



## 2009-2012 Strategic Plan Year Two Focus

**OUR PROMISE:** Community Action changes people's lives, embodies the spirit of hope, improves communities and makes America a better place to live. We care about the entire community and are dedicated to helping individuals help themselves and each other.

**OUR VISION:** Washington County's residents are strong, resilient, involved in the community, and live with dignity and security.

**OUR MISSION:** In partnership with the community, Community Action assists low-income people to achieve self-determination.

**OUR CORE COMPETENCIES:** Community Action

- *has a genuine concern and knowledge regarding issues of poverty and economic stability*
- *is recognized, respected and works collaboratively with all sectors of the community*
- *is a community leader in the area of early childhood development and family support*
- *is a catalyst in community efforts to address issues of homelessness and housing stability*

**Goal I. Community Engagement:** Increase community engagement in issues of poverty and economic stability.

**Outcome A:** All 13 City governments are engaged in reducing conditions of poverty.

**2010-2011 Strategies:**

1. Influence cities to address issues of poverty in their strategic plans or city goals.
2. Advocate for funding support for safety net services, as well as 211Info.
3. Collaborate with cities to reduce conditions of poverty.

**Outcome B:** Top 20 businesses are significant partners with Community Action.

**2010-2011 Strategies:**

1. Utilize distribution of Employer Resource Guide to build relationships.
2. Educate on current issues of economic stability.
3. Develop new opportunities for strategic partnerships and funding support.

**Outcome C:** Faith based partnerships with Community Action increased by 50%.

**2010-2011 Strategies:**

1. Develop a strategic communication and cultivation plan for existing faith based partners and newly identified prospects in the faith community.
2. Integrate AmeriCorps-developed outreach and public education activities into agency Strategies.
3. Grow and replicate emergency funding models, such as WESTCO.
4. Participate in, or give support to, collaborative inter-faith efforts addressing local issues of poverty.

**Outcome D:** All three sectors are engaged in community economic stability initiatives.

**2010-2011 Strategies:**

1. Provide leadership to current poverty initiatives such as: Oregon Thrives and County Anti-Poverty Strategies.
2. Educate all three sectors on these community-wide efforts.

**Goal II. Family Self-Sufficiency:** Eliminate conditions of poverty and reduce barriers to economic stability.

**Outcome A:** Increase capability to serve families with comprehensive, holistic services.

**2010-2011 Strategies:**

1. Launch comprehensive client data base.
2. Identify and implement needed system changes.

**Outcome B:** Establish a Beaverton Multi-Service Center to improve access to Community Action services.

**2010-2011 Strategies:**

1. Maximize partnership with City of Beaverton.
2. Consolidate programs & staff located in Beaverton.

**Outcome C:** 80% of all eligible Head Start children are served.

**2010-2011 Strategies:**

1. Increase advocacy during 2011 legislative session for additional resources.
2. Have expansion plans in place to serve additional children.

**Outcome D:** Double the number of homes to 600 receiving weatherization services with 50% (300) receiving comprehensive services to increase the health, safety and energy efficiency.

**2010-2011 Strategies:**

1. Utilize (ARRA) funding to complete service goals.

**Outcome E:** Increase capacity to prevent homelessness; link employment and support services; and strengthen safety net services so that families can meet their basic needs.

**2010-2011 Strategies:** Utilize ARRA funds to:

1. Complete service goal to provide housing, employment and support services to 85 adults who are unemployed or underemployed and in unstable housing situations, in collaboration with PCC/Workforce and Lifeworks, Inc.
2. Provide 150 households who are homeless or facing eviction with advocacy, case management and rental assistance needed to stabilize their housing through a service model that links together a continuum of housing services.
3. Provide access for 600 low-income pregnant women to prenatal care, health insurance and additional services needed to support healthy births.
4. Enhance the Summer Meal program by engaging children in positive summer activities while serving 4,000 nutritious meals. In addition Summer Meal program staff will conduct outreach at meal sites to assist 60 families in completing the Healthy Kids program application.

**Goal III. Operational Excellence: Deliver on our mission through operational excellence.**

**Outcome A:** The agency is deficit-free, maintains at least \$1.2 million in operating capital, and raises \$300,000 in unrestricted reserve.

**2010-2011 Strategies:**

1. Evaluate and implement potential cost saving measures and procedures to protect and build operating capital.
2. Evaluate, develop and execute new strategies for raising unrestricted funds during this economic downturn.

**Outcome B:** The agency invests in, develops, and sustains all employees; at least 10% are prepared to assume roles of greater responsibility.

**2010-2011 Strategies:**

1. Implement systems needed to assess and track competencies, trainings, and skills.
2. Perform skill gap assessments for key staff and establish professional development plans.
3. Update compensation plan to ensure that it is market competitive, and maintain a quality benefits package that is sustainable.

**Outcome C:** The agency effectively communicates its economic and social impact on the community.

**2010-2011 Strategies:**

1. Complete an economic and social impact statement for the agency.
2. Develop and implement a comprehensive communication's plan.

**Outcome D:** The agency has responsive and effective, operational technology systems.

**2010-2011 Strategies:**

1. Establish strategic plan for technology needs and utilization.
2. Develop and implement staff training plan.