

# **COMMUNITY ACTION AGENCY**

**ANNUAL MEETING OF THE BOARD OF DIRECTORS  
THURSDAY, JANUARY 23, 2020**

**LOCATION:  
ROTH'S EVENT CENTER  
1130 WALLACE RD NW  
SALEM, OR 97304**



## **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 Exit Poverty**

**COMMUNITY ACTION AGENCY  
BOARD OF DIRECTORS  
AGENDA**

Roth's Event Center  
1130 Wallace Rd NW  
Salem, OR 97304  
January 23, 2020

Mission

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

Vision

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

- |   |             |
|---|-------------|
| <b>I. Welcome and Introductions</b>   | <b>5:30</b> |
| 1. Recite Mission and Vision Statements                                       |             |
| <b>II. Public Comment</b>   | <b>5:35</b> |
| <b>III. Approval of Agenda p.2</b>  | <b>5:40</b> |
| <b>IV. Consent Calendar</b>   | <b>5:45</b> |
| 1. November and December 2019 Full Board Meeting Minutes pp. 51-55            |             |
| 2. January 2020 Executive Director Report pp. 26-34                           |             |
| 3. January 2020 Director of Program Development Report pp. 3-11               |             |
| 4. January 2020 Chief Financial Officer Report p. 35                          |             |
| 5. January 2020 Chief Operations Officer Report pp. 36-40                     |             |
| 6. January 2020 Program Director Reports pp. 12-21 and 41-50                  |             |
| 7. December 2019 & January 2020 Committee Meeting Minutes pp. 22-24           |             |
| <b>V. Board Business</b>  | <b>5:55</b> |
| 1. Oregon Community Foundation Award Presentation (SOCC Grant)                |             |
| 2. Executive Director's Report  |             |
| 3. Board Member Resignations – <i>Approval</i>                                |             |
| 4. Election of Officers - <i>Approval</i>                                     |             |
| 5. Re-New Board Member Terms – <i>Approval</i>                                |             |
| 6. Reaffirm Code of Ethics, Conflict of Interest & Board Commitment Statement |             |
| 7. Risk Assessment Review   |             |
| 8. Fundraising Update   |             |
| 9. Golf Marathon  |             |
| 10. Financials – <i>Approval</i>  |             |
| <b>VI. Adjournment</b>  | <b>7:30</b> |

**Next board meeting: Thursday, February 27, 2020**

## Program Development Board Report

Dana Schultz

January 2020

## Fundraising

### Grants

#### Mid-Willamette Valley Community Action Agency **APPLIED** Grants Tracking

Program	Project	Funder	Funding Type	Amount	Awarded?	If YES, How Much?
Admin	AmeriCorps	Network for Good	Private	\$1,000	No	x
Admin	Jobs Program	Willamette Workforce Partnersip	WWP/Federal	1,700,000	No	x
ARCHES	SSVF	VA	SSVF	\$700,000	No	x
CCR&R	CCR&R Collab with HUB	Meyer Memorial Trust	Private	\$250,000	No	x
DeMuniz	Operations and Housing	BAR Foundation	Private	\$100,000	No	x
HOME	Van	Juan Young Trust	Private	\$25,000	No	x
HOME	HOME/YEP	Willamette Workforce Partnersip	WWP/Federal	1,400,000	No	x
HOME	HOME/Taylor's House	City of Salem	General Fund	\$77,000	No	x
HOME	Drop In	Shapira Foundation	Private	\$40,000	No	x
HOME	van	Siletz Tribal Community Fund	Private	\$20,000	No	x
HOME	Taylor's House	Umpqua Charitable Foundation	Private	\$7,000	No	x
HOME	Taylor's House	PGE Foundation	Private	\$50,000	No	x
Nutrition First	Nutrition First	Autzen Foundation	Private	\$30,000	No	x
Nutrition First	Nutrition First	The Ford Family Foundation	Private	\$75,000	No	x
Nutrition First	Nutrition First	Spirit Mountain	Private	\$46,000	No	x
HOME	Taylor's House	Union Bank Foundation	Private	\$20,000	No	x
DeMuniz/ARCHES	Redwood Crossing	MJ Murdoch Charitable Trust	Private	\$75,000	No	x
DeMuniz	DeMuniz Housing	Public Welfare Grant	Private	\$100,000	No	x
Admin	Equity	Collins Foundation	Private	\$20,000	Yes	20,000
ARCHES	Warming	City of Salem	CDBG	\$100,000	Yes	77,386
ARCHES	Employ. Nav.	Willamette Workforce Partnersip	WWP/Federal	\$50,000	Yes	50,000
ARCHES	Coordinated Outreach	Oregon Housing Community Services	Outreach	\$ 75,000.00	Yes	\$ 100,000.00
ARCHES	Family Stabilization	Meyer Memorial Trust	Private	\$126,000	Yes	\$126,000
ARCHES	Mill City (SOCC)	Oregon Community Foundation	Private	\$115,000	Yes	\$115,000
DeMuniz	De Muniz	Willamette Workforce Partnersip	WWP/Federal	\$50,000	Yes	50,000
HOME	Taylor's House	Salem Foundation	Private	\$5,000	Yes	\$5,000
HOME	YEP and Taylors	Oregon Youth Development Council	Private	\$400,000	Yes	\$200,000
ARCHES	Rental Assistance	City of Salem	HOME TBRA	\$193,000	Yes	\$193,000
Head Start	Disaster Prep	State Farm	Private	\$40,000		
Head Start	Yoga Program	Spirit Mountain Community Fund	Private	\$7,000		
HOME	Taylor's House	City of Salem	CDBG	\$51,000		
ARCHES	AHOP	City of Salem	HOME TBRA	\$300,000		
ARCHES	Salem Warming	City of Salem	General Fund	\$100,000		

**Grants Awarded Total: \$836,386**

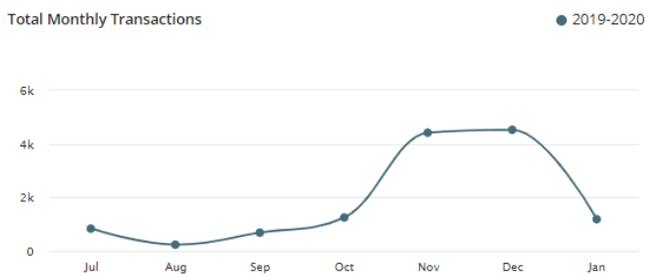
### Donations

Our AmeriCorps Vista, Hailee Vandiver, serving as our Donor Relations Coordinator since August 2019, has been working to build our community donor base through social media and outreach to community groups and events. She has also implemented a new donor management software called Kindful. The fruits of her labor are shown in the below graphs, highlighting our drastic increase in

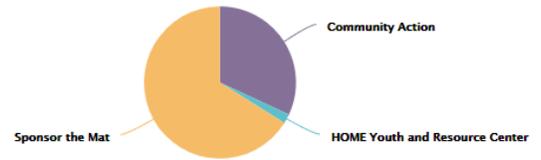
donations. We have raised over \$12,000 since Hailee has started. Below is the amount of donations we have received, the sizes of people’s donations, and our donation trends over the last two years.

## 2019-2020

Total Monthly Transactions

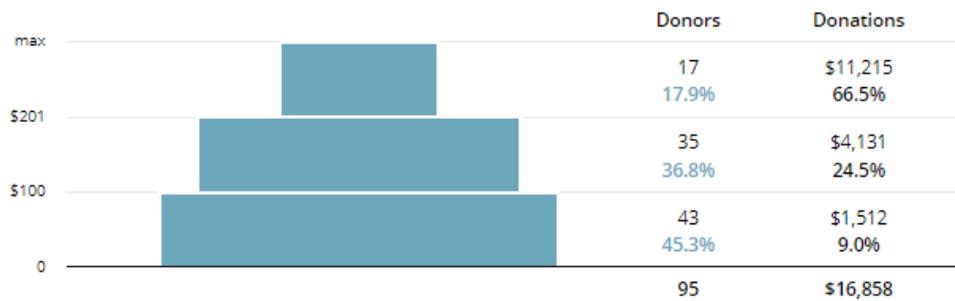


Transaction Highlights

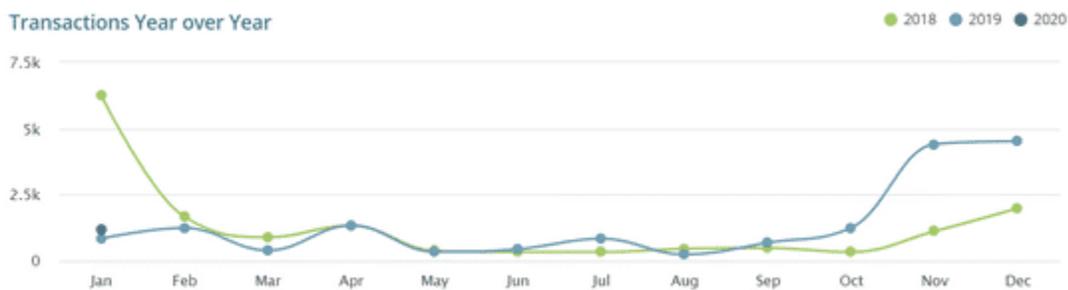


Campaign	Amount
Community Action	\$4,192.25
HOME Youth and Resource Center	\$265.00
Sponsor the Mat	\$8,671.00
<b>Total:</b>	<b>\$13,128.25</b>

Donor Pyramid  
Giving from February 2019 to January 2020



Transactions Year over Year



## Special Projects

### Redwood Crossing

Permanent and Supportive Housing for Our Most Vulnerable Neighbors in Salem, OR

The Salem Housing Authority and Mid-Willamette Valley Community Action Agency have come together to provide the Salem community with its first single-site permanent supportive housing project: Redwood Crossing. Redwood Crossing will provide 31 units of permanent supportive housing for highly vulnerable and chronically homeless individuals (plus 6 units of transitional respite housing for people experiencing homelessness who are discharged from Salem Health ED). The units are single-room occupancies with one 1-bedroom available.

Salem Housing Authority will be the property manager for Redwood Crossing, ensuring tenant compliance and building safety. They will work in close partnership with Mid-Willamette Valley Community Action Agency who will be providing on-site intensive case management and care coordination. Open communication will be a vital element within this partnership to ensure comprehensive and wraparound support for Redwood Crossing's residents.

Residents will pay 30% of their income for rent at Redwood Crossing, where they will have private apartments with kitchenettes, shared bathrooms, shared laundry, and large welcoming community spaces including a full community kitchen. The building offers plenty of extra space to bring in other service providers on a more sporadic basis, including healthcare partners Northwest Human Services.

Redwood Crossing will provide the vital housing needed in our community to house individuals who are homeless and who have the most complex needs. Permanent supportive housing is a proven model to effectively serve and house this population and it will provide a much needed resource in the Salem area.



**North Marion Family Resource Center (Woodburn Community Development) :**



**North Marion Family Resource Center**

*A partnership providing coordinated and accessible services at two campuses for the North Marion County community*

***Our Vision:*** *We dream of a place where residents access services from agencies that work together in close proximity - sharing a physical location that is one-stop shop for social services in the greater Woodburn area. We believe the ability to function as an integrated team of service providers will make us better together and allow all of us to better serve people and families in our community.*

### **Phase I**

Love INC and the City of Woodburn, with support from Mid-Willamette Valley Community Action Agency, will open the first site – Cascade campus - at 970 North Cascade Drive in Woodburn. This site will be fully developed in early 2020 and ready to meet urgent needs for North Marion community members. The initial site will offer free work spaces to service providers interested in collaborative, coordinated, one-stop services. As the pilot for our community’s co-location model to exemplify a ‘better together’ spirit, the Cascade Campus will be focused on meeting the immediate needs of the community.

### **Phase II**

Immanuel Lutheran Church and Mid-Willamette Valley Community Action Agency, with support from Love INC, will open the second site - Evergreen campus - on 8 acres of land currently owned by Immanuel Lutheran and located at Linfield Ave and Evergreen Rd. in Woodburn. This site will be an expansion of our co-location model to include more service providers and provide a community gathering space (event center), meeting rooms, and classrooms. Phase II will focus on building community capacity by providing a place to learn, to grow, to support one another, and to celebrate our community.

The two campuses will work in tandem to provide services, sharing necessary information and collaborating to meet changing community needs, under the North Marion Family Resource Center brand.

