

1996-97 INTERIM ANNUAL PLAN

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

Goal I: Increased ability to promote self-reliance.

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

Strategy 1: Develop a vision and philosophy for family development services.

Strategy 2: Establish a family development model that reflects the vision and philosophy; staff appropriately and provide needed training.

Strategy 3: Explore and develop new resources to support family development services.

Strategy 4: Provide uniform case management policies and procedures for serving families enrolled in self-reliance programs.

Objective B: Assure that Community Action services are accessible to all eligible people.

Strategy 1: Provide leadership to the organization in complying with Fair Housing Act and Americans with Disabilities Act requirements related to the provision of agency services and in the maintenance of agency facilities.

Strategy 2: Develop a plan for increased services to Beaverton, Tigard and Forest Grove. Consolidate Beaverton-Tigard services into larger, centrally located site(s).

Strategy 3: Continue enhanced access to services for migrant seasonal farmworkers by revising special seasonal farmworker materials and coordinating with all other service providers.

Strategy 4: Maintain a collaborative relationship with churches in Western and Southeastern Washington County, and establish a collaborative relationship with churches in Hillsboro, Aloha and Beaverton to execute a coordinated emergency services delivery system.

Objective C: Operate a service delivery system that allows for comprehensive assessment of client needs, promotes family self-esteem and collects uniform data.

Strategy 1: Establish a team to evaluate and improve intake and assessment services.

Strategy 2: Provide a continuum of services which promotes self-sufficiency to include: I&R, intake, assessment, short-term and long-term case management.

Strategy 3: Increase and maintain cooperative relationships with community providers in order to ensure client access to needed services.

Objective D: Operate a comprehensive information and referral system.

Strategy 1: Expand I&R services to include delivery through Head Start Center staff.

1. Update, print and distribute the help list 2 times during the year.
2. Arrange for I&R staff to visit Head Start sites to make staff aware of resources.

Strategy 2: Provide ongoing training to all Client Services staff specifically and other CAO staff in general, to use the information and referral system and assure a quality service from all designated CAO sites (Neighborshare, CAO Shelter, Hillsboro Main Office, Head Start centers).

Strategy 3: Update resource directory every six months and maintain ongoing contact with county library and county human resource providers.

Strategy 4: Participate in regional I & R planning and coordination activities designed to provide an integrated four-county (Multnomah, Clackamas, Clark, Washington) system.

Strategy 5: Provide written I&R materials that promote the service, reach different client groups and provide needed references for agency staff.

Goal II: Assure that the needs are met.

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

Strategy 1: Respond to 25,000 information and referral contacts and 28,000 inquiries.

Strategy 2: Provide 3000 intakes for emergency and basic needs services to include:

- a. \$270,000 in energy assistance payments to help 1,600 low-income households (5,120 individuals) and pre-screen for weatherization services.
- b. \$30,000 in rent and housing assistance to prevent 200 families (640 individuals) from becoming homeless.
- c. \$5,000 in assistance with housing costs to 75 formerly homeless families (262 individuals), as well as housing locator services.
- d. \$10,000 in emergency needs assistance to 150 families. (525 individuals)
- e. 500 Head Start applications, Family Needs Assessments and Family Plans.
- f. 75 applications, Family Needs Assessments and Family Plans for homeless and formerly homeless families.
- g. 2400 food box intakes and referrals.

Strategy 3: Assure that emergency and basic needs services reach at least 1500 farmworker households.

Strategy 4: Provide clothing and small household items to at least 260 low-income households through the operation of a volunteer clothes closet.

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

Strategy 1: Provide 19,908 bed nights of shelter to 694 homeless people to include:

6,300 bed nights of shelter to 84 families (334 individuals) at the CAO shelter, of which approximately 14 families (67 individuals) are expected to be farmworkers.

2,782 bed nights of shelter to 89 families (188 individuals) at the Interfaith Outreach Services shelter.

316 bed nights of motel room shelter to 12 families (24 individuals) who due to physical disabilities cannot be housed at the emergency shelter.

5,400 bed nights of shelter to 320 victims of domestic violence through subcontract with the Domestic Violence Resource Center. (120 families)

5,110 bed nights of transitional housing to 8 families (28 individuals) at the 4 transitional housing units.

