

February 22, 2002

**MEMO**

**To: Community Action Board of Directors**

**From: Jerralynn Ness, Executive Director**

**Subject: 2001-2002 Mid-Year Progress Report**

Attached you will find a summary statistical report of services provided during the first six months of Community Action's 2001-2002 fiscal year. Following it, you will find a summary and a narrative report on the mid-year progress made in our areas of strategic emphasis. I will be reviewing this information with you today at our retreat. These documents can be kept in your board notebook for future reference. Please let me know if you have any questions. I can be reached at 503-693-3251.

**Community Action Organization  
Second Quarter Statistics (October 1, 2001 – December 31, 2001)**

Program	This Quarter	YTD	Annual Goal
<b>Child Care</b>			
Child Care Referrals	Households <b>429</b>	1080	2629
Training for Child Care Providers and Teachers	Individuals <b>269</b> Sites <b>0</b>	518 2	625 40
School Age Child Care	Children <b>20</b> Households <b>18</b>	127 96	150 *
<b>Community Support</b>			
Private Funds Received	Value <b>\$213,617</b>	\$444,008	\$1,000,000
Inkind Donations	Value <b>\$35,448</b>	\$78,187	\$200,000
Volunteers	Individuals <b>492</b>	610	1,500
Volunteer Hours	Hours <b>1,909</b>	3,130	9,000
Speaking Engagements	Engagements <b>14</b>	23	36
Media Coverage	Articles <b>23</b>	37	60
<b>Energy and Emergency Services</b>			
Food Boxes	Households <b>721</b>	1,370	*
Clothing	Households <b>78</b> Items <b>16,325</b>	1347 42,043	* *
Rent Assistance	Households <b>118</b>	218	317
Other Emergency Assistance	Households <b>13</b>	23	100
Energy Assistance & Education	Households <b>3,416</b>	4,461	8,228
Comprehensive Weatherization	Households <b>23</b>	39	85
Self-help Weatherization	Households <b>61</b>	65	110
<b>Head Start</b>			
Part day, pre-kindergarten	Children <b>31</b> Households <b>30</b>	492	462 *
Full day, full year, preschool	Children <b>23</b> Households <b>23</b>	73	102 *
Early Head Start (Infants & Toddlers)	Children <b>4</b> Households <b>3</b>	29	40 *
<b>Homeless Services</b>			
Shelter	Individuals <b>59</b> Households <b>16</b> Bednights <b>1,779</b>	102 28 3,103	225 70 5,600
Homeless Children's Support	Children <b>122</b>	176	77
Housing Stabilization	Households <b>68</b>	202	120
Landlord Partnerships	Partnerships <b>0</b>	4	15
<b>Information &amp; Referral</b>			
Information & Referral	Partner sites trained <b>0</b> Health resources added <b>5</b> Hits to web site <b>35,177**</b> Entries on database <b>553</b>	4 5 137,483 553	12  10,000 750
GEARS	Clients seen <b>393</b>	564	2,200
<b>Opening Doors</b>			
Maternity Outreach & Support	Comprehensive services <b>71</b> Referrals only <b>17</b> % healthy babies <b>90%</b> # of babies <b>48</b>	130 54 91% 112	275 225 95% *

\* There is no goal associated with this measure.

\*\* CAO has received new software which allows for a more complete count of hits to the web site.

# Community Action Organization

## 2001-2002 Annual Plan Mid-Year Progress

### 2001-2004 Strategic Focus I - XII (goals in brackets)

- I. *Enhance the future success of over 3,000 low-income children by promoting their healthy development.*
  - 594 children enrolled in Head Start programs (604)
  - 127 children receiving child care from A Kid's Domain (150)
  - 112 babies born in Opening Doors, 91% with healthy birth weights (275)
  - 1080 families connected with child care (2629)
  - Training provided to 518 providers to increase the quality of care (625)
  - Educational and emotional support provided to 122 homeless children (77)
  
- II. *Implement services to increase long-term housing stability for homeless families.*
  - 202 formerly homeless people participated in housing stabilization program (120)
  - Developed "Ready to Rent" training program
  - Sheltered and provided support services to 109 homeless people (225)
  - Maintained partnerships with 4 affordable housing landlords (15)
  
