



2012-17 Strategic Plan Annual Targets/Accomplishments Report

OUR OVERALL STRATEGIC GOAL: Increase organization capacity to eliminate conditions of poverty and barriers to achieve economic security.

2012-17 Objectives	2012-13 Accomplishments	2013-14 Accomplishments	2014-15 Targets	2014-15 accomplishments	2015-16 Targets	2016-17 Targets	2017 Outcomes
Goal I ELIMINATE CAUSES OF POVERTY <i>Expand services that emphasize early intervention designed to eliminate conditions of poverty and/or provide beneficial long-term prevention, one family at a time.</i>							
Obj A: Partner with the Governor’s emerging initiatives for efficient delivery of high impact, priority services that eliminate the causes and conditions of poverty. <i>RB, JH</i>	Total state funding <u>Increased</u> by <u>4.3%</u> , from \$8,523,138 to <u>\$8,892,991</u> .	Total state funding <u>decreased</u> by <u>2.7%</u> , from 8,892,991 to <u>\$8,649,112</u> .	<i>State legislature increases funding for Community Action programs</i> <i>Community Action Partnership of Ore (CAPO) is state’s lead entity for eliminating causes of poverty.</i>	Total state funding <u>increased</u> by <u>3.9%</u> , from <u>\$8,649,112</u> to <u>\$8,992,451</u> . OHCS Reorganization maintained CAPO as state’s lead anti-poverty network.	<i>Increased State funding for our services. RB, JH</i> <i>CAPO expands role & services statewide. RB</i>	<i>Increased State funding for our services. RB, JH</i> <i>CAPO expands role & services statewide. RB</i>	Increased state support for our services. <i>RB</i>
	Maintained Head Start partnership with DOE; letter of intent to support a Wash Co Early Learning HUB submitted.	Early Learning HUB administrative structure proposed. Awarded Healthy Families Program Management contract by county; will provide child abuse & neglect prevention services in partnership with Lifeworks.	<i>Collaborations & partnerships expand our services.</i>	Early Learning Washington County (ELWC) is established and operational. Expanded services in Early Literacy in Head Start, Child Care Resource & Referral, Healthy Families & services for Spanish Speaking Child Care Providers.	<i>ELWC partners expand our services. RB, JH</i> <i>Healthy Families will increase our partnerships with WIC, Prenatal Providers and Providence/St. Vincent to increase program referrals. RB</i>	<i>ELWC partners expand our services. RB, JH</i> <i>Healthy Families will increase our partnerships. RB</i>	Formation of partnerships that expand our services. <i>RB, JH</i>

