

1996-97 ANNUAL REPORT COMMUNITY ACTION ORGANIZATION

Overall Goal: Community Action Organization 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/OBJECTIVE/STRATEGY	RESULT
Goal I: Increased ability to promote self-reliance	
Objective A: Assure the promotion of <u>self-reliance</u> in all programs and establish a mechanism to evaluate the effectiveness.	
<u>Strategy 1:</u> Develop a vision and philosophy for family development services.	
<u>Strategy 2:</u> Establish a family development model that reflects the vision and philosophy; staff appropriately and provide needed training.	
<u>Strategy 3:</u> Explore and develop new resources to support family development services.	
<u>Strategy 4:</u> Provide uniform case management policies and procedures for serving families enrolled in self-reliance programs.	
Goal I Objective B: Assure that Community Action services are <u>accessible</u> to all eligible people.	
<u>Strategy 1:</u> 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.	
<u>Strategy 2:</u> Develop a plan for increased services to Beaverton, Tigard and Forest Grove. Consolidate Beaverton-Tigard services into larger, centrally located site(s).	<i>Additional Head Start services are planned for the Beaverton and Tigard areas. The proposed merger with FCWT will provide additional services in the area of child care in the Forest Grove area.</i>
<u>Strategy 3:</u> Continue enhanced access to services for migrant seasonal farmworkers by revising special seasonal farmworker materials and coordinating with all other service providers.	<i>Distributed 3,000 I&R cards specific to farmworkers written in Spanish Collaborated with TVC to produce a migrant camp directory Coordinated food distribution to camps with TVC</i>
<u>Strategy 4:</u> Maintain a collaborative relationship with churches in Western and Southeastern Washington County, and establish a collaborative relationship with churches in Hillsboro, Aloha and Beaverton to execute a coordinated emergency services delivery system.	<i>WESTCO board member wrote and produced annual appeal to individuals and churches, coordinated 5th Sunday fundraiser Member of Tualatin Valley Christian Ministries, wrote and produced annual appeal to churches Received approximately \$10,000 from each source - WESCTO & TVCM</i>
Goal I Objective C: Operate a <u>service delivery system</u> that allows for comprehensive assessment of client needs, promotes family self-esteem and collects uniform data.	
<u>Strategy 1:</u> Establish a team to evaluate and improve intake and assessment services.	<i>n/a</i>
<u>Strategy 2:</u> Provide a continuum of services which promotes self-sufficiency to include: I&R, intake, assessment, short-term and long-term case management.	<i>A full range of services from I&R to longer term case management are being provided based on the needs of families and the limits of particular program resources.</i>

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<u>Strategy 3:</u> Increase and maintain cooperative relationships with community providers in order to ensure client access to needed services.	<i>Collaborative relationships with other community providers have been strengthened through a variety of activities including: the strategic planning process, other community planning processes, the development of community provider networking groups, and relations developed by individual staff members.</i>
Goal I Objective D: Operate a comprehensive information and referral system.	
<u>Strategy 1:</u> Expand I&R services to include delivery through Head Start Center staff. a) Update, print and distribute the help list 2 times during the year. b) Arrange for I&R staff to visit Head Start sites to make staff aware of resources.	<i>help list was produced once, no head start centers visited</i>
<u>Strategy 2:</u> Provide ongoing training to all Client Services staff specifically and other CAO staff in general, to use the information and referral system and assure a quality service from all designated CAO sites (Neighborshare, CAO Shelter, Hillsboro Main Office, Head Start centers).	
<u>Strategy 3:</u> Update resource directory every six months and maintain ongoing contact with county library and county human resource providers.	<i>Resource directory was produced once</i>
<u>Strategy 4:</u> Participate in regional I & R planning and coordination activities designed to provide an integrated four-county (Multnomah, Clackamas, Clark, Washington) system.	<i>n/a</i>
<u>Strategy 5:</u> Provide written I&R materials that promote the service, reach different client groups and provide needed references for agency staff.	<i>see Strategy 3</i>
Goal II: Assure that the needs are met.	
Objective A: Provide comprehensive information and referral, emergency and basic needs services.	
<u>Strategy 1:</u> Respond to 25,000 information and referral contacts and 28,000 inquiries.	<i>11,453 I&R calls answered; 18,325 inquires</i>
<u>Strategy 2:</u> Provide 3000 intakes for emergency and basic needs services to include: a) \$270,000 in energy assistance payments to help 1,600 low-income households (5,120 individuals) and pre-screen for weatherization services. b) \$30,000 in rent and housing assistance to prevent 200 families (640 individuals) from becoming homeless. c) \$5,000 in assistance with housing costs to 75 formerly homeless families (262 individuals), as well as housing locator services.	<i>4,414 intakes</i> <i>1,552 households</i> <i>4,491 individuals</i> <i>\$18,447 rent assist</i> <i>199 households</i> <i>626 ind</i> <i>not tracked</i>

