



Bienestar

**Annual Review of
Strategic Plan
2008-2011**

Mission Statement

Bienestar builds housing, hope and futures for the well-being of working families.

Vision statement:

Quality affordable housing is essential for individuals, families and communities to thrive. We envision and develop communities where residents find dignity, hope, confidence, skills and courage to pursue their dreams.

Bienestar believes that all work is honorable and champions those who provide essential labor to the community. We work to unleash the potential of people to improve the quality of life for themselves, their children, their families and the community.

History of Organization, Who We Currently Serve, and Priority Clients for Future

Housing Development Corporation was founded in 1981 as a project of Community Action in Hillsboro to address the urgent housing needs of migrant farmworkers in Washington County. HDC received support from Washington County's Office of Community Development to undertake the first building projects. In spite of strong nimbyism that resulted in court action, Elm Park in Forest Grove was completed in 1985, providing 50 units of affordable housing for farmworkers. HDC operated in its early years as a volunteer organization with no paid staff.

The first full-time Executive Director was hired in 1995 – Loren Dixon, and a full-time Resident Coordinator was hired as well, demonstrating early on the belief in the integration of services with housing.

Doug Longhurst and Linda Netherton served as Co-Executive Directors for seven years, having been involved prior to that as volunteers and board members. By 1999, HDC had constructed Elm Park I, Elm Park II, Cornelius Park, Reedville and Montebello Apartments, all supported by RD (Rural Development)/USDA (U.S. Department of Agriculture) and exclusively for farmworkers. Longhurst and Netherton worked on the development of Jose Arciga apartments and Sycamore View in Scappoose. HDC celebrated its 25th anniversary in 2006 and that summer Linda and Doug resigned, immigrating to Canada.

At that point HDC owned seven multifamily housing properties with 254 units. The resident population was 99% Hispanic, and at least one member of the household had to be certified as an agricultural worker. Prior to his departure, Longhurst initiated the acquisition of three properties (Sunset Gardens and Sierra West in Hillsboro, Willow Park in Forest Grove) from PNC Multifamily Properties. This deal was in negotiations for 3 years, and was finally consummated by Sharon Nielson, HDC's longtime consultant in May, 2007. This acquisition marked HDC's first foray into LIHTC (Low Income Housing Tax Credits) property development.

With the acquisition of 204 units at these three properties, the size of HDC's portfolio doubled overnight to 458, and the residents no longer had to qualify as farmworkers. Extensive rehabilitation/reconstruction work commenced in June, 2007 and is anticipated to complete June, 2008. The only requirement for the new residents is that their family income be below 50% of area median income. The properties were almost empty during the construction, so as we enter lease-up in 2008 we will be anxious to measure the demographics of our new residents. As it stands now (May, 2008) the demographics are largely Hispanic families working in a variety of jobs.

Following the departure of Longhurst and Netherton in 2006, HDC struggled in its search for new leadership until the appointment of Shawcross in September, 2007.

In May, 2008, the board amended the articles of incorporation to change the name of HDC to Bienestar. This is part of an overall effort to reposition the organization in the community, to reduce confusion with HDC in Portland, and to attract more individual donors who are disinclined to contribute to an organization with “development “ and “corporation” in its name. A more detailed history of the organization can be found in the Appendix.

Executive Summary

The strategic plan for 2008-2011 will take the organization through a new period in the history of the organization as we begin our 27th year. Marked by many changes, 2007 was a watershed year in the life of HDC as we:

- weathered a financial crisis
- recruited a new executive director
- rebuilt a strong new board
- ramped up resident services programs
- doubled the size of our portfolio
- moved from exclusively farmworker housing to low-income families
- overcame NIMBYISM in Scappoose with our new property
- developed new LIHTC properties
- gained experience in acquisition/rehab

As we look forward with new energy, enthusiasm and commitment to the next three years, we anticipate a challenging environment dominated by factors including:

