



2007-2010
STRATEGIC PLAN
Year One Focus

The three year strategic plan goals and outcomes are in bold; bulleted items are first year strategies.

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.

- Research and document current involvement of Washington County cities with Community Action and issues of poverty.
- Establish city profiles, including poverty demographics, service statistics, leadership and key partnerships with Community Action.
- Create plans for engagement of at least 3 cities.

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

- Identify and research top 20 employers in terms of workforce.
- Research and document current involvement of top employers with Community Action and issues of poverty.
- Establish corporate profiles of community involvement and giving, leadership and partnerships with Community Action.
- Create individual plans for engagement and implement with five corporations.

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

- Research and document current involvement of faith-based organizations with Community Action and issues of poverty.
- Establish individual profiles of community involvement and giving, leadership and partnerships with Community Action.
- Survey current board and staff member connections with faith based organizations.
- Create plans for growth to increase faith-based partnerships by 15%.

Goal II. Family Self-Sufficiency: Increase our leadership and effectiveness in reducing conditions of poverty.

Outcomes:

At least 10% more families served receive comprehensive services.

- Determine scope of project.
- Identify potential resources.

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

- Determine scope of project.
- Identify potential resources and partners.

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

- Convert 9 single classrooms into double sessions serving 162 additional children in phase-one of state expansion.
- Develop and implement a child recruitment plan for targeted sites.
- Recruit and hire approximately 35-40 new staff and expand administrative capacity to support the growth.
- Strengthen partnerships with Hillsboro, Beaverton, and Tigard-Tualatin School Districts to secure future space.

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

Outcomes:

A. The agency is deficit free and has \$1.25 million for operating capital.

- Utilize surplus unrestricted funds and county match to reduce deficit by \$120,000.
- Bring lawsuit to closure.
- 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.

- Educate staff leadership on succession planning.
- Develop succession plan and timeframe for implementation.
- Develop a performance evaluation tool that focuses on competencies, measurements and staff development.

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

- Educate staff leadership and Board on Community Action's Standards of Excellence.
- Review current program funding requirements and compare to the standards of excellence to identify gaps.
- Conduct agency performance audit to identify gaps.



**2007-2010
Strategic Plan**

Year One Focus

Three-Year Strategic Goals

- I. Community Engagement**
- II. Family Self-Sufficiency**
- III. Operational Excellence**



I. Community Engagement:

Educate, advocate, and lead to increase community engagement in issues of poverty.



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

- Research current involvement
- Establish city profiles
- Create plans for partnerships



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

- Research top 20
- Assess current involvement
- Establish corporate profiles
- Create plans for engagement



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

- Assess current involvement
- Establish individual profiles
- Survey current connections
- Create plans for growth



II. Family Self-Sufficiency:

Increase our leadership and effectiveness in reducing conditions of poverty.



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

- Determine scope of project
- Identify potential resources



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

- Determine scope of project
- Identify potential resources & partners



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

- Convert 9 classrooms & add 162 children
- Site-specific recruitment plans
- Hire staff & expand admin capacity
- Strengthen partnership with school districts



III. Operational Excellence:

Deliver on our mission through operational excellence.



A. The agency is free of deficits and has \$1.25 million in operating capital.

- Leverage county match
- Successfully conclude lawsuit
- Raise unrestricted funds



B. The agency utilizes and develops employees to full potential; 10% are prepared to move into positions of greater responsibility.

- Educate leadership
- Develop succession plan
- Develop performance evaluation tool



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

- Educate leadership
- Compare standards to current requirements
- Agency performance audit to identify gaps