**Primary Partners:** Love INC, MWV Community Action Agency, Immanuel Lutheran Church

**Program Partners:** Supporting partners are Family Building Blocks, Casa of Oregon, City of Woodburn, Woodburn School District, Marion County Health and Human Services, Yakima Valley Farmworkers Clinic, Catholic Community Services

### **Website**

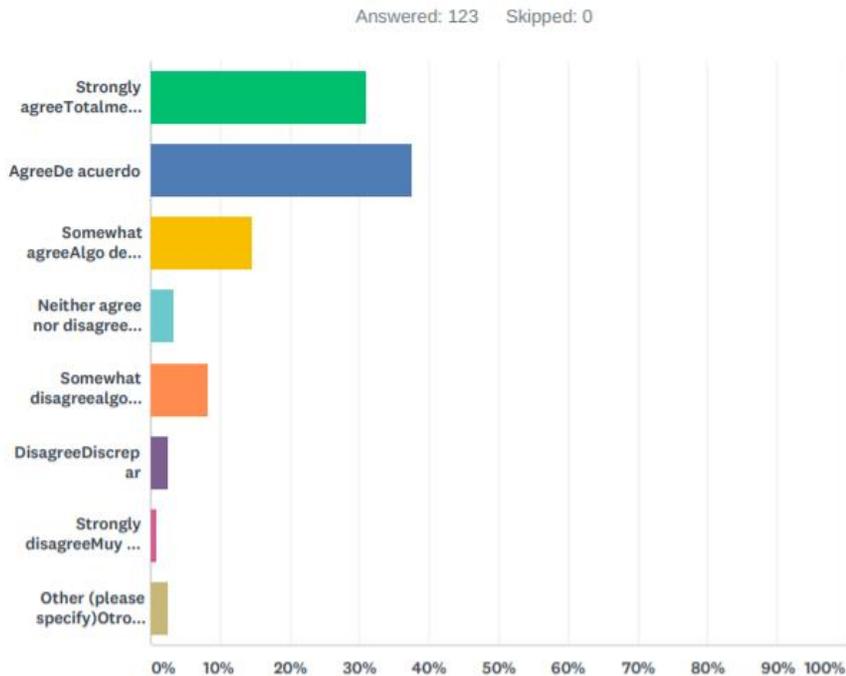
The agency has established a contract with Cardwell Creative, a local branding and design firm, to redesign our agency’s website and to assist with effective branding methodologies. I am coordinating this project through correspondence with Cardwell Creative, meeting facilitation with the Executive team, and collecting input from Program Directors.



## Equity

Along with Shannon Vandehey, I have been facilitating the agency's Equity Committee. The group has representation from each program and various position levels and is focusing on biases and their implications on our agency and the people we serve. The group recently wrapped up a Belongingness and Inclusion Survey that was sent to every employee. All responses were anonymous and we received 121 surveys back. The group plans to create action items and follow up surveys based on the responses received. I can provide the full survey results if there is interest.

### Q2 I feel like I belong at my agency. Siento que pertenezco a mi agencia.



The group is also welcoming Capacity Building Partnerships (CBP), a renowned Diversity, Equity, and Inclusion consulting firm, to guide our group in challenging conversations and next steps. CBP is contracted to work with MWVCAA over the next year to increase our capacity in facilitating true equity as both an employer and a service provider. CBP's initial work will include:

Relationships Building

Assessment

Process Design

## Planning

“CBP is committed to partnering with MWVCAA to design a process that is as responsive as possible your needs, lifecycle, and culture. It is important to us to get to know the team and hear the multiple needs and perspectives. The assessment process could include a survey, set of interviews and meetings to get to know the team and critical issues, questions and choices, data analysis that provides information about the current context and service recipients, and additional elements to meet the unique needs of MWVCAA. Assessment will also be integrated into the capacity building, coaching, and implementation support. Participants will be asked to use frameworks and tools to assess their own and the organization’s capacity to meet goals and outcomes they set in partnership. This work can inform a larger organizational plan or process.”

Our aim in working with CBP over the next year is making MWVCAA a more equitable social service agency and place of employment. We want to develop clear, specific, action-centered goals. Over the grant year we want our agency to feel confident enough in operating our own capacity building in DEI, as well become a leading voice in equity work within the community. The cost is covered by a grant awarded to the agency from the Collins Foundation.

Through this work we will show:

- Increased professional connection for our work on equity and inclusion that support substantially increased capacity
- Increased awareness of the impact that institutionalized inequity has had within our sub-sectors (i.e. housing, education, economic development, domestic violence) and vision/strategy for long term systemic change
- Strengthened capacity to examine the limitations that identity based privilege plays in organizational decisions and the use of inclusive practices that improve decision making
- Increased skills to effectively engage in difficult conversations across and within difference
- Having examined an aspect of institutional inequity within our departments or teams and developed a plan to address this inequity
- A broadened network for peer support in discussing challenging situations and furthering equity and inclusion in our departments and teams.
- A mindset regarding diversity, equity and inclusion that supports lifelong learning and capacity development and assists in analyzing specific situations and organizational systems and structures that undermine diversity, equity and inclusion

## Built for Zero

Below is the informational sheet on Built for Zero that I created to share with the service provider community. Our agency, along with the Mid-Willamette Valley Homeless Alliance, is leading this initiative. I am coordinating all project management for the Built for Zero work.

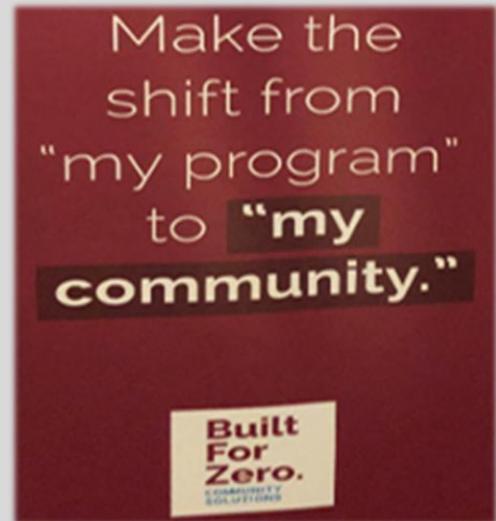


### Join Us!

In Making the Mid-Willamette Valley “Built for Zero”  
In Veteran and Chronic Homelessness

#### What is “Built for Zero?”

With the support of Kaiser Permanente, Mid-Willamette Valley Homeless Alliance (MWVHA) has joined communities across our nation working to drive homelessness to zero through a coordinated community approach that knows all homeless persons in our community by name and with a commitment to perform prioritized and individualized “case conferencing” that is holistic and integrated in quickly



*Focusing on individuals with the greatest needs is critical to ending homelessness within our community and should include:*

- **Outreach efforts** that create a prioritized real-time by-name list of all individuals experiencing homelessness in our community
- Collaboration in bringing together service and housing providers to **collectively problem-solve barriers** to ending homelessness for each person on the prioritized by-name list

- Operation as a collaborative learning system with **data-driven methodologies** and a focus on continual improvement
- **Focus on the chronically homeless population**, and then leverage this success to end homelessness for all

THE PROBLEM	THE BUILT FOR ZERO SOLUTION
 <p>No single actor is fully accountable for ending homelessness in a community. Each local agency or program holds its own small piece of the solution, but no one has their eye on how the pieces fit together.</p>	 <p>An integrated, command center team. Key agencies, like the Continuum of Care, the housing authority, local government, and the VA, work together every week toward a shared definition of zero.</p>

## How will *Built for Zero* be implemented in our community?

*The Built for Zero initiative will be:*

- Transformational with real-time data-driven focus to know each person experiencing homelessness “by-name” and host two case conference sessions each month to address each individual’s housing barriers with a focus on rehousing each person, beginning with the most vulnerable.
- Aggressive in its approach to end chronic homelessness within 36 months (Summer 2021), with monthly reporting to stakeholders and the Community Solutions technical assistance team.

THE PROBLEM	THE BUILT FOR ZERO SOLUTION
 <p>A once-a-year count of a problem that changes nightly. Annual street counts are a snapshot; your community needs a video. Getting to zero takes line of sight into how people move through your system over time.</p>	 <p>Comprehensive, real-time, by-name data. Built for Zero communities know everyone experiencing homelessness by name, in real time. The result is more tailored solutions for individuals and a clearer picture of the system as a whole.</p>

## What commitment is required to support this effort?

*Agency leaders commit outreach, clinical services, case management, and housing staff that will take responsibility to:*

- Engage with chronically homeless individuals and families and collect information in the common Homeless Management Information System (HMIS)
- Attend two case conferencing sessions (est. 1½ hours each) per month beginning in Spring 2020
- Provide agency resources and staffing to assist chronically homeless persons to achieve housing placements with appropriate services

*MWVHA and the Built for Zero Development Team will:*

- Use HMIS to create a By-Name List prior to each case conferencing session
- Review monthly progress in reducing chronic homelessness and adjust the process to be more effective through continual system-level process improvement – *we will not do something that is not working*
- Coordinate the By-Name List and Case Conferencing logistics
- Report to community stakeholders and Community Solutions on *Built for Zero* outcomes.

<p><b>THE PROBLEM</b></p>  <p><b>Housing supply paralysis.</b> Expanded housing resources are crucial, but many cities have dramatically expanded housing supply without making a dent in homelessness. The reason? They never fixed the housing system.</p>	<p><b>THE BUILT FOR ZERO SOLUTION</b></p>  <p><b>Strategic, data-driven housing investments.</b> Built for Zero communities use real-time data to secure the housing resources they need and target them for the greatest possible reductions in homelessness.</p>
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Additional information at <https://mwvcoc.org/2019/11/19/built-for-zero-project-press-release/>

**CCR&R PROGRAM REPORT**  
Shannon Vandehey-Program Director  
December 2019-January 2020

**Opportunities/Challenges**

**Opportunity:** CCR&R has begun a 5 month Center Director's Cohort facilitated by the (January). Oregon Association for the Education of Young Children (ORAEYC). It is worth 60 hours of SET 2 training or 6 college credit hours from SOCC. This cohort is geared towards a Child Care Center Director's (Personal, Professional, Leadership Development and Program Management).

**Opportunity:** December was spent working with the Marion and Polk Early Learning Hub and the Yamhill Early Learning Hub on Sector Planning for Preschool Promise expansion. CCRR Director and Program Manager participated in multiple community meetings. January we learned that CCRR has a specific role in Preschool Promise through promotion, marketing and community information sessions in partnership with the Early Learning Division.

**Opportunity:** CCRR completed our 2019 Annual Child Care Provider Survey and have developed a Summary report. See attached.

**Opportunity:** CCRR is in talks with Chemeketa's ECE Dean in running ECE Orientations and Placement testing for participants in our 8 Provider Networks.

**Challenge:** The ELD has created new Operating Guidelines for our Quality Improvement Staff (QIS). CCR&R Directors are meeting with ELD staff on January 16<sup>th</sup> to discuss these and gain a better understanding. **Update: ELD and CCRR Directors will meet again, as we didn't have time to really talk about it on the 16th. Preschool Promise tended to dominate the day. We will work to follow up and drill down this document. Shannon has volunteered to be a part of the small committee that will start this work. Then the draft revision will go to the rest of the statewide CCR&R's for input.**

**Challenge:** CCRR Workplan submission deadline has been extended. Our Workplan template for the next biennium has been revised. It is a living document, but we will also be drilling down on details that need clarification. There has been so much change in the early childhood system as a whole, as well as, on CCRR Roles and the work we do.

**Challenge:** CCRR's across the state were given back child care updates, that were coordinated by 211 for the last few years. We started updating in November and found much to clean up. There were many providers who hadn't been updated for a very long time. It has taken us a little longer due to this. We are super happy to get this work back as this was a very important touch point with providers. We have heard providers say they were glad we are back to doing this. We are tasked with beginning the child care Market Price Study, which is updating providers in our database in all aspects, to make sure the information aligns with state databases. The Market Price Study happens every two years and feeds statewide reports on the cost of care for children in Oregon.