- Economic downturn = elimination of tax credits as a viable financing option; decreased individual donations; decrease in grant funding
- Exorbitant land prices in Washington County
- Anti-immigration sentiment creating environment of fear and panic in the hispanic community
- Strongly diminished demographic pool of farmworkers who meet the definition to qualify for our RD properties
- Lack of development pipeline and pipeline of new developer fees
- Change in vendors for accounting/auditing

It is our fervent hope that some of these environmental factors change over the course of the next 3 years, but we know that we will be dealing with them at least during 2008-2009. What all this means for Bienestar as we make our strategic plan is that we must continue to develop **partnerships and collaborations** in order to continue to develop housing and provide services to our residents. It means that we must be creative and innovative in partnerships that allow us to leverage other resources that we could not get on our own. We will have to continue to operate effectively with a very small, dedicated staff who have demonstrated their ability to operate with limited resources.

Context for Our Decision

When our new Executive Director, Karen Shawcross assumed her new role in September, 2007, she asked the Board to postpone Strategic Planning from January to May so that the process could be informed by several preliminary projects that were undertaken, many grant-funded:

1. **Technical assistance** project to improve our financial processes and reporting was undertaken with Kay Sohl, Executive Director of TACS.
2. **Asset Management Planning** – With grant funds from Enterprise, NPF and OHCS, we worked with Housing Development Center to review our entire portfolio and develop a financial analysis modeling tool that allows us to anticipate physical, fiscal and compliance needs for the next 20 years.
3. **Property Development Planning** – Sharon Nielson of The Nielson Group was engaged to conduct a comprehensive survey, report and recommendations to the Board about the current and anticipated development and financing environment for affordable housing. Her complete report is included in the Appendix.
4. **Resource Development Planning** – supported by a grant from Oregon Community Foundation, we engaged Jeri Alcock of OnCourse Consulting to help develop plans for diversifying our funding base and increase our unrestricted gifts.
5. **Board Development** – former Board President Rob Fotheringham extended his term for an additional 5 months and assumed the role as Chair of Board Development Committee. He helped Shawcross recruit seven new Board members to build a newly energized and committed board.
6. **Surveys of Stakeholders** - a door-to-door Resident Survey was conducted in November, 2007 with 78% response rate to determine the critical needs/wants of residents for programs and resources. In April, 2007 an online survey was conducted among key stakeholders and community partners and donors to guide strategic planning and rebranding efforts.
7. **SWOT Analyses** – in September, 2007, as part of a technical assistance project funded by Enterprise Foundation and NPF, a team from TACS conducted a SWOT (Strength, Weaknesses, Opportunities, Threats) analysis of Housing Development Corp. In October, 2007, Shawcross and the entire HDC staff conducted a SWOT, and in May, 2008, the Board did one as well. The results of all three analyses were remarkably similar with recurring themes across stakeholder groups.
8. **Board Retreat** – a full day Board retreat was held in May, 2008. Facilitated by Jeri Alcock, it provided the preliminary work for setting the new directions for the 2008-2011 strategic plan.

Summary of Core Strategies

The strategic plan for 2008-2011 has seven overarching elements that will inform Bienestar's goals for the next three years:

- 1. Housing Development**
- 2. Financial:
Sustainability/Transparency/Accountability**
- 3. Resource Development**
- 4. Communications & Advocacy**
- 5. Resident Services Programs**
- 6. Organizational Effectiveness**
- 7. Board Development**

Detailed Core Strategies with Goals and Objectives

1. Housing Development

Goal: Increase the availability of quality, safe and affordable housing for low- and moderate income working families. Maintain and improve the quality of life in the communities we develop and maintain.

2. Financial: Sustainability/Transparency/Accountability

Goal: Ensure the viability and sustainability of the organization. Act as good and faithful stewards of funds of the organizations and of the property portfolio.

3. Resource Development

Goal: Over the next three years we hope to increase our support from other sources, particularly individual giving. We are committed to raising funds to support the continuation of resident services programs.

