Board of Directors   May 21, 1982
Washington County Community
  Action Organization
245 S. E. 2nd
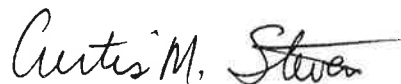Hillsboro, Oregon 97124

Dear Sirs:

This document contains our final work products designed to
assist Washington County Community Action Organization, Inc.
(WCCAO) in defining its mission, strengthening the structure
through an appropriate distribution of duties, and developing
written policies and procedures to direct delivery of service
and organizational actions.

A detailed "Action Plan" has been included as an Appendix.
This is designed to be a detachable document that, when
removed, can be copied, distributed to staff, and utilized as
a tool to assign an monitor completion of the Action tasks.

We are committed to the successful implementation of the
Action Plan. We will be available to monitor the progress of
the Plan, provide guidance, and assure questions affecting
the Plan's implementation.

We have appreciated the opportunity to assist WCCAO and look
forward to working with you again in the future. If you have
any questions, please call me at 222-1341.

Sincerely,

Curtis M. Stevens
Manager

CONTENTS

I. AGENCY MISSION STATEMENT

Washington County Community Action Organization, Inc. (WCCAO) is locally controlled by a Board of Directors with diverse socioeconomic backgrounds. WCCAO's primary mission is to eliminate adverse poverty in Washington County, Oregon and to lessen its adverse effects on economically disadvantaged persons. To accomplish this mission, WCCAO will initiate programs and expend resources in the following areas:

1. Liaison: Serve as a liaison between the poverty community and local, state, and federal governmental units, other agencies and groups.

2. Community Services: Provide to economically disadvantaged residents human services that are not adequately available from governmental units, religious entities, or other agencies.

3. Community Self-Reliance: Organize and develop innovative anti-poverty programs that can be operated by community groups. Provide the necessary technical assistance in community organization, program development, grant writing, and management to ensure the survival of these programs.

4. Advocacy: Advocate on the individual, program, institutional, or societal level on behalf of economically disadvantaged persons.

II. ORGANIZATION STRUCTURE

Two organization charts are presented in this document:

. Recommended Functional Organization Chart

. Interim Distribution of Duties.

The Recommended Functional Organization Chart is designed to distribute responsibilities in a rational manner to efficiently and effectively manage the organization and accomplish the Agency's mission. Because of fiscal and personnel constraints, this structure should be implemented as resources become available, probably over the next 3-5 years. When reviewing the chart, the following comments should be considered:
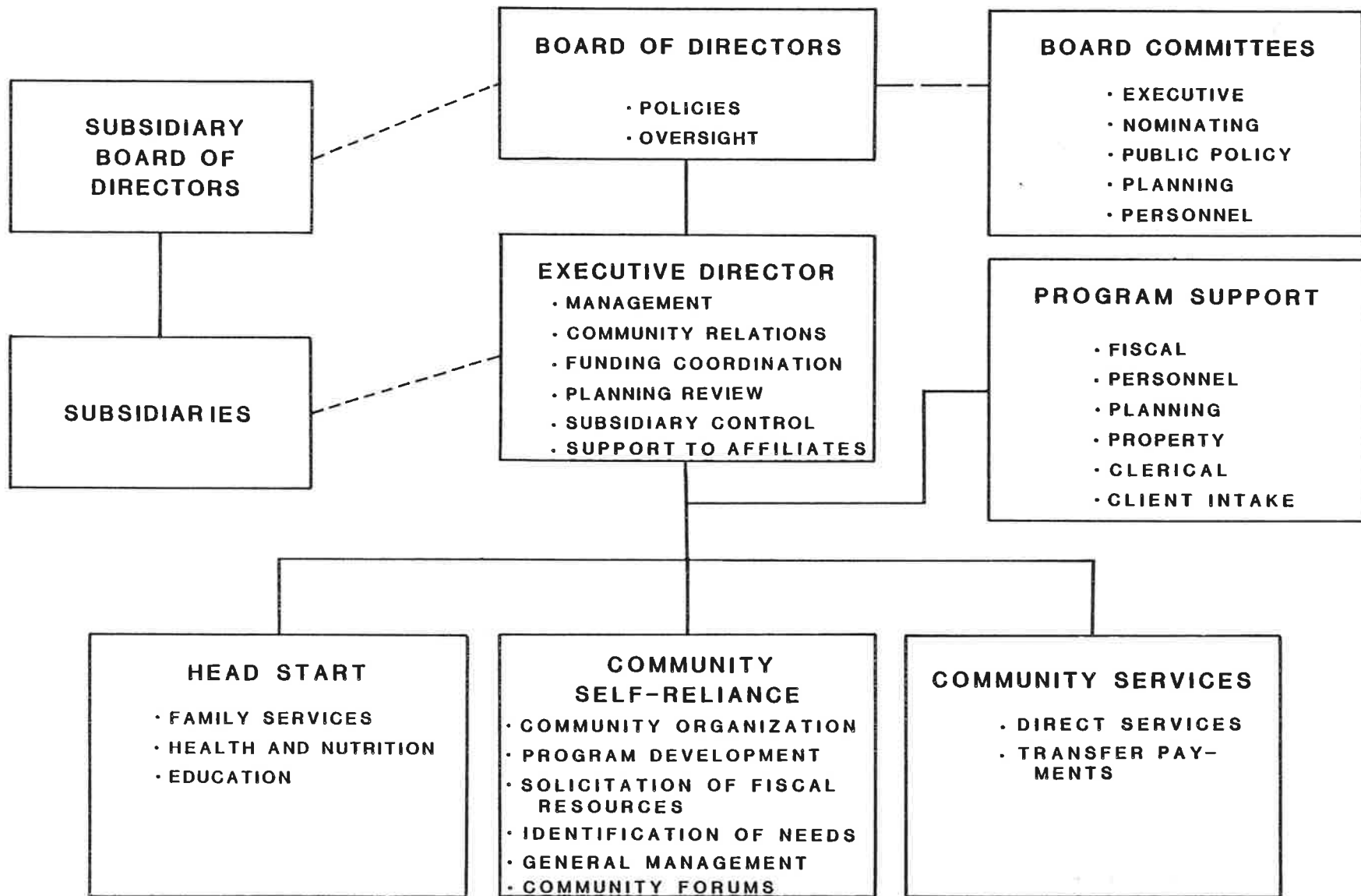
. The organization chart describes functions that should be performed by each responsibility area.

