

**COMMUNITY ACTION ORGANIZATION
1995-96 ANNUAL PLAN**

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**Community Action Organization
MISSION STATEMENT**

MISSION:

Community Action serves the economically disadvantaged by assisting with basic needs and removing barriers to long term self-reliance.

OBJECTIVES:

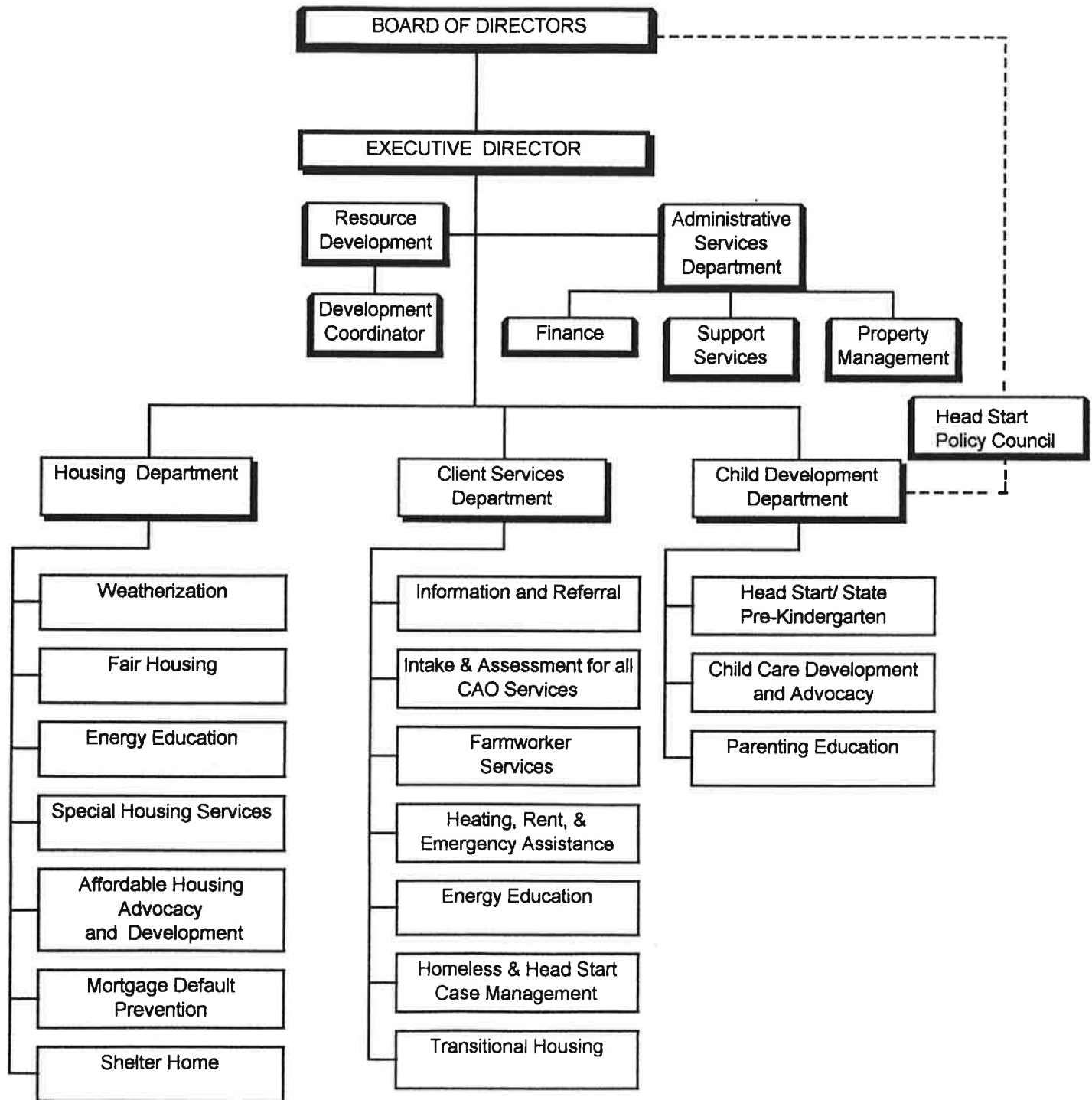
1. To solve problems and remove obstacles which block the achievement of self-reliance by the economically disadvantaged.
2. To promote greater participation of the economically disadvantaged in decisions and activities affecting them.
3. To provide the leadership required to assure the active involvement 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.

STATEMENT OF VALUES

The Community Action Board and staff are committed to the following values in carrying out the organization's:

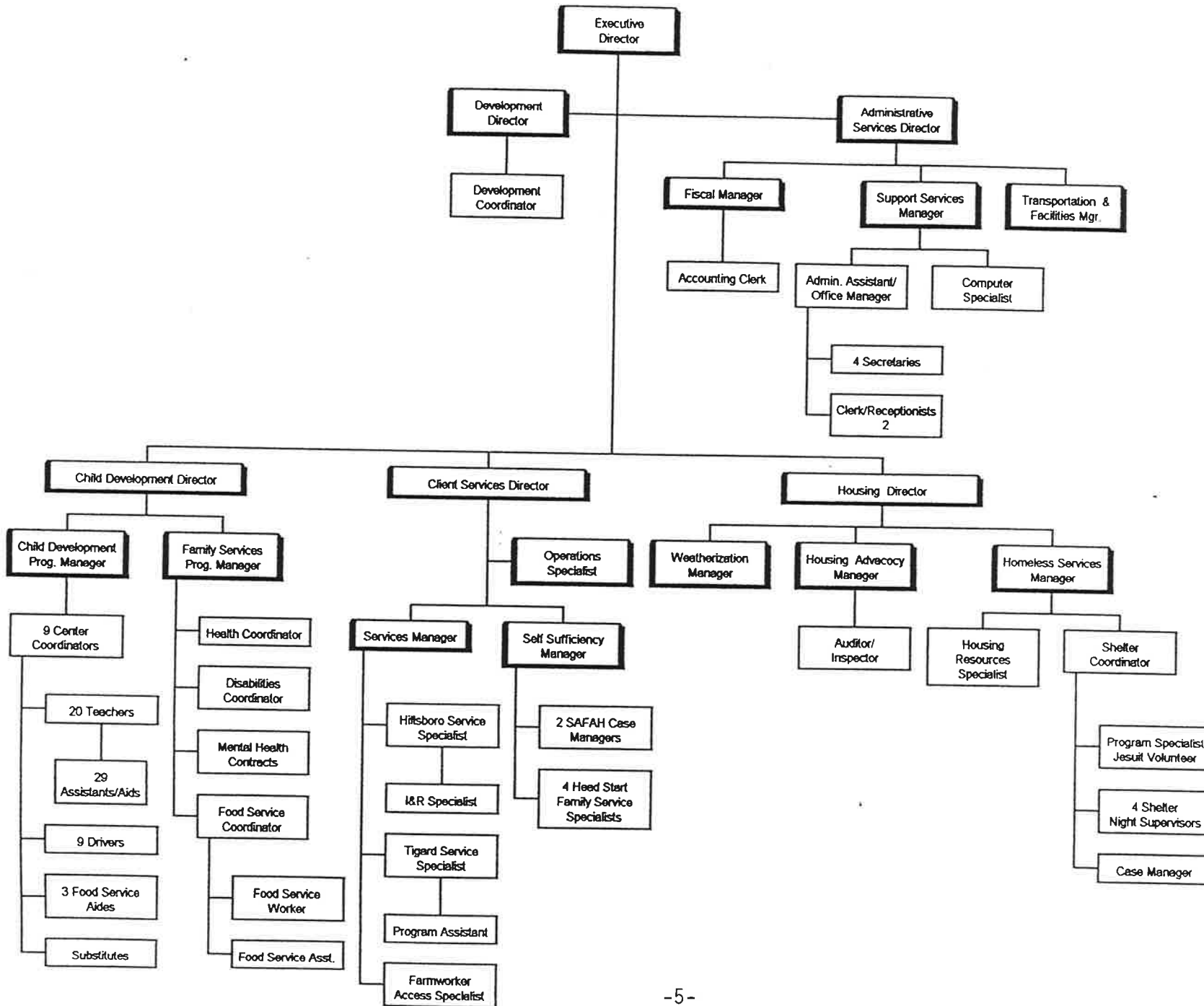
- *uphold the dignity of all people.
- *uphold the right of all people to meet their basic needs.
- *build self-reliance.
- *act as advocates for people with inadequate resources.
- *build an aware and informed community.
- *maintain the highest standards of integrity, honesty and professionalism.
- *honor diversity in all forms.

1995-1996 ORGANIZATION CHART



Revised 5/23/95

1995-1996 STAFF ORGANIZATION CHART



1988 - 1996 STRATEGIC PLAN

Overall Strategic Goal: WCCAO will assure, in a manner that promotes self-reliance, that all low-income residents of Washington County have access to services to meet human needs.

Goal I: Increased ability to promote self-reliance.

Objective A: Assure the promotion of self-reliance in all programs and establish a mechanism to evaluate the effectiveness.

Objective B: Assure that Community Action services are accessible to all eligible people.

Objective C: Operate a service delivery system that allows for comprehensive assessment of client needs, promotes family self esteem and collects uniform data.

Objective D: Operate a comprehensive information and referral system.

Goal II: Assure that the needs are met.

Objective A: Provide comprehensive information and referral, emergency and basic needs services.

Objective B: Increase emergency shelter beds and provide homeless services.

Objective C: Increase resources for and provide access to quality emergency and supplemental food.

Objective D: Increase resources for quality, affordable day care.

Objective E: Increase access to and resources for quality, affordable housing.

Objective F: Provide energy conservation services.

Objective G: Provide early childhood development services.

Objective H: Provide education, skills training and self-help opportunities.

Objective I: Provide family self-reliance services.

Goal III: To have supportive management and administrative systems as well as an effective development effort that enables the agency to fulfill its mission.

Objective A: Assure fair and equitable personnel policies and practices.

Objective B: Strengthen the organization's capacity to address priority goals.

Objective C: Provide efficient and effective fiscal services.

Objective D: Operate a coordinated development effort that increases resources and community awareness

