

Visions Business Development

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Helping You See Your Business More Clearly Through

Leadership Training, Planning, Goal Setting, Team Building, Meeting Planning

Jerralynn Ness
WCCAO
245 SE 2nd
Hillsboro, OR 97123

May 3, 1989

Dear Jerralynn;

Enclosed, you'll find sorted summaries for the Group-work session of the Planning Retreat. I've presented them in 2 formats, the first summarizes each department, just as we compiled them in the Brainstorm session. The second, is as a total grouping of the suggested goals, all related to the Strategic Goals. The use of these two formats will let you and your staff make better decisions about how to pursue your Strategic Goals.

Many of the suggestions, even some that recieved high weight, involve what appears to me to be lobbying of some sort. I would remind you to seek the advice of your legal counsel concerning lobbying efforts and your non-profit status.

As I tried to condense this material, I was struck with the incompleteness of the MBO goal development. Many of the Strategic Goals have no operational goals or emphasis in your Department Goals. Since you only have your departments to use in carrying out your objectives, you run the very real possibility of not reaching those Strategic Goals. I would recommend a tightening up of the linkage between your Strategic Goals and your Department Goals. I have some thoughts on how you could best accomplish this.

If you should have any further questions about the results of the Planning Retreat, please call me. Thank you for the opportunity to serve.

Sincerely Yours;

John L. Larson, III
Visions Business Development

WCCAO Brainstorm results

Consolidated Reports

Obj Key - Roman Num = Strategic Goal Heading
 Arabic Num= Depart Goal Heading
 No Num = Not applicable

Dept Key 1=Resource Dev, 2=Admin, 3=hunger & Nutrition,
 4=Hsng & Energy, 5=Children & Youth, 6=Client Services

Dept Votes Obj Digest

1	27	Invest adequate resrcs to insure success
1	4	Adequate Personnel
1	4	Cause Related Marketing
1	3	Marketing by attraction, not recruitment
1	1	Using Legislation
2	34	Train Staff with resources = less money
2	31	Reasonable workloads
2	30	ID the limits of the agency
2	24	Consolidate "like" materials and functions
2	22	Routinely use problem-solving model
2	21	Use standard management tools - forecasting, etc
2	18	Annual morale booster for staff
2	16	Deputy Director
2	16	Assure supportive work environment
2	14	Professional Development Plan - Credentials
2	14	Support Long-range program Dept Planning
2	14	Director human resources
2	13	In-service training Plan
2	12	Vacation for Jerralynn and Holly
2	12	Reactivate Staff Personnel Committee
2	10	Extra Staff
2	8	Assure good communications
2	8	Insure Procedures effective and efficient
2	7	Get administrator out of day-to-day pers matters
2	2	Get a planner
2	1	Retention of employees
3	18	Give Assistance to member agencies to meet needs
3	3	Define Difference between Hunger & Nutririon
3	3	Define Client Base & Responsibility to serve
4	9	Inc L/I hsng w/ Ec Dev and Light Rail Discuss
4	8	Work w/ other agencies - they do their part
4	4	Relocate Dayton Page
5	25	Support "ADC" bill
5	25	Be Active, visible in Children's Agenda
5	12	Develop anti-gang strategy
5	9	Develop Creative Summer Youth resources

5	9	Treatment of delinquent child supporters
5	8	Foster care reform
5	8	More staff CPR/1st Aid training
5	7	Explore Daycare center for WCCAO Staff Children
5	7	Admit we have a problem
5	6	Recreation Center for teens
5	5	Use Practicum Students
5	5	Work closer with CSD
5	4	legislation to force child support
5	1	Measurements of Success
5	1	Explore "waiting list" services
6	6	Client Brochure
6	2	Client Newsletter
2	9	2,3a Establish personnel Mgmt Philosophy
2	4	2,3a Complete Personnel Policy
2	1	2,3b Staff Handbook
2	10	2,3c Classify employees
2	31	2,3d Offer competitive wages
2	6	2,6i Re-examine all expenses
4	4	4,1 Stabilize nergy Assistance funding
4	12	4,1a Integrate self-help WX with overall WX
4	1	4,1a How do we measure WX impact?
4	1	4,1a Energy conservation incentives
4	9	4,2c Address displacement of L/I mobile home parks
5	27	5,1 Increase Parent Training
5	17	5,2b Provide incentives for staff to get credentials
5	10	5,2b + med/dental donations to pre-school
5	3	5,2b Investigate existing staff education opps
5	1	5,2b Better Health Screening / Planning
5	1	5,2b Increase CDA Credentials
5	22	5,3 Day Care part of School System
5	16	5,3 + skill levels of in-home day care providers
5	15	5,3 Advocate for Employer based day care
5	12	5,3 Explore ways to improve L/I Day Care
5	10	5,3 Parental Assistance
5	9	5,3 Monitor Day care providers
5	8	5,3 Legislate Developer Donation of Day Care space
5	6	5,3 Mandate levels of service in Day Care centers
5	4	5,3 Compensate Day Care providers as professionals
6	24	6,1a Demographic anlysis of current & future clients

