

Community Action Organization 1997-98 Work Plan

Overall Strategic Goal: CAO provides high quality services and, with active involvement from the community, addresses issues of poverty.

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

Strategic Objective A: Increase enrollment of low-income children in pre-school programs by 50%.

1997-98 Strategies

- 1. Implement partnership with Beaverton Schools to serve an additional 20 children with Title I or other District resources.*
- 2. Develop partnerships with Hillsboro and Forest Grove schools to prepare at least 2 additional pre-kindergarten sites that will be housed in schools and will provide additional enrollment opportunities from other funding sources.*

Strategic Objective B: Increase the quality of Head Start Services to ensure that children are academically and socially ready for school and that schools are prepared for the needs and interests of the children.

1997-98 Strategies

- 1. Maintain at least 95% compliance with revised Performance Standards as measured by program self-assessment in February and by funding source review in May.*
- 2. Promote staff competence by providing on-site consultation and mentoring to classrooms monthly in the areas of social services, education, health, mental health and disabilities services.*
- 3. Provide 40 hours of training in family development work to Teachers and Family Service Workers.*
- 4. By May 1, 1998, 95% of enrolled 4 year olds who will go to kindergarten in the fall will have literacy skills to identify their own printed name and will have achieved at least two individual learning objectives.*

Strategic Objective C: Increase parent involvement in their children's education and understanding of their children's development.

1997-98 Strategies

- 1. Parent participation in the education program through volunteer work in classrooms or attendance at family events will exceed an average of 10 hours per family.*
- 2. Provide 200 parent-led activities conducted in Head Start classrooms.*
- 3. Provide 700 parent-teacher conferences to establish goals and review child progress.*
- 4. Provide 1050 home visits with education content for parents and children.*
- 5. Provide 10 group meetings focused on parenting and/or child development serving 100 parent participants.*
- 6. Schools and parents will receive a summary of services received and progress made by Head Start children to effectively transition children to school.*

Strategic Objective D: Ensure that children's health, nutrition, and developmental needs are identified and addressed.

1997-98 Strategies

- 1. All children enrolled in Head Start will be fully immunized.*
- 2. All enrolled children will have comprehensive screenings within 45 days of first attendance; all concerns will be evaluated and followed up to ensure resolution by end of the program year.*
- 3. Cooperation among health care providers, parents, and other human service providers will be promoted through 5 Health Advisory committee luncheons.*

Strategic Objective E: Support the development of families with children.

1997-98 Strategies

- 1. 90% of families will achieve at least two objectives on their family development plan.*
- 2. 20 parents will be involved as leaders or advocates by attending state or regional Head Start meetings, serving on the Head Start policy council or its committees, serving on the Community Action Board or committees, or participating in other community groups.*
- 3. 20 parents will receive Parent Training Funds to help with the cost of education or training .*
- 4. All Head Start parents will be provided with an up-to-date community resource list.*

Strategic Objective F: Expand child care related services for low income families.

1997-98 Strategies

- 1. Consolidate the programs of Family Care of West Tuality with CAO.*
- 2. Determine the feasibility of a before and after school program in collaboration with the Banks School District.*

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

Strategic Objective A: Stabilize 2,142 homeless families through the provision of shelter, transitional housing and support services.

1997-98 Strategies

- 1. Provide 6,000 bednights of shelter at the CAO Family Shelter to 70 homeless families (250 individuals). Of these households, 75% will complete courses to obtain a Tenant Education Certificate and 55% will obtain stable housing after their shelter stay.*
- 2. Provide financial support to Domestic Violence Resource Center and Interfaith Outreach Services to shelter 200 homeless families (400 individuals), 55% of whom will obtain stable housing after their shelter stays.*
- 3. Provide financial support to Housing Services of Oregon to provide day Shelter for 60 homeless families (300 individuals).*
- 4. Provide Homeless Education Liaison services to 60 homeless children at the CAO Shelter and the DVRC Shelter in conjunction with the Hillsboro School District to ensure that all homeless children are provided with services that are comparable to the services offered to other students in the school.*

5. Through a contract with the Domestic Violence Resource Center provide outreach, housing stabilization, and shelter services to 84 farmworkers involved in domestic violence situations.

Strategic Objective B: Increase the number of emergency shelter beds from 54 to 104.

1997-98 Strategies

- 1. Provide technical assistance to Interfaith Outreach Services in their efforts to construct a new shelter which will increase their sheltering capacity from 14 beds to 24 beds, and convert their operation from part year to a full year.**
- 2. Assist the Domestic Violence Resource Center in their efforts to build a new shelter to increase their capacity from the current 20 beds to 40 beds.**
- 3. Assist the local faith based community to determine the feasibility of utilizing local churches as shelters and their congregations as shelter operators.**
- 4. Conduct preliminary planning for the construction of a new CAO Family Shelter to increase capacity from 20 to 40 beds.**

Strategic Objective C: Double the number of transitional housing units and support services to homeless households, from 15 units to 30 units, assisting 27 additional homeless families annually.

