

August 5, 1999

MEMO

To: CAO Board of Directors
From: Ralph Brown, Board Chair
Subject: 1999-2000 Annual Plan

The Executive Committee met on August 3, 1999 and reviewed the proposed plan for this fiscal year. Jerralynn highlighted the following areas:

- Head Start will be serving 468 children, which is a 44% increase, and 144 additional children
- Will provide our first full day, full year Head Start program to 16 children in partnership with AFS child care funding
- Will re-open and operate the Tigard shelter in collaboration with the county and the East County Shelter Council
- Will provide screening and referral of homeless people to be sheltered by the Interfaith Hospitality Networks church shelter program
- Homeless Education collaboration with the Hillsboro school district will serve 160 homeless children
- Will set up an advisory council for our Hillsboro Shelter program
- Will continue to develop our Information and Referral System to further decentralize and create internet access
- Will continue to focus on stabilizing funding for shelter, emergency needs and information and referral
- Will plan for the implementation of an expanded low-income energy assistance program as a result of energy deregulation legislation

The Executive Committee discussed the need for the Board to set aside some time to develop 1999-2000 strategies for their goals. At this time, they haven't changed from last year. The Development Committee has reviewed in-depth the resource development goals and has approved them. The Executive Committee recommends that the board approve the 1999-2000 Annual Plan as proposed.

Administ/board/99-00AnnualPlanMemo

Community Action Organization 1999-2000 Work Plan

Overall Strategic Goal: CAO provides high quality services and, with active involvement from the community, addresses issues of poverty.

Strategic Goal I: Early childhood development services are responsive to the needs of the community.

Strategic Objective A: Increase enrollment of low-income children in pre-school programs by 50%.

1999-2000 Strategies

1. *Implement full school year services for 120 newly funded state funded children.*
2. *Implement full day full year Head Start services for 16 children in conjunction with Adult and family Services Department to provide support for working families.*
3. *Develop partnerships with the Hillsboro School District to locate Head Start facilities in the east Hillsboro area.*

Strategic Objective B: Increase the quality of Head Start Services to ensure that children are academically and socially ready for school and that schools are prepared for the needs and interests of the children.

1999-2000 Strategies

1. *Maintain at least 85% overall average attendance; perform analysis when average attendance falls below 85% and address causes identified.*
2. *Promote staff competence by providing on-site consultation and mentoring to classrooms monthly in the areas of social services, education, health, mental health and disabilities services.*
3. *Provide 40 hours of in-service training to teachers, family advocates and coordinators in the areas of teamwork, individualizing curriculum, and family development.*
4. *Ensure that 95% of enrolled 4 year olds who will go to kindergarten in the fall have literacy skills to identify their own printed name and 10 or more letters of the alphabet.*
5. *Provide computer training for teachers in order that they are better able to assist parents and children in acquiring computer skills.*
6. *Regularly monitor classroom safety procedures and classroom equipment in order to ensure safety and replacement of worn furnishings and equipment.*
7. *Field test in one or more classrooms the management practices being developed by the University of Idaho on dealing with difficult child behaviors.*

Strategic Objective C: Increase parent involvement in their children's education and understanding of their children's development.

1999-2000 Strategies

1. *Parent participation in the education program through volunteer work in classrooms or attendance at family events will exceed an average of 16 hours per family.*

2. *Parents will lead 200 learning activities in Head Start classrooms.*
3. *Conduct 920 parent-teacher conferences to establish goals and review child progress.*
4. *Conduct 1380 home visits that include education content for parents and children as well as family development activities.*
5. *Involve 120 parents in parenting and/or child development education programs.*

Strategic Objective D: Ensure children's health, nutrition, and developmental needs are identified and addressed.

1999-2000 Strategies

1. *Ensure that all children enrolled in Head Start are fully immunized.*
2. *All enrolled children will have comprehensive screenings within 45 days of first attendance; all concerns will be evaluated and followed up to ensure resolution.*
3. *Cooperation among health care providers, parents, and other human service providers will be promoted through 5 Health Advisory committee luncheons.*
4. *Work with other service providers to develop a class for severely emotionally disturbed children.*

Strategic Objective E: Support the development of families with children.

