



## 2004-2007 Key Strategic Directions 2004-05 Annual Work Plan

### 1. Bridge the Gap Between Poverty and Economic Self-Determination

- a. Lead the effort to define the gap between poverty and self-determination.
  - *Convene 3-4 discussions with clients and client serving staff to gather their views on self-determination and the gap between poverty and self-determination.*
    - *Identify existing groups to serve as focus groups and utilize Head Start staff and parent work defining self-determination.*
    - *Establish a planning team of 3-4 staff who will develop key questions and support focus group facilitators.*
    - *Convene at least four focus group sessions.*
  - *Assemble information gathered from the discussions, along with other data, to create a set of communication tools on poverty and the gap.*
    - *The planning team will compile and analyze the data and provide a report to the board with content that can be utilized for external communications.*
- b. Pursue sustainable growth that builds on our core service areas in early childhood, emergency needs, and self-sufficiency.
  - *Expand homeless services with a focus on singles, youth, and employment.*
    - *Ensure submission of HUD Grant of \$1,050,034 (3 years) for 10 new shelter units for homeless singles through involvement in county-wide planning process.*
    - *Provide integrated employment and housing services for 66 chronically homeless people.*
  - *Expand Information and Referral through involvement in the 211 Info partnership.*
    - *Increase community awareness of the 211 Info system through community outreach.*
    - *Ensure current and complete Washington County data in the system.*
  - *Advocate for increased partners' commitment to Opening Doors.*
    - *Devise a sustainable and equitable funding plan.*
    - *Complete a current impact statement of healthy birth outcomes.*
    - *Increase founding partners financial support through direct contact and education.*
- c. Take reasonable risks in making program and infrastructure investments to increase effectiveness.
  - *Resolve Hillsboro building repair issues; determine a course of action to reduce occupancy costs and debt burden; explore ownership options.*
    - *Evaluate extent of building repair problem; identify and obtain resources; complete all repairs by October 31, 2004.*
    - *Conduct financial analysis; convene focus group to generate alternative strategies for reducing costs of managing all of our facilities.*
    - *Determine course corrections needed due to the impact of adjusting our fundraising plan to address building repairs.*
    - *Determine local government interest in a purchase/lease back arrangement for the Hillsboro facility.*

## 2004-2007 Key Strategic Directions: Year One Annual Plan

- *Use available technology more effectively; invest in IT/Web based databases.*
  - *Increase staff productivity through training, tools, and systems.*
  - *Develop advanced technology policies.*
  - *Expand capacity of current technology to improve client access to services.*
  - *Improve our ability to manage information in HR, Resource Development, Fiscal and Head Start through data base acquisition and development.*

### 2. Increase Our Capacity to Address Issues of Poverty

- a. Focus and clarify our message on poverty and our mission.
  - *Implement comprehensive communication plan that integrates fundraising, program services and poverty education.*
    - *Create a consistent message focused on the economics of poverty.*
    - *Use the message to focus on preserving Head Start and shelter network.*
  - *Develop a 40<sup>th</sup> anniversary campaign and begin implementation.*
    - *Gather materials related to 40<sup>th</sup> anniversary (Community Action and Head Start)*
    - *Link campaign to agency message and utilize existing venues such as: Board meetings, Community Spirit dinner, agency newsletter, all-staff event, friends picnic.*
    - *Develop and implement a corresponding media plan including a video.*
- b. Diversify and increase resources, including appropriate income-producing strategies.
  - *Evaluate the long-term sustainability of A Kid's Domain (AKD).*
    - *Evaluate the program's ability to operate without CSBG funding; determine other possible sources of core grant funding to achieve sustainable funding for fiscal year 2005-06.*
    - *If sustainable funding isn't achievable, develop a transition plan to be implemented by 7/1/05.*
  - *Explore co-marketing strategies that would increase unrestricted cash.*
    - *Obtain at least one partner for point-of-sale revenue generation.*
  - *Lead efforts to increase stable sources of funding for affordable, accessible and quality child care.*
    - *Establish a business-supported family child care network with Intel.*
  - *Develop the body of knowledge needed to pursue income-producing strategies.*
    - *Move this strategy to 2006.*
- c. Expand community partnerships with a focus on faith-based organizations.
  - *Equip faith-based organizations with the information and tools needed to address poverty locally.*
    - *Present poverty information and tools at the Inter-Religious Action Network conference.*
    - *Inventory our current involvement with the faith community; clarify our partnership roles and identify new service/support opportunities.*
  - *Formalize and strengthen partnerships with Department of Human Services (DHS) and school districts.*
    - *Clarify our partnerships with DHS and the school districts; establish and/or update written agreements.*
    - *Provide education packages on poverty and Community Action; identify new funding/contractual opportunities.*

