

## Community Business and Education Leaders (CBEL) Collaborative

**CBEL's Mission** is to build community resilience that strengthens families and supports world class education in the Salem-Keizer School District.

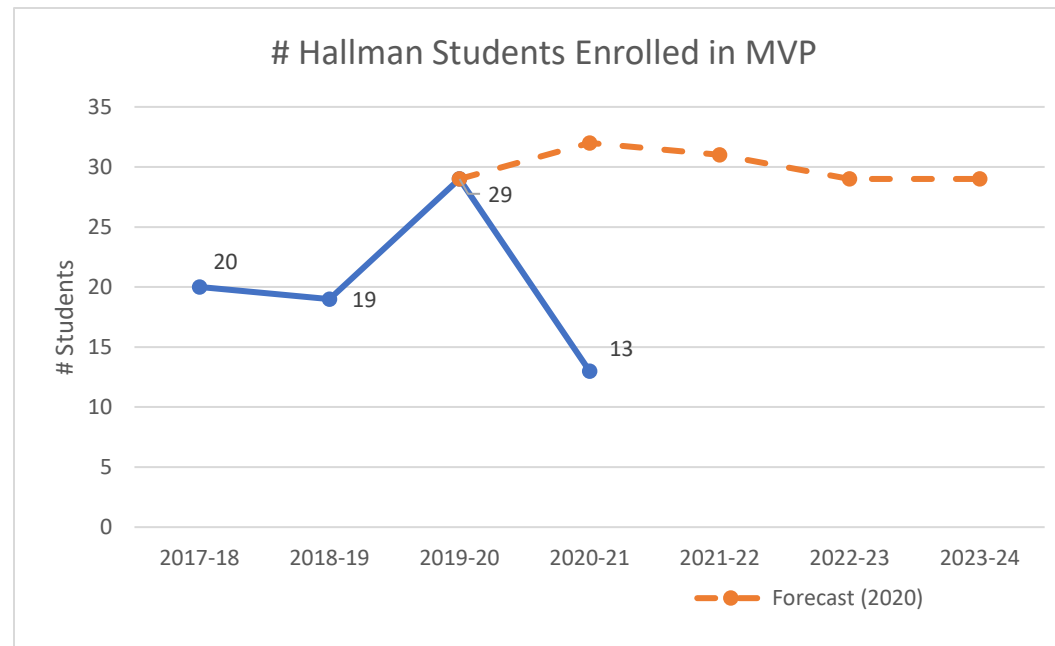
**Population:** Children, adults, and families living within the Hallman Elementary School geographic boundaries ("the neighborhood")

### CBEL Quality of Life Outcomes

1. Every child grows up in a safe, stable, nurturing home
2. Every child enjoys good health
3. Every child succeeds in school
4. Every child goes on to become financially self-sufficient

## Results-Based Accountability (RBA) Scorecard: Every Child Grows Up in a Safe, Stable, Nurturing Home

### A. Quality of Life Indicator: # children enrolled in the McKinney-Vento Homeless Program at Hallman Elementary



**Baseline:** If nothing new or different happens, the baseline (----) is forecasted to increase

**Turning the Curve:** Doing better than the forecast of the baseline if nothing changes

## RBA Scorecard: **Every Child Grows Up in a Safe, Stable, Nurturing Home**

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### ***B. Story Behind the Curve***

**EVERY CHILD GROWS UP IN A SAFE, STABLE, NURTURING HOME** – Over the course of 2019, regional stakeholders and local leaders convened to conduct a region-wide Marion-Polk [Community Health Needs Assessment](#) (CHA) using an evidence-based process to comprehensively collect and assess current data and trends. The primary trend identified through the comprehensive, multi-sector data analysis was the increasing **unmet housing need**, perceived to be due to lack of availability and lack of affordability, for both renting and owning. Secondary trends were the increasing unmet need for mental health and substance abuse treatment and support, increasing rates of sexually transmitted diseases, increasing cost of healthcare, and increasing tensions around immigration and immigration policy (CHA, 2019).

