



5-Year Strategic Plan

2024-2028

Chiloquin Visions in Progress
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DOCUMENT HISTORY

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OVERVIEW

In 2022, the Board of Directors of Chiloquin Visions in Progress (CVIP) made the decision to create a new five-year strategic plan, ensuring alignment with the organization's vision, mission, and priorities, while also preparing the organization for continuing support of the broader Chiloquin community in the years ahead.

Progress commenced in the latter half of 2022 with the engagement of the Gordon Elwood Foundation to conduct a Board Member Self-Assessment. This survey was distributed to all board members and staff. The feedback received was collated and presented to the board by representatives from the Gordon Elwood Foundation.

Subsequently, in 2023, CVIP enlisted Civic Possible to perform a pre-strategic planning assessment, encompassing a SWOT Analysis and recommendations for the board's consideration in proceeding with the five-year strategic plan. Jason Schneider shared the evaluation outcomes with the board at the beginning of 2023. The board's decision was to internally develop the five-year strategic plan, leading to a series of internal meetings in late 2023 dedicated to the formulation of this plan for the upcoming years 2024 through 2028.

BACKGROUND

CVIP was formed in 1995, stemming from tireless volunteer contributions by Chuck and Sally Wells, Bill and Faith Wilkins, Tom and Inger Burns, Will Hatcher, and others, growing from community revitalization endeavors. CVIP's mission is to serve the greater Chiloquin community by being a catalyst and support for ideas and projects that result in a healthy and prosperous social, economic, natural, and cultural environment. Through numerous projects and programs, CVIP has fostered the advancement of Chiloquin community through economic development, well-being, social enrichment, and cultural growth. CVIP harmonizes these pursuits, uniting our community with esteem for our heritage.

CVIP's Past and Present Projects and Programs

- CVIP's largest project to date has been the construction of the [Chiloquin Community Center](#). Planning and fundraising for the Center began in 1998, construction began in 2003, and the grand opening was held in June 2004. The Center now houses the Chiloquin Branch Library, the Two Rivers Art Gallery, community meeting rooms, and offices which enable some county services to be available locally. Recent improvements include upgrading of the Community Center's kitchen to a commercial grade kitchen.
- CVIP incorporated the Two Rivers Village Arts, a local association of artists, as a program. Today the [Two Rivers Art Gallery](#) is one of the core programs of CVIP and supports more than 100 local artists. The gallery features a Klamath County supported Tourism Information Center promoting various tourists' locations throughout the Chiloquin and Klamath County areas. The Gallery also supplies marketing for southern and central Oregon art centers and associations.
- CVIP assisted the Friends of the Chiloquin Library with funding for the Chiloquin Branch Library before the Library Service District was created.
- [Chiloquin Community Builders](#) (CCB) is a CVIP program that supports, develops, and implements collaborative community projects which have included purchasing bicycles for the Chiloquin Elementary School, assisting with restoration activities at Spring Creek, securing grants for wildfire education and prevention, and obtaining a Main Streets Oregon grant for the restoration of the historical Hirvi Building in downtown Chiloquin.
- [Smart Reading Program](#): Start Making A Reader Today is an Oregon state-wide program aimed at teaching primary elementary students the joy of books. Chiloquin Elementary was a model program for Klamath County until it was shut down due to the COVID-19 pandemic. Over 20

adult volunteers worked with almost 100 children to give personal, one-on-one reading experience every week. As of 2023, this program has not been re-started.

- Coordinating grant funding for an engineering study and construction of the Modoc Point Sanitation District's sewer system.
- Overseeing the design, painting, and maintenance of an historical mural in downtown Chiloquin.
- Multiple civic improvement projects including playground equipment for Chiloquin Elementary School, skate park at Chiloquin City Park, and fencing at Spinks Park.

CVIP's Driving Organizational Goals

CIVIC IMPROVEMENT - CVIP recognizes the City of Chiloquin as the central hub of the area and will promote and support efforts to improve and maintain the town for the benefit of city residents, area residents, and visitors.

COMMUNITY HEALTH - CVIP will promote and support efforts that foster healthy lifestyles for residents of all ages in the Chiloquin area.

COMMUNITY LIFE - CVIP will implement programs and support efforts to engage the community in a flourishing social, recreational, and cultural life that respects and values the Chiloquin area's diversity and heritage and enhances open communication among all cultural groups.

