

**WASHINGTON COUNTY
COMMUNITY ACTION ORGANIZATION
1994-95 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:

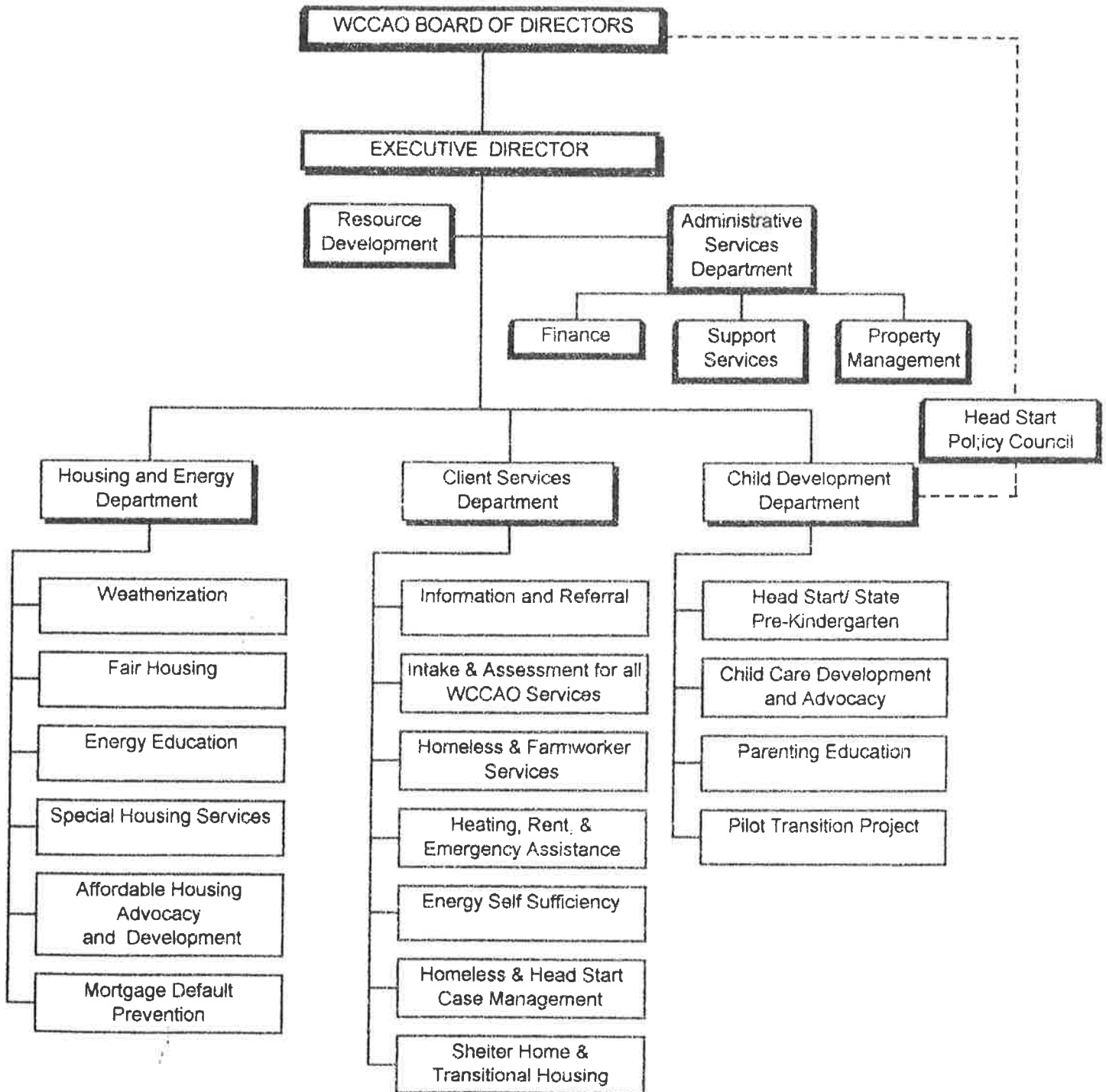
1. To solve problems and remove obstacles which block the achievement of self-reliance by the economically disadvantaged.
2. To promote greater participation of the economically disadvantaged in decisions and activities affecting them.
3. To provide the leadership required to assure the active involvement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