Energy Services 2020 1st quarter Program Report  
Traia Campbell, Program Director

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

Energy Services households served 1st quarter 2020: LIHEAP, OEA PGE & PP, OLGA & GAP

**1st Quarter 2020 - Oct - Dec**

Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty	Ave HH pmt
LIHEAP	2730	6311	624	1553	1575	902 =33% of hh served	\$355.36
OEA PGE	956	2743	337	350	437	350 = 37% of hh served	\$379.24
OEA PP	150	412	38	63	72	56 =37% of hh served	\$375.97
OLGA	328	913	66	177	165	109 = 33% of hh served	\$389.65
GAP	84	295	37	29	30	31 =37% of hh served	\$101.19
<b>Total</b>	<b>4248</b>	<b>10674</b>	<b>1102</b>	<b>2172</b>	<b>2279</b>	<b>1448 =36% of hh's served</b>	<b>\$370.19</b>

**1st Quarter 2018 - Oct -Dec**

Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty	Ave HH pmt
LIHEAP	2498	5966	571	1373	1420	847 =34% of hh served	\$345.88
OEA PGE	1071	3189	376	376	505	407 = 39% of hh served	\$376.69
OEA PP	147	517	57	52	71	76 =44% of hh served	\$385.95
OLGA	389	1160	111	183	159	126 = 32% of hh served	\$261.94
GAP	71	235	36	12	21	71 =44% of hh served	\$118.06
<b>Total</b>	<b>4176</b>	<b>11067</b>	<b>1151</b>	<b>1996</b>	<b>2176</b>	<b>1527 =36% of hh's served</b>	<b>\$369.51</b>

**Opportunities/Challenges**

HHS released 90% of the 2020 LIHEAP funds to OHCS November 3 and Energy received their allocation November 7. It is more common than not that 10% of the LIHEAP allocation is held as contingency funding and released later in the year if not used. Energy assisted residents of Marion and Polk counties with Over 50% of the our direct client vendor LIHEAP allocation in the first quarter of 2020. Energy is currently scheduling for the end of February.

Beginning in program year 2020, OHCS released the full year OEA PGE and PAC allocation in October. In previous years OEA funds were allocated to agencies monthly, restricting the number of PGE and PAC households that could be served. The change to annual allocations has allowed Energy to increase the number of appointments available during the colder months, October - March and distribute remaining funds for appointments April - September. Energy began scheduling OEA appointments monthly in program year 2019. The majority of Energy staff are now available to answer calls from our our phone queue, reducing the waiting time callers previously experienced. While the need for assistance remains high we have found the number of accounts with high arrears has decreased as have the number of notices and disconnections. Some contributors the the reduced arrears may include; reduced usage due to energy education, increased utility communication with customers including options for bill payments, the weather, etc.

The Oregon Public Utilities Commission approved an annual Purchased Gas Adjustment for Northwest Natural gas October 24, 2019. The average NWN customer's monthly bill will increase by \$2.31 or 4.4% a month. On December 30, 2019 NWN filed for a general rate increase with the OPUC, if approved the average monthly bill increase would be approximately \$6.43. The request will be reviewed by the OPUC and if approved would effective Nov 1, 2020. Energy continues to receive a high number of requests for assistance with NWN this program year. OHCS's 2020 payment matrix for natural gas increased payments over 50%. In 2019 the average natural gas payment was \$260 while this program year payments are averaging \$385. The increased energy assistance payments to Northwest Natural customers has helped the low income families in Marion and Polk counties and will continue to help vulnerable NWN customers through impending rate increases.

<b>1st Quarter 2020- Polk County</b>							
Funding	HH	People	>6	60+	Disabled	@ or below 75% of poverty	Ave HH pmt
LIHEAP	305	685	72	196	199	94 =31% of hh served	\$354.08
OEA PGE	15	38	3	11	12	4 =27% of hh served	\$361.00
OEA PP	74	207	16	37	36	25 =34% of hh served	\$369.59

OLGA	35	77	4	27	17	13	= 37% of hh served	\$379.43
GAP	11	35	5	5	6	1	= 9% of hh served	\$89.27
<b>Total</b>	<b>440</b>	<b>1042</b>	<b>100</b>	<b>276</b>	<b>270</b>	<b>137</b>	<b>=45% of hh served</b>	<b>\$361.56</b>
<b>1st Quarter 2019 - Polk County</b>								
<b>Funding</b>	<b>HH</b>	<b>People</b>	<b>&gt;6</b>	<b>60+</b>	<b>Disabled</b>	<b>@ or below 75% of poverty</b>		<b>Ave HH pmt</b>
LIHEAP	277	622	49	170	173	89	=32% of hh served	\$339.87
OEA PGE	21	57	3	9	13	4	=27% of hh served	\$361.00
OEA PP	89	251	27	29	31	37	=42% of hh served	\$380.22
OLGA	32	75	5	22	16	10	= 31% of hh served	\$258.58
GAP	7	21	0	3	4	3	= 43% of hh served	\$128.00
<b>Total</b>	<b>426</b>	<b>1026</b>	<b>84</b>	<b>233</b>	<b>237</b>	<b>143</b>	<b>=45% of hh served</b>	<b>\$360.36</b>

**Nutrition First**  
**Sue Maxwell, Program Director**  
**January 16, 2020**

**1. Executive Summary of Activities (Numbers Served/Service Units/Outcomes)**

- ✓ For the months of October, November and December, we signed on 25 new providers (21 OCC registered/certified and 4 DHS listed) and closed 21, for a total of 449 homes.
- ✓ Nutrition First staff traveled 7,247 miles during these three months. That equates to \$4,167.03 in mileage costs, which is a large part of my budget. And of course, the more counties we pick up, the more mileage will need to be reimbursed. We currently serve 11 counties.
- ✓ 305 homes were visited in October through December 2019.
- ✓ A new educational training started in October. This unit stresses the importance of healthy snacks for healthy bodies, and consisted of lots of written resources for snacks. The unit is also our Annual Recordkeeping Unit, required by USDA. So providers are given a 2-page sheet of recordkeeping requirements and an updated handbook, which we always update in October. Providers also received more information on whole grain choices, and two really nice booklets on Snacks and Whole Grains. Children are read a story about Confetti (a bird) and healthy snacks, along with Snack stickers and coloring pages and crosswords.
- ✓ Approximately 2,440 children were visited during the three month period.

**2. Challenges**

- ✓ We appear to have a little over \$12,000 in unspent funds, which will help pay for the national conference in Atlanta this year, and some more provider supplies. We should receive final word at the end of January.
- ✓ We have received word that our audit with ODE begins on the 26<sup>th</sup> of February and runs through March 10<sup>th</sup>. Why so long??? Because they review 28 of our homes – all files, Tiering and child enrollments, and they drop in on those 28 homes – visits are taking 2 to 3 hours. Then they spend half a day with me, reviewing all my files, and they reserve the rest of the time for working with Finance.
- ✓ ODE required that Jimmy, Kaolee and myself take (and pass) online training modules, attend the ODE/Fiscal Viability Telephone Conference, and complete another online training in late February. (First two items are finished)

**HEAD START PROGRAM REPORT TO MWVCAA BOARD OF DIRECTORS  
Eva Pignotti, Program Director - January 2020**

**Attendance Reporting:** If the overall attendance for any program falls below 85%, an analysis must be completed to justify the causes for low attendance.

**Head Start Preschool**

	9/19	10/19	11/19	12/19	1/20	2/2	3/2	4/2	5/2	6/2	7/2	8/2
Regular	88.94%	82.78%	83.13%	78.98%								
Subsidized	95.83%	89.41%	88.96%	85.60%								

**Early Head Start**

	9/19	10/19	11/19	12/19	1/	2/20	3/20	4/20	5/20	6/20	7/20	8/20
Regular	83.80%	74.83%	81.21%	77.43%								
Subsidized	84.00%	84.21%	92.86%	72.50%								

**Early Head Start Child Care Partnerships**

	9/19	10/19	11/19	12/19	1/2	2/20	3/20	4/20	5/20	6/20	7/20	8/20
Regular	83.83%	84.42%	78.27%	80.43%								

**Attendance Analysis:** Winter months typically hit children’s attendance hard, with quite a lot of absenteeism due to illness. We are seeing improvement in the number of absences due to bus transportation being cancelled, as we have hired and trained two new drivers, and restored transportation in Woodburn and the Cascade/Santiam Center classrooms.

**Head Start Preschool Attendance Analysis – November 2019**

For the month of November 2019 the Preschool Program attendance was 83.13%, below the required 85% minimum. The top reasons for absences during the month of November included: Sick child (41.97%) and Bus Transportation cancelled by program (18.94%). The number of absences due to Bus Transportation is lower this month because through hiring and training two new bus drivers, we have restored transportation to the Woodburn and Cascade/Santiam Center classrooms.

**Head Start Preschool Attendance Analysis – December 2019**

For the month of December 2019 the Preschool Program attendance was 78.98%, below the required 85% minimum. The top reasons for absences during the month of November included: Sick child (44.74%) and Bus Transportation cancelled by program (19.23%).

**EHS Attendance Analysis – November 2019**

For the month of November 2019 the EHS Program attendance was 81.21%, below the required 85% minimum. The top reasons for absences during the month of November included: Sick child (38.89%) and Unexcused (24.44%).

### EHS Attendance Analysis – December 2019

For the month of November 2019 the EHS Program attendance was 75.17%, below the required 85% minimum. The top reasons for absences during the month of November included: Sick child (50.36%) and Unexcused (14.6%).

### EHS Child Care Partnerships Attendance Analysis – November 2019

For the month of November 2019 the EHS CCP Program attendance was 79.37%, below the required 85% minimum. The top reasons for absences during the month of November included: Sick child (37.74%), Family Day (15.95%) and Approved Extended Leave (10.51%).

### EHS Child Care Partnerships Attendance Analysis – December 2019

For the month of November 2019 the EHS CCP Program attendance was 80.43%, below the required 85% minimum. The top reasons for absences during the month of November included: Sick child (36.13%), Overslept (12.61%), and Family Day (10.25%).

**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 = 793

	9/19	10/19	11/19	12/19	1/20	2/20	3/20	4/20	5/20	6/20	7/20	8/20
Regular (773)	748	773	773	766								
Subsidized (20)	20	20	20	20								

#### Early Head Start – Full Enrollment = 128

	9/19	10/19	11/19	12/19	1/20	2/20	3/20	4/20	5/20	6/20	7/20	8/20
Regular (120)	84	102	117	120								
Subsidized (8)	5	7	8	8								

#### Early Head Start Child Care Partnerships – Full Enrollment = 80

	9/19	10/19	11/19	12/19	1/20	2/20	3/20	4/20	5/20	6/20	7/20	8/20
Regular (80)	69	75	80	80								

### Waiting Lists

#### Head Start Preschool

	9/19	10/19	11/19	12/19	1/20	2/20	3/20	4/20	5/20	6/20	7/20	8/20
Regular	66	93	101	110								
Subsidized	3	7	8	7								

**Early Head Start**

	9/19	10/19	11/19	12/19	1/20	2/20	3/20	4/20	5/20	6/20	7/20	8/20
Regular	17	17	19	19								
Subsidized	0	0	1	1								

**Early Head Start Child Care Partnerships**

	9/19	10/19	11/19	12/19	1/20	2/20	3/20	4/20	5/20	6/20	7/20	8/20
Regular	0	0	0	0								

**USDA Meal Reimbursements**

<b>November 2019</b>		
<b>USDA Meal Reimbursements</b>	<b>Number of Meals Served</b>	<b>Amount Reimbursed</b>
Breakfast	7,386	\$13,590.24
Lunch	7,462	\$25,445.42
Snack	933	\$ 877.02
Cash In Lieu	n/a	\$ 1,772.22
<b>Total Reimbursement</b>	<b>15,781</b>	<b>\$41,684.90</b>

<b>December 2019</b>		
<b>USDA Meal Reimbursements</b>	<b>Number of Meals Served</b>	<b>Amount Reimbursed</b>
Breakfast	7,388	\$13,593.92
Lunch	7,478	\$25,499.98
Snack	951	\$ 893.94
Cash In Lieu	n/a	\$ 1,776.02
<b>Total Reimbursement</b>	<b>15,816</b>	<b>\$41,763.86</b>

