

**WASHINGTON COUNTY  
COMMUNITY ACTION ORGANIZATION  
1993-94 ANNUAL PLAN**

## TABLE OF CONTENTS

	<b>Page #</b>	
Mission Statement/Statement of Values.....	3	
Organization Chart.....	4	
Staff Organization Chart.....	5	
Strategic Plan.....	6-7	
Corporate Budget.....	8	
 <b><u>Department Goals &amp; Budgets</u></b>		
Administration Goals.....	9-11	(pumpkin)
Budget.....	12-14	
Child Development Goals.....	15-17	(buff)
Budget.....	18-19	
Client Services Goals.....	20-25	(purple)
Budget.....	26-27	
Housing & Energy Conservation Goals.....	28-30	(green)
Budget.....	31-32	

## **Washington County Community Action MISSION STATEMENT**

### **MISSION:**

Washington County Community Action Organization serves the economically disadvantaged by assisting with basic needs and removing barriers to long term self-reliance.

### **OBJECTIVES:**

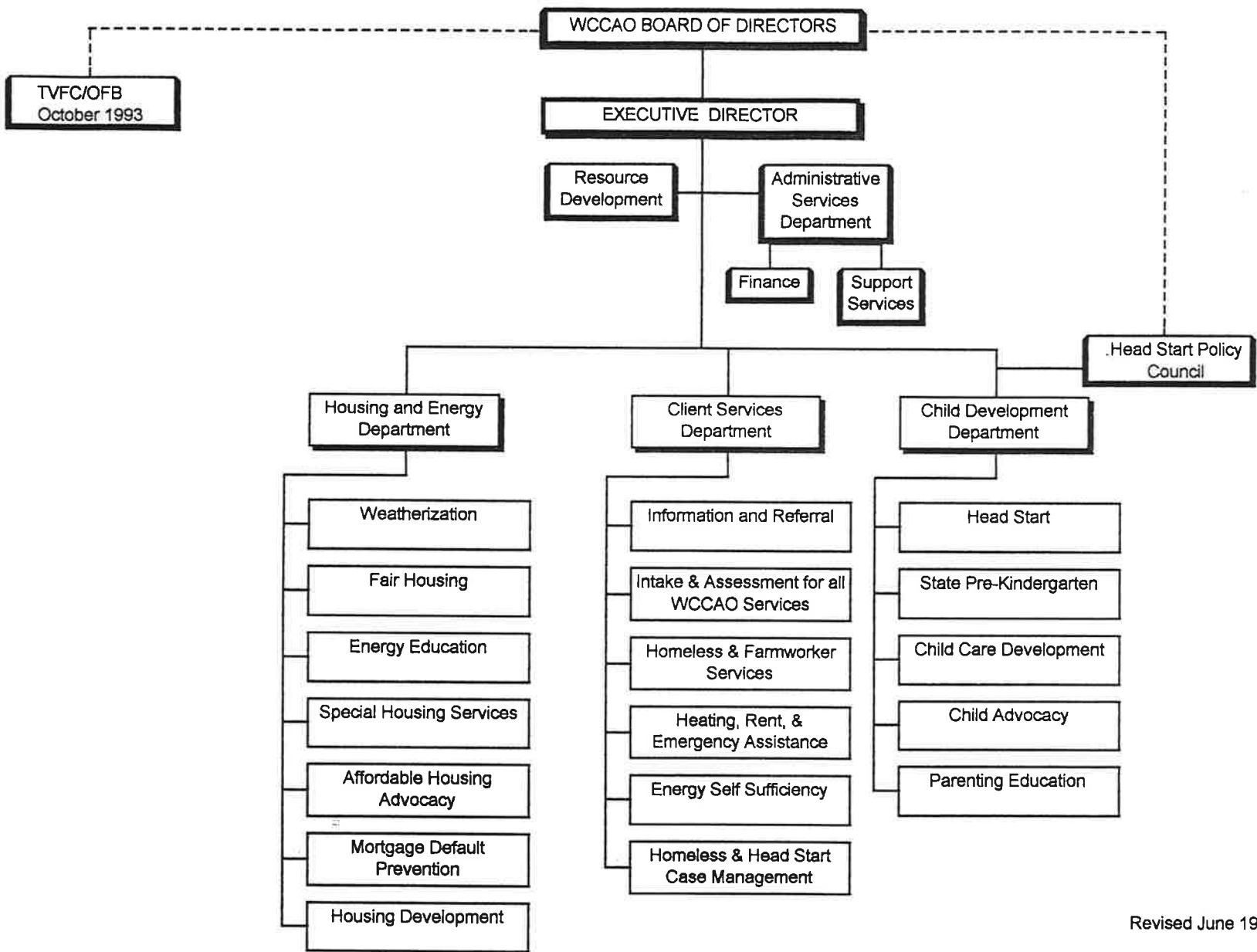
1. To solve problems and remove obstacles which block the achievement of self-reliance by the economically disadvantaged.
2. To promote greater participation of the economically disadvantaged in decisions and activities affecting them.
3. To provide the leadership required to assure the active involvement 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.

