

CSO, Inc. Overarching Goals 2009-2014

(Specific Yearly Strategic Goals included in Annual Plans)

CSO Board of Directors

Over the course of the next five years the CSO Board of Directors will continue to provide oversight and leadership to the organization. The board will ensure that CSO [provides services in the most effective and efficient manner, in collaboration and cooperation with the entire community](#). The board of directors will continue to develop the understanding of the responsibility of its fiduciary and programmatic oversight role. Additionally, the ability of the board to provide comprehensive oversight will be strengthened through participation in governmental and internal knowledge building. Finally, the board will continue to develop and expand its role in organizational activities through active participation in corporate outreach, events, fundraising, and other involvement in CSO activities and initiatives.

- **CSO, Inc. staff will develop and provide continued training and educational experiences to the Board of Directors specifically regarding the role of the board in fiduciary, programmatic, and administrative oversight.**
- **The CSO, Inc. Board of Directors will meet all participatory obligations for the Board of Directors as specified in the Corporate By-Laws.**
- **The CSO, Inc. Board of Directors will work in conjunction with Chief Executive Officer to develop three measureable strategies to further enhance board participation in corporate outreach and fundraising events.**

CSO Organizational Development

Through the next five years the board of directors, the management, and the staff of CSO will strive to be recognized as a focal point of excellence in the communities that are served by CSO. This will be accomplished by [developing partnerships to provide diverse resources that promote self-sufficiency and community prosperity](#). Partnerships will be developed with communities, elected officials, community members, and other organizations. Additionally, CSO will become recognized as a premiere workforce development and community action organization. This will be accomplished through communication, public relations, outreach events, dedicated fundraising campaigns and other initiatives that develop the programmatic capability of the organization.

- **CSO will develop and implement a systematic public awareness and advertising campaign to ensure that the public and all stakeholders are informed of all CSO, Inc. Initiatives.**
- **CSO will develop and implement a comprehensive strategy to communicate information and advocate effectively on an ongoing basis regarding CSO, Inc. priorities and initiatives with potential supporters and donors.**
- **CSO will communicate through various methodologies with local, state, and federal elected officials to ensure that CSO, Inc. is recognized as a critical and focal part of the local communities.**

CSO Fiscal/Administrative/Human Resources

Within the next five years, CSO will enhance existing fiscal systems and structure to ensure ongoing financial system specialization and functional oversight ability. CSO will develop the ongoing ability to administrate operational procedures. CSO will ensure adequate Human Resources capabilities and systems that meet the ever changing programmatic and organizational needs. CSO will explore the feasibility of developing, designing, and implementing an employee learning management system and enhancing the organizational human resource information systems. [As part of creating a work environment that empowers employees to make a difference](#), CSO will develop the capability to create, provide, and track both internal and external continuing education and training opportunities for staff. The organization will be vigilant to emerging opportunities and threats [while serving as a catalyst for economic, educational, social, and workforce development](#)

- **CSO, Inc. will create a series of internal training programs/materials for supervisors as well as develop a manual for supervisors and management to accompany the Employee Policies and Procedures Manual. Additionally, CSO, Inc. will create an electronic applicant database on the company website for ease of recruiting and tracking of candidates for CSO, Inc. employment.**
- **CSO will develop an integrated fundraising database to allow CSO to track, evaluate and report on fundraising events, maintain and manage donor information, generate required disclosure statements for donors and track and monitor volunteer participation.**
- **CSO will develop a comprehensive formal grant procurement system which will allow CSO to streamline the procurement process making it a more consistent and uniform process. The system will outline the procedures for researching, procurement, application, implementation and reporting of grant/foundation programs. The system will provide CSO a tool for monitoring adherence to the CSO Strategic and Annual plan and will facilitate the evaluation of successful and unsuccessful proposals to promote continuous improvement.**

CSO Community Action

Through the course of the next five years, CSO will develop the systems of the Community Action program to ensure community recognition, and expand program offerings. CSO will work with communities and partners to continually meet the ever changing needs of the communities while being **cognizant that each individual is unique and should be treated with dignity and respect**. CSO will remain flexible to meet emerging needs and issues and adapt programs and services to meet those needs.

- **CSO, Inc Community Action will effectively manage and utilize American Recovery and Reinvestment Act Funding to meet immediate needs of low income citizens of the CSO, Inc. Community Action service area of Northumberland, Montour and Columbia Counties in an effective and measureable manner.**
- **CSO, Inc. Community Action will seek out and/or expand on new programs and services to help low income people become self sufficient and improve their lives while strengthening current relationships and creating new partnerships designed to provide for improved community advocacy.**
- **CSO, Inc. Community Action will expand efforts to recruit volunteers to assist with programs to improve the lives of low income residents.**

CSO Workforce Development

CSO will enhance and develop the Workforce Development services offered in the CSO service areas over the next five years. Through systematic evaluation, [CSO will be the leader in advancing economic, educational, social, and workforce development opportunities](#). CSO will work to ensure that the emerging needs of the local communities are met through programs and services that are designed and operate in an effective and efficient manner.

- **CSO, Inc. will effectively manage and utilize American Recovery and Reinvestment Act Funding to meet immediate needs of the citizens of the CSO, Inc. service area in an effective and measureable manner.**
- **CSO, Inc. will systematically evaluate programmatic performance and develop three measureable strategies to improve performance through training, staff development, and internal continuous improvement efforts.**
- **CSO, Inc. will seek out additional relevant programmatic and funding opportunities to provide needed workforce and economic development services to local individuals, organizations, and communities.**