



STRATEGIC PLAN 2019-2024

Approved by the CAPECO Board of Directors on 11/22/2019

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INTRODUCTION

As Community Action Program of East Central Oregon finishes up its 31 years of serving Umatilla, Morrow, Gilliam and Wheeler Counties, we have continued to look to the future. This strategic plan is the result of many months of reflection, research, and refinement. CAPECO's Board of Directors and staff reflected on the history and future of CAPECO within the context of the communities we serve. By looking closely at community needs assessments and current trends, we were able to evaluate the ways in which we are meeting the needs of those we serve and the ways in which we can improve.

Within this plan, you will find our mission, vision, and core values. You will also find our agency priorities, built around the needs of our communities and the priorities set out by Results Oriented Management and Accountability (ROMA), a performance-based initiative designed to preserve the anti-poverty focus of community action and to promote greater effectiveness among state and local agencies receiving Community Services Block Grant (CSBG) funds. These agency priorities encompass CAPECO's more than one hundred grants and programs and the objectives and outcomes for each program over the next five years. Finally, you will also find implementation and accountability measures for each of these strategic priorities. This plan will help to guide our work in the coming years as we continue to assist and empower people to achieve social and economic well-being in partnership with our community. We would like to extend a sincere thank you to all those who participated in this strategic planning process. This plan required much dedication and insight, and the final result reflects that. Our gratitude also goes out to all the CAPECO'S staff, volunteers, community partners, and donors, without whom none of this work would be possible.

Sincerely,

Paula Hall
Chief Executive Officer

George Murdock
Board of Directors Chair

AGENCY HISTORY

Incorporated in October 1987, CAPECO's annual operating budget of \$6,696,147 provides essential and preventative services to low-income households in Umatilla, Morrow, Gilliam and Wheeler Counties. Current funding allows the agency to provide food and nutrition services, emergency service programs, self-reliance programs, mortgage assistance, homeownership services and energy services including; financial assistance, education and weatherization services for tenant-based and owner-occupied units.

In October 2018 CAPECO expanded senior services and aging-in-place programs to Hood River, Sherman and Wasco Counties as a result of the contracting organization closing their doors. Because these counties are contiguous and align well with our services our Board of Directors headed the call for assistance and CAPECO applied and was awarded the contract to serve as the Area Agency on Aging now serving all seven counties.

As a community action agency, CAPECO is charged by Oregon Housing and Community Services to serve as the regional leader in addressing poverty-based issues. CAPECO has successfully implemented a full complement of services for over thirty years addressing immediate, short and long term needs of low-income people. The success of available programs emanates from the creation and maintenance of many partnerships with regional communities and entities including social service agencies, government, private businesses and financial institutions.

CAPECO itself is comprised of four major departments; Housing Stability, Energy & Weatherization, Services for Independence and Food and Nutrition. Each of these sectors provides a cross-reference of services as follows:

Housing Stability

This sector covers all matters of homeless to homeownership. As the leading agency to address homelessness; CAPECO serves as the lead in the Home for Hope coalition. A group of dedicated individuals addressing the needs for our area's homeless and gaps in services. Homeless services include the support of two warming stations, a day shelter, street outreach and data collection. CAPECO also provides direct support by way of a Housing First approach. Housing-First allows a homeless individual or family to be placed into housing and then support services are provided to deal with issues related to possible recidivism. CAPECO also provides preventative services allowing the organization to support individuals and families at risk of homelessness. Homeownership services including pre-purchase counseling, down payment assistance, post-purchase counseling, mortgage payment assistance and foreclosure prevention services.

Energy & Weatherization

In order to lower the energy burden of many low-income consumers CAPECO provides a full array of services including payment assistance, education and weatherization. Payment assistance is typically offered in the winter heating months but is also offered throughout the cooling season. Energy Education programs, provided in a workshop setting as well as in the home, promotes self-awareness of how to control energy usage through conservation, installation of self-help materials, and modifying consumption. Weatherization services are geared to improve the efficiency, safety, comfort and durability of people's homes. A comprehensive energy audit is conducted which includes diagnostic testing to determine potential cost-effective improvements. Once improvements are selected, licensed contractors perform the installations.

