

APANO CUF & APANO AF Strategic Framework July 2025- June 2028				
Key: Black Text = Both CUF and AF // Orange Text = CUF Only // Teal Text = AF Only				
Trust Cultivation Priority (adopted TBD)	Program and Community Stabilization [external impacts priority] (adopted TBD)	Leadership Development Priority (adopted October 2021)	Organizational Development Priority (adopted TBD)	Program Integration Priority (adopted October 2021)
Strengthen trust and relationships with community members and partners grounded in transparency, integrity, and reciprocity.	Enhance stability and quality of programming to provide accessible, consistent, and dependable resources to community members	Activate and invest in leaders and communities who share APANO's vision for political, social, economic, and cultural change.	Invest in and cultivate APANO's organizational identity, systems, and culture to ensure it is centered in our Theory of Change and values of self determination, solidarity, integrity, care, and belonging.	Develop initiatives, tools, and processes for APANO's unique and distinct programs to work interdependently for deeper impact.
Goals	Goals	Goals	Goals	Goals
Co-create with community a Jade District that is a 15-minute neighborhood: diversity of small businesses, healthcare and childcare options, recreation, green spaces, etc.	Establish a permanent, research-informed, community-rooted community health program that promotes holistic wellness for families and multiple generations through culturally relevant education, healing practices, and support systems	Strengthen APANO's impact by being a leading voice on Oregon's social justice issues and support community activation and investment in APANO	Improve organizational policies, equity integration and develop robust onboarding program for new hires	Strengthen Internal Communications and Strategic Alignment
Advance equitable access to housing, healthcare, and healthy environments by addressing key social and environmental determinants of health through targeted community partnerships, advocacy, and resource coordination.	Align across workforce development, community health, housing, childcare to reflect need and brand of APANO's workforce program and increase regularity of events and offerings to be accessible by residents	Build base of community members interested in Environmental Justice and Environmental Stewardship. Foster a greater sense of community connections and shared sense of ownership.	Optimize Facilities and Organizational Infrastructure	Strengthen financial planning and reporting to support strategic decision-making
Empower communities by connecting them to training and careers in Clean Energy, Early Childhood Education and Healthcare that will build economic mobility and community resilience	Build Things: Envision and build Community Driven Projects throughout the Metro region that bring benefits to our community through workforce, equitable contracting, and affordability.	Develop and expand volunteer programs with structured onboarding, training and dedicated program lead.	Develop a community centered fundraising approach that emphasizes collective well-being over individual profit.	Create a fundraising data tracking process, to improve data collection and goal tracking for campaigns, giving programs, and events
Build and sustain partnerships that enhance community capacity through shared leadership, mutual learning, and aligned resources between local leaders and community organizations.	Build Businesses: Support equitable economic development and wealth building by ensuring small businesses owned by community members are able to thrive.	Increase Board Involvement in Development Strategies	Strengthen long-term financial stability and resilience	More cross-departmental collaborations Wanting to spread the thread of CW throughout APANO programs
[Draft] Work in coalition with other immigrant focused organizations	[Draft] Provide relevant resources and information for community members			
[Draft] Stay engaged with federal, state and local elected leaders.				