



NeighborImpact

Supporting People, Strengthening Communities.

At a glance ...

NeighborImpact is Central Oregon's largest nonprofit organization, serving nearly 50,000 households annually in Crook, Deschutes and Jefferson counties and the Confederated Tribes of Warm Springs. The services offered by our organization are designed to help people build a future for themselves and their families while recognizing that some may need a continuum of support throughout their lives.

The Food Bank program is the regional affiliate of the Oregon Food Bank. The program collects and distributes nearly three million pounds of food to 51 local agencies in Crook, Deschutes and Jefferson counties, and at the Confederated Tribes of Warm Springs every year. Over twenty thousand individuals are helped at emergency food sites every month during the year.

The Head Start/Early Head Start program strengthens families and closes the achievement gap for over 500 of Central Oregon's most vulnerable and at risk children aged 0-5. Head Start/Early Head Start integrates high-quality early education with other critical services.

Child Care Resources offers training, technical assistance and business support to child care resource providers in Central Oregon. Child Care Resources supports child care providers through Spark, Oregon's Quality Rating and Improvement System and builds the infrastructure of child care in Central Oregon.

Housing Stabilization assists homeless families and households dealing with an immediate housing crisis by providing rent subsidies and services as funds allow. NeighborImpact's family shelter, known in our community as Nancy's House, has the capacity to provide short-term housing and case-management services for up to five homeless households with children at a time.

The Energy Assistance program aids qualified households by paying a portion of their heating costs. Services include utility shut-off prevention, heating assistance with electricity, natural gas, oil, propane, wood, and pellets, as well as referral to other services in the community.

HomeSource offers programs, services and access to resources to help people understand, grow and protect their financial life, from their first savings to homeownership. Financial Fitness workshops are a four-part series that cover all aspects of budgeting, saving, investing and improving credit. The homebuyer education workshop explains the home purchase process in detail. Individualized coaching creates personalized plans for all financial goals and challenges. Post purchase services include home preservation, foreclosure prevention, reverse mortgage and mortgage assistance. The IDA matched savings program can be used to purchase or rehabilitate a home, start or expand a business, pursue higher education or purchase a vehicle for employment purposes.

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The Loan program offers a variety of loan products at reasonable interest rates. Loans are made based on availability of funds and ability to meet income guidelines. Loans are made only for specific purposes, including home rehabilitation, septic replacement, micro-enterprise and down payment assistance.

The Weatherization program provides construction services to add insulation, seal air leaks and repair heating systems for income-qualified clients so homes can be warmer with lower heating bills.

Energy Education classes provide clients with methods to control energy expenses in their home and to promote health and safety as it relates to energy usage.

The Community Development Block Grant (CDBG) program supports local governments seeking CDBG funds for high priority infrastructure, community facilities, economic development and housing projects that benefit low- and moderate-income populations. Services include project development, grant application preparation, compliance oversight and grant administration.

The Representative Payee program improves the community tenure for persons with mental illness or a mental disability by ensuring that their finances are used to meet their basic needs, such as housing. NeighborImpact is approved by Social Security to receive disability benefits on a client's behalf, when Social Security decides it is necessary. The Representative Payee budgets the money and disburses the funds to pay for current living needs including housing, utilities, food, medical expenses, personal care and clothing. Any funds left over after meeting the client's current needs are kept in an interest bearing account for future needs.

There are so many ways to make a difference in your community. To learn more or to make a donation, please visit NeighborImpact.org/donate

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Name: _____

Board of Directors Service Agreement

Requirements to serve on the NeighborImpact board of directors as set out in the following job description, responsibilities and rights:

Job description

- Knowledge of and commitment to NeighborImpact goals, activities and programs as identified in its strategic plan.
- A commitment to the goal of helping eliminate the causes of poverty and the barriers to self-sufficiency.
- A belief in a non-discriminatory society and commitment to equal opportunity for all.
- Willingness to accept the responsibilities inherent in the position.
- Be willing to attend each board meeting and commit your time for training and other NeighborImpact activities.
- Attend the monthly board meetings prepared to discuss and act on agenda.
- As a courtesy to others, respond promptly to meeting notices as to whether or not you will be attending.
- Make an annual financial contribution to NeighborImpact.
- Provide information and expertise to other directors and to staff as needed.
- Share knowledge and opinions of community needs, concerns and problems with board and staff.
- Support and participate in fundraising and friend-raising for NeighborImpact and its programs.
- Understand and interpret NeighborImpact programs, goals and services to the community at large.
- Be a participating member on one or more of the committees.
- Encourage and support all directors in their participation, including orientation for new members.
- Annually evaluate the board of directors' performance in relation to its job description (conduct annual board self-assessment survey).
- Participate in the recruitment of new board members.
- Ensure legal and ethical integrity. Follow conflict of interest and confidentiality policies.
- Keep up to date on developments in the field.

Responsibilities of the Board of Directors

Sets direction, policies and budgets for NeighborImpact resource development and programs.

Measures organizational/program effectiveness.

