

August 6, 1998

MEMO

To: CAO Board of Directors

From: Russ Wilkinson, Treasurer

Subject: 1998-99 Budget Approval

The Finance Committee met on July 24, 1998 and reviewed the final draft of CAO's 1998-99 fiscal year budget. Attached is a budget narrative, a summary of the budget, a detailed revenue list, an organizational chart and the fundraising plan for resource development. Due to lack of a quorum, the committee did not take formal action. The individual members present, however, support board approval of the budget.

One of CAO's strategic goals is to build unrestricted, surplus funds. The Finance Committee realizes that the primary way the organization can build these funds is through raising unrestricted, private dollars. The committee discussed assisting the Resource Development Committee in the areas of planned giving. We would like to have a joint meeting with that committee to explore options and ways our two committees could work together to achieve our financial goals for the organization.

h/jn/bd/fin/budmem98

## COMMUNITY ACTION ORGANIZATION 1998-1999 BUDGET NARRATIVE

1. CAO's 1998-99 budget totals \$7114180.00, which is a 9% increase over 1997-1998. The increase is primarily due to Head Start expansion, increased funding for ABC Soup, the addition of Opening Doors and improved child care collection procedures. Attached is the budget document.
2. Administration represents 9.2% of the total budget. Administration has 12.75 FTE, which is down .5 FTE from 1997-1998. Attached is the administration allocation plan.
3. A 2%, six month salary reserve is included as directed by the Board. This reserve will be used for making salary adjustments as a result of the wage comparability study. The study should be completed by the end of the summer and presented to the Board in September to begin their review and decision making process. Implementation could begin in January of 1999.
4. The Community Services Block Grant (CSBG) allocation is \$212,661.00 and provides funding support for Emergency and Basic Needs Services and ABC Soup. Emergency Services lacks adequate core funding and includes additional staff recommended by the Board Planning Committee. ABC Soup has restrictions on the rent and administration to be paid. Head Start no longer requires a CSBG subsidy.
5. Resource Development has 1.25 FTE and proposes to raise \$184,000.00, of which \$64,000.00 will go to support 1998-1999 program services. Attached is the fundraising plan.
6. The Shelter Home program has a projected deficit of \$40,000 which has been plugged with grant funds that will need to be raised.
7. This budget relies on \$601,284 in "soft money", funds that need to be raised. Resource Development is responsible for \$184,500 in private funds. Programs are responsible for generating \$416,784 in grants, fees, sales and fundraising.
8. Weak areas of the budget include *postage, printing, bulk mail, and rents*. Other areas of concern are *training, travel, repair and maintenance, and supplies*. The agency will closely monitor the budget and expects to have a good handle on all revenue and expenses by the end of the second quarter of the fiscal year.

