



2022-2023 STRATEGIC PLAN

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.

GOAL I: COMMUNITY

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

1.1 Identified Need: The causes, conditions, and impacts of poverty need to be understood and considered in decision-making by community leaders.

OBJECTIVE A: Increase awareness and understanding of issues of poverty by community leaders.

STRATEGIES:

- Build relationships with elected officials in Washington County to increase engagement with and understanding of issues of poverty in the community.
 - METRICS: Number of elected officials that Community Action has met with or presented to.
- Educate and engage community leaders in addressing local issues of poverty.
 - METRICS: Number of presentations to community groups.
 - METRICS: Number and percentage increase of email subscribers.
- Inform supporters, stakeholders, and policy makers of policy initiatives that reduce the effects of poverty.
 - METRICS: Develop system to identify and prioritize initiatives that Community Action supports.
 - METRICS: Number of initiatives staff are engaged in.

1.2 Identified Need: The community lacks an adequate supply of quality, affordable early childhood care and education opportunities to support the needs of the workforce and reduce disparities in educational outcomes.

OBJECTIVE B: Increase the supply of high-quality early learning and care opportunities particularly for populations whom systems have placed at risk because of their race, ethnicity, income status, English proficiency, ability, and geographic location.

STRATEGIES:

- Provide longer class days and school year to better meet the needs of Head Start families.
 - METRICS: % of kids enrolled in extended school day/school (duration) year classrooms.

- Support the professional development of early educators serving populations whom systems have placed at risk because of their race, ethnicity, income status, English proficiency, ability, and geographic location.
 - METRICS: # of early educators that increase steps on Oregon Registry.
 - METRICS: # Number of early educators whose primary language is other than English.
 - METRICS: # of early educators with Spark rating.
 - METRICS: Number of early educators that are SPARK rated and their primary language is other than English.

1.3 Identified Need: The community lacks an adequate supply of housing that is affordable to the range of wage earners in our community as well as those living on fixed incomes or those not able to work.

OBJECTIVE C: Increase availability of affordable housing – particularly for those at 0-30% Area Median Income.

STRATEGIES:

- Preserve housing units owned or inhabited by low-income families.
 - METRICS: # of housing units preserved through rehab, health and safety repairs and energy efficiency improvements.

GOAL II: MAXIMUM FEASIBLE PARTICIPATION

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

2.1 Identified Need: The community lacks avenues for people with low incomes and persons of color to engage, participate and advocate for themselves.

OBJECTIVE A: Increase opportunities for people with low incomes to provide information about the community's strengths and needs.

STRATEGIES:

- Increase the number of low-income residents completing the community needs assessment survey.
 - METRICS: Number of organizations participating in the collection of assessments.
 - METRICS: Number of tools used to collect information.
 - METRICS: Demographics of survey participants aligns with the poverty population in Washington County.
- Engage low-income groups to explore barriers to, community interest in, and capacity for leadership opportunities.
 - METRICS: # of people/groups engaged.
 - METRICS: Demographics of participants align with the poverty population of Washington County.

GOAL III: FAMILY

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

3.1 Identified Need: Families with low-Income need access to opportunities to improve their long-term economic security.

OBJECTIVE A: Target services to households to minimize risk for extended experiences of conditions of poverty.

STRATEGIES:

- Maintain Whole Family Cohort/Two-Generation approach that is family driven and addresses the needs of the family holistically.
 - METRICS: % of households participating that move out of poverty.
 - METRICS: % of individuals participating who achieved one or more outcomes as identified by the National Performance Indicators.
- Provide weatherization services to increase the health, safety, durability, and energy efficiency of homes occupied by persons with low incomes.
 - METRICS: # of families with weatherized homes.
- Provide comprehensive Head Start and Early Head Start services to support the healthy growth and development of young children in families with low incomes.
 - METRICS: # of children served in Head Start/Early Head Start.
 - METRICS: % of children currently enrolled who meet or exceed widely held expectations across six domains (social-emotional; motor; language; cognitive; literacy; math).
 - METRICS: % of children who have a medical home.
 - METRICS: % of children who have a current dental exam.
- Provide services that help families develop skills, make plans, set goals, and access resources to increase long term family stability and economic security.
 - METRICS: # of families engaged in home visiting services.
 - METRICS: % of Head Start and Early Head Start enrolled families that have completed an established family goal.
 - METRICS: % of families with increased income (use CSBG NPI).
- Provide centralized access point for health and community resources for new and expectant parents.
 - METRICS: # of new and expectant parents enrolled in a health plan.
 - METRICS: # of pregnant women accessing prenatal care.
 - METRICS: # of new and expectant parents connected to community resources.

3.2 Identified Need: Families with low incomes struggle to afford their basic needs and experience crisis that threaten their stability. Assistance is needed to help families achieve and maintain stability.