Services For Independence

As the Area Agency on Aging provider; CAPECO provides critical services that keep older adults healthy and independent. Services include caregiver support, health promotion, transportation, benefits enrollment and resource and referral. Caregiver support provides services to family members caring for an elderly person. Health promotion is the process of enabling people to increase control over, and to improve their health. Transportation services are offered through a referral system or by direct interest. Rides covered are medical, shopping, visiting and social outings. CAPECO administers the local Aging and Disability Resource Connection (ADRC) a resource and referral system catered for the aging population. An additional program offered is through our Money Management program whereas; CAPECO serves as a representative payee for those receiving Social Security, Veterans' benefits or a pension who have been deemed unable to control their own finances.

Food & Nutrition

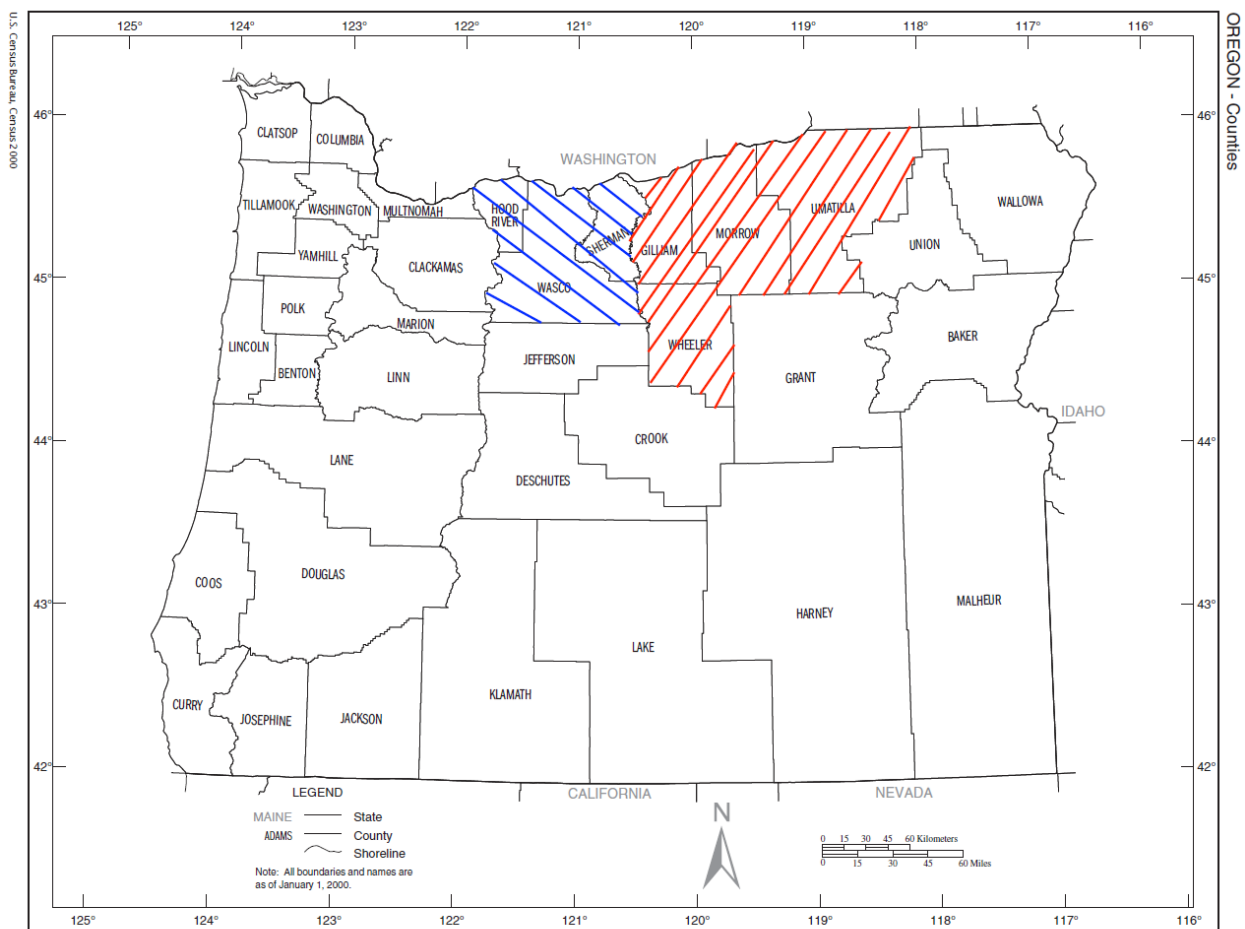
CAPECO offers a variety of food programs and nutritional services. A core program is the agency's food bank which is the regional affiliate of Oregon Food Bank. The Food Bank collects and distributes foods to local agencies and provides a Food Recovery Program whereas we recover safe, edible produce, dairy, bread and meat from local grocers. Food is also acquired through donations from local food industry, individuals, local institutions and national partners of Feeding America. In response to reducing food waste we serve as the local Fresh Alliance provider whereas fresh, perishable fruits, vegetables and other food are rescued from local grocers. This product along with bulk produce is distributed through our Rural Produce Program offering immediately distribution to persons in need. CAPECO also serves as the direct-client service provider for the Food Distribution Program on Indian Reservation – a

