



# COMMUNITY ENERGY PROJECT

*Empowering People – One Home at a Time*

## STRATEGIC PLAN 2014-2017



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[www.communityenergyproject.org](http://www.communityenergyproject.org)



*Our organization is going through a time of renewed purpose and energy.*

- Charity Fain,  
Executive Director

## Letter from our Executive Director

Thank you for your interest in Community Energy Project! I am pleased to offer you this snapshot of our strategic plan, which will help CEP chart its future through our 2017-2018 year.

Now in our fourth decade of service, we continue to offer do-it-yourself weatherization and lead poisoning prevention training through well-regarded workshops. Meanwhile, our direct weatherization and repair services for seniors and people with disabilities help some of Portland's most vulnerable citizens be secure, comfortable, and healthy at home. We also offer small-measure weatherization materials for free to our low-income workshop participants while upper income participants may purchase materials from our small retail store.

But we also face a set of challenges that will require creativity and collective effort to overcome. We rely heavily on income from a small number of government programs. We see increasing and diverse needs in our community that, due to bandwidth and funding restraints, we cannot meet. Furthermore, we have an "embarrassment of riches" when it comes to the ways in which we could grow our organization: the challenge is to pick the right moves to help us be a more vital and focused organization as we go forward.

Happily, we are up to the tasks at hand. Our organization is going through a time of renewed purpose and energy. It is our plan to build on the strength of our programs and to find smart ways to expand our programs and funding sources. We are summoning the efforts of our staff, board, and community partners to push toward the brighter, more secure future we know could be ours.

Please take a moment to read our plan for CEP's future. We hope you will consider helping us bring dignity, comfort and safety to every Portland home through donating your time, money, and ideas.

Thank you,

Charity Fain,  
Executive Director

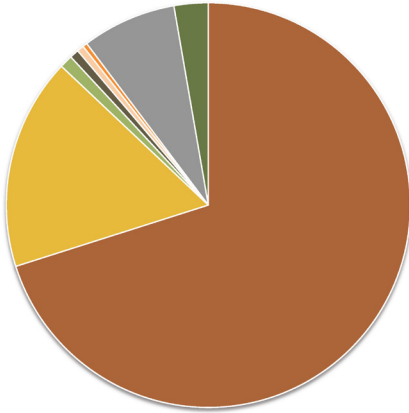
## Our Mission

Community Energy Project, Inc. empowers people to maintain healthier, more livable homes, control their utility costs, and conserve natural resources.

## Our History

CEP began life in 1979 as a project of Responsible Urban Neighborhood Technology (RUNT) in response to the oil crises of the 1970's. A VISTA national service member offered the first workshops, teaching people practical energy conservation solutions like caulking and building temporary plastic storm windows. CEP incorporated in Oregon in 1987 and became a contractor with the City of Portland's Bureau of Housing and Community Development, offering training to low-income people through workshops and direct weatherization services to seniors and people with disabilities. Over time, we added workshops in water conservation and lead poisoning prevention. Currently, our workshops are open to people of all income levels.

## CEP Budget FY 2013-2014



- Portland Housing Bureau 70%
- Portland Water Bureau 17%
- Multnomah County Contracts 1%
- Energy Trust of Oregon 1%
- Dept. of Energy SHOW <1%
- Sales & Fees <1%
- Contributions-Individual & Corporate 8%
- Small Grants 3%

## CEP By The Numbers 2013-2014

Annual Budget: \$549,195

Number of Households Served by Our Programs: 1,270

In-Home Services clients were more than 50% people of color while 60% had extremely low income (<30% MFI)

Weatherization Workshops served 500 people, more than 60% of whom were people of color while 75% had extreme low income

Lead Workshops served 550 people, 70% of whom were people of color while 60% had extremely low income

## Our Vision For Fiscal Year 2017-2018

Community Energy Project is our region's premier provider of home environment education. We provide dignity, comfort, and safety in every home we serve, and have the ability to extend our services in a manner that meets our constituent needs while leveraging our core strengths. We are recognized as a generous and collaborative partner among our nonprofit peer organizations.

Our reputation, workplace culture, and compensation packages allow us to attract and retain talented individuals who want to make a difference in their community. CEP staffers enjoy the ability to develop professionally within our organization. Meanwhile, our board members have clear roles and responsibilities and are engaged in promoting our growth. We have a robust pipeline of potential new board members.

