Start/Early Head Start Program Director  
Alisa Tobin, HOME Youth Services Program Director  
Grace Porras, Interpreter  
Tanisha Bush, Government Relations Manager for Marion County  
Vanessa Nordyke, Salem City Councilor  
Jade Wilson, Executive Assistant

**Board Chair Jade Rutledge called the meeting of the Board of Directors to order at 5:35 pm. It was determined that a quorum was present.**

**I.     Welcome**

Board Chair Jade Rutledge welcomed everyone.

**II.    Public Comment**

None were made.

**III.   Approval of Agenda – An amendment needed to be made to the agenda to include the Chief Financial Officer report. Board Chair, Jade Rutledge, asked for a motion to amend and approve the agenda.**

**MOTION:** To amend and approve agenda made by Steve McCoid,

**SECOND:** Christopher Lopez.

**APPROVED:** Unanimously approved.

**IV.    Consent Calendar**

**1.    April 2022 Full Board Meeting Minutes**

- No discussions or concerns were raised
2. **May 2022 Executive Director Report**  
No discussions or concerns were raised
  3. **May 2022 Chief Operations Officer Report**  
No discussions or concerns were raised
  4. **May 2022 Chief Financial Officer Report**  
No discussions or concerns were raised
  5. **May 2022 Director of Development Report**  
No discussions or concerns were raised
  6. **May 2022 Program Director Reports**  
No discussions or concerns were raised
  7. **May 2022 Committee Meeting Minutes**  
No discussions or concerns were raised

**MOTION:** To approve the consent calendar made by Melissa Baurer,

**SECOND:** Kevin Karvandi.

**APPROVED:** Unanimously approved.

V. **Board Business**

1. **Executive Director's Report**

- a. Jimmy welcomed Tanisha Bush, the Government Relations Manager for Marion County, whom will be attending our board meetings as a liaison to Marion County and the County Commissioners. Jimmy also welcomed Salem City Councilor, Vanessa Nordyke, whom was also present at the meeting.
- b. The 1205/1215 Wallace road properties that we will be using for Preschool promise and the P3 program are in the design stage of the renovations. The renovations will likely be completed by early next year. Services for specifically the P3 program will need to begin in September so there are plans to house that program in other Head Start facilities until the renovations are complete at Wallace.
- c. Jimmy spoke about several grant opportunities coming up. The Turnkey 2.0 grant for \$50 million will be coming up next week. This grant will be different from the first Turnkey program, with less restrictive guidelines on project type. There is \$35 million coming from OHA for mental health services across the state. HYS (HOME Youth Services) is expecting several grants as well in the near future.
- d. Breezy Poyner, ARCHES Project Housing Services Program Director, and Jimmy attended a meeting yesterday, May 25<sup>th</sup>, in Woodburn with City Administrator Scott Derickson and Police Chief Marty Pilcher to discuss partnering on a houseless response program/service.
- e. Jimmy discussed the Continuum of Care framework with Marion and Polk counties to address homelessness, and the positive impact of the Board's decision to embrace a local CoC back in 2019.

2. **Annual Program Update: HOME Youth Services** - Alisa Tobin, the new HOME Youth Services Program Director, gave a brief overview of the HYS program. Her presentation covered the child development process, the impact of trauma on that development process for youth, and a general overview of her program's services (Taylor's House and the Drop-in).

3. **Strategic Planning Update** - Helana Haytas, Chief Operations Officer, presented an update on the Strategic Planning process. The goal of the Strategic Planning process is to develop our agency's five-year plan. Helana presented several specific initiatives from the Marketing Strategic Planning team and the Organizational Culture Strategic Planning team as examples of what is to come in the full Strategic Plan. The full Strategic Plan should be completed by the end of June with hopes that the board can review and take action on it by July.
4. **HHS Cost of Living and Quality Improvement Application** - The Office of Head Start is awarding the program COLA (Cost of Living) and Quality Improvement funding. The 2.28% COLA is to be provided to all Head Start employees and EHS CCP contractors to help increase staff and provider pay due to the cost of living increases. The Quality improvement funding is to make other program improvements. The program plans to use the Quality funds to increase pay for the bus drivers, as it has been difficult trying to hire bus drivers at the current pay rate. This Quality funding may be used for expenses other than pay increases to include the cost of fringe benefits and offsetting higher operating costs.

**MOTION:** To approve the HHS Cost of Living and Quality Improvement Application made by RW Taylor,

**SECOND:** Steve McCoid.

**APPROVED:** Unanimously approved.

5. **Financials** – Kaolee Hoyle, CFO, presented the March 2022 Budget to Actual.

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

**SECOND:** Melissa Baurer.

**APPROVED:** Unanimously approved.

**VI. Adjournment**

**The Board of Directors meeting was adjourned at 7:30 pm.**

Respectfully Submitted:

*Jade Wilson*

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Jade Wilson, Executive Assistant

*Kevin Karvandi*

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Kevin Karvandi, Board Secretary

# EXECUTIVE DIRECTOR'S REPORT

## MID-WILLAMETTE VALLEY

### COMMUNITY ACTION AGENCY

June 2022

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May was a good month for the Agency. We developed several new resources, as we move toward fiscal year end and financial close out of the 2021-2022 grants. Today is also the last day for the school-year Head Start staff before they break for summer. We look forward to some down time, with the hope that we can catch our breath a bit after a year of enormous service commitments.

This weekend we also honor, for the first time, the Juneteenth holiday as an official Agency holiday, after the Board approved its addition last year. This morning I sent the following message to our staff about the Juneteenth Holiday:

*“On Monday, Mid-Willamette Valley Community Action pauses to honor Juneteenth, a new federal holiday devoted to African American history and culture, and one in remembrance of the transformative power of redemptive racial justice in our community. On June 19<sup>th</sup>, 1865, in the waning days of the American Civil War, a major general of the Union Army arrived in Galveston, on the southern Texas coast. His mission was to enforce the Emancipation Proclamation, a declaration by President Lincoln that had been in effect since January 1<sup>st</sup>, 1863. The Proclamation formally declared that all enslaved peoples in the southern lands to be now and forever free. African American slavery permanently ended in the United States on December 6, 1865, with the final ratification of the 13<sup>th</sup> Amendment to the Constitution, closing a chapter of American history that witnessed 300 years of chattel slavery for Black people in North America.*

*Many writers over the past two centuries have referred to slavery as “America’s original sin,” a legacy as deep in the American vein as the liberties defined by the Declaration of Independence. Juneteenth marks in many ways a second American Revolution, when the last vestiges of this bitter practice were consigned to history. But in many ways it also began a new chapter, of justice and liberty denied by Jim Crow discrimination and disenfranchisement. Another century would pass before those invidious legal distinctions were swept away during the Civil Rights Movement of the 1960s. This chapter in American history remains unfinished. African Americans and other people of color are still routinely discriminated against in housing, employment, education and many other dimensions of American life. Community Action was born of this very struggle for racial justice, and rooted in the fervent belief that we are all equal before the law. Though much has been won, that fight continues down to this very day.*

*Juneteenth is also a day to celebrate the vibrancy of African American culture, and its storied and unique contributions to American civilization. It’s impossible to imagine any part of America that could still resemble America, without the influences of Black culture. Juneteenth is not a celebration of any particular victory. It marks not the end to some great war nor the birth of a nation. It is instead a nod to the strength, courage and resilience of African American culture. And a reminder that, as Dr. Martin Luther King Jr noted, the moral arc of the universe is often long, but it inevitably bends toward justice. I hope that you will pause over the weekend to recognize the contributions and the courage of Black people, both in the past and today, and with me commit ourselves and our agency to bringing true equality and racial justice to the world.”*

#### General Updates:

- **Head Start:** This week we had our **Focus Area 2** review by the Office of Head Start. This review happens every five years, and is part of a cycle of reviews outlined in the Head Start Performance Standards. The other reviews are the Focus Area 1 review (which is electronic and remote) and the CLASS review. The Focus Area 2 review is on-site, and centers on compliance with the Head Start Performance Standards, Uniform Guidance and the Head Start Act. It covers six specific areas, including program management, education/child development, the health program, family and community engagement, fiscal, and **ERSEA** (which is family Eligibility, Recruitment,

Selection, Enrollment and Attendance). The review has gone very well and the exit conference today highlighted the good work that our Head Start program has done in the service of low-income families and children in Marion-Polk.

