

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION

245 SE Second Hillsboro, OR 97123

Central Office

245 S.E. 2nd
Hillsboro, OR 97123
648-6646

- Administration
- Head Start
- Youth Programs
- Energy Assistance Program
(640-8951 part year)

Emergency Shelter Home

210 S.E. 12th
Hillsboro, OR 97123
648-0829

- Housing & Emergency
Services
- Emergency Shelter

Washington County Volunteer Center

20515 S.W. Blanton
Aloha, OR 97007

Volunteer Programs 642-3236

- Retired Senior
Volunteer Program
- Tualatin Valley Food Center
- Volunteer Coordination
- Christmas Clearing Bureau

Energy Program 591-5425

- Energy Access
- Weatherization

May 9, 1988

MEMO

TO: MAT, HOLLY & PILAR *JM*

FROM: JERRALYNN NESS, EXEC. DIR.

SUBJECT: REORGANIZATION REPORT
(Please share with staff)

Background

Yesterday, Cheryl, Pam, Val & Judy and I met to continue our work on reorganization models. Prior to this, Cheryl, Judy, Marilyn and I visited the Yamhill CAP and reviewed their Project Self-Sufficiency Model. We discussed with them three levels of case management and issues they were confronted with as they moved to reorganize their agency to be more service oriented with an emphasis on self sufficiency.

At our May 5th (Cinco de Mayo!) meeting we covered the following:

1. Reviewed WCCAO's Mission and Values Statement to assure compliance in our reorganization models. We identified Obj. #2 "To promote greater participation of the economically disadvantaged in decisions and activities affecting them" as an area that still needed more focus in our planning.
2. Reviewed WCCAO's draft strategic goals and emphasis areas to assure that our reorganization would position WCCAO to accomplish our strategic plan. It was agreed that these goals still needed refinement. This will occur in a work group which includes Pam, Ness, Jerry Arnold and Shirley Harper.

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3. Reviewed MAT "Issues/Problems Requiring Reorganization" and our "Proposed Goals of Reorganization" to assure that we stay on the right track. These were developed 2/22/88 as our first response to the emerging Strategic Plan.

Following the above review, we relooked at Model #1 which was presented at the 4/26/88 MAT meeting and then looked at Model #2. The group developed a list of pros and cons for each model and by consensus felt that #2 was moving WCCAO in the appropriate direction. Following our 5/5/88 meeting I developed Model #3 which is only a refinement of #2. Attached you will find copies of all the materials referred to in this memo.

Next Steps

On Tuesday, May 10th the MAT will meet and finalize a recommendation for reorganization. These meetings are open and I would encourage any interested staff to join us for this one... although I realize this is short notice.

Once MAT has a reorganization plan to recommend it will be processed as follows:

1. Submitted to all staff for review and input. Jerralynn will meet with the Housing and Emergency Services staff on Tuesday, May 10th, in the afternoon. There will be an all staff meeting ~~either~~^{on} the 12th ~~or 13th~~ at the Aloha Center and Pam will take the lead in reviewing the draft plan and gathering input. Jerralynn will hold a meeting at the Hillsboro office for staff in that facility and will work with Sharon to get Head Start input.
2. Once input has been received and a final reorganization plan developed it will go to the Board Planning Committee for their review, input and approval. It will then become the basis for implementing WCCAO's 5 year plan and developing our 1988-89 Work Plan and Budget. This will involve:
 - a. Determining the various phases for full implementation of plan and timelines.
 - b. Identifying work groups needed.
 - c. Developing plans for staffing, facilities and equipment usage and needs.
 - d. Costing out the plan and developing the financing.

