

Community in Action Strategic Plan (2025–2028)

Serving Harney & Malheur Counties

Our Mission

Community in Action (CinA) serves low- and moderate-income individuals and families by providing education and counseling, skills development, and access to community resources that help create self-sufficiency.

Our Vision

CinA envisions inclusive, diverse, and caring communities where all residents—regardless of income—have hope, optimism, and meaningful access to resources that strengthen quality of life.

Who We Are

Community in Action officially became the Community Action Agency in 2009 and serves Harney and Malheur Counties. CinA is a private, nonprofit 501(c)(3) charitable organization established to deliver programs and services to residents with low and moderate incomes who qualify for assistance.

CinA's primary program funding comes from Oregon Housing & Community Services, the U.S. Department of Housing and Urban Development (HUD), foundation grants, and private donors. Since its early years, the agency's funding has more than doubled and is now diversified across state, federal, and private sources. This diversified funding allows CinA to remain flexible and responsive to emerging community needs and service gaps.

Introduction: Community Needs Assessment

Every four years, Community in Action conducts a **Community Needs Assessment (CNA)** to gather input from residents, community partners, nonprofit organizations, and other stakeholders across Harney and Malheur Counties. The purpose of the CNA is to identify service gaps, emerging challenges, and priority needs that should guide future planning and resource allocation.

The assessment integrates:

- **Quantitative data**, presenting factual indicators related to housing, employment, health, and financial stability
- **Qualitative input**, capturing lived experiences, priorities, and insights from survey respondents

Survey distribution methods included:

- Posting on the Community in Action Facebook page
- Email distribution and drop-off at partner agencies
- Direct mail distribution to more than 4,000 households in Harney and Malheur Counties

In advance of survey launch, CinA gathered input through one-on-one conversations with community members and partners via phone and Zoom. The survey instrument was reviewed by the CinA Board of Directors, leadership, staff, partners, and community members to ensure clarity, relevance, and inclusiveness. This collaborative process strengthened community trust and ensured broad engagement.

The results of the 2025 CNA directly inform this Strategic Plan and guide CinA's work to support low-income residents over the next three years.

Strategic Overview (2025–2028)

Based on the 2025 Community Needs Assessment, CinA identified **housing, employment, healthcare access, childcare, financial stability, and community engagement** as the most critical issues facing Harney and Malheur Counties.

This Strategic Plan outlines CinA's role—as a service provider, partner, convener, and advocate—in addressing these needs through targeted programs, partnerships, outreach, and resource development from 2025 through 2028.

Strategic Priority Areas

1. Housing Stability & Affordability

Goal: Increase access to safe, stable, and affordable housing across Harney and Malheur Counties.

Rationale: Housing was identified as the most critical issue in the Community Needs Assessment, with significant gaps in affordability, availability, and pathways to homeownership.

Objectives:

- Expand affordable housing inventory through partnerships
- Reduce barriers to rental access, including deposits, credit challenges, and availability
- Increase homeownership opportunities for low-income households

Key Strategies:

- Partner with developers, housing authorities, and local governments to support development of affordable housing units

- Expand rental assistance and security deposit support programs
- Increase access to down payment assistance and homebuyer education

Success Measures:

- Number of housing units supported or developed through partnerships
 - Number of households receiving housing-related assistance
 - Reduced housing instability among participating households
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2. Employment & Economic Mobility

Goal: Improve access to living-wage employment and career advancement opportunities.

Rationale: Employment challenges—including low wages and limited benefits—continue to impact household stability and economic growth.

Objectives:

- Increase access to job readiness and workforce training
- Support pathways to sustainable wages and benefits
- Reduce employment barriers such as lack of childcare or transportation

Key Strategies:

- Expand workforce development and skills training programs
- Partner with local employers to respond to workforce needs
- Support career pathway development and job placement efforts

Success Measures:

- Number of participants securing employment
 - Wage growth among program participants
 - Participation and completion rates in workforce programs
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3. Childcare & Youth Development

Goal: Expand access to affordable, high-quality childcare and meaningful youth development opportunities.

