

ATTN: YCAP, Alexandra Hendgen, Executive Director

Our current intent is not to distribute this letter to community leaders, as it is not in the spirit of our organizational mission.

Alexandra and YCAP Leadership Team,

In response to the letter provided by Alexandra Hendgen, Executive Director of YCAP, the following is provided not in rebuttal, but to demonstrate the commitment CWC has displayed for the past two and a half years, in partnership with YCAP and service to the houseless community in Newberg and Yamhill County. Both our organizations display the intent and desire to serve Yamhill County residents struggling with social determinants of health. Our partnership arose through this aligned mission of pooling resources, staff time, and community participation to ensure some of our most vulnerable community members receive access to services deserved.

CWC Leadership has expressed with good intent the persistent concern of YCAP Leadership not providing full information known to its team regarding end goals of partnership between our organizations for the last year. It has also been expressed that the words and tone used towards CWC leadership and staff from YCAP leadership and staff in meetings and email communication has felt demeaning and not in the spirit of true partnership.

The events leading up to the June 23 meeting between leadership teams largely contributed to the organizational fallout demonstrated that day. The lack of options provided for temporary shelter with little emotion, created an organizational divide. Where good intent was previously be graced, oversight in planning, with no accountability taken from YCAP, but rather the statement of it could not have been avoided and no tangible and immediate interim solution to support, led CWC to feel affirmed alone in direct service provision for Newberg houseless residents. This followed by the response provided by Alexandra to the Newberg City Manager and Mayor, with serious accusations and claims, has led CWC as an organization to feel extremely disheartened in what had a been long, intentional journey of capacity building, now disrupted at minimum.

Although all is true, we remain steadfast in our belief that we need to find a way to offer what limited resources we have to Newberg residents, united, and integrated as much as possible. As the lead agency of the county, we sincerely hope YCAP understands its accountability to uplift community-based organizations with the relationships built with both marginalized populations and community leaders.

We hope to come together at the conclusion of the summer to have an initial conversation between organizations to begin to repair the distrust that has ensued over the last month for the future of Newberg residents experiencing housing insecurity. Regardless of YCAP's decision to move forward together, CWC will continue to meet our neighbors where they are, in the moment they are, to bridge the gap of social services and lack of resources distributed.

We believe in the future of YCAP and we hope you believe in the future of CWC.

Sincerely,



Elise Yarnell
Interim Executive Director,
Community Wellness Collective

SBAR: The Future of ADP Newberg and Partnership Between YCAP and CWC Partnership

Situation:

Approximately 35 Newberg and Yamhill County houseless residents are at risk of displacement due to Yamhill County Action Partnership (YCAP) decision to extend opening of 615 N College Street property. The decision was made based on construction repair delays from a significant leak identified, ability to extend use OCHS Shelter Navigation Grant funds from June 30, 2023, to December 31, 2023, and permitting delays for build and implementation of an ADU for Any Door Place (ADP) administrative services. This was communicated to Community Wellness Collective leadership nine days prior to the temporary site location end date. No alternative solution was provided from YCAP to CWC leadership for temporary site location in lieu of decision unilaterally made by YCAP regarding the reopening of 615 N College Street, the previous address of the CWC Shelter for the past two and a half years.

Background:

Community Wellness Collective (CWC) entered a formal partnership with Yamhill Community Action Program (YCAP) in January 2021, after discussions of YCAP seeking a community partner to run low barrier shelter services out of their owned property at 615 N College Street. The property has acted as a shelter in various forms in Newberg since the early 1990s. CWC signed a lease agreement with YCAP, holding its own property and liability insurance from January 2021 through March 2023, when construction began for Any Door Place Newberg; a shelter navigation project, funded through OCHS, set to open June 30, 2023.

From January 2021-July 2021, CWC operated as a volunteer night-by-night shelter at the property Friday-Monday. In July 2021, YCAP presented the opportunity to CWC to fund one FTE to support sustainability of the night shelter. In winter of 2021, YCAP increased support of the night shelter operations by increasing to support up to \$70,000 in winter sheltering dollars as a subgrant recipient to OCHS funding for inclement weather support. CWC also received financial investment from Providence Community Health Division to increase staffing funding, which allowed additional part-time staff to be hired.

In February 2022, CWC applied for and was awarded \$350,000 from the City of Newberg ARPA budget committee for full seven-night sheltering of Newberg residents experiencing homelessness. April 1, 2023, CWC signed the ARPA MOU, dispersing the first series of funds for the increase of FTE, a shelter van, prescription fund, training for staff, and \$75,000 to be utilized for remodeling of the CWC Shelter site, to be used to increase bed capacity in the site.

In June 2022, Interim Executive Director of CWC included Executive Director of YCAP in conversations with Portland Homebuilders Foundation (HBP), a relationship from previous professional projects with CWC leadership, to invite YCAP into an opportunity to utilize HBP resources through the awarding of CWC as the Street of Dreams Give Back Project. This project was a grant for \$50,000, plus in-kind support from local construction professionals invested in the service of Newberg and Yamhill County.

The intent was that the ARPA money allotment combined with the HBP contribution would lend as a substantial repair for the home, an investment given from CWC and the City of Newberg to YCAP to continue capacity building as organizations together in support of houseless Newberg residents.

By August 2022, CWC Shelter was operating seven nights per week, with two staff per shift, 8pm-8am. Providence had begun providing behavioral health and physical health services onsite, dinner and breakfast provided, shower and laundry schedules for guests, peer support groups onsite, and daily support to long-term housing placements from CWC Shelter Staff. On August 22, the Executive Director of YCAP approached Interim Executive Director of CWC to consider entering conversations with YCAP in their grant application to OCHS for the Shelter Navigation Model, later to become known as Any Door Place Newberg. This conversation began a series of planning meetings later to come in the late fall of 2023.

In parallel, home repair needs had been consistently brought to the attention of YCAP leadership. There had been two leadership hand-offs in the tenure of the partnership between organizations, leading to balls dropped to repair the major bathroom leak, leaving it inoperable for nearly eight months. The basement had leaking, and the electrical needed inspection. The agreement was to try to separate the immediate needs projects from what could wait for ADP construction meetings.

In November 2022, a kick-off meeting with CWC and YCAP occurred where it was clearly stated that CWC would financially benefit from the awarding of OCHS Shelter Navigation funding to YCAP if a subgrantee for night shelter services. This prompted CWC leadership to see ADP as the financially viable and community-oriented strategy for Newberg homelessness service provision as an integrated organizational approach.

In January 2023, a consultant was added to the ADP team in support of YCAP. The tone of meetings began to shift into lead organization and supporting organization, but the tone of meetings implied CWC as staff of YCAP to take direction from YCAP. Interactions from YCAP leadership towards HBP staff were short, curt, and non-partner oriented. Numerous conversations occurred between CWC and HBP to stick out the partnership for the end goal of serving houseless community members together.