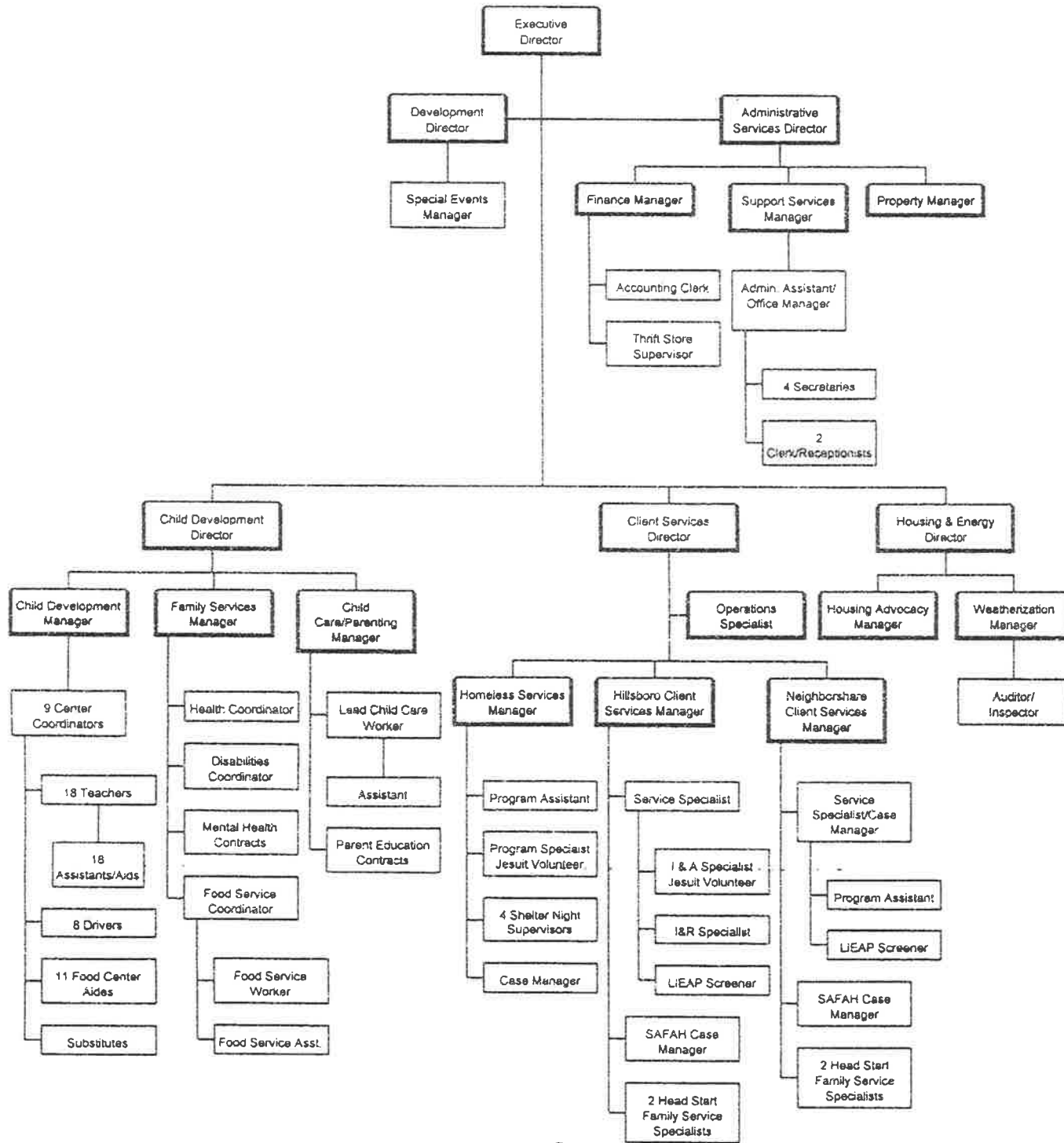
The WCCAO Board and staff are committed to the following values in carrying out the mission of the Washington County Community Action Organization:

- *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.

