

**1989-90 PROGRAM & FINANCIAL PLAN
WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION**

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WCCAO MISSION STATEMENT

MISSION:

Washington County Community Action Organization is a private non-profit, community based agency serving the economically disadvantaged in Washington County by providing for basic needs and promoting long term self-sufficiency.

OBJECTIVES:

1. To solve problems and remove obstacles which block the achievement of self-sufficiency by the economically disadvantaged.
2. To promote greater participation of the economically disadvantaged in decisions and activities affecting them.
3. To provide the leadership required to assure the active involvement of the public, private and non-profit sectors in addressing the problems of economically disadvantaged people.
4. To address both the causes and symptoms of poverty by providing a range of services that help people to:
 - a. Secure meaningful employment;
 - b. Attain needed education and training;
 - c. Obtain adequate housing;
 - d. Meet emergency basic needs;
 - e. Counteract conditions of starvation and malnutrition; and
 - f. Make more effective use of other related services and programs.

WCCAO STATEMENT OF VALUES

The WCCAO board and staff are committed to the following values in carrying out the mission of the Washington County Community Action Organization:

1. Upholding the dignity of all people.
2. The right of all people to meet their basic needs.
3. The importance of building self-sufficiency.
4. The importance of acting as advocates for the poor and disadvantaged.
5. The importance of building an aware and informed community through education and volunteer involvement.
6. Observing the highest standards of integrity and honesty in all our interactions.
7. Maintaining a professional organization that:
 - a. provides quality services;
 - b. is responsible and accountable;
 - c. respects confidentiality;
 - d. uses resources well and coordinates with others;
 - e. supports staff training and development needs; and
 - f. is committed to improvement.

1988-93 WCCAO STRATEGIC GOALS

The following are the strategic goals, objectives and 1989-90 emphasis areas approved by the WCCAO Board of Directors. Emphasis areas are not defined to exclude other WCCAO activities but to guide the Board in decisions regarding the allocation of resources.

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.

SECOND YEAR EMPHASIS:

1. Evaluate intake system and staffing plan required.
2. Develop and implement comprehensive assessment system.
3. Implement uniform data collection system.

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

SECOND YEAR EMPHASIS:

1. Define family case management for WCCAO.
2. Plan and implement a case management system to serve at least 100 Head Start families and 340 homeless families.
3. Develop a system to monitor effectiveness of case management services.

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

SECOND YEAR EMPHASIS: (same as first)

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 addressed.

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.

SECOND YEAR EMPHASIS: (same as first)

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.

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.

SECOND YEAR EMPHASIS:

1. Secure funding to implement Child Care Network Proposal, which would allow for the training of 36 providers and the availability of up to 180 new slots.
2. Support and share resources with existing low-income child care providers to increase slots available.

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

SECOND YEAR EMPHASIS:

1. Determine the housing needs of the county's low income residents and the resources available to meet those needs.

2. Develop a strategy to better inform the public on low income housing needs and build support of low income housing initiatives.
3. Encourage and assist public and private efforts to provide 100 additional units of low income housing.

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

SECOND YEAR EMPHASIS:

1. Coordinate with Tigard Christian Ministries Association on the development and implementation of an Emergency Shelter facility in Tigard, insuring adequate funding and training to the Neighborshare office to support case management of shelter clients.
2. Develop a strategy and begin obtaining resources to provide additional emergency shelter beds for singles.

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

SECOND YEAR EMPHASIS:

1. Implement a local food solicitation plan that will increase food donations by 4 %.
2. Evaluate and recommend space required for future and current needs.
3. Develop and implement a strategy for maintaining current staff levels.

Objective IIIE: Maintain a comprehensive Information & Referral system for Washington County.

SECOND YEAR EMPHASIS:

1. Maintain current Information and Referral data and provide staff training as needed.
2. Seek financial support for county wide information and referral system.
3. Coordinate production of WCCAO Information and Referral book and blue pages.

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.

SECOND YEAR EMPHASIS:

1. Develop and implement a centralized resource development plan to support WCCAO's long range goals and objectives.
2. Develop and implement a plan to raise the visibility of WCCAO and the community's awareness of the problems of and solutions to poverty in Washington County.
3. Contribute to agency efficiency by helping to obtain inkind donations and coordinate internal sharing of resources.
4. Continue to operate the Thrift Store Project and monitor progress to assure net receipts of \$21,000 by July 1990.

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

SECOND YEAR EMPHASIS:

1. Implement agency-wide volunteer coordination services.
2. Implement management information system for tracking numbers of volunteers, hours provided, and programs served.
3. Increase agency volunteer support by 10%.
4. Develop and implement a plan to assure ongoing support to and recognition of volunteers.

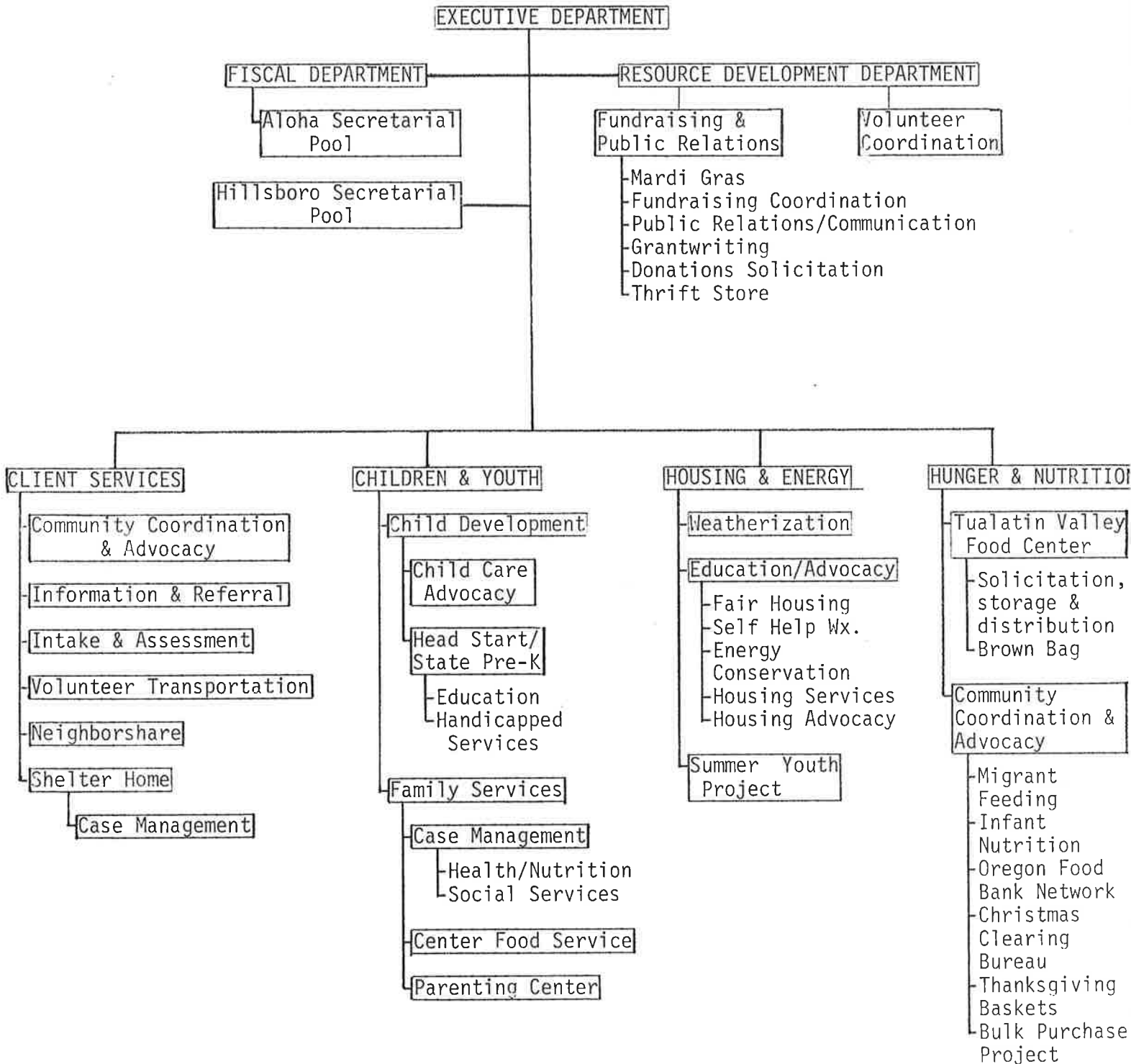
Objective IVC: WCCAO will have adequate physical facilities.

