

**WASHINGTON COUNTY
COMMUNITY ACTION ORGANIZATION
1992-93 ANNUAL PLAN**

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Washington County Community Action
MISSION STATEMENT

MISSION:

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

OBJECTIVES:

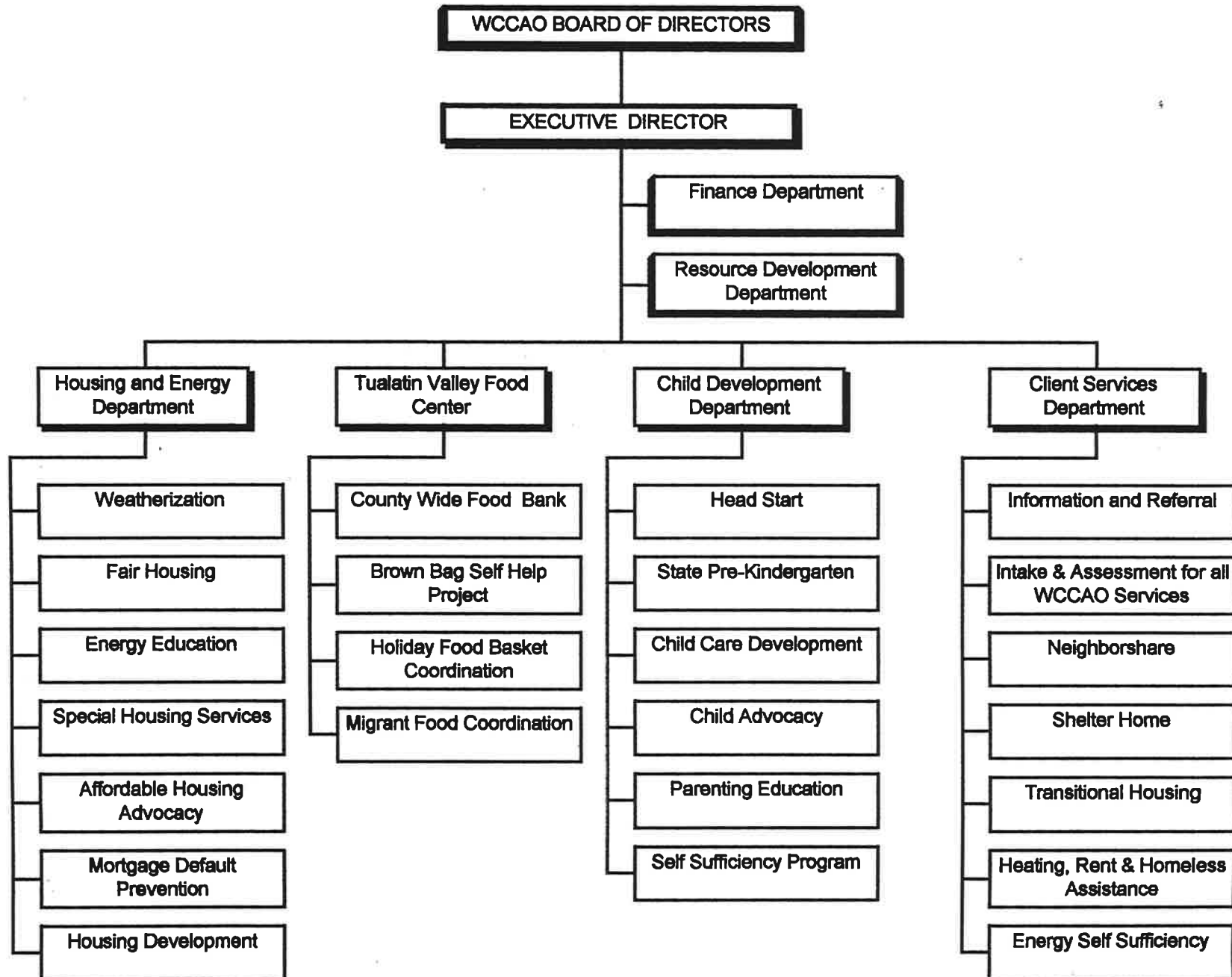
1. To solve problems and remove obstacles which block the achievement of self-reliance by the economically disadvantaged.
2. To promote greater participation of the economically disadvantaged in decisions and activities affecting them.
3. To provide the leadership required to assure the active involvement 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 WCCAO Board and staff are committed to the following values in carrying out the mission of the Washington County Community Action Organization:

- *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.

1992-1993 ORGANIZATION CHART



1992 - 1996 WCCAO 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 WCCAO services are accessible to all eligible people.

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

Objective D: Maintain a comprehensive information and referral system.

Objective E: Maintain a family oriented model of service delivery which promotes self-reliance.

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: Maintain efficient and effective fiscal services.