. The number of people necessary to perform a function will vary according to the scope and magnitude of a particular function.

. Defined responsibilities are not mutually exclusive.

. Program support will assume responsibilities that span the entire Agency and are most efficiently performed centrally.

. Due to its size, budget and distinct funding, Head Start will be operated as a separate department.

The Interim Distribution of Duties assigns existing programs and support services to current personnel to more effectively administer the Agency given the current economic situation. The differences from the Recommended Functional Organization Chart include the following:

. RSVP and LIEAP programs will report directly to the Executive Director.

. Community Self-Reliance and Community Services do not become separate departments until resources are available to create a new position.

. Client intake will not be centralized until resources are available.

It is expected that the responsibilities assigned in this structure will be redefined as fiscal and personnel constraints are reduced.

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION
RECOMMENDED FUNCTIONAL ORGANIZATION CHART

BOARD OF DIRECTORS
- POLICIES
- OVERSIGHT

BOARD COMMITTEES
- EXECUTIVE
- NOMINATING
- PUBLIC POLICY
- PLANNING
- PERSONNEL

SUBSIDIARY BOARD OF DIRECTORS

EXECUTIVE DIRECTOR
- MANAGEMENT
- COMMUNITY RELATIONS
- FUNDING COORDINATION
- PLANNING REVIEW
- SUBSIDIARY CONTROL
- SUPPORT TO AFFILIATES

PROGRAM SUPPORT
- FISCAL
- PERSONNEL
- PLANNING
- PROPERTY
- CLERICAL
- CLIENT INTAKE

SUBSIDIARIES

HEAD START
- FAMILY SERVICES
- HEALTH AND NUTRITION
- EDUCATION

COMMUNITY SELF-RELIANCE
- COMMUNITY ORGANIZATION
- PROGRAM DEVELOPMENT
- SOLICITATION OF FISCAL RESOURCES
- IDENTIFICATION OF NEEDS
- GENERAL MANAGEMENT
- COMMUNITY FORUMS