**QUALITY-OF-LIFE INDICATOR: CHILD AND FAMILY HOMELESSNESS**— Since FFY 2018, the incidence rate of inadequate housing has only increased. According to recent studies of more than 10,000 of Marion and Polk counties’ most vulnerable youth, the #1 reason preventing all children from living in a safe, stable, nurturing home, was lack of appropriate and affordable housing (InCK, 2021).

According to the National Law Center on Homelessness and Poverty, the top causes of homelessness are insufficient income and poverty; lack of affordable housing; foreclosures; for women: domestic violence is the leading cause of homelessness; mental illnesses; and substance abuse (January 2015). A moratorium preventing housing evictions ended 12/31/21 which may affect a family’s ability to remain in safe, stable housing—the need to focus on child and family homelessness is an increasingly great, primary priority in achieving the quality-of-life outcome that every child grows up in a safe, stable, nurturing home.

**HALLMAN NEIGHBORHOOD FAMILY COUNCIL**—Hallman neighborhood established a Neighborhood Family Council in 2021 to increase engagement of neighborhood residents and hear from those living in the neighborhood, to guide implementation of building community resilience that strengthens families and supports world-class education in the Hallman neighborhood. Research shows families can be supported and neighborhoods improved to healthy levels through promotion of **Strengthening Families Protective Factors**. Three key Protective Factors are a focus of CBEL: 1) positive social connections; 2) tangible support in times of need; and 3) meaningful opportunities to develop the knowledge, skills, and personal attributes needed to succeed at home, at school, at work, and in the community.

**FOSTERING HOPE INITIATIVE’S MULTI-DISCIPLINARY CARE TEAM**—Hallman neighborhood was selected by the Fostering Hope Initiative (FHI) for targeted comprehensive, coordinated support for families in need of wraparound supports and services, safety-net funding, assistance in applying for programs and services, and offering solutions that align with the Strengthening Families Protective Factors. The MCT rapidly coordinates care to assure health and safety needs of children and families are met to prevent families from being separated and children placed in foster care.

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To support the efforts of MCT and wraparound service partners, CBEL provided support to improve the Community Resource Network and established a Strong Families Fund to fill gaps in unmet needs. MCT has been able to use those funds to aid at-risk families and families experiencing housing instability or homelessness. FHI integrated with Mid-Willamette Valley Homeless Alliance, the regional CoC in Marion and Polk counties, to align systems and prioritize community-wide efforts to address child and family homelessness.

FHI and the McKinney-Vento Program (MVP) liaison for Hallman began working together more proactively in 2019 to identify Hallman Elementary School children experiencing or at risk of experiencing homelessness, and referring them to MCT or directly to other appropriate programs. CBEL provided financial assistance to Mid-Willamette Valley Community Action Agency's ARCHES program to hire a bilingual and bicultural family housing navigator to be stationed in the Hallman neighborhood to assist and support families that need assistance getting housing services and supports, in English and Spanish.

In first 3 months of the 2021-2022 school year, seven (7) Hallman youth were enrolled in the McKinney-Vento Program (MVP), the federal program providing support for homeless students. Of those seven MVP students, six had already been referred to Fostering Hope Initiative's Multi-Disciplinary Care Team (MCT) for wraparound case management and services.

**HOUSING**—The Mid-Willamette Valley Homeless Alliance ('Alliance') was created in 2019, re-establishing a Continuum of Care for homelessness and housing services the Marion-Polk region. The Alliance and its partners have been working to align homelessness and housing services systems to improve efficiency and efficacy of a coordinated system across the region. The overarching goal of the Alliance is to establish communitywide commitment to coordinate, leverage, and align efforts and resources to prevent and end homelessness by working to 1) quickly rehouse homeless individuals, including unaccompanied youth and families, while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; 2) Promote access to and effective utilization of mainstream housing and homeless services programs by homeless individuals; and 3) Optimize self-sufficiency among individuals and families experiencing homelessness.