1998-99 Projected Revenue

Account	Program	Admin	Pmt Proc	Budget
<b>CHILD DEVELOPMENT</b>				
<b>Head Start</b>				
F 220-4601	(U.S. Dept. of ) Health & Human Services)	15%	Mo.Adv.	\$ 1,656,958
S 220-4602	Oregon Dept. of Education	8%	Qu.Adv.	\$ 509,794
SF 221-4206	U. S. Dept. of Agriculture	0-100%	Mo.Rmb.	\$ 85,000
P 221-4704	CAO Cafe Income	0-100%	Fees	\$ 8,500
P 242-4704	Gaston Child Care Income	0-100%	Staff Bill	\$ 14,400
P 244-4701	Rental Income-Migrant Head Start		July & Aug	\$ 4,000
S	State Expansion Funds		Qrt Adv.	\$ 676,544
P 220-4707	Workshops			
P 244-4702	scholarships			
P 244-4001	contributions			\$ 5,000
P 244-4501	grants			
P 224-4701	Parent Fundraising			\$ 1,000
P 244-4717	Fees/Reimbursements			
P 220-4701	Fees/Reimbursements			
		<b>Sub Total</b>		<b>\$ 2,961,196</b>
<b>Even Start</b>				
E 245-4717	Even Start - PCC (Brigid)	0	Stf/Mo.R	\$ 67,667
S 247-4602	Even Start-Adult & Family Services (Nancy)	\$5,000	Stf/Qu.A	\$ 55,000
E 248-4717	Even Start-HIPPY - Forest Grove Schools	0	Adv. An.	\$ 20,000
		<b>Sub Total</b>		<b>\$ 142,667</b>
<b>A Kids Domain</b>				
P542-4401	United Way	0-100%		\$ 65,191
P 542-4001	Rotary	0-100%		
P 542-4712	T-Shirt Sales	0-100%		
C 542-4603	Forest Grove	0-100%		\$ 2,000
S 542-4602	CCOM Child Care			\$ 16,000
S 542-4602	AFS Child Care			\$ 3,150
P 542-4704	Child Care Fees	0-100%	Staff Bill	\$ 210,866
P 542-4704	Child Care/Camp ECO	0-100%	Staff Bill	\$ 15,539
		<b>Sub Total</b>		<b>\$ 312,746</b>
<b>Outreach</b>				
CS 534-4603	Washington Co. Comm. Fam/Child.			\$ 58,058
C 534-4605	Beaverton	0-100%	Pay Qu.	\$ 2,000
P 534-4707	Workshop Fees	0-100%	Staff Bill	\$ 3,000
P 534-4708	TLC Fees	0-100%	Staff Bill	\$ 3,895
P 534-4711	Advertising	0-100%		\$ 650
		<b>Sub Total</b>		<b>\$ 67,603</b>
<b>Metro Child Care Res &amp; Referral</b>				
P 533-4401	United Way	0-100%	Pay Mo.	\$ 34,000
CS 532-4602	1080 Metro	\$975		\$ 16,992
S 531-4602	AFS Child Care	\$3,905		\$ 38,022
		<b>Sub Total</b>		<b>\$ 89,014</b>
<b>ABC Soup</b>				
SF 521-4615	USDA Provider Meals			\$ 1,029,000
SF 521-4706	USDA Administration	41,556		\$ 479,425

1998-99 Projected Revenue

SF 521-4602	USDA Tiering				\$	2,551
	CSBG				\$	100,793
P 521-4712	Books/Calenders				\$	600
				<b>Sub Total</b>	\$	<b>1,612,369</b>
	<b>Open Doors</b>					
	Providers				\$	114,500
	Grants				\$	84,000
	Contributions				\$	2,877
	UW				\$	35,000
				<b>Sub Total</b>	\$	<b>236,377</b>
				<b>Child Development Total</b>	\$	<b>5,421,972</b>
	<b>HOUSING &amp; HOMELESS</b>					
	<b>Housing Advocacy</b>					
C 374-4603	County CDBG Fair Housing	0	Bill Mo.	\$	30,000	
C 374-4605	Beaverton CDBG Fair Housing	0	Adv. Qu	\$	5,000	
	CSBG CC			\$	42,021	
P 351-4013	Fair Housing workshop			\$	-	
P 374-4701	WX Service Fees			\$	-	
P 350-4701	Loan Payments					
				<b>Sub Total</b>		<b>77,021</b>
	<b>Homeless</b>					
S 436-4602	State Homeless Assistance Program	5%	Bill Mo.	\$	70,435	
S 435-4602	Emergency Housing Account - Shelter	5%	Bill Mo.	\$	159,193	
P 440-4401	United Way: - Shelter	0-100%	Pay Mo.	\$	16,801	
P 480-4401	Transitional Housing	0-100%	Pay Mo.	\$	12,855	
	Federal Campaign			\$	-	
C 440-4603	County General Fund - Shelter	0-100%	Adv. All	\$	10,000	
C 480-4603	County ESGP - Transitional Housing	0	Bill Mo.	\$	4,275	
C 475-4603	Shelter	0	Bill Mo.	\$	25,000	
E 440-4501	Hillsb Sch Dist - McKinney Homeless Children	\$1,750	Bill Mo.	\$	33,300	
P 480-4701	Transitional Housing Rental Income	0-100%	Staff			
S 482-4602	SAFAH - Transitional Housing	\$7,431	Bill Mo.	\$	160,808	
C 480-4605	Beaverton - Transitional Housing	0	Adv. Qu.	\$	5,000	
F 440-4402	FEMA	2%	Adv. BiAn	\$	42,562	
P 440-4401	Cans & Bottles					
P 440-4401	Contributions			\$	-	
P 482-4701	Service Fees					
P 480-4703	Transitional Hsg Rent			\$		
				<b>Sub Total</b>	\$	<b>540,229</b>
				<b>Housing &amp; Homeless Total</b>	\$	<b>617,250</b>
	<b>Energy Conservation</b>					
S 638-4602	BPA Weatherization - Carry Over & New	\$4,804	Bill Mo.	\$	-	
S 633-4602	DOE WX & T/TA & 98 Roll O & 25% 99	10%	Bill Mo.	\$	82,511	
S 636-4602	LIEAP Weatherization	\$19,998.00	Bill Mo.	\$	159,293	
C 671-4603	County CDBG Comp WX	0	Bill Mo.	\$	20,000	
C 670-4603	County CDBG Self-Help Weatherization	0	Bill Mo.	\$	25,000	
P 606-4709	PGE Rebates	0-100%	Staff	\$	45,000	
P 606-4710	N. W. Gas Rebates	0-100%	Staff	\$	15,000	
				<b>Sub Total</b>	\$	<b>346,804</b>