COMMUNITY SERVICES
- DIRECT SERVICES
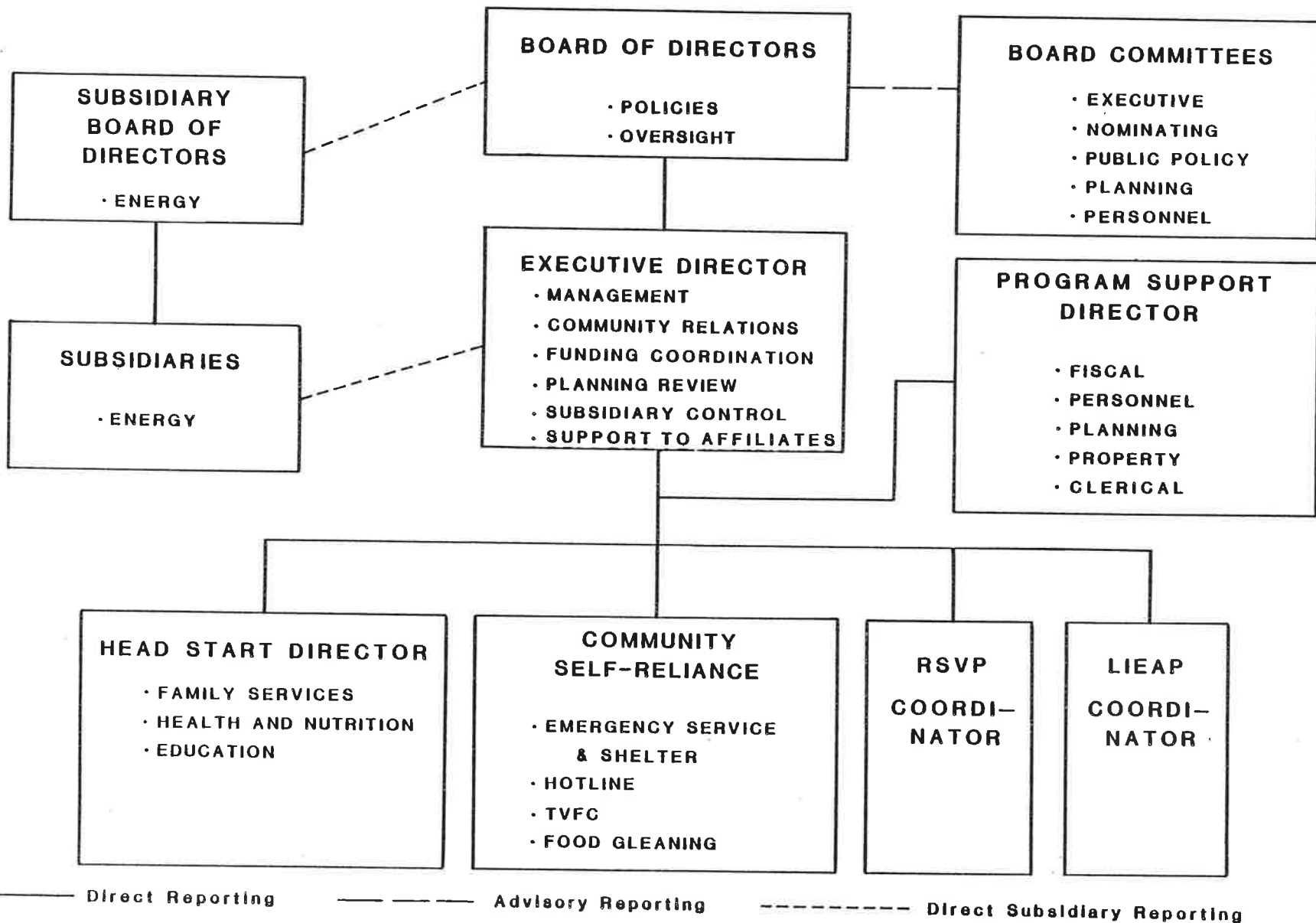- TRANSFER PAY-MENTS

———— Direct Reporting   —— —— —— Advisory Reporting   — — — — — — — Direct Subsidiary Reporting

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION
INTERIM DISTRIBUTION OF DUTIES

BOARD OF DIRECTORS

- POLICIES
- OVERSIGHT

BOARD COMMITTEES

- EXECUTIVE
- NOMINATING
- PUBLIC POLICY
- PLANNING
- PERSONNEL

SUBSIDIARY BOARD OF DIRECTORS

- ENERGY

SUBSIDIARIES

- ENERGY

EXECUTIVE DIRECTOR

- MANAGEMENT
- COMMUNITY RELATIONS
- FUNDING COORDINATION
- PLANNING REVIEW
- SUBSIDIARY CONTROL
- SUPPORT TO AFFILIATES

PROGRAM SUPPORT DIRECTOR

- FISCAL
- PERSONNEL
- PLANNING
- PROPERTY
- CLERICAL

HEAD START DIRECTOR

- FAMILY SERVICES
- HEALTH AND NUTRITION
- EDUCATION

COMMUNITY SELF-RELIANCE

- EMERGENCY SERVICE & SHELTER
- HOTLINE
- TVFC
- FOOD GLEANING

RSVP COORDINATOR

LIEAP COORDINATOR

——— Direct Reporting　　——— Advisory Reporting　　--------- Direct Subsidiary Reporting

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III. BOARD POLICIES

Presented in this section is a suggested format for written communication of policies adopted by the Board, with particular emphasis on Board policy statements. In general, the examples included were extracted from the 1979 Agency Mission Statement.

POLICY: Issuance of Policy and   DATE ADOPTED:
            Procedures

PURPOSE:

To develop a process to communicate approved policies of the Board of
Directors.

POLICIES:

Policies will be adopted by the Board of Directors and communicated
to the Executive Director, who will develop procedures to effectively
implement Board policies.

CRITERIA/GUIDELINES:

Policy statements adopted by the Board of Directors will often
initiate or change operating procedures within the Agency. As
changes occur in the operating environment of the Agency, both
internally and externally, we must adopt specific procedures and
instructions to meet them.

The attached form will be used to communicate policies from the Board
of Directors and procedures from the Executive Director. The
Agency's system of internal written communications will be:

A. Policy Statements - adopted by the Board of Directors and
    signed by the Chairman of the Board and the Executive
    Director.