6	16	6,4	Develop nieghbor share type of office
6	44	I	Train clients to get out and stay out of system
6	15	IA	Establish Computer Program
6	11	IA	Dev System to assess fam needs @ intake
6	6	IA	Assure I/A meets all program needs
2	5	IA	Computer system networked
6	4	IA	Finalize intake form
6	2	IA	Assure Uniformity
6	1	IA	Easier access to WCCAO services
5	24	IB	Tng for staff to recognize child abuse
6	14	IB	Expand case management services
6	14	IB	Define Case Management Plan
5	6	IB	Encourage School Districts to do the same
3	26	IC	Infant Nutrition Program
6	22	IC	Innovative partnerships to deliver S/S prog
6	18	IC	Assure Promotion of self-sufficiency
3	14	IC	Educate Clients Re: Food Programs
3	13	IC	At-Home Food Raising Training
5	11	IC	Define Self-Sufficiency
3	9	IC	Educate Clients Re: Proper Nutrition
6	34	II	Advocate for "Family Wage"
6	26	II	Develop Living Skills Workshops
6	25	II	Work on Minimum wage & related legislation
6	21	II	Eval barriers to Phys DA, SE Asian, & others
6	21	II	Pre-employment training network & programs
4	19	II	End Discrimination on all fronts of L/I
6	8	II	Form a "PIC" - separate from WASHCO's
6	7	II	New jobs in WASHCO
6	5	II	Visit "Crossroads" and "Confidence Clinic"
4	25	IIA	Become More involved with L/I Hsng issues
5	22	IIA	Stronger Promotion of Planned Parenthood
5	19	IIA	Expand Parenthood Center Concept
5	17	IIA	Instigate Anti-drug & Alcohol Education
4	3	IIA	Advocate/Catalyst for L/I issues
4	3	IIA	Be involved in Legislation Re: land use
6	37	III	+ Awareness of elected officials during decis
6	21	III	Outreach Communication to community at large
5	18	III	Advocate for primary health support
6	16	III	Increase local Govt support/partnerships
6	15	III	Staff Training Plan
6	14	III	Address the "homeless" issue
3	14	III	Involve local Ministers
5	13	III	Increase Child care subsidy for Welfare rec
6	10	III	Network other programs Re: Successful programs
5	51	IIIA	Permanent Head Start Facilities
5	30	IIIA	Bring ALL Migrant Head Start under WCCAO

5 26 IIIA Get private day cares to donate slots
5 20 IIIA Seek funds to enlarge Head Start
5 17 IIIA Latch-Key program
5 17 IIIA Make sense out of 2 Head Start programs
5 16 IIIA Work w/City of Bvtn for Head Start space
5 14 IIIA Network other City youth programs
5 13 IIIA Adopt "A Child's Place"
5 11 IIIA Maintain closer ties to Federal action
5 11 IIIA Get developers to donate space
5 10 IIIA Investigate expansion into Day Care svcs
5 1 IIIA Subsidize in-home Day Care providers

4 27 IIIB Increase Transitional Hsng
4 27 IIIB Bring Jack Kemp to WASHCO
4 23 IIIB Private sector incentives to build L/I hsng
4 22 IIIB Develop inventory of funding sources
4 21 IIIB Insure Affordable Family Housing
4 16 IIIB Provide ldrshp for Farm worker Hsng solutions
4 15 IIIB Private sector incents to provide L/I rentals
4 12 IIIB Clarify Role
4 11 IIIB Specific Needs Housing
4 10 IIIB County Plan on "mix" of hsng types
4 10 IIIB Explore creative hsng options - "Sweat Equity"
4 7 IIIB Initiative for landlord leniency Re: children
4 6 IIIB Assist M/I purchases to free up L/I rentals
4 4 IIIB Protect Stock of Rental housing
4 2 IIIB Federal Hsng Program
4 2 IIIB Measure Impact

4 31 IIIC Adopt Domestic Violence Shelter
4 18 IIIC Explore Domes Violence Center relationships
4 17 IIIC A shelter in every WASHCO City
4 10 IIIC Additional Emergency shelter space
4 6 IIIC Shelter for single men