4. Communications and Advocacy

Goal: Work collaboratively with other organizations serving farmworkers and other low-income Latinos to assure equal opportunity and fair treatment. Rebrand HDC as Bienestar, increasing visibility in the community.

5. Resident Services Programs

Goal: Continue to live the value that programs are an essential aspect of our housing; provide programs and services that are responsive to the critical needs of our residents, provide tools for increased economic independence, and empower residents through the Promotores program.

6. Organizational Effectiveness

Goal: Maintain an effective, motivated and stable organization that is well-recognized and respected as a leader in affordable housing development with cultural competency.

7. Board Development

Goal: Develop and maintain a strong, active, informed and contributing Board of Directors whose governance and support roles help Bienestar achieve its mission.

1. Housing Development

Goal: Increase the availability of quality, safe and affordable housing for low and moderate-income working families. Maintain and improve the quality of life in the communities we develop and manage.

Objectives:

- Continue to seek additional viable new development project acquisition opportunities for construction, rehabilitation.

The Board's Property Development Committee and ED Shawcross have been very active in seeking new potential projects. Juniper Gardens is the most notable result – construction will begin on a new 24 unit farmworker housing property in Forest Grove in May, 2011. We have responded to an RFQ from the City of Hillsboro to build 59 units of affordable housing for low-income seniors. We have acquired 3 single family homes in foreclosure with federal stimulus grant funds. We have explored the development of affordable single family homes for homeownership and set up an LLC, Verde Building Systems. We have explored a potential partnership for development with Michigan Housing Trust, and are currently in conversations with them about the development of land zoned for 192 multifamily units in Hillsboro. We pursued the possible transfer of Kaybern Terrace, a senior project in North Plains, from the Housing Authority, but, following due diligence on the property, decided not to act.

- Pursue acquisition of expiring project-based Section 8 properties in Washington County to preserve affordable housing.

We very actively pursued the acquisition of Woodland Park, an expiring project-based Section 8 complex adjacent to Montebello Apts. We developed a partnership with REACH in this effort, but ultimately the owner decided to keep the property. We actively pursued the transfer of sponsorship of TVHP properties Villa Capri following their dissolution, but were not successful.

- Explore opportunities for tandem mixed-use projects with for-profit developers.

We have recently proposed this to the City of Hillsboro in their RFQ for development of 2 sites in downtown; we are awaiting their response.

- Pursue opportunities for including affordable housing and Bienestar participation in major planning efforts like South Hillsboro.

We continue to stay close to planning efforts in South Hillsboro and also Bethany. Due to the economy, there is little opportunity right now.

- Investigate potential of new HUD resources for multi-generational housing programs with acquisition of HUD 202 properties.

We have investigated this and determined that currently there is fierce competition locally and nationally for HUD 202 financing awards, and the 2010 NOFA for HUD 202 has been delayed and still not issued for this year.

- Actively plan to track and promote residents moving up the housing continuum..

Our best efforts here have been the acquisition of three single family homes in foreclosure through federal stimulus dollars in the NSP (Neighborhood Stabilization Program). We have selected residents for these properties from our rental tenants who are in a position to move toward homeownership. We are using their tenancy in these homes as “starter homes” to help them adjust to homeownership, and have also required that they participate in our IDA program to save for homeownership.

- Complete and utilize 20 year asset management planning modeling tool to anticipate capital, reserve, refinance, restructure, cash flow for each property in the portfolio.

This tool was developed for us by Housing Development Center and is an excellent forecasting tool. We have developed it for some properties in the portfolio so far, but not all.

- Gain expertise in the management and compliance requirements of LIHTC (Low Income Housing Tax Credits) properties.

Whoeee! Have we ever. Working closely with Princeton Property Management on compliance and The Nielson Group on LIHTC 8609 filing, etc. we have learned a lot. Sierra West was chosen to be a pilot site for the statewide Streamlining Compliance Project for LIHTC properties.