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

WCCAO PROPOSED OPERATING BUDGET 1992-93

EXPENDITURES	GRAND TOTALS	CLIENT SERVICES	CHILD DEVELOPMENT	HOUSING & ENERGY	TVFC	RESOURCE DEVELOP.	CAPITAL CAMPAIGN
7000 SALARIES	1,178,658	320,402	548,210	124,170	105,736	33,232	46,908
7100 BENEFITS	177,413	65,299	75,000	11,205	13,893	5,868	6,148
7200 TAXES	143,490	49,775	54,819	13,491	15,516	4,204	5,685
8000 FEES FOR SERVICES	434,776	95,753	20,825	266,948		8,000	43,250
8100 SUPPLIES/SERVICES	185,490	8,809	47,493	89,913	25,850	7,600	5,825
8200 TELEPHONE	28,187	13,262	8,200	3,150	1,850	700	1,025
8300 POSTAGE	14,605	1,305	1,500	2,100	3,500	4,500	1,700
8400 OCCUPANCY	198,700	86,543	91,358	4,600	8,500	3,168	4,531
8500 EQUIPMENT	15,411	3,956	1,860	2,100	2,300	1,560	3,635
8600 PRINTING/PUBLICATION	25,063	4,005	2,312	3,515	2,950	9,650	2,631
8700 TRAVEL	58,001	7,880	30,201	7,270	10,250	1,000	1,400
8800 CONFERENCES & TRAINING	27,957	3,358	13,854	3,400	2,150	2,720	2,475
8900 INDIVIDUAL ASSISTANCE	105,638	35,638		70,000			
9000 MEMBERSHIPS	1,550	200		850		500	
ANTICIPATED SERVICES	410,173		388,744	21,429			
SUB TOTAL	3,005,112	696,185	1,284,376	624,141	192,495	82,702	125,213
8010 & 8012 ADMINISTRATION	226,522	52,485	96,816	47,049	14,520	6,229	9,423
8014 FAMILY SERVICE FEE		<76,027>	76,027				
8015 INTAKE & ASSESSMENT							
TOTAL EXPENSES	3,231,634	672,643	1,457,219	671,190	207,015	88,931	134,636
REVENUE:							
4000 CONTRIBUTIONS	252,424	52,424			41,000	59,000	100,000
4200 SPECIAL EVENTS	80,750				25,000	44,500	11,250
4700 UNITED WAY	107,727	70,697	6,150	10,376	15,200	5,304	
4800 NON GOVT. GRANTS	165,000			100,000			65,000
5500 GOVERNMENT GRANTS	2,365,193	427,093	1,443,329	483,121	11,650		
5502 CSBG ALLOCATION	132,002	85,000		8,693	38,309		
6200 PROGRAM INC/REIMBURSEMENT	185,669	37,429	7,740	69,000	71,500		
6400 SALES	294,000					10,000	284,000
6801 CARRYOVER/FUND BAL.	4,356				4,356		
TOTAL REVENUE:	3,587,121	672,643	1,457,219	671,190	207,015	118,804	460,250
SURPLUS/DEFICIT	355,487	-0-	-0-	-0-	-0-	29,873	325,614
PROJECTED SURPLUS/DEFICIT 92	38,090	<25,249>	<33,281>	4,435	17,755	51,430	23,000
TRANSFERS		10,000	10,000			<20,000>	
PROJECTED SURPLUS/DEFICIT 93	393,577	<15,249>	<23,281>	4,435	17,755	61,303	348,614

1992-93
WCCAO ADMINISTRATION

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

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

Strategy A: Complete WCCAO's personnel policies and evaluate to assure that they reflect organization values.

Strategy B: Revise WCCAO job descriptions, using standard format and language.

Strategy C: Research merit pay and develop a recommendation for the Board.

Strategy D: Review and update WCCAO's affirmative action plan.

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

Strategy F: Improve employee evaluation process and implement use of revised evaluation tools.

Strategy G: Develop a comprehensive training program on revised personnel policies and procedures.

OBJECTIVE II: Strengthen organization capacity to address priority goals.

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

Strategy B: Conduct a Board and staff strategic planning process to update needs information and to develop a revised 5 year plan.

Strategy C: Improve management information systems with a focus on developing and implementing a computer support plan.

Strategy D: Improve intra agency communication and collaboration, with a focus on developing problem solving skills.

Strategy E: Locate, purchase and begin development of a new multi service center to house WCCAO programs and provide space for future growth.

Strategy F: Evaluate organizational structure and service delivery systems and make any needed changes.

OBJECTIVE III: Maintain efficient and effective fiscal services.

Strategy A: Transition WCCAO's fiscal services to ESD and set up management information systems to provide appropriate financial information to Board and staff.

Strategy B: Review fiscal procedures and policies to improve effectiveness and efficiency.

Strategy C: Automate budget process and establish budget policies and procedures for annual development, monitoring and revision of corporate budget.

Strategy D: Review insurance program for cost savings and obtain new audit contract.

Strategy E: Manage agency funds to assure a positive cash flow while maintaining compliance in all areas.

Strategy F: To sell WCCAO's Aloha property and net at least \$284,000.

Strategy G: Obtain an approved cost allocation plan from HHS.

Strategy H: Oversee WCCAO's Thrift Store to assure that a net of \$10,000 is raised.

Objective IV: To operate a coordinated development effort that increases community awareness and obtains needed resources.

Strategy A: Upgrade current donors and identify new donors, which will raise \$59,000 for general operations and \$100,000 to support the Capital Campaign.

Strategy B: Write funding proposals which will contribute at least \$65,000 towards the Capital Campaign.

Strategy C: Support a volunteer-managed fundraising event (the Mardi Gras Ball) that will raise at least \$44,500 to support WCCAO's goals.

Strategy D: Develop and implement an overall agency fundraising plan that is integrated and coordinated.

Strategy E: Conduct activities that will increase community awareness of the agency's mission, will enhance the agency's image and will result in increased support from the community.

GOAL B: WCCAO will have an increased ability to promote self sufficiency.

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

Strategy A: Identify access issues.

Strategy B: Develop a plan to increase and improve accessibility for clients as well as achieve compliance with the ADA.

1992-93 Revenue

Administration:

Fiscal Fees	\$135,020
Executive Department Fees (75%)	\$ 91,502
TOTAL:	<u>\$226,522</u>

Resource Development:

Mardi Gras	\$ 44,500
Capital Campaign	165,000
General Fundraising	59,000
Thrift Store	10,000
Building Sale	284,000
United Way	<u>5,304</u>

TOTAL: \$579,054

Personnel

(1) Executive Director	1
(1) Finance Director	1
(1) Development Director	1
(1) Senior Bookkeeper	.75
(1) Bookkeeper	.80
(6) Secretarial Support	2.65