2012-17 Strategic Plan

2012-17 Objectives	2012-13 Accomplishments	2013-14 Accomplishments	2014-15 Targets	2014-15 accomplishments	2015-16 Targets	2016-17 Targets	2017 Outcomes
Obj B: Implement financial literacy and asset building strategies for clients and staff that complement existing program services. RB	52 individuals (20 are staff) completed five sessions in financial literacy training.	153 individuals (23 are staff) completed 11 sessions in financial literacy training.	<i>50 clients and staff will complete Community Action's financial literacy training.</i>	104 individuals (19 are staff) completed 10 sessions in financial literacy training.	<i>50 clients and staff complete Comm Action's financial literacy training.</i>	<i>50 clients and staff complete Comm Action's financial literacy training.</i>	Increased financial literacy. RB
	18 individuals (2 are staff) enrolled in the IDA program. They saved \$4,512.76 & received matched savings of \$13,538.28 from CASA of Oregon for education and child care business.	13 new individuals (2 are staff) enrolled in the IDA program for a total of 27; saved \$6,453 & \$19,360 in match.	<i>16 individuals enrolled in the IDA program, 80% reached their savings goal.</i>	5 new individuals (3 are staff) enrolled (max allowed) in the IDA program for a total of 31; saved \$27,744 & \$75,938 in match.	<i>8 individuals enrolled in the IDA program, 80% reached their savings goal.</i>	<i>8 individuals enrolled in the IDA program, 80% reached their savings goal.</i>	Increased household assets. RB
Goal II. EXPAND COMMUNITY ENGAGEMENT <i>Expand community engagement and support in order to increase opportunities for people and the community to thrive.</i>							
Obj A: Create strong awareness. CC, RB	69%, of local jurisdictions (9) participated; (Metro, County, Beaverton, Hillsboro, Tigard, Tualatin, Sherwood, Cornelius & Forest Grove); contributed <u>\$1,006,043</u> .	Maintained 69% of local jurisdictions involvement; contributed <u>\$1,036,449</u> , up \$30,406, or 3%.	<i>100% of jurisdictions participate with Comm Action either as funder, board member, event attendee or collaborator; funding increases 10%.</i>	69 % of local jurisdictions involvement; contributed <u>\$1,522,325</u> , up \$485,876 or 32%.	<i>100% of jurisdictions participate; add Banks, Gaston, North Plains & Sherwood; funding increases.</i>	<i>Maintain 100% of jurisdictions participation; funding increases.</i>	All local governments are informed about the impact of poverty on their communities. RB, CC
		Quarterly in-depth media coverage (stories, opinions, editorials) that featured Community Action.	<i>50th Anniversary media plan results in 6 in-depth media pieces featuring Community Action</i>	14 in-depth media pieces featuring Community Action.	<i>Intentional media relations work results in 6 in-depth pieces featuring Comm Action</i>	<i>Media plan results in one in-depth piece quarterly featuring Community Action.</i>	

2012-17 Strategic Plan

2012-17 Objectives	2012-13 Accomplishments	2013-14 Accomplishments	2014-15 Targets	2014-15 accomplishments	2015-16 Targets	2016-17 Targets	2017 Outcomes
<p>Obj A: Create strong awareness (Cont.)</p>		<p>10 public presentations reached over 700 people.</p>	<p><i>6 public presentations on Comm Action/ poverty reach 500 people</i></p>	<p>7 public presentations reached over 700 people.</p>	<p><i>10 public presentations on Comm Action/ poverty reach 700 people</i></p>	<p><i>6 public presentations on Comm Action/ poverty reach 500 people</i></p>	<p>Sustained, effective dialogue with people and organizations that can volunteer or provide support. CC</p>
<p>Obj B: Increase involvement. CC, RB</p>	<p>Co-Convened Washington County Thrives (WCT) with VAN; planned poverty awareness campaign.</p> <p>PYSK & Gala attendance Increased overall by 31%; PYSK increased by 76 people & 12% in donors; Gala attendance stayed level & donors increased 40%.</p> <p>Website redesign 70% complete.</p>	<p>Invested \$10,000 to conduct WCT key opinion leader interviews.</p> <p>Lead agency with county Anti-Poverty Strategies Workgroup (APSW); made progress on 2010 – 15 Consolidated Plan goals; began development of the 2015– 20 Anti-Poverty Strategies.</p> <p>PYSK attendance dropped 8%; donations increased 9%; new donors increased 20%; Gala attendance increased 4% & revenue increased 28%</p> <p>Website launched 9-19-13; <u>47,195</u> hits, a 45% increase over prior year on old website.</p>	<p><i>Washington County Thrives completes poverty awareness campaign.</i></p> <p><i>Washington County Anti-Poverty Strategies Workgroup begins to implement the 2015-2020 Plan.</i></p> <p><i>Increase attendance at each annual fund raising event by at least 10% and donations by at least 5%.</i></p> <p><i>Communications plan achieves 10% increase in website /social media traffic.</i></p>	<p>WCT identified top 3 priorities for reducing poverty; public awareness poll conducted in partnership with Washington County & United Way.</p> <p>Partnered with Pacific U to identify specific Federal, State & local policies that contribute to the inability to transition off of public assistance. Expanded committee membership to include United Way & Oregon Law Center.</p> <p>PYSK attendance increased 5% & donations dropped 20%; new donors stayed level. Gala attendance increased 36%, revenue increased 132%.</p> <p>Received <u>95,056</u> web hits, a 100% increase.</p>	<p><i>WCT launches poverty awareness campaign.</i></p> <p><i>With Pacific U to conduct Part 2 of Cliff Effect Study & key populations disproportionately impacted. Develop a plan to disseminate results of the study.</i></p> <p><i>Increase attendance at annual fund raising events by at least 10% & donations by 5% over prior year.</i></p> <p><i>Communications plan achieves 10% increase in website/ social media traffic over prior year.</i></p>	<p><i>WCT implements advocacy plan for resources to expand priority strategies that reduce poverty & its impact.</i></p> <p><i>Disseminate study results & identify needed Fed & State policy changes.</i></p> <p><i>Increase attendance at annual fund raising events by at least 10% & donations by 5% over prior year.</i></p> <p><i>Communications plan achieves 10% increase in website/ social media traffic over prior year.</i></p>	<p>Increased number of cross-sector partners that are providing leadership. RB</p> <p>Increased community participation in programs, events, and web site visits. CC</p>