- **Head Start:** In the Early Learning Division meeting earlier this month the state told us to expect a considerable increase for the Oregon Pre-Kindergarten (OPK) program. OPK is essentially the state version of the Head Start grant. The state OPK commitment will be \$2,000 per slot *times* our 456 slots (\$912,000), plus 4% per year. The 4% will be both retroactive (7/1/21 to 6/30/22 period, about \$216K), and another 4% (for the 7/1/22-6/30/23 period), or roughly another \$216K. Combined the total increase is about \$1.3 million over continuing service level (CSL).
- **HOME Youth Services:** HUD awarded the Mid-Willamette Valley Homeless Alliance (“the Alliance”) a \$3.4 million Youth Homeless Demonstration Project grant earlier this year. These funds will pay both for supportive services and for housing programs to fight youth homelessness in Marion-Polk, starting this fall. It is important to note that these must be new projects. The Alliance recently held a competition for those funds, and MWVCAA was awarded roughly \$3 million of the available \$3.4 million in the early prioritization rankings. Final approvals must be secured from the MWVHA board and from HUD, but we expect to expand HOME Youth Services this fall as we deploy these funds. Ideally, we will use these resources to create a Taylor’s House 2.0 in Polk County, and use the remaining funds to pay for transitional and rapid-rehousing programs for youth ages 18-24. The state has also awarded us about \$1.5 million in separate youth homeless pilot project funds. Between the two, we have roughly \$5 million additional dollars to spend on youth homelessness over the next 18 months. We’ve held some initial conversations with various officials in Polk County, and we hope to have more details finalized as the summer wears on.
- **ARCHES Project Sheltering:** We received approval from the City of Salem to open operations on the second floor of the ARCHES Inn. Currently there are 24 households lodged at the motel, about 70% of those are wildfire related. The 2<sup>nd</sup> floor will give us the chance to shelter another 20 households. It will also be the temporary home of the state’s pilot Shelter Care Plus program, which is a model that shelters homeless clients leaving the hospital for acute respite care.
- **ARCHES Project Sheltering:** As we discussed with Executive-Finance earlier this month, we have spent the past few months scouring the community for a replacement building for the Tanner Project. Ideally we had sought out a retirement home or perhaps even an apartment complex. There are none that are empty in Salem. There are a handful that we could probably acquire, but they have current residents and it is not consistent with our values to make people homeless just to acquire another property. There are, however, several motels for sale with highly motivated owners.

Right now we have \$3.4 million in hand either for renovation or acquisition. I believe if we sold the current Tanner Project building (and we have an eager buyer) we could probably increase that total to about \$5 million on hand. And the Project Turnkey grants are about to be released by Oregon Community Foundation. I am confident that we could acquire between \$4 and \$5 million from that source if we needed it. That would give us more than enough to buy a newer motel and renovate the space as we need. We could then move the Tanner Project to the upper floors of that facility, and designate the ground floor for our new Shelter Care Plus program (Shelter Care Plus is a medical respite model for homeless folks leaving the hospital, who no longer need a hospital level of care but do need a place to recover from their surgeries and wounds).

DHS has been running such a program in Salem for the past six months, but we are scheduled to take it over from them on July 1<sup>st</sup>. Those respite clients will be moved to the second floor of the ARCHES Inn. That program is funded by a special \$2 million grant from the Oregon Legislature, a project that was a collaboration with Oregon Health Authority and the Oregon Department of Human Services. We were the only agency in Oregon funded to do this work. The other option is to put what resources we have in the building we own, but given the age of the building and its relative value (along with the growing service need for greater impact and fully non-congregate models), a motel is the safer bet. If we were able to secure a second 80 room facility, that would

allow us to take up to 200 total people, many of them sick and dying, off the streets of Salem—about 20 percent of the total homeless population in the city.

- **ARCHES Project Housing:** Back in March of 2021, we launched *Fuerza Campesina* as part of a new, broader farm worker outreach initiative. That effort was reflective of our analysis of how the agency, as a whole, can be more responsive to racial justice in our community. But looking back deeper into our past it's disappointing that the Agency did not capitalize on that opportunity a generation ago, given the number and the need of farmworkers in Oregon. The work was originally funded by a one-year \$75K grant from Legacy Health, and later we added to that resource some COVID mitigation funding from the United States Department of Agriculture. Both were competitive grants. *Fuerza Campesina* sends staff into farm worker communities to build rapport and trust, bring food and supplies for the families and their children, and connect them with available services.

Two weeks ago we were awarded another grant to support *Fuerza Campesina*. The new grant (\$350K) is from Oregon Health Authority. The grant will allow us to hire four healthcare navigators to connect farm workers with established health care systems that can serve them, no matter their residency or immigration status. Thankfully, Oregon has recently expanded OHP eligibility to include the farm worker community, a decision itself that was driven by the state's racial justice work and the tragic death of a farm worker in Marion County during the heat wave last year. Most of the grant recipients were Culturally Specific Organizations (CSO's). We were the only Community Action Agency (of four applicants) funded in this competition.

- **Head Start and ARCHES Project Housing:** We have been bursting at the seams for office space for some time. We need better space for our IT department and we need a shipping and receiving center. At the end of the month we're going to move the Head Start inclusion team out of their leased office space over on Hawthorne and to a new facility. IT and Shipping will go into the Hawthorne space. The Head Start inclusion team will move to the second floor suite of 1255 Broadway (the building we almost purchased in 2017), along with additional Head Start staff and the new mental health services program for Head Start families that we plan to start this winter. The ARCHES Church Street operations will leave that building, and move into the first floor of the 1255 Broadway building as well. This set of moves will solve a lot of problems and set us up with additional opportunities down the road.
- **ARCHES Project Sheltering:** We are close to finalizing the draft grant agreement and budget with the City of Salem for the Navigation Center Operations. On June 1<sup>st</sup>, Marion County approved \$3 million of their funds for a City of Salem capital request for renovations; and our agency has applied directly to Oregon Housing and Community Services, on behalf of the City of Salem and the community, for the operational funds set aside in previous a legislative session. The City of Salem owns the building and will handle the project management around the renovations. We have been heavily involved in the design-build stage of the planning.
- **Budget:** We are getting close to budget completion for 2022-2023. This will be a baseline budget (with known current minimums). It's very probable (almost certain) that the final numbers will be 10% higher or more.
- **Board:** As part of the work of the Board Membership Committee, the attorney has recommended some updates to the by-laws on the sections concerning board membership and recruitment. We will provide that updated document for discussion at the June board meeting, and plan on action on those revisions at the July board meeting.
- **House Bill 2100 Task Force:** These meetings have reconvened. The charge to the task force is essentially the same. It is a 19-member task force appointed by the Governor, the Speaker of the House, and the Senate President to evaluate the racial justice considerations of homeless services delivery systems in Oregon. I do not expect any major changes in the Community Action delivery model, but I do expect a series of "yes and" conversations that will dramatically expand racial justice work on the homeless and housing front across Oregon, in the years to come.



