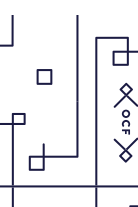
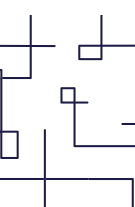




STRATEGIC PLAN 2019

Our Greatest Opportunity: Oregon





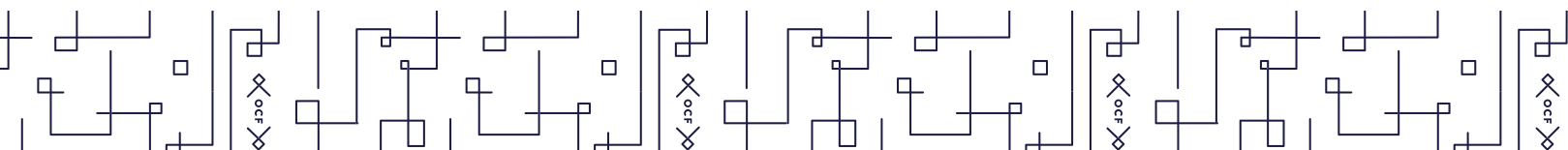
VISION

A Healthy, Thriving,
Sustainable Oregon

MISSION

To improve the lives of all
Oregonians through the power of
philanthropy

**We believe that advancing equity, diversity and inclusion in our
work is critical to achieving our vision of a healthy, thriving,
sustainable Oregon.**



OUR GREATEST OPPORTUNITY: OREGON

We believe in an Oregon where everyone can grow, prosper and thrive. For the past 45 years Oregon Community Foundation (OCF) has established a network of passionate donors, community partners, nonprofit organizations and dedicated volunteers united in helping other Oregonians. This passion is fueled by a love of Oregon and a commitment to making it a better place for everyone.

While this strategic plan highlights key priorities for the coming years, OCF remains deeply committed to our core competencies of connecting generous Oregonians to the causes they care about and responding to the needs of Oregon's nonprofits and communities. Indeed, service to donors and communities is the backbone of the Foundation and necessary for the success of the focused priorities identified in this strategic plan.

As our commitment has grown, so too have the foundation's assets. Beginning with an initial gift of \$63,000 in 1973, today OCF is Oregon's largest public charity, with stewarded assets of more than \$2 billion. This incredible generosity has generated more than \$1 billion in grants and scholarships throughout the state.

We are both humbled and inspired by the trust placed in us by thousands of donors. We embrace our statewide responsibility to meet critical community needs, and we support communities in creating innovative solutions to address those needs. Our flagship Community Grant Program illustrates OCF's deep commitment to respond to community needs and support donor priorities.

But loving Oregon also means acknowledging our shared challenges: the instability experienced by many families, an underperforming education system, economic stagnation facing many communities, the battle over public resources, the polarization of public discourse, and the disengagement and disenfranchisement of many Oregonians from civic life. These all stand as barriers to our vision of an Oregon worthy of our children.

The future of Oregon depends upon the well-being of families and communities. Yet we face widening socioeconomic disparities among Oregon families. Oregon's low-income children, children of color and rural children lack access to opportunities they need to succeed. This growing opportunity gap has far-reaching implications for personal achievement and well-being as well as for community vitality.

OCF is uniquely positioned to bring individuals, communities and institutions together to find shared values and inspire meaningful action. As a statewide community foundation, we harness the power of grantmaking, partnerships, local volunteers, research and advocacy – convening people, ideas and resources to strengthen communities. Our work is both community-driven and research-based to identify and support smart solutions and advance equity, diversity and inclusion. Through our efforts we continue to learn what works and to advocate for the policies and investments that best serve all Oregonians.

Looking ahead to our 50th anniversary, we believe the best way OCF can address the long-term challenges facing our state is by focusing on opportunities within three interconnected branches of our work: **inspiring impactful giving, advancing opportunity** for all of Oregon's children and **engaging communities**.



KIRBY DYESS, BOARD CHAIR



MAX WILLIAMS, PRESIDENT AND CEO

INSPIRE GIVING

Increase Impactful Giving in Oregon.