- Participate as housing partner in Bridges to Housing Program in Washington County.

Shawcross has served on the Bridges to Housing Advisory Committee for 3 years. In 2010, in Phase 3 of Bridges to Housing, we committed up to 5 units at Sierra West or Sunset Gardens for the program, and currently have 3 residents.

2. Financial: Sustainability/Transparency/Accountability

Goal: Ensure the viability and sustainability of the organization. Act as good and faithful stewards of the funds of the organization and the property portfolio.

Objectives:

- Manage transition to new contract accountant and new auditor.

We were so fortunate to get a referral to accountant Janice Romano from Kay Sohl, then director of TACS. She has been an excellent partner, has revised our financial reporting so that it is more understandable, has overseen the consolidation of our financials, been very active in audit prep work, and has become our trusted financial advisor. She has worked closely with us this year as we changed our fiscal year from ending June 30th to ending December 31st. We also transitioned to a new auditor, Mark Schwing of Markusen and Schwing, who has now conducted our property and organizational audits since 2009. In this “stub” year when we transition to a calendar year end, he has conducted two audits for the organization. We have been very pleased that our most recent audit has been clean with no findings. This is a big change from the 2007 audit with comments and findings! Both Romano and Schwing have been working with us in 2010 to meet GAAP and provide consolidated financials that show the organization and our entire portfolio.

- Ensure timely completion of annual audits.

Prior to the contract with Markusen and Schwing, our audits were delivered very late in the year. We are now on a good schedule for completion.

- Improve financial processes and procedures of the organization, ensuring appropriate system of checks and balances to mitigate risk.

Romano and Schwing have helped us with this a lot. In 2010 we were able to hire an in-house bookkeeper (a recommendation from accountant and auditor for some time), and this has greatly enhanced our system of checks and balances.

- Increase capacity of in-house bookkeeping functions.

See above, and welcome our Bookkeeper, Sandy O’Kelley! We’ve come a long way since the transition year in 2006 without ongoing leadership.

- Explore possibilities for job-sharing with other CDCs as cost-saving measure.

We had discussions about this with CPAH, but ultimately we have developed a job-sharing arrangement for our bookkeeper with accountant Romano.

- Entertain potential future discussions about merger with other nonprofit organizations.

We have postponed these discussions as we were able to get on our own feet financially and feel stronger and more optimistic about our own future. We had some very preliminary conversations with CPAH and Hacienda and REACH.

- Improve monthly/annual financial reports submitted to Board. Standardize and streamline fiscal processes and procedures.

With the help of accountant Romano we have done this. We have also provided board training on our financials every year.

- Continue active engagement of Board Treasurer and Finance Committee.

We are very fortunate to have a very active, engaged and informed Board Treasurer and Finance Committee that meets monthly.

- Establish an Audit Committee of the Board of Directors.

We did establish an Audit Committee that meets to review the audit.

- Collect deferred developer fees on Sycamore View, Sunset Gardens, Willow Park, Sierra West, and Montebello.

We were able to do this at the closing of the permanent financing in August, 2010 after intensive negotiating efforts with PNC and great support from our Board President, Gary Dodge, Board Treasurer John McMeekan, development consultant Sharon Nielson, and accountant Janice Romano.

3. Resource Development

Goal: Over the next three years increase our support from other sources, particularly individual giving. We are committed to raising funds to support the continuation of resident services programs.

- Establish a fund development effort with an emphasis on unrestricted gifts that will be self-sustaining within 4 years.

We initiated a fund development effort in 2007 particularly targeting individual and corporate gifts that are unrestricted. We developed annual

fundraising plans with the help of consultant Jeri Alcock, set annual goals and have implemented them each year.

- Establish an annual fund development plan with a process for tracking outcomes.

With the help of the Fund Development Committee under the leadership of Chair Cary Harkaway, we have created an annual fund development plan each year with goals and reported outcomes.