1997-98 Strategies

- 1. In partnership with Washington County and other service providers develop a proposal for HUD McKinney funds to increase the number of transitional housing units by 50%.**
- 2. Coordinate local efforts to select and place families in transitional housing.**
- 3. Provide long term case management to 90 formerly homeless families, 85% of whom will maintain stable housing and 60% of whom will obtain or maintain employment.**

Strategic Objective D: Increase the availability of permanent affordable housing through advocacy, education and community organizing.

1997-98 Strategies

- 1. Assist at least 2 Washington County governmental units to develop additional land use or financial incentives to promote affordable housing development.**
- 2. Educate Washington County policy makers and residents about the need for affordable housing and strategies to address the need by:**
 - Organizing an Affordable Housing Speakers Bureau of at least 7 speakers to make at least 10 presentations;**
 - Organize at least 12 meetings with policy makers at the county, local cities and the Metropolitan Service District.**
- 3. Coordinate grassroots advocacy efforts to increase affordable housing and broaden grassroots participation in these efforts by:**
 - Mobilizing at least 50 individuals into an "Action Network" for participation in advocacy efforts;**
 - Convening monthly meetings of Housing Advocacy Group; increasing the size of the group by at least 15%, and increasing the diversity of the groups participants;**
 - Developing relationships with other advocacy groups who address affordable housing and other low income issues.**
- 4. Provide technical assistance to community based organizations to support their efforts to develop affordable housing.**

Strategic Objective E: Prevent 950 households from becoming homeless through the provision of rent and mortgage assistance.

1997-98 Strategies

- 1. Provide financial assistance to prevent eviction and potential homelessness for 143 households, assist 71 households with one time move in costs, and assist 24 households move to more affordable housing. Of these households, 75% will maintain stable housing over a three month period and at least 50% will maintain stable housing over a six month period.*
- 2. Leverage \$12,000 from community groups for rent assistance.*
- 3. Provide mortgage foreclosure prevention counseling and loan assistance to 80 households through a contract with Housing Services of Oregon, resulting in a 85% foreclosure prevention rate.*

Strategic Objective F: Increase the comfort and affordability of housing by providing energy conservation services to 450 households.

1997-98 Strategies

- 1. Provide comprehensive weatherization and energy conservation education for 90 units occupied by low income residents, lowering energy usage by an average of 15%.*
- 2. Develop partnerships with non-profit housing developers to provide conservation measures for fifty-nine (59) units of new housing.*
- 3. Work in partnership with local energy providers to ensure the continuation of low income conservation programs during and after the energy deregulation process.*
- 4. Provide technical support, staff training, and low cost weatherization materials for the energy education component of the LIEAP program in order to provide energy conservation information to 1500 households.*

Strategic Objective G: Prevent housing discrimination through education and advocacy.

1997-98 Strategies

- 1. Provide information on Fair Housing rights to low-income tenants and tenant advocates by:

 - Disseminating written information to 1500 CAO clients;*
 - Conducting 19 workshops/presentations to CAO tenant education classes, other tenant groups, and social service agency staffs;*
 - Providing legal information and assistance to 2500 tenants to redress housing discrimination and assist with landlord-tenant disputes through contracts with Oregon Legal Services;*
 - Participating in planning the Oregon Fair Housing conference and participating in the Fair Housing Networking Group.**
- 2. Provide information on Fair Housing responsibilities to members of the housing industry to prevent illegal discrimination by:

 - Conducting 5 workshops for landlords unaffiliated with property management companies;*
 - Developing written materials for unaffiliated landlords and disseminating these materials through 3 title companies;*
 - Participating in planning the Oregon Fair Housing conference and participating in the Fair Housing Networking Group and Board of Realtors Equal Opportunity Committee.**
- 3. Provide information on Fair Housing rights and responsibilities to the general public to raise awareness of housing discrimination and prevent future discrimination by:*

- *Conducting presentations for 4 high school audiences*
- *Scheduling 6 showings of the “Anywhere but Here” Fair Housing History Exhibit at schools, libraries, museums, community centers, fairs, and conferences.*

Strategic Goal III: Community has access to comprehensive information & referral services.

Strategic Objective A: Increase community access to available and appropriate human services.