February 2023, initial budget conversations began. By this time, the individual organization leadership teams hit their stride and aimed to put leadership style differences in the past, focusing on how to be an integrated service partner. In the budget conversation, it was shared from YCAP Executive Director that they would not be able to financially support the entirety of the operational budget of CWC for night shelter. CWC asked multiple times in this conversation what amount YCAP would be able to fund. In response YCAP stated at least previous years, but hopefully twice as much. Previous years was standard winter shelter dollars allotted from the state of \$70,000. This came as a shock to CWC leadership, as multiple conversations had occurred, and night shelter functionality and operations listed as a crucial element of OCHS funding for shelter navigation. CWC decided to continue forward and begin pursuing other grant opportunities to supplement the funding need not provided from YCAP as a subgrantee. In this meeting, YCAP stated they would provide CWC with a budget template that the consultant would mockup for both parties. This did not occur.

By May 2, 2023, CWC sent all requested budget and service provision scoping documents to the YCAP team in preparation for the May 10 meeting, what was stated to be the final ADP budget meeting to set

the operational budget for the 2023-2024 year, set to begin 6/30/23, as required in the OCHS Shelter Navigation Grant award.

The final ADP budget meeting occurred on May 10 and a review of individual organizational requirements, service provision, and staff names were reviewed. A fully loaded budget was provided from CWC to YCAP. YCAP requested a couple minimal items to be removed, and CWC agreed. In this meeting YCAP stated that they would most likely not be able to financially support night shelter more than their year over year amount for winter sheltering, but that they still did not have a final number they would be able to support night sheltering for, as they were waiting for multiple figures to come in from the state.

From February to May conversations with YCAP around budget for ADP, CWC applied for five grants to supplement the operational budget gap as requested by YCAP.

No formal communication from a YCAP leadership team member to a CWC leadership team member occurred from May-June regarding reporting compliance, financial oversight concerns, issue of tone, invitation to participate in neighborhood conversations, or information on the planning commission process.

During the months of May and June YCAP staff internally planned for Newberg Planning Commission to secure a conditional land use permit. They met with neighbors and community members alone, without CWC. Both were requested by CWC to participate, as its relationship with both community and city leaders and neighbors were strong. YCAP did not make it onto the floor for review by the Planning Commission on June 9 and was pushed to June 22. Later, YCAP Executive Director would inform CWC that YCAP would not be able to attend the June 22 Planning Commission meeting, due to PTO, and would need to wait until the August meeting.

On June 21, HBP leader called Interim Executive Director of CWC to inform her that he had heard from the YCAP team that there was "big news to share, but it couldn't be shared until YCAP Executive Director announced it." CWC Interim Executive Director reached out to YCAP Executive Director administrative assistant to schedule a meeting to understand what this was referring to. YCAP Executive Director then called the Interim Executive Director of CWC on personal cell phone to inform that 1. OCHS had extended its expenditure timeline of the shelter navigation grant to December 31, 2023, and 2. YCAP had not made it onto the City of Newberg Planning Commission agenda on June 9, 2023. She then requested a meeting as soon as possible to discuss options. The Interim Executive Director of CWC had to clarify that meant the current Newberg residents at the temporary site location of Northside Community Church would not have shelter in nine days. She then confirmed. The meeting was set for June 23 to discuss options.

On June 23, YCAP and CWC leadership meet with the intent to discuss options for sheltering of current houseless Newberg residents at temporary location of Northside Community Church. At the start of the meeting, YCAP Executive Director began explaining that this could not have been avoided and this was the best pathway forward, as YCAP would not be able to get on the next Planning Commission meeting until August 9. After listening to rationale behind the present situation, CWC Interim Executive Director, questioned the length of knowledge of this information, as it was now June 23, and they didn't meet Planning Commission deadline of June 9, yet there was no information provided to YCAP, a key partner

organization in ADP. The last that had been communicated was an opening date of June 23 for ADP. CWC Interim Executive Director also explained initial concerns with the organizational partnership of continuously feeling “spoon fed” on end game strategy of YCAP for ADP. It was also stated in this meeting by Housing Director of YCAP, that they had gone forward and hired internal staff team members for ADP Newberg, even though that was what was stated as to why YCAP could not use Shelter Navigation funding for CWC operational expenses for night sheltering. This affirmed for CWC that there had not been fully honest, open, and transparent conversations around funding, practice scope of organizations, or long-term partnership with CWC as an organization. The tone, as stated by YCAP in initial response letter to Newberg City Manager, was passionate and extreme concern, as 35 Newberg residents were about to be displaced and the financial investment the City of Newberg made in CWC and YCAP, entrusting a combined \$700,000 in the two organizations through ARPA awarding, had now been put at severe risk. The sense of urgency or concern from YCAP was missing and CWC Interim Executive Director felt misled and in the deep end alone to problem solve a six-month temporary solution for night sheltering for Newberg houseless residents. No option of alternative location was provided by YCAP in the meeting. The decision was made for Interim Executive of CWC and YCAP Executive Director to table the conversation and meet offline to discuss the future of partnership.

From June 23-26, Interim Executive Director of CWC met with numerous faith leaders, CPRD, Providence, and The City of Newberg to discuss temporary site locations due to the situation with delay in site opening at 615 N College St. In the conversation with the city, the city manager and mayor shared sincere concern with the lack of planning in what was now a crisis, five days away from no shelter option from Newberg residents. This could lead to tents on the street come June 30, when the agreement with Northside Community Church ended.

Executive Director of YCAP and Interim Executive Director of CWC spoke on the phone on June 26. It was communicated by Executive Director of YCAP that she no longer saw CWC as a partner in ADP Newberg. CWC Interim Director stated in response that this was the scenario always feared by CWC and that one intense conversation, rooted in the intent of servicing those its responsible to, should disrupt long-term partnership. It was agreed that the organization would spend some time reflecting on individual organizational goals during the completion of ADP construction and round back to understand if integration was possible.

On June 27, Northside and CWC leadership met to have a transparent conversation of current state with construction project and night shelter needs both temporarily and potentially long-term. Graciously, church leadership granted CWC an extension through July 30, and reiterated their commitment to CWC as an organization and the lives being supported in the shelter program. Ongoing conversations will continue with church leadership about the future of the partnership in parallel with YCAP future conversations.

YCAP Executive Director emailed YCAP leadership, the Newberg City Manager and Mayor in response to an email prompted by the city manager. In the email, she sites accusations either not previously brought to CWC leadership or inflation of issues that had been resolved in prior months between the organizations.

CWC will continue to provide night shelter services, peer support, access to behavioral health, medication assisted treatment, and physical health services, and peer support services at temporary site

location of Northside Community Church, until future conversations occur towards the completion of ADP construction with YCAP leadership team.

Assessment:

Two and a half years were invested by both organizations in the spirit and intent serving Newberg residents at the property of 615 N College Street. Many strides were made, and prior to mid-May 2023, organizations were set to begin integrated services with the opening of ADP Newberg on June 30 2023. Come June 2023, the breakdown in communication from YCAP to CWC of the state of the site opening, truth of funding mechanisms, and internal YCAP onsite goals of ADP scope of practice had been put into motion for the June 23 meeting between organizations. Both organizations need at minimum to work in strong, parallel partnership, with the intent to understand and respect each individual organizations with the site goal of integration at some point, as all local, county, and state funding is tied to the shelter navigation model. As the lead agency, YCAP can steward funds, regulations, and compliance, where CWC has the local relationship and internal staff expertise in the community served.

