2017-2022 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.

Identified Need: The Community at large lacks awareness of issues of poverty resulting in a lack of engagement in addressing its causes and conditions. Community members do not understand the magnitude of poverty’s impacts, causes and conditions and do not know what to do about them.

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

STRATEGIES:

• Reach out to all City, County and local government officials in Washington County to ensure the understanding of and engagement in addressing issues of poverty in the community.
  o METRICS: % of jurisdictions that participate with Community Action as funder, board member, event attendee or collaborator

• Host community forums to educate and engage community members in addressing local issues of poverty.
  o METRICS: # of community members attending forums & % of attendees reporting increased understanding of issues of poverty

• Develop an Issue Advocacy Plan providing direction to supporters, stakeholders and policy makers on agency’s recommendations to reduce the negative effects of poverty.
  o METRICS: Advocacy Agenda, # and % of advocacy items achieved

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 supply of quality early childhood care and education opportunities particularly for working families with limited English Proficiency, immigrant and refugee families, and families with multiple risk factors.

STRATEGIES:

• Increase duration of Head Start day to better meet the needs of working families.
  o METRICS: # and % of infants/toddlers in full day, full year center based Head Start and # and % of preschool children participating in extended day programs
• Support the professional development of family child care providers serving families with limited English Proficiency, immigrant and refugee families, and families with multiple risk factors.
  o METRICS: # of providers that increase steps on Oregon Registry and # of providers with Spark rating
• Advocate for increased funding for subsidized child care so that parents can work and/or participate in education and training opportunities.
  o METRICS: # of initiatives staff are engaged in and $ of State and local investment in subsidized child care

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: Remove barriers to the development or preservation of affordable housing - particularly for those at 0-30% Area Median Income.

STRATEGIES:
• Support local initiatives to remove barriers and/or increase funding for affordable housing development with staff participation, data & information, and resources.
  o METRICS: # of initiatives in which staff are engaged, $ of local investment in affordable housing development and # of barriers removed or policy tools used to support affordable housing development
• Preserve housing units owned or inhabited by low-income families.
  o 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.

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:
• Conduct surveys and host focus groups or interviews to gain more information in areas of concern identified in our client needs survey.
  o METRICS: # & demographics of people completing survey, # & demographics of people participating in focus groups, # & demographics of people participating in interviews conducted and report of findings
• Engage low-income groups to explore barriers to, community interest in, and capacity for leadership opportunities.
  o METRICS: # of people/groups engaged
GOAL III: FAMILY
Individuals and families with low incomes are stable and achieve economic security.

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

OBJECTIVE A: Families are stronger and more secure.

STRATEGIES:
- Implement Two-Generation approach that is family driven and addresses the needs of the family holistically.
  - METRICS: # of households that move out of poverty, # of individuals who achieved one or more outcomes as identified by the National Performance Indicators (NPI)
- Develop equity plan to target services to households at greatest risk for extended experiences of conditions of poverty.
  - METRICS: Plan established and implemented to target services appropriately
- Provide weatherization services to increase the health, safety, durability and energy efficiency of homes occupied by persons with low incomes.
  - METRICS: # of homes weatherized
- Provide early childhood education services to support the healthy growth and development of young children in families with low incomes.
  - METRICS: # of children served in Head Start and # of children meeting or exceeding widely held developmental expectations
- Provide home visiting 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 and # of families with increased income (use CSBG NPI)
- Provide centralized access point for health and community resources for new and expectant parents.
  - METRICS: # pregnant women enrolled in a health plan, # of pregnant accessing prenatal care, # of new and expectant parents connected to community resources

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 and % of households entering homeless services system
- Provide energy assistance to assist families to maintain or reconnect utility services.
  - METRICS: # of households receiving Energy Assistance and # 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: # of families and individuals served in the Shelter Network
• Provide intermediate term rental assistance and support services to families
  transitioning out of homelessness.
  • METRICS: # of families and individuals housed, # of families and
    individuals retaining housing at program exit and % of households
    returning for assistance after exit
• Ensure rapid access to homeless services by maintaining central intake for all
  homeless services in the county.
  • METRICS: # of households screened, # of households assessed and # &
    % of households placed

GOAL IV: AGENCY
Agency has capacity, systems and processes in place to advance the mission.

Identified Need: Agency needs universal assessment and intake process to ensure that families
  can access all services needed for which they are eligible without completing multiple intake
  processes.

OBJECTIVE A: Reduce redundant intake procedures and enable “one stop” access to all
  agency services.

STRATEGIES:
• Pilot and implement a universal assessment process for all agency services.
  • METRICS: # and & % of households receiving more than one service

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 B: Agency maintains high levels of customer & partner satisfaction.

STRATEGIES:
• Review customer survey results quarterly to identify needed program or
  process changes.
  • METRICS: % of customers reporting overall satisfaction with services
• Develop system to collect and analyze feedback from community partners.
  • METRICS: System developed, % of partners reporting overall satisfaction

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

OBJECTIVE C: 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: $ of corporate reserves
• Develop process for allocating net resources.
  • METRICS: $ amount of net assets allocated for use
OBJECTIVE: Increase funding for agency programs and services.

STRATEGIES:
- Monitor public and private funding opportunities and complete applications as appropriate.
  - METRICS: $ of new funding and $ total agency operating budget

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

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

OBJECTIVE: Agency staff reflects the diversity of 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 highly qualified and talented people.
  - METRICS: Hiring rates, EEO Annual Report, employee turnover rates (% of positions vacated), % of vacancies filled through employee promotion and staff longevity

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

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

STRATEGIES:
- Invest in technology infrastructure that supports current and anticipated program needs; Mobility, Automation, Storage and Security.
  - METRICS: Mobility - Cloud storage solutions for file sharing among groups, Automation - Upgrade Windows server, Provide additional automated software installation solutions, Cloud storage solutions for user media files, Storage - Implement new storage technologies to provide robust file access, Implement new offsite data back-up solutions, Security - Annually or as needed, evaluate the effectiveness of agency security systems and provide solutions
- Evaluate population needs and ensure that services are available in the communities most likely to access them. Current Priorities: Classroom Space in Beaverton & Safety Net Services in Tigard/Tualatin/Sherwood.
  - METRICS: # of children enrolled in Beaverton & location of “South County” Service Center

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.