**Community Action HOME Youth Services – Board Report  
January 2020**

<b>2019 Executive Summary</b>													
	<b>J</b>	<b>F</b>	<b>M</b>	<b>A</b>	<b>M</b>	<b>J</b>	<b>J</b>	<b>A</b>	<b>S</b>	<b>O</b>	<b>N</b>	<b>D</b>	<b>total</b>
Runaway & Homeless Youth (RHY)													
Salem Run Reports Received & Acted On	21	41	14	39	63	18	45	24	23	47	20	16	371
Keizer Run Reports Received & Acted On	6	9	4	5	5	2	11	2	9	21	5	7	86
Reunited To Permanent Connections	20	25	9	21	22	6	18	X*	X*	X*	10	12	197
Families Connected With	16	20	12	17	30	8	20	0*	0*	X*	9	11	39*U
Youth Connected With Via Street Outreach (duplicated)	0	5	1	0	4	0	0	0	14	31	0	2	57
RHY Case Managed	2	2	5	3	5	5	2	1	1	1	1	2	14*U
Non- RHY Case Managed	0	1	1	1	0	1	2	1	0	1	2	2	7*U
Drop In Day Shelter (Stationary Outreach)													
Unduplicated Youth Served	108	95	107	96	119	94	125	97	112	141	145	149	456
Total Visits	722	439	477	441	494	364	541	493	498	715	750	893	6,827
Total Meals (lunch, snack & dinner)	844	571	593	529	526	432	626	592	555	834	881	883	7,866
Youth New To Services (intakes)	18	11	24	26	19	14	32	11	23	35	30	28	271
Youth Empowerment Program (YEP)													
Youth Participated At Some Level (duplicated)	16	18	9	9	9	5	20	16	11	23	20	19	57
Attended Job Skills Development Workshops	12	12	1	0*	0*	0*	16	9	6	13	10	9	37
Attended Financial Literacy	8		5	0*	0*	0*	16	0*	0*	11	1	6	31
Attended Education & Business Field Trips	9		3	0*	0*	0*	0*	8	0*	0*	8	0*	21

	J	F	M	A	M	J	J	A	S	O	N	D	total
Taylor's House (Supportive Emergency Shelter)													
Youth Served (residents: monthly = duplicated. Total/ annual = unduplicated)	11	12	9	13	14	12	11	12	13	13	15	11	63*U
Total Nights of Service	154	143	221	242	284	209	169	192	204	296	254	287	2,655
Community Support													
Number of Volunteers / Interns	8	6	17	7	6	6	4	2	2	3	3	4	30
Total Number of Volunteer / Intern Hours	173	190	252	152	179	88	66	14	6	75	194	29	1,417
Key	0* = Activity Not Offered												X* - Did Not Collect Data
	*U = Unduplicated total												

### **Drop In:**

- Received funds from OHCS to increase shelter operations for minor youth during the winter. Started to expand operation hours to be open 7am – 7pm on cold weather days as staffing allows. This pilot is allowing us to better analyze the need for (1) year around expanded hours and (2) need for minor youth warming centers.
- Analyzing basic data October 2016 – November 2019 validates the need for Runaway & Homeless Youth (RHY) services in our community as well as the need for services to be available 365 days a year. We remain the only youth service agency (RHY focused or not) to be open 365 days a year in our community.
  - o On average 472 individual youth access Drop In services annually
  - o On average Drop In services are accessed 5,735 total times a year
  - o On average youth access services on weekends and holidays 1,140 times annually
  - o On average 45 youth access services for the first time on weekends and holidays
  - o We see a trend of youth accessing services more than once, illustrating a connection to positive adults and programming. Over the past four years we have seen a decrease of 65 in annual unduplicated youth served but an increase of 963 service access events (visits to the Drop In).

### **Taylor's House:**

- Host a successful open house event in December sponsored by Salem Health.
- Dec. 14<sup>th</sup> marked 1 full year of services at Taylor's House! We have provided safety, shelter and stability for 63 youth ages 11 – 18 via 2,655 nights of direct service. We are happy to open our doors to vulnerable youth who are struggling with substance abuse and poor mental health, who are pregnant and parenting, traumatized by sexual abuse and trafficking and youth who need a companion dog to live with them. We have learned many valuable lessons over the past year and continue to grow. Some of our policies and procedures have been highlighted to similar programs around the state by DHS as examples of best practice.

**Other:**

- Continuing to partner with Dana and Hailee to secure sustainable funding for our programs allowing us to continue to provide vital services at our current level.
- Was invited to participate in a DHS workgroup examining and re-defining terms and statutes around runaway and homeless youth.
- As a member of the statewide Homeless Youth Advisory Council (HYAC) we are participating in planning a new RHY Symposium community leaders. Stay tuned for a save the date – event will be in fall 2020 in Sunriver Oregon.
- Provided information about our services and the RHY population to the House Committee on Social Services & Housing.
- Challenge on Youth Homelessness for Marion / Polk County Collaborative = Meetings have been productive and well attended. Continue to use online project management tool – Basecamp. This collaborative team is planning multiple connection points with youth for the annual PIT Count
- Attended the 2020 National Community Action Management & Training along with Rogelio. Gained a lot of useful information via sessions and networking. I encourage all Program Directors and Board Members to attend at least one of the National Community Action trainings. We hope to attend future trainings as well.



**Mid-Willamette Valley Community Action Agency, Inc.  
Board of Directors Executive & Finance Committee Meeting  
December 12, 2019**

**ATTENDANCE**

**Committee Members Present:** Jennifer Wheeler, Board Chair (by phone); Jade Rutledge, Board Member; Kevin Karvandi, Board Member

**Absent:** Jon Weiner Helen Honey

**Staff:** Jimmy Jones, Executive Director; Kaolee Hoyle, CFO; Helana Haytas, Chief Operations Officer; Amy Schroeder, Accounting Office Specialist

**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** – Jimmy Jones shared the following:
  - a. Cash flow is good at this time.
  - b. The second balloon payment of \$225,000 for the ARCHES building is due December 31, 2019 and will be sent out next week.
  - c. The 2018 401k Audit is currently at Grove, Mueller & Swank for review.
  - d. Head Start has had challenges maintaining a 97% enrollment which has made it necessary to slightly reduce the number of slots in the program. Many factors contribute to this, including minimum wage increases and fewer families qualifying for the program.
  - e. OHCS monitoring at ARCHES is complete.
  - f. On December 16, 2019 public camping will no longer be legal in the City of Salem. Police will be posting no trespassing signs prior to the removal belongings. As an alternative to the homeless camps, the Salem City Council has approved \$213,000 to fund 140 warming shelter beds at two local churches nightly from January 1, 2020 through March 31, 2020. The camp around the ARCHES Project at 615 Commercial is expected to be trespassed early next week.
  
- 2. Finance Update** – Kaolee Hoyle shared the following:
  - a. The Finance Department is prepared for the annual fiscal audit that begins December 13, 2019. The final report is expected by January 31, 2020.
  - b. Financial statements for September and October will be available to the Board in early January.
  
- 3. Credit Card Expenditure Review** – Completed by Jade Rutledge and Kevin Karvandi.

**Meeting adjourned at 6:04pm**

Respectfully Submitted:

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Amy Schroeder, Office Specialist

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Jennifer Wheeler, Board Chair

**Mid-Willamette Valley Community Action Agency, Inc.  
Board of Directors Executive & Finance Committee Meeting  
January 9, 2020**

**ATTENDANCE**

**Committee Members Present:** Jennifer Wheeler, Board Chair; Helen Honey, Secretary; Kevin Karvandi, Board Member

**Absent:** Jon Weiner Jade Rutledge

**Staff:** Jimmy Jones, Executive Director; Kaolee Hoyle, CFO; Helana Haytas, Chief Operations Officer; Amy Schroeder, Accounting Office Specialist

**The meeting of the Executive & Finance Committee started at 5:41pm. It was determined that a quorum was present.**

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

- a. In March 2018, staff at our site on the property of the Oregon School for the Deaf complained about the air quality. At the time SAIF came out with an industrial hygienist but could not find the cause of the odor. As a safety precaution we flushed the water pipes, did a deep clean of the site and did some maintenance work on the ventilation system.

It was recently discovered that the OSD was fined by DEQ for old unused chemicals, pesticides and used oil. We have asked SAIF to do more environmental testing at the facility to make certain that there are no containments in the air.

- b. The final balloon payment on the ARCHES has been paid.
- c. Effective January 1, 2020 the US Department of Labor increased the salary for exempt employees from \$23,660 annually to \$35,568. As a result we did an audit of all exempt staff salaries and discovered just one employee's wage needed to be adjusted.
- d. The ARCHES building remodel should be complete within the next three weeks.
- e. We are currently in the process having our annual fiscal monitoring by Oregon Housing and Community Services, along with regular program monitoring in both Energy and ARCHES.
- f. The HR Department is getting new software that will automate the reference check and onboarding process for hiring new staff.

- 2. **Financials** – Kaolee Hoyle presented the financial statements ending October 31, 2019. We are beginning our yearly annual audit; they will be here beginning January 13, 2020. Most of the documents they have requested have been delivered to them.

3. **January 2020 Full Board Meeting Draft** – This month’s meeting will be the annual meeting of the board of directors and will take place at Roth’s Event Center in West Salem.
4. **Credit Card Expenditure Review** – Completed by Jennifer Wheeler, Helen Honey and Kevin Karvandi.

**Meeting adjourned at 7:07pm.**

Respectfully Submitted:

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Amy Schroeder, Office Specialist

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Helen Honey, Board Secretary

**COMMUNITY ACTION AGENCY**

**JANUARY 2020 MEETING  
BOARD OF DIRECTORS**



**BOARD PACKET  
ADDITION #1**

# EXECUTIVE DIRECTOR'S REPORT

## MID-WILLAMETTE VALLEY

### COMMUNITY ACTION AGENCY

January 2020

#### 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.*

The holidays are always a slow (and chaotically busy) time in social services, and in our agency in particular. Meetings tend to slow down and the fervor of doing this kind of work across two very large counties abates somewhat as we pause to spend time with our families. But in most regards, the work never really ends. Even without children, families, and clients on-site the work behind the work, the planning, the system design, the work in Human Resources and Finances continues through the twilight of year's end. And somewhere in that time we have an opportunity for reflection and rebirth as the new year opens in front of us. So this seems a good time to talk about goals and vision, for what kind of agency we are, what we want to be, and what we have to do to allow us to achieve those dreams.

For Administration and Finance, we have been focused primarily on strengthening our systems across the board. Over the course of 2019, we added three very talented staff in HR, and built out a much stronger and more flexible (and hopefully more cross-trained) Finance staff than we have had in many moons. Given the growth in the size of our business, and the ever growing complexity of compliance in our grant management, finance, and in employment practices, we have to build out a healthy and strong front office or we will make our programs vulnerable. That vulnerability can come in many stripes: in finance, in employment practices, in programmatic practice, and commonly in unplanned for growth, lack of succession planning, and too commonly in complacency. It comes in the belief that funding streams and community needs that have always existed or been priorities will always be, that they must continue to exist. And that they will not be replaced by other priorities. In my mind we have to justify ourselves every day, and prove that we can do this work more cheaply, efficiently, and better than anyone else. That's not driven from arrogance, but from necessity in a very competitive and ever evolving grant environment.

The most important lesson for a non-profit like ours, coming out of several difficult years, is to create a stable environment that is as flexible as possible, to balance our funding streams between low-margin government contracts and unrestricted fundraising, and to look at our programmatic work as ever evolving to meet the changing needs of the communities around us. So much of what we are working on, across the board, are things that strengthen our core functions in Human Resources and Finance,

things that push the agency into the conversations for emerging (and generally unmet) community needs, and finding ways to vector our resources across multiple programs toward emergent conditions. It also means finding ways to get more work accomplished by focusing on efficiency. For example you'll see that Human Resources has added a new reference check system. We used to spend countless hours in programs calling references, and in this day and age playing phone tag for days on end is precious time lost. We are now using a new reference check system that automates reference checks and completes the process considerably faster than the old method.