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3. Once we have drafted our 1988-89 Plan, it will go to the Planning Committee for approval. They will review the decision packages and make recommendations for CSBG and fund balance allocations. Their review will assure compliance with the strategic plan and their allocation recommendations will be based on strategic plan priorities and emphasis.
4. The Finance Committee will review the proposed budgets and allocation recommendations. They will make recommendations on:
 - a. The Administration budget and how it is charged.
 - b. The fund balance and how much will be established as a prudent reserve.
 - c. The allocation of fund balance dollars to program goals.
 - d. The entire corporate budget for 1988-89.
5. The Board Public Relations and Fundraising Committee will review and provide input on the Resource Development Component at their May 19th meeting.
6. The Committee recommendations will go to the full Board for approval at their July 20th meeting. This is a month late due to the additional work required from the Strategic Planning Process. The Board will receive progress reports at their May and June meetings. In June they will approve WCCAO's Strategic Plan 1988-93.

In Closing

I appreciate all of the hard work and cooperation you have given as we reach these final stages of our strategic planning. The results are very exciting and yet I realize that change also brings anxiety and sometimes pain. I am proud of our mission and values we hold. If we measure everything we do against them WCCAO will truly be a responsive and accountable organization able to achieve stability while clearly impacting both the causes and symptoms of poverty. Thanks so much.

WCCAO EXECUTIVE DEPT

Admin.

FISCAL DEPT

RESOURCE DEVELOPMENT

- FUNDRAISING COORDINATION
- MARDI GRAS
- SPEAKERS BUREAU
- Newsletter, Program Brochures, Annual Report
- Donation Solicitation
- Volunteer Co Ord
- Grantwriting
- Slide Show
- Thrift Store
- Educational Training*

FAMILY SERVICES

NEIGHBOR-SHARE

Satellite service office for Tigard, Tualatin & Sherwood. Church Partnership.

I + R level #1

Intake + Assessment

level #2

Direct Services

- LEAD *outreach*
- RENT Asst. *Refugees/migrants*
- SHELTER VOUCHERS *Vol. Involvement*
- GEN. Emergencies
- XMAS clearing BUR.
- TRANSPORTATION
- WEATHERIZATION

CASE MANAGEMENT

level #3

- SHELTER
- HEAD START
- EDUCATION/TRAINING

Housing & Homelessness

Hunger

Children and Youth At Risk

Shelter Home

- Physical Plant
 - Bldg & Grnds.
 - Supplies/Furn.
 - Upkeep
- Resident Security/Domestic Support
 - 24 hr Superv.
 - Bedding/Toiletries
 - Access to phone, Laundry & cooking
 - Food Boxes
- Services
 - 24 hr. shelter crisis line + intake
 - Resident support Progs.

Weatherization

HOME REPAIR

Education/Training

- FHR Housing
- Self Help WY
- Energy Conserv.

Housing & Homeless COORDINATION

Contract Monitoring

- mental Health
- Domestic Violence
- Access
- shared Housing
- Housing Services of Oregon
- Tenant Hotline - OLS

Advocacy, Coordination & Networking

TUFC

- Food Distribution
- Brown Bag *INFANT NUTRITION*
- Christmas Clearing Bureau
- Advocacy, coordination and networking

HEAD START

- child CARE
- Abuse Prevention
- At-Risk Youth
- PARENTING
- Advocacy, coordination & Networking

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WCCAO MISSION STATEMENT

MISSION:

Washington County Community Action Organization is a private non-profit, community based agency serving the economically disadvantaged in Washington County by providing for basic needs and promoting long term self-sufficiency.

OBJECTIVES:

1. To solve problems and remove obstacles which block the achievement of self-sufficiency by the economically disadvantaged.
2. To promote greater participation of the economically disadvantaged in decisions and activities affecting them.
3. To provide the leadership required to assure the active involvement of the public, private and non-profit sectors in addressing the problems of economically disadvantaged people.
4. To address both the causes and symptoms of poverty by providing a range of services that help people to:
 - a. Secure meaningful employment;
 - b. Attain needed education and training;
 - c. Obtain adequate housing;
 - d. Meet emergency basic needs;
 - e. Counteract conditions of starvation and malnutrition; and
 - f. Make more effective use of other related services and programs.

