

WRIGHT COUNTY COMMUNITY ACTION

2017-2022
Strategic Plan

Table of Contents:

Introduction.....	3
The Promise of Community Action.....	4
History.....	5
Reducing Poverty.....	6
Community at a Glance.....	7
Mission, Vision, Values.....	8
SWOT.....	9
Goals, Objectives and Strategies	
1. Improve Community Engagement.....	10
2. Staff Development.....	11
3. Diversify Funding.....	12
4. Facilities.....	13
5. Effectively Serve Clients.....	14
i. Governance	
ii. Planning and Development	
iii. Aging Services	
vi. Nutrition	
v. Self Sufficiency	
vi. Housing	
vii. Education	
Strategic Planning Involvement.....	15



Introduction

Wright County Community Action (WCCA) has entered a time of innovation and change which has challenged us as an agency and made us stronger the last several years. This round of strategic planning allowed us to stretch beyond our comfort zones, leverage important partnerships, and discover both internal and external strengths and weaknesses. We completely revamped our mission and added vision and values statements which reinforce what we stand for as a Community Action Agency.

This plan was developed through a collaborative effort of staff, Board members, non-profit partners, and faith-based organizations and was facilitated by a talented group of Master's of Public Administration students from St. Cloud State University. By gathering feedback from both internal and external stakeholders, WCCA was able to connect the dots between daily operations, client outcomes, and community perceptions. This comprehensive strategic process was long overdue and we are excited to share the result.

Within this plan you will find a working document that outlines specific goals, objectives and strategies which address key issues that were highlighted throughout the process. WCCA expects continued growth in the next several years and this plan will allow us to stay on track and do what is best for our staff, our partners and our community.

WCCA is grateful for the time and support of our Board of Directors, WCCA staff, community partners, the Strategic Planning Committee and SCSU consultants. Together, we will implement a quality design that will hold us accountable as we alleviate the conditions of poverty in Wright County.

Sincerely,
Jay Weatherford
Executive Director



The Promise of Community Action

Community Action changes lives, embodies the spirit of hope and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.



History

Wright County Community Action (WCCA) was founded in 1965 to serve the community and to fight and prevent poverty on a variety of fronts. WCCA is a private non-profit corporation and the designated Community Action Agency serving residents of Wright County. WCCA strives to address poverty and community development with a multifaceted approach that individually confronts each challenge families in poverty face. Over the course of our 53 years in this community, WCCA has grown from a small organization serving hundreds of people to a large agency serving thousands through several highly successful programs that target food security, nutrition, early childhood education, energy assistance, weatherization, housing, foreclosure prevention, and a variety of other local services that promote economic independence for people with low incomes. The programs and services operated by WCCA address key elements of life and the accompanying economic choices and issues that shape families, individuals and the community.

Reducing Poverty in Wright County

Wright County Community Action (WCCA) has been providing services to the community for over 53 years. Our programs strive to provide relief and support alongside a delivery approach that is both comfortable and compassionate. Although Wright County has seen significant growth and change in its demographics over the years, service delivery remained the same. Through the assistance of the 2017 Strategic Plan, WCCA hopes to address some of the increasing needs that low-income individuals and families are presently facing. In partnership with community stakeholders, including residents who experience inequity, WCCA wishes to foster conversations and solutions that will reduce the root causes of poverty.



The Community At A Glance



Currently, there are no homeless shelters available in Wright County.



7,025 people are living under 200% poverty in Wright County

Over 5,183 residents weren't able to afford energy costs last year



There are 5,704 hungry children living in our county



The percent of seniors living in poverty is 2% higher than any other age group.



Mission

The mission of Wright County Community Action is to work in partnership with the community to empower residents to improve their physical, social and economic well-being.

Vision

Wright County Community Action envisions a Wright County that is happy, healthy, secure and connected.

Values

- Integrity.....** We serve our diverse community with compassion, dignity, honesty and respect
- Adaptability.....** We adapt to the changing needs of our community, by the response growth of programs to fulfill our vision.
- Solution-Focused.....** We believe there are solutions for every struggle, need or problem. We use creative problem solving to strive toward innovative solutions.
- Accessibility.....** We provide a welcoming atmosphere by accessing resources to achieve positive outcomes
- Collaboration.....** We collaborate at every level by working with our peers, internal programs, our clients and community partners.



SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is the identification of strengths and weaknesses in the internal environment and opportunities and threats in the external environment. After analyzing the environment, it is possible to identify the strategic issues the organization faces, and to address the specific issues during the goal-setting process.

STRENGTHS

- Variety of programs that serve specific demographics
- Growth and willingness to learn and adapt
- Ability to help people
- Accessibility
- Partnerships
- Leadership

WEAKNESSES

- Education of staff about programs throughout the organization
- Lack of office space
- Ineffective communication
- Access to technology

OPPORTUNITIES

- Leveraging knowledgeable and experienced staff
- Branding
- Technology improvements and educating staff about technology

THREATS

- Sustainability/Funding
- Staff turnover and burn out
- Growing too fast
- Political environment
- Not having foundation or infrastructure in place

Goals, Objectives & Strategies

Goal # 1: Improve Community Engagement

Objective: Communicate effectively to engage staff, volunteers and stakeholders to increase community awareness.