B. Procedures - signed by the Executive Director. A "procedure"
    is a series of interrelated steps carried out in performing
    an activity.

C. Memoranda - another from of written communication. Memoranda
    are intended as an intra-organizational type of communication.
    Each organization unit should establish its own system of
    preparing and distributing memoranda, but use memoranda only
    when necessary to have written communication and permanent
    record; otherwise, communicate verbally and keep records and
    paperwork at a minimum.

It is the duty of everyone at WCCAO to apply policies and to follow
procedures judiciously in actions and decisions.

POLICY: Policy Amendment   DATE ADOPTED:

PURPOSE:

To provide a process to amend, clarify, or change existing Agency
policy.

POLICIES:

When the need arises to amend, clarify, or change existing Agency
policy, the Board will act on its own initiative or on the recom-
mendation of administration. Policy amendments would be undertaken
only when written clarification is required to promote greater
efficiency in Agency operations. Policy amendments should meet the
same test for necessity as new policy statements.

CRITERIA/GUIDELINES:

Policy amendments should be drafted and submitted by management to
the Board of Directors in the same manner as provided for proposed
new policy statements.

POLICY: Funding   DATE ADOPTED:

PURPOSE:

To solicit necessary funds for program operations.

POLICIES:

1. All programs will seek ways to generate program income to offset
    dependence on current funding sources and to provide for program
    expansion.

2. WCCAO will aggressively solicit needed funds from governmental
    entities, not-for-profit institutions, and other local sources.

POLICY: Disadvantaged Participation   DATE ADOPTED:

PURPOSE:

To encourage the participation and input of the disadvantaged in
Agency activities.

POLICIES:

1.   Encourage maximum participation of disadvantaged residents in the
     development, implementation, and evaluation of Agency programs.

2.   Take affirmative action by hiring and promoting disadvantaged
     persons within the Agency.

POLICY: Planning   DATE ADOPTED:

PURPOSE:

To provide for integrated planning and program development for the
Agency and specific programs.

POLICIES:

1.   Administrative and program staff will actively participate in
     integrated planning and program development.

2.   Funds will be budgeted annually for planning and program
     development, and for self-help grants to new projects.

CRITERIA/GUIDELINES:

.   Budgets will be developed annually.

.   Budgets will be approved by the Board of Directors.

POLICY: Spin-Off   DATE ADOPTED:

PURPOSE:

To determine a rationale for spinning off programs administered by
WCCAO.

POLICIES:

Programs will be spun off when a compelling organizational, opera-
tional, fiscal, or political reason exists.

CRITERIA/GUIDELINES:

Guidelines to consider when evaluating reasons to spin off include:

.   Funding

.   Management

.   Delivery of services

.   Community relations

.   Political circumstances

IV. ROLES AND RESPONSIBILITIES

Presented in this section are the roles and responsibilities of the
Board of Directors and Administration in governing the Agency and
serving the economically disadvantaged. The responsibilities listed
have not been changed significantly from the 1979 Agency Mission
Statement. We have added any additional responsiblities identified
during the study, and ranked the list to prioritize responsibilities.

BOARD OF DIRECTORS

Role

To govern WCCAO by providing a sound legal and fiscal foundation as a nonprofit corporation that assists socially and economically disadvantaged persons in Washington County.

Responsibilities

The responsibilities of the Board of Directors include the following:

1. Policy: To plan for and govern policies of the agency by keeping abreast of community needs and resources as they affect the county in general and low income residents in particular.

2. Management: To select an Executive Director who will assume responsibility for implementing board policy, administering daily operations of the agency, and developing support for agency programs from independent funding sources, local government, and area residents.

3. Accountability: To assume responsibility for agency expenditures by approving monthly program financial reports, by approving grant applications and contracts, and by ensuring that the agency is audited annually by a reputable independent auditing firm.

4. Public Relations: To serve as liaison between WCCAO, state, and local governments and the community at large by educating the public about WCCAO and its services, attending public hearings on community issues, providing leadership in area organizations, and establishing open channels of communication.

5. Subsidiaries: To promote the success of subsidiary companies through the appointment of appropriate boards of directors and the monitoring of subsidiary performance.

ADMINISTRATION

Role

To carry out the policies established by the Board of Directors, make recommendations to the Board, and serve the needs of the disadvantaged in Washington County through information and referral, direct service, innovation, and advocacy.

Responsibilities

The responsibilities of administration include the following:

1. Board: To develop and maintain an open communication and an effective reporting system between Board and staff to assist the Board in making necessary policy and fiscal decisions.

2. Project Supervision: To oversee project activities to ensure that the highest quality services are available to clients; and to provide for the proactive involvement of project staff in the decision process.