**3. Lead Efforts to Strengthen Community's Understanding of and Response to Poverty**

- a. Serve as a knowledgeable resource to policy makers and opinion leaders considering poverty related initiatives and issues.
  - *Create and distribute regular electronic communication on relevant poverty issues.*
    - *Send 1<sup>st</sup> electronic newsletter to legislators and key decision-makers.*
  - *Build and maintain a library of poverty information and resources.*
    - *Create and maintain a poverty page/ section on our website.*
    - *Organize a directory of presentation resources on Common Drive.*
- b. Leverage the leadership power of board and staff to create a supportive mindset on issues of poverty.
  - *Organize a public education team of board and staff to create effective outreach strategies.*
    - *Focus Board retreat on preparing Board and leadership staff for community engagement.*
- c. Increase educational efforts to improve community response to poverty.
  - *Identify and pursue key forums; help shape their agenda to include issues of poverty.*
    - *Present to at least 6 key forums.*
  - *Support implementation of the "I Give Where I Live" campaign.*
    - *Lead planning process to increase giving and volunteering.*
    - *Create website portal to find local non-profits.*
    - *Implement on-line giving for Community Action.*
    - *Place Community Action into Holiday Giving Guide.*
- d. Build public awareness and support that result in public policies that effectively address poverty.
  - *Lead efforts to provide Head Start opportunities for all eligible children in the county.*
    - *Preserve state funding for Head Start by participating in Head Start legislative education activities.*
  - *Actively support efforts to pass the County Safety Levy for sustainable funding of homeless shelters and 211.*
    - *Conduct an email and letter-writing campaign to raise awareness and persuade news media to cover the issue.*
    - *Create and deliver message to public about the importance of funding homeless services.*
    - *Participate on Public Safety Advisory Committee and Community Safety Levy Campaign Committee.*



## 2004-2007 Key Strategic Directions

### Revised Annual Work Plan 2005-2006

#### **I. Bridge the Gap Between Poverty and Economic Self-Determination**

- a. Lead the effort to define the gap between poverty and self-determination.
  1. *Produce a report on issues of poverty*
  2. *Create external communication/education materials*
- b. Pursue sustainable growth that builds on our core service areas in early childhood, emergency needs, and self-sufficiency.
  1. *Expand homeless services with a focus on singles, youth, and employment.*
  2. *Expand Information and Referral through involvement in the 211 Info partnership.*
  3. *Advocate for increased partners' commitment to Opening Doors.*

#### **II. Increase Our Capacity to Address Issues of Poverty**

- a. Focus and clarify our message on poverty and our mission.
  1. *Implement comprehensive communication plan that integrates fundraising, program services and poverty education.*
  2. *Develop and implement a 40<sup>th</sup> anniversary campaign and begin implementation.*
- b. Diversify and increase resources, including appropriate income-producing strategies.
  1. *Explore co-marketing strategies that would increase unrestricted cash.*
  2. *Lead efforts to increase stable sources of funding for affordable, accessible and quality child care.*
  3. *Develop the body of knowledge needed to pursue income-producing strategies.*
- c. Expand community partnerships with a focus on faith-based organizations.
  1. *Equip faith-based organizations with the information and tools needed to address poverty locally.*
  2. *Formalize and strengthen partnerships with Department of Human Services (DHS) and school districts.*
- d. Take reasonable risks in making program and infrastructure investments to increase effectiveness.
  1. *Resolve Hillsboro building repair issues; determine a course of action to reduce occupancy costs and debt burden; explore ownership options.*
  2. *Use available technology more effectively; invest in IT/Web based databases.*

