

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION

451 S. First Ave., Suite 700, Hillsboro, OR 97123

Hillsboro Office

451 S. First Ave., Suite 700
Hillsboro, OR 97123

648-6646 – Administration

- Executive Director
- Children & Youth
- Resource Development

648-0829 – Client Services

- Information & Referral
- Intake & Assessment for all WCCAO Services
- 1-800-533-5941
Special Transportation
- 640-8951 (part year)
Heating Assistance

Emergency Shelter Home

210 S.E. 12th
Hillsboro, OR 97123
648-0829

- Temporary Family Shelter

Aloha Center

20515 S.W. Blanton
Aloha, OR 97007

642-3236

- Tualatin Valley Food Center
- Christmas Clearing Bureau
- Weatherization
- Fair Housing
- Housing Advocacy
- Fiscal Department
P.O. Box 7069
Aloha, OR 97007

Neighborshare

12230 S.W. Main St.
Tigard, OR 97223

639-0495

- Information & Referral
- Intake & Assessment for all WCCAO Services

Play It Again (Thrift Store)

4955 S.W. Hall Blvd.
Beaverton, OR 97005
644-8956

1990-91 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.

1990 - 1995 WCCAO STRATEGIC PLAN

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

Goal I: To have an increased ability to promote self-sufficiency for low income families.

Objective A: Distinguish cause of poverty from symptoms and determine appropriate role and strategy.

Objective B: Assure the promotion of self-sufficiency throughout all program efforts and establish a mechanism to evaluate the effectiveness.

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

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

Objective E: Establish a comprehensive information and referral system.

Objective F: Establish family oriented case management models.

Goal II: To assure that the needs of low income families are met.

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

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

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

Objective D: Provide special needs transportation.

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

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

Objective G: Provide energy conservation services.

Objective H: Provide early childhood development services.

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

Objective J: Provide family development services.

Goal III: To have adequate resources to support the agency's mission.

Objective A: Increase community awareness and involvement.

Objective B: Obtain financial and in-kind support.

Objective C: Obtain space and equipment.

Objective D: Recruit and retain competent staff, volunteers and Board members.

Goal IV: To have supportive management and administrative systems that enables the agency to fulfill its mission.

Objective A: Maintain an informed Board of Directors and an effective committee structure.

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

Objective C: Assure on-going staff development opportunities.

Objective D: Assure planning and evaluating processes that are participatory and pro-active.

Objective E: Assure effective and efficient clerical, business and financial services.

Objective F: Assure effective agency communication and coordination.

Objective G: Provide development opportunities for Board members and Head Start Policy Council.

1990-1991 Organization Chart

WCCAO BOARD OF DIRECTORS

Executive Director

Finance Department

Resource Development Department

Housing & Energy Department

- Weatherization
- Fair Housing
- Energy Education
- Special Housing Services
- Affordable Housing Advocacy

Hunger & Nutrition Department

- TVFC: County-wide Food Bank
- Brown Bag: Self Help Project
- Holiday Food Basket Coord.
- Migrant Food Coordination

Family & Child Development Department

- Head Start
- State Pre-K
- Child Care Development
- Child Advocacy
- Parenting Classes
- Self-Sufficiency Project

Intake & Basic Needs Department

- Information & Referral
- Intake & Assessment for all WCCAO Prog.
- Emergency & Basic Needs Services
- Transportation
- Homeless Services
 - Shelter
 - Transitional Housing
 - Children's Support

8/13/90

1990-91 REVENUE PROJECTION

<u>REVENUE SOURCE</u>	<u>Report #</u>	<u>Amount</u>
SCS/ESGP	361/362	4,353
Contributions	440/660/666/668	43,150
FEMA Utilities	661	8,000
United Way	440/660/666	69,445
LIEAP Fuel Assistance	360	34,639
OPIE	363	20,760
Washington County	440/660	20,000
Transitional Housing	665	15,822
State Homeless/SHAP	346	46,704
CSBG Homeless	342	8,854
CDBG Shelter	777	24,611
Cities	440/666	29,600
State Fuel Reimbursement	664	6,000
Tri Met Contract	668	81,700
Reimbursement/AFS FEMA	440	25,000
Rent/Transitional Housing	440	7,000
Neighborshare/AFS	666	2,500
CSBG Allocation	314/316	38,174
<hr/>		
Total Client Services		486,312
<hr/>		
Fund Raising	221/223	10,600
H.H.S. Head Start	220	646,214
USDA Head Start	221	38,040
State Head Start Expansion	320	57,289
CSBG Allocation	312	10,993
Great Start		92,614
CSBG LIEAP Transfer		33,107
Total Child Development		888,857
<hr/>		
DOE '91	330	43,882
DOE '92	331	17,096
Petroleum Overcharge	332	70,000
LIEAP '90	336	48,316
LIEAP '91	337	43,052
CDBG-Weatherization	771	20,000
CDBG-Self Help	770	25,000
Washington County Fees		2,500
PGE Rebates	106	35,559
N.W.N.G. Rebates	107	7,650
Carryover	103	2,635
CDBG-Housing Services	773	55,000
HDC-Fees	108	7,041
Oregon Legal Services		1,000
CSBG Allocation	313	19,235
Total Housing & Energy		397,966
<hr/>		
Contributions	552	36,600
Fundraising	552	5,000

United Way	552	12,200
Carryover	552	2,000
Handling Fees	552	42,500
SLIAG Reimbursement	552	500
Brown Bag Program	552	8,000
FEMA	553	25,000
USDA Reimbursement	554	12,600
CSBG Allocation	315	38,173
Total Hunger & Nutrition		182,573
Contributions	319	9,000
Special Events	319	2,000
United Way	319	4,750
Direct Mail	900	10,000
Thrift Store	901	24,000
Capital Campaign	902	10,943
Mardi Gras	903	43,500
Total Fund Raising		104,193
GRAND TOTAL		\$2,059,901