Recommendation:

CWC will continue to provide night shelter services, peer support, access to behavioral health, medication assisted treatment, and physical health services, and peer support services at temporary site location of Northside Community Church, until future conversations occur towards the completion of ADP construction with YCAP leadership team. Funding for CWC night shelter services will continue to be sought after and obtained through private, county, and state grant funding applications. Putting aside personal and organizational differences should occur for the betterment of the Newberg community. Newberg houseless residents are the ones at true loss when infighting and mudslinging wins.

Any Door Place Newberg (ADP) Communications
Community Wellness Collective and Yamhill Community Action Program
June 2022-July 2023

This document is not to be distributed for use beyond its original recipient.

YCAP Executive Director and CWC Interim Executive Director 1:1s:

- Cancelled June 2023
- Cancelled May 2023 Meeting with Mayor Drabkin and Elise
- Cancelled May 2023
- Cancelled April 2023
- Cancelled December 2023
- Cancelled August 2023

ADP Meeting Schedule:

- Meeting link changed 6/21/23: Team Meeting
- Meeting link changed 6/14/23: Team Meeting
- Elise on PTO 6/7/23: Team Meeting
- Attended 5/18/23: Team Meeting
- Attended 5/11/23: Team Meeting
- Cancelled 5/4/23: Team Meeting
- Cancelled 3/6/23: Team Meeting
- 3/9/23: Monitoring Review, Elise not present, CWC Directors present
- 3/6/23: Operations Onsite Logistics: Elise not present, CWC Directors present
- 2/28/23: Final ADP Scoping Meeting
- 2/6/23: ADP Messaging for Planning Commission
- Cancelled 2/22: Team Meeting
- 2/14/22: First ADP Budget Meeting
- 11/30/22: Team Meeting
- 1/4/23: Team Meeting

CWC and YCAP ADP Contributing Meetings:

- 5/10/23 Final Budget Meeting for ADP Newberg
 - Elise presented CWC budget template to YCAP team. Continued no final amount YCAP could award CWC for night shelter services
 - YCAP requests food, insurance, and minor tweak to salary removed. Elise approved.
 - All in budget need for night shelter operations stated by Elise at \$409,000 annually.
 - Elise affirmed continued applications for outside grant support for unidentified budget gap CWC stated at meeting.

- 2/14/23 brief budget review meeting – Alexandra states CWC will need to come up with operational gap budget. Elise ask what this means. Alexandra states their ADP budget does not allow for full funding of CWC night shelter services as was earlier stated in previous formation conversations in Fall, 2022.
- 2/22/23 ADP Subrecipient Contract Review after email was sent from Elise on 2/21 prompting a meeting for budget review with YCAP ADP team
- December: ADP Team Meetings begin (weekly)
- 11/8/22: ADP Newberg Kick-Off Meeting in person at YCAP
- September-January: Previous construction meeting for bathroom leak
- 8/22: First meeting Alexandra informs Elise of Shelter Navigation and asks Elise if CWC wants to be the shelter provider for ADP Newberg
- 6/23/22 initial meeting with YCAP, CWC, Portland Homebuilder Foundation (PHB) regarding CWC grant award from PHB for Street of Dreams Give Back Project 2022 to be supplemented with City of Newberg ARPA award to remodel property for better usage of space

Email Correspondence (from newest to oldest):

- 6/29: Alexandra sends email to Elise informing of dissolving of CWC from ADP construction contract with Portland Homebuilders Foundation (HBP) without a conversation with Elise. Elise brought HBP to the relationship through professional relationship and winning grant award for Street of Dreams Give Back Project. Elise responds as received and disappointed this conversation happened without CWC, a noted, continuous concern brought forward by CWC to YCAP leadership of not involving CWC as a stakeholder in decision-making or crucial conversations.

From: Yarnell, Elise (she/her)
Sent: Thursday, June 29, 2022 11:37 AM
To: Alexandra Hendgen <alexandra.hendgen@ycap.org>, John Sharp <john.sharp@ycap.org>, Brenda Ketch <brenda.ketch@ycap.org>
Cc: Lavette Pitts <LavettePitts@portlandhomebuilders.org>, Ashley Parker <AshleyParker@portlandhomebuilders.org>
Subject: RE: [EXTERNAL] RE: HBP Conversation and Contract Update

Hi Alexandra,

Thank you for sharing this. I also spoke with Brenda today – I wish that could have happened together. The HBP has been extremely gracious through this process and I appreciate their willingness to continue the project in all our shared vision and goal to serve our houseless population. I am glad that the grant given to CWC through HBP will continue to serve the intent of its donors for our houseless community members.

Appreciate you and your team Brenda.

Have a great day.

Elise

From: Alexandra Hendgen
Sent: Thursday, June 29, 2022 10:53 AM
To: Yarnell, Elise (she/her) <Elise.Yarnell@ycap.org>, John Sharp <john.sharp@ycap.org>, Brenda Ketch <brenda.ketch@ycap.org>
Cc: Lavette Pitts <LavettePitts@portlandhomebuilders.org>, Ashley Parker <AshleyParker@portlandhomebuilders.org>
Subject: [EXTERNAL] RE: HBP Conversation and Contract Update

Hi AJ,

Please see the attached fully executed HBP contract for your records.

Thank you Brenda.

 Alexandra Hendgen, Executive Director
Portland Community Action Partnership (YCAP)
PO Box 621, 1137 NE Duane Court
McMinnville, Oregon 97132
www.ycapillc.org (503) 485-4172
Changing Lives. Strengthening Our Communities

- 6/27/23: Alexandra responds to Newberg City Manager Worthey property and services email inquiry with formal written response, including numerous allegations against CWC for non-compliance to reporting and financial stewardship, none of which have been outlined to CWC in the severity outlined. Prior to 6/23 meeting, YCAP never verbalized any discontent with CWC as the operating organization of night shelter services integrated within ADP Newberg. Only until CWC outlined in a very direct manner at 6/23 meeting her concerns of lack of transparent communication around intent of YCAP in ADP project and program development did YCAP outline lack of support in the future of partnership for both organizations.



From: Alexandra Hendgen <[REDACTED]>
Date: June 27, 2023 at 4:31:39 PM PDT
To: Will Worthey <Will.Worthey@newbergoregon.gov>, Bill Rosacker <Bill.Rosacker@newbergoregon.gov>, Elise Yarnell Hollamon <Elise.Yarnell@newbergoregon.gov>
Cc: Laverne Pitts <[REDACTED]>
Subject: RE: Community Wellness collective and the reoccupation of 615 N. College street

This email originated from outside the City of Newberg's organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Afternoon All,

Thank you for reaching out directly with your concerns. I am providing the attached letter of response, with a copy of an email communication pertinent to these concerns between CWC and YCAP dated 6/26/23.