A new year is also a moment for reflection on what we have accomplished, and where we still need to go. Over the past year we have stabilized and rebuilt the agency's cash and credit position. We have also made considerable progress on internal controls, our policies and procedures, and our consistency in meeting the agency's broader general responsibilities. We still have a long way to go on some fronts. The auditors are here this week for the annual single audit, and I spoke in depth with the senior partner of our auditing firm. It usually takes agencies in our position three-to-four years to dig out of the kinds of holes that we found ourselves in during the spring of 2018. We've made good progress on some fronts. This audit is unlikely to find any material weaknesses for the second audit in a row, which will get us out of "high risk," where we've been parked for three years now, and return us to "low risk" status. Still, it's important to remember that these are just mile-markers and not the end zone. Our benchmarks need to be greater than the minimum we need to get by. They need to embrace a standard of excellence that demonstrates we're one of the strongest Community Action Agencies in the state. I am very proud of all the work that Finance, Human Resources, IT, and our Programs have done this year. We can do better still. There is a new decade in front of us. What Community Action will be in 2030 will largely depend on what our board and staff, our clients and consumers, and the public too expect of the Agency in the future.

Over 2020 we have several critical areas that we need to address, including:

- Reflecting upon our old Strategic Plan and building a new one based on an analysis of our work, feedback from our staff, comments from the general public on what they believe the community's needs to be, and the standard SWOT analysis that we all do.
- Continuing to make certain that this agency becomes a sophisticated employment practices agency, by focusing on management training and best employment practices. We have conducted several employment law trainings, and plan for more as 2020 develops.
- Building out a Development Program that is some combination of traditional development, a campaign of micro-donations through social media, and traditional grant development strategies that make sure that we're maximizing our potential resources. Some of those elements have worked well in 2019. You will see that when you review Dana Schultz's Board Report. But I believe we can do better still in 2020.
- Further examining our administrative structure to see what makes sense, building meaningful succession plans, and protecting us from the kinds of vulnerability we've suffered in the past, when key critical people left the agency and we did not have adequate transition plans in place.

If you talk to folks involved in general accounting and auditing at Community Action Agencies, and national experts on the movement, the one theme that consistently emerges is that agencies get themselves in trouble when one person knows everything, and then suddenly leaves and that institutional knowledge is lost. In many ways contingency plans and succession documents (and meaningful management development) is probably the most critical activity this agency has in front of it.

- Equity work will remain a major focus for the Agency in 2020. Five of our eight programs are funded by Oregon Housing and Community Services, and they want the Community Action Network to do more to insure that state resources and our internal practices promote equity and racial justice in our communities. Toward that end we have an Equity Committee, led by Shannon and Dana, that has been at work for many months. We also sent out an equity survey, which we shared with the board. And lastly we were able to secure a grant from the Collins Foundation to help promote our equity work with outside consultants. Toward all these ends, we've been gathering as much data as we can. Not only about what we are doing, but about what our employees think about what we're doing, and surveying the community (through SUSA) to see what the community believes we ought to focus on in 2020.
- We will very soon take the next step in our Development plans. We hit pause in the fall while the audit prep geared up. But now that that is fading into the past, we will reopen what we think our most important need in this area to be. It could be a classic Development Director. It might, instead be a Communications person. There are many options in front of us, but telling the story of our collective work, and the enormous impact we have in the community, has probably never been more pressing. Toward that end we have contracted with Cardwell Creative to produce a new web page. Cardwell has done work for Salem Health, Bridgeway, and other local businesses.
- There have been many developments in our work the past two months. At long last the ARCHES Project rehab is nearing final completion. The new kitchen, showers, and laundry should open in the next two weeks. It's a testament to the ARCHES leadership, Hamilton and her managers, who have put together more than \$2 million in resources to make this construction and new opening possible. When we moved into that building two years ago we had a grand vision for what ARCHES could become. And we are close to making that a reality. Indeed, most of these new resources the program has seen are a product of the respect that the community and state have for our work.

#### Other Notes:

- We continue to work with the Oregon Alliance as it helps to educate the state on the necessity of permanent funding for Runaway and Homeless Youth Projects in Oregon. Tricia testified at the Interim Committee on Human Services and Housing last week, and was terrific as usual.
- The Agency is preparing for the spring CACFP monitoring in February. We recently had good monitorings in ARCHES (program) and Energy (program), and Finance (fiscal) by Oregon Housing

and Community Services. Traia's program was once again rated excellent. We are the only Agency in Oregon to receive "above average" or "superior" for the past five years. The fiscal auditors repeatedly expressed gratitude at the progress we've made, especially in our Policies and Procedures and Procurement Systems, which they called among the best in the state. We need to get better at consistently accomplishing what we lay out in our P&P, and we have some work to do around procurement and purchasing generally. They also wanted some additions of new required language, which is common.

- ARCHES picked up two new grants, one for more than \$300,000 from HUD for a Rapid Re-Housing Program, and another for \$193,000 for a Rapid Re-Housing Program from the City of Salem.
- Tricia and Rogelio attended the CAP National Leadership Conference in Puerto Rico, just as the earthquakes hit the island. Both returned safely.
- W-2's are on-time and accurate for the second year in a row. And we are on-boarding a new on-boarding system (in addition to the reference check software mentioned above) with, again, the intention of improving efficiency and training across the agency.

*Jimmy Jones*  
*Executive Director*  
*January 2020*

**P.S.: ARCHES is Close:**











**Chief Financial Officer Report  
To The Community Action Agency Board  
Kaolee Hoyle, Chief Financial Officer  
January 2020**

401K Audit

The draft 5500 has been reviewed by both Mutual of America and the Agency. There are a few testing items that the auditors need, as well as review of whether there are corrective contributions made for 2015 and 2016 delinquent contributions. We are continuing to work with the auditors, as well as seek advice from our ERISA attorney.

Annual Financial Audit

Grove, Mueller & Swank (our auditors) were at our office January 13<sup>th</sup> – 16<sup>th</sup> for financial statement fieldwork. Since we are a high-risk auditee, the auditors are required to audit at least 40% of all the federal assistance received during our fiscal year. The auditors selected Head Start and CCR&R to test for the Single Audit portion. There are remaining questions and items that they have requesting that the Finance team is working on. We anticipate still issuing before the deadline of March 31, 2020.

OHCS Fiscal Monitoring

OHCS performed their Fiscal Monitoring January 7<sup>th</sup> – 9<sup>th</sup>. They were pleased with our Policies and Procedures, as well as our progress in our procurement. Previously, we did not have a Procurement Manager. Since their last monitoring, we created the Procurement Manager position (Tony Castellanos). He has been a great asset to our team, as well as our Programs. OHCS has 60 days to complete their draft report for which we will have 30 days to respond. Areas that they pointed out includes some recommendations within our Policies and Procedures, subrecipient monitoring, our cost allocation plan, etc.

Upcoming Monitoring

ODE will complete their CACFP Administrative Review January 22<sup>nd</sup> – 23<sup>rd</sup>.

Willamette Workforce Partnership will be performing their monitoring for CARS January 28<sup>th</sup> – 30<sup>th</sup>.

In February, WWP will monitor Arches, and we'll have our Nutrition First monitoring a well.

Payroll Filings

All payroll deposits have been made timely. State and Federal payroll reports for the quarter ending December 31, 2019 are due on January 31, 2020. These are automatically filed by Paycom and will be done prior to the due date.

**Chief Operations Officer Report  
To The Community Action Agency Board  
Helana Haytas, COO  
January 2020**

**OSHA 300, 300A for 2018**

Annual injury and illness data compilation, reporting and posting of site OSHA logs at each agency site completed. Compiled and posted on-time.

**EEO-1 2018 Surveys**

Filing of required data with the EEOC (under Title VII of the Civil Rights Act of 1964). EEO-1 Component 2 Pay Data Collection for CY 2017 and 2018 filing completed. Survey data reflects the ethnic/race/sex composition of the agency workforce and the new Component 2 requires filing pay data for previous two years. All filed on-time via EEOC system.

**Required Tax Documents - Annual W2s and 1095s**

Coordinated review of W2s by payroll (Finance), HR and Paycom Specialist. Reviewed updates to health insurance tax documents for staff 1095 forms. Forms released to staff on-time, *January 18<sup>th</sup> for 2018 and January 15<sup>th</sup> for 2019.*

**Major Asbestos Removal Project at Main Office** – OSHA consultation

Agency consultation with OSHA recommended the survey of asbestos in the building, and sampling identified disturbed asbestos (not addressed in prior building remodel) in one basement of the main office, below the Executive Director hallway. Removal was performed over the course of one week in August 2019. Agency OMP was developed for monitoring of building asbestos that remains intact. Custodial staff (3<sup>rd</sup> party) and maintenance staff attended training. Annual monitoring requirements and training identified for 2020.

**Confined Space Program**

Two areas of the main office basements were identified as Confined Spaces under OSHA regulations and HR developed written procedures for entry and access. Spaces are blocked and restricted from staff or contractor access, except under specific circumstances and conditions.

**Exposure Control Plan (ECP)**

Compliant with OSHA requirements, HR policy was upgraded to a formal ECP with details as they relate to training, PPE, Spill kits, and needle disposal.

**Workers Compensation**

Agency experience rating held a good position overall and resulted in a healthy SAIF dividend again this year for the agency (\$30k). HR managed 18 workers comp claims, with mostly modest medical reimbursement expenses and negligible time lost with the return-to-work program. HR manages the ongoing return-to-work program in coordination with Programs to minimize time lost.

**Applicant Tracking System (ATS) ApplicantPro**

January 2019 transitioned agency from paper job applications to online ATS, with hiring manager access to application database and online website CAREER page job applications. ApplicantPro currently shows 2911 completed job applications in the database.

### **Team Expansion –2 HR Assistants, 1 HR Clerk on-board**

Agency HR work volume increase beyond 350 staff necessitated the addition of staff, with HR Assistant replacement in March, Carlie Grosjacques, with an addition of HR Assistant, Christy Beck, specializing in employee benefits administration, in July. In November, Nicole Schrock was hired to audit and organize all personnel records, perform screening processes and track hiring documentation.

### **Open Enrollment – 2019**

Upgraded the employee benefit plan to include the Employee Assistance Program, accessible to all staff and members of staff households; and Short Term Disability for up to \$3000 maximum benefit for disability/injury absences beyond 2 weeks in duration.

Contribution of staff share of health insurance premium was decreased from 5% to 4% of monthly premium costs due to savings carried from copay and deductible adjustments that were trending locally. Agency benefit package remains comparable to that offered by state of Oregon.

### **401k Plan**

HR has taken a greater role in the enrollment, monitoring and audit of the 401k plan between Paycom and Mutual of America in the Hotline Plus system. HR holds semi-annual informational sessions, auto-enrolls newly eligible staff during the January and July enrollment windows, has identified and implemented Paycom functionality to track employer contribution eligibility and audit past contributions, managed communications with staff, processed applications for loans, withdrawals, and separations. HR rolled the 2018 plans to 2019, and then again rolled plans to 2020 in Paycom. Wording in the plan Summary Plan Description (SPD) was updated in July 2019 to reflect that eligibility for contributing to the plan was one day of employment with the agency, for enrollment in next “window” of either January or July.

### **Counseling and Corrective Action**

Conducted 12 HR investigations (involving some form of corrective action), 2 involving claims of sexual harassment.

**BOLI & EEOC complaint response** – HR worked with legal counsel to respond to allegations of disability discrimination.

### **Implementation of Preventative Child Sexual Abuse Online Training**

Philadelphia Insurance mandated training was implemented with current staff completing in November and with new staff ongoing.

### **Fleet Program**

Philadelphia Insurance provided the agency with vehicle monitoring devices and they are being installed in all agency vehicles. Fleet managers at programs participated in live webinar training to learn to set-up and monitor activities of agency vehicles such as speed, location, maintenance, and routes.

### **Pay Changes and Administration**

Programs submit forms to increase staff pay rates based on funding increases for COLAs. HR processed two COLAs in 2019 for all Head Start staff, and one COLA for all other programs except CARS, HYRC and Administration. Disparity increases were also processed for Head

Start staff identified as “out of alignment” with schedule pay ranges. Minimum wage increases were processed for July 1<sup>st</sup> along with an update to the Head Start/agency salary schedule as required for funders. Department of Labor exempt threshold ruling effective date of January 1<sup>st</sup>, 2020 required HR pay analysis to identify affected staff to either convert to hourly (exempt staff making less than \$35,564 annually), or increase pay rates for exempt status.

### **Annual All-Staff Meeting**

In September 2019, the agency held the All-Staff Meeting in Polk County and added two training segments to the general agenda. “Professionalism” and “De-Escalation” training, benefit package updates, along with staff lunch, Wellness Committee Activities, and service awards for staff with 20, 25 and 30 years were recognized.