WCCAO PROPOSED BUDGET 1990-91

8/13/90

	GRAND TOTAL	Client Services	Child Development	Housing & Energy	Hunger & Nutr.	Fund Raising
EXPENDITURES:						
7000 SALARIES	843,782	220,509	403,058	123,242	84,641	12,332
7100 BENEFITS	136,264	35,439	71,179	13,529	14,776	1,341
7200 TAXES	122,589	33,952	58,712	15,369	12,910	1,646
8000 FEES FOR SERVICES	141,316	13,838	24,949	83,154		19,375
8100 SUPPLIES/SERVICES	175,528	15,790	29,688	89,780	30,240	10,030
8200 TELEPHONE	24,514	12,370	6,800	2,364	2,340	640
8300 POSTAGE	7,180	1,620	625	1,250	2,250	1,435
8400 OCCUPANCY	109,825	58,675	35,300	5,234	9,116	1,500
8500 EQUIPMENT	52,888	2,181	45,322	4,335	550	500
8600 PRINTING/PUBLICATION	15,864	3,425	5,068	2,675	3,195	1,501
8700 TRAVEL	70,779	32,080	27,090	3,781	7,240	588
8800 CONFERENCES & TRAININGS	10,424	1,500	4,118	3,131	1,500	175
8900 INDIVIDUAL ASSISTANCE	90,635	23,033	67,602			
9000 MEMBERSHIPS	1,400	200	400	800		
9200 ASSET AQUISITION						
9400 CONTINGENCY						
8010 & 8012 ADMINISTRATION	212,941	53,237	97,953	38,329	19,165	4,257
8014 RESOURCE DEVELOPMENT	43,972	10,993	10,993	10,993	10,993	
TOTAL EXPENSES	2,059,901	518,842	888,857	397,966	198,916	55,320

REVENUE:						
4000 CONTRIBUTIONS	130,693	43,150		1,000	36,600	49,943
4200 SPECIAL EVENTS	30,500				5,000	25,500
4700 UNITED WAY/FEMA	119,395	77,445			37,200	4,750
4800 NON GOVT. GRANTS	102,114		102,114			
5500 GOVERNMENT GRANTS	1,302,472	205,343	736,610	322,346		
5502 CSBG ALLOCATION	106,575	38,174	10,993	19,235	38,173	
6001 MEMBERSHIP FEES	1,100		1,100			
6200 PROGRAM INCOME	276,590	122,200	38,040	52,750	63,600	
6400 SALES	24,000					24,000
6501 INVESTMENTS						
6801 CARRYOVER/FUND BAL.	4,635			2,635	2,000	
6901 INSURANCE SETTLEMENT						
TOTAL REVENUE:	2,059,901	486,312	888,857	397,966	182,573	104,193
SURPLUS/DEFICIT:	-0-	<32,530>	-0-	-0-	<16,343>	48,873

WCCAO PROPOSED BUDGET 1990-91

8/13/90

	GRAND TOTAL	Client Services	Child Development	Housing & Energy	Hunger & Nutr.	Fund Raising
EXPENDITURES:						
7000 SALARIES	843,782	220,509	403,058	123,242	84,641	12,332
7100 BENEFITS	136,264	35,439	71,179	13,529	14,776	1,341
7200 TAXES	122,589	33,952	58,712	15,369	12,910	1,646
8000 FEES FOR SERVICES	141,316	13,838	24,949	83,154		19,375
8100 SUPPLIES/SERVICES	175,528	15,790	29,688	89,780	30,240	10,030
8200 TELPHONE	24,514	12,370	6,800	2,364	2,340	640
8300 POSTAGE	7,180	1,620	625	1,250	2,250	1,435
8400 OCCUPANCY	109,825	58,675	35,300	5,234	9,116	1,500
8500 EQUIPMENT	52,888	2,181	45,322	4,335	550	500
8600 PRINTING/PUBLICATION	15,864	3,425	5,068	2,675	3,195	1,501
8700 TRAVEL	70,779	32,080	27,090	3,781	7,240	588
8800 CONFERENCES & TRAININGS	10,424	1,500	4,118	3,131	1,500	175
8900 INDIVIDUAL ASSISTANCE	90,635	23,033	67,602			
9000 MEMBERSHIPS	1,400	200	400	800		
9200 ASSET AQUISITION						
9400 CONTINGENCY						
8010 & 8012 ADMINISTRATION	212,941	53,237	97,953	38,329	19,165	4,257
8014 RESOURCE DEVELOPMENT	43,972	10,993	10,993	10,993	10,993	
TOTAL EXPENSES	2,059,901	518,842	888,857	397,966	198,916	55,320

REVENUE:						
4000 CONTRIBUTIONS	130,693	43,150		1,000	36,600	49,943
4200 SPECIAL EVENTS	30,500				5,000	25,500
4700 UNITED WAY/FEMA	119,395	77,445			37,200	4,750
4800 NON GOVT. GRANTS	102,114		102,114			
5500 GOVERNMENT GRANTS	1,302,472	205,343	736,610	322,346		
5502 CSBG ALLOCATION	106,575	38,174	10,993	19,235	38,173	
6001 MEMBERSHIP FEES	1,100		1,100			
6200 PROGRAM INCOME	276,590	122,200	38,040	52,750	63,600	
6400 SALES	24,000					24,000
6501 INVESTMENTS						
6801 CARRYOVER/FUND BAL.	4,635			2,635	2,000	
6901 INSURANCE SETTLEMENT						
TOTAL REVENUE:	2,059,901	486,312	888,857	397,966	182,573	104,193
SURPLUS/DEFICIT:		-0- <32,530>	-0-	-0-	<16,343>	48,873

1990-91
CLIENT SERVICES DEPARTMENT

OVERALL GOAL: Assure that the basic and emergency needs of low income people are met in a comprehensive manner that promotes self sufficiency.

OBJECTIVE I: Establish a comprehensive information and referral system.

Strategy A: Coordinate with Washington County Cooperative Library Service to establish a county-wide data base.

Strategy B: Install computer equipment required to interface with the WCCLS Community Resource Directory.

Strategy C: Coordinate with WCCLS and other Community Agencies to input all I & R data, establish data update procedures, and insure operation of system.

Strategy D: Hire staff and implement Comprehensive Information and Referral System.

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

Strategy A: Refine all forms and procedures required for a centralized client services unit and uniform data collection.

Strategy B: Develop and implement a computerized client tracking system and data base.

Strategy C: Refine filing of client information and coordination with other departments.

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

Strategy A: Coordinate the development and implementation of a plan to integrate Head Start families' social services needs.

Strategy B: Respond to 11,000 requests for information and referral.

Strategy C: Provide intake, assessment and advocacy to 4,000 families.

Strategy D: Provide \$450,000 in energy assistance to help 2,500 low-income households (7,750 individuals).

Strategy E: Provide \$30,000 in rent assistance to prevent 150 families (400 individuals) from being evicted.

Strategy F: Provide full range of WCCAO services from Neighborshare Office utilizing volunteers and local resources.

OBJECTIVE IV: Provide special needs transportation.

Strategy A: Provide 16,800 rides to low income, disabled and seniors through volunteer drivers.