Overall, the current affordable rental housing unit deficit for Marion and Polk counties is more than 1,700 units. In the past three years, average renter capacity has increased by 10.8% for Marion County renters. The [2021](#) estimated monthly rent that is "affordable" at mean renter wage is calculated to be: \$720 in Marion County (up from \$650/month in 2018). Although affordable rent at mean renter wage has increased, the rate has not kept pace with the increased cost of rental units. Oregon's average monthly rent for a three-bedroom apartment is \$1,824 which requires a \$73,000 annual income to afford. Average monthly rents exceed what is affordable for median renter households, and even more so unaffordable for minimum wage households. **At minimum wage**, an individual would need to work 61 hours per week to afford renting a zero-bedroom/studio apartment, and 117 hours per week to afford renting a three-bedroom housing unit. Minimum wage earners'

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affordable rent is \$624 per month, an unattainable amount for even a zero-bedroom housing unit. The gap in affordable rent for those earning minimum wage is nearly 35% (minimum of \$325/month) for even the most affordable housing unit. Families earning minimum wage must choose to work more than full time to afford any size of housing unit, doubly impacting families with young children having to choose between long hours away from parenting their children and long childcare hours. ***Working 61 hours to 117 hours per week to afford a stable place to live further marginalizes those experiencing disparities and deepens the opportunity gap to end the prevalence of generational poverty.***

The Hallman NFC will develop a marketing plan aimed to identify and engage families in the neighborhood that may be at risk of losing stable housing or are currently experiencing homelessness. The marketing plan will integrate principles of racial justice and reconciliation, disparities, and the cultural and linguistic makeup of the community. The goal of the plan is to engage with families experiencing housing instability or homelessness to connect with support and services. FHI is not currently imbedded in the region's Coordinated Entry system but is in the process of determining the feasibility of integrating systems to quickly get families and individuals the services and supports they need. Currently, nearly 80% of youth that obtained housing through FHI's MCT remain permanently housed (November 2021). In the first three months of the 2021-22 school year, seven (7) Hallman youth enrolled in MVP, of those, six (6) were referred to MCT for wraparound case management and services.

According to 2021 local data, **76 families identified as homeless**. The year 2020 brought historically-damaging wildfires to the region which left hundreds of additional individuals and families homeless and displaced. The 2021 Housing Inventory Count identified Permanent Supportive Housing type of shelter hosted the largest number of family beds for the region with 172 family beds, yet the need remains unmet as there are only **29 family units**.

**LANDLORDS**—Hallman landlords have been identified by CBEL partners and the community as a valuable partner in ending child and family homelessness. Marion County operates a landlord education and outreach program; however, it is unknown if Hallman landlords have been engaged. Landlords have the ability to identify families at-risk of eviction and in need of housing services and supports, as well as offer housing to families in immediate need. Landlords play an instrumental part in preventing child and family homelessness.

**\*MCKINNEY-VENTO PROGRAM DATA**—Children enrolled in the McKinney-Vento Program are enrolled in the program for the remainder of the school year.

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## C. Turning the Curve Action Plan

Quality of Life Indicator	Action Plan: Tasks	Lead/ Accountable	Progress	Partner/ Support	Status
# children enrolled in the McKinney-Vento Program	<b>1. Support the Hallman Neighborhood Family Council to promote Strengthening Families Protective Factors</b> <ul style="list-style-type: none"> <li>▪ Positive social connections</li> <li>▪ Tangible support in times of need.</li> <li>▪ Knowledge and skill development</li> </ul>				
	<b>2. Support Fostering Hope Initiative (FHI) Multi-Disciplinary Care Team to provide comprehensive, coordinated support for children and families facing housing instability or homelessness</b>				
	<ul style="list-style-type: none"> <li>▪ Actively partner with FHI to identify needs, opportunities, and resources</li> </ul>				
	<ul style="list-style-type: none"> <li>▪ Promote the Strong Families Fund to provide cash assistance for families experiencing housing instability and/or homelessness</li> </ul>				
	<ul style="list-style-type: none"> <li>▪ Align FHI MCT and CCS-FHI community health workers with the CoC's Coordinated Entry process</li> </ul>				
	<b>3. Develop and advocate for a plan that increases access to supportive housing for families with complex needs</b> <ul style="list-style-type: none"> <li>▪ OHA Behavioral Health and Housing Integration Planning Grant</li> <li>▪ Mountain West Investment Corporation</li> </ul>				
	<b>4. Develop and implement a grassroots marketing plan that helps Hallman families experiencing housing instability or homelessness to connect with support and services</b>				