OBJECTIVE B: Households maintain safe, stable housing and secure emergency shelter.

STRATEGIES:

- Provide emergency rent assistance to families facing eviction.
 - METRICS: # of households for whom eviction is prevented.
- Provide energy assistance to assist families to maintain or reconnect utility services.
 - METRICS: # of households receiving Energy Assistance.

- METRICS: # of families reconnected.
- Provide assistance to families with no heat to repair or replace their primary heating system.
 - METRICS: # of families whose heat is restored.
- Provide emergency shelter for families who are homeless.
 - METRICS: Number of families and individuals served in the Hillsboro Family Shelter.
- Provide intermediate term rental assistance and support services to families transitioning out of homelessness.
 - METRICS: # of families and individuals housed.
 - METRICS: # of families and individuals retaining housing at program exit.
- Ensure rapid access to homeless services by maintaining central intake for all homeless services in the county.
 - METRICS: # of households with assessment completed.
 - METRICS: # of households placed.
 - METRICS: % of households placed.

GOAL IV: AGENCY

Agency has capacity, systems and processes in place to advance the mission.

4.1 Identified Need: Agency needs systems to collect, analyze and report customer, constituent, and community feedback (clients, partners, funders, community) so that we can be responsive to the community.

OBJECTIVE A: Agency maintains high levels of client & partner satisfaction.

STRATEGIES:

- Review client survey results quarterly to identify needed program or process changes.
 - METRICS: Total number and percent of surveys completed.
- Collect feedback from subrecipients to inform areas for process improvements.
 - METRICS: Number and percentage of surveys completed.
- Collect feedback from external stakeholders to inform areas for process improvements.
 - METRICS: Number and percentage of surveys completed.

4.2 Identified Need: Agency needs to maintain strong & diverse financial position in order to deliver on our mission.

OBJECTIVE B: Maintain an appropriate level of corporate reserves to respond to unforeseen events.

STRATEGIES:

- Board establishes appropriate level of corporate reserves, monitors corporate reserves, and responds appropriately for surplus/deficit.
 - METRICS: Review and evaluate current level of corporate reserves.

OBJECTIVE C: Increased funding for agency programs and services.

STRATEGIES:

- Prioritize the collection of contributions coming from individual donors.
 - METRICS: \$ amount of net unrestricted funds (annual).
 - METRICS: # of new donors acquired.
 - METRICS: % of donors retained year to year.
 - METRICS: Increase number of monthly donors.
 - METRICS: % of donors who increase their annual giving.

4.3 Identified Need: Agency needs high quality, well trained & dedicated staff in all position levels to deliver on our mission.

OBJECTIVE D: Agency staff reflects the community we serve, has the skills and talents to perform effectively and is committed to the agency's mission.

STRATEGIES:

- Recruit, hire and retain a diverse staff of qualified and talented people.
 - METRICS: Hiring rates.
 - METRICS: EEO Annual Report demographics aligns the poverty population of Washington County.
 - METRICS: Employee Turnover Rates (% of positions vacated).
 - METRICS: % of vacancies filled through employee promotion.

- METRICS: Staff longevity.
- METRICS: Completion rate of staff participating in supervisor development trainings.
- Increase the cultural awareness and competency of staff.
 - METRICS: Identify and implement standard equity, diversity, and inclusion training series for all staff.
 - METRICS: Explore creation of a dedicated staff position to support equity, diversity, and inclusion within agency.

4.4 Identified Need: Agency needs to be poised for growth, innovation and able to adapt to modern expectations of service delivery.

OBJECTIVE E: Agency has facilities, equipment, and technological infrastructure to advance the mission.

STRATEGIES:

- Develop processes that ensure staff can work efficiently and effectively.
 - METRICS: Review and update processes for purchasing of standard office equipment and services.
 - METRICS: Diagnose current state of IT support of the agency.
- Maintain the safety and security of the agency's digital and physical infrastructure.
 - METRICS: Develop and implement cybersecurity training series for staff.
 - METRICS: Assess needs and develop plan to increase safety of Community Action sites.
- Evaluate population needs and ensure that services are available in the communities most likely to access them.
 - METRICS: Identify the space needs for Head Start/Early Head Start center-based classrooms.
 - METRICS: Identify the space needs for direct client services and storage.

DOCUMENT KEY:

Goal: Broad statements of direction. For this Strategic Plan, we have used the Community Action National Goals identified in our Theory of Change.

Identified Need: Specific Community, Family or Agency need to be addressed to achieve the goals.

Objective: Outcomes to be achieved as progress is made toward eliminating needs and making progress toward goals.

Strategy: Actions to be taken to achieve the objectives.

Metric: Identified item or indicator of progress to be measured in order to track success toward meeting objectives.