- **Legislative Agenda for the Network:** The network is crafting our legislative agenda for 2023, which includes a wide variety of policy objectives on early learning, energy, weatherization and housing and homeless services. If you have anything you would like to see on the anti-poverty front, please let me know and I will see if I can match it up with a current policy objective.
- **Communications:** Although we have done this a few times in the past year, I am organizing a monthly virtual all-staff event online so that I can directly speak to the entire staff of the Agency, concerning the new developments, program work, future plans, and other general agency news. We held the first one of these on June 3<sup>rd</sup> via electronic meeting software, and it was attended by more than 110 staff members (quite a few more than I anticipated). I think this practice will help to build a greater sense of agency unity. There's been so much change in recent years, and the Agency has grown so much, that staff sometimes don't get the chance to provide feedback and ask questions or make observations. So I gave an agency update and took questions from the audience and the chat. We also set up an online form so that employees could anonymously ask questions and make observations, which I tried to answer in the meeting. It went really well.
- **Customer Surveys:** We are developing QR codes and simple electronic forms so that clients at every property and touch point in the Agency can provide feedback on our collective work. That requirement has been in the CSBG guidelines for decades, but it has never been consistently collected across the Agency, and not provided to the Board for evaluation. The best information you can have, in any evaluation process, includes observations and quality data from leadership, line-staff, and especially from clients. This process will give us a stronger data set that will help in the evaluation of program work, and create better "customer satisfaction" information.
- **Administrative Structure:** We will be finalizing our administrative restructure this month. The new organizational chart is attached. Essentially, this reorganization will make the Agency much more manageable at the executive level. On the program side, we will group the programs under three Chief Program Officers that supervise the work in those program areas. For example, the Division of Early Learning and Child Care will include three Programs: Head Start (which itself has several divisions), Child Care Resource and Referral, and Nutrition First. The primary grants that cover those areas are from the Oregon Department of Education, the Early Learning Division (currently within ODE but soon to be its own state department), and the federal office of Health and Human Services. This structure will enhance the oversight into the programs as well, as right now I have 13 direct reports and just do not have the time to meet all the commitments of my position, and serve as primary oversight over nine program areas with any depth. And lastly, it will reduce internal silos within the Agency by grouping like program activities together.

On the program side that will give us three divisions:

- **Division of Housing and Homeless Services**, made up of the ARCHES Housing Program, the ARCHES Sheltering Program, HOME Youth Services, and Community Action Re-Entry Services. Ashley Hamilton will be the Chief Program Officer for this division.
- **Division of Early Learning and Child Care**, made up of Head Start, Early Head Start, Childcare Partnerships, Child Care Resource and Referral, and Nutrition First. Eva Pignotti will serve as Chief Program Officer for Early Learning and Child Care.
- **Division of Energy and Weatherization**, made up of the Energy Services Program and the Weatherization Program. This would be the smallest division, but critically it's the one that is likely to grow the fastest in the next ten years, given the probable future of energy and resource scarcity in the next decade. Rogelio Cortes will be the CPO for this division.

On the Administration side that will give us four divisions:

- The **Executive Director's Office**, which includes the Development Director and the Executive Assistant.

- The **Chief Operations Officer**, which includes HR and the non-finance business functions of the Agency.
- The **Chief Financial Officer**, which leads the Finance Department.
- The **Chief Information Officer**, which leads the Agency's IT Services.

I believe this is the strongest organizational structure we can build under our current grant models. As the Agency grows and adapts to that growth, additional changes may need to be made down the road. For example, I believe it highly probable that many non-profits across the country will struggle in the next few years, and a good number may be facing mergers to survive. The nature of the work has changed so dramatically because of the pandemic, and traditional delivery systems of resources have evolved considerably over 2019. Five to ten years from now, the Agency might cover more than just our two primary counties, and when that happens we may need to look at a more regional model of management. The new organizational chart is attached to the board packet.

In the interests of transparency, every so often I also report out to the Board my other public roles across the state. In addition to my role as Executive Director at MWVCAA, I also serve as:

- *Vice President for Legislative Affairs* at the Community Action Partnership of Oregon (CAPO). CAPO is our umbrella organization that advocates for our network and the need of people in poverty across Oregon's 36 counties. My role as the Chair of the Legislative Committee and member of the Executive Committee, and as a board officer is to organize Community Action's legislative agenda ahead of each session and work with our lobbyist to inform public policy makers of the consequences of their public policy decisions.
- *Member* of the housing sub-committee of the Oregon Racial Justice Council, which is appointed by the Governor. The work of the Council is to promote racial justice across Oregon, as it labors to improve access to full citizenship for people of color, and to dismantle exclusionary systems in the interest of racial justice.
- *Vice-Chair* of the Task Force on Racial Disparities in Homelessness. Appointed by the Governor, the Speaker of the House and the Senate President. The Task Force is charged with designing homeless service delivery systems that redress the historic inequities for people of color, in homelessness and housing services in Oregon.
- *Member*, Marion Polk Early Learning Hub. The Hub is a local early learning systems coordination body, designed to better align services and resources for children and families in Marion and Polk.
- *Member*, Marion County Justice Re-Investment Council. The Justice Reinvestment Council oversees Justice Reinvestment funds in Marion County. "Justice Reinvestment is an approach to spending resources more effectively with the goals of reducing recidivism, decreasing prison use, protecting the public and holding offenders accountable."

**Long-Term Strategic Considerations:** In 2022-2023, we need to do a full property survey of the Agency's real property, and begin to develop a sustaining fund for building upgrades (roofs, HVAC, and such) and develop a five-year plan on what we need to address, when and with funding sources. There's nothing pressing at the moment on currently owned properties (other than those that are slated for renovation with current funding sources like the ARCHES Inn and Tanner Project), but it would be wise to get ahead of that need now.

Beyond that, we need to look closely at what the poverty "map" is likely to look like in 2027. How will the public funding environment respond to the changing face of poverty, and what might that mean for our agency, specifically? I am personally of the conviction that we are facing a set of external challenges on the poverty and funding frontier that will have to be carefully navigated:

- 1.) The impact of global climate change on the West Coast is likely to be enormous. The American Southwest is in its greatest drought in 1,200 years, and that will make water resources critical in the next decade ahead. The Northwest has an abundance of water, which is likely to draw ever larger populations to Oregon from California and the Southwest. Oregon will likely look more like Northern California does now, in 20 years, with larger urban centers, dryer summers, and more wildfires. The cascading impact of that on poverty, on housing, on homelessness is likely to be considerable. Energy work (in the broadest sense, including weatherization, water, and solar) is likely to grow dramatically as conservation becomes more critical.
- 2.) The housing and homeless crisis will continue to grow in the next decade, driven by all the factors driving it now. Even if you set aside the human centric reasons why people become (and critically remain) homeless (drugs, alcohol, criminal convictions, domestic violence, health related concerns, mental health) you're still faced with one critical variable that's generally beyond any control in the current American economic model: housing cost. Even if the private developers build massive numbers of new multi-family units in the years to come, most of the units are (or will be) largely available at market rents that people in poverty cannot pay. That leaves us to respond to one of three choices: a.) continue to convert to a primarily sheltering service for the ever growing number of aged, disabled, and elderly homeless in particular; b.) thoughtfully and intentionally acquire and manage some of our own housing so that we can protect these vulnerable populations, c.) abandon our mission (on this front) and demand that this is government's problem and government ought to solve it. All three approaches have risks. In the first case, it's expensive and slow. In the second case, it's expensive and more "long-term" than our current risk appetite has been in the past. And with the latter, it's cheap and but exceptionally risky. Government isn't likely to try to solve social service problems themselves—they will look to other non-profits in times of crisis who raise their hands and say "yes." That "**coalition of the willing**" phenomenon has been very present during the COVID crisis. And it is leaving a lot of Oregon non-profits behind.
- 3.) The funding environment is changing dramatically, and the changes are accelerating. Many non-profits across the country, region, and state have been destabilized by the COVID pandemic. Some will probably end up merging with larger operations that have greater capacity and greater access to resources. Some will be left behind because they are clinging to models of service that were designed 50 years ago, for problems that are no longer the priority for government. The internal discussion in Community Action statewide over whether or not we are primarily homeless services or primarily self-sufficiency services for unstably housed folks is a good example of that tension. We have invested heavily into homeless services and have consistently been funded beyond baseline distribution models, for specific work on a number of fronts, while other agencies keep asking for additional funding for current historical work, and are denied.
- 4.) As we grow, governments want us to do more. We've tended to say yes to those requests, so long as they were willing to pay for it. Economy of scale makes us more efficient, and it insulates us from being too dependent on single stream funding sources (this was part of the reason we were in financial trouble in 2016-2018). I've said several times before that we are, somewhat, a sleeping giant. And if we can get our act together and live up to our potential, we could be one of the most effective Community Action's in America. But our obstacles, as illustrated above, are not just internal, they're external too. So we will have to navigate the political environment and build better, stronger partnerships with both traditional allies and partners (Family Building Blocks, Northwest Human Services, Union Gospel Mission, Center for Hope and Safety), but also with new ones (Church at the Park, Urban League, Seed of Faith Ministries, JOIN and other Portland based advocacy groups).