WCCAO BUDGET 1995-96

6/08/95

	<i>CLIENT SERVICES</i>	<i>CHILD DEVELOPMENT</i>	<i>HOUSING</i>	<i>RESOURCE DEVELOPMENT</i>	TOTAL	<i>MULTI-SERVICE CENTER</i>	<i>GRAND TOTAL</i>
<i>EXPENDITURES:</i>							
5000 Salaries	270,841	1,160,348	272,274	20,097	1,723,560	144,540	1,868,100
5100 Benefits	52,710	160,520	40,222	1,353	254,805	22,966	277,771
5200 Taxes	31,011	138,864	32,717	1,215	203,807	19,494	223,301
6000 Fees for Services	62,973	37,450	270,292	125	370,840	35,000	405,840
6100 Supplies/Services	4,125	117,214	123,404	41,398	286,141	33,000	319,141
6200 Telephone	10,300	14,963	5,720	275	31,258	275	31,533
6300 Postage	1,850	1,950	1,850	2,250	7,900	2,250	10,150
6400 Occupancy	25,510	190,265	42,979	2,725	261,479	28,000	289,479
6500 Equipment	2,750	21,350	6,600	750	31,450	750	32,200
6600 Printing/Publication	6,125	10,750	5,225	8,860	30,960	2,000	32,960
6700 Travel	4,000	61,110	7,299	275	72,684	750	73,434
6800 Conferences/Training	2,550	20,300	4,675	475	28,000	500	28,500
6900 Individual Assistance	417,226	4,745	30,050		452,021		452,021
7000 Construction			30,000	79,798	30,000		30,000
<i>SUBTOTAL:</i>	891,971	1,939,829	873,307	99,798	3,784,905	289,525	4,074,430
6012....Administration	80,277	174,556	78,682		333,515		333,515
<i>TOTAL EXPENSES:</i>	972,248	2,114,385	951,989	79,798	4,118,420	289,525	4,407,945
<i>REVENUE:</i>							
4000 Contributions	25,005		20,013	38,098	83,116	375,000	458,116
4200 Special Events				51,200	51,200		51,200
4400 United Way/FEMA	132,900	3,000	34,000	10,500	180,400		180,400
4500 Non-Govt. Grants	6,700		87,950		94,650		94,650
4600 Government Grants	656,143	2,061,385	718,490		3,436,018	150,000	3,586,018
4601 CSBG Allocation	150,000		31,536		181,536		181,536
4700 Program Inc/Reimbursement	1,500	50,000	60,000		111,500		111,500
4900 Sales							
4908 Loan Proceeds							
<i>TOTAL REVENUE:</i>	972,248	2,114,385	951,989	99,798	4,138,420	525,000	4,663,420
<i>SVRPLUS/DEFICIT:</i>				20,000	20,000	235,475	255,475

1995-96
ADMINISTRATION & SUPPORT SERVICES

GOAL III: To have supportive management and administrative systems as well as an effective development effort that enables the agency to fulfill its mission.

OBJECTIVE A: Assure fair and equitable personnel policies and practices.

Strategy 1: Develop and implement a system for centralized personnel management support.

Strategy 2: Complete the revision of personnel policies assuring that they reflect organization values.

Strategy 3: Revise and update the affirmative action policy.

Strategy 4: Support the active involvement of staff personnel and safety committees.

Strategy 5: Conduct a comprehensive training program on personnel policies and procedures; implement a program for ongoing, required trainings.

Strategy 6: Maintain a competitive compensation and benefits plan.

Strategy 7: Develop system to maintain current job descriptions, streamline hiring, monitor personnel actions and manage benefit plan.

OBJECTIVE B: Strengthen the capacity of the organization to address priority goals.

Strategy 1: Assure that the training, development and support needs of Board and staff are identified and met.

Strategy 2: Conduct a strategic planning process that results in a revised long range plan.

Strategy 3: Implement management information systems to produce adequate donor, personnel, client, volunteer and program reports; establish centralized computer systems support.

Strategy 4: Improve intra agency communication and collaboration, with a focus on developing problem solving skills and effective team work.

Strategy 5: Establish a centralized property management system for vehicles, equipment and facilities.

Strategy 6: Coordinate and oversee the relocation to the new multi-service center.

Strategy 7: Evaluate organizational structure and administrative support in conjunction with the strategic planning process.

Strategy 8: Assure that WCCAO's programs and services are accessible to all persons.

Strategy 9: Assure an adequate system to recruit and utilize volunteers. Implement management information system to track volunteer activity and establish baseline numbers for volunteers and hours donated.

Strategy 10: Implement a management system to provide safe, clean and cost efficient facilities and transportation for agency programs and employees.

OBJECTIVE C: Provide efficient and effective fiscal services.

Strategy 1: Establish effective management information systems to provide accurate and timely financial information to Board and staff.

Strategy 2: Review and revise fiscal procedures and policies for internal and external use.

Strategy 3: Determine the need for approved cost allocation plan for HHS.

Strategy 4: Close down operation of the Thrift Store.

Strategy 5: Complete the automation of budgeting process and finalize budget policies.

Strategy 6: Develop a centralized purchasing system for Agency goods and services.

OBJECTIVE D: Operate a coordinated development effort that increases resources and community awareness.

Strategy 1: Develop and implement an overall communications and public relations plan to educate and inform through:

- Producing 3 newsletters, a revised brochure, 1994-95 annual report, new display board and 12 press releases
- Establishing and coordinating a Speaker's Bureau which will make 48 presentations about Community Action.

Strategy 2: Operate a coordinated development effort that obtains needed resources for all departments and agency through information tracking and targeted fundraising. This includes:

\$ 38,098 General Agency Contributions
\$ 51,200 Mardi Gras
\$ 10,500 Additional United Way
\$525,000 Capital Campaign
\$ 20,013 Shelter Support
\$ 25,005 Client Services Support

1995-96 Revenue

General Administration Fees

Program P.R./Communications	\$ 7,540
Program Administration	325,975
Capital Campaign - Administration	<u>141,700</u>
Fees Sub Total	\$475,215

Fundraising

Mardi Gras	\$ 51,200
Capital Campaign	525,000
Direct Mails/General	38,098
United Way Federal Campaign	2,500
United Way Donor Designation - WCCAO	<u>8,000</u>
Fundraising Sub Total	\$624,798

Grand Total: \$1,100,013

Personnel

(1) Executive Director	1
(1) Development Director	1
(1) Administrative Services Director	1
(1) Support Services Manager	1
(1) Finance Manager	1
(1) Facilities & Equipment Manager	1
(1) Resource Development Coordinator	1
(1) Administrative Assistant	1
(1) Computer Specialist	.50
(1) Accounting Clerk	1
(2) Secretaries	2.25
(3) Receptionists	1