SECOND YEAR EMPHASIS:

1. Establish a Facilities Committee to determine future space needs and develop a plan for obtaining required space resources and begin to acquire.
2. Relocate the Sherwood and Beaverton Head Start Centers and locate space for a centralized kitchen.
3. Complete all major repairs to the Shelter Home and provide for on-going maintenance.

Revised May 1989
2nd Year Emphasis added

1989-90 WCCAO ORGANIZATION CHART (PROGRAM)



1989-90 REVENUE PROJECTION

Revised 6/5/89

REVENUE SOURCE	REPORT #	AMOUNT
State Voucher Program	664	5,000
SCS/ESGP 1989-90	361/362	5,475
CSBG Homeless 89-90	344	6,000
United Way FEMA/Utilities	661	8,000
CDBG/ESGP Shelter Grants	777	8,000
CSBG Homeless 1988-89	342	9,434
Reimbursements/AFS	440	10,000
FEMA Shelter Reimbursements	440	10,000
Contributions	440/660	23,210
Cigarette Tax	668	12,358
SHAP/SLIAG Addendum	366	18,000
Washington County	440/660	20,000
Cities	440/660	22,600
Neighborshare	666	23,678
LIEAP Fuel Assistance	360	41,000
State Homeless SHAP	346/366	50,000
Tri Met Contract	668	50,000
United Way	440/660	57,125
CSBG Allocation	314/316	70,010
TOTAL Client Services		449,890
Fundraising		10,450
HHS Head Start Grant	220	470,871
USDA Head Start Meals	221	25,766
Head Start Non Federal	222	850
CSBG Allocation	312	16,704
State Expansion	320	50,400
TOTAL Child Services		575,041
SCS Summer Youth Project	335	38000
HDC Housing	103	8,492
PGE Carryover	104	1,400
PGE WX Rebates	106	18,235
NWG WX Rebates	107	10,735
CSBG Allocation	313	10,633
DOE WX 1989-90 3/90	330	68,303
Petroleum Over Charge	332	70,000
LIEAP WX 1989	336	33,666
LIEAP WX 1990	337	52,651
CDBG Self Help WX	770	25,000
CDBG Comprehensive WX	771	20,000
CDBG Housing Services	773	52,000
TOTAL Housing Services		409,115

CSBG Allocation	315	7,261
TVFC Contributions	552	45,261
Fundraising	552	3,000
United Way/TVFC	552	11,615
Handling Fee Reimbursement	552	30,000
Brown Bag Program	552	8,000
Carryover	552	9,300
USDA Reimbursements	554	12,500
FEMA	553/55 69	13,000
CDBG Food Warehouse Staff	778	22,650
TOTAL Hunger & Nutrition		162,587
Fundraising/Grant	900	4,063
Raffle	900	5,000
CSBG Allocation	311/319	27,392
Contributions	900	3,000
Direct Mail Appeal	900	7,500
Newsletter Solicitations	900	2,000
Annual Meeting	900	1,500
Thrift Store	901	36,000
Mardi Gras	903	23,000
TOTAL Resource Development		109,455
Unrestricted Fund Balance	800	40,000
Board Support/Ckg Interest	800	6,000
Designated Fund Balance	805	52,000
Executive Department	806	0
TOTAL WCCAO Corp.		98,000
TOTAL Corporate Budget		1,804,088
Corporate Budget		1,804,088
Less Administrative Revenue		98,000
Operations Revenue		1,706,088

WCCAO CORPORATE BUDGET FY 89-90
PROPOSED X AMENDED

DATE PREPARED: 6/6/89
DATE APPROVED BY WCCAO BOARD:

	GRAND TOTAL	Client Services	Children & Youth	Housing & Energy	Hunger & Nutr.	Resource Develop.	Adminis- tration	Assets/Board Support
EXPENDITURES:								
7000 SALARIES	887,231	206,849	305,620	124,014	70,398	52,056	127,194	1,100
7100 BENEFITS	118,300	28,768	49,623	10,126	9,242	4,045	16,496	0
7200 TAXES	124,414	22,338	49,335	17,809	11,060	7,137	16,535	200
8000 FEES FOR SERVICES	55,732	16,000	8,208	86,524	1,000	0	0	(56,000)
8100 SUPPLIES/SERVICES	207,478	9,000	23,088	100,700	25,500	13,600	30,520	5,070
8200 TELEPHONE	33,020	11,925	5,642	3,483	2,930	1,840	5,200	2,000
8300 POSTAGE	10,636	1,050	700	836	1,850	4,500	1,100	600
8400 OCCUPANCY	132,786	46,905	28,536	5,256	9,115	3,629	6,845	32,500
8500 EQUIPMENT	24,984	1,090	300	2,644	350	350	750	19,500
8600 PRINTING/PUBLICATION	26,640	4,896	3,310	3,540	2,125	5,900	4,700	2,169
8700 TRAVEL	56,171	15,000	24,516	5,030	7,225	1,150	3,250	0
8800 CONFERENCES/TRAININGS	10,550	1,400	1,450	1,800	1,200	1,250	1,800	1,650
8900 INDIVIDUAL ASSISTANCE	25,350	23,900	1,450	0	0	0	0	0
9000 MEMBERSHIPS	1,760	275	300	350	0	135	700	0
9200 ASSET AQUISITION	0	0	0	0	0	0	0	0
9400 CONTINGENCY	711	0	0	0	0	0	0	711
8010+ 8012 Administration	(175)	60,494	72,963	47,003	20,592	13,863	(215,090)	0
SUBTOTAL:	1,715,588	449,890	575,041	409,115	162,587	109,455	0	9,500
TOTAL EXPENSES	1,715,588	449,890	575,041	409,115	162,587	109,455	0	9,500
REVENUE:								
4000 CONTRIBUTIONS	115,949	46,888	11,300	0	45,261	12,500	0	0
4200 SPECIAL EVENTS	32,500	0	0	0	3,000	29,500	0	0
4700 UNITED WAY/FEMA	99,740	75,125	0	0	24,615	0	0	0
4800 NON GOVT. GRANTS	13,955	0	0	9,892	0	4,063	0	0
5500 GOVERNMENT GRANTS	1,066,050	162,509	521,271	359,620	22,650	0	0	0
5502 CSBG ALLOCATION	132,000	70,010	16,704	10,633	7,261	27,392	0	0
6001 MEMBERSHIP FEES	0	0	0	0	0	0	0	0
6200 PROGRAM INCOME	200,594	95,358	25,766	28,970	50,500	0	0	0
6400 SALES TO PUBLIC	36,000	0	0	0	0	36,000	0	0
6501 INVESTMENTS	6,000	0	0	0	0	0	0	6,000
6801 CARRY OVER/FUND BAL.	101,300	0	0	0	9,300	0	0	92,000
6901 INSURANCE SETTLEMENT	0	0	0	0	0	0	0	0
TOTAL REVENUE:	1,804,088	449,890	575,041	409,115	162,587	109,455	0	98,000
SURPLUS/DEFICIT:	88,500	0	0	0	(0)	0	0	88,500

