

88-89 Mid Year Progress Report
WCCAO ADMINISTRATION

OVERALL GOAL: To carry out the mission of the agency through the implementation of Board direction and to provide support to the board, programs, and staff.

GOAL I: Board

To Maintain an informed Board of Directors and an effective committee structure.

OBJECTIVE A: Hold at least 10 meetings of the WCCAO Board of Directors and an Annual Meeting.

Status: Seven regular and one Annual Meeting have been held.

Issue: Changing the WCCAO Annual Meeting to June will enhance Board involvement and improve agency productivity and time lines.

OBJECTIVE B: Support the development and implementation of work plans for the following committees:

Executive Committee
Planning Committee
Business & Finance Committee
Fundraising & Public Relations Committee
Personnel Committee
Facilities Committee

Status: All committees established. Work plans established for four of the six committees.

OBJECTIVE C: Provide an annual orientation for Board members and arrange for training as needed.

Status: Orientation held in November 1988. Boardwalk training arranged for April 89 as a follow up to Board training needs assessment performed in August 1988.

OBJECTIVE D: Provide recruitment support for the selection of new members and officers.

Status: Membership analysis provided to enable targeted recruitment for a representative Board. Executive Director staffed the Nominations Committee.

GOAL II: Program

To assure professional program management by establishing effective systems for communicating, coordinating, planning, monitoring, and evaluating.

OBJECTIVE A: Maintain an active management advisory team that meets regularly to coordinate program efforts and provide input on management issues and decisions.

Status: Committee meets every two weeks for three hours. Program reports provided for coordination and information purposes. Input provided on reorganization, personnel policies and other management decisions.

OBJECTIVE B: Implement the agency's reorganization plan to effectively address WCCAO Strategic Goals and improve coordination and communication.

- Status:**
1. Equipment needs identified and efforts are being made to obtain.
 2. New departments and positions established.
 3. Buildings remodeled to accommodate new uses and programs relocated.
 4. Client service delivery system established.

Issues: An evaluation of resources required is needed. At the present, lack of adequate space and equipment pose problems that impede productivity and complete implementation of reorganization.

OBJECTIVE C: Develop a system for effective program monitoring and evaluation.

Status: Planning Committee will assist in the development of an evaluation tool and will address this in June 1989.

OBJECTIVE D: Implement program review to determine self-sufficiency efforts.

Status: Not yet started. See Strategic Goal IC.

OBJECTIVE E: Develop a strategy for addressing the causes of poverty.

Status: Not yet started. See Strategic Goal IIA.

GOAL III: Personnel

To have a personnel management system that maximizes the resource potential of all employees to WCCAO programs, and that is administered in a fair and consistent manner.

OBJECTIVE A: Complete the revision of WCCAO's personnel policies, print 150 copies and provide training to all WCCAO supervisors.

Status: Draft Revision almost complete. Board Personnel Committee will begin review in April.

OBJECTIVE B: Develop and print a staff handbook.

Status: Not started yet.

OBJECTIVE C: Revise all WCCAO job descriptions to be consistent in format and terminology, and to accurately describe responsibility level.

Status: Obtained services of a volunteer to perform these tasks and present a draft document.

OBJECTIVE D: Review placement of positions on salary scale for accuracy.

Status: Initial review completed. Final review will occur upon completion of Objective C.

OBJECTIVE E: Review and recommend a 1989-90 Compensation Plan for salary and benefit administration.

Status: Staff recommendation will go to Board Personnel Committee in April 1989.

Issue: This recommendation needs to be developed annually in the Fall.

OBJECTIVE F: Implement WCCAO's annual affirmative action plan and produce an annual report.

Status: Affirmative Action plan implemented. An annual report to be submitted for approval by 6/21/89.

GOAL IV: Planning

To implement the first year of WCCAO's strategic plan.

OBJECTIVE A: Develop and implement a plan for reorganization of services and support.

Status: WCCAO 1988-89 plan was approved in July 1988 and the implementation is in progress.

OBJECTIVE B: Develop a financial plan that addresses fundraising needs and allocates resources of staff, facilities, equipment and funds.

Status: WCCAO 1988-89 Budget was developed to address financial needs and allocate resources and was approved in July 1988.

Issue: A thorough financial analysis of projected revenue needs and short falls should be developed for WCCAO's five year plan.