YCAP understands that an urgent meeting has been requested by this group for further information from YCAP. Before next steps, I respectfully request that this group review the attached items, for background and clarity on the current status of our building at 615 N College Street and partnership with CWC.

Upon review, if a meeting with YCAP is still requested, we will take the necessary steps to schedule that and have the appropriate staff present.

Thank you,

Alexandra Hendgen, Executive Director
Yamhill Community Action Partnership (YCAP)
PO Box 621, 1317 NE Dustin Court
McMinnville, Oregon 97128

- 6/26: Alexandra responds to Elise's email regarding temporary site locations recapping divide in organizational relationship as outlined in 6/23 conversation

To: Yarnell, Elise (she/her) <[REDACTED]>
Cc: Laverne Pitts <[REDACTED]>, Ashley Parker <[REDACTED]>
Subject: [EXTERNAL] Follow-up - YCAP and CWC Partnership
Importance: High

Good Afternoon Elise,

Thank you for joining the call Friday with the YCAP team and the follow up call briefly this morning.

I wanted to clarify that YCAP specifically requested the commission will require a civil engineer to develop a major site redesign that includes changes to sidewalks, parking, building access, etc. YCAP is already working to secure a civil engineer to begin this redesign, but it will take months, not weeks, to fulfill these conditions.

Specifically, the following delays are impacting the property:

- The Planning Commission was unable to take action on our request at the June 8th meeting due to meeting time and several contentious earlier agenda items.
- Conditions that were part of the staff recommendation to the commission will require a civil engineer to develop a major site redesign that includes changes to sidewalks, parking, building access, etc. YCAP is already working to secure a civil engineer to begin this redesign, but it will take months, not weeks, to fulfill these conditions.
- A serious water leak in the building (now requiring the removal of significant amount of drywall and flooring).
- The electrical upgrade will require either a waiver or expensive trenching. As a result, YCAP will be seeking a waiver, which will take weeks to secure.

All construction projects experience delays, and three months to completely renovate an older building while adding a modular was only possible if everything went incredibly smoothly. As it happens, other navigation centers in Oregon have also experienced significant delays which is why Oregon Housing and Community Services decided on June 16th to extend the deadline for expenditure of the grant funds to December 31, 2023.

Since YCAP was operating under the June 30, 2023 deadline and not anticipating the extension, YCAP has either spent or otherwise committed these particular grant funds. The benefit of the change in the expenditure deadline is that it also provides a change in the opening deadline for the Newberg site, which will enable YCAP to address the issues listed above.

On the call, you raised two primary areas of concern for CWC regarding the delays. Both of which YCAP would like to address.

Concern #1: YCAP heard clearly that with delays to the site and potential shelter funding, CWC has concerns regarding cash flow to cover ongoing operations. On the call, you stated the \$75,000 of ARPA funds, which you committed via the Home Builders Foundation Contract, would no longer be available because CWC would need access to those funds for operational costs.

YCAP has reviewed this concern and fully understands the critical nature of cash flow. To help, we will take the steps to release CWC from the HBF contract so that CWC can redirect the ARPA funds towards its critical needs. We will work with HBF to amend the contract to reflect the change and provide you with an updated copy showing that amendment. YCAP will utilize the ARPA funding we anticipated awarding through our subsequent process to offset this loss in funding for the project.

Concern #2: YCAP heard several issues raised regarding differences in how our two agencies operate and communicate. The culmination of these differences was meant to result in significant barriers to our team working through the above delays.

YCAP has reviewed these concerns and takes them very seriously. It is not our intent to experience additional challenges within partnerships, but we would agree there are challenges specifically around operations and communication that are directly related to our organizational structures. Our agencies both have a strong dedication to serving the community but operate with different expectations and processes. At this time, YCAP believes that the differences are significant enough that we must move forward in parallel partnership versus forcing a faster pace integration of services at the pilot navigation center. YCAP will take this time to stabilize our site and work through the above delays.

YCAP is grateful to have been able to work alongside CWC during this time. It's taken a lot of passion, dedicated work, grace on all sides so that both of our agencies and teams could try new approaches to serving the unhoused in Yamhill County. YCAP wants to acknowledge that we have full confidence we will both continue to serve to the best of our abilities in Yamhill County. We plan to still be present to close out our current arrangements and be available in any way we can to continue our mutual efforts to make a positive impact in homeless services.

While you and I have had the opportunity to review these next steps, I want to ensure you know that if questions or further thoughts come up a conversation is welcome at any time. I know that you and I will continue the conversation in coming weeks. We will be in touch to assist with the adjustment to our HBF contract and to ensure we work through our current subsequent contract through its intended course.

- 6/26: Elise sends Alexandra email follow-up from difficult conversation that occurred on 6/23 with options for temporary shelter for current houseless Newberg residents housed temporarily at Northside Community Church

Spaces in Newberg



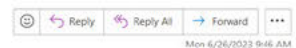
Yarnell, Elise (she/her)

To: Alexandra Hendgen

Cc: Ashley Parker, Laverne Pitts

Retention Policy: 365-Email Default 2 Year Delete (2 years)

Expires: 6/25/2025



Mon 6/26/2023 9:46 AM

Hi all -

I know Friday was tough. This work is not easy and I believe in good intent and know we all want to support our most vulnerable community members.

Wanted to update you that I have a couple options in the works as an interim solution, but only one would allow a temporary non-closure scenario:

- Meeting with the current church tomorrow to talk about potential extension
- Two private buildings for lease
 - o Will get a formal lease / quote if they agree to rent to us
 - o In C2 which allows for no conditional use permit
- School district building
 - o Looking at Charter Amendment to confirm it's even legally doable
 - o Would require a conditional use permit
 - o 90 day out solution

In best case scenario, the church will extend through the summer and this fall we move into another temporary location until the house is done. I will keep you updated as options progress or don't.

Thanks,

- **No direct communication from Alexandra or Ashley Parker, Housing Director, following email sent from Elise on 5/2 or final budget conversation on 5/10 in person at YCAP building.**
- **5/2: Elise sends budget document to Ashley Parker, Director of Housing and Homeless Services for YCAP review in preparation for 5/10 ADP meeting**
 - **Ashley responds “It’ll help us as we’re preparing for the full operation. I’ll add it to the documents you submitted yesterday and start merging our organizations program operations and budgets.”**

RE: [EXTERNAL] CWC's ADP Newberg Scope of Work & Budget: Reminder

 Yarnell, Elise (she/her)
To: Ashley Parker
Retention Policy: 365-Email Default 2 Year Delete (2 years)

Expires: 5/1/2025

 Reply  Reply All  Forward 

Tue 5/2/2023 9:33 AM

You rock!

From: Ashley Parker - [REDACTED]
Sent: Tuesday, May 2, 2023 8:32 AM
To: Yarnell, Elise (she/her) - [REDACTED]
Subject: RE: [EXTERNAL] CWC's ADP Newberg Scope of Work & Budget: Reminder

Yes of course! We'll remove our staff names too so it's confidential.