1994-1995 ORGANIZATION CHART



1994-1995 STAFF ORGANIZATION CHART



1988 - 1995 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, promotes family self esteem and collects uniform data.

Objective D: Operate a comprehensive information and referral system.

Goal II: Assure that the needs are met.

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

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

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

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

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

Objective F: Provide energy conservation services.

Objective G: Provide early childhood development services.

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

Objective I: Provide family self-reliance services.

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

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

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

Objective C: Provide efficient and effective fiscal services.

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

1994-95
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: Develop and implement a system for centralized personnel management support.

Strategy B: Complete the revision to WCCAO's personnel policies assuring that they reflect organization values.

Strategy C: Revise and update WCCAO's affirmative action policy.

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

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

Strategy F: Maintain a competitive compensation and benefits plan.

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

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

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

Strategy B: Conduct a comprehensive community needs assessment and develop a revised 5 year plan.

Strategy C: Identify and obtain needed computer support; establish management information systems to produce adequate donor, personnel, client, volunteer and program reports; establish centralized computer systems support.

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

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

Strategy F: Supervise the construction of and the relocation to WCCAO's new multi-service center.

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

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

Strategy I: Assure an adequate system to recruit and utilize volunteers; establish management information system to track volunteer activity.

OBJECTIVE III: Provide efficient and effective fiscal services.

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

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

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

Strategy D: Evaluate the financial viability of the Thrift Store.

Strategy E: Complete the automation of WCCAO's budgeting process and finalize budget policies.

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

Strategy A: Develop and implement an overall communications and public relations plan that will enhance the agency's image and increase community awareness of the agency's mission.

Strategy B: Operate a coordinated development effort that obtains needed resources and results in at least \$40,000 in event proceeds, \$82,000 in cash gifts, planned gifts and pledges to support agency operations, and \$350,000 in cash gifts and pledges to complete the Capital Campaign.

1994-95 Revenue

Administrative Fees	\$291,365
Interest	1,000
Thrift Store	<u>5,000</u>
TOTAL:	\$297,365

Fundraising:

Mardi Gras	\$ 40,000
Capital Campaign	350,000
General Fundraising	82,000
United Way Federal Campaign	1,500
United Way Donor Designation - WCCAO	2,500
CDBG	<u>324,000</u>
TOTAL:	\$800,000

Personnel

(1) Executive Director	1
(1) Development Director	1
(1) Administrative Services Director	1
(1) Support Services Manager	1
(1) Finance Manager	1
(1) Facilities & Equipment Manager	1
(1) Special Events Manager	.5
(1) Administrative Assistant	1
(1) Accounting Clerk	1
(3) Secretaries	2.25
(2) Receptionists	1
<hr/>	
14 Employees	11.75 FTE

1994-95
CHILD DEVELOPMENT DEPARTMENT

OVERALL GOAL: Assure that low income families 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: Identify the gap between current and desired communication with clients 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: Continue the development of full day child care in conjunction with Head Start centers.

Strategy B: Participate in advocacy efforts to increase the quality, affordability and accessibility of child care for low income families through the following:

- 1) The Oregon State Childhood Care and Education Career Development Advisory Committee
- 2) The Full Cost of Quality State Initiative Task Force
- 3) The Metro Child Care Resource and Referral Advisory Board
- 4) The Washington County Commission on Children and Families Child Care Work Group
- 5) The Washington County Advisory Planning Committee for West Tuality Child Care Resource and Referral
- 6) The Beaverton Branch Adult and Family Services Child Care Subcommittee
- 7) The Washington County Commission on Children and Families Ready To Learn Task Force

OBJECTIVE II: Provide Early Childhood Development services.

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

Strategy B: Provide 346 hours of on-site child care for low income parents.

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

Strategy D: Provide education services to 72 parents and 72 children that will facilitate their successful transition to kindergarten.

