



## 2012-17 Strategic Plan Annual Targets

OUR OVERALL STRATEGIC GOAL: Increase organization capacity to eliminate conditions of poverty and barriers to achieve economic security.

<b>Goal I <u>ELIMINATE CAUSES OF POVERTY</u></b>							
Expand services that emphasize early intervention designed to eliminate conditions of poverty and/or provide beneficial long-term prevention, one family at a time.							
	<b>2012-17 Objectives</b>	<b>2012-13 Targets</b>	<b>2013-14 Targets</b>	<b>2014-15 Targets</b>	<b>2015-16 Targets</b>	<b>2016-17 Targets</b>	<b>2017 Outcomes</b>
<b>Obj A</b>	Partner with the Governor's emerging initiatives for efficient delivery of high impact, priority services that eliminate the causes and conditions of poverty. <b>JN, RB, FS</b>	<p><i>State legislature maintains/increases funding for Head Start, Energy and Homeless assistance. <b>JN</b></i></p> <p><i>Membership on Oregon Prosperity Team and Regional CCO (Health Share Oregon) <b>JN, RB</b></i></p> <p><i>Establish key partners and a vision for delivering Early Childhood Services in response to the Early Learning Council initiative. <b>RB, FS</b></i></p>	<p><i>Increased role for Community Action in Governor's Ten Year Plan. <b>JN</b></i></p> <p><i>Actively engaged in roll out of Oregon Prosperity Initiative. <b>JN</b></i></p> <p><i>Roles established for Head Start, Healthy Start, &amp; Child Care Resource &amp; Referral in the Early Learning Council Initiative. <b>RB, FS</b></i></p>	<p><i>State legislature increases funding for Community Action programs. <b>JN</b></i></p> <p><i>Community Action network is state's lead entity for eliminating causes of poverty. <b>JN</b></i></p> <p><i>Collaborations &amp; partnerships expand Community Action services. <b>RB, FS</b></i></p>	<p><i>Community Action network is state's lead entity for eliminating causes of poverty. <b>JN</b></i></p> <p><i>Community Action Partnership of Oregon expands role &amp; services statewide. <b>JN</b></i></p> <p><i>Collaborations &amp; partnerships expand Community Action services. <b>RB, FS</b></i></p>	<p><i>State legislature increases funding for Community Action programs. <b>JN</b></i></p> <p><i>Community Action Partnership of Oregon expands role &amp; services statewide. <b>JN</b></i></p> <p><i>Collaborations &amp; partnerships expand Community Action services. <b>RB, FS</b></i></p>	<p>Increased state support for our services. <b>All</b></p> <p>Formation of partnerships that expand our services. <b>All</b></p>
<b>Obj B</b>	Implement financial literacy and asset building strategies for clients and staff that complement existing program services. <b>RB, FS</b>	<p><i>50 clients and staff will complete Community Action's financial literacy training. <b>RB</b></i></p> <p><i>10 individuals enrolled in the IDA program &amp; have set up a savings account. <b>RB</b></i></p>	<p><i>50 clients and staff will complete Community Action's financial literacy training. <b>RB</b></i></p> <p><i>16 individuals enrolled in the IDA program, 80% reached their savings goal. <b>RB</b></i></p>	<p><i>50 clients and staff will complete Community Action's financial literacy training. <b>RB</b></i></p> <p><i>16 individuals enrolled in the IDA program, 80% reached their savings goal. <b>RB</b></i></p>	<p><i>50 clients and staff will complete Community Action's financial literacy training. <b>RB</b></i></p> <p><i>16 individuals enrolled in the IDA program, 80% reached their savings goal. <b>RB</b></i></p>	<p><i>50 clients and staff will complete Community Action's financial literacy training. <b>RB</b></i></p> <p><i>16 individuals enrolled in the IDA program, 80% reached their savings goal. <b>RB</b></i></p>	<p>Increase financial literacy. <b>RB, FS</b></p> <p>Increase household assets. <b>RB, FS</b></p>
<b>Goal II. <u>EXPAND COMMUNITY ENGAGEMENT</u></b>							
Expand community engagement and support in order to increase opportunities for people and the community to thrive.							