- III. *Increase access to needed information and referral by fully implementing the Web based FIND model and increasing utilization.*
  - 137,483 visits to web site (10,000)
  - Trained 4 partner sites in using the web based I & R site (8)
  - Maintained over 550 resources on the I & R database (750)
  - Trained 564 clients at AFS sites to access needed information
  - Participated in statewide planning for 211 phone service
  - Partnered with Tuality Healthcare to add health resources to data base
  
- IV. *Implement a sustainable, integrated model for delivering energy and emergency services, and increase the number of households served from 5,824 to 10,000 annually.*
  - Provided energy assistance to 4,461 households (8,228)
  - Weatherized 104 households (195)
  - Linked 1,370 households with food boxes
  - Provided clothing to 78 households at Play It Again
  - Provided rent and other emergency assistance to 241 households (417)
  
- V. *Increase agency visibility and support by implementing a comprehensive marketing and public relations plan.*
  - Developing new key messages
  - 23 speaking engagements (36)
  - 37 news articles (60)
  - Working with volunteers to re-vamp web site
  
- VI. *Achieve agency mission through strategic recruitment of volunteers and in-kind gifts.*
  - Received \$78,187 in in-kind support, \$32,000 for budget relief (\$200,00/\$40,000)
  - 610 volunteers provided 3,130 volunteer hours (1500 volunteers/9000 hours)
  - Corporate partners adopted all programs over the holidays

- VII. *Board enhances ability of CAO to accomplish this strategic plan.*
- Attended national conference
  - Participated in grand opening of Early Head Start, fundraising breakfast, wine raffle drawing, program tours and funder site visit
  - All Board members assigned to a committee
  - 61% of board members made their gift
- VIII. *Reduce agency deficit by 75% and long-term debt burden by 30%.*
- June 30, 2001 deficit reduced from \$388,970 to \$171,390 or 60%
  - Financial reports showing program surpluses
  - Long term debt burden reduced from \$164,520 annually to \$132,348, a 20 % reduction
  - Contracted with new audit firm; audit completed with an A+
- IX. *Increase and sustain private financial support at \$1 million annually.*
- \$476,008 committed
  - \$100,000 in major gifts from 4 individuals
  - Held first fundraising breakfast with over 100 attending and \$72,00 raised
  - Holiday appeal increased from \$14,000 to \$18,000
- X. *Increase human resources support to employees and protections to the agency.*
- Completed 3<sup>rd</sup> draft of new policies
  - Developed a 3 year work plan to identify and implement benefit strategies
  - Administered an employee benefits opinion survey
  - Expanded board committee to include a William Mercer professional
  - Evaluated, corrected and updated current salary structure
  - Developed tools for hiring and appraising; trained on concepts of compensation
  - Implemented teacher incentive program
- XI. *Increase capacity to support and use technology, and manage data.*
- Submitted \$200,000 grant to Murdock Charitable Trust for technology support; hosted site visit.
  - Installed and upgraded server capacity on agency side.
  - Hired IS Manager
- XII. *Increase support to facilities and work space.*
- Hired additional facilities support (.50 FTE)
  - Assigned clerical support for facilities staff
  - Assessed space needs in SE Washington county
  - Reconfigured space usage in Hillsboro to better meet needs
  - Remodeled child development center to accommodate Early Head Start

**COMMUNITY ACTION ORGANIZATION  
QUARTERLY PROGRESS REPORT**

DATE COMPLETED February 21, 2002

REPORTING PERIOD July 1 –December 31, 2001 COMPLETED BY Jennifer Choban

<b><u>GOALS AND STRATEGIES</u></b>			
<b>Strategic Goal I: Early childhood and family development services are responsive to the needs of the community.</b>			
<b>2001-2004 Strategic Focus: Enhance the future success of over 3,000 low-income children by promoting their healthy development:</b>			
		<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
1. Provide comprehensive outreach and advocacy services to support the pre-natal needs of 275 low-income, at-risk pregnant women to assure a 95% healthy birthrate.	R	71 new clients entered the Opening Doors program during the quarter for a total of 130. 91% of the 112 infants who exited the program had a healthy birthweight.	The 95% healthy birthrate objective exceeds the expectation that we use for our funders by 5% and therefore, should be adjusted to 90%.
2. Provide comprehensive infant and toddler development services that address the needs of 40 low-income children.	M	Opened the center as scheduled on 91001. 23 children enrolled in center-based slots. 5 prenatal and 8 home based have been selected.	Home visitor starts January 8, 2002. We will then begin services for prenatal and home-based children.
3. Develop services that meet the special needs of 77 homeless infants, toddlers and children.	R	104 homeless school aged children were received services in school, and 72 children in the shelter received child development support.	Will hire Homeless Children's Program Coordinator in March

