

# Lewis County Opportunities, Inc. Strategic Plan

## Mission Statement

**“Opportunities is a Community Action Agency dedicated to the fulfillment of unmet human needs in our community. To meet these needs, we provide supportive programs for families and our community. The result of our efforts will be a higher quality of life.”**

.....  
**Mission Strategies**  
.....

## Agency Focus

**Work to balance program resources to match community needs.**

### **Action Plan:**

1. Maintain stability and quality of service delivery through the Agencies’ leadership transition process.
2. Research new funding sources.
  - a. Non-governmental
  - b. Sources that will pay the administrative costs associated with program operation
  - c. Do not require local matching funds
  - d. Flexible, non-restrictive
  - e. Increase agency revenue, including cash and in-kind contribution
3. Promote innovative planning in the delivery of services.
  - a. Take a proactive approach, plan ahead.
  - b. Gather relevant data and information to identify a statement of need
  - c. Involve program staff in identifying service gaps and the development of programs to meet these needs.
  - d. Once needs are identified and a program design is developed to meet those needs, then we will research possible funding sources.
  - e. When developing new services and programs, make sure they support our mission statement and fit with the services that we already provide.
4. Continue to improve our delivery and oversight of present programs and services.
  - a. Involve all employees in the process to ensure the program meets the needs of the consumers and the community.
  - b. Use data and information collected to inform program delivery and improve program evaluation.
  - c. Continue to develop and improve management systems to ensure grant and contract compliance.
5. Increase the acquisition, utilization, coordination, and documentation of in-kind contributions (including volunteers) through the development of Angel Action.

## Community Services

**Never lose sight of the fact that Opportunities is here to serve the needs of the community.**

### **Action Plan:**

1. Continuously examine the needs of the community.
  2. When the Agency is faced with a decision on whether to develop, continue, or discontinue a program; the cost of running the program should be weighed against the benefit to the community.
  3. All employees and financial resources will be efficiently utilized to support the needs of the community.
  4. Focus on the mission statement.
- 

## Consumer Services

**Meet the needs of the consumer. This includes meeting their basic needs such as food and shelter, as well as working to empower consumers through strength based programs to meet other needs/goals that they identify.**

### **Action Plan:**

1. Continue to develop ways to serve the whole family.
  2. When providing services, strive to maintain the highest levels of dignity, respect, and confidentiality for consumers.
  3. Continue to integrate the Family Development Philosophy into the agency's service delivery.
    - a. Strength-Based approach
    - b. Work with families to identify goals
    - c. Empower families and transfer skills
    - d. Make service delivery as consumer friendly as possible.
  4. Increase interaction and communication between Opportunities employees in order to increase their knowledge of available services provided by the agency.
  5. Communicate and interact with other agencies to increase knowledge of available services for consumers.
  6. Continue to increase outreach services to southern Lewis County.
  7. Enhance employees' ability to serve consumers by providing the training and resources necessary for an employee to link consumers to the needed service.
  8. Be prepared to assist the community during natural disasters and emergencies.
-

## Housing Services

**Develop additional housing services to meet the needs of the community.**

**Action Plan:**

1. Participate in and help facilitate community forums to discuss housing issues and solutions.(such as Fort Drum expansion)
  2. Explore the possibility of developing special housing services such as:
    - a. Transitional Housing for DV/RC consumers
    - b. Single Occupancy
    - c. Emergency Housing (evictions, short term, homeless)
    - d. First Time Homebuyers (not just Section 8 eligible consumers)
- 

## Community Awareness

**Increase the publics' knowledge and understanding of Opportunities' programs and highlight the positive outcomes the programs achieve for people in our community.**

**Action Plan:**

1. Each department should take primary responsibility for increasing awareness of their program within the community, while also sharing the responsibility of increasing awareness and understanding of all agency services.
  2. Continue to develop an external marketing plan to enhance opportunities visibility with funding sources, referral sources, elected officials, public policy makers, consumers, and the community at large.
  3. Provide employees with the knowledge, training, and resources necessary to become ambassadors of the agency.
  4. Increase the use of technology, continue to develop the agency web page, and highlight accomplishments by telling stories that people can relate to.
- 

## Human Resources

**Retain and attract quality employees, promote employee wellness, provide competitive employee incentives such as health insurance and retirement.**

**Action Plan:**

1. Recruit, train, and retain diverse employees.
  2. Maintain salaries and benefits that are fair and competitive.
  3. Continue to ensure a safe working environment.
  4. Recognize that employees are a major asset of the agency.
-