

2004-2007 Strategic Work Plan

Mid Year Report

PLAN	STRATEGY	JANUARY 2006 - JUNE 2007 PLAN	Lead January 2006 - December 2006 Results
I.a.1.	<i>Produce a report on issues of poverty</i>	Develop a process to assure that report is annually updated and released each January. Add a 7th premise on Early Childhood Development and Community Action's response.	RB 9/12: Marilyn, Renée and Jeri are scheduled to meet this week
I.a.2.	<i>Create external communication / education materials</i>	Produce two media presentations, a Poverty Tool Kit, and an annual report that will advance our communication about poverty and Community Action.	JA 9/12: 1st video to be delivered November 1
I.b.1.	<i>Expand homeless services with a focus on singles, youth, and employment.</i>	Provide leadership support to the Washington Co. Continuum of Care planning process. Support the successful opening of the new shelter for singles. Advocate to maintain and increase resources for homeless services (state legislature, United Way, County Safety Levy), provide fundraising advice for capacity building. Prepare a Homeless Service contingency plan in the event the Levy fails.	RB 9/12: New shelter due to open before December; re: Safety Levy - Western Washington County Churches have raised \$7,000 bridge dollars
I.b.2.	<i>Expand Information and Referral through involvement in the 211 Info partnership.</i>	With the 211 Info collaboration, advocate for sustainable funding and to have Verizon release 211 as the I & R number in Washington County.	RB 9/12: Verizon # is open now in Washington County; 211 calls have increased 26%
I.b.3.	<i>Advocate for increased partners' commitment to Opening Doors.</i>	Complete independent program evaluation and use results to increase annual contributions from key partners. Explore direct mail options for raising funds.	JA 9/12: every partner, but Blue Cross, has been requested to increase their support by \$5,000

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II.a.1.	<i>Implement comprehensive communication plan that integrates fundraising, program services and poverty education.</i>	Fully implement communications plan, incorporating new communication and education materials. Utilize economics of poverty messages at every CA event and seek additional high profile opportunities to feature CA.	JA	<i>9/12: have been following communication plan for a year; crafting message for VAN Economic Summit</i>
II.a.2.	<i>Develop and implement a 40th anniversary campaign and begin implementation.</i>	Strategy completed.		<i>n/a</i>
II.b.1.	<i>Explore co-marketing strategies that would increase unrestricted cash.</i>	Increase unrestricted contributions by \$8,000 through forming at least two additional co-marketing partnerships.	JA	<i>9/12: co-marketing strategies work best to raise program specific dollars, not unrestricted. Ask New Seasons to take the program in support of shelters to all stores in WA cnty, share funds with other shelters. New partner: Buena Vista homes</i>
II.b.2.	<i>Lead efforts to increase stable sources of funding for affordable, accessible and quality child care.</i>	Increase our education and advocacy efforts to improve public policy and support for affordable, quality child care with a focus on the 2007 legislative session. Increase the number of child care providers who participate in programs to improve service quality and stability.	MH RB	<i>9/12: Other groups have taken up the cause and are talking with the Legislature; continue to work with the Commission to increase the # of child care providers in our data base and Intel.</i>
II.b.3.	<i>Develop the body of knowledge needed to pursue income-producing strategies.</i>	Utilizing external expertise, identify business plan options for income-producing activities.	JR	<i>I prefer to not work on this by myself and the agency shows little interest in this endeavor.</i>

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II.b.4	Board members apply specific areas of interest to contribute expertise and help identify sources of unrestricted funds.	Achieve 100% Board member involvement in People You Should Know campaign. Priority assignments will include serving as table captains and making team visits to individual and corporate prospects. Achieve 100% board member contribution to Community Action.	JA	9/12: Will kick off PYSK campaign at the Sept Bd Mtg; will have an individual action plan for each bd member; will visit with new bd members and talk about their own giving
II.c.1.	<i>Equip faith-based organizations with the information and tools needed to address poverty locally.</i>	Provide training and poverty tool kits for 6 additional faith groups.	JA	9/12: working on a plan, similar to the "21 things" for employers, that will include a multi-media cd
II.c.2.	<i>Formalize and strengthen partnerships with Department of Human Services (DHS) and school districts.</i>	Enhance interagency agreements to improve kindergarten readiness, streamline services to families and children, and increase access to child care and Head Start. Track and report the progress of Head Start graduates. Increase Child Care Resource & Referral outreach to Spanish speaking DHS families.	MH RB	9/12: Schl district Tigard-Tualatin offered us add'l classroom at Templeton. Beaverton schl district asked us to relocate a classroom. Doing extensive work with child welfare to be sure that (foster) kids get into Head Start; F&CR developed a Spanish speaking support group.
II.d.1.	Review Community Action's programs and opportunities to determine sustainability and future directions.	Utilize Community Action's Program Assessment Tool. Compile community assessment information for service prioritization. Develop recommendations for program investments for 2007-10 strategic plan.	JR	Under software development.