That's not as easy as the words roll off the page. The nature of non-profits (governments too) is that they look to their needs and obligations first, and collaboration always sits in the back seat. In order to get anywhere there must be general agreement on three fundamental questions: What are we trying to do (goals)? What is the best way to get to the goal (means)? And who should be served (what do we mean by community)? Most non-profits have generally different goals, and even where they share the same goal they often disagree on how to get there. And frequently they wildly disagree on who should be served first.

So when we hired a development director, a communications person, and probably next a community liaison, a large part of that is dedicated toward explaining ourselves and trying to align the community's resources to fight poverty. No easy task.

- 5.) All sectors of education, childcare, and early learning are in a state of disarray. There were already enormous questions on this front, pre-pandemic. They've grown worse since 2020. Oregon was already in a childcare desert, with need dramatically outpacing available care. We are still building back lost capacity, which means quality care is essentially market limited. And that scarcity is depressing the economic vibrancy of low-income earners by limiting some workforce engagement, and forcing some low-income mothers out of employment entirely. None of those dynamics look to improve in the short term.
- 6.) The supportive services our clients rely upon are also market limited. Mental health care, for example, is difficult to find and almost impossible to access in Oregon, for the poor. Addiction treatment services are limited. Employment training has a history of fairly mixed results (often it's not helpful to either workers looking for training, nor producing the kinds of workers that employers need). Much really depends on how American government makes it through the current crisis of leadership and disunity in the United States. There are really three possibilities on that front. A.) We heal as a nation and have a greater commitment to the common welfare of the poor, with adequate funding for needed systems and services (this would be a more 1960s style America), or B.) We embrace the logical conclusions of a political economy based on capitalism and expect people to solve their own problems in this changed world (a more 1980s style version), or C.) we continue down the current path, where services are underfunded, where there's very little mental health and little addiction treatment, where we're plagued by violence, school shootings, growing poverty and homelessness, limited opportunity for the working poor, and even greater isolation for people of color from the broader American expectation to live free and live well. I'm not sure what's going to happen, but the question for us comes back to a simple one: *"If needed supportive services are not available, do we offer them ourselves to our clients?"* We have answered this question somewhat affirmatively to date (specifically but not strategically): ARCHES Inn, emerging Mental Health program for Head Start, Tanner Project, Taylor's House, etc. But the affordable housing role, I think, will be a decision point for the Board down the road.
- 7.) We have not historically focused on promoting vibrancy for people of color in our community, at least directly. Oregon's demographics are changing rapidly, however, and we can no longer ignore that obligation; either as a service provider, a grant seeker, nor as a community leader. Community Action, as a movement, has been seen historically in Oregon as part of a white power system. And Salem non-profits in particular, I would say, have largely not championed racial justice. We have to change that. To some degree, who we are is just not well understood. More than 40% of our employees and about 50% of our clients are people of color. To a large degree, we are here to advocate for their needs and to assist them in exiting poverty. Many too are marginalized LGBTQ+ populations (this marginalization is more powerful than it appears externally, and especially so among working class communities). We have to do a better job advocating for and meeting their needs. We can either make that choice ourselves, or funders will do it for us. That puts us squarely in the crosshairs of a hot culture war. I'm proud of our progress, but we have a long ways still to go.

Finally, we have to continue to make smart financial choices. Nothing we do on the program side matters if the Agency's financial decisions are poor. I feel pretty good about where we are on our financial front with two exceptions. We need to continue to improve on financial reporting. And secondly, we have to continue to build reserves so that we have the cash flow we need to make the Agency function. The first of these challenges can be solved with time and incremental progress. The second is more difficult. We can only build reserves in three ways: 1.) Private donations to the Agency; 2.) Smart property decisions that allow us to cash out unrestricted equity, 3.) fee for service work.

The first is challenging, because we have to return to the original question: "Who are we?" For most people externally we are a government contractor, flush with resources thus not in need of private donation. What they don't realize is that government resources never cover all our needs and costs, and we have to find other ways to pay for certain

activities. So changing the public's perception of who we are is critical. In Salem, that means market competition for available private resources. That will not be popular, because there are many smaller non-profits that rely on those contributions to survive. And in terms of equity development strategies, we have been pursuing those in recent years, which led to decisions around the ARCHES property, the ARCHES Inn, Tanner Project, and the Wallace Road Early Learning Center for Head Start. Eventually, that will pay off. But it is a long term strategy. In the short term, we can build better cash systems by selectively going after some grants that pay up front, which build larger cash reserves that we pay down over time. We've done some of that work in recent years. Fee for service work is often limited, but a possible avenue. Between the need to secure cheaper quality program space, and the longer-term investment strategies, we have several pressing building needs in the future. Next on the list would be: 1.) Adequate Weatherization Space; 2.) Taylor's House 2.0; 3.) Head Start/CCR&R office space; 4.) New Home for Tanner Project.

There are also other large grant opportunities on the horizon, including a \$35 million RFP by the Oregon Health Authority for combined health and housing projects (this sort of project, along with the potential of Medicaid billing, will be the new frontier for homeless services a decade from now), and a \$50 million grant by Oregon Community Foundation for Project Turnkey 2.0. There remains a great deal in front of us.

Jimmy Jones  
Keizer, Oregon  
17 June 2022

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

**Strategic Planning**

Agency strategic planning processes are entering the last phase of development with the assistance of WIPFLI. The Board Program Committee learned about the recent initiatives this month, as Board involvement is expected in the 5-year plan.

**Agency Online Training**

HR has selected Everfi to deliver new employee and annual employee training on the following important topics:

*Preventing Harassment & Discrimination, DEI, Managing Bias, Bloodborne Pathogens, Hazard Communications, Injury and Illness Prevention, Data Security and Privacy, HIPAA, Workplace Violence Prevention, Social Media and Your Job.*

HR Training Coordinator, Jessica Carter, is the lead on this project and she will be editing some of the trainings to customize them for our work environment and positions. The new training courses will be released beginning with the new staff hired in August 2022.

**Agency New Staff Orientation**

HR Assistant/Recruiter Selena Ortiz is leading our Agency NSO project, which kicks off August 2022. This comprehensive orientation will get new employees exposure to all programs, including a van tour of sites that are part of our agency. Several stops will be made to give employees some history and a chance to connect with staff. New Staff Orientation will also include policy information, resources for staff, and more information about careers with the agency.

**Safety and Health**

The Safety Committee launched an incentive raffle to get staff to submit safety ideas to be eligible for a gas card raffle. Improving safety requires more than just the committee and management. It also relies on active participation by the employees. Safety Committee also talked about upcoming opportunities to increase awareness, such as fire drills and cutting board safety flyers.

**Agency DEI Work**

The DEI+ Committee developed an Inclusion and Belonging survey that was sent to staff in 2018. This year, DEI+ Committee updated it and this month sent it out to staff. They are also working on the DEI+ Charter and Goals.

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

401k Audit – In Progress

The 401k audit is in process. We were hoping to not have the 401k audit extended; however, we were waiting on the 5500 from Mutual of America (third-party provider) and have since received and sent it to the auditors, but will now require an extension. The deadline is October 15<sup>th</sup>. The auditors will be completing their fieldwork in late July and we anticipate issuing in August.

Head Start FA2 Review

During the week of June 13<sup>th</sup>, Head Start had their Focus Area 2 Review which included the fiscal review as well. We are awaiting the final report; however, our fiscal reviewer did let us know that everything looked really good, and there will not be an area of concern.

Audit

The FY22 audit has been scheduled for fieldwork the week of November 14<sup>th</sup>.

Payroll Filings

All payroll deposits have been made timely.