CLIENT SERVICES

OVERALL SERVICES GOAL: Operate a single entry client service system to provide for information, referral, intake, assessment, and case management of homeless, migrant, and low income individuals and families. (Strategic Goal I & III)

GOAL I: Provide services to meet the basic needs of at least 13,500 low income individuals. (Strategic Goal IA, III, IIIC & E)

OBJECTIVE A: Provide information, referral, intake, assessment, and advocacy to 5,100 households (13,500 individuals).

OBJECTIVE B: Provide \$575,000 in energy assistance to help 3,100 low-income households (10,850 individuals).

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

OBJECTIVE D: Provide 185 homeless families (666 individuals) with emergency shelter totaling 8,325 bed nights.

OBJECTIVE E: Provide emergency shelter vouchers to 120 families (350 individuals) who cannot be housed in the WCCAO Shelter.

OBJECTIVE F: Provide technical assistance and support to assure the sheltering of 35 homeless families (104 individuals) at the Tigard Christian Ministries Shelter.

OBJECTIVE G: Provide emergency food boxes to 217 homeless families (650 individuals).

OBJECTIVE H: Provide 15,600 rides to disadvantaged residents through volunteer drivers.

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

OBJECTIVE J: Provide other types of direct assistance as they become available and needed.

GOAL II: Provide case management services to help 340 low income homeless families stabilize their employment and housing situations and achieve self-sufficiency. (Strategic Goal IB)

OBJECTIVE A: Provide case management services to all homeless families sheltered by WCCAO (305 families, 1,016 individuals) and Tigard Christian Ministries Shelter residents (35 families, 104 individuals).

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

OBJECTIVE C: Provide organized activities for 300 homeless children who are residents at the shelter home.

OBJECTIVE D: Provide limited case management services to 120 homeless families vouchered into hotels.

OBJECTIVE E: Coordinate with Head Start case managers for consistency and develop a case management system for WCCAO.

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

OBJECTIVE A: Maintain current information and referral data by updating information every six months.

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

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

Client Services
1989-90 Revenue

CSBG Allocation	\$70,010
CSBG Homeless 1988-89	9,434
CSBG Homeless 1989-90	6,000
State Emergency Shelter Grant	5,475
State Homeless Assistance	50,000
United Way	57,125
Washington County	20,000
City of Beaverton	12,000
City of Tigard	4,000
City of Tualatin	3,000
City of Forest Grove	1,000
City of Gaston	100
City of Hillsboro	2,500
Reimbursements (AFS, FEMA Vouchers, SCS Fuel)	25,000
Contributions	23,210
CDBG Shelter Grant	8,000
Tri-Met	62,358
LIEAP Fuel Assistance	41,000
State Homeless Assistance/SLIAG	18,000
Contributions for Neighborshare	23,678
United Way FEMA	<u>8,000</u>
Total:	\$449,890

	<u>Personnel</u>		
	<u>FTE</u>	<u>Salary Cost</u>	<u>Taxes/ Fringes</u>
(1) Director II	1	24,648	5,669
(1) Director I	.75	15,984	4,574
(1) Family Services Specialist	1	17,532	5,232
(1) JVC Family Services Assist.	.16	960	221
(3) Secretary Support	.25	4,500	1,035
(1) I & A Coordinator	1	19,332	5,646
(1) LIEAP Program Assistant	.33	4,576	1,053
(2) LIEAP Intake	.83	4,152	955
(2) LIEAP Screener	.66	5,000	1,150
(1) I & R Specialist	.66	10,096	2,299
Shelter Fill In		1,690	653
(1) Shelter Director I	1	19,332	4,446
(3) Shelter Caretaker	2	23,055	5,303
(1) JVC Shelter Assistant	1	960	221
(1) Technical Assistant	1.5	16,200	3,726
(1) Data Processor	.16	900	207
(1) Neighborshare Coordinator	1	16,692	3,839
(1) Transportation Coordinator	1	20,280	4,664
(1) JVC Transportation Assist.	1	960	221
25 Employees	16.3 FTE	\$206,849	\$51,106

BUDGET COMPARISON

PROGRAM: CLIENT SERVICES

DATE PREPARED: 6/6/89

	FY 87-88	FY 88-89	FY 89-90
	ACTUAL COSTS	AMENDED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	116,013	200,300	206,849
7100 BENEFITS	9,846	18,650	28,768
7200 TAXES	16,855	28,192	22,338
8000 FEES FOR SERV.	99,501	43,571	16,000
8100 SUPPLIES/SERV.	6,522	15,437	9,000
8200 TELEPHONE	6,976	11,910	11,925
8300 POSTAGE	975	850	1,050
8400 OCCUPANCY	36,646	41,759	46,905
8500 EQUIPMENT	1,075	1,143	1,090
8600 PRINTING/PUBLI.	1,821	4,010	4,896
8700 TRAVEL	2,373	12,704	15,000
8800 CONF./TRAIN.	1,652	783	1,400
8900 INDIVIDUAL ASST.	0	49,540	23,900
9000 MEMBERSHIPS	78	175	275
9200 ASSET AQUISITION	837	0	0
9400 CONTINGENCY	0	0	0
8012 PROGRAM SUPPORT	21,393	22,613	60,494
SUB TOTAL	322,563	451,637	449,890
8010 FISCAL SUPPORT	19,273	33,436	0
TOTAL EXPENSES	341,836	485,073	449,890
REVENUE:			
4000 CONTRIBUTIONS	9,337	19,250	46,888
4200 SPECIAL EVENTS	0	0	0
4700 UNITED WAY/FEMA	79,198	88,070	75,125
4800 NON GOVT. GRANTS	0	0	0
5500 GOV'T. GRANTS	178,697	253,885	162,509
5502 CSBG ALLOCATION	33,735	72,455	70,010
6001 MEMBERSHIP FEES	0	0	0
6200 PROGRAM INCOME	12,130	51,413	95,358
6400 SALES	79	0	0
6501 INVESTMENTS	0	0	0
6801 CARRY O./FUND BAL.	28,732	0	0
6901 INSURANCE SETTLEMENT	0	0	0
TOTAL REVENUE:	341,908	485,073	449,890
SURPLUS/DEFICIT:	72	0	0

