

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
- 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. Bianton
Aloha, OR 97007
642-3236

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

Energy Program

591-5425

- Energy Access
- Weatherization

1988-89 PROGRAM & FINANCIAL PLAN WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION

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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.

12/16/87 Approved
by WCCAO Board

1988-91 WCCAO STRATEGIC GOALS

The following are the strategic goals, objectives and 1988-89 emphasis areas approved by the WCCAO Board of Directors. Emphasis areas are not defined to exclude current WCCAO activities but to guide the Board in decisions regarding the allocation of resources.

OVERALL STRATEGIC GOAL

By 1993, WCCAO will assure, in a manner that emphasizes self-sufficiency, that the total poverty population has access to basic human and material needs.

STRATEGIC GOAL I: By 1993, WCCAO will have an increased ability to promote self-sufficiency for low income residents of Washington County.

Objective IA: Establish a service delivery system that allows for comprehensive assessment of client needs and uniform data collection.

FIRST YEAR EMPHASIS:

1. Reorganize WCCAO program services to implement a single entry system.
2. Establish a common client intake form and database program to track client needs and uniform data collection.

Objective IB: WCCAO will provide family-oriented case management for at least 1,000 low income families.

FIRST YEAR EMPHASIS:

1. Define family case management for WCCAO.
2. Plan and implement a pilot case management project to serve at least 100 Head Start families, as well as WCCAO Shelter residents.

Objective IC: WCCAO will assure the promotion of self-sufficiency throughout all of its' program efforts.

FIRST YEAR EMPHASIS:

1. Define what is meant by client self-sufficiency and identify activities with which it can be promoted.

2. Evaluate current program efforts to identify ways in which the promotion of self-sufficiency exists or is lacking.
3. Develop a plan of action to assure that gaps in self-sufficiency efforts are needed.

STRATEGIC GOAL II: By 1993, WCCAO will have an ongoing effort that addresses the causes of poverty.

Objective IIA: WCCAO will have addressed five significant causes that prevent low income persons from becoming self-sufficient.

FIRST YEAR EMPHASIS:

1. Define both causes and symptoms of poverty.
2. Identify and define strategies for addressing the causes of poverty, which may include advocacy, coordination and direct service.
3. Identify five significant causes of poverty in Washington County.
4. Define WCCAO's role in responding to causes of poverty.
5. Establish a means for carrying out this role.
6. Respond to one significant cause of poverty in Washington County.

Objective IIB: WCCAO will have developed an on-going system for identifying and responding to causes of poverty.

STRATEGIC GOAL III: Through 1993, WCCAO will provide services or assure that services will be provided to meet the basic needs of 60% of low-income households/families in Washington County.

Objective IIIA: WCCAO will assure that resources exist to provide quality, affordable day care for at least 250 low income children in Washington County.

FIRST YEAR EMPHASIS:

1. Form advocacy task force that will determine child care needs and resources available.
2. Develop a strategy and obtain resources for providing 25 additional low income child care slots.

Objective IIIB: WCCAO will assure quality, affordable housing for an additional 500 low-income families.

FIRST YEAR EMPHASIS:

1. Form an advocacy task force that will determine housing needs and resources available.
2. Develop a strategy and obtain resources for providing 100 additional low income housing units.

Objective IIIC: WCCAO will double the number of emergency shelter beds.

FIRST YEAR EMPHASIS:

1. Identify available options and resources for providing emergency shelter, with an emphasis on unserved and underserved populations.
2. Develop a strategy and obtain resources to provide an additional 8 emergency shelter beds.

Objective IIID: WCCAO will increase the amount of donated food available by 50%.

FIRST YEAR EMPHASIS:

1. Obtain adequate temporary warehouse space and equipment.
2. Define what is adequate permanent warehouse space for food storage and warehousing function.
3. Develop a strategy for increasing donated food by a minimum of 10% each year and begin implementation.

Objective IIIE: Establish a comprehensive I & R system for Washington County.

FIRST YEAR EMPHASIS:

1. Establish criteria for operating programs.
2. Establish goals and objective for continuing the menu of WCCAO services and develop a plan for funding.
3. Test this menu of program activities against the criteria for operating programs that are not identified as an emphasis in the Strategic Plan.

STRATEGIC GOAL IV: By 1993, WCCAO will be a financially stable organization with adequate equipment and facilities, incorporating systems that promote accountability, and good staff morale.

Objective IVA: Stabilize WCCAO's funding base by establishing new forms of revenue, assuring that at least 30% is acquired from non-public sources.

FIRST YEAR EMPHASIS:

1. Establish a centralized resource development plan to support WCCAO's annual goal and objectives.
2. WCCAO will develop and implement a plan to raise the visibility of the agency and the community's awareness of the problems and solutions of poverty in Washington County.
3. Increase efficiency by improving internal coordination and maximizing available resources.
4. Implement the Thrift Store Project and monitor progress to assure net receipts of \$20,000 by July 1989.

Objective IVB: Increase volunteer support to the agency by 50%.

First Year Emphasis

1. Establish agency wide volunteer recruitment and placement service.
2. Establish a management information system for tracking numbers of volunteers, hours provided and programs served.
3. Increase agency volunteer support by 10%.
4. Make better use of RSVP by increasing the number of hours to WCCAO by 10%.

Objective IVC: WCCAO will have adequate physical facilities.

FIRST YEAR EMPHASIS:

1. Establish facilities committee to determine current and anticipate space needs.
2. Develop a plan for obtaining adequate space and initiate resource development.