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

Strategy C: Develop a plan to increase volunteer and financial support for the program.

Strategy D: Investigate the possibility of accessing the Washington County Lift Program and make application if feasible and appropriate.

OBJECTIVE V: Increase emergency shelter beds and provide a continuum of homeless services.

Strategy A: Provide 125 homeless families (600 individuals) with emergency shelter at the WCCAO Shelter totaling 6,500 bed nights.

Strategy B: Provide emergency shelter vouchers to 90 families (280 individuals) who cannot be housed in the WCCAO Shelter, totaling 1,500 bed nights.

Strategy C: Provide technical assistance and support to assure the sheltering of 70 homeless families (113 individuals) at the Tigard Christian Ministries Shelter, totaling 2,000 bed nights.

Strategy D: Provide emergency food boxes to 150 homeless families (650 individuals).

Strategy E: Provide transitional housing to 12 families (48 individuals).

Strategy F: Cooperate in the development and implementation of a cross department, case management model to promote self-sufficiency for the homeless.

Strategy G: Review and update curriculum for homeless children's program and provide organized activities for 276 children who are residents at the shelter home.

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

Strategy A: Provide workshops for 275 shelter and transitional housing residents on topics that will assist them in becoming self sufficient (i.e. drug and alcohol addiction, self-esteem, parenting, budgeting, etc.).

Strategy B: Provide energy conservation education and budgeting assistance to at least 200 low income families who are chronically in arrearage with their energy bills.

OBJECTIVE VIII: Obtain financial and in-kind support.

Strategy A: Obtain \$25,000 in church and community donations to support the Neighborshare Program.

Strategy B: Obtain \$3,150 in rider donations to support the Transportation Program.

Strategy C: Obtain \$7,500 in donations to support the Shelter Program.

Strategy D: Obtain \$7,218 in-kind or in cash donations to support the Transitional Housing Program.

Client Services
1990-91 Revenue

CSBG Allocation	\$ 38,174
CSBG Homeless	8,854
Transitional Housing	15,822
State Emergency Shelter Grant	4,353
State Homeless Assistance	46,704
United Way	69,445
Washington County	20,000
City of Beaverton	15,000
City of Tigard	6,000
City of Tualatin	4,000
City of Forest Grove	900
City of Hillsboro	3,700
Reimbursements	38,000
Contributions	43,150
CDBG Shelter Grant	24,611
Tri-Met	81,700
LIEAP Fuel Assistance	34,639
OPIE	20,760
Contributions for Neighborshare	2,500
United Way FEMA	8,000
TOTAL	\$486,312

Personnel

	<u>FTE</u>
(1) Director II	1
(1) Director I	.92
(2) JVC I & A Specialist	.20
(3) Secretary Support	.25
(1) I & A Coordinator	1
(1) Program Assistant	.83
(2) LIEAP Intake	.66
(2) LIEAP Screener	.66
(1) I & R Specialist	.88
(1) Shelter Director I	1
(3) Shelter Caretaker	3
(1) JVC Shelter Program Specialist	1
(1) Technical Assistant	1
(1) Neighborshare Coordinator	1
(1) Transportation Coordinator	1
(1) JVC Transportation Specialist	1
23 Employees	17.2 FTE

BUDGET COMPARISON

PROGRAM: CLIENT SERVICES

DATE PREPARED: 8/13/90

	FY 88-89	FY 89-90	FY 90-91
	ACTUAL	ADOPTED	PROPOSED
	COSTS	BUDGET	BUDGET
EXPENDITURES:			
7000 SALARIES	198,024	206,010	220,509
7100 BENEFITS	19,372	24,576	35,439
7200 TAXES	29,791	34,650	33,952
8000 FEES FOR SERVICES	101,739	109,369	13,838
8100 SUPPLIES/ SERVICES	58,308	12,093	15,790
8200 TELEPHONE	13,820	15,490	12,370
8300 POSTAGE	1,152	1,374	1,620
8400 OCCUPANCY	43,426	60,760	58,675
8500 EQUIPMENT	2,908	4,159	2,181
8600 PRINTING/PUBL.	4,504	4,188	3,425
8700 TRAVEL	19,887	24,700	32,080
8800 CONF./TRAININGS	548	1,560	1,500
8900 INDIVIDUAL ASST.	69,283	37,778	23,033
9000 MEMBERSHIPS	80	150	200
9200 ASSET AQUISITION			
9400 CONTINGENCY			
8012 PROGRAM SUPPORT	22,613	35,586	23,254
8010 FISCAL SUPPORT	33,436	30,477	29,983
8014 RESOURCE DEVELOPMENT			10,993
TOTAL EXPENSES	618,711	602,920	518,842
REVENUE:			
4000 CONTRIBUTIONS	21,453	65,437	43,150
4200 SPECIAL EVENTS	377	1,100	
4700 UNITED WAY/FEMA	122,874	170,788	77,445
4800 NON GOVT.GRANTS			
5500 GOVERNMENT GRANTS	273,244	198,330	205,343
5502 CSBG ALLOCATION	72,455	51,888	38,174
6001 MEMBERSHIP FEES			
6200 PROGRAM INCOME	111,819	119,082	122,200
6400 SALES			
6501 INVESTMENTS	762	115	
6801 CARRY O./FUND BAL.		(15,786)	
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	602,984	590,954	486,312
SURPLUS/DEFICIT:	<15,727>	<11,966>	<32,530>