3. Planning and Program Development: To identify basic needs of the socially and economically disadvantaged in Washington County; to offer planning and development services to shape and implement programs to meet these needs; and to evaluate the effectiveness of programs. To involve the disadvantaged in the development, implementation and evaluation of all agency programs.

4. Funding: To aggressively manage a program for the solicitation of needed funds from governmental entities, not-for-profit institutions, and other potential funding sources.

5. Community Relations: To enhance, with the support of the Board of Directors, the community image of WCCAO through educating the public about WCCAO and the services that are provided.

6. Fiscal: To ensure that all funds administered by the agency are properly accounted for by maintaining adequate accounting procedures and necessary reporting systems, and by facilitating an annual audit.

7. Personnel: To establish and maintain a model for the nondiscriminatory recruitment, employment, and career development of all staff.

V.   PROGRAM GUIDELINES

To the extent possible, WCCAO's first priority in serving an identi-
fied need of an economically disadvantaged individual is to provide
information on and referrals to existing resources within the
community that can be of benefit. WCCAO will serve in this liason
role by:

. Assessing clients' needs and referring them to available resources

. Coordinating with other agencies or organizations to maximize
  service delivery

. Provide additional information to the public through such means
  as community booklets, public forums, and hotline.

When adequate resources are not available elsewhere in the community,
WCCAO will initiate, implement, and operate human services programs.
WCCAO will first identify priority needs and then plan to meet them
in the most effective way possible. These services could include the
following:

. Temporary assistance to alleviate immediate hardships

. Assistance to increase the skills, talent, energy, and knowledge
  of people which can be applied to the performance of socially
  useful roles in their community.

Many programs for economically disadvantaged persons can best be
operated by the individuals themselves. Community Self-Reliance is
best obtained by providing technical assistance to low income groups
to develop the skills and resources needed to adquately respond to
their own needs. Technical assistance could include:

. Training and support in community organizations

. Assistance in identifying needs

. Securing financial resources

. Program planning and management.

Advocacy should be encouraged when appropriate. It can occur on the
following four levels:

. Individuals: To work directly with individuals in need of
  assistance, support, or defense leading to the resolution of
  individual problems or control of one's life.

. Programs: To initiate or encourage the development of local
  programs or changes within existing programs that will provide
  needed service and resources to groups of economically dis-
  advantaged people.

.   <u>Institutional</u>: To initiate and encourage needed reform within
    established systems or agencies which will positively impact
    groups of economically disadvantaged people.

.   <u>Social</u>: To initiate and encourage needed reform of public
    attitudes resulting in societal behavioral changes.

VI. ACTION PLAN

Included as an appendix is an "Action Plan." This is organized based upon the consensus priority assigned to each issue by the Board Executive Committee and the MAT.

The Action Plan is designated to focus attention on activities that can solve a problem or resolve an issue. It is intended to be used by WCCAO as a tool to assign responsibility and monitor the completion of recommended action tasks.

APPENDIX

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION

ACTION PLAN - #1 PRIORITIES

					WCCAO ASSIGNMENT	
ISSUE/PROBLEM	RATIONALE	ACTION TASKS	RESPONSIBILITY	FISCAL YEAR	PERSON	DUE DATE
Improve community image to increase local funding.	WCCAO must generate revenue from additional sources to offset decreased Federal and State funding.	Ascertain weaknesses in community image that affect ability to raise funds from local revenue sources.	Executive Director	1982-83		
		With Board involvement and advice, develop a plan to reduce weaknesses and improve image.	Board and Executive Director	1982-83		
		Assign responsibilities to MAT members and monitor implementation of plan.	Executive Director	Continual		
Increase visibility of MAT to improve community image.	MAT members are the most qualified spokesmen for WCCAO programs and should strive to increase their visibility to the public.	Implement actions designed to increase community involvement.	Executive Director and MAT	1982-83		
		Determine whether MAT members need additional training to improve ability to interact with community.	Executive Director	1982-83		
Determine criteria/ rationale, policies and procedures for spin-offs.	In the past, it was the goal of WCCAO to spin off all programs. Given the benefits of centralized program support and management offered through WCCAO, program spin-off is not always a realistic goal.	Develop rationale (policy) to determine whether to consider program spin-off or affiliate status.	Board	1982-83		
		Based upon approved rationale, develop criteria to ascertain feasibility of spin-off or affiliation.	MAT with Board Review	1982-83		
		Prepare operating policies and procedures to implement the spin-off or affiliation process such as: . Management and program support . Reporting relationships . Subsidiary board composition and selection.	MAT with Board Review	1983-84		
Analyze impact of building ownership.	Due to the significant financial burden building ownership places on WCCAO, the building was recently put up for sale. Sale of the building could create a fund that would generate added flexible funds and potentially decrease program space rental costs.	Determine effects of sale of building on capability to deliver program services. Analyze issues such as: . Potential sales price and terms . Alternative program locations . Impact on programs.	Board	1982-83		
		Monitor sale of building.	Executive Director	1982-83		

