

# WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION

245 SE Second Hillsboro, OR 97123

## Central Office

245 S.E. 2nd  
Hillsboro, OR 97123

- Administration
- Head Start
- Youth Employment Program  
648-6646
- LIEAP Energy Assistance  
640-8951

## Weatherization

2575 N.E. Kathryn  
#10 & #11  
Hillsboro, OR 97124

- Self Help Weatherization
- Energy Coalition  
640-8811

## Emergency Shelter Home

210 S.E. 12th  
Hillsboro, OR 97123

- Housing &  
Emergency Services  
648-0820 & 648-0829
- Welfare Hotline  
648-0514

## Washington County Volunteer Center

20515 S.W. Blanton  
Aloha, OR 97007

- Retired Senior  
Volunteer Program
- Wood Co-op
- Tualatin Valley Food Center
- VISTA Project
- Christmas Clearing Bureau  
642-3236

June 27, 1986

MEMO

To: WCCAO Board Planning Committee & Program Director II's  
From: Jerralynn Ness, Executive Director  
Subject: Planning Retreat

I am looking forward to our planning retreat which has been scheduled as follows:

**Friday - July 18, 1986**

1:00 - 5:00 Retreat

5:00 - 6:00 Social Hour

Marsh Hall at Pacific University in Forest Grove

Alice McCarter, Director of Washington County Mental Health will be facilitating our retreat. Attached is an agenda that she has prepared for us. Please review it as she has assigned us some "thinking" homework. I have also enclosed WCCAO's current mission for your review.

Pacific University is located on Pacific Highway, the main road through Forest Grove. We will be meeting in the Board Room off of the President's Office. The directions are as follows: (Map Attached)

If you would like to carpool from the WCCAO Office, please meet me at 12:30.

Please dress comfortably and if you can, plan to stay after 5:00 and join us for the social hour.

cc: Alice McCarter

JN/ij

Long Range Planning Work Session  
July 18, 1:00 - 5:00 p.m.  
Facilitator: Alice McCartor

PURPOSE OF THE MEETING

The Board of Directors has decided to develop a long range plan for WACCAO. The first step in this process is bringing management staff and board members who will be the responsible leaders in this process together to share initial thoughts and develop common expectations for this process.

AGENDA

I. Developing a Vision for the Future

This is a time for each member to express his/her ideas about the future role and direction for the agency. Please think about this before the meeting drawing from your unique perspective of the agency, community and the future. Come prepared to "dream" and discuss each other's visions. In envisioning the desired future for the agency try not to be constrained by factors that appear to be limiting. Rather consider a broad range of possible futures - for example, "the agency has completed its mission and should cease to exist", "the agency should be redirected toward profitable endeavors" or "the agency should emphasize services to adults because youth oriented services are duplicative". The goal is to develop a shared vision of the future of the agency or identify major differences among members regarding the vision. Information developed in this session will set a framework for the planning process.

II. Brainstorming Factors That Will Impact the Agency's Future

This is the time to brainstorm all the factors, internal and external, that potentially will impact the future direction of the agency. Impacts may be positive or negative. Again it will be important to think expansively. The list generated in this session will guide the data gathering aspect of the planning process and eventually the plan will include how the agency will address these factors. It will be important, therefore, to list as many potential impacts as possible. Examples of such factors are: the volatile nature of Federal funds, a particular strong staff expertise in an area, a specific gap in the service system or a newly emerging community problem.

### III. Designing the Planning Process

It will be important during this meeting for all participants to discuss expectations regarding the roles of staff and board members in developing the long range plan particularly in the areas of work assignments and decision-making authority. We will plan to reach consensus on this item.

We will spend the last part of the meeting discussing the next steps in the planning process. This is where members can address issues such as:

- 1) shall we hire a consultant
- 2) if so what would his/her role be
- 3) who will take the lead
- 4) what particular steps will we take
- 5) what is the purpose of our needs assessment
- 6) What might our needs assessment tell us
- 7) what is the projected time frame?

Enclosed is an article you may want to read before the meeting. Come prepared to get to know your fellow long range planning team members and to participate in a free-flowing discussion.

Washington County Community Action Organization  
Notes from Planning Work Group  
July 18, 1986

The work group reaffirmed the mission: "to break the cycle of poverty for individuals and families."

The following working definition of the word "poverty" was generally agreed upon:

Poverty is not having enough resources to meet one's basic needs - clothing, food, shelter, basic medical care and basic education to achieve literacy. When this condition exists over time, a person can develop a sense of having no options to independently gain needed resources in the future - a loss of hope.

This definition led to a clarification by work group members that the agency serves two types of poor people: 1) those who temporarily meet the definition and 2) those for whom the expectation to move out of poverty in the future is minimal.

In a brainstorming session the following major directions were proposed. These did not necessarily reflect the consensus of the group.

- be more aggressive in breaking the cycle of poverty
  - emphasize jobs
  - create our own bank
  - incorporate a business person (loaned executives)
  - develop a profit making venture to create jobs
  - be a new business incubator/help start cottage industries
- people we help need to take more responsibility
- address the attitudes that maintain a person in the cycle of poverty
- enable people to fulfill their own needs - teach them work through the root problems with clients to help them break the cycle
- treat the "illness" of poverty - not the symptoms
- identify all poverty groups and determine the unique needs of each different group
- target our services at younger people
- tap in more to existing programs we and others offer to assure no duplication
- present WCCAO as a legitimate organization
- develop a clear identity as a positive service
- expand our focus beyond Hillsboro
- Only do things that have a pay off for low income people

Following the brainstorming about future directions for the agency, there was general consensus that the agency should offer a mix of services that address both the symptoms and the roots of poverty.

The following list of needs was developed. This is a "zero-base" list and does not reflect that a specific need on the list may already be adequately met in the community:

- housing
- jobs
- job training
- quality, affordable child care
- access to basic health/dental care
- parenting skills training
- mental health and substance abuse treatment
- services to build self confidence and self sufficiency
- services to respond to domestic violence and child abuse
- services to teen mothers
- better preparation in educational system for daily living skills
- comprehensive information and referral services
- community education about services that are available
- access to services by seniors, rural poor and migrant workers
- services for survivors
- Hillsboro needs a defined youth service center
- educate the majority community about the needs of the minority (poor)

Following is a list of the positive and negative factors that will likely impact and shape future directions of the agency:

- federal funds are being reduced
- there is increased competition for resources
- there is a loss of public/government commitment to the goal
- the poor are hidden and hard to serve in this county
- county has both urban and rural poor
- + WCCAO exists in an economically strong county
- WCCAO is not well enough known
- + WCCAO has a history of being a strong agency
- + WCCAO is politically effective
- + WCCAO programs are well respected in the region
- + strong, involved board
- + experienced staff
- balloon payment coming due on building
- high telephone expenses
- high work load leads to burnout
- not enough resources to do the job
- current social and economic forces will cause an increase in clientele in the future

Members of the planning work group generally agreed that WCCAO should continue to be open to provide services directly and contract for services. The idea of WCCAO as a catalyst for services - starting and spinning off programs, coordinating existing providers and influencing existing providers to meet particular needs, was emphasized. Some members mentioned the need for WCCAO to maintain a solid administrative structure to enhance internal communication so all staff are knowledgeable about programs offered or supported by WCCAO and to allocate resources to a staff position for development.

There was agreement that the long range planning task is a board responsibility. Staff asked to be kept involved and informed during the process. The next step will be to interview consultants to assist with a needs or a service survey and possibly to staff the planning process.