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	<b>5. Work with Hallman landlords to create a plan that minimizes the prevalence of child and family homelessness</b>	Neighborhood Ventures			
	<ul style="list-style-type: none"> <li>▪ Explore opportunities to prevent Hallman families from eviction and/or homelessness</li> <li>▪ Explore opportunities for landlords to rapidly house families in need</li> </ul>				

<b><i>D. What Works</i></b>	<b><i>E. Partners</i></b>		
	<b>Contributing Partners</b>	<b>Potential Partners</b>	
<ul style="list-style-type: none"> <li>• Positive social connections with family members, friends, and neighbors</li> <li>• Civic engagement at neighborhood and broader community level</li> <li>• Collective Impact to produce population level results</li> <li>• Promoting racial justice and reconciliation</li> <li>• MCT Management</li> <li>• Family coaches</li> <li>• Certified Community Health Workers</li> <li>• Culturally and linguistically appropriate services</li> <li>• Opportunities to develop knowledge, skills, and personal attributes critical to success in life at all ages Flexible funds for “prevention” services (utilities, rental assistance, eviction prevention services) and rapid re-housing</li> </ul>	<ul style="list-style-type: none"> <li>• Neighborhood Residents</li> <li>• Community Health Workers &amp; CSOCs</li> </ul> <p>Key Collective Impact Agencies/Initiatives:</p> <ul style="list-style-type: none"> <li>• Fostering Hope Initiative</li> <li>• Mid-Willamette Valley Homeless Alliance</li> <li>• Marion County Children and Families Commission</li> </ul>	<ul style="list-style-type: none"> <li>• CBEL Members</li> <li>• Community Action Agency</li> <li>• Salem-Keizer School District</li> <li>• Pacificsource</li> <li>• Willamette Health Council</li> <li>• SKSD McKinney-Vento Program</li> <li>• Hallman Elementary</li> <li>• Pacific Islander Club</li> </ul>	<ul style="list-style-type: none"> <li>• MWVHA Board and Collaborative Committee partners</li> <li>• Safe Routes to School</li> <li>• Apartment complexes</li> <li>• Transportation providers</li> <li>• New Harvest Church</li> <li>• Salem Leadership Lightning Rod</li> <li>• Family Building Blocks</li> <li>• Salem Police (calls, reports, outreach)</li> </ul>

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<ul style="list-style-type: none"> <li>• Flexible funds for “prevention” services (utilities, rental assistance, eviction prevention services) and rapid re-housing</li> <li>• Supported Housing/ Supportive Housing (services i.e. peer support and case management + affordable housing)</li> <li>• Family Residential Services</li> <li>• Safe Families For Children program</li> <li>• HOST home programs for homeless youth</li> <li>• Home visiting</li> <li>• Children’s Host Homes, with coordinated health and behavioral health care (<a href="#">info</a>)</li> <li>• McKinney-Vento Program</li> <li>• Coordinated Entry and intensive outreach and care coordination</li> <li>• Peer supports and mentorship</li> <li>• Community school outreach coordinators (CSOC)</li> </ul>	<ul style="list-style-type: none"> <li>• Marion-Polk Early Learning Hub and pre-k partners</li> </ul>		<ul style="list-style-type: none"> <li>• Healthcare Partners</li> <li>• DHS Self-Sufficiency</li> <li>• Healthcare partners</li> </ul>
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### F. Additional Information

