



2007-2010 Strategic Plan
07-08 Mid-Year Report

12/31/2007

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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.



Obj

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

- ① • **Set up systems to manage info**
Performed web & records search to gather info about each city's involvement w/ issues of pov + community health
will be surveying states to identify any current partnerships
Individual notebooks have been set up
- **Establishing current engagements**



• Meetings held with:

Beaverton Mayor & Cathy
(L & R support / BUT school Dist space / BUT Center)

Tualatin Mayor
(Monique / strategy session w/ 3 members on CA Bd / Tualatin
community / partnerships)

Beaverton School Board

1st w/ BUT Supp & Bd Chair & Operations Dir

Space concerns for HS.



- Meetings scheduled with:

Tigard-Tualatin School Board

City of Hillsboro

City of Tualatin

City of Beaverton

- SOC services funding request



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

- **Researched businesses**
- **Documented historical involvement**

Pulled internal data back to 1990 & began assessment

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

- **Electronic survey tool**

*will be used / conducted w/ staff & Bd
to identify current relationships*

- **Pacific University approved**

*for their Professional
Roles II class*

+ the **placement of 4 grad students**



II. Family Self-Sufficiency:

**Increase our leadership
and effectiveness in reducing
conditions of poverty.**



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

- **Database project presented to IS Committee**

— They identified concerns & determined more info was needed

- **Researching model in Eugene**

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

- **Obtained Mayor of Beaverton's support**

+ willingness to work w/ us as needed.
briefed him - 40% of our clients

- **Angel Street project option**

*- TVHP & Lifeworks
- Pay km - another project
- 175 classroom*

- **Scheduled planning retreat**

with him at the end of this month



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

Pacific Union
Oral & students
evaluated current
recruitment &
hiring &
make
recommen-
(Hypnotic website +
interviews)

~~to appear up
for the~~ listed ~~to~~
35-40 staff

- **Increased HR staff** — ~~lost~~ PIV vacancy
— challenging to maintain full staffing / Health issue
- **Converted 9 classrooms to 18**
Throughout the school districts
- **10,000 flyers / PSA on KUIK** in Spanish & English
- **Added 162 children** & were fully
enrolled for a total of 807 students

exp resources increased
 transp needs that could
 not be met with 11 Buses - existing
 self transport
 - 3 sites had to
 - ordered one bus / Dec

→ But Space Crunch -
 → Lack of resources to fully
 Staff Classroom
 → ~~need~~ transportation -
 need 3 more Buses b/c parents
 are having to self transport

• Experienced Challenges

- We are re-evaluating whether we are in a position to expand again next year. We need to strengthen our infrastructure & stabilize the program list. We also need to shift our focus to the upcoming Fed. Mon. Rev.

• Multiple interactions with school partners

But Admin
 But Sch Bd
 But Sup + Reg Admin PYSK
 Our staff attended school Dist Pre Service
 each Hrs Class initial school
 personnel to an open house



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.

- **Received & matched**

County Funds = \$120,000

- **Lawsuit resolved = \$395,000**

- **Eliminated deficit**

- **Have \$1.25 million in operating capital**

*— Assessing current PR strategies & demand
to increase results*



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

- Managers received overview of succession planning**
- Reported to All Staff on succession planning**
- Testing new performance evaluation tool**

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

- **Attended national training** *Renée* *CAP* *in their national certification program*
- **Managers received overview of the process**
- **Obtained internal audit tool & established team** *Div/Exec Comm* *from CAP-Comm* *legal liability audit*





2007-2010 Strategic Plan

Mid-Point Report

July 1, 2007 – December 31, 2008

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.

- Created survey tool to gather baseline information
- Set up systems to manage info
- Established city profiles & updated elected officials' info



- Participated in 17 meetings involving 3 cities: Beaverton, Hillsboro and Tigard

- New mayors for Beaverton & Hillsboro on CA Board



• Key areas of engagement identified:

1. Beaverton - *Multi-Service Center*
2. Hillsboro - *Lead for Vision 2020 I&R Goals*
3. Tualatin - *Lead for Tualatin Tomorrow goals on poverty & homelessness*




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

- Researched businesses
- Established profiles
- Documented historical involvement




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

- Pacific University grad students surveyed & reported on current Board/staff connections
- Completed funding history reports




II. Family Self-Sufficiency:

Increase Community Action's leadership and effectiveness in reducing conditions of poverty.



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

- Researched and selected data base strategy
- Submitted project to CDBG for possible future funding




B. Establish a Beaverton Multi-Service Center . . .

- Obtained Beaverton Mayor's support
- Exploring partnership with TVHP & City of Beaverton
- Finalized scope of project & cost
- Identified funding options



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

- Converted 9 classrooms to 18
- Added 162 children in 08-09
- Serving 48.2% of eligible children (952)
- 643 children are on the wait list
- Strengthening school partnerships



III. Operational Excellence:

Deliver on our mission through operational excellence.



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

- Received & matched County funds = \$120,000
- Lawsuit resolved = \$395,000
- Reduced deficit to \$111,126 (6-30-08)



- Have \$1.25 million in operating capital
- Improved fundraising event outcomes



B. The agency utilizes and develops employees to full potential . . .

- Established system to support staff development
- Increased ability to track employee competence
- Training all supervisors to ensure understanding of best practices
- Oriented all staff to succession planning strategy



C. The agency . . . standards of organizational excellence.

- Attended "Standards of Excellence" national training; Peer Reviewer
- Oriented managers to the process
- Internal ROMA trainer; trained staff
- Attended "CAA Accountability from the Legal Perspective" training; prepared for an internal audit



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* Presented at February 27, 2009 Board Planning Retreat