



2009-2012 Strategic Plan

Year One 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*

Goal I. Community Engagement: Increase community engagement in issues of poverty and economic stability.

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

2009-2010 Strategies:

1. Influence cities to address issues of poverty in their strategic plans.
2. Advocate for funding support for safety net services, as well as 211Info.
3. Collaborate with cities to reduce conditions of poverty.

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

2009-2010 Strategies:

1. Utilize distribution of Employer Resource Guide to build relationships.
2. Educate on current issues of economic stability.
3. Develop new opportunities for strategic partnerships and funding support.

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

2009-2010 Strategies:

1. Conduct an outreach and public education campaign with key faith based partners.
2. Grow and replicate emergency funding models, such as WESTCO.
3. Participate in, or give support to, collaborative inter-faith efforts addressing the impact of the recession.

Outcome D: All three sectors are engaged in community economic stability initiatives.

2009-2010 Strategies:

1. Provide leadership to current poverty initiatives including:
VAN Economic Security, Oregon Thrives, Ten Year Plan to End Homelessness, and County Anti-Poverty Strategies.
2. Serve as a resource to link all three sectors to these community-wide efforts.

Goal II. Family Self-Sufficiency: Eliminate conditions of poverty and reduce barriers to economic stability.

Outcome A: Increase capability to serve families with comprehensive, holistic services.

2009-2010 Strategies:

1. Launch comprehensive client data base.
2. Identify and implement needed system changes.

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

2009-2010 Strategies:

1. Maximize partnership with City of Beaverton.
2. Re-evaluate need for Head Start classroom space.
3. Finalize decisions about Old Town Crossing site and move forward.

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

2009-2010 Strategies:

1. Utilize American Recovery and Reinvestment Act (ARRA) funding to preserve or expand existing Pre-K slots, as well as to expand Early Head Start through a collaborative service model.

Outcome D: Double the number of homes to 600 receiving weatherization services with 50% (300) receiving comprehensive services to increase the health, safety and energy efficiency.

2009-2010 Strategies:

1. Utilize (ARRA) funding to expand contracts with vendors, obtain needed equipment, space, and add additional staff capacity.

Outcome E: Increase capacity to prevent homelessness; link employment and support services; and strengthen safety net services so that families can meet their basic needs.

2009-2010 Strategies: Utilize ARRA funds to:

1. Provide housing, employment and support services to 85 adults who are unemployed or underemployed and in unstable housing situations, in collaboration with PCC/Workforce and Lifeworks, Inc.

2. Provide 50 households who are facing eviction with advocacy, case management and rental assistance needed to retain their housing through a service model that links together a continuum of housing services.
3. Provide access for 600 low-income pregnant women to prenatal care, health insurance and additional services needed to support healthy births.
4. Provide 25 households newly impacted by the recession with case management services to connect them to resources and help them successfully navigate the social service system.
5. Provide interns to support the Summer Meals program so that families will have access to healthy meals for their school age children during the summer months.

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

Outcome A: The agency is deficit-free, maintains at least \$1.2 million in operating capital, and raises \$300,000 in unrestricted reserve.

2009-2010 Strategies:

1. Evaluate and implement potential cost saving measures and procedures to protect and build operating capital. Evaluate, develop and execute new strategies for raising unrestricted funds during this economic downturn.

Outcome B: The agency invests in, develops, and sustains all employees; at least 10% are prepared to assume roles of greater responsibility.

2009-2010 Strategies:

1. Implement systems needed to assess and track competencies, trainings, and skills.
2. Perform skill gap assessments for key staff and establish professional development plans.
3. Implement a compensation and benefits plan that is market competitive and sustainable.

Outcome C: The agency effectively communicates its economic and social impact on the community.

2009-2010 Strategies:

1. Complete an economic and social impact statement for the agency, beginning with Weatherization as a prototype.
2. Test out communications regarding Community Action's impact on the local economy.
3. Develop and implement a comprehensive communication's plan.