## **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:

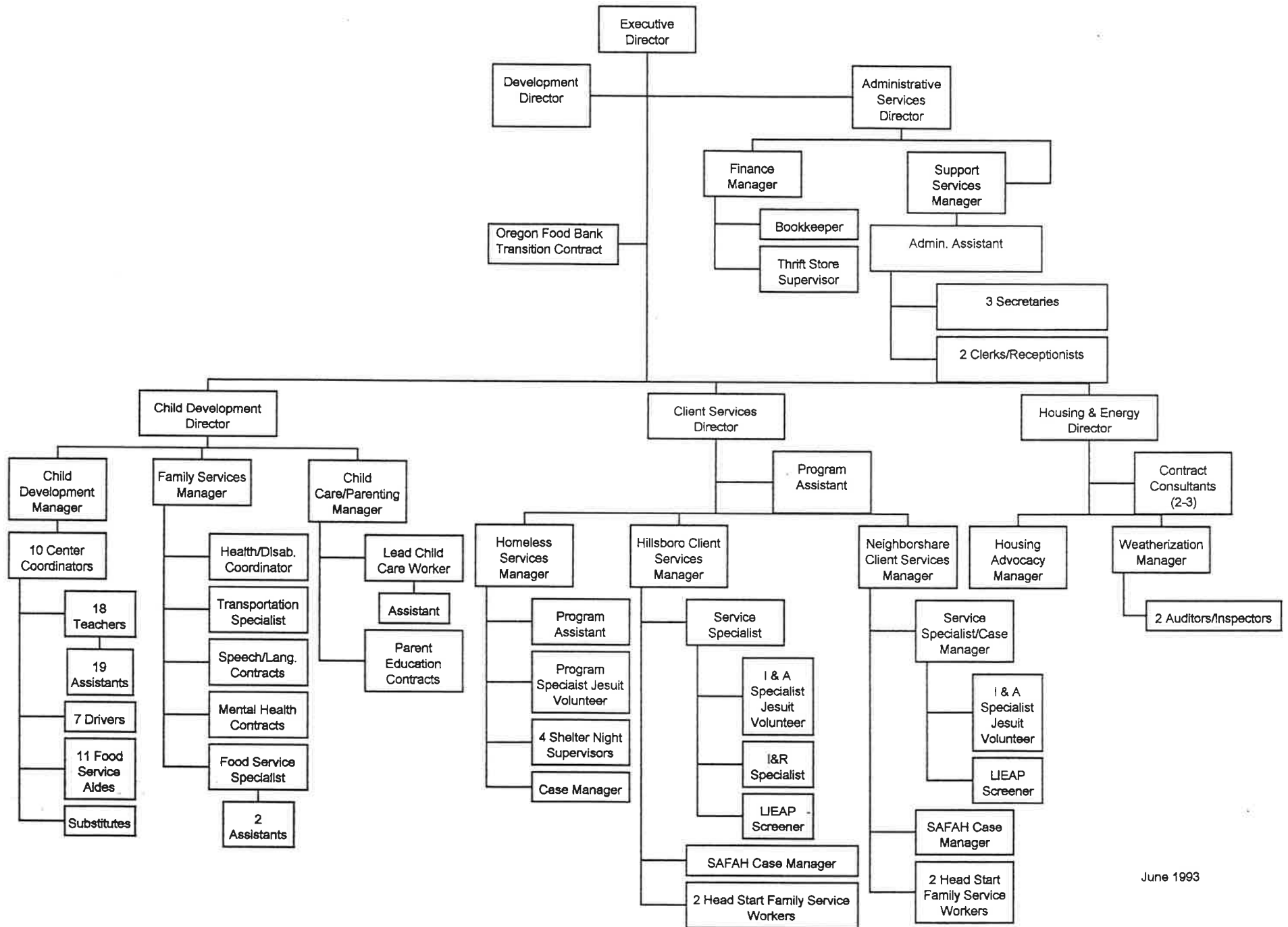
- \*uphold the dignity of all people.
- \*uphold the right of all people to meet their basic needs.
- \*build self-reliance.
- \*act as advocates for people with inadequate resources.
- \*build an aware and informed community.
- \*maintain the highest standards of integrity, honesty and professionalism.
- \*honor diversity in all forms.

# 1993-1994 ORGANIZATION CHART



Revised June 1993

# 1993-1994 STAFF ORGANIZATION CHART



June 1993

## 1992 - 1996 WCCAO STRATEGIC PLAN

**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.

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

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

Objective D: Operate a comprehensive information and referral system.

**Goal II: Assure that the needs are met.**

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

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

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

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

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

Objective F: Provide energy conservation services.

Objective G: Provide early childhood development services.

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

Objective I: Provide family self-reliance services.

**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.

Objective C: Provide efficient and effective fiscal services.

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

Revised May 1993

## WCCAO PROPOSED BUDGET 1993-94

	Grand Totals	Client Services	Child Development	Housing & Energy	TVFC	Resource Development	Multi- Service Center
<b>EXPENDITURES:</b>							
5000 Salaries	1,482,384	305,272	939,724	155,284	24,808	26,143	31,153
5100 Benefits	198,384	46,155	123,985	14,312	4,638	4,131	5,163
5200 Taxes	193,400	43,624	121,125	17,091	3,828	3,436	4,296
6000 Fees for Services	609,164	139,862	62,944	230,409	3,249	14,200	158,500
6100 Supplies/Services	286,961	11,250	147,100	106,651	6,575	15,135	250
6200 Telephone	34,205	17,750	12,950	2,500	705	300	
6300 Postage	10,400	1,500	2,200	2,200	1,000	2,500	1,000
6400 Occupancy	232,710	61,785	141,571	14,525	10,150	4,679	
6500 Equipment	91,102	2,100	83,622	2,080	300	3,000	
6600 Printing/Publication	26,300	3,985	9,450	4,915	1,100	4,800	2,050
6700 Travel	81,563	6,280	65,583	5,350	3,000	850	500
6800 Conferences/Training	28,820	1,620	23,145	1,655	400	1,200	800
6900 Individual Assistance	523,980	500,530	3,450	20,000			
7000 Construction	338,445						338,445
<b>SUBTOTAL:</b>	4,137,818	1,141,713	1,736,849	576,972	59,753	80,374	542,157
6010 & 6012 Administration	324,430	89,495	136,146	45,227	4,684	6,300	42,578
<b>TOTAL EXPENSES:</b>	4,462,248	1,231,208	1,872,995	622,199	64,437	86,674	584,735
<b>REVENUE:</b>							
4000 Contributions	530,000	68,000			5,500	81,500	375,000
4200 Special Events	40,350				2,500	37,850	
4400 United Way/FEMA	177,443	144,000	6,150	9,850	8,000	9,443	
4500 Non-Govt. Grants	607,815	7,815		100,000			500,000
4600 Government Grants	3,467,522	845,567	1,843,106	454,849			324,000
4601 CSBG Allocation	159,638	121,826		10,000	27,812		
4700 Program Inc/ Reimbursement	145,864	29,000	23,739	72,500	20,625		
4900 Sales							
4908 Carryover/Fund Bal.	65,000	15,000					50,000
<b>TOTAL REVENUE:</b>	5,193,632	1,231,208	1,872,995	647,199	64,437	128,793	1,249,000
<b>SURPLUS/DEFICIT:</b>	731,384	-0-	-0-	25,000	-0-	42,119	664,265



