



Clatsop Community Action Strategic Plan 2013-2017

Mission

Our mission is to help people meet housing, food, and other basic living needs.

Vision

Clatsop Community Action (CCA) changes people's lives, embodies the spirit of hope, improves our communities, and makes Clatsop County a better place to live. CCA cares about the entire community and is dedicated to helping people in need to alleviate hunger, attain self-sufficiency, and permanently move out of poverty.

Core Values

Integrity

Loyalty

Respect

Accountability

Commitment

Empathy

Professionalism

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History

In 1984, community meetings regarding seeking solutions to end hunger, poverty, homelessness, and their root causes led to the formation of **Clatsop Community Action (CCA)**. The agency opened mainly as an information and referral service agency serving low-income people throughout Clatsop County. In 1987, CCA became a **United Way Agency**. In 1989, CCA was incorporated in the State of Oregon as a non-profit entity. In 1990, CCA was granted federal 501(c)(3) non-profit status.

In 1994, the agency acquired the Hilltop Apartments (11 duplexes, 22 housing units) in Astoria. In 2004, CCA relocated to its current address. In 2011, a major capital campaign was finalized and a Regional Food Bank Warehouse (Distribution Center) facility was constructed and commenced more efficient, safer, and expanded operations.

Programs

Based on current community needs and anticipated continued funding availability, we intend to conduct these functions:

- Operate the Regional Food Bank; oversee local network of emergency food distribution.
- Facilitate network-wide safe and nutritional food production, preservation, and preparation.
- Manage and maintain low-income (Hilltop) apartments.
- Administer the Support Services for Veterans Families program.
- Operate a Personal Care Pantry to provide personal hygiene products to clients.
- Administer energy assistance programs (Oregon Heat, Oregon Low Income Gas Assistance, Oregon Energy Assistance Program, and Low Income Home Energy Assistance Program).
- Act as the county's lead homeless agency; oversee Ten Year Plan to End Homelessness.
- Administer State housing assistance programs (Emergency Housing Assistance, Housing Stabilization Program, Emergency Solutions Grant, State Homeless Assistance Program, and Home Tenant Based Assistance).
- Administer Rural Oregon Continuum of Care housing assistance programs.
- Sponsor annual Jessica Maclay Memorial Project (Homeless) Connect event.
- Sponsor annual Veterans Stand Down event.
- Provide mail, message, phone, facsimile, and internet services to clients.
- Promote and foster county-wide community development as needed.
- Provide case management services to clients for all programs in order to facilitate client self-sufficiency attainment.
- Provide miscellaneous other basic needs services as deemed appropriate.

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GOAL 1 - Human Resources

Maintain productive and informed staff and Board members who support our mission.

Specific Strategies:

1. Increase capacity and establish a succession plan by creating a Deputy Director position in calendar year 2014.
2. Ensure annual budgets (May/June) include training and mentoring opportunities for Board members and employees in order to continue to enhance professional development.
3. Rate Executive Director's performance annually (October); correlate pay with performance.
4. Contract an outside expert to complete a review of the Employee Handbook and all Human Resources Policies by 2016.
5. Conduct annual recognition programs, social events, cross-training, and collaborative projects to integrate staff and Board members.
6. Evaluate organizational staff structure (annually May/June); determine if staffing supports mission including possible contracting of some services.

GOAL 2 -- Resource Development

Maintain stable, broad-based financial and non-financial resources to support programs.

Specific Strategies:

1. Set fundraising goals with outlined responsibilities and reporting requirements. Set plans ahead two years at a time (annually at Board retreat) to conduct at least semi-annual major fundraising events.
2. Prioritize programs (annually at Board retreat) based on community needs and funding projections. Acquire in-kind donations such as printing, equipment, etc., to help support services.
3. Achieve debt-free status within 15 years; set a plan and funding strategy by 2017 to accomplish status.

Goal 3 -- Infrastructure

Increase the operational efficiency and effectiveness of CCA.

Specific Strategies:

1. Develop a plan for Hilltop Apartments by 2016 to analyze and address the facility aging, building deterioration, and high maintenance demands through a feasibility study and funding strategy.
2. Review real estate opportunities; review and act appropriately (2014).
3. Determine feasibility of office co-location with RFB by 2015 in order to reduce operational expenses while still maintaining a presence in Astoria; develop funding strategy if needed.
4. Add greenhouse structure(s) by 2016 to RFB physical layout portfolio.

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GOAL 4 -- Public Relations

Promote visibility and community awareness of CCA.

Specific Strategies:

1. Set outreach goals and objectives for Board members annually at Board retreat.
2. Conduct an annual event (May) for purposes of gratitude to our donors.
3. Make frequent presentations at civic organizations and other agency forums. Ensure frequent media coverage and public service opportunities. Provide information and display materials to target community awareness and potential client awareness of programs with brochures displayed in churches, libraries, health departments, food pantries, bus stops, etc.

GOAL 5 -- Planning and Evaluation

Stimulate a better focus of all available resources to meet the needs of our customers.

Specific Strategies:

1. Conduct a formal evaluation by 2015 of our service delivery, quality of services, and ability to address the basic needs of the community via the county-wide network of nonprofit organizations and government entities.
2. Hold an annual Board retreat in April to set overall objectives for the Board and agency. Review agency's mission statement and require detailed work plans to support agreed-upon goals and objectives.
3. Review Board membership diversity, size, geographic representation and general makeup annually in May.
4. Use the Ten Year Plan to End Homelessness as a guide to work with the entire community to increase institutional sensitivity and responsiveness to the needs of the poor by mobilizing resources as deemed necessary (2014).
5. Increase capacity and sustainability of CCA Regional Food Bank by the end of 2014.



Approved by the Clatsop Community Action Board of Directors on 18 April, 2013.

//s// _____
Jeff Parker, President

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Erik Tannler, Secretary