# MWVCAA

## Actual to Budget, 7/1/2021 - 4/30/2022

	7/1/2021 - 4/30/2022		FY22 - Budgeted	Expected Spent %	Actual Earned/Spent %	Difference
Grant and awards	\$ 53,399,721		\$ 61,006,374	83%	88%	4%
Other program revenue	249,673	{a}	60,000	83%	416%	333%
Contributions	120,363		150,000	83%	80%	-3%
<b>Total Revenue</b>	<b>53,769,757</b>		<b>61,216,374</b>	<b>83%</b>	<b>88%</b>	<b>5%</b>
<b>Expenses</b>						
Community resource programs	24,891,714		30,515,980	83%	82%	-2%
Reentry services	301,280		399,690	83%	75%	-8%
Child care resource and referral network	1,246,908		1,541,591	83%	81%	-2%
Energy assistance programs	7,167,014		5,089,512	83%	141%	57% {b}
Weatherization services	1,590,769		1,580,238	83%	101%	17% {c}
Nutrition first USDA food program	3,650,770		4,017,994	83%	91%	8%
Head start	12,699,059		13,827,350	83%	92%	9%
Home youth and resource center	1,242,755		1,549,199	83%	80%	-3%
Management and general	2,149,521		2,694,820	83%	80%	-4%
<b>Total Expenditures</b>	<b>54,939,789</b>		<b>61,216,374</b>	<b>83%</b>	<b>90%</b>	<b>6%</b>
<b>Revenue Over/(Under) Expenditures</b>	<b>\$ (170,032)</b>	<b>{d}</b>	<b>\$ -</b>			

- {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} Additional funding increasing total budget to \$10,359,235.25. funding did not come in until January. Most of the grants are for 12 months, but can be extended to 18 months.
- {c} Additional funding increasing total budget to \$2,929,062.45. Funding did not come in until January. Most of the grants are for 12 months, but can be extended to 18 months. There were supply chain issues that caused delays; however, work is expecting to pick back up.
- {d} Timing of billing.



# MWVCAA

## Fiscal Year 2022 - 2023 Budget

	FY23 - Budgeted	FY22 - Budgeted	Change
Grant and awards	\$ 65,191,122	\$ 61,006,374	\$ 4,184,748
Other program revenue	70,000	60,000	10,000
Contributions	200,000	150,000	50,000
Other revenue	-	-	-
<b>Total Revenue</b>	<b>65,461,122</b>	<b>61,216,374</b>	<b>4,244,748</b>
<b>Expenses</b>			
Community resource programs	30,000,000	30,515,980	(515,980)
Reentry services	400,000	399,690	310
Child care resource and referral network	1,541,591	1,541,591	0
Energy assistance programs	5,686,419	5,089,512	596,907
Weatherization services	2,370,357	1,580,238	790,119
Nutrition first USDA food program	4,000,000	4,017,994	(17,994)
Head start	16,255,350	13,827,350	2,428,000
Home youth and resource center	1,878,002	1,549,199	328,803
Management and general	3,329,403	2,694,820	634,583
<b>Total Expenditures</b>	<b>65,461,122</b>	<b>61,216,374</b>	<b>4,244,748</b>
<b>Revenue Over/(Under)</b>			
<b>Expenditures</b>	<b>\$ 0</b>	<b>\$ -</b>	<b>\$ 0</b>



Mid-Willamette Valley  
**COMMUNITY ACTION**

## **June Board Report: Development Department**

Laurel Glenn, Director of Development

### **Grants**

#### **Awarded:**

- We were awarded **\$350,000** in Oregon Health Authority funds to hire several new Health Navigators for the ARCHES Fuerza Campesina program, to help connect farmworkers to insurance and services.
- We were awarded **\$5,000** from the Ford Family Foundation to support our DEI+ committee and our Agency-wide DEI work.

#### **Recently Applied:**

- **Salem-Keizer Public Schools** – We’ve applied for a Services Navigator Position routed through ARCHES that would work with families.
- **Willamette Health Council** – We applied for a \$100,000 grant to support De Muniz’ Rapid Re-Housing Program, which reduces barriers re-entry clients experience while exiting incarceration.
- **Youth Homeless Demonstration Program** – We put in three separate applications to the CoC for YHDP, to support and expand HOME Youth Services.

#### **Upcoming:**

- **Family and Youth Services Bureau, Basic Center Program Grant** – This grant would provide \$200,000 every year for 3 years and would support the Drop In and Taylor’s House. We received a different version of this grant last year, a Street Outreach Program grant.
- **Department of Environmental Quality, Septic System Grant** – This grant would provide \$2 million to update failing and outdated septic systems in the canyon for wildfire survivors looking to rebuild.
- **City of Salem, Mobile Crisis Unit Funds** – This would create a crisis unit housed at ARCHES to respond to people in the downtown corridor who might be experiencing a crisis of some kind.

## **Fundraising**

- **Kindful Donations**
  - Donations through our donor software, Kindful, are currently at **\$1,371** for June.
  - Our June email appeal will go out Friday, 3-17, and will focus on the disproportionate effect that inflation has on those living in poverty.

## **Fundraising Event**

- We’ve officially booked the Salem Convention Center for October 15<sup>th</sup> for our first Agency wide fundraiser!
- Interested in getting involved? We’ll be forming a planning committee soon that will meet monthly, to help plan the event, and we need volunteers to help with the event day-of. Please text, call, or email Laurel Glenn at 971-304-6848 or [laurel.glenn@mwvcaa.org](mailto:laurel.glenn@mwvcaa.org) to find out more info or get involved.

**CCR&R PROGRAM REPORT**  
Shannon Vandehey-Program Director  
June 2022

## **Opportunities:**

### **City of Salem Child Care Grant:**

- The first cohort for this Child Care Business grant funded by City of Salem and CCR&R unrestricted funds is coming to completion. Wednesday 15<sup>th</sup> 6pm will be our final session. It will be a completion celebration. Really excited to see the results of how this has assisted in expanding child care in Salem. With City of Salem approval. We hope to be starting another 6-9 month session beginning in September to finish up with the grant. Dates are set, we just need to get approval and start recruitment.

### **Marion/Polk/Yamhill:**

- CCR&R will be partnering with the Rural Development Initiative, who has one time funding to provide a Child Care Business Basic class (8 hours) in Dallas. This will take place at the Chemeketa campus there. It will be for Spanish speaking providers. They will receive a \$100.00-\$200 Stipend for attending. CCRR Staff will present about CCRR services and supports. This will be in August.
- CCR&R attended the small business ecosystem summit in Woodburn. Was hosted by RDI (Rural Development Initiative) who are acting as consultants funded by Business Oregon, in partnership with the Cities of Woodburn, Aurora, Donald, Gervais, Mt. Angel, Silverton, Marion County, along with several Chambers of Commerce in North Marion, and Willamette Workforce Partnership. Was super informative and really appreciate meeting community workforce organizations that I haven't really had the opportunity to meet. Increased need/want was communication and collaboration opportunities for North Marion. This group hadn't had the opportunity to meet before and all are eager to continue the discussions. Follow up opportunities will be offered through the summer.

### **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:
- COMPLETED: The Bridges to the Future Early Childhood Conference May 20<sup>th</sup>, 21<sup>st</sup> CCR&R assisted with providing trainers and acting as a Sponsoring Org so early childhood professionals could receive Oregon Registry Credit for attending. This credit is for Professional development advancement. No final numbers on attendees as of yet. May 20<sup>th</sup> was virtual, May 21<sup>st</sup> was in person at WOU.

- Registered CCRR for a booth at the August Family Building Blocks 2022 Riverfront Family Fun Fest.

