

1988 - 1994 STRATEGIC PLAN REPORT

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

Goal I: Increased ability to promote self-reliance.

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

88-89

- Conducted research in order to define case management for WCCAO.

90-91

- Developed and implemented uniform case management model to promote self sufficiency for homeless and Head Start families.

92-93

- Client Services, Child Development and Housing and Energy collaborated to develop an assessment instrument to be used at intake to WCCAO services.
- Intake assessment instrument implemented for use with Head Start applicants.
- Completed DPP evaluation and presented at the national conference.
- Refined common case management policies and procedures for use with Head Start and homeless families.
- Planning between Self Sufficiency Program and Child Development and Client Services Departments resulted in reorganization of self reliance services to be provided out of Client Services Department.
- Collaborated with Membership Banking to develop client education on the use of the banking system. Developed and implemented the Cancer Prevention Education Program with the American Cancer Society and Washington County Health Department.

93-94

- Client Services staff attended four workshops in order to clarify values and develop common understanding of the concept of self-reliance.
- Began three-year, HUD-funded SAFAH project to promote long-term self sufficiency for formerly homeless families.
- Provided all self reliance services out of Client Services Department. All case managers trained to provide full continuum of services.
- Esablished or maintained cooperative relationships with numerous community providers, including Hispanic Family Service Coalition, LUSSA, NIRA, Housing Coalition, LA Fuente de la Amistad, Shelter Homeless Coalition, Community Partners for Affordable Housing, CASA, Oregon Shelter Network, I&R 2000, Migrant Camp Outreach, Oregon Food Bank, AFS JOBS Plus.

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

88-89

- Transportation to Head Start program was provided by 4 drivers. 3 new busettes were purchased and began operating.

89-90

- 92 households (341 persons) were assisted by the Self-Help Weatherization Program. 25% of the households were minorities and 40% of the households were female-headed.

91-92

- An agreement with North Plains District was made and Head Start children were transported to the West Hillsboro Center.
- Six Head Start sites were evaluated for accessibility.
- Assigned a bilingual, English/Spanish Head Start family worker.
- Identified Head Start classrooms throughout the county requiring Spanish speaking staff, identified ways to meet the needs of Spanish-speaking families.

92-93

- Provided telephone access to hearing impaired through relay operators.
- Examined new Client Services positions in light of the need for bilingual staff. Majority of Client Services positions require bilingual skills. As openings occurred, appropriate staff were employed.
- Provided Client Services staff with a variety of training opportunities including cultural competency.
- Maintained service sites in both Hillsboro and Tigard.
- AFS food stamp workers were outstationed in Tigard and Hillsboro to assist migrant workers obtain food stamps.
- Weatherization Department has bilingual (Spanish/English), bi-cultural staff.
- Housing and Energy Conservation services were provided to all geographic areas of the county.
- Weatherization clients included 22% minorities, 25% female-headed households, and 19% disabled.
- Housing Services clients included 19% minorities and 26% female-headed households.
- Staff received training on ADA requirements; all WCCAO services and facilities were evaluated for compliance with ADA requirements. Disabled clients who could not gain access to the shelter were provided motel vouchers; modifications to increase accessibility were completed at Hillsboro office; a fully accessible Hillsboro Head Start Center was approved; departments were requested to develop plans to address outstanding access issues.
- North Plains was identified as a Head Start expansion site for '93-4.
- Head Start served 93 non-English speaking children: 4 Russian, 4 Lao, 2 Khmer, 2 Arabic and 81 Spanish; 8 of 17 classrooms had bilingual Spanish/English staff. Translators helped with other languages.

93-94

- Head Start Needs assessment indicated that Tigard, Beaverton, Forest Grove are underserved, resulting in planned expansion for '94-5.
- TDD available at Hillsboro site. Calls come into all sites on Oregon Relay Service rather than TDD
- Shelter was provided to physically disabled clients through vouchers to local motels.

- Handrails and sidewalk modifications were made to ensure that Neighborshare office is accessible.
- Client Services staff received cultural competence-related training at I&R conference, Chicano Concilio conference, Human Investment conference, Energy NW conference, and Oregon Shelter Network conference.
- Provided outreach to farmworkers through coordination with AFS Migrant Food Stamp Program, Centro Cultural Migrant Camp Outreach Project, CASA of Oregon, Hispanic Family Services Coalition, La Fuente de la Amistad.
- Received CDBG funding for '95 to fund farmworker outreach specialist
- Developed and distributed bilingual I&R cards, guide to services, and I&R list to migrant camps.
- Expanded Neighborshare site to include Head Start and SAFAH services.

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

88-89

- Single entry system for client services established.
- Established common client intake form.

89-90

- Agency-wide case management system developed, including coordination of homeless and Head Start case managers.
- Refined all forms and procedures required for a centralized client services unit and uniform data collection; began investigating a computerized tracking system and data base.

90-91

- All forms and procedures were refined to insure accurate reporting and uniform data collections. The following systems were revised:
FEMA Rent
FEMA Motel & Shelter Vouchers
Transitional Housing
- Development of a computerized client tracking system begun; hardware and software installed; staff began receiving needed training.
- Client information filing system refined; bi-yearly coordination meetings with Housing & Weatherization and Head Start established; monthly meetings with Self Sufficiency Department established.
- Full range of services provided from the Neighborshare Office including: I&R, energy assistance, rent assistance, other types of emergency assistance, motel vouchering, case management of homeless individuals housed at TCM and local motels, and Head Start case management.
- Plan for integrating Head Start completed.

91-92

- Monitored existing system and implemented changes as needed.
- Reviewed Comprehensive I&R systems in Clackamas County, Vancouver B.C. and United Way, Portland and Multnomah County HHS. Reviewed Client Service systems at Corvallis Community Services Consortium and Mid Willamette Valley CAP.
- Began development of computerized data collection system.

92-93

- A system was developed to provide for comprehensive assessment and was implemented for use with households applying for Head Start.
- Hired a computer consultant to develop WCCAO's computerized Client Data Collection System and began work on the system. Developed an interim Head Start enrollment system.
- Worked with the United Sewer Agency to explore a rate relief program for sewer bills. USA was unable to obtain funding for the program.

93-94

- Developed computerized client information system; purchased necessary equipment; implemented system with Head Start applications.
- Maintained cross-department coordination between Client Services, Head Start, and DVRC.
- In collaboration with Tigard and Forest Grove churches, established "clearing house" for food box requests.
- Prepared a county-wide study of homelessness

Objective D: Operate a comprehensive information and referral system.

