

PROGRESS REPORT
ON
1988-93 WCCAO STRATEGIC GOALS

The following are the strategic goals, objectives and 1988-89 emphasis areas approved by the WCCAO Board of Directors. Emphasis areas are not defined to exclude current WCCAO activities but to guide the Board in decisions regarding the allocation of resources. **This report covers the period of July 1, 1988 through February 28, 1989.**

OVERALL STRATEGIC GOAL

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

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

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

FIRST YEAR EMPHASIS:

1. Reorganize WCCAO program services to implement a single entry system.

Status: On November 15, 1988, the Intake and Assessment staff moved from the Shelter to the main office and single client entry system was established.

2. Establish a common client intake form and data base program to track client needs and collect data in a uniform manner.

Status:

- a. Common client intake form has been developed. Waivers still being sought from funding agencies before final implementation.
- b. Common client statistics and tracking forms developed and implemented.
- c. Work on establishing a computerized client tracking system will occur during April, May and June.

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

FIRST YEAR EMPHASIS:

1. Define family case management for WCCAO.

Status: Definition has not yet been developed.

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

Status: Work has not formally begun on this goal. Case management, however, is occurring with Head Start families, Shelter Home families and homeless migrants.

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

FIRST YEAR EMPHASIS:

1. Define what is meant by client self-sufficiency and identify criteria for measuring self-sufficiency efforts.
2. Evaluate current program efforts to determine where, how and to what extent the promotion of self-sufficiency exists or is lacking.
3. Develop a plan of action to assure that gaps in self-sufficiency efforts are (needed) addressed.

Status: Objective IC has not been formally addressed due to the reorganization requiring full attention of resources.

Issue: Establish this as a second year emphasis for 1989-90 and involve the WCCAO Board Planning Committee.

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

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

FIRST YEAR EMPHASIS:

1. Define both causes and symptoms of poverty.
2. Identify five significant causes of poverty in Washington County.
3. Identify and define strategies for WCCAO to address causes of poverty, which may include advocacy, coordination and/or direct service.
4. Establish a means for WCCAO to implement identified strategies.
5. Respond to one significant cause of poverty in Washington County.

Status: Objective IIA has not been formally addressed due to the reorganization requiring full attention of resources.

Issue: Establish this as a second year emphasis for 1989-90 and involve the WCCAO Board Planning Committee.

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

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

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

FIRST YEAR EMPHASIS:

1. Form an advocacy task force that will determine child care needs and resources available.

Status: Participating on a Tri-County coalition that is addressing child care resource and referral needs.

Issue: A separate advocacy task force may not be needed to accomplish this objective.

2. Develop a strategy and obtain resources for providing 25 additional low income child care slots.

Status: Submitted proposal to United Way to provide a supportive training and monitoring network for home care providers. If funded, this grant would provide quality, affordable child care to approximately 36 low income families.

Issue: WCCAO Board members questioned whether this proposal fits in with WCCAO's mission.

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

FIRST YEAR EMPHASIS:

1. Form an advocacy task force that will determine housing needs and resources available.

Status: Task Force not yet formed. Contacts have been made with community members involved in or concerned about housing.

Issues: Do we want to clarify what the purpose and role of the advocacy task force is to be? a. Is it to do a technical study? Build support in the county? Get publicity? b. Do we want to clarify our role in low-income housing. If we are not a developer, how does that link to the provision of housing.

2. Develop a strategy and obtain resources for providing 100 additional low-income housing units.

Status: WCCAO has been involved in the provision of the following:

- a. The construction by the HDC of Elm Park Phase II- 12 units of Farmworker Housing in Forest Grove.
- b. Coordinating with the HDC & CASA in the development of a 24 unit scattered site Farmworker housing project.
- c. Initial discussions with the Housing Authority about a joint proposal for Transitional Housing.

Other significant low-income housing initiatives in the county supported by WCCAO include:

- a. A HUD loan to Homestreet for the development of a 17 unit apartment complex to serve chronically mentally ill residents.
- b. An award of 50 additional Section 8 vouchers by HUD to the Washington County Housing Authority.

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

FIRST YEAR EMPHASIS:

1. Identify available options and resources for providing emergency shelter, with an emphasis on unserved and under served populations.

