

**CAO Board of Directors
Planning Retreat
March 16, 2001**

***Kay Sohl, Executive Director, TACS
Facilitator***



Agenda

Morning Session: 9:15 to Noon

Welcome and warm up

- Desired outcomes of the retreat
- Introductions

Environmental Scan Findings

Challenges and Opportunities

- Internal
- External

Strategic Emphasis

- Programs
- Infrastructure
- Resource Development

Noon: Lunch

Afternoon Session: 1:00 – 3:30

Longer Term Vision

Integrating Program, Infrastructure, and Financial Goals and Strategies

- Criteria for program direction setting
- Criteria for investment in infrastructure
- Criteria for investment in resource development

Investing in CAO's Future

- Four Investment Options
- Potential Return on Investment

Next Steps

2001 Environmental Scan Summary

INTERNAL

Infrastructure

- Budget grew from \$4.5M to \$8.3M
- Staff grew from 150 to 220
- Reduced management and administrative positions
- Implemented automated phone system
- Established improved compensation plan, not fully implemented
- More complexity requiring higher skill levels in many positions
- Increased technology to 165 systems, not fully supported
- Increased number of facilities to 27
- Strengthened human resources support
- Strengthened fiscal support; upgraded all systems; brought payroll in
- Merged with another non-profit

Resource Development

- Implemented aggressive resource development plan, changing staff and strategies
- Increased private funds from around \$300,000 to \$777,000
- Transitioned from Mardi Gras to our Celebration of Community Spirit Dinner
- Increased focus on major gift giving
- Transitioning to a volunteer involvement model that facilitates corporate involvement
- Marketing CAO as a resource and a partner

Programs

Continuing

Neighborshare
 AKD Child Care in Forest Grove & Cornelius
 Child Care Resource & Referral
 Opening Doors
 Hillsboro Homeless Shelter
 Homeless Education Program
 Transitional Housing
 Weatherization

**Transfer*

Added or Increased

Pregnancy Support
 Child Care Services
 Early Head Start
 Homeless Children's Support
 Head Start: 346 to 604 children
 Shelter Beds: 54 to 100
 Energy Asst.: 1,200 to 4,500 households

Changed

I & R
 Tenant Education
 Emergency Assistance
 Play It Again
 Homeless Services
 Gaston Child Development Center

Dropped

Child Care in Banks
 Head Start in Banks & Forest Grove
~~*ABC Soup~~
~~*Good Neighbor Center~~
~~*IDA Development~~
~~*Fair Housing Counseling~~
 Central I & R
 Affordable Housing Advocacy
 AKD Camp Echo
 AKD Banks Child Care
 Homeless Child Care Vouchers

EXTERNAL

Greater or Different Need

- Poverty has increased in total numbers as well as in percentage.
- Poverty has increased for working families.
- Increased need for affordable child care.
- Increased ethnic diversity (245% Hispanic, 200% African American, 150% Asian, 94% Native American)
- More non-English speaking seeking services.
- CAO expected to serve as a lead agency, particularly for homeless, emergency and I & R services.
- Tight job market; lots of competition for employees.
- Schools more interested in partnering with Head Start.
- Good Neighbor Center and Interfaith Hospitality Network serving homeless.
- Internet based I & R now available.
- Lack of affordable housing still a major problem.
- Lack of living wage jobs.
- Significant increase in energy cost.

Resource Availability

- Unprecedented growth in personal wealth.
- Increased interest in personal philanthropy and Internet based giving.
- Oregon Health Plan unstable.
- School bond measures passed (Head Start is co-located in all school districts).
- County levy passed with funding for shelters, a 50% increase for CAO's shelter.
- United Way funding will shift from primarily member allocations to a competitive model---currently represents about 25% of CAO private funds.
- Child care severely under-funded.
- Head Start expansion funds continue to be available.
- Welfare assistance severely limited.
- Increased number of Community Development Corporations addressing affordable housing.
- Energy Assistance funding has doubled.