88-89

- Rolodex-based I&R system established, staff trained.
- Made request to support a comprehensive, coordinated Information and Referral system to United Way.

89-90

- Maintained current information and referral data by updating information every six months.

90-91

- In conjunction with the Washington County Cooperative Library Service, a county-wide I&R data base was established; necessary computer support put in place in Hillsboro and Tigard offices and WCCAO Shelter.
- Established systems and procedures to allow for regular updates.
- Hired I&R specialist.

91-92

- Worked with Metro I & R group on plan to coordinate I & R services in four county metro area.
- Installed modems the Shelter and Neighborshare to link them to the Comprehensive I&R system; trained appropriate staff at each location on the use of the system.
- Provided I&R system training to Head Start staff and case management staff.

92-93

- Provided I&R training to Shelter and Neighborshare Intake staff.
- The I&R data base was updated in May and June. I&R staff attended NIRA (Northwest Information & Referral Association) monthly meetings regularly.
- Participated in regional I&R planning process to implement a coordinated four county I&R system.

93-94

- Expanded staff answering I&R phones to include case managers.
- Staff attended I&R conference.
- I&R database was updated in May-June.
- Centro Cultural was brought on-line .
- Two community provider meetings were held.
- Participated in regional I&R planning efforts through I&R 2000; signed agreement outlining steps toward comprehensive four-county I&R system.

Goal II: Assure that the needs are met.

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

89-90

- Provided information, referral, intake, assessment and advocacy to 11,061 households (29,223 individuals).
- Provided \$367,814 in energy assistance to help 2,281 low-income households (7,259 individuals).
- Provided \$24,646 and leveraged another \$2,974 in rent assistance to prevent 139 families (409 individuals) from being evicted.
- Provided 14,052 rides to disadvantaged residents through volunteer drivers.
- Provided full range of WCCAO services from Neighborshare Office utilizing volunteers and local resources.

90-91

- Provided 9,984 rides to low income, disabled and seniors through volunteer drivers.
- Transportation Program vehicles received maintenance and repair as required. A new station wagon was added to the fleet and an older van was transferred to the Tuality Hospital Volunteer Transportation Program.
- The Washington County Lift Program was investigated and a decision was made not to apply.
- Received 16,653 requests for assistance and provided information and referral services.
- Provided intake, assessment and advocacy to 3,356 families (9,460 individuals).
- Provided \$422,720 in energy assistance to 2,192 families (7,146 individuals).
- Provided \$26,218 in rent assistance to 127 families (399 individuals) in order to prevent evictions that may lead to homelessness.

91-92

- Responded to 13,091 information and referral requests.
- Provided \$398,897 in energy assistance to 3,738 households (6,862 individuals)
- Provided \$34,945 in rent assistance to 191 families (629 individuals) in order to prevent evictions.
- Provided \$1,505 in emergency needs assistance to 199 families (422 individuals).
- Provided Energy copayments for 28 families (105 individuals).
- Prescreened and qualified 3 farmworker families (14 individuals) for Farmworker Homeownership Program.
- Completed 543 Head Start applications.
- Completed 31 Child Care Voucher Program applications.

- Completed 20 Next Steps applications.

92-93

- Responded to 14,418 requests for information and referral.
- Provided \$359,830 in energy assistance payments to 1963 households (6,301 individuals).
- Provided \$42,070 in rent assistance to 208 families (698 individuals) in order to prevent evictions.
- Provided \$1,354 in emergency needs assistance to 151 families (280 individuals).
- Provided \$1,087 in energy co-payments to 27 families (121 individuals).
- Took 467 Head Start applications.
- Provided information and referral to 2,370 homeless families (8,243 individuals) who could not be provided with emergency shelter due to lack of space or ineligibility.

93-94

- Responded to 16,923 I&R requests.
- Provided \$361,703 in energy assistance payments to 1,847 families (6,013 individuals).
- Provided \$28,365 in rent assistance to 142 families (470 individuals).
- Provided \$31,643 in assistance with housing costs to 35 formerly homeless families (127 individuals)
- Provided \$2679 in emergency needs assistance to 406 families (1,259 individuals).
- Conducted 558 Head Start Intakes, including program application, family needs assessments, and family plans.
- Conducted 446 Family needs assessments and plans for homeless families.
- Provided services to 702 farm worker households.
- Provided information and referral to 5,711 homeless individuals who could not be provided with emergency shelter due to lack of space or ineligibility.

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

88-89

- Identified available options and resources for providing emergency shelter, with an emphasis on unserved and underserved populations:
Options: remodel existing shelter; work with churches, develop shelter options for singles, couples; negotiate for farmworker emergency shelter with Elm Park; work with Lloye-Dene Farms to establish shelter for single farmworkers; expand motel voucher, rent assistance programs.

Resources: McKinney Homeless funds; migrant emergency funds from United Way; CDBG; Washington County; FEMA State Set-aside; State general fund, SLIAG; church contributions; FEMA; Lloye-Dene Farms; HDC; Rural Workers Program.

- Added two bedrooms and one bathroom at WCCAO's Shelter Home increasing space options and ability to regularly house 20 homeless. McKinney ESGP funds utilized.
- Worked with Tigard Christian Ministries to establish a church operated shelter which will provide 14 additional beds in 1989-90 and create space for singles and childless couples.
- Organized and implemented an emergency response to homeless farmworkers that provided 13,666 emergency bed nights to 512 homeless farmworkers and families.
- Motel vouchers and rent assistance was expanded by obtaining state FEMA set-aside funds for migrants.

89-90

- Provided emergency shelter to 120 homeless families (429 individuals) totaling 5,991 bed nights.
- Provided emergency shelter vouchers to 87 families (273 individuals) who cannot be housed in the WCCAO Shelter, totaling 1,897 bed nights.
- Provided technical assistance and support to assure the sheltering of 70 homeless families (113 individuals) at the Tigard Christian Ministries Shelter, totaling 1,839 bed nights.

90-91

- Provided emergency shelter to 136 homeless families (453 individuals), totaling 6,541 bed nights.
- Provided emergency shelter vouchers to 70 homeless families (243 individuals) who could not be housed in the WCCAO Shelter, totaling 2,133 bed nights.
- Provided technical assistance and support to Tigard Christian Ministries to in the sheltering of 61 homeless families (99 individuals), totaling 1,580 bed nights.
- Provided transitional housing to 13 families (66 individuals).