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d) \$10,000 in emergency needs assistance to 150 families. (525 individuals)	\$10,238 271 households 571 individ
e) 500 Head Start applications, Family Needs Assessments and Family Plans.	?
f) 75 applications, Family Needs Assessments and Family Plans for homeless and formerly homeless families.	?
g) 2400 food box intakes and referrals.	
Strategy 3: Assure that emergency and basic needs services reach at least 1500 farmworker households.	776
Strategy 4: Provide clothing and small household items to at least 260 low-income households through the operation of a volunteer clothes closet.	Helped 778 families
Goal II Objective B: Increase emergency <u>shelter</u> beds and provide homeless services.	
Strategy 1: Provide 19,908 bed nights of shelter to 694 homeless people to include:	
a) 6,300 bed nights of shelter to 84 families (334 individuals) at the CAO shelter, of which approximately 14 families (67 individuals) are expected to be farmworkers.	5,512 bed nights to 72 families/239 individuals - 3 farmworker families/18 individuals
b) 2,782 bed nights of shelter to 89 families (188 individuals) at the Interfaith Outreach Services shelter.	
c) 316 bed nights of motel room shelter to 12 families (24 individuals) who due to physical disabilities cannot be housed at the emergency shelter.	73 bed nights for 2 families/4 individuals
d) 5,400 bed nights of shelter to 320 victims of domestic violence through subcontract with the Domestic Violence Resource Center. (120 families)	
e) 5,110 bed nights of transitional housing to 8 families (28 individuals) at the 4 transitional housing units.	8 families/24 individuals, we lost one of the units during the year, ___ bednights
Strategy 2: Provide short-term case management services to 103 homeless families housed in CAO's Family Shelter Home and vouchered in local motels.	72 families/239 individuals
Strategy 3: Provide a children's program for 60 homeless children housed at the CAO shelter in coordination with CAO's Child Development Program.	
Strategy 4: Provide 60 workshops for 334 CAO shelter residents covering topics such as obtaining housing, tenant's rights and responsibilities, job searches, parenting, and self-esteem.	

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<u>Strategy 5:</u> Through a subcontract with Housing Services of Oregon, provide day shelter facilities to serve 53 homeless households (138 individuals).	
<u>Strategy 6:</u> Develop relationships with rental property owners in order to provide housing opportunities for 100 homeless families, including 17 farmworker families.	
<u>Strategy 7:</u> Provide information and referral to 6,007 homeless individuals who cannot be provided with emergency shelter due to lack of space or ineligibility.	<i>not tracked</i>
<u>Strategy 8:</u> Work with the Washington County Housing Authority, Sheltering Homeless Coalition, Beaverton United Methodist Church, Hope Springs Coalition and other agencies to secure additional transitional units and resources for support services.	
Goal II Objective C: Increase resources for and provide access to quality emergency and supplemental food.	
<u>Strategy 1:</u> Link 2,400 households (8,400 individuals) who need emergency food with a food resource by serving as a clearinghouse for both west and southeastern county churches.	
<u>Strategy 2:</u> Through sub-contracts, OFB-TVC will provide: a) farmworkers with emergency food boxes, b) families with holiday food baskets, c) families with monthly brown bags of food	
Goal II Objective D: Increase resources for quality, affordable child care.	
<u>Strategy 1:</u> Participate in advocacy efforts to increase the quality, affordability and accessibility of child care for low income families through involvement in the Washington County Commission on Children.	
<u>Strategy 2:</u> Provide child care for up to 70 children, ages 0 to 10 years, in Gaston and Hillsboro Head Start sites.	<i>67 children received child care services, 49 in Gaston and 18 in Hillsboro. Their services ranged from part-day before-and-after school care to full-day care.</i>
Goal II Objective E: Increase access to and resources for quality, affordable housing.	
<u>Strategy 1:</u> Participate in advocacy efforts to promote the development of affordable housing to include working with the Oregon Housing Now Coalition, the Oregon Shelter Network, and participating in the Metro 2040 planning process. Advocate at the state and federal levels to develop additional funding for affordable housing.	