**GOALS AND STRATEGIES**

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

**2001-2004 Strategic Focus: Enhance the future success of over 3,000 low-income children by promoting their healthy development:**

	<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
4. Provide comprehensive part day, pre-kindergarten services to promote school readiness for 462 three and four year old children from low-income families.	M 454 out of 462 (98%) slots are filled as of 12/31—some movement over the holidays.	
5. Increase low-income families' access to quality childcare by: a) expanding full day full year Head Start from 16 to 102 children,	M As of the end of December, the community based Head Start program is serving 66 children (up from 16 last year). 34 3-5 year olds are enrolled in the Child Development center.	The 23 infants and toddlers in Early Head Start (see #2 above) are also receiving full time child care. The total number of under-five opportunities for full time child care Head Start is 126; total currently enrolled is 123.
b) continuing to provide school age care to 150 children	M A Kid's Domain provided summer child care for 28 migrant families and is now providing before and after school care for 85 families (127 children).	Most of the children in the summer program are continuing in the school age program so the unduplicated count remains 85 families.
c) increasing childcare referrals and provider training by 10%.	R A total of 1,080 referrals have been given and 518 providers have received training.	

**GOALS AND STRATEGIES**

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

**2001-2004 Strategic Focus: Implement services to increase long-term housing stability for homeless families.**

	<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
1. Increase landlord partnerships from 4 to 15 to link more homeless families with affordable housing.	R Nothing to report at this time.	The Ready to Rent program was not in operation during this quarter. First session began in January.
2. Implement a system to track self-sufficiency outcomes for homeless families.	R Nothing to report at this time.	
3. Increase effectiveness of the Housing Stabilization Program to assist 40 households in achieving increased levels of self-sufficiency.	R 27 new families received assistance through the HSP; working with partners to increase program effectiveness.	HSP is a challenging program to operate. At the time of this report funds have been expended.

**GOALS AND STRATEGIES**

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

**2001-2004 Strategic Focus: Increase access to needed information and referral by enhancing the Web based FIND model and increasing utilization.**

	<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
1. Increase the number of trained partner sites from 4 to 12, and insure that all CAO client serving staff are trained.	J Provided training to 4 partner sites and agency wide training has been provided.	
2. Support the development of a statewide I&R system that meets the needs of Washington county residents.	J Regularly attend statewide 211 planning meetings and host the 211 NIRA Listserv.	At this point, the meetings have been somewhat disjointed and progress seems unclear. United Way has expressed interest in this project. It might be necessary to join the formal task force when/if created.
3. In collaboration with Tuality Healthcare and the Hillsboro Vision West program, expand the I & R database to include health related resources.	J Actively working with Tuality who has designated a person to contribute 8 hours per week to add health information to the database. Five resources have been added.	

**GOALS AND STRATEGIES**

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

**2001-2004 Strategic Focus: Implement a sustainable integrated model for delivering energy and emergency services, and increase the number of households served from 5,824 to 10,000 annually.**

		<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
<p>1. Effectively address the emergency, energy and weatherization needs of low-income families by creating an integrated staffing and service delivery model.</p>	<p>R</p>		<p>We are dealing with changes in this program area on a weekly basis. Most recently we have worked on the service delivery model for distributing Energy assistance. We are now planning for the new dollars that will come to the weatherization program 7/1/02.</p>
<p>2. Provide comprehensive energy services to 8,228 low-income families.</p>	<p>R</p>	<p>Served 4,565 households: 39 received comprehensive weatherization; 65 self-help weatherization; 4,461 energy assistance.</p>	

**GOALS AND STRATEGIES**

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

**2001-2004 Strategic Focus A: Increase agency visibility and support by implementing a comprehensive marketing and public relations plan.**

