

## 1988-91 WCCAO STRATEGIC GOALS

The following are the strategic goals, objectives and 1988-89 emphasis areas approved by the WCCAO Board of Directors. Emphasis areas are not defined to exclude current WCCAO activities but to guide the Board in decisions regarding the allocation of resources.

### OVERALL STRATEGIC GOAL

By 1993, WCCAO will assure, in a manner that emphasizes self-sufficiency, that the total poverty population has access to basic human and material needs.

STRATEGIC GOAL I: By 1993, WCCAO will have an increased ability to promote self-sufficiency for low income residents of Washington County.

Objective IA: Establish a service delivery system that allows for comprehensive assessment of client needs and uniform data collection.

#### FIRST YEAR EMPHASIS:

1. Reorganize WCCAO program services to implement a single entry system.
2. Establish a common client intake form and database program to track client needs and uniform data collection.

Objective IB: WCCAO will provide family-oriented case management for at least 1,000 low income families.

#### FIRST YEAR EMPHASIS:

1. Define family case management for WCCAO.
2. Plan and implement a pilot case management project to serve at least 100 Head Start families, as well as WCCAO Shelter residents.

Objective IC: WCCAO will assure the promotion of self-sufficiency throughout all of its' program efforts.

#### FIRST YEAR EMPHASIS:

1. Define what is meant by client self-sufficiency and identify activities with which it can be promoted.

2. Evaluate current program efforts to identify ways in which the promotion of self-sufficiency exists or is lacking.
3. Develop a plan of action to assure that gaps in self-sufficiency efforts are needed.

**STRATEGIC GOAL II:** By 1993, WCCAO will have an ongoing effort that addresses the causes of poverty.

**Objective IIA:** WCCAO will have addressed five significant causes that prevent low income persons from becoming self-sufficient.

**FIRST YEAR EMPHASIS:**

1. Define both causes and symptoms of poverty.
2. Identify and define strategies for addressing the causes of poverty, which may include advocacy, coordination and direct service.
3. Identify five significant causes of poverty in Washington County.
4. Define WCCAO's role in responding to causes of poverty.
5. Establish a means for carrying out this role.
6. Respond to one significant cause of poverty in Washington County.

**Objective IIB:** WCCAO will have developed an on-going system for identifying and responding to causes of poverty.

**STRATEGIC GOAL III:** Through 1993, WCCAO will provide services or assure that services will be provided to meet the basic needs of 60% of low-income households/families in Washington County.

**Objective IIIA:** WCCAO will assure that resources exist to provide quality, affordable day care for at least 250 low income children in Washington County.

**FIRST YEAR EMPHASIS:**

1. Form advocacy task force that will determine child care needs and resources available.
2. Develop a strategy and obtain resources for providing 25 additional low income child care slots.

Objective IIIB: WCCAO will assure quality, affordable housing for an additional 500 low-income families.

FIRST YEAR EMPHASIS:

1. Form an advocacy task force that will determine housing needs and resources available.
2. Develop a strategy and obtain resources for providing 100 additional low income housing units.

Objective IIIC: WCCAO will double the number of emergency shelter beds.

FIRST YEAR EMPHASIS:

1. Identify available options and resources for providing emergency shelter, with an emphasis on unserved and underserved populations.
2. Develop a strategy and obtain resources to provide an additional 8 emergency shelter beds.

Objective IIID: WCCAO will increase the amount of donated food available by 50%.

FIRST YEAR EMPHASIS:

1. Obtain adequate temporary warehouse space and equipment.
2. Define what is adequate permanent warehouse space for food storage and warehousing function.
3. Develop a strategy for increasing donated food by a minimum of 10% each year and begin implementation.

Objective IIIE: Establish a comprehensive I & R system for Washington County.

FIRST YEAR EMPHASIS:

1. Establish criteria for operating programs.
2. Establish goals and objective for continuing the menu of WCCAO services and develop a plan for funding.
3. Test this menu of program activities against the criteria for operating programs that are not identified as an emphasis in the Strategic Plan.

**STRATEGIC GOAL IV:** By 1993, WCCAO will be a financially stable organization with adequate equipment and facilities, incorporating systems that promote accountability, and good staff morale.

**Objective IVA:** Stabilize WCCAO's funding base by establishing new forms of revenue, assuring that at least 30% is acquired from non-public sources.

**FIRST YEAR EMPHASIS:**

1. Establish a centralized resource development plan to support WCCAO's annual goal and objectives.
2. WCCAO will develop and implement a plan to raise the visibility of the agency and the community's awareness of the problems and solutions of poverty in Washington County.
3. Increase efficiency by improving internal coordination and maximizing available resources.
4. Implement the Thrift Store Project and monitor progress to assure net receipts of \$20,000 by July 1989.

**Objective IVB:** Increase volunteer support to the agency by 50%.

**First Year Emphasis**

1. Establish agency wide volunteer recruitment and placement service.
2. Establish a management information system for tracking numbers of volunteers, hours provided and programs served.
3. Increase agency volunteer support by 10%.
4. Make better use of RSVP by increasing the number of hours to WCCAO by 10%.

**Objective IVC:** WCCAO will have adequate physical facilities.

**FIRST YEAR EMPHASIS:**

1. Establish facilities committee to determine current and anticipate space needs.
2. Develop a plan for obtaining adequate space and initiate resource development.

## WCCAO MISSION STATEMENT

### MISSION:

Washington County Community Action Organization is a private non-profit, community based agency serving the economically disadvantaged in Washington County by providing for basic needs and promoting long term self-sufficiency.

### OBJECTIVES:

1. To solve problems and remove obstacles which block the achievement of self-sufficiency by the economically disadvantaged.
2. To promote greater participation of the economically disadvantaged in decisions and activities affecting them.
3. To provide the leadership required to assure the active involvement of the public, private and non-profit sectors in addressing the problems of economically disadvantaged people.
4. To address both the causes and symptoms of poverty by providing a range of services that help people to:
  - a. Secure meaningful employment;
  - b. Attain needed education and training;
  - c. Obtain adequate housing;
  - d. Meet emergency basic needs;
  - e. Counteract conditions of starvation and malnutrition; and
  - f. Make more effective use of other related services and programs.

## WCCAO STATEMENT OF VALUES

The WCCAO board and staff are committed to the following values in carrying out the mission of the Washington County Community Action Organization:

1. Upholding the dignity of all people.
2. The right of all people to meet their basic needs.
3. The importance of building self-sufficiency.
4. The importance of acting as advocates for the poor and disadvantaged.
5. The importance of building an aware and informed community through education and volunteer involvement.
6. Observing the highest standards of integrity and honesty in all our interactions.
7. Maintaining a professional organization that:
  - a. provides quality services;
  - b. is responsible and accountable;
  - c. respects confidentiality;
  - d. uses resources well and coordinates with others;
  - e. supports staff training and development needs; and
  - f. is committed to improvement.

12/16/87 Approved  
by WCCAO Board