BUDGET SUMMARY 1990-91

8/13/90

PROGRAM: CLIENT SERVICES

	TOTAL	Intake & Assess.	Shelter and Transition	Neighbor Share	Tri-Met
EXPENDITURES:					
7000 SALARIES	220,509	97,668	84,619	15,462	22,760
7100 BENEFITS	35,439	19,559	10,380	3,138	2,362
7200 TAXES	33,952	14,343	12,521	2,419	4,669
8000 FEES FOR SERVICES	13,838	0	13,838		
8100 SUPPLIES/SERVICES	15,790	2,990	11,050	175	1,575
8200 TELEPHONE	12,370	4,815	2,110	1,935	3,510
8300 POSTAGE	1,620	780	180	500	160
8400 OCCUPANCY	58,675	22,367	23,504	3,000	9,804
8500 EQUIPMENT	2,181	671	900	200	410
8600 PRINTING/PUBLICATION	3,425	1,630	945	330	520
8700 TRAVEL	32,080	1,500	700	560	29,320
8800 CONFERENCES/TRAININGS	1,500	600	600	150	150
8900 INDIVIDUAL ASSISTANCE	23,033	14,150	3,853	5,030	
9000 MEMBERSHIPS	200	100	50		50
9200 ASSET ACQUISITION					
9400 CONTINGENCY					
8012 PROGRAM SUPPORT	23,254	7,255	8,526	2,612	4,861
8010 FISCAL SUPPORT	29,983	14,152	11,303	862	3,666
8014 RESOURCE DEVELOPMENT	10,993	5,496	5,497		
TOTAL EXPENSES	518,842	208,076	190,576	36,373	83,817
REVENUE:					
4000 CONTRIBUTIONS	43,150	7,500	7,500	25,000	3,150
4200 SPECIAL EVENTS	0			0	
4700 UNITED WAY/FEMA	77,445	43,318	29,910	4,217	
4800 NON GOVT. GRANTS	205,343	94,999	100,344	10,000	
5500 GOVERNMENT GRANTS	38,174	19,087	19,087	0	
5502 CSBG ALLOCATION	0	0	0		
6001 MEMBERSHIP FEES	0				
6200 PROGRAM INCOME	122,200	6,000	32,000	2,500	81,700
6400 SALES	0				
6501 INVESTMENTS	0		0		
6801 CARRY OVER/FUND BAL.					
6901 INSURANCE SETTLEMENT					
TOTAL REVENUE:	486,312	170,904	188,841	41,717	84,850
SURPLUS/DEFICIT:	(32,530)	(37,172)	(1,735)	5,344	1,033

1990-1991
FAMILY & CHILD DEVELOPMENT

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

OBJECTIVE I Provide early childhood development services.

Strategy A: Enroll 180 low-income, disabled or CSD referred children into Head Start/State Pre-Kindergarten programs.

Strategy B: Provide daily transportation and a feeding program that provides at least one-third of the nutritional RDA.

Strategy C: Conduct 180 comprehensive health and developmental screenings and develop individualized plans for each child.

Strategy D: Arrange for the provision of health services to ensure the physical, mental and dental health of each child.

Strategy E: Conduct 128 school days providing appropriate curriculum as well as activities designed to teach children to protect themselves from abuse.

Strategy F: Conduct 540 education focused home visits.

OBJECTIVE II:

Provide comprehensive information and referral, emergency and basic needs services to families enrolled in HeadStart/State Pre-Kindergarten programs.

Strategy A: Coordinate the development and implementation of a plan to integrate these families into WCCAO's service delivery system.

Strategy B: Provide social services to 180 families.

OBJECTIVE III:

Provide education, skills training and self-help opportunities.

Strategy A: Conduct 10 parenting classes to provide education services and skills training to at least 120 low income parents.

Strategy B: Involve 90 parents in Parent Center committees and Policy Council activities.

OBJECTIVE IV:

Provide family development services.

Strategy A: Cooperate in the development and implementation of a cross department, case management model to promote self-sufficiency for 180 families involved in Head Start/State Pre-K programs.

Strategy B: Conduct 180 parent conferences to develop educational and family case management plans which enable and empower parents to set and meet their goals.

Strategy C: Provide case management services to support the achievement of individual plans which will include orientation home visits.

OBJECTIVE V:

Increase resources for quality, affordable day care.

Strategy A: Participate in advocacy efforts to promote the continuation and growth of local low-income child care providers and resources.

Strategy B: Implement a voucher program to access private day care slots for at least 35 low income families and provide technical assistance to improve the quality care.

OBJECTIVE VI: Obtain adequate resources to support the goals of child development.

Strategy A: Obtain financial and in-kind support.

1. Secure \$161,554 in local match for HHS grants.
2. Secure \$10,000 for parenting classes.
3. Seek expansion funding for Head Start type services and monitor and apply for other available and appropriate funding.
4. Increase utilization of donated goods and volunteer services.

Strategy B: Obtain space and equipment.

1. Coordinate with the development of an agency facilities plan that meets the specific location and space needs of the department.
2. Identify current and future equipment needs and coordinate with the development of any agency plan to maintain and obtain needed equipment.

CHILD DEVELOPMENT

1990-91 Revenue

<u>Health and Human Services</u>	
Head Start Grant	614,082
Handicap Grant	25,592
Training Grant	6,540
Great Start	92,614
USDA Meal Reimbursements	38,040
Oregon State Department of Education	57,289
Community Services Block Grant	10,993
Contributions/Fundraising	10,600
CSBG - LIEAP Transfer	<u>33,107</u>
TOTAL:	888,857

Personnel

	<u>FTE</u>
(1) Program Director II	1
(3) Program Managers	3
(1) Secretary II	1
(1) Child Care Project Coordinators	.75
(5) Center Coordinators	4.78
(5) Lead Teachers	4.25
(5) Co-Teachers	4.10
(3) Teacher Aides	1.95
(2) Assistant Teachers	1.30
(5) Drivers	4.10
(1) Neighborshare Coordinator	.25
(4) Family Services Specialist	3.25
(1) Food Services Specialist	1.00
(1) Food Services Assistant	.85
(4) Food Service Aides	<u>1.00</u>
42 Employees	32.58

BUDGET COMPARISON

PROGRAM: CHILD DEVELOPMENT

DATE PREPARED: 8/13/90

	FY 88-89	FY 89-90	FY 90-91
	ACTUAL	ADOPTED	PROPOSED
	COSTS	BUDGET	BUDGET
EXPENDITURES:			
7000 SALARIES	295,918	287,196	403,058
7100 BENEFITS	45,179	50,894	71,179
7200 TAXES	45,046	44,881	58,712
8000 FEES FOR SERVICES	61,548	22,203	24,949
8100 SUPPLIES/ SERVICES	32,014	28,682	29,688
8200 TELEPHONE	5,143	5,917	6,800
8300 POSTAGE	1,067	925	625
8400 OCCUPANCY	28,422	36,151	35,300
8500 EQUIPMENT	43,065	8,755	45,322
8600 PRINTING/PUBL.	3,736	5,978	5,068
8700 TRAVEL	21,100	28,615	27,090
8800 CONF./TRAININGS	8,090	4,550	4,118
8900 INDIVIDUAL ASST.	1,755	1,281	67,602
9000 MEMBERSHIPS	317	300	400
9200 ASSET AQUISITION			
9400 CONTINGENCY			
8012 PROGRAM SUPPORT	14,553	18,295	42,785
8010 FISCAL SUPPORT	43,595	48,618	55,168
8014 RESOURCE DEVELOPMENT			10,993
TOTAL EXPENSES	650,548	593,241	888,857
REVENUE:			
4000 CONTRIBUTIONS	3,351	9,793	
4200 SPECIAL EVENTS	1,033	555	
4700 UNITED WAY/FEMA	175		
4800 NON GOVT.GRANTS		8,000	102,114
5500 GOVERNMENT GRANTS	540,436	543,803	736,610
5502 CSBG ALLOCATION	7,204		10,993
6001 MEMBERSHIP FEES			1,100
6200 PROGRAM INCOME	91,853	29,000	38,040
6400 SALES		1,590	
6501 INVESTMENTS			
6801 CARRY O./FUND BAL.	6,158	500	
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	650,210	593,241	888,857
SURPLUS/<DEFICIT>:	<338>	-0-	-0-

1990-91
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: Provide Energy Conservation Services.