We have also developed a very strong approach to fundraising through private philanthropic organizations and corporate donors. In 2008 we had a grant from the United Way, Northwest Health Foundation, Herbert Templeton Foundation and Juan Young Trust. Since that time, we have greatly expanded the grants received from foundations and corporations. We have also greatly expanded the number of grant applications and requests that we make annually. At any given time over the past two years, we have had about 32 active grants, 30+ grant applications pending, and 30 declined. We are very grateful to have Ann Blaker of Capacity Builders in her 5th year as contract grantwriter for Bienestar. Shawcross writes some of the grant request as well, and in 2010 our VISTA volunteer Aleks Merilainen has been writing grant apps for the new Youth IDA program. Volunteer Mark Lawton has also written several grant requests for soccer club and field at Sunset Gardens. In 2009 we received a major grant for operating support from Meyer Memorial Trust of \$100,000 that really helped us get through a tough year. We have cultivated a wide variety of new foundation and corporate supporters including the Collins Foundation, Gray Family Fund, City of Hillsboro, Hoover Family Foundation, Irwin Foundation, Jackson Foundation, KeyBank, Bank of America, Nike, Intel, The Standard, City of Hillsboro, Washington County, Portland Women's Union Foundation, Rose E. Tucker Foundation, and others.

- Carry out a board-driven gift campaign with a goal of \$20,000 in Year 1, focused on unrestricted contributions from individuals.

We did this and reached our goal. We planned a campaign with 3 elements: Direct Mail, Major Donors, and House Parties. Board member support helped us reach this goal, and also led the way with 100% board giving.

- Establish a top tier of major donors – individual who contribute at least \$1,000 annually and an annual stewardship plan to retain and grow support.

We established levels of giving, identified major donors and prospects. We had a major donor campaign as one of the fundraising elements, and got some board support in contacting major donor prospects. We did see new major donors come forward (mostly from board and staff) who had not

previously given at that level, and this has set an excellent start and precedent.

- Develop focused campaign to increase financial support from agricultural employers.

We targeted agricultural employers with special contacts and made sure to get them all included in our database for direct mail and email appeals. We have had a very poor response from this sector. However, in November, 2010, we just had two generous gifts come in response to the Thanksgiving Appeal from Iowa Hill Farms and Caruso Produce.

- Conduct one signature friendraiser event and one fundraising campaign each year.

We have had at least one fundraising campaign each year. We made a very deliberate decision NOT to hold a fundraising event in the recession. We did, however, have a big friendraiser with the Grand Reopening Event in 2008 at Sunset Gardens.

- Track available federal grant funds for new projects.

We do this as a matter of course. In 2010, we responded to Rural Development's NOFA and received \$2.4 million in grant funds for Juniper Gardens. We also spent considerable time planning to apply for a federal grant on job creation through HHS. Shawcross also participated in a major HUD Sustainable Communities grant application for the Portland metropolitan region, with Bienestar named as a key partner.

In addition to federal grants, we have developed a tracking system for potential philanthropic and corporate donors to track deadlines and to coordinate grant writing duties between Shawcross, Blaker and others.

- Board and staff will establish relationships with local churches and faith-based groups as potential partners/donors.

Our most successful partnership has been with Rev. Larry Snow's Murray Hills Christian Church. Larry hosted Shawcross at the church for a presentation on Bienestar, and arranged for their food bank to provide weekly donations of culturally appropriate food boxes for 10 families all year. Our other significant partnership has been with United Methodist Church in Cornelius and their offering of Creation Vacation for Promotores and staff since 2008.

- Board will pilot house parties as a new vehicle for individual giving.

We began these in 2008 and have found them to be powerful and effective tools for friendraising and fundraising. Thanks to Ann Blaker, Lisa Neal-

Graves, Larry Snow, Janice Morgan, and Don Ruff for hosting parties in this period. Special thanks to Gracie Garcia and Alejandra Aguilar for making powerful personal testimonials at these parties.

