

2023-2026

STRATEGIC PLAN



communitywarehouse.org





THE PLAN

In September 2021, Community Warehouse (CW) Board and staff team recognized the need for a long-term plan to address a growing community demand for furniture bank services. We assembled a representative Strategic Planning Committee and estimated service demand through quantitative and qualitative data. We facilitated a Board and staff visioning session in March 2022, guided by yes ampersand, to update our vision,

mission, core values, and focus areas, given the increased demand. The Strategic Planning Committee defined key objectives and projects under each focus area and added success metrics and deadlines. The Board and staff regularly reviewed progress and provided input. Partner agency representatives weighed in during a listening session. The plan was approved by the Board of Directors in March 2023.

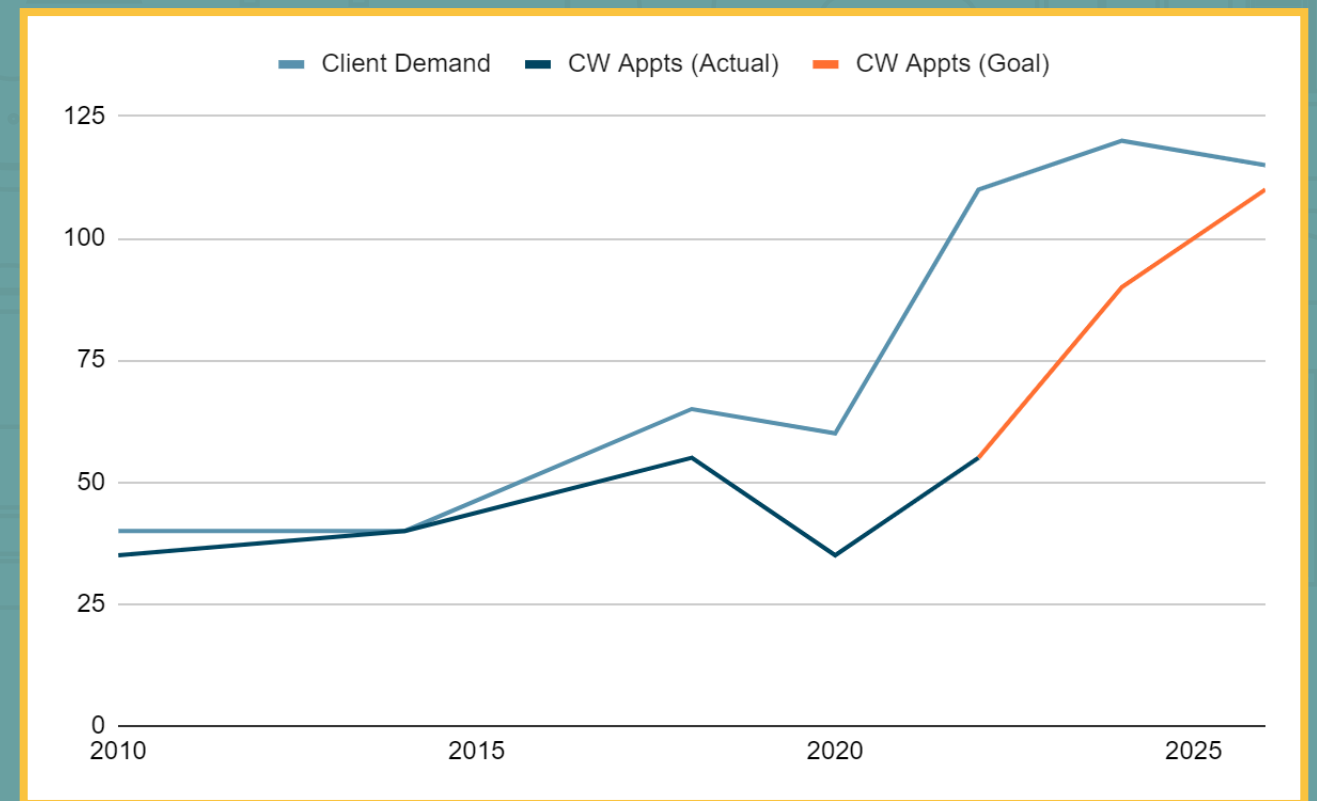
OUR MISSION

Community Warehouse provides donated furniture and household items to neighbors seeking the comfort and dignity of a furnished home while overcoming adversity.

OUR VISION

We envision a Portland metro community where every neighbor can live with comfort and dignity in a furnished home.

APPOINTMENTS REQUESTED VS. DELIVERED (PER WEEK)



OUR VALUES



ACCESSIBILITY

We promote the ability for all clients, partners, donors, and volunteers to engage in and benefit from our mission, and prioritize those who experience barriers to access. Communication is key to our mission and must be inclusive.



ADAPTABILITY

We listen and engage with our community in a way that allows us to anticipate changing conditions and proactively respond to community needs. Our supporters learn and adapt with the organization. We remain relevant and open to change.