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

OBJECTIVE II: 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 Fair Housing information and education to at least 500 families and conduct 5 community workshops on Fair Housing.

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

Strategy A: Participate in advocacy efforts to promote the development of affordable housing including the state legislative session and working with "Concerned Citizens for Affordable Housing".

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

Strategy C: In coordination with Oregon Legal Services provide staff and volunteers to conduct 25 tests for housing discrimination.

Strategy D: 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.

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

2. 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.

3. Locate or assist in maintaining housing through Washington County Mental Health Department for at least 35 chronically mentally ill, mentally retarded or developmentally delayed individuals.

4. Provide mortgage default counseling services through Housing Services of Oregon to at least 80 low and moderate income homeowners.

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

HOUSING AND ENERGY CONSERVATION

1990-91 Revenue

Department of Energy 91-92	60,978
Petroleum Overcharge Funds	70,000
LIEAP Wx. 90	48,316
LIEAP Wx. 91	43,052
CDBG-Weatherization	20,000
PGE Rebates	35,559
N.W. Natural Gas Rebates	7,650
Washington County Fees	2,500
Oregon Legal Services	1,000
Self-Help Weatherization - CDBG	25,000
Housing Services - CDBG	55,000
HDC Housing Advocacy	7,041
CSBG Allocation	19,235
Carry Over	<u>2,635</u>
TOTAL	397,966

Personnel

	<u>FTE</u>
(1) Program Director	1
(1) Wx. Coordinator	1
(1) Secretary II	.8
(1) Auditor/Inspector	1
(1) Housing Advocacy/Education Coord.	1
(1) Client Education Specialist	<u>1</u>
6 Employees	5.8

BUDGET COMPARISON

PROGRAM: HOUSING & ENERGY CONSERVATION

DATE PREPARED: 8/13/90

	FY 88-89	FY 89-90	FY 90-91
	ACTUAL	ADOPTED	PROPOSED
	COSTS	BUDGET	BUDGET
EXPENDITURES:			
7000 SALARIES	140,117	125,957	123,242
7100 BENEFITS	13,825	9,478	13,529
7200 TAXES	38,156	18,456	15,369
8000 FEES FOR SERVICES	119,233	86,762	83,154
8100 SUPPLIES/ SERVICES	141,939	103,321	89,780
8200 TELEPHONE	3,447	3,790	2,364
8300 POSTAGE	1,171	873	1,250
8400 OCCUPANCY	3,704	5,335	5,234
8500 EQUIPMENT	6,610	2,580	4,335
8600 PRINTING/PUBL.	2,729	4,438	2,675
8700 TRAVEL	8,148	4,288	3,781
8800 CONF./TRAININGS	4,257	2,544	3,131
8900 INDIVIDUAL ASST.			
9000 MEMBERSHIPS	305	1,250	800
9200 ASSET AQUISITION			
9400 CONTINGENCY			
8012 PROGRAM SUPPORT	18,090	19,032	16,742
8010 FISCAL SUPPORT	33,436	28,551	21,587
8014 RESOURCE DEVELOPMENT			10,993
TOTAL EXPENSES	535,165	416,655	397,966
REVENUE:			
4000 CONTRIBUTIONS	587		1,000
4200 SPECIAL EVENTS			
4700 UNITED WAY/FEMA			
4800 NON GOVT.GRANTS		2,824	
5500 GOVERNMENT GRANTS	423,883	357,855	322,346
5502 CSBG ALLOCATION	5,945	10,633	19,235
6001 MEMBERSHIP FEES			
6200 PROGRAM INCOME	102,105	49,305	52,750
6400 SALES			
6501 INVESTMENTS			
6801 CARRY O./FUND BAL.	13,541		2,635
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	546,061	420,617	397,966
SURPLUS/DEFICIT:	10,896	3,962	-0-

BUDGET SUMMARY 1990-91

8/13/90

PROGRAM: HOUSING & ENERGY CONSERVATION

	TOTAL	Housing Advocacy	WX/Home Repair
EXPENDITURES:			
7000 SALARIES	123,242	24,759	98,483
7100 BENEFITS	13,529	1,466	12,063
7200 TAXES	15,369	3,220	12,149
8000 FEES FOR SERVICES	83,154	36,762	46,392
8100 SUPPLIES/SERVICES	89,780	400	89,380
8200 TELEPHONE	2,364	150	2,214
8300 POSTAGE	1,250	510	740
8400 OCCUPANCY	5,234	0	5,234
8500 EQUIPMENT	4,335	0	4,335
8600 PRINTING/PUBLICATION	2,675	1,375	1,300
8700 TRAVEL	3,781	0	3,781
8800 CONFERENCES/TRAININGS	3,131	0	3,131
8900 INDIVIDUAL ASSISTANCE			
9000 MEMBERSHIPS	800	500	300
9200 ASSET ACQUISITION			
9400 CONTINGENCY			
8012 PROGRAM SUPPORT	14,344	1,542	12,802
8010 FISCAL SUPPORT	23,985	600	23,385
8014 RESOURCE DEVELOPMENT	10,993	10,993	
TOTAL EXPENSES	397,966	82,277	315,689

REVENUE:

4000 CONTRIBUTIONS	1,000	1,000	
4200 SPECIAL EVENTS			
4700 UNITED WAY/FEMA			
4800 NON GOVT. GRANTS	0	0	
5500 GOVERNMENT GRANTS	322,346	55,000	267,346
5502 CSBG ALLOCATION	19,235	19,235	
6001 MEMBERSHIP FEES			
6200 PROGRAM INCOME	52,750	7,042	45,708
6400 SALES			
6501 INVESTMENTS			
6801 CARRY OVER/FUND BAL.	2,635		2,635
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	397,966	82,277	315,689
SURPLUS/DEFICIT:	0	0	0

1990-91
HUNGER & NUTRITION DEPARTMENT

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.