1998-99 Projected Revenue

<b>Energy Assistance</b>					
S 639-4602	98LIEAP - Admin./Client Education		\$19,350	Bill Mo.	\$ 29,182
S 639-4602	98LIEAP - Client Payments		0	Bill Mo.	\$ 207,571
				<b>Sub Total</b>	<b>\$ 236,753</b>
				<b>Energy Services Total</b>	<b>\$ 583,557</b>
<b>INFORMATION &amp; REFERRAL</b>					
P 740-4401	United Way I&R		0-25%	Pay Mo.	\$ 18,634
C 770-4602	County CDBG - I&R		0	Bill Mo.	\$ 30,963
C 740-4613	Cities: Cornelius		0-100%	Pay An.	\$ 500
C 740-4605	Beaverton		0-100%	BiAn.	\$ 10,000
C 740-4611	Tigard		0-100%	Pay An.	\$ 8,000
C 740-4612	Tualatin		0-100%	Pay An.	\$ 2,500
C 740-4608	Hillsboro		0-100%	Pay An.	\$ 5,000
P 740-4701	Service Fees				\$ -
P 740-4702	Scholarships				\$ -
				<b>Sub Total</b>	<b>\$ 75,597</b>
<b>EMERGENCY SERVICES</b>					
c 775-4603	County CDBG-Homeless Prevention		0	Bill Mo.	\$ 60,418
F 761-4402	FEMA Emergency Assistance		2%	Adv. BiAn	\$ 20,420
F 761-4402	FEMA-OFB-TVFC		2%	Adv. BiAn	\$ 13,260
P 720-4401	-OFB - TVC		0	Pay Mo.	\$ 12,866
P 767-4007	Emergency Funds Donations-WESTCO		0	F.R.	\$ 12,000
P 768-4007	Emergency Funds Donations-Neighborshare		0	F.R.	\$ 12,000
S 735-4717	EA-TANF- Homeless		0%	Bill	\$ 15,000
C 720-4603	County General Fund		0-100%	Adv. All	\$ 15,000
S 730-4602	CSBG				\$ 110,344
P 768-4001	Contributions				\$ -
P 768-4405	United Way Federal Campaign				\$ -
				<b>Sub Total</b>	<b>\$ 271,308</b>
				<b>Client Services Total</b>	<b>\$ 346,905</b>
<b>RESOURCE DEVELOPMENT</b>					
P 901-4204	Corp. Fundraising		0-100%	F.R.	\$ 50,000
P 901-4203	Contributions		0-100%	F.R.	\$ 84,500
P 901-4002	Special Events		0-100%	F.R.	\$ 50,000
				<b>Resource Develop Total</b>	<b>\$ 184,500</b>
				<b>AGENCY TOTAL</b>	<b>\$ 7,154,184</b>
Grant Totals	Actual	Budgeted			
CSBG	211,137	\$ 211,137			
FEMA	76,242	\$ 76,242			
EHA	159,193	\$ 159,193			
United Way	FCWT	101,038	\$ 99,191		
	CAO	72,476	\$ 61,156		