From: Yarnell, Elise (she/her) - [REDACTED]
Sent: Tuesday, May 2, 2023 8:31 AM
To: Ashley Parker - [REDACTED]
Subject: RE: [EXTERNAL] CWC's ADP Newberg Scope of Work & Budget: Reminder

Sounds great – do you mind removing the names of Steph and Matt? I just feel a little uncomfortable with people other than you, Laverne, and Alexandra seeing them!

Thanks you're the best! 😊 I will keep you updated on additional grants we get!

From: Ashley Parker - [REDACTED]
Sent: Tuesday, May 2, 2023 8:30 AM
To: Yarnell, Elise (she/her) - [REDACTED]
Subject: RE: [EXTERNAL] CWC's ADP Newberg Scope of Work & Budget: Reminder

Good Morning Elise,

Thank you for providing the full budget—I think it'll help us as we're planning for the full operation. I'll add it to the documents you submitted yesterday and start merging our organizations program operations and budgets.

RE: [EXTERNAL] CWC's ADP Newberg Scope of Work & Budget: Reminder

 Yarnell, Elise (she/her)
To: Ashley Parker
Retention Policy: 365-Email Default 2 Year Delete (2 years)
 Budget for CWC Shelter Program 2023.xlsx
43 KB

Expires: 5/1/2025

 Reply  Reply All  Forward 

Tue 5/2/2023 8:16 AM

Hi Ashley –

Wanted to share just with you our full overnight shelter budget.

Wanted to share just with you our full overnight shelter budget.

- **5/1: Elise sends YCAP budget and CWC service provision documents in preparation for 5/10 meeting**

RE: [EXTERNAL] CWC's ADP Newberg Scope of Work & Budget: Reminder

 Yarnell, Elise (she/her)
To: Ashley Parker; Alexandra Hendges
Cc: Michelle Whiting; Tandy Glass; Tuholiski, Paula
Retention Policy: 365-Email Default 2 Year Delete (2 years)

Expires: 4/30/2025

 Reply  Reply All  Forward 

Mon 5/1/2023 11:43 AM

 You replied to this message on 5/2/2023 8:16 AM.

 ADP Newberg - Community Wellness Collective Budget Responses.docx
82 KB  Harvest House Peer Support Shelter Coordinator JD.pdf
106 KB

Hi Ashley!

Best me to it. Attached is our response to your questions! We really look forward to continuing to partner and build capacity with YCAP!

Let me know any additional questions you have before our meeting Wednesday. I can make myself available on 5/10 for what works for the group, but 9-11am will not work, as I have a presentation with an employer.

Thanks so much!

Elise

- **4/27: Elise sent Alexandra an email stating “Hoping to snag a few minutes with you before our budget meeting next week. Do you have any time to connect?” No response from Alexandra.**
- **4/17: Ashley sends Elise request for budget and service provisions document with budget final deadline of 5/10 at in person meeting**

○ Elise responds 4/17 that

- Incident of CWC staff transporting a resident from outside of Newberg to shelter:
 - Last email from Alexandra directly was on 4/5/23, stating “We are glad that you and Elise have such a great relationship, and we have a good trusting relationship with her as well.”

From: Alexandra Hendgen <[REDACTED]>
Sent: Wednesday, April 5, 2023, 6:03 PM
To: Bill Rosacker <[REDACTED]> Laverne Pitts <[REDACTED]>
Cc: Yarnell, Elise (she/her) <[REDACTED]>
Subject: [EXTERNAL] RE: Update on Newberg Incident

Dear Mayor Rosacker,

Thank you for your email. We are glad that you and Elise have such a great relationship, and we have a good and trusting relationship with her as well.

On Monday, you brought a situation to our attention of which we were unaware and you expressed concern. As an agency, we make an effort to follow up promptly with any situation brought to our attention so we can steward our programs with integrity and address any community issues.

The response to you, including Elise, was our way of transparently addressing those concerns back to both you and our partner, providing assurances surrounding our practices.

If you have further questions, please let us know.

Have a good evening,

Alexandra

- Email correspondence between Ashley and CWC Team after Elise spoke to Mayor and Chief. Stephanie, director of engagement for CWC responds to Ashley

RE: [EXTERNAL] Upcoming Navigation Center Trainings



Yarnell, Elise (she/her)

To: ○ Ashley Parker

Cc: ○ Christopher Crowder

Retention Policy: 365 Email Default 2 Year Delete (2 years)

Expires: 3/23/2025

 Reply  Reply All  Forward 

Fri 3/24/2023 9:17 AM

That sounds wonderful! Thanks!

From: Ashley Parker <[REDACTED]>
Sent: Thursday, March 23, 2023 8:07 AM
To: Yarnell, Elise (she/her) <[REDACTED]>
Cc: Christopher Crowder <[REDACTED]>
Subject: [EXTERNAL] Upcoming Navigation Center Trainings

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If you suspect this email is phishing or a scam, use the report button in the Outlook toolbar to report it to Providence Cybersecurity.

Hello Elise,

I wanted to give you a heads up that we're going to start reaching out to CWC staff (Stephanie and Matt) regarding some of the overlapping trainings everyone working from the Navigation Center will need. There are 6 trainings required by HUD-- and YCAP is adding CPI and Narcan training. Obviously some of your staff already have the certifications needed and we'll try and narrow that down via Matt and Stephanie. YCAP is trying to subsidize as many trainings as possible which is why we'd like them to overlap with YCAP staff as much as possible. There will be a variety of emails being sent back and forth and I wanted to confirm if you'd like to be CC'd or not? We're more than willing to include you on the communication, I just want to be mindful of not clogging up your inbox too. Let me know what you prefer.



Ashley Parker, Housing Initiatives Director
Yamhill Community Action Partnership (YCAP)
PO Box 621, 1317 NE Dustin Court
McMinnville, Oregon 97128
www.yamhillcap.org | 503-687-1489

- 3/28 lease termination to remove liability from CWC during construction process
- 3/23 Ashley emails Elise to inform that trainings for ADP will be provided to CWC during the time the 615 residence is under construction. No formal team trainings occurred with YCAP team.



RE: [EXTERNAL] Upcoming Navigation Center Trainings



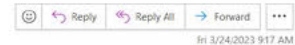
Yarnell, Elise (she/her)

To: Ashley Parker

Cc: Christopher Crowder

Retention Policy: 365-Email Default 2 Year Delete (2 years)

Expires: 3/23/2025



Fri 3/24/2023 9:17 AM

That sounds wonderful! Thanks!

From: Ashley Parker <[REDACTED]>

Sent: Thursday, March 23, 2023 8:07 AM

To: Yarnell, Elise (she/her) <[REDACTED]>

Cc: Christopher Crowder <[REDACTED]>

Subject: [EXTERNAL] Upcoming Navigation Center Trainings

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Ashley Parker, Housing Initiatives Director
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PO Box 621, 1317 NE Dustin Court
McMinnville, Oregon 97118
www.yamhillcap.org | 503-687-1489

- 3/15 Elise sends email to Ashley asking when CWC can receive the correct documentation packets to onboard overflow shelter guests, due to construction, into the motel program. No email response from YCAP team. Initial hand-off from YCAP to CWC team for motel program fragmented and YCAP staff not onsite present for onboarding. CWC supports shelter guest overflow into YCAP motel program.