WCCAO STATEMENT OF VALUES

The WCCAO board and staff are committed to the following values in carrying out the mission of the Washington County Community Action Organization:

1. Upholding the dignity of all people.
2. The right of all people to meet their basic needs.
3. The importance of building self-sufficiency.
4. The importance of acting as advocates for the poor and disadvantaged.
5. The importance of building an aware and informed community through education and volunteer involvement.
6. Observing the highest standards of integrity and honesty in all our interactions.
7. Maintaining a professional organization that:
 - a. provides quality services;
 - b. is responsible and accountable;
 - c. respects confidentiality;
 - d. uses resources well and coordinates with others;
 - e. supports staff training and development needs; and
 - f. is committed to improvement.

12/16/88 Approved
by WCCAO Board

STRATEGIC GOAL I

By 1993, WCCAO will serve 60% of the total poverty population with an emphasis on self-sufficiency.

I A. WCCAO will have an increased ability to promote self-sufficiency for low income residents.

First Year Emphasis

1. Complete I&R System and establish same in WCCAO -
I&R Committee
Vista Supervisor
2. Develop/implement a single entry system. The system should enable an unduplicated count of WCCAO clients -
Committee TBA
Exec. Dir.

I B. WCCAO will provide family oriented case management to 200 low income families who request it.

First Year Emphasis

1. Define family case management for WCCAO -
Family Svcs Coord
MAT
Exec. Director
2. Plan and implement case management to serve 10 to 20 families (suggestion: starting as a pilot in a portion of the agency other than Head Start) -
MAT
Exec. Dir.
Board
3. Evaluate current services being provided within WCCAO that promote self-sufficiency. Identify gaps and plan of action -
MAT
Exec. Dir.

I C. WCCAO will have identified and actively responded to five major factors that prevent low income persons from obtaining basic human and material needs.

First Year Emphasis

1. Identify the five factors and define WCCAO's role in responding to them.
- Board
shared with
MAT

STRATEGIC GOAL II

By 1993 the allocation of WCCAO's resources will reflect an emphasis on the causes of poverty.

II A. _____% will go toward causes, and _____% will go toward symptoms.

First Year Emphasis

1. Develop common definitions of such terms as causes, symptoms, direct service, advocacy, and coordination, and how these relate to WCCAO's focus on the causes of poverty so that the agency has a common frame of reference.

MAT,
Planning Com.

2. Survey existing programs to establish benchmarks regarding the distribution of effort/resources toward causes and symptoms both program by program and then for WCCAO as a whole. -

Program Dirs.

3. Establish % of effort/resources to be allocated to each activity (direct service, advocacy, coordination, etc) for each program area and for the agency as a whole. -

Board

STRATEGIC GOAL III

Through 1993, WCCAO will provide services or assure that services will be provided to meet the basic needs of low-income households/families in Washington County.

III A. WCCAO will assure resources to provide quality, affordable day care for at least 250 low income children in Washington County.

First Year Emphasis

1. Form Advocacy task force.

H.S. Director

1. Research available and potential resources.

H.S. Director

III B. WCCAO will assure quality, affordable housing for an additional 500 low-income families.

First Year Emphasis

1. Coordinate with other low-income housing providers to form an advocacy task force.

Program Director

2. Research available and potential sources of housing.

Program Director

III C. WCCAO will double the number of emergency shelter beds.

First Year Emphasis

1. Identify available options for providing emergency shelter, with an emphasis on unserved and underserved populations. -

Program Director

III D. WCCAO will increase the amount of donated food available by 50%.

First Year Emphasis

1. Obtain adequate temporary warehouse space and equipment.

2. Develop/implement advocacy effort around USDA

reductions.

3. Develop plans for anticipated needed surplus space.
TVFC Program Dir.
TVFC Staff
4. Develop a strategy for increasing donated/surplus food by 10% each year and begin implementation.
TVFC Program Dir.