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

Strategy A: Conduct 11 seven-week parenting classes for 132 parents.

Strategy B: Provide 36 educational sessions for 173 parents based upon their priority needs.

Strategy C: Convene 60 parent meetings.

Strategy D: Provide information to 150 low income families on how to choose quality child care and how to access financial subsidies.

1994-95 Revenue

United Way	6,000
Washington County	
Child Care Outreach	2,854
Parenting Education	19,283
Ready to Learn	15,818
Project Cradle	5,000
Community Services Block Grant	10,000
U.S. Dept. of Health & Human Services	1,422,262
Oregon Dept. of Education	439,274
U.S. Dept. of Agriculture	104,243
Program Income	22,980

TOTAL: \$2,047,714

1994-95 Personnel:

	<u>FTE</u>
(1) Department Director	.85
(6) Managers	3.75
(9) Center Coordinators	9.
(1) Health/Nutrition Coordinator	1.
(1) Client Services Specialist	.4
(1) Food Service Specialist	1.
(4) Family Service Specialists	4.
(18) Lead Teachers	17.875
(1) Secretary	1.
(11) Bus Drivers	10.05
(2) Receptionists	.5
(16) Assistant Teachers	10.9
(12) Center Aides	8.9
(2) Food Service Assistants	2.
<hr/>	
85 Employees	72.38 FTE

BUDGET COMPARISON

Program: Child Development

Date Prepared: May 31, 1994

	FY 92-93	FY 93-94	FY 94-95
	Actual Costs	Adopted Budget	Proposed Budget
<i>EXPENDITURES:</i>			
5000 Salaries	806,226	939,724	1,127,807
5100 Benefits	94,921	123,985	145,519
5200 Taxes	106,041	121,125	142,495
6000 Fees for Services	189,175	199,090	213,513
6100 Supplies/Services	154,506	147,100	118,500
6200 Telephone	11,709	12,950	13,753
6300 Postage	2,058	2,200	2,718
6400 Occupancy	121,301	141,571	153,161
6500 Equipment	28,587	83,622	28,250
6600 Printing/Publication	3,491	9,450	12,589
6700 Travel	63,663	65,583	67,320
6800 Conf./Training	20,741	23,145	18,159
6900 Individual Assistance	928	3,450	3,930
7000 Construction/Purchase			
<i>TOTAL EXPENSES:</i>	1,603,347	1,872,995	2,047,714
<i>REVENUE:</i>			
4000 Contributions/Fees	284		
4200 Special Events	1,762		
4400 United Way/FEMA	6,150	6,150	6,000
4500 Non-Govt. Grants			
4600 Government Grants	1,536,818	1,843,106	2,003,734
4601 CSBG Allocation			10,000
4700 Program Income	63,859	23,739	27,980
4900 Sales/Investments	963		
4908 Carry 0./Fundbal.			
<i>TOTAL REVENUE:</i>	1,609,836	1,872,995	2,047,714
<i>SURPLUS/ <DEFICIT></i>	6,489	-0-	-0-

BUDGET SUMMARY 1994-95

Program: Child Development

Date Prepared: May 31, 1994

	Total:	Head Start:	Child Care/ Parenting
EXPENDITURES:			
5000 Salaries	1,127,807	1,089,496	38,311
5100 Benefits	145,519	139,182	6,337
5200 Taxes	142,495	137,784	4,711
6000 Fees for Services	213,513	192,153	21,360
6100 Supplies/Services	118,500	115,723	2,777
6200 Telephone	13,753	13,000	753
6300 Postage	2,718	2,450	268
6400 Occupancy	153,161	147,639	5,522
6500 Equipment	28,250	28,250	
6600 Printing/Publication	12,589	11,250	1,339
6700 Travel	67,320	66,985	335
6800 Conf./Training	18,159	17,937	222
6900 Individual Assistance	3,930	3,930	
7000 Construction/Purchase			
TOTAL EXPENSES:	2,047,714	1,965,779	81,935
REVENUE:			
4000 Contributions/Fees			
4200 Special Events			
4400 United Way/FEMA	6,000		6,000
4500 Non-Govt. Grants			
4600 Government Grants	2,003,734	1,965,779	37,955
4601 CSBG Allocation	10,000		10,000
4700 Program Income	27,890		27,890
4900 Sales/Investments			
4908 Carry O./Fundbal.			
TOTAL REVENUE:	2,047,714	1,965,779	81,935
SURPLUS/ <DEFICIT>	-0-	-0-	-0-

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1994-95
CLIENT SERVICES DEPARTMENT

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

GOAL 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, promotes family self-reliance and collects uniform data.