**HALLMAN NEIGHBORHOOD** – Toxic Stress disrupts safe, stable, nurturing relationships by triggering the part of the brain responsible for fight, flight, freeze reactions, and disrupting the part of the brain responsible for executive function. Adverse Community (Neighborhood) Environments (ACE) contributes significantly to toxic stress. Adverse Childhood Experiences (ACE) occurring without the buffering effect of safe, stable, nurturing relationships and especially in the context of Adverse Community Environments, what we call the Pair of ACES, are likely to be traumatic. Safe, stable, nurturing relationships (SSNR) are the key malleable social determinant of everyone’s life prospects. Geographic neighborhoods exist where children are more likely to experience the Pair of ACES, including poverty, homelessness, maltreatment, foster care placement, and disparities in healthcare and education. Hallman neighborhood is one. Hallman Elementary school staff work closely with data to analyze and provide tiers of support to students and their families in the areas of academics, attendance, and behavior. Through this work, Hallman has been able to build strong relationships with every student to help students feel connected, able, and ready to learn (SKSD, 2019).

**FOSTER CARE, CHILD ABUSE, AND NEGLECT**—There were 12,885 unduplicated child victims of abuse in Oregon, an increase of 12.5% in federal fiscal year 2018 from the previous year. Nearly 80% of reports to DHS of potential abuse were made by mandatory reporters,

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with schools and law enforcement agencies making up nearly 40% of reports. Of the 84,223 reports received in the year, more than half (43,317) were assigned to be assessed by Child Protective Services; of which more than 22% resulted in a founded allegation of child abuse. Parents (mothers and fathers) accounted for 76% of those responsible for the child abuse. The category with the highest number of founded child abuse was “neglect” (43.4%), followed by “threats of harm” (39.9%). Significant increases were experienced by child abuse incidences categorized as mental and physical abuse. Mental injury child abuse increased by more than 50% and physical abuse increased by nearly 30%, from the previous year. Marion County experienced the second-highest rates of child abuse (2nd to Multnomah) with nearly 10,500 reports of child abuse made.

Of Oregon children entering foster care, over 66% were from neglect abuse, 47% from parent drug abuse, and 20% from inadequate housing. Oregon teens who spent any time in foster care in 2017 had a graduation rate of 37%- the lowest in the nation of all states that reported foster care graduation rates ([Associated Press](#), March 2019). Of the children that entered foster care, 20% were due to inadequate housing (2018 Child Welfare Data Book, May 2019).

**RACE AND ETHNICITY**—The Marion-Polk region encompasses a culturally diverse population, with a particularly high Latinx population, but also significant Russian, Marshallese, and other diverse populations that experience or are at risk of experiencing homelessness. According to the recent [Community Health Needs Assessment](#), Marion and Polk counties have a greater percentage of the community population being younger, under the age of 25, than Oregon. The community has a larger percentage of members that identified as Hispanic or Latinx than Oregon. About 26% identified as Hispanic/Latinx in Marion County, compared to 13% in Polk County, and 12% in Oregon. Marion and Polk counties have a higher percentage of members that speak a language other than English at home than Oregon. Roughly 1 in 4 households (25%) in Marion County speak a language other than English, compared with 14% in Polk County, and 15% in Oregon. The most common languages spoken after English were Spanish, Asian or Pacific Islander languages, and Russian.

More than a fifth of all people experiencing homelessness nationally were Hispanic or Latino (22%). Nearly three in ten people in families with children experiencing homelessness were Hispanic/Latino (29%), considerably higher than the proportion of Hispanic/Latino individuals experiencing homelessness. Almost all Hispanic/Latino families experiencing homelessness, 94 percent, were sheltered (AHAR, 2020).