Status:

- a. Migrant Homeless Program dramatically increased the services available to homeless migrants. (See Goal 1, Objective E)

-78 units of Emergency Temporary Housing for migrants has been established:

1. 64 units for single men at Lloyd-Dene Farms.
2. 14 units for families at Elm Park Apartments.

- b. A Transitional Housing Grant, if awarded, will provide three units of transitional housing. Currently no such units exist in Washington County.
- c. Continuing to work with Tigard church groups who plan to open a church shelter in Tigard by October 1989. Case management and screening of clients will be handled through WCCAO Neighborshare office.

2. Develop a strategy and obtain resources to provide an additional 8 emergency shelter beds.

Status: Shelter bedroom addition created three new shelter beds. Moving emergency services from shelter to main office freed up a bedroom at the shelter to be used for homeless. Four additional beds are available.

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

FIRST YEAR EMPHASIS:

1. Obtain adequate temporary warehouse space and equipment.

Status:

- a. USDA Food Commodities were decreased by 50% thus eliminating the immediate need for additional warehouse space.
 - b. A list of self-storage sites has been compiled for obtaining emergency, donated space if needed in the future.
 - c. A truck, two pallet jacks, and six upright freezers have been purchased with Fred Meyer Charitable Trust funds received by Oregon Food Bank.
2. Determine what is needed to have adequate permanent warehouse space for food storage and warehousing functions.

Status: Industry standards have been obtained. WCCAO facilities committee will develop space needs plan to include TVFC warehouse requirements.

3. Develop a strategy for increasing donated food by a minimum of 10% each year and begin implementation.

Status: Strategy developed includes:

- a. Reorganization of staff duties to increase local food drive and solicitation efforts.
- b. Coordinating with Oregon Food Bank to develop new approaches to solicit donors, to obtain state funds, to revise the "Good Sam" law which will encourage more food donations, to provide documentation of hunger needs, and to set up a private donor fund for emergency, crisis needs.
- c. Increased funds available to purchase food from \$13,000 to \$38,000 primarily to serve farmworker needs.

Objective III E: Establish a comprehensive Information & Referral system for Washington County.

FIRST YEAR EMPHASIS:

1. Establish an Information & Referral computerized resource file and rolodexes for program use.

Status: This has been completed by a VISTA volunteer who has continued on staff as a Green Thumb placement.

2. Establish an Information & Referral system and train appropriate staff.

Status: A preliminary system for WCCAO has been established in the Intake and Assessment unit and staff have been trained.

3. Begin negotiations with United Way for financial support and identify other possible funding sources.

Status: A financial request to support a comprehensive, coordinated Information and Referral system was submitted to United Way in January 1989. The request was discussed with the funding committee in March.

STRATEGIC GOAL IV: By 1993, WCCAO will be a financially stable organization with adequate equipment and facilities.

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

FIRST YEAR EMPHASIS:

1. Establish a comprehensive resource development plan to support WCCAO's goals and objectives.

Status:

a. Resource Development Department has been established.

b. The Board Public Relations & Fundraising Committee will develop an overall plan in May 1989.

c. To date funds have been raised through Mardi Gras (\$9,000), the Thrift Store (\$7,100), two newsletters (\$2,451) and two direct mail solicitations (\$10,236) totalling \$28,787.

2. Develop and implement a plan to raise the visibility of the agency and the community's awareness of the problems of and solutions to poverty in Washington County.

Status:

a. The Board committee will include this in the plan they develop in May 1989.

- b. To date the following has been accomplished to implement this objective:
 - 1. Two editions of "ACTION News" produced and distributed to over 5,000 businesses and individuals.
 - 2. Development of a "Fact Sheet" that describes the agency to the public, WCCAO's 1987-88 Annual Report outlining last year's accomplishments, and a draft brochure.
 - 3. Over 35 presentations given to civic groups, organizations and local governments.
 - 4. Media contacts established and maintained to assure accurate and adequate coverage.
 - 5. Participation in a cable T. V. production, "The Forum" and at the Washington County Public Affairs Forum. Arranged for future Cable T. V. productions of WCCAO activities.
 - 6. Established draft materials for Speaker's Bureau and initial members.
 - 7. Participation on various Boards, coalitions, organizations and task forces.
- 3. Increase efficiency by improving internal coordination and maximizing available resources.