Revenue Source	Report #	Amount	% Admn	\$Admn	% CORE
Unrestricted Fund Balance	800	0	100	0	BUDGET
Board Support/Ckg Interest	800	5370	100	5370	
Fiscal Support	801	0	100	0	
Hillsboro Ctr Bldg	802	0	100	0	
Aloha Ctr Bldg Fund	803	0	100	0	
Equipment Fund	804	0	100	0	
Designated Fund Balance	805	52000	100	52000	
Executive Department	806	0	100	0	
Total WCCAO		57370	1	57370	0
HHS Head Start Grant	220	459436	15	68915	
HHS Vehicle	220	32250	0	0	
USDA Head Start Meals	221	25260	100	25260	
Head Start Non Federal	222	500	100	500	
CSBG Allocation	312	15263	15	2289	
State Expansion	320	48000	0	0	
Total Child Services		580709	.17	96965	33.87%
HDC Housing	103	10936	0	0	
AAA Housing Repair	103	10000	0	2823	
PGE Carryover	104	2823	100	28708	
PGE Wx Rebates	106	28708	100	17667	
NWG Wx Rebates	107	17667	100	0	
CSBG ALLOCATION	313	6208	0	0	
ODOE Wx Grant	326	10959	4.80	6474	
DOE Wx 1988-89	330	71931	9	0	
Exxon Wx 88-89	331	9237	0	8831	
Exxon Wx 87-89	332	142443	6.20	2649	
LIEAP Wx 1989	336	52972	5	1028	
LIEAP Wx 1988	337	20563	5	9667	
DOE 87-88	339	9667	100	0	
CDBG Self help Wx	770	25000	0	0	
CDBG Comprehensive Wx	771	20000	0	0	
CDBG Housing Services	773	44742	0	0	
CDBG Fair Housing	774	11588	0	0	
CDBG Hsng Serv Cryovr	776	0	0	526	
Total Housing Services		495444	.16	78373	28.90%
CSBG Allocation	314	15717	15	2358	
CSBG Homeless 1988 Cryovr	342	2500	0	0	
State ESGP 1989	344	2226	5	111	
State Homeless SHAP	346	18250	10	1825	
United Way	440	39600	25	9900	
Washington County	440	5000	100	5000	
Cities	440	9025	100	9025	
Reimbursements	440	25000	100	25000	
Contributions	440	6500	100	6500	
CDBG Shelter Grants	777	9805	0	0	
Total Shelter Services		133623	.45	59719	7.79%
CSBG Allocation	316	56738	15	46642	
LIEAP Fuel Assistance	360	46642	100	0	
State ESGP 1988 Cryovr	361	1229	5	61	
CSBG Homeless 1988 Cryovr	362	2500	0	8511	
State ESGP 1989	364	1423	5	71	
State Homeless SHAP	366	31750	10	3175	
CSBG Homeless	367	7350	5	368	
Contributions	660	7000	100	7000	
United Way/Family Serv.	660	18700	25	4675	
Washington County	660	5000	100	5000	
Cities	660	12025	100	12025	
United Way FEMA	661/662	8000	0	0	
Total Family Services		198357	.44	87528	11.57%
CSBG Allocation	315	9252	15	1388	
TVFC Contributions	552	24800	100	24800	
Fundraising	552	5000	100	5000	
United Way/ TVFC	552	11700	25	2925	
Handling Fee Reimb.	552	28400	100	28400	
Brown Bag Program	552	6000	100	6000	
Carryover	552	20088	50	10044	
USDA Reimbursements	554	1600	0	0	
FEMA	555/559	13000	0	0	
CDBG Food Whse Staff	778	19000	0	0	
Total Food Bank Services		138840	.57	78557	8.10%
88-89 Fund Balance Allocn	900	14907	100	14907	
CSBG Allocation	311/319	15993	15	2399	
Contributions	900	15528	100	15528	
Carryover	900	6300	100	6300	
Direct Mail Appeal	900	4000	100	4000	
Newsletter Solicitations	900	2000	100	2000	
Annual Meeting	900	1200	100	27809	
Thrift Store	901	22500	100	1200	
MarjiGras	903	21300	100	22500	
Action RSVP Grant	116	35808	0	21300	
Tr. Met Contract	912	27809	100	0	
Total Resource Deve. opmt		167345	.70	117943	9.76%

Amended ___ Actual ___ Approved X Revised ___

PROGRAM: WCCAO

DATE PREPARED: 7/27/88

	GRAND TOTAL	Family Services/ Shelter	Children and Youth At Risk	Housing & Energy Conserv.	Hunger & Nutrition	Resource Develop- ment	Admin- istra- tion	Assets/ Board Support	Fund Balance
EXPENDITURES:									
7000 SALARIES	881219	172499	301157	170891	55716	65344	115612		
7100 BENEFITS	109319	20608	43191	17166	7358	6183	14813		
7200 TAXES	158698	24906	48620	48930	10294	8943	17005		
8000 FEES FOR SERVICES	111622	18543	8489	60090		0	24500		
8100 SUPPLIES AND SERVICES	189038	6077	22338	123056	14198	15314	2485	5570	
8200 TELEPHONE	24611	7510	5642	2981	2250	3778	2550	0	
8300 POSTAGE	11389	860	700	650	1200	4479	3000	500	
8400 OCCUPANCY	115951	27241	30870	5640	13749	7844	9107	21500	
8500 EQUIPMENT	49354	1445	32000	4309	700	200	200	10500	
8600 PRINTING & PUBLICATION	22664	2040	4050	2070	1350	6149	5130	1875	
8700 TRAVEL	57371	1730	21971	6447	5700	18573	2800	150	
8800 CONFERENCES/TRAININGS	10040	1020	2048	1227	700	1620	1150	2275	
8900 INDIVIDUAL ASST.	9600	8000	400			0	1200		
9000 MEMBERSHIPS	910	25	300	350		235			
9200 ASSET ACQUISITION	642				642				
9400 CONTINGENCY	9275		785		5000	1678	1812		
8012 PROGRAM SUPPORT	-15	14553	14553	14533	14553	14557	-72764		
SUB TOTAL	1761688	307057	537114	458240	133410	154897	128600	42370	0
8010 FISCAL SUPPORT	0	24923	43595	37204	10430	12448	-128600	0	0
TOTAL EXPENSES	1761688	331980	580709	495444	143840	167345	0	42370	0
REVENUE:									
4000 CONTRIBUTIONS	65328	13500	500		29800	21528			
4200 SPECIAL EVENTS	26300				5000	21300			
4700 UNITED WAY/FEMA	91000	66300			24700				
5500 GOVERNMENT GRANTS	1179257	154725	539686	430038	19000	35808			
5502 CSBG ALLOCATION	119171	72455	15263	6208	9252	15993			
6000 MEMBERSHIP FEES	6000				6000				
6200 PROGRAM INCOME	221967	25000	25260	59198	30000	51509		31000	
6400 SALES	0								
6501 INVESTMENTS	5370							5370	
3901 CARRY OVER/FUND BAL.	99295	0	0	0	20088	21207		6000	52000
TOTAL REVENUE:	1813688	331980	580709	495444	143840	167345	0	42370	52000
SURPLUS/DEFICIT:	52000	0	0	0	0	0	0	0	52000

1988-89 Community Services Block Grant Allocation

Shelter Home (Homelessness)	15,717
Family Services (Emergency Basic Needs & Self-Sufficiency)	56,738
Children & Youth at Risk (Head Start & Child Care)	15,263
Housing & Energy Conservation	6,208
Hunger & Nutrition (TVFC)	9,252
Resource Development (Fundraising & RSVP)	<u>15,993</u>
	<u>\$119,171</u>

WCCAO ADMINISTRATION

OVERALL GOAL: To carry out the mission of the agency through the implementation of Board direction and to provide support to the board, programs, and staff.

GOAL I: Board

To Maintain an informed Board of Directors and an effective committee structure.

OBJECTIVE A: Hold at least 10 meetings of the WCCAO Board of Directors and an Annual Meeting.

OBJECTIVE B: Support the development and implementation of work plans for the following committees:

- Executive Committee
- Planning Committee
- Business & Finance Committee
- Fundraising & Public Relations Committee
- Personnel Committee
- Facilities Committee

OBJECTIVE C: Provide an annual orientation for Board members and arrange for training as needed.

OBJECTIVE D: Provide recruitment support for the selection of new members and officers.

GOAL II: Program

To assure professional program management by establishing effective systems for communicating, coordinating, planning, monitoring, and evaluating.

OBJECTIVE A: Maintain an active management advisory team that meets regularly to coordinate program efforts and provide input on management issues and decisions.

OBJECTIVE B: Implement the agency's reorganization plan to effectively address WCCAO Strategic Goals and improve coordination and communication.

OBJECTIVE C: Develop a system for effective program monitoring and evaluation.

OBJECTIVE D: Implement program review to determine self-sufficiency efforts.

OBJECTIVE E: Develop a strategy for addressing the causes of poverty.

GOAL III: Personnel

To have a personnel management system that maximizes the resource potential of all employees to WCCAO programs, and that is administered in a fair and consistent manner.

OBJECTIVE A: Complete the revision of WCCAO's personnel policies, print 150 copies and provide training to all WCCAO supervisors.

OBJECTIVE B: Develop and print a staff handbook.

OBJECTIVE C: Revise all WCCAO job descriptions to be consistent in format and terminology, and to accurately describe responsibility level.

OBJECTIVE D: Review placement of positions on salary scale for accuracy.