ECONOMIC DEVELOPMENT - CVIP will implement programs and support efforts to achieve a thriving economy that is sustainable within the area's natural attributes and community values and provides needed goods and services and family-wage jobs.

EDUCATION - CVIP will implement programs and support efforts that encourage learning and ensure the availability of educational opportunities for all residents.

NATURAL RESOURCES - CVIP will actively support and promote efforts to restore, protect, and preserve the natural resources in the Chiloquin area.

PUBLIC SAFETY - CVIP will actively promote and support efforts to establish and maintain adequate police, fire, ambulance, and emergency management services in the Chiloquin area.

RESULTS FROM THE 2022 BOARD SELF-ASSESSMENT

QUESTION: WHAT ISSUES SHOULD OCCUPY CVIP BOARD'S TIME AND ATTENTION DURING THE COMING YEAR OR TWO?

1. Organization's Mission, Strategic Planning/Direction:
 - a. Community service.
 - b. Clarify and strengthen our place in the future of the region.
 - c. Help improve Chiloquin economically & socially.
 - d. Projects that will improve life within the community.
 - e. Community economic development.
2. Board Selection/Orientation:
 - a. Active, robust recruitment strategy including volunteer training and utilization of students and young adults in our activities.
 - b. Continuing to expand the board to capture the diversity of the Chiloquin area.
3. Financial Oversight, Fundraising:
 - a. Complete our efforts to be financially solvent.
 - b. Long-term financial stability of the organization.
 - c. Donations.
 - d. Fundraising
4. Public Awareness/Relations:
 - a. Marketing mission.
 - b. Bring awareness to the community of who we are and what we do for the community.
 - c. Community engagement.

2023 SWOT ANALYSIS

Strengths

Unique role in the community: CVIP is the only organization of its kind in the community which positions it perfectly to be transformational in the future for the greater Chiloquin Community.

Board member commitment: The existing board members have a deep commitment to the success of CVIP and the community as a whole.

Community center: The community center is an incredible resource that many community development groups would envy. It's a great strength and foundation for the organization.

A comprehensive strategic planning process: A good strategic planning process offers CVIP the opportunity to have a thorough and honest evaluation of the organization and pathways to long-term success.

Becoming an even more trusted leader in the community: The last few years have demonstrated a significant and positive change in the community's trust and engagement in CVIP, and this is an important trend to lean into through the planning process.

Using the community center to its full potential: As identified in strengths, the community center is an incredible asset. It provides opportunities to be a more significant asset to the community and CVIP with a bit of creativity.

Community Fundraising: With the currently limited fundraising efforts, there's a tremendous opportunity to bring additional funding to support DVIP while drawing further community engagement.

Engaging/recruiting new board members: With nine vacant seats on the board, there is an excellent opportunity to pull in new board members to diversify and strengthen the organization.

Opportunities**Weaknesses**

Organizational documentation: The organizational documents are outdated, unclear, and disorganized. They need an in-depth review and likely an overhaul. While not the most critical outward-facing work, they are foundational to the organizational operating system and culture.

Financial records: There doesn't seem to be a "single source of truth" for the organizational finances. This makes governance and management decisions incredibly challenging.

Board of Directors size: With only a few board members, it makes the work of CVIP challenging to execute since many hands make for light work.

Board of Directors diversity: The existing board members are of similar demographic backgrounds. This creates a challenge in genuinely representing the community as a whole.

Not having a unified direction: The organizational mission and diversity of the interest from board members challenge the organization in moving in any chosen direction. When mixed with revenue challenges, this creates an environment ripe for serious mission creep.

Unclear roles and responsibilities: All positions, including board, staff, and contractor roles, are challenging to understand and unclear in the documents provided. While those roles may have a sense of their tasks, a concerted effort to clarify all roles and responsibilities would be beneficial.

Perceived conflicts of interests: Unclear roles and responsibilities make it challenging for those in CVIP to understand how decisions are made and work gets done; this makes it difficult for community members to understand, undermining CVIP's credibility.

Funding: Based mostly on interviews, since a cash flow was not available it seems the organization is operating at a deficit year after year, leaning on its reserves. This is not sustainable, and resource scarcity will amplify the severity of the other threats.