15.5 Employees 12.75 FTE

BUDGET COMPARISON

Program: Administration
Program Support

Date Prepared: June 9, 1995

	FY 93-94	FY 94-95	FY 95-96
	Actual Costs	Adopted Budget	Proposed Budget
EXPENDITURES:			
5000 Salaries	216,694	145,500	189,000
5100 Benefits	24,858	27,000	29,000
5200 Taxes	23,109	16,925	24,000
6000 Fees for Services	38,763	47,350	43,000
6100 Supplies/Services	8,242	6,750	5,000
6200 Telephone	3,901	5,140	3,000
6300 Postage	2,350	2,300	2,000
6400 Occupancy	20,612	16,475	16,000
6500 Equipment	3,225	2,550	2,000
6600 Printing/Publication	3,450	10,000	5,000
6700 Travel	4,449	7,750	7,500
6800 Conf./Training	12,435	9,625	8,015
6900 Individual Assistance			
7000 Construction/Purchase			
TOTAL EXPENSES:	362,088	297,365	333,515
REVENUE:			
4000 Contributions/Fees	333,476	291,365	333,515
4200 Special Events			
4400 United Way/FEMA			
4500 Non-Govt. Grants			
4600 Government Grants			
4601 CSBG Allocation			
4700 Program Income			
4900 Sales/Investments	13,443	6,000	
4908 Carry O./Fundbal.			
TOTAL REVENUE:	346,919	297,365	333,515
SURPLUS/<DEFICIT>	<15,169>	-0-	-0-

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BUDGET SUMMARY 1995-96

Program: Administration and Resource Development

EXPENDITURES:	Admin Program	Admin M.S. Center	TOTAL	Resource Development	Res. Dev. M.S. Center	TOTAL	GRAND TOTAL
5000 Salaries	189,000	100,000	289,000	20,097	44,540	64,637	353,637
5100 Benefits	29,000	15,000	44,000	1,353	7,966	9,319	53,319
5200 Taxes	24,000	12,000	36,000	1,215	7,494	8,709	44,709
6000 Fees for Services	43,000		43,000	125	35,000	35,125	78,125
6100 Supplies/Services	5,000		5,000	41,398	33,000	74,398	79,398
6200 Telephone	3,000		3,000	275	275	550	3,550
6300 Postage	2,000		2,000	2,250	2,250	4,500	6,500
6400 Occupancy	16,000		16,000	2,725	28,000	30,725	46,725
6500 Equipment	2,000		2,000	750	750	1,500	3,500
6600 Printing/Publication	5,000		5,000	8,860	2,000	10,860	15,860
6700 Travel	7,500		7,500	275	750	1,025	8,525
6800 Conf./Training	8,015		8,015	475	500	975	8,990
6900 Individual Assistance							
7000 Construction/Purchase							
TOTAL EXPENSES:	333,515	127,000	460,515	79,798	162,525	242,323	702,838
REVENUE:							
4000 Contributions/Fees	333,515	127,000	460,515	38,098	248,000	286,098	746,613
4200 Special Events				51,200		51,200	51,200
4400 United Way/FEMA				10,500		10,500	10,500
4500 Non-Govt. Grants							
4600 Government Grants					150,000	150,000	150,000
4601 CSBG Allocation							
4700 Program Income							
4900 Sales/Investments							
4908 Carry 0./Fundbal.							
TOTAL REVENUE:	333,515	127,000	460,515	99,798	398,000	497,798	958,313
SURPLUS/ <DEFICIT>	-0-	-0-	-0-	20,000	235,475	255,475	255,475

BUDGET COMPARISON

Program: Resource Development

Date Prepared: June 9, 1995

	FY 93-94	FY 94-95		FY 95-96
	Actual Costs	Adopted Budget		Proposed Budget
EXPENDITURES:				
5000 Salaries	28,249	55,000		20,097
5100 Benefits	4,158	7,600		1,353
5200 Taxes	3,042	7,500		1,215
6000 Fees for Services	15,414	19,500		125
6100 Supplies/Services	14,696	12,400		41,398
6200 Telephone	243	250		275
6300 Postage	3,465	3,625		2,250
6400 Occupancy	4,135	6,875		2,725
6500 Equipment	2,273	2,000		750
6600 Printing/Publication	7,944	9,000		8,860
6700 Travel	966	750		275
6800 Conf./Training	2,881	1,500		475
6900 Individual Assistance				
7000 Construction/Purchase				
TOTAL EXPENSES:	87,466	126,000		99,798
REVENUE:				
4000 Contributions/Fees	41,017	86,000		38,098
4200 Special Events	27,985	40,000		51,200
4400 United Way/FEMA	5,476			10,500
4500 Non-Govt. Grants				
4600 Government Grants				
4601 CSBG Allocation				
4700 Program Income				
4900 Sales/Investments	1,004			
4908 Carry O./Fundbal.				
TOTAL REVENUE:	75,482	126,000		99,798
SURPLUS/<DEFICIT>	<11,984>	-0-		-0-

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1995-96
CHILD DEVELOPMENT DEPARTMENT

OVERALL GOAL: Assure that low income families support their children's healthy development.

GOAL I: Increased ability to promote self-sufficiency.

OBJECTIVE B: Assure that child development services are accessible to all eligible people.

Strategy 1: Develop a plan for increased services to Beaverton, Tigard and Forest Grove.

Strategy 2: Identify the gap between current and desired communication with clients whose primary language is not English or Spanish, and develop a plan for addressing.

OBJECTIVE C: Operate a service delivery system that allows for comprehensive assessment of client needs, promotes family self esteem and collects uniform data.

Strategy: Work collaboratively with Client Services Department to fully integrate the delivery of Head Start family services.

OBJECTIVE D: Operate a comprehensive information and referral system.

Strategy: Work collaboratively with Client Services Department to expand I&R services to include delivery through Head Start Center staff.

GOAL II: Assure that children's needs are met.

OBJECTIVE D: Increase resources for quality, affordable child care.

Strategy: Participate in advocacy efforts to increase the quality, affordability and accessibility of child care for low income families through involvement in the Washington County Commission on Children.

OBJECTIVE G: Provide Early Childhood Development services.

Strategy 1: Provide a developmentally appropriate educational program for 346 low income children, including 35 children with disabilities, through the Head Start/Oregon Pre Kindergarten Program.

