



2026-2028 Strategic Plan

Introduction

In June 2026, the Asian American Council of Oregon (AACO or the Council) Board of Directors participated in a strategic planning process to identify the organization's long-term direction and priorities. Although board members brought diverse experiences and perspectives, a strong consensus emerged around several central themes: increasing the visibility of AAPI communities, strengthening civic engagement and advocacy, supporting community safety and well-being, developing future leaders, fostering business and community networks, and building an organization that can sustainably serve Oregon's diverse AAPI populations.

This Strategic Plan reflects that shared vision while recognizing an important reality: AACO currently operates almost entirely through volunteer leadership with limited financial resources. Accordingly, this plan intentionally emphasizes initiatives that are achievable, scalable, and capable of attracting grant funding and community partnerships.

Mission Statement

The Asian American Council of Oregon strengthens the voice, visibility, and civic power of Asian American and Pacific Islander communities through advocacy, leadership development, community engagement, and strategic partnerships that promote safety, belonging, and opportunity.

Vision

An Oregon where every Asian American and Pacific Islander community is visible, connected, represented, and empowered to shape the decisions that affect their lives.

Our Values:

1. Community

Strong communities are built through relationships, trust, and mutual support. AACO seeks to bring together Oregon's diverse AAPI communities while honoring their distinct histories, cultures, and experiences.

2. Inclusion

AACO strives to ensure that all AAPI communities—including communities that have historically been underrepresented or underserved—have a voice within our organization and in public life.

3. Civic Leadership

Healthy democracies depend upon informed and engaged citizens. AACO believes in developing leaders who will serve their communities through civic participation, advocacy, public service, and community organizing.

4. Collaboration

Meaningful change occurs through partnership. AACO seeks to work alongside existing community organizations, public agencies, businesses, schools, and other nonprofit organizations rather than duplicating their work.

5. Integrity

We are committed to transparency, thoughtful advocacy, respectful dialogue, and building trust across communities.

Strategic Goals

1. Strengthen AAPI Communities

The Board identified safety, community well-being, and advocacy as central responsibilities of AACO. Recent organized burglaries targeting Asian American households have highlighted the importance of coordinated advocacy, trusted communication, and strong relationships between public institutions and AAPI communities. At the same time, the Board recognized that community safety extends beyond crime prevention to include belonging, trust, resilience, language access, and access to community resources.

During the next three years, AACO will work to strengthen community resilience by advocating for effective safety policies, supporting crime victims, improving communication during community emergencies, and building partnerships with law enforcement, elected officials, and public agencies. We will seek to do this while maintaining relationships with other community allies and pursuing solutions that are not harmful to other segments of our community.

Priority initiatives include:

- Public safety advocacy
- Victim support and resource development