Rationale: Childcare shortages and limited youth programs significantly affect family stability, workforce participation, and educational outcomes.

Objectives:

- Increase the availability of affordable childcare options
- Expand youth enrichment and after-school programs
- Support Financial Literacy and Life Skills

Key Strategies:

- Partner with childcare providers to increase capacity
- Advocate for expanded childcare funding and policy support
- Develop youth development through expanded learning programs

Success Measures:

- Increased childcare slots available in the community
 - Youth participation in programs
 - Improved school readiness indicators
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4. Health Access & Wellbeing

Goal: Improve access to affordable, comprehensive healthcare services.

Rationale: The Community Needs Assessment identified gaps in dental, vision, hearing, and primary care—particularly in rural areas.

Objectives:

- Increase access to healthcare services and screenings
- Expand awareness of available health resources
- Address gaps in preventive and primary care

Key Strategies:

- Partner with healthcare providers and service networks
- Support mobile and rural health initiatives
- Increase outreach, enrollment assistance, and health education

Success Measures:

- Increased utilization of healthcare services
 - Improved access to preventive care
 - Reduced unmet health needs reported by participants
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5. Financial Stability & Asset Building

Goal: Strengthen financial literacy and support long-term economic stability.

Rationale: Many respondents reported challenges with budgeting, debt reduction, and savings.

Objectives:

- Improve financial literacy and budgeting skills
- Reduce household debt burdens
- Support savings and asset-building opportunities

Key Strategies:

- Expand financial education and coaching programs
- Promote Individual Development Accounts (IDAs)
- Increase awareness of asset-building tools and resources

Success Measures:

- Participation rates in financial education programs
 - Reported reductions in household debt
 - Growth in savings or assets among participants
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6. Community Engagement & Access to Services

Goal: Increase community awareness, engagement, and equitable access to services.

Rationale: Residents shared that limited awareness of programs remains a barrier to accessing support.

Objectives:

- Improve outreach and communication efforts
- Increase participation in community and civic initiatives
- Ensure inclusive and culturally responsive service delivery

Key Strategies:

- Expand multilingual and accessible outreach
- Increase presence in rural and underserved areas
- Strengthen partnerships with community organizations

Success Measures:

- Increased community participation and referrals
 - Improved awareness of available services
 - Expanded partnerships and collaborations
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Implementation Approach

CinA will implement this Strategic Plan through:

- Strong partnerships with local, regional, and statewide organizations
 - Leveraging federal, state, and private funding sources
 - Ongoing community engagement and feedback
 - Data-informed decision-making and continuous improvement
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Monitoring & Evaluation

Progress will be tracked through:

- Annual program and performance reviews
- Outcome and service data analysis
- Community feedback and stakeholder input
- Oversight and guidance from the CinA Board of Directors

Timeline:

- **Year 1 (2025–2026):** Program expansion and partnership development
 - **Year 2 (2026–2027):** Implementation and scaling of priority initiatives
 - **Year 3 (2027–2028):** Evaluation, refinement, and planning for the next strategic cycle
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Community Engagement & Connection

Community members, partners, and supporters are encouraged to engage with CinA through programming, partnerships, volunteer opportunities, and community feedback.

- Visit us online: **www.communityinaction.info**
- Follow us on Facebook: **[Facebook.com/cinaontario](https://www.facebook.com/cinaontario)**

Conclusion

The 2025 Community Needs Assessment underscores both progress and persistent challenges across Harney and Malheur Counties. Through this Strategic Plan, Community in Action reaffirms its commitment to collaborative, community-driven solutions that promote housing stability, economic opportunity, health access, and financial resilience.

By working alongside residents, partners, and funders, CinA will continue building inclusive and resilient communities where individuals and families can thrive.