



2012-2017 Strategic Plan

OUR 2012-2017 STRATEGIC FOCUS:

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

GOAL I: ELIMINATE CAUSES OF POVERTY

Expand services that emphasize early intervention designed to eliminate causes of poverty and/or provide beneficial long-term prevention, one family at a time.

OBJECTIVE A: Partner with the Governor's emerging initiatives for efficient delivery of high impact, priority services that eliminate the causes and conditions of poverty.

OUTCOMES:

- Increased State support for our services.
- Formation of partnerships that expand our services

OBJECTIVE B: Implement financial literacy and asset building strategies for clients and staff that complement existing program services.

OUTCOMES:

- Increased financial literacy.
- Increased household savings.

GOAL II: EXPAND COMMUNITY ENGAGEMENT

Expand community engagement and support in order to increase opportunities for people and the community to thrive.

OBJECTIVE A: Create strong awareness.

OUTCOMES:

- All local governments are informed about the impact of poverty on their communities
- Sustained, effective dialogue with people and organizations that can volunteer or provide support.

OBJECTIVE B: Increase involvement.

OUTCOMES:

- Increased community participation in programs, events, and web site visits.
- Increased number of cross-sector partners that are providing leadership.
- Increased pro-bono professional support.

GOAL III: ACHIEVE FINANCIAL SUSTAINABILITY

The agency has adequate reserves to respond to unforeseen events, sustain operations, make quality improvements, and be positioned for growth.

OBJECTIVE A: Increase unrestricted and operational capacity building contributions to \$3,085,000 gross and achieve net revenues of \$1,370,000.

OUTCOMES:

- Eliminated agency unrestricted, undesignated net asset deficit of \$500,000.
- Achieved an unrestricted fund balance of \$620,000 to cover 3 months of Administrative and Fixed expenses.
- Improved cash flow and balance sheet presentation.
- Accelerated mortgage debt reduction of \$250,000.
- Increased capacity to maintain annual private support at least 50% higher, or \$154,000 net.

OBJECTIVE B: Increase restricted funds and alternative sources of income.

OUTCOMES:

- Effective revenue generating activities will increase sustainability of priority programs and services.
- Private, restricted funding will have increased year to year.
- Program reserves will cover at least one month of their expenses.

GOAL IV: MAINTAIN OPERATIONAL EXCELLENCE

Community Action is a strong, sustainable, and client-focused organization that encourages the highest standards of performance.

OBJECTIVE A: Invest in the development, capabilities and retention of employees.

OUTCOMES:

- Increased the number of employees promoted to fill vacancies.
- Increased participation in wellness activities.
- Quality benefits and competitive market pay is sustained.
- Increased employee retention.

OBJECTIVE B: Implement an Executive succession plan.

OUTCOMES:

- Organizational assessment completed and applied.
- Minimal disruption to agency.
- Executive Director transition is successful.

OBJECTIVE C: Invest in facilities and equipment needed to carry out the agency's mission.

OUTCOMES:

- Consolidation of staff and programs into primary facilities in Beaverton and Hillsboro.
- Sustainable building repair, equipment replacement, and storage capabilities.
- Staff has adequate computing resources and training to do their job.