11 Employees	7.2 FTE

BUDGET COMPARISON

PROGRAM: ADMINISTRATION

DATE PREPARED: 6/9/92

	FY 90-91	FY 91-92	FY 92-93
	ACTUAL COSTS	AMENDED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	135,289	143,761	137,125
7100 BENEFITS	16,604	19,638	19,661
7200 TAXES	16,444	16,591	15,504
8000 FEES FOR SERVICES	29,840	29,950	30,250
8100 SUPPLIES/ SERVICES	2,978	3,715	3,625
8200 TELEPHONE	3,291	3,850	2,625
8300 POSTAGE	2,345	1,450	1,100
8400 OCCUPANCY	4,721	7,071	7,138
8500 EQUIPMENT	241	500	425
8600 PRINTING/PUBL.	5,057	4,166	3,094
8700 TRAVEL	2,619	2,725	2,550
8800 CONF./TRAININGS	3,575	2,800	2,375
8900 INDIVIDUAL ASST.			
9000 MEMBERSHIPS	1,737	1,400	1,050
TOTAL EXPENSES	224,741	237,617	226,522

BUDGET COMPARISON

PROGRAM: RESOURCE DEVELOPMENT

DATE PREPARED: 6/9/92

	FY 90-91	FY 91-92	FY 92-93
	ACTUAL COSTS	AMENDED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	39,779	36,067	33,232
7100 BENEFITS	6,391	5,836	5,868
7200 TAXES	4,698	4,986	4,204
8000 FEES FOR SERVICES	6,988	26,593	8,000
8100 SUPPLIES/ SERVICES	14,656	3,868	7,600
8200 TELEPHONE	1,216	1,440	700
8300 POSTAGE	4,391	4,260	4,500
8400 OCCUPANCY	3,690	5,015	3,168
8500 EQUIPMENT	231	919	1,560
8600 PRINTING/PUBL.	13,953	8,310	9,650
8700 TRAVEL	3,399	1,338	1,000
8800 CONF./TRAININGS	3,173	2,050	2,720
8900 INDIVIDUAL ASST.			
9000 MEMBERSHIPS	440		500
9200 ASSET AQUISITION			
8012 ADMINISTRATION	4,260	9,333	6,229
8014 RESOURCE DEVELOPMENT			
8014 FAMILY SERVICE FEE			
8015 INTAKE & ASSESSMENT			
TOTAL EXPENSES	107,265	110,015	88,931

REVENUE:			
4000 CONTRIBUTIONS	33,478	48,385	59,000
4200 SPECIAL EVENTS	23,591	23,500	44,500
4700 UNITED WAY/FEMA	7,304	8,501	5,304
4800 NON GOVT.GRANTS			
5500 GOVERNMENT GRANTS			
5502 CSBG ALLOCATION	43,969	9,129	
6001 MEMBERSHIP FEES			
6200 PROGRAM INCOME	382		
6400 SALES/THRIFT STORE	22,691	20,500	10,000
6501 INVESTMENTS			
6801 CARRY O./FUND BAL.			
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	131,415	110,015	118,804
SURPLUS/(DEFICIT):	24,150	-0-	29,873

BUDGET COMPARISON

PROGRAM: CAPITAL CAMPAIGN

DATE PREPARED: 6/9/92

	FY 90-91	FY 91-92	FY 92-93
	ACTUAL COSTS	AMENDED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES		6,985	46,908
7100 BENEFITS		1,226	6,148
7200 TAXES		954	5,685
8000 FEES FOR SERVICES		75,500	43,250
8100 SUPPLIES/ SERVICES			5,825
8200 TELEPHONE			1,025
8300 POSTAGE		150	1,700
8400 OCCUPANCY			4,531
8500 EQUIPMENT			3,635
8600 PRINTING/PUBL.		1,575	2,631
8700 TRAVEL		50	1,400
8800 CONF./TRAININGS		100	2,475
8900 INDIVIDUAL ASST.			
9000 MEMBERSHIPS			
9200 ASSET AQUISITION			
8012 ADMINISTRATION		7,945	9,423
8014 RESOURCE DEVELOPMENT			
8014 FAMILY SERVICE FEE			
8015 INTAKE & ASSESSMENT			
TOTAL EXPENSES		94,485	134,636

REVENUE:			
4000 CONTRIBUTIONS		5,000	100,000
4200 SPECIAL EVENTS			11,250
4700 UNITED WAY/FEMA			
4800 NON GOVT.GRANTS			65,000
5500 GOVERNMENT GRANTS		2,000	
5502 CSBG ALLOCATION			
6001 MEMBERSHIP FEES			
6200 PROGRAM INCOME			
6400 SALES/THRIFT STORE			284,000
6501 INVESTMENTS		60,000	
6801 CARRY O./FUND BAL.			
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:		67,000	460,250
SURPLUS/(DEFICIT):		(27,485)	325,614

1992-93
CHILD DEVELOPMENT DEPARTMENT

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

GOAL A: Increased ability to promote self-sufficiency.

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

Strategy A: Identify areas of the county unserved by Head Start and develop a plan for serving those areas.

Strategy B: Evaluate 12 Head Start sites and the office for handicap accessibility and develop a plan for improving access.

Strategy C: Determine gaps between current and desired communication with people whose primary language is not English.

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

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

Strategy A: Advocate for quality, affordable child care at the local, state and federal levels.

Strategy B: Educate parents on how to choose quality care and how to access financial subsidies.

Strategy C: Provide 346 hours of on-site child care for low income parents to participate in WCCAO activities.

OBJECTIVE II: Provide early childhood development services.

Strategy A: Maintain 306 children in Head Start/Oregon Pre-Kindergarten Programs.

Strategy B: Establish a Child Development Center in Gaston which includes OPP, before and after school and full day care.

Strategy C: Establish full-day services in Head Start.

Strategy D: Provide 33,930 lunches and 33,930 breakfasts or snacks.

Strategy E: Provide a developmentally appropriate educational program for 145 days to Head Start/OPP enrolled children and up to 255 days of full day care for children enrolled in child care.

Strategy F: Provide comprehensive health services to 306 children.

Strategy G: Provide child abuse prevention education weekly for 24 weeks in 13 Head Start/OPP classrooms and for 15 weeks in 4 classrooms.

Strategy H: Enroll 30 Early Intervention children in Head Start/OPP classrooms.