FISCAL YEAR 1989-90 BUDGET SUMMARY

Amended _____ Actual _____ Proposed X

PROGRAM: CLIENT SERVICES

DATE PREPARED: 6/06/89

	<u>TOTAL</u>	<u>Intake & Assess.</u>	<u>Shelter</u>	<u>Neighbor Share</u>	<u>Tri Met</u>
EXPENDITURES:					
7000 SALARIES	206,849	100,742	66,675	16,692	22,740
7100 BENEFITS	28,768	14,104	9,340	1,316	4,008
7200 TAXES	22,338	6,002	10,474	2,289	3,573
8000 FEES FOR SERVICES	16,000	16,000	0	0	0
8100 SUPPLIES/SERVICES	9,000	1,400	5,750	0	1,850
8200 TELEPHONE	11,925	3,850	3,800	2,075	2,200
8300 POSTAGE	1,050	400	300	150	200
8400 OCCUPANCY	46,905	24,985	15,400	0	6,520
8500 EQUIPMENT	1,090	0	1,000	90	0
8600 PRINTING/PUBLICATION	4,896	2,325	1,521	500	550
8700 TRAVEL	15,000	600	300	250	13,850
8800 CONFERENCES/TRAININGS	1,400	600	560	80	160
8900 INDIVIDUAL ASSISTANCE	23,900	18,000	2,900	3,000	0
9000 MEMBERSHIPS	275	100	100	50	25
9200 ASSET AQUISITION	0	0	0	0	0
9400 CONTINGENCY	0	0	0	0	0
8012 PROGRAM SUPPORT	60,494	36,452	14,174	3,186	6,682
SUB TOTAL	449,890	225,560	132,294	29,678	62,358
8010 FISCAL SUPPORT	0	0	0	0	0
TOTAL EXPENSES	449,890	225,560	132,294	29,678	62,358
REVENUE:					
4000 CONTRIBUTIONS	46,888	13,210	10,000	23,678	0
4200 SPECIAL EVENTS	0	0	0	0	0
4700 UNITED WAY/FEMA	75,125	46,065	29,060	0	0
4800 NON GOVT. GRANTS	0	0	0	0	0
5500 GOVERNMENT GRANTS	162,509	88,275	68,234	6,000	0
5502 CSBG ALLOCATION	70,010	55,010	15,000	0	0
6001 MEMBERSHIP FEES	0	0	0	0	0
6200 PROGRAM INCOME	95,358	23,000	10,000	0	62,358
6400 SALES	0	0	0	0	0
6501 INVESTMENTS	0	0	0	0	0
6801 CARRY OVER/FUND BAL.	0	0	0	0	0
6901 INSURANCE SETTLEMENT	0	0	0	0	0
TOTAL REVENUE:	449,890	225,560	132,294	29,678	62,358
SURPLUS/DEFICIT:	0	0	0	0	0

CHILDREN AND YOUTH DEPARTMENT

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

GOAL I: Assure that self-sufficiency is promoted in the delivery of department services. (Strategic Goal IB & C)

OBJECTIVE A: Enable and empower families to set and meet their goals.

1. Coordinate Child and Family Services for the 144 families enrolled in the Head Start/State Pre-K programs.
2. Designate a Case Manager on each Child/Family Plan

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

1. Enroll 50 parents in Parenting Classes.
2. Conduct 144 Parent Conferences to develop educational and family plan.
3. Conduct 144 orientation home visits and 432 education focused home visits (3 per family).
4. Involved 60 parents in Parent Center Committee and Policy Council activities.
5. Involved 144 parents in the classrooms as volunteers, paid staff or visitors.

GOAL II: Increase the self-esteem and prepare for public school 144 high-risk children. (Strategic Goals II & III)

OBJECTIVE A: Select children for enrollment into the Head Start/State Pre-K program based upon income, handicap, and CSD referral.

OBJECTIVE B: Conduct 144 comprehensive health and developmental screenings.

OBJECTIVE C: Develop 144 individualized plans for children.

OBJECTIVE D: Develop appropriate curriculum.

OBJECTIVE E: Conduct 128 school days.

OBJECTIVE F: Conduct activities designed to teach children to protect themselves from abuse.

GOAL III: Provide support services that will enable children to benefit from the educational environment. (Strategic Goal III)

OBJECTIVE A: Provide daily transportation to and from centers.

OBJECTIVE B: Provide a feeding program that provides at least one-third of the nutritional RDA for enrolled children.

OBJECTIVE C: Arrange for the provision of health services to ensure the physical, mental and dental health of each enrolled child.

GOAL IV: Implement a plan to assure that the number of low-income child care slots available in the county are increased by 250. (Strategic Goal IIIA)

OBJECTIVE A: Establish a Child Care Network, which would allow for the training of 36 providers and the availability of up to 180 new slots.

OBJECTIVE B: Support continued existence and growth of local low-income child care providers.

GOAL V: Broaden Children and Youth Department funding and services. (Strategic Goal IV)

OBJECTIVE A: Prepare the department and Head Start/State Pre-K program for service expansion.

1. Develop and implement a central kitchen to support child feeding needs in all centers.
2. Develop and implement a program design for Head Start/State Pre-K that increases administrative support at the Center level.

OBJECTIVE B: Broaden the funding base of the department.

1. Secure funding for the Parent Support Center.
2. Secure funding for the Child Care Network.
3. Monitor and apply for other available and appropriate funding.

Children & Youth Department
1989-90 Revenue

Health and Human Services

Head Start Grant (PA 22)*	439,113
Handicap Grant (PA 26)*	25,592
Training Grant (PA 20)	<u>6,166</u>
*Sub Total	\$470,871

USDA Meal Reimbursements	25,766
Oregon State Department of Education	50,400
Community Services Block Grant	16,704
Contributions/Fundraising	<u>11,300</u>
Sub Total	\$104,170

Total \$575,041

Personnel

	<u>FTE</u>	<u>Salary Costs</u>	<u>Taxes/ Benefits</u>
1 Program Director II	.84	21,720	7,385
(2) Program Managers	1.67	35,451	11,053
(1) Secretary II	.83	7,500	2,625
(1) Speech/Language Spec.	.60	10,487	3,566
(4) Teacher III	2.90	51,427	16,485
(4) Teacher II	2.64	43,068	13,643
(8) Teacher I	4.41	47,945	15,301
(4) Driver	2.65	33,896	10,877
(1) Cook	.68	8,880	3,019
(1) Cook Assistant	.40	4,785	1,627
(3) Family Service Workers	2.22	36,681	12,472
Janitor	.29	2,661	905
Substitutes		<u>1,119</u>	
	<u>20.13</u>	<u>305,620</u>	<u>98,958</u>