Strategy A: Implement a computerized client data collection system, coordinating with other departments to ensure that the data collection needs of all programs are addressed.

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

Strategy C: Ensure that uniform case management policies and procedures for serving families enrolled in self-reliance programs.

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

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

OBJECTIVE II: Maintain a comprehensive information and referral system.

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

Strategy B: Update resource directory every nine months and convene quarterly community provider meetings.

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

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

Strategy A: Ensure that service sites comply with the American's with Disabilities Act, including staff trained to use T.D.D.S.

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

Strategy C: Provide cultural competency training for all staff.

Strategy D: Maintain services sites in Hillsboro and Tigard.

Strategy E: Develop plan for expanding services to Farm Workers.

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

Strategy G: Develop stronger working relationship with churches in Washington County, maintaining and improving working relationship with churches in eastern Washington County, exploring and initiating working relationship with churches in western Washington County.

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

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

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

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

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 and 25,200 inquiries.

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

1. \$360,000 in energy assistance payments to help 2,130 low income households (6,962 individuals) and pre-screen for weatherization services.
2. \$25,000 in rent and housing to prevent 108 families (335 individuals) from becoming homeless.

3. \$55,000 in assistance with housing costs to 100 formerly homeless families (450 individuals), as well as housing locator services. (Sources of funds: SAFAH, LIRF.)
4. \$3,000 in emergency needs assistance to 406 families. (1,259 individuals)
5. Energy copayments for 30 families (156 individuals) to reduce arrearages and promote energy self sufficiency.
6. 500 Head Start applications, Family Needs Assessments and Family Plans.
7. 200 applications, Family Needs Assessments and Family Plans for Homeless and formerly homeless Families.
8. 1200 food box intakes and referrals.

Strategy C: Assure that emergency and basic needs services reach at least 680 farm worker households.

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

Strategy A: Provide 25,458 bed nights of shelter to 1,074 homeless people to include:

1. 6,300 bed nights of shelter to 105 families (334 individuals) at the WCCAO shelter.
2. 2,782 bed nights of shelter to 111 families (188 individuals) at the IOS shelter.
3. 756 bed nights of motel room shelter to 24 families (36 individuals) who due to physical disabilities cannot be housed at the emergency shelter.
4. 10,220 bed nights of transitional housing to 14 families (56 individuals) at the 6 transitional housing units.
5. 5,400 bed nights of shelter to 400 victims of domestic violence through subcontract with the Domestic Violence Resource Center. (150 families)

Strategy B: Provide information and referral to 6,007 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, Sheltering Homeless Coalition, Beaverton United Methodist Church, Hope Springs Coalition and other agencies to secure additional transitional units and resources needed for support services.

Strategy D: Establish WCCAO's role in transitional housing as the provider of case management services. Transfer responsibility for facility management to other appropriate entities.

Strategy E: Work with agencies interested in establishing additional shelter facilities for single men.

OBJECTIVE III: Provide family self-reliance services.

Strategy A: Provide short term case management services to 143 homeless families housed in WCCAO's Family Shelter Home, local motels and WCCAO's transitional housing units.

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

Strategy C: Provide comprehensive case management to 75 formerly homeless families.

Strategy D: Provide comprehensive energy case management services for 30 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 coordination with WCCAO's Child Development program.

Strategy C: Provide general energy conservation education for all individuals assisted with energy payments and comprehensive energy self-reliance education for 30 case managed families.

Strategy D: Provide housing locator services for 200 homeless families.