Motel Packets for NES Tonight



Yarnell, Elise (she/her)

To: Tandy Glass; Ashley Parker

Cc: Stephanie Findley; [REDACTED]

Alexandra Hendgen

Retention Policy: 365-Email Default 2 Year Delete (2 years)

Expires: 3/14/2025



Wed 3/15/2023 12:52 PM

Hi!

Just confirming you are sending us the information to onboard into the Motel tonight?

Thanks!

- 2/8-2/22 Compliance Audit Requested by YCAP for OCHS Funding
 - 2/8 Ashley emails Elise regarding initial request for audit – states regular program compliance monitoring
 - 2/21 Ashley follow up regarding progress
 - 2/22 Elise sends all documents for audit
 - 2/23 Ashley responds sufficient



Community Wellness Collective
901 N Brutscher St, Ste. 209
Newberg, OR 97132

RE: [EXTERNAL] PAST DUE: Monitoring Notification



Yarnell, Elise (she/her)

To: Ashley Parker; Stephanie Findley; Matt Bunn; Newberg Emergency Shelter
Cc: Alexandra Hendgen; Amber Hansen-Moore

Retention Policy: 365-Email Default 2 Year Delete (2 years)

Expires: 3/1/2025

Reply Reply All Forward

Thu 3/2/2023 11:38 AM

Thanks! I will do my best to get them done by EOD today but it will probably not be until about 8pm.

From: Ashley Parker <[REDACTED]>
Sent: Wednesday, March 1, 2023 1:31 PM
To: Yarnell, Elise (she/her) <[REDACTED]>; Stephanie Findley <[REDACTED]>; Matt Bunn <[REDACTED]>; Newberg Emergency Shelter <[REDACTED]>
Cc: Alexandra Hendgen <[REDACTED]>; Amber Hansen-Moore <[REDACTED]>
Subject: RE: [EXTERNAL] PAST DUE: Monitoring Notification
Importance: High

Hello Elise,

I have added a few comments in the margin of the attachments for additional documents we need to complete the monitoring. A majority of the documents that are being requested were referenced as documents CWC has clients sign so I am assuming they will be quick to locate—but there are a few additional follow-up questions.

If you could have them back to be my the EOD tomorrow 3/2 that would be very helpful. I'll review them Monday in the AM and have the final report to you by the EOD on the 3rd.

Let me know if you have any questions.



Ashley Parker, Housing Initiatives Director
Yamhill Community Action Partnership (YCAP)
PO Box 621, 1317 NE Dustin Court
McMinnville, Oregon 97128
www.yamhillcap.org | 503-687-1489
Changing Lives, Strengthening Our Communities

RE: [EXTERNAL] PAST DUE: Monitoring Notification



Yarnell, Elise (she/her)

To: Ashley Parker; Stephanie Findley; Matt Bunn; Newberg Emergency Shelter
Cc: Alexandra Hendgen; Amber Hansen-Moore

Retention Policy: 365-Email Default 2 Year Delete (2 years)

Expires: 2/22/2025

Reply Reply All Forward

Thu 2/23/2023 1:54 PM

Thanks, Ashley! That sounds great. Happy to provide anything you need.

It's dang cold out! We have moved a few families to hotels with some funds from Providence to support the snow days and maintain the commitment to occupancy level.

Talk soon!

From: Ashley Parker <[REDACTED]>
Sent: Thursday, February 23, 2023 10:49 AM
To: Yarnell, Elise (she/her) <[REDACTED]>; Stephanie Findley <[REDACTED]>; Matt Bunn <[REDACTED]>; Newberg Emergency Shelter <[REDACTED]>
Cc: Alexandra Hendgen <[REDACTED]>; Amber Hansen-Moore <[REDACTED]>
Subject: RE: [EXTERNAL] PAST DUE: Monitoring Notification

Thank you Elise!

I will add the documents to your monitoring package and start reviewing them for the final report. After an initial review I'll reach out in the next few days if I need any further clarification on some of the answers. My tentative timeline is to have the report back to you by Friday 3/3/2023. After I finalize the report and send it back we can schedule a follow-up to go over areas of strength and potential improvement outlined within the document—I'll be able to clarify anything that is noted at that time too.

I hope you're all staying safe during the snowy weather. Thank you for helping to ensure the shelter is operating during these times of inclement weather, where an already vulnerable population is subject to the intensity of the dropping temperatures. We are truly grateful for your partnership and for the essential services you help provide to people experiencing homelessness in Yamhill County.

Sincerely,



Ashley Parker, Housing Initiatives Director
Yamhill Community Action Partnership (YCAP)
PO Box 621, 1317 NE Dustin Court

RE: [EXTERNAL] PAST DUE: Monitoring Notification



Yarnell, Elise (she/her)

To: Ashley Parker; Stephanie Findley; Matt Bunn; Newberg Emergency Shelter
Cc: Alexandra Hendgen; Amber Hansen-Moore

Retention Policy: 365-Email Default 2 Year Delete (2 years)

Expires: 2/21/2025

Reply Reply All Forward

Wed 2/22/2023 5:46 PM



ATTACHMENT A: Work Plan_NES Final.docx
21 KB



OHCS, WSI-OOTC Form Monitoring YCAP Subgrantee, NES Final.docx
29 KB



NES OHCS Select Policies.docx
27 KB

Hi all—

Attached are completed items requested.

Thank you!

Elise

From: Ashley Parker <[REDACTED]>
Sent: Tuesday, February 21, 2023 8:53 AM
To: Yarnell, Elise (she/her) <[REDACTED]>; Stephanie Findley <[REDACTED]>; Matt Bunn <[REDACTED]>; Newberg Emergency Shelter <[REDACTED]>
Cc: Alexandra Hendgen <[REDACTED]>; Amber Hansen-Moore <[REDACTED]>
Subject: [EXTERNAL] PAST DUE: Monitoring Notification
Importance: High

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Do not click links or open attachments unless you recognize the sender and know the content is safe.
If you suspect this email is phishing or a scam, use the report button in the Outlook toolbar to report it to Providence Cybersecurity.

Hello Elise and NES Team,

I have not received any of the documents needed for your program monitoring. YCAP is currently being monitored by OHCS for funding we subgrant to CWC and need the following documentation submitted as soon as possible. The documents requested within this email were due on Wednesday 15, 2023. **We need all documents from CWC submitted by the end of business tomorrow 2/22/2023** to review before YCAP submits the connected documents to the State on Friday. It is important that all questions in the "OHCS WSI-OOTC Form Monitoring YCAP Subgrantee" have the connected and appropriate document attached and are answered with a "yes"—the State will not accept a "no" given that it is required in the program manual your subrecipient agreement is based off of.

Please feel free to call me if you have any questions or need any clarification.

