



# Policy Council

*input*

Strategic Planning	Planificación estratégica
What could Community Action do to help your family have a better life?	¿Que pudiera hacer Community Action para ayudarle a usted y su familia a lograr una vida mejor?
<b>Mental health</b>	<b>Salud Mental</b>
Help with counselors that help motivate the family with emotional problems that prevent them from moving forward.	Apoyo con consejeros para apoyo a motivar a la familia en sus problemas emocionales que no les permite seguir adelante.
Home based family counseling.	
Training regarding themes like self esteem, personal triumph, etc.	Orientación acerca de temas como: autoestima, superación personal, etc.
<b>Adult education</b>	<b>Educación Adulto</b>
Education for parents	Educación para los padres
Help with education for parents.	Ayuda para educación para padres.
Computer classes with child care.	Que hay clases de computación con cuidado de niños.
Spanish classes (as a second language)	
English classes, but with child care.	Clases de ingles pero con cuidado de niños.
English classes with child care.	Que hay clases de Ingles con cuidado para los niños.
Help in finding the right resources to get more school training.	Ayuda para encontrar los recursos para mas entrenamiento/educación.
<b>Parent education</b>	<b>Educación para padres</b>
Training for parents to guide them on how to educate their children.	Den entrenamientos a los papas para guiarlos para la educación de los niños.
A program for parents that don't know how to assist their grade school children with homework—whether it be because of a different language or other reasons—somewhere where they could go together.	Un programa para padres quien no saben como ayudar a sus niños con su trabajo escolástico—tal vez porque hay un idioma diferente o otras razones—un lugar donde pueden ir juntos.
<b>Employment opportunities</b>	
Give parents the opportunity to work in their own Head Start centers.	Darnos la oportunidad de trabajar a los padres en los propios centros de Head Start.
Have classes that prepare us to get jobs.	Tener clases y capacitarnos para obtener trabajos.
<b>Help with bills (energy, rent, etc)</b>	<b>Ayuda con costos (energía, arriendo).</b>
Help with electricity—quick appointments.	Ayuda con electricidad—que den cita pronto.
<b>Building community, families support each other.</b>	
A meeting of all the parents who have children	Reunion de total los padres que tienen hijos en



in Head Start, so we can meet each other.	HS para conocernos.
Have panels of parents where parents can help each other be better parents.	Hacer paneles de padres donde padres pueden ayudar a otros padres a ser mejores padres.
Have support groups among families.	Tomar grupos de apoyo entre familias.
Help to coordinate "barter" process between low income families.	
<b>Respectful treatment--dignity</b>	
Treat everyone with respect. Offer encouragement, not shame.	Tratar a cada persona con respeto. Ofrecer animo pero no lastima.
Train staff that help people so they treat people with respect.	Entrenar al personal que sirve a personas con asistencia. Para tratar con respeto!
Don't ask questions not pertaining to assistance like for energy assistance, why are you not working, why is your bill so high, I hope you can stay on your payments because without our help it looks like you would have been shut off.	
<b>Increase services, change eligibility restrictions</b>	
It is very important to have a wide range of services offered by Community action, in order for a larger number of people with needs to benefit.	Es muy importante que exista una amplia difusión de los servicios que brinda Community Action, para que una mayor cantidad de personas con necesidades se beneficien.
Revisit income scales, don't treat 2 parent & 1 child the same as 1 parent and 2 children.	
Income qualifications should be more considerate. Ie, if a single mother makes \$9 per hour for a family of two, or \$15,000 per year and pays \$700 per month rent plus power, phone, insurance, she should qualify.	
<b>Citizenship and residency</b>	
	Poder tener ciudadanía o ser legal.
<b>Child Care</b>	
Help parents to pay for child care so they can study at night.	Ayuda a los padres para pagar cuidado de niños para estudiar en la noche.
Provide child care so that people can seek work.	Que puedan proporcionar ayuda para encontrar trabajo con cuidado de niños.
Provide assistance to working mothers on a reasonable sliding scale to promote success.	



