



# Celebrating 45 years of Hope. Help. Change.

## 2009-2012 Strategic Plan Year Three 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*

### STRATEGIC GOALS:

#### **Goal I: Community Engagement**

**Increase community engagement in issues of poverty and economic stability.**

**Outcome A:** Local governments are engaged in reducing conditions of poverty.

#### **Outcome Indicators:**

1. 50% provide funding to support the agency mission.
2. 100% identify poverty as an issue, and Community Action as a partner, in their strategic plans.
3. Remove 2 public policy barriers to accessing low-income housing.

**Outcome B:** Local businesses are informed about, and engaged in, reducing conditions of poverty.

#### **Outcome Indicators:**

1. At least 35 businesses are partnering to support the agency mission.
2. Replicate Intel Family Child Care network with another business partner.
3. Business funding to support the agency mission increases by 10%.
4. One additional business will engage with Worksystems/Worksource and provide employment and training placement opportunities for entry level workers.

**Outcome C:** Faith-based organizations are informed about, and engaged in, reducing conditions of poverty.

#### **Outcome Indicators:**

1. At least 5 new faith-based relationships are initiated.
2. Faith based funding to support the agency mission increases by 10%.
3. State legislation that reduces conditions of poverty is passed in part because of collaborative advocacy efforts with faith-based groups.

**Outcome D:** The agency effectively communicates its economic and social impact to the community.

**Outcome Indicators**

1. Monthly visits to web-based communications sites increase 100%, from 2,500 to 5,000.
2. Agency donor base grows to increase unrestricted donations by 10%.

**Goal II: Family Self-Sufficiency**

**Eliminate conditions of poverty and reduce barriers to economic stability.**

**Outcome A:** Increase the percentage of eligible Head Start children served.

**Outcome Indicators:**

1. Increase the percentage of eligible Head Start children served from 67% to 80%.
2. Increase the percentage of eligible Early Head Start children served from 3% to 10%.

**Outcome B:** Increase the number of homes receiving weatherization services.

**Outcome Indicators:**

1. Double the number of households receiving weatherization services to 600 with 50% receiving comprehensive services to increase health, safety and energy efficiency.

**Outcome C:** Increase capacity to prevent homelessness.

**Outcome Indicators:**

1. Increase available emergency rent assistance funds by 20% above pre-ARRA levels, from \$217,220 (457 families) to \$260,664 (549 families).
2. Reduce number of households being evicted by 5%, from 4,194 to 3,984.

**Outcome D:** Improve access to employment and training opportunities for families engaged in long term supportive services.

**Outcome Indicators:**

1. A 20% increase in the number of families accessing employment and training opportunities, from 25 families to 30.
2. A 10% increase in the number of families that secure employment, from 29 families to 32 families.

**Goal III: Operational Excellence**

**Deliver on our mission through operational excellence.**

**Outcome A:** The agency has adequate reserves to be positioned for growth and greater responsiveness to community needs.

**Outcome Indicators:**

1. 100% of programs will end the fiscal year without a deficit.
2. Agency reserve is increased by 10%.

**Outcome B:** The agency invests in, develops, and sustains all employees.

**Outcome Indicators:**

1. 100% of agency staff has received performance reviews that include current performance goals.

**Outcome C:** The agency has responsive and effective information technology systems.

**Outcome Indicators:**

1. Establish a baseline for technology needs.
2. Reduce the number of stand-alone program databases by 50%.

**Outcome D:** Improve access to agency services

**Outcome Indicators:**

1. Establish a Beaverton Multi-Service Center.