program serving enrolled tribal members or those living within the boundaries of the Umatilla Indian Reservation with a monthly supply of food goods. Services geared to the aging population include a monthly supplement food box program, home-delivered meals and senior center congregate meal programs. All of our food programs are complimented with a variety of nutrition education to help aid in the health of the consumer.

Other

In addition to direct-client services CAPECO also serves as a developer of intentional housing. CAPECO’s current housing portfolio consists of 103 units; Applewood Village, a 33 unit affordable housing project in Hermiston; Morrow Estates, a 40 unit affordable housing project in Boardman; four duplexes in Irrigon for farmworker housing and Terwilliger Plaza, a 22 unit project for developmentally disadvantaged persons in Pendleton.

SERVICE AREA PROFILE



CAPECO's primary service area is the four counties; Umatilla, Morrow, Gilliam, and Wheeler. This area is represented in the above map with red lines. CAPECO also recently expanded into a secondary service area for Older Americans Act programs. This expansion includes: Sherman, Wasco, and Hood River County. This area is represented in the above map by blue lines.

CAPECO's service area expands from Meacham on the eastern side of Umatilla County to Cascade Locks on the western side of Hood River County which is 194 miles from one point to the other. From Arlington on the northern edge of Gilliam County, to Mitchel in the southern part of Wheeler County is 100 miles. The full seven county service areas also have the unique honor of containing Oregon's three counties with the lowest population. This includes Gilliam County (1,913), Sherman County (1,705), and Wheeler County (1,369).

Within CAPECO's service area Umatilla County contains 84.25% of the total population, while Morrow County makes up 12.22%, Gilliam County makes up 2.03%, and Wheeler County makes up 1.49%. When we expand this view to include the three new counties in the secondary service area, we see that Umatilla County makes up 53.83% of the population, Wasco County makes up 18.74%, Hood River County makes up 16.05%, Morrow County makes up 7.88%, Gilliam County makes up 1.34%, Sherman County makes up 1.2%, and Wheeler County make up .96%.

In relation to poverty in Umatilla County; 18% of the population lives at or below the poverty line. The percentage of males living at or below the poverty line is 15.1%, while the percentage of females is 20.8%. This means that in Umatilla County 1 in 5 women live at or below the poverty line. In addition, 24.3% of children under 18 live at or below the poverty line.

Within Umatilla County in Milton-Freewater the percentage of the population that lives below the poverty line 30.5%; this is at least five percent higher than in the state of Oregon. According to the data, 57.3% of children under the age of 5 are living in poverty.

In Morrow County; 15.2% of the population lives at or below the poverty line. The poverty rates in Boardman are higher than in Irrigon. In Boardman the percentage of the population living below the poverty line is 25%, while in Irrigon those living below the poverty line make up 16% of the population. At the very least, more than 1 in 4 children in Boardman lives below the poverty line.

In Gilliam County; 11.2% of the population lives at or below the poverty line. It is very likely less people in Poverty than in the State of Oregon by percent of the population, as in Oregon 15.7% of the population is at or below the poverty line.

In Wheeler County; 20.2% of the population lives at or below the poverty line. It should be noted this data is an assumption based on a number of factors but it is highly likely the number of persons, under the age of 18, living in poverty is higher than any other parts of the region and state in total.

In Wasco County the percentage of people living below the poverty line is 16.2%. People over the age of 65 are doing better than the average population with only 8.8% below the poverty line.

In Hood River County the percentage of people living below the poverty line is 13.3%. People over the age of 65 are doing better than the average population with only 4.1% below the poverty line.

In Sherman County the percent of the population at or below the poverty line is 17.7. People over the age of 65 are doing better than the average population with only 5.3% at or below the poverty line.