COMMUNITY

We belong and are accountable to our community. We welcome everyone while centering those most impacted by systemic injustice. We value gifts of time as much as gifts of money. We identify, support, and leverage the capacity of other organizations and community members to collaboratively meet community needs.



RESPECT

We respect each person. We respect ourselves by compensating our staff fairly and maintaining boundaries when accepting donations and serving our community. We elevate dignity through the quality of furnishings we accept and the quality of services we provide.



SUSTAINABILITY

We acknowledge our role in ensuring that future generations will have adequate resources and a healthy living environment. We promote sustainable practices and careful use of resources in our planning and operations. We support long-term organizational continuity by anticipating future conditions and making adaptive decisions.



TRANSPARENCY

We strive for effective and open communications. We hold ourselves accountable to clearly communicate how we are achieving our mission. We establish and track clear performance metrics and openly share both our successes and shortfalls. We utilize resources wisely and transparently, and we share what we learn.

BROADEN COMMUNITY AWARENESS & ENGAGEMENT

COMMUNICATIONS

Create and implement a marketing/communications strategy to increase awareness of CW as the place to donate and receive household furnishings regionwide.

ADVOCACY

Advocate for government agencies to include the cost of furniture when budgeting for housing programs. Secure ongoing public funding for furniture bank services.

DONATIONS

Engage our community (individuals and businesses) to donate more furnishings to meet current and future inventory demand of our clients and Estate Stores.

VOLUNTEERISM

Build an accessible, meaningful volunteer program that leverages diverse individual and corporate volunteers as active organizational ambassadors.

FUNDRAISING

Build accessible fundraising programs to effectively inform and engage diverse donors and expand donor base to support CW operations.



DEEPEN YOUR IMPACT

HOW TO GET INVOLVED



COMMUNICATIONS COMMITTEE



OUTREACH & ADVOCACY



MARKETING CAMPAIGNS



PROCUREMENT COMMITTEE

REFLECT THE COMMUNITY WE SERVE

◆ DECISION-MAKING

Create and actively employ an equity lens* across all policies, programs, and decision-making.

◆ PEOPLE

Build internal teams and external stakeholders that reflect the demographics and lived experience of the community we serve.

◆ PROCESSES

Build processes and practices to ensure community members can participate with full access and equity in CW programs.

* An equity lens or framework is a tool composed of shared beliefs, common definitions, and critical questions through which an organization commits to continually evaluating any existing or new strategy, policy, or initiative (Center for Nonprofit Advancement). It invites a more inclusive perspective, drawing attention to how decisions hold potential to affect marginalized groups, and how practices can shift power toward equitable outcomes.



DEEPEN YOUR IMPACT HOW TO GET INVOLVED



COMMUNITY PARTNER FORUM



PROVIDE FEEDBACK



EQUITY LENS DEVELOPMENT



LIVING WAGE PLAN

OPTIMIZE OPERATIONS

◆ PEOPLE

Build a sustainable staffing & volunteer model to meet current and anticipated community demand.

◆ SYSTEMS

Enhance technology systems to effectively facilitate programs.

◆ PROCESSES

Revise programs—client services, deliveries, pickups, donation drop-offs, and Estate Stores—to ensure they are accessible, sustainable, and timely.

Project Example: Assess furniture bank accessibility for clients and case managers by analyzing and making ideal adjustments to: a) direct services, b) virtual appointments, c) delivery, d) language and translation options, and e) various fee models.



DEEPEN YOUR IMPACT

HOW TO GET INVOLVED



ACCESSIBLE PROGRAMMING



NEW SOFTWARE SYSTEMS



PROVIDE FEEDBACK



WORKFORCE DEVELOPMENT

OPTIMIZE & EXPAND INFRASTRUCTURE

◆ FURNITURE BANKS

Assess and enhance current infrastructure for client and donor services, truck operations, and staff facilities.

◆ ESTATE STORES

Enhance Estate Store facilities to accommodate increased inventory and revenue capacity.

◆ NEW LOCATION/EXPANSION

Assess and implement a plan to expand facilities to new location(s).

Project Example: Assess current truck operations with a focus on equity and accessibility, and determine what vehicles and staffing will be needed to facilitate inventory flow with a permanent third location. Implement vehicle fleet plan by Q4 2024.