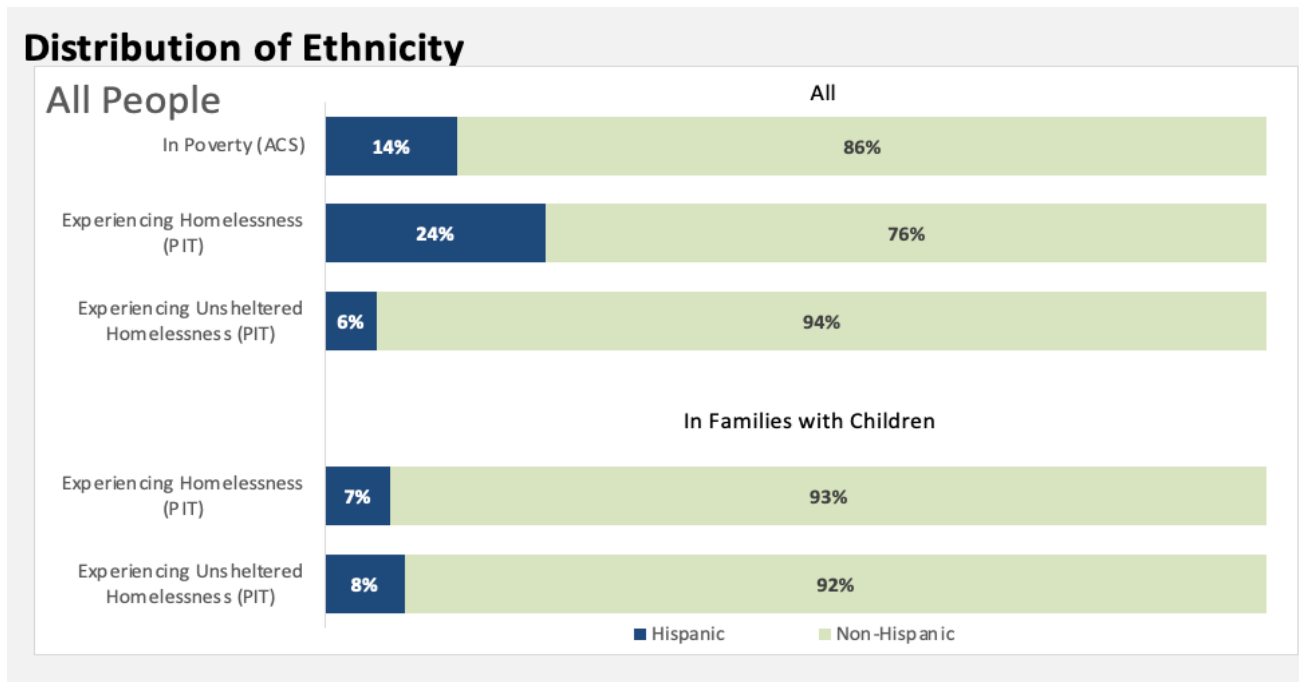
A Marion-Polk region homeless services system 2020-21 study conducted by a student team from Willamette University’s Atkinson School of Management found through structured interviews, surveys, and data analysis:

- Native and Latinx groups are overrepresented in the houseless population.
- There is an underutilization of vouchers by minority groups.



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- There are differences in the way in which people of color interact with services.
- There are Latinx community members who experience housing insecurity who need rent assistance but are under reported due to multigenerational homes.
- There is an abundance of barriers the BIPOC community faces.



Demographics show that one out of every two babies born in Oregon are born into Medicaid coverage. The rate of children living in poverty is nearly 50% across the region. Additionally, 37% of babies born in Marion County are of Hispanic origin, a population which currently experiences racial disparities and generational poverty (OHA vital statistics, 2017). Rent is not affordable for families living on minimum wage. The grave impacts of unaffordable rent compound with racial disparities, poverty, health disparities, and in marginalized populations. This leaves the majority of homeless individuals and families without affordable options to be self-sufficient in long-term permanent housing.