OUR MISSION

Assisting people to become independent, healthy and safe

How we achieve our mission:

- Through the dedicated efforts of our staff working in Umatilla, Morrow, Gilliam, Wheeler, Sherman, Wasco and Hood River Counties
- With the help of our many partners – individuals, businesses, public agencies, other non-profits and faith-based organizations
- With support from volunteers and donors
- By using a comprehensive and collaborative approach and staying true to our core values

OUR VISION

CAPECO envisions the success of every youth, adult and senior to eliminate poverty and promote independence through education, employment and the sharing of resources that move individuals from surviving to thriving.

OUR CORE VALUES

Image

We serve our community in a positive, innovative, accountable and fiscally responsible manner in an inviting atmosphere which upholds the public trust and fulfills our mission.

Integrity

A personal commitment to do what is right morally, ethically and professionally.

Attitude

We exhibit positive, respectful, confident and non-judgmental behaviors towards others. Our success is a reflection of our attitude.

Customer Service

We aspire to provide customers with prompt, courteous, consistent and resourceful services. We treat each individual with dignity, fairness and respect. Customer service is not a department, it is an attitude. Our customers are the essence of our existence.

Professionalism

We exemplify the highest standard of professionalism. We strive to set an example by maintaining a high level of knowledge in our respective fields and conduct ourselves in a manner that reflects positively on the company.

STRATEGIC PLANNING PROCESS

An intentional strategic planning process was conducted between September 2018 and May 2019. CAPECO Board of Directors and senior leadership invested focused time on its past, present and future.

Both internal and external data was used to inform the planning process. Among the data sources used; a historical review of the agency, a SWOT Analysis and a Comprehensive Community Needs Assessment conducted by Eastern Oregon Business Solutions.

COMPREHENSIVE COMMUNITY NEEDS ASSESSMENT

The Purpose of the Community Needs Assessment was to provide an understanding of the needs of those living within the CAPECO's main service area. This area includes Umatilla, Morrow, Gilliam, and Wheeler County. It also provided a basic outline of CAPECO's secondary service area for Older Americans Act Programs. This secondary service area includes Wasco, Hood River, and Sherman County.

CAPECO engaged with Eastern Oregon Business Source to conduct the community needs assessment including the collection of demographics and community input.

The Community Survey Section was collected from the general public at a variety of community meetings and through other electronic means. There was also a second survey, “CAPECO Community Needs Assessment Community Partner Survey” distributed to community partners, school superintendents, church leaders, and public officials. This survey was also provided in Spanish to ensure a fair representation from the Hispanic/Latino populations.

In conclusion Eastern Oregon Business Solutions identified top needs for each county and listed the following in their Executive Summary as Findings and Recommendations:

1. The racial demographics in Umatilla and Morrow County are changing. However, this change is not spread across each county evenly. In Umatilla County, the Hermiston-Umatilla- Stanfield area has significantly more Hispanic/Latino residents than the Pendleton area. In Morrow County, this effect is even more pronounced. Boardman, for example, is 66% Hispanic/Latino, while Heppner is 6%. These facts and projections should be taken into account when developing future outreach strategies. It should be noted that in both counties, the county seat is located in a city with a low percentage of Hispanic/Latino residents relative to the rest of the county.
2. A need that came up in every community meeting was help for elderly residents completing basic tasks. These tasks included personal care, basic housekeeping, basic home repair, as well as lawn and tree service. CAPECO may consider a program which involves personal care workers dedicated to those communities in most need.
3. General awareness of CAPECO and its broad range of programs is lacking in most geographic areas. It was a regular occurrence to hear from people who had no idea what CAPECO did, or people who received one service from CAPECO, and had no idea that they provided other services. Given this, systematically informing people about what services CAPECO provides is necessary. Careful consideration to ensure outreach to the Hispanic/ Latino population is advised.
4. Related to the previous finding, in the case where CAPECO works to educate those in its service area of the wide range of programs they provide, it is crucial that CAPECO makes sure that they have the internal capacity to respond to a potential increase in clients. People generally seem to be happy when they receive a service, but there were a number of stories about people

having trouble receiving access to services possibly due to too few staff. It is possible that the problem is not a shortage of CAPECO’s staff, and is instead a problem with the way that people try to access CAPECO’s services. In the case where this is true, the focus instead needs to be educating the public on the best way to access CAPECO’s services, and development of internal systems and processes to streamline and increase efficiencies.