Sincerely,



Ashley Parker, Housing Initiatives Director
Yamhill Community Action Partnership (YCAP)
PO Box 621, 1317 NE Dustin Court

- 2/20 email sent from Elise to YCAP prompting a meeting for budget review with YCAP ADP team
ADP Subrecipient Contract Review
 - 2/21 response from Alexandra
 - 2/22 preliminary meeting where was stating a budget template would be provided by YCAP team – budget template never provided, Elise formed budget for their review on 5/1 meeting
 - Request outlined:
- 2/10 email from Elise to Alexandra regarding tone from YCAP leadership staff to CWC leadership staff regarding responding to an email sent from YCAP occupancy over allotment on Friday at 10:18am. Elise responded Friday at 10:27 and had no missed calls from Ashley as stated in email. Occupancy had been discussed numerous times with never a formal number of bodies allowed in the space. Only conversation of shelter code designation occurred. CWC responded same day and implemented 16 bodies in shelter within 24 hours. This last minute requirement immediate placed 10 individuals on the street for multiple weeks.

RE: [EXTERNAL] FW: Immediate Action Needed: NES Over Occupancy



Yarnell, Elise (she/her)
To: Ashley Parker; Stephanie Findley
Cc: Kristen Stoller; Amber Hansen-Moore; Alexandra Hendgen
Return Policy: 365 Email Default 2 Year Delete (2 years)

Expires: 2/9/2025

📧 Reply 📧 Reply All ➡ Forward ...
Fri 2/10/2023 3:41 PM

Understood.

I would like to better understand the sudden and rushed need to adhere to the this capacity number and also the repercussions from a compliance standpoint from the city for the number to shelter. As Stephanie stated, there has been a lot of conversation about this in the past year dating back to Mandy in the role where it was stated that there was uncertainty on the actual code number. 16 seems like such a small number given there six bedrooms.

We obviously want to and will do everything we can to adhere to safety guidelines, also balancing the need to operationally find solutions for our guests that have come to rely on the sheltering.

I would be happy to ask for an emergency code review of the capacity number by the code compliance officer if that would be helpful.

From: Ashley Parker <[REDACTED]>
Sent: Friday, February 10, 2023 11:45 AM
To: Stephanie Findley <[REDACTED]>; Yarnell, Elise (she/her) <[REDACTED]>
Cc: Kristen Stoller <[REDACTED]>; Amber Hansen-Moore <[REDACTED]>; Alexandra Hendgen <[REDACTED]>
Subject: RE: [EXTERNAL] FW: Immediate Action Needed: NES Over Occupancy

Hello Stephanie,

I just sent a follow up to Elise's email which will clarify some of the questions you outlined below. On Monday I indicated that we could keep capacity at 25, but may be held to our original conditional lard permit of 16 individuals based on the City's response to our current numbers. On Tuesday, I reached out to Doug Rux regarding capacity—and heard back from Ashley Smith on Wednesday who communicated that we were not permitted to shelter that many individuals and would not be able to increase capacity until we verified within our new application that increasing capacity would still follow City code. The City has been understanding to that fact that we have been in violation of the current permit given that it is old and has changed hands many time—however, now that the original permit has resurfaced the City will hold us responsible for the occupancy limit.

With that in mind, the NES program and operation has changed from its initial intended use outlined in the permit attached— which is not a fault of the CWC but obviously directly impacts your current sheltering model. It is permissible to alter the program intent but it not permissible to violate the City code. In all aspects, including inclement weather sheltering the building capacity must remain at 16. The original permit outlined 15 sheltered guest and 1 live-in manager. I am still trying to get a firm number on our ability to increase staff and volunteers out of the location from the City, so I cannot give a definite answer at this time. If we are held in all aspects to the 16 capacity limit I would encourage 14 sheltered guests and 2 staff/volunteers so that CWC staff would have the ability to support one another in the event of an emergency. I am hoping to have a response back from the City by the EOD.

Ashley



From: Stephanie Findley <[REDACTED]>
Sent: Friday, February 10, 2023 11:01 AM
To: Yarnell, Elise (she/her) <[REDACTED]>
Cc: Ashley Parker <[REDACTED]>, Kristen Stoller <[REDACTED]>, Amber Hansen-Moore <[REDACTED]>, Alexandra Hendgen <[REDACTED]>
Subject: Re: [EXTERNAL] FW: Immediate Action Needed: NES Over Occupancy

Hi Ashley,

Thank you for the email. I wanted to clarify that you told me on Monday that the capacity limit for the shelter as outlined in your documentation is 16 but that you directed me to run capacity at 25. I told you that we would implement that capacity limit but was not directed to provide documentation to that effect. I also asked for clarification around additional capacity in regard to staff, volunteers, and guests receiving meals only and was given the direction to try to space out meal times to minimize the number of people in the house at a time.

As you know, Kara has requested a capacity count several times since opening as we want to make sure we are complying with the best safety and health standards. We addressed capacity immediately upon receiving that information and direction for the first time which was Monday 2/6/23.

Stephanie

RE: [EXTERNAL] FW: Immediate Action Needed: NES Over Occupancy

Yarnell, Elise (she/her)
To: Ashley Parker; Stephanie Findley
Cc: Kristen Stoller; Amber Hansen-Moore; Alexandra Hendgen
Reference Policy: 365-Email Default 2 Year Delete (2 years)
UNCLASSIFIED - EXCLUDED FROM AUTOMATIC DECLASSIFICATION SCHEDULE

Expires: 2/9/2025

Reply Reply All Forward

Fri 2/10/2023 3:41 PM

Hi Ashley,

I don't have a missed call from you. Wondering if you don't have my new number 503-830-7229 I apologize for not responding sooner, I was offline yesterday.

Steph and I did speak yesterday and we discussed a plan to keep occupancy at 25 as you discussed with her. We will support first come first serve up to 23 and leave availability for 2 emergency spots.

Thank you,

Elise

- No February response from Alexandra regarding bathroom concerns raised since July, 2022.
- 1/23 Elise sends email regarding bathrooms and that CWC received word for repair beginning in early February. Bathroom inoperable since July 2022.
- 2/1 Elise requests next meeting to be in person for discussion around service provision and budget negotiations for ADP.
- 1/10 Alexandra sends Elise and Chris, Portland Homebuilders Foundation a revised contract for ADP construction relationship after further YCAP review. Elise signs for CWC 1/11.
-

From: Alexandra Hendgen <[REDACTED]>
Sent: Tuesday, December 20, 2022 1:41 PM
To: Chris McDowell <[REDACTED]>, Yarnell, Elise (she/her) <[REDACTED]>, Jenn Sharp <[REDACTED]>, Michelle Whiting <[REDACTED]>, Laverne Pitts <[REDACTED]>, Ashley Parker <[REDACTED]>
Subject: [EXTERNAL] FW: Newberg Update

Chris and Elise,

The YCAP team met today and realized we may be trying to combine too many items into one big approach at the ADP Newberg site. This is specifically related to the changes with YCAP Navigation Center funding and service changes that are requirements for our agency.

All of this happened as the group of us (CWC, YCAP, and HBF) were trying to navigate making exciting changes already to our site, during the pandemic and with support from new grants. So let me up front say, we are incredibly grateful for the opportunity to work with both of your organizations and proud of the work we started.