Strategy E: Provide budgeting workshops for 100 families.

Strategy F: Explore options for providing additional education and skills training workshops for clients.

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

OBJECTIVE I: Obtain \$75,559 in financial contributions and \$18,504 in foundation grants for Client Services.

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

Strategy B: Raise \$37,500 to support the Neighborshare program by direct mail campaign to local businesses, clubs and individuals, church pledges, and church sponsored fundraisers.

Strategy C: Raise \$20,959 to support the WCCAO shelter by a direct mail campaign to individuals, churches, civic clubs and the Rotary Golf Tournament.

Strategy D: Raise \$10,000 to support the Emergency Services program by the Christmas Stocking fund and church donations.

Strategy E: Raise \$7,200 to support the Transitional Housing Program through business and church donations.

Strategy F: Raise \$18,504 in foundation support for the Client Services Department.

Strategy G: Identify and apply for at least two major grants to expand services.

1994-95 Revenue

Emergency Payments (LIEAP)		346,831
Community Services Block Grant (CSBG)		139,638
Low Income Energy Assistance Program		52,749
SCS/Emergency Shelter Grant Program		15,042
County Emergency Shelter Grant Program		25,500
CSBG Homeless		8,286
State Homeless Assistance Program		54,108
FEMA		95,000
HUD/Transitional Housing		13,238
United Way:		
Homeless	30,000	
Basic Needs	15,000	
Information & Referral	<u>20,000</u>	65,000
County		25,000
Cities:		
Sherwood	1,500	
King City	500	
Cornelius	500	
Beaverton	11,500	
Tigard	7,500	
Tualatin	4,000	
Forest Grove	3,000	
Hillsboro	<u>3,500</u>	32,000
Fees/Reimbursements:		
State Energy Vouchers	2,000	
FEMA Shelter	17,000	
Transitional Housing Rents	<u>12,000</u>	31,000
State EHA		63,890
SAFAH		151,259
Domestic Violence Resource Center		3,000
Donations/Contributions		
Homeless Services	20,959	
Hillsboro I&A	10,000	
Neighborshare I&A	37,500	
Transitional Housing	<u>7,100</u>	75,559
Foundation Grants		
Homeless Services	13,004	
Neighborshare	2,500	
Transitional Housing	<u>3,000</u>	18,504
	TOTAL	<u>\$1,215,604</u>

Personnel

Client Services

	<u>FTE</u>
(1) Director	1
(2) Client Services Manager	2
(1) JVC I & A Specialist	.96
(3) Secretary Support/Data Processor/Reception	.65
(2) Client Services Specialist	2
(1) Operations Specialist	1
(2) LIEAP Screener	.33
(1) I & R Specialist	1
(1) Homeless Program Manager	1
(3) Shelter Night Supervisors	2.8
(2) JVC Shelter Program Specialist	1.92
(1) Program Assistant/Shelter	1
(2) SAFAH Family Advocate	2
(4) Head Start Family Service Specialist	3.5
(1) Homeless Family Advocate	1
(1) Program Assistant/Neighborshare	.5
<hr/>	
28 Employees	22.66 FTE

BUDGET COMPARISON

Program: Client Services

Date Prepared: May 31, 1994

	FY 92-93	FY 93-94	FY 94-95
	Actual Costs	Adopted Budget	Proposed Budget
<i>EXPENDITURES:</i>			
5000 Salaries	254,444	305,272	325,076
5100 Benefits	36,763	46,155	61,472
5200 Taxes	36,110	43,624	41,111
6000 Fees for Services	173,452	229,357	245,650
6100 Supplies/Services	5,848	11,250	14,255
6200 Telephone	15,111	17,750	20,875
6300 Postage	1,306	1,500	1,800
6400 Occupancy	66,194	61,785	62,760
6500 Equipment	5,790	2,100	4,750
6600 Printing/Publication	1,730	3,985	4,165
6700 Travel	6,460	6,280	4,750
6800 Conf./Training	2,552	1,620	2,700
6900 Individual Assistance	46,602	500,530	426,240
7000 Construction/Purchase			
TOTAL EXPENSES:	652,362	1,231,208	1,215,604
<i>REVENUE:</i>			
4000 Contributions/Fees	42,634	68,000	
4200 Special Events			
4400 United Way/FEMA	71,005	144,000	160,000
4500 Non-Govt. Grants		7,815	21,504
4600 Government Grants	433,850	845,567	787,903
4601 CSBG Allocation	85,000	121,826	139,638
4700 Program Income	29,377	29,000	31,000
4900 Sales/Investments			
4908 Carry O./Fundbal.		15,000	
TOTAL REVENUE:	661,866	1,231,208	1,215,604
SURPLUS/ <DEFICIT>	9,504	-0-	-0-