#### **III. Lead Efforts to Strengthen Community's Understanding of and Response to Poverty**

- a. Serve as a knowledgeable resource to policy makers and opinion leaders considering poverty related initiatives and issues.
  1. *Create and distribute regular electronic communication on relevant poverty issues.*
  2. *Build and maintain a library of poverty information and resources.*
- b. Leverage the leadership power of board and staff to create a supportive mindset on issues of poverty.
  1. *Organize a public education team of board and staff to create effective outreach strategies.*
- c. Increase educational efforts to improve community response to poverty.
  1. *Identify and pursue 6 key forums; help shape their agenda to include issues of poverty.*
  2. *Support implementation of the "I Give Where I Live" campaign.*
- d. Build public awareness and support that result in public policies that effectively address poverty.
  1. *Lead efforts to provide Head Start opportunities for all eligible children in the county.*
  2. *Actively support efforts to pass the County Safety Levy for sustainable funding of homeless shelters and 211.*



## 2004-2007 Key Strategic Directions Annual Work Plan 2006-2007

### I. Bridge the Gap Between Poverty and Economic Self-Determination

- a. Lead the effort to define the gap between poverty and self-determination.
  1. *Produce a report on issues of poverty*
  2. *Create external communication/ education materials*
- b. Pursue sustainable growth that builds on our core service areas in early childhood, emergency needs, and self-sufficiency.
  1. *Expand homeless services with a focus on singles, youth, and employment.*
  2. *Expand Information and Referral through involvement in the 211 Info partnership.*
  3. *Advocate for increased partners' commitment to Opening Doors.*

### II. Increase Our Capacity to Address Issues of Poverty

- a. Focus and clarify our message on poverty and our mission.
  1. *Implement comprehensive communication plan that integrates fundraising, program services and poverty education.*
  2. *Develop and implement a 40<sup>th</sup> anniversary campaign and begin implementation.*
- b. Diversify and increase resources, including appropriate income-producing strategies.
  1. *Explore co-marketing strategies that would increase unrestricted cash.*
  2. *Lead efforts to increase stable sources of funding for affordable, accessible and quality child care.*
  3. *Develop the body of knowledge needed to pursue income-producing strategies.*
  4. *Board members apply specific areas of interest to contribute expertise and help find unrestricted funds.*
- c. Expand community partnerships with a focus on faith-based organizations.
  1. *Equip faith-based organizations with the information and tools needed to address poverty locally.*
  2. *Formalize and strengthen partnerships with Department of Human Services (DHS) and school districts.*
- d. Take reasonable risks in making program investments to increase effectiveness.

### III. Lead Efforts to Strengthen Community's Understanding of and Response to Poverty

- a. Serve as a knowledgeable resource to policy makers and opinion leaders considering poverty related initiatives and issues.
  1. *Create and distribute regular electronic communication on relevant poverty issues.*
  2. *Build and maintain a library of poverty information and resources.*
- b. Leverage the leadership power of board and staff to create a supportive mindset on issues of poverty.
  1. *Organize a public education team of board and staff to create effective outreach strategies.*
  2. *Increase Board members' understanding of poverty issues, agency's programs and unmet needs, and their effectiveness in sharing Community Action's messages.*
- c. Increase educational efforts to improve community response to poverty.
  1. *Identify and pursue 6 key forums; help shape their agenda to include issues of poverty.*
  2. *Support implementation of the "I Give Where I Live" campaign.*
- d. Build public awareness and support that result in public policies that effectively address poverty.
  1. *Lead efforts to provide Head Start opportunities for all eligible children in the county.*
  2. *Actively support efforts to pass the County Safety Levy for sustainable funding of homeless shelters and 211.*

IV. Position Community Action Infrastructure for Sustained Success

- a. Resolve Hillsboro building repair issues; determine a course of action to reduce occupancy costs and debt burden; explore ownership options.
  - 1. *Seek a partnership with the county to help address Community Action building issues.*
- b. Use available technology more effectively; invest in IT/Web based databases.
  - 1. *Create an integrated plan for technology that addresses agency wide and program level needs, to be included in the 2007-10 Strategic Plan.*
- c. Achieve financial stability and eliminate agency deficit.
  - 1. *Bring closure to the building law suit and finalize the deficit elimination plan*
- d. Maintain a stable and qualified workforce.
  - 1. *Create a plan for total compensation that attracts and retains qualified employees and maintains market pay while controlling benefit costs. Include in the 2007-10 Strategic Plan.*
  - 2. *Develop a succession plan to be included in the 2007-10 Strategic Plan.*