1997-98 Strategies

- 1. Provide a bilingual information and referral service that responds to 13,000 inquiries, representing 21,000 requests for information, annually; 60% of these referrals will successfully link people with needed services.*
- 2. Produce accurate printed I&R materials, including an annual resource guide with quarterly updates.*
- 3. Update the U.S. West Community Blue Pages annually.*
- 4. Work with the Healthy Communities Task Force to develop a comprehensive county wide information and referral network which provides multiple methods of access for those seeking community resource information.*

Strategic Objective B: Improve quality of information and referral service in terms of effectiveness, comprehensiveness and ease of use.

1997-98 Strategies

Develop and maintain an accurate, current information and referral database, with resources updated semi-annually, updates disseminated quarterly, and at least 20 new resources listed.

Strategic Objective C: Increase communication and coordination among I & R service providers.

1997-98 Strategies

Create a network of Washington County I&R providers and organize quarterly meetings of the group .

Strategic Objective D: Identify gaps in services to support community planning needs.

1997-98 Strategies

Use I&R system to document inquiries for which there are no viable referrals and compare the number of referrals to the number of services provided, in order to identify the need for additional community services.

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

Strategic Objective A: Prevent utility shut offs and utility arrearages for 7,500 households.

1997-98 Strategies

- 1. Provide financial assistance and energy conservation education to prevent utility shut offs for 375 low income households.*
- 2. Provide financial assistance and energy conservation education to decrease utility arrearages for 1125 low income households.*

3. Provide budget counseling and negotiations with utilities to enable 450 low income households to participate in utility payment plans.

Strategic Objective B: Provide access to emergency assistance for 7578 households.

1997-98 Strategies

- 1. Temporarily relieve hunger for 1517 households by linking them to appropriate food box resource.*
- 2. Stabilize 104 households by providing basic needs assistance such as medications and transportation vouchers.*

Strategic Objective C: Increase communication, coordination and collaboration among emergency services providers.

1997-98 Strategies

- 1. Develop a network of county emergency service providers who will meet at least twice per year.*
- 2. Obtain donations of \$6,000 from community groups to provide basic needs assistance.*

Strategic Goal V: The community is supportive and actively involved in achieving CAO's mission.

Strategic Objective A: Increase volunteer involvement by 30% from 800 volunteers giving 10,000 hours to 1040 volunteers giving 13,000 hours.

1997-98 Strategies

- 1. Increase outreach efforts to inform community of volunteer opportunities and better target recruitment.*
- 2. Identify potential group service projects within the agency to target recruitment of volunteers.*
- 3. Strengthen volunteer tracking system to accurately capture volunteer hours.*
- 4. Develop and implement a formal volunteer recognition plan.*

Strategic Objective B: Increase countywide agency visibility through events, public relations and communications efforts which inform and educate the public.

1997-98 Strategies

- 1. Produce 4 newsletters, an agency brochure, 4-6 program brochures, an agency fact sheet, 1996-97 annual report and display board.*
- 2. Obtain 4 comprehensive news stories on CAO and poverty concerns in Washington County; appear in all local newspapers at least 24 times, produce 4 cable access programs and identify other media opportunities.*
- 3. Recruit and train 15 speakers who will make 45 presentations about Community Action and poverty in Washington County.*

Strategic Objective C: Support the involvement of low-income people in issues that impact their lives.

1997-98 Strategies

- 1. Recruit participation of CAO clients in the Housing Advocacy Group, Affordable Housing Speakers Bureau and Affordable Housing Action Network;*

- 2. Provide 3 trainings in leadership and advocacy for Head Start Policy Council members and Head Start parents and disseminate advocacy information to Policy Council and other interested individuals on a regular basis.*

Strategic Objective D: Increase private sector partnerships, to expand capacity and leverage additional resources.

1997-98 Strategies

- 1. Identify resources needed and potential private sector partners to incorporate into agency capacity building plan.*
- 2. Strengthen partnerships with Intel, Tuality Healthcare, GTE and PGE; seek their assistance in expanding partnerships and addressing capacity needs.*

Strategic Objective E: Assure adequate services in the south/southeast area of the county.

1997-98 Strategies

Strategic Goal VI: CAO Board is actively and effectively involved.

Strategic Objective A: Achieve 80% attendance at all Board related meetings and activities.

1997-98 Strategies

- 1. Strengthen attendance expectation in Board By-Laws and job description.*
- 2. Clarify attendance expectations at recruitment.*

Strategic Objective B: Achieve 100% Board involvement in fundraising and in annual contributions; raise \$575,000 through major gifts.

1997-98 Strategies

- 1. Establish expectation for annual gift from Board members.*
- 2. Identify a role appropriate for each Board member's interests.*
- 3. Provide training and support to facilitate Board involvement.*

Strategic Objective C: Increase Board visibility and ambassador role.

