



2012-2017 STRATEGIC PLAN

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

GOAL I: ELIMINATE CAUSES OF POVERTY

Expand services that emphasize early intervention designed to eliminate causes of poverty and/or provide beneficial long-term prevention, one family at a time.

OBJECTIVE A: Partner with the Governor's emerging initiatives for efficient delivery of high impact, priority services that eliminate the causes and conditions of poverty.

EXPECTED OUTCOMES:

- Increased State support for our services.
- Formation of partnerships that expand our services.

OBJECTIVE B: Implement financial literacy and asset building strategies for clients and staff that complement existing program services.

EXPECTED OUTCOMES:

- Increased financial literacy.
- Increased household assets.

GOAL II: EXPAND COMMUNITY ENGAGEMENT

Expand community engagement and support in order to increase opportunities for people and the community to thrive.

OBJECTIVE A: Create strong awareness.

EXPECTED OUTCOMES:

- All local governments are informed about the impact of poverty on their communities
- Sustained, effective dialogue with people and organizations that can volunteer or provide support.

OBJECTIVE B: Increase involvement.

EXPECTED OUTCOMES:

- Increased number of cross-sector partners that are providing leadership.
- Increased community participation in programs, events, and web site visits.
- Increased volunteer and pro-bono professional support.

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GOAL III: ACHIEVE FINANCIAL SUSTAINABILITY

The agency has adequate capacity to respond to unforeseen events, sustain operations, make quality improvements, and be positioned for growth.

OBJECTIVE A: Strengthen overall agency financial position through management strategies and targeted investments.

EXPECTED OUTCOMES:

- Recovered \$500,000 of unfunded building repair costs.
- Achieved corporate reserves to respond to unforeseen events.
- Reduced HMSC occupancy costs by restructuring debt.

OBJECTIVE B: Strengthen ability to eliminate conditions of poverty by achieving an organization-wide culture of philanthropy that raises a total of \$5 million in private charitable support.

EXPECTED OUTCOMES:

- In-kind and pro-bono contributions result in \$1.7M to support program operations and quality improvements.
- \$1.4M in designated, restricted gifts, enhance & expand programs to address critical and emerging community needs.
- Unrestricted support increased, totals \$1.9M over the plan period and nets a total of \$.5 million.
- Government capacity building support totals \$.5 million over the plan period.

OBJECTIVE C: Explore the potential for creating mission driven income generating activities.

EXPECTED OUTCOMES:

- Effective, new income generating activities have been implemented and program sustainability increased.

GOAL IV: MAINTAIN OPERATIONAL EXCELLENCE

Community Action is a strong, sustainable, and client-focused organization that encourages the highest standards of performance.

OBJECTIVE A: Invest in the development, capabilities and retention of employees.

EXPECTED OUTCOMES:

- Increased the number of employees promoted to fill vacancies that are reflective of staff demographics.
- Increased participation in wellness activities.
- Increased employee retention.
- Increased employee job satisfaction.

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OBJECTIVE B: Implement a succession plan for key positions and a transition plan for the Executive Director.

EXPECTED OUTCOMES:

- Organizational assessment completed and applied.
- A plan for senior staff succession & interim emergency established.
- Executive transition plan is successfully implemented.

OBJECTIVE C: Invest in facilities and equipment needed to carry out the agency's mission.

EXPECTED OUTCOMES:

- Consolidation of staff and programs into primary facilities in Beaverton and Hillsboro.
- Sustainable building repair, equipment replacement, and storage capabilities.
- Staff has adequate computing resources and training to do their job.

OBJECTIVE D: Implement a response to the Pathways to Excellence self-study findings report.

EXPECTED OUTCOMES:

- Increased operational excellence.