- Provide training for board and staff on resource development. Create new tools and collateral materials for fundraisers.

We have worked with Jeri Alcock of OnCourse Consulting for the past three years on this. She has conducted board training, provided consultation to staff, advised the Fund Development Committee. Shawcross has developed new fundraising materials, including the Got Food- Thank a Farmworker campaign. We have tried wreath sales, holiday card sales, and added new categories of gift possibilities, including estate planning, etc. We developed a Gift Acceptance Policy to accommodate these types of major gifts.

4. Communications and Advocacy

Goal: Work collaboratively with other organizations serving agricultural workers and other low-income Latinos to assure equal opportunity and fair treatment. Rebrand HDC as Bienestar, increasing visibility in the community.

In 2009, Shawcross convened a new group called the Farmworker Leaders Group, comprised of directors and leaders of other organizations serving farmworkers in Washington County. She chairs this group which meets quarterly. We have significantly increased the visibility of Bienestar in the community – most recent evidence of this is having Bienestar named as a key partner on the steering council for the four county grant proposal to HUD on affordable transit-oriented housing.

- Develop regular timeline of annual communications to stakeholders to include newsletters, blast emails, and annual report.

We developed newsletters, blast email and an annual report, but since these are produced in-house by the director, demands on her time have mean that we have not been able to keep up with a strong schedule of newsletters, and missed a year on our Annual Report. What we have been able to do, however, is build a new website and keep it dynamic with fresh materials and updates.

- Create annual schedule of speaking appearances and presentations by Executive Director and Board members (Animal clubs, City Councils, Chambers of commerce, etc.)

This seemed more important in the first two years when we had a new Executive Director to introduce to the community and a very active

rebranding campaign around our new name. We were successful in doing this, and have significantly raised the visibility level of the organization in the Portland metro community. Shawcross has twice been invited to speak on panels to groups about successful fundraising and branding efforts.

- Participate as member of affordable housing advocacy organizations (AOCDO/.CDN, Housing Alliance, Housing Advocacy Group, HSSN, 10 in 10 funding group, etc.)

We continue to do this. AOCDO and CDN merged to become Oregon Opportunity Network, an industry association for affordable housing organizations, and we play an active role there. Shawcross meets monthly with the Housing Advocacy Group, is on the Homeless Plan Advisory Committee, served on the 10 in 10 funding group until it disbanded, served on the Downtown Urban Renewal Task Force for Hillsboro, made a special presentation to Hillsboro City Council on affordable housing, participated in a Hillsboro 2020 Workgroup on housing, etc. In 2009 Shawcross was appointed to serve on a statewide advisory board, the Farmworker Housing Facilitation Workgroup.

- Rebrand all HDC collateral and communications materials with Bienestar name and logo.

Done. There was also a significant amount of work to register the name change legally with all lenders, local, state, federal agencies, etc.

- Set goal and achieve results for positive PR and press results – media coverage.

We have come a long way in this regard; regularly issue press releases, many of which have been picked up by media. We have had articles appear in The Oregonian, Hillsboro Argus, Beaverton Valley Times, Forest Grove newspaper, Edible Portland and others.

5. Resident Services Programs

Goal: Continue to live the value that programs are an essential aspect of our housing; provide programs and services that are responsive to the critical needs of our residents, provide tools for increased economic independence, and empower resident through the Promotores program.

- Develop adequate funding resources to maintain Promotores program through 2011.

We accomplished this by applying for and being awarded a 3 year United Way grant that supports our adult programs (including Promotores) at \$130,000 per year.

- Recruit and train new Promotores for Sunset Gardens, Willow Park, and Sierra West.

Program coordinators Maria Moreno, Jorge Tello, and Juan Carlos Aguilera did a great job doing this, and these Promotores have made strong progress in helping build community at these “new” properties. In 2010 we have a class of 15 Promotores across the portfolio.

- Conduct Resident Survey every two years – next one will be 2009.