Status:

- a. The Hunger & Nutrition Department has developed a system to notify WCCAO programs of available food and incidentals that could be accessed at a cost savings.
- b. Intra- departmental coordination issues are discussed at each Management Advisory Team meeting with the following areas identified as requiring internal coordination:
 - 1. Migrant Services
 - 2. Homeless Children's Program & Child Care needs.
 - 3. Migrant & Transitional Housing.
 - 4. Parenting Center.
 - 5. Client Intake & Assessment.
 - 6. Client Data Base.
 - 7. Safety Plan Implementation.
 - 8. Obtaining needed donations and volunteers.
 - 9. Head Start Food Service.
 - 10. Transportation.
 - 11. In service trainings.

Issue: Should this objective focus on "resource coordination" and move intra-departmental coordination for efficiency and effectiveness into the Executive Department?

4. Implement the Thrift Store Project and monitor progress to assure net receipts of \$20,000 by July 1989.

Status:

- a. The Thrift Store has brought in \$7,100 gross, and has had expenses of \$15,989 including the remodeling and initial start up costs.
- b. A revised business plan is being developed to address the December 1, 1988 start up date. This plan projects \$16,410 in gross income and expenses of \$17,000 by 6/30/89.

Issue: This objective was based on a July 1, 1988 start up date. The Thrift Store opened 12/1/88 but incurred staff costs for three months prior to opening when our VISTA volunteer's term ended. This staff person was approved in our 88-89 budget and was assigned to oversee the renovation and set up the store to become operational. What is the Board's expectation for future net receipts and growth?

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

FIRST YEAR EMPHASIS:

1. Establish agency wide system for volunteer recruitment and placement services.

Status:

- a. Volunteer recruiting and tracking forms have been revised to assure accurate and consistent management information.
- b. Two "volunteers" have been recruited and placed to set up MCCA0's Volunteer Coordination system, which will include a computerized data base and complete management information system.

2. Establish a management information system for tracking numbers of volunteers, hours provided and programs served.

Status: See above, Objective IV.B.1.

3. Increase agency volunteer support by 10%.

Issue: MCCA0 does not have reliable data from previous year's volunteer support and therefore we can not accurately compare with data to determine the percentage increase. Establishing this as a second year emphasis would be more viable.

4. Make better use of RSVP by increasing the number of hours to WCCAO by 10%.

Status: The total RSVP hours to WCCAO through March 1989 of this year is 8,266 or 3,196 more than all of 1987-88. This is a 63% increase.

Issue: With the transfer of RSVP to another sponsor WCCAO will remain a volunteer station but will be eligible to receive more RSVP volunteers.

Objective IVC: WCCAO will have adequate physical facilities.

FIRST YEAR EMPHASIS:

1. Establish facilities committee to determine current and anticipated space needs.

Status: The facilities committee of the WCCAO Board of Directors has been established and will meet in May or June 1989.

Issue: This has become a critical issue for WCCAO as current space is inadequate and has negatively affected productivity levels, and achievement of goals. The resolution of WCCAO's space needs will require a strong commitment by the Board.

2. Develop a plan for obtaining adequate space and initiate resource development.

See above, Objective IV.C.1.

88-89 Mid Year Progress Report
WCCAO ADMINISTRATION

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

GOAL I: Board

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

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

Status: Seven regular and one Annual Meeting have been held.

Issue: Changing the WCCAO Annual Meeting to June will enhance Board involvement and improve agency productivity and time lines.

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

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

Status: All committees established. Work plans established for four of the six committees.

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

Status: Orientation held in November 1988. Boardwalk training arranged for April 89 as a follow up to Board training needs assessment performed in August 1988.

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

Status: Membership analysis provided to enable targeted recruitment for a representative Board. Executive Director staffed the Nominations Committee.

GOAL II: Program

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

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

Status: Committee meets every two weeks for three hours. Program reports provided for coordination and information purposes. Input provided on reorganization, personnel policies and other management decisions.

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

Status:

1. Equipment needs identified and efforts are being made to obtain.
2. New departments and positions established.
3. Buildings remodeled to accommodate new uses and programs relocated.
4. Client service delivery system established.