Pursue funding so families can afford full day programs, encouraging self-sufficiency.	
Help to pay for child care costs of kids 5 and over that have a sibling in Head Start.	
I would like to get CAO help with families with child care during evenings when family members can attend school or do volunteer work.	
<b>Training of CAO/HS staff</b>	
Training for teachers so they can conduct new projects.	Entrenamiento para las maestros para que puedan realizar nuevos proyectos.
<b>Specific Head Start improvements</b>	
Provide more equipment so that children can play outside, such as balls, tricycles, jump ropes.	Proveer mas equipo para que los niños puedan jugar afuera, como pelotas, triciclos, cuerdas para brincar.
Help children in Head Start with more equipment to play with at recess.	Ayudar a los niños de Head Start con mas equipo para jugar en el descanso.
Classroom security.	Seguridad para los salones.
Key ideas to motivate parents to take more interest in the Head Start program.	Ideas claves para motivar a los padres a tener mas interés en el programa Head Start.
Ask more parents if they can support the Head Start program.	Pedirle a mas padres que puedan apoyar en el programa Head Start.
Parents give training to the staff about how to better help our children.	Padres dando entrenamientos al personal sobre como ayudar mejor a nuestros niños.
Give more children the opportunity for Head Start.	Darle oportunidad a mas niños en el programa Head Start.
Help to pay for breakfast at community base.	
Food guidelines at community base.	
Permanent Head Start person at community based programs full time.	
Increase staffing—bring back family advocates—they were more familiar with programs available.	
A better method of selection children that qualify—verify that the information on the application is true.	Mejor método de seleccionar los niños que califican—comprobar que la información en la aplicación es verdadera.
Faster process of enrollment. Return phone calls.	Mas rápido el procedimiento de matricular—regresar llamadas.
More schools to give more families on the waiting list the opportunity.	Mas centros escolares para darle la oportunidad a otras familias que están en lista de espera.



The CDCs should be adopted for the holidays just as the pre-k programs are.	
<b>Information and referral</b>	
Create an information center where the parents can get resources about things they need, as well as services. There are lots of agencies but because of lack of information the people often don't know about them.	Crear un centro de información en donde los padres pudieran conseguir recursos sobre artículos que necesitan, así como servicios. Existen muchas agencias pero por falta de info la gente muchas veces no esta orientada.
Have more resource handouts in lobby for clients.	
A guide to resources and requirements to get them.	
<b>Health</b>	
Assistance with co-pays and prescriptions for people without OHP.	
Free medical clinics in communities.	
<b>Other Service Recommendations</b>	
Continue funding programs that serve children and families, improving them as you are doing, with training for the staff.	Continua apoyando los programas de servicio a niños y familias, mejorándolo como lo están hacienda—con entrenamiento y clases al personal.
More help with sports centers in the community, especially for youth, and we should put more attention on detecting and incarcerating drug dealers.	Mas apoyo con centros deportivos para la comunidad en especial la juventud y que pongan mas atención en detector a los vendedores de drogas y encarcelarlos.
Central way to get services, ie food stamps, wic, etc.	
Develop affordable housing.	
<b>Transportation</b>	
More public transportation.	
Help with transportation costs—like bus tickets or monthly pass.	

# 2004-2007 Strategic Planning

## Director's Input – September 16, 2003

### 1. What do you hope to get out of strategic planning?

- Guidance for our organization to perform its job
- Specifically what does (each dept) need in order to support those goals
- Better understanding of goals as they apply to the organization and (each dept's) ability to support them
- Alignment of goals with planning for (each dept)
- Input from Board and others outside the agency
- Affirmation of our unique niche
- Affirmation that our goals are aligned with resources
- Affirmation that our efforts are based on our core competencies as well as with needs in the community
- a sense of how we can meet goals, support our infrastructure, and our support base
- Answer to the question, "are we really meeting our clients' needs the best way?" – not just in terms of services provided, but how we are delivering those services.
- Answer to the question, "are we able to respond to the rapid growth in our county by expanding and/or changing direction?"