- Participates in the development of and adopts NeighborImpact strategic plan to guide policy and program direction for the future.
- Establishes, as appropriate, annual goals and measurable objectives.
- Ensures the NeighborImpact programs meet the needs of the people served.
- Develops and implements cycle of review for strategic plan, annual goals and objectives.

Assists in the development of and adopt governing policies.

- Personnel
- Fiscal
- Asset protection
- Executive limitations to do with the board
- Growth, etc.

Responsible for legal and fiscal oversight/monitoring of NeighborImpact (including budgets, financial reports, executive reports, fiscal audits, external audits or monitoring).

Hire and annually evaluate the executive director.

Establish board of directors' service agreement with job description, responsibilities and rights.

Establish and implement process to select, elect and orient new directors.

Rights of Directors

1. To be fully informed about responsibilities, time commitment, financial commitment, and liability before accepting the position of a director.
2. To be fully informed through accurate financial reports, management reports, regular and thorough briefings by staff, etc., about the operation of NeighborImpact.
3. To expect that a director's time will not be wasted by lack of planning, coordination, and cooperation within NeighborImpact or within the board.
4. To be assigned duties which are worthwhile and challenging, with opportunities to use existing skills or develop new ones.
5. To be able to decline an assignment if it is felt that the match of skills, personal time and interests is not appropriate.

Roles:

BOARD = GOVERNANCE

EXECUTIVE DIRECTOR = MANAGEMENT

STAFF = OPERATIONS

VOLUNTEERS = TASKS

6. To have successful board and committee experiences that provides opportunity for personal growth.
7. To be trusted with confidential information that will enable a director to carry out assignments and fulfill responsibilities.
8. To know whether the director's work is effective and what results have been obtained.
9. To be recognized at appropriate times for a director's work and involvement as a member of the board of directors.

I have received, reviewed and understand the foregoing NeighborImpact board of directors service agreement.

Signature

Date

Print Name

2020 Representatives of Economically Disadvantaged CSBG Income Verification and Requirements Board Compliance Information

The NeighborImpact board is a tripartite (with 15 board members) as defined by the Community Services Block Grant (CSBG) Act. Meaning there are three specific categories for board members: public elected officials (5), community representatives (5), and representatives of economically disadvantaged (5).

The verification is included on the board application to determine if applicants qualify as Representatives of Economically Disadvantaged to document compliance with the tripartite board requirements of the CSBG Act, NeighborImpact needs to verify that board members serving in seats which are designated "Representative of Economically Disadvantaged" are duly qualified. Board members can be qualified either by virtue of having a household income below 80% of the Area Family Median Income (immediately qualified) or by representing a low-income population (conditional qualification).

NeighborImpact will accept your assertion at face value related to your income status. No verification is required.

For anyone who isn't "immediately qualified" seeking a representative of economically disadvantaged seat, we will work with you to determine the basis for your "conditional qualification."

2020*

80 Percent of HUD Family Area Median Income

Household Size	1	2	3	4	5	6	7	8
Crook	34,400	39,300	44,200	49,100	53,050	57,000	60,900	64,850
Deschutes	42,950	49,050	55,200	61,300	66,250	71,150	76,050	80,950
Jefferson	34,400	39,300	44,200	49,100	53,050	57,000	60,900	64,850

Calculate based on the number of members living in the household at time during any 30-day period during 2020.

*2021 info available in April.

Conditional Qualification for Representatives of Economically Disadvantaged (or Low-Income Individuals and Families)

"The statute requires that representatives of low-income individuals and families be "chosen in accordance with democratic selection procedures." The implicit intent of this requirement is to insure that those who *currently* live in areas served by the agency are represented so that they have a strong voice in agency governance and direction and are able to convey to those they represent the presence and significance of community action in their lives. And, because some programs within community action agencies, especially Head Start, also require governance involving families being served, overall agency coordination and communications across programs are further enhanced when a few (one or two) members of Head Start Policy Councils serve on agency tripartite boards. The Head Start regulations require that the Policy Council and the Board cannot have identical membership, so this must be observed.

Every effort should be made by eligible entities to assure that board members representing low-income individuals and families:

- Have been selected on the basis of some form of democratic procedure either directly through election, public forum, or, if not possible, through a similar democratic process such as election to a position of responsibility in another significant service or community organization such as a school PTA, a faith-based organization leadership group; or an advisory board/governing council to another low-income service provider;
- Are truly representative of *current* residents of the geographic area to be served, including racial and ethnic composition, as determined by periodic selection or reselection by the community. Being *current* should be based on the recent or annual demographics changes as documented in the needs/ community assessment. This does not preclude extended service of low-income community representatives on boards, but does suggest that continued board participation of longer term members be revalidated from and kept current through some form of democratic process and the assessment of community changes. Ultimately, it is the responsibility of the State to assure that agencies uphold both the letter and intent of the law governing appointment of low-income community representatives to tripartite boards. Particular attention should be paid to the two conditions described above."



Neighbor**Impact**

STRATEGIC PLAN, 2020-21 (VOLUME 1)

Approved by the Board of Directors, January 9, 2020

For the period Jan.1, 2020 - December 31, 2021

With acknowledgement to our partners and affiliates,





About the cover art

“Building Our Own” is a painting by Portland artist Arvie Smith. It was created for and donated to NeighborImpact in 1991 and is proudly displayed at our Redmond headquarters.