Strategy 2: Provide child care for up to 55 children, ages 2-1/2 to 10 years, in Gaston.

OBJECTIVE H: Provide education, skills training and self-help opportunities for 532 low income people.

Strategy 1: Conduct 6, seven-week parenting classes for 72 parents.

Strategy 2: Provide 30 educational sessions for 150 parents based upon their priority needs.

Strategy 3: Convene 70 parent meetings to increase skills in civic participation, reinforce role as the primary educator of their pre-school children, and provide social connections.

Strategy 4: Collaborate with PCC Even Start Program to support adult literacy.

1995-96 Revenue

United Way	3,000
U.S. Dept. of Health & Human Services	1,492,431
Oregon Dept. of Education	458,954
U.S. Dept. of Agriculture	110,000
Program Income	50,000
TOTAL:	\$2,114,385

1995-96 Personnel:

	<u>FTE</u>
(1) Department Director	1
(4) Managers	1.5
(1) Food Service Coordinator	1
(1) Disabilities Coordinator	1
(1) Health Coordinator	1
(9) Center Coordinators	9
(20) Lead Teachers	20
(2) Secretary	1
(9) Bus Drivers	8.25
(2) Receptionists	.5
(18) Assistant Teachers	12
(11) Center Aides	8.9
(1) Food Service Assistant	.75
(1) Food Service Worker	1
(3) Food Service Aides	.6
<hr/>	
84 Employees	67.50 FTE

BUDGET COMPARISON

Program: Child Development

Date Prepared: June 9, 1995

	FY 93-94	FY 94-95	FY 95-96
	Actual Costs	Adopted Budget	Proposed Budget
EXPENDITURES:			
5000 Salaries	956,724	1,127,807	1,160,348
5100 Benefits	117,257	145,519	160,520
5200 Taxes	122,348	142,495	138,864
6000 Fees for Services	181,554	213,513	212,006
6100 Supplies/Services	108,728	118,500	117,214
6200 Telephone	14,855	13,753	14,963
6300 Postage	1,873	2,718	1,950
6400 Occupancy	163,393	153,161	190,265
6500 Equipment	104,015	28,250	21,350
6600 Printing/Publication	3,624	12,589	10,750
6700 Travel	78,797	67,320	61,110
6800 Conf./Training	21,141	18,159	20,300
6900 Individual Assistance	4,062	3,930	4,745
7000 Construction/Purchase			
TOTAL EXPENSES:	1,878,371	2,047,714	2,114,385
REVENUE:			
4000 Contributions/Fees	2,190		
4200 Special Events			
4400 United Way/FEMA	5,000	6,000	3,000
4500 Non-Govt. Grants			
4600 Government Grants	1,861,849	2,003,734	2,061,385
4601 CSBG Allocation		10,000	
4700 Program Income		27,980	50,000
4900 Sales/Investments	504		
4908 Carry O./Fundbal.			
TOTAL REVENUE:	1,869,543	2,047,714	2,114,385
SURPLUS/<DEFICIT>	<8,828>	-0-	-0-

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BUDGET SUMMARY 1995-96

Program: Child Development

Date Prepared: June 9, 1995

	Total:	Head Start:	Child Care/ Parenting
EXPENDITURES:			
5000 Salaries	1,160,348	1,130,848	29,500
5100 Benefits	160,520	150,820	9,700
5200 Taxes	138,864	133,364	5,500
6000 Fees for Services	212,006	204,906	7,100
6100 Supplies/Services	117,214	116,314	900
6200 Telephone	14,963	14,963	
6300 Postage	1,950	1,950	
6400 Occupancy	190,265	190,265	
6500 Equipment	21,350	21,350	
6600 Printing/Publication	10,750	10,750	
6700 Travel	61,110	61,110	
6800 Conf./Training	20,300	20,000	300
6900 Individual Assistance	4,745	4,745	
7000 Construction/Purchase			
TOTAL EXPENSES:	2,114,385	2,061,385	53,000
REVENUE:			
4000 Contributions/Fees			
4200 Special Events			
4400 United Way/FEMA	3,000		3,000
4500 Non-Govt. Grants			
4600 Government Grants	2,061,385	2,061,385	
4601 CSBG Allocation			
4700 Program Income	50,000		50,000
4900 Sales/Investments			
4908 Carry O./Fundbal.			
TOTAL REVENUE:	2,114,385	2,061,385	53,000
SURPLUS/<DEFICIT>	-0-	-0-	-0-

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1995-96
CLIENT SERVICES DEPARTMENT

OVERALL GOAL: Assure, in a manner that promotes self-reliance, that low-income residents of Washington County have access to services to meet human needs.

GOAL I: WCCAO will have an increased ability to promote self-reliance.

OBJECTIVE C: Operate a service delivery system that allows for comprehensive assessment of client needs, promotes family self-reliance and collects uniform data.

Strategy 1: Maintain a computerized client data collection system, that is coordinated with other departments and ensures that the data collection needs of all programs are addressed.

Strategy 2: Provide a continuum of services which promotes self sufficiency to include: I&R, intake, assessment, short term and long term case management.

Strategy 3: Provide uniform case management policies and procedures for serving families enrolled in self-reliance programs.

Strategy 4: Increase and maintain cooperative relationships with community providers in order to ensure client access to needed services.

Strategy 5: Ensure cross-department communication, planning and implementation of self-reliance services.

Strategy 6: Continue to establish WCCAO's role in transitional housing as the provider of case management services.

OBJECTIVE D: Maintain a comprehensive information and referral system.

Strategy 1: Provide ongoing training to all Client Services staff specifically and other WCCAO staff in general, to use the information and referral system and assure a quality service from all designated WCCAO sites (Neighborshare, WCCAO Shelter, Hillsboro Main Office, Head Start centers).