5. CAPECO should revisit all of its programs to make sure that each program aligns with its mission, and maximizes its organizational strengths. This could involve the development of new programs, in the places where there is need, or discontinuing existing programs if necessary. In addition, the intended depth of service should be considered with each program. Consideration should be given to assessing whether the programs are intended to simply meet a client’s immediate needs, or if more focus should be placed on trying to systematically address the root cause of these needs. The findings support the following program enhancements: (1) Return to work counseling, (2) Helping people take advantage of not only CAPECO’s programs but also other programs in the region to create an asset map, (3) Involvement in workforce development that focus on either youth and/or seniors, (4) Child care with an emphasis on early childhood education.

STRATEGIC PLANNING PARTICIPANTS

CAPECO is led by a passionate, committed, and hardworking group of employees and governed by a dedicated group of community members. CAPECO’s nine member Board of Directors is comprised of one-third representation from the low-income sector, one-third representation from the private sector and one-third representation from the public sector. The agency is led by a Leadership Team including a Chief Executive Officer, Program Directors and Managers. The following persons were part of the strategic planning process:

CAPECO Board of Directors	Representing
Commissioner George Murdock	Public Sector
Aaron Treadwell	Low-Income Sector
Cindy Timmons	Private Sector
Julia (Jue-Jue) Withers-Lyons	Private Sector
Commissioner Melissa Lindsay	Public Sector
Mike Weimer	Public Sector
Mike Pearson	Low-Income Sector
George Koffler	Private Sector
Sherion Asher	Low-Income Sector
CAPECO Staff	Role
Paula Hall	Chief Executive Officer

Denise Jerome	Director of Programs
Jody Warnock	Director of Programs
Alyssa Alexander	Human Resources
Tori Colvard	Program Manager
Karen Prout	Program Manager
Susie Stuvland	Program Manager
Robin Parke	Program Manager

RESULTS ORIENTED MANAGEMENT ACCOUNTABILITY

Results Oriented Management Accountability (ROMA), created in 1994 provides a framework for growth, focus and improvement for community action agencies. This national network has been guided by six broad anti-poverty goals:

- Goal 1: Low-income people become more self-sufficient.
- Goal 2: The conditions in which low-income people live are improved.
- Goal 3: Low-income people own a stake in their community.
- Goal 4: Partnerships among supporters and providers of service to low-income people are achieved.
- Goal 5: Agencies increase their capacity to achieve results.
- Goal 6: Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems.

STRATEGIC PRIORITIES

Intentional efforts will continue to be made to build strategies and objectives around outcomes.

The Agency priorities that follow have been developed to meet our mission, vision, core values:

Priority 1

Partner with individuals and families in their efforts to achieve self sufficiency

Priority 2

Advocate and educate our community for meaningful change

Priority 3

Develop and align our resources to address identified community needs

Priority 4

Strengthen partnerships to offer impactful services to those we serve

Annual work plans responsible to achieve each priority are the responsibility of the chief executive officer and the entire talented staff at CAPECO.

Annual work plans are not reflected in this strategic planning document. The governing Board will work with CAPECO staff and directors to develop a strategic implementation committee to oversee the execution of an Agency work plan with specific timelines and measurable outcomes.

This work plan will reflect the above Agency priorities as well as the objectives, strategies, and expected outcomes detailed in this strategic plan.

STRATEGIC PLAN SUMMARY

Our Mission

Assisting people to become independent, healthy and sage

Our Vision

We envision the success of every youth, adult and senior to eliminate poverty and promote independence through education, employment and the sharing of resources that move individuals from surviving to thriving

Strategic Goals

Partner with individuals and families in their effort to achieve self sufficiency

Advocate and educate our community for meaningful change

Develop and align our resources to address identified community needs

Strengthen partnerships to offer impactful services to those we serve

Objectives

Generate the awareness and financial capacity needed to achieve Agency goals

Strengthen programming through Agency unity to maximize impacts on clients' lives

Renew commitment to client service, ensuring progress toward self-sufficiency

Strategy

Increase public awareness and brand recognition through partnerships, outreach and marketing

Engage and encourage staff, board members and volunteers to outreach in their community

Strengthen and expand volunteer base by identifying, attracting, and recruiting volunteers

Advance a comprehensive funding and partnership resource plan that addresses long term client and agency needs

Engage staff and board members in CAPECO through intentional volunteerism

Enhance CAPECO effectiveness by increasing program awareness and cross-service referrals

Enhance program accessibility and client services

Continue to evaluate and evolve services based on client needs

Revitalize program ease and efficiency for clients

OBJECTIVES

Objective 1 – Generate the awareness and financial capacity needed to achieve CAPECO’s strategic goals.