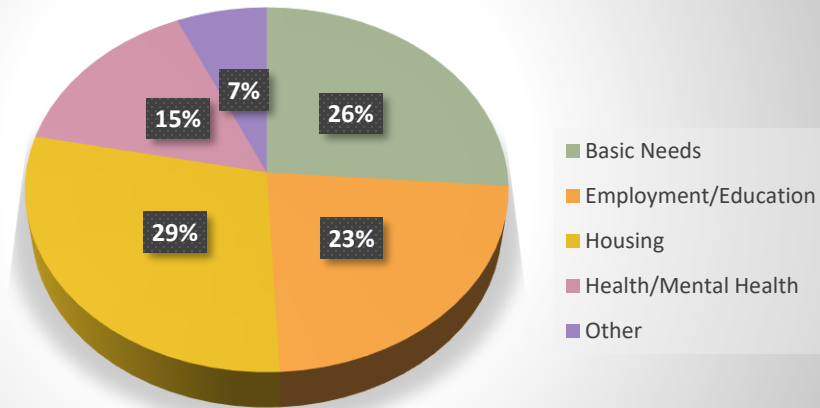
### **Yamhill County:**

- CCRR Worked with Yamhill County Early Learning Hub in hosting Red Light Purple Light Training June 1<sup>st</sup> 6pm-8:30pm. Participants gained an understanding of self-regulation and why it is important. Improved their understanding of research on self-regulation and how children learn and develop self-regulation skills. They also learned how to implement the *Red Light, Purple Light* self-regulation intervention.

### **Challenges:**

- CCR&R is preparing to bring all staff back to the office by July 1. There will still be the option to work virtual if needed, especially for those who work primarily in the field, but I feel like the team is ready. I think this will be very important, as we really need to reestablish our team relationships and reduce internal silos.
- CCR&R is in the process of hiring. Hiring a Preschool Promise Coach/Quality Improvement Specialist.

## How the De Muniz Resource Center Served Clients in May



### Opportunities/Challenges

- ❖ De Muniz Resource Center served 169 clients in May, with 333 services provided.
- ❖ This month 54% of clients served were in custody vs. 46% out of custody.
- ❖ During this reporting period, 18 clients (24 occurrences) took advantage and attended our cognitive based classes. The classes covered the following topics:
  - Prosocial leisure
  - Mindfulness minutes
  - Parenting skills
  - Emotional regulation
  - Identifying strengths
  - Success planning
- ❖ DMRC assisted 13 clients with bus passes during this reporting period.
- ❖ Twenty clients utilized our on-site clothing closet.
- ❖ Our partnership with Northwest Human Services yielded 44 clients completing their enrollment for Oregon Health Plan prior to release (from incarceration).
- ❖ This month 23 clients participated in Narcotics Anonymous support meetings, employment workshops, and/or a gambling awareness presentation.
- ❖ We have a new presentation for adults in custody, provided by Chemeketa Community College. Staff from their GED program is now coming out regularly to enroll and provide information about current GED programs and scholarships. So far, our clients have been very excited to participant in these events.

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

## **Success Story**

Before being referred to our housing program, John was ‘couch surfing’ after his release from incarceration. Despite the lack of stable housing, John has big dreams to get a place to call home for himself. He is also very motivated to get visitation hours with his children. After his incarceration release, he swiftly secured temporary employment with the help of a friend. John then looked around the community for additional resources to help get back on his feet. He worked closely with his parole officer who made the referral to our housing program for assistance securing permanent housing.

John’s motivation to see his children again helped keep him focused and determined. He worked with his housing navigator and within three weeks, he was approved for a lease! John’s move-in date is right around the corner and our program will provide short-term rental assistance to provide John with some extra support while he settles in.

Submitted by Housing Navigator

Energy Services May PY 2022, Program Report  
 Traia Campbell, Energy Director  
Executive Summary of Activities (Numbers served/service units/outcomes)  
 Energy Services households served in May 2022

<b>May 2022, Marion &amp; Polk county completions by funding source</b>								
Funding	HH	People	>6	60+	Disabled	At or below 75% prov.	Ave HH pmt	
LIHEAP	508	1437	170	144	160	238	47% of HH's	\$427
LIHEAP ARPA	506	1432	169	144	161	235	47% of HH's	\$413
LIHWA_CAA	151	465	53	68	55	49	33% of HH's	\$248
OEA PGE	225	628	64	83	90	85	38% of HH's	\$686
OEA PP	34	85	4	18	14	10	30% of HH's	\$612
CEAP PGE	198	582	68	60	72	66	34% of HH's	\$842
CEAP PP	40	107	5	19	14	14	35% of HH's	\$905
OLGA	105	328	38	22	30	37	36% of HH's	\$427
GAP	47	141	8	22	13	13	28% of HH's	\$131
<b>Total</b>	<b>1814</b>	<b>5205</b>	<b>579</b>	<b>580</b>	<b>609</b>	<b>747</b>	<b>42% of HH's</b>	<b>\$570</b>

<b>April 2022, Marion &amp; Polk county completions by funding source</b>								
Funding	HH	People	>6	60+	Disabled	At or below 75% prov.	Ave HH pmt	
LIHEAP	567	1508	163	197	193	257	45% of HH's	\$398
LIHEAP ARPA	569	1509	163	199	193	256	45% of HH's	\$396
LIHWA_CAA	119	357	39	64	43	49	41% of HH's	\$241
OEA PGE	210	535	48	77	72	74	35% of HH's	\$583
OEA PP	19	51	5	6	8	6	32% of HH's	\$619
CEAP PGE	303	834	90	114	103	129	43% of HH's	\$758
CEAP PP	33	92	11	16	16	7	21% of HH's	\$768
OLGA	109	325	25	47	29	42	39% of HH's	\$452
GAP	36	107	12	10	11	14	39% of HH's	\$136
<b>Total</b>	<b>1965</b>	<b>5318</b>	<b>556</b>	<b>730</b>	<b>668</b>	<b>834</b>	<b>43% of HH's</b>	<b>\$527</b>

As the moratorium for disconnections began to lift earlier this year (PGE, PAC, NWN, etc.) Energy began receiving requests for assistance to reconnect service. While we continue to receive requests for reconnections, many are for water instead of electric/natural gas. The addition of new funding sources including LIHWA received this program year has contributed to an increase in the number of first time applicants and those that have not received services for multiple years. Previous years funding was insufficient, allowing approximately 18% of the eligible population. The pandemic increased the number of income eligible people but also increased funding. The additional funding enabled Energy to assist an estimate 25% of the eligible population in Marion and Polk counties.

Energy's LIHWA program continues contact eligible water vendors, at this time 14 have completed contacts for program years 2022-2023. LIHWA vendors have been very open to the new program and the opportunity to provide assistance for their eligible customers. Many have began sending flyers to customers, informing them of the LIHWA program and how it can assist them. As customers gain knowledge, we expect an increase in both water and energy assistance requests.

Energy is now into the third quarter of program year 2022 and closely monitoring remaining funding. CEAP PGE funds were spent in May, now waiting for a budget change to close out. At the end of May, Energy's available funding from all other funding sources include; LIHEAP, LP ARPA, OEA PGE & PAC, CEAP PAC and LIHWA CAA & ARPA. I am hopeful Energy will have funding available through September 2022 to assist residents of Marion and Polk counties.

<b>May 2022, Polk county completions by funding source</b>								
Funding	HH	People	>6	60+	Disabled	At or below 75% prov.	Ave HH pmt	
LIHEAP	70	207	25	23	25	37	53% of HH's	\$423
LIHEAP ARPA	70	206	25	24	26	36	51% of HH's	\$419
LIHWA_CAA	21	49	6	10	9	8	38% of HH's	\$300
OEA PGE	9	34	7	2	8	4	11% of HH's	\$649
OEA PAC	14	44	3	8	6	5	36% of HH's	\$678
CEAP PGE	7	27	7	1	5	1	15% of HH's	\$2,112
CEAP PAC	17	55	4	5	5	7	41% of HH's	\$884
OLGA	9	33	4	4	2	5	56% of HH's	\$467
GAP	4	13	1	0	0	4	100% of HH's	\$132
<b>Total</b>	<b>221</b>	<b>668</b>	<b>82</b>	<b>77</b>	<b>86</b>	<b>107</b>	<b>48% of HH's</b>	<b>\$742</b>



**HEAD START PROGRAM REPORT TO BOARD OF DIRECTORS & POLICY COUNCIL  
Eva Pignotti, Program Director - June, 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%	63.31%	62.50%
Subsidized	64.15%	62.96%	66.19%	67.23%	59.39%	61.50%
	3/22	4/22	5/22	6/22	7/22	8/22
Regular	69.52%	66.64%	69.39%			
Subsidized	73.52%	68.61%	68.13%			

**Early Head Start**

	9/21	10/21	11/21	12/21	1/22	2/22
Regular	79.84%	67.10%	64.07%	70.20%	64.26%	64.19%
Subsidized	78.13%	71.05%	63.83%	52.48%	80.62%	59.14%
	3/22	4/22	5/22	6/22	7/22	8/22
Regular	64.98%	64.92%	64.04%			
Subsidized	71.63%	62.50%	71.01%			

**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%	63.71%	64.21%
	3/22	4/22	5/22	6/22	7/22	8/22
Regular	74.16%	75.82%	79.76%			

**Community Action Head Start Attendance Analysis  
Absences for May 2022**

The Head Start Preschool Program attendance rate was 69.33% overall, below the required 85%. The top absence reasons during the month of May were sick children, which accounted for 46.09% of the absences, and bus transportation cancelled, which accounted for 10.15% of the absences

The Early Head Start Program attendance rate was 65.65% overall, below the required 85%. The top absence reason during the month of May was sick children, which accounted for 56.85% of the absences.

