



Strategic Plan 2019-2024

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

2019 Current Situation

Strengths

Strong financial position.
Membership stable.
Five successful, sustainable programs.
Increasing public presence.
Successful grant support.

Challenges

Effects of Tax Law changes.
Planning for upcoming major building repairs.
Increasing cost of Operation School Bell program supplies (children's clothing).

CORE GOALS

Identify, develop, and implement programs to meet the needs of the community.

Continue to identify and develop sustainable sources of revenue.

Continue efforts to attract, retain and increase a diverse, dedicated membership.

Continue processes to ensure careful stewardship of revenues and resources. Develop new processes as needed.

Continue to strengthen our presence in the community.

2019 -2024 Strategic Plan

Goals	Strategies
Philanthropic Programs	
Ensure programs continue to meet the needs of the community.	Review and evaluate existing programs biennially. Conduct biennial member satisfaction survey.
Develop new viable, sustainable programs as feasible.	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. Promote and expand speakers' bureau.
Membership	
Increase chapter membership by 5% per fiscal year Objective: Maintain active membership renewal process. Objective: Maintain member support and retention plan.	Encourage members to promote chapter to friends, relatives, neighbors, our customers and consignors. Reach out to community through speakers' bureau and other channels. Explore development of after-hours group for working people. Sustain member recognition process. Develop strategies to attract diverse membership. Continue new member coaching and mentorship processes. Continue social activities to encourage member interaction.
Promote leadership development and capacity building.	Encourage national conference attendance. Encourage attendance at skills development workshops and seminars.
Fund development and resource management	
Increase ratio of program expenditures to overhead cost by 1% average per year for next 5 years.	Increase income from grants and public donations. Direct additional funds and building space to programs as feasible.

Explore alternative options for fundraising while continuing to support current fundraising efforts.	Grow the charitable estate planning program. Increase grant committee membership. Maintain and promote relationships with donors. Continue with small fundraising efforts. Explore additional opportunities.
Assess sustainability of current major revenue sources biennially.	Continue to support and improve current revenue sources such as the annual Promenade Portland Fashion Show and the retail shops. Develop contingency plans and additional revenue sources as needed.
Maintain gold guidestar status. Work toward platinum status.	Update guidestar annually. Develop a plan to attain platinum status.
Develop 5 year plan for major expenditures.	Assign task force to research major building needs, develop timeline and budget. Secure funding to cover costs.
Monitor and optimize building space usage. Objective: Strategic Planning Committee report to Board with recommendations biennially.	Survey building space usage and needs of retail operations, administration, programs, marketing communications, and fundraising by May 31 every even year.
Communications	
Continue development of effective vehicles of communication internally and externally. Objective: Improve communications with supporters.	Monitor readership of current communications using Constant Contact hit rate statistics. Work with editors to improve readership of internal written communications. Continue development of processes for public recognition of local business partners and supporters.
Improve chapter visibility in our community.	Continue advertising program for chapter and for retail operations.
Technology	
Increase presence of technology in our chapter as a tool set to promote effective and efficient accomplishment of goals and tasks.	Implement long and short term plans of action for hardware and software upgrades, maintenance, and technology administration. Complete installation and conversion of Thrift Shop and migration of Consignment Shop to new software system in a timely fashion. Investigate donor management system.

Assistance League of Greater Portland Strategic Plan

Appendix 1

Program Profile

Program	Description and Purpose	Level of Activity / Success	Future Level of Activity
Assault Survivor Kits®	Meet the needs of local hospitals that treat victims of assault	46 Assault Survivor Kits distributed in 2017 - 2018	Strengthen relationship with SANE. Increase number of kits as requested and as funding allows.
Cordero, a Janus Youth program	Provide age appropriate enrichment activities for the residents	14 residents served in 2017 – 2018 including all birthdays, holiday events, and two monthly activities	Continue at current level of engagement. (Level of engagement limited by capacity of Cordero program)
Life Story Books	Create personal story albums for children leaving alternative living situations, including foster care.	125 Life Story Books distributed to two Portland Metro area counties in 2017 - 2018	Continue at current level of engagement. Assess future need for this service.
Operation School Bell®	Provide access to new clothing for students most in need.	4,041 children clothed in 2017 – 2018 in Beaverton, Hillsboro, and Portland Public Schools.	Continue at current level of engagement. Strengthen relationship with Portland Public Schools PTA Clothes Closet.
Scholarships	Support trade school students learning a trade that will provide a livable wage after graduation.	Four scholarships totaling \$10,000 provided in 2017 – 2018 through Portland Community College.	Continue at current level of engagement. By 2021, secure alternate / additional sources of funding,