3 25 IIID Community Gardens, "Victory Gardens"
3 20 IIID Increase Quality of donated foods
3 18 IIID Standard Food Box Contents, ID Portion Costs
3 13 IIID Farmer Set-Asides, Gleaning
3 12 IIID Partnerships W/ WASHCO, Ext Svc, Food Stamp
3 4 IIID "Sharing Tables" like some Churches

3 29 IIID3 Food Salvage Programs
3 13 IIID3 Increase # of Food Donors

6 15 IIIE Broaden I/R and Community Ties
6 10 IIIE Resources for Intake and Referral

6 17 IV Encourage funders to allow year-round funding

3 30 IVA Food Industry Sponsorship
1 30 IVA Educate the community how to give
1 23 IVA Get Corps to hold own WCCAO Fund-raisers
5 19 IVA Donors for funds for private Day Care slots

5	17	IVA	Seek full day, year round Head Start funding
1	17	IVA	Target United Way Donor Options (Same as #1)
1	14	IVA	Research other income ventures
5	11	IVA	Seek "Sponsors" for individual children
1	11	IVA	Membership
1	10	IVA	Pooled Income
2	10	IVA	Seek \$ Help for professional development
6	10	IVA	Corporate sponsorship of Staff training
1	8	IVA	Analyze all sources
1	8	IVA	Target Donation
3	7	IVA	Service Club Projects
1	6	IVA	Become a fund-raising Organization
1	6	IVA	Find Good Grant Writer
3	5	IVA	Private \$ Donations to 50%
1	5	IVA	Establish Endowment
5	3	IVA	Identify supplemental funding
1	3	IVA	Becoming Adopted
1	2	IVA	Corporate Community
1	2	IVA	Systematic Community Education
1	1	IVA	Nike Sponsorship
1	22	IVA1	Establish Long-Range Resource Dev Plan
4	26	IVA2	Publicize issues
4	19	IVA2	Educate Public Re: Housing Needs
1	6	IVA2	Establish goal/performance related to vis
1	18	IVA3	Partnerships with other Agencies
2	23	IVB	Loaned Executives for special projects
1	17	IVB	Full Participation by the board
1	13	IVB	Target Volunteer Recruiting
2	5	IVB	Make Use of skills of other Vol Organizations
2	3	IVB	Make Better Use of Board Skills
6	16	IVB1	Increasing Utilization of volunteers
1	5	IVB1	Use Volunteers effectively
2	55	IVC	Solve Space Needs
2	10	IVC	Continue Planning Process - Asset Mgmt
3	9	IVC	Plan for Growth in Facilities
3	6	IVC	Vehicles, Freezers, Etc
2	4	IVC	Solve Equipment Needs
2	3	IVC	Asset replacement plan
3	2	IVC	Seasonal Storage

WCCAO Brainstorm Results

Resource Development

Sec	Votes	Obj	Digest
1	22	IVA1	Establish Long-Range Resource Dev Plan
1	14	IVA	Research other income ventures
1	8	IVA	Analyze all sources
1	6	IVA	Become a fund-raising Organization
1	30	IVA	Educate the community how to give
1	17	IVA	Target United Way Donor Options (Same as #1)
1	6	IVA2	Establish goal/performance related to vis
1	2	IVA	Systematic Community Education
1	11	IVA	Membership
1	10	IVA	Pooled Income
1	8	IVA	Target Donation
1	6	IVA	Find Good Grant Writer
1	5	IVA	Establish Endowment
1	23	IVA	Get Corps to hold own WCCAO Fund-raisers
1	3	IVA	Becoming Adopted
1	2	IVA	Corporate Community
1	1	IVA	Nike Sponsorship
1	18	IVA3	Partnerships with other Agencies
1	17	IVB	Full Participation by the board
1	13	IVB	Target Volunteer Recruiting
1	5	IVB1	Use Volunteers effectively
1	27		Invest adequate resrcs to insure success
1	4		Cause Related Marketing
1	4		Adequate Personnel
1	3		Marketing by attraction, not recruitment
1	1		Using Legislation