91-92

- Provided 6,429 bed nights of emergency shelter to 125 families (405 individuals) at the WCCAO shelter.
- Provided 2,978 bed nights of emergency shelter to 112 families (221 individuals) at the TCM shelter.
- Provided 326 bed nights of emergency shelter to 13 families (26 individuals) at local motels.
- Provided 7,241 bed nights of transitional housing to 11 families (49 individuals).

92-93

- Provided 6,296 bed nights of emergency shelter to 119 families (385 individuals) at the WCCAO shelter.
- Assisted TCM shelter in providing 2,719 bed nights of emergency shelter to 95 families (281 individuals).
- Provided 365 bed nights of shelter to 13 families (34 individuals) at local motels.
- Provided 8,289 bed nights of transitional housing to 10 families (43 individuals).
- Worked with a group of churches in the Beaverton area to create additional transitional units: a new transitional unit sponsored by the churches will open in July. WCCAO will help select and case manage families moving into this unit.

93-94

- Provided 5,628 bednights of chelter to 112 families (361 individuals) at the WCCAO shelter.
- Provided 2,902 bednights of shelter to 106 families (182 indiviudals) at the IOS shelter.
- Provided 229 bednights of shelter through motel vouchers to 12 families (29 individuals).
- Provided 8,274 bednights in transitional housing to 16 families (66 individuals) in 6 transitional housing units.
- Provided 8274 bednights of shelter to 380 survivors (201 families) of domestic violence through subcontract with Domestic Violence Resource Center.
- Opened two new transitional housing units through partnership with Sheltering Homeless Coalition.
- Worked with Beaverton First United Methodist and the Hope Springs Coalition on the development of 15 units of transitional housing.

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

88-89

- USDA Food Commodities were decreased by 50% thus eliminating the immediate need for additional warehouse space. Compiled a list of self-storage sites for obtaining emergency, donated space if needed in the future by TVFC. Obtained industry standards. WCCAO facilities committee will develop space needs plan to include TVFC warehouse requirements.
- Purchased a truck, two pallet jacks, and six upright freezers with Fred Meyer Charitable Trust funds received by Oregon Food Bank.
- Reorganized TVFC staff duties to increase local food drive and solicitation efforts.
- Coordinated 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.
- Increased funds available to purchase food from \$13,000 to \$38,000, primarily to serve farmworker needs.

- Obtained 241,432 pounds of USDA food, 764,768 pounds of salvage food, totaling 1,006,200 pounds of food.
- Distributed 314,387 pounds of USDA food, 648,910 pounds of salvage food, totaling 963,297 pounds of food to benefit 16,466 households (56,578 individuals).
- Distributed 141,342 pounds of food through Brown Bag, benefitting from 608-885 households.
- Distributed 2,996 Christmas Baskets, benefitting individuals.
- Facilitated planning meetings with migrant food service providers to develop a coordinated outreach effort to deliver food, hot meals and clothing. This plan included the following:
 1. Developed a coordinated food outreach and distribution system.
 2. Worked with SOA churches to coordinate clothing donations; distribution to the camps was coordinated with food delivery.
 3. Prepared maps and corresponding photos of all Washington County camps.
 4. Encouraged all farmers and churches to participate and cooperate in order to minimize duplication of effort.
 5. Purchased large quantities of bulk food including beans, flour, ground beef, chicken, lard.

89-90

- Provided emergency food boxes to 322 homeless families (1,144 individuals).
- Developed a food donation solicitation packet and contacted:
 1. Stagg Foods - received 25 tons of high protein chili
 2. Nalleys
 3. Kentucky Fried Chicken

- Increased Christmas food drives donations by 40%.
- Increased donated food by 123% due in part to a grant from OFB/UW.
- Provided testimony to State Hunger Task Force regarding hunger in Washington County.
- Assisted in coordinating client testimony and site visits for Congressional House Select Committee on Hunger Hearing in Washington County.
- Assisted state-wide network and OFB Board Agency Relations Committee in reviewing and reworking state-wide food and fund solicitation policies.
- Worked with OFB to develop new donors and assist with repack projects when possible.

- Developed an ad hoc policy committee from TVFC member agency network to look at several models of clearing systems to prevent food box duplication.
- Developed a communication system to provide each TVFC member agency with a monthly mailing of pertinent information.
- Completed 43 on-site visits to member agencies.
- Held four meetings with TVFC member agencies to provide training and technical assistance.
- Obtained 1,130,567.70 pounds of food.
- Distributed 777,919 pounds of food to member agencies, benefitting 18,983 households and 65,373 individuals.
- Distributed 103,989 pounds of food at Brown Bag sites. Closed Tualatin/Sherwood site and opened a Tigard site to include Tualatin/Sherwood members.
- Coordinated the distribution of 3,420 Christmas baskets by sponsoring groups and organizations, benefitting 12,064 individuals.
- Distributed 17,500 pounds of food to non-TVFC member agencies for Christmas Baskets.
- Coordinated the distribution of 214 Thanksgiving Baskets and provided 318 pounds of food.
- Coordinated planning meetings with migrant food providers to develop a strategy to meet hunger needs and a contingency plan in case of large influx.
- Distributed 40,556 pounds of food migrant camps.
- Did minimal bulk buying through OFB (1,163 pounds) due to a lack of time to coordinate and lack of warehouse space.
- Worked with TVFC membership through an ad-hoc policy committee and looked at clearing systems, combining services and the feasibility of a soup kitchen. Approached several churches to interest and visited other sites.

90-91

- Provided 286 homeless and hungry families (1,131 individuals) with emergency food boxes.
- Obtained 14,600.75 pounds of additional food from Oregon Food Bank to set aside for migrant workers.
- Bulk purchased and delivered 49,080.50 pounds of emergency food for migrant workers.
- Provided 94,471.75 total pounds of food to migrant workers.
- Provided 27,889 emergency food boxes (totaling 742,583.75 lbs. of food), benefitting 73,296 individuals.
- Provided 60,294 emergency hot meals (totaling 92,172.20 lbs. of food).
- Provided 132,919 meals through supplemental food programs (104,605.50 lbs. of food).
- Provided 5,780 Brown Bags (112,302 pounds) of supplemental food to 481 members.
- Provided 1 USDA direct distribution (8,288 lbs.) benefitting 662 households (1,992 individuals).
- Provided 3,513 Holiday baskets (14,999 lbs. of food) benefitting 10,311 people.
- Operated Brown Bag program at 5 sites, 3 days per month, for 687 member households. Brown Bag members delivered 83 bags of food to shut-ins and needy persons.
- Obtained 331 new Brown Bag members and renewed 280 memberships.
- Issued 12 monthly newsletters to 687 Brown Bag members.
- Conducted 18 site visits to TVFC member agencies. Planned and facilitated quarterly member agency meetings, including training in signing up for Food Stamps and how to fill out the USDA monthly reports.
- Developed TVFC member agency Ad Hoc committee to work on issues of opening a emergency hot meal program in Beaverton, opening a clearing house for emergency food boxes, combining smaller food box programs with larger ones for more efficient resources.