Strategy 1.1: Outreach

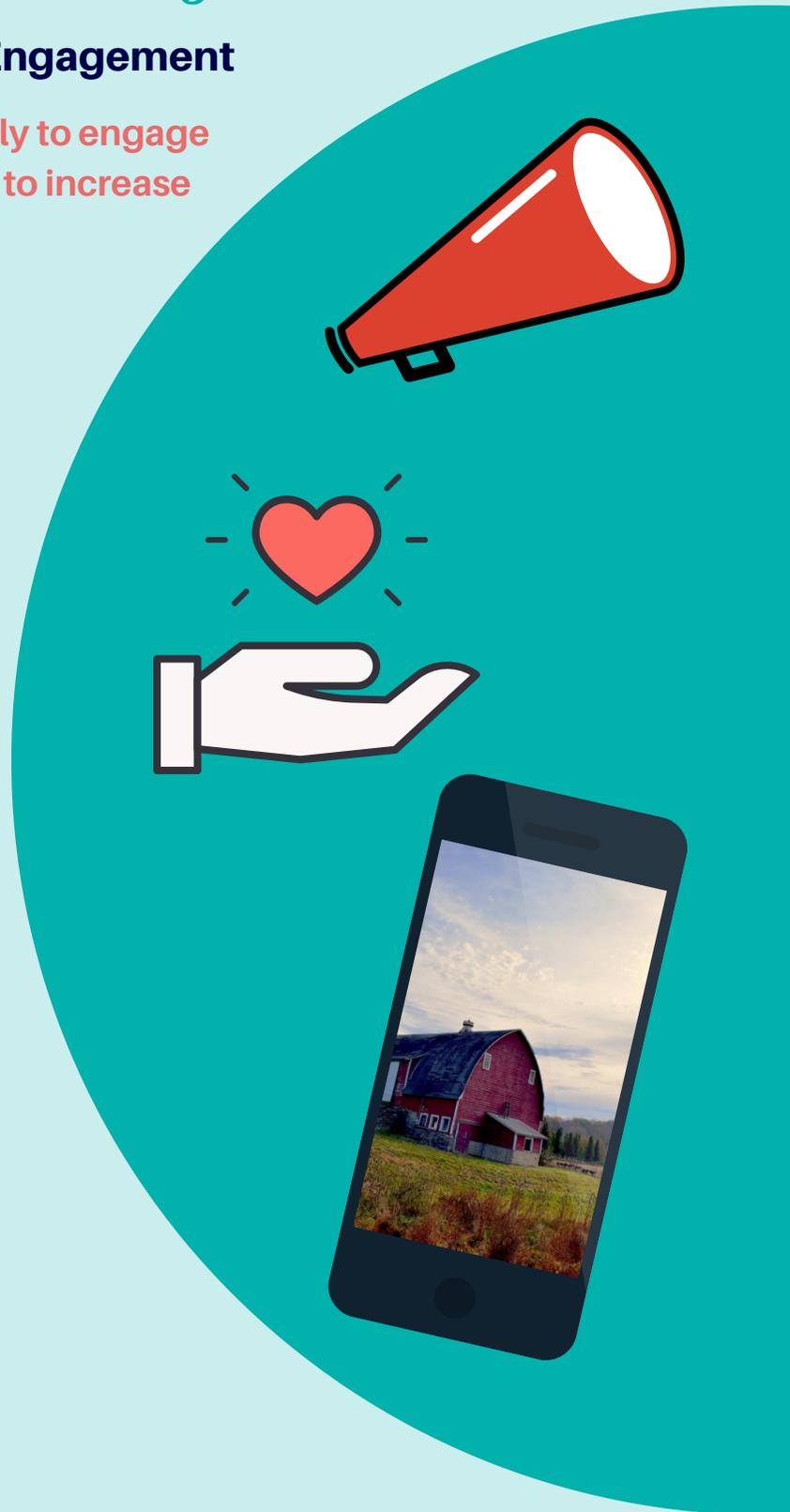
- Develop branding strategies that promote cohesive program services and opportunities
- Build quality partnerships both within the agency and with external partners
- Engagement at community events will be considered at monthly manager meetings

Strategy 1.2: Social Media

- Improve program involvement in the Social Media Committee
- Leverage social media in fundraising, recruitment and agency awareness

Strategy 1.3: Volunteerism

- Connect clients to the community through agency volunteer and public speaking opportunities
- All programs are aware of and promote volunteer opportunities throughout the agency



Goals, Objectives & Strategies

Goal #2: Staff Development

Objective: Expand the commitment of staff to allow growth within the agency to move toward the realization of our vision.

