

2004-2007 Strategic Work Plan

PLAN	STRATEGY	JULY 2004 - DECEMBER 2005 RESULTS	JANUARY 2006 - JUNE 2007 PLAN
I.a.1.	<i>Produce a report on issues of poverty</i>	Updated information has been gathered. An additional poverty issue related to children has been added. Report will be printed February 2006.	Develop a process to assure that report is annually updated and released each January. Add a 7th premise on Early Childhood Development and Community Action's response.
I.a.2.	<i>Create external communication / education materials</i>	Updated poverty PowerPoints, creating second version based on \$10 per hour wage. Produced Employer Resource Guide. Incorporated economics of poverty message into annual report. Launched new Community Action website (www.communityaction4u.org) and expanded it to include a poverty page specific to Washington County.	Produce two media presentations, a Poverty Tool Kit, and an annual report that will advance our communication about poverty and Community Action.
I.b.1.	<i>Expand homeless services with a focus on singles, youth, and employment.</i>	Successfully advocated for new funds from HUD to support a shelter for mentally ill/chronic homeless singles run by Luke-dorf. The rehabilitation of a facility is currently under way. Actively supported an application by Boys & Girls Aid for a HUD grant to start a youth shelter; it was denied. Partnered with DHS, Lifeworks, and PCC to provide employment, mental health and housing services to people who are unemployed and homeless.	Provide leadership support to the Washington Co. Continuum of Care planning process. Support the successful opening of the new shelter for singles. Advocate to maintain and increase resources for homeless services (state legislature, United Way, County Safety Levy), provide fundraising advice for capacity building. Prepare a Homeless Service contingency plan in the event the Levy fails.
I.b.2.	<i>Expand Information and Referral through involvement in the 211 Info partnership.</i>	Partnered with 211Info to create a single, comprehensive database of information to provide referrals to callers, expanding resources by 113% (681 - 1450). Phone service launched.	With the 211 Info collaboration, advocate for sustainable funding and to have Verizon release 211 as the I & R number in Washington County.
I.b.3.	<i>Advocate for increased partners' commitment to Opening Doors.</i>	Two of five health care partners have increased their annual contribution by a total of \$12,500. An outside evaluation by Tuality and Providence is being prepared.	Complete independent program evaluation and use results to increase annual contributions from key partners. Explore direct mail options for raising funds.

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II.a.1.	<i>Implement comprehensive communication plan that integrates fundraising, program services and poverty education.</i>	Communications plan complete and adopted by Resource Development Committee. Distributed 150 copies "When Working is Not Enough". Educated 1,157 community residents about the causes and consequences of poverty via public speaking. Updated tax report (990), integrating program outcomes, poverty education and strategic directions. Produced a Public Services Announcement (PSA) for Cable T.V.	Fully implement communications plan, incorporating new communication and education materials. Utilize economics of poverty messages at every CA event and seek additional high profile opportunities to feature CA.
II.a.2.	<i>Develop and implement a 40th anniversary campaign and begin implementation.</i>	Cash flow restrictions limited the campaign to low-cost activities. Postponed advertising and video project. Added "celebrating 40 years of service" on all agency publications and incorporated anniversary message at all fundraising events. Held public event at the Beaverton Round with a focus on Head Start.	Strategy completed.
II.b.1.	<i>Explore co-marketing strategies that would increase unrestricted cash.</i>	Entered into co-marketing agreements with three entities. New Seasons Market contributes about \$400 monthly to our shelter home. "Do The Math" and Envada are too new to show results yet.	Increase unrestricted contributions by \$8,000 through forming at least two additional co-marketing partnerships.
II.b.2.	<i>Lead efforts to increase stable sources of funding for affordable, accessible and quality child care.</i>	Participated on a state-wide Child Care/ Head Start work group that advocates to increase rate paid to child care providers, reduce parent co-pays, strengthen Head Start/Child Care partnerships. Worked in partnership with DHS to ensure that income eligible families have access to child care subsidy. Through Child Care Resource & Referral advocated to improve child care funding & increased quality of child care by offering training and technical assistance.	Increase our education and advocacy efforts to improve public policy and support for affordable, quality child care with a focus on the 2007 legislative session. Increase the number of child care providers who participate in programs to improve service quality and stability.

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II.b.3.	<i>Develop the body of knowledge needed to pursue income-producing strategies.</i>	Attended two national training seminars that included workshops on producing income. One focused on taxes & the other on models. Exploring Charitable Gift Annuities and fee-based services.	Utilizing external expertise, identify business plan options for income-producing activities.
II.b.4	Board members apply specific areas of interest to contribute expertise and help identify sources of unrestricted funds.	New for 06-07	Achieve 100% Board member involvement in People You Should Know campaign. Priority assignments will include serving as table captains and making team visits to individual and corporate prospects. Achieve 100% board member contribution to Community Action.
II.c.1.	<i>Equip faith-based organizations with the information and tools needed to address poverty locally.</i>	Distributed poverty PowerPoint to faith groups. Targeted representatives from faith groups for fundraising lunch to raise awareness. Key presenter at the Inter Religious Action Network conference.	Provide training and poverty tool kits for 6 additional faith groups.
II.c.2.	<i>Formalize and strengthen partnerships with Department of Human Services (DHS) and school districts.</i>	School districts: Updated facility use agreements except Beaverton, which needs revision but remains in effect. DHS: Revised and renewed our employment related Child Care contract which pays for full day Head Start services. Developed a Memorandum of Understanding that provides payment for children referred by Child Welfare to be enrolled in Head Start. As part of a collaboration (Family Partners), Head Start and Child Welfare Services staff traveled together to Washington DC. Child Care Resource & Referral: renewed contract with DHS to connect families with quality care and started meeting monthly with DHS Leadership and started attending quarterly case managers meetings at each branch office.	Enhance interagency agreements to improve kindergarten readiness, streamline services to families and children, and increase access to child care and Head Start. Track and report the progress of Head Start graduates. Increase Child Care Resource & Referral outreach to Spanish speaking DHS families.