- Provided 10 TVFC member agency mailings for informational and technical assistance purposes.
- Provided technical assistance to 20 TVFC member agencies.
- Assisted 5 agencies in becoming new member agencies of TVFC.
- Researched and prepared written plan for migrant worker food delivery and provided input into Washington County emergency plan for migrant workers.
- Obtained 14,600.75 pounds of additional food from Oregon Food Bank to set aside for migrant workers.
- Bulk purchased and delivered 49,080.50 pounds of emergency food for migrant workers.
- Provided 94,471.75 total pounds of food to migrant workers.
- Negotiated with agencies for an additional hot meal program for Washington County, but no program established.

91-92

- Obtained a total of 1,444,093.55 pounds of food.
 - 197,355 through food drives
 - 272,457.55 from USDA
 - 572,323 from local donors
 - 401,244 from Oregon Food Bank
- Identified four organizations to conduct additional food drives:
 - Tri-County Library Food Drive
 - Airshow/Safeway Food Drive
 - Billings Dance Center
 - Pietro's Pizza
- Distributed a total of 1,159,102.70 pounds of food
 - 19,545 EFB (69,095 individuals)
 - 34,386 Adults 34,709 Children
 - 23,522 Emergency Hot Meals
 - 141,612 meals through supplemental food programs
 - 5,385 Brown Bags (122,602 pounds of food)
 - Thanksgiving Baskets (188 households, 559 individuals)
 - Christmas Baskets (3813 households, 13,270 individuals)
- Conducted 22 member agency visits and provided technical assistance as needed.
- Conducted 34 on-site visits to TVFC member agencies
- Conducted 5 quarterly LMA meetings
- Provided 5 quarterly TVFC mailings to member agencies
- Provided training on Campaign to End Childhood Hunger, Earned Income Tax Credit, Legislative letter writing, TEFAP rules to member agencies.
- Attended meetings to determine migrant farmworker hunger needs and available resources.
- Provided 64,838 pounds of donated food to migrant camps.
- Operated Brown Bag program at 5 sites, 3 days per month for 592 member's households. Brown Bag members/volunteers delivered 65 bags of food per month to shut-in and disabled persons.

93-94

- Obtained 1,156,957 pounds of food
- Distributed 833,606 pounds of food

- Distributed food boxes to 17,523 households (62,267 individuals).
- Distributed Holiday baskets to 4,013 households (15,140 individuals).
- Served 4,943 individuals through the Brown Bag program.

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

88-89

- No child care advocacy task force developed due to limited staff time available. Staff participated in 3 meetings of the metro-area child care task force.
- Developed a funding proposal for a child care network to provide up to 36 additional quality, affordable child care slots. The proposal was submitted to one funding source and turned down.

89-90

- Great Start grant submitted; received funding to subsidize low income children in center care to begin Fall, 1990.
- Provided organized activities for 426 homeless children who are residents at the shelter home.
- Provider training idea received negative response from West Tuality and a small group of providers who were approached with the idea.
- Preliminary discussions were held regarding a preschool lab school model to train and relieve home providers. Also would provide a preschool experience for children in the care of participating providers. May pursue.
- Met with A Child's Place Board Chairperson regarding WCCAO support.
- Two staff served as acting director at A Child's Place.

90-91

- Participated extensively in child care advocacy and development efforts.
- Provided 39 children with subsidized child care.
- Provided technical assistance to 17 child care centers.

91-92

- Provided a children's program for 127 of the homeless children housed at the WCCAO shelter.
- No mechanism for assessing child care needs was put in place. However, Head Start staff are aware that many families have the need for child care. Therefore, during 1992-93 two sites will be established to provide full-day services to Head Start children. A third site will be developed to open in 1993-94 in North Plains.
- Served 29 children through day care voucher program.
- Provided "How to Choose Quality Child Care" consultations for all families in the day care voucher program.
- Written materials on how to choose quality child care was provided to 216 parents.
- Provided Child Care tuition subsidies to 20 families: One family received a 50% subsidy. Two families received a 70% subsidy. Seventeen families received a 90% subsidy.
- Provided 12 on-site consultations to 7 child care centers.
- It was our intent to seek CCDBG dollars and continue to apply for county dollars. The county chose not to fund child care subsidies and the CCDBG dollars will be available through AFS.
- Provided 207 hours of on-site child care for Parenting Classes and Support Groups, Head Start Policy Council meetings and various Head Start parent meetings, Parenting Class taught in Spanish, and a Gang Training Seminar.

- Hired and trained 1 part time child care provider to provide the majority of WCCAO's short term child care needs.
- Contracted with Washington County to provide short term child care to Project Cradle.

92-93

- Devoted .25 FTE to child care advocacy:
 Local Involvement: Actively participated in the development of a county-wide Child Care Resource and Referral system. Presented historic child care information to Children and Youth Services Commission.
 State Involvement: Chair of State Child Care Training and Career Development Committee. Active participant in a committee to advocate for funding for quality child care services (The Full Cost of Quality Committee), which developed the state plan for use of federal dollars.
 Federal Involvement: Participated in National Childhood Care and Education Career Development Institute.
- Provided information on financial assistance available and how to choose quality child care to 113 families.
- Provided 369 hours of child care to ensure access to services by WCCAO clients.

93-94

- Child care advocacy activities: Oregon State Childhood Care and Education Career Development Advisory Committee; The Full Cost of Quality State Initiative Task Force; The Metro Child Care Resource and Referral Advisory Board; The Washington County Commission on Children and Families Child Care Work Group; The Washington County Advisory Planning Committee for West Tuality Child Care Resource and Referral, the Beaverton Branch Adult and Family Services Child Care Subcommittee; The Washington County Commission on Children and Families Ready to Learn Task Force.
- Provided information and assistance to 228 families regarding choosing quality child care.
- Provided 407 hours of child care.
- Continued to provide all-day services at Gaston site. Closed West Hillsboro site to all-day services for financial reasons.