2012-17 Strategic Plan

2012-17 Objectives	2012-13 Accomplishments	2013-14 Accomplishments	2014-15 Targets	2014-15 accomplishments	2015-16 Targets	2016-17 Targets	2017 Outcomes
Obj B: Increase involvement. (Cont.)	<u>2,782</u> volunteers provided 15,175 hours for a value of <u>\$341,000</u> , a decrease of 23% from \$445,000; pro-bono & in-kind support increased 18% from \$303,445 to <u>\$359,491</u> .	4 Intel-sponsored Encore Fellows expanded capacity in: Head Start safety & facilities; employee communications through Intranet creation & communications mapping; client services database; program sustainability through business opportunities. <u>1,709</u> volunteers provided 11,968 hours for a value of <u>\$219,309</u> , a 35% decrease; pro-bono & in-kind support increased 2% to <u>\$364,516</u> .	<i>Identify at least two high priority projects for increasing utilization of pro-bono professional services to expand capacity.</i> <i>Define agency goals for strategic utilization of volunteers to expand core capacity.</i>	4 Intel-sponsored Encore Fellows finalized work that began in 2013-14. Pro bono architect provided design for shelter kitchen renovation. <u>869</u> volunteers provided 8,091 hours for a value of <u>\$151,228</u> , a 31% decrease; pro-bono & in-kind support of \$397,394, a 1% increase.	<i>Increase utilization of pro-bono professional services to expand capacity.</i> <i>Increase number of community leadership volunteers.</i>	<i>Increase utilization of pro-bono professional services to expand capacity.</i> <i>Increase number of community leadership volunteers.</i>	Increased volunteer and pro-bono professional support. CC
Goal III. <u>ACHIEVE FINANCIAL SUSTAINABILITY</u> <i>The agency has adequate capacity to respond to unforeseen events, sustain operations, make quality improvements and be positioned for growth</i>							
Obj A: Strengthen overall agency financial position through management strategies and targeted investments. JB	Identified <u>\$506,457</u> deficit related to the unfunded building repair costs	Requested \$500,000 from Gain Share to recover loss from unfunded building repair costs.	<i>Secure \$500,000 from Gain Share.</i>	County approved \$500K & made first payment of \$250K.	<i>Secure second \$250K Gain Share payment.</i>	<i>Completed.</i>	Recovered <u>\$500,000</u> of unfunded building repair costs. JN, JB
	Corporate fund balance of <u>\$445,253</u> . Approved additional mortgage payment in 9-2013 & 1-2014 if feasible.	Corporate fund balance of <u>\$783,516</u> . Paid \$25K additional mortgage payment in 9 –13.	<i>Increase program year-end surpluses by 15%.</i> No target set	<i>Corporate fund balance of \$1.3M (est.).</i> <i>Decision to build reserves VS accelerated mortgage payments to reduce debt by \$250,000.</i>	<i>Increase corporate year-end fund balance</i> <i>Refinance to reduce occupancy costs & preserve reserves.</i>	<i>Increase corporate year-end fund balance.</i> <i>Reduce HMSC occupancy costs.</i>	Achieved corporate reserves to respond to unforeseen events. Reduced HMSC occupancy costs by restructuring debt. JB