Strategy I: Develop and carry out 31 IEPs for children with disabilities.

Strategy J: Complete 306 Family Needs Assessments and Family Plans.

Strategy K: Provide intensive family services to 45 families.

Strategy L: Respond to 300 referrals for basic needs or short term family work.

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

Strategy A: Provide opportunities for education, skills training and self-reliance for 532 low income people.

1. Conduct 11 seven-week parenting classes for 132 parents.
2. Provide 20 educational sessions for 240 parents.
3. Provide 50 parent meetings involving 70 parents.

GOAL C: To have adequate resources to support the department's mission.

OBJECTIVE I: Obtain \$48,914 in in-kind support.

Strategy: \$5,800 Early Intervention Aides reimbursed by Early Intervention; \$40,245 in donated space; \$2,769 in volunteer time to program.

OBJECTIVE II: Obtain space and equipment.

Strategy A: Locate Head Start sites based upon expansion received.

Strategy B: Participate in WCCAO multi-service center planning.

Strategy C: Purchase equipment and supplies to bring the OPP/HS Program into compliance.

OBJECTIVE III: Recruit and retain competent volunteers.

Strategy A: Recruit 300 parent and community volunteers in Head Start centers.

Strategy B: Involve volunteers in Head Start classrooms at least 50% of the class days.

1992-93 Revenue

United Way	6,150
Great Start	33,403
Health & Human Services	805,531
Oregon Dept. of Education	161,100
Program Income	7,040
USDA Reimbursements	70,000
Child Care Block Grant	10,000
Ore. Dept. of Ed. Expansion	<u>\$363,995</u>
TOTAL:	<u>\$1,457,219</u>

Personnel

	<u>FTE</u>
(1) Department Director	.64
(1) Child Development Manager	.62
(1) Family Services Manager	.62
(1) Child Care & Parenting Manager	.75
(7) Center Coordinators	5.24
(12) Teachers	8.77
(1) Assistant Teacher	.40
(11) Teacher Aides	4.42
(6) School Bus Drivers	4.15
(1) Food Service Specialist (Cook)	.73
(2) Food Service Assistants	1.28
(7) Food Service Aides	1.62
(4) Secretarial Support	1.97
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55 Employees	31.21 FTE

BUDGET COMPARISON

PROGRAM: CHILD DEVELOPMENT

DATE PREPARED: 6/9/92

	FY 90-91	FY 91-92	FY 92-93
	ACTUAL COSTS	AMENDED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	419,714	461,114	548,210
7100 BENEFITS	52,214	66,086	75,000
7200 TAXES	62,993	67,803	54,819
8000 FEES FOR SERVICES	22,140	30,407	20,825
8100 SUPPLIES/ SERVICES	40,932	62,983	47,493
8200 TELEPHONE	6,336	5,895	8,200
8300 POSTAGE	1,390	1,243	1,500
8400 OCCUPANCY	42,436	63,015	91,358
8500 EQUIPMENT	3,199	28,979	1,860
8600 PRINTING/PUBL.	6,903	6,478	2,312
8700 TRAVEL	40,346	42,946	30,201
8800 CONF./TRAININGS	4,476	7,268	13,854
8900 INDIVIDUAL ASST.	39,820	85,985	
9000 MEMBERSHIPS	55	1,691	
9200 ASSET AQUISITION			
8012 ADMINISTRATION	80,208	86,386	96,816
8014 RESOURCE DEVELOPMENT/ANT.SERV.	10,993		388,744
8014 FAMILY SERVICE FEE	79,470	86,006	76,027
8015 INTAKE & ASSESSMENT	15,000	8,733	
TOTAL EXPENSES	902,632	1,113,018	1,457,219
REVENUE:			
4000 CONTRIBUTIONS		1,200	
4200 SPECIAL EVENTS	2,275		
4700 UNITED WAY/FEMA			6,150
4800 NON GOVT.GRANTS	1,290	5,000	
5500 GOVERNMENT GRANTS	850,166	1,038,841	1,443,329
5502 CSBG ALLOCATION	10,993	7,219	
6001 MEMBERSHIP FEES	60		
6200 PROGRAM INCOME	11,428	61,958	7,740
6400 SALES/THRIFT STORE	818		
6501 INVESTMENTS			
6801 CARRY O./FUND BAL.			
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	877,030	1,114,218	1,457,219
SURPLUS/(DEFICIT):	<25,602>	1,200	-0-

1992-93

CLIENT SERVICES DEPARTMENT/SELF-RELIANCE PROGRAM

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

OBJECTIVE I: Operate a service delivery system that allows for comprehensive assessment of client needs and uniform data collection.

Strategy A: Evaluate existing service delivery system and research other models to ensure that it allows for comprehensive assessment of client needs and meets organizational goals.

Strategy B: Develop and fully implement a computerized client data collection system, coordinating with other departments to ensure that the data collection needs of all programs are addressed.

OBJECTIVE II: Maintain a comprehensive information and referral system.

Strategy A: Provide ongoing training to WCCAO staff to use the information and referral system and assure a quality service from all designated WCCAO sites.

Strategy B: Update resource directory annually and convene bi-monthly community provider meetings.

Strategy C: Participate in regional I & R planning strategies to increase knowledge and collaborate when appropriate.

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

Strategy A: Assure service access to persons with hearing impairments by installing and maintaining TDD at all service sites.

Strategy B: Ensure that service sites comply with the American's with Disabilities Act.

Strategy C: Identify positions requiring bilingual skill and employ qualified staff.

Strategy D: Provide cultural competency training for all staff.

Strategy E: Maintain services sites in Hillsboro and Tigard, and explore ways to provide additional outreach services.

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

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

Strategy B: Provide technical assistance to programs in order to identify and achieve desirable outcomes associated with self-reliance.

Strategy C: Complete and assess DPP evaluation process to determine its effectiveness as a mechanism to measure self-reliance.

OBJECTIVE V: Establish a family oriented model of service delivery which promotes self-reliance.