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

88-89

- The Housing Development Corporation (HDC) completed construction and opened 12 additional units of farm labor housing at the Elm Park Apartments in Forest Grove.
- HDC began work on an application for 24 units of Farm Labor Housing
- HDC made 14 units at Elm Park available during the winter for homeless migrants.
- WCCAO and the Housing Authority submitted a joint application to HUD for 3 units of transitional housing.
- Provided assistance to 570 low-income households (1,327 persons) to resolve their housing related legal problems through Oregon Legal Services.
- Assisted 196 disabled persons in locating accessible housing through Access Oregon.
- Assisted 90 chronically mentally ill individuals to meet their housing needs through Washington County Mental Health.
- Provided mortgage default counseling to 171 households through Housing Services of Oregon.
- Provided counseling to 254 low-income persons to develop home share matches through Shared Housing.

89-90

- The Housing Development Corporation received approval to proceed with development of a 24 unit scattered site project in Cornelius for farm labor housing. 64 units, to be developed by other non-profit sponsors, received development approvals. Between 150-200 units were developed by private for-profit firms using federal low income housing tax credits.
- Assisted 1,733 low income persons to resolve their housing related problems through Oreg Legal Services.
- Assisted 268 persons in locating accessible housing through Access Oregon.
- Assisted 61 chronically mentally ill individuals to meet their housing needs through Washington County Mental Health.
- Provided mortgage default counseling to 225 households through Housing Services of Oregon.
- Provided counseling to 255 low income persons to develop home share matches through Shared Housing.

90-91

- Advocacy efforts were coordinated principally with Concerned Citizens and Oregon Housing NOW Coalition. Major efforts were put into Housing Lobby Day and passage of Oregon Housing Fund. Advocacy efforts were also successful in preserving Farm Labor Camp Property Tax Exemption and amendments to Lenders Tax Credit for Low Income Housing.
- Land, interim and permanent financing and final regulatory approvals were obtained for the 24 unit Cornelius Park Apartment project.
- Approximately 40 testers were trained and 12 tests for housing discrimination conducted.
- Provided legal assistance was provided to 2,272 low income persons through Oregon Legal Services.
- Assisted 278 disabled persons in meeting their housing needs through Access Oregon.
- Assisted 41 chronically mentally ill or developmentally delayed persons through Washington County Mental Health Department.
- Provided mortgage default counseling to 116 households through Housing Services of Oregon.
- Assisted 258 persons were assisted to obtain home share matches through Shared Housing.

91-92

- Major advocacy efforts were undertaken on several projects: Staff participated in the development and organizing public comment on both the state and Washington County Comprehensive Housing Affordability Strategies; participation continued in the Oregon Housing NOW Coalition on implementation of the Housing Trust Fund and organizing tenant workshops; staff participated in the development of a new state organization to promote community based development; and close to 100 community contacts were made under the United Way Affordable Housing Advocacy Project.
- Through work with the HDC 24 units of new farm worker housing was built in Cornelius. The project houses about 120 persons.
- Legal assistance was provided to 2,063 persons through Oregon Legal Services.
- Assisted 261 disabled persons to meet their housing needs through Access Oregon.
- Assisted 35 chronically mentally ill or developmentally disabled persons to meet their housing needs through Washington County Mental Health.
- Provided mortgage default counseling to 149 households through Housing Services of Oregon.

- Provided counseling to 307 persons in order to acquire home sharing matches through Shared Housing.

92-93

- Major advocacy efforts were undertaken on several projects: staff assisted in the organization of the Housing Lobby Day to promote new and continued funding for affordable housing programs; staff assisted community groups in Tigard and Beaverton in their efforts to develop transitional and permanent housing; a county-wide Affordable Housing Task Force was formed to implement the United Way funded community planning process; and funds were obtained to research and develop an exhibit on the history of housing discrimination in Oregon.
- An application was submitted for Low Income Housing Tax Credits to develop 79 units and a Head Start Center in partnership with a private developer. Continued on two Housing Development Corporation farmworker housing projects.
- Legal assistance was provided to 1,656 persons through Oregon Legal Services.
- 250 disabled persons were assisted in meeting their housing needs through Access Oregon.
- 80 chronically mentally ill or developmentally disabled persons were assisted in meeting their housing needs through Washington County Mental Health Department.
- 539 households were provided mortgage default counseling and related housing counseling services through Housing Services of Oregon.
- 95 families received case management involving intensive mortgage default counseling, budget management, and related employment and social services through a Northwest Area Foundation.
- 198 persons were provided counseling in order to acquire home sharing matches through Shared Housing.
- 5,600 persons were assisted with a variety of homeless and homeless prevention services through State Emergency Housing Account funds. The county-wide planning process on homelessness was deferred until FY 93-94.

93-94

- Advocacy efforts included: assisted in development 3 new organizations to focus on housing (Tualatin Valley Housing Partners, Community Partners for Affordable Housing, Christmas in April); assisted in the organization of a community forum on farmworker housing, , participated in the County housing study development and review; obtained a VISTA to work on tenant education activities.
- In conjunction with Housing Development Corporation, 5 single family units are under construction and will be for lease with option to buy by low income farmworkers.
- Submitted application to federal government for 50 unit rental farm worker project
- Received federal funding to to rehab Ash Creek apartments.
- Provided legal assistance to 829 households/1903 people through Oregon Legal Services.
- Assisted 206 disabled people with their housing needs through Access Oregon (383 individuals in those households).
- Assisted 81 chronically mentally ill or developmentally disabled people with their housing needs through Washington County Mental Health Department (81 people in those households).
- Provided mortgage default prevention counseling and related services to 172 households/452 people through Housing Services of Oregon.
- Provided counseling toward acquiring home share matches to 139 people through Shared Housing.
- Provided fair housing information to 1395 households/4623 individuals.
- Assisted 12,327 people with a variety of homeless and homeless prevention services funded by State EHA:

- Interfaith outreach services--2902 bednights of emergency shelter for 106 households/182 individuals
- Housing Service of Oregon--day shelter for 560 households/1369 individuals
- Oregon Legal Services--landlord-tenant law information for 729 households/2251 individuals
- Domestic Violence Resource Center--8274 bednights of shelter for survivors of domestic violence; 201 households/380 individuals

Objective F: Provide energy conservation services.

88-89

- 264 units were weatherized benefitting 792 low-income individuals.
- One hundred and eleven low-income households (457 persons) were assisted in conserving energy and reducing their utility bills through the provision of low cost/no cost weatherization materials and training in their installation. 52% of the households assisted were Hispanic.

89-90

- 118 units were weatherized benefitting 354 low income individuals.
- All major weatherization measures are now installed by private contractors. Service levels and quality control have been maintained while the technical skills and capacity of agency staff have been increased.