2012-17 Strategic Plan

2012-17 Objectives	2012-13 Accomplishments	2013-14 Accomplishments	2014-15 Targets	2014-15 accomplishments	2015-16 Targets	2016-17 Targets	2017 Outcomes
<p>Obj B: Strengthen ability to eliminate conditions of poverty by creating an organization-wide culture of philanthropy that raises a total of \$5 million in private charitable support.</p>	<p>Raised <u>\$918,004</u> in total private charitable gifts; raised <u>\$276,588</u> in unrestricted funds, netting <u>\$108,716</u>, with <u>\$359,491</u> in pro-bono and in-kind support and <u>\$281,925</u> in restricted gifts to programs.</p> <p>Secured government capacity building support of <u>\$93,000</u></p>	<p>Raised <u>\$944,838</u> in total private charitable gifts, raised <u>\$284,321</u> in unrestricted funds, netting <u>\$40,770</u>, with <u>\$364,516</u> in pro-bono and in-kind gifts, and <u>\$296,001</u> in restricted gifts to programs</p> <p>Secured government capacity building support of <u>\$59,000</u></p>	<p><i>Raise <u>\$1,132,000</u> total gifts; raise <u>\$352,000</u> in unrestricted, netting <u>\$79,594</u>, with <u>\$350,000</u> in pro-bono & in-kind gifts, and <u>\$250,000</u> in restricted gifts to programs..</i></p> <p>Secured government capacity building support of <u>\$90,000</u></p>	<p>Raised <u>\$1,270,987</u> in total private charitable gifts; raised <u>\$352,000</u> (est.) in unrestricted funds, netting <u>\$288,584</u>, with <u>\$397,394</u> in pro-bono and in-kind gifts, and <u>\$295,019</u> in restricted gifts to programs.</p> <p>2012-15 Totals: \$3,133,829 Total Raised \$1,074,007 In-kind/Pro Bono \$872,945 Restricted Gifts \$ 912,909 Unrestricted Gifts \$438,000 Net Unrestricted \$242,000 Govt. Capacity</p> <p>Secured government capacity building support of <u>\$90,000</u> and an ongoing commitment for continued support JN</p>	<p>Raise <u>\$1.1M</u> in total private charitable gifts, raise <u>\$374,100</u> in unrestricted funds, netting <u>\$114,000</u>, with <u>\$400,000</u> in pro-bono and in-kind gifts, and <u>\$250,000</u> in restricted gifts to programs.</p> <p>Secure government capacity building support of <u>\$90K</u>RB</p>	<p>Raise <u>\$1.1M</u> in total private charitable gifts; raise <u>\$397,305</u> in unrestricted funds, netting <u>\$137,305</u>, with <u>\$400,000</u> in pro-bono and in-kind gifts, and <u>\$275,000</u> in restricted gifts to programs.</p> <p>Secure government capacity building support of <u>\$90K</u>RB</p>	<p>In-kind and pro-bono contributions result in \$1.7M to support program operations and quality improvements. CC</p> <p><u>\$1.4M</u> in designated, restricted gifts, enhance & expand programs to address critical and emerging community needs. CC</p> <p>Unrestricted support increased, totals \$1.9M over the plan period and nets a total of <u>\$.5</u> million. CC</p> <p>Government capacity building support totals \$.5 million over the plan period. RB</p>