1999-2000 Strategies

1. *Ensure that 80% of families will achieve two objectives on their family development plan.*
2. *20 parents will be involved as leaders or advocates by attending state or regional Head Start meetings, serving on the Head Start Policy Council or its committees, serving on the Community Action Board or committees, or participating in other community groups.*
3. *Assist 50 parents with the cost of education or training through the Parent Training Fund.*
4. *Provide all Head Start parents with an up-to-date community resource list.*
5. *All families will receive one on one assistance from teachers or family advocates to help them achieve goals and access community resources.*
6. *30 parents will receive one on one assistance from the Mental Health consultant.*

Strategic Objective F: Expand services to children and families through providing access to child care, support and training to child care providers and by providing prenatal care and support services to pregnant low income women.

1999-2000 Strategies

1. *Assist 2000 households with child care referrals through the Metro Child Care Resource and Referral service..*
2. *Maintain at least 700 state registered child care providers on the Metro Child Care Resource and Referral database.*
3. *Assist 1800 low income families on the Adult and Family services caseload obtain child care in order that parents can participate in employment activities.*
4. *Provide on site literacy based trainings to 40 home or center- based child care providers.*
5. *Provide training to 300 early childhood care and education workers to increase the quality of care in Washington County.*
6. *Provide 400 family child care providers monthly reimbursements for meals and snacks in order to increase the nutritional well-being of children in child care settings*

7. *Provide before and after school child care for 80 school age children in the Forest Grove and Banks School Districts.*
8. *Link 370 pregnant low- income women with prenatal care and social services in order that their babies are born healthy with normal birth weights and are provided with ongoing medical services.*

Strategic Goal II: The community and CAO have adequate capacity to prevent homelessness, provide shelter and affordable housing.

Strategic Objective A: Stabilize 2,142 homeless families through the provision of shelter, transitional housing and support services.

1999-2000 Strategies

1. *Provide 5,500 bednights at the CAO Hillsboro Family Shelter to 70 homeless families (270 individuals) and provide 4,500 bednights at the Tigard Shelter to 59 homeless households (225 individuals). 75% of these households will complete courses to obtain a Tenant Education Certificate and 50% will obtain stable housing after their stay at a shelter. In addition, families will participate in other programs related to parenting, health care, financial management, etc. as appropriate.*
2. *Provide screening and referral to the Interfaith Hospitality Network shelter program to assist in housing 50 homeless individuals.*
3. *Provide Homeless Education Liaison services to 160 homeless children at the CAO Shelter and the DVRC Shelter in conjunction with the Hillsboro School District. Advocate to ensure that all homeless children in the district are provided with services that are comparable to those offered to other students in the schools.*
4. *Provide activities, tutoring and after school care for 250 children residing in the Hillsboro and Tigard shelters.*
5. *Through a contract with the Domestic Violence Resource Center serve 90 homeless individuals and those experiencing domestic violence and abuse.*
6. *Through a contract with the Domestic Violence Resource Center provide outreach, housing stabilization, and shelter services to Spanish-speaking and Hispanic survivors of domestic violence, including 994 hours of case management, 44 support groups, and 396 I&R contracts.*
7. *Through a contract with Open Door day shelter for 200 homeless individuals.*
8. *Perform an analysis of shelter needs in Washington County and develop a plan and approach for long-term funding to stabilize shelter bed space currently available in Washington County.*
9. *Create an Advisory Council to oversee and expand the work of the CAO Family Homeless Shelter in Hillsboro.*

Strategic Objective B: Increase the number of emergency shelter beds from 54 to 104.