**1993-94**  
**WCCAO ADMINISTRATION**

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

**OBJECTIVE I:** Assure fair and equitable personnel policies and practices.

**Strategy A:** Complete the revision to WCCAO's personnel policies assuring that they reflect organization values.

**Strategy B:** Complete the revision of WCCAO job descriptions, standardizing format and language.

**Strategy C:** Review and update WCCAO's affirmative action policy and determine the need for a plan.

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

**Strategy E:** Finalize performance review process and forms.

**Strategy F:** Develop a comprehensive training program on WCCAO personnel policies and procedures.

**Strategy G:** Review WCCAO's benefit program to determine how employee needs can more adequately be met.

**OBJECTIVE II:** Strengthen organization capacity to address priority goals.

**Strategy A:** Assure that the training, development and support needs of Board and staff are identified and met.

**Strategy B:** Conduct a comprehensive community needs assessment process and prepare for the development of a revised 5 year plan.

**Strategy C:** Obtain support needed to have adequate management information systems and computer support.

**Strategy D:** Improve intra agency communication and collaboration, with a focus on developing problem solving skills and effective team work.

**Strategy E:** Construct WCCAO's new multi-service center to house current programs and provide space for future growth.

**Strategy F:** Evaluate organizational structure and administrative support to determine if changes are needed for improved service delivery or more effective management.

**Strategy G:** Conduct an overall communications and public relations plan that will enhance the agency's image, increase community awareness of the agency's mission and result in increased community support.

**Strategy H:** Assure that WCCAO's programs and services are accessible to all persons.

**Strategy I:** Oversee the transition of TVFC to Oregon Food Bank to assure its successful completion by 10-1-93.

**Strategy J:** Assure an adequate system is functioning to respond to volunteer inquiries, to match with program needs and to record hours donated.

**OBJECTIVE III:** Provide efficient and effective fiscal services.

**Strategy A:** Establish effective management information systems to provide appropriate financial information to Board and staff.

**Strategy B:** Review and revise fiscal procedures and policies.

**Strategy C:** Automate budget process and finalize budget policies and procedures for annual development, monitoring and revision of corporate budget.

**Strategy D:** Review insurance program for cost savings and obtain new audit contract.

**Strategy E:** Manage agency funds in compliance with all applicable regulations. Assure a positive cash flow and a healthy financial position.

**Strategy F:** Obtain an approved cost allocation plan from HHS.

**Strategy G:** Oversee WCCAO's Thrift Store to assure that a net of \$10,000 is raised.

**Objective IV:** To operate a coordinated development effort that increases community awareness and obtains needed resources.

**Strategy A:** Conduct targeted and general solicitations of small businesses, individuals, churches and civic groups to acquire at least \$45,000 for operations and pledges of at least \$375,000 for the Capital Campaign.

**Strategy B:** Acquire funding from foundations and corporations which will contribute at least \$500,000 in pledges towards the Capital Campaign.

**Strategy C:** Support the 8th annual Mardi Gras Ball to increase agency visibility, attract new supporters and net \$28,000 for organization support. (\$67,850 in gross income)

**Strategy D:** Develop and implement an overall agency fundraising plan that is integrated and coordinated.

**Strategy E:** Acquire \$15,943 in contributions resulting from implementation of public relations plan in Objective II, Strategy 6.

1993-94 Revenue

Administrative Fees	\$324,430
Interest	1,000
Thrift Store	<u>10,000</u>
TOTAL:	\$335,430

Fundraising:

Mardi Gras	\$ 67,850
Capital Campaign	875,000
General Fundraising	51,500
United Way Federal Campaign	2,443
United Way Donor Designation - WCCAO	7,000
CDBG	324,000
Carry Overs	<u>50,000</u>
TOTAL:	\$1,377,793

Personnel

(1) Executive Director	1
(1) Development Director	1
(1) Administrative Services Director	1
(1) Support Services Manager	1
(1) Finance Manager	1
(1) Administrative Assistant	1
(1) Bookkeeper	.80
(2) Secretaries	1.60
(2) Receptionists	.80
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11 Employees	9.2 FTE

## BUDGET COMPARISON

Program: Administration  
PR/Communications

Date Prepared: June 5, 1993

	FY 91-92	FY 92-93	FY 93-94
	Actual Costs	Amended Budget	Proposed Budget
<i>EXPENDITURES:</i>			
5000 Salaries	146,649	150,213	201,646
5100 Benefits	19,042	23,684	30,836
5200 Taxes	17,278	16,567	23,559
6000 Fees for Services	32,577	28,950	29,600
6100 Supplies/Services	2,435	5,975	7,485
6200 Telephone	2,926	3,675	3,550
6300 Postage	1,687	1,825	4,900
6400 Occupancy	6,938	12,946	12,504
6500 Equipment	652	3,400	200
6600 Printing/Publication	5,233	4,150	11,350
6700 Travel	4,429	3,950	5,450
6800 Conf./Training	6,523	3,600	4,350
6900 Individual Assistance			
7000 Construction/Purchase			
<i>TOTAL EXPENSES:</i>	246,369	258,395	335,430
<i>REVENUE:</i>			
4000 Contributions/Fees	242,958	258,895	324,430
4200 Special Events			
4400 United Way/FEMA			
4500 Non-Govt. Grants			
4600 Government Grants	1,700		
4601 CSBG Allocation			
4700 Program Income	209		1,000
4900 Sales/Investments	1,502	4,500	10,000
4908 Carry O./Fundbal.			
<i>TOTAL REVENUE:</i>	246,369	258,895	335,430
<i>SURPLUS/ &lt;DEFICIT&gt;</i>	-0-	-0-	-0-