2012-17 Strategic Plan

2012-17 Objectives	2012-13 Accomplishments	2013-14 Accomplishments	2014-15 Targets	2014-15 accomplishments	2015-16 Targets	2016-17 Targets	2017 Outcomes
Obj C: Explore the potential for creating mission driven income generating activities. <i>Dir</i>	No activity	Identified business opportunities in CCR&R, central kitchen &café and in training/education activities.	<i>Test out an income generating activity</i>	Project on hold. Expanded CCR&R services by adding 2 new partners (Nike & DHS) & increasing total fee for service contracts From \$46,651 to <u>\$190,478</u> an increase of 24%!	<i>Determine feasibility of implementing income generation strategies. Dir</i> <i>Expand CCR&R services by adding new corporate partner & increasing fee for service contracts. RB</i>	<i>Expand CCR&R services by adding new corporate partner & increasing fee for service contracts. RB</i>	Effective, new income generating activities have been implemented and program sustainability increased. <i>Dir</i>
GOAL IV: <u>MAINTAIN OPERATIONAL EXCELLENCE</u> <i>Community Action is a strong, sustainable, and client-focused organization that encourages the highest standards of performance.</i>							
Obj A: Invest in the development, capabilities and retention of employees. <i>RwB</i>	21% of vacancies filled through employee promotions.	24% of all vacancies filled through employee promotion.	<i>30% of all vacancies are filled through employee promotion.</i>	20% of all vacancies filled through employee promotion	<i>20% of all vacancies are filled through employee promotion.</i>	<i>20% of all vacancies are filled through employee promotion.</i>	Increased number of employees promoted to fill vacancies that are reflective of staff demographics. <i>RwB</i>
	26% or 77 employees participated in wellness programs offered	35% or 101 employees participated in wellness programs offered.	<i>30% of employees participate in wellness programs offered.</i>	36% or 104 employees participated in wellness programs offered.	<i>35% of employees participate in wellness programs offered.</i>	<i>40% of employees participate in wellness programs offered.</i>	Increased participation in wellness activities. <i>RwB</i>
	19% employee turnover; 55 of 57 were in Head Start (9 involuntarily) resulting in a 27% department turnover.	17% employee turnover rate; 19% in Head Start.	<i>Less than 20% employee turnover rate.</i>	6% (18 staff) Employee Turnover rate.	<i>Less than 15% employee turnover rate.</i>	<i>Less than 10% employee turnover rate.</i>	Increased employee retention. <i>RwB</i>

2012-17 Strategic Plan

2012-17 Objectives	2012-13 Accomplishments	2013-14 Accomplishments	2014-15 Targets	2014-15 accomplishments	2015-16 Targets	2016-17 Targets	2017 Outcomes
<p>Obj A: Invest in the development, capabilities and retention of employees. (Cont).</p>	<p>103 (35%) of staff participated in 2013 OR Business “100 Best Non-Profits” survey.</p> <p>103 or 49% of Head Start staff participated in a program specific satisfaction survey; identified staff morale as a key issue to address.</p>	<p>199 (72%) staff completed the 2014 “100 Best” survey. 3 top priorities based upon low satisfaction ratings:</p> <ol style="list-style-type: none"> 1. Open & clear communications within the organization: Satisfaction Rating= 0.5. 2. Rewards & acknowledgement for top performers: Satisfaction Rating = 0.1. 3. Opportunities for growth & advancement. = 0.4 <p>250 (88%) of staff completed mid-year brief satisfaction survey indicating</p> <ul style="list-style-type: none"> - 86% very satisfied with communications; -80% very satisfied with employee involvement in decision making; -74% have trust in leadership decisions; -90% feel the agency is going in the right direction. 	<p><i>Greater than 90% staff participation in the 2015 “100 Best” survey indicating improvement in employee satisfaction levels of:</i></p> <ol style="list-style-type: none"> 1. <i>Open & clear communications within the organization.</i> 2. <i>Opportunities for increases in Pay and Benefits</i> 3) <i>Opportunities for promotion and advancement, including rewards and acknowledgement for top performers.</i> 	<p>267 (91%) staff completed the 2015 “100 Best” survey indicating a positive change in satisfaction:</p> <ol style="list-style-type: none"> 1. Open & clear communication within the organization satisfaction increased to 1.0. 2. Rewards and acknowledgement for top performers satisfaction increased to 0.5 3. Opportunities for promotion & advancement satisfaction increased to 0 .8 	<p><i>Greater than 90% staff participation in “100 Best “ survey indicating staff ratings of their satisfaction levels of 1.0 or higher in:</i></p> <ol style="list-style-type: none"> 1. <i>Open & clear communications within the organization</i> 2. <i>Rewards and acknowledgement for top performers</i> 3. <i>Opportunities for advancement and growth including acknowledgement for top performers.</i> 	<p><i>Greater than 90% staff participation in the “100 Best” survey indicating staff ratings of their satisfaction levels of 2.0 or higher in:</i></p> <ol style="list-style-type: none"> 1. <i>Open & clear communications within the organization.</i> 2. <i>Rewards and acknowledgement for top performers</i> 3. <i>Opportunities for advancement and growth including acknowledgement for top performers.</i> 	<p>Increased employee job satisfaction. RwB</p>
<p>Obj B: Implement a succession plan for key positions and a transition plan for the Executive Director. RwB, JN</p>	<p>Overall ED Transition plan adopted with organization assessment as first step.</p>	<p>ED Transition Team completed organizational assessment; focused on formalizing processes & stabilizing executive management.</p>	<p><i>No target</i></p>	<p><i>Completed!</i></p>	<p><i>Completed!</i></p>	<p><i>Completed</i></p>	<p>Organizational assessment completed and applied. JN</p>