2001-2004 Strategic Emphasis

Programs

- Fully implement and begin to expand services for 0 to 3 year olds in Early Head Start.
- Expand part day preschool to continue to serve more kids in Head Start.
- Expand Head Start services to include full-time childcare for enrolled families.
- Increase capacity to train more childcare providers.
- Define and establish CAO's leadership role with homeless services.
- Improve CAO shelter home facility and enhance services to homeless families.
- Fully implement new I&R model by marketing to and training service providers.
- Create an integrated energy/emergency services model that increases agency capacity to respond to community needs.

Infrastructure

- Improve public (clients and all other) access to CAO.
- Develop and implement a plan to eliminate agency deficit.
- Establish policies for spending and investing resources that strengthen the overall health of the agency.
- Strengthen human resource management by creating the systems needed and training staff to effectively utilize them.
- Strengthen support to staff by increasing training and recognition, as well as by implementing an improved compensation and benefit plan.
- Strengthen technical support systems by implementing an overall support plan that includes capacity building, staff training, infrastructure needs and improved data management, including the creation of an agency wide client data-base.
- Improve facilities and work space by implementing an overall facilities management plan that includes maintenance, repair and replacement, as well as the adequacy of furnishings and equipment.

Resource Development

- Implement a model of volunteer involvement that can reduce staff workload, advance CAO's mission, facilitate corporate and organizational involvement and educate the community about CAO's work and the needs of low-income people.
- Fully implement a marketing/public relations strategy to increase understanding, support and involvement.
- Increase private support from major gifts with a continued emphasis on unrestricted revenue.
- Improve management of donor information through better coordination of fiscal and resource development systems.

2001-2004 Strategic Emphasis Organized by Strategic Goals

Goal I: Early childhood and family development services are responsive to the needs of the community.

- Fully implement and begin to expand services for 0 to 3 year olds in Early Head Start.
- Expand part day preschool to continue to serve more kids in Head Start.
- Expand Head Start services to include full-time childcare for enrolled families.
- Increase capacity to train more childcare providers.

Goal II: The community and CAO have adequate capacity to prevent homelessness, provide shelter and affordable housing.

- Define and establish CAO's leadership role with homeless services.
- Improve CAO shelter home facility and enhance services to homeless families.

Goal III: Comprehensive information & referral services are available to all community members.

- Fully implement new I&R model by marketing to and training service providers.
- Improve public (clients and all other) access to CAO.

Goal IV: Low-income people in crisis obtain services they require.

- Create an integrated energy/emergency services model that increases agency capacity to respond to community needs.

Goal V: The community is engaged in issues and activities that reduce or alleviate the effects of poverty.

- Implement a model of volunteer involvement that can reduce staff workload, advance CAO's mission, facilitate corporate and organizational involvement and educate the community about CAO's work and the needs of low-income people.
- Fully implement a marketing/public relations strategy to increase understanding, support and involvement.

Goal VI: The CAO Board provides effective leadership and governance for the organization.

Goal VII: CAO is financially healthy.

- Develop and implement a plan to eliminate agency deficit.
- Increase private support from major gifts with a continued emphasis on unrestricted revenue.
- Establish policies for spending and investing resources that strengthen the overall health of the agency.

Goal VIII: Effective administrative systems and centralized support services are in place to operate the agency.

- Strengthen human resource management by creating the systems needed and training staff to effectively utilize them.
- Strengthen support to staff by increasing training and recognition, as well as by implementing an improved compensation and benefit plan.
- Strengthen technical support systems by implementing an overall support plan that includes capacity building, staff training, infrastructure needs and improved data management, including the creation of an agency wide client data-base.
- Improve facilities and work space by implementing an overall facilities management plan that includes maintenance, repair and replacement, as well as the adequacy of furnishings and equipment.
- Improve management of donor information through better coordination of fiscal and resource development systems.