## BUDGET COMPARISON

Program: Resource Development

Date Prepared: June 5, 1993

	FY 91-92	FY 92-93	FY 93-94
	Actual Costs	Amended Budget	Proposed Budget
<i>EXPENDITURES:</i>			
5000 Salaries	43,653	37,101	25,986
5100 Benefits	9,065	6,029	4,131
5200 Taxes	4,142	4,693	3,436
6000 Fees for Services	16,522	20,095	20,657
6100 Supplies/Services	4,005	8,350	15,135
6200 Telephone	1,315	550	300
6300 Postage	3,982	4,500	2,500
6400 Occupancy	8,519	6,335	4,679
6500 Equipment	518	1,560	3,000
6600 Printing/Publication	15,382	9,350	4,800
6700 Travel	1,200	700	850
6800 Conf./Training	3,579	2,525	1,200
6900 Individual Assistance			
7000 Construction/Purchase			
<i>TOTAL EXPENSES:</i>	111,882	101,788	86,674
<i>REVENUE:</i>			
4000 Contributions/Fees	39,390	61,000	81,500
4200 Special Events	18,329	28,100	37,850
4400 United Way/FEMA		5,304	9,443
4500 Non-Govt. Grants			
4600 Government Grants			
4601 CSBG Allocation	9,129		
4700 Program Income			
4900 Sales/Investments	20,126	8,000	
4908 Carry O./Fundbal.			
<i>TOTAL REVENUE:</i>	86,974	102,404	128,793
<i>SURPLUS/ &lt;DEFICIT&gt;</i>	<24,908>	616	42,119

## BUDGET COMPARISON

Program: Capital Campaign  
Multi-Service Center

Date Prepared: June 5, 1993

	<b>FY 91-92</b>	<b>FY 92-93</b>	<b>FY 93-94</b>
	<b>Actual Costs</b>	<b>Amended Budget</b>	<b>Proposed Budget</b>
<i>EXPENDITURES:</i>			
5000 Salaries	5,320	17,572	31,153
5100 Benefits		2,697	5,163
5200 Taxes	574	2,221	4,296
6000 Fees for Services	10,304	53,640	201,078
6100 Supplies/Services	16	5,450	250
6200 Telephone		650	
6300 Postage	96	1,500	1,000
6400 Occupancy	950	21,000	
6500 Equipment		3,560	
6600 Printing/Publication	162	2,100	2,050
6700 Travel	137	500	500
6800 Conf./Training	57	1,500	800
6900 Individual Assistance			
7000 Construction/Purchase		292,000	338,445
<b>TOTAL EXPENSES:</b>	<b>17,616</b>	<b>405,238</b>	<b>584,735</b>
<i>REVENUE:</i>			
4000 Contributions/Fees	3,439	62,560	375,000
4200 Special Events			
4400 United Way/FEMA			
4500 Non-Govt. Grants			500,000
4600 Government Grants		377,956	324,000
4601 CSBG Allocation			
4700 Program Income			
4900 Sales/Investments			
4908 Carry O./Fundbal.		23,823	50,000
<b>TOTAL REVENUE:</b>	<b>3,439</b>	<b>464,339</b>	<b>1,249,000</b>
<b>SURPLUS/ &lt;DEFICIT&gt;</b>	<b>&lt;14,177&gt;</b>	<b>59,101</b>	<b>664,265</b>

**1993-94**  
**CHILD DEVELOPMENT DEPARTMENT**

**OVERALL GOAL:** Assure that low income families can effectively support their children's healthy development.

**GOAL A:** Increased ability to promote self-sufficiency.

**OBJECTIVE I:** Assure that child development services are accessible to all eligible people.

**Strategy A:** Identify areas of the county unserved by Head Start and develop a plan for serving those areas.

**Strategy B:** Develop a plan for improving handicap access at the 12 Head Start sites identified as deficient.

**Strategy C:** Determine gaps between current and desired communication with people whose primary language is not English.

**GOAL B:** Assure that children's needs are met.

**OBJECTIVE I:** Increase resources for quality, affordable child care.

**Strategy A:** Advocate for quality, affordable child care at the local, state and federal levels.

**Strategy B:** Educate parents on how to choose quality care and how to access financial subsidies.

**Strategy C:** Provide 346 hours of on-site child care for low income parents to participate in WCCAO activities.

**OBJECTIVE II:** Provide early childhood development services.

**Strategy A:** Maintain 318 children in Head Start/Oregon Pre-Kindergarten Programs.

**Strategy B:** Continue the development of full day services in at least 2 Head Start centers.

**Strategy C:** Provide 34,598 lunches and 34,598 breakfasts or snacks.

**Strategy D:** Provide a developmentally appropriate educational program for 128 days to Head Start/OPP enrolled children and up to 255 days of full day care for children enrolled in full day programs.

**Strategy E:** Provide comprehensive health services to 318 children.

**Strategy F:** Provide 408 child abuse prevention education sessions weekly for 24 weeks in 17 Head Start/OPP classrooms.

**Strategy G:** Enroll 31 Early Intervention children in Head Start/OPP classrooms.

**Strategy H:** Develop and carry out 31 IEPs for children with disabilities.

**OBJECTIVE III:** Provide education, skills training and self-help opportunities.

**Strategy A:** Provide opportunities for education, skills training and self-reliance for 532 low income people.

1. Conduct 11 seven-week parenting classes for 132 parents.
2. Provide 10 educational sessions for 120 parents.
3. Provide 87 parent activities.