Strategy 2: Update resource directory every nine months and maintain ongoing contact with County Human Resource providers.

Strategy 3: Participate in regional I & R planning and coordination activities designed to provide an integrated four county (Multnomah, Clackamas, Clark, Washington) system.

Strategy 4: Provide written I&R materials that promote the service, reach different client groups and provide needed references for agency staff.

OBJECTIVE B: Assure that client services are accessible to all eligible people.

Strategy 1: Increase access to services for migrant seasonal farm workers by implementing an outreach program that coordinates with all other service providers.

Strategy 2: Identify special needs populations within the County and explore ways to provide appropriate services.

Strategy 3: Maintain a collaborative relationship with churches in Western and Southeastern Washington County, and establish a collaborative relationship with churches in Hillsboro, Aloha and Beaverton to execute a coordinated emergency services delivery system.

OBJECTIVE A: Assure the promotion of self-reliance and establish a mechanism to evaluate effectiveness of and client satisfaction with services provided.

Strategy 1: Provide staff development activities to ensure values clarification and common understanding of the concept of self-reliance.

Strategy 2: Strengthen organization's capacity to promote self sufficiency by actively pursuing new resources and exploring other service models.

Strategy 3: Explore, develop and implement methods of evaluating self-sufficiency services.

GOAL II: Assure that human needs are met in a manner that promotes self-reliance.

OBJECTIVE A: Provide comprehensive information and referral, emergency and basic needs services.

Strategy 1: Respond to 25,000 information and referral contacts and 28,000 inquiries.

Strategy 2: Provide 3000 intakes for emergency and basic needs services to include:

- a. \$320,000 in energy assistance payments to help 1,990 low income households (6,368 individuals) and pre-screen for weatherization services.
- b. \$28,000 in rent and housing assistance to prevent 180 families (630 individuals) from becoming homeless.
- c. \$15,000 in assistance with housing costs to 75 formerly homeless families (262 individuals), as well as housing locator services.
- d. \$10,000 in emergency needs assistance to 150 families. (525 individuals)
- e. 700 Head Start applications, Family Needs Assessments and Family Plans.
- f. 75 applications, Family Needs Assessments and Family Plans for Homeless and formerly homeless Families.

- g. 2400 food box intakes and referrals.

Strategy 3: Assure that emergency and basic needs services reach at least 1500 farm worker households.

OBJECTIVE B: Increase emergency shelter beds and provide homeless services.

Strategy 1: Provide 5,110 bed nights of transitional housing to 8 families (28 individuals) at the 4 transitional housing units operated by Community Action.

Strategy 2: Provide information and referral to 6,007 homeless individuals that cannot be provided with emergency shelter due to lack of space or ineligibility.

Strategy 3: Work with the Washington County Housing Authority, Sheltering Homeless Coalition, Beaverton United Methodist Church, Hope Springs Coalition and other agencies to secure additional transitional units and resources needed for support services.

OBJECTIVE I: Provide family self-reliance services.

Strategy 1: Provide comprehensive services to 108 Head Start families.

Strategy 2: Provide comprehensive case management to 75 formerly homeless families, who reside in transitional or permanent housing.

OBJECTIVE H: Provide education, skills training and self help opportunities.

Strategy 1: Provide general energy conservation education for all individuals assisted with energy payments.

Strategy 2: Provide housing locator instructions to 50 at risk homeless families. Provide housing locator information to 400 homeless or at risk families.

Strategy 3: Identify and explore options for additional education and skills training workshops for clients.

GOAL III: To have an effective development effort that enables the department to fulfill its mission.

OBJECTIVE C: Increase resources for and provide access to quality emergency and supplemental food.

Strategy 1: Link 2,000 households (7,000 individuals) needing emergency food with a food resource by serving as a clearinghouse for both West County and Southeastern County churches.

Strategy 2: Assure that the hunger needs are met by providing:

11,000 farmworkers with emergency food boxes,
4,000 families with holiday food baskets,
665 families with monthly brown bags of food,
67,596 people receive meals through a collaboration effort with OFB-TVC.

OBJECTIVE D: Develop department fundraising plan that is integrated with the overall agency fundraising plan and raise \$5,000 to support Neighborshare services; \$5,000 to support Hillsboro services; and \$15,000 to provide direct assistance to clients.

Strategy 1: Develop and implement church community, service club and private donors fundraising strategies.

Strategy 2: Develop and implement small foundation grant strategy. Apply for at least five grants.

Strategy 3: Develop and implement large grant strategy. Apply for grants in the area of: Farmworker Services and Client Stabilization Services.

1995-96 Revenue

LIEAP - Admin		52,427
LIEAP - Client Education		16,132
LIEAP - Client Payments		306,506
Community Services Block Grant (CSBG)		150,000
County Emergency Shelter Grant Program		12,000
FEMA		92,000
United Way:		
Homeless	9,400	
Basic Needs	14,000	
Information & Referral	<u>17,500</u>	40,900
County CDBG		44,373
County		15,000
Cities:		
Sherwood	1,500	
King City	500	
Cornelius	500	
Beaverton	15,000	
Tigard	7,500	
Tualatin	4,000	
Hillsboro	5,000	34,000
Fees/Reimbursements:		
Transitional Housing Rents		1,500
State EHA		23,500
SAFAH - 1994-95	5,000	
- 1995-96	<u>147,205</u>	152,207
Donations/Contributions		
Hillsboro I&A	4,005	
Neighborshare I&A	6,000	
Restricted Donations	<u>15,000</u>	25,005
Lutheran Family Services		6,700
	TOTAL	<u>\$ 972,248</u>

Personnel

1995-96 Personnel:

	<u>FTE</u>
(1) Department Director	1
(2) Client Services Manager	2
(3) Secretary Support/Data Processor	.9
(2) Client Services Specialist	2
(1) Operations Specialist	1
(1) I & R Specialist	1
(2) SAFAH Family Advocate	2
(4) Head Start Family Service Specialist	4
(1) Program Assistant/Neighborshare	1
<hr/>	
17 Employees	14.9 FTE

BUDGET COMPARISON

Program: Client Services

Date Prepared: June 9, 1995

	FY 93-94	FY 94-95	FY 95-96
	Actual Costs	Adopted Budget	Proposed Budget
EXPENDITURES:			
5000 Salaries	169,769	190,786	270,841
5100 Benefits	32,750	37,028	52,710
5200 Taxes	18,842	21,273	31,011
6000 Fees for Services	173,553	210,088	143,250
6100 Supplies/Services	6,251	6,050	4,125
6200 Telephone	12,277	13,315	10,300
6300 Postage	1,259	1,500	1,850
6400 Occupancy	25,118	32,105	25,510
6500 Equipment	18,396	550	2,750
6600 Printing/Publication	1,338	3,350	6,125
6700 Travel	4,549	3,000	4,000
6800 Conf./Training	2,257	1,900	2,550
6900 Individual Assistance	368,331	401,250	417,226
7000 Construction/Purchase			
TOTAL EXPENSES:	834,690	922,195	972,248
REVENUE:			
4000 Contributions/Fees	32,068	47,500	25,005
4200 Special Events			
4400 United Way/FEMA	42,0075	130,000	132,900
4500 Non-Govt. Grants		20,500	6,700
4600 Government Grants	646,438	626,929	656,143
4601 CSBG Allocation	85,858	95,266	150,000
4700 Program Income	1,509	2,000	1,500
4900 Sales/Investments			
4908 Carry O./Fundbal.			
TOTAL REVENUE:	807,948	922,195	972,248
SURPLUS/<DEFICIT>	<26,742>	-0-	-0-

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1995-96
HOUSING DEPARTMENT

OVERALL GOAL: Assure that the needs of low income people for energy conservation and affordable, quality housing are met.

GOAL I: Increased ability to promote self-reliance.

OBJECTIVE B: Assure that housing and energy services are accessible to all eligible persons.

Strategy : Provide leadership to the organization in complying with Fair Housing Act and Americans with Disabilities Act requirements related to the provision of agency services and in the maintenance of agency facilities.

GOAL II: Assure that the needs are met.

OBJECTIVE F: Provide energy conservation services.

Strategy: Weatherize at least 86 dwelling units occupied by low income residents, of which approximately 15 will be occupied by low-income farm workers.

OBJECTIVE H: Provide education, skills training and self-help opportunities.

Strategy 1: Provide education services and training for at least 86 low and moderate income households (224 individuals), to conserve energy and install low cost weatherization materials in their homes. Approximately 15 farmworker households (40 individuals) will be served by this activity.

Strategy 2: Provide low cost weatherization materials, training materials, and technical assistance for 35 energy conservation workshops, reaching at least 700 low income households and 1870 individuals.

Strategy 3: Provide fair housing information to at least 3,000 households.

Strategy 4: Conduct 4 community education workshops in conjunction with other housing service providers as follows:

- * 1 presentation on Fair Housing to consumer and provider groups in collaboration with Oregon Legal Services.
- * 1 community forum on tenant's rights and responsibilities in collaboration with Oregon Legal Services, Independent Living Resources, Housing Services of Oregon and Shared Housing.
- * 1 Fair Housing workshop for rental owners in collaboration with Independent Living Resources.
- * 1 Accessibility Seminar on Fair Housing and the Americans with Disabilities Act in collaboration with Independent Living Resources.

Strategy 5: Conduct 8 showings throughout Oregon of the Housing Discrimination History exhibit for viewing by approximately 2,000 persons.

Strategy 6: Conduct 8 educational presentations on Washington County affordable housing issues in conjunction with the Oregon Housing Now Coalition's Speakers Bureau.

OBJECTIVE E: Increase access to and resources for quality, affordable housing.

Strategy 1: Participate in advocacy efforts to promote the development of affordable housing to include working with the Oregon Housing Now Coalition, the Oregon Shelter Network, and participating in the Metro 2040 planning process. Advocate at the State and federal levels to develop additional funding for affordable housing.

Strategy 2: Provide technical assistance and support to the newly developed community development corporations (Tualatin Valley Housing Partners and Community Partners for Affordable Housing) in the areas of organization development and initial housing development activities.

Strategy 3: Encourage and assist public and private efforts to provide 50 additional units of low income housing.

Strategy 4: Continue the support of the Housing Development Corporation in its development of farmworker housing through the provision of office space, administrative support and technical assistance.

Strategy 5: Provide leadership and support to preserve the 32 unit Ash Creek Apartments in Metzger as affordable housing.

Strategy 6: Provide housing discrimination complaint assistance and services to 150 households (390 individuals).

Strategy 7: Through a subcontract with Housing Services of Oregon, provide mortgage default services to 125 low income homeowners (325 individuals).

Strategy 8: Through subcontract with Oregon Legal Services, provide legal assistance through a bilingual housing advocate to serve 372 households (1860 individuals) including farmworker outreach activities

Strategy 9: Through a subcontract with the Domestic Violence Resource Center provide outreach services to the local farmworker community to serve 164 survivors of domestic violence in (426 households).

OBJECTIVE B: Increase emergency shelter beds and provide homeless services.

Strategy 1: Provide 15,238 bed nights of shelter to 958 homeless people to include:

6,300 bed nights of shelter to 105 families (334 individuals) at the WCCAO shelter, of which approximately 21 families (67 individuals) are expected to be farmworkers.

2,782 bed nights of shelter to 111 families (188 individuals) at the Interfaith Outreach services shelter.

756 bed nights of motel room shelter to 24 families (36 individuals) who due to physical disabilities cannot be housed at the emergency shelter.