Strategy A: Fully implement common case management policies and procedures for serving families enrolled in self-reliance programs with a focus on staff training.

Strategy B: Identify ways to apply agency case management model to homeless families served by Neighborshare/TCM.

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

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

Strategy E: Evaluate self-sufficiency model to ensure that it meets family's needs and organizational goals.

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

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

Strategy A: Respond to 16,800 information and referral requests.

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

1. \$450,000 in energy assistance payments to help 2,656 low income households. (8,234 individuals)
2. \$30,000 in rent assistance to prevent 130 families (403 individuals) from becoming homeless.
3. \$3,000 in emergency needs assistance to 406 families. (1,259 individuals)
4. Energy copayments for 35 families (109 individuals)
5. 400 Head Start applications.

Strategy C: Explore the feasibility of providing rate relief for sewer bills.

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

Strategy A: Provide 21,036 bed nights of shelter to 617 homeless people to include:

1. 6,300 bed nights of shelter to 140 families (448 individuals) at the WCCAO shelter.
2. 2,300 bed nights of shelter to 81 families (133 individuals) at the TCM shelter.
3. Provide 756 bed nights of shelter to 24 families (36 individuals) at local motels when the shelters are full.
4. 11,680 bed nights of transitional housing to 14 families (63 individuals) at the 7 existing transitional housing units.

Strategy B: Provide information and referral to 4,500 homeless individuals that cannot be provided with emergency shelter due to lack of space or ineligibility.

Strategy C: Work with the Washington County Housing Authority and other agencies to secure additional transitional units and resources needed for support services.

OBJECTIVE III: Provide family self-reliance services.

Strategy A: Provide case management services to 259 homeless families housed in WCCAO's Family Shelter Home, Tigard Christian Ministries Shelter, local motels and WCCAO's transitional housing units.

Strategy B: Provide assessment, information and referral and follow up to 306 families enrolled in Head Start, and provide comprehensive case management to at least 45 of those families.

Strategy C: Provide comprehensive case management to 45 families enrolled in the Next Steps Program.

Strategy D: Coordinate energy self-sufficiency services for 35 families who are experiencing chronic high energy costs and/or high energy usage.

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

Strategy A: Provide 24 support workshops for 70 homeless individuals staying at the WCCAO shelter in the area of tenant rights, parenting, self esteem, job search, etc.

Strategy B: Provide a children's program for 110 of the homeless children housed at the WCCAO shelter in consultation with WCCAO child development experts.

GOAL C: To have adequate resources to support the agency's mission.

OBJECTIVE I: Obtain \$65,000 in financial contributions and \$20,000 in in-kind support for Client Services.

Strategy A: Develop department fundraising plan that is integrated with the overall agency fundraising plan.

Strategy B: Raise \$27,046 to support the Neighborshare program.

Strategy C: Raise \$20,000 to support the WCCAO shelter.

Strategy D: Raise \$5,378 to support the Emergency Services program.

OBJECTIVE II: Forecast financial resources needed to support department services and develop a plan to acquire adequate funding.

OBJECTIVE III: Obtain \$80,000 in in-kind match required by OCS for Next Steps Program.

Strategy A: Secure \$50,000 in in-kind match from Portland Community College and New Directions Program in the form of educational and support services for WCCAO clients.

Strategy B: Secure \$20,000 in health coverage for families as an in-kind contribution for Kaiser Permanente.

Strategy C: Secure \$3,000 in in-kind match from time donated by the University of Portland Advisory Committee members and other volunteers.

Strategy D: Secure an additional \$7,000 in in-kind match from the local community.

OBJECTIVE IV: Obtain financial support needed to continue self-reliance services.

Strategy A: Follow up on Health Care for Homeless Children Grant, HAWC Self-Sufficiency Program, Cancer And The Poor, DPP Continuation Grant and Farmworker Assistance Proposal.

Strategy B: Identify and apply for other sources of self-reliance funding.

1992-93 Revenue

CDBG LIEAP Transfer		\$ 11,036
Community Services Block Grant (CDBG)		85,000
Low Income Energy Assistance Program		33,050
SCS/Emergency Shelter Grant Program		18,374
County Emergency Shelter Grant Program		27,762
CDBG Homeless		13,574
State Homeless Assistance Program		65,908
FEMA		64,628
Oregon Partners in Energy		20,760
HUD/Transitional Housing		15,882
United Way:		70,697
Homeless	31,217	
Basic Needs	17,745	
Information & Referral	21,735	
County		13,000

Cities:		28,100
King City	500	
Cornelius	500	
Gaston	100	
Beaverton	15,000	
Tigard	7,500	
Tualatin	1,500	
Forest Grove	3,000	
Fees/Reimbursements:		37,429
Head Start	76,027	
State Energy Vouchers	2,500	
FEMA Shelter	15,985	
Transitional Housing Rents	18,944	
State EHA		86,382
DPP - Self Sufficiency		28,637
Donations/Contributions		52,424
Homeless Services	20,000	
Intake & Assessment	5,378	
Neighborshare	27,046	
	TOTAL:	<u>\$672,643</u>

Personnel

Client Services

	<u>FTE</u>
(1) Director II	1
(1) I & A Manager	1
(2) JVC I & A Specialist	1.92
(4) Secretary Support	.22
(1) I & A Coordinator	1
(1) Program Assistant/I&A	1
(2) LIEAP Screener	.33
(1) I & R Specialist	1
(1) Homeless Program Manager	1
(4) Shelter Night Supervisors	3.45
(1) JVC Shelter Program Specialist	.96
(1) Program Assistant/Shelter	1
(1) Neighborshare Coordinator	1
(1) Data Processor	.1
<hr/>	
22 Employees	14.98 FTE

Self Sufficiency

(1) Program Manager	.80
(2) Next Steps Case Managers	.50
(3) Head Start Family Service Workers	4
(1) Homeless Case Manager	1
(4) Secretarial Support	.05
<hr/>	
11 Employees	6.35 FTE