WCCAO Brainstorm Results

Administration

Sec	Votes	OBJ	Digest
2	30		ID the limits of the agency
2	34		Train Staff with resources = less money
2	14		Professional Development Plan - Credentials
2	13		In-service training Plan
2	31		Reasonable workloads
2	18		Annual morale booster for staff
2	16		Assure supportive work environment
2	12		Vacation for Jerralynn and Holly
2	12		Reactivate Staff Personnel Committee
2	8		Assure good communications
2	1		Retention of employees
2	16		Deputy Director
2	14		Director human resources
2	10		Extra Staff
2	2		Get a planner
2	24		Consolidate "like" materials and functions
2	22		Routinely use problem-solving model
2	21		Use standard management tools - forecasting, etc
2	14		Support Long-range program Dept Planning
2	8		Insure Procedures effective and efficient
2	7		Get administrator out of day-to-day pers matters
2	4	3a	Complete Personnel Policy
2	9	3a	Establish personnel Mgmt Philosophy
2	1	3b	Staff Handbook
2	10	3c	Classify employees
2	31	3d	Offer competitive wages
2	6	6i	Re-examine all expenses
2	5	IA	Computer system networked
2	10	IVA	Seek \$ Help for professional development
2	23	IVB	Loaned Executives for special projects
2	5	IVB	Make Use of skills of other Vol Organizations
2	3	IVB	Make Better Use of Board Skills
2	55	IVC	Solve Space Needs
2	10	IVC	Continue Planning Process - Asset Mgmt
2	4	IVC	Solve Equipment Needs
2	3	IVC	Asset replacement plan

WCCAD Brainstorm Results

Hunger & Nutrition

Sec	Votes	OBJ	Digest
3	18		Give Assistance to member agencies to meet needs
3	3		Define Difference between Hunger & Nutrition
3	3		Define Client Base & Responsibility to serve
3	26	IC	Infant Nutrition Program
3	14	IC	Educate Clients Re: Food Programs
3	13	IC	At-Home Food Raising Training
3	9	IC	Educate Clients Re: Proper Nutrition
3	14	III	Involve local Ministers
3	25	IIID	Community Gardens, "Victory Gardens"
3	20	IIID	Increase Quality of donated foods
3	18	IIID	Standard Food Box Contents, ID Portion Costs
3	13	IIID	Farmer Set-Asides, Gleaning
3	12	IIID	Partnerships W/ WASHCO, Ext Svc, Food Stamp
3	4	IIID	"Sharing Tables" like some Churches
3	29	IIID3	Food Salvage Programs
3	13	IIID3	Increase # of Food Donors
3	30	IVA	Food Industry Sponsorship
3	7	IVA	Service Club Projects
3	5	IVA	Private \$ Donations to 50%
3	9	IVC	Plan for Growth in Facilities
3	6	IVC	Vehicles, Freezers, Etc
3	2	IVC	Seasonal Storage

WCCAO Brainstorm Results

Housing and Energy

Sec	Votes	Obj	Digest
4	9		Inc L/I hsng w/ Ec Dev and Light Rail Discuss
4	8		Work w/ other agencies - they do their part
4	4		Relocate Dayton Page
4	4	1	Stabilize nergy Assistance funding
4	12	1a	Integrate self-help WX with overall WX
4	1	1a	Energy connservation incentives
4	1	1a	How do we measure WX impact?
4	9	2c	Address displacement of L/I mobile home parks
4	19	II	End Discrimination on all fronts of L/I
4	25	IIA	Become More involved with L/I Hsng issues
4	3	IIA	Advocate/Catalyst for L/I issues
4	3	IIA	Be involved in Legislation Re: land use
4	27	IIIB	Bring Jack Kemp to WASHCO
4	27	IIIB	Increase Transitional Hsng
4	23	IIIB	Private sector incentives to build L/I hsng
4	22	IIIB	Develop inventory of funding sources
4	21	IIIB	Insure Affordable Family Housing
4	16	IIIB	Provide ldrshp for Farm worker Hsng solutions
4	15	IIIB	Private sector incents to provide L/I rentals
4	12	IIIB	Clarify Role
4	11	IIIB	Specific Needs Housing
4	10	IIIB	County Plan on "mix" of hsng types
4	10	IIIB	Explore creative hsng options - "Sweat Equity"
4	7	IIIB	Initiative for landlord leniency Re: children
4	6	IIIB	Assist M/I purchases to free up L/I rentals
4	4	IIIB	Protect Stock of Rental housing
4	2	IIIB	Federal Hsng Program
4	2	IIIB	Measure Impact
4	31	IIIC	Adopt Domestic Violence Shelter
4	18	IIIC	Explore Domes Violence Center relationships
4	17	IIIC	A shelter in every WASHCO City
4	10	IIIC	Additional Emergency shelter space
4	6	IIIC	Shelter for single men
4	26	IVA2	Publicize issues
4	19	IVA2	Educate Public Re: Housing Needs