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<u>Strategy 2:</u> Provide technical assistance and support to the emerging community development corporations (Tualatin Valley Housing Partners and Community Partners for Affordable Housing) in the areas of organizational development and initial housing development activities.	<i>Training and technical support was provided to TVHP and CPAH and both organizations are completing their initial housing projects.</i>
<u>Strategy 3:</u> Encourage and assist public and private efforts to provide 50 additional units of low-income housing.	<i>Assistance to non-profit developers was provided in their efforts to create approximately 220 units of additional affordable housing (Hawthorne Villa and Villa La Paz).</i>
<u>Strategy 4:</u> Continue the support of the Housing Development Corporation in its development of farmworker housing through the provision of administrative support, resource development activities, and technical assistance.	<i>Staff support provided to the HDC contributed to: successful capacity building and operating support fundraising; the development of an emergency/disaster plan; and the purchase of land and obtaining funding for a 48 unit housing development.</i>
<u>Strategy 5:</u> Provide leadership and support to preserve the 32 unit Ash Creek Apartments in Metzger and the 80 unit Aloha Park Apartments in Aloha as affordable housing.	<i>CAO acted as project sponsor for the successful preservation of these two projects resulting in the retention of 112 units of affordable housing .</i>
<u>Strategy 6:</u> Through a subcontract with Housing Services of Oregon, provide mortgage default services to 125 low-income homeowners (325 individuals).	
<u>Strategy 7:</u> Through a subcontract with Oregon Legal Services, provide legal assistance by a bilingual housing advocate to serve 372 households (1860 individuals) including farmworker outreach activities.	
<u>Strategy 8:</u> Through a subcontract with the Domestic Violence Resource Center provide outreach services to the local farmworker community to serve 164 survivors of domestic violence in (426 households).	
<u>Strategy 9:</u> Provide housing locator instructions to 50 at-risk homeless families. Provide housing locator information to 400 homeless or at-risk families.	
Goal II Objective F: Provide <u>energy conservation</u> services.	
<u>Strategy 1:</u> Weatherize at least 115 dwelling units occupied by low-income residents, of which approximately 4 will be occupied by low-income farm workers.	
<u>Strategy 2:</u> Provide energy conservation education to 1146 households (3,522 individuals) who received energy assistance payments, including low cost weatherization materials, training and technical assistance to 77 (220 individuals) of these households.	
Goal II Objective G: Provide <u>early childhood development</u> services.	
<u>Strategy 1:</u> Provide comprehensive pre-school services at 10 sites for 346 low-income children, including 35 children with disabilities, through the Head Start/Oregon Pre- Kindergarten Program.	<i>The Head Start program served 386 children. 63 of them had diagnosed disabilities and received special services as well.</i>