*Requires \$116,176 in-kind match

PROGRAM: CHILDREN & YOUTH

DATE PREPARED: 5/10/89 HF

	FY 87-88	FY 88-89	FY 89-90
	ACTUAL	AMENDED	PROPOSED
	COSTS	BUDGET	BUDGET
EXPENDITURES:			
7000 SALARIES	289,649	301,157	305,620
7100 BENEFITS	34,627	43,191	49,623
7200 TAXES	42,567	48,620	49,335
8000 FEES FOR SERV.	1,326	8,489	8,208
8100 SUPPLIES/SERV.	25,394	22,338	23,088
8200 TELEPHONE	5,771	5,642	5,642
8300 POSTAGE	785	700	700
8400 OCCUPANCY	28,990	30,870	28,536
8500 EQUIPMENT	899	32,000	300
8600 PRINTING/PUBLI.	3,134	4,050	3,310
8700 TRAVEL	22,127	21,971	24,516
8800 CONF./TRAIN.	7,011	2,048	1,450
8900 INDIVIDUAL ASST.	888	400	1,450
9000 MEMBERSHIPS	225	300	300
9200 ASSET AQUISITION	2,597		0
9400 CONTINGENCY	0	785	0
8012 PROGRAM SUPPORT	21,393	14,553	72,963
SUB TOTAL	487,383	537,114	575,041
8010 FISCAL SUPPORT	29,316	43,595	0
TOTAL EXPENSES	516,699	580,709	575,041
REVENUE:			
4000 CONTRIBUTIONS	450	500	850
4200 SPECIAL EVENTS	591		10,450
4700 UNITED WAY/FEMA			0
4800 NON GOVT. GRANTS			
5500 GOV'T. GRANTS	451,246	539,686	521,271
5502 CSBG ALLOCATION	40,000	15,263	16,704
6001 MEMBERSHIP FEES			0
6200 PROGRAM INCOME	25,250	25,260	25,766
6400 SALES	0		0
6501 INVESTMENTS			0
6801 CARRY O./FUND BAL.	479		0
6901 INSURANCE SETTLEMENT			0
TOTAL REVENUE:	518,016	580,709	575,041
SURPLUS/DEFICIT:	1,317	0	0

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 140 dwellings in Washington County. (Strategic Goal III)

OBJECTIVE A: Weatherize at least 140 dwellings occupied by low income residents.

OBJECTIVE B: Increase sub-contracting to reduce costs and maintain service level.

GOAL II: Increase the access to and availability of quality, affordable housing through education and advocacy. (Strategic Goal I & III)

OBJECTIVE A: Provide training for at least 85 low and moderate income households to conserve energy and apply low cost/no cost weatherization materials on their homes.

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

OBJECTIVE C: Encourage and assist public and private efforts to provide 100 additional units of low income housing.

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. (Strategic Goal III)

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

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.

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

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

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

GOAL IV: To provide a quality work experience for up to 12 low income youth, as well as training in team building, community service and weatherization. (Strategic Goal IIA and III)

HOUSING AND ENERGY CONSERVATION
1989-90 Revenue

Weatherization

Department of Energy 89-90	68,303
Petroleum Overcharge Funds	70,000
Petroleum Overcharge-Summer Youth	38,000
LIEAP Wx. 89	33,666
LIEAP Wx. 90	52,651
Community Development Block Grant	20,000
PGE Grant	1,400
PGE Rebates	18,235
N.W. Natural Gas Rebates	<u>10,735</u>
Sub Total:	\$312,990
Self-Help Weatherization - CDBG	25,000
Housing Services - CDBG	52,000
HDC Housing Advocacy	8,492
CSBG Allocation	<u>10,633</u>
Sub Total:	\$96,125
TOTAL:	<u>\$409,115</u>

Personnel

	<u>Full Time Equivalency</u>	<u>Salary Cost</u>	<u>Taxes/ Fringe</u>
(1) Program Director	1	27,276	4,605
(1) Wx. Coordinator	1	16,692	5,173
(1) Secretary II	.9	11,761	2,394
(1) Auditor	1	15,888	4,570
(1) Inspector	1	15,888	2,923
(1) Housing Advocacy/Education Coord.	1	17,532	2,887
(1) Housing Advocate Assistant	.50	8,340	1,131
(1) Summer Youth Coordinator	.17	4,173	1,020
(2) Summer Youth Crew Leaders	.34	6,465	3,232
10 Employees	TOTAL: 6.9	\$124,014	\$27,935

PROGRAM: HOUSING & ENERGY CONSERVATION

DATE PREPARED: 5/30/89

	FY 87-88	FY 88-89	FY 89-90
	ACTUAL COSTS	AMENDED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	207,535	149,903	124,014
7100 BENEFITS	18,904	16,157	10,126
7200 TAXES	52,731	38,031	17,809
8000 FEES FOR SERV.	18,787	73,042	86,524
8100 SUPPLIES/SERV.	163,851	128,675	100,700
8200 TELEPHONE	4,878	3,180	3,483
8300 POSTAGE	944	650	836
8400 OCCUPANCY	9,035	4,556	5,256
8500 EQUIPMENT	815	8,257	2,644
8600 PRINTING/PUBLI.	2,332	2,645	3,540
8700 TRAVEL	7,160	8,058	5,030
8800 CONF./TRAIN.	1,556	4,535	1,800
8900 INDIVIDUAL ASST.			
9000 MEMBERSHIPS	418	850	350
9200 ASSET AQUISITION			
9400 CONTINGENCY			
8012 PROGRAM SUPPORT	19,018	18,090	47,003
SUB TOTAL	507,964	456,629	409,115
8010 FISCAL SUPPORT	28,527	33,436	0
TOTAL EXPENSES	536,491	490,065	409,115
REVENUE:			
4000 CONTRIBUTIONS	880		
4200 SPECIAL EVENTS	758		
4700 UNITED WAY/FEMA	6,500		
4800 NON GOVT. GRANTS			9,892
5500 GOV'T. GRANTS	480,498	436,356	359,620
5502 CSBG ALLOCATION		5,945	10,633
6001 MEMBERSHIP FEES			
6200 PROGRAM INCOME	55,808	47,764	28,970
6400 SALES			
6501 INVESTMENTS	70		
6801 CARRY O./FUND BAL.			
6901 INSURANCE SETTLEMENT			
TOTAL REVENUE:	544,514	490,065	409,115
SURPLUS/DEFICIT:	8,023	0	0

FISCAL YEAR 1988-89 BUDGET SUMMARY

Amended _____ Actual ___ Proposed X

PROGRAM: HOUSING & ENERGY CONSERVATION

DATE PREPARED: 5/30/89

EXPENDITURES:	TOTAL	a Housing Advocacy	b WX/Home Repair
7000 SALARIES	124,014	38,366	85,648
7100 BENEFITS	10,126	1,227	8,899
7200 TAXES	17,809	5,401	12,408
8000 FEES FOR SERVICES	86,524	36,262	50,262
8100 SUPPLIES/SERVICES	100,700	4,850	95,850
8200 TELEPHONE	3,483	555	2,928
8300 POSTAGE	836	336	500
8400 OCCUPANCY	5,256	0	5,256
8500 EQUIPMENT	2,644	0	2,644
8600 PRINTING/PUBLICATION	3,540	425	3,115
8700 TRAVEL	5,030	625	4,405
8800 CONFERENCES/TRAININGS	1,800	150	1,650
8900 INDIVIDUAL ASSISTANCE	0		
9000 MEMBERSHIPS	350	50	300
9200 ASSET AQUISITION	0		
9400 CONTINGENCY	0		
8012 PROGRAM SUPPORT	47,003	7,878	39,125
SUB TOTAL	409,115	96,125	312,990
8010 FISCAL SUPPORT	0	0	0
TOTAL EXPENSES	409,115	96,125	312,990

