

1988-91 Strategic Plan Progress Report

Goal 1: Increase Self Sufficiency

- A. Self Sufficiency Promotion & Program Evaluation**
 - * Pilot project will test effectiveness
- B. Service Accessibility**
 - * Performing physical accessibility review
 - * Availability of T.T.D.
 - * Trained all staff in cultural competence
 - * Commitment to hire bilingual/bicultural staff
 - * Opened satellite service center in Tigard
- C. Centralized service system & data collection**
 - * Centralized client intake and assessment
 - * Manually collecting uniform data; automated system development in progress
- D. Established comprehensive, county-wide I & R**
- E. Established centralized self-sufficiency unit to provide case management services to:**
 - Head Start
 - Homeless
 - Next Steps
 - New Directions
 - Mortgage Default Prevention

Issues:

- Lack resources to evaluate effectiveness of all self-sufficiency effort and to assure its occurrence in all program areas.
- Need to implement physical changes to be accessible and in compliance with federal laws.
- Centralized client services is inadequately funded.
- Changing resources for self-sufficiency needs to be tracked closely to avoid problems.
- Need to fully implement after hours and weekend I & R.
- Centralized intake and self-sufficiency require a strong commitment to cross department collaboration, cooperation and coordination.
- Need budget policy for cross department support of services received.
- Need to identify which positions require bilingual capability.
- Need to re-evaluate organization structure.
- Are we adequately reaching all minority populations?
- Need to begin collecting client data on computer ASAP.

Goal II: Assure Needs are Met

	<u>1988-89</u>	<u>1889-90</u>	<u>1990-91</u>
A. - I&R Calls	5,224	11,061	16,653
- Emergency & Basic Needs			
Energy Payments	5,079	2,268 ⁷¹	2,192
Rent Payments	83	139 [?]	127
General			103 ¹⁷
B. - Increased Shelter			
Sheltered	228/731	342/815	267/725
Bed Nights	8,041	9,727	10,254
Transitional Housing	—	—	13,166
Beds Added	—	+ 14 TCM	+ 20 TH
C. - Increase Food			
Pounds	1,006,200	777,919	1,112,629
Food Boxes	16,466	18,983	27,889
Mass Distribution	3,124	810	662
Brown Bag Members	800	683	481
Homeless	?	217	286
Holiday Baskets	2,996	3,634	3,513
Hot Meals	?	?	60,294
Supplemental Meals	?	?	132,919
D. - Rides Provided	8,397	14,052	9,984
E. - Increase Day Care	—	—	+39
F. - Increase Housing	+ 80 units	+ 24 units	TrustFund
G. - Housing Services	8,699	9,285	8,756
H. - Weatherization	165	118	120
- Self Help WX	111	92	89
I. - Head Start	166	171	197
J. - Parent Educating	30	85	102
K. - Self Sufficiency	21	339	-152

Issues:

- Lack of computerized client data base makes collecting, accessing and analyzing information very difficult.
- Heating assistance funding is in trouble.
- By 1993-94 new sources of funding must be identified to operate WCCAO's Shelter Home; homelessness increasing significantly.
- TVFC projects significant financial problems for 93-94; MAT recommending the transfer of this program to OFB.
- Transitional housing program expanding; need to adequately fund operation cost.
- What role should WCCAO play in child care; voucher program funding ends in '92.
- Affordable housing has become one of the greatest needs; should WCCAO become involved in housing development? What is the most effective involvement we can have?
- Head Start is rapidly expanding. Should WCCAO be the sole provider? Do we advocate for full funding? Locating additional space for Head Start is a major concern.
- Is WCCAO committed to a focused family self-sufficiency effort? Are we satisfied with the impact we can have and the results we are achieving?
- How do we prioritize our services for allocation of discretionary resources? How do we add or delete program services? We need a criteria and process for decision making.

Goal III: Adequate Resources

A. Community Awareness & Involvement

- * Quarterly newsletters
- * Annual Report
- * Brochures, flyers
- * Public presentations
- * News Media
- * Video presentation developed
- * Volunteer recruitment

B. Financial & In-Kind Support

*Budget	1988-89	1989-90	1990-91	1991-92
Total Revenue	1,940,881	2,117,471	2,552,540	2,799,799
Total In-Kind	888,764	141,092?	187,396?	?
Contributions	84,703	154,443	195,937	152,986
Fundraising	23,611	40,535	48,018	43,650
Sales	16,000	17,019	34,621	20,500
*Resource Development				
Income	45,774	83,034	87,446	101,118
Expense	111,997	111,749	107,265	110,286
Difference	<66,223>	<28,715>	<19,819>	<9,129>
Investment	45,522	27,392	43,969	9,129
Difference	<20,701>	<1,323>	24,150	-0-

C. Space & Equipment

- * Expanded Head Start sites
- * Located central kitchen at Royal Neighbors Hall
- * Neighborshare to more adequate site
- * Obtained CDBG Allocation for multi-service center
- * Relocated Hillsboro office to more adequate site
- * Obtained 5 transitional houses
- * Performed shelter home improvements
- * Obtained 2 FAX machines and 2 new Xerox machines
- * Updated and reworked all computers; obtained donations of and purchased several computers and printers.
- * Remodeled part of Aloha Center
- * Obtained several vehicle donations
- * Purchased new battery for fork lift
- * Purchased mini-buses for Head Start

D. Volunteers $\frac{89/89}{?}$ $\frac{89/90}{320/10,000}$ $\frac{90/91}{?}$

- * Put in place a system to recruit, place and track volunteers
- * Over 320 volunteers donate 10,000 hours annually

Issues:

- Need to evaluate Resource Development workload and determine priorities
- Need to evaluate fundraising efforts and determine future direction; do we continue Mardi Gras?
- How do we assure an effective capital campaign?
- Where should volunteer coordination function occur?
- Need to improve tracking and reporting of in-kind and volunteers
- How to best integrate agency resource development efforts?
- Need a comprehensive space and equipment plan
- Need a computer support plan

Goal IV: Management & Administration

A. Personnel

- * Wage comparability studies performed
- * Implemented new salary structure and administrative plan; established salary administration planning committee
- * Improving performance review process and tool
- * Reviewing and revising all job descriptions
- * Revised compensation section of personnel policies
- * Reestablished Staff Personnel Committee
- * Establishing a job classification policy and procedure, as well as an appeals process

B. Organization Capacity

- * Staff training needs identified and opportunities provided
- * Improving management information system
- * Established cross department teams for planning and problem solving
- * Increased commitment to cross program collaboration
- * Organized by service functions, rather than grants, has increased capacity

C. Fiscal

- * Improved agency cash flow
- * Developing a plan to rebuild fund balance
- * Transfer from ADP to ESD will improve quality and timeliness of information

Issues:

- * Need to develop written budget policies and procedures
- * Rebuilding of fund balance is critical
- * Allocation of indirect costs needs to be reviewed; an indirect cost allocation plan may be required.
- * Need to computerize budget process
- * Need to develop a 5 year financial plan
- * Transition from ADP to ESD will require adequate planning, training and an expensive printer.