1997-98 Strategies

- 1. Participate in speaking engagements, public events and press conferences.*
- 2. Feature Board members more prominently in news releases and annual report.*

Strategic Objective D: Increase member's knowledge of Board roles and responsibilities.

1997-98 Strategies

- 1. Participate in an annual planning retreat.*
- 2. Provide and participate in at least one Board training annually.*
- 3. Perform self-evaluation of Board effectiveness.*
- 4. Engage in on-going recruitment and cultivation of new Board and committee members.*

Strategic Objective E: Increase Board understanding of agency programs, needs of low income people and issues of poverty.

1997-98 Strategies

- 1. Participate in a client related activity and/or volunteer in a program.*

2. *Tour CAO programs and sites.*
3. *Identify Board role to support agency efforts to build capacity.*
4. *Put in place a plan to evaluate program effectiveness and celebrate successes.*

Strategic Objective F: Increase advocacy role of Board to achieve agency mission.

1997-98 Strategies

1. *Testify or present on behalf of the agency at public policy forums.*
2. *Generate advocacy letters needed to inform decision makers about the effects of policies on low income people.*
3. *Submit at least one "In My Opinion" article to the newspaper.*

Strategic Goal VII: CAO is financially viable.

Strategic Objective A: Raise \$2 million from private sources.

1997-98 Strategies

1. *Develop an agency capacity building plan which identifies needs and budget requirements.*
1. *Raise \$105,000 from private grants to support capacity building plan.*
2. *Raise \$80,000 from the following events:*
 - \$20,000 from two raffles during the year*
 - \$ 5,000 from the Rotary Golf Tournament*
 - \$ 5,000 from the 1500 Club activities*
 - \$45,000 from Mardi Gras or a spring event*
 - \$ 5,000 from misc. smaller events*
3. *Raise \$70,000 from the following appeals and presentations:*
 - \$ 7,000 from our annual appeal*
 - \$ 3,000 from a spring appeal*
 - \$20,000 from targeted program appeals*
 - \$ 6,000 from four newsletters during the year*
 - \$12,000 from United Way and Federal Campaign Donor Option*
 - \$22,000 from public speaking and general contributions*
4. *Raise \$50,000 from major gifts; \$30,000 from individuals and \$20,000 from corporations.*

Strategic Objective B: Increase liquidity and solvency.

1997-98 Strategies

- Restructure building debt to obtain at least \$150,000 in cash.*

Strategic Objective C: Build a \$125,000 reserve.

1997-98 Strategies - None

Strategic Objective D: Improve financial management systems and technical skills.

1997-98 Strategies

1. *Obtain the technical skills needed to manage the finance office, automate the budget process and link financial information systems.*
2. *Utilize the opportunity of the merger to evaluate systems for any needed improvements*

Strategic Objective E: Exceed minimum standards of compliance by strengthening grant/contract management and written policies.

1997-98 Strategies

- 1. Develop a centralized system for overseeing grants and contracts, that links program and fiscal.*
- 2. Identify policies that need to be written or revised; establish a plan to complete them.*

Strategic Goal VIII: Programs receive effective and efficient administrative and central support services.

Strategic Objective A: Automate and coordinate fiscal, budget and donor management information systems.

1997-98 Strategies

- 1. Obtain professional evaluation and recommendations for agency hardware, software and network.*
- 2. Obtain support needed to effectively manage and utilize computer and phone technology.*
- 3. Merge FCWT donor data base and mailing list into Raiser's Edge.*
- 4. Strengthen linkage between finance and development in the tracking of donations.*
- 5. Automate budget process and link with financial system.*

Strategic Objective B: Increase centralized personnel support services.

1997-98 Strategies

- 1. Identify personnel support functions that should be performed centrally.*
- 2. Establish an employee data base to improve management of salaries and benefits.*
- 3. Complete the revision of agency personnel policies; provide regular trainings and orientations.*
- 4. Identify staff development needs and coordinate a plan for addressing them.*

Strategic Objective C: Increase centralized management of facilities and equipment.

1997-98 Strategies

- 1. Establish an overall plan and budget for the maintenance, repair and replacement of agency facilities and equipment.*
- 2. Implement a process for the reassigning or disposing of property, as well as for the utilization of donated equipment and space.*

Strategic Objective D: Implement a capacity building plan to increase support in the areas of fundraising, information management, staff development and organizational planning and responsiveness.

1997-98 Strategies

- 1. Provide adequate technical support for computers and telephone systems; data base and information management; and development of staff skills to better utilize technology.*
- 2. Provide access to the skills and talent needed to create effective communication tools and visual expressions of CAO; develop staff capacity to produce these.*
- 3. Provide staff access to needed training in order to achieve organizational goals.*
- 4. Provide adequate support for program planning and reporting needs.*