Threats

VISION

CVIP serves the community as a catalyst and supports ideas and projects that result in a healthy and prosperous social, economic, natural, and cultural environment. We support and respect diversity in our community.

MISSION

CVIP serves the greater Chiloquin community as a catalyst by initiating and supporting ideas and projects that result in a healthy and prosperous social, economic, natural, and cultural environment. We will accomplish this by bringing together our community through programs, projects, and activities.

VALUES

<i>Commitment</i>	We dedicate ourselves to one another, our community, and every endeavor we embark upon.
<i>Community Focused</i>	Our community is the heart of all our endeavors and the driving force behind everything we undertake.
<i>Compassion</i>	Compassionate commitment to empathy and understanding fosters a culture of inclusivity and support for all members of our community.
<i>Cooperation</i>	Cooperation is a foundational value guiding our mission for positive impact.
<i>Creativity</i>	We welcome innovative approaches and concepts aimed at enhancing the well-being of our community.
<i>Enthusiasm</i>	We approach every initiative with dedication fueled by our passion for making a positive impact on the community.
<i>Integrity</i>	Integrity guides us to always act ethically and with unwavering commitment to our mission.
<i>Loyalty</i>	Loyalty is the cornerstone of our relationships, fostering a strong and united community dedicated to creating lasting positive change.

Respect

We strive to be professional and respectful to all that we encounter daily and to create a welcoming and inclusive environment for all.

Support

We embrace a supportive philosophy where every individual is valued and empowered to thrive in our organization and community.

Transparency

We believe in open communication and accountability to build trust and credibility with our supporters, beneficiaries, and community.

STRATEGIC IMPERATIVES

Over the course of the next five years, the Board of Directors at CVIP will be channeling their endeavors towards three fundamental imperatives. These imperatives not only underscore the organization's commitment to fortifying its structure but also highlight its unwavering dedication to fulfilling its overarching mission of serving the Chiloquin community. By strategically focusing on these imperatives, CVIP aims to not only strengthen its own core but also to forge a deeper and more impactful connection with the very community it strives to support and uplift.



Imperative 1 - Organization

Prepare the organization to be resilient, financially solvent, and structured for the future.

CVIP will optimize its policy and procedural documents, implement a financial stability strategy, elevate board development to strengthen leadership, create an advisory board for guidance and member recruitment, and bolster community presence and visibility. These initiatives collectively will prepare CVIP for a future marked by resilience and prosperity.

Imperative 2 - Programs

Serve our community through CVIP sanctioned programs.

CVIP will continue to evaluate, structure, and allocate resources for its endorsed programs and projects. This will contribute to the realization of CVIP's mission in serving the greater Chiloquin community by supporting Chiloquin's schools, youth activities, and natural resources. We will also partner with the City of Chiloquin, support local businesses and organizations in achieving their goals, and support law enforcement and EMS within the community.

Imperative 3 - Collaboration

Collaborate with entities and agencies that serve and support the greater Chiloquin area.

CVIP aims to further identify and engage with diverse groups and organizations that will serve and uplift the Chiloquin community. By cultivating and fortifying these relationships, CVIP seeks to enhance collaborative efforts for the community's advancement.

IMPERATIVE 1: PREPARE THE ORGANIZATION TO BE RESILIENT, FINANCIALLY SOLVENT, AND STRUCTURED FOR THE FUTURE.

Objectives

- All organizational policy and procedural documents will be updated by end of 2024.
- Board, staff, and contractor roles will be defined and documented by end of 2024.
- A financial strategy will be implemented within 2024.
- Increase community center revenue 5% annually.
- Increase operational grants or administrative grant overhead to 10%.
- CVIP will become financial solvent by 2025.
- A board development plan will be developed within 2024.
- An Advisory Board will be implemented by the end of 2024.
- An annual community awareness survey will be launched in 2024.
- Increase community awareness and favorability for CVIP by 5% annually starting in 2025.