STRATEGIC GOAL IV

By 1993, WCCAO will be a financially stable organization with adequate equipment and facilities, having systems that promote accountability, and good staff morale.

IV A. Stabilize WCCAO's funding base by establishing new forms of revenue. (WORK GROUP: ASSURE A % OF REVENUE TO BE GENERATED BY NON-PUBLIC FUNDS)

First year Emphasis:(WORK GROUP: THE EMPHASIS NEEDS A TARGET CONCERNING VISIBILITY)

1. WCCAO will develop and implement a formal plan to solicit donations of time (service) and money from board members and the community at large.

- Board, MAT

2. Make better use of current resources by improving internal coordination.

- MAT

3. Generate resources to engage in research and development for the program areas identified earlier.

- Board

4. Implement thrift store project and monitor progress to assure net receipts of \$_____ by July 1989.

- Exec. Dir.

Board

IV B. Increase volunteer support to each service delivery area. (WORK GROUP: THIS NEEDS TO BE QUANTIFIED)

First Year Emphasis

1. Establish agency wide volunteer recruitment and placement service.

2. Increase agency volunteer support by 100%

3. Make better use of RSVP by increasing the number of hours of service by_____%.

IV C. WCCAO will have adequate physical facility(ies).

First Year Emphasis

1. Establish facilities committee.

- Board

2. Identify needed/available space and facility resources. - Exec. Dir Board, MAT
3. Develop plan to meet these including financial plan. - Committee Exec. Dir.
4. Initiate Capital Campaign. - Committee
5. Start rehab of Volunteer Center - Committee

Second Year Emphasis

1. Capital Campaign

Third Year Emphasis

1. Find facility

NEXT STEPS

The establishment of a strategic plan is only the beginning of an organization's journey. WCCAO board, staff and volunteers will be called upon to develop detailed action steps and allocation of resources as well as implement the strategic direction the plan lays out. The following outlines some next steps.

1. Acceptance of strategic goals by the Board.
2. Draft resource requirements for the strategic goals, including financial resources.
3. Formulate program objectives. (Each WCCAO program will be responsible to develop objectives that work toward the accomplishment of the strategic goals.)
4. Synthesize and integrate program objectives - eliminate or coordinate duplications and overlaps.
5. Develop action steps.
6. Develop program objective resource requirements and budget. Integrate into agency budget.

2/23/88

PROPOSED GOALS OF REORGANIZATION

- I. To improve the service delivery system
 - A. Improve accessibility to services
 - B. Provide comprehensive, coordinated approach to meeting client needs
- II. To increase efficiency in operations and administration of programs
 - A. Eliminate duplicated efforts
 - B. Maximize resources
- III. To better respond to changing needs through developing a flexible organizational structure
- IV. To commit resources to obtain additional funding
- V. To improve staff morale
 - A. Reasonable work load
 - B. Skill/career development
 - C. Team development
 - D. Provide for more full time employment
- VI. To promote corporate identity

2/23/88

ISSUES/PROBLEMS REQUIRING REORGANIZATION

Client Access

- single entry point
- emergency services/I&R/need for comprehensive

Budget Constraints

- how to maximize funding
- how to better integrate seasonal \$ & better utilize part-time/seasonal staff
- look at sharing staff

Address inefficiency of several staff doing same function

- I&R
- emergency services
- advocacy
- volunteer recruitment
- intake
- fundraising
- some recordkeeping
- cost tracking & billing
- public speaking, p.r.
- clerical
- transportation coordination
- budgeting/planning
- personnel management
- grantwriting
- contract monitoring
- purchasing
- staff training
- liaisioning

Cut work loads, create cost savings

Better serve clients

Reasonable work load

Improve visibility - clearer identity

Increase expertise

Better able to grow in a planned manner

Respond to changing needs

More efficiency in accomplishing tasks

Cut costs/enhance revenue