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	2012-17 Objectives	2012-13 Targets	2013-14 Targets	2014-15 Targets	2015-16 Targets	2016-17 Targets	2017 Outcomes
Obj A	<p>Create strong community-wide awareness about the impacts of poverty and opportunities to assist.</p>	<p><i>30% of jurisdictions participate with Community Action either as a funder, collaborator, board member or event attendee. JN</i></p> <p><i>Implement process for website upgrade. CC</i></p>	<p><i>70% of jurisdictions participate with Community Action either as a funder, collaborator, board member or event attendee; contributions increase 10%. JN</i></p> <p><i>Conduct public awareness campaign of new website launch resulting in a 15% increase in hits over the prior year. CC</i></p> <p><i>Media communications plan results in at least one significant story or editorial per calendar quarter featuring Community Action. CC</i></p> <p><i>Annual public outreach campaign reaches at least 500 people through at least six public presentations on Community Action and poverty. CC</i></p>	<p><i>100% of jurisdictions participate with Community Action either as a funder, a collaborator, board member or event attendee; contributions increase 10%. JN</i></p> <p><i>Continued public awareness efforts results in 10% increase in website/ social media traffic over prior year. CC</i></p> <p><i>Media communications plan results in at least one significant story or editorial per calendar quarter featuring Community Action. CC</i></p> <p><i>Annual public outreach campaign reaches at least 500 people through at least six public presentations on Community Action and poverty. CC</i></p>	<p><i>100% of jurisdictions participate with Community Action either as a funder, collaborator, board member or event attendee; contributions increase 10%. JN</i></p> <p><i>In our 50<sup>th</sup> Anniversary year continued public awareness efforts results in 20% increase in website/ social media traffic over prior year. CC</i></p> <p><i>In our 50<sup>th</sup> Anniversary year media communications plan results in at least six significant stories or editorials featuring Community Action. CC</i></p> <p><i>Annual public outreach campaign reaches at least 700 people through at least ten public presentations on Community Action and poverty. CC</i></p>	<p><i>100% of jurisdictions participate with Community Action either as a funder, collaborator, board member or event attendee; contributions increase 10%. JN</i></p> <p><i>Continued public awareness efforts results in 10% increase in website/ social media traffic over prior year. CC</i></p> <p><i>Media communications plan results in at least one significant story or editorial per calendar quarter featuring Community Action. CC</i></p> <p><i>Annual public outreach campaign reaches at least 500 people through at least six public presentations on Community Action and poverty. CC</i></p>	<p>All local governments are informed about the impact of poverty on their communities.-JN</p> <p>Sustained, effective dialogue with people and organizations that can volunteer or provide support. CC</p>