**GOAL C:** To have adequate resources to support the department's mission.

**OBJECTIVE I:** Obtain space and equipment.

**Strategy A:** Locate a Head Start classroom in the North Plains elementary school.

**Strategy B:** Participate in WCCAO multi-service center planning.

**Strategy C:** Obtain computers for all Head Start Centers.

**OBJECTIVE II:** Recruit and retain competent volunteers.

**Strategy A:** Recruit 300 parent and community volunteers in Head Start centers.

**Strategy B:** Involve volunteers in Head Start classrooms at least 50% of the class days.

**1993-94 Revenue**

United Way	6,150
Great Start	30,525
Health & Human Services	1,105,797
Oregon Dept. of Education	612,864
Program Income	23,739
USDA Reimbursements	<u>93,920</u>
TOTAL:	\$1,872,995



Personnel

	<u>FTE</u>
(1) Department Director	.85
(1) Child Development Manager	.85
(1) Family Services Manager	.85
(1) Child Care & Parenting Manager	.75
(10) Center Coordinators	.75
(1) Health Disabilities Coord.	.75
(1) Transportation Specialist	.75
(18) Teachers	13.50
(1) Assistant Teacher	.40
(18) Teacher Aides	9.50
(7) School Bus Drivers	5.00
(1) Food Service Specialist (Cook)	.75
(2) Food Service Assistants	1.50
(11) Food Service Aides	1.67
(3) Secretarial Support	1.40
(1) Lead Child Care Worker	.30
<hr/>	
78 Employees	39.57 FTE

## BUDGET COMPARISON

Program: Child Development

Date Prepared: June 5, 1993

	FY 91-92	FY 92-93	FY 93-94
	Actual Costs	Amended Budget	Proposed Budget
<i>EXPENDITURES:</i>			
5000 Salaries	473,946	852,718	939,724
5100 Benefits	63,078	105,739	123,985
5200 Taxes	64,245	116,703	121,125
6000 Fees for Services	199,622	185,377	199,090
6100 Supplies/Services	69,488	144,350	147,100
6200 Telephone	7,035	12,900	12,950
6300 Postage	1,688	2,665	2,200
6400 Occupancy	66,388	134,190	141,571
6500 Equipment	32,275	23,022	83,622
6600 Printing/Publication	5,294	8,675	9,450
6700 Travel	45,310	58,293	65,583
6800 Conf./Training	12,420	15,982	23,145
6900 Individual Assistance	79,067	2,000	3,450
7000 Construction/Purchase			
<i>TOTAL EXPENSES:</i>	1,119,856	1,662,614	1,872,995
<i>REVENUE:</i>			
4000 Contributions/Fees			
4200 Special Events	163		
4400 United Way/FEMA	5,000	6,150	6,150
4500 Non-Govt. Grants			
4600 Government Grants	1,099,765	1,569,355	1,843,106
4601 CSBG Allocation			
4700 Program Income	16,114	87,109	23,739
4900 Sales/Investments			
4908 Carry O./Fundbal.			
<i>TOTAL REVENUE:</i>	1,121,042	1,662,614	1,872,995
<i>SURPLUS/ &lt;DEFICIT&gt;</i>	1,186	-0-	-0-

## BUDGET SUMMARY 1993-94

Program: Child Development

Date Prepared: June 5, 1993

	<b>Total:</b>	<b>Head Start:</b>	<b>Child Care/ Parenting</b>
<i>EXPENDITURES:</i>			
5000 Salaries	939,724	911,827	27,897
5100 Benefits	123,985	119,980	4,005
5200 Taxes	121,125	117,213	3,912
6000 Fees for Services	199,090	188,261	10,829
6100 Supplies/Services	147,100	142,349	4,751
6200 Telephone	12,950	12,532	418
6300 Postage	2,200	2,125	75
6400 Occupancy	141,571	136,999	4,572
6500 Equipment	83,622	80,922	2,700
6600 Printing/Publication	9,450	9,145	305
6700 Travel	65,583	65,383	200
6800 Conf./Training	23,145	22,395	750
6900 Individual Assistance	3,450	3,450	
7000 Construction/Purchase			
<i>TOTAL EXPENSES:</i>	1,872,995	1,812,581	60,414
<i>REVENUE:</i>			
4000 Contributions/Fees			
4200 Special Events			
4400 United Way/FEMA	6,150		6,150
4500 Non-Govt. Grants			
4600 Government Grants	1,843,106	1,812,573	30,525
4601 CSBG Allocation	23,739		23,739
4700 Program Income			
4900 Sales/Investments			
4908 Carry O./Fundbal.			
<i>TOTAL REVENUE:</i>	1,872,995	1,812,573	60,414
<i>SURPLUS/ &lt;DEFICIT&gt;</i>	-0-	8	-0-

**1993-94**  
**CLIENT SERVICES DEPARTMENT**

**OVERALL GOAL:** Assure, in a manner that promotes self-reliance, that low-income residents of Washington County have access to services to meet human needs.

**GOAL A:** WCCAO will have an increased ability to promote self-reliance.

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

**Strategy A:** Develop and fully implement a computerized client data collection system, coordinating with other departments to ensure that the data collection needs of all programs are addressed.

**Strategy B:** Fully integrate self-sufficiency into Client Services and implement a continuum of services that include: I&R, intake, assessment, short term and long term case management.

**Strategy C:** Ensure the implementation of common case management policies and procedures for serving families enrolled in self-reliance programs.

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

**Strategy E:** Ensure cross-department communication, planning and implementation of self-reliance services.

**OBJECTIVE II:** Maintain a comprehensive information and referral system.

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

**Strategy B:** Update resource directory annually and convene bi-monthly community provider meetings.

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

**OBJECTIVE III:** Assure that client services are accessible to all eligible people.

**Strategy A:** Assure service access to persons with hearing impairments by installing and maintaining TDD at all service sites.