The EHS Child Care Partnerships attendance rate was 79.76% overall, below the required 85%. The top reasons for absences during the month of May were sick child, which accounted for 37.96% of the absences, and family day/vacation, which accounted for 26.64% of the absences.

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

**Head Start Preschool – Full Enrollment = 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	380	382	393	413	399			
Subsidized (20)	14	14	17	16	17	15	16	16	17			

**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	67	70	74	73	87			
Subsidized (8)	8	8	8	8	7	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	73	74	79	79	78			

**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	60	76	94	92	92			
Subsidized	2	2	1	1	2	4	4	4	4			

**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	16	25	28	28	33			
Subsidized	0	0	0	0	1	1	2	2	5			

**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	13	16	16	16	19			

## USDA Meal Reimbursements

USDA Meal Reimbursements	May 2022	
	Number of Meals Served	Amount Reimbursed
Breakfast	4,492	\$ 8,849.24
Lunch	4,485	\$16,415.10
Snack	593	\$ 593.00
Cash In Lieu		\$ 1,166.10
<b>Total Reimbursement</b>	<b>9,570</b>	<b>\$27,023.44</b>

### Report from Program Director:

The week of June 13 – 17 is the program’s federal review. This is an opportunity to show our work, with reviewers visiting 14 classrooms, submission of all the program policies, procedures and other documents, interview sessions with all program content areas, and an intensive fiscal review process. Once the review is completed, the official report will be generated within 60 days.

COVID continues to interrupt and impact services to children and families. We are still maintaining small stable groups of children and staff, which means we do not have the option of using staff to cover for one another. Whenever staff are out sick and we don’t have an adequate number of qualified staff for a class, we cancel the class for the day. We are seeing rising numbers of COVID cases in the community at large, and this trend is showing among our staff and children as well.

The Early Learning Division provided OPK (state Head Start) and P3 programs with a surprising increase in the cost per child provided in our grants. While an inflationary increase of about 4% a year over the biennium was broadcast in advance, the addition of \$2,000 per child per year was new information in our recent grant agreement. This amounts to an additional increase of over \$900,000. We are looking at some restructure and new positions within our leadership team, which hasn’t changed in over five years, and this funding will allow for those changes, as well as bolster line items to absorb the inflated costs of goods and services.

On July 1, Eva Pignotti will assume a new role in the agency as Chief Program Officer of Early Learning and Child Care. This transition opens room in the Head Start leadership structure for advancement and new opportunities. Initially the program will add two positions, Associate Director of Child & Family Services, and Associate Director of Operations and Compliance. These two positions will work hand in hand with the CPO of Early Learning and Childcare for oversight of the Head Start program.

### **Outreach:**

- The Drop In served 87 unique individuals a total of 310 times in May, an increase of 7 unique individuals from April.
- In May, The Drop In provided 18 food boxes, serving a total of 102 individuals (families and younger children included).
- From May 4-6, 4 youth (accompanied by 3 staff) had the opportunity to share their expertise and experience at the Oregon Alliance's annual summit in Redmond, OR. Youth were paid by the Oregon Alliance to sit on a panel and share about the importance of youth voice. This empowering opportunity gave youth the chance to share barriers they have run into in their experience and in their advocacy work with youth experiencing homelessness. Some questions asked were:
  - When have you felt your voice was heard? When your voice was at the center of the work?
  - What motivated and continues to motivate you to do advocacy work?
  - What are 2 to 3 things that an organization can do to engage youth in a meaningful way in their work?
  - In what ways should organizations communicate to youth how their voice will be used?
  - What else is important to know or do when engaging youth?
- HOME Youth Service's Outreach team completed 47.5 hours of Outreach in the community in the month of May. Staffing and scheduling continue to be a barrier to engaging in all outreach zones and completing all hours. Staff have made continued efforts to work with each other and community partners to ensure outreach is being completed as often and consistently as possible.

### **Emergency Shelter:**

- In May, Taylor's House served 12 individual youth for a total of 158 nights.
- Upon intake:
  - 5 youth reported experiencing a mental health disorder
  - 1 youth reported experiencing a drug or alcohol use disorder
  - 1 youth reported experiencing a chronic health condition
  - 1 youth reported experiencing a developmental delay.
  - 5 youth reported entering Taylor's House after staying in a place not meant for habitation.
- 12 youth participated in case/care management
- 2 youth engaged in mental health and substance use disorder counseling.
- Staff navigated multiple incidents successfully. The youth in the house during May were high need and experienced some interpersonal conflict, resulting in multiple incidents

reports. Staff consistently used de-escalation techniques to safely de-escalate the youth and calm the milieu of the house.

- One incident in particular included reports that a youth was sending explicit photos of themselves in exchange for substances. After talking with the youth about appropriate technology use, substance use and boundaries, staff and the youth's ODHS caseworker were unable to determine whether or not the youth did in fact engage in this behavior. Instead of dismissing the report, staff connected the youth with a Safety Compass advocate so they could receive services from providers with more extensive training in CSEC (commercial sexual exploitation of children).

### Youth Empowerment Program:

- Our Youth Empowerment Program's youth leadership team (CREW) planned and hosted a prom event for youth receiving services.
  - Youth decided on the theme "Spring in Paris"
  - The event was hosted at For the Love of Pete's event space on Liberty St. S in Salem
  - All decorations were donated by For the Love of Pete rental
  - Be Bold Street Ministries donated 35 \$30 Walmart gift certificates, along with



food items for the event so each youth would leave with a goodie bag.

- The event promoted positive social connection, and provided an opportunity for youth to attend a prom for free. Many youth engaged in HYS services are unable to attend prom due to the cost of tickets, clothing, and food on the day of the event.



- All 9 youth engaged in the program participated at some level.
- All 9 youth enrolled in the program attended job skills workshops.
- 5 youth attended financial literacy workshops.
- Sarah is one of our CREW interns and this is her first cycle as a YEP intern. Sarah comes from a very high risk situation where she is perpetually on the brink of homelessness. It does not dampen her spirits at all. Most days she is all smiles and exhibits positive energy. Sarah has really thrived and enjoyed her internship so far. She exceeds our expectations when it comes to anything creative. Sarah has had a few family emergencies that have caused her to miss a few days, and every time she communicates with staff and set up a future day to come in and make up those hours. Next cycle (starting July 11<sup>th</sup>) will be our first internship with Enlightened Theatrics at The Salem Grand Theater and Sarah wants to be their first intern. She is very excited about the opportunity, and we can't wait to watch her skills and confidence continue to develop.

### **Community Connections & Supports:**

- Outreach staff confirmed partnership with Santiam Teen Center and have set up time on Fridays for staff to be stationed at the center. This will start on June 3<sup>rd</sup>.
- YHDP, with incredible support from the Development team, submitted 3 applications to the CoC for YHDP funding.
  - The funding will provide the following opportunities:
    - A new transitional housing/rapid rehousing site specific for youth. This will run similarly to Taylor's House, and will be stationed in Polk County.
    - Youth specific coordinated entry
    - Supportive services, including another Drop In center in Polk County.