### **Anonymous OSHA Complaint and Enforcement visit**

November 2019, OSHA responded to a complaint with an enforcement visit to ARCHES building during the renovation, identifying three areas of concern 1) Lead/asbestos exposure 2) Large hole in 2<sup>nd</sup> floor, and 3) increased staff exposure to violence in the workplace. Program and HR documentation were provided to inspector, immediate correction by contractor Good Earth placing a temporary wall to block access to the 2<sup>nd</sup> floor hole, and the addition of security guards and client flow changes were made to mitigate risk of violence. ARCHES was also experiencing the effects of local sit/lie actions on the edge of the property, exacerbating risk for staff exposure to potential violence. Changes to client flow continue to be made as the renovation winds down. Currently, a written workplace violence program is being developed. Final corrective action is pending.

### **Wellness Committee, Safety Committee, and Equity Committee**

The COO is the management liaison for both Wellness and Safety Committees, managing ongoing initiatives and activities. The Wellness Committee has developed its mission and vision to reflect its new name in staff “Wellness.” The Safety Committee has made strides to improve its Hazard Analysis process, increase participation by Head Start, and attending OSHA training for Safety Committee members.

In addition, COO participates in the Equity Committee. COO attended specialty training in “Shifting Workplace Culture” as part of the Equity and Inclusion conference series.

### **FMLA/OFLA/ADA**

For 2019HR sent 66 FMLA/OFLA Notices out to requesting staff with need for intermittent or block-leaves under federal and state leave entitlements, such as pregnancy, childbirth, adoption, serious medical conditions, and conditions requiring the care of a family member. Ongoing administration and monitoring of leaves as well as communication with employees and management is an area of significant work volume and management. HR also oversees approximately 6 ongoing ADA requests for accommodation, which includes interactive dialogue, documentation, and assistive devices or schedules.

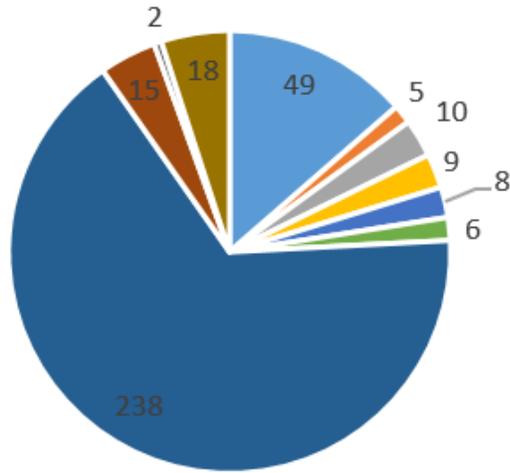
### **Automated Reference Checking System – Skill Survey**

Implementation of candidate reference checking centralized in HR using behavioral based reference surveys, email, and aggregated data ratings for selecting best fit candidates.

In-Process: Automated Onboarding System for 2020

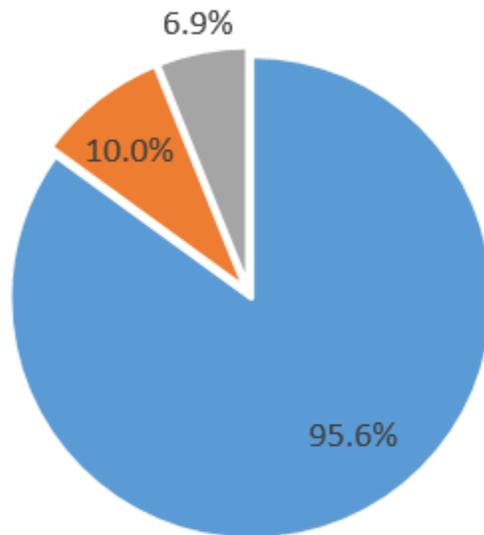
Data regarding the agency workforce:

### Number of Staff =360



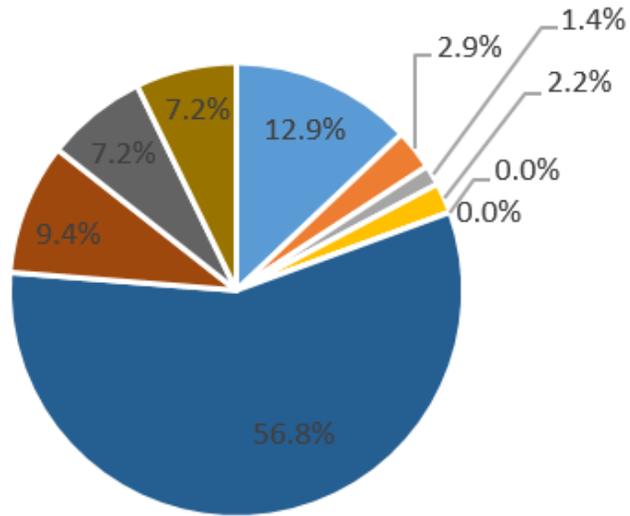
■ CRP ■ CARS ■ CCRR ■ Energy ■ Wx ■ NF ■ HS ■ HYRC ■ HYRC-Y ■ Admin

### Employment Status



■ FT ■ PT ■ Temp

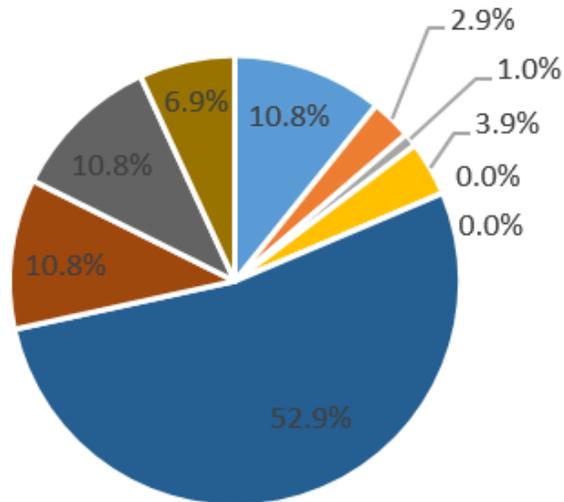
## Hires



■ CRP ■ CARS ■ CCRR ■ Energy ■ Wx ■ NF ■ HS ■ HYRC ■ HYRC-Y ■ Admin

\*2019 No hires or separations in Wx and NF

## Separations



■ CRP ■ CARS ■ CCRR ■ Energy ■ Wx ■ NF ■ HS ■ HYRC ■ HYRC-Y ■ Admin



## THE ARCHES PROJECT

615 Commercial Street NE  
Salem, Oregon 97301

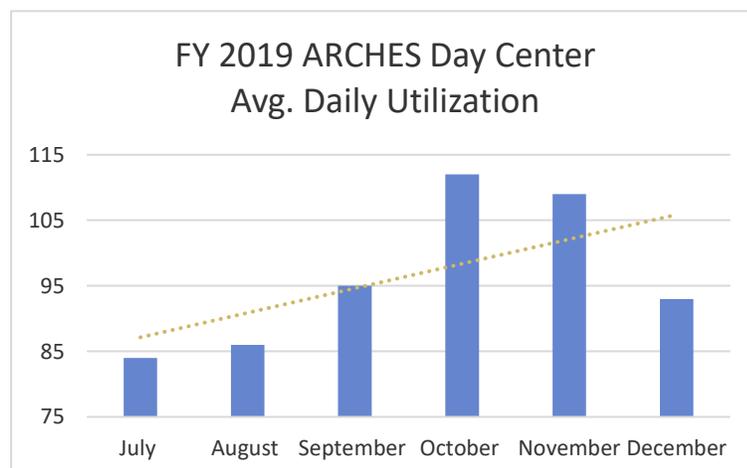
CRP Board Report – January 2020

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

### ARCHES Day Center:

Since opening day, the total number of duplicated Day Center visits is 35,568 - with an average daily attendance rate of 106. During the months of November and December, there were 4,346 duplicated visitors with an average daily utilization rate of 101.

During Quarter 2 (Q2) of 2019, ARCHES saw 6,927 visitors. This was a slight decline compared to Q2 of 2018. However, this is attributed to ARCHES reducing



occupancy capacity to 30 as a result of remodel in December. This capacity is expected to drastically increase in the coming weeks as remodel nears completion. The anticipated result will be enhanced services numbers for Quarter 3, even when compared to 2018.

### Remodel update:

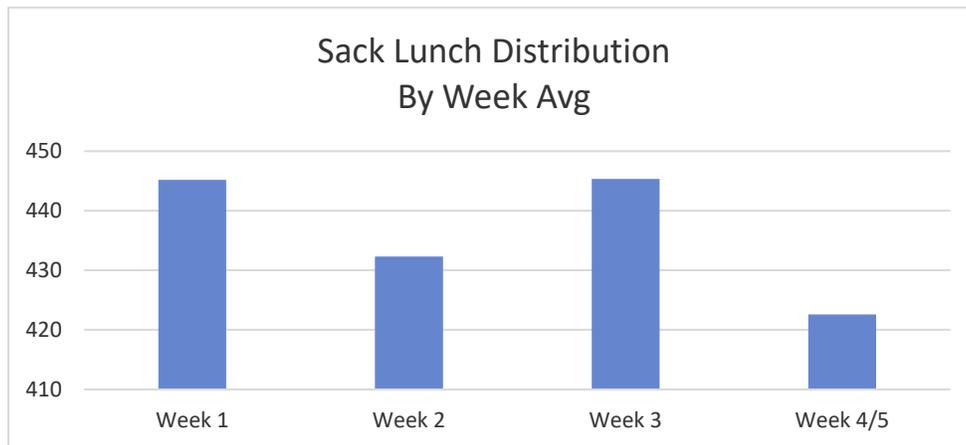
The ARCHES Day Center remodel nears completion. With full occupancy and use expected by early-to-mid February. Most recently, epoxy flooring was installed in both the commercial kitchen and the sobering center space. Laundry and kitchen appliances are due to be delivered the week of January 20<sup>th</sup>. ARCHES front entry continues to be developed, however front doors, cabinetry and counters have been installed. Remaining large elements include: Kitchen hood range and ceiling “punch through”, HVAC reinforcement, secondary egress opening, and restroom accessories.

**ARCHES Basic Needs & Supportive Services:**

Current utilization of Day Center Supportive Services has remained consistent during Q2 2019. These services include: community mailboxes, sack lunches, hygiene kits, hair cut vouchers, and pet food. In all, ARCHES retains over 1000 active mailboxes, with an average of 114 client’s accessing their mail per week, and distributing 69 hygiene kits during Q2. Despite the reduced Day Center capacity, Supportive Services continues to operate at equivalent production levels when compared to FY 2018.

Basic Needs & Supportive Services						
Month	New client Mail Boxes	Checking Mail	Lunches	Calls	Pet Food	Hygiene & Hair Cuts
<b>Q 1 Total</b>	212	3061	5771	4789	402	145
<b>October Total</b>	51	913	1926	1360	127	36
<b>November Total</b>	74	1185	2210	1784	6	31
<b>December Total</b>	34	714	1520	1047	0	2
<b>FY 2019 Total</b>	371	5873	11427	8980	535	214
<b>FY 2018 Total</b>	750	9908	23145	17505	1863	403

The majority of delivered Supportive Services in November/December was providing sack lunches (43%), as well as accepting incoming calls for resource referrals (33%). The general trend of increasing sack lunch distribution throughout the month has shifted, with almost 60% (1,902) of lunches being provided during the first two weeks of the month. This is a new trend for ARCHES; seeing a 10% greater need for lunches during week 1 vs. week 4/5. To date, ARCHES tracked its lowest sack lunch utilization during the December 2019 holiday week (232). Despite this reduction, 5,253 sack lunches were provided during Q2 2019, which is an increase from Q1.



**ARCHES Housing & Specialty Programs:**

For the 2019 Fiscal Year, ARCHES continues to reports monthly on households and individuals served by housing stabilization programing. This data will be broken up into two segments. The first focusing on housing (*Table 1*), where all ARCHES programming which supplies prevention services, rental assistance, barrier removal, and deposits will be displayed. The second category is specialty programing (*Table 2*), this is inclusive of services that provide basic need supports, as well as self-sufficiency development.

During the months of November and December, 269 households (597 persons) received housing support. This is the highest volume to date, with a 15% increase of households served over our second highest month, September 2019. Since charting began in July 2019, 256 households have exited ARCHES programing into permanent housing solutions.

