

CSA *Handwritten*

AN IMPLEMENTATION STRATEGY FOR
WCCAO'S MULTI-YEAR PLAN

A WORKING PAPER

INTRODUCTION

The Board of Directors for Washington County Community Action Organization (WCCAO), Inc. directed staff in _____, 1978 to design and implement a multi-year plan for the agency. When a Program Planner was hired in April, 1978, he was given "lead" responsibility for the plan's development and implementation.

To establish an overall framework for the plan, a Mission Statement was drafted for the agency. A final draft of the Mission Statement was approved by the Board of Directors at their December, 1978 meeting. At that same meeting, a work plan containing goals, objectives and suggested strategy for implementing a multi-year planning process was submitted to the Board of Directors. *and approved in December, 1978* They approved the ~~work plan.~~

This paper is the natural continuation of WCCAO's total planning effort in that it suggests a comprehensive strategy, with suggested alternatives, to implement the multi-year planning process.

Attached is the work plan describing the multi-year planning process already adopted by the Board of Directors. Also included is a questionnaire developed to collect information from our "constituency" -- low income residents of Washington County.

There are essentially three phases in our multi-year plan: 1) a problem identification phase; 2) a program development phase; and 3) a program implementation phase.

PROBLEM IDENTIFICATION

In this phase, we are attempting to identify and statistically define ten (10) need areas of low income people in Washington County.

A need area is defined as a broad field of human services in which the needs of low income and disadvantaged residents of Washington County are not adequately being met.

Need areas will be identified through the administration of the attached questionnaire. The questionnaire will be given to 500 low income residents and at least 20 staff of various area human service providers in Washington County.

Suggested strategy:

- 1) All WCCAO program directors each administer the attached questionnaire to three (3) low income persons, tabulate results and effectiveness of the questionnaire and report back to Program Planner and Executive Director. (C.T. 2 weeks)
- 2) Planner revises questionnaire. (C.T. 1 week)
- 3) Emergency Services staff identify 500 low income residents using data obtained from WCCAO client files, information from area service agencies and data collected from the county's CDBG program. (C.T. 4-6 weeks)
- 4) WCCAO administers the questionnaire to 500 low-income residents and 20 staff of area service agencies, using one of the following options: (C.T. 4-6 weeks)
 - a) Person-to-person interviews*
 - b) Telephone interviews,
 - c) Questionnaires mailed out with follow-up phone calls.

There are several choices available re: "staff" to administer the questionnaire, including:

- a) High school or college students recruited through contact with area schools,

* SUGGESTED OPTION

- b) Designated WCCAO staff such as Emergency Services personnel or agency VISTAs,
 - c) Staff of Tri-County Community Council.
- 5) After the questionnaire has been administered, the Planner and designated agency staff will tabulate data, rank order need areas and incorporate same into a Poverty Needs Assessment Report which will be submitted to the Executive Director and the WCCAO Board. (C.T. 2 weeks)
 - 6) Planner will gather basic statistical (social, economic, geographical) data which will be appended to the Poverty Needs Assessment Report. (C.T. 30 days).
 - 7) WCCAO Board of Directors will review the Report and prioritize the needs areas identified. (C.T. two (2) meetings of Executive Committee and two (2) meetings of the full WCCAO Board.)

During this phase, there will also be an internal review of WCCAO as a community action agency to identify needs or problems which are preventing us from fully serving low income and disadvantaged people in Washington County. This review will parallel the needs assessment of low income residents.

Suggested strategy:

- 1) Executive Director will ^{request that} ~~contract with~~ CSA Region X staff ~~to~~ conduct a comprehensive agency review. The review will cover affirmative action, personnel policies, administration, fiscal and program operations, and compliance with CSA regulations. (C.T. 8 weeks)
- 2) Region X staff will conduct an on-site visit and interview Board members, staff and selected low income residents (% representation of minorities, elderly, handicapped, etc. in 1970 Census). (C.T. 1 week)
- 3) Region X staff will prepare an Agency Evaluation Report identifying agency problem areas and specifying corrective alternatives. Copies of the report will be made available to Board members and agency staff. (C.T. 6 weeks)

PROGRAM DEVELOPMENT

Once internal and external need areas are identified, staff will begin developing a comprehensive framework to impact on them. The basis for action toward meeting these needs lies in a task force approach to program development.

Suggested strategy:

- 1) Following prioritization of need areas of the poverty community, the Board of Directors will establish no less than three (3) ^{areas that the agency} Task Forces. ~~The need~~ ^{will work to impact on.} ~~areas selected will correspond to the priority scale established by the~~ ~~Board.~~ (C.T. 1 meeting)
- 2) Task Force membership will include
- 3) Each Task Force, given adequate staff support, is responsible for preparing and submitting to the Board a program development plan for its assigned need area. The plan should contain: (C.T. 90-180 days)
 - a) Statistical and narrative description of the problem(s),
 - b) A comprehensive action strategy with specified alternatives to impact on the problem(s).