Issues: An evaluation of resources required is needed. At the present, lack of adequate space and equipment pose problems that impede productivity and complete implementation of reorganization.

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

Status: Planning Committee will assist in the development of an evaluation tool and will address this in June 1989.

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

Status: Not yet started. See Strategic Goal IC.

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

Status: Not yet started. See Strategic Goal IIA.

GOAL III: Personnel

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

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

Status: Draft Revision almost complete. Board Personnel Committee will begin review in April.

OBJECTIVE B: Develop and print a staff handbook.

Status: Not started yet.

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

Status: Obtained services of a volunteer to perform these tasks and present a draft document.

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

Status: Initial review completed. Final review will occur upon completion of Objective C.

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

Status: Staff recommendation will go to Board Personnel Committee in April 1989.

Issue: This recommendation needs to be developed annually in the Fall.

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

Status: Affirmative Action plan implemented. An annual report to be submitted for approval by 6/21/89.

GOAL IV: Planning

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

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

Status: WCCAO 1988-89 plan was approved in July 1988 and the implementation is in progress.

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

Status: WCCAO 1988-89 Budget was developed to address financial needs and allocate resources and was approved in July 1988.

Issue: A thorough financial analysis of projected revenue needs and short falls should be developed for WCCAO's five year plan.

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

Status: WCCAO Planning Committee will address this in June 1989.

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

Status: A Board/Staff planning retreat has been organized for April 8, 1989.

Issue: This retreat should occur earlier in future years.

GOAL V: Asset Management

To establish an effective management program for real property holding.

Real Property/Land and Buildings

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

Status: This will be addressed by the Facilities Committee which has not yet met.

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

Status: A Fire Marshall assessment has been arranged for to obtain approval. This information will be forwarded to the Facilities Committee.

Issue: An overall space plan is needed prior to making any further facilities investments or changes.

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

Status: WCCAO's Insurance liability carrier inspected buildings owned by WCCAO and provided a list of recommendations and requirements for fire safety and security. Repairs and changes have been made to address the report.

Issue: Establish a property management system as a 1989-90 emphasis area and involve the Business & Finance Committee.

Personal Property Vehicles and Equipment

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

Status: Initial planning meetings have been held, a Transportation Coordinator position established, and issues have been identified for a management system.

Issue: The Transportation Coordinator is placed in the Client Services Department to better integrate this program service. The agency support function of overseeing a vehicle/transportation management system is not compatible with a client service function. Where is this position best placed or how is this function best carried out?

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

Status: This has been established

GOAL VI Fiscal

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

Comment: The fiscal office relocated to Aloha and the Comptroller was assigned responsibility for the facility and supervising secretarial support.

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

Status: Streamlined accounting procedures by revising the accounts payable and payroll schedules and establishing a routine that has reduced processing time.

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

Status: Manual processes computerized to date include calculations of employee/employer paid portions of benefit package and SAIF quarterly payments.

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

Status: This was implemented 7/1/89.

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

Status: A schedule has been developed.

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

Status: Completed in July 1988.

OBJECTIVE F: To update WCCAO's fiscal manual.

Status: An outline and sections have been drafted. A final draft will be done by 6/30/89.

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

Status: Initial research completed. Feasibility will be determined by 6/30/89 and a work plan developed.

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

Status: WCCAO 1987-88 audit completed and negotiations for our 1988-89 audit have begun.

Issue: 1988-89 is the final year of our contract with Peat Marwick.

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

Status:

1. Areas have been identified for possible cost savings which include: Printing, copying, weatherization sub-contracting, centralizing vehicle management support, safety management, and centralizing Head Start's food service.
2. Two small phone systems were consolidated at Aloha into a larger system rather than purchasing a more expensive system.
3. Labor trade and community correction volunteers have been used extensively in our remodeling and relocation.
4. Professional volunteers have been obtained for special management projects.

88-89 Mid Year Progress Report
CLIENT SERVICES

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

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

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

Status: \$398,820 in energy assistance provided to help 2,315 low income households.

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

Status: \$8,851 in rent assistance provided to 38 families, 105 individuals.

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

Status: Information and referral, assessment and advocacy provided to 3,810 households and 11,052 individuals.

