

1988-93 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 data base program to track client needs and collect data in a uniform manner.

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 Home 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 criteria for measuring self-sufficiency efforts.
2. Evaluate current program efforts to determine where, how and to what extent 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 five significant causes of poverty in Washington County.
3. Identify and define strategies for WCCAO to address causes of poverty, which may include advocacy, coordination and/or direct service.
4. Establish a means for WCCAO to implement identified strategies.
5. 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 the 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 additional low income children in Washington County.

FIRST YEAR EMPHASIS:

1. Form an 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. Determine what is needed to have adequate permanent warehouse space for food storage and warehousing functions.
3. Develop a strategy for increasing donated food by a minimum of 10% each year and begin implementation.

Objective IIIE: Establish a comprehensive Information & Referral system for Washington County.

FIRST YEAR EMPHASIS:

1. Establish an Information & Referral computerized resource file and rolodexes for program use.
2. Establish an Information & Referral system and train appropriate staff.
3. Begin negotiations with United Way for financial support and identify other possible funding sources.

STRATEGIC GOAL IV: By 1993, WCCAO will be a financially stable organization with adequate equipment and facilities.

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 comprehensive resource development plan to support WCCAO's goals and objectives.

2. Develop and implement a plan to raise the visibility of the agency and the community's awareness of the problems of and solutions to 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 system for volunteer recruitment and placement services.
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 anticipated space needs.
2. Develop a plan for obtaining adequate space and initiate resource development.

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