To meet the internal agency needs identified in the Agency Evaluation Report, staff and Board will review the recommendations contained in the report and collectively work to implement the recommendations.

Suggested strategy:

- 1) ^{Next staff present the observations to key staff on exit interview and a written report to the Board after WCCAO} ~~WCCAO Board will review Agency Evaluation Report, and, if necessary, modify~~ ^{has been give a chance to correct review the draft.} ~~report recommendations.~~ (C.T. 2 meetings)

- 2) Executive Director will appoint ^{three} ~~five (5)~~ staff members to prepare action plan.
- 3) Staff will develop and submit an action plan to the Board. (C.T. 60 days)
- 4) *adopted action plan will be forwarded to Reg X.*

PROGRAM IMPLEMENTATION

The specific action strategy developed will vary according to need area, problem definition and available resources. Some techniques which may be selected and utilized include: sponsoring legislation, community organizing, political lobbying, and grant development.

Whatever techniques are employed, it is strongly suggested that a team approach *between the task force, WCCAO, and interested agencies & individuals* be adopted by ~~the agency~~ to implement strategy. ~~This team approach should be discussed and refined by agency program directors and then established as policy by the Executive Director.~~

SURVEY QUESTIONNAIRE

Washington County Community Action Organization (WCCAO), Inc. is a locally controlled organization whose purpose is to assist low income people to attain the skills, knowledge and opportunities necessary for them to become self-sufficient individuals. To meet that goal, we ask that you help us by completing this questionnaire.

Name:

Age:

Address:

Phone:

Size of family:

Sex:

Race

Please answer all questions which follow on the succeeding pages of this survey. If you do not understand a question, please ask the interviewer for an explanation. All information you provide is confidential.

1. Below are nine categories of human services. We would like to find out what you feel are the greatest unmet needs for you and your family in each category.

An unmet need is one which 1) would be of benefit to you or your family; and 2) is not at present being provided or available to you.

The categories are:

- | | |
|-------------------------|-------------------|
| A. Employment | F. Legal |
| B. Education | G. Medical |
| C. Financial Assistance | H. Recreation |
| D. Housing | I. Transportation |
| E. Language | |

For each category, please check the space beside the phrase describing an unmet need for you or your family. (You may check more than one space per category.) Once you have indicated all unmet needs for that category, please indicate which need is most important by writing the letter identifying that need in the space provided.

SAMPLE SAMPLE SAMPLE SAMPLE SAMPLE

Category: Language

- a) an interpreter
 b) written translation services

My greatest unmet need in this category is A. (Choose a or b, not both)

SAMPLE SAMPLE SAMPLE SAMPLE SAMPLE

Now please turn to the following pages and begin completing the survey. Remember, if you do not understand a question or category, please ask the interviewer to explain it to you.

Category: EMPLOYMENT

- a) Help finding a job
- b) Help finding a job training program

My greatest unmet need in this category is _____. (Choose one)

Category: EDUCATION

- a) Adult (high school diploma)
- b) Alcoholism
- c) Citizenship
- d) Drug Abuse
- e) Handicapped
- f) Health Problems
- g) Legal Rights
- h) To speak and write English
- i) Welfare Rights

My greatest unmet need in this category is _____. (Choose one)

Category: FINANCIAL ASSISTANCE

- a) For Clothing
- b) For Education
- c) For Food
- d) For Housing
- e) For Household Essentials
- f) For Insurance
- g) For Legal Advice
- h) For Medical Services
- i) For Loans and to Establish Credit

My greatest unmet need in this category is _____. (Choose one)

Category: HOUSING

- a) Private rental housing
- b) Public rental housing for low income families
- c) Multi-family housing for large families
- d) Housing for the elderly
- e) Housing for farm laborers/migrant workers

My greatest unmet need in this category is _____. (Choose one)

Category: LANGUAGE

ESL *low*

- a) An Interpreter
- b) Written Translation Services

c)
My greatest unmet need in this category is _____. (Choose one)

Category: LEGAL

- a) Consumer Problems
- b) Counseling
- c) Court Assistance
- d) Criminal
- e) Divorce Assistance
- f) Debt Assistance
- g) Landlord-Tenant Problems
- h) Insurance
- i) Wills

My greatest unmet need in this category is _____. (Choose one)

Category: MEDICAL

- a) Adequate Medical Care
- b) Adequate Dental Care
- c) Immunizations
- d) Veterinary Care

My greatest unmet need in this category is _____. (Choose one)

Category: RECREATION

- a) A place to get together for children and teenagers
- b) A recreation center for children and teenagers
- c) A place where anyone can get together for community activities
- d) A place for senior citizens to get together (with physical activities available)

My greatest unmet need in this category is _____. (Choose one)

Category: TRANSPORTATION

- a) To work
- b) To doctor, hospital, medical clinic
- c) To town (shoes, food, clothing)
- d) To a Human Services agency
- e) To see friends

My greatest unmet need in this category is _____. (Choose one)

11. Now that you have gone through all service categories and identified your unmet needs in each, we would like you to rate -- that is, list in order of importance to you -- your greatest unmet needs regardless of category.