OBJECTIVE C: Develop an evaluation tool to determine the effectiveness of efforts to meet identified goals.

Status: WCCAO Planning Committee will address this in June 1989.

OBJECTIVE D: Facilitate an annual board and staff goal setting session to add to the strategic plan and developed the 1989-90 work plan.

Status: A Board/Staff planning retreat has been organized for April 8, 1989.

Issue: This retreat should occur earlier in future years.

GOAL V: Asset Management

To establish an effective management program for real property holding.

Real Property/Land and Buildings

OBJECTIVE A: To evaluate the agency's space requirements and assess resources needed to meet those needs.

Status: This will be addressed by the Facilities Committee which has not yet met.

OBJECTIVE B: To evaluate the feasibility of converting the upstairs area of the Volunteer Center into usable office space.

Status: A Fire Marshall assessment has been arranged for to obtain approval. This information will be forwarded to the Facilities Committee.

Issue: An overall space plan is needed prior to making any further facilities investments or changes.

OBJECTIVE C: Develop and implement a property management system that addresses preventative maintenance issues as well as repair and replacement for buildings WCCAO owns.

Status: WCCAO's Insurance liability carrier inspected buildings owned by WCCAO and provided a list of recommendations and requirements for fire safety and security. Repairs and changes have been made to address the report.

Issue: Establish a property management system as a 1989-90 emphasis area and involve the Business & Finance Committee.

Personal Property Vehicles and Equipment

OBJECTIVE D: Develop and implement a vehicle transportation management system that addresses vehicle repair and replacement as well as scheduled preventative maintenance.

Status: Initial planning meetings have been held, a Transportation Coordinator position established, and issues have been identified for a management system.

Issue: The Transportation Coordinator is placed in the Client Services Department to better integrate this program service. The agency support function of overseeing a vehicle/transportation management system is not compatible with a client service function. Where is this position best placed or how is this function best carried out?

OBJECTIVE E: Develop and maintain a computerized inventory control system to acquire, repair, replace and account for furniture and fixtures necessary to administer efficient programs.

Status: This has been established

GOAL VI Fiscal

To maintain an agency accounting system that is efficient, auditable and responsive to the funding source regulations and program needs.

Comment: The fiscal office relocated to Aloha and the Comptroller was assigned responsibility for the facility and supervising secretarial support.

OBJECTIVE A: To evaluate and revise accounting procedures to streamline process and to more effectively utilize human resources in the fiscal department.

Status: Streamlined accounting procedures by revising the accounts payable and payroll schedules and establishing a routine that has reduced processing time.

OBJECTIVE B: To computerize all procedures that are currently done manually to the extent that is feasible.

Status: Manual processes computerized to date include calculations of employee/employer paid portions of benefit package and SAIF quarterly payments.

OBJECTIVE C: To implement a bi-weekly payroll system.

Status: This was implemented 7/1/89.

OBJECTIVE D: To implement a bi-monthly billing cycle for reimbursement contracts and other accounts receivable accounts.

Status: A schedule has been developed.

OBJECTIVE E: To annually review and evaluate WCCAO's insurance program.

Status: Completed in July 1988.

OBJECTIVE F: To update WCCAO's fiscal manual.

Status: An outline and sections have been drafted. A final draft will be done by 6/30/89.

OBJECTIVE G: To evaluate the feasibility of an indirect cost allocation system.

Status: Initial research completed. Feasibility will be determined by 6/30/89 and a work plan developed.

OBJECTIVE H: To contract for an annual audit of WCCAO's 1988-89 financial activity.

Status: WCCAO 1987-88 audit completed and negotiations for our 1988-89 audit have begun.

Issue: 1988-89 is the final year of our contract with Peat Marwick.

OBJECTIVE I: To continue to analyze spending patterns and inform management regarding cost control methods that allow for greater goal impact with existing resources.

Status:

1. Areas have been identified for possible cost savings which include: Printing, copying, weatherization sub-contracting, centralizing vehicle management support, safety management, and centralizing Head Start's food service.
2. Two small phone systems were consolidated at Aloha into a larger system rather than purchasing a more expensive system.
3. Labor trade and community correction volunteers have been used extensively in our remodeling and relocation.
4. Professional volunteers have been obtained for special management projects.