5,400 bed nights of shelter to 400 victims of domestic violence through subcontract with the Domestic Violence Resource Center. (150 families)

Strategy 2: Provide short term case management services to 141 homeless families housed in WCCAO's Family Shelter Home and vouchered in local motels.

Strategy 3: Provide a children's program for 110 homeless children housed at the WCCAO shelter in coordination with WCCAO's Child Development Program.

Strategy 4: Provide 24 reading workshops for 334 WCCAO shelter residents covering topics such as obtaining housing, tenant's rights and responsibilities, job searches, parenting, and self-esteem.

Strategy 5: Through a subcontract with Housing Services of Oregon, provide day shelter facilities to serve 53 homeless households (138 individuals).

Strategy 6: Develop relationships with rental property owners in order to provide housing opportunities for 100 homeless families. including 20 farmworker families.

1995-96 Revenue

Weatherization:

DOE 95	\$118,149
LIEAP Wx. 95	166,500
CDBG-Weatherization	20,000
CDBG Self-Help Weatherization	25,000
PGE Rebates	45,000
N. W. Natural Gas Rebates	<u>15,000</u>
Sub Total	\$389,649

Housing Advocacy:

CSBG - Housing Advocacy	6,500
CDBG - Fair Housing	9,000
N.W. Area Foundation	75,000
HDC Housing Advocacy	50,750
HUD Preservation (Ash Creek)	<u>35,000</u>
Sub Total	\$176,250

Homeless:

Innovative Homeless Initiatives Program	30,600
State Homeless Assistance Program	70,764
Emergency Housing Account	159,190
Foundation Grants	9,700
United Way - Shelter Home	16,000
Contributions	21,013
FEMA Reimbursements	18,000
Washington County	10,000
Emergency Shelter Grant	19,287
CSBG - Shelter Home	<u>31,536</u>
Sub Total	\$386,090

TOTAL: \$951,989

Personnel

	<u>FTE</u>
(1) Program Director	1
(1) Wx. Manager	1
(1) Auditor/Inspector	1
(1) Housing Advocacy Manager	1
(1) HDC Director	1
(1) Homeless Services Manager	1
(1) Shelter Coordinator	1
(1) Housing Resources Specialist	.80
(1) Family Advocate	.5
(2) Shelter Night Supervisors	1.8
(2) Night Fill-in Staff	1.00
(2) JVC Shelter Program Assistant	1.92
(3) Secretarial Support	.80

18 Employees 13.82 FTE

BUDGET COMPARISON

Program: Housing

Date Prepared: June 9, 1995

	FY 93-94	FY 94-95	FY 95-96
	Actual Costs	Adopted Budget	Proposed Budget
EXPENDITURES:			
5000 Salaries	277,665	303,143	272,274
5100 Benefits	26,916	38,401	40,222
5200 Taxes	37,061	33,780	32,717
6000 Fees for Services	367,753	309,443	348,974
6100 Supplies/Services	128,728	141,537	123,404
6200 Telephone	8,240	10,660	5,720
6300 Postage	1,864	2,500	1,850
6400 Occupancy	52,759	43,895	42,979
6500 Equipment	6,933	9,250	6,600
6600 Printing/Publication	2,207	6,215	5,225
6700 Travel	8,270	7,150	7,299
6800 Conf./Training	6,677	9,250	4,675
6900 Individual Assistance	68,466	64,990	30,050
7000 Construction/Purchase			30,000
TOTAL EXPENSES:	993,539	980,304	951,989
REVENUE:			
4000 Contributions/Fees	14,412	28,059	20,013
4200 Special Events			
4400 United Way/FEMA	33,035	40,500	34,000
4500 Non-Govt. Grants	100,614	83,004	87,950
4600 Government Grants	746,924	684,904	718,490
4601 CSBG Allocation	45,968	44,372	31,536
4700 Program Income	59,895	99,465	60,000
4900 Sales/Investments			
4908 Carry O./Fundbal.			
TOTAL REVENUE:	1,000,848	980,304	951,989
SURPLUS/<DEFICIT>	7,309	-0-	-0-

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BUDGET SUMMARY 1995-96

Program: Housing

Date Prepared: June 9, 1995

		Housing	Weatherization	Homeless
	Total:	Advocacy	Home Repair	
EXPENDITURES:				
5000 Salaries	272,274	76,408	104,037	91,829
5100 Benefits	40,222	6,025	10,574	23,623
5200 Taxes	32,717	7,401	10,978	14,338
6000 Fees for Services	348,974	29,880	117,987	201,107
6100 Supplies/Services	123,404	-0-	118,304	5,100
6200 Telephone	5,720	-0-	3,100	2,620
6300 Postage	1,850	400	1,100	350
6400 Occupancy	42,979	-0-	17,004	25,975
6500 Equipment	6,600	-0-	5,000	1,600
6600 Printing/Publication	5,225	1,100	3,400	725
6700 Travel	7,299	49	5,750	1,500
6800 Conf./Training	4,675	-0-	3,875	800
6900 Individual Assistance	30,050	25,000	-0-	5,050
7000 Construction/Purchase	30,000	30,000	-0-	-0-
TOTAL EXPENSES:	951,989	176,263	401,109	374,617
REVENUE:				
4000 Contributions/Fees	20,013	-0-	-0-	20,013
4200 Special Events				
4400 United Way/FEMA	34,000	-0-	-0-	34,000
4500 Non-Govt. Grants	87,950	78,250	-0-	9,700
4600 Government Grants	718,490	81,513	351,109	285,868
4601 CSBG Allocation	31,536	6,500	-0-	25,036
4700 Program Income	60,000	10,000	50,000	-0-
4900 Sales/Investments				
4908 Carry O./Fundbal.				
TOTAL REVENUE:	951,989	176,263	401,109	374,617
SURPLUS/<DEFICIT>	-0-	-0-	-0-	-0-

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