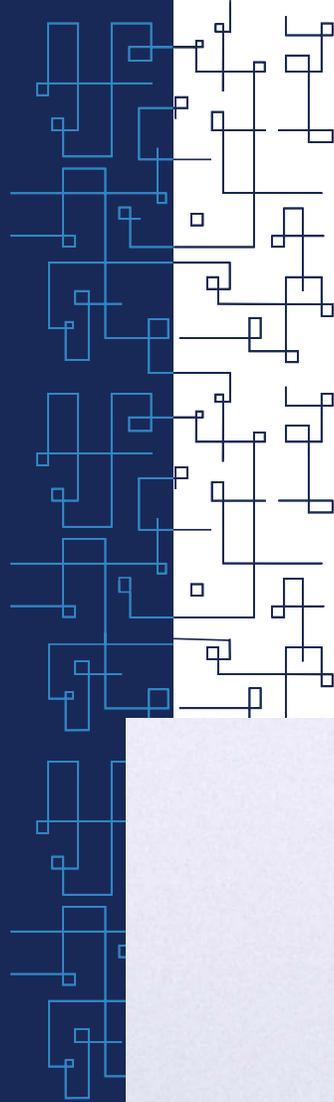


Oregon  
Community  
Foundation

# Strategic Plan

OUR ROADMAP TO A HEALTHY,  
THRIVING, SUSTAINABLE 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

During moments of significant change, it's important to reflect on what we've learned and simultaneously assess and prepare for the long-term. The cascading crises of 2020 – a pandemic, a resurgent movement for racial justice, Labor Day fires blanketing the state – both tested and clarified our most vital role as a statewide community foundation: mobilizing and deploying resources where they're needed most.

As OCF responded, shifted and deployed historic-level resources, we maintained our convening role, gathering key learnings and insights from across the state. We deepened and expanded an ongoing commitment to Oregon's children and families, particularly those in historically excluded communities – helping to improve access to necessary building blocks for advancement: economic mobility, educational resources, equitable healthcare, and affordable housing.

As we consider the role of philanthropy, and the role of OCF in responding to historic and emergent needs, we celebrate a new generation of givers – donors, volunteers and community leaders who, together, inspire innovative solutions to meet the greatest needs of Oregonians.

Since 1973, OCF has awarded more than \$1 billion in grants and scholarships throughout the state as a result of donors' incredible generosity. In 2020, donors doubled their giving—responding quickly with flexible funding directly to Oregon nonprofits and in partnership with OCF to help the foundation respond to a magnitude of need never before experienced.

We are both humbled and inspired by the trust placed in us by generations of Oregonians – our network of donors and philanthropy partners have come together at OCF to build a permanent resource for Oregon that represents more than \$3 billion in managed assets. We embrace our statewide responsibility to meet critical community needs, deepen trust and strengthen relationships as we continue to support community-led solutions to address needs and deliver greater impact for all.

Our love of Oregon includes acknowledging and addressing shared challenges: longstanding systemic inequality and racism, instability experienced by many families, an underperforming education system, economic stagnation facing many communities, the battle over

public resources, the polarization of communities, 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.

OCF is uniquely positioned to bring individuals, communities and institutions together around their shared values to inspire meaningful action. As a statewide community foundation, we bring together people with diverse perspectives drawn together around a shared value of giving generously to strengthen Oregon. And we harness the power of grantmaking, partnerships, volunteers, research and advocacy—convening people, ideas and resources to strengthen communities. 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 convening and amplifying the tremendous talents of a statewide network of everyday Oregonians: individuals, businesses, nonprofits and government—working together to inspire impactful giving, advance opportunity for all of Oregon’s children and deeply engaging communities in solutions tailored to meet their needs.

## STRATEGIC PLAN



### INSPIRE GIVING

Together, addressing Oregon’s most pressing issues

### ENGAGE COMMUNITIES

Supporting Community Problem Solving

### ADVANCE OPPORTUNITY

Building pathways to success for Oregon’s children and families, emphasizing those who have been historically and systematically excluded



# INSPIRE GIVING



## TOGETHER, ADDRESSING OREGON'S MOST PRESSING ISSUES

Today, against a backdrop of polarization and crises, OCF's most valuable currency is our ability to engage and partner with Oregonians to tackle challenges together. We have a long history of leveraging creative problem-solving skills across a broad network of nonprofits, community members and donors to generate the greatest impact in Oregon communities.

We are committed to supporting OCF donors' philanthropic priorities in their communities while building long-term relationships for the greater good. We believe listening and learning from one another is the key to building lasting philanthropic partnerships with donors. Recognizing that Oregon is stronger when all communities thrive, we strive to engage a variety of perspectives to inform donor giving, strengthen Oregon's social fabric, and encourage investments in diverse and under-resourced communities.

Working strategically with donors, we convert assets into charitable resources that help build and sustain community vitality and resilience, fueling statewide impact for decades to come.