Fueled by a commitment to Oregon, generous individuals, families, businesses and organizations across the state put donated money to work for Oregonians. OCF annually distributes over \$100 million in grants and scholarships to thousands of nonprofit organizations and students. These dollars can help close the opportunity gap, foster thriving communities and promote our shared values. OCF's expertise, leadership and knowledge of local communities ensure that the resources entrusted to us are used strategically to support causes that donors care about. Together we can transform individual contributions of time, talent and resources into enduring impact on the lives of Oregonians.

Steward Current Donors, Celebrating Their Giving and Impact.

Developing deeper relationships with our donors is critical to understanding their passions and helping them make a lasting impact for Oregon. We will ensure that all donors and fund advisors have the informed, efficient and effective support they need. **WE WILL:**

ENGAGE DONORS across generations and interest areas

EXPAND EFFORTS TO CELEBRATE donors' philanthropic impact

DEVELOP CONSISTENT STEWARDSHIP PLANS that improve overall responsiveness to meet donor needs

Attract New Donors with Innovative Services and Approaches.

Oregonians are increasingly more interested in participating in solutions, not just funding them. We will develop opportunities to connect more people to the causes they care about. **WE WILL:**

FACILITATE GRANTMAKING by Oregon businesses

EXPAND THE RANGE OF SERVICES to a wider network of professional advisors

LEVERAGE TECHNOLOGY AND EXPAND PARTNERSHIPS to attract, educate, connect and engage donors

Expand Awareness and Connection with Charitable Giving.

Helping more Oregonians understand who we are, what we stand for and the role we play in the state encourages donors to partner with OCF to fulfill their philanthropic goals and secure an Oregon future for all. **WE WILL:**

DELIVER STRONGER, CLEARER, MORE FREQUENT AND INCLUSIVE MESSAGES about our role in Oregon and what services we deliver for communities

CONNECT AND EXPAND OUR MESSAGES to potential donors who share Oregon values of community and a sense of place

MODERNIZE AND LEVERAGE TECHNOLOGY to improve stakeholder satisfaction and align with their information needs

ADVANCE OPPORTUNITY

Increase Public and Private Investments in Early Childhood and Family Supports.

The future of Oregon depends upon the education, health and well-being of all our children. With access to greater opportunities, children can reach their full potential. An important step forward includes increased public and private investments in early childhood, parenting education and strategies that support families. By focusing on the youngest and least advantaged Oregonians and their families, we can have the largest long-term impact. OCF has a strong history of early childhood investments along with a growing research base about the opportunity gaps faced by Oregon children and promising solutions. We can build upon this expertise and leadership by supporting and researching innovative strategies, engaging communities in identifying local solutions and advocating for sound policies to deliver outcomes for Oregon's children.

Promote Universal Access to Parenting Education.

One of the primary ways to increase children's opportunities is to give parents the skills they need to support their children. OCF has championed and supported parenting education for a decade. Building on this experience, we will ensure that parenting education is available to families across the state. **WE WILL:**

IDENTIFY STRATEGIC PARTNERSHIPS for ongoing, sustainable administration and funding of parenting education, such as with health-care systems and Early Childhood Hubs

SUPPORT, TEST AND EVALUATE promising models of delivery and funding

ADVOCATE FOR POLICY CHANGES to embed parenting education delivery and funding into existing systems

Reduce Barriers to Access and Support Culturally Relevant Strategies.

Children's opportunities are a function of their family circumstances and the communities where they live and grow. Issues as varied as family stability, economic opportunities and housing availability all impact children's well-being. To ensure future success for more Oregon children, OCF can both support local efforts and initiate statewide change to remove barriers that prevent families from thriving.

WE WILL:

EXPLORE AND DEVELOP APPROACHES LOCALLY AND STATEWIDE to ensure family stability and community economic vitality

ADVOCATE FOR POLICY CHANGES to increase statewide investments in these approaches to removing barriers faced by families

Increase Awareness About the Opportunity Gap and Solutions.

OCF is uniquely positioned to influence local communities and statewide policy in addressing the needs of the youngest Oregonians. Our geographic reach, deep relationships and role as a trusted source of impartial information and research will spur greater awareness and advocacy for solutions in a variety of ways. **WE WILL:**

LEVERAGE OUR RESEARCH CAPACITY to inform conversations about the opportunity gap and relevant solutions

SUPPORT COMMUNITIES in learning about and developing innovative local solutions

ADVOCATE FOR POLICY CHANGES to increase investments in Oregon's youngest children and their families

ENGAGE COMMUNITIES

Support Community Problem-Solving.

Creating vibrant, thriving and inclusive communities requires leadership and effort from community members themselves. As a statewide community foundation, it is the Foundation's role to support diverse communities in implementing solutions to locally identified needs. We can help Oregon's communities thrive by connecting them with the tools, resources and influence needed to engage in community-driven solutions.

Increase the Number of Oregon Communities that Have Tools, Resources and Influence to Solve Problems Collaboratively, Inclusively and Equitably.

Community members know the challenges and opportunities in their communities as well as feasible, sustainable approaches for achieving change. OCF's statewide presence and leadership position us to provide the resources to support community problem-solving. **WE WILL:**

SUPPORT LOCAL ACTION by engaging OCF's Leadership Council members and other volunteer networks across the state

PRIORITIZE FUNDING for projects that are the result of community-based, inclusive planning and through our Community Grants and other grant programs

PROMOTE THE POWER OF VOLUNTEERISM within communities

Strengthen and Invest in Oregon's Community Leaders.

Investing in diverse community leaders ensures that all Oregonians participate in shaping their communities. Strong, effective leaders are a key ingredient in successful community change efforts; too often projects fail to reach their potential due to inconsistent and inefficient leadership. OCF will leverage lessons learned through more than a decade of work with the Latino/a community to foster leaders in this and other diverse communities across the state.

WE WILL:

IDENTIFY NEW OPPORTUNITIES to grow diverse and inclusive leadership

CONVENE EMERGING LEADERS and support leadership development programs

Build, Sustain, Grow and Reflect Strong Relationships with Diverse Communities.

Expanding and strengthening the network of relationships that we have built over the past 40 years will improve OCF's understanding of community needs and make our work more reflective of and relevant to the priorities within and across individual communities. To most effectively build and maintain strong relationships outside the Foundation, we must also cultivate an inclusive culture among our staff, board and volunteers. **WE WILL:**

CREATE AN INTENTIONAL PROCESS to recruit diverse candidates for volunteer roles

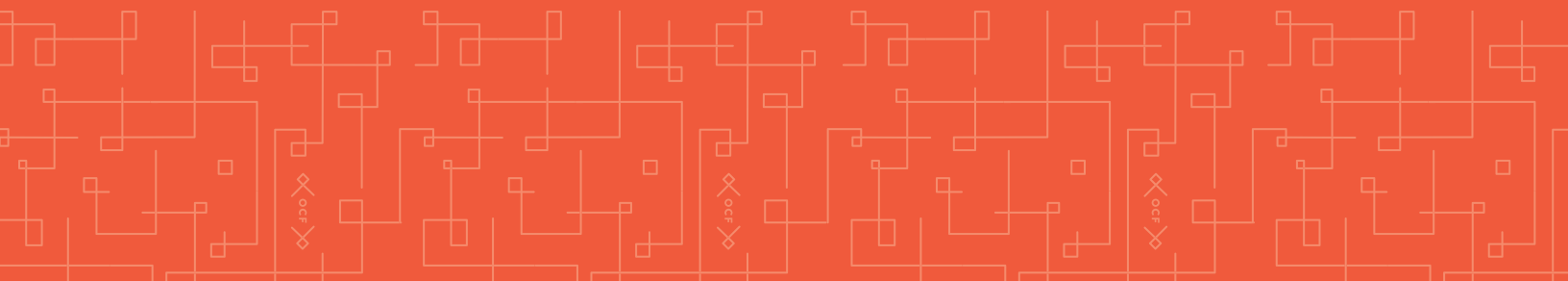
CONTINUE OUR FOCUS ON EQUITY, DIVERSITY AND INCLUSION in training and culture-building efforts with staff, board and volunteers

EXPAND OUTREACH TO DIVERSE COMMUNITIES to ensure their full participation in OCF's mission

IN CLOSING

Through this strategic plan we will seek to achieve our vision of an Oregon where everyone can grow, prosper and thrive. Oregon has a proud culture of community engagement, civic-mindedness and collaboration, and we seek to build on that culture. We welcome the partnership, wisdom, generosity and participation of all Oregonians to help us ensure that all Oregon families and children have the opportunity to succeed.

LEARN MORE AT [OREGONCF.ORG/OPPORTUNITY2019](https://oregoncf.org/opportunity2019)





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