1999-2000 Strategies

1. *Contract with Washington County to operate the Tigard Shelter in collaboration with the East Washington County Shelter Partnership Council. Obtain stable funding for first year operations, hire necessary staff, recruit and train volunteers and assist the Partnership Council in their efforts to become a full operational 501(C)(3).*

2. *Collaborate with the Interfaith Hospitality Network in their work to establish an on-going 13 church homeless shelter network capable of housing up to 10 individuals at a time.*
3. *Develop the Homeless Shelter Network in Washington County and work with Washington County and other community leaders to expand services available to homeless and at-risk persons living in the community.*
4. *Participate in statewide efforts to educate the community on the needs of homeless people.*

Strategic Objective C: Double the number of transitional housing units and support services available to homeless households, from 15 units to 30 units, assisting 27 additional homeless families annually.

1999-2000 Strategies

1. *In partnership with Washington County and the service providers involved in the Continuum of Care, develop a proposal for HUD McKinney funds focusing on transitional housing needs.*
2. *Collaborate with Tualatin Valley Center, Lutheran Family Services and the Domestic Violence Resource Center to support the expansion of the Hope Spring Program from 14 to 25 individuals.*
3. *Provide long term case management through our Family Advocates to 120 formerly homeless families, 85% of whom will maintain stable housing and 75% of whom will obtain or maintain employment.*
4. *Work with the Sheltering Homeless Coalition to expand the number of houses available in the program and facilitate closer collaboration between the SHC and Hopespring programs.*
5. *Collaborate with AFS to provide case management and Housing Stabilization Program matching funds to assist 15 families to move from "at risk" situations into stable housing conditions.*

Strategic Objective D: Increase the availability of permanent affordable housing through advocacy, education and community organizing.

1999-2000 Strategies

1. *Partner with other community organizations and provide staff support through the Housing Advocacy Group, the Continuum of Care, Community Development Corporation meetings, Hopespring, Metro HTAC, the Oregon Coalition for Housing and Homelessness and various community planning processes in order to keep the need for emergency, transitional and affordable housing before the public.*
2. *Participate with the Housing Advocacy Group to sponsor two housing symposiums in Washington County.*
3. *Research and develop a proposal for coordination and consolidation of the various planning and funding processes related to housing services in the county.*
4. *Complete the Spanish translation of the Tenant Education course materials and make this resource available throughout the community.*
5. *Work with the CDC's and other community partners to design, fund and implement an Individual Development Account (IDA) program in Washington County.*

Strategic Objective E: Prevent 950 households from becoming homeless through the provision of rent and mortgage assistance.

1999-2000 Strategies

1. *Provide financial assistance to prevent eviction and potential homelessness for 255 households, assist 85 households with one time move in costs.*
2. *Continue our partnership to provide \$30,000 in emergency assistance through WESTCO, Neighborshare and the development of a new community collaboration among the churches in the Hillsboro area.*

Strategic Objective F: Increase the comfort and affordability of housing by providing energy conservation services to 450 households.

1999-2000 Strategies

1. *Provide comprehensive weatherization and energy conservation education for 124 units occupied by low income residents, increasing the affordability, livability and safety of the housing for the low-income residents.*
2. *Continue to work in partnership with Fair and Clean Energy Coalition, Oregon Partners in Energy and other allies to provide advocacy and oversight during the implementation of the low income conservation and utility payment assistance associated with Oregon's electric restructuring process.*
3. *Provide technical support, staff training and low cost weatherization materials for the energy education component of the LIEAP program in order to provide energy conservation information to 2028 households.*
4. *Provide energy conservation information and low cost weatherization materials for 15 households in the Housing Stabilization Program.*

Strategic Objective G: Prevent housing discrimination through education and advocacy.

