



Strategic Plan 2020 - 2023

Final

<p>MISSION</p>	<p>To magnify the impact of Community Action to serve low-income Oregonians by advocating for resources with a unified voice, strengthening partnerships, and building capacity.</p>
<p>VISION</p>	<p>We envision inclusive and caring communities across Oregon where people have equitable access to the services and resources they need to thrive and are able to meet their own goals. CAPO empowers Oregon's Community Action Network to use current best practices and apply an equity lens to all our work.</p>
<p>VALUES</p>	<p>Equity Racial Justice Community Voice Lived Experience Collaborative Action Leadership Respect Empowerment Accountability</p>
<p>GOALS 2020-2023</p>	<p>Goal 1: Increase awareness of and resources to alleviate the causes and conditions of poverty.</p> <p>Goal 2: Empower a thriving professional network of member agencies.</p> <p>Goal 3: Ensure CAPO is positioned to provide sustainable and effective leadership.</p>

Goal	Rationale	Strategies	Outcomes	
<p style="text-align: center;">Goal 1: Increase awareness of and resources to alleviate the causes and conditions of poverty.</p>	<p><i>Resources are needed to assist vulnerable Oregonians in the face of societal economic inequality, structural racism, and a lack of adequate affordable housing.</i></p>	A. Advocacy		
		I	Diversify capacity to advocate for resources that fund innovative solutions addressing the conditions and systemic root causes of poverty.	Increased resources address the causes and conditions of poverty and improve housing stability.
		II	Advocate for ongoing training, technical assistance, and resources for network members to promote and advance racial equity.	Network members increase their understanding of and ability to apply a racial equity lens to their service and program delivery, improving outcomes for all communities
	<p><i>Raising visibility on the causes and conditions of poverty is essential to generate the resources, support, and partnerships required for CAPO member agencies to effectively serve their communities.</i></p>	B. Identity and communications		
		I	Develop multi-lingual communications toolkit with clear messaging that links to the theory of change.	CAPO members communicate effectively to diverse audiences, increasing public awareness of the network.
	II	Implement coordinated communications strategy that increases media presence.	CAPO is recognized by funders, donors, local and national partners as leaders and experts in understanding and effectively addressing the causes and conditions of poverty.	
	<p><i>Coordinated and strategic collaboration among CAPO members, government agencies, and partners is crucial to deliver robust and seamless services and programs to Oregonians.</i></p>	C. Partnerships		
I		Strengthen existing relationships with Oregon Housing and Community Services, Oregon Department of Human Services, and other state, federal, partner agencies, and for-profit companies that will advance the network's efforts to alleviate poverty.	Partners collaborate with and provide information and resources to the CAPO network as needed.	

Goal	Rationale	Strategies	Outcomes
<p>Goal 2: Empower a thriving professional network of member agencies.</p>	<p><i>Meaningful training and technical assistance ensures all CAPO member agencies operate at their full potential to serve their communities.</i></p>	<p>A. Training and technical assistance</p>	
		<p>I Identify and develop training and technical assistance that promotes best practices in racial equity, fiscal, HR, data, IT, and other organizational functions.</p>	<p>Network members learn and use best practices in agency management, service delivery, and interactions with community members.</p>
		<p>II Recruit internal network consultants to review and provide feedback to agencies on Oregon Housing and Community Services monitoring reports and agency audits.</p>	<p>Network members increase financial stability and programmatic compliance.</p>
		<p>III Provide orientation, support, and mentorship for new directors.</p>	<p>New directors feel supported and have opportunities to learn and develop in their position.</p>
		<p>IV Provide scholarships for national conference attendance and peer-to-peer professional development.</p>	<p>Network member staff increase their capacity and effectiveness to serve their communities.</p>
		<p>V Initiate ad-hoc committee to monitor trends in the Community Action Agency network and provide peer support to agencies needing assistance to implement organizational standards, including the option of shared work.</p>	<p>Network members are in compliance with all state and federal standards and score above 95% on Organizational Standards.</p>
	<p><i>Coordinated and strategic program and service delivery across the network maximizes efficiency and ensures Oregonians have equitable access to programs and services.</i></p>	<p>B. Program and service delivery support</p>	
		<p>I Provide support for and hold Community Action Agencies accountable to considering and integrating issues of diversity, equity, and inclusion through all their service delivery.</p>	<p>Agencies deliver equitable and inclusive services to diverse communities.</p>
		<p>II Work with Oregon Housing and Community Services to establish a common data system.</p>	<p>A common data system enables the network to function more effectively and efficiently, improve reporting accuracy, and improve programs based on data.</p>
		<p>III Form an early learning committee to coordinate Community Action's engagement and support additional participation in early learning activities, a proven vehicle to address poverty.</p>	<p>The committee improves coordination between the early learning community and Community Action.</p>
<p>IV Seek out and coordinate network-wide service delivery with a focus on rural Oregon (e.g., the Rural Oregon Continuum of Care, Supportive Services for Veteran Families, Department of Human Services - Temporary Assistance for Needy Families).</p>	<p>Services are delivered more efficiently and effectively in rural Oregon.</p>		

Goal	Rationale	Strategies	Outcomes	
<p>Goal 3: Ensure CAPO is positioned to provide sustainable and effective leadership.</p>	<p><i>A healthy and sustainable State Association is necessary to provide operational and strategic support to Oregon's Community Action Network.</i></p>	<p>A. Capacity building</p>		
		I	<p>Adopt a theory of change for CAPO's work that is grounded in racial equity, diversity, and inclusion.</p>	<p>CAPO and network members use data to show improved outcomes using a research-based theory of change.</p>
		II	<p>Ensure internal CAPO staff structure, training, and support maximizes team effectiveness and is aligned to Strategic Plan.</p>	<p>CAPO staff are empowered to grow in their positions and confident in their ability to execute the Strategic Plan.</p>
		III	<p>Explore and implement optional services requested by members on a fee-for-service basis.</p>	<p>CAPO's business model is healthy, effective, and responsive to the needs of members.</p>