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2012-17 Objectives		2012-13 Targets	2013-14 Targets	2014-15 Targets	2015-16 Targets	2016-17 Targets	2017 Outcomes
<b>Obj B</b>	<p>Increase community involvement in eliminating causes and conditions of poverty. <b>CC, RB, FS</b></p> <p><i>Farzana: is there an effort to involve community partners in Head Start that could be included in this section?</i></p> <p><i>Catherine: Years 2-5 don't speak to increased donors; year one does.</i></p> <p><i>Catherine: We still need to do an assessment of strategic volunteer needs at CA as well as budget relief that could come from pro-bono professional support.</i></p>	<p><i>Washington County Thrives has the capacity to produce a poverty awareness campaign. RB</i></p> <p><i>Washington County Anti-poverty Strategies workgroup achieves their goals. RB</i></p> <p><i>Attendance and donors increase overall by 25% at signature fundraising events. CC</i></p> <p><i>The value of in-kind support from volunteers and pro-bono services increases.</i></p>	<p><i>Washington County Thrives creates &amp; launches a poverty awareness campaign. RB</i></p> <p><i>Washington County Anti-Poverty Strategies workgroup achieves their goals and drafts strategies for the 2015 – 2020 Washington County Consolidated Plan. RB</i></p> <p><i>Increase attendance at each annual fund raising event by at least 10%. CC</i></p> <p><i>Create and recruit at least 15 volunteers for at least two new committees related to events and public outreach. CC</i></p>	<p><i>Washington County Thrives completes the poverty awareness campaign. RB</i></p> <p><i>Washington County Anti-Poverty Strategies workgroup begins to implement the 2015-2020 anti-poverty strategies. RB</i></p> <p><i>Increase attendance at each annual fund raising event by at least 10%. CC</i></p>	<p><i>Washington County Thrives evaluates the effectiveness of the poverty awareness campaign and develops next steps. RB</i></p> <p><i>Washington County Anti-Poverty Strategies Workgroup ensures progress on their goals. RB</i></p> <p><i>Increase attendance at each annual fund raising event by at least 10%. CC</i></p>	<p><i>Washington County Anti-Poverty Strategies Workgroup ensures progress on their goals. RB</i></p> <p><i>Increase attendance at each annual fund raising event by at least 10%. CC</i></p>	<p>Increased number of cross-sector partners that are providing leadership. <b>RB, FS</b></p> <p>Increased community participation in programs and events. <b>CC</b></p> <p>Increased volunteer and pro-bono professional support. <b>CC</b></p>
<p><b>Goal III. ACHIEVE FINANCIAL SUSTAINABILITY</b>                      The agency has adequate reserves to respond to unforeseen events, sustain operations, invest in quality improvements and be positioned for growth.</p>							
2012-17 Objectives		2012-13 Targets	2013-14 Targets	2014-15 Targets	2015-16 Targets	2016-17 Targets	2017 Outcomes
<b>Obj A</b>	<p>Increase unrestricted and operational capacity building contributions to \$3,085,000 gross and achieve net revenues of <u>\$1,370,000</u>.</p>	<p><i>Secure \$1,150,000, netting at least \$104,000 in unrestricted funds.</i></p> <p><i>Raise \$100,000 in capacity building funds to assess and restructure fundraising model. JN,</i></p> <p><i>Hire development director</i></p>	<p><i>Secure \$1,325,000 in private resources, netting \$100,000 unrestricted funds. CC</i></p> <p><i>Convene campaign</i></p>	<p><i>Secure \$800,000 in campaign lead gift commitments. CC</i></p> <p><i>Secure \$1,548,000 in private resources, netting \$148,000 unrestricted funds. CC</i></p> <p><i>Under the guidance of the</i></p>	<p><i>Secure \$1,811,000, netting \$225,000 unrestricted funds. CC</i></p> <p><i>Conduct public launch of</i></p>	<p><i>Secure \$1,898,000, netting \$298,000 in unrestricted funds. CC</i></p>	<p>Raised \$3,085,000 in unrestricted and operational capacity building and netted \$1,370,000 resulting in:</p> <p>Eliminated agency unrestricted, undesignated net asset deficit of \$500,000. <b>All</b></p>