Initiatives

Optimize policy and procedural documents. The board and the dedicated staff members of CVIP will embark on a comprehensive review and meticulous revision of all organizational documents. This process aims to crystalize and articulate a coherent set of policies and procedures, aligned with state laws, as well as the best practices deemed essential for 501c3 non-profit entities. This concerted effort extends to an evaluation of all roles encompassing board members, staff, and contractual associates. As an integral part of this endeavor, the specific mandates, contributions, and obligations intrinsic to these roles will be documented, providing a robust foundation for the board's adoption. Through this undertaking, CVIP is not only striving for compliance and transparency but also fostering an environment of clarity and accountability, essential for the organization's sustained growth and impactful service to the Chiloquin community.

Implement a financial stability strategy. A comprehensive financial strategy will be crafted and put into action, incorporating a multifaceted approach that encompasses a range of strategies. This strategy is set to encompass a proactive pursuit of additional grant opportunities, a substantial upscaling of fundraising endeavors, and the optimization of the community center's potential to effectively eliminate any operating deficits and increase operating revenue. Through these targeted and synergistic measures, CVIP is poised to not only ensure its fiscal stability but also to harness its financial resources optimally, thereby empowering its mission to serve and uplift the Chiloquin community more effectively.

Elevate board development to strengthen leadership. A comprehensive strategy that works to strengthen the leadership capacities of both our board and staff members will be created in 2024. This strategy will encompass a multifaceted approach, entailing tailored training sessions, valuable mentorship opportunities, and a commitment to continuous learning. Through these initiatives, we will equip our board members with the skills and acumen necessary to adeptly navigate challenges, arrive at well-informed decisions, and provide effective guidance that propels our organization towards its objectives. Nurturing a culture of board development is our intent, as we recognize that this practice not only amplifies the collective expertise of our leadership but also bolsters our potential to instigate positive transformation and maximize our influence within the communities we serve.

Create an advisory board for guidance and member recruitment. In order to fortify the collaborative efforts in steering CVIP's endeavors, CVIP will establish an Advisory Board. This new board will play a crucial role in offering insightful guidance to both the Board of Directors and the dedicated staff members involved in the execution of our evolving and established programs. The Advisory Board will contribute their valuable skills and perspectives to shape the trajectory of projects and initiatives, ensuring alignment with our overarching mission. Moreover, this Advisory Board will serve as an essential conduit for our recruitment endeavors, fostering diversity and bolstering the breadth of experience within our Board of Directors. As a dynamic steppingstone, the Advisory Board will facilitate the seamless integration of new members while also enriching the depth of expertise that propels CVIP's impact within the community to greater heights.

Bolster community presence and visibility. CVIP recognizes that a thriving community engagement is vital for the meaningful realization of our mission. Our approach will include a strategic adaptation of initiatives and hands-on involvement to firmly establish a prominent and recognizable presence within the community. This encompasses the cultivation of genuine relationships, active participation in local events, and collaborative endeavors with key stakeholders to foster an intimate comprehension of our organization's objectives and contributions. We are committed to organizing regular community meetings to gather input, share updates on our activities and projects, and mark our achievements. Our commitment includes strengthening our digital footprint and social media reach, alongside the development and execution of a sustained marketing campaign aimed at spotlighting our initiatives, projects, and accomplishments. A new annual survey will serve as a conduit for gathering insights from the broader Chiloquin community and provide us with the means to gauge the level of community awareness and endorsement of our organization and its pursuits.

IMPERATIVE 2: SERVING OUR COMMUNITY THROUGH CVIP SANCTIONED PROGRAMS.

Objectives

- Develop a strategy and business plan to create a business association for Chiloquin by 2025.
- By the end of Q1, 2024, the board will evaluate all current and potential programs to designate those eligible for CVIP approved status.
- Long-term sustainability plans will be developed by the end of 2024 for each CVIP program.

Initiatives

Further economic development for the area by launching a business association for Chiloquin businesses. CVIP will facilitate the collaboration of local businesses, business professionals, community-oriented organizations, and governmental entities, uniting their efforts to explore, strategize, and establish a dedicated local business association tailored to the unique needs of the Chiloquin community. This initiative aims to craft a strategic blueprint designed to not only initiate but also consistently nurture and empower the business association, fostering its pivotal role in propelling the economic expansion of Chiloquin. The comprehensive plan will encompass not only the establishment phase but also the long-term strategies and mechanisms that will underpin the association's viability and effectiveness over time. Integral to the success of this endeavor is the identification and engagement of likeminded economic collaborators across the broader Klamath region. These potential partners, drawn from various economic sectors, will function as catalysts in ushering in the successful inception of the Chiloquin business association. By fostering partnerships with regional entities that share a commitment to growth and development, this project seeks to create a collaborative ecosystem that can collectively harness resources, expertise, and networks to amplify the positive impact of the association. By harnessing the potential of local businesses, professionals, organizations, and governmental bodies, and further aligning with partners from the wider Klamath region, the project strives to ignite a sustainable economic momentum that uplifts Chiloquin's economy.