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<u>Strategy 2:</u> Provide 90,000 nutritious meals and snacks to over 400 children enrolled in CAO Child Development programs.	
Goal II Objective H: Provide <u>education</u> , <u>skills training</u> and <u>self-help</u> opportunities.	
<u>Strategy 1:</u> Provide fair housing information to at least 3,000 households.	
<u>Strategy 2:</u> Conduct 10 community education workshops in conjunction with other housing service providers as follows:	
a) 6 presentation on Fair Housing to consumer and provider groups in collaboration with Oregon Legal Services.	
b) Fair Housing workshops for rental owners in collaboration with Independent Living Resources.	
<u>Strategy 3:</u> Conduct 8 showings of the Housing Discrimination History exhibit for viewing by approximately 2,000 persons throughout Oregon.	
<u>Strategy 4:</u> Provide 30 educational sessions for 150 Head Start parents based upon their priority needs.	<i>Provided 30 educational sessions with 220 parents attending</i>
<u>Strategy 5:</u> Convene 70 Head Start parent meetings to increase skills in civic participation, reinforce parents' roles as primary educator of their pre-school children, and provide social connections.	<i>Convened 60 parent meetings and family events Convened 10 Policy Council meetings and 11 Executive Committee Meetings Convened 3 Leadership and Advocacy Meetings/Training</i>
<u>Strategy 6:</u> In partnership with PCC, provide adult literacy services to 30 Spanish-speaking families through the Even Start Program, as well as ESL, GED and ABE for the low-income community.	<i>A total of 565 persons were enrolled in adult literacy services the majority of whom were Spanish speaking.</i>
<u>Strategy 7:</u> Identify and explore options for additional education and skills training workshops for clients.	
Goal II Objective I: Provide <u>family self-reliance</u> services.	
<u>Strategy 1:</u> Provide social services to 346 Head Start families, based upon individual assessment of needs and interests.	<i>386 families received social services</i>
<u>Strategy 2:</u> Provide comprehensive case management to 75 formerly homeless families who reside in transitional or permanent housing.	
<u>Strategy 3:</u> Continue to establish CAO's role in transitional housing as the provider of case management services.	
<u>Strategy 4:</u> Provide services in a manner that maximizes active involvement of individuals and families.	<i>Three advocacy and leadership events were held to provide additional education and skill building opportunities for low income persons. In addition a delegation of parents and staff visited the legislature and met with all local legislators to advocate for expansion of early childhood education programs.</i>

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Goal III: To have <u>supportive management and administrative systems</u> as well as an effective <u>development</u> effort that enables the agency to fulfill its mission.	
Objective A: Assure fair and equitable <u>personnel policies</u> and practices.	
<u>Strategy 1:</u> Develop and implement a system for centralized personnel management support.	<i>Hiring process evaluated and streamlined</i>
<u>Strategy 2:</u> Complete the revision of personnel policies assuring that they reflect organization values.	<i>Policies revised, to be approved by Board of Directors and Policy Council in 97-98</i>
<u>Strategy 3:</u> Revise and update the affirmative action policy.	<i>n/a</i>
<u>Strategy 4:</u> Support the active involvement of staff personnel and safety committees.	<i>Staff personnel and safety committess met regularly. SPC organized annual wellness day, which was well received by staff.</i>
<u>Strategy 5:</u> Conduct a comprehensive training program on personnel policies and procedures; implement a program for ongoing, required trainings.	<i>All managers and coordinators were trained in revised hiring process.</i>
<u>Strategy 6:</u> Conduct a Wage Comparability Study in order to maintain a competitive compensation and benefits plan.	<i>Postponed until Fall '97</i>
<u>Strategy 7:</u> Develop a system to maintain current job descriptions, streamline hiring, monitor personnel actions and manage benefit plan.	<i>Job descriptions are developed by means of an established process. Hiring process was streamlined.</i>
Goal III Objective B: Strengthen the organization's <u>capacity to address priority goals</u>	
<u>Strategy 1:</u> Assure that the training, development and support needs of Board, Policy Council and staff are identified and met; provide at least 6 multi-component trainings.	
<u>Strategy 2:</u> Implement the first year of the Strategic Plan.	
<u>Strategy 3:</u> Implement management information systems to produce adequate donor, personnel, client, volunteer and program reports; establish centralized computer systems support.	<i>All donors and volunteers were tracked through Raiser's Edge program. Computer support was centralized in the development/support services director's office. Information and referral data was entered in WCIS system.</i>
<u>Strategy 4:</u> Improve intra-agency communication and collaboration, with a focus on developing problem-solving skills and effective teamwork.	
<u>Strategy 5:</u> Establish a centralized property management system for vehicles, equipment and facilities.	
<u>Strategy 6:</u> Implement revised organizational structure and administrative support in conjunction with the strategic plan.	
<u>Strategy 7:</u> Assure that CAO's programs and services are accessible to all persons.	