REVENUE:

4000 CONTRIBUTIONS	0		
4200 SPECIAL EVENTS	0		
4700 UNITED WAY/FEMA	0		
4800 NON GOVT. GRANTS	9,892	9892	
5500 GOVERNMENT GRANTS	359,620	77,000	282,620
5502 CSBG ALLOCATION	10,633	9,233	1,400
6001 MEMBERSHIP FEES	0		
6200 PROGRAM INCOME	28,970		28,970
6400 SALES	0		
6501 INVESTMENTS	0		
6801 CARRY OVER/FUND BAL.	0		
6901 INSURANCE SETTLEMENT	0		
TOTAL REVENUE:	409,115	96,125	312,990
SURPLUS/DEFICIT:	0	0	0

HUNGER AND NUTRITION

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

GOAL I: Maintain a county wide food bank operation which coordinates the solicitation, storage and distribution of donated food. (Strategic Goal IIID)

OBJECTIVE A: Develop a strategy for increasing the quality and quantity (4 1/2%) of donated food by implementing local food solicitation plan, which will include:

1. Contact all potential donors; add 3 donors.
2. Add one additional food drive involving Leadership Class.
3. Continue working with Oregon Food Bank to develop legislative strategies and statewide donors.
4. Maximize resources and minimize duplication through coordination of effort and improving efficiency and equity of support services to member agencies.

OBJECTIVE B: Obtain \$86,261 in revenue as follows:

1. \$45,261 through solicitation of donations
2. \$ 3,000 through fundraising events
3. \$ 8,000 through Brown Bag Membership
4. \$30,000 through member agency share contributions

GOAL II: Provide 1,000,000 pounds of food to Washington County to assure that their hunger needs are met.

OBJECTIVE A: Obtain and distribute at least 850,000 pounds of food to member agencies. Meet hunger needs of at least 16,500 low income households (50,000 individuals) through emergency food box programs.

OBJECTIVE B: Coordinate and distribute 135,000 pounds of food and goods annually to 800 Brown Bag member households (2,500 individuals) through volunteer efforts.

OBJECTIVE C: Coordinate the distribution of 3,000 Christmas Baskets providing 14,000 pounds of food to people in need (10,000 individuals).

OBJECTIVE D: Coordinate the distribution of 100 Thanksgiving Baskets providing 1,000 pounds of food to people in need (300 individuals).

OBJECTIVE E: Coordinate the planning and implementation of a strategy to meet hunger needs for migrant farmworkers.

OBJECTIVE F: Research the feasibility of implementing a bulk food buying plan for member agencies.

OBJECTIVE G: Research the feasibility for implementing an on site emergency meal program for the east end of Washington County.

**Hunger & Nutrition
1989-90 Revenue**

CSBG Allocation	315	7,261
Contributions	552	45,261
Fundraising	552	3,000
United Way	552	11,615
Handling Fee Reimbursement	552	30,000
Brown Bag Program	552	8,000
Carryover	552	9,300
USDA Reim	554	12,500
FEMA	553/55 69	13,000
CDBG	778	<u>22,650</u>
	TOTAL:	\$162,587

Personnel

	<u>Full Time Equivalency</u>	<u>Salary Cost</u>	<u>Taxes/ Fringe</u>
(1) Program Director	1	22,356	6,263
(1) Operations Coordinator	1	16,692	4,673
(1) Special Projects Assistant	1	0	0
(1) Warehouse Coordinator	1	16,692	4,673
(1) Warehouse Assistant	1	0	0
(1) Driver	1	0	0
(1) Accounting Clerk	.50	5,658	1,711
(1) Secretary Pool	1	<u>9,000</u>	<u>2,982</u>
8 Employees	7.50 FTE	\$70,398	20,302

PROGRAM: HUNGER & NUTRITION

DATE PREPARED: 5/30/89

	FY 87-88 ACTUAL COST	FY 88-89 AMENDED BUDGET	FY 89-90 PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	49,901	67,688	70,398
7100 BENEFITS	4,967	8,230	9,242
7200 TAXES	7,771	12,106	11,060
8000 FEES FOR SERV.	2,258	1,600	1,000
8100 SUPPLIES/SERV.	26,862	46,788	25,500
8200 TELEPHONE	2,805	2,890	2,930
8300 POSTAGE	1,095	1,827	1,850
8400 OCCUPANCY	8,898	11,950	9,115
8500 EQUIPMENT	3,558	7,827	350
8600 PRINTING/PUBLI.	1,714	1,999	2,125
8700 TRAVEL	5,754	6,916	7,225
8800 CONF./TRAIN.	183	1,008	1,200
8900 INDIVIDUAL ASST.			
9000 MEMBERSHIPS			
9200 ASSET AQUISITION			
9400 CONTINGENCY			
8012 PROGRAM SUPPORT	11,261	9,046	20,592
SUB TOTAL	127,027	179,875	162,587
8010 FISCAL SUPPORT	6,868	12,860	0
TOTAL EXPENSES	133,895	192,735	162,587
REVENUE:			
4000 CONTRIBUTIONS	39,680	43,039	45,261
4200 SPECIAL EVENTS	4,906.00	3,752	3,000
4700 UNITED WAY/FEMA	20,448.00	40,502	24,615
4800 NON GOVT. GRANTS		6,000	0
5500 GOV'T. GRANTS		29,000	22,650
5502 CSBG ALLOCATION	22,681.00	9,252	7,261
6001 MEMBERSHIP FEES	6,877		
6200 PROGRAM INCOME	57,111	47,200	50,500
6400 SALES			0
6501 INVESTMENTS			0
6801 CARRY O./FUND BAL.	746	23,303	9,300
6901 INSURANCE SETTLEMENT			0
TOTAL REVENUE:	152,449	202,048	162,587
SURPLUS/DEFICIT:	18,554	9,313	0

RESOURCE DEVELOPMENT
DEPARTMENT

OVERALL GOAL: To acquire resources for the organization and increase community awareness of the agency's mission.

GOAL 1: Resource Acquisition

To acquire volunteers, funds and materials that will support and enhance agency operations.