WCCAO Brainstorm Results

Children & Youth

Sec	Votes	Obj	Digest
5	25		Be Active, visible in Children's Agenda
5	25		Support "ADC" bill
5	12		Develop anti-gang strategy
5	9		Treatment of delinquent child supporters
5	9		Develop Creative Summer Youth resources
5	8		Foster care reform
5	8		More staff CPR/1st Aid training
5	7		Admit we have a problem
5	7		Explore Daycare center for WCCAO Staff Children
5	6		Recreation Center for teens
5	5		Use Practicum Students
5	5		Work closer with CSD
5	4		legislation to force child support
5	1		Explore "waiting list" services
5	1		Measurements of Success
5	27	5,1	Increase Parent Training
5	17	5,2b	Provide incentives for staff to get credentials
5	10	5,2b	+ med/dental donations to pre-school
5	3	5,2b	Investigate existing staff education opps
5	1	5,2b	Increase CDA Credentials
5	1	5,2b	Better Health Screening / Planning
5	22	5,3	Day Care part of School System
5	16	5,3	+ skill levels of in-home day care providers
5	15	5,3	Advocate for Employer based day care
5	12	5,3	Explore ways to improve L/I Day Care
5	10	5,3	Parental Assistance
5	9	5,3	Monitor Day care providers
5	8	5,3	Legislate Developer Donation of Day Care space
5	6	5,3	Mandate levels of service in Day Care centers
5	4	5,3	Compensate Day Care providers as professionals
5	24	IB	Tng for staff to recognize child abuse
5	6	IB	Encourage School Districts to do the same
5	11	IC	Define Self-Sufficiency
5	22	IIA	Stronger Promotion of Planned Parenthood
5	19	IIA	Expand Parenthood Center Concept
5	18	III	Advocate for primary health support
5	17	IIA	Instigate Anti-drug & Alcohol Education
5	13	III	Increase Child care subsidy for Welfare rec

WCCAO Brainstorm Results

Children & Youth

page 2

Sec	Votes	Obj	Digest
5	51	IIIA	Permanent Head Start Facilities
5	30	IIIA	Bring ALL Migrant Head Start under WCCAO
5	26	IIIA	Get private day cares to donate slots
5	20	IIIA	Seek funds to enlarge Head Start
5	17	IIIA	Make sense out of 2 Head Start programs
5	17	IIIA	Latch-Key program
5	16	IIIA	Work w/City of Bvtn for Head Start space
5	14	IIIA	Network other City youth programs
5	13	IIIA	Adopt "A Child's Place"
5	11	IIIA	Maintain closer ties to Federal action
5	11	IIIA	Get developers to donate space
5	10	IIIA	Investigate expansion into Day Care svcs
5	1	IIIA	Subsidize in-home Day Care providers
5	19	IVA	Donors for funds for private Day Care slots
5	17	IVA	Seek full day, year round Head Start funding
5	11	IVA	Seek "Sponsors" for individual children
5	3	IVA	Identify supplemental funding

WCCAO Brainstorm Results

Client Services

Sec	Votes	Obj	Digest
6	6		Client Brochure
6	2		Client Newsletter
6	24	1a	Demographic anlysys of current & future clients
6	16	4	Develop nieghbor share type of office
6	44	I	Train clients to get out and stay out of system
6	15	IA	Establish Computer Program
6	11	IA	Dev System to assess fam needs @ intake
6	6	IA	Assure I/A meets all program needs
6	4	IA	Finalize intake form
6	2	IA	Assure Uniformity
6	1	IA	Easier access to WCCAO services
6	14	IB	Define Case Management Plan
6	14	IB	Expand case management services
6	22	IC	Innovative partnerships to deliver S/S prog
6	18	IC	Assure Promotion of self-sufficiency
6	34	II	Advocate for "Family Wage"
6	26	II	Develop Living Skills Workshops
6	25	II	Work on Minimum wage & related legislation
6	21	II	Pre-employment training network & programs
6	21	II	Eval barriers to Phys DA, SE Asian, & others
6	8	II	Form a "PIC" - separate from WASHCO's
6	7	II	New jobs in WASHCO
6	5	II	Visit "Crossroads" and "Confidence Clinic"
6	37	III	+ Awareness of elected officials during decis
6	21	III	Outreach Communication to community at large
6	16	III	Increase local Govt support/partnerships
6	15	III	Staff Training Plan
6	14	III	Address the "homeless" issue
6	10	III	Network other programs Re: Successful programs
6	15	IIIE	Broaden I/R and Community Ties
6	10	IIIE	Resources for Intake and Referral
6	17	IV	Encourage funders to allow year-round funding
6	10	IVA	Corporate sponsorship of Staff training
6	16	IVC	Increasing Utilization of volunteers