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION
ACTION PLAN - #1 PRIORITIES

ISSUE/PROBLEM	RATIONALE	ACTION TASKS	RESPONSIBILITY	FISCAL YEAR	WCCAO ASSIGNMENT	
					PERSON	DUE DATE
Centralize client intake recordkeeping.	Programs do not have ready access to a client data base that would provide information on all clients served. This causes additional recordkeeping by programs.	Develop manual system for client intake that will utilize similar intake applications and provide for improved coordination of client needs among programs.	MAT Committee	1982-83		
		Place responsibility for client intake under Program Support Director.	Executive Director	1983-84		
Increase parent involvement in Head Start meetings and policy development.	Head Start believes that active parent participation is necessary at the level of program development. Parents should impact the policies that affect their children. In the past, parent involvement at this level has been inadequate.	Critically assess strengths and weaknesses in ability to involve parents in Head Start activities, including methods of communicating with parents.	Head Start Director	1982-83		
		Determine alternative methods of involving parents and promoting their suggestions. Discuss with other Head Start agencies their methods of parent involvement.	Head Start Director	1982-83		
		Implement selected methods of parent involvement.	Head Start Director	1982-83		
Specify administrative management's relationship to programs.	Many tasks performed by Administration are necessary to support the services delivered by a program. Since they are not provided directly to the client, their benefits are not fully understood by the program. Although misunderstood, these are costs that must be allocated to programs equitably to measure the actual costs of program operation.	List the tasks performed by Administration, the programs benefited, and the time required to perform the task.	MAT	1982-83		
		Evaluate the usefulness and need to perform the identified tasks and eliminate or reduce unnecessary tasks.	MAT	1982-83		
		Determine the true costs to programs of program support.	Controller with MAT review	1982-83		
		Develop an allocation methodology that equitably distributes true to programs.	Controller with MAT review	1982-83		
		Compare the true costs to the available guidelines for administrative support to determine subsidy required and use of flexible funds.	Executive Director	1982-83		

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION
ACTION PLAN - #2 PRIORITIES

ISSUE/PROBLEM	RATIONALE	ACTION TASKS	RESPONSIBILITY	FISCAL YEAR	WCCAO·ASSIGNMENT	
					PERSON	DUE DATE
Centralize coordination of funding activities - coordinate funding applications and identify new revenue sources.	There is currently no person responsible for ensuring all funding applications are completed in a timely manner, coordinating applications involving several programs, and identifying potential funding sources.	Assign a MAT member the responsibility for monitoring funding applications. Duties will include the following: . Insuring timely submission of applications . Coordinating applications involving several programs . Identifying new funding sources . Creating funding development methods . Reviewing and assisting in grant applications.	Executive Director	1982-83		
Determine management hierarchy and reporting relationships among staff/management.	The current fiscal and political climate require a redefinition of the organizational structure to more effectively utilize staff and fiscal resources to deliver services to the economically disadvantaged.	Implement organization chart portraying "Interim Distribution of Duties" with goal to work toward "Recommended Functional Organization Chart" in the next 3-5 years.	Executive Director	1982-83		
Define use of specialized Board/policy committees by Board of Directors.	Five permanent specialized committees currently assist the Board of Directors. There are no formal policies which define when a permanent or ad hoc committee should be charged with responsibilities, what its duties should be, and its reporting responsibilities to the Board. In addition, individual programs and affiliate agencies often have their own policy boards or committees. Their relationship to the WCCAO Board has not been defined.	Develop policies that define when to use specialized Board/policy committees to assist the Board of Directors in governing WCCAO and carrying out its responsibilities.	Board	1982-83		
		Develop policies which describe the relationship between the WCCAO Board and policy boards or committees of other agencies.	Board	1982-83		
Establish a skills bank to improve information dissemination to volunteers.	With over 600 volunteers in RSVP, methods must be established to match volunteer's skills to available jobs.	Develop a method to organize volunteer skills by type that will enable the Agency to match requests for volunteers to available skills.	RSVP Coordinator	1982-83		
		Develop a method to disseminate information to potential volunteers that will communicate requests for skills that are not resident in the skills bank.	RSVP Coordinator	1982-83		

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION
ACTION PLAN - #2 PRIORITIES