BUDGET COMPARISON

PROGRAM: CLIENT SERVICES

DATE PREPARED: 6/9/92

	FY 90-91	FY 91-92	FY 92-93
	ACTUAL COSTS	AMENDED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	247,189	344,902	320,402
7100 BENEFITS	34,603	59,156	65,299
7200 TAXES	42,473	49,544	49,775
8000 FEES FOR SERVICES	91,648	121,462	95,753
8100 SUPPLIES/ SERVICES	13,076	17,928	8,809
8200 TELEPHONE	12,720	12,593	12,262
8300 POSTAGE	2,083	2,060	1,305
8400 OCCUPANCY	69,295	87,170	86,543
8500 EQUIPMENT	7,316	7,579	3,956
8600 PRINTING/PUBL.	4,644	4,301	4,005
8700 TRAVEL	23,889	9,142	7,880
8800 CONF./TRAININGS	1,536	3,075	3,358
8900 INDIVIDUAL ASST.	82,998	44,975	35,638
9000 MEMBERSHIPS	65	150	200
9200 ASSET AQUISITION			
8012 ADMINISTRATION	74,550	71,001	52,485
8014 RESOURCE DEVELOPMENT			
8014 FAMILY SERVICE FEE		<86,006>	<76,027>
8015 INTAKE & ASSESSMENT	<15,000>	<14,924>	
TOTAL EXPENSES	693,085	734,108	672,643
REVENUE:			
4000 CONTRIBUTIONS	43,841	56,559	52,424
4200 SPECIAL EVENTS	358		
4700 UNITED WAY/FEMA	86,602	136,483	70,697
4800 NON GOVT.GRANTS			
5500 GOVERNMENT GRANTS	403,574	436,312	427,093
5502 CSBG ALLOCATION	42,735	70,392	85,000
6001 MEMBERSHIP FEES	228		
6200 PROGRAM INCOME	95,735	30,000	37,429
6400 SALES/THRIFT STORE			
6501 INVESTMENTS	204	28,000	
6801 CARRY O./FUND BAL.			
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	673,277	757,746	672,643
SURPLUS/<DEFICIT>:	<19,808>	23,638	-0-

BUDGET SUMMARY 1992-93

PROGRAM: CLIENT SERVICES

	<u>TOTAL</u>	<u>Intake & Assess.</u>	<u>Shelter and Transition</u>	<u>Self- Sufficiency</u>
EXPENDITURES:				
7000 SALARIES	<u>320,402</u>	<u>121,067</u>	<u>115,349</u>	<u>83,986</u>
7100 BENEFITS	<u>65,299</u>	<u>30,082</u>	<u>16,489</u>	<u>18,728</u>
7200 TAXES	<u>49,775</u>	<u>15,345</u>	<u>21,900</u>	<u>12,530</u>
8000 FEES FOR SERVICES	<u>95,753</u>	<u>59,622</u>	<u>67,536</u>	<u><31,405></u>
8100 SUPPLIES/SERVICES	<u>8,809</u>	<u>2,520</u>	<u>6,049</u>	<u>240</u>
8200 TELEPHONE	<u>13,262</u>	<u>6,410</u>	<u>5,510</u>	<u>1,342</u>
8300 POSTAGE	<u>1,305</u>	<u>1,010</u>	<u>240</u>	<u>55</u>
8400 OCCUPANCY	<u>86,543</u>	<u>34,920</u>	<u>41,334</u>	<u>10,289</u>
8500 EQUIPMENT	<u>3,956</u>	<u>770</u>	<u>3,186</u>	
8600 PRINTING/PUBLICATION	<u>4,005</u>	<u>2,280</u>	<u>1,570</u>	<u>155</u>
8700 TRAVEL	<u>7,880</u>	<u>1,900</u>	<u>1,480</u>	<u>4,500</u>
8800 CONFERENCES/TRAININGS	<u>3,358</u>	<u>900</u>	<u>808</u>	<u>1,650</u>
8900 INDIVIDUAL ASSISTANCE	<u>35,638</u>	<u>11,988</u>	<u>23,650</u>	
9000 MEMBERSHIPS	<u>200</u>	<u>100</u>	<u>100</u>	
8012 ADMINISTRATION	<u>52,485</u>	<u>21,784</u>	<u>23,457</u>	<u>7,244</u>
8014 RESOURCE DEVELOPMENT				
8014 FAMILY SERVICE FEE	<u><76,027></u>			<u><76,027></u>
8015 INTAKE AND ASSESSMENT				
8014 RESOURCE DEVELOPMENT				
TOTAL EXPENSES	<u>672,643</u>	<u>310,698</u>	<u>328,658</u>	<u>33,287</u>
REVENUE:				
4000 CONTRIBUTIONS	<u>52,424</u>	<u>32,424</u>	<u>20,000</u>	
4200 SPECIAL EVENTS				
4700 UNITED WAY/FEMA	<u>70,697</u>	<u>48,747</u>	<u>21,950</u>	
4800 NON GOVT. GRANTS				
5500 GOVERNMENT GRANTS	<u>427,093</u>	<u>144,527</u>	<u>249,279</u>	<u>33,287</u>
5502 CSBG ALLOCATION	<u>85,000</u>	<u>85,000</u>		
6001 MEMBERSHIP FEES				
6200 PROGRAM INCOME	<u>37,429</u>		<u>37,429</u>	
6400 SALES				
6501 INVESTMENTS				
6801 CARRY OVER/FUND BAL.				
6901 INSURANCE SETTLEMENT				
TOTAL REVENUE:				
SURPLUS/DEFICIT:	<u>672,643</u>	<u>310,698</u>	<u>328,658</u>	<u>33,287</u>

1992-93
HOUSING & ENERGY CONSERVATION DEPARTMENT

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

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

Strategy A: Maintain and enhance the department's capacity to provide services in a manner which is sensitive to language, culture and life-style differences.

Strategy B: Provide services to all geographic areas of the county.

Strategy C: 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.