Strategy A: Obtain \$92,100 in food bank operational support as follows:

- \$36,600 through solicitation of donation
- \$ 5,000 through 5 fund raising events
- \$42,500 through member agency share contribution
- \$ 8,000 through Brown Bag memberships

Strategy B: Obtain 1,125,000 pounds of donated food.

1. Conduct 9 food drives to raise at least 75,000 pounds of donated foods.
2. Identify at least 3 organizations to negotiate sponsorship of additional food drives.
3. Obtain 1,050,000 pounds of donated food as follows:
 - 350,000 lbs. from USDA
 - 400,000 lbs. from local donors
 - 300,000 lbs. from Oregon Food Bank

Strategy C: Provide 1,125,000 pounds of food to support the food bank network as follows:

1. 16,000 emergency food boxes. (52,000 people; 825,000 pounds; 780,000 to member agencies, 45,000 to migrant food providers.)
2. 59,000 emergency hot meals. (45,000 pounds)
3. 500,000 meals provided through supplemental food programs. (113,000 pounds)
4. 8,400 "Brown Bags" of supplemental food. (700 members/105,000 pounds)
5. 3 USDA direct distributions. (2,430 Households; 6,387 individuals; 20,946 pounds)
6. 3,400 Christmas and Thanksgiving Baskets. (12,547 people; 6,054 pounds)

Strategy D: Provide training, technical assistance, planning and coordination support to member agencies in order to:

1. Maintain effective communications and assure compliance.
2. Meet the emergency hunger needs of migrant farm workers.
3. Establish an additional hot meal program for Washington County.

OBJECTIVE II: 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.

HUNGER & NUTRITION
1990-91 Revenue

CSBG Allocation	38,173
Contributions	36,600
Fundraising	5,000
United Way	12,200
Handling Fee Reimbursement	42,500
Brown Bag Program	8,000
Carryover	2,000
USDA Reimbursement	12,600
FEMA	25,000
SLIAG Reimbursement	<u>500</u>
TOTAL:	182,573

Personnel

	<u>FTE</u>
(1) Program Director	1
(1) Operations Supervisor	.80
(1) Special Projects Coordinator	1
(1) Warehouse Person	.80
(1) Warehouse Assistant	.50
(1) Secretary Pool	<u>1</u>
6 Employees	5.10 FTE

BUDGET COMPARISON

PROGRAM: HUNGER & NUTRITION

DATE PREPARED: 8/13/90

	FY 88-89	FY 89-90	FY 90-91
	ACTUAL COSTS	ADOPTED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	62,723	83,723	84,641
7100 BENEFITS	7,304	13,068	14,776
7200 TAXES	10,969	13,509	12,910
8000 FEES FOR SERVICES	23,660		
8100 SUPPLIES/ SERVICES	15,642	31,324	30,240
8200 TELEPHONE	2,784	1,900	2,340
8300 POSTAGE	1,692	2,246	2,250
8400 OCCUPANCY	13,139	7,411	9,116
8500 EQUIPMENT	8,002	1,040	550
8600 PRINTING/PUBL.	3,073	4,609	3,195
8700 TRAVEL	7,020	6,877	7,240
8800 CONF./TRAININGS	1,529	420	1,500
8900 INDIVIDUAL ASST.		5	
9000 MEMBERSHIPS			
9200 ASSET AQUISITION			
9400 CONTINGENCY			
8012 PROGRAM SUPPORT	9,046	10,621	8,371
8010 FISCAL SUPPORT	12,860	10,621	10,794
8014 RESOURCE DEVELOPMENT			10,993
TOTAL EXPENSES	179,443	187,374	198,916
REVENUE:			
4000 CONTRIBUTIONS	34,967	24,092	36,600
4200 SPECIAL EVENTS	3,312	10,104	5,000
4700 UNITED WAY/FEMA	25,257	38,568	37,200
4800 NON GOVT.GRANTS		17,250	
5500 GOVERNMENT GRANTS	29,132	21,779	
5502 CSBG ALLOCATION		7,261	38,173
6001 MEMBERSHIP FEES			
6200 PROGRAM INCOME	72,151	57,530	63,600
6400 SALES		120	
6501 INVESTMENTS	151		
6801 CARRY O./FUND BAL.	23,303	12,115	2,000
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	188,273	188,819	182,573
SURPLUS/<DEFICIT>:	8,830	1,445	<16,343>

1990-91
RESOURCE DEVELOPMENT DEPARTMENT

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

OBJECTIVE I:

Increase community awareness and involvement.

Strategy A: Analyze the agency's public image and assess public relations needs of agency programs and departments.

Strategy B: Develop and implement a plan to improve communications with the public and to meet program's public relations needs which will include:

1. Research the feasibility of a membership program.
2. Activating, promoting and maintaining the Speaker's Bureau.
3. Developing and distributing communication materials such as regular press releases, program descriptions, newsletters, agency brochures and an annual report.

Strategy C: Develop and implement a plan to commemorate the agency's 25th Anniversary.

OBJECTIVE II:

Obtain financial and in-kind support.

Strategy A: Establish a Development Council to involve the community and increase WCCAO's ability to raise funds. efforts.

Strategy B: Conduct at least four agency fundraising efforts which will raise \$55,500 as follows:

1. \$43,500 Mardi Gras Ball and Auction.
2. \$10,000 Two direct mail campaigns.
3. \$2,000 Anniversary banquet.

Strategy C: Monitor and facilitate the operations of "Play It Again" Thrift Store, assuring \$24,000 in income which will be evenly divided between Washington County Area Agency on Aging and WCCAO.

Strategy D: Assess fundraising needs of individual programs and assist departments with planning and coordination.

1. Assure the integration of program mailing lists and donor files into agency central system.

2. Conduct at least three program specific direct mail campaigns which will raise \$15,000, including the Christmas Clearing Bureau, and Fast for the Hungry.
3. Write and submit program proposals to raise at least \$25,000.

Strategy E: Develop and implement a plan to upgrade current donors and cultivate major gifts.

Strategy F: Explore any appropriate fundraising ideas/opportunities.

Strategy G: Assure an adequate system is functioning to record and report donations of funds, goods and services.

OBJECTIVE III:

Obtain space and equipment

Strategy A: Develop and implement a plan for a capital campaign to raise the funds required to support WCCAO's facilities plan.

Strategy B: Identify equipment donors and assist in accessing needed donations.

OBJECTIVE IV:

Recruit and retain competent volunteers.

Strategy A: Assure an adequate system is functioning to respond to volunteer inquiries, to match with program needs and to record hours donated.