2012-17 Strategic Plan

2012-17 Objectives	2012-13 Accomplishments	2013-14 Accomplishments	2014-15 Targets	2014-15 accomplishments	2015-16 Targets	2016-17 Targets	2017 Outcomes
Obj B: Implement a succession plan (Cont).		Board approved agency Succession & Leadership Development Plan for coverage of key staff positions.	<i>Maintain plan</i>	<i>Updated to reflect H.S. Director change</i>	<i>Update to reflect E.D. transition</i>	<i>Maintain plan</i>	A plan for senior staff succession & interim emergency coverage established. <i>RWB</i>
	Board established Executive Director Transition Team (EDTT)	Board approved ED Transition Plan.	<i>If appropriate, implement plan to hire Executive Director.</i>	EDTT completed ED hiring plan; implemented an internal recruitment; to be completed no later than 12-31-15.	<i>New Executive Director hired and on-boarded.</i>	<i>Completed!</i>	Executive transition plan is successfully implemented. <i>JN</i>
Obj C: Invest in facilities and equipment needed to carry out the agency's mission. <i>JB</i>	Participated in Beaverton Community Health Collaborative (BCHC) facility planning; projected 2016 move in date. Created an inventory of agency facilities, lease terms & program needs.	Participated in Beaverton Community Health Collaborative (BCHC) facility planning; projected 2016 move in date. Finalized and implemented a facilities plan.	<i>Participation in BCHC planning committee.</i> <i>All leases are current and have been updated to include agency requirements.</i>	Actively participated with BCHC; arrived at decision to dissolve partnership. Moved additional Head Start staff into BMSC. Secured long term, reduced cost lease for Beaverton Child Development Center.	<i>Additional programs to be co-located at BMSC.</i> <i>Acquire adequate class space for Head Start. JH</i>	<i>BMSC is priority location for co-locating additional staff.</i> <i>Acquire adequate class space for Head Start expansion. JH</i>	Consolidation of staff and programs into primary facilities in Beaverton and Hillsboro. <i>JB</i>
	Identified future needs for storage & warehouse, providing the criteria for a plan. Made HVAC repairs & maintenance at HMSC & shelter; Safety anchors installed on roof at HMSC; plumbing and wiring repairs in Kitchen at HCDC; Tested & rebuilt back flow device.	Warehouse needs have been identified & met at Carnation. Established 2 FTE's to serve the facilities workload for normal operations; utilizing contractors for unique/seasonal needs. Responding to classroom needs, kept BCDC space; assessed HMSC, Carnation and BMSC space with a focus on serving clients resulted in no relocations of staff.	<i>Prioritize HMSC plant repairs and maintenance needs through 2017.</i> <i>Funding opportunities identified to support the maintenance and capital repair schedule at HMSC.</i>	Upgraded HMSC parking lot lighting with CDBG funds. Remodeled 2 shelter home bathrooms with CDBG funds.	<i>Remodel space at HMSC to create 2 intake offices; retrofit HMSC exterior doors with new key card system</i> <i>Obtain cost estimates for addressing chimney, façade and structural repairs at the Shelter</i>	<i>Evaluate need to replace HMSC heating/air conditioning units</i> <i>Complete all major repairs identified at the Shelter</i>	Sustainable building repair, equipment replacement, and storage capabilities. <i>JB</i>