OBJECTIVE A: Implement agency-wide volunteer coordination services, assuring an increase in volunteer support to the agency by at least 10%. (Strategic Goal IVB,1 & IVB,3)

OBJECTIVE B: Assure accurate recording, reporting and tracking of volunteers and the hours they've contributed by implementing a management information system and by providing training and support to supervisors. (Strategic Goal IVB,2)

OBJECTIVE C: Assure retention of volunteers by developing and implementing a plan to regularly support and recognize contributions made by the volunteers. (Strategic Goal IVB,4)

OBJECTIVE D: Research and recommend at least three alternative fundraising techniques to the WCCAO Board. (Strategic Goal IVA,1)

OBJECTIVE E: Develop a long range fundraising plan and implement first year goals to acquire at least \$78,000 in revenue to support the agency's resource development goal. (Strategic Goal IVA,1)

OBJECTIVE F: Develop and implement a management information system to communicate donation needs and to record and report in-kind donations to the agency. (Strategic Goal IVA,1)

OBJECTIVE G: Continue to operate Thrift Store Project and monitor progress to assure net receipts of \$21,000 by July 1990. (Strategic Goal IVA,4)

GOAL II: Public Relations

To increase the community's awareness of the problems and solutions to poverty and WCCAO's efforts to address them. (Strategic Goal IVA,2)

OBJECTIVE A: Develop a long range public relations plan and implement first year goals to raise the visibility of WCCAO.

OBJECTIVE B: Plan for and hold an annual banquet.

OBJECTIVE C: Coordinate the agency's communications and prepare materials, including but not limited to:

1. annual report
2. brochures
3. program description
4. quarterly newsletters

OBJECTIVE D: Establish and maintain relationships with representatives from the media (TV, radio, newspaper) and function as the key media contact person.

OBJECTIVE E: Coordinate opportunities for cable TV access and video productions.

OBJECTIVE F: Establish and support a Speakers Bureau for the agency, assuring a minimum of 25 presentations to local civic groups, churches, etc.

GOAL III: Capital Campaign:

Develop a plan for a capital campaign and support the Board in implementing that plan to raise the funds necessary to acquire a new facility. (Strategic Goal IVC, 2)

Resource Development
1988-89 Revenue

Fundraising/Grantwriting	4,063
Raffle (Pearl Necklace)	5,000
General Contributions	3,000
Direct Mail Appeals (3)	7,500
Newsletter Donations (4)	2,000
Annual Banquet	1,500
Thrift Store	36,000
Mardi Gras	23,000
CSBG Allocation	<u>27,392</u>
Total:	<u>\$109,455</u>

Personnel

	<u>Full Time Equivalency</u>	<u>Salary Cost</u>	<u>Taxes/ Fringe</u>
(1) Resource Development Director	1	27,165	6,248
(1) Resource Development Coordinator	1	15,891	3,178
(1) Administrative Assistant	.25	4,000	1,000
(1) Secretary	.22	3,000	500
(1) Receptionist	.10	1,000	256
(1) Volunteer Program Assistant	.20	0	0
(1) Thrift Store Clerk	.20	0	0
(1) Youth Trainee	.13	0	0
(?) Thrift Store Volunteers	.52	0	0
(8) Employees/Volunteers	3.92 FTE	<u>\$52,056</u>	11,182

BUDGET COMPARISON

PROGRAM: RESOURCE DEVELOPMENT

DATE PREPARED: 5/30/89

	FY 87-88	FY 88-89	FY 89-90
	ACTUAL COSTS	AMENDED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES		56,732	52,056
7100 BENEFITS		4,453	4,045
7200 TAXES		8,146	7,137
8000 FEES FOR SERV.		200	0
8100 SUPPLIES/SERV.		13,339	13,600
8200 TELEPHONE		1,823	1,840
8300 POSTAGE		3,038	4,500
8400 OCCUPANCY		6,036	3,629
8500 EQUIPMENT		814	350
8600 PRINTING/PUBLI.		5,681	5,900
8700 TRAVEL		5,280	1,150
8800 CONF./TRAIN.		1,570	1,250
8900 INDIVIDUAL ASST.		0	0
9000 MEMBERSHIPS		135	135
9200 ASSET AQUISITION		0	
9400 CONTINGENCY		0	
8012 PROGRAM SUPPORT		22,613	13,863
SUB TOTAL		129,860	109,455
8010 FISCAL SUPPORT		9,002	0
TOTAL EXPENSES		138,862	109,455
REVENUE:			
4000 CONTRIBUTIONS		17,689	12,500
4200 SPECIAL EVENTS		19,859	29,500
4700 UNITED WAY/FEMA		500	0
4800 NON GOVT. GRANTS		0	4,063
5500 GOV'T. GRANTS		35,808	0
5502 CSBG ALLOCATION		22,256	27,392
6001 MEMBERSHIP FEES		0	0
6200 PROGRAM INCOME		0	0
6400 SALES/Thrift Store		16,000	36,000
6501 INVESTMENTS		0	0
6801 CARRY O./FUND BAL.		21,207	0
6901 INSURANCE SETTLEMENT		0	0
TOTAL REVENUE:		133,319	109,455
SURPLUS/DEFICIT:		(5,543)	0

FISCAL YEAR 1990-90 BUDGET SUMMARY

Amended _____ Actual _____ Proposed X

PROGRAM: RESOURCE DEVELOPMENT

DATE PREPARED: 5/10/89 HF

		TOTAL	a Resource Development	b Thrift Store	d Mardi Gras
EXPENDITURES:					
7000	SALARIES	52,056	44,443	7,613	
7100	BENEFITS	4,045	3,529	516	
7200	TAXES	7,137	6,093	1,044	
8000	FEES FOR SERVICES	0	0	0	0
8100	SUPPLIES/SERVICES	13,600	2,350	1,250	10,000
8200	TELEPHONE	1,840	1,130	710	
8300	POSTAGE	4,500	4,000	500	
8400	OCCUPANCY	3,629	1,908	1,721	0
8500	EQUIPMENT	350	0	350	
8600	PRINTING/PUBLICATION	5,900	5,200	700	0
8700	TRAVEL	1,150	650	500	
8800	CONFERENCES/TRAININGS	1,250	1,000	250	0
8900	INDIVIDUAL ASSISTANCE	0	0	0	0
9000	MEMBERSHIPS	135	135	0	0
9200	ASSET AQUISITION	0			
9400	CONTINGENCY	0			
8012	PROGRAM SUPPORT	13,863	13,863		
	SUB TOTAL	109,455	84,301	15,154	10,000
8010	FISCAL SUPPORT	0	0	0	0
	TOTAL EXPENSES	109,455	84,301	15,154	10,000

REVENUE:

4000	CONTRIBUTIONS	12,500	12,500		
4200	SPECIAL EVENTS	29,500	6,500	0	23,000
4700	UNITED WAY/FEMA	0	0		
4800	NON GOVT. GRANTS	4,063	4,063		
5500	GOVERNMENT GRANTS	0	0	0	0
5502	CSBG ALLOCATION	27,392	27,392	0	0
6001	MEMBERSHIP FEES	0	0		
6200	PROGRAM INCOME	0	0		
6400	SALES	36,000		36,000	
6501	INVESTMENTS	0			
6801	CARRY OVER/FUND BAL.	0	0		
6901	INSURANCE SETTLEMENT	0			
	TOTAL REVENUE:	109,455	50,455	36,000	23,000
	SURPLUS/DEFICIT:	0	(33,846)	20,846	13,000

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.

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

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

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

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.

OBJECTIVE B: Implement the agency's second year emphasis to effectively address WCCAO Strategic Goals.

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

OBJECTIVE D: Develop and implement program review to determine self-sufficiency efforts.

OBJECTIVE E: Develop a process and strategy for WCCAO to address the causes of poverty.

OBJECTIVE F: Review and make changes as needed for improved internal coordination and communication.

