



## **Strategic Plan 2021-2026**

### **Mission Statement**

*Assistance League volunteers transforming the lives of children and adults through community programs.*

### **Vision Statement**

*Essential needs are met in our community and families flourish.*

### **Core Values**

*Teamwork    Commitment    Integrity    Respect    Service    Fun!*

### **Summary**

<p><b>2021 Current Situation</b></p> <p><u>Strengths</u>          Strong financial position.          Membership stable.          Four successful, sustainable programs.          Increasing public presence.          Successful grant support.          Successful retail business.</p> <p><u>Challenges</u>          Meeting the needs of today's child.          Implementing technology infrastructure.          Maximize volunteer resources. Effects of Corona Virus pandemic on revenues, volunteers, and our business models.</p>	<p><b>Core Goals</b></p> <p>Identify, develop, and implement programs to meet the needs of the community.</p> <p>Continue to identify and develop sustainable sources of revenue.</p> <p>Continue efforts to attract, retain and increase a diverse, dedicated membership.</p> <p>Continue processes to ensure careful stewardship of revenues and resources. Develop new processes as needed.</p> <p>Continue to strengthen our presence in the community.</p>
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## Strategic Plan 2021-2026

Goals	Strategies
<b>Philanthropic Programs</b>	
Ensure programs continue to meet the needs of the community.	Review and evaluate existing programs biennially. Work within budget adjustments.
Explore additional program activities.	Monitor community needs.
Invite, develop and involve corporate, community and individual partnerships.	Welcome corporations and community organizations to participate as community volunteers.  Apply to foundations for grants.
<b>Membership</b>	
<p>Increase Chapter membership by 5% year after year.</p> <p>Objective: Maintain active membership renewal process.</p> <p>Objective: Maintain member support and retention plan.</p>	<p>Encourage members to promote Chapter to friends, relatives, neighbors, our customers and consignors.</p> <p>Reach out to community through Speaker's Bureau and other channels, such as social media.</p> <p>Explore possibility of adding Assisteens. Explore development of after-hours group.</p> <p>Sustain member recognition process. Develop strategies to attract diverse membership.</p> <p>Continue new member coaching and mentorship processes.</p> <p>Continue social activities to encourage member interaction.</p>
Promote leadership development and capacity building.	<p>Encourage national conference attendance.</p> <p>Encourage attendance at skills development workshops and seminars.</p>

## Strategic Plan 2021-2026 (Continued)

Goals	Strategies
<b>Fund development and resource management</b>	
Increase ratio of program expenditures to overhead cost by 1% average per year for next 5 years.	<p>Increase income from grants and public donations.</p> <p>Direct additional funds to programs as feasible.</p>
Explore alternative options for fundraising while continuing to support current fundraising efforts.	<p>Grow the charitable estate planning program.</p> <p>Increase grant committee membership. Maintain and promote relationships with donors.</p>
Assess sustainability of current major revenue sources biennially.	<p>Continue to support and improve current revenue sources such as the annual Promenade Portland Fashion Show and the retail shops.</p> <p>Develop contingency plans and additional revenue sources as needed.</p>
Maintain gold guidestar status. Work toward platinum status.	Update guidestar annually. Develop a plan to attain platinum status.
Maintain 5-year plan for major expenditures.	<p>Maintain timeline for major building repairs/upgrades.</p> <p>Pursue funding to cover costs.</p>
<p>Monitor and optimize building space usage.</p> <p>Objective: Strategic Planning Committee report to Board with recommendations biennially.</p>	Survey building space usage and needs of retail operations, administration, programs, marketing communications, and fundraising by May 31 every even year.
Restore funding of Programs and Reserves to pre-Covid levels.	Use Business Plan guidelines.

## Strategic Plan 2021-2026 (Continued)

Goals	Strategies
<b>Communications</b>	
<p>Continue development of effective vehicles of communication internally and externally.</p> <p>Objective: Improve communications with supporters.</p>	<p>Monitor readership of current communications using Constant Contact hit rate statistics.</p> <p>Work with editors to improve readership of internal written communications.</p> <p>Continue development of processes for public recognition of local business partners and supporters.</p>
Promote and expand Speaker's Bureau.	<p>Increase speaking engagements.</p> <p>Encourage diversity.</p>
Improve Chapter visibility in our community.	Continue advertising program for Chapter and for retail operations.
<b>Technology</b>	
Increase presence of technology in our Chapter as a tool set to promote effective and efficient accomplishment of goals and tasks.	<p>Develop/Implement long- and short-term plans of action for hardware and software upgrades, maintenance, and technology administration.</p> <p>Investigate new donor management system.</p>