### 2. What information do you need to create a long-term vision?

- Clearly identified needs for our programs, community and organization
- Clearly identified parameters around agency direction regarding maintaining/growing or constricting programs
- Knowledge of where programs are heading so that we can develop systems to support personnel
- Would like visuals - graphs, charts, PowerPoint presentations or booklets - of the most current information about Washington county and its residents (*before* we develop a plan)
- Would also like to see a history of where we were as an agency 5, 10 years ago
- Would like a clear, concise piece of information about the county we serve, demographics by community (are we in the right places?) and numbers
- Would like to see a client needs assessment – both anecdotally and in terms of new numbers
- Would like to look at how we did with the current strategic plan
- Want to know our staff's struggles and visions
- Want to know how the world outside perceives us

### 3. What do you want to know from our staff?

- What do they need in order to do their jobs (include time frames for planning to meet those needs)
- Do they believe we are serving our clients in the most effective way possible?
- What are their biggest "partnership" concerns?
- What does staff need from the Leadership team?
- What obstacles do they face in terms of workflow?
- What training do they need in order to streamline their work?
- How will changes in their workflow affect other employees and/or departments?

- When they've attended training – how do they bring back, share or implement that information?
- What do they see as most rewarding about their work?
- What do they know about the clients they serve?
- What is their vision re: how we work with HS families
- What they would like to see us do differently?
- “In a perfect world...” what would they want our workplace to look like? Our community to look like?

#### 4. What do you hope doesn't happen in strategic planning?

- Let's NOT end up with vague initiatives or goals that we cannot measure
- Let's NOT leave any program out of the “push” to measure outputs and outcomes
- Let's NOT focus only on front line staff and client issues; do not forget infrastructure issues like workflow, employee skills needed to meet goals
- Let's NOT box ourselves in with a rigid plan and miss the flexibility we may need
- Let's NOT change the perception of our agency culture from what we want it to be
- Let's NOT re-do our mission statement until we end up with mere pie in the sky rhetoric
- Let's NOT get into an involved, tedious, draining, drawn out process
- Let's NOT end up with a plan that is unrealistic in terms of resources, nor unrealistic because of minutia
- Let's NOT end up with a plan that is so “touchy-feely” we lose sight of the realities of regulations and funding

#### 5. How has our current strategic plan been useful?

- It's usefulness has been questionable
- As a living document that we revisit from time to time
- Because “*we care about the entire community*” is included
- It guided development of better formats for the annual work plan
- It included a vision statement
- It looked at the *whole* agency
- It established 8 major goals
- It helped Board members understand us better

#### 6. What would make a strategic plan more useful?

- Provide big direction, guidance
- Get away from productivity reports, not include outputs
- Address the infrastructure needed to support the directives
- Retain flexibility.
- Let it be a document that will inform difficult decisions.
- Let it also be something out of which we can create a PR document, a marketing / fundraising tool that is aligned with our vision and promise and that will let the community know what we are up to and why they should support us.

All Staff Input: October 2003

What are the implications for strategic planning and what questions are posed?

Situation 1:

There has been a **rapid growth of people needing help** that has collided with a general shrinking of resources. The gap between the “haves” and “have nots” is widening, with many people experiencing poverty for the first time. Families are experiencing multiple issues; they are in complex situations requiring comprehensive responses. Many families are underemployed or working for low wages without benefits. Minority families have rapidly increased and face unique barriers due to their ethnic and cultural differences. Families are determined to move out of poverty, but must also battle high stress, the loss of self-esteem, hopelessness and lots of competition for jobs and resources; not to mention the devastation of being fully employed and find that you still can't make it.

Why?

The lure of jobs and a better life. Successful economic development has attracted many new residents, but not everyone has become gainfully employed. Many are underemployed or working for low wages without health care benefits. Our economic downturn has resulted in high unemployment, followed by serious state budget shortfalls that have negatively impacted education, health and human services and are now burdening existing community based services. And all of this is coupled with the high cost of living: housing, energy, gasoline, food, child care & health care.

Implications to Community Action's Strategic Planning:

Community Action is unable to keep up with the ever-growing demand for help. This leaves those in need with few options and negatively impacts staff morale. It raises many questions for our strategic planning:

1. What community conditions create poverty and what should our role be?
2. Will an economic upturn lift families out of poverty conditions? (poverty grew in the 1990s)
3. What public policy decisions would have a positive impact and what is our advocacy role?
4. How could the assets of our county and it's people be brought to bear?
5. What Community Action services have the greatest impact of helping families become economically secure?
6. Should our services be structured differently to provide less for more people, more for fewer people, at different times or different locations?
7. How do we better link our resources and the families we serve to needed education, gainful employment and/or affordable housing?
8. What areas of our operation do we target for growth and in what priority: resource development; community education & advocacy; emergency basic needs services; child development; family support; systems support; and access to information.