As we look ahead, there is a lot of uncertainty about what 'recovery' will look like in Oregon. At OCF, we are certain about our commitment to our mission, our values, and our work to activate community philanthropy to improve lives for all Oregonians.

## OCF Strategies

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### GROW AND STRENGTHEN EXISTING RELATIONSHIPS

- Refine donor and fund advisor stewardship plans to celebrate community impact, improve overall responsiveness, meet needs, and create system efficiencies to deepen trust in OCF.
- Build and strengthen relationships resulting from charitable giving to OCF's pooled funds in response to the multiple crises in 2020.
- Encourage co-investment with OCF to direct more resources to diverse and under-resourced communities.
- Offer a range of opportunities and platforms to learn about and invest in community-informed and community-led approaches to local, regional, and statewide issues.

### INCREASE OCF'S NETWORK OF CHARITABLY INCLINED INDIVIDUALS, FAMILIES, AND BUSINESSES

- Expand donor referrals by partnering with donors and fund advisors to connect OCF to their networks.
- Grow statewide educational and engagement opportunities for professional advisors and their clients.
- Extend OCF's efforts to engage more Oregon businesses, families, and private foundations to support and activate their charitable giving.
- Emphasize OCF as a resource in giving, with opportunities to pool resources to create greater impact in key issue areas.



## WELCOME AND ENGAGE PROSPECTIVE DONORS

- Develop segmented communication strategies to attract younger and more diverse donors, including those newer to philanthropy.
- Convene groups across generations, communities, and interest areas to enhance multigenerational giving, learn about key issues, and leverage resources for impact.
- Expand and emphasize philanthropic consulting services that help donors articulate their philanthropic values, vision, and impact.

## EXPAND AWARENESS OF OCF AND PHILANTHROPY IN OREGON

- Center OCF core brand and business in marketing and communications activities: bringing people together for exponential impact through the power of philanthropy.
- Provide education, context, and transparent dialogue to support broader conversations among donors, influencers, volunteers, and community stakeholders.
- Clarify and differentiate OCF's services, strategies, and tools to increase understanding, promote charitable giving and maximize philanthropic impact.
- Begin momentum-building and foundational strategies to recognize OCF's 50th Anniversary milestone to inspire a culture of generosity in Oregon (everybody is a giver).





## ENGAGE COMMUNITIES



### SUPPORTING COMMUNITY PROBLEM SOLVING

Achieving vibrant, thriving, and inclusive communities depends on the engagement and leadership of Oregonians who live, work and play in the communities we serve. Community engagement is a process which supports our ability to continuously adapt as we listen, learn and respond to needs as they emerge. As a statewide community foundation, OCF celebrates the voices of diverse communities, builds bridges between and across communities, and leverages community expertise through collaboration and partnerships. We aim to uplift communities who are disproportionately impacted, and engage a variety of perspectives to inform, guide, and lead our work. We work to minimize barriers and build our own capacity to ensure our engagement is inclusive and effective. We promote volunteerism as a key strategy for community engagement. OCF engages the community through various tools to increase community impact such as research, grantmaking, convening, and policy and advocacy.

We employ best practices for effective community engagement to achieve comprehensive strategic plan goals resulting in sustainable solutions, better outcomes and stronger Oregon communities.



## OCF Strategies

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### ENHANCE OREGON NONPROFITS' CAPACITY TO SUPPORT THEIR SUCCESS IN DEVELOPING AND LEADING SOLUTIONS TO LOCAL ISSUES

- Engage communities to determine needs and invest in capacity building, technical assistance and other flexible funding to increase community and organizational sustainability and impact.
- Collaborate with other funders to share learnings and address needs and gaps facing nonprofits.
- Support the growth of diverse and inclusive leadership.

### PROVIDE INCLUSIVE OPPORTUNITIES FOR DIVERSE COMMUNITIES TO ENGAGE IN OCF'S PROGRAMS AND GRANTMAKING THROUGH INPUT, CO-CREATION, OR SHARED LEADERSHIP

- Create opportunities for input, collaboration and shared leadership from impacted communities in the planning, design and implementation of OCF's programs and initiatives.
- Support the participation of a robust group of community representatives in OCF's work by creating a consistent and equitable process for recruiting, onboarding and retaining candidates for volunteer roles.
- Implement best practices that minimize barriers to participation; ensure OCF's engagement opportunities are welcoming, accessible and inclusive of differing ideas and perspectives; and incorporate trauma-informed approaches to minimize harm and increase foster a sense of belonging and safety.



## **BUILD TRUST AND STRENGTHEN RELATIONSHIPS WITH DIVERSE AND UNDER-RESOURCED COMMUNITIES.**

- Develop practices that prioritize flexible funding and resources for historically marginalized and/or under-resourced communities.
- Increase our ability to quickly respond to community building opportunities by designing flexible and nimble strategies.
- Seek opportunities to listen, learn, and develop long-term relationships with community organizations and leaders serving Black, Indigenous, Latinx, communities of color, and other under-resourced and marginalized populations.
- Build OCF staff capacity to foster deeper community connections using culturally responsive and appropriate approaches.
- Support opportunities to build bridges and community across different cultures and regions.