1999-2000 Strategies

1. *Provide information on Fair Housing rights to low-income tenants by:*
 - *Disseminating written information in English and Spanish to 2000 CAO clients;*
 - *Conducting 24 workshops and presentations to CAO tenant education classes, other tenant groups, and social service agencies throughout Washington County;*
 - *Providing legal information and assistance to 2,500 tenants to redress housing discrimination and assist with landlord-tenant disputes through contracts with Oregon Legal Services.*
2. *Provide information on Fair Housing responsibilities to members of the housing industry to prevent illegal discrimination by:*
 - *Conducting 6 workshops for landlords unaffiliated with property management companies;*
 - *Developing written materials for unaffiliated landlords and disseminating these materials through title companies;*
 - *Participating in planning the Oregon Fair Housing Conference and participating in the Fair Housing Networking Group and Board of Realtors Equal Opportunity Committee.*
3. *Provide information on Fair Housing rights and responsibilities to the general public to raise awareness of housing discrimination and prevent future discrimination by conducting 6 presentations to high school and/or community groups.*

Strategic Goal III: Community has access to comprehensive information & referral services.

Strategic Objective A: Increase community access to available and appropriate human services.

1999-2000 Strategies

1. *Provide a bilingual information and referral service that responds to 13,000 inquiries.*
2. *Produce and distribute a printed I and R Directory annually to 750 contacts in the community and update the data quarterly.*
3. *Produce and distribute the I and R data on end-user diskettes and distribute to 100 partners.*
4. *Collaborate with the Workforce Development Board and PCC—One Stop to maintain the Iris Information and Referral system on the Internet and update the data available to users on a regular basis.*
5. *Update the GTE community blue pages annually. Review and revise U.S. West and GTE white and yellow page directory listings annually.*
6. *Expand the use of the IRis system within the agency to include the Hillsboro and Tigard shelters and the Neighborshare office.*
7. *Develop a strategy for expanding the number of ways and sites that the I&R data can be accessed by users.*

Strategic Objective B: Improve the quality of information and referral service in terms of effectiveness, comprehensiveness and ease of use.

1999-2000 Strategies

1. *Maintain an accurate, managed information and referral database.*
2. *Update the information and referral database on a bi-monthly basis and distribute updates regularly.*
3. *Expand the I and R database from 200 to 500 entries.*
4. *Develop and maintain an input and feedback system related to new agency and program data with community partners involved in using the I and R Directory system.*

Strategic Objective C: Increase communication and coordination among I and R service providers.

1999-2000 Strategies

1. *Coordinate the Information and Referral Network in Washington County, facilitating 6 County-wide breakfast meetings and 6 planning meetings.*
2. *Communicate and meet with church groups and schools to expand the use of the I and R system among these groups.*

Strategic Objective D: Identify gaps in services to support community planning needs.

1999-2000 Strategies

1. *Conduct a comprehensive analysis with our community partners to identify areas within the I and R system that have not been adequately covered or are genuine gaps in current services provided in the community.*

Strategic Goal IV: Low-income people in crisis obtain services they require.

Strategic Objective A: Prevent utility shut offs and utility arrearages for 7,500 households.

1999-2000 Strategies

1. *Provide financial assistance and energy conservation education to 2028 households living in Washington County.*
2. *Provide budget counseling and negotiations with utilities to enable 608 low-income individuals to prevent shut-off or restore service.*

Strategic Objective B: Provide access to emergency assistance to 7,578 households.

1999-2000 Strategies

1. *Temporarily relieve hunger for 2,100 households by linking them to appropriate food box resources.*
2. *Assist 100 households by providing basic needs assistance such as medication and transportation vouchers.*
3. *Collaborate with church and community groups to re-open Play It Again so that low-income individuals will have access to needed clothing.*

Strategic Objective C: Increase communication, coordination and collaboration among emergency services providers.

1999-2000 Strategies

1. *Meet regularly with our community partners in Neighborshare and WESTCO and establish an emergency services network in Hillsboro.*
2. *Distribute a quarterly Community Resources Newsletter to 500 community partners on a quarterly basis.*
3. *Develop a comprehensive plan for CAO work through Neighborshare and the Tigard Shelter in the Tigard/Tualatin community.*
4. *Conduct a county-wide Needs Assessment of Emergency and Basic Needs and analyze and develop a strategy to respond to the data.*
5. *Make 50 referrals to the One Stop Employment Program at the Capitol Center through our collaboration/contract with that agency.*

Strategic Goal V: The community is supportive and actively involved in achieving CAO's mission.