- Review and ranking by the CoC review and ranking board will happen during the first part of June. Edits will be accepted after the R&R process, and the CoC will submit the final recommendations to HUD at the end of June. Notification of awards should happen in the beginning of July.
- May was dedicated to staff training. Staff completed multiple trainings to meet licensing requirements including:
  - Trauma-Informed Care training, which included opportunities to role play how to respond to situations in a trauma-informed manner
  - Motivational Interviewing training, so staff are better prepared to have difficult, goal-oriented, and youth-centered conversations with youth we serve.
  - Liberty House provided the following trainings on site for staff:
    - Stewards of Children, focused on recognizing and responding to childhood sexual abuse.
    - Let's Talk, an expansion of Stewards of Children, focused specifically on how to safely talk with children about appropriate boundaries.

**Nutrition First**  
**Carmen Romero, Program Director**  
**June 14, 2022**

- ✓ For the month of May, we signed on six new providers (all were OCC registered/certified) and closed five, leaving us with 482 active homes.
- ✓ We provided 112 in-home monitoring visits during the month of May.
- ✓ Approximately 896 children were seen at home visits.
- ✓ Staff drove a total of 3136 miles.

**Comments, Concerns, Celebrations**

- May is the month that is used for planning the next fiscal year's budget. I am happy to see that numbers have been staying steady. The program representatives are good at recruiting so we were able to open more providers than we closed this month. Unfortunately, we are still not, where we were this time last year with 509 active homes.
- May was our last month with the current unit (second unit of the year) plant your plate. So far providers have liked the informational hand out, coloring sheets, stickers and story read to the kids.



**Mid-Willamette Valley Community Action Agency, Inc.**  
**Board of Directors Executive & Finance Committee**  
**Meeting Minutes**  
**Thursday, June 9, 2022**

**ATTENDANCE**

**Committee Members Present:** Jade Rutledge, Board Chair; Shelaswau Crier, Board Vice-Chair; Kevin Karvandi, Secretary; and Helen Honey, Board Member

**Absent:** Steve McCoid, Board Member

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

**The meeting of the Executive & Finance Committee started at 5:31pm. It was determined that a quorum was present.**

**1. Executive Director's Program Updates**

- a. Strategic Plan:** Jimmy and Helana will be meeting this weekend to complete the Strategic Plan templates to send to the WIPFLI consultants to compile. The Strategic Plan should be ready for presentation to the Board by July.
- b. Administrative Lifts for 2022-2023:** Jimmy and Helana have a plan to spend a lot of time building internal infrastructure and competency over this next year. The agency has grown significantly so our policies, procedures and efficiency need to be re-evaluated to accommodate the growth.
- c. Program Updates:** Head Start received an unplanned \$1.3 million grant increase from Oregon Pre-K that will last over the next twelve months and will become permanent. ARCHES has received the final approval to move residents at the ARCHES Inn into the second floor. ARCHES also received \$350,000 from the Oregon Health Authority to support their farmworker program. CARS (De Muniz) is hoping to receive additional funds as well. The intention is to expand re-entry resources to \$1 million by 2025.
- d. By-Laws:** Jimmy had forwarded the by-laws to the attorney for their review per some suggestions made by the Membership Committee. We have received those back from the attorney and the Membership Committee will review them at their June meeting.
- e. Agency Org Chart:** Jimmy presented the updated agency Organizational Chart. This chart represents the new management structure for the agency. The programs have been divided into three divisions: Housing and Homeless Services, Weatherization and Energy Services, and Early Learning and Child Care. To lead each of these divisions, we have promoted a Chief Program Officer whom will oversee the Program Directors and Associate Directors in those areas. This new organization of our management structure will lessen the number of direct reports to Jimmy and provide better support for the Program Directors.
- f. Property Updates:** The City of Salem has been given the "go ahead" for ARCHES to move residents into the second floor of the ARCHES Inn. This will significantly increase the number of households we can help house at the Inn. The purchase of the Wallace Rd properties in West Salem have been completed and we are in the beginning stages of the design phase for the renovation. These two buildings will be used as new Head Start facilities; specifically for Pre-school Promise programming and infant and toddler programming. The old YWCA and Family Building Blocks building at 1255 Broadway in Salem is up for lease. We are taking over the lease from Family Building Blocks in

order to house some of our ARCHES Housing staff and Head Start Inclusion and Mental Health Program staff.

2. **Financials** - Kaolee Hoyle presented the April 2022 Budget to Actual report. Kaolee noted that \$103,000 of the Other Program Revenue amount as of April is related to Weatherization's NW Natural Gas reimbursements. The typical practice is that Finance does not budget for the reimbursements at the beginning of the fiscal year because they are dependent on several unknown factors. Additional funding was received for Weatherization and Energy Services that had not been previously budgeted because the funding had not come through until January. These grants usually span twelve months but can be extended to eighteen. Kaolee also presented a very preliminary version of the Fiscal Year 2022-2023 budget. This is still being worked on but the total expected budget for FY23 is just under \$65.5 million, which is an increase from our current FY22 budgeted.
3. **June 2022 Full Board Meeting Draft** – No changes were made.
4. **Credit Card Expenditure Review** – The March 2022 Credit Card Expenditures were reviewed by the committee. No discrepancies were found.

**Meeting adjourned at 7:00pm.**

Respectfully Submitted:

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Jade Wilson, Executive Assistant

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Kevin Karvandi, Board Secretary

**Mid-Willamette Valley Community Action Agency, Inc.**  
**Board of Directors Ad-Hoc Membership Committee**  
**Meeting Minutes**  
**Thursday, June 16, 2022**

**ATTENDANCE**

**Committee Members Present:** Jeremy Gordon, Board Member; Helen Honey, Board Member; and Steve McCoid, Board Member

**Absent:** Michael Vasquez, Board Member; and Melissa Baurer, Board Member

**Staff:** Jimmy Jones, Executive Director; and Jade Wilson, Executive Assistant

**The meeting of the Membership Committee started at 1:05pm. It was determined that a quorum was present.**

**1. Executive Director's Program Updates**

- a. HOME Youth Services:** The agency was preliminarily awarded \$3 million of a total \$3.4 million for the CoC Youth Homeless Demonstration Project funds. We were also awarded \$1.5 million by OHCS specifically for youth homelessness. A total of \$4.5 million will be going to HYS to be used for operations, but some will also be used for housing and rental assistance. This funding is to be used specifically for new projects, not pre-existing programming.
  - b. Head Start:** The Federal Head Start office has been on site this week performing the FA2 annual review of the program.
  - c. HB 2100 Task Force:** This task force resumed meetings this week. The primary focus of this task force is to make recommendations for solutions/funding for homeless services throughout the state.
  - d. Legislative Agenda:** The legislative agenda at CAPO is being crafted at this time. The network is focused on maintaining current housing funding, but also expanding energy and weatherization resources. Jimmy also encouraged board members to think about the legislative agenda for people in poverty, and things they think need to be prioritized for the future.
- 2. By-Laws Review** – Per committee recommendation, Jimmy forwarded our current by-laws to the attorney for review of the recruitment process as it is currently written. The attorney stated that the recruitment process as it is written is well defined. The attorney also suggested an update to the committee structure to clarify current duties. There was further discussion regarding specific wording changes and suggestions on committee duties. The committee decided that the changes were appropriate and that the adjusted by-laws could be presented to the Board at the June full board meeting, with the intent of ratification of the new by-laws in July, once everyone has a chance to review and make adjustments.
- 3. Prospective Board Member Interview Process** – Also per committee recommendation, Jimmy asked the attorney to check that the application for prospective board members and the interview questions discussed at the previous committee meeting align with the by-laws. The attorney agreed that they do. They made a few wordsmithing suggestions to the interview questions. There was discussion about the suggestions made by the attorney. Overall, the committee agreed we are getting closer to narrowing down the recruitment process.

**Meeting adjourned at 1:40pm.**

Respectfully Submitted:

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Jade Wilson, Executive Assistant

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Kevin Karvandi, Board Secretary