In an email, the artist explains that this painting was conceived to illustrate the power of community partnership to accomplish much for the benefit of all and to honor the devotion of the people of Central Oregon as a place where everyone has a chance at success.

According to Smith’s website, “Arvie Smith transforms the history of oppressed and stereotyped segments of the American experience into lyrical two-dimensional master works. His paintings are commonly of psychological images revealing deep sympathy for the dispossessed and marginalized members of society in an unrelenting search for beauty, meaning, and equality. Smith’s work reflects powerful injustices and the will to resist and survive. His memories of growing up in the South add to his awareness of the legacy that the slavery of African American’s has left with all Americans today. His intention is to solidify the memory of atrocities and oppression so they will never be forgotten nor duplicated. Smith creates this work because he must.

Our Mission:

NeighborImpact supports people and strengthens communities.

Our Vision

Within 10 years (by January 2024), NeighborImpact will be:

- the region's leading organization for providing, food, energy assistance and emergency housing to those in need.
- the region's leading provider of preschool readiness for children and families living in poverty.
- the region's leading sponsor of homeownership counseling and related services, including financial coaching and lending activity.
- known as a change agent promoting not just resource availability but also opportunities for self-empowerment.
- a valued service-delivery partner of federal, state and local government and other nonprofits, regional and statewide.
- the leading resource for information and expertise regarding the presence of poverty in Central Oregon and needed strategies and inputs to alleviate it.
- recognized as an agency which provides services across the income spectrum, not just to low-income households.
- physically present and robust in service delivery in all three Central Oregon counties and the region's six major cities.
- a community-supported organization, receiving at least 10 percent of its annual operating funding from individual donors, foundation and corporate support.
- recognized as preferred employer.
- recognized as a financially responsible steward of public and private resources.

Core values

NeighborImpact is guided by the following core values in its interaction with clients, the community and within the organization:

Respect for the dignity of all people, regardless of social condition;

Compassion for those in need;

Preferred partner for other organizations and government;

High accountability and **transparency** in our financial management practices;

Excellence and **best practice** in service delivery, governance, and employment practices;

Integrity in our dealings with clients, funders, the public and our employees;

Leadership in the field of poverty alleviation;

Oriented toward change, urging those we serve seek out opportunities for self-help to the best of their abilities;

Responsive, Entrepreneurial and **Flexible** in responding to community needs;

Technologically proficient and **good stewards** of facilities entrusted to our care.

Note: NeighborImpact proposes to update this statement in 2020 to include additional language around our commitment to diversity, equity and inclusion.

About NeighborImpact

NeighborImpact is an Oregon nonprofit corporation formed in 1984. It is recognized as exempt from taxation under section 501 (c) 3 of the Internal Revenue Service tax code. NeighborImpact provides services to approximately 50,000 Central Oregonians each year from its offices in Redmond, Bend, Prineville, Madras and La Pine. (Services are provided through an affiliate relationship in Sisters.) The entire Central Oregon region—Crook, Deschutes and Jefferson Counties—is served. Services include operating the regional food bank, providing energy assistance and energy education, weatherization of homes, Head Start and early childhood education, including Early Head Start, skill building for childcare providers in the region, support for the homeless and unstably housed families, a shelter, preparation and support for buying a home and preserving home ownership, including foreclosure counseling; financial coaching and education, matched savings, reverse mortgage counseling, and a lending program that helps with home rehabilitation, downpayment and closing cost assistance, septic replacement and microloans for business startups. The agency also annually hosts volunteer income tax preparation in partnership with other organizations in the region.

Board of Directors & Management

NeighborImpact's board of directors is drawn from the community we serve. NeighborImpact uses a tri-partite board structure, drawing members from among elected officials, community members and the economically disadvantaged. NeighborImpact also strives to ensure that board is diverse, inclusive and capable of representing the many voices and communities that make up Central Oregon. Some board members satisfy certain positional requirements (a licensed attorney, a CPA, representation from the faith sector, etc., to meet certain regulatory guidelines.) Economically disadvantaged members may be disadvantaged themselves or may be nominated by organizations representing economically disadvantaged citizens. To ensure a democratic process, NeighborImpact solicits nominations from economically disadvantaged individuals to serve on its board. NeighborImpact's board also includes a representative from the Head Start Policy Council. The present board and management consists of:

BOARD

President

Chad Carpenter, La Pine

Vice President

Laura Beebe, La Pine

Secretary/Treasurer

Brenda Comini, Prineville

Jose Balcazar, Bend

Lyndle DeCamp, Prineville

Hon. Roger DeHoog, Bend,
Oregon Court of Appeals

Jefferson Greene, Warm Springs

Hon. Mae Huston, Madras

Councilor Camden King, Redmond

Daniel Martinez, Warm Springs

Heather Simmons, Bend

Hon. Patricia Jungmann, Prineville

Daniel Martinez, Warm Springs

Sharon Smith, Bend

Linda Walker, Camp Sherman

Brent Wilkins, Bend

Head Start Policy Council Representative

Jesse Nikolauson, La Pine

SENIOR STAFF

Executive Director, Scott Cooper

Deputy Executive Director, Patty
Wilson

Dep. Executive Director, Andrew
Spreadborough

Deputy Executive Director, Patrick
Carey

Director of Finance, Kim Lonien

Director of Human Resources,
Elaine Salmonson

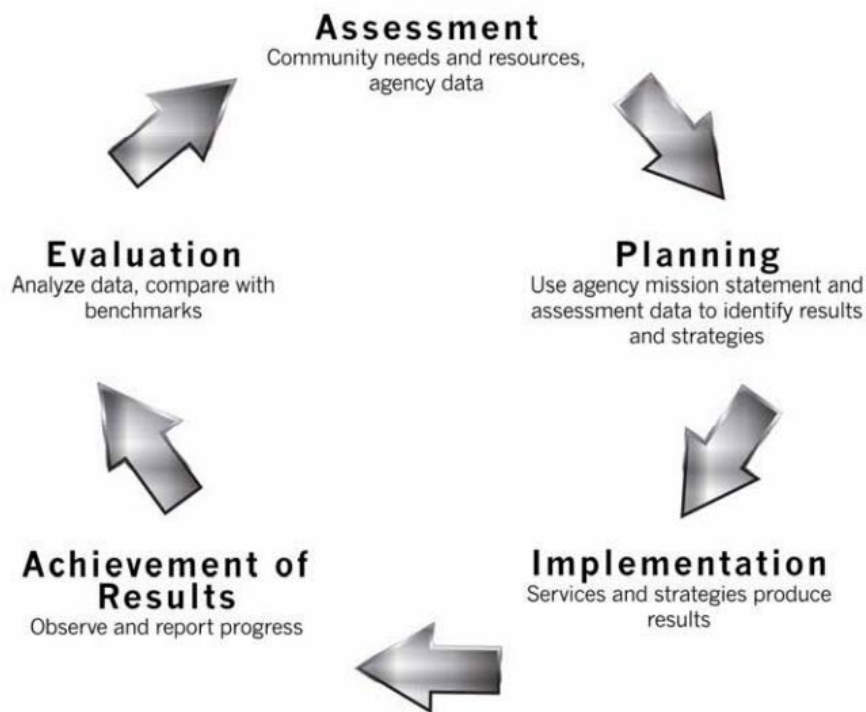
Chief Information Officer,
Michael Hensley

Chief Development Officer,
Suzette Chapman

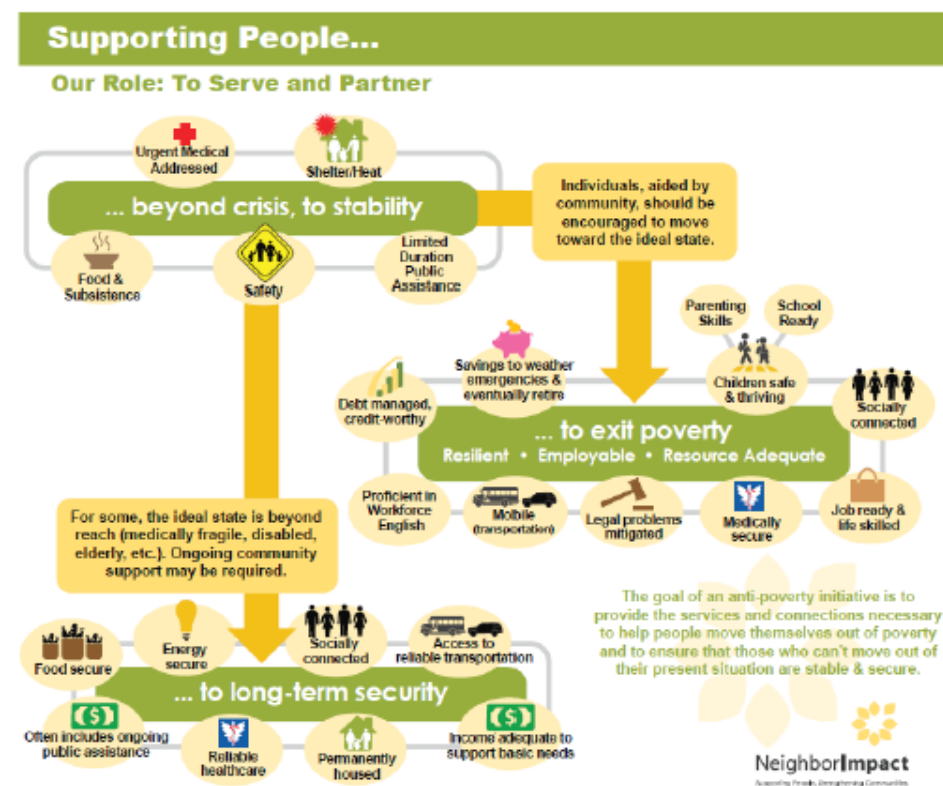
The Strategic Planning Process

NeighborImpact prepares a strategic plan biennially with quarterly reporting to the board of directors. We use the ROMA planning cycle in preparing our plan. Deputy Executive Director Andrew Spreadborough is a trained ROMA implementer and oversaw construction of the strategic plan. Presentations were given to the board of directors regarding ROMA principles at the Board retreat in 2017 and during a board meeting in June 2018. In preparing the 2020-2021 strategic plan, the agency relied on community focus groups conducted in 2019 within the communities of Bend, La Pine, Madras, Prineville, Redmond, Sisters and Warm Springs. Focus group attendees represented a wide range of

sectors, including faith-based, K-12 education, housing, non-profits, government, private business, and the philanthropic community. The planning process also relied on customer data collected directly from clients through the 2018-2019 customer satisfaction survey. The agency prepared a literature survey and data report regarding the needs of low- and moderate income in Central Oregon, including American Community Survey data and other secondary data sources. In June 2019, NeighborImpact contracted with Survey USA to administer a survey through online, landline and cell phone contact of 450 Central Oregon households in English and Spanish to sample community needs and attitudes. A full copy of the survey is posted on the NeighborImpact website at www.neighborimpact.org, along with prior year surveys from 2017 and 2019, appropriate for comparison. The various surveys, research and focus group reports were incorporated into this Community Needs Assessment document and presented to the board of directors and management teams for review and comment, and for use in developing the draft strategic plan. The strategic plan was also informed by the 5-year planning process conducted simultaneously by the Head Start Policy Council. The strategic planning process culminated with an all-day, facilitated board and management retreat held November 15, 2019 in Bend, Oregon. The community needs assessment and draft strategic plan was presented to the board of directors on December 12, 2019, and the plan was formally adopted January 9, 2019.



NeighborImpact Theory of Change Model



The NeighborImpact Theory of Change

NeighborImpact uses a theory of change model—a graphical depiction describing its work and how it influences efforts to address poverty in our region, through assisting the economically disadvantaged in developing strategies to exit poverty, to stabilize those who for whatever reason are unlikely to be able to exit poverty and to build the community systems necessary to address poverty. The Theory of Change model is shown on the page adjacent.



Strategic Plan

The Strategic Plan is a requirement of the organizational standards associated with the Community Services Block Grant Act.

Definition of a Strategy: A Strategy is an action that alters the environment in which the community served by NeighborImpact operates. A strategy is typically a new initiative or change in current direction.

Goal 1: Expand capacity of NeighborImpact to address affordable housing in Central Oregon			
Tactic	Resources/Constraints	Responsible	Timebox
1. Develop master plan for Cleveland Avenue property as multi-family housing.	Housing Works is interested in pursuing redevelopment of this site within HousingImpact. Housing Works proposes to develop and manage the site as permanent supportive housing. Through Housing Impact, NI would be 51% owner. NI would be responsible for providing service element, with grant anticipated to be funded by Oregon Health Authority. Property would be ready for occupancy would be complete by December 2022	Housing Works and Housing Stabilization	Housing Works hopes to make initial application for tax credits in January 2020. Occupancy would be targeted for late 2022.
2. Explore conversion of Housing Stabilization to Funder Model in order to strengthen regional delivery system.	NeighborImpact would largely exit being a service provider and would serve as a pass through rather than direct-service agency. Limitations are related to availability/capability of Central Oregon pass through recipients to provide service and meet fiscal requirements. On the plus side, this would empower local partners and relieve human resources and financial burden.	Housing Stabilization	Initiate in July 2020

Tactic	Resources/Constraints	Responsible	Timebox
3. Using new funding, add a manufactured home-replacement program.	Funding would need to be identified. This program is in use elsewhere, however, and replacement of a mf home is often more efficient than repair.	Weatherization	Research in 2020; Initiate in July 2021
4. Continue strategic partnership through HousingImpact and other models to develop additional housing for the region.	Explore capital from NeighborWorks and through CDFI (or related entity) to support this effort.	Executive Director	

Goal 2: Address the childcare crisis in Central Oregon			
Tactic	Resources/Constraints	Responsible	Timebox
1. Explore partnerships to add center-based care in Central Oregon.	We have some indication of interest from institutions and private employers interested in developing on-site childcare. Pursue this route as opportunity arises.	Dependent on partner resources	No clear timeline
2. Roll out Baby Promise; enroll 75 infants toddlers by December 31, 2020 and 109 by December 31, 2021.	Final program design is behind schedule. Awaiting approval by DHS	Childcare Resources	March 2020
3. Investigate offering fee-based shared services to childcare providers (i.e. Financial, billing, HR support)			

Goal 3: Increase access to early childhood education			
Tactic	Resources/Constraints	Responsible	Timebox
1. As funding allows, convert additional classrooms to full day.	All three of these goals are important but the resources to achieve them are the same. Funding will likely roll out from Oregon pre-kindergarten and Preschool Promise in early 2020 with possible additional opportunity apply for federal Head Start funding. Board, Policy Council and staff will likely prioritize which grants to apply for, depending on funding opportunities.	Head Start	First round funding expected to be available for application in early 2020 and continuous thereafter
2. As funding allows, expand Early Head Start beyond Redmond.			
3. As funding allows, apply for additional Head Start slots, with evaluation of Sisters as a potential priority site.			

Goal 4: Continue to combat hunger in Central Oregon			
Tactic	Resources/Constraints	Responsible	Timebox
1. Embrace school pantry model.	Children continue to account for 40 percent of food pantry recipients in the country. Schools have been reaching out with interest in pantries as traditional food banking site struggle with aging volunteers base and fiscal and facility challenges. School pantries deliver food where the clients already are. School backpack programs are in decline. A school pantry model in Central Oregon would potentially set a trend for future distribution hubs. This is a partner-dependent project.	Food Program	
2. Complete set up of new 1A pantry at Warm Springs	Pantry is tribally managed and outside NI direct control.	Food Program	Goal is to be fully operable and independent by October 2020
3. Create a task group to review additional alternatives to expand and adjust food supply.	The demand for food supply for food banks continues to grow yet the local supply continues to shrink in the face of grocery consolidation and increased efficiency. Commodity and TEFAP distribution is not historically a reliable and sustainable large-scale and appropriate source of needed food. To balance the needs and demands of clients against available supply additional methods of recovery must be identified. This is best done with collective community action.	Food Program	Report out by December 2020

Goal 5. Improve awareness of and access to services in non-metro communities.			
Tactic	Resources/Constraints	Responsible	Timebox
1. Identify a NeighborImpact liaison in Warm Springs. Help Warm Springs request CSBG funding to sustain position.	Cooperation from Warm Springs in the midst of many other challenges is a potential constraint.	Executive Director	January 2020
2. Expand presence and brand awareness in Crook County.		Deputy Executive Director, Programs and Chief Development Officer	Growth in awareness to be measured through the CSBG Survey in June/July 2021
3. Through fundraising, seek additional annual resources to assist energy clients in La Pine and Sisters where client only have access only to LIHEAP.	Dependent on continuation of funding	Energy	Energy seasons, 2020 and 2021

Goal 6. Create sustainable capacity to support lending			
Tactic	Resources/Constraints	Responsible	Timebox
Finish evaluation of CDFI conversion.	Will get unanswered questions resolved by working with NeighborWorks.	Executive Director, Deputy ED Programs, Lending Director	June 2020
Seek capital from area funders and other banks to reinvigorate and expand lending lines of business.	Need local bank buy-in: LD to visit with all regional banks in the next two years to look for opportunity. Apply for at least one NeighborWorks grant and one CDBG grant.	Lending Director, Deputy ED Programs,, Deputy ED Operations and Strategy, Development Director	June 2021

Goal 7. Continue to raise awareness within the board and agency-wide related to best practices of promoting Diversity, Equity and Inclusion through governance, community engagement and client service

Tactic	Resources/Constraints	Responsible	Timebox
Form a Diversity, Equity and Inclusion study group to recommend policy and programmatic changes.	Board participation	Board Chair and Board; engage OHCS, ELD, NWorks and Head Start partners where possible and appropriate	February 2020
Develop a DEI index for governance and staff and monitor every sixth months.		DEI Committee and Executive Director	June, December 2020; June, December 2021
Continue to assess governance performance related to DEI achievement by taking the BoardSource DEI evaluation annually.		Executive Specialist and DEI Committee	Annually before December 2020, 2021
Add one additional training annually for all staff related to Diversity, Equity and Inclusion Work.		Deputy Executive Director, Programs	December 31, 2020 December 31, 2021

Goal 8. Raise the public profile of the challenges facing economically disadvantaged residents of Central Oregon by re-engaging state and national representatives.

Tactic	Resources/Constraints	Responsible	Timebox
1. Call on federal and state elected officials and key staff regularly to share information about the challenges faced by the economically disadvantaged in Central Oregon.	<ul style="list-style-type: none"> •Republish legislative agenda in advance of each session of the Oregon legislature; mail to elected officials, federal, state and local. •Call on all elected officials in Salem/DC, state and federal, at least once per biennium. •Start a quarterly legislative newsletter directly to elected officials. 	Executive Director	January 2021
2. Share collateral material with federal, state and local elected officials and key staff regarding the presence of and effects of poverty in Central Oregon.	Produce an annual poverty report by December 2020 and thereafter.	Executive Director, Communications	December 2020
3. Invite federal and state elected officials to visit NeighborImpact to learn first-hand the value of the work we do.	Willingness of local officials to participate is a constraint	Executive Director	Once per quarter
4. Diversify funding and engagement by increasing outreach to Dept. of Human Services, Oregon Health Authority, East Cascades Workforce and others to seek new partnerships	Constraint is resource availability	Executive Director	
5. Contact cities to add a sewer/water assistance program to be managed through energy, as funding and political will allow.	Constraint is resource availability and political will.	Executive Director and Deputy Executive Director, Operations & Strategy	Reach out to all cities by December 2020



Operating plan

The NeighborWorks America monitoring protocol requires NeighborWorks organizations to adopt an Operating Plan separate from the Strategic Plan.

Definition of an Operating Plan: The Operating Plan identifies changes in existing procedure which do not seek to alter outcomes but will improve efficiency or operations or experience of clients, employees and/or other stakeholders.

Program Operations and Enhancement			
Childcare Resources; Responsible: Deputy Executive Director, Programs; Director, Child Care Resources			
Create a new focused network of childcare providers focused on continuous quality improvement.			
Head Start/Early Head Start; Responsible: Deputy Executive Director, Head Start; Head Start Director			
Increase percent of children who follow through with referrals to medical and dental services through Head Start.			
Increase family engagement in Head Start through attendance at family nights and socialization events.			
Hire a teacher coach; Raise CLASS scores to 1 point above minimum threshold.			
Re-evaluate delivery of Head Start transportation services.			
Energy Assistance; Responsible: Deputy Executive Director, Programs; Director of Energy			
Add direct payment system in Sisters/Camp Sherman, Metolius, Prineville and other unserved areas for propane customers.			
Explore creation of a renewable energy section of NeighborImpact focused on solarization and other alternative energy resources.			
Add a financial capability component to energy education program.			
Weatherization; Responsible: Deputy Executive Director, Programs; Weatherization Manager			
Build an online Energy education course available in Spanish and English.			
Roll out an online energy education course with a goal of 25 percent of WX clients using it by December 31, 2021.			
Redesign client tracking and budgeting in			

weatherization.	
<i>Food; Responsible:</i> Deputy Executive Director, Programs; Director of Food Programs	
Expand mobile pantry to three regular sites; explore additional utilization through volunteers.	
Continue to partner with regional emergency and disaster preparedness officials.	
<i>Housing Stabilization & Homeless Services; Responsible:</i> Housing Stabilization Director	
Develop a region-wide "by name" list for homeless support.	
In partnership, create a daytime drop-in shelter/resource center for persons experiencing homelessness. Attempt models in Bend and one outlying community.	
Shift to an electronic application model to support housing stabilization clients who lack access to transportation.	
Analyze and improve street outreach across the region.	
<i>HomeSource; Responsible:</i> Deputy Executive Director, Programs; Director of HomeSource	
Apply an equity lens to HomeSource services	
Create a defined pathway to ensure HomeSource counselors are HUD certified within 18 months of hire.	
Transition to a new HomeSource client-management system.	
Using outside expertise, create sustainability plan for HomeSource, including evaluation/expansion of core services and possible rebrand. Consider the following elements:	
a. Explore movement into student debt and medical debt counseling.	
b. Explore addition of youth-oriented financial capability and "Adulting 101" classes	

c. Explore opportunity to provide education/ education to small builders interested in affordable housing but unsure of how to navigate the complexity of the system.	
d. Explore expansion of pre- and post-purchase services, depending on funding.	
Increase advocacy to maintain or increase IDA funding. Engage local voices.	
<i>Health Services; Responsible:</i> Deputy Executive Director, Head Start; Head Start Director	
Support enrollment of eligible individuals in Oregon Health Plan and other affordable insurance products by hosting an Oregon Health Plan Assister position at NeighborImpact.	
<i>Representative Payee; Responsible:</i> Deputy Executive Dir., Programs; Director, Representative Payee Program	
Achieve independent status as a counseling agency by June 30, 2021	
Enroll 126 clients by December 31, 2021	
Max contract revenue by June 30, 2021; Apply for status as a fee-charging program before December 31, 2021 with intent to start accepting fee-based clients in 2022	
<i>Lending; Responsible:</i> Deputy Executive Director, Programs; Director of Lending	
Finish evaluation of CDFI conversion.	
Seek capital to reinvigorate and expand lending lines of business.	
Seek mergers and partnerships with other lending partners.	
Rewrite lending policies to protect against capital-reducing portfolio losses while supporting long-term sustainability of capital available to lend.	

<i>All Programs: Responsible:</i> Deputy Executive Director, Programs, Deputy Executive Director, Head Start, Chief Development Officer	
Add texting capacity to all programs.	
Re-examine communications strategy to match Millennial and Gen Z information consumption patterns.	
Conduct twice-annual training on active shooter and de-escalation	

Community Development, Deputy Executive Director, Operations & Strategy	
Continue to seek partnerships with Central Oregon cities and counties to pursue Community Development Block Grants that expand infrastructure.	
Explore expansion through other community development options	
Identify a common intake and data system.	

Agency Development; Responsible: Deputy Executive Director, Operations & Strategy	
Redesign the committee system, abandoning parallelism with structure and focusing on tasks.	
Create a master protocol for contracts management.	
Continue staff task force to "Green" NeighborImpact.	
Develop and implement security protocols for Redmond and Bend main offices.	

Governance; Responsible: Executive Director	
Form a Diversity, Equity and Inclusion study group to recommend policy and programmatic changes.	
Budget for and hire a full-time "Asset Manager" to manage facilities maintenance, leasing and real estate acquisition.	

Human Resources; Responsible: Director of Human Resources	
Launch a sabbatical program for management.	
Allow conversion of excess vacation to longevity bonus.	
Evaluate pros and cons of adding employee-paid access to spousal insurance as an option for employees.	
Bifurcate retirement contribution into retirement/student debt repayment option.	
Consider subsidizing childcare.	
Add and promote Good Rx (or similar) program to reduce increase in healthcare insurance costs.	
Consider policy allowing work at home option for selected employees with established tenure. (Case by case).	

Facilities; Responsible: Executive Director, Director of Facilities	
Complete installation of the emergency generator at warehouse.	
Enclose freezer at warehouse (funding dependent)	
Complete a master plan for Redmond campus to address parking and warehouse expansion.	
Seek additional property at Redmond campus.	
Solarization the Redmond campus (funding dependent).	

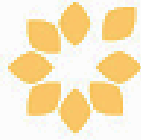
Fiscal Management; Responsible: Director of Finance	
Re-examine indirect rate adoption.	
Enable EFT transfers through Abila to reduce check volume.	
Create an engaging dashboard for fiscal reporting.	

Information Technology and Data Management; Responsible: Chief Information Officer	
Finish conversion to cloud.	
Improve data security through process improvement and user education.	
Convert paper forms to digital fillable forms wherever possible.	

Communication; Responsible: Chief Development Officer, Director of Communications; Social Media Specialist	
Shift to social media as primary marketing and outreach tool; utilize "social listening" software.	
Re-evaluate the process for populating the Answer Book with information to expand resources identification; increase awareness and expand distribution of Answer Book.	
Expand and incorporate more video production into communications efforts.	
Improve list management for key contacts and media.	
Coordinate installation of signage in Prineville to better direct clients to NeighborImpact office. Raise profile of NeighborImpact presence in Crook County.	
Create a crisis management plan that encompasses social media.	

Fundraising; Responsible: Chief Development Officer	
Net a minimum \$40,000 through events to support Development budget.	
Launch a small-givers campaign to increase number of small givers (\$100 annually or less).	
Add sustainable passive income fundraising.	
Create an Ambassadors Council tasked with securing new major donors (\$1000 or more annually).	
Seek capital to solarize the Redmond campus	
Seek capital to enclose freezer at warehouse	

Volunteer Management, Chief Development Officer, Volunteer Management Specialist	
Inventory existing volunteer opportunities. Work with management to create new opportunities.	
Create a system of ongoing recruitment, orientation, tracking and acknowledgement for volunteers.	
Offer all volunteers the opportunity to become donors.	



NeighborImpact

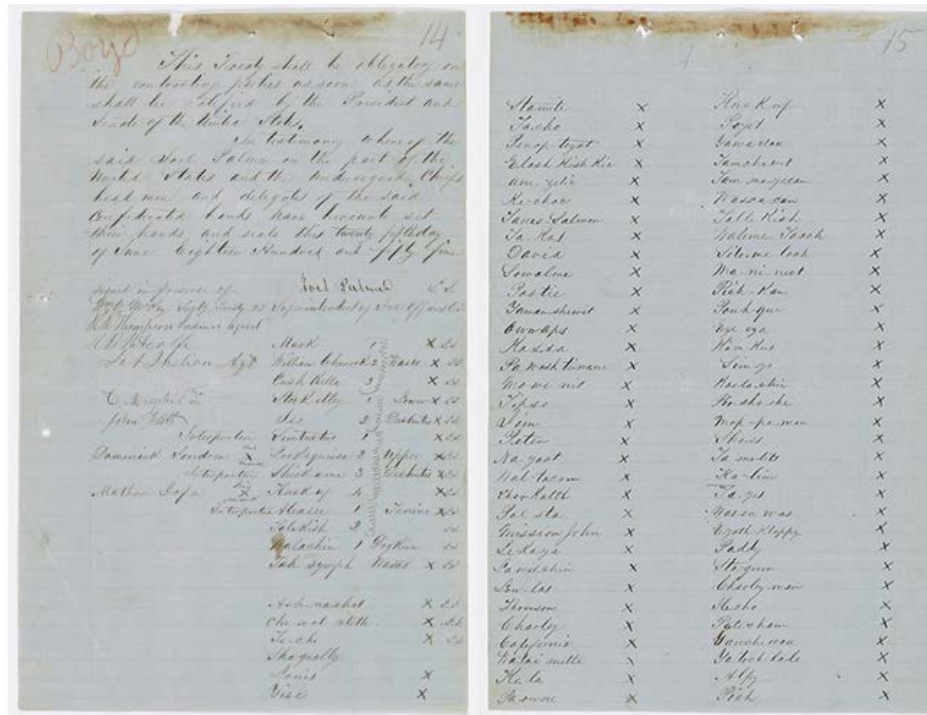
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www.neighborimpact.org

**Serving Crook, Deschutes
and Jefferson Counties
and the Confederated
Tribes of Warm Springs**



(Treaty between the United States and the Tribes of Middle Oregon, signed June 25, 1855. National Archives, Washington, D.C (NAID 299798))

The *Middle Oregon Treaty of 1855*, was negotiated between the Warm Springs and Wasco tribes with the United States. The tribes ceded 10 million acres of aboriginal land, opening the land for ownership by U.S. citizens. The Confederated Tribes of Warm Springs is a senior government of the region and state and is a major voice, particularly in regard to environment and education. NeighborImpact proudly serves the people of Warm Springs along with the people of Crook, Deschutes and Jefferson Counties, who collectively make up the vibrant culture of the Central Oregon region.