1998-99 CAO SUMMARY BUDGET

	1998-99 TOTAL	EARLY CHILDHOOD EDUCATION	CHILD & FAMILY SUPPORT	COMMUNITY RESOURCES	RESOURCE DEVELOPMENT
<b>Governmental Grants</b>	\$ 6,571,425	\$ 2,928,296	\$ 2,077,059	\$ 1,566,070	\$ -
<b>Fundraising Revenue</b>	\$ 251,000	\$ 6,000	\$ 11,500	\$ 49,000	\$ 184,500
<b>Program Revenue</b>	\$ 312,977	\$ 26,900	\$ 211,892	\$ 51,677	\$ 22,508
<b><i>Total Revenue</i></b>	<b>\$ 7,135,402</b>	<b>\$ 2,961,196</b>	<b>\$ 2,300,451</b>	<b>\$ 1,666,747</b>	<b>\$ 207,008</b>
<b>Salary Expenses</b>	\$ 2,603,635	\$ 1,536,668	\$ 491,181	\$ 529,231	\$ 46,555
<b>Salary Benefits and Taxes Expenses</b>	\$ 646,275	\$ 377,669	\$ 123,383	\$ 135,318	\$ 9,905
<b>Supply Expenses</b>	\$ 107,239	\$ 68,292	\$ 25,000	\$ 8,947	\$ 5,000
<b>Fuel Expenses</b>	\$ 4,500	\$ 3,000	\$ -	\$ 1,500	\$ -
<b>Professional Expenses</b>	\$ 887,000	\$ 286,362	\$ 277,067	\$ 279,801	\$ 43,769
<b>Communication Expenses</b>	\$ 130,480	\$ 62,048	\$ 34,055	\$ 16,877	\$ 17,500
<b>Travel Expenses</b>	\$ 74,934	\$ 42,726	\$ 22,245	\$ 9,963	\$ -
<b>Marketing/Advertising Expenses</b>	\$ 17,605	\$ 5,400	\$ 3,200	\$ 4,005	\$ 5,000
<b>Rent Expenses</b>	\$ 325,281	\$ 137,222	\$ 69,349	\$ 104,137	\$ 14,573
<b>Insurance Expenses</b>	\$ 23,405	\$ 21,005	\$ 1,200	\$ 1,200	\$ -
<b>Utility Expenses</b>	\$ 16,325	\$ 8,825	\$ 500	\$ 7,000	\$ -
<b>Repair &amp; Maintenance Expenses</b>	\$ 54,394	\$ 37,342	\$ 3,552	\$ 13,500	\$ -
<b>Miscellaneous Expenses</b>	\$ 44,661	\$ 20,170	\$ 14,500	\$ 9,391	\$ 600
<b>Client Expenses</b>	\$ 2,178,446	\$ 352,687	\$ 1,214,050	\$ 611,709	\$ -
<b><i>Total Expenses</i></b>	<b>\$ 7,114,180</b>	<b>\$ 2,959,416</b>	<b>\$ 2,279,282</b>	<b>\$ 1,732,579</b>	<b>\$ 142,902</b>
<b><i>Excess Revenue/(Expense)</i></b>	<b>\$ 21,222</b>	<b>\$ 1,780</b>	<b>\$ 21,169</b>	<b>\$ (65,832)</b>	<b>\$ 64,106</b>

