



## 2007-2010 Strategic Plan YEAR TWO FOCUS

*The three year strategic plan goals and outcomes are in bold; bulleted items are second year initiatives.*

**Goal I. Community Engagement:** Educate, advocate and lead to increase community engagement in issues of poverty.

**Outcomes:**

**A. All 12 City governments are engaged in reducing conditions of poverty.**

- Complete meetings with all cities to identify common goals.
- Create a plan for our role in partnering with the cities to address issues of poverty.
- Collaborate with at least 6 cities to increase their engagement in issues of poverty.

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

- Complete research on top 20 employers.
- Establish 20 corporate profiles of community involvement, giving, leadership and partnerships with Community Action.
- Create individual plans for partnering with the 20 corporations to identify their roles in supporting our work to address issues of poverty.
- Collaborate with at least 10 corporations to increase their involvement.

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

- Research development databases and hard files for history involvement.
- Create files for each faith based partner and include key information for creating a comprehensive profile of involvement.
- Cultivate existing relationships to a higher level of participation.
- Identify new prospective faith based organizations and develop partnerships to address issues of poverty.
- Create plans for growth to increase the number of faith-based partnerships by 25%.

**Goal II. Family Self-Sufficiency:** Increase Community Action's leadership and effectiveness in reducing conditions of poverty.

**Outcomes:**

**A. At least 10% more families served receive comprehensive services.**

- Finalize scope of data base project and resources required.
- Obtain resources to implement project.
- Test the comprehensive data base and prepare for launch.

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

- Finalize scope and cost of Old Town Crossing project and confirm partners.
- Identify and obtain needed resources.
- Prepare back-up plan to Old Town Crossing project.

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

- Sustain strong partnerships with Hillsboro, Beaverton, and Tigard-Tualatin School Districts.
- Assess the current number of HS eligible children in the County.
- Educate legislators and advocate to secure funding needed to continue to expand services.
- Develop a plan to assure adequate capacity and resources to support service expansion in year 3.

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

**Outcomes:**

**A. The agency is deficit free, has \$1.25 million for operating capital, and \$300,000 unrestricted surplus.**

- Utilize surplus unrestricted funds and County match to eliminate the deficit remaining after the lawsuit (\$123,000).
- Raise an additional \$ \$50,000 in unrestricted surplus.

**B. The agency strives to utilize and develop employees to full potential and at least 10% are prepared to move into positions of greater responsibility.**

- Develop and implement an effective performance evaluation tool.
- Establish a methodology for assessing and implementing a succession plan.
- Identify key positions and individuals for inclusion in plan.

**C. The agency has effective processes to assure sustainable operational systems and to meet standards of organizational excellence.**

- Review current program funding requirements and compare to the national Standards of Excellence to identify gaps.
- Establish internal team and engage in the national Pathways (best practices) project.