Review, evaluate and create long-term sustainability plans for all CVIP programs. CVIP is committed to supporting the Chiloquin community through robust programs, projects, and ideas. It will assess current programs, evaluate new possibilities, and establish comprehensive plans for each approved program. These plans will encompass missions, objectives, action steps, funding avenues, and proposed budgets. Among the current CVIP programs are the Community Center, Two Rivers Art Gallery, Chiloquin Community Builders, Smartee, Chiloquilts, and Concerned Friends of Winema. Additionally, prospective endeavors like the Forest Stewardship Program, Kitchen Co-Op, Music Program, and Markwardt Brothers Building Management will be assessed as new programs. The Board of Directors will launch a regular inquiry process that will actively seek

input from the forthcoming Advisory Board and Business Association, as well as the Chiloquin community at large, concerning both ongoing and potential undertakings.

Maximize the community center to its full potential. Undoubtedly standing as a jewel in CVIP's crown of achievements is the successful creation of the Chiloquin Community Center—a testament to the organization's dedication to the betterment of the Chiloquin community. Both the staff and Board of CVIP will conduct a thorough assessment that will evaluate numerous factors including current utilization patterns, marketing strategies, and the overall equipping of the community center. The primary objective of this evaluative endeavor is to unlock the full spectrum of possibilities that the community center holds. By rigorously examining how the center is currently being utilized, the project aims to identify areas of untapped potential for programming that can be harnessed to their maximum extent. From offering a diverse range of community-oriented activities to fostering collaborative partnerships and engagement opportunities, every avenue will be explored to ensure that the community center evolves into a vibrant hub of activity, knowledge sharing, and collective growth. In parallel, a strategic focus will be directed towards enhancing the center's visibility within the Chiloquin community as well as the greater Klamath County. This entails a well thought out marketing strategy that communicates the Center's offerings, amenities, and its unique potential as a catalyst for community development. By establishing the Community Center as not just a physical space, but as a symbol of CVIP's dedication to community enhancement, the project aspires to attract an even wider array of participants, beneficiaries, and supporters. Furthermore, recognizing that a facility is only as impactful as the resources and amenities it provides, the evaluation process extends to the equipping of the community center. Attention will be given to ensuring that the center is adequately furnished and outfitted to cater to the diverse needs of its users. This entails envisioning and implementing enhancements that amplify the center's functionality, comfort, and appeal. Ultimately, as CVIP takes the reins in transforming the Chiloquin Community Center into a thriving nucleus of community activity, the organization's core values, and mission remain steadfastly rooted.

IMPERATIVE 3: COLLABORATING WITH ENTITIES AND AGENCIES THAT SERVE AND SUPPORT THE GREATER CHILOQUIN AREA.

Objectives

- Identify both existing and new key partnerships with groups who support the greater Chiloquin area by Q2, 2024.
- By the end of 2024, develop an action plan for each partnership that will enable CVIP to foster collaboration with each partner to achieve CVIP's mission and execute this strategic plan.
- Maintain communications on a regular basis to establish and continue strong relationships. Report to the full board on a quarterly basis the progress with each key partnership.

Initiatives

Review existing and identify new key partnerships and develop action plans for each to foster stronger collaborations. CVIP will conduct a thorough assessment of its current strategic alliances, gauging their effectiveness and impact. Simultaneously, the board will work to pinpoint fresh avenues for collaboration that hold the potential to bolster its capacity to serve and uplift the Chiloquin community. The existing partners encompass essential stakeholders such as the City of Chiloquin, The Klamath Tribes, Chiloquin Jr/Sr High School, Chiloquin Elementary School, Chiloquin Fire & Rescue, the Klamath County Sheriff's Department, and Chiloquin First. While these alliances remain foundational, CVIP recognizes the dynamic nature of community needs and the evolving landscape of resources and expertise. The organization will work to identify and cultivate new partnerships that can enrich its outreach. This list encompasses the United States Forest Service (USFS), the South Central Oregon Economic Development District (SCOEDD), the Klamath County Economic Development Agency (KCEDA), Klamath Community College, the Oregon Institute of Technology (OIT), and various other stakeholders vested in areas like youth activities, law enforcement, emergency management services, and the Chiloquin business community. CVIP will develop a comprehensive action plan for all partnerships, outlining the steps necessary to foster the growth and vitality of these promising relationships. Each partnership will be strategically fostered, ensuring that it aligns seamlessly with CVIP's overarching mission, amplifies the efficacy of its existing programs, and catalyzes the realization of impactful projects. These partnerships are envisioned as symbiotic ecosystems where knowledge, resources, and insights flow freely, amplifying the collective impact on the Chiloquin community that not only fortify CVIP's vision but also contribute substantively to the holistic advancement of Chiloquin and its residents.

Maintain communications with key partners on regular basis. The staff and board will execute the collaborative partnership action plan by maintaining regular communications with all key partners. The board will be updated on a quarterly basis on communications with key partners. Enacting upon the collaborative partnership action plan will be a concerted effort undertaken by both the staff and board. A pivotal component of this endeavor involves fostering continuous lines of communication with all partners. Recognizing the significance of maintaining an open and fluid exchange of ideas, insights, and updates, the staff and board of CVIP are committed to upholding regular interactions with these partners. Through this ongoing dialogue, the organization aims to cultivate an atmosphere of shared understanding and alignment. Regular discussions will serve as a conduit for the exchange of progress updates, project developments, and evolving needs or opportunities. This communicative synergy is not only designed to enhance the effectiveness of existing collaborations but also to identify potential areas for growth and refinement within the partnerships. The board will be kept apprised of communications with these partnerships through quarterly updates. These comprehensive briefings will encompass the scope and depth of engagements with the key partners, shedding light on accomplishments, challenges, and future prospects. By embracing the rhythm of ongoing dialogue and enriching the board's oversight through regular updates, CVIP ensures that the collaborative partnership action plan is a living, breathing embodiment of its commitment to positive and enduring community impact.

ACTION PLANS

Over the upcoming five years, the outlined action plan will stand as the comprehensive blueprint that paves the way for the successful execution of this strategic roadmap for CVIP. This plan encapsulates the strategies and steps required to achieve the overarching goals and navigate the organization through the evolving landscape of challenges, opportunities, and community needs. The strategic initiatives, collaborative partnerships, program developments, and community engagements described within this blueprint are interconnected elements that collectively shape the trajectory of CVIP's journey over these five years. This action plan is not just a static document but a living embodiment of CVIP's commitment to sustained progress. Through flexibility, it will undergo dynamic iterations and enhancements as the organization's understanding deepens, as insights accumulate, and as the pulse of the Chiloquin community continues to be felt. Through the implementation of this comprehensive action plan, CVIP stands poised to make profound strides, realizing its aspirations to become a potent force for positive transformation within the Chiloquin community.

Year One – 2024

Imperative	Action	Resources	Timeframe	Priority
Organization	Review and update policies and procedures document	Board and staff	12 months	Med
Organization	Review and update bylaws document	Board and staff	12 months	Med
Organization	Create staff and contractor job descriptions	Board and staff	12 months	Low
Organization	Create Executive Director job description and posting	Board and staff	3 months	High
Organization	Create Board of Directors' job descriptions	Board and staff	12 months	Med
Organization	Develop financial strategy for CVIP to become solvent	Executive Dir.	6 months	High
Organization	Develop an organizational chart	Executive Dir.	6 months	Low
Organization	Investigate and research advisory board	Executive Dir.	6 months	High
Organization	Develop plan for creating and launching an advisory board	Board	6 months	High
Organization	Develop and launch a community awareness survey	Executive Dir.	6 months	Low
Organization	Develop strategy to strengthen board/staff leadership	Board and staff	6 months	Med
Organization	Development of marketing strategy for CVIP	Executive Dir.	6 months	High
Organization	Development of succession plan for executive director	Board and staff	6 months	High
Organization	Review and update five-year strategic plan	Board and staff	3 months	Med
Programs	Review existing CVIP programs and evaluate new programs	Board and staff	3 months	High
Programs	Develop long-term sustainability plans for each program	Board and staff	6 months	High
Programs	Conduct full assessment of the community center	Board and staff	3 months	Med
Programs	Develop marketing strategy for the Community Center	Executive Dir.	3 months	Med
Programs	Develop plan for maximizing community center potential	Board and staff	6 months	High
Collaboration	Review existing and identify new key partnerships	Board and staff	3 months	Med
Collaboration	Develop communication plan for each key partnership	Board and staff	6 months	Med

Year Two – 2025

Imperative	Action	Resources	Timeframe	Priority
Organization	Increase funding through grants by x%		12 months	High
Organization	Increase funding through fundraising by x%		12 months	High
Organization	Conduct community awareness survey		3 months	Med
Organization	Implement leadership strategy action items		12 months	Med
Organization	Execution of marketing strategy		12 months	High
Organization	Review and update five-year strategic plan	Board and staff	3 months	Med
Organization	Launch Advisory Board	Board and staff	3 months	High
Organization	Joint Board of Directors and Advisory Board yearly retreat	All	4 th Quarter	High
Programs	Develop plan for creating and launching a business association	Advisory Board	6 months	High
Programs	Launch Chiloquin Business Association		6 months	High
Programs	Review and update plans for each CVIP Program	Board and staff	1 st Quarter	High
Programs	Execution of marketing plan for community center		12 months	Med
Programs	Execution of strategic plan for maximizing community center		12 months	Med
Collaboration	Conduct routine communications with collaborating partners	Board and staff	12 months	Med

Year Three – 2026

Imperative	Action	Resources	Timeframe	Priority
Organization	Increase funding through grants by x%		12 months	High
Organization	Increase funding through fundraising by x%		12 months	High
Organization	Conduct community awareness survey		3 months	Med
Organization	Execution of marketing strategy		12 months	High
Organization	Review and update five-year strategic plan	Board and staff	3 months	Med
Organization	Joint Board of Directors and Advisory Board yearly retreat	All	4 th Quarter	High
Programs	Review and update plans for each CVIP Program	Board and staff	1 st Quarter	High
Programs	Review and update plans for community center	Board and staff	3 months	Med
Collaboration	Conduct routine communications with collaborating partners	Board and staff	12 months	Med

Year Four – 2027

Imperative	Action	Resources	Timeframe	Priority
Organization	Increase funding through grants by x%		12 months	High
Organization	Increase funding through fundraising by x%		12 months	High
Organization	Conduct community awareness survey		3 months	Med
Organization	Execution of marketing strategy		12 months	High
Organization	Review and update five-year strategic plan	Board and staff	3 months	Med
Organization	Joint Board of Directors and Advisory Board yearly retreat	All	4 th Quarter	High
Programs	Review and update plans for each CVIP Program	Board and staff	1 st Quarter	High
Collaboration	Conduct routine communications with collaborating partners	Board and staff	12 months	Med

Year Five – 2028

Imperative	Action	Resources	Timeframe	Priority
Organization	Increase funding through grants by x%		12 months	High
Organization	Increase funding through fundraising by x%		12 months	High
Organization	Conduct community awareness survey		3 months	Med
Organization	Execution of marketing strategy		12 months	High
Organization	Develop new five-year strategic plan	Board and staff	12 months	High
Organization	Joint Board of Directors and Advisory Board yearly retreat	All	4 th Quarter	High
Programs	Review and update plans for each CVIP Program	Board and staff	1 st Quarter	High
Collaboration	Conduct routine communications with collaborating partners	Board and staff	12 months	Med

SUMMARY

Chiloquin Visions in Progress has developed this comprehensive 5-year strategic plan focused on three core strategic imperatives: *Prepare the organization to be resilient, financially solvent, and structured for the future*, *Serve our community through CVIP sanctioned programs*, and *Collaborate with entities and agencies that serve and support the greater Chiloquin area*, to achieve our mission and create a lasting difference in the lives of the individuals and communities that we serve. Our strategies are aligned with our vision, mission and values of Commitment, Community Focus, Compassion, Cooperation, Creativity, Enthusiasm, Integrity, Loyalty, Respect, Support, and Transparency.