**Strategy B:** Ensure that service sites comply with the American's with Disabilities Act.

**Strategy C:** Identify positions requiring bilingual skill and employ qualified staff.

**Strategy D:** Provide cultural competency training for all staff.

**Strategy E:** Maintain services sites in Hillsboro and Tigard, and explore ways to provide additional outreach services to farm workers.

**OBJECTIVE IV:** Assure the promotion of self-reliance and establish a mechanism to evaluate effectiveness.

**Strategy A:** Provide staff development activities to ensure values clarification and common understanding of the concept of self-reliance.

**Strategy B:** Strengthen organization's capacity to promote self sufficiency by actively pursuing new resources and "best practice models".

**Strategy C:** Evaluate case management model to ensure that it meets family's needs and organizational goals.

**GOAL B:** Assure that human needs are met in a manner that promotes self-reliance.

**OBJECTIVE I:** Provide comprehensive information and referral, emergency and basic needs services.

**Strategy A:** Respond to 16,800 information and referral requests.

**Strategy B:** Provide 4200 intakes for emergency and basic needs services to include:

1. \$450,000 in energy assistance payments to help 2,656 low income households. (8,234 individuals)
2. \$30,000 in rent assistance to prevent 130 families (403 individuals) from becoming homeless.
3. \$65,000 in assistance with housing costs to 100 formerly homeless families (450 individuals), as well as housing locator services. (Sources of funds: SAFAH, EHA/AFS, LIRF.)
4. \$3,000 in emergency needs assistance to 406 families. (1,259 individuals)

5. Energy copayments for 30 families (156 individuals) to reduce arrearages and promote energy self sufficiency.
6. 500 Head Start applications, Family Needs Assessments and Family Plans.
7. 370 Family Needs Assessments and Family Plans for Homeless Families.
8. Provide services to 680 farm worker households.

**OBJECTIVE II:** Increase emergency shelter beds and provide homeless services.

**Strategy A:** Provide 24,416 bed nights of shelter to 1,074 homeless people to include:

1. 6,300 bed nights of shelter to 140 families (448 individuals) at the WCCAO shelter.
2. 2,300 bed nights of shelter to 81 families (133 individuals) at the TCM shelter.
3. 756 bed nights of motel room shelter to 24 families (36 individuals) who due to physical disabilities cannot be housed at the emergency shelter.
4. 9,660 bed nights of transitional housing to 12 families (57 individuals) at the 6 transitional housing units.
5. 5,400 bed nights of shelter to 400 victims of domestic violence through subcontract with the Domestic Violence Resource Center. (150 families)

**Strategy B:** Provide information and referral to 10,000 homeless individuals that cannot be provided with emergency shelter due to lack of space or ineligibility.

**Strategy C:** Work with the Washington County Housing Authority, Beaverton Church Coalition and other agencies to secure additional transitional units and resources needed for support services.

**Strategy D:** Work with the Salvation Army and other agencies interested in establishing additional shelter facilities for single men.

**OBJECTIVE III:** Provide family self-reliance services.

**Strategy A:** Provide short term case management services to 407 homeless families housed in WCCAO's Family Shelter Home, Tigard Christian Ministries Shelter, DVRC Shelter, local motels and WCCAO's transitional housing units.

**Strategy B:** Provide comprehensive case management to 50 Head Start families.

**Strategy C:** Provide comprehensive case management to 100 formerly homeless families.

**Strategy D:** Provide comprehensive energy case management services for 30 families who are experiencing chronic high energy costs and/or high energy usage.

**Strategy E:** Provide short term case management services to 380 Head Start families.

**OBJECTIVE IV:** Provide education, skills training and self help opportunities.

**Strategy A:** Provide 24 support workshops for 70 homeless individuals staying at the WCCAO shelter in the area of tenant rights, parenting, self esteem, job search, etc.

**Strategy B:** Provide a children's program for 110 of the homeless children housed at the WCCAO shelter in coordination with WCCAO's Child Development program.

**Strategy C:** Provide general energy conservation education for all individuals assisted with energy payments and comprehensive energy self-reliance education for 30 case managed families.

**GOAL C:** To have an effective development effort that enables the department to fulfill its mission.

**OBJECTIVE I:** Obtain \$68,000 in financial contributions for Client Services.

**Strategy A:** Develop department fundraising plan that is integrated with the overall agency fundraising plan.

**Strategy B:** Raise \$31,000 to support the Neighborshare program by direct mail campaign to local businesses, clubs and individuals, church pledges, and church sponsored fundraisers.

**Strategy C:** Raise \$20,000 to support the WCCAO shelter by a direct mail campaign to individuals, churches, civic clubs and the Rotary Golf Tournament.

**Strategy D:** Raise \$10,000 to support the Emergency Services program by the Christmas Stocking fund and church donations.

**Strategy E:** Raise \$5,000 to support the Transitional Housing Program through business donations.

**Strategy F:** Follow up on possible funds from Health Care for Homeless Children Grant, HAWC Self-Sufficiency Program, and Farmworker Assistance Proposal.

**Strategy G:** Identify and apply for at least two major grants.

1993-94 Revenue

Emergency Payments (LIEAP, GAP, LIRF, etc.)		468,174
Community Services Block Grant (CSBG)		121,826
Low Income Energy Assistance Program		27,068
Low Income Energy Assistance Program (Education Component)	16,241	
SCS/Emergency Shelter Grant Program		10,476
County Emergency Shelter Grant Program		7,085
CSBG Homeless		8,525
State Homeless Assistance Program		48,279
FEMA		54,000
HUD/Transitional Housing		15,882
United Way:		75,000
Homeless	32,500	
Basic Needs	18,500	
Information & Referral	24,000	
County		25,000
Cities:		28,800
King City	500	
Cornelius	300	
Beaverton	13,000	
Tigard	7,500	
Tualatin	1,500	
Forest Grove	3,000	
Hillsboro	3,000	
Fees/Reimbursements:		29,000
State Energy Vouchers	2,000	
FEMA Shelter	15,000	
Transitional Housing Rents	12,000	
State EHA		68,250
State EHA/AFS		5,000
SAFAH		131,787
Domestic Violence Resource Center		3,000
American Cancer Society		4,815
Donations/Contributions		68,000
Homeless Services	20,000	
Intake & Assessment	10,000	
Neighborshare	33,000	
Transitional Housing	5,000	
Carry In		15,000
	TOTAL	<u>\$1,231,208</u>



