



# STRATEGIC PLAN 2020 - 2025

## STRATEGIC IMPERATIVE:

To further its mission of supporting household stability, Oregon Energy Fund will grow its capacity to combat the widespread energy insecurity experienced by vulnerable Oregonians, implementing new strategies and proactive solutions while maintaining its core focus on emergency energy assistance.

**For the last 30 years, OEF has been the leading nonprofit provider of energy assistance in Oregon,** with an emphasis on keeping our clients healthy, safe, and housed through the provision of emergency assistance. A lean and efficient organization, OEF partners with more than 40 community-based partners throughout the state to provide financial assistance to around 3,500 people annually.

**As our understanding of utility hardship has developed in the last several years, we've embraced the fact that we can, and must, do more.** 1 in 4 Oregonians struggle to pay their energy bills each year. Seniors, students, rural areas, and communities of color are particularly affected, with some households spending up to 40% of their annual income on energy.

Our imperative has only grown more urgent in the wake of the 2020 coronavirus pandemic, which has created unprecedented economic distress and a sharp rise in the number of Oregonians in need of financial assistance.

**This new strategic plan takes this knowledge as its starting point,** directing us to both refine our existing programs to better serve those in need and guide those programs to the next stage of their evolution. Building on our belief that we are stronger together, OEF will apply collaboration and partnership to develop an array of preventative measures that will address the root causes of energy insecurity, enhancing our capacity to serve our neighbors and prevent them from reaching the crisis points of hunger, illness, homelessness, and debt.



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struggle to pay their  
energy bills each year.**



## Increase Oregon Energy Fund's annual revenues.

### OBJECTIVE A

#### ACTIONS

**Grow large grants from foundations and government sources.**

- Apply for funding from government sources such as Metro, the City of Portland, the Portland Clean Energy Fund, and the State of Oregon to support a range of programs addressing energy insecurity and other forms of utility hardship.
- Continue to develop relationships with private foundations and grow existing grant support steadily.
- Seek increased grant support of OEF administrative costs, allowing more individual donations to directly fund our energy assistance program.

### OBJECTIVE B

#### ACTIONS

**Grow individual support through appeals to current and new donors.**

- Continue to grow contributed revenue annually by at least 5%.
- Encourage increased giving among current donors by gently increased contact, such as regular e-newsletters, invitations to become monthly contributors, and a new annual summer direct mail campaign.
- Cultivate a diverse base of new donors through regular acquisition campaigns, utilizing direct mail, social media, and other forms of communication.



## Expand Oregon Energy Fund's development of and commitment to Equity, Diversity, and Inclusion efforts.

### OBJECTIVE

#### ACTIONS

**Design inclusion-forward energy assistance programs to ensure the accessibility of OEF funds to underserved communities, especially those experiencing physical or systemic barriers to economic stability.**

- Implement a body of intersectional, research-based programs that will intentionally serve marginalized communities such as people of color, disabled or differently abled individuals, the LGBTQIA+ community, seniors, children and students, and those transitioning out of homelessness.
- Continue to build partnerships with the leading agencies for these populations, allying ourselves with their expertise and working to ensure our programs reflect the dynamic needs of the community.
- Recruit and retain a culturally diverse Board of Directors with the skills, knowledge, and connections to lead OEF.
- Provide support for and hold community partners accountable to considering and integrating issues of diversity, equity, and inclusion through their service delivery.



## Complement OEF's current collaborative projects by working in partnership to address the basic needs of Oregonians statewide via political advocacy.

### OBJECTIVE

#### ACTIONS

**Advance policies that directly empower our constituents by addressing the underlying causes of poverty and material hardship.**

- Cultivate a coordinated, interdependent network of statewide organizations to advocate for energy-related policy initiatives and complementary programs that nurture the economic stability of low-income Oregonians.
- Strengthen existing relationships with fellow energy and utility affordability groups, such as the Community Action Partnership of Oregon, the Citizens' Utility Board, the Public Utility Commission, the NW Energy Coalition, and the National Energy & Utility Affordability Coalition.
- Develop a comprehensive approach to the broader societal causes of energy insecurity by building relationships with health- and housing-aligned organizations, such as Oregon Housing & Community Services, the Oregon Department of Human Services, for-profit companies, and other government and nonprofit agencies.
- Establish a system for monitoring regulatory and policy initiatives.



## Drive Oregon Energy Fund's growth through focused marketing and communications campaigns.

### OBJECTIVE

#### ACTIONS

**Grow awareness and trust of the Oregon Energy Fund brand through multiple platforms, so as to build a broader donor base and cultivate increased levels of engagement, advocacy, and financial support.**

- Develop powerful language and strategic messaging tactics to drive donor, client, press, and partner recognition of OEF as a national leader and expert in the field of energy insecurity.
- Increase mission visibility through press releases, social media and email campaigns, partner support, and community events that allow us to educate and inspire the public with minimal expense or exertion.
- Create a proactive, automated system that allows clients to share their stories directly with OEF, amplifying their voices and allowing us to illustrate our work more effectively to donors.



## Proactively address the entrenched crisis of energy insecurity through long-term, sustainable programs.

### OBJECTIVE

#### ACTIONS

**Expand our client services by developing preventative measures designed to lessen household energy burdens and alleviate the need for emergency financial assistance.**

- Pursue upstream solutions to utility- and energy-related issues with programs focused on equipment, weatherization, and energy-efficient household upgrades.
- Work jointly with low-income housing organizations, such as Habitat for Humanity, the Community Energy Project, or Proud Ground, to enact long-term measures and provide households with the necessary tools for energy stability.
- Develop new programs that provide recurring assistance to communities afflicted with persistent energy insecurity, such as students and seniors.

# ABOUT OREGON ENERGY FUND

**MISSION:** TO ASSIST OREGONIANS IN FINANCIAL CRISIS WITH THEIR ENERGY BILLS IN SUPPORT OF HOUSEHOLD STABILITY.

**Oregon Energy Fund (OEF) is Oregon's only statewide energy assistance nonprofit.**

Founded in 1989 by Governor Victor Atiyeh, OEF has helped nearly 300,000 people pay their monthly energy bills in times of crisis, ensuring that low-income families don't have to sacrifice food, rent, or medicine to pay for electricity. Through the direct service of energy assistance, we supply a basic need that strengthens household stability and gives our neighbors the necessary support to lead healthy and productive lives.

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### CONNECT WITH US



## STRATEGIC PLANNING AT OREGON ENERGY FUND

Oregon Energy Fund is guided by a series of five-year strategic plans developed in an open and transparent process that gives donors, clients, partners, and interested citizens an opportunity to inform the organization's broad direction.

The Executive Committee and OEF staff began developing the 2020-2025 Strategic Plan in January 2020. At that time, we presented a draft strategic plan at committee and board meetings. We received many thoughtful, detailed comments, which guided us in revising the plan for board adoption in May 2020. This version updated June 2020.