<b>November - December ARCHES Housing Programs</b>							
<i>Table 1</i>							
<b>Housing Programs</b>	<b>Households Served</b>	<b>Adults</b>	<b>Children</b>	<b>Households Searching</b>	<b>Newly Housed</b>	<b>Self-Sufficiency Exit</b>	<b>Total Unique Served</b>
RRH+	26	29	11	2	0	3	40
RRH	60	73	61	7	2	5	134
Diversion	7	11	3	3	2	2	14
DHS Fresh Start RRH	5	5	9	4	1	1	14
DHS Navigators	44	52	21	10	2	2	73
HSP	52	66	112	5	6	2	178
OHA-VRAP - RRH	30	41	5	1	0	2	46
Polk County RC - Prevention	15	23	8	N/A	N/A	15	31
Polk County RC - Diversion	8	9	3	N/A	N/A	8	12
Marion County - Diversion	5	6	4	N/A	N/A	5	10
Marion County - Prevention	6	12	9	N/A	N/A	6	21
Mill City RC - Prevention	7	9	9	N/A	N/A	7	18
Mill City RC - Diversion	4	4	2	N/A	N/A	4	6
<b>TOTAL Served</b>	<b>Households Served</b>	<b>Adults</b>	<b>Children</b>	<b>Households Searching</b>	<b>Newly Housed</b>	<b>Self-Sufficiency Exit</b>	<b>Total Unique Served</b>
	269	340	257	32	13	62	597

During the 2019-2021 fiscal years, it is projected that ARCHES will spend roughly 3.5 million on housing services. This is inclusive of categories of services ranging from: Prevention (P), Diversion (D), Rapid Rehousing (RRH), and Permanent Supportive Housing (PSH). Funding sources for these programs range from Oregon Housing and Community Services, the City of Salem, Oregon Health Authority, as well as Housing and Urban Development. Of this, 1.9 million is dedicated to RRH services for the unsheltered populations in Marion and Polk Counties.

<b>MWVCAA - Grant Source</b>	<b>MWVCAA - Grant Name</b>	<b>FY 2019 - 2020</b>	<b>FY 2020 - 2021</b>	<b>Categories of Services</b>
OHCS	Emergency Housing Account	\$ 500,000.00	\$ 500,000.00	P, D, RRH
	Emergency Housing Account - Veteran	\$ 69,544.00	\$ 69,544.00	D, RRH
	Home Tenant Based Assistance	\$ 208,811.00	\$ 208,811.00	P, D, RRH
	Elderly Rental Assistance	\$ 35,564.00	\$ 45,180.00	P, D, RRH
	Housing Stabilization Program	\$ 123,428.00	\$ 123,428.00	P, D, RRH
Oregon Health Authority	Veteran Rental Assistance	\$ 411,600.00	\$ 411,600.00	PSH
CoC - HUD	HUD - Rapid Rehousing for Families	\$ 150,000.00	\$ 150,000.00	RRH
City of Salem	Tenant Based rental Assistance	\$ 193,000.00	\$ 300,000.00	RRH
<b>Total</b>		<b>\$ 1,691,947.00</b>	<b>\$ 1,808,563.00</b>	

In regards to engagement with ARCHES specialty services, 1,063 persons (or 1,061 households) were tracked. Currently, the Veteran Service Office Program, Mobile showers and Coordinated Entry are three of ARCHES' highest volume specialty

programming. To date, 3,423 households have engaged with ARCHES specialty services since July 2019. 80% of which are classified as a Veteran.

<b>November - December ARCHES Specialty Programs</b>						
<i>Table 2</i>						
<b>Specialty Programs</b>	<b>Households Served</b>	<b>Adults</b>	<b>Children</b>	<b>Veterans</b>	<b>Fleeing DV</b>	<b>Total Unique Served</b>
HRAP	17	17	0	0	0	17
Coordinated Entry - Marion	155	165	68	15	22	233
Coordinated Entry - Polk	7	7	3	2	2	10
<b>Coordinated Entry - TOTAL</b>	<b>162</b>	<b>172</b>	<b>71</b>	<b>17</b>	<b>24</b>	<b>243</b>
Mobile Showers	218	218	0	N/A	N/A	218
Employment Navigation	34	34	0	6	0	34
Marion County VSO	785	785	0	785	0	785
Birth Certificates	2	2	0	0	0	2
RENT- Tenant Education	5	5	2	0	0	7
<b>Total Served</b>	<b>Households Served</b>	<b>Adults</b>	<b>Children</b>	<b>Veterans</b>	<b>Fleeing DV</b>	<b>Total Unique Served</b>
	1061	1061	2	791	0	1063

**CRP Success Stories:** *ARCHES Veteran Services*

*In the fall of 2019, we housed a medically fragile homeless Veteran within a much needed ADA unit at Cornerstone. This was after a long journey of intensive supportive services and community support. In December this gentleman received his HUD VASH voucher (a form of permanent housing) to begin on January 1, 2020. As a result, he now has continued housing assistance and case management support through HUD VASH; forever abating a return to homelessness.*

*This is a story of never giving up. In August 2019 we housed a homeless, and disabled, Veteran for the 3rd time in 6 months. This Veteran had been previously evicted for having unauthorized people staying with him, as well as lots of traffic in and out of his apartment. However, in this current placement, his landlord is committed to working with staff; helping the Veteran remain stable in housing. Staff are making frequent visits to check-in with the Veteran and the landlord calls staff if she has a concern. Showcasing the ideal partnership between service entity and property owner. To this day, the veteran remains housed and has been making progress on his stabilization goals.*

- *Linda Strike, ARCHES Program Manager*

**Rural Resource Services:** *Marion and Polk Counties*

Rural Resource Services provide prevention funds for households experiencing an unexpected and unavoidable emergency in rural Marion and Polk Counties. These services, include: rent arrearages, utility shutoffs, as well as emergent utility and security deposits. Navigation and referral services are also a key feature of this program; creating linkages to external service providers in order to improve self-sufficiency for households moving forward.

Rural Resource Services - November & December 2019									
Resource Referrals								Direct Client Services	
County	Housing & Rent	Utilities	Security Deposits	Transportation	Food & Clothing	Medical	General	HHs Served	Money Spent
Polk Co.	36	6	6	33	98	0	44	23	\$ 11,489.00
SOCC	8	3	1	0	5	0	1	11	\$ 5,803.00
Marion Co.	45	30	23	12	4	1	105	11	\$ 6,402.00
<b>Total</b>	<b>89</b>	<b>39</b>	<b>30</b>	<b>45</b>	<b>107</b>	<b>1</b>	<b>150</b>	<b>45</b>	<b>\$ 23,694.00</b>

During months of November and December, 45 households were assisted and avoided homelessness. This totaled \$23,694 in prevention services; which is a 5% increase over Q1 2019. Within Q2 2019, 689 service referrals to community resources were provided.

**Program Showcase:** *Salem Warming Network (SWN)*

Salem Warming Network has been operating at a temperature activated criteria (32 degree or below) since November 1, 2019. In addition, starting January 1 of 2020 the SWN adopted a duration model. Where sites open each night between a defined period. For SWN that period is January 1 through March 31, 2020. This model has been implemented at two locations: 1) Church at the Park, and 2) Safe Sleep (the newly added women’s only shelter).

From the specialty opening in October through December, SWN has activated for 14 days. Thus providing 1,308 beds, and sheltering 271 pets. This is all thanks to 3,125 volunteer hours (457 shifts). Moving forward from January through March, SWN continues to seek alternate locations for an expanded duration model in efforts to boost shelter bed capacity in our area.

Detailed information on how to become a volunteer, donate, or general FAQs can be found at the Salem Warming Network website: <https://salemwarming.weebly.com/>

**Community Initiative:** *Point In Time (PIT) Count*



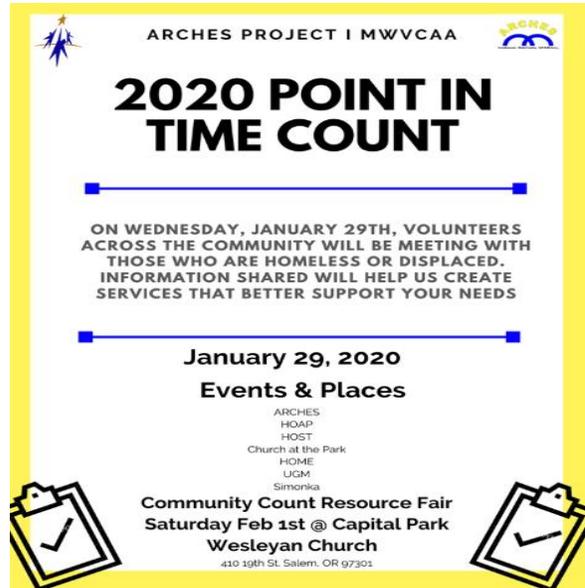
The Annual Point in Time (PIT) count begins on January 29, 2020 and will run for 7 days until February 4, 2020. Mobile teams will be scattered throughout Marion and Polk counties in efforts to survey every unsheltered individual. Teams are operated by leads and are scheduled for mobilization on January 29. Stationary sites will operate throughout the 7 day period, functioning as a fixed survey location. Sites included: ARCHES, HOME, HOAP, SOCC, and more.

On February 1, 2020 a Community Count Resource Fair will be hosted at Capital Wesleyan Park Church. Here community partners and vendors will convene; providing on-the spot services, such as: haircuts, dental services, and dog grooming. PIT surveys will be conducted upon fair entry. In 2019, a similar event tracked 425 unsheltered individuals.

It is the goal of MWVCAA, as a partner of the new Continuum of Care - Mid Willamette Valley Homeless Alliance, to survey as many unsheltered persons as possible. Thus showing a reliable and representative scale of need in our community. During the 2019 PIT, 1,095 persons were reported as experiencing homelessness (974 Marion and 121 Polk). This is well below the projected total as demonstrated by Coordinated Entry (CE). It is the goal of MWVCAA to increase the 2020 count to be more in line with CE collected data.

To help survey, sign-up at <https://www.volgistics.com/ex/portal.dll/ap?ap=1805846253>.

Once signed up, volunteers can attend the volunteer/PIT training on 1/24/2020 (Friday) at the MWVCAA Administration office in conference room A/B/C. If you have any questions about volunteer opportunities, have any issues signing up, or for general inquiries please contact: Sara Webb at Sara.Webb@mwvcaa.org.

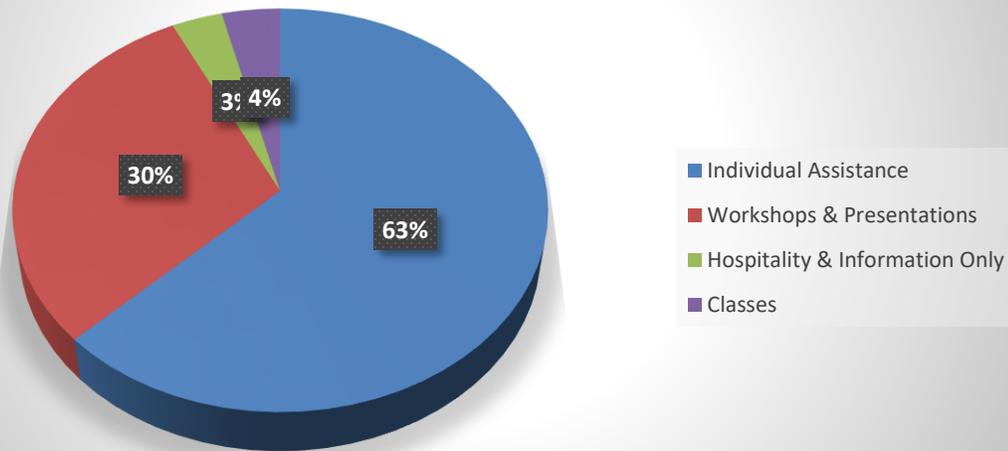


**Other News:**

- The Annual CSBG (Community Services Block Grant) report is due to CAPO (Community Action Partnerships of Oregon) by February 11, 2020. MWVCAA departments (and sub-recipients) will be submitting reports as defined by National Performance Indicators, Service Metrics, and Client Characteristics.
- A strong media presence is has been developed over the last few months, and will continue to be cultivated in conjunction with MWVCAA priorities. Examples include: 1) regular social media presence (Facebook and Instagram). More than 400 users have been started following ARCHES since August 2019. 2) Availability for interviews with print and video media. 3) Coordination and participation in the KМУZ Homeless series known as “Invincible people”. MWVCAA staff alongside community experts will be interviewed on rotating topics on the second Tuesday of each month.
- ARCHES is currently hiring for a variety of positions: Peer Support Specialist, Warming Shelter representatives, as well as an Outreach Coordinator.
- Depicted below is the hardworking Church at the Park – Mobile Shower team wearing our new program attire donated by United Way.