90-91

- 120 housing units occupied by low income households were weatherized.
- 89 households were provided energy education and energy conservation services.

91-92

- Weatherized 112 housing units.
- Provided energy education and energy conservation education to 140 households.

92-93

- 106 housing units occupied by low-income households were weatherized.
- 96 households were provided energy education and energy conservation services.

93-94

- Weatherized 113 housing units.

Objective G: Provide early childhood development services.

88-89

- Wrote 166 individual education plans for children in Head Start.
- Provided 128 days of Head Start classroom operations.
- Each Head Start classroom utilized the Talking About Touching curriculum to help child protect themselves from abuse.
- All Head Start staff members received some type of training and one member received a CDA.
- 162 Head Start children received developmental screenings.
- 146 Head Start children received all required screenings.
- 158 speech, 189 hearing, and 105 nutrition assessments were completed.

- 33 Head Start children were professionally diagnosed handicapped.
- 6 children were referred to Head Start by CSD.
- 51 individualized education plans were completed for at-risk Head Start children.

89-90

- Served 171 Head Start children; developed family plans for all families served. Provided 125 class days.
- 146 Head Start families received educational and family plans.
- All Head Start children and families received an orientation. Total number of home visits completed by teachers was 716.
- 28 Head Start children had special services plans written (handicapped children).
- 163 Head Start children received all required screenings.
 - 171 developmental
 - 168 physical exams
 - 163 dental exams
 - 173 nutrition screenings
 - 171 vision screenings
- 147 individualized plans developed with Head Start families.
- 3 assistant Head Start teachers received CDA credentials
- Head Start operated for 125 school days
- Used Talking About Touching preschool curriculum by Committee for Children in Head Start to prevent abuse.
- Head Start central kitchen implemented, worked well.
- Wrote 2 Head Start expansion grants; received funding to add two classrooms in 1990-91.

90-91

- 197 children enrolled in Head Start.
- 177 screenings and plans completed for Head Start children.
- Head Start children needed 84 follow-up health services which were completed.
- 129 Head Start school days provided.
- 674 Head Start education home visits completed.

91-92

- 242 Head Start children were enrolled in 216 funded slots.
- Transportation was provided by the program to and from 6 Head Start sites for 129 days. Additional transportation provided by Gaston School District for the Gaston Center.
- Provided 38,000 Head Start meals.
- 129 Head Start classroom days provided.
- Completed required health screenings on 182 Head Start children.
- Provided 177 child abuse prevention units.
- Enrolled 14 Early Intervention children Head Start
- Developed 22 IEPs for Head Start children with disabilities.

92-93

- Served 347 children in Head Start.
- Established a Child Development Center in partnership with the Gaston School District; served more than 40 children were served; developed a summer program.
- Provided full day services in West Hillsboro Center for 5 children and in Gaston for 9 children.
- Provided 69,071 meals in Head Start.

- Provided an average of 143 ½ days of school throughout the Head Start program.
- Completed required health service for 201 Head Start children.
- Conducted 410 abuse prevention activities in Head Start.
- Enrolled 28 Early Intervention children in Head Start; identified 32 children as EI after enrollment.
- Developed and implemented 49 IEPs for Head Start children with disabilities.

93-94

- Served 365 children in Head Start.
- Provided 75,682 meals in Head Start.
- Provided 128 days of Head Start classes, 235 days of full-day service.
- Ensured provision of comprehensive health services to 299 children in Head Start.
- Provided 410 child abuse prevention sessions.
- Developed and carried out 53 IEPs for children with disabilities.

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

88-89

- Provided fair housing information available to 1,938 families (6410 individuals); conducted 4 Fair Housing workshops were conducted, 2 for renters, 2 for owners; 131 people participated.
- Provided parenting classes for 20 individuals.
- Provided support groups for 20 parents.
- Conducted 720 education-focused parent contacts.
- 37 parents were involved in 25 parent committee meetings.
- 20 individuals participated in Head Start Policy Council.
- 127 parents participated in classroom activities.

89-90

- Provided parenting classes to 85 families.
- Approximately 40 Head Start parents participated in meeting activities.
- Assisted 92 households (341 persons) with Self-Help Weatherization; held 4 county-wide energy conservation workshops.
- Provided Fair Housing information to 2,537 households (6,734 individuals); Conducted 6 fair housing workshops to renters, landlords and high school students.

90-91

- Nine parenting education series offered - 102 parents served.
- Conducted 19 Policy Council and parent committee meetings with Head Start parents.
- Held 175 parent conferences to develop educational and family case management plans.
- Provided Fair Housing information to 2,562 low income families; conducted 6 community fair housing workshops
- Provided support workshops for 293 homeless individuals staying at the WCCAO shelter.

91-92

- Implemented a literacy effort in Head Start: provided funds for costs related to getting a GED; purchased three books for each enrolled child, involved the parents and children in selecting books.
- Held 8 seven-week parenting classes: 6 basic classes, 1 in Spanish, 1 for Head Start parents. Approximately 96 parents participated.

- Held 7 parent support groups, 32 individuals participated.
- Held 42 parent meetings involving 55 parents.
- Held 12 adult educational activities involving 64 parents.
- Provided 4 energy conservation workshops.
- Provided Fair housing information to 2,394 households; conducted 6 community workshops.
- Issued 12 monthly newsletters to 592 Brown Bag members.
- Brown Bag members were offered free and low-income workshops through:
 - Self help weatherization workshops
 - Housing Advocacy & Education
 - OSU Extension Office
 - Tuality Hospital

92-93

- Held 6 energy conservation workshops.
- Provided fair housing information to 7422 individuals; conducted 6 community workshops.
- Provided 12 support workshops and/or activities for 98 homeless individuals staying at the WCCAO shelter.
- Provided a children's program for 218 of the homeless children housed at the WCCAO shelter; moved homeless children's program to the West Hillsboro Head Start Center.
- Provided energy conservation education to 96 households.
- Held 9 six-week parenting classes for 159 parents.
- Held 45 educational sessions for 1546 parents (duplicate count).
- 78 Head Start parent meetings were held with an unknown number of participants.

93-94

- Conducted 8 seven-week parenting classes for 132 parents.
- Provided 31 educational sessions for parents enrolled in Head Start.
- Provided 106 parent activities for families enrolled in Head Start.
- Provided 2 four-week sessions for parents and children entering Reedville school: 23 families participated.
- Provided 12 support workshops for 98 homeless individuals staying at WCCAO shelter.
- Provided a children's program for 77 of the children housed at the WCCAO shelter.
- Provided general energy conservation for 629 individuals who also received energy assistance.
- Provided energy conservation education and low cost weatherization materials to 123 households.
- Held 42 energy conservation workshops.
- Held 6 fair housing workshops, attended by about 275 people.
- Completed Housing Discrimination History exhibit; two showings were held, approximately 650 people viewed it.