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II.d.1.	Review Community Action's programs and opportunities to determine sustainability and future directions.	New for 06-07	Utilize Community Action's Program Assessment Tool. Compile community assessment information for service prioritization. Develop recommendations for program investments for 2007-10 strategic plan.
III.a.1.	<i>Create and distribute regular electronic communication on relevant poverty issues.</i>	Launched one edition of e-news to 600 constituents and a new website which is updated daily. Our poverty page received 800 hits and homepage received 9,000 hits.	Distribute electronic poverty communication on a regular schedule and expand list to include elected officials. Create a corresponding media plan.
III.a.2.	<i>Build and maintain a library of poverty information and resources.</i>	Have assembled & begun to organize resource material. Established a resource notebook for grant writing and identified poverty data to utilize for consistency.	Ensure staff utilize consistent and accurate poverty information by establishing an approved resource list.
III.b.1.	<i>Organize a public education team of board and staff to create effective outreach strategies.</i>	The public education team consisted primarily of the Executive Director & Development Director. Have identified thirteen Board members interested in public speaking, four of them spoke on Community Action's behalf.	Train a board and staff public education team who will give at least 6 presentations.
III.b.2.	Increase Board members' understanding of poverty issues, agency programs and community needs, to strengthen their effectiveness in sharing Community Action's messages.	New for 06-07	Provide board training on Community Action programs and issues of poverty. Work with board members to develop personal stories that exemplify their connection to our mission. Board members develop a personal action plan for incorporating their stories in their contact with the public.

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III.c.1.	<i>Identify and pursue 6 key forums; help shape their agenda to include issues of poverty.</i>	Helped shape the agendas of the first Economic Livability for All Summit geared to business community, the Westside Economic Alliance 2004 & 2005 Annual Meetings, and the Inter Religious Action Network's Annual Conference. Presented poverty information at all. Incorporated economic message into United Way outreach.	Present poverty information to the Washington Co. Chamber Partnership, Legislative Delegation and Public Affairs Forum. Educate business leaders about issues of poverty through a major business publication and participation in the second Economic Livability for All summit.
III.c.2.	<i>Support implementation of the "I Give Where I Live" campaign.</i>	Launched <i>I Give Where I Live</i> web-site. Community Action has received one major gift. Community Newspapers published holiday giving guides in 2004 & 2005. Vision Action Network agreed to provide fiscal services.	With the <i>I Give Where I Live</i> collaboration, advocate for sustainable campaign funding. Achieve 12 gifts to charitable organizations through the campaign.
III.d.1.	<i>Lead efforts to provide Head Start opportunities for all eligible children in the county.</i>	Improved enrollment and wait list tracking to give accurate counts of children waiting, cumulative children served, and actual enrollment in Head Start. Provided support to OCDC expansion request. Developed Interagency Agreement with OCDC to ensure families can easily transfer between programs.	Increase our education and advocacy efforts to improve public policy and support for low income children and Head Start, with a focus on the 2007 legislative session.
III.d.2.	<i>Actively support efforts to pass the County Safety Levy for sustainable funding of homeless shelters and 211.</i>	Our offer of help to promote the Levy was not utilized. The Levy was put before the voters in Nov. 2004 and failed. We are promoting the 2006 Levy with a coalition of homeless service providers.	Lead effort to provide information on homelessness and homeless services to county planners, including the Public Safety Coordinating Council, that will lead to the passage of the Public Safety Levy in November 2006.
IV.a.1.	Seek a partnership with the county to help address Community Action building issues.	New for 06-07	Convene a building task force to recommend follow up to options identified at the board retreat. Meet with the county to explore ownership and other options. Implement an agreed upon resolution by 7-1-06. Continue to explore building ownership options.

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IV.b.1.	Create an integrated plan for technology that addresses agency wide and program level needs to be included in the 2007-10 Strategic Plan.	New for 06-07	Utilize outside expertise to facilitate the planning process. Evaluate technical support needed for data bases and systems for exchanging information. Complete the development and implementation of human resources, resource development, and other data bases needed to support the organization's goals. Update and incorporate hardware and infrastructure plans. Clarify IT department and program level roles and responsibilities.
IV.c.1.	Bring closure to the building law suit and finalize deficit elimination plan.	New for 06-07	Reduce deficit by at least \$120,000 annually to eliminate it no later than 6-30-11, or sooner if Communication Action prevails in the lawsuit.
IV.d.1.	Create a plan for total compensation that attracts and retains qualified employees and maintains market pay while controlling benefit costs. Include in the 2007-10 Strategic Plan.	New for 06-07	Complete salary study by winter 2006 and recommend salary scale adjustments for July 1, 2006. Complete phase I benefit planning by Spring 2006 and recommend changes to be implemented in FY 2006-07. Develop total compensation goals for the 2007-10 Strategic Plan and recommendations for FY 07-08 implementation.
IV.d.2.	Develop a succession plan to be included in the 2007-10 Strategic Plan.	New for 06-07	Gather succession plan information, documents and resources. Produce a report for the organization to use to make plan decisions. Begin implementation in FY 2007-08.