BUDGET SUMMARY 1994-95

Program: Client Services

Date Prepared: May 31, 1994

	Total:	Intake & Assessment	Shelter & Trans. Housing
<i>EXPENDITURES:</i>			
5000 Salaries	325,076	190,786	134,290
5100 Benefits	61,472	37,028	24,444
5200 Taxes	41,111	21,273	19,838
6000 Fees for Services	245,650	210,088	35,562
6100 Supplies/Services	14,255	6,050	8,205
6200 Telephone	20,875	13,315	7,560
6300 Postage	1,800	1,500	300
6400 Occupancy	62,760	32,105	30,655
6500 Equipment	4,750	550	4,200
6600 Printing/Publication	4,165	3,350	815
6700 Travel	4,750	3,000	1,750
6800 Conf./Training	2,700	1,900	800
6900 Individual Assistance	426,240	401,250	24,990
7000 Construction/Purchase			
TOTAL EXPENSES:	1,215,604	922,195	293,409
<i>REVENUE:</i>			
4000 Contributions/Fees	75,559	47,500	28,059
4200 Special Events			
4400 United Way/FEMA	160,000	130,000	30,000
4500 Non-Govt. Grants	21,504	20,500	1,004
4600 Government Grants	787,903	626,929	160,974
4601 CSBG Allocation	139,638	95,266	44,372
4700 Program Income	31,000	2,000	29,000
4900 Sales/Investments			
4908 Carry O./Fundbal.			
TOTAL REVENUE:	1,215,604	922,195	293,409
SURPLUS/ <DEFICIT>	-0-	-0-	-0-

1994-95
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 92 dwelling units occupied by low income residents, of which approximately 15 will be accepted by low-income farm workers.

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 700 persons and conduct 6 community education workshops on fair housing, reaching at least 150 individuals.

Strategy D: Conduct at least 6 showings of the Housing Discrimination History exhibit for viewing by approximately 1,500 persons.

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 on the state and federal levels to develop additional funding for affordable housing.

Strategy B: Provide support to the newly developed community development corporations (Tualatin Valley Housing Partners and Community Partners for Affordable Housing) in their organization's building and initial housing development activities.

Strategy C: Encourage and assist public and private efforts to provide 50 additional units of low income housing. Continue the active support of the Housing Development Corporation in its development of farmworker housing.

Strategy D: 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 720 low income and elderly persons having housing related problems.
2. Locate accessible housing through Access Oregon for at least 130 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 75 chronically mentally ill, mentally retarded or developmentally delayed individuals.
4. Provide mortgage default counseling services through Housing Services of Oregon to at least 365 low and moderate income homeowners.
5. Provide counseling through Shared Housing for at least 216 low and moderate income persons to acquire home share matches.

Strategy E: Provide administration, coordination and leadership for housing services funded through State Emergency Housing Account funds. These funds serve the homeless or those at risk of homelessness and include services to special needs populations, such as the elderly, the disabled, and farmworkers.

1. Provide legal assistance through a bilingual housing advocate at Oregon Legal Services to serve 372 households including farmworker outreach activities
2. Provide shelter services and specific outreach services to the local farmworker community through the Domestic Violence Resource Center to serve 164 survivors of domestic violence.

3. Provide shelter services through Interfaith Outreach Services to service 70 homeless households.
4. Provide day shelter facilities through Housing Services of Oregon to provide daytime drop-in services to 53 households.