1997-98 SALARY SCALE

POSITION	HIRING RANGE		MARKET RATE	
ABC Soup Coordinator	1,917.94	23,015.28	2,258.10	27,097.20
Accounting Clerk	9.55	19,864.00	11.24	23,379.20
Accounting Manager	2,157.00	25,884.00	2,533.98	30,407.76
Affordable Housing Advocate	2,157.00	25,884.00	2,533.98	30,407.76
Assist. Teacher	6.00	12,480.00	5.98	14,518.40
Associate Teacher	7.49	15,579.20	8.69	18,075.20
Auditor/Inspector	11.06	23,004.80	13.03	27,102.40
Bookkeeper	9.55	19,864.00	11.24	23,379.20
CCR&R Coordinator	1,917.94	23,015.28	2,258.10	27,097.20
CCR&R Specialist	9.55	19,864.00	11.24	23,379.20
Child & Family Services Manager	2,157.00	25,884.00	2,533.98	30,407.76
Child Care & Homeless Svcs Mgr	2,585.42	31,025.04	3,041.66	36,499.92
Child Care Nutrition Specialist	9.55	19,864.00	11.24	23,379.20
Child Care Provider	6.00	12,480.00	6.98	14,518.40
Client Services Mgr.	2,157.00	25,884.00	2,533.98	30,407.76
Communications & Personnel Mgr.	2,157.00	25,884.00	2,533.98	30,407.76
Community Resource Advocate	8.79	18,283.20	10.32	21,465.60
Community Resource Specialist	9.55	19,864.00	11.24	23,379.20
Data Specialist	8.79	18,283.20	10.32	21,465.60
Deputy Director	3,232.74	38,792.88	3,803.19	45,638.28
Dir. of Development and Suppt. Svcs.	2,734.47	32,813.64	3,214.32	38,571.84
Disabilities Services Coord.	1,917.94	23,015.28	2,258.10	27,097.20
Driver	7.49	15,579.20	8.69	18,075.20
Early Childhood Specialist	9.55	19,864.00	11.24	23,379.20
Education Coordinator	2,054.00	24,648.00	2,416.67	29,000.04
Education Program Substitute	6.00	12,480.00	6.50	13,520.00
Energy Conservation Manager	2,157.00	25,884.00	2,533.98	30,407.76
Even Start Child Care Teacher	7.49	15,579.20	8.69	18,075.20
Executive Director	3,593.16	43,117.92	4,225.75	50,709.00
Family Advocate	9.55	19,864.00	11.24	23,379.20
Fiscal Director		36,000.00		42,500.00
Food Service Coord.	11.06	23,004.80	13.03	27,102.40
Food Service Worker	7.49	15,579.20	8.69	18,075.20
Food Van Driver	6.00	12,480.00	6.98	14,518.40
Head Start Program Manager	2,585.42	31,025.04	3,041.66	36,499.92
Health Coordinator	1,917.94	23,015.28	2,258.10	27,097.20
HIPPY Paraprofessional	6.25	13,000.00	8.00	16,640.00
Homeless Education Liaison	1,917.94	23,015.28	2,258.10	27,097.20
Housing Education and Resource Spec.	9.55	19,864.00	11.24	23,379.20
Housing Services Coordinator	1,917.94	23,015.28	2,258.10	27,097.20
Information & Referral Coordinator	1,917.94	23,015.28	2,258.10	27,097.20
Information & Referral Specialist	8.79	18,283.20	10.32	21,465.60
Janitorial/Maintenance Specialist	9.55	19,864.00	11.24	23,379.20
Lead Bookkeeper	2,062.67	24,752.00	2,426.67	29,120.00
Maintenance Specialist/Sub. Bus Driver	7.49	15,579.20	8.69	18,075.20
Network Administration Manager	2,157.00	25,884.00	2,533.98	30,407.76
Office Assistant	8.79	18,283.20	10.32	21,465.60
Operations Coordinator	1,917.94	23,015.28	2,258.10	27,097.20
Program Aide	6.00	12,480.00	6.50	13,520.00
Program Area Coord.	2,054.00	24,648.00	2,416.67	29,000.04
Program Assistant	9.55	19,864.00	11.24	23,379.20
Program Information Specialist	8.79	18,283.20	10.32	21,465.60
R&R Specialist	9.55	19,864.00	11.24	23,379.20
School-age Child Care Coordinator	2,054.00	24,648.00	2,416.67	29,000.04
Shelter Coord.	1,917.94	23,015.28	2,258.10	27,097.20
Shelter Resident Assistant	6.00	12,480.00	6.98	14,518.40
Soc. Services/Parent Involvement Coord	2,054.00	24,648.00	2,416.67	29,000.04
Teacher	1,655.03	19,860.36	1,947.39	23,368.58
Transportation & Facilities Mgr	2,157.00	25,884.00	2,533.98	30,407.76
Volunteer & Support Svcs Manager	2,157.00	25,884.00	2,533.98	30,407.76