With the help of staff and Promotores we conducted the biennial survey in November, 2009 with a 78% response rate. The interviews required home visits of 30-60 minutes and we collected so much data we have struggled to compile and analyze it all. Intel volunteers spent a day helping us with this, and the results of the surveys appear in the individual property presentations that the Board hears at each meeting.

- Complete 3 year plan for resident services programs.

We developed plans for Adult programs called Seeds for Success or “Semillas de Exito”, and a comprehensive plan for Youth programs called “Ready for Life” or “Listos”. We have continued to add program elements to these plans as needs have been identified by residents and/or opportunities for partnership have arisen. The Seeds for Success program for adults now includes ESL, GED, computer and financial literacy classes; community gardens, a microenterprise program, and IDA program, Job Club, free income tax preparation, Audubon Family Outings, Emergency Cash Assistance Program, Nutrition/Cooking Classes. Special events include presentations on immigration, gang prevention, health issues, parenting, etc. We offered free H1N1 flu vaccination clinics, resident meetings, holiday parties. Our Promotores make referrals to families to Bienestar programs and to other resources in the community.

Our Listos program for children now includes four Homework Clubs, AKA Science Clubs, Kids Computer Club, Teens’ Build Your Own Computer, Financial Fitness for Life, Summer Lunch & Fun, Summer Reading Safari, Explorador Nature Camp, Zoo to You, Soccer Club, Yoga for Kids, and special events like Blazers’ Field Day, Kids on the Block puppets, art projects, music, etc.

- Make the necessary investment in Resident Services programs to create a self-sustaining program within 4 years. Continue to support the inclusion of resident services programming as a line item in property budget where allowed.

We were successful in getting Homestead Capital, our Limited Partner at Montebello, be one of the first lenders in the state to agree to let us charge a resident services fee above the line to each apartment. We were also

successful in negotiating this with PNC for Sierra West, Sunset Gardens and Willow Park. Shawcross and Garcia participated on a county-wide workgroup advocating for and educating about the need for funding resident services programs above the line. As a result, Washington County agreed to set aside \$25,000 for resident services for Bienestar in their 2011 funding cycle, and presumably, annually.

- Continue to explore partnerships and collaborations with other organizations to develop programs for residents that allow us to leverage other funding sources.

During these challenging economic times, it has been all about leveraging partnerships. We have developed wonderful new partnerships with several organizations. Our partnership with Adelante Mujeres means that we can bring adult IDAs, a microenterprise program, and Adelante Chicas to our residents.

Our partnership with TaxAide meant we were able to offer free bilingual income tax preparation to the community. Our partnership with Catlin Gabel High School enabled us to offer Homework Club at Reedville Apts where we otherwise would not have had staff capacity. A critical partnership was developed with the Oregon Food Bank where we make weekly pick-ups to help our residents with food insecurity. The partnership with Murray Hills Christian Church also helps with weekly food donations.

Other partners we work with include Dress for Success, Centro Cultural, Essential Health Clinic, Virginia Garcia Memorial Health Center, Salud, OCDC, OHDC, Legal Aid, NAMI, Girl Scouts, Forest Grove Migrant Education Department, Community Action. Our partnership with HandsOn Portland has made a tremendous difference as we have developed a new army of volunteers. We have been very successful in recruiting volunteers for one time events as well as for ongoing commitments. Volunteers for Homework Club, ESL classes, Teens Build Your Own Computer Classes, Summer Lunches, and other programs has meant that we are able to augment our staff capacity greatly.

6. Organizational Effectiveness

Goal: Maintain an effective, motivated and stable organization that is well-recognized and respected as a leader in affordable housing development with cultural competency.

- Provide consistent professional development opportunities to enhance the skills of staff.

This was completely eliminated from our budgets due to the recession. Fortunately, for the last two years and the EITC grants from United Way,

Garcia, Moreno have been able to take the Volunteer Income Tax Preparers' training and earn certificates. Promotores Iniguez, Urenda, and Manriquez also received training under this grant. In fall, 2010 Garcia and Promotora Marisela Iniguez received training and certification in Parents as Teachers leaders thanks to a grant from the City of Hillsboro.