Strategy B: Develop and implement a plan to recognize volunteers.

FUND RAISING
1990/91 Revenue

Fundraising/Grantwriting	\$ 10,943
General Contributions	9,000
Direct Mail Appeals	10,000
Special Events	2,000
Thrift Store	24,000
Mardi Gras	43,500
United Way	4,750
<hr/>	
Total:	104,193

Personnel

	<u>Full Time</u> <u>Equivalency</u>
(1) Resource Development Director	1
(1) Administrative Assistant	.25
(1) Secretary	.22
(1) Receptionist	.10
<hr/>	
	1.57

BUDGET COMPARISON

PROGRAM: FUND RAISING/RESOURCE DEVELOPMENT

DATE PREPARED: 8/13/90

	FY 88-89	FY 89-90	FY 90-91
	ACTUAL COSTS	ADOPTED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	34,696	46,145	38,536
7100 BENEFITS	4,919	5,350	4,255
7200 TAXES	7,264	6,049	5,144
8000 FEES FOR SERVICES	31,894	4,114	21,705
8100 SUPPLIES/ SERVICES	19,173	13,316	11,830
8200 TELEPHONE	1,824	1,272	921
8300 POSTAGE	4,251	2,451	3,385
8400 OCCUPANCY	5,151	3,248	3,439
8500 EQUIPMENT	2,048	1,074	530
8600 PRINTING/PUBL.	7,665	6,634	3,626
8700 TRAVEL	8,067	900	938
8800 CONF./TRAININGS	2,000	799	475
8900 INDIVIDUAL ASST.			
9000 MEMBERSHIPS	345	280	250
9200 ASSET AQUISITION			
9400 CONTINGENCY			
8012 PROGRAM SUPPORT		7,753	1,859
8010 FISCAL SUPPORT		2,868	2,398
8014 RESOURCE DEVELOPMENT			
TOTAL EXPENSES	129,297	102,253	99,292
REVENUE:			
4000 CONTRIBUTIONS	16,858	21,750	49,943
4200 SPECIAL EVENTS	19,245	47,689	25,500
4700 UNITED WAY/FEMA	751	3,000	4,750
4800 NON GOVT.GRANTS			
5500 GOVERNMENT GRANTS	60,123		
5502 CSBG ALLOCATION		27,392	
6001 MEMBERSHIP FEES			
6200 PROGRAM INCOME		1,640	
6400 SALES/THRIFT STORE	15,228	9,519	24,000
6501 INVESTMENTS			
6801 CARRY O./FUND BAL.		<17,105>	
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	112,205	93,885	104,193
SURPLUS/<DEFICIT>:	<17,092>	<8,368>	4,901

FUTURE BUDGETS

1990-91
WCCAO ADMINISTRATION

OVERALL GOAL A: To carry out the mission of the agency and implement Board direction through supportive management and administrative systems.

OBJECTIVE I:

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

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

Strategy 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
- Nominations Committee

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

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

OBJECTIVE II:

Assure fair and equitable personnel policies and practices.

Strategy A: Complete the revision of WCCAO's personnel policies and provide training to all WCCAO supervisors.

Strategy B: Develop and produce a staff handbook.

Strategy C: Complete the revision of all WCCAO job descriptions to be consistent in format and terminology, and to accurately describe responsibility level.

Strategy D: Complete wage comparability study and recommend a plan for needed salary adjustments, as well as changes to structure and administration of WCCAO compensation.

Strategy E: Review WCCAO's affirmative action plan and recommend any needed revisions.

Strategy F: Support the active involvement of a staff personnel and safety committee.

OBJECTIVE III:

Assure on-going staff development opportunities.

Strategy A: Assess training needs of staff and develop a plan to address these needs through coordinating existing resources, providing in-service trainings, and obtaining needed outside expertise.

Strategy B: Maintain and make available staff development information such as training opportunities, WCCAO's library of training materials, and the sharing of information received at trainings.

OBJECTIVE IV:

Assure planning and evaluating processes that are participatory and pro-active.

Strategy A: Complete 1990-1995 strategic goals and objectives, involving the Board and program staff in the review and formation of this document.

Strategy B: Develop and implement a process to engage all staff in the development of annual work plan activities.

Strategy C: Develop a financial plan that addresses fundraising needs and allocates resources of staff, facilities, equipment and funds to support WCCAO's goals and strategic plan.

Strategy D: Develop and implement a participatory evaluation process to determine the effectiveness of efforts to meet identified goals.

Strategy E: Facilitate an annual board and staff goal setting session to add to the strategic plan and develop the annual work plan.

OBJECTIVE V:

Assure effective and efficient clerical, business and financial services.

Strategy A: Increase the effectiveness and efficiency of clerical support through improved communication, cross training and skill development.

Strategy B: Evaluate and revise accounting procedures to streamline process and to more effectively utilize human resources in the fiscal department.

Strategy C: Computerize all procedures that are currently done manually to the extent that is feasible.

Strategy D: Annually review and evaluate WCCAO's insurance program.

Strategy E: Update WCCAO's fiscal manual.

Strategy F: Provide support to external monitorings and audits of WCCAO's financial activity.

Strategy G: Analyze spending patterns and inform management regarding cost control methods that allow for greater goal impact with existing resources.

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

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

Strategy J: Coordinate WCCAO's budget development and amendment processes.

OBJECTIVE VI:

Assure effective agency communication and coordination.

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

Strategy B: Provide opportunities for cross department and agency wide communication, co-ordination and training.

OBJECTIVE VII:

Provide development opportunities for Board members and Head Start Policy Council.

Strategy A: Provide a joint training on roles and responsibilities to Board and Policy Council members.

Strategy B: Provide an orientation to WCCAO and tour of programs to Board and Policy Council members.

Strategy C: At each Board meeting, provide in-depth information on a component of WCCAO or WCCAO related business; add Policy Council members to Board mailing list.

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

OBJECTIVE I: Distinguish causes of poverty from symptoms and determine appropriate role and strategy.

Strategy A: Solicit input from all staff on causes and symptoms of poverty, as well as WCCAO's role and possible strategies.

Strategy B: Involve Board at a planning retreat in finalizing this document.

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

Strategy A: Integrate this into WCCAO's new self-sufficiency component.

Strategy B: Develop and implement a strategy and method for evaluating self-sufficiency efforts and impact.

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

Strategy A: Identify access issues and develop a plan to increase and improve accessibility for clients.

Strategy B: Evaluate bilingual/bicultural staff needs and address in plan.

OBJECTIVE IV: Establish a family oriented case management model.