DEEPEN YOUR IMPACT HOW TO GET INVOLVED

 COMMUNITY NEEDS ASSESSMENT

 ESTATE STORE COMMITTEE

 FACILITIES IMPROVEMENTS & EXPANSION

 NEW TRUCKS

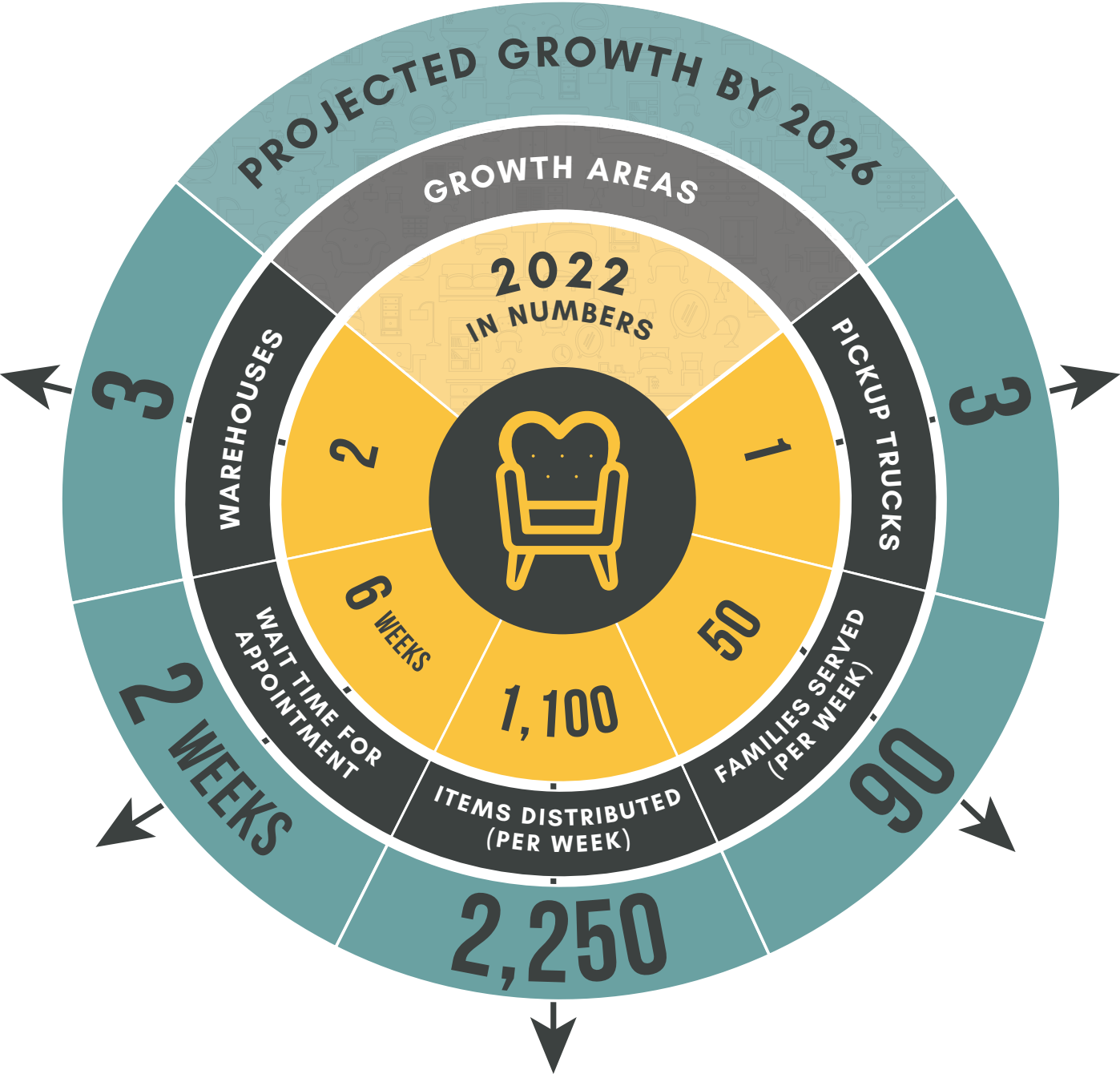
SUMMARY

In the next four years, Community Warehouse strives to achieve our vision of furnished homes across the community by scaling up to meet demand.

We will make an organizational shift from reactivity to responsiveness, so regardless of what happens externally, we can pivot as needed and continue to accomplish our mission.

By 2026, we envision that Portland metro area residents know about and utilize Community Warehouse as the place to donate and shop for essential furniture and household items. We have enough inventory to serve our community seeking those items. Through three locations, Community Warehouse provides efficient, low-barrier services, from pickups to appointments to deliveries. Our staff, volunteers, supporters, partners, and clients feel valued and respected as we work together to turn empty houses into furnished homes.

- 80%**
INCREASE IN FAMILIES SERVED
- 205%**
INCREASE IN ITEMS DISTRIBUTED
- 15%**
INCREASE IN ITEMS SELECTED PER HOUSEHOLD
- 66%**
DECREASE IN APPOINTMENT WAIT TIMES
- 40%**
INCREASE IN DONOR ENGAGEMENT





**Community Warehouse,
Portland**

3969 NE MLK Jr Blvd
Portland 97212
503.235.8786

**Community Warehouse,
Tualatin**

8380 SW Nyberg St
Tualatin 97062
503.347.2147