Strategy 2.1 : Decrease Turnover

- Decrease turnover by 5% over a two year period
- Facilitate exit interview process to consistently assess retention

Strategy 2.2 : Staff Longevity

- Concentrate on succession planning to ensure smooth transitions and plan for retirements, unexpected leaves and turnover of key positions
- Leverage Human Resources tools to build long-term agency career plans

Strategy 2.3 : Communication

- Improve and promote healthy, respectful communication and transparency between departments, managers and staff
- Present mission, vision and values in various daily activities throughout the agency
- Strengthen employee recognition
- Evaluate and discuss the Strategic Plan with key leadership on a quarterly basis
- Conduct cross-program education sessions to promote comprehensive employee knowledge of all agency programs



Goals, Objectives & Strategies

Goal #3: Build Financial Foundations

Objective: Secure adequate funding to sustain essential programs and support continued growth to meet our mission.

Strategy 3.1: Increase Capacity

- Develop a 10% increase in private/corporate grant funds in years 1,2,3 and 5% in years 4 and 5
- Develop a 20% growth in private donations in years 1,2,3 and 10% in years 4 and 5
- Continue to utilize Federal and State grant opportunities.
- Increase in-kind as seen in ROMA goals
- Grow ACP to \$600,000 by 2022

Strategy 3.2: Establish Fund Tracking Tools

- Improve donation tracking
- Develop effective agency-wide in-kind tracking
- Implement grant tracking tool that will streamline grant cycles, simplify research and provide transparency to the entire agency

Strategy 3.3: Develop Profitable Service Models

- Plan and develop programs that will incorporate innovative ways to remain financially self-sufficient (i.e. fee-for-service models).

Goals, Objectives & Strategies

Goal #4: Facilities

Objective: Secure adequate space to facilitate the implementation of new and current programs that encourages effective communication and record keeping, respects client privacy and improves client outcomes.

Strategy 4.1 : Long-term Building Needs

- Recruit Projects Committee to research and advocate for WCCA facility needs
- Focus Planning Team on capital grants research
- Develop community hubs to serve clients county-wide

Strategy 4.2 : Short-term Building Needs

- Discover ways to effectively use our current space
- Develop efficient document storage solutions by utilizing technology



Goals, Objectives & Strategies

Goal #5: Effectively Serve Clients

Objective: Strengthen the economic stability of individuals and families throughout Wright County.

Strategy 5.1 : Governance

- Ensure all policies and procedures are client-focused Board of Directors reflects our clients and our community and are fully engaged in solving public issues
- Board of Directors is accountable to the mission, vision and values

Strategy 5.2 : Planning and Development

- Maintain consistent communication concerning agency-wide initiatives
- Improve agency operations, systems, and procedures to serve clients more effectively

Strategy 5.3 : Education

- Align Head Start and agency community needs assessments
- Strengthen school district partnerships for future program expansion
- Increase desired family outcomes by establishing Family Advocate roles throughout the county

Strategy 5.4 : Aging Services

- Implement services that meet the needs of aging adults in Wright County
- Evaluate how WCCA programs can help aging adults live longer in their own homes
- Foster strong partnerships with the county, healthcare facilities and local nonprofit organizations

Strategy 5.5 : Nutrition

- Evaluate space needs and opportunities
Consistently evaluate new opportunities to provide comprehensive nutrition services
- Improve Food Shelf operations

Strategy 5.6 : Self-Sufficiency

- Improve the financial well-being of our clients
- Seasonally expand VITA clinic locations and hours
- Collaborate to build a robust volunteer base for VITA

Strategy 5.3 : Housing

- Assess the need for external funding to build programs
- Evaluate opportunities for more Affordable Housing options throughout the county

Strategic Planning Involvement

BOARD OF DIRECTORS

Bruce Anderson	Dwayne Diers	Brian Matzke
Paul Arnold	Tiffany Farrier	Luke McClain
Stacy Anderson	Jose Flores	Patrick Segler
Charles Borrell	Terri Harris	Marlene Stumpf-Johnson
Daniel Dawson	Jane Helgestad	Stacie Zachman
Mark Daleiden	Pamela Lindberg	

ST. CLOUD STATE UNIVERSITY CONSULTING TEAM

Dr. Darla Hamann	Jennifer Hegna	Charles Joseph Guibla
Joshua Hoogland	Lydia Green	Stephanie Roggenbuck
Amy Schmiesing	Tejan Kanu	Ofonime Udoessien
Kayla Koscielniak	Alex McKenzie	Cynthia Garcia Magallanes

WCCA STAFF INVOLVEMENT

Jay Weatherford, Executive Director
Cindy Boman, Head Start Director
Rebecca Rydbom, Program Operations Manager
Jeanne Asleson, WIC Manager
Jay Brenny, Energy Assistance
Stephanie Maher, MNsure Navigator/VITA
Candice Zimmermann, Human Resources/Planning
Shirley Legatt, Special Projects Manager
Amy Kortisses, Americorp VISTA/Planning

DO SOMETHING
TODAY THAT YOUR
FUTURE SELF WILL
THANK YOU FOR.

*Our actions and decisions today will shape
the way we will be living in the future.*