Strategy 2: Provide short-term case management services to 103 homeless families housed in CAO's Family Shelter Home and vouchered in local motels.

Strategy 3: Provide a children's program for 60 homeless children housed at the CAO shelter in coordination with CAO's Child Development Program.

Strategy 4: Provide 60 workshops for 334 CAO shelter residents covering topics such as obtaining housing, tenant's rights and responsibilities, job searches, parenting, and self-esteem.

Strategy 5: Through a subcontract with Housing Services of Oregon, provide day shelter facilities to serve 53 homeless households (138 individuals).

Strategy 6: Develop relationships with rental property owners in order to provide housing opportunities for 100 homeless families, including 17 farmworker families.

Strategy 7: Provide information and referral to 6,007 homeless individuals who cannot be provided with emergency shelter due to lack of space or ineligibility.

Strategy 8: Work with the Washington County Housing Authority, Sheltering Homeless Coalition, Beaverton United Methodist Church, Hope Springs Coalition and other agencies to secure additional transitional units and resources for support services.

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

Strategy 1: Link 2,400 households (8,400 individuals) who need emergency food with a food resource by serving as a clearinghouse for both west and southeastern county churches.

Strategy 2: Through sub-contracts, OFB-TVC will provide:

- *farmworkers with emergency food boxes,
- *families with holiday food baskets,
- *families with monthly brown bags of food,

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

Strategy 1: Participate in advocacy efforts to increase the quality, affordability and accessibility of child care for low income families through involvement in the Washington County Commission on Children.

Strategy 2: Provide child care for up to 70 children, ages 0 to 10 years, in Gaston and Hillsboro Head Start sites.

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

Strategy 1: Participate in advocacy efforts to promote the development of affordable housing to include working with the Oregon Housing Now Coalition, the Oregon Shelter Network, and participating in the Metro 2040 planning process. Advocate at the state and federal levels to develop additional funding for affordable housing.

Strategy 2: Provide technical assistance and support to the emerging community development corporations (Tualatin Valley Housing Partners and Community Partners for Affordable Housing) in the areas of organizational development and initial housing development activities.

Strategy 3: Encourage and assist public and private efforts to provide 50 additional units of low-income housing.

Strategy 4: Continue the support of the Housing Development Corporation in its development of farmworker housing through the provision of administrative support, resource development activities, and technical assistance.

Strategy 5: Provide leadership and support to preserve the 32 unit Ash Creek Apartments in Metzger and the 80 unit Aloha Park Apartments in Aloha as affordable housing.

Strategy 6: Through a subcontract with Housing Services of Oregon, provide mortgage default services to 125 low-income homeowners (325 individuals).

Strategy 7: Through a subcontract with Oregon Legal Services, provide legal assistance by a bilingual housing advocate to serve 372 households (1860 individuals) including farmworker outreach activities.

Strategy 8: Through a subcontract with the Domestic Violence Resource Center provide outreach services to the local farmworker community to serve 164 survivors of domestic violence in (426 households).

Strategy 9: Provide housing locator instructions to 50 at-risk homeless families. Provide housing locator information to 400 homeless or at-risk families.

Objective F: Provide energy conservation services.

Strategy 1: Weatherize at least 44 dwelling units occupied by low-income residents, of which approximately 7 will be occupied by low-income farm workers.

Strategy 2: Provide energy conservation education to 1,600 households (5,120 individuals) who received energy assistance payments, including low cost weatherization materials, training and technical assistance to 700 (1,870 individuals) of these households.

Objective G: Provide early childhood development services.

Strategy 1: Provide comprehensive pre-school services at 10 sites for 346 low-income children, including 35 children with disabilities, through the Head Start/Oregon Pre- Kindergarten Program.

Strategy 2: Provide 90,000 nutritious meals and snacks to over 400 children enrolled in CAO Child Development programs.

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

Strategy 1: Provide fair housing information to at least 3,000 households.

Strategy 2: Conduct 10 community education workshops in conjunction with other housing service providers as follows:

- * 6 presentation on Fair Housing to consumer and provider groups in collaboration with Oregon Legal Services.
- * 4 Fair Housing workshops for rental owners in collaboration with Independent Living Resources.

Strategy 3: Conduct 8 showings of the Housing Discrimination History exhibit for viewing by approximately 2,000 persons throughout Oregon.