ISSUE/PROBLEM	RATIONALE	ACTION TASKS	RESPONSIBILITY	FISCAL YEAR	WCCAO ASSIGNMENT	
					PERSON	DUE DATE
Determine the need for a volunteer bureau for all ages.	Since a volunteer program is already established, it is a natural expansion of the program to include volunteers of all ages. The need for such an expansion has not been analyzed.	Determine whether expanding the volunteer program to include volunteers of all ages would benefit the Agency. Consider issues such as the following: . Other County volunteer programs . Ability to administer a larger volunteer program . Number of additional available volunteers.	MAT	1983-84		
Improve management skills - MAT and program coordinators.	Management skills include the ability to manage staff and fiscal resources. Current economic conditions increase the importance of managing resources efficiently.	Itemize management skills necessary for MAT and Program Coordinators.	Executive Director	1983-84		
		Identify available training in management skills.	Executive Director	1983-84		
Analyze cost benefits of affiliation with WCCAO.	Spin-off from WCCAO was previously a program goal. An alternative is affiliate status, where a program operates independently, but is provided the benefits of WCCAO resources and economies of scale.	Each program that considers spin-off should analyze the costs and benefits of operating as an affiliated program of WCCAO. The analysis will consider the following: . WCCAO Board and Administrative assistance . Savings to programs of administrative costs . Utilization of WCCAO resources such as grant writing and fiscal . Economies of scale.	Program Coordinators with oversight from Executive Director	As needed		
Determine mix of advocacy versus direct service approach.	Advocating on behalf of the economically disadvantaged no longer generates the support of funding agencies and the public. The benefits of advocacy are difficult to measure and tasks are time consuming.	Critically assess priorities in serving the economically disadvantaged as described in the Mission Statement and Program Guidelines.	Board	1982-83		
Serve as a public spokesperson about poverty (to educate public).	WCCAO should be in the forefront in educating the public about poverty and the steps necessary to alleviate it.	Coordinate this public service with actions aimed at improving community image. Utilize the discussion of causes of poverty to describe WCCAO approaches and programs.	Executive Director and MAT	Continual		
Review space utilization/cost-effect on individual programs and organization as a whole.	An equitable system of allocating the costs and the amount of space to programs and administration needs to be developed. Fiscal effects should be understood by MAT and Program Coordinators.	Prepare an analysis of the cost and utilization of space by each program and by administration. Distribute analysis to MAT and determine whether space is efficiently utilized and costs equitably distributed.	Controller	1982-83		

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION
ACTION PLAN - #2 PRIORITIES

| ISSUE/PROBLEM | RATIONALE | ACTION TASKS | RESPONSIBILITY | FISCAL YEAR | WCCAO ASSIGNMENT | |
					PERSON	DUE DATE
Analyze adequacy of MAT system.	The Management Advisory Team (MAT) was created to advise the Executive Director and assist in managing the day-to-day operations of the Agency, where needed. Since it was created, an analysis of the benefits of the MAT system has not been undertaken.	Assess the usefulness of the MAT system as it impacts the ability to effectively manage the Agency and develop procedures to deliver services.	Board	1982-83		
Improve departmental cooperation to assist clients with similar needs.	Many clients, who come to WCCAO because of an identified need could also use the resources of other WCCAO programs. The ability to assess additional client needs is the responsibility of all staff.	Instruct staff about WCCAO services and programs.	Executive Director	1982-83		
		Develop a staff orientation to serve all client needs that stresses client referral.	Executive Director	Continual		
		In centralizing client intake, improve ability to analyze client needs and refer to additional programs available.	All staff	Continual		
Increase use of volunteers within WCCAO.	Volunteers have not been utilized as effectively as possible. Increased use of volunteers could replace lost personnel without an additional financial burden to the Agency.	Determine where volunteers can be utilized within the Agency to reduce costs and maintain potential service capabilities.	MAT	1983-84		
		Utilize the skills bank to solicit volunteers to assume identified tasks.	RSVP Coordinator	1982-84		
Increase utilization of clerical support by administration and programs.	The efficient utilization of clerical support can relieve staff of clerical duties and provide them additional time to spend on service delivery.	Analyze current duties (tasks and time spent) of clerical personnel and compare to the clerical needs of administration and programs.	Executive Director	Immediate		
		Based upon analysis performed, develop more efficient methods to accomplish tasks and eliminate duties not required.	Executive Director	Immediate		
Maintain an organizational awareness of cost controls.	Situations have arisen where the costs of performing a task could be reduced if proper resources were used.	Communicate to WCCAO management and staff methods available to reduce costs and waste. Some areas of excessive cost or waste may be identified when analyzing systems for circumvention. (see below)	Controller	Continual		