	<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
1. Utilizing outside expertise, evaluate current efforts and develop a marketing and public relations plan that increases effectiveness of tools and scope of exposure.	S Reviewed materials from National Association of Community Action Agencies on their branding campaign; began discussions about how to migrate to new name, Community Action Partnership	
2. Increase print media coverage from 47 articles to 60 and schedule 36 public speaking engagements.	S 37 printed articles, 1 radio interview, 23 speaking engagements, 5 information fairs.	
3. Solicit outside expertise to improve CAO's website as a tool for increasing community involvement.	S Recruited volunteers from Microsoft and Webtrends and met three times to set criteria for revamping website	It's difficult to get this group of staff and volunteers together; will try and have draft ready by spring 2002

**GOALS AND STRATEGIES**

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

**2001-2004 Strategic Focus B: Achieve agency mission through strategic recruitment of volunteers and in-kind gifts.**

	<b>PROGRESS TO DATE</b>	<b>CHALLENGES &amp; ADJUSTMENTS</b>
1. Deploy 1,500 volunteers to donate 9,000 hours of service to help carry out CAO's mission while building understanding and long-term involvement.	S 610 Volunteers deployed 3,130 hours donated	
2. Improve tracking system to capture in-kind gift and volunteer data.	S Adjusted in-kind tracking system to capture "budget relief" gifts. Continued marketing of volunteer data collection by resource development and grant coordinator staff to programs contributed to increase in stats reported.	
3. Acquire \$200,000 in in-kind support with at least \$40,000 targeted for budget relief.	S \$78,187 has been contributed this quarter in in-kind gifts; \$32,000 is "budget relief"	

<b><u>GOALS AND STRATEGIES</u></b>		
<b>2001-2004 Strategic Goal VI: The CAO Board provides effective leadership and governance for the organization.</b>		
<b>2001-2004 Strategic Focus: Enhance ability of CAO to accomplish this strategic plan.</b>		
	<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
<b>1. Identify and match board members' interests for involvement in CAO with priority activities that advance CAO's mission.</b>	<b>N</b> All board members have been assigned to a committee. Board members participated in grand opening of Early Head Start, fundraising breakfast, wine raffle drawing, program tours and funder site visit.	
<b>2. Provide board training on governance, financial and program areas.</b>	<b>N</b> One board member attended the national CAA conference. An overview of board governance was provided to the full board. Program overviews provided to full board on poverty, 2001 legislative outcomes effecting CAO, the Jesuit Volunteer Corp, and the statewide Community Action network.	
<b>3. Increase board visibility both internally and externally.</b>	<b>N</b> Continued to involve board members in program tours and agency events.	
<b>4. Achieve 100% Board participation in fund development</b>	<b>S</b> 61% of the board have made their gift.	

**GOALS AND STRATEGIES**

**2001-2004 Strategic Goal VII: CAO is financially healthy.**

**2001-2004 Strategic Focus A: Reduce agency deficit by 75% and long-term debt burden by 30%.**

		<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
<p>1. Develop improved reporting processes and provide the training needed by the board to fulfill their fiduciary responsibilities.</p>	<p>J</p>	<p>Contracted with new auditing firm who has agreed to assist with reporting training. Process is scheduled to begin in March.</p>	
<p>2. Provide the training and tools needed by managers to reduce the agency's deficit by 25% from \$279,077 to \$209,308 by year-end.</p>	<p>J</p>	<p>New budgets have been set up in the accounting system.</p>	

**GOALS AND STRATEGIES**

**2001-2004 Strategic Goal VII: CAO is financially healthy.**

**2001-2004 Strategic Focus B: Increase and sustain private financial support at \$1 million annually.**

	<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
1. Transition to a mission driven model for raising private funds.	<p>S Conducted 7 program tours.</p> <p>31% participation and \$9,567 in pledges in the employee United Way campaign.</p> <p>Educated program staff about the importance of budget relief and gave them tools to empower them to solicit budget relief gifts.</p> <p>Hosted first fundraising breakfast with 100 people attending who donated \$72,000 in gifts and pledges</p>	Hired 1 FTE in November (operated for two months with vacancy)
2. Build on existing efforts by increasing contact with donors to successfully obtain \$325,000 from foundations, \$146,000 from corporations, \$122,000 from major gifts from individuals, \$115,000 from events, \$41,000 from appeals, \$196,000 from United Way, and \$55,000 from community-sponsored projects.	<p>S Foundations: \$31,666                      Individuals: \$80,000                      Events: \$78,021                      Appeals: \$15,705                      United Way: \$196,000                      Community: \$ 29,357                      Corporations: \$13,259</p> <p>Total \$444,008                      (excludes in-kind \$32,000)</p>	Same as above