1994-95 Revenue

DOE 94	\$101,500
Petroleum Overcharge Fund	60,051
LIEAP Wx. 94	179,000
CDBG-Weatherization	20,000
PGE Rebates	45,465
N.W. Natural Gas Rebates	15,000
Self-Help Weatherization - CDBG	25,000
Housing Services - CDBG	60,000
N.W. Area Foundation	82,000
Emergency Housing Account	78,379
HDC Housing Advocacy	10,000
United Way	<u>10,500</u>
TOTAL:	<u>\$686,895</u>

Personnel

	<u>FTE</u>
(1) Program Director	1
(1) Wx. Manager	1
(3) Secretarial Support	.6
(2) Auditor/Inspector	1.5
(1) Housing Advocacy Manager	1
<hr style="border-top: 1px dashed black;"/>	
8 Employees	5.1FTE

BUDGET COMPARISON

Program: Housing & Energy

Date Prepared: May 31, 1994

	FY 92-93	FY 93-94	FY 94-95
	Actual Costs	Adopted Budget	Proposed Budget
<i>EXPENDITURES:</i>			
5000 Salaries	129,306	155,284	168,943
5100 Benefits	10,813	14,312	13,957
5200 Taxes	14,336	17,091	13,942
6000 Fees for Services	335,520	276,763	273,881
6100 Supplies/Services	135,041	105,524	133,332
6200 Telephone	6,462	2,500	3,100
6300 Postage	1,568	2,200	2,200
6400 Occupancy	8,766	14,525	13,240
6500 Equipment	5,142	2,080	5,050
6600 Printing/Publication	1,909	4,915	5,400
6700 Travel	5,721	5,350	5,400
6800 Conf./Training	3,685	1,655	8,450
6900 Individual Assistance	34,551	20,000	40,000
7000 Construction/Purchase			
<i>TOTAL EXPENSES:</i>	692,820	622,199	686,895
<i>REVENUE:</i>			
4000 Contributions/Fees	100		
4200 Special Events			
4400 United Way/FEMA	10,376	9,850	10,500
4500 Non-Govt. Grants	64,741	100,000	82,000
4600 Government Grants	536,391	454,849	523,930
4601 CSBG Allocation	10,000	10,000	
4700 Program Income	96,186	72,500	70,465
4900 Sales/Investments			
4908 Carry 0./Fundbal.			
<i>TOTAL REVENUE:</i>	717,794	647,199	686,895
<i>SURPLUS/ <DEFICIT></i>	24,974	25,000	-0-

BUDGET SUMMARY 1994-95

Program: Housing & Energy

Date Prepared: May 31, 1994

	Total:	Housing Advocacy	Weatherization/ Home Repair
<i>EXPENDITURES:</i>			
5000 Salaries	168,943	37,314	131,629
5100 Benefits	13,957	4,229	9,728
5200 Taxes	13,942	4,215	9,727
6000 Fees for Services	273,881	163,171	110,710
6100 Supplies/Services	133,332		133,332
6200 Telephone	3,100		3,100
6300 Postage	2,200	400	1,800
6400 Occupancy	13,240		13,240
6500 Equipment	5,050		5,050
6600 Printing/Publication	5,400	1,100	4,300
6700 Travel	5,400		5,400
6800 Conf./Training	8,450	450	8,000
6900 Individual Assistance	40,000	40,000	
7000 Construction/Purchase			
TOTAL EXPENSES:	686,895	250,879	436,016
<i>REVENUE:</i>			
4000 Contributions/Fees			
4200 Special Events			
4400 United Way/FEMA	10,500	10,500	
4500 Non-Govt. Grants	82,000	82,000	
4600 Government Grants	523,930	140,555	376,016
4601 CSBG Allocation			
4700 Program Income	70,465	17,824	60,000
4900 Sales/Investments			
4908 Carry O./Fundbal.			
TOTAL REVENUE:	686,895	245,879	436,016
SURPLUS/ <DEFICIT>	-0-	-0-	-0-

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