



# Community Action Opportunities

HELPING PEOPLE. CHANGING LIVES.

# 2005 - 2010 Strategic Plan



# Message from 1st Vice-Chair of Planning

Dear Friends and Neighbors,

As the pace of business continues to increase, it is no longer sufficient for an organization to adapt to change. Instead, we have to anticipate and plan for the future. If we fail to do so, our Agency will atrophy and eventually die. Unlike many organizations, we intend to thrive in times of uncertainty, which is why we developed this strategic plan.

Beginning in March 2004, the Board of Directors, Head Start Policy Council representatives and Agency Leadership Team members came together to review community assessments, interview stakeholders and program participants and analyze our strengths, weaknesses, opportunities and threats. Nearly eighteen months later we released our working plan.

The process took time, effort, and the able guidance of our consultant, Colleen Mendel, Director of Training and Technical Assistance Services at Western Kentucky University, to move us beyond hopes and wishes, to a solid 5-year plan. Our Agency's values, mission and vision create the plan's foundation while the goals give it shape.

My thanks to you, staff, volunteers, and especially program participants, for your part in this creative process. Your insight and honest sharing transformed vision into action and hope into reality.

*Willie Mae Brown*

Willie Mae Brown



## **O u r V a l u e s :**

We use four principles: Teamwork, Communication, Quality and Respect to guide our plans, decisions and activities.

### **T e a m w o r k**

is a dynamic process that requires all members to participate responsibly, focus on tasks, solve problems, and produce outcomes that the team accepts and supports.

### **C o m m u n i c a t i o n**

is a dynamic process that requires us to demonstrate a spirit of openness as we listen responsibly and share relevant information in a timely and accurate manner, so we can plan, solve problems and meet the organizations' needs.

### **Q u a l i t y**

means that we are professional and accountable, exceed standards, provide excellent service and strive to satisfy customers.

### **R e s p e c t**

for others and ourselves means that we understand and honor boundaries, value diversity, communicate in a direct and non-judgmental fashion, are honest, thoughtful, empathetic and demonstrate support and appreciation.

## Our Mission:

We help people who live on limited incomes transform their lives. Our dedicated, diverse staff and exceptional leadership deliver comprehensive, high quality services, build and support strong partnerships and mobilize community action to create positive change.

2005 - 2010 Strategic Plan

## Children and Families

### Outcome:

Children and their families succeed in school and life

### Strategies & Goals

- Evaluate service needs for children ages 0 - 5
- Extend support services to Head Start families for up to four years after children enter kindergarten
- Extend resource information to Head Start families who have school-aged children with disabilities
- Advocate to make Head Start the model for preschool programs
- Partner with local school systems to operate public preschool programs

## Our Vision:

We are a customer-focused, results-oriented organization, recognized as a catalyst of positive individual, family and community change.

# Strategic Plan

## Economic Development

### Outcomes:

Housing stock is safe, energy-efficient, affordable and available community-wide

Businesses use energy cost savings to pay living wages

Businesses recruit new hires through agency programs

Families are skilled and self-reliant

## Strategies & Goals

- Enhance internal capacity to develop affordable housing
- Develop and provide fee-based services to businesses, other non-profits and individuals
- Collaborate with business partners to build participants' skills and assets

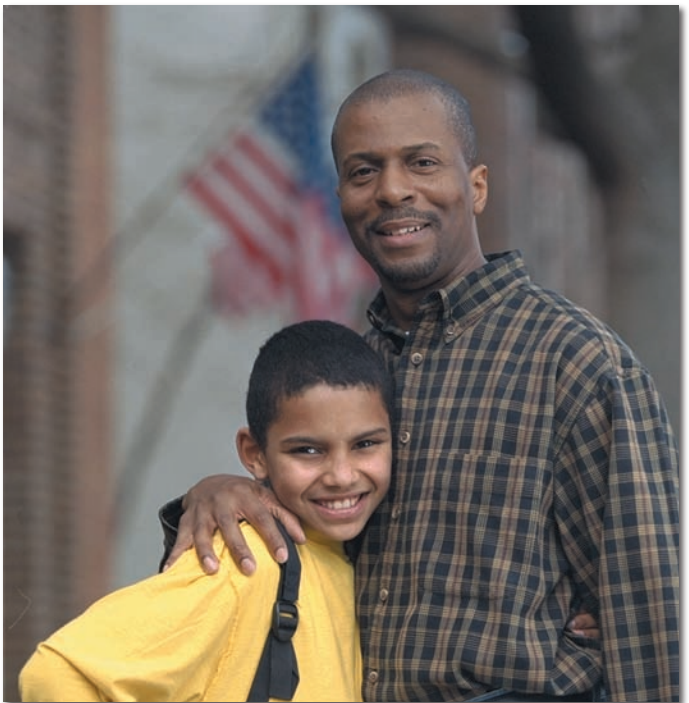
# L e a d e r s h i p

## Outcome:

Organizational infrastructure and systems are efficient, cost-effective, fact-based and customer service oriented

## S t r a t e g i e s & G o a l s

- Design automated information systems that are reliable, accessible and user friendly
- Implement team-based training and procedures to fully utilize systems
- Develop systems that build the organization's economic capacity to serve





# Programs and Services

Head Start

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Life Works

Life Works for Fathers

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Weatherization

Heating/Air Appliance  
Repair/Replacement

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Black Mountain  
Family Center

Madison County Office



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