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

Status: Emergency shelter vouchers provided to 51 families, 190 individuals who could not be housed in the WCCAO Shelter for a total of 1211 bed nights.

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

Status: Established Migrant Homeless Program with State, County, CDBG, FEMA and United Way funds totaling \$104,465.

1. 101 families, 210 individuals were provided 8,023 bed nights of shelter and case management services.
2. \$3,640 in rent assistance provided to 10 families, 53 individuals.
3. Information and referral, assessment and advocacy provided to an additional 82 families, 339 individuals.

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

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

Status: Case Management services provided to all WCCAO shelter residents, (76 families, 274 individuals)

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

Status: Limited case management services provided to 51 families, 190 individuals vouchered into hotels.

OBJECTIVE C: Coordinate with Head Start case management model for WCCAO.

Status: Work has not yet begun on this objective.

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

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

See Strategic Goal III E.

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

See Strategic Goal I B.

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

See Strategic Goal I B.

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

Status: Neighborshare office became operational 11/15/88.

- 1. Staff trained to provide all services available through WCCAO Intake and Assessment.**
- 2. \$8,192 raised to support program.**
- 3. Ministerial groups in Tigard, Tualatin, Sherwood and Wilsonville have voted to provide ongoing monthly support.**

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

Status:

1. Migrant Homeless/Hungry Funds obtained as follows:

County	\$10,000
State	\$100,000
CDBG	\$ 9,995
FEMA	\$19,470
United Way	\$10,000

2. Transitional Housing Grant submitted 3/30/89.

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

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

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

Status: 76 homeless families, 274 individuals were provided emergency shelter totaling 3,429 bed nights.

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

Status: 122 families, 450 individuals were provided emergency food boxes.

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

Status: 5 workshops provided to 22 shelter residents.

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

Status: 16 organized activities provided to 157 shelter children.

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

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

Status: New bedroom (3 beds capacity) and bathroom completed in August 1988.

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

Status:

1. **Children's play area fenced in August 1988. All materials and labor were donated.**
2. **Addition of storage building to be covered by Shelter ESGP grant for 1989-90.**

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

Status:

1. **All repair needs noted by Risk Management Company and Fire Inspector to be completed by 4/30/89.**
2. **Kitchen linoleum to be replaced by Shelter ESGP grant for 1989-90.**

GOAL III: Volunteer Transportation Program

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

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

Status: 4,670 rides provided.

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

Status: 21 drivers recruited and trained.

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

Status:

1. **Negotiating an additional \$10,000 in our contract with Tri Met to cover a full time program coordinator.**
2. **\$820 collected in donations from riders.**

Issue: This program was moved from the Resource Development Department to client services to better integrate the service delivery. Should it remain there if it is providing a centralized vehicle transportation support function to WCCAO?

88-89 Mid Year Progress Report
CHILDREN AND YOUTH

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

	<u>Head Start Funds</u>	<u>State Funds</u>	<u>CSBG</u>
Beaverton	40	40	36
Tig./Tual./Sherw.	20	20	20
Hillsboro	20	36	36
Hilsb./Corn./F.Gr.	36	36	54
	<u>116</u>	<u>132</u>	<u>146</u>

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

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

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

- Status:**
1. **Completed 165 family needs assessments; developed individual plans that set goals for families to address education, employment, health, mental health, housing and basic needs; ongoing monitoring of progress on plan.**
 2. **Involved 10 parents in informal support groups beginning february 1989.**
 3. **Assigned 2.75 FTE Family Service Workers and .5 FTE Coordinator to implement case management system.**

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

- Status:**
1. **Established a parenting support center with volunteers and enrolled 29 parents in parenting classes.**
 2. **Conducted 126 parent-teacher conferences to set educational goals for children.**
 3. **Conducted 528 home visits; 165 for orientation and 248 with an educational focus.**
 4. **Involved 58 parents in center parent meetings.**
 5. **Involved 18 parents in Policy Council.**
 6. **Involved 125 parents in the class rooms.**

GOAL II: Increase the social competence and self-sufficiency of 132 low-income or handicapped children.

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

- Status:**
1. Four drivers complete eight routes daily to pick up and return children home in Head Start vans.
 2. 73 days of school have been provided.
 3. Obtained "Talking About Touching" curriculum and have incorporated it into the program.
 4. Three staff are working toward achieving a CDA credential.