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.

OBJECTIVE B: Develop and print an employee handbook.

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

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

OBJECTIVE E: Complete wage comparability study and recommend a 1990-91 Compensation Plan and structure for salary and benefit administration.

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

GOAL IV: Planning

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

OBJECTIVE A: Review implementation of plan for reorganization of services and support and make changes as needed.

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

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

OBJECTIVE D: Facilitate an annual board and staff goal setting session to add to the strategic plan and develop the 1990-91 work plan.

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.

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

OBJECTIVE C: Develop and implement a property management system that addresses preventative maintenance issues as well as repair and replacement for buildings WCCAO owns, including Shelter Home need for a storage building, screen windows and replacement flooring.

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.

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.

GOAL VI Fiscal

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

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

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

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

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

OBJECTIVE E: To evaluate the feasibility of an indirect cost allocation system and develop a recommendation for the Board.

OBJECTIVE F: To contract for an annual audit of WCCAO's 1989-90 financial activity.

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

OBJECTIVE H: To evaluate and revise the WCCAO budget cycle to more effectively control costs and increase accuracy of reporting procedures.

Administration
1989-90 Revenue

Program Administration:

Fiscal Fees		127,682
Executive Department Fees		<u>87,408</u>
Sub Total:		\$215,090

Corporation Business:

Investment Interest		6,000
Hillsboro Rent Charges		30,000
Aloha Building Reserve		(3,500)
Copy/Phone Fees		26,000
Restricted Fund Balance/Prudent Reserve		52,000
Unrestricted Fund Balance (Building Sale)		<u>40,000</u>
Sub Total:		\$150,000
Total:		<u>\$365,590</u>

Personnel

	<u>Full Time Equivalency</u>	<u>Salary Cost</u>	<u>Taxes/ Fringe</u>
Casual Labor		500	
(1) Executive Director	1	34,692	8,175
(1) Comptroller	1	33,036	7,625
(1) Administrative Assistant	.60	12,168	3,981
(1) Bookkeeping Coordinator	.80	16,224	4,667
(1) Bookkeeper II	.80	12,710	4,028
(1) Receptionist	.45	4,883	1,292
(3) Secretaries	.75	10,650	2,640
(1) Accounting Clerk	.50	2,829	625
13 Employees	5.90 FTE	\$127,692	\$33,031

BUDGET COMPARISON

PROGRAM: ADMINISTRATION

DATE PREPARED: 6/07/89

	FY 87-88	FY 88-89	FY 89-90
	ACTUAL COSTS	AMENDED BUDGET	PROPOSED BUDGET
EXPENDITURES:			
7000 SALARIES	136,065	128,355	127,694
7100 BENEFITS	13,551	16,974	16,496
7200 TAXES	16,203	18,516	16,735
8000 FEES FOR SERV.	(42,834)	(49,210)	(56,000)
8100 SUPPLIES/SERV.	39,938	37,645	36,190
8200 TELEPHONE	15,006	9,270	7,200
8300 POSTAGE	3,532	1,750	1,700
8400 OCCUPANCY	25,524	38,684	39,345
8500 EQUIPMENT	7,405	20,795	20,250
8600 PRINTING/PUBLI.	11,827	9,669	6,869
8700 TRAVEL	2,576	4,162	3,250
8800 CONF./TRAIN.	4,535	2,850	3,450
8900 INDIVIDUAL ASST.	100	0	0
9000 MEMBERSHIPS	1,549	1,200	700
9200 ASSET AQUISITION		0	0
9400 CONTINGENCY		53,200	711
8012 PROGRAM SUPPORT	(94,100)	(90,450)	(87,408)
SUB TOTAL	140,877	203,410	137,182
8010 FISCAL SUPPORT	(105,400)	(128,600)	(127,682)
TOTAL EXPENSES	35,477	74,810	9,500
REVENUE:			
4000 CONTRIBUTIONS	5,327	1,550	0
4200 SPECIAL EVENTS	6,426	0	0
4700 UNITED WAY/FEMA	1,000	0	0
4800 NON GOVT. GRANTS		0	0
5500 GOV'T. GRANTS	3,050	0	0
5502 CSBG ALLOCATION		0	0
6001 MEMBERSHIP FEES		0	0
6200 PROGRAM INCOME			
6400 SALES	25	0	0
6501 INVESTMENTS	5,689	5,289	6,000
6801 CARRY O./FUND BAL.	60,693	67,969	92,000
6901 INSURANCE SETTLEMENT		0	0
TOTAL REVENUE:	82,210	74,808	98,000
SURPLUS/DEFICIT:	46,733	(2)	88,500

PROGRAM: ADMINISTRATION Proposed Budget 1989-90
 HF 5/89

	TOTAL	Fiscal	Executive Dept.	Aloha Building	Aloha Equipment	Fund Balance	Board Supper	Hillsboro Equipment	Hillsboro Building
EXPENDITURES:									
7000 SALARIES	128,294	71,414	55,780	500			600.00		
7100 BENEFITS	16,496	9,034	7,462						
7200 TAXES	16,735	9,284	7,251	200					
8000 FEES FOR SERVICES	(56,000)	0	0		(10,000.00)			(10,000)	(30,000)
8100 SUPPLIES/SERVICES	35,590	29,000	1,520	300	1,500		270	3,000	
8200 TELEPHONE	7,200	2,200	3,000		1,000			1,000	
8300 POSTAGE	1,700	700	400				600		
8400 OCCUPANCY	39,345	2,000	4,845	2,500					30,000
8500 EQUIPMENT	20,250	500	250		7,500			12,000	
8600 PRINTING/PUBLICATION	6,869	1,800	2,900				2,169		
8700 TRAVEL	3,250	750	2,500						
8800 CONFERENCES/TRAININGS	3,450	1,000	800				1,650		
8900 INDIVIDUAL ASSISTANCE	0	0	0	0	0		0		0
9000 MEMBERSHIPS	700	0	700	0	0		0		0
9200 ASSET AQUISITION	0	0	0	0	0				0
9400 CONTINGENCY	52,711	0	0	0		52,000	711		0
8012 PROGRAM SUPPORT	(87,408)		(87,408)						
SUB TOTAL	137,182	127,682	0	3,500	0		6,000	0	0
8010 FISCAL SUPPORT	(127,682)	(127,682)	0						
TOTAL EXPENSES	9,500	0	0	3,500	0	0	6,000	0	0

REVENUE:

4000 CONTRIBUTIONS	0								
4200 SPECIAL EVENTS	0								
4700 UNITED WAY/FEMA	0								
4800 NON GOVT. GRANTS	0								
5500 GOVERNMENT GRANTS	0								
5502 CSBG ALLOCATION	0								
6001 MEMBERSHIP FEES	0								
6200 PROGRAM INCOME	0	0	0						
6400 SALES	0								
6501 INVESTMENTS	6,000						6,000		
6801 CARRY OVER/FUND BAL.	92,000					92,000			
6901 INSURANCE SETTLEMENT	0								
TOTAL REVENUE:	98,000	0	0	0	0	92,000	6,000	0	0
SURPLUS/DEFICIT:	88,500	0	0	(3,500)	0	92,000	0	0	0