Once again, here are the human service categories:

- | | |
|-------------------------|-------------------|
| A. Employment | F. Legal |
| B. Education | G. Medical |
| C. Financial Assistance | H. Recreation |
| D. Housing | I. Transportation |
| E. Language | |

First, review your choice in Part I of this survey questionnaire. Then, in the spaces provided below, indicate your five (5) most important unmet needs, in order of priority. Indicate both the category and, by letter (a,b,c, etc.) the particular unmet need within that category.

- | | |
|---|----------------|
| 1.) My most important need is
Category: _____ | Service: _____ |
| 2.) My second most important need is
Category: _____ | Service: _____ |
| 3.) My third most important need is
Category: _____ | Service: _____ |
| 4.) My fourth most important need is
Category: _____ | Service: _____ |
| 5.) My fifth most important need is
Category: _____ | Service: _____ |

111. Washington County Community Action Organization plans to organize and develop Task Forces composed of area citizens and resource people. These Task Forces will then work to bring you the services you need to make your life and the lives of your family more productive.

Please check one of the following:

- I would be willing to serve on one of the Task Forces.
- I would not be willing to serve on one of the Task Forces.

THANK YOU FOR YOUR HELP!

CLACKAMAS - MULTNOMAH - WASHINGTON

TRI-COUNTY HUMAN SERVICES

NEEDS ASSESSMENT-1979

REGIONAL DOCUMENT WITH COUNTY FOCUS AND ANALYSIS

PROBLEM SOLVING PROCESS

JOINT EFFORT WITH SERVICE AGENCIES AND FUNDING SOURCES

MODIFIED APPLICATION OF UWASIS FOR PROBLEM CATEGORIZATION

WORK THROUGH EXISTING STRUCTURES AND RELATIVE ACTIVITIES

INCORPORATE OTHER RECENT STUDIES AND LOCAL NEEDS ASSESSMENT

NOT A PRIORITY RANKING OF SERVICES

END PRODUCT - MANUAL - GUIDES FOR SERVICE PROVIDERS AND
FUNDING BODIES, CLARIFY TRI-COUNTY COMMUNITY
COUNCIL'S MISSION

CONSTRAINTS

TIME FRAME

COOPERATION AND PARTICIPATION

UTILIZATION

TRANSLATION OF PROBLEMS TO GOALS

DATA ON SUB-COUNTY BASIS

PRESENTATION

ASSUMPTIONS

PROBLEM STATEMENT REFLECTIVE OF 'NEED'

INCOME MAJOR INDICATOR OF SERVICE UTILIZATION

RISK POPULATIONS IDENTIFIED BY SELECTED SERVICE
BARRIERS AND GEOGRAPHICAL BASIS

CLACKAMAS - MULTNOMAH - WASHINGTON

TRI-COUNTY HUMAN SERVICES
NEEDS ASSESSMENT-1979

P R E F A C E

WHAT DOCUMENT IS/IS NOT

A problem solving approach for focusing services and funding resources toward community benefit.

Not a priority ranking of services document

HOW DOCUMENT MAY BE USED/BY WHOM

Identifying important factors for FUNDING SOURCES.

To set own priorities for allocating their resources.

Establishing program criteria for SERVICE PROVIDERS.

To direct services towards community problem solving.

Highlighting Human Services Problems for TRI-COUNTY COMMUNITY COUNCIL.

To guide its development of strategies for improving Human Services System.

RATIONALE FOR SELECTION OF DATA USED

'Population at Risk' described by significant indicators.

Income - Ability to Pay

Age/Health - Dependency

Sex/Ethnic Id - Discrimination

Single Parent Households - Multi-Need Families

INTERPRETATION OF PROCESS/PARTICIPATION

Success of process dependent upon active participation of service agency personnel and decision makers for public and voluntary funding sources - For explanation of process refer to attachment 'Implementation Time-Line.'

ORIENTATION TO DOCUMENT/FORMAT

* Presentation of information would be cross-indexed to permit complete examination of subject matter relative to user's interest and point of reference.

Use of charts and graphs to minimize written content.