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<u>Strategy 8:</u> Assure an adequate system to recruit and utilize volunteers. Track volunteer activity and establish baseline numbers for volunteers and hours donated.	<i>Volunteers and hours were tracked through the Raiser's Edge program and a baseline number for each was established of 637 volunteers and 7,000 hours. Recruitment, training and utilizing of volunteers was effectively started at the beginning of the fiscal year, but diminished as the year progressed.</i>
<u>Strategy 9:</u> Implement a management system to provide safe, clean and cost-efficient facilities and transportation for agency programs and employees.	
Goal III Objective C: Provide efficient and effective <u>fiscal services.</u>	
<u>Strategy 1:</u> Establish effective management information systems to provide accurate and timely financial information to Board and staff.	
<u>Strategy 2:</u> Review and revise fiscal procedures and policies for internal and external use.	
<u>Strategy 3:</u> Complete automation of the budgeting process and finalize budget policies.	
<u>Strategy 4:</u> Develop a centralized purchasing system for agency goods and services.	
Goal III Objective D: Operate a coordinated <u>development effort</u> that increases resources and community awareness.	
<u>Strategy 1:</u> Develop and implement an overall communications and public relations plan to educate and inform through:	
Producing 4 newsletters, revised brochure, 1995-96 annual report, new display board and 24 press releases.	<i>Produced 4 newsletters, drafted but did not print annual report due to error in stat collection, display board was not completed.</i>
Establishing and coordinating speaking engagements which will involve at least 15 speakers, resulting in 100 presentations about Community Action.	<i>Recruited and trained 7 speakers and did not track the number of presentations accurately.</i>
Holding a 30th anniversary banquet.	<i>Decided against holding a banquet.</i>
<u>Strategy 2:</u> Operate a coordinated development effort that obtains needed resources for all agency programs.	
This strategy will raise the following: \$ 22,000 General Agency Contributions \$ 63,750 Mardi Gras \$ 12,000 United Way Donor Option & Combined Federal \$ 110,00 0Major Gifts \$ 15,000 Shelter Support: <u>\$10,000</u> Golf Tourney <u>\$5,000</u> Grants \$ 5,000 Client Services Support/Grants \$ <u>20,000</u> Wine Raffle \$ 247,750 Total	<i>We raised 41,679 Mardi Gras; 9,471 from United Way & Combined Federal; 34,500 from Major Gifts; 3,000 from Golf Tourney; 43,832 for all program appeals; 20,574 from raffles; 45,158 from grants; 6,000 from newsletter; 2,400 from 1500 Club luncheon, 12,602 from general contributions and 3,464 from misc. activities. The total raised was 222,680</i>

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<p>b. This strategy will include:</p> <ol style="list-style-type: none"> 1. Coordinating wine raffle 2. Coordinating annual United Way campaign 3. Overseeing CAO involvement in Rotary Golf Tournament 4. Producing annual holiday appeal 5. Producing annual Mardi Gras Event fund-raiser 6. Coordinating and writing private grants (foundations, corporations, churches) 7. Planning and conducting a major gift campaign 8. Developing and implementing church community, service club and private donors fundraising strategies 9. Serving as a clearing house for all public relations opportunities and ideas 	
<p><u>Strategy 3:</u> Recruit, train and place at least 600 volunteers who provide at least 9,000 volunteer hours.</p>	<p><i>637 volunteers gave 7,000 hours</i></p>