After diversifying our sources of income, CEP's private donor base is strong. Our property and building have become a locus of energy and vitality in our neighborhood. We have become an integral element of the socioeconomic fabric of our neighborhood.

## Our Strategic Planning Process

We started work on our strategic plan in October 2013. An outside consultant team led by Parachute Strategies interviewed our Board of Directors, Executive Director, staff, and a group of community stakeholders. The information gleaned in these interviews was used to create preliminary reports on internal strengths and weaknesses as well as the external opportunities and threats facing the organization.

Our consultant team facilitated a board and staff retreat on November 8, 2013. At the retreat, we completed a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), created the above three-year vision, and identified the top four objectives facing CEP today. Based on those objectives, we created four action planning teams composed of Board and staff members. The teams then identified a one year goal toward our three year vision, and created 90 day action plans detailing who would do what and by when.

## Our Strategic Plan

### Objective #1: Achieve more diverse and stable sources of funding to ensure a sustainable future for the organization

**Background:** Today, CEP receives 88% of all funding from grants from three government entities: the Portland Housing Bureau, the Portland Water Bureau, and Multnomah County. Seventy percent of our funding comes from the Portland Housing Bureau alone. While we are grateful to PHB for their ongoing support, our heavy reliance on them is a cause for concern.

Because we face increasing competition for decreasing public funds, it is imperative that we focus on balancing our revenue mix to include more grants from private foundations, donations from corporate entities and individuals, and earned revenue from our existing program and product offerings. In addition, CEP owns its property outright and is exploring redeveloping it to provide an ongoing source of revenue beyond FY 2017.

**One Year Goal:** Enhance CEP's financial position by strengthening relationships with existing funders while developing new and mission-driven revenue sources, including a corporate sponsorship program for our annual fundraiser, retooling our government and private grants pipeline, researching the redevelopment of our property, and exploring earned income opportunities.

## Objective #2 Define community and constituent needs, refine our programs to meet those needs, and reach out to bring constituents to our programs

**Background:** CEP has the privilege of seeing and hearing firsthand what the people we serve need most when it comes to home health and safety support. That being said, we have not made an organized effort to further clarify and quantify constituent needs. As is the case with most nonprofits our size, we have instead focused our attention on services and constituents that fit within our funders' parameters. To be sure, we serve our community well in doing so. But it has become obvious to us that there are issues not being addressed by the large grants under which we operate. We will therefore design new programs and retool existing ones to meet community needs. We will then seek more flexible funding sources to expand the scope of services we plan to offer.

**One Year Goal Statement:** By July 1st, 2014, we will identify, prioritize, and initiate a menu of programs and services that reflect the dynamic needs of the communities we serve. By January 1st, 2015, we will craft individual program case statements and, from them, develop focused work plans.

## Objective #3: Strengthen our internal infrastructure to support a cohesive and dynamic workplace

**Background:** CEP has recently hired a permanent Executive Director after a period of interim leadership. This infusion of new energy and talent provides an excellent opportunity to review and strengthen our infrastructure, putting us in a better position to meet the challenges associated with the growth we hope to achieve.

**One year goal statement:** Community Energy Project will introduce a professional inventory system to our operations; deploy a comprehensive database for tracking donors, volunteers, and clients; and establish clear job descriptions and a standard performance review process for employees.

## Objective #4 Strengthen our Board of Directors through recruitment and better engagement

**Background:** When we began our strategic planning process, CEP had six board members whose energy and talents were heavily tapped during our leadership transition. As an organization, we need to bring new energy and talent to our Board of Directors while helping members old and new have a clear idea of their roles and responsibilities moving forward.

In January 2014, we convened a "blue ribbon panel" of community leaders to brainstorm and suggest new members to our board. This effort alone netted us eight new board members.

**One year goal statement:** We will recruit and retain a culturally diverse Board of Directors with the skills, knowledge, and connections to lead CEP to become a vibrant, engaged, and financially sound organization. We will provide each member with a clear sense of their role and responsibilities and will develop a system for the continuous cultivation of new board members.



*Hands On Greater Portland volunteers with a CEP client during the 2014 Martin Luther King holiday weekend of service.*