# ADVANCE OPPORTUNITY



## ADVANCING OPPORTUNITIES FOR OREGON'S CHILDREN AND FAMILIES

*Emphasizing those who have been historically and systematically excluded from opportunity – through increased, equitable investments and meaningful systems transformation*

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. However, too many Oregonians have been denied opportunity by virtue of discriminatory systems and policies and inequitable funding and investments.

For almost 50 years, OCF has played a unique role in serving and connecting rural and urban neighborhoods across Oregon, working to strengthen the fabric of communities to ensure that children can thrive. A 2019-2020 OCF research collaboration with Harvard economist Raj Chetty, reflected in: *Cornerstones: Economic Mobility and Belonging in Oregon*, offers fresh socio-economic data and in-depth qualitative research in Oregon communities, providing a deeper understanding of both 'where' and 'why' some places are delivering greater opportunity than others. The research indicates that investing in all aspects of community vitality can play a critical role in determining children's future success: children raised in communities that foster connectedness and belonging, provide strong educational opportunities, and have a variety of resources and assets have a far greater chance at future mobility and success.

The crises experienced in 2020 have further impacted Oregon's families and children – in particular Black, Indigenous, Latinx, other people of color and those in under-resourced rural communities, many of whom already faced under-investment and/or systemic racism – with heightened barriers to necessary building blocks for advancement: economic mobility, educational resources, equitable healthcare, and affordable housing.



To close the widening opportunity gap we will leverage our strong history of investments in early childhood, education, and family and community vitality; a growing research base; and our commitment to community engagement, convening and cross-sector partnerships to support and inform innovative strategies, lift up locally-identified solutions, and advocate for sound policies and systemic change to deliver outcomes for Oregon's children and communities.

## OCF Strategies

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### **ENSURE EQUITABLE ACCESS TO THE BIRTH TO POST-SECONDARY EDUCATIONAL OPPORTUNITIES THAT ARE CRITICAL FOR SUCCESS**

- Support parents in their role as their children's first and most important teachers through advancement of a strong and sustainable parenting hub network, promotion of culturally specific approaches and pursuit of partnerships that integrate parenting education into other systems.
- Ensure Oregon's youngest learners have equitable opportunity to thrive through expanded availability of childcare, investments in culturally specific education and training for the workforce, and innovative strategies to strengthen Oregon's childcare system.
- Ensure Black students achieve success by investing in capacity building for, and convening and connections among, Black-led education organizations.
- Ensure student success in K-12 through sustained investment in high quality out of school time programming, culturally specific and trauma informed social emotional learning, strengthening of regionally integrated CTE-STEM opportunities, and arts education.
- Increase students' access to and success in post-secondary education through OCF scholarships and partnerships in support of equity-focused strategies that remove barriers for students accessing financial aid.
- Advocate for policy and budget improvements that can increase educational opportunity and equity – including those called out in the State of Oregon's equity plans – and support the capacity of diverse communities to participate in the policy-making arena.



## SUPPORT EQUITABLE ACCESS TO AFFORDABLE HOUSING, CHILDCARE, HEALTHCARE, AND OPPORTUNITIES FOR ACHIEVING ECONOMIC STABILITY AND GROWTH

- Increase housing stability for families in Oregon by investing in innovative models and advocating for more federal and state resources to address Oregon's crisis.
- Improve children's dental health by leading a diverse, multi-sector coalition to advocate for integration of oral health into Oregon's healthcare and public education systems.
- Explore promising practices, gaps and culturally specific needs to support the mental health of Oregon children and families and investigate possible roles for partnership and philanthropy
- Increase access to capital for Oregon's entrepreneurs of color, rural entrepreneurs, and female entrepreneurs through grants, loans, and equity investments.
- Increase families' economic stability by increasing participation in poverty-reduction measures such as the Earned Income Tax Credit and Child Savings Accounts and increasing the availability of quality, affordable childcare so that parents can work.
- Support the development of culturally specific, community-led wealth building strategies.
- Build more equitable and resilient communities in response to natural disasters through partnership with other Oregon funders by providing funding for community-driven response, recovery, and rebuilding efforts.

## BUILD TRUST AND STRENGTHEN RELATIONSHIPS WITH DIVERSE AND UNDER-RESOURCED COMMUNITIES

- Develop practices that prioritize flexible funding and resources for historically marginalized and/or under-resourced communities serving Black, Indigenous, Latinx, communities of color, and other under-resourced and marginalized populations
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**The mission of Oregon Community Foundation is to improve lives for all Oregonians through the power of philanthropy.**

**OCF puts donated dollars to work for Oregonians—more than \$100 million in grants and scholarships annually. Since 1973, OCF grantmaking, research, advocacy and community-advised solutions have helped individuals, families, businesses and organizations create charitable funds to support the causes they care about most.**

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