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		<p><i>to develop and launch fundraising plan. JN</i></p>	<p><i>planning committee and lead them to develop case statement for multi-year initiative. CC</i></p> <p><i>Design and conduct intentional cultivation activities to re-engage current donors and connect with new potential donors, resulting in at least 175 significant personalized face-to-face interactions. CC</i></p> <p><i>Enroll and recognize at least 20 new members of the planned giving society. CC</i></p>	<p><i>campaign planning committee, complete campaign feasibility study. CC</i></p> <p><i>Conduct active “quiet phase” of campaign. CC</i></p> <p><i>Enroll and recognize at least ten new members of the planned giving society. CC</i></p>	<p><i>campaign to coincide with agency’s 50<sup>th</sup> Anniversary celebration, resulting in and additional \$600,000 in gift commitments. CC</i></p> <p><i>Enroll and recognize at least 8 new members of the planned giving society. CC</i></p>	<p><i>Enroll and recognize at least 8 new members of the planned giving society. CC</i></p>	<p>Achieved an unrestricted fund balance of \$620,000 to cover 3 months of administrative and fixed expenses. <b>Blu</b></p> <p>Improved cash flow and balance sheet presentation. <b>Blu</b></p> <p>Accelerated mortgage debt reduction of \$250,000. <b>Blu</b></p> <p>Increased capacity to maintain annual private support at least 50% higher, or \$154,000 net. <b>CC</b></p>
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GOAL IV: <u>MAINTAIN OPERATIONAL EXCELLENCE</u>							
Community Action is a strong, sustainable, and client-focused organization that encourages the highest standards of performance.							
2012-17 Objectives		2012-13 Targets	2013-14 Targets	2014-15 Targets	2015-16 Targets	2016-17 Targets	2017 Outcomes
Obj A	Invest in the development, capabilities and retention of employees.	<i>15% of all vacancies are filled through employee promotion.</i>	<i>25% of all vacancies are filled through employee promotion.</i>	<i>30% of all vacancies are filled through employee promotion.</i>	<i>35% of all vacancies are filled through employee promotion.</i>	<i>40% of all vacancies are filled through employee promotion.</i>	Increased the number of employees promoted to fill vacancies.
		<i>10% of employees participate in wellness programs offered.</i>	<i>20% of employees participate in wellness programs offered.</i>	<i>30% of employees participate in wellness programs offered.</i>	<i>35% of employees participate in wellness programs offered.</i>	<i>40% of employees participate in wellness programs offered.</i>	Increased participation in wellness activities.
		<i>Less than 30% employee turnover rate (excluding seasonal layoffs).</i>	<i>Less than 25% employee turnover rate</i>	<i>Less than 20% employee turnover rate</i>	<i>Less than 15% employee turnover rate</i>	<i>Less than 10% employee turnover rate</i>	Sustain market competitiveness to attract and retain employees.
			<i>Conduct Employee Climate Survey using results for continuous quality improvement</i>	<i>Conduct Employee Climate Survey using results and comparisons to year prior data for continuous quality improvement</i>	<i>Conduct Employee Climate Survey using results and comparisons to year prior data for continuous quality improvement</i>	<i>Conduct Employee Climate Survey using results and comparisons to year prior data for continuous quality improvement</i>	Increase the job satisfaction of employees.
Obj b	Implement an Executive Succession Plan.	<i>Engage in the Pathways to Excellence agency Self-Study process. <b>RB</b></i>	<i>Submit Pathways self-assessment; develop plan to address areas of growth. <b>RB</b></i>	<i>Achieve .....% of the organizational improvements identified. <b>RB</b></i>	<i>Achieve .....% of the organizational improvements identified. <b>RB</b></i>	<i>Achieve .....% of the organizational improvements identified. <b>RB</b></i>	Organizational assessment completed and applied.
			<i>Perform supplemental assessment of organization readiness for executive transition. <b>JN</b></i>	<i>Determine participation in Standards for Excellence process. <b>JN</b></i>	<i>xxxxxx</i>	<i>Xxxxxx</i>	
		<i>Establish Executive Transition Team and overall plan.</i>	<i>Finalize agency plan for executive transition. <b>JN</b></i>	<i>If appropriate, implement plan to hire Executive Director.</i>	<i>If appropriate, implement plan to hire Executive Director.</i>	<i>If appropriate, implement plan to hire Executive Director.</i>	Minimal disruption to agency.
		<i>No focus in year one.</i>					Executive Director transition is successful.
2012-17 Objectives		2012-13 Targets	2013-14 Targets	2014-15 Targets	2015-16 Targets	2016-17 Targets	2017 Outcomes

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<p><b>Obj C</b></p>	<p>Invest in facilities and equipment needed to carry out the agency's mission. <b>Blu</b></p>	<p>Short and long term site and facility needs identified.</p> <p>Warehouse usage and future storage needs identified.</p> <p>Short term building repairs identified, prioritized and addressed.</p> <p>IT needs identified and resources acquired to purchase priority infrastructure hardware and software. IT plan developed that strategically utilizes existing location infrastructure while planning for upcoming location transitions.</p> <p>Agency training needs identified and external trainer secured.</p>	<p><i>Facility plan finalized and implemented</i></p> <p><i>Warehouse needs identified and met.</i></p> <p><i>Staff relocated from BCDC and Carnation offices into HMSC and sustainable space in Beaverton.</i></p> <p><i>Priority hardware purchased; increased effectiveness and efficiencies.</i></p> <p><i>Successful migration from thin client technology to desk top or VPN access.</i></p>				<p>Consolidation of staff and programs into primary facilities in Beaverton and Hillsboro. <b>Blu</b></p> <p>Sustainable building repair, equipment replacement, and storage capabilities. <b>Blu</b></p> <p>Staff has adequate computing resources and training to do their job. <b>Blu</b></p>
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