OBJECTIVE II: Provide energy conservation services.

Strategy: Weatherize at least 80 dwelling units occupied by low income residents.

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

Strategy A: Provide education services and training for at least 85 low and moderate income households to conserve energy and install low cost weatherization materials in their homes.

Strategy B: Provide 4 energy conservation workshops to community groups.

Strategy C: Provide fair housing information to at least 2000 persons and conduct 6 community education workshops on fair housing, reaching at least 150 individuals.

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

Strategy A: Participate in advocacy efforts to promote the development of affordable housing including working with the Oregon Housing Now Coalition, continuing county-wide United Way funded community planning efforts, and participating as required in the state legislative process to secure additional funding for affordable housing.

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

Strategy C: Provide coordination, advocacy and leadership in the delivery by subcontractors of specialized housing services to low and moderate income Washington County residents.

1. Provide legal assistance through Oregon Legal Services to at least 616 low income and elderly persons having housing related problems.

2. Locate accessible housing through Access Oregon for at least 100 physically disabled adults and provide technical assistance needed by landlords, realtors or developers to increase accessible housing opportunities.
3. Locate or assist in maintaining housing through Washington County Mental Health Department for at least 25 chronically mentally ill, mentally retarded or developmentally delayed individuals.
4. Provide mortgage default counseling services through Housing Services of Oregon to at least 240 low and moderate income homeowners.
5. Provide mortgage default prevention services to an additional 125 families through a Northwest Area Foundation funded demonstration project.
6. Provide counseling through Shared Housing for at least 162 low and moderate income persons to acquire home share matches.
7. Provide administration, coordination and leadership for housing services funded through State Emergency Housing Account funds coordinated with the Housing Authority to implement a county-wide planning process.

1992-93 Revenue

DOE 93	\$ 89,046
Petroleum Overcharge Funds	56,207
LIEAP Wx. 92	63,946
LIEAP Wx. 93	16,826
CDBG-Weatherization	20,000
PGE Rebates	40,000
N.W. Natural Gas Rebates	14,000
Self-Help Weatherization - CDBG	25,000
Housing Services - CDBG	60,000
N.W. Area Foundation	100,000
Emergency Housing Account	152,096
HDC Housing Advocacy	9,000
CSBG Allocation	8,693
United Way	<u>10,376</u>
TOTAL :	<u>\$671,190</u>

Personnel

		<u>FTE</u>
(1)	Program Director	1
(1)	Wx. Manager	1
(2)	Secretarial Support	.8
(1)	Auditor/Inspector	1
(1)	Housing Advocacy Manager	1
(1)	Client Education Specialist	.9
<hr style="border-top: 1px dashed black;"/>		
7	Employees	5.7 FTE

BUDGET COMPARISON

PROGRAM: HOUSING & ENERGY

DATE PREPARED: 6/9/92

	FY 90-91	FY 91-92	FY 92-93
EXPENDITURES:	ACTUAL COSTS	AMENDED BUDGET	PROPOSED BUDGET
7000 SALARIES	117,188	134,152	124,170
7100 BENEFITS	11,448	14,305	11,205
7200 TAXES	14,600	16,465	13,491
8000 FEES FOR SERVICES	90,203	143,794	266,948
8100 SUPPLIES/ SERVICES	93,780	112,252	89,913
8200 TELEPHONE	2,766	2,850	3,150
8300 POSTAGE	1,024	1,300	2,100
8400 OCCUPANCY	4,281	4,900	4,600
8500 EQUIPMENT	2,792	3,150	2,100
8600 PRINTING/PUBL.	2,865	3,000	3,515
8700 TRAVEL	6,980	6,417	7,270
8800 CONF./TRAININGS	2,535	4,527	3,400
8900 INDIVIDUAL ASST.		30,000	70,000
9000 MEMBERSHIPS	825	850	850
9200 ASSET AQUISITION			
8012 ADMINISTRATION	38,225	44,307	47,049
8014 RESOURCE DEVELOPMENT/ANT. SERV.	10,993		21,429
8014 FAMILY SERVICE FEE			
8015 INTAKE & ASSESSMENT		6,191	
TOTAL EXPENSES	400,455	528,460	671,190
REVENUE:			
4000 CONTRIBUTIONS		1,116	
4200 SPECIAL EVENTS			
4700 UNITED WAY/FEMA		10,000	10,376
4800 NON GOVT.GRANTS		77,062	100,000
5500 GOVERNMENT GRANTS	332,528	378,800	483,121
5502 CSBG ALLOCATION	14,584	13,309	8,693
6001 MEMBERSHIP FEES			
6200 PROGRAM INCOME	57,089	51,135	69,000
6400 SALES/THRIFT STORE			
6501 INVESTMENTS			
6801 CARRY O./FUND BAL.			
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	404,201	531,422	671,190
SURPLUS/DEFICIT:	3,746	2,962	-0-

BUDGET SUMMARY 1992-93

PROGRAM: HOUSING & ENERGY CONSERVATION

	<u>TOTAL</u>	<u>Housing Advocacy</u>	<u>WX/Home Repair</u>
EXPENDITURES:			
7000 SALARIES	\$ 124,170	33,048	91,122
7100 BENEFITS	11,205	2,631	8,574
7200 TAXES	13,491	3,179	10,312
8000 FEES FOR SERVICES	266,948	213,112	53,836
8100 SUPPLIES/SERVICES	89,913	400	89,513
8200 TELEPHONE	3,150		3,150
8300 POSTAGE	2,100	200	1,900
8400 OCCUPANCY	4,600		4,600
8500 EQUIPMENT	2,100		2,100
8600 PRINTING/PUBLICATION	3,515	400	3,115
8700 TRAVEL	7,270		7,270
8800 CONFERENCES/TRAININGS	34,000		34,000
8900 INDIVIDUAL ASSISTANCE	70,000	70,000	
9000 MEMBERSHIPS	850		850
9200 ASSET ACQUISITION			
8012 ADMINISTRATION	47,049		47,049
8014 RESOURCE DEVELOPMENT	21,429		21,429
8014 FAMILY SERVICE FEE			
8015 INTAKE & ASSESSMENT			
TOTAL EXPENSES	671,190	322,970	348,220
REVENUE:			
4000 CONTRIBUTIONS			
4200 SPECIAL EVENTS			
4700 UNITED WAY/FEMA	10,376	10,376	
4800 NON GOVT. GRANTS	100,000	100,000	
5500 GOVERNMENT GRANTS	483,121	212,594	270,527
5502 CSBG ALLOCATION	8,693		8,693
6001 MEMBERSHIP FEES	69,000		69,000
6200 PROGRAM INCOME			
6400 SALES			
6501 INVESTMENTS			
6801 CARRY OVER/FUND BAL.			
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	671,190	332,970	348,220
SURPLUS/DEFICIT:	-0-	-0-	-0-

