



Strategic Plan 2025-2027

Introduction

Community Action is an organization focused on providing comprehensive services to empower families toward economic stability while fostering a more connected and resilient community. The plan that follows is our vision for the future of Community Action over the next three years. The plan guides our priorities and decision-making, informs the development of operational plans, and ensures we continue making a positive impact on the lives of the people we serve. It is a living document, one that will be measured, reviewed, and updated as initiatives are accomplished, and community needs evolve.

How to Read this Document

Community Action is part of a broad, national network of fellow agencies dedicated to fighting poverty in their respective communities, and the goals in this plan are intentionally aligned with the goals of the National Community Action Partnership. The strategies provide broad direction on how we will make and measure progress towards our goals. Each strategy is supported by sub-strategies intended to provide additional direction on how we will put this plan into action.

Our Commitment to Continuous Improvement

Community Action uses the Results Oriented Management and Accountability (ROMA) Cycle to measure the overall performance of the organization, its programs, and initiatives. The ROMA Cycle is a continuous process that incorporates assessment, planning, implementation, achievement of results, and evaluation, and we aim to apply this system across the organization in both service delivery and internal operations.

Our Vision

Washington County's residents are strong, resilient, involved in the community, and live with dignity and security.

Our Mission

Community Action leads the way to eliminate conditions of poverty and create opportunities for people and communities to thrive.

Our Values

- **Community** – We value community by supporting our neighbors in need and integrating collaborative efforts into all we do.
- **Empathy** – We value empathy by striving to understand each individual's circumstances and providing tailored support to uplift them.
- **Service** – We value service through an unwavering dedication to helping others and making a lasting impact in our community.
- **Equity** – We value equity by meeting people where they are, respecting diverse backgrounds and experiences, and ensuring everyone has what they need to achieve economic success.

GOAL 1: Individuals and families with low incomes are stable and achieve economic security.

STRATEGY 1: Ensure people with low incomes fully utilize the programs and benefits they are eligible for.

- 1.1 Promote cross-department referrals by integrating the Community Action Resource Eligibility Assessment Tool into the workflows of all programs.
- 1.2 Increase the level of equitable service delivery to historically underserved communities.

STRATEGY 2: Connect people with low incomes to opportunities that increase income and support economic mobility.

- 2.1 Increase the participation of Head Start parents in career training opportunities that lead to increased household income.
- 2.2 Identify a partner organization to establish a community-based, vocational job placement initiative in the Operations Department.

GOAL 2: Communities in which people with low incomes live are healthy and offer economic opportunity.

STRATEGY 1: Build collaborative partnerships that amplify the impact of Community Action's mission.

- 1.2 Increase the awareness and understanding by community leaders of the issues of poverty and how it affects historically underserved communities.
- 1.2 Advocate for dedicated funding that sustains the single point of entry for resources focused on serving pregnant women and families with infants and young children.
- 1.3 Establish a series of Community Action workshops that equip people with low incomes with tools and knowledge that increase their economic stability.

STRATEGY 2: Increase access to early learning and care opportunities that are high quality and affordable.

- 2.1 Increase the placement of Head Start classrooms within the catchment areas of Title 1 schools.
- 2.2 Establish a team dedicated to recruiting individuals into the early learning profession.
- 2.3 Increase the number of child care providers operating in Washington County with an expanded range of options including full-day, evenings, and weekends.

GOAL 3: The organization has a strong foundation and is prepared to effectively respond to the needs of people with low incomes.

STRATEGY 1: Equip Community Action employees with the knowledge, skills, and commitment to effectively deliver the mission.

- 1.1 Develop a training program that provides new and experienced employees with the fundamental skills necessary for their success at Community Action.
- 1.2 Identify and launch a collection of training resources focused on enhancing supervisory skills and best practices for the ongoing development of supervisors.
- 1.3 Promote the general wellbeing of employees through the regular review of systems including total compensation, workload, and stress management.
- 1.4 Create a single system to develop, document, and revise organizational policies and procedures.

STRATEGY 2: Raise revenue to support investments in staff development, innovative programming, and organizational infrastructure.

- 2.1 Build a sustained year-round direct mail program that results in increased revenue.
- 2.2 Establish a planned giving program that increases revenue over the long-term.
- 2.3 Update the website to improve accessibility, effectively connect clients to services, and support organizational fundraising efforts.

STRATEGY 3: Use data to understand the collective impact of services, identify disparities, and inform decision-making.

- 3.1 Ensure high-quality program data by developing user-friendly workflows, reference material, quality assurance, and trainings.
- 3.2 Build the capacity to produce real-time reports and analyze trends across all client services.
- 3.3 Build the capacity to pull impactful, actionable, user-friendly fiscal information by creating fiscal reporting tools that can be easily used by multiple management levels.

STRATEGY 4: Build an organizational infrastructure that is resilient and prepared to operate during major emergencies.

- 4.1 Build a comprehensive safety program that reports and analyzes workplace injuries, investigations, and time-loss to senior management.
- 4.2 Collaborate with school district partners to integrate Community Action Head Start into their emergency plans and communications.
- 4.3 Evaluate the feasibility of installing renewable energy systems at the Hillsboro Multi Service Center.

GOAL 4: People with low incomes are engaged and active in building opportunities in the community.

STRATEGY 1: Use participant feedback to inform the improvement of programmatic and operational service delivery.

- 1.1 Ensure each participant has the opportunity to complete a participant satisfaction survey for the services they receive.

STRATEGY 2: Provide experiences to people with low incomes that enhance their engagement with the community.

- 2.1 Explore how Community Action can connect participants to community engagement initiatives in Washington County.
- 2.2 Encourage people with lived experiences to begin careers at Community Action.