Strategic Objective A: Increase volunteer involvement by 30% from 635 volunteers giving 7,000 hours to 825 volunteers giving 9,000 hours.

1999-00 Strategies

1. *Recruit and place 750 volunteers to give 8,250 of hours in service to the agency.*
2. *Implement a formal volunteer recognition plan.*
4. *Explore viability of adding an intern program.*
5. *Create more volunteer opportunities with a focus on corporations.*

Strategic Objective B: Increase countywide agency visibility through events, public relations and communications efforts which inform and educate the public.

1999-00 Strategies

1. Produce 3 newsletters, an agency brochure, English/Spanish program brochure and specific brochures for programs as needed, 1998-99 annual report and update display board.
2. Obtain 4 comprehensive news stories on CAO and poverty concerns in Washington County; appear in all local newspapers at least 24 times and identify other media opportunities.
3. Recruit and train 6 speakers who will make 45 presentations about Community Action and poverty in Washington County.

Strategic Objective C: Support the involvement of low-income people in issues that impact them.

1999-00 Strategies

1. Recruit participation of CAO clients in the Housing Advocacy Group.
2. Provide 3 trainings in leadership and advocacy for Head Start Policy Council members and Head Start parents and disseminate advocacy information to Policy Council and other interested individuals on a regular basis.

Strategic Objective D: Increase private sector partnerships, to expand capacity and leverage additional resources.

1999-00 Strategies

1. Identify resources needed and potential private sector partners to incorporate into agency capacity building plan.
2. Strengthen partnerships with Intel, Tuality Healthcare, GTE and PGE; seek their assistance in expanding partnerships and addressing capacity needs.

Strategic Objective E: Assure adequate services in the south/southeast area of the county.

1999-00 Strategies

1. Establish a basic level of service and visibility in the Tigard area and reopen the Tigard Shelter.
2. Implement a community planning process to develop a collaborative service delivery system that increases resources and service levels.

Strategic Goal VI: CAO Board is actively and effectively involved.

Strategic Objective A: Achieve 80% attendance at all Board related meetings and activities.

1998-99 Strategies

1. Strengthen attendance expectation in Board By-Laws and job description.
2. Clarify attendance expectations at recruitment.

Strategic Objective B: Achieve 100% Board involvement in fundraising and in annual contributions; raise \$500,000 through major gifts.

1998-99 Strategies

1. *Establish expectation for annual gift from Board members.*
2. *Identify a role appropriate for each Board member's interests.*
3. *Provide training and support to facilitate Board involvement.*

Strategic Objective C: Increase Board visibility and ambassador role.

1998-99 Strategies

1. *Participate in speaking engagements, public events and press conferences.*
2. *Feature Board members more prominently in news releases and annual report.*

Strategic Objective D: Increase member's knowledge of Board roles and responsibilities.

1998-99 Strategies

1. *Participate in an annual planning retreat.*
2. *Provide and participate in at least one Board training annually.*
3. *Perform self-evaluation of Board effectiveness.*
4. *Engage in on-going recruitment and cultivation of new Board and committee members.*

Strategic Objective E: Increase Board understanding of agency programs, needs of low income people and issues of poverty.

1998-99 Strategies

1. *Participate in a client related activity and/or volunteer in a program.*
2. *Tour CAO programs and sites.*
3. *Identify Board role to support agency efforts to build capacity.*
4. *Put in place a plan to evaluate program effectiveness and celebrate successes.*

Strategic Objective F: Increase advocacy role of Board to achieve agency mission.

1998-99 Strategies

1. *Testify or present on behalf of the agency at public policy forums.*
2. *Generate advocacy letters needed to inform decision makers about the effects of policies on low income people.*
3. *Submit at least one "In My Opinion" article to the newspaper.*

Strategic Goal VII: CAO is financially viable.

Strategic Objective A: Raise \$1.3 million from private sources.