ISSUE/PROBLEM	RATIONALE	ACTION TASKS	RESPONSIBILITY	FISCAL YEAR	WCCAO ASSIGNMENT	
					PERSON	DUE DATE
Centralize administration of personnel activities.	Currently, personnel activities are the responsibility of each program. Many of these activities such as initial screening of job applications and maintenance of personnel records, should be centralized to increase efficiency.	Assign the repsonsibility to maintain personnel records and develop personnel procedures to a single department.	Executive Director	1982-83		
Review compensation structure for staff.	The current salary structure provides for a flat salary based on years of experience at WCCAO and position. Salary ranges that will differentiate staff by quality of work performance have not been developed.	Analyze alternative staff compensation methodologies that will provide incentive and reward.	Board Personnel Committee	1983-84		
Review low income representation on Board of Directors.	Representation on the Board by the economically disadvantaged is important in communicating needs to assist in developing WCCAO policies.	Assess adequacy of low income representation on Board, including methods of recruitment, compliance with Federal and State guidelines, and need to gain an increased understanding of the economically disadvantaged.	Board	1982-83		
Minimize the circumvention of current systems.	Procedures are developed to efficiently administer the delivery of services. The procedures, to be properly followed, need to be documented in a Policy and Procedure Manual and utilized by all employees.	Document current systems in the Policies and Procedures Manual.	Executive Director	1982-83		
		Identify procedures within current systems that are being circumvented. Communicate problems to staff and monitor compliance.	Executive Director	Continual		
Develop a staff training plan.	Although funds are budgeted for staff training, an analysis of the training requirements of each position has not been undertaken.	Itemize skills for each position.	MAT with approval of Executive Director	Immediate		
		Assess skills lacking for personnel in each position.	MAT with approval of Executive Director	Annual		
		Determine available training, either through external classes, seminars, or development of an internal training program.	MAT with approval of Executive Director	Annual		

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION
ACTION PLAN - #2 PRIORITIES

| ISSUE/PROBLEM | RATIONALE | ACTION TASKS | RESPONSIBILITY | FISCAL YEAR | WCCAO ASSIGNMENT | |
					PERSON	DUE DATE
Develop policies and procedures - management and financial.	There are no written policies and procedures that document rules and regulations of the Agency.	Develop and document policies governing the management of WCCAO and delivery of services.	Board/Executive Director	1983-84		
		Prepare the procedures required to carry out the approved policies.	MAT with approval of Executive Director	1983-84		
Review cost/benefit of in-house computer system.	An in-house computer system (tie-in to cable) could expand WCCAO's client intake and statistical reporting capabilities. However, the costs of ownership compared to its anticipated benefits have not been compared.	Analyze the costs and benefits of an in-house computer system (or a tie-in to the cable system). Considering items such as the following: . Purchase and operating costs . Potential savings in fiscal processing . Personnel requirements . Statistical and intake reporting . Potential mailing lists and word processing uses.	Board	1984-85		

ISSUE/PROBLEM	RATIONALE	ACTION TASKS	RESPONSIBILITY	FISCAL YEAR	WCCAO ASSIGNMENT	
					PERSON	DUE DATE
Coordinate services to be provided with other outside agencies.	WCCAO's first step in serving the identified needs of the economically disadvantaged is to provide information on and referrals to existing resources within the community.	Develop a list of services provided to the disadvantaged by outside agencies (service description and service delivery area).	MAT	1982-83		
		Perform the following duties: . Update list for new services . Distribute information to WCCAO staff . Notify outside agencies of WCCAO services . Identify services provided by both WCCAO and outside agencies where service efficiency might be considered.	MAT	Continual		
Increase cooperation between public schools and Head Start.	The Head Start program has not worked closely with public schools, potentially limiting resources available to clients.	Determine the causes of poor cooperation between public schools and Head Start, and implement remedies.	Head Start Director	1982-83		
		Analyze areas where the Head Start Program and its clients would benefit from improved cooperation, such as: . Reduced program costs . Improved service delivery . Improved facilities.	Head Start Director	Continual		
Centralize bulk purchasing of supplies and materials; utilization of discounts.	Certain supplies and materials that are commonly used by several programs can be purchased for less if bought centrally in larger quantities.	Coordinate purchasing of supplies and materials under Program Support.	Controller	1982-83		
		Determine supplies and materials commonly used that could be purchased for a lower limit cost if purchased in bulk. Develop system to order and supply program with these items.	Controller	1982-83		
Review the outreach approach to delivery of services.	The outreach approach was heavily utilized in the past to bring resources directly to the people. Today, outreach is used less due to fiscal constraints and the ability to serve more people from a central location.	Determine whether an outreach approach is feasible given current fiscal and operating constraints.	Board	1982-83		
		Increase WCCAO's presence in the outlying communities.	MAT	1983-84		
Mitigate public confusion regarding energy programs.	The public is confused about the purpose of the Self-Help Weatherization and A.C.E. programs.	Develop methods to educate the public about the services the Engergy Program provides.	Energy Director	1982-83		

WASHINGTON COUNTY COMMUNITY ACTION ORGANIZATION
ACTION PLAN - #3 PRIORITIES

ISSUE/PROBLEM	RATIONALE	ACTION TASKS	RESPONSIBILITY	FISCAL YEAR	WCCAO ASSIGNMENT	
					PERSON	DUE DATE
Increase the ability to train and utilize volunteers in program activities.	Utilizing more volunteers could save program funds and replace lost personnel. However, the uniqueness of the program tasks and training required must be compared to the available skills of the volunteers.	Determine additional duties that could be performed by volunteers. Analyze required training.	Program Coordinators	1982-83		
		Review volunteer requirements with coordinator of volunteer services to determine whether required skills are available or can be utilized.	Program Coordinators	As needed		