2012-17 Strategic Plan

2012-17 Objectives	2012-13 Accomplishments	2013-14 Accomplishments	2014-15 Targets	2014-15 accomplishments	2015-16 Targets	2016-17 Targets	2017 Outcomes
<p>Obj C: Invest in facilities and equipment needed to carry out the agency’s mission. (Cont.)</p>	<p>Assessed IT priority need and established 3 year IT strategic plan; invested \$90,000 (\$75,000 Kaiser; \$15,00 Admin) to Purchase 10 computers for program & admin staff & purchase infrastructure equipment.</p> <p>Created microcomputer specialist job description to assist existing IT staff with functional tasks and instruct staff on utilitarian functions. Fiscal staff received intermediate/ advanced Excel training.</p>	<p>Invested \$42,800 in upgrading agency technology capacity, primarily for hardware to increase efficiencies.</p> <p>Migrated from thin clients to desktops or laptops in Energy/Emerg. Rent, Hr & Finance.</p> <p>Hired microcomputer specialist; 2.5 FTE staff are better equipped to respond to IT priorities & workload.</p> <p>Researching viability of a client database, utilizing Intel Encore Fellow.</p>	<p><i>Resources needed to complete the 3 year IT plan identified and secured.</i></p> <p><i>Prioritize hardware/software needs and funds required to complete IT plan.</i></p> <p><i>Client database is operational & producing information needed.</i></p>	<p><i>Invested \$39,200 in agency technology capacity, primarily for security, laptops for staff that see program participants away from the office, and new client-use computers at HMSC.</i></p> <p>Completed backend reporting client database and produced an unduplicated client count.</p>	<p><i>IT priorities updated based upon funding opportunities and restrictions.</i></p> <p><i>Prioritize hardware/software needs and funds required to complete IT plan.</i></p> <p><i>Improve ability to identify outcomes for families that participate in multiple programs.</i> <i>RB</i></p>	<p><i>IT priorities updated based upon funding opportunities and restrictions.</i></p> <p><i>Prioritize hardware/software needs and funds required to complete IT plan.</i></p> <p><i>Improve Agency ability to share client level information across program areas to reduce duplication of data collection & documentation & improve efficiency of client services .RB</i></p>	<p>Staff has adequate computing resources and training to do their job. <i>JB</i></p>
<p>Obj D: Implement a response to the Pathways to Excellence self-study findings report. <i>RB</i></p>	<p>Enrolled in the national Pathways to Excellence Self-Study in January 2013; completed first draft on June 3, 2013.</p>	<p>Completed Pathways Self Assessment & submitted December 2014. Received reviewers feedback:</p> <ul style="list-style-type: none"> - exceeded in one Standard -met 8 Standards -nearly met 6 Standards -did not meet 19 Standards. 	<p><i>Achieve 10% of the organizational improvements identified.</i></p>	<p>Achieved 35% of the organizational improvements identified, or 16 of the 46.</p>	<p><i>Achieve 45% of the organizational improvements identified.</i></p>	<p><i>Achieve 65% of the organizational improvements identified.</i></p> <p><i>Determine participation in Standards for Excellence process.</i></p>	<p>Increase operational excellence. <i>RB</i></p>