1999-00 Strategies

1. *Develop an agency capacity building plan which identifies needs and budget requirements.*
2. *Raise \$160,000 from private grants to support capacity building plan and programs.*

3. *Raise \$97,550 from the following events:*
 - \$ 10,000 from Wine Raffle*
 - \$ 5,000 from the Rotary Golf Tournament*
 - \$ 1,000 from the 1500 Club activities*
 - \$ 46,000 from Corporate event*
 - \$ 1,000 from Air Show*
 - \$27,500 Tigard Shelter*
 - \$ 7,050 from small events*
4. *Raise \$249,997 from the following appeals and presentations:*
 - \$ 47,443 from appeals*
 - \$ 3,750 from four newsletters during the year*
 - \$ 1,000 from brick sales*
 - \$172,683 United Way Allocation*
 - \$9,000 Board Campaign*
 - \$9,871 from United Way donor choice*
 - \$6,250 from general contributions*
5. *Raise \$206,000 from major gifts;*
 - \$31,000 from individuals*
 - \$175,000 from corporations.*
6. *Raise \$30,832 for Emergency Funds*
 - \$12,832 from Westco for Hillsboro fund*
 - \$18,000 from Tigard area community for Neighborshare fund*

Strategic Objective B: Increase liquidity and solvency.

1999-00 Strategies

1. *Obtain additional \$200,000 in CDBG funds to reduce building deficit of \$230,000.*
2. *Obtain more favorable banking services with less restrictions.*

Strategic Objective C: Build \$300,000 in accessible, unrestricted funds.

1999-00 Strategies

1. *Secure \$150,000 line of credit that is readily accessible, not to exceed 30 day intervals.*
2. *Budget for a \$100,000 surplus in unrestricted funds.*

Strategic Objective D: Improve financial management systems and technical skills.

1999-00 Strategies

Upgrade financial and payroll system to Great Plains Dynamics to obtain integration support needed.

Strategic Objective E: Exceed minimum standards of compliance by strengthening grant/contract management and written policies.

1999-00 Strategies

1. *Implement a centralized system for overseeing grants and contracts, that links program and fiscal.*

2. *Identify policies that need to be written or revised; establish a plan to complete them.*
3. *Establish an effective client tracking program.*

Strategic Goal VIII: Programs receive effective and efficient administrative and central support services.

Strategic Objective A: Automate and coordinate fiscal, budget and donor management information systems.

1999-00 Strategies

1. *Continue to strengthen linkage between finance and resource development in the tracking of donations.*
2. *See Goal VII, Objective D, strategies.*

Strategic Objective B: Increase centralized personnel support services.

1999-00 Strategies

1. *Implement an employee data base and tracking system to improve management of salaries and benefits.*
2. *Upgrade financial and payroll system to Great Plains Dynamics to obtain integration.*
3. *Complete the revision of agency personnel procedures*
4. *Provide regular training and orientations on personnel policies and procedures.*
5. *Identify staff development needs and coordinate a plan for addressing them.*

Strategic Objective C: Increase centralized management of facilities and equipment.

1999-00 Strategies

1. *Implement an overall plan and budget for the maintenance, repair, purchase and replacement of agency facilities and equipment.*
2. *Establish an effective inventory control system.*
3. *Implement a process for the reassigning or disposing of property, as well as for the utilization of donated equipment and space.*
4. *Establish remote access to the network in Hillsboro office.*
5. *Set up e-mail and ability to fax directly from computer for all employees.*
6. *Dispose of old computer equipment, parts and software.*

Strategic Objective D: Implement a capacity building plan to increase support in the areas of fundraising, information management, staff development and organizational planning and responsiveness.

1999-00 Strategies

1. *Develop a new hire orientation.*
2. *Establish a small in-house training area.*
3. *Develop agenda and materials for short in-house training sessions on computer basics (hardware/software, WIN95, file structure, e-mail, internet)*
4. *Schedule employees for appropriate classes as needed for word processing, spreadsheets, desktop publishing, and database structure and management.*
5. *Write a few macros to increase productivity.*