



2012-2017 Strategic Plan

OUR VISION for WASHINGTON COUNTY is that our residents are strong, resilient, involved in the community, and live with dignity and security.

OUR 5 YEAR VISION for COMMUNITY ACTION:

- **ORGANIZATION** - Grounded in its history, mission and values, Community Action is a strong, sustainable and client-focused organization that engages all Washington County communities in reducing the impacts of poverty by providing expert leadership, education and advocacy.
- **PROGRAMS & SERVICES** - Community Action provides a wide range of high-impact, holistic supportive services that address community needs and support families in achieving economic security.
- **WORK PLACE** - Community Action is a supportive and progressive workplace that encourages the highest standards, nurtures professional growth, recognizes excellence, empowers success and invests in the future of the organization and its employees.
- **COMMUNITY** - A well-known and respected partner, Community Action collaborates with all sectors of the community to develop and deliver relevant, innovative and sustainable solutions that address current and emerging issues of poverty so that Washington County residents have opportunities to thrive.

OUR MISSION: Community Action leads the way to eliminate conditions of poverty and create opportunities for people and communities to thrive.

OUR CORE COMPETENCIES guide strategic decisions to assure success in carrying out our mission. Community Action....

- has a genuine concern & knowledge regarding issues of poverty & economic stability
- is recognized, respected & works collaboratively with all sectors of the community
- is a community leader in the area of early childhood development & family support
- is a catalyst in community efforts to address issues of homelessness & housing stability

OUR PROGRAMS eliminate conditions of poverty and create opportunities for people and communities to thrive. They include:

- **HEAD START** prepares low-income pre-school children, ages 3 to 5, for success in school and life, including children with special needs.
- **EARLY HEAD START** promotes physical, social, emotional, cognitive, and language development of infants and toddlers and supports positive parent-child relationships.
- **CHILD CARE RESOURCE & REFERRAL** provides access to quality, affordable child care for working families and strengthens the local child care network by providing training for providers and businesses.
- **OPENING DOORS/HEALTHY START** provides prenatal and parenting support that connects low-income women with resources for a healthy birth and successful parenting.
- **HOUSING & HOMELESS SERVICES** provides shelter for families experiencing homelessness, assists them in achieving housing stability and advocates for their children to ensure school success.
- **ENERGY & EMERGENCY RENT ASSISTANCE** prevents homelessness and assures that families can remain safe and warm in their homes by providing financial assistance for those facing eviction or termination of heat and electricity services.
- **WEATHERIZATION** helps families reduce energy bills by assessing home energy use, recommending cost saving measures and connecting with resources to improve energy efficiency.
- **INFORMATION & REFERRAL-** Community Action is the Washington County partner for *211 Info*, providing information and referral to critical health and human services.

OUR GUIDING VALUES: Community Action is rooted in its historical values that have evolved over time and guide and define every aspect of our work, particularly in how we relate to each other, support our staff and provide service to the community. We...

- champion social and economic justice,
- act with integrity, competence and accountability,
- interact with empathy, respect, and transparency,
- build trust and empower others to have a voice,
- foster collaboration and sustainability,
- promote inclusiveness and cultural competency.

... because we believe that all people deserve to live with dignity and security and have opportunities to thrive.



2012-17 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.

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

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 community-wide awareness about the impacts of poverty and opportunities to assist.

OBJECTIVE B: Increase community involvement in eliminating causes and conditions of poverty.

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.

OBJECTIVE B: Increase restricted funds and alternative sources of income to grow services and strengthen program sustainability.

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.

OBJECTIVE B: Implement an Executive succession plan.

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

Community Action

2013-2014 Board of Directors

Community Action's unique tripartite Board of Directors consists of elected officials, low-income representatives, and community leaders.

EXECUTIVE COMMITTEE

Chair: Ronald Sarazin, President, Olympic Performance
Vice-Chair: Richard M. Odell, Chief of Staff & Director of Communications,
Kaiser Permanente Northwest
Treasurer: Scott Gardner, Project Manager, Financial Systems Project,
Portland General Electric
Secretary: Dana Galaxy, Community Representative
At-Large: Tom Hughes, President, Metro Council
At Large: Ann E. Barr-Gillespie, Vice Provost and Executive Dean,
Pacific University

BOARD MEMBERS

Denny Doyle, Mayor, City of Beaverton
Greg Malinowski, County Commissioner
Jerry Willey, Mayor, City of Hillsboro
José Rivera, Executive Director, Centro Cultural de Washington County
Leda Garside, Clinical Services Manager for ¡Salud!
Léonor García, Community Representative
Leslea S. Smith, Regional Director, Oregon Law Center
Lynn Baker, Clinic Manager, Virginia Garcia Memorial Health Center
Marcy Gallegos, Head Start Policy Council
Margaret Doherty, State Representative
Nancy M. Ford, Director, E.I./Early Childhood Special Education, NW Regional ESD
Peter Truax, Mayor, City of Forest Grove

LEADERSHIP STAFF

Jerralynn Ness, Executive Director
Catherine Crooker, Director of Advancement
Jerry W. Brown, CPA, Director of Finance & Operations
Roger Barnes, Director of Human Resources
Farzana Siddiqui, Director of Child Development
Renée Bruce, Director of Family & Community Resources

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