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

- Status:**
- 1&2. Developmental, dental and health screenings conducted for 144 children.
 3. Speech, language, hearing and nutrition screenings conducted for 140 children.
 4. 45 children diagnosed as handicapped have been enrolled.
 5. 15 children referred by CSD have been enrolled.
 6. 45 individual education plans have been developed.
 7. Coordination with CSD, AFS, T. V. Mental Health, school districts, Metropolitan Family Services, Lutheran Family Services, Social Security, Health Science University, Early Intervention, and private doctors and speech pathologist is occurring.

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

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

Status: Program Director employed nine months at less than .80 FTE has given the equivalent of .05 FTE

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

Status: See Strategic Plan, Objective III.A.1.

OBJECTIVE C: Develop a strategy and place 25 children in child care.

- Status:**
1. **Have participated in four meetings of the Metro-Area Child Care Network which is working to develop and implement a tri-county resource and referral system.**
 2. **Have submitted a development grant to United Way to develop a home care provider training system that would result in 36 additional child care slots.**

88-89 Mid Year Progress Report
HUNGER AND NUTRITION

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

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

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

Status: See Strategic Plan III D.1&2.

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

Status: See Strategic Plan IIID.3.

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

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

Status: 22,043 raised through donations
17,621 raised through fund raising events
6,834 raised through Brown Bag membership
15,755 raised through member agency fees

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

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

Status: 627,321 pounds of food distributed
10,673 households served
38,768 individuals served

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

Status: 96,708 pounds distributed
800 member households

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

Status: 2,996 Christmas Baskets provided
16,500 pounds of food distributed
10,340 people served

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

Status: Meeting weekly with migrant food service providers to develop a plan for providing a coordinated outreach effort to deliver food, hot meals and clothing.

88-89 Mid Year Progress Report
HOUSING & ENERGY CONSERVATION DEPARTMENT

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

GOAL I: Increase the quality and affordability of at least 275 dwellings in Washington County through Weatherization and Home Repair.

OBJECTIVE A: Weatherize at least 225 dwellings occupied by low income residents.

Progress: 198 units have been weatherized.

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

Progress: Funding for this project is not available.

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

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

Progress: 63 households have been assisted.

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

Progress: 677 families (2,382 individuals) have been served and two workshops have been conducted.

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

Progress: Please Strategic Goal III.

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

OBJECTIVE A: Provide legal assistance through Oregon Legal Services to at least 883 low income and elderly having housing related problems.

Progress: 847 clients have been assisted.

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

Progress: 122 clients have been served.

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

Progress: 50 clients have been served.

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

Progress: 113 households have been assisted.

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

Progress: 144 persons have been assisted.

88-89 Mid Year Progress Report
RESOURCE DEVELOPMENT

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

GOAL I: Fundraising

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

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

Status: See Strategic Plan Report Objective IVA1.

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

Status: See Strategic Plan Report, Objective IVA2.

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

Status: See Strategic Plan Report, Objective IVA3.

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

Status: See Strategic Plan Report, Objective IVA4.

GOAL II: Retired Senior Volunteer Program

To provide significant volunteer opportunities to at least 360 persons 60 years and over living in Washington County.

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

Status: The number of volunteer jobs was increased from 246 to 325.

Issue: In February the WCCAO Board voted to terminate sponsorship of RSVP and to operate the program at a maintenance level until a new sponsor is found.

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

Status: Thirteen additional volunteer work stations were obtained with four located in S.E. Washington County.

Issue: See above issue under II.A.

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

Status: RSVP established a weekly volunteer recruitment column in the Times newspaper. Presentations were given to numerous groups. \$ _____ has been obtained in non-federal match.

OBJECTIVE D: Increase access to RSVP for WCCA0 program services.

Status: Access has increased resulting in 63% more volunteer hours provided to WCCA0 the first nine months of 88-89.

OBJECTIVE E: Establish a model volunteer recruitment, placement and management information system for RSVP that can be replicated in all WCCA0 volunteer efforts.

Status: See Strategic Plan Report IVB1.

GOAL III: Volunteer Transportation Program

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

Comment: See Client Services for report.

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

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

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