Objective I: Provide family self-reliance services.

88-89

- Completed 166 Family Assessments and plans.
- 2.75 Family Service Workers and .5 Coordinator staffed the Head Start Family Service Component.
- Coordinated social services for some children and families.
- Provided case management to 166 Head Start families and to 731 homeless families.

89-90

- Provided case management services to 277 homeless families.
- Provided family services to 171 Head Start families.

90-91

- Provided social services 195 Head Start families.
- Conducted 954 family service home visits to Head Start families.
- Provided energy self-sufficiency services for 35 families who were experiencing chronic high energy costs and/or high energy usage.
- Provided case management services to 261 homeless families.

91-92

- Completed 261 Family Needs Assessments with Head Start families.
- Provided intensive case management services to 37 families.
- Head Start center staff made 383 referrals for social services to Family Service Workers.

92-93

- Provided case management services to 306 homeless families.
- Provided 347 Head Start families with assessment, I&R and follow up. 25 of those families were enrolled in intensive case management.
- Provided case management to 54 families through the Next Steps Program.
- Provided energy self-sufficiency services for 27 families who were experiencing chronic high energy costs and/or high energy usage.
- 336 referrals for basic needs or short term family work were received and responded to.
- Provided short term case management to 446 homeless families.
- Provided comprehensive case management to 122 Head Start families.
- Provided comprehensive to 35 formerly homeless families.
- Provided energy education to all families who received comprehensive case management services.
- Provided short term case management to 371 Head Start 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.

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

88-89

- 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.
- Conducted regular Management Advisory Team meetings; identified the following areas as requiring internal coordination:
 - Migrant Services
 - Homeless Children's Program and Child Care Needs
 - Parenting Center
 - Client Intake and Assessment
 - Safety Plan Implementation
 - Obtaining needed donations and volunteers
 - Head Start Food Service

Transportation
In-service Trainings

- Established the facilities committee of the WCCAO Board of Directors has been established and will meet in May or June 1989.
- Obtained donations of office furniture.

89-90

90-91

91-92

- Secured three additional transitional housing units, one from the Washington County Housing Authority and two from the City of Beaverton.
- Purchased needed computer hardware and software.
- Relocated Neighborshare office.
- Located new Head Start site in SE Beaverton.
- Worked on developing space in Hillsboro, Gaston and North Plains to meet long range needs in Head Start. Used school district space when possible.

92-93

- One unit of transitional housing had to be closed due to zoning code problems. Plans to renovate another unit were abandoned due to costs.
- New Head Start sites opened in Beaverton (Cedar Mill area), Tigard, Gaston, Reedville and Hillsboro. North Plains elementary was identified as an expansion site for 1993-94.
- Provided input on space plans for WCCAO multi-service center child development areas.
- Purchased equipment and supplies to bring the OPP/HS Program into compliance.

93-94

- Opened Head Start center in North Plains Elementary School
- All departments engaged in planning new Multi-Service Center.
- Obtained computers for all Head Start sites.
- Evaluated effectiveness of resource development database, began investigating alternatives
- Produced three newsletters, distributed to 10,000
- Wrote and distributed 10 general press releases, 6 capital campaign press releases.
- Produced, distributed annual report for 92-3.
- Revised "Program Description for Volunteers and Supporters"
- Implemented public relations effort to promote Capital Campaign: brochure, letterhead, presentation folders, video, newspaper insert, 5 newsletters.
- Held ground breaking ceremony for new center

Objective C: Provide efficient and effective fiscal services.

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

88-89

- Established Resource Development Department.
- Produced 2 newsletters distributed to over 5,000 businesses and individuals; developed agency "Fact Sheet"; produced 1987-88 Annual Report; produced a draft brochure.
- Gave over 35 presentations to civic groups, organizations and local governments.
- Established and maintained media contacts.

- Participated 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.
- Established draft materials for Speaker's Bureau and initial members.
- Participated on various Boards, coalitions, organizations and task forces.
- Thrift Store gross receipts were \$15,228 with a net loss of \$8,413; developed revised business plan.
- Revised volunteer recruiting and tracking forms.
- Recruited 2 volunteers to set up WCCAO's Volunteer Coordination system.
- The total RSVP hours to WCCAO through March 1989 of this year is 8,266, a 63% increase.
- Sent 3 direct mail solicitations, generated \$9,967 in net proceeds.
- Netted \$7,889 from the Mardi Gras benefit.
- Increased number of volunteer stations by 17 with an emphasis on the Tigard, Sherwood, Tualatin communities, where large numbers of seniors reside.
- Increased volunteer recruitment efforts county-wide: an average of 290 volunteers worked per quarter, 415 volunteers served over the FY.
- Placed volunteer opportunities weekly in the Times Publications newspapers; periodic articles in the Hillsboro Argus. Obtained \$16,677 in non-federal match for RSVP program.
- Provided training for Program Directors on how to access the Transportation Program. Transportation services to Headstart and Shelter Home families were increased.
- Raised \$104,535 in revenue to support TVFC:
 - \$29,800 solicitation of donations
 - \$5,000 fundraising events
 - \$6,000 Brown Bag Membership
 - \$28,400 member agency fees
 - \$15,090 general contributions
 - \$6,148 Christmas Clearing Bureau
 - \$4,722 Church Contributions
 - \$8,681 FAST
 - \$325 Direct Mail
 - \$369 Combined Federal Campaign

89-90

- Assisted Oregon Legal Services in obtaining a major federal grant to develop a program to perform testing for housing discrimination on a statewide basis.
- 187 current or former Head Start parents volunteered.
- Secured \$8,000 Meyer Charitable Trust grant for Parent Support Center.
- Partially implemented agency-wide volunteer coordination services.
- Developed simplified volunteer coordination system that could be operated on clerical level.
- 320 volunteers contributed 10,000 hours.
- Recognized volunteers through newsletter, Volunteer Recognition Banquet.
- Developed and presented a Comprehensive Development Plan.
- Improved database for tracking cash donors; continued to use the management information system for donations of cash and in-kind.
- Worked with the Area Agency on Aging to form a joint sponsorship of the thrift store. Revenue: 11,812; expenses:\$15,616; deficit: \$3,804.
- Annual banquet held in December.
- Prepared and distributed annual report; agency brochure with inserts for Housing and Energy Department and Hunger and Nutrition Department; program description for volunteers and supporters; 2 newsletters.
- Made ongoing contact with TV, radio and newspapers to advise them of information on the agency and the plight of low income people in Washington County.