OBJECTIVE E: Review and recommend a 1989-90 Compensation Plan for salary and benefit administration.

OBJECTIVE F: Implement WCCAO's annual affirmative action plan and produce an annual report.

GOAL IV: Planning

To implement the first year of WCCAO's strategic plan.

OBJECTIVE A: Develop and implement a plan for reorganization of services and support.

OBJECTIVE B: Develop a financial plan that addresses fundraising needs and allocates resources of staff, facilities, equipment and funds.

OBJECTIVE C: Develop an evaluation tool to determine the effectiveness of efforts to meet identified goals.

OBJECTIVE D: Facilitate an annual board and staff goal setting session to add to the strategic plan and develop the 1989-90 work plan.

GOAL V: Asset Management

To establish an effective management program for real property holding.

Real Property/Land and Buildings

OBJECTIVE A: To evaluate the agency's space requirements and assess resources needed to meet those needs.

OBJECTIVE B: To evaluate the feasibility of converting the upstairs area of the Volunteer Center into usable office space.

OBJECTIVE C: Develop and implement a property management system that addresses preventative maintenance issues as well as repair and replacement for buildings WCCAO owns.

Personal Property Vehicles and Equipment

OBJECTIVE D: Develop and implement a vehicle transportation management system that addresses vehicle repair and replacement as well as scheduled preventative maintenance.

OBJECTIVE E: Develop and maintain a computerized inventory control system to acquire, repair, replace and account for furniture and fixtures necessary to administer efficient programs.

GOAL VI Fiscal

To maintain an agency accounting system that is efficient, auditable and responsive to the funding source regulations and program needs.

OBJECTIVE A: To evaluate and revise accounting procedures to streamline process and to more effectively utilize human resources in the fiscal department.

OBJECTIVE B: To computerize all procedures that are currently done manually to the extent that is feasible.

OBJECTIVE C: To implement a bi-weekly payroll system.

OBJECTIVE D: To implement a bi-monthly billing cycle for reimbursement contracts and other accounts receivable accounts.

OBJECTIVE E: To annually review and evaluate WCCAO's insurance program.

OBJECTIVE F: To update WCCAO's fiscal manual.

OBJECTIVE G: To evaluate the feasibility of an indirect cost allocation system.

OBJECTIVE H: To contract for an annual audit of WCCAO's 1988-89 financial activity.

OBJECTIVE I: To continue to analyze spending patterns and inform management regarding cost control methods that allow for greater goal impact with existing resources.

Administration
1988-89 Revenue

Program Administration:

Fiscal Fees	\$128,600
Executive Department Fees	72,764
Sub Total:	<u>\$201,364</u>

Corporation Business:

Investment Interest	5,370
Hillsboro Mortgage Charges	15,500
Aloha Building Reserve	6,000
Copy/Phone Fees	15,500
Fund Balance/Prudent Reserve	<u>52,000</u>
Sub Total:	\$94,371
Total:	<u>\$295,735</u>

Personnel

	<u>Full Time Equivalency</u>	<u>Salary Cost</u>	<u>Taxes/ Fringe</u>
(1) Executive Director	1	33,036	8,646
(1) Comptroller	1	31,452	7,213
(1) Administrative Assistant	.75	15,210	4,961
(1) Head Bookkeeper	1	20,280	6,769
(1) Bookkeeper II	1	14,412	3,865
(1) Receptionist	.125	<u>1,222</u>	<u>384</u>
6 Employees	4.879 FTE	\$115,612	\$31,838

BUDGET COMPARISON

PROGRAM: Administration

DATE PREPARED: 7/28/88

FISCAL YEAR: 87-88

88-89

	AMENDED	ACTUAL	APPROVED
	BUDGET	COSTS	BUDGET
EXPENDITURES:			
7000 SALARIES	134061		115612
7100 BENEFITS	14485		14813
7200 TAXES	17027		17005
8000 FEES FOR SERVICES	33458		24500
8100 SUPPLIES AND SERVICES	16299		8055
8200 TELEPHONE	4050		2550
8300 POSTAGE	6080		3500
8400 OCCUPANCY	25864		30607
8500 EQUIPMENT	17495		10700
8600 PRINTING & PUBLICATION	9580		7005
8700 TRAVEL	3025		2950
8800 CONFERENCES/TRAININGS	6125		3425
8900 INDIVIDUAL ASST.			
9000 MEMBERSHIPS	1505		1200
9200 ASSET AQUISITION			
9400 CONTINGENCY			1812
8012 PROGRAM SUPPORT			
SUB TOTAL	289054	0	243734
8010 FISCAL SUPPORT	0	0	0
TOTAL EXPENSES	289054	0	243734

REVENUE:

4000 FUNDRAISING			
4000 CONTRIBUTIONS	5205		
4200 SPECIAL EVENTS	16818		
4700 UNITED WAY/FEMA	1000		
5500 GOVERNMENT GRANTS	500		
5502 CSBG ALLOCATION	0		
6000 MEMBERSHIP FEES	0		
6200 PROGRAM INCOME	277310		232364
6400 SALES	895		
6501 INVESTMENTS	3840		5370
6901 CARRY OVER/FUND BAL.	67639		58000
TOTAL REVENUE:	373207	0	295734
 SURPLUS/DEFICIT:	 84153	 0	 52000

Amended ___ Actual ___ Approved X Revised ___

PROGRAM: Administration

DATE PREPARED: 7/28/88

	GRAND TOTAL	Board Support 800	Business Finance Dept. 801	Hillsboro Office 802	Aloha Office 803	Equipment Fund 804	Fund Balance 805	Executive Dept. 806
EXPENDITURES:								
7000 SALARIES	115612		71825					43787
7100 BENEFITS	14813		9122					5691
7200 TAXES	17005		10564					6441
8000 FEES FOR SERVICES	24500		24000					500
8100 SUPPLIES AND SERVICES	8055	570	1375			5000		1110
8200 TELEPHONE	2550		1550					1000
8300 POSTAGE	3500	500	500					2500
8400 OCCUPANCY	30607		6680	15500	6000			2427
8500 EQUIPMENT	10700		100			10500		100
8600 PRINTING & PUBLICATION	7005	1875	1380					3750
8700 TRAVEL	2950	150	100					2700
8800 CONFERENCES/TRAININGS	3425	2275	500					650
8900 INDIVIDUAL ASST.	0							
9000 MEMBERSHIPS	1200							1200
9200 ASSET AQUISITION	0							
9400 CONTINGENCY	1812		904					908
8012 PROGRAM SUPPORT	0							
SUB TOTAL	243734	5370	128600	15500	6000	15500	0	72764
8010 FISCAL SUPPORT	0	0	0	0	0	0	0	0
TOTAL EXPENSES	243734	5370	128600	15500	6000	15500	0	72764
REVENUE:								
4000 CONTRIBUTIONS								
4200 SPECIAL EVENTS								
4700 UNITED WAY/FEMA								
5500 GOVERNMENT GRANTS								
5502 CSBG ALLOCATION								
6000 MEMBERSHIP FEES								
6200 PROGRAM INCOME	232364	0	128600	15500		15500		72764
6400 SALES								
6501 INVESTMENTS	5370	5370						
6901 CARRY OVER/FUND BAL.	58000				6000		52000	
TOTAL REVENUE:	295734	5370	128600	15500	6000	15500	52000	72764
SURPLUS/DEFICIT:	52000	0	0	0	0	0	52000	0

FAMILY SERVICES

OVERALL SERVICES GOAL: Provide a single entry client service system to provide for information & referral, intake and assessment, Case management of low income individuals and families.

GOAL I: Provide services to meet basic needs of clients.

OBJECTIVE A: Provide \$575,000 in energy assistance to help 3100 low income households.

OBJECTIVE B: Provide \$30,000 in rent assistance to 150 families representing 400 individuals.

OBJECTIVE C: Provide information and referral, assessment and advocacy to 5,100 households representing 13,500 individuals.

OBJECTIVE D: Provide emergency shelter vouchers to 120 families representing 350 individuals who can not be housed in the WCCAO Shelter.

OBJECTIVE E: Provide other types of direct assistance as they become available.

GOAL II: Provide case management services to help low income homeless families stabilize their employment and housing situations.

OBJECTIVE A: Provide case management services to all WCCAO shelter residents (217 families, 650 individuals).

OBJECTIVE B: Provide limited case management services to all homeless individuals vouchered into hotels.

OBJECTIVE C: Coordinate with Head Start case managers for consistency and develop a pilot case management model for WCCAO.

GOAL III: Establish a service delivery system that allows for comprehensive assessment of client needs and uniform data collection.

OBJECTIVE A: Develop and implement a comprehensive, basic needs information and referral system.

OBJECTIVE B: Develop and implement all forms and procedures required for a centralized client services unit and uniform data collection.

OBJECTIVE C: Develop and implement a computerized client tracking system.

GOAL IV: Establish WCCAO's satellite service office in Tigard in collaboration with Neighborshare.

GOAL V: Develop new funding sources to help finance the Family Services Department.

OVERALL SHELTER GOAL: To provide emergency shelter and other basic services to 217 homeless families representing 650 individuals.

GOAL I: Provide a safe, secure environment for homeless families that meets their basic needs while supporting them in their efforts to stabilize their emotional, employment and living situation.

OBJECTIVE A: Provide 217 homeless families representing 650 individuals with emergency shelter totaling 5,500 bed nights.

OBJECTIVE B: Provide emergency food boxes to 217 homeless families representing 650 individuals.

OBJECTIVE C: Provide workshop for 275 shelter residents on topics that will assist them in stabilizing and/or enhancing their lives (i.e. drug and alcohol addiction, self esteem, parenting, budgeting, etc.).

OBJECTIVE D: Provide organized activities for 300 children who are residents at the shelter.

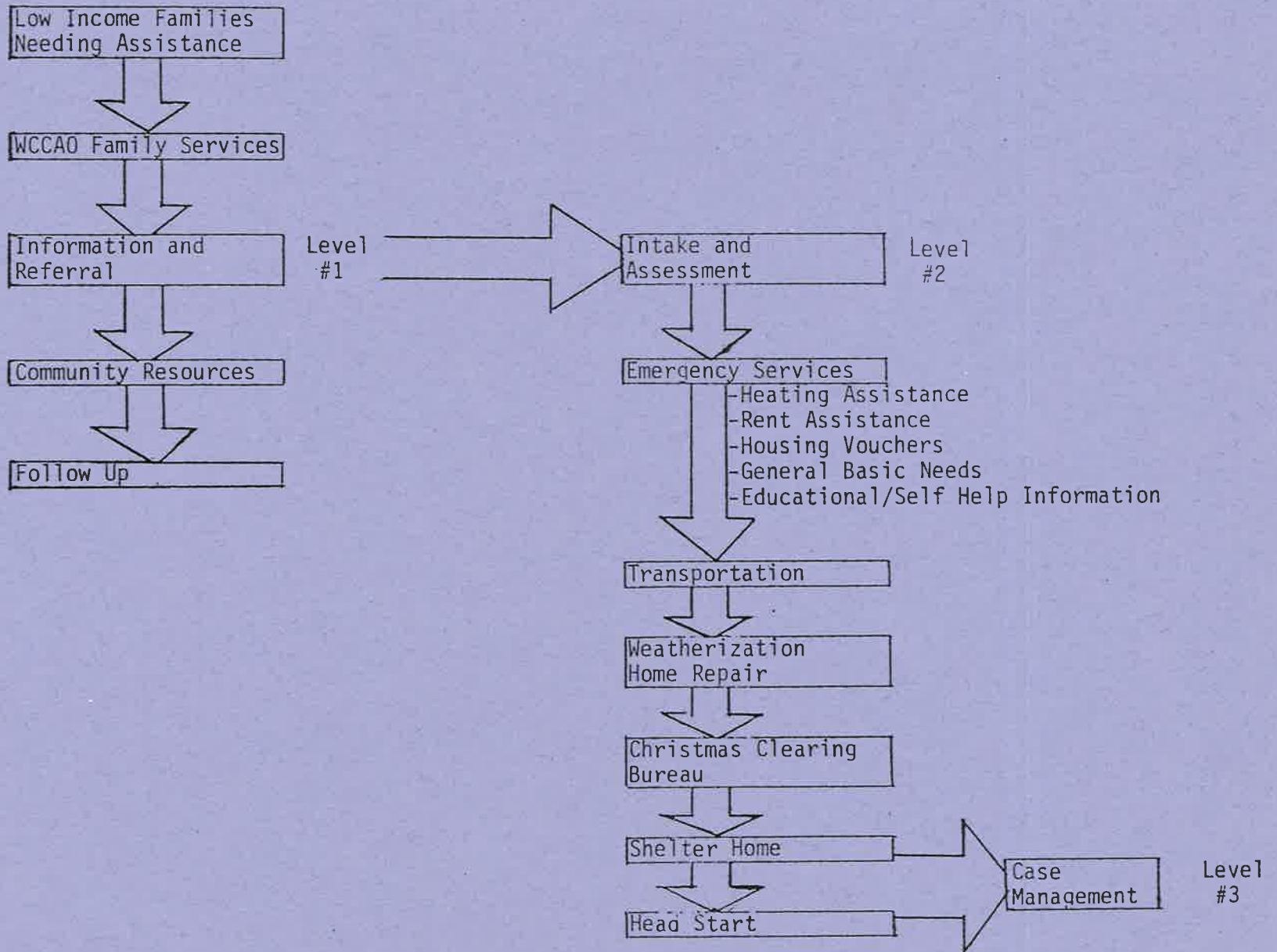
GOAL II: To complete all major renovation to the shelter facility and provide for on going shelter maintenance.

OBJECTIVE A: Complete the addition of a new bedroom and bathroom.

OBJECTIVE B: Complete the fencing of the children's play area and add a storage building.

OBJECTIVE C: Complete all necessary on going repairs (i.e. replace kitchen linoleum, repair leak in upstairs shower).

1988-89 Proposed WCCAO Service Delivery System
To Begin Implementation of 1988-93 Strategic Plan



Family Services
1988-89 Revenue

Shelter Home

CSBG Allocation	\$15,717
CSBG Homeless Carry Over - 1988	2,500
State Emergency Shelter Grant - 1989	2,226
State Homeless Assistance	18,250
United Way	39,600
Washington County	5,000
City of Beaverton	7,500
City of Cornelius	175
City of Tualatin	1,350
Reimbursements (AFS, FEMA Vouchers, etc.)	25,000
Contributions	6,500
CDBG Shelter Grant	9,805
Sub Total:	\$133,623

Family Services

CSBG Allocation	56,738
CSBG Homeless 1988	2,500
State Emergency Shelter Grant - 1988	1,229
LIEAP Fuel Assistance	46,642
State Emergency Shelter Grant - 1989	1,423
State Homeless Assistance	31,750
CSBG Homeless 1989	7,350
Contributions	7,000
United Way	18,700
Washington County	5,000
City of Beaverton	7,500
City of Cornelius	175
City of Tualatin	1,350
City of Tigard	3,000
United Way FEMA	8,000
Sub Total:	\$198,357
Total:	\$331,980

Personnel

	FTE	Salary Cost	Taxes/ Fringes
(1) Director II	1	23,460	4,977
(1) Director I	.75	15,210	3,128
(1) Family Services Specialist	1	16,692	6,062
(1) JVC Family Services Assist.	1	900	850
(1) Secretary II	1	13,068	3,548
(1) Office Manager	.125	2,535	824
(1) LIEAP Program Assistant	.3	4,312	926
(3) LIEAP Intake	.67	9,689	2,623
(2) LIEAP Screener	.34	2,020	1,050
(1) I & R Specialist	.88	12,010	3,226
Fill In	0	1,843	1,998
(1) Shelter Coordinator	.90	15,023	3,819
(1) Shelter Case Manager	1	14,412	2,965
(3) Shelter Nightwatch	3	33,432	7,553
(1) JVC Shelter Assistant	1	900	850
(1) Shelter Receptionist	.75	6,993	1,115
20	13.465	172,499	45,514

BUDGET COMPARISON

PROGRAM: Family Services

DATE PREPARED: 6/29/88

FISCAL YEAR:	87-88		88-89	
	: AMENDED : BUDGET	: ACTUAL : COSTS	: PROPOSED : BUDGET	

EXPENDITURES:

7000	SALARIES	107549		172499
7100	BENEFITS	12184		20608
7200	TAXES	15700		24906
8000	FEES FOR SERVICES	87997		18543
8100	SUPPLIES AND SERVICES	6200		6077
8200	TELEPHONE	5959		7510
8300	POSTAGE	500		860
8400	OCCUPANCY	44366		27241
8500	EQUIPMENT	1900		1445
8600	PRINTING & PUBLICATION	1875		2040
8700	TRAVEL	2150		1730
8800	CONFERENCES/TRAININGS	900		1020
8900	INDIVIDUAL ASST.	6800		8000
9000	MEMBERSHIPS	100		25
9200	ASSET AQUISITION			
9400	CONTINGENCY			
8012	PROGRAM SUPPORT	21393		14553
	SUB TOTAL	315573		307057
8010	FISCAL SUPPORT	19296		24923
	TOTAL EXPENSES	334869		331980

REVENUE:

4000	FUNDRAISING			
4000	CONTRIBUTIONS	11362		13500
4200	SPECIAL EVENTS			
4700	UNITED WAY/FEMA	73871		66300
5500	GOVERNMENT GRANTS	179024		154725
5502	CSBG ALLOCATION	33735		72455
6000	MEMBERSHIP FEES			
6200	PROGRAM INCOME	15000		25000
6400	SALES			
6501	INVESTMENTS			
6901	CARRY OVER/FUND BAL.	28414		0
	TOTAL REVENUE:	341406		331980
	SURPLUS/DEFICIT:	6537		0

Amended ___ Actual ___ Proposed X Revised ___

PROGRAM: Family Services

DATE PREPARED: 7/25/88

	GRAND TOTAL	Family Services	Shelter Home	Contractual Services
EXPENDITURES:				
7000 SALARIES	172499	102682	69817	
7100 BENEFITS	20608	11971	8637	
7200 TAXES	24906	14296	10610	
8000 FEES FOR SERVICES	18543	3500	0	15043
8100 SUPPLIES AND SERVICES	6077	710	5367	
8200 TELEPHONE	7510	4310	3200	
8300 POSTAGE	860	660	200	
8400 OCCUPANCY	27241	10891	16350	
8500 EQUIPMENT	1445	545	900	
8600 PRINTING & PUBLICATION	2040	1340	700	
8700 TRAVEL	1730	630	1100	
8800 CONFERENCES/TRAININGS	1020	540	480	
8900 INDIVIDUAL ASST.	8000	8000		
9000 MEMBERSHIPS	25		25	
9200 ASSET AQUISITION				
9400 CONTINGENCY				
8012 PROGRAM SUPPORT	14553	7276	7277	
SUB TOTAL	307057	167351	124663	15043
8010 FISCAL SUPPORT	24923	14353	8960	1610
TOTAL EXPENSES	331980	181704	133623	16653
REVENUE:				
4000 CONTRIBUTIONS	13500	7000	6500	
4200 SPECIAL EVENTS				
4700 UNITED WAY/FEMA	66300	26700	39600	
5500 GOVERNMENT GRANTS	154725	91266	46806	16653
5502 CSBG ALLOCATION	72455	56738	15717	
6000 MEMBERSHIP FEES				
6200 PROGRAM INCOME	25000		25000	
6400 SALES				
6501 INVESTMENTS				
6901 CARRY OVER/FUND BAL.				
TOTAL REVENUE:	331980	181704	133623	16653
SURPLUS/DEFICIT:	0	0	0	0

CHILDREN AND YOUTH AT RISK

OVERVIEW: Since 1982, Washington County Head Start has served 144 children annually. The Head Start base budget for 1988-89 will provide comprehensive Head Start services to 116 children and their families. We have received a new State grant in the amount of \$48,000 to serve 16 additional children. CSBG funding will maintain the service level at 144 children as follows:

	<u>Base Budget Funds</u>	<u>State Funds</u>	<u>CSBG</u>
Beaverton	40	40	36
Tig./Tual./Sherw.	20	20	36
Hillsboro	20	36	36
Hilsb./Corn./F.Gr.	<u>36</u>	<u>36</u>	<u>36</u>
	116	132	144

OVERALL GOAL: To assist low-income families in providing for the basic needs, education, and care of their pre-school children.

GOAL I: Support self-sufficiency by assisting families in setting and meeting prioritized goals.

OBJECTIVE A: Plan and implement coordinated case management to the families of 144 enrolled children.

1. Complete 144 family needs assessment/family plans. Provide information and referral, transportation, support/advocacy, and financial assistance as needed.
2. Conduct 144 parent-teacher conferences to set educational goals for children.
3. Assign 2.75 FTE Family Services Workers and .5 FTE Coordinator to implement case management system.

OBJECTIVE B: Support parents as the principal influence in the education and development of their children.

1. Enroll 50 parents in parenting classes.
2. Involve 30 parents in informal support groups.
3. Conduct 528 education-focused home visits (4 per family) and 144 orientation home visits (1 per family).
4. Involve 60 parents in center parent meetings.
5. Involve 16 parents in Policy Council.
6. Involve 144 parents in the classroom as volunteers, paid staff, or visitors.

GOAL II: Increase the social competence and self-sufficiency of 144 low-income or handicapped children.

OBJECTIVE A: Provide a developmentally appropriate preschool program to prepare children for school entry and build positive self-images.

1. Ensure attendance daily by providing transportation.
2. Provide 128 days of school.
3. Conduct activities designed to teach children to protect themselves from abuse.
4. Increase the number of staff with certification in Early Childhood Education by continuing the Oregon CDA program.

OBJECTIVE B: Identify factors that place children at risk for school failure and provide intervention to remediate or overcome them.

1. Conduct developmental screenings for 144 children.
2. Ensure completion of dental and health screenings for 144 children.
3. Conduct Speech, Language, Hearing, and Nutrition screening for 144 children.
4. Enroll at least 14 children diagnosed as handicapped.
5. Enroll at least 11 children referred by CSD.
6. Develop and implement an individualized education plan (IEP) for each child having one or more risk factors. (at least 25)
7. Coordinate planning and services with other social service agencies involved with the child/family.

GOAL III: Provide at least 25 quality, affordable child care slots for low-income children.

OBJECTIVE A: Assign .2 FTE staff time to child care advocacy.

OBJECTIVE B: Form a child care task force to assess child care needs and resources.

OBJECTIVE C: Develop a strategy for and place 25 children in childcare.

Children and Youth At-Risk
1988-89 Revenue

<u>Health and Human Services</u>	
Head Start Grant (PA 22)*	427,118
Handicap Grant (PA 26)*	25,339
Training Grant (PA 20)	6,166
Vehicle Purchase (PA 22)*	32,250
Supplemental Travel Grant (PA 22)*	813
Sub Total	<u>\$491,686</u>
USDA Meal Reimbursements	25,260
Oregon State Department of Education (State Pre-Kindergarten Program)	48,000
Community Services Block Grant	15,263
Donation and Fundraising	500
Sub Total:	<u>\$89,023</u>
Total:	<u>\$580,709</u>

Personnel

	<u>FTE</u>	<u>Salary Cost</u>	<u>Taxes/ Benefits**</u>
(1) Program Director II	.84	20,690	6,310
(2) Program Director I	1.66	35,753	10,295
(1) Secretary II	.83	10,776	3,287
(1) Speech/Language Specialist	.59	9,861	3,007
(4) Teacher III	3.05	51,539	15,707
(4) Teacher II	2.58	39,156	11,942
(8) Teacher I	3.90	40,964	12,494
(4) Drivers	2.64	32,318	9,857
(4) Cooks	2.32	26,903	8,205
(3) Family Services Workers	2.08	33,283	10,151
Substitutes	as needed	1,200	356
Other	as needed	714	200
<u>(32) Employees</u>	<u>20 FTE</u>	<u>\$301,157</u>	<u>\$91,811</u>

* requires 20% in-kind match

** figured at 30.5% of payroll

BUDGET COMPARISON

PROGRAM: Children & Youth At-Risk

DATE PREPARED: 6/9/88

FISCAL YEAR: 87-88

88-89

	AMENDED BUDGET	ACTUAL COSTS	APPROVED BUDGET
EXPENDITURES:			
7000 SALARIES	290647		301157
7100 BENEFITS	35020		43191
7200 TAXES	46855		48620
8000 FEES FOR SERVICES	6819		8489
8100 SUPPLIES AND SERVICES	21868		22338
8200 TELEPHONE	6000		5642
8300 POSTAGE	700		700
8400 OCCUPANCY	30273		30870
8500 EQUIPMENT	2789		32000
8600 PRINTING & PUBLICATION	3312		4050
8700 TRAVEL	17054		21971
8800 CONFERENCES/TRAININGS	4542		2048
8900 INDIVIDUAL ASST.	800		400
9000 MEMBERSHIPS	200		300
9200 ASSET AQUISITION			
9400 CONTINGENCY			785
8012 PROGRAM SUPPORT	21393		14553
SUB TOTAL	488272	0	537114
8010 FISCAL SUPPORT	28944	0	43595
TOTAL EXPENSES	517216	0	580709
REVENUE:			
4000 FUNDRAISING			
4000 CONTRIBUTIONS	515		500
4200 SPECIAL EVENTS			
4700 UNITED WAY/FEMA			
5500 GOVERNMENT GRANTS	439793		539686
5502 CSBG ALLOCATION	51019		15263
6000 MEMBERSHIP FEES			
6200 PROGRAM INCOME	25250		25260
6400 SALES	160		
6501 INVESTMENTS			
6901 CARRY OVER/FUND BAL.	479		
TOTAL REVENUE:	517216	0	580709
SURPLUS/DEFICIT:	0	0	0

HOUSING & ENERGY CONSERVATION DEPARTMENT

OVERALL GOAL: Increase the access to and availability of quality, affordable housing for low and moderate income residents of Washington County.

GOAL I: Increase the quality and affordability of at least 256 dwellings in Washington County through Weatherization and Home Repair.

OBJECTIVE A: Weatherize at least 206 dwellings occupied by low income residents.

OBJECTIVE B: Provide minor home repair for at least 50 dwellings occupied by low income Seniors.

GOAL II: Increase the access to and availability of quality, affordable housing through education and advocacy.

OBJECTIVE A: Provide training for at least 100 low and moderate income households to conserve energy and apply low cost/no cost weatherization materials on their homes.

OBJECTIVE B: Provide fair housing information and education to at least 500 families representing 750 individuals and conduct 3 Fair Housing Workshops.

OBJECTIVE C: Formulate a strategy and define resources to provide at least 100 additional low income housing units, through participation in and support of the Housing Development Corporation of Washington County.

GOAL III: Provide coordination, advocacy and leadership in the delivery by subcontractors of at least 5 specialized housing services to low and moderate income Washington County residents.

OBJECTIVE A: Provide legal assistance through Oregon Legal Services to at least 500 low income and elderly having housing related problems.

OBJECTIVE B: Locate accessible housing through Access Oregon for at least 120 physically disabled adults and provide technical assistance needed by landlords, realtors or developers to increase accessible housing opportunities.

OBJECTIVE C: Locate or assist in maintaining housing through Washington County Mental Health Department for at least 91 chronically mentally ill, mentally retarded or developmentally delayed individuals.

OBJECTIVE D: Provide mortgage default counseling services through Housing Services of Oregon to at least 420 low and moderate income homeowners.

OBJECTIVE E: Provide counseling through Shared Housing for at least 154 low and moderate income persons to acquire home share matches.

HOUSING & ENERGY CONSERVATION
1988-89 Revenue

Weatherization

DOE 87-89	9,667
Oregon Department of Energy	10,959
Department of Energy 88-89	71,931
Exxon 87-89	142,443
Exxon 88-89	9,237
LIEAP Wx. 88	20,563
LIEAP Wx. 89	52,972
Community Development Block Grant	20,000
PGE Grant	2,823
PGE Rebates	28,708
N.W. Natural Gas Rebates	17,667
Sub Total:	<u>\$386,970</u>

Self-Help Weatherization - CDBG	25,000
Fair Housing - CDBG	11,588
Housing Services - CDBG	44,742
AAA - Senior Home Repair	10,000
HDC Housing Advocacy	10,936
CSBG Allocation	6,208
Sub Total:	<u>\$108,474</u>

TOTAL: \$495,444

Personnel

	<u>Full Time Equivalency</u>	<u>Salary Cost</u>	<u>Taxes/ Fringe</u>
(1) Program Director	1	25,872	5,842
(1) Wx. Field Supervisor	1	19,332	4,485
(1) Project Assistant	.80	12,115	3,615
(1) Secretary II	.25	3,267	690
(1) Secretary I	.25	2,700	572
(1) Receptionist	.25	2,445	722
(2) Crew Leaders	1.75	26,502	16,345
(4) Crew	3.50	45,738	28,574
(1) Housing Advocacy/Education Coord.	1	16,692	3,574
(1) Housing Advocate Assistant	.50	6,228	1,677
14 Employees	TOTAL:	<u>\$160,891</u>	<u>\$66,096</u>

BUDGET COMPARISON

PROGRAM: Housing & Energy Conservation DATE PREPARED:6/14/88

	FISCAL YEAR: 87-88		88-89	
	AMENDED BUDGET	ACTUAL COSTS	PROPOSED BUDGET	

EXPENDITURES:

7000	SALARIES	187045		170891
7100	BENEFITS	18897		17166
7200	TAXES	38984		48930
8000	FEES FOR SERVICES	17707		60090
8100	SUPPLIES AND SERVICES	124416		123056
8200	TELEPHONE	4538		2881
8300	POSTAGE	888		650
8400	OCCUPANCY	10492		5640
8500	EQUIPMENT	2611		4309
8600	PRINTING & PUBLICATION	2059		2070
8700	TRAVEL	7270		6447
8800	CONFERENCES/TRAININGS	878		1227
8900	INDIVIDUAL ASST.	14000		
9000	MEMBERSHIPS	300		350
9200	ASSET AQUISITION			
9400	CONTINGENCY			
8012	PROGRAM SUPPORT	21393		14533
	SUB TOTAL	451478	0	458240
8010	FISCAL SUPPORT	27872	0	37204
	TOTAL EXPENSES	479350	0	495444

REVENUE:

4000	FUNDRAISING			
4000	CONTRIBUTIONS	4229		
4200	SPECIAL EVENTS	2727		
4700	UNITED WAY/FEMA	10000		
5500	GOVERNMENT GRANTS	425394		442861
5502	CSBG ALLOCATION			6208
6000	MEMBERSHIP FEES			
6200	PROGRAM INCOME	37000		46375
6400	SALES			
6501	INVESTMENTS			
6901	CARRY OVER/FUND BAL.			
	TOTAL REVENUE:	479350	0	495444
	SURPLUS/DEFICIT:	0	0	0

Amended ___ Actual ___ Proposed ___

PROGRAM: Housing & Energy Conservation

DATE PREPARED:

	GRAND TOTAL	Housing Advocacy & Educ.	Weather. & Home Repair
EXPENDITURES:			
7000 SALARIES	170891	31743	139148
7100 BENEFITS	17166	3030	14136
7200 TAXES	48930	4238	44692
8000 FEES FOR SERVICES	60090	40612	19478
8100 SUPPLIES AND SERVICES	123056	6023	117033
8200 TELEPHONE	2881	531	2350
8300 POSTAGE	650	150	500
8400 OCCUPANCY	5640	598	5042
8500 EQUIPMENT	4309	0	4309
8600 PRINTING & PUBLICATION	2070	275	1795
8700 TRAVEL	6447	963	5484
8800 CONFERENCES/TRAININGS	1227	150	1077
8900 INDIVIDUAL ASST.	0		
9000 MEMBERSHIPS	350	50	300
9200 ASSET AQUISITION	0		
9400 CONTINGENCY	0		
8012 PROGRAM SUPPORT	14533	3633	10900
SUB TOTAL	458240	91996	366244
8010 FISCAL SUPPORT	37204	9301	27903
TOTAL EXPENSES	495444	101297	394147

REVENUE:

4000 CONTRIBUTIONS	0	0	0
4200 SPECIAL EVENTS	0		
4700 UNITED WAY/FEMA			
5500 GOVERNMENT GRANTS	442861	95089	347772
5502 CSBG ALLOCATION	6208	6208	
6000 MEMBERSHIP FEES	0		
6200 PROGRAM INCOME	46375	0	46375
6400 SALES	0		
6501 INVESTMENTS	0		
6901 CARRY OVER/FUND BAL.	0	0	
TOTAL REVENUE:	495444	101297	394147
SURPLUS/DEFICIT:	0	0	0

HUNGER AND NUTRITION

OVERALL GOAL: To respond to the hunger needs of low-income Washington County residents.

GOAL I: Operate a county wide food bank which coordinates the solicitation, storage and distribution of donated food.

OBJECTIVE A: Obtain adequate, temporary warehouse space and equipment while defining what is needed for permanent warehouse space for food storage and warehousing functions.

OBJECTIVE B: Develop a strategy for increasing donated food by a minimum of 10% each year.

OBJECTIVE C: Obtain \$69,200 in revenue as follows:

\$29,800 through solicitation of donations
5,000 through fundraising events
6,000 through Brown Bag Membership
28,400 through member agency fees

GOAL II: Provide 920,000 pounds of food to assure that at least 27,300 low income households (representing 68,250 individuals) have their hunger needs met.

OBJECTIVE A: To obtain and distribute at least 750,000 pounds of food to 55 network members to meet the hunger needs of at least 60,000 low income people.

OBJECTIVE B: Coordinate Operation Brown and distribute an annual total of 100,000 pounds of food to 500 member households (1,250 low income people) per month through volunteer efforts.

OBJECTIVE C: Coordinate the distribution of 2,800 Christmas Baskets (70,000 pounds of food) to families in need, helping 7,000 low income people.

OBJECTIVE D: Develop a strategy for meeting the seasonal food needs of migrant farmworkers.

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HUNGER AND NUTRITION
1988-89 Revenue

General Contributions	10,800
Christmas Clearing Bureau Donations	5,000
Church Contributions	5,500
Fast for Hunger Donations	8,000
Direct Mail Proceeds	500
Fundraising Events	5,000
United Way	11,700
United Way/FEMA	13,000
Community Services Block Grant	9,252
Community Development Block Grant	19,000
USDA Reimbursements	1,600
Carry Over	20,088
Brown Bag Membership	6,000
Food Closet Share Contribution	28,400
TOTAL:	<u>\$143,840</u>

Personnel

	<u>Full Time Equivalency</u>	<u>Salary Cost</u>	<u>Taxes/ Fringe</u>
(1) Program Manager	1	19,332	6,663
(1) Warehouse Manager	1	16,692	4,749
(1) Project Assistant	.83	10,380	3,176
(1) Jesuit Volunteer	1	900	886
(1) Secretary II	.25	3,267	853
(1) Secretary I	.25	2,700	583
(1) Receptionist	.25	2,445	742
(7) Employees	<u>4.58FTE</u>	<u>\$55,716</u>	<u>\$17,652</u>

BUDGET COMPARISON

PROGRAM: Hunger & Nutrition

DATE PREPARED: 6/1/88

FISCAL YEAR: 87-88

88-89

AMENDED	ACTUAL	APPROVED
BUDGET	COSTS	BUDGET

EXPENDITURES:

7000 SALARIES	49248		55716
7100 BENEFITS	5329		7358
7200 TAXES	8861		10294
8000 FEES FOR SERVICES	2041		
8100 SUPPLIES AND SERVICES	17353		14198
8200 TELEPHONE	2790		2250
8300 POSTAGE	1330		1200
8400 OCCUPANCY	9405		13749
8500 EQUIPMENT	3050		700
8600 PRINTING & PUBLICATION	1555		1350
8700 TRAVEL	5095		5700
8800 CONFERENCES/TRAININGS			700
8900 INDIVIDUAL ASST.			
9000 MEMBERSHIPS			
9200 ASSET AQUISITION			642
9400 CONTINGENCY			5000
8012 PROGRAM SUPPORT	10697		14553
SUB TOTAL	116754	0	133410
8010 FISCAL SUPPORT	6432	0	10430
TOTAL EXPENSES	123186	0	143840

REVENUE:

4000 FUNDRAISING			
4000 CONTRIBUTIONS	28795		29800
4200 SPECIAL EVENTS	5000		5000
4700 UNITED WAY/FEMA	23050		24700
5500 GOVERNMENT GRANTS			19000
5502 CSBG ALLOCATION	23000		9252
6000 MEMBERSHIP FEES	4500		6000
6200 PROGRAM INCOME	43500		30000
6400 SALES			
6501 INVESTMENTS			
6901 CARRY OVER/FUND BAL.	675		20088
TOTAL REVENUE:	128520	0	143840
SURPLUS/DEFICIT:	5334	0	0

RESOURCE DEVELOPMENT

OVERALL GOAL: To have a financially stable organization with adequate equipment, facilities and volunteer support.

GOAL I: Fundraising

Stabilize WCCAO's funding base by establishing new forms of revenue with an emphasis on non-public sources.

OBJECTIVE A: Establish and implement a centralized resource development plan to support WCCAO's annual goals and objectives. This will include Mardi Gras and direct mail solicitations.

OBJECTIVE B: Develop and implement a plan to raise the visibility of the agency and the community's awareness of the problems and solutions to poverty in Washington County. This will include communications materials and a speaker's bureau.

OBJECTIVE C: Increase efficiency by improving internal coordination and maximizing available resources.

OBJECTIVE D: Implement the Thrift Store Project and monitor progress to assure gross receipts of \$22,500 by July 1989.

GOAL II: Retired Senior Volunteer Program

To provide significant volunteer opportunities to at least 360 people who are 60 years or older and live in Washington County.

OBJECTIVE A: Increase the variety and number of volunteer jobs with a focus on locations where large numbers of seniors reside.

OBJECTIVE B: To increase volunteer recruitment efforts county-wide with special emphasis in areas where larger numbers of seniors reside.

OBJECTIVE C: Increase the visibility of RSVP county-wide and local support to the program, while obtaining \$16,677 in non-federal match.

OBJECTIVE D: Increase access to RSVP for WCCAO program services.

OBJECTIVE E: Establish a model volunteer recruitment, placement and management information system for RSVP that can be replicated in all WCCAO volunteer efforts.

GOAL III: Volunteer Transportation Program

To increase the availability of special needs transportation services in Washington County to senior citizens and disabled persons by operating a Transportation Program which utilizes volunteer drivers.

OBJECTIVE A: Supplement the current transportation system to meet community needs by providing at least 650 rides per month, with at least 50% serving RSVP volunteer transportation needs.

OBJECTIVE B: Recruit and train RSVP volunteers in order to maintain a pool of at least 15 volunteer drivers.

OBJECTIVE C: Increase financial support by negotiating an improved contract with Tri-Met, writing one funding proposal per quarter and presenting the program to local civic groups for contributions.

Resource Development
1988-89 Revenue

RSVP Grant	35,808
RSVP Contributions	3,647
RSVP Fund Balance	<u>12,345</u>
Sub Total:	\$51,800
TriMet Grant	27,809
Transportation Donations	<u>1,881</u>
Sub Total:	29,690
Thrift Store Sales	22,500
Mardi Gras Sponsors	10,000
Mardi Gras Revenue	21,300
Annual Meeting	1,200
Direct Mail/Newsletter	6,000
CSBG Allocation	15,993
Carry Over	6,300
Fund Balance Allocation	<u>2,562</u>
Sub Total:	85,855
Total:	<u>\$167,345</u>

Personnel

	<u>FTE</u>	<u>Salary Cost</u>	<u>Taxes/ Fringe</u>
(1) Development Director II	.88	18,638	3,767
(1) Project Assistant	.66	9,608	4,277
(1) RSVP Director	1	19,332	1,834
(1) JVC Transportation Coord.	1	942	886
(1) Secretary II	.50	6,534	886
(1) Secretary I	.50	5,400	876
(1) Receptionist	.50	4,890	671
(7) Employees	5.04FTE	\$65,344	\$13,052

BUDGET COMPARISON

PROGRAM: Resource Development

DATE PREPARED: 6/29/88

FISCAL YEAR: 87-88		88-89	
AMENDED	ACTUAL	APPROVED	
BUDGET	COSTS	BUDGET	

EXPENDITURES:

7000	SALARIES	36577		65344
7100	BENEFITS	3470		6183
7200	TAXES	5415		8943
8000	FEES FOR SERVICES	7709		0
8100	SUPPLIES AND SERVICES	12179		15314
8200	TELEPHONE	4514		3778
8300	POSTAGE	3384		4479
8400	OCCUPANCY	2296		7844
8500	EQUIPMENT	2105		200
8600	PRINTING & PUBLICATION	2868		6149
8700	TRAVEL	18279		18573
8800	CONFERENCES/TRAININGS	625		1620
8900	INDIVIDUAL ASST.	100		0
9000	MEMBERSHIPS	85		235
9200	ASSET AQUISITION			
9400	CONTINGENCY			1678
8012	PROGRAM SUPPORT	10696		14557
	SUB TOTAL	110302	0	154897
8010	FISCAL SUPPORT	5360	0	12448
	TOTAL EXPENSES	115662	0	167345

REVENUE:

4000	FUNDRAISING			
4000	CONTRIBUTIONS	6455		21528
4200	SPECIAL EVENTS	17729		21300
4700	UNITED WAY/FEMA			
5500	GOVERNMENT GRANTS	38535		35808
5502	CSBG ALLOCATION	37000		15993
6000	MEMBERSHIP FEES			
6200	PROGRAM INCOME	18280		51509
6400	SALES			
6501	INVESTMENTS			
6901	CARRY OVER/FUND BAL.	2000		21207
	TOTAL REVENUE:	119999	0	167345
	SURPLUS/DEFICIT:	4337	0	0

Amended ___ Actual ___ Proposed ___ Approved X ___

PROGRAM: Resource Deveopment

DATE PREPARED: 7/25/88

	GRAND TOTAL	Resource Develop.	Mardi Gras	Thrift Store	RSVP	Volunteer Transp.
EXPENDITURES:						
7000 SALARIES	65344	29683		4804	25573	5284
7100 BENEFITS	6183	2084		438	2441	1220
7200 TAXES	8943	4341		498	3573	531
8000 FEES FOR SERVICES	0		8000		0	0
8100 SUPPLIES AND SERVICES	15314	609		750	1531	4424
8200 TELEPHONE	3778	830		870	788	1290
8300 POSTAGE	4479	2969	500	250	695	65
8400 OCCUPANCY	7844	2388		2616	1420	1420
8500 EQUIPMENT	200	50		50	50	50
8600 PRINTING & PUBLICATION	6149	4894		500	635	120
8700 TRAVEL	18573	300	300	1200	7441	9332
8800 CONFERENCES/TRAININGS	1620	1350		75	120	75
8900 INDIVIDUAL ASST.	0				0	0
9000 MEMBERSHIPS	235	200		0	35	0
9200 ASSET ACQUISITION	0				0	0
9400 CONTINGENCY	1678	1678			0	0
8012 PROGRAM SUPPORT	14557	3654		3626	3639	3638
SUB TOTAL	154897	55030	8800	15677	47941	27449
FISCAL SUPPORT	12448	5103		1245	3859	2241
TOTAL EXPENSES	167345	60133	8800	16922	51800	29690
REVENUE:						
4000 CONTRIBUTIONS	21528	6000	10000	0	3647	1881
4200 SPECIAL EVENTS	21300	0	21300	0		
4700 UNITED WAY/FEMA	0					
5500 GOVERNMENT GRANTS	35808				35808	
5502 CSBG ALLOCATION	15993	15993				
6000 MEMBERSHIP FEES	0					
6300 PROGRAM INCOME	51509	1200		22500		27809
6400 SALES	0					
6501 INVESTMENTS						
6901 CARRY OVER/FUND BAL.	21207	8862	0	0	12345	0
TOTAL REVENUE:	167345	32055	31300	22500	51800	29690
SURPLUS/DEFICIT:	0	-28078	22500	5578	0	0