**GOALS AND STRATEGIES**

**2001-2004 Strategic Goal VIII: Effective administrative systems and centralized support services are in place to operate the agency.**

**2001-2004 Strategic Focus A: Increase human resources support to employees and legal protections to the agency.**

	<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
1. Gather and evaluate information needed to establish a sustainable compensation and benefits program that is responsive to employees needs.	W Committee identified need for help from a professional consultant & Geoff Brown volunteered to assist us; 3 new members added; developed a 3 yr. work plan to identify & implement benefit strategies; developed and administered an employee opinion survey.	The challenges were to provide data for analysis; creating a survey instrument that would generate useful feedback and useful for several years to obtain comparative data as strategies were implemented – this was resolved with the help of a professional from Wm. Mercer who volunteered to help with the survey instrument structure.
2. Update employee policy and procedure handbook and disseminate.	W Completed 3 <sup>rd</sup> draft of new policies & reviewed with Exec. Dir.; integrated those suggestions into the next draft; next draft is about 85% complete.	Hard to get large blocks of time necessary to devote to this project in order to keep the process moving forward.

**GOALS AND STRATEGIES**

**2001-2004 Strategic Goal VIII: Effective administrative systems and centralized support services are in place to operate the agency.**

**2001-2004 Strategic Focus A: Increase human resources support to employees and legal protections to the agency.**

		<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
<p>3. Establish a salary administration system that facilitates competitive and appropriate pay practices.</p>	<p>W</p>	<p>Researched current salary scale &amp; analyzed current salaries to confirm and/or correct pay and placement in the scale.</p> <p>Identified and resolved salaries still below the \$8.00/hr</p> <p>Provided training to Directors on concepts of compensation. Began development on 2 tools that could be used by supervisors in hiring and appraisal process.</p> <p>Implemented and modified Head Start the teacher incentive program.</p> <p>Identified need to move individual perceptions of compensation process to a more unified concept.</p>	<p>Current salary scale administration difficult to understand;</p> <p>Aligning the various expectations and ideas into a workable process and meets all the needs.</p> <p>Developing a method to advance the salary scale and individual pay to the market rate at a pace which the agency can afford.</p>
<p>4. Provide at least three trainings in management of human resources system.</p>	<p>W</p>	<p>Nothing to report at this time.</p>	

**GOALS AND STRATEGIES**

**2001-2004 Strategic Goal VIII: Effective administrative systems and centralized support services are in place to operate the agency.**

**2001-2004 Strategic Focus B: Increase capacity to support and use technology, and manage data.**

	<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
1. Obtain private support to underwrite technology capacity building plan.	S Hosted site visit with Trust staff to discuss \$250,000 technology capacity grant to M.J. Murdock Charitable Trust; provided additional info to staff as needed	
2. Implement a plan to enhance server capacity, infrastructure support, off site and work at home connectivity and increased training and technical support.	J Hired IS Manager.	Need to hire rest of IS staff.
3. Begin development of a CAO client database.	J Ad hoc group has met.	There is no time for Program Development and no money to hire staff to support this project. The project is complex and will take months to years.

**GOALS AND STRATEGIES**

**2001-2004 Strategic Goal VIII: Effective administrative systems and centralized support services are in place to operate the agency.**

**2001-2004 Strategic Focus C: Increase support to facilities and work spaces.**

		<b><u>PROGRESS TO DATE</u></b>	<b><u>CHALLENGES &amp; ADJUSTMENTS</u></b>
1. Evaluate need for improvements in facilities and work spaces, develop a plan to address and increase staffing for on-going support.	J	Hired .5 FTE for additional support. Implemented clerical support for facilities staff scheduling.	One month's worth of tracking revealed 48 projects across 21 sites. Staff are stretched by distance and time.
2. Evaluate space options to provide CAO program services in the south county area.	N	Began to research sites and co-location possibilities. Established a staff committee and identified resource people in the community.	
3. Establish an ad-hoc committee to evaluate and plan for Shelter Home improvements.	N	Met with former board members at the shelter to discuss a plan. Contacted OCD about possible resources.	