1992-93
TUALATIN VALLEY FOOD CENTER

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

OBJECTIVE I: Increase resources for and provide access to emergency and supplemental food, while improving quality.

Strategy A: Obtain 1,225,000 pounds of donated food.

1. Conduct 9 food drives to raise at least 200,000 pounds of donated food.
2. Identify 2 organizations to negotiate sponsorship of additional food drives. (Postal workers, Taste of Beaverton)
3. Obtain 1,025,000 pounds of donated food as follows:
 - * 175,000 lbs. from USDA
 - * 500,000 lbs. from local donors
 - * 350,000 lbs. from Oregon Food Bank

Strategy B: Provide 1,225,000 pounds of food to support the food bank network.

1. 17,000 emergency food boxes. (60,000 people; 800,000 pounds; 750,000 to member agencies; 50,000 to migrant food providers.)
2. 30,000 emergency hot meals. (35,000 pounds)
3. 150,000 meals provided through supplemental food programs. (170,000 pounds)
4. 8,400 "Brown Bags" of supplemental food. (700 members/140,000 pounds)
5. 3,800 Christmas and Thanksgiving Baskets. (13,300 people/40,000 pounds)
6. 40,000 pounds to Gleaners and other food banks.

Strategy C: Provide training, technical assistance, planning and coordination support to member agencies.

1. Maintain effective communications and assure compliance.
 - * Visit 30 member agencies to build relationships and do needs assessment
 - * conduct 30 on-site visits
 - * conduct quarterly LMA meetings
 - * provide regular newsletters
 - * provide 2 training sessions for member agencies

2. Meet the emergency hunger needs of migrant farm workers.

- * coordinate food delivery plan
- * obtain additional food

OBJECTIVE II: Obtain financial and volunteer resources needed to support the department's goals.

Strategy A: Obtain \$126,000 in food bank operational support, as follows:

- * \$41,000 through solicitation of donations
- * \$25,000 through fundraising events
- * \$52,000 through member agency share contribution
- * \$8,000 through Brown Bag memberships

Strategy B: Explore the feasibility of transferring the operation to Oregon Food Bank in order to achieve higher levels of efficiency and effectiveness and reduce agency discretionary obligations.

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

Strategy A: Operate a self-help Brown Bag program that allows 700 member households the opportunity to supplement their monthly food budget, develop social service skills and respond to the needs of others.

Strategy B: Provide a monthly newsletter to member households that gives information on nutritional food resources, recipes, job announcements and educational workshops.

1992-93 Revenue

Carry Over	4,356
Contributions	41,000
Special Events	25,000
United Way	15,200
United Way FEMA	11,650
TVFC Program Income	71,500
Community Services Block Grant	<u>\$38,309</u>

Total: \$207,015

Personnel

	<u>FTE</u>
(1) Department Director	.50
(1) TVFC Resource Development Manager	1
(1) TVFC Operation Coordinator	.81
(1) Lead Warehouse Person	1
(1) Secretarial Support	1
(1) Temporary Assistance	.50
<hr/>	
6 Employees	4.81 FTE

BUDGET COMPARISON

PROGRAM: TUALATIN VALLEY FOOD CENTER

DATE PREPARED: 6/9/92

	FY 90-91	FY 91-92	FY 92-93
	ACTUAL COSTS	AMENDED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	90,051	106,236	105,736
7100 BENEFITS	11,699	12,182	13,893
7200 TAXES	16,363	15,606	15,516
8000 FEES FOR SERVICES	207	500	
8100 SUPPLIES/ SERVICES	18,850	26,349	25,850
8200 TELEPHONE	2,016	2,003	1,850
8300 POSTAGE	2,366	4,074	3,500
8400 OCCUPANCY	7,964	12,940	8,500
8500 EQUIPMENT	1,281	4,697	2,300
8600 PRINTING/PUBL.	2,756	2,135	2,950
8700 TRAVEL	7,883	11,876	10,250
8800 CONF./TRAININGS	313	2,385	2,150
8900 INDIVIDUAL ASST.		55	
9000 MEMBERSHIPS		100	
9200 ASSET AQUISITION			
8012 ADMINISTRATION	19,164	18,645	14,520
8014 RESOURCE DEVELOPMENT	10,993		
8014 FAMILY SERVICE FEE			
8015 INTAKE & ASSESSMENT			
TOTAL EXPENSES	191,906	219,783	207,015

REVENUE:			
4000 CONTRIBUTIONS	41,719	39,726	41,000
4200 SPECIAL EVENTS	21,796	20,150	25,000
4700 UNITED WAY/FEMA	12,388	27,288	15,200
4800 NON GOVT.GRANTS			
5500 GOVERNMENT GRANTS			11,650
5502 CSBG ALLOCATION	37,961	36,420	38,309
6001 MEMBERSHIP FEES			
6200 PROGRAM INCOME	53,966	96,199	71,500
6400 SALES/THRIFT STORE	21,447		
6501 INVESTMENTS	11,314		
6801 CARRY O./FUND BAL.			4,356
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	200,591	219,783	
SURPLUS/<DEFICIT>:	8,685	-0-	207,015