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



### Opportunities/Challenges

- ❖ De Muniz Resource Center served 486 clients in November & December.
- ❖ 112 clients successfully got enrolled in the Oregon Health Plan from our site.
- ❖ Education and employment was the focus of 42% of all services these months.
- ❖ De Muniz Resource Center coordinates and hosts substance abuse support meetings which 155 clients took advantage of which totaled 269 occurrences for these months.
- ❖ The Resource Center is partnering with several community partners to provide a free clothing closet for clients in need. Clients just being released from jail or DOC can walk in and receive a reasonable amount of clothing/shoes to assist them with their transition back into the community.
- ❖ Oregon Employment Department staff, Willamette Workforce Partnership staff, and my team have collaborated to improve the processes for our clients for the Specialized Services grant we have. Ultimately, we worked out a new process that reduces the barriers to our clients getting started with services at WorkSource Salem. Our clients can now by-pass the requirement of having ID and having to complete a “welcome conversation” before they can engage in services. We are able to get the ID verification and “welcome conversation” done while they are still incarcerated which will eliminate multiple steps and a few weeks of time/appointments for our clients. They will be able to engage in immediate services at WorkSource Salem upon release of incarceration.
- ❖ Main challenge continues to revolve around budget shortages and being short staffed.

## Success Story

While incarcerated at the Marion County Transition Center, M.B. sought out every opportunity available to her. After attending the on-site WorkSource Oregon orientation, M.B. expressed her interest in pursuing an electrician apprenticeship. After completing her WorkSource Oregon registration and iMatch skills profile, M.B. used her time in the De Muniz Resource Center computer lab to do extensive workforce research and registered for an apprenticeship orientation for women interested in the electrician program. M.B. also worked hard to update her resume. M.B. and staff scheduled a time to follow-up with her employment goals and planned to meet at WorkSource Salem Center upon her release.

M.B. shared that she was offered work with a local construction company where she would be able to continue building upon her skills and experience. Staff was able to provide M.B. with a voucher to obtain her state I.D. in order for her to be able to take advantage of this job opportunity. M.B. and staff also discussed next steps for her to continue on her path toward enrolling in an electrician apprenticeship program, which included a referral for further individualized career services with SCBEC/OED staff in order to access resources such as taking the test to obtain her National Career Readiness Certificate.

M.B. shared the following about the employment assistance she received: "Being able to have a resource to help get identification, also getting started and making connections to better help me navigate through the apprenticeship program is huge!"

## Volunteer Report

	# OF VOLUNTEERS	# OF HOURS DONATED
NOVEMBER	<b>21</b>	<b>77.5</b>
DECEMBER	<b>19</b>	<b>56</b>

\*De Muniz Resource Center is funded through the Marion County Sheriff's Office and is contracted to serve clients in Marion County.

**Mid-Willamette Valley Community Action Agency, Inc.**  
**Board of Directors Meeting**  
**November 21, 2019**  
**MINUTES**

**ATTENDANCE:**

**Board of Directors:**

**Present:**

Jade Rutledge	Linda Bednarz	Herm Boes
Gladys Plancarte	Jennifer Wheeler	Nathan McClenny
Jon Weiner (by phone)	Melissa Baurer	Shelaswau Crier

**Absent:** Erika Lanning      Helen Honey      Kevin Karvandi      Lyle Mordhorst  
Steve McCoid

**Others Present:**

**Program Directors/Staff/Guests:**

Jimmy Jones, Executive Director  
Helana Haytas, Chief Operations Officer  
Kaolee Hoyle, Chief Financial Officer  
Eva Pignotti, Head Start/Early Head Start Program Director  
Debra Devine, Head Start  
Julie Siefert, Head Start  
Liz Salinas, Early Head Start  
Kyle Miller, Head Start  
Head Start Policy Council  
Amy Schroeder, Office Specialist

**The joint meeting of the Board of Directors and Head Start Policy Council was called to order at 6:06 pm by Board Chair Jennifer Wheeler. It was determined that a quorum was present.**

**I.      Welcome and Introductions**

Board Chair Jennifer Wheeler welcomed everyone and introductions were made.

**II.     Public Comment**

None were made.

**III.    Approval of Agenda**

No changes were made.

**MOTION:** To approve agenda made by Herm Boes

**SECOND:** Nathan McClenny

**APPROVED:** Unanimously approved

**IV.    Joint Governance Business**

**1. New Head Start Policy Council Board Representative** – Gladys Plancarte was elected by the Policy Council to be the board representative.

**MOTION:** To approve Gladys Plancarte as the new Policy Council representative to the board made by Nathan McClenny

**SECOND:** Jade Rutledge

**APPROVED:** Unanimously approved

2. **Head Start Program Goals & Objectives** – Eva Pignotti presented the program goals and objectives for school years 2020-25. Program leadership, with parent and board input, has created a new set of five year goals and objectives. The goals and objectives are part of every grant application, with annual updates on progress made. Each year we will come back to the governing bodies to report on progress and request approval of any changes that have been identified to the goals and objectives.

**MOTION:** To approve the Head Start Program Five Year Goals and Objectives, as presented, made by Linda Bednarz

**SECOND:** Melissa Baurer

**APPROVED:** Unanimously approved

3. **Year One Head Start/EHS Duration Grant** - The grant application includes a proposed change to funded enrollment, and two locally designed options.

For Head Start, struggles with filling all our funded slots with income eligible families support our case for reducing slots from 793 to 696. The purpose in this is not to save money, but rather to support best practice in child development. Classroom management has become the primary focus in many classes, with children's behaviors setting the tone. Best practice today is to have smaller class sizes and more staff to create a smaller staff to child ratio. With this grant proposal, if approved, all preschool classes will be reduced from 20 children to 17 and each classroom will be staffed with a third person.

For Early Head Start, the original program of 96 is proposed to be reduced by 20 slots to 76. There have been 40 home based slots in the program since its inception. Families are not responsive to the opportunity to receive services in the home through weekly home visits. Our proposal reduces the home base option from 40 to 20 children, and we will concentrate those to serve only infants under the age of 12 months, expectant mothers, or the occasional family that expresses a preference for home base

Early Head Start has been operating a locally designed option (LDO), which requires re-approval at each grant cycle. The LDO provides children with two days a week in class for 3.5 hours and two home visits per month. This option has been very popular with parents as it is a small step toward having their child in school every day. We will seek approval again for this LDO for four of our centers. Parent input has also caused us to explore another LDO, which would provide more days of service for children but still does not approach the regular requirement of 1,380 hours per year. Parents have expressed that while they do not want their children to be away from them all day every day in the standard center based option, the two day a week LDO leaves them wanting more. Five days in a row with no school means every week is like starting over for some children. The new LDO that we will seek approval of will be a model with 4 days

per week of classes, 3.5 hours per day and two home visits per month. It is our intention to offer this in a pilot next year in two locations.

Note that none of the program design changes in this grant application will result in a reduction of funding, nor will any staff lose their jobs. Two home visitor positions will be converted to Early Head Start Teacher positions, and the current staff will have the opportunity to compete for those.

Funding Category	Projected Funding
Head Start Operations	\$4,894,149
Head Start Training and Technical Assistance	\$ 47,620
Early Head Start Operations	\$1,386,083
Early Head Start Training and Technical Assistance	\$ 32,277
<b>Total Award for Head Start &amp; Early Head Start</b>	<b>\$6,360,129</b>

**MOTION:** To approve the Year One 2020-21 Continuation Grant - Head Start & Early Head Start Baseline Funding, as presented, made by Linda Bednarz

**SECOND:** Shelaswau Crier

**APPROVED:** Unanimously approved

**4. Year Two Early Head Start/Child Care Partnerships Expansion Grant -** This is the second year of an infant/toddler expansion of 32 EHS and 20 EHS CCP slots. One location where EHS expansion slots were placed has turned out to be difficult to fill. Our only proposed change with this application is to transition eight slots from Independence into Salem. All 32 of the EHS slots in this grant application are operating in a locally designed option (LDO), which requires re-approval at each grant cycle. We will seek approval again for this LDO for all 32 EHS slots in this grant, which are spread over four locations. The 20 EHS CCP slots are all placed with family child care providers in Salem, Woodburn and Independence. No changes are proposed to the EHS CCP Expansion in this grant proposal.

**MOTION:** To approve the Year Two 2020-21 Continuation Grant – Early Head Start & Early Head Start Child Care Partnerships Expansion Grant, as presented, made by Nathan McClenny

**SECOND:** Herm Boes

**APPROVED:** Unanimously approved

**V. Adjourn Joint Governance Meeting** – The joint meeting was adjourned at 6:50 pm.

**MOTION:** To adjourn joint governance meeting made by Herm Boes

**SECOND:** Nathan McClenny

**APPROVED:** Unanimously approved

**VI. Begin Regular Board Meeting**

The meeting of the Board of Directors was called to order at 6:50 pm by Board Chair Jennifer Wheeler. It was determined that a quorum was present.

**VII. Consent Calendar**

**1. October 2019 Full Board Meeting Minutes**

No discussions or concerns were raised

**2. November 2019 Program Directors' Reports**

No discussions or concerns were raised

**3. November 2019 Executive Director's Report**

No discussions or concerns were raised

**4. November 2019 Committee Meeting Minutes**

No discussions or concerns were raised

**MOTION:** To approve consent calendar made by Linda Bednarz,

**SECOND:** Herm Boes

**APPROVED:** Unanimously approved

**VIII. Board Business**

- 1. Budget** – Kaolee Hoyle presented the fiscal year 2019-20 budget. Kaolee Hoyle described the agency's budget for FY 2020 with a program by program review and comparison with the FY 2019 budget.

**MOTION:** To accept fiscal year 2019-20 budget, as presented, made by Herm Boes

**SECOND:** Linda Bednarz

**APPROVED:** Unanimously approved

**IX. Adjournment**

**The Board of Directors meeting was adjourned at 7:00 pm.**

Respectfully Submitted:

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Amy Schroeder, Board Support

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Jennifer Wheeler, Board Chair

**Mid-Willamette Valley Community Action Agency, Inc.**  
**Board of Directors Meeting**  
**December 13, 2019**  
**MINUTES**

**ATTENDANCE:**

**Board of Directors:**

**Present:**

Jade Rutledge	Jon Weiner	Kevin Karvandi	Shelaswau Crier
Jennifer Wheeler	Herm Boes	Melissa Baurer	Steve McCoid

**Absent:**

Erika Lanning	Gladys Plancarte	Helen Honey	Lyle Mordhorst	Linda Bednarz
Nathan McClenny				

**Others Present:**

**Program Directors/Staff/Guests:**

Jimmy Jones, Executive Director  
Helana Haytas, Chief Operations Officer  
Amy Schroeder, Office Specialist

**The meeting of the Board of Directors was called to order at 12:11pm by Board Chair Jennifer Wheeler. It was determined that a quorum was present.**

**I. Welcome and Introductions**

Board Chair Jennifer Wheeler welcomed everyone and introductions were made

**II. Public Comment**

None were made.

**III. Board Business**

- 1. Head Start Budget Amendment** – Head Start requests approval for a budget amendment to the Head Start and Early Head Start grant for the year five budget period of March 1, 2019 – February 28, 2020. The proposed amendment shifts \$31,190 from the operating budget for facilities maintenance to the equipment purchase budget. The equipment that is needed is a Chevrolet Express van to be used by facilities maintenance staff in support of the Head Start and Early Head Start programs.

**MOTION:** To approve the Head Start budget amendment and equipment purchase request in the amount of \$31,190 made by Steve McCoid

**SECOND:** Shelaswau Crier

**APPROVED:** Unanimously approved

**IV. Adjournment**

**The Board of Directors meeting was adjourned at 12:13pm.**

Respectfully Submitted: