



# NeighborImpact

# Strategic Plan 2026-2029

<b>Goal 1: Reduce hunger</b>			
	Considerations	Responsible	Timeline
► Preserve the capacity of food partners to serve the entire region. ► Grow NeighborImpact's resources and capacity to provide adequate food. ► Replace 530,000 lbs. of federal food previously supplied through federal commodities.			
Raise additional funding annually in private resources to supplement food operating and purchase budget.		Director of Development	June 30... 2026, \$250,000 2027, \$500,000 2028, \$750,000 2029, \$1 million Sustainable thereafter
Launch a Mobile Produce Market serving Bend, Remond, La Pine, Sisters, Prineville, Madras, and the Confederated Tribes of Warm Springs twice monthly.	To be funded by HRSN and Pacific Source.	Dep Exec Director, Community Services and Food Program Director	2026
Initiate a "yellow bag" (regular donation) program and online food drive to bring in more high demand non-perishable food items.		Dep Exec Director, Community Services and Food Program Director	2027
Increase partnerships with local growers, producers and farmers and philanthropy to obtain/purchase commodities.	Potential funders: Roundhouse Foundation, state funding, TC Energy food purchasing funds, Private foundations/DAFs.	Dep Exec Director, Community Services and Food Program Director	ongoing
Use HRSN funding to provide food to eligible Medicaid recipients.		Dep Exec Director, Community Services and Food Program Director	2026
<b>Goal 2: House people &amp; reduce houselessness</b>			
	Considerations	Responsible	Timeline
Resolving the housing crisis is not the role of NeighborImpact; mitigating lack of housing and impacts of houselessness is NeighborImpact's role, but NeighborImpact is constrained by adequacy of public resource, quality of partnerships available to perform the needed work, adequacy of the governmental framework that supports affordable housing development and houseless intervention and general economic conditions. NeighborImpact favors prevention, rapid rehousing, rent assistance, eviction prevention, transition models and intervention in homelessness through a continuum of services adequately supported with wrap around services. No one agency and no one strategy will "fix" the housing and houseless crisis. Only collaboration, partnership, investment and a multi-prong strategy will fix this problem over time.			
Through our HousingImpact partnership build 25 units of additional housing.		Executive Director and Deputy Executive Director, Community Development	Ongoing & Opportunistic through 2029
Create 100 units of low-barrier transitional housing.		Dep Exec Director, Community Services and Director of Housing & Homeless Services	2027
Serve 1,000 households with HRSN (Medicaid waiver) funding.	Funding may not be renewed after 2027	Dep Exec Director, Community Services & Director of Supportive Services	2027
Develop a middle-income, amortizing home rehab program for homeowners between 80% and 120% AMI	Funded by existing capital and newly secured capital	Dep Exec Director, Community Development Lending Director	2027
Build an additional PSH or Medical Respite shelter.	Convert the existing Stepping Stone Shelter in partnership with COIC, Housing Works, City of Bend, St. Charles, Mosaic	Dep Exec Director, Community Services and Director of Housing & Homeless Services	2028
Seek to develop at least one culturally specific homeless shelter in the region		Dep Exec Director, Community Services and Director of Housing & Homeless Services	2029
Partner with housing agencies and developers to support the development of 20 new affordable and/or middle-income housing unites	High dependent on federal, state and local resources and partner availability.	Dep Exec Director, Community Services & Housing Director	2028
Seek opportunities through partnerships to expand mental health-specific housing and permanent supportive housing	High dependent on federal and state resources and partner availability	Dep Exec Director, Community Development Lending Director	2029
Increase lending capital by \$2 million through grants and borrowed capital	Possible sources, NeighborWorks Capital, partner CDFI, or private financial institution, foundation support	Dep Exec Director, Community Development Lending Director	2026: \$500,000 2027: \$500,000 2028: \$500,000 2029: \$500,000
Support Confederated Tribes' through work in housing development through connection to NeighborWorks resources. Goal is to create a production pipeline that gradually adds to quality housing stock in Warm Springs.	Assumes continues operation of NeighborWorks.	Dep Exec Director, Community Development	Ongoing
<b>Goal 3: Maintain and expand quality childcare and preschool</b>			
	Considerations	Responsible	Timeline
NeighborImpact supports childcare and preschool readiness in five ways: Expanding capacity; subsidizing training workforce; supporting quality and best practice; operating a high quality and affordable preschool using Head Start model.			
See advocacy goal related to congressional earmark			
Support expansion of quality infant- toddler care to move Central Oregon out of "childcare desert status" for 0-2.		Dep Exec Director, Community Development and CCR Director	2028
Support provider enrollment in CACFP. Goal is 50% enrollment among all eligible providers registered with Childcare Resources.		Dep Exec Director, Community Development and CCR Director	2026 30% enrollment 2027: 40% enrollment 2028: 50% enrollment
Produce 75 workforce-ready, state- approved childcare workers annually.		Dep Exec Director, Community Development and CCR Director	Ongoing
Measure suspension and expulsion of children 0- 5 years from childcare. Reduce suspension and expulsion by half.		Dep Exec Director of Administration, and Director of Head Start	2028
Maintain enrollment in Head Start at 97% at all times.	Requires a well thought out, demonstrably successful marketing and recruitment strategy. Likes requires staff dedicated to recruiting year-round.	Dep Exec Director of Administration and Director of Head Start	Ongoing
Maintain CLASS scores above 75th percentile for emotional support and classroom organization and above 50% in instructional support, program wide and across each classroom.			
100% of children with moderate or severe absenteeism will have an attendance plan in place.			
Expand Early Head Start Center Based care to Bend and La Pine, minimum 24 slots.			
Convert 30 Early Head Start Home Visitor slots to center-based or regular full day Head Start slots.			
Convert 50 part-day slots to full day using the successful combo model.			
Pilot an extended day program combining Head Start and ERDC funding.			
Maintain continuously operating classrooms during the school year. Classroom closure should be less than 2 days per year per classroom and less than 52 days program wide.			
Weather-related closure is not counted as classroom closure.			
<b>Goal 4: Help people thrive</b>			
	Considerations	Responsible	Timeline
NeighborImpact seeks to help people at all income levels, not just those in poverty. Community Action, Head Start and NeighborWorks organizations and NeighborImpact's own theory of change are historically rooted in the concept of helping people not just surviving but also thriving through asset and skill development and acquisition of life skills and knowledge.			
Implement a "Stages of Life" series of classes to meet clients on a continuous basis where they are at with courses that help them to acquire, protect and grow assets.		Dep Exec Director, Community Development HomeSource Director	2026, course planning 2027, course financing 2028, course launch
Create a "Supportive Services" Department dedicated to administering OHA and DHS and other funding support clients to self-sufficiency through existing and to-be-development programming that meets basic human needs.	This is a new venture; entrepreneurship is the core value of this department because it involves seeking new funding and development new, sometimes untested, programming; creating a metric for success will be an initial challenge.	Dep Exec Director, Community Services and Director of Supportive Services	2026
Develop disaster recovery counseling services and self-paced classes to support those impacted by natural disaster.	This item relates to pre-disaster and disaster-recovery. It does not envision a role for HomeSource in immediate response to disaster.	Dep Exec Director, Community Development HomeSource Director	2027, course planning 2028, course launch
Explore potential and funding for workforce development programming, especially in the Warm Springs community. Seek to enhance, not to supplant or replace, existing workforce efforts.		Dep Exec Director, Community Services and Director of Supportive Services	2028
<b>Goal 5: Care for People &amp; Communities</b>			
	Considerations	Responsible	Timeline
Compassion motivates our work. Not everyone is able to care for themselves. People who are climbing a ladder of prosperity may need a little boost from time to time. Some groups are unintentionally excluded from full participation in programs. Community culture has a significant influence on people's ability to climb. NeighborImpact invests in caring for people, improving communities and identifying new services that expand our ability to do both.			
Grow the Rep Payee program		Deputy Executive Director Community Services and Representative Payee Manager	2026: Add 50 clients 2027: Add 50 clients 2028: Add 50 clients 2029: Add 50 clients
Sustain the Rep Payee Program with by adding a fee for service component.	Assumes funding through OMMP, Medicaid	Deputy Executive Director Community Services, and Representative Payee Manager	Seek funding in 2027; full implementation in 2028
Promote Energy Assistance to the Father's Group and other population-specific organizations. Double number of households served in that community.		Deputy Executive Director Community Services and Director of Energy Assistance	Ongoing with goal of one major outreach program campaign per year.
Spend out all available Weatherization resources annually in Central Oregon and Gorge. Seek additional contracts in Eastern Oregon as opportunity presents.		Deputy Director Community Development and Director of Weatherization	2027
Secure four additional Community Development Block Grant projects to support communities with facilities, infrastructure and/or housing	Assumes continued funding of CDBG	Dep Executive Director, Community Development	One annually, through 2029
<b>Goal 6: Educate &amp; Advocate</b>			
	Considerations	Responsible	Timeline
NeighborImpact's reliance on federal and state funding and the impact of federal and state legislation and policy on quality of life for Central Oregon residents requires active engagement with policy makers both to attract and secure resources and to shape policies and regulation in ways that support basic needs and encourage self-sufficiency. As NeighborImpact has grown, we are increasingly finding that the organization's interests are not served simply by relying on lobbyists retained by our associations but require nuanced advocacy and education that reflect the realities and needs of our communities. NeighborImpact has also grown in realization regarding the power of its board and wishes to harness that power for good through advocacy.			
Seek a Congressional earmark from Rep. Bentz for \$2 million to support childcare slot/infrastructure and/or workforce.	Assumes earmarks will be allowed; Assumes Rep. Bentz will prioritize childcare.	Executive Director, CCR Director	2026
Take a board delegation to Washington D.C. annually to visit all federal offices.		Executive Director	2026 and annually thereafter
Create an annual opportunity for a state delegation visit by board or to gather the state delegation in Central Oregon to meet with NeighborImpact.		Executive Director & lobbyist	2026