- Conducted state-wide media campaign for commemoration of 25th anniversary of Economic Opportunity Act.
- Obtained \$80,489 in revenue for TVFC:
 - \$31,347 donations
 - 5,746 fundraising events
 - 8,374 Brown Bag membership
 - 35,022 member agency share contributions

90-91

- Obtained \$15,709 in contributions to support Neighborshare.
- Obtained \$2,006 in donations to support the Transportation Program.
- Obtained \$14,289 in contributions to support the Shelter Program.
- Obtained \$7,500 in in-kind donations to support the Transitional Housing Program.
- Obtained \$187,396 in local match for HHS grants.
- Obtained \$1,290 cash and \$3,600 in-kind support to Head Start programs.
- Applied for expansion funding for 36 new Head Start slots.
- Increased in-kind donations to Head Start by 25%.
- Obtained \$39,519.65 in donations to support TVFC.
- Raised \$23,872.48 through 13 events to support TVFC.
- TVFC received \$43,509 from member agencies.
- TVFC received \$7,566 from Brown Bag members.
- Total financial support to TVFC: \$114,467.56
- 162,963 pounds raised through food drives.
- 3 new organizations sponsored food drives for TVFC including: Tualatin Library (859 lbs/\$475); JayCees (800 lbs/\$2,271); 20/30 Club (1,112 lbs)
- Obtained 1,248,406 pounds of donated food: 392,306 from USDA; 582,334 lbs from local donors; 273,766 lbs from Oregon Food Bank.
- Identified public relations needs of agency programs and departments were identified as the year progressed, resulting in increased opportunities to raise the visibility of the agency in Washington County.
- Investigated feasibility of a membership program, concluded that it would not be productive.
- Staff and Board made themselves available to give presentations to city and county governments, corporations, service clubs and churches.
- Produced 4 newsletters, an annual report, 21 press releases. Developed a photo library. Upgraded and updated agency display board. Re-wrote brochure insert for the Child & Family Development Department. Produced brochure insert for Neighborshare. Developed draft of a brochure for clients.
- Held 25th Anniversary Banquet, income totaled \$1,450.
- Held 25th Anniversary Reunion Picnic.
- Established workplan for Board Resource Development Committee.
- Established Development Council.
- Held Mardi Gras Ball. Proceeds were \$24,811.
- Conducted 2 direct mail campaigns, 1st one resulted in \$25,000 in contributions and pledges.
- Held monthly meetings with partners involved in Thrift Store. Income was \$22,631.
- Identified new donor/prospect database system, began work on implementation.
- Conducted 3 program specific direct mail campaigns: Fast for the Hungry, Christmas Clearing Bureau and the Spring Shelter Direct Mail. Proceeds from all three totaled \$11,417 by the end of FY 90-91.

- Developed and implemented a plan to upgrade current donors and cultivate major gifts. 6 donors upgraded their gifts, additional contributions of \$8,455. The Board decided to invest \$12,000 during FY 91-92 to cultivate major gifts.
- Explored fundraising ideas.
- Instituted agency-wide routing system to track in-kind donations.
- Planned capital campaign process, began applying to foundations for support.
- Developed system to identify equipment needs agency-wide, solicit donations, and handle donations of equipment, furniture or supplies through the thrift store.
- Revised, typeset, and printed the Volunteer Application/Skills Bank. Finalized system for responding to volunteer inquiries and matching with program needs. Trained all supervisory staff on the system.
- Coordinated with the Volunteer Bureau.

91-92

- Obtained \$43,689 in financial contributions for Client Services programs.
- Developed fundraising plan for Client Services Department. Conducted Shelter direct mail campaign.
- Raised \$16,148 to support the Neighborshare program.
- Raised \$17,331 to support the WCCAO shelter.
- Raised \$7,710 to support the Emergency Services program.
- Raised \$2,500 in cash support for the Transitional Housing Program and \$21,380 in in-kind match.
- Obtained \$6,200 in contributions and \$188,295 in in-kind support for Head Start.
- 174 volunteers were involved in Head Start.
- Seven of the 12 Head Start classrooms had a volunteer at least 50% of class days.

92-93

- Developed and implemented fundraising plans for the shelter and Neighborshare.
- Raised \$15,523 to support the Neighborshare program.
- Raised \$12,460 to support the WCCAO shelter and Transitional Housing program.
- Raised \$13,998 to support the Emergency Services Program.
- Applied for and received three year federal SAFAH grant to provide one year of case management and housing locator services to formerly homeless families, to begin in FY 1993-94.
- Head Start in-kind support: \$23,058 volunteer time, \$40,245 space donation, \$18,316 EI reimbursed
- 503 parent and community volunteers in Head Start centers; 7 classrooms had volunteers at least 50% of the time.

93-94

- Recruited Head Start 467 volunteers; 9 of 17 classrooms had volunteers at least 50% of class days.
- Developed coordinated fundraising plan for Client Services.
- Raised \$19,991 to support Neighborshare program.
- Raised \$6,821 to support WCCAO shelter.
- Raised \$14,004 to support the Emergency Services Program.
- Raised \$5,000 to support the Transitional Housing program.
- Worked with Hope Springs Coalition to develop 2 federal funding requests and numerous foundation requests.
- Worked in conjunction with Hillsboro School District to develop a homeless children's funding request.

- Annual golf tournament raised \$8,000 for the Emergency Family Shelter
- Evaluated current and past resource development efforts and provided input to the Board in planning future direction fo development efforts.
- Acquired \$16,758 in contributions to the agency through newsletter distribution, United Way Donor Option, Combined Federal Campaign, and general unsolicited gifts.
- Aquired gifts of \$27,650 to support agency operations through targeted and general solicitations.

Capital Campaign:

- Raised \$82,264 in gifts and pledges from individuals for Capital Campaign.
- Acquired grant from Office of Community Development for Capital Campaign.
- Acquired \$225,000 in gifts form foundations for Capital Campaign.
- Acquired \$158,750 in cash gifts and pledges and \$175,750 in in-kind gifts from corporations for the Capital Campaign.
- Developed plan for community campaign phase of Capital Campaign to raise \$300,000.

Mardi Gras

- Held 8th annual Mardi Gras Ball--550 attended.
- Mardi Gras Ball resulted in gross revenue of \$31,074.
- Identified contractor to provide management of 1995 Mardi Gras