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III.a.1.	<i>Create and distribute regular electronic communication on relevant poverty issues.</i>	Distribute electronic poverty communication on a regular schedule and expand list to include elected officials. Create a corresponding media plan.	JA	9/19: After 2 unsuccessful attempts, suggests suspending this project until we have the tools to do it well; focus, instead, on directing traffic to our website, add an interactive component.
III.a.2.	<i>Build and maintain a library of poverty information and resources.</i>	Ensure staff utilize consistent and accurate poverty information by establishing an approved resource list.	RB JA	9/19: Working on a source list for "issues of poverty"
III.b.1.	<i>Organize a public education team of board and staff to create effective outreach strategies.</i>	Train a board and staff public education team who will give at least 6 presentations.	JA	9/19: Bd chair has given two presentations. This goal will not be completed before Dec 31st.
III.b.2.	Increase Board members' understanding of poverty issues, agency programs and community needs, to strengthen their effectiveness in sharing Community Action's messages.	Provide board training on Community Action programs and issues of poverty. Work with board members to develop personal stories that exemplify their connection to our mission. Board members develop a personal action plan for incorporating their stories in public presentations.	JN	
III.c.1.	<i>Identify and pursue 6 key forums; help shape their agenda to include issues of poverty.</i>	Present poverty information to the Washington Co. Chamber Partnership, Legislative Delegation and Public Affairs Forum. Educate business leaders about issues of poverty through a major business publication and participation in the second Economic Livability for All summit.	JA	9/19: Economic Livability Summit 9/20.
III.c.2.	<i>Support implementation of the "I Give Where I Live" campaign.</i>	With the I Give Where I Live collaboration, advocate for sustainable campaign funding. Achieve 12 gifts to charitable organizations through the campaign.	JA	9/19: submitted 3-yr proposal to Meyer Trust that would fund staffing time and parts of website; will soon publish 3rd annual giving guide.

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III.d.1.	<i>Lead efforts to provide Head Start opportunities for all eligible children in the county.</i>	Increase our education and advocacy efforts to improve public policy and support for low income children and Head Start, with a focus on the 2007 legislative session.	MH	<i>9/19: Washington County Commission on Children and Families, Fight Crime, Invest in Children (Police Chief visit to Hills CDC 9/26), set up group & process to deal with fully funded HS program.</i>
III.d.2.	<i>Actively support efforts to pass the County Safety Levy for sustainable funding of homeless shelters and 211.</i>	Lead effort to provide information on homelessness and homeless services to county planners, including the Public Safety Coordinating Council, that will lead to the passage of the Public Safety Levy in November 2006.	RB	<i>9/19: CA has taken a background role, continuing to provide correct information to a group of Western Wash Co churches; Marilyn serves on the Public Safety Coordination Council.</i>
IV.a.1.	Seek a partnership with the county to help address Community Action building issues.	Convene a building task force to recommend follow up to options identified at the board retreat. Meet with the county to explore ownership and other options. Implement an agreed upon resolution by 7-1-06. Continue to explore building ownership options.	JR	<i>Done, WA Co has provided deficit relief and capital funds to make building solvent.</i>
IV.b.1.	Create an integrated plan for technology that addresses agency wide and program level needs to be included in the 2007-10 Strategic Plan.	Utilize outside expertise to facilitate the planning process. Evaluate technical support needed for data bases and systems for exchanging information. Complete the development and implementation of human resources, resource development, and other data bases needed to support the organization's goals. Update and incorporate hardware and infrastructure plans. Clarify IT department and program level roles and responsibilities.	JR	<i>In 05-06 IS was changed to a infrastructure only operation due to limited resources. Programs are responsible for design and development. 7/06 Have Started talks with IMR to strategic planning of technology development. 9/19: expect to have outside expertise conduct evaluation end of Spetember.</i>
IV.c.1.	Bring closure to the building law suit and finalize deficit elimination plan.	Reduce deficit by at least \$120,000 annually to eliminate it no later than 6-30-11, or sooner if we prevail in the lawsuit.	JR	<i>9/19: Lawyers send periodic updates, do not expect to bear anything before December 06; Board approved 60k from resource development annually and 60k from CNTY deficit relief.</i>

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Iv.d.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.	a.) Complete salary study by winter 2006 and (b.) recommend salary scale adjustments for July 1, 2006. (c.) Complete phase I benefit planning by Spring 2006 and recommend changes to be implemented in FY 2006-07. (d.) Develop total compensation goals for the 2007-10 Strategic Plan and (e.) recommendations for FY 07-08 implementation.	WA	<i>9/19: a, b, c, and d - done.</i>
IV.d.2.	Develop a succession plan to be included in the 2007-10 Strategic Plan.	Gather succession plan information, documents and resources. Produce a report for the organization to use to make plan decisions. Begin implementation in FY 2007-08.	JN WA	<i>9/19: schedule to begin work in December '06. JN has begun collecting sample materials.</i>