Strategy 1 - Increase public awareness and brand recognition through partnerships, outreach and marketing

Outcomes:

- In combination with the Community Action Partnership of Oregon (CAPO), the agency CEO and staff will actively educate at the state level to impart a wider understanding of current program obstacles to state lawmakers and state agency leadership.
- Lead discussions with Umatilla, Morrow, Gilliam, Wheeler, Sherman, Wasco and Hood River Counties as well as other nonprofit and community partners to strengthen our relationships.
- Increase public awareness and fundraising opportunities by partnering with the current community partners as well as engagement with new partners.
- Implement targeted outreach to underserved and emerging populations.
- Review current outreach materials and update based on evolving program changes.
- Develop regular press releases for local publications with a focus on human interest and client outcomes.
- Improve CAPECO’s brand and website to be more current, interactive, informative, and useful to our partners, donors, volunteers and clients.

Strategy 2 – Engage and encourage staff, board members, and volunteers outreach in the community

Outcomes:

- Create an elevator speech and outreach materials for Board, staff, and volunteers.
- Increase Board engagement in development efforts including the formation of a development committee.
- Develop CAPECO Ambassadors and Speakers Bureau to market and share information about CAPECO services and programs.
- Create consistent messaging to be shared with staff, clients, volunteers, donors, and partners.

Strategy 3 - Strengthen and expand volunteer base by identifying, attracting, and recruiting volunteers

Outcomes:

- Recruit a volunteer coordinator to identify, recruit and engage volunteers.
- Create a volunteer pool to meet the current and future needs of CAPECO's programs and services.
- Establish a training program for all volunteer positions.
- Establish job descriptions for volunteer positions.
- Establish a recognition program for all volunteers.

Strategy 4 - Advance a comprehensive funding and partnership resource plan that addresses long term client and agency needs

Outcomes:

- Strengthen community relationships and collaborations to achieve increased in-kind contributions and inclusion planning.
- Grow and strengthen our youth programs by providing meaningful services to support and educate youth, young adults and their families.
- Seek opportunities to increase current public grant levels.
- Increase private donations to address changing needs.

Objective 2 - Strengthen programming through CAPECO unity to maximize impacts on clients' lives

Strategy 1 - Engage all staff and board members in CAPECO through intentional volunteerism

Outcomes:

- Both board and staff will be encouraged to volunteer in a program area at least once per year.
- Implement a volunteer plan that incorporates cross-program training for staff.

Strategy 2- Enhance Agency effectiveness by increasing program awareness and cross-service referrals

Outcomes:

- Cross train CAPECO staff to assist in filling temporary staffing needs.
- Refer all clients to financial training classes offered by the agency.

- Increase awareness of CAPECO’s program offerings.
- Improve the measurement of referrals by CAPECO staff.

Objective 3 - Renew commitment to client service, ensuring progress toward self-sufficiency

Strategy 1- Enhance Program accessibility and client services

Outcomes:

- Improve program access and awareness for clients at all locations
- Develop a capital maintenance and improvement plan.

Strategy 2- Continue to evaluate and evolve services based on client needs

Outcomes:

- Lead the development of a shelter in our service area.
- Lead the development of additional rental units in our service area.
- Increase housing case management and housing assistance in our service area.
- Reinvest in food services to improve customer experience.
- Continue to increase the amount of fresh produce, dairy, and protein options available to clients as well as non-food items such as toiletries, personal care and paper products.

Strategy 3- Revitalize program ease and efficiency for clients

Outcomes:

- Increase efficiency and client impact of CAPECO’s programs through thorough evaluation.
- Consolidate client access across CAPECO programs to provide a more efficient and seamless experience.
- Invest in annual cultural awareness training for all staff.
- Invest in an Equity Inclusion and Diversity Plan.
- Enhance integration of CAPECO software systems.

IMPLEMENTATION AND ACCOUNTABILITY

The CAPECO Strategic Plan 2019-2024 will be implemented by dedicated staff with input from directors and managers with oversight from CAPECO’s chief executive officer. Managers, directors and staff will align annual work plans and budgets within the organization wide strategic plan.

The chief executive officer and the leadership team will devote intentional time quarterly to review implementation progress on the strategic priorities and provide course correctional leadership when needed. The Chief Executive Officer is responsible for the successful implementation of the Plan and will report to the Board of Directors a comprehensive, objective evaluation progress made regarding the implementation of the 2019-2024 Strategic Plan. This report shall be shared quarterly at board meetings and with CAPECO management and staff.

CONTACT INFORMATION

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