Most importantly, we want to continue this work, but realize we need to have a reset meeting to share what we are seeing and processing on the part of YCAP. In sharing some details and suggestions, we hope that we might be able to clarify our forward work and strengthen our ability to keep track of all the good changes happening at this site, having clearly defined roles, and remain in compliance with grant funds we are juggling across the board.

Our team is mapping this out now and we want to make sure that both of you can be present for our meeting next Wednesday at 10am (via Zoom, we will send a link). We hope to email out a draft of items we will discuss ahead of time (maybe Tuesday, with the holiday weekend), so you can have eyes on it before we start. I wanted to give you both a heads up the moment we realized we needed to review this. Our hope is that we can together work through these unexpected but also exciting changes to still make something improved for our community.

If you have any questions, please don't hesitate to reach out. Have a happy holiday week.

From: Alexandra Hendgen <[REDACTED]>
Sent: Tuesday, February 21, 2023 10:01 AM
To: Yarnell, Elise (she/her) <[REDACTED]>
Cc: Michelle Whiting <[REDACTED]>
Subject: [EXTERNAL] RE: ADP Budget Follow Up meeting
Importance: High

Good Morning Elise,

Thanks for letting me know you are ready for a follow up meeting. We have an ADP Newberg meeting set for tomorrow where we planned to check in. We can talk about setting a time to meet then but I will also have Michelle email out some meeting times to extend to you and your team to follow up on the contract and any questions. YCAP would host again in person and provide copies of any documents.

As discussed at the meeting, this contract outlines the anticipated agreement with required service specifics (as predicated by our contracts/funding) that CWC would be our first option to partner with in the navigation center. Key next steps from our last meeting included the following:

1. Confirmation that CWC wants to move forward in a partnership like this after reviewing the requirements/service specifics provided at the meeting.
2. If yes, YCAP will request a full submission from CWC outlining budget, service plan and resources, etc. YCAP would review with CWC and also be intentional about working with CWC to address any questions, barriers or resource challenges where possible.
3. Confirm contract and plan for 6/30/23 start date.
4. Review other incoming grants for potential to have further contracts with navigation center partners or CWC. As shared in the meeting, when there are grants or funds that can go into the navigation center, YCAP will prioritize offering those to navigation center partners to support or enhance ongoing operations. There is not funding attached to the initial contract we reviewed specific to CWC. The funding is going into the rehab and YCAP is stewarding that due to the tight timeline.

- 12/20 Alexandra sends email regarding trying to do too much from pre-existing concerns raised by CWC regarding bathroom repair, basement flooding, and laundry room safety (stairs). Alexandra asks for a reset meeting to outline goal and observations in regards to current YCAP funding mechanisms and what aligns for ADP. Elise responds after PTO on 1/3 in support.

From: Yarnell, Elise (she/her)
Sent: Tuesday, January 3, 2023 9:43 AM
To: Alexandra Hendgen <[REDACTED]>; Chris McDowell <[REDACTED]>; Jenn Sharp <[REDACTED]>; Michelle Whiting <[REDACTED]>; Laverne Pitts <[REDACTED]>; Ashley Parker <[REDACTED]>
Subject: RE: [EXTERNAL] ADP - Newberg Update
Importance: High

Hi team!

I am on board and want to do what we need to do to build capacity and create infrastructure that is here in ten years.

I know there have been bumps along the road but believe in the project and support both our organizations!

I know the ADP meeting was going to get rescheduled from last week - I don't see it on my calendar! I hope my admin didn't decline it! Let me know when we are having this conversation.

Look forward to talking with you all. Happy New Year!

Elise

- 9/14: Concern sent from Alexandra to Elise about six garbage bags (of cans) in front of the basement door and key missing from the lockbox when contractors accessed to complete work in basement repair.
- 9/7: Alexandra sent draft visual concept of ADP Newberg sent to Elise
- 8/22: First meeting Alexandra informs Elise of Shelter Navigation and asks Elise if CWC wants to be the shelter provider
- 8/15: Elise emails Alexandra asking where we should start sending incident and monthly reports now that March had transitioned from her role. No response from Alexandra.
- February-August 2022: Difficult relationship with March Runner. Very little follow-up or communication
- 7/28 per Alexandra request, Elise sends current operating budget to Alexandra for night shelter services

FW: CWC Newberg Shelter BH Housing Request

Yarnell, Elise (she/her)
To: Alexandra Hendgen; Laverne Pitts
Retention Policy: 365-Email Default 2 Year Delete (2 years)

Expires: 7/27/2024

Reply Reply All Forward

Tue 7/28/2022 3:11 PM

Minus the extra house!

From: Yarnell, Elise (she/her)
Sent: Friday, June 17, 2022 11:56 AM
To: manfrin@co.yamhill.or.us
Subject: CWC Newberg Shelter BH Housing Request

made a couple revisions below.

Funding through BH Housing Grant

- Capital
 - \$400,000 - house for low barrier
- Operations
 - Clinical Director: 0.4FTE - \$58,500
 - Case Management: addition of 0.25FTE - \$18,200
 - Operations Director: 0.25FTE - \$18,200
 - Executive Director: 0.4FTE - \$41,600
 - Daytime staff: 4.0FTE - \$166,400
 - Benefits for employees - \$150,000
 - House Utilities - \$9,000
 - Insurance - \$10,000
- Total: \$871,900

- 7/13: Alexandra communicates to Mary Runner, Director of Housing for YCAP, to execute a contract for long standing and requested repairs to be completed for the bathroom leak and basement flooding.

- ^{yamhill.org} 7/13: March Runner sends Harvest House lease to CWC for review, 2 weeks after due date to CWC. Elise responds with signature after legal review on 7/20.

RE: [EXTERNAL] FW: Contract Agreement & Lease for Newberg Emergency Shelter



Yamell, Elise (she/her)

To: Alexandra Handman

Cc: [REDACTED]

Retention Policy 365 Email Archival & Retention (2 years)

You forwarded this message on 7/11/2023 9:24 AM.

Expires 7/19/2024

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Wed 7/20/2023 10:27 AM

 Commercial Lease - Newberg Emergency Shelter.pdf 2022 2023.pdf
3 MB

signed lease.

From: March Runner <[REDACTED]>
Sent: Wednesday, July 13, 2022 3:24 PM
To: Yamell, Elise (she/her) <[REDACTED]>
Subject: [EXTERNAL] FW: Contract Agreement & Lease for Newberg Emergency Shelter

Caution: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe. If you suspect this email is phishing, use the Report Phishing button on your toolbar to report it.

Good afternoon Elise

Attached are the contract and lease for the Newberg Emergency Shelter. Please excuse the delay in getting them to you. Please contact me if you have any questions.



March Runner, Housing Stabilization Director
Yamhill Community Action Partnership (YCAP)
PO Box 621, 1317 NE Dustin Court
McMinnville, Oregon 97128
www.yamhillcap.org | 503-687-1489 | Cell: 571-237-6247 | Fax: 503-472-5555
During COVID-19, you can change lives and strengthen our communities by donating today
www.yamhillcap.org/donate