Personnel

Client Services

	<u>FTE</u>
(1) Director	1
(2) Client Services Manager	2
(2) JVC I & A Specialist	1.92
(3) Secretary Support/Data Processor/Reception	.60
(2) Client Services Specialist	2
(1) Operations Specialist	1
(2) LIEAP Screener	.33
(1) I & R Specialist	1
(1) Homeless Program Manager	1
(4) Shelter Night Supervisors	3.36
(1) JVC Shelter Program Specialist	.96
(1) Program Assistant/Shelter	1
(2) SAFAH Case Managers	2
(4) Head Start Family Service Workers	3
(1) Homeless Case Manager	1
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28 Employees	22.17 FTE

## BUDGET COMPARISON

Program: Client Services

Date Prepared: June 5, 1993

	FY 91-92	FY 92-93	FY 93-94
	Actual Costs	Amended Budget	Proposed Budget
<i>EXPENDITURES:</i>			
5000 Salaries	222,163	258,141	305,272
5100 Benefits	40,661	34,663	46,155
5200 Taxes	33,066	39,524	43,624
6000 Fees for Services	172,145	177,617	229,357
6100 Supplies/Services	16,880	11,662	11,250
6200 Telephone	11,024	12,640	17,750
6300 Postage	2,079	1,250	1,500
6400 Occupancy	94,932	58,759	61,785
6500 Equipment	4,107	9,883	2,100
6600 Printing/Publication	4,197	3,850	3,985
6700 Travel	10,360	3,380	6,280
6800 Conf./Training	3,597	1,708	1,620
6900 Individual Assistance	18,720	50,350	500,530
7000 Construction/Purchase			
<i>TOTAL EXPENSES:</i>	633,931	663,607	1,231,208
<i>REVENUE:</i>			
4000 Contributions/Fees	47,858	47,388	68,000
4200 Special Events	12,600		
4400 United Way/FEMA	54,799	70,807	144,000
4500 Non-Govt. Grants			7,815
4600 Government Grants	444,656	433,693	845,567
4601 CSBG Allocation	39,479	85,000	121,826
4700 Program Income	52,103	24,840	29,000
4900 Sales/Investments	22,696		
4908 Carry O./Fundbal.		3,565	15,000
<i>TOTAL REVENUE:</i>	674,191	665,293	1,231,208
<i>SURPLUS/ &lt;DEFICIT&gt;</i>	40,260	1,686	-0-

## BUDGET SUMMARY 1993-94

Program: Client Services

Date Prepared: June 5, 1993

	<b>Total:</b>	<b>Intake &amp; Assessment</b>	<b>Shelter &amp; Trans. Housing</b>
<i>EXPENDITURES:</i>			
5000 Salaries	305,272	167,988	137,284
5100 Benefits	46,155	24,152	22,003
5200 Taxes	43,624	20,916	22,708
6000 Fees for Services	229,357	119,100	110,257
6100 Supplies/Services	11,250	4,960	6,290
6200 Telephone	17,750	10,900	6,850
6300 Postage	1,500	1,200	300
6400 Occupancy	61,785	27,100	34,685
6500 Equipment	2,100	1,350	750
6600 Printing/Publication	3,985	2,835	1,150
6700 Travel	6,280	4,130	2,150
6800 Conf./Training	1,620	910	710
6900 Individual Assistance	500,530	479,990	20,540
7000 Construction/Purchase			
<b>TOTAL EXPENSES:</b>	<b>1,231,208</b>	<b>865,531</b>	<b>365,677</b>
<i>REVENUE:</i>			
4000 Contributions/Fees	68,000	43,000	25,000
4200 Special Events			
4400 United Way/FEMA	144,000	114,000	30,000
4500 Non-Govt. Grants	7,815	4,815	3,000
4600 Government Grants	845,567	615,858	229,709
4601 CSBG Allocation	121,826	85,858	35,968
4700 Program Income	29,000	2,000	27,000
4900 Sales/Investments			
4908 Carry O./Fundbal.	15,000		15,000
<b>TOTAL REVENUE:</b>	<b>1,231,208</b>	<b>865,531</b>	<b>365,677</b>
<b>SURPLUS/ &lt;DEFICIT&gt;</b>	<b>-0-</b>	<b>-0-</b>	<b>-0-</b>

**1993-94**  
**HOUSING & ENERGY CONSERVATION DEPARTMENT**

**OVERALL GOAL:** Assure that the needs of low income people for energy conservation and affordable, quality housing are met.

**OBJECTIVE I:** Assure that housing and energy services are accessible to all eligible persons.

**Strategy A:** Maintain and enhance the department's capacity to provide services in a manner which is sensitive to language, culture and life-style differences.

**Strategy B:** Provide services to all geographic areas of the county.

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

**OBJECTIVE II:** Provide energy conservation services.

**Strategy:** Weatherize at least 92 dwelling units occupied by low income residents.

**OBJECTIVE III:** Provide education, skills training and self-help opportunities.

**Strategy A:** Provide education services and training for at least 85 low and moderate income households to conserve energy and install low cost weatherization materials in their homes.

**Strategy B:** Provide 4 energy conservation workshops to community groups.

**Strategy C:** Provide fair housing information to at least 2000 persons and conduct 6 community education workshops on fair housing, reaching at least 150 individuals.

**Strategy D:** Work with contractors and advisory committee to complete, by January 1994, the research for and the fabrication of the Housing Discrimination History exhibit. Conduct at least 4 showings of the exhibit for viewing by approximately 1,000 persons.