- Staff participates regularly in peer learning networks (PAMWAG, ED Network, Resident Services Peer Group, etc.)

These networks are sponsored by Oregon Opportunity Network, and Shawcross and Garcia have participated each year.

- Staff develops annual Hoshin plans to implement the Strategic Plan. Individual staff plans reviewed quarterly. Performance reviews conducted annually with outcomes tied to actions and outcomes driving the strategic plan.

We were able to keep up with Hoshin plans for the first year and then realized they took too much time. Annual performance reviews are still tied to actions and outcomes in the strategic plan, however.

- Research compensation surveys every 2 years to assure staff salaries are competitive.

We've been in survival mode as an organization, and all staff have just been grateful to have jobs. In 2010 we made modest raises for top performers.

- Tie merit increases to achievement of measurable performance goals and objectives.

These modest raises were directly tied to performance goals and objectives. The director took a cut in pay to accommodate the raises for others.

- Continue to support recruitment and retention of highly effective staff by offering generous employee benefits (403B matching plan, contributory medical/dental, Costco cards, vacation, mileage reimbursement, budgeted professional development fund).

This has gone by the wayside as we had to completely eliminate the 5% match for the 403B plan, change the medical benefits from 10% contributory for employees to 20%, eliminate professional development fund, increase deductibles on medical plan; eliminate dental plan.

We continue to operate on a very lean basis. Bienestar has only 4 full time employees – director, program services manager, program coordinator, and office manager. We have a part-time bookkeeper and a part-time

program coordinator. In August, 2010 we welcomed a VISTA volunteer and a Jesuit volunteer for a year of service, In October, 2010 we eliminated the grant-funded position of Youth Coordinator since the grant had run out. We were able to add a part-time coordinator funded for a year by the Nike grant. When you consider all the resident service programs operating at our properties, it's hard to believe that this few people make it happen. We are so fortunate to have recruited a staff that is completely dedicated and mission-driven to help the families we serve.

7. Board Development

Goal: Develop and maintain a strong, active, informed and contributing Board of Directors whose governance and support roles help Bienestar achieve its mission.

- Fully functioning Board Development Committee is active year round in recruitment, Board training. Board self-assessment and retreat planning.

Thanks to Janice Morgan, this committee has been very active and invaluable in continuing the efforts of Rob Fotheringham and Shawcross in 2007 to rebuild Bienestar's Board of Directors. The Board was expanded to 20 members, Board orientation and training happened, and special training was implemented for resident board members in Spanish.

- Conduct annual Board self-assessment.

oops

- Achieve 100% Board giving annually with 1/3 of gifts at the major gift level.

We were able to do this in 2008. In 2009 one member did not make a gift. We continue to struggle with this in 2010; as of November we still have not received pledges/gifts from 4 members. Each year we have had 100% staff giving.

- Maintain diversity in board membership (age, gender, profession, ethnicity, etc.)

We're doing a good job with this and it is a very deliberate part of the board recruitment process. Board member profiles help to guide this.

- Comply with CHDO requirements for 1/3 board membership to certify qualifications.

We have continued to meet these requirements and to recertify as a Tier I CHDO each year. However, we have also been working on training and ways to encourage more active participation by resident members. These

include training by Guadalupe Guajardo, purchase of new translation equipment, recruitment of volunteers to translate documents, having committee meetings interpreted, etc.

- Board conducts annual evaluation of progress of Strategic Plan.

Oops. We forgot until this year.

- Conduct formal orientation for new board members.

We have been doing that, and are scheduling the next one for early March.

- Continue tradition of board training to ensure an informed decision-making body.

Almost every single board meeting has had some element of training included in the agenda.. We have had several trainings on financial oversight and reports, and fundraising. We have also had trainings for the full board on asset management and property development.