

## WCCAO MULTI-YEAR PLAN

### ESTABLISHING A DESIGN AND DEVELOPMENT PROCESS

#### PLANNING & PROGRAM DEVELOPMENT

The first step in establishing a Multi-Year Plan for our agency is to develop a consensus among the Board, staff and Program Directors as to how we intend to develop and implement such a plan.

We might consider the M-Y Plan as having three related yet distinct phases corresponding to design, development, and implementation. We are currently at the design phase.

In the design phase, we are concerned with collecting information both internally (within the agency), externally (from the community at large), and low income residents of Washington County. Most CAPs, in designing their M-Y plans, have tried to identify problems and then develop programs to alleviate these problems.

We are concerned with two types of problems: 1) unmet needs of low income people in the community and 2) inadequate mechanisms within the agency itself. Some examples of the second type of problem might be: lack of program monitoring and evaluation, lack of outreach and/or community organizing, and inadequate concern for employee career development.

Internal problems are best understood by the people who must deal with them from day to day. My suggestion would be for each staff person responsible for a given area--administration, fiscal, weatherization, etc.--analyze it from all angles and specify what (if any) problems she/he faces that originate within the agency. Next, these core people should specify those problems that result primarily from causes outside the agency--i.e. lack of funds, community resistance, etc. It might be advisable for Program Directors to meet with their staffs at a special meeting to discuss issues of concern, their unit's direction, etc.

Program Planning & Development would work with staff of Emergency Services and Jerralynn to research our master client files to see if we could identify 300-500 low income families. Along with this effort, I would develop with Jerralynn a needs assessment questionnaire. Emergency Services and Welfare Hotline would contact these families and attempt to do either phone or office interviews.

Gordy would work with the Washington County Commission to co-sponsor a County Citizens Forum with attendant media publicity and coverage. The forum could either deal with citizen needs regardless of socio-economic status or be geared entirely to the low income community.

This process of both internal and external data collection should give us as staff and our Board of Directors sufficient information on where we're at and where we want to be in three years time.

Once this data was collected and problems/needs identified, the project would move into the development phase. Program Planning and Development would work individually with Gordy, Jorge,,the Program Directors and the Executive Committee to establish objectives and action strategies to alleviate the problems.

A first draft would be completed and submitted to the Program Directors, agency staff and our Board of Directors for revisions and additional suggestions. After allowing sufficient time for this input, a second and hopefully final draft would be submitted to the full Board of Directors for final approval.

At this point we will proceed to implement the approved plan.

An outline of the process is provided below:

- I. Identify internal problems
  - a) Gordon Molitor to evaluate administrative component
  - b) Jorge Santaularia to evaluate fiscal component
  - c) Program Directors to evaluate their own components

- II. Collect input from low income community
  - a) Planning to develop client service questionnaire
  - b) Gordon Molitor to co-sponsor Public Needs Forum with Washington County Commissioners
  - c) Neal to research community Advocate's master client file
  - d) Emergency Services & Welfare Hotline to conduct telephone interviews using client service questionnaire and names of people provided by master client file.

Design

- III. Develop problem statements, objectives and strategies from data compiled in our previous phases.
  - a) Planning to produce 1st draft
  - b) Gordon Molitor, Jorge Santaularia, Directors, Board and staff to review
  - c) Planning to revise

Development