**OBJECTIVE IV:** Increase access to and resources for quality, affordable housing.

**Strategy A:** Participate in advocacy efforts to promote the development of affordable housing including working with the Oregon Housing Now Coalition, continuing county-wide United Way funded community planning efforts, participating in the County's Comprehensive Housing Affordability Strategy project and participating on the state and federal levels to develop additional funding for affordable housing.

**Strategy B:** Encourage and assist public and private efforts to provide 50 additional units of low income housing. Continue the active support of the Housing Development Corporation in its development of farmworker housing.

**Strategy C:** Provide coordination, advocacy and leadership in the delivery by subcontractors of specialized housing services to low and moderate income Washington County residents.

1. Provide legal assistance through Oregon Legal Services to at least 616 low income and elderly persons having housing related problems.
2. Locate accessible housing through Access Oregon for at least 100 physically disabled adults and provide technical assistance needed by landlords, realtors or developers to increase accessible housing opportunities.
3. Locate or assist in maintaining housing through Washington County Mental Health Department for at least 25 chronically mentally ill, mentally retarded or developmentally delayed individuals.
4. Provide mortgage default counseling services through Housing Services of Oregon to at least 365 low and moderate income homeowners.
5. Provide counseling through Shared Housing for at least 162 low and moderate income persons to acquire home share matches.

**Strategy D:** Provide administration, coordination and leadership for housing services funded through State Emergency Housing Account funds. These funds serve the homeless or those at risk of homelessness and include services to special needs populations, such as the elderly, the disabled, and farmworkers. It is estimated that 1,150 households will be assisted with a range of homeless assistance and homeless prevention services.

**1993-94 Revenue**

DOE 93	\$ 99,229
Petroleum Overcharge Fund	60,051
LIEAP Wx. 93	88,114
LIEAP Wx. 94	23,900
CDBG-Weatherization	20,000
PGE Rebates	50,000
N.W. Natural Gas Rebates	14,000
Self-Help Weatherization - CDBG	25,000
Housing Services - CDBG	60,000
N.W. Area Foundation	100,000
Emergency Housing Account	70,555
HDC Housing Advocacy	8,500
CSBG Allocation	10,000
United Way	9,850
Fair Housing History	<u>8,000</u>
<b>TOTAL:</b>	<b><u>\$647,199</u></b>

**Personnel**

	<u>FTE</u>
(1) Program Director	1
(1) Wx. Manager	1
(3) Secretarial Support	.6
(2) Auditor/Inspector	2
(1) Housing Advocacy Manager	1
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8 Employees	5.6 FTE

## BUDGET COMPARISON

Program: Housing & Energy

Date Prepared: June 5, 1993

	FY 91-92	FY 92-93	FY 93-94
	Actual Costs	Amended Budget	Proposed Budget
<i>EXPENDITURES:</i>			
5000 Salaries	132,283	134,879	155,284
5100 Benefits	12,411	12,215	14,312
5200 Taxes	15,287	16,120	17,091
6000 Fees for Services	229,317	328,694	276,763
6100 Supplies/Services	120,870	106,396	105,524
6200 Telephone	2,574	2,600	2,500
6300 Postage	1,387	2,400	2,200
6400 Occupancy	4,520	12,288	14,525
6500 Equipment	2,179	2,100	2,080
6600 Printing/Publication	3,532	4,691	4,915
6700 Travel	9,519	5,926	5,350
6800 Conf./Training	4,390	5,082	1,655
6900 Individual Assistance	24,347	80,226	20,000
7000 Construction/Purchase			
<i>TOTAL EXPENSES:</i>	562,616	713,617	622,199
<i>REVENUE:</i>			
4000 Contributions/Fees	552		
4200 Special Events			
4400 United Way/FEMA	10,274	10,376	9,850
4500 Non-Govt. Grants	63,016	108,500	100,000
4600 Government Grants	410,360	526,048	454,849
4601 CSBG Allocation	13,309	8,693	10,000
4700 Program Income	85,074	60,000	72,500
4900 Sales/Investments			
4908 Carry 0./Fundbal.			
<i>TOTAL REVENUE:</i>	582,585	713,617	647,199
<i>SURPLUS/ &lt;DEFICIT&gt;</i>	19,969	-0-	25,000

## BUDGET SUMMARY 1993-94

Program: Housing & Energy

Date prepared: June 5, 1993

	<b>Total:</b>	<b>Housing Advocacy</b>	<b>Weatherization/ Home Repair</b>
<i>EXPENDITURES:</i>			
5000 Salaries	155,284	41,512	113,771
5100 Benefits	14,312	3,474	10,838
5200 Taxes	17,091	4,171	12,920
6000 Fees for Services	275,636	172,147	103,489
6100 Supplies/Services	106,651		106,651
6200 Telephone	2,500		2,500
6300 Postage	2,200	200	2,000
6400 Occupancy	14,525		14,525
6500 Equipment	2,080		2,080
6600 Printing/Publication	4,915	400	4,515
6700 Travel	5,350		5,350
6800 Conf./Training	1,655		1,655
6900 Individual Assistance	20,000	20,000	
7000 Construction/Purchase			
<b>TOTAL EXPENSES:</b>	<b>622,199</b>	<b>241,904</b>	<b>380,294</b>
<i>REVENUE:</i>			
4000 Contributions/Fees			
4200 Special Events			
4400 United Way/FEMA	9,850	9,850	
4500 Non-Govt. Grants	100,000	100,000	
4600 Government Grants	454,849	130,555	324,294
4601 CSBG Allocation	10,000	10,000	
4700 Program Income	72,500	16,500	56,000
4900 Sales/Investments			
4908 Carry 0./Fundbal.			
<b>TOTAL REVENUE:</b>	<b>647,199</b>	<b>266,905</b>	<b>380,294</b>
<b>SURPLUS/ &lt;DEFICIT&gt;</b>	<b>25,000</b>	<b>25,000</b>	<b>-0-</b>