Strategy 4: Provide 30 educational sessions for 150 Head Start parents based upon their priority needs.

Strategy 5: Convene 70 Head Start parent meetings to increase skills in civic participation, reinforce parents' roles as primary educator of their pre-school children, and provide social connections.

Strategy 6: In partnership with PCC, provide adult literacy services to 30 Spanish-speaking families through the Even Start Program, as well as ESL, GED and ABE for the low-income community.

Strategy 7: Identify and explore options for additional education and skills training workshops for clients.

Objective I: Provide family self-reliance services.

Strategy 1: Provide social services to 346 Head Start families, based upon individual assessment of needs and interests.

Strategy 2: Provide comprehensive case management to 75 formerly homeless families who reside in transitional or permanent housing.

Strategy 3: Continue to establish CAO's role in transitional housing as the provider of case management services.

Strategy 4: Provide services in a manner that maximizes active involvement of individuals and families.

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

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

Strategy 1: Develop and implement a system for centralized personnel management support.

Strategy 2: Complete the revision of personnel policies assuring that they reflect organization values.

Strategy 3: Revise and update the affirmative action policy.

Strategy 4: Support the active involvement of staff personnel and safety committees.

Strategy 5: Conduct a comprehensive training program on personnel policies and procedures; implement a program for ongoing, required trainings.

Strategy 6: Conduct a Wage Comparability Study in order to maintain a competitive compensation and benefits plan.

Strategy 7: Develop a system to maintain current job descriptions, streamline hiring, monitor personnel actions and manage benefit plan.

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

Strategy 1: Assure that the training, development and support needs of Board, Policy Council and staff are identified and met; provide at least 6 multi-component trainings.

Strategy 2: Implement the first year of the Strategic Plan.

Strategy 3: Implement management information systems to produce adequate donor, personnel, client, volunteer and program reports; establish centralized computer systems support.

Strategy 4: Improve intra-agency communication and collaboration, with a focus on developing problem-solving skills and effective teamwork.

Strategy 5: Establish a centralized property management system for vehicles, equipment and facilities.

Strategy 6: Implement revised organizational structure and administrative support in conjunction with the strategic plan.

Strategy 7: Assure that CAO's programs and services are accessible to all persons.

Strategy 8: Assure an adequate system to recruit and utilize volunteers. Track volunteer activity and establish baseline numbers for volunteers and hours donated.

Strategy 9: Implement a management system to provide safe, clean and cost-efficient facilities and transportation for agency programs and employees.

Objective C: Provide efficient and effective fiscal services.

Strategy 1: Establish effective management information systems to provide accurate and timely financial information to Board and staff.

Strategy 2: Review and revise fiscal procedures and policies for internal and external use.

Strategy 3: Complete automation of the budgeting process and finalize budget policies.

Strategy 4: Develop a centralized purchasing system for agency goods and services.

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

Strategy 1: Develop and implement an overall communications and public relations plan to educate and inform through:

- Producing 4 newsletters, revised brochure, 1995-96 annual report, new display board and 24 press releases.
- Establishing and coordinating speaking engagements which will involve at least 15 speakers, resulting in 100 presentations about Community Action.
- Holding a 30th anniversary banquet.

Strategy 2: Operate a coordinated development effort that obtains needed resources for all agency programs.

a. This strategy will raise the following:

	\$ 22,000 General Agency Contributions
	\$ 63,750 Mardi Gras
	\$ 12,000 United Way Donor Option & Combined
Federal	\$110,000 Major Gifts
	\$ 15,000 Shelter Support, <u>\$10,000</u> Golf Tourney
<u>\$5,000</u> Grants	\$ 5,000 Client Services Support/Grants
	<u>\$ 20,000</u> Wine Raffle
	\$247,750 Total

b. This strategy will include:

1. Coordinating wine raffle
2. Coordinating annual United Way campaign
3. Overseeing CAO involvement in Rotary Golf Tournament
4. Producing annual holiday appeal
5. Producing annual Mardi Gras Event fund-raiser
6. Coordinating and writing private grants (foundations, corporations, churches)
7. Planning and conducting a major gift campaign
8. Developing and implementing church community, service club and private donors fundraising strategies
9. Serving as a clearing house for all public relations opportunities and ideas

Strategy 3: Recruit, train and place at least 600 volunteers who provide at least 9,000 volunteer hours.