Strategy A: Develop a cross department self-sufficiency project which provides comprehensive case management services to homeless and Head Start families.

Strategy B: Implement needed system changes and access training required by self-sufficiency staff.

ADMINISTRATION
1990-91 Revenue*

Fiscal Fees	119,930
Executive Department Fees	<u>93,011</u>
TOTAL:	\$212,941

*Internally derived revenue from charges to programs.

Personnel

	<u>FTE</u>
(1) Executive Director	1
(1) Finance Director	1
(1) Administrative Assistant	.60
(1) Bookkeeping Coordinator	.80
(1) Bookkeeper II	1
(1) Receptionist	.45
(3) Secretaries	<u>.75</u>
9 Employees	4.60

BUDGET COMPARISON

PROGRAM: ADMINISTRATION

DATE PREPARED: 8/13/90

	FY 88-89	FY 89-90	FY 90-91
	ACTUAL COSTS	ADOPTED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	136,149	118,308	128,625
7100 BENEFITS	18,648	15,870	17,778
7200 TAXES	17,929	14,921	16,260
8000 FEES FOR SERVICES	25,689	32,472	22,000
8100 SUPPLIES/ SERVICES	3,785	4,064	3,850
8200 TELEPHONE	4,281	3,130	3,280
8300 POSTAGE	1,281	1,524	1,600
8400 OCCUPANCY	8,289	6,224	6,903
8500 EQUIPMENT	746	1,710	2,200
8600 PRINTING/PUBL.	8,818	6,139	5,170
8700 TRAVEL	5,073	3,731	3,125
8800 CONF./TRAININGS	2,411	2,529	1,750
8900 INDIVIDUAL ASST.			
9000 MEMBERSHIPS	1,180	1,800	400
9200 ASSET AQUISITION			
9400 CONTINGENCY			
8012 PROGRAM SUPPORT			
8010 FISCAL SUPPORT			
8014 RESOURCE DEVELOPMENT			
TOTAL EXPENSES	234,279	212,422	212,941

1990-91
FOOD & TRANSPORTATION DEPARTMENT

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

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

Strategy A: Obtain \$92,100 in food bank operational support as follows:

- \$36,600 through solicitation of donation
- \$ 5,000 through 5 fund raising events
- \$42,500 through member agency share contribution
- \$ 8,000 through Brown Bag memberships

Strategy B: Obtain 1,125,000 pounds of donated food.

1. Conduct 9 food drives to raise at least 75,000 pounds of donated foods.
2. Identify at least 3 organizations to negotiate sponsorship of additional food drives.
3. Obtain 1,050,000 pounds of donated food as follows:
 - 350,000 lbs. from USDA
 - 400,000 lbs. from local donors
 - 300,000 lbs. from Oregon Food Bank

Strategy C: Provide 1,125,000 pounds of food to support the food bank network as follows:

1. 16,000 emergency food boxes. (52,000 people; 825,000 pounds; 780,000 to member agencies, 45,000 to migrant food providers.)
2. 59,000 emergency hot meals. (45,000 pounds)
3. 500,000 meals provided through supplemental food programs. (113,000 pounds)
4. 8,400 "Brown Bags" of supplemental food. (700 members/105,000 pounds)
5. 3 USDA direct distributions. (2,430 Households; 6,387 individuals; 20,946 pounds)
6. 3,400 Christmas and Thanksgiving Baskets. (12,547 people; 6,054 pounds)

Strategy D: Provide training, technical assistance, planning and coordination support to member agencies in order to:

1. Maintain effective communications and assure compliance.
2. Meet the emergency hunger needs of migrant farm workers.
3. Establish an additional hot meal program for Washington County.

OBJECTIVE II: 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.

OBJECTIVE III: Provide special needs transportation.

Strategy A: Provide 16,800 rides to low income, disabled and seniors through volunteer drivers.

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

Strategy C: Develop a plan to increase volunteer and financial support for the program.

Strategy D: Investigate the possibility of accessing the Washington County Lift Program and make application if feasible and appropriate.

Food & Transportation 1990-91 Revised
HUNGER & NUTRITION DEPARTMENT

OVERALL GOAL: To respond to the hunger ^{*transportation*} needs of low income Washington County residents.

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

Strategy A: Obtain \$92,100 in food bank operational support as follows:

- \$36,600 through solicitation of donation
- \$ 5,000 through 5 fund raising events
- \$42,500 through member agency share contribution
- \$ 8,000 through Brown Bag memberships

Strategy B: Obtain 1,125,000 pounds of donated food.

1. Conduct 9 food drives to raise at least 75,000 pounds of donated foods.
2. Identify at least 3 organizations to negotiate sponsorship of additional food drives.
3. Obtain 1,050,000 pounds of donated food as follows:
 - 350,000 lbs. from USDA
 - 400,000 lbs. from local donors
 - 300,000 lbs. from Oregon Food Bank

Strategy C: Provide 1,125,000 pounds of food to support the food bank network as follows:

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

Objective III: (from attached)

Strategy F: Provide full range of WCCAO services from Neighborshare Office utilizing volunteers and local resources.

OBJECTIVE IV: Provide special needs transportation.

Strategy A: Provide 16,800 rides to low income, disabled and seniors through volunteer drivers.

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

Strategy C: Develop a plan to increase volunteer and financial support for the program.

Strategy D: Investigate the possibility of accessing the Washington County Lift Program and make application if feasible and appropriate.

OBJECTIVE V: Increase emergency shelter beds and provide a continuum of homeless services.

Strategy A: Provide 125 homeless families (600 individuals) with emergency shelter at the WCCAO Shelter totaling 6,500 bed nights.

Strategy B: Provide emergency shelter vouchers to 90 families (280 individuals) who cannot be housed in the WCCAO Shelter, totaling 1,500 bed nights.

Strategy C: Provide technical assistance and support to assure the sheltering of 70 homeless families (113 individuals) at the Tigard Christian Ministries Shelter, totaling 2,000 bed nights.

Strategy D: Provide emergency food boxes to 150 homeless families (650 individuals).

Strategy E: Provide transitional housing to 12 families (48 individuals).

Strategy F: Cooperate in the development and implementation of a cross department, case management model to promote self-sufficiency for the homeless.

Strategy G: Review and update curriculum for homeless children's program and provide organized activities for 276 children who are residents at the shelter home.

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

Strategy A: Provide workshops for 275 shelter and transitional housing residents on topics that will assist them in becoming self sufficient (i.e. drug and alcohol addiction, self-esteem, parenting, budgeting, etc.).