



# CAPO Strategic Plan 2020-2023

Strategies and Tactics  
Updated June 2022

## Goal 1: Increase awareness of and resources to alleviate the causes and conditions of poverty

| A. ADVOCACY  |   |
|--|---|
| Strategies   | Current Tactics   |
| 1. Advocate for resources and policies that address the conditions and systemic root causes of poverty and for equitable service delivery via the network. | <ul style="list-style-type: none"> <li>a. Advocate for additional EHA/SHAP funds to support low barrier shelters, year-round shelters and other services for homeless Oregonians statewide, with a focus on rural Oregon.</li> <li>b. Focus efforts on purpose and stability of CSBG funding.</li> </ul>  |
| 2. Promote legislative awareness and utility of Community Action.  | <ul style="list-style-type: none"> <li>a. Develop techniques for network members to more effectively advocate with legislators at the local level.</li> <li>b. Develop a year end or bi-annual 1-2-pager on CAPO's collective impact.</li> <li>c. Engage in ongoing legislator education about CAAs during session and every election cycle.</li> </ul> |
| B. IDENTITY & COMMUNICATIONS   |   |
| 1. Implement coordinated communications strategy that increases media presence.  | <ul style="list-style-type: none"> <li>a. Contract with marketing and communications consultant as needed.</li> <li>b. Develop a toolkit in multiple languages as needed for each region.</li> <li>c. Create a base of best practices for media plans.</li> <li>d. Focus on branding.</li> </ul>  |
| C. PARTNERSHIPS  |   |
| 1. Strengthen relationships with existing partners and develop relationships with new and non-traditional partners.  | <ul style="list-style-type: none"> <li>a. Continue inviting partners to board meetings and encourage reciprocal presence at partner board meetings or conferences.</li> <li>b. "Be nice, play nice, turn off mics"</li> </ul>   |



## Goal 2: Empower a thriving professional network of member agencies

| A. TRAINING & TECHNICAL ASSISTANCE  |  |
|---|--|
| Strategies  | Current Tactics  |
| 1. Identify, develop, and implement training and technical assistance that promotes best practices in demographic equity, fiscal, HR, data, IT, and other organizational functions.   | <ul style="list-style-type: none"> <li>a. Continue annual survey of CAPO members to determine priorities for training.</li> <li>b. Support community-based equity work.</li> <li>c. Plan and execute annual training priorities and schedule.</li> </ul>   |
| 2. Provide ongoing training, technical assistance, and resources for network members to understand, promote, and advance racial equity.   | <ul style="list-style-type: none"> <li>a. Provide engagement and learning opportunities focused on the link between poverty and race.</li> <li>b. Ground all CAPO training in racial equity practices/use DEI lens.</li> </ul>   |
| 3. Develop internal systems and supports that provide OHCS with strategies for more effective and helpful monitoring of the network.  | <ul style="list-style-type: none"> <li>a. Maintain CFO group to assess issues and see how fiscal monitoring resumes at OHCS.</li> <li>b. Develop and maintain communication strategies with OHCS re. network monitoring.</li> <li>c. Develop a group of fiscal experts to support OHCS in developing improved master grant agreement systems.</li> </ul> |
| 4. Provide orientation, support, and mentorship for new all directors.  | <ul style="list-style-type: none"> <li>a. Work with CAPO board to develop a workable approach.</li> <li>b. Create and maintain the time and space for this work to happen regularly.</li> </ul>  |
| 5. Provide support for professional development including scholarships for national conference attendance, career path development, and peer-to-peer engagement.  | <ul style="list-style-type: none"> <li>a. CAPO will support the network with information and scholarships (as possible and needed) for professional development opportunities.</li> </ul>  |
| 6. Empower Executive 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. | <ul style="list-style-type: none"> <li>a. Encourage CAAs to think outside the box when changes occur (e.g., consider shared services, shared staff, expanding into new service areas, working with new partners.)</li> </ul>   |



## Goal 2: Empower a thriving professional network of member agencies (cont.)

| B. PROGRAM & SERVICE DELIVERY SUPPORT   |   |
|---|---|
| Strategies  | Current Tactics   |
| 1. Provide support for and hold Community Action Agencies accountable to considering and integrating issues of diversity, equity, and inclusion through all their service delivery. | <ul style="list-style-type: none"> <li>a. Define a set of common goals for agency DEI work.</li> <li>b. Establish an Advisory Board representing people with lived experience.</li> <li>c. Develop framework for ground level input and direction that each CAA reports on.</li> <li>d. Support cultural approaches to DEI work at a local level.</li> <li>e. Define how CAPO will hold agencies accountable.</li> </ul>                        |
| 2. Work with Oregon Housing and Community Services to establish agreed upon common reporting.   | <ul style="list-style-type: none"> <li>a. Form CAPO director work group.</li> <li>b. Leverage what works in other NTCAs.</li> </ul>   |
| 3. Coordinate Community Action's engagement and support additional participation in early learning activities, a proven vehicle to address poverty.                                 | <ul style="list-style-type: none"> <li>a. Consider forming a CAPO Head Start support group.</li> <li>b. Engage new ELO Directors with goal of better policy alignment.</li> </ul>   |
| 4. Seek out and coordinate network-wide service delivery in partnership with other agencies with a focus on rural Oregon.   | <ul style="list-style-type: none"> <li>a. Look for opportunities to partner to expand services.</li> <li>b. Provide additional training focused on serving rural communities.</li> </ul>  |
| 5. Improve and increase visibility of network's utility assistance and weatherization services.   | <ul style="list-style-type: none"> <li>a. Work to increase compensation for weatherization services, number of available contractors, and support for OTI.</li> <li>b. Grow team members through program.</li> <li>c. Collaborate with workforce partners.</li> <li>d. Build weatherization best practice pilot project (design - build).</li> <li>e. Improve communication and collaboration among OHCS, OECA and the CAPO network.</li> </ul> |



### Goal 3: Ensure CAPO is positioned to provide sustainable and effective leadership

| A. CAPACITY BUILDING  |   |
|---|---|
| Strategy  | Current Tactics   |
| 1. Ensure internal CAPO staff structure, training, and support maximizes team effectiveness and is aligned to Strategic Plan. | <ul style="list-style-type: none"> <li>a. Maintain quality staff at CAPO and contract with consultants to assist with special projects as needed.</li> <li>b. Hire additional staff for any new project requiring coordination.</li> <li>c. Improve linkages between CAPO staff and network members.</li> <li>d. Improve efficiency and timeliness of internal systems (financial, HR, marketing, grants).</li> <li>e. Enhance breadth of services and supports that CAPO provides to the network.</li> </ul> |