

Mission Statement

"The C.A.C.A. Portland Lodge's mission is three-fold, to develop leadership, serve the community, and promote civil rights."

I. BACKGROUND

Since its inception in 1895 the Chinese American Citizens Alliance (C.A.C.A.) has stepped forward to promote citizenship, better the community and combat ongoing anti-Chinese sentiment. Eighty-two years ago, the Portland chapter of C.A.C.A. was established; and it continues to spearhead efforts against unfair immigration laws and hate crimes, and provide support for naturalization and citizenship, voter education and registration, accurate census counts, fair reapportionment, and equal education and economic opportunities. In the coming years, it will be necessary for C.A.C.A. to broaden the scope of these efforts and truly make its mission statement a reality.

The Portland C.A.C.A. Lodge currently focuses on three areas of service: youth programs and activities including a youth scholarship program, a Lion Dance program and youth basketball; local community services encompassing the Fong Yee Toy and Food drive, INS activities and an annual Asian American youth leadership conference; and community celebrations involved with observing the Chinese New Year and honoring Chinese American war veterans at a special annual event.

Marshalling the resources to develop infrastructure, stabilize and expand services and programs, increase membership and build a proactive force supporting civil rights has been a challenge. Nevertheless, the passion and devotion of those closely allied to the organization have been the fuel that has kept it moving forward. There is no lack of focus, energy, determination or willingness to create a vibrant, healthy and successful organization. Developing a solid plan to ensure C.A.C.A.'s future sustainability is crucial to achieving this.

Creating a strategic plan is creating a map to the future. C.A.C.A. is poised for greater success and growth. Seeing the possibilities of increasing visibility in the community while raising the money required for meeting challenges presents an opportunity for creating clarity around the mission statement and prioritizing those areas where the greatest impact will be felt.

For example, the mission statement indicates a strong emphasis on promoting civil rights; however, there appear to be limited involvement and limited issues on which to focus. There is also an emphasis on leadership that is somewhat confined to attendance at the Holt Camp and storytelling of the Chinese zodiac and Chinese calligraphy. Matching the message of the mission statement with specific goals will further the organization toward achieving longevity and success.

Over the past year it has been evident that the organization has made efforts to reach beyond its own borders, but in doing so has risked spreading itself too thin by trying to take on too many activities. Those more closely involved in the organization's leadership are beginning to experience an element of burnout, and are looking to build membership and engage others within the organization who can assume stronger leadership roles. As is often the case in organizations, the same few do the majority of the work. Involving new people will help to inject a new level of energy into the organization.

*Chinese American Citizens Alliance
Strategic Plan 2003-2005*

This plan outlines the work ahead for the next several years and covers four major areas:

- Infrastructure
- Youth Leadership
- Civil Rights
- Intergenerational Focus

While elements of the above are already in place, we wish to move from where C.A.C.A. is today and position the organization where it aspires to be tomorrow. Every organization that stands at the crossroads of change and growth experiences challenges—C.A.C.A. is no exception. Nevertheless, this strategic plan serves as a path that will ultimately lead C.A.C.A. through the challenges.

Based on conversations with C.A.C.A. members, group planning sessions and other research, the following are recommendations designed to help propel the organization toward the next level of growth.

II. GOAL SUMMARY

- A. C.A.C.A. has a solid organizational infrastructure that supports the delivery and growth of outstanding programs, services and activities.
- B. C.A.C.A. will be known as the principal provider of innovative, solid and successful youth leadership programs for Chinese American youth in the greater Portland area.
- C. C.A.C.A. is a strong and active advocate for civil rights issues both locally and nationally with specific emphasis on the Asian community.
- D. Through an intergenerational focus C.A.C.A. will facilitate the involvement of the community in promoting and preserving Chinese culture and heritage.

III. GOALS, STRATEGIES AND TACTICS

- A. C.A.C.A. has a solid organizational infrastructure that supports the delivery and growth of outstanding programs, services and activities.**

Strategy: Raise C.A.C.A.'s profile in the community by clearly communicating its brand to external audiences.

Tactics:

- Create brand identity and conduct brand identity training with board members.
- Implement brand identity plan—design, write and produce organizational brochure, update website.
- Create and implement a communications plan.

Strategy: Build a diverse long-term funding base by developing a comprehensive resource development plan.

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Tactics:

- Write a grant that will fund the development of the plan.
- Create the resource development plan, which includes strategies to increase membership.
- Implement the resource development plan.

Strategy: Create a plan for having an office and half-time staff.

Tactics:

- Look for donated office space.
- Write a grant to fund a half-time director for three years.

B. C.A.C.A. will be known as the principal provider of innovative, solid and successful youth leadership programs for Chinese American youth in the greater Portland area.

Strategy: Strengthen and create a youth leadership program model.

Tactics:

- Develop and implement youth leadership curriculum, which includes Chinese culture and heritage.
- Create a mentorship program that matches college students with high school students and high school students with middle school students.
- Develop an internship program that connects professionals or organizations with college students in fields or professions of interest.
- Expand the current scholarship program to increase the recognition of youth achievement.

C. C.A.C.A. is a strong and active advocate for civil rights issues both locally and nationally with specific emphasis on the Asian community.

Strategy: Develop a C.A.C.A. Oregon priority agenda.

Tactic:

- Identify priority issues for Chinese American community.

Strategy: Work with other organizations to create coalitions on issues of mutual importance.

Tactics:

- Identify and prioritize prospective coalition member organizations with similar organizational goals.
- Attend special events, conferences and demonstrations that are of interest to C.A.C.A. and the respective coalition(s).

Strategy: Create immediate response network that can be activated on issues included in C.A.C.A.'s priority agenda.

Tactics:

- Recruit response network members from the community with special emphasis on involving students and staff from surrounding universities and colleges.
- Monitor civil rights issues and events at local, state and national levels.

D. Through an intergenerational focus, C.A.C.A. will facilitate the involvement of the community in promoting and preserving Chinese culture and heritage.

Strategy: Design and implement intergenerational cultural exchange program that creates opportunities for elders to share Chinese history, culture and values with youth.

Tactics:

- Create program content and activities.
- Recruit participants and implement program and activities.

Strategy: Organize events/activities to educate Chinese-Americans and non-Chinese about Chinese culture and heritage.

Tactics:

- Advocate for the inclusion of Chinese folktales and culture within the public library system in book collections and children's reading programs.
- Organize exhibit on the impact of Chinese culture and heritage in Oregon.
- Involve youth from leadership programs in working with Chinese elderly to create a presentation/exhibit of Chinese culture and heritage in Oregon.

Strategy: Create task force composed of C.A.C.A. members and community members to organize one to two annual community events.

Tactics:

- Recruitment of members, youth and community partners as part of the task force's role.
- Determine annual events and create work implementation plans.
- Organize Chinese New Year's annual event incorporating educational component about Chinese culture and heritage. Consider curriculum development for middle and high school students to be used during the Chinese New Year—taught by members of the mentorship or internship programs.

IV. CONCLUSION

C.A.C.A. possesses the passion and commitment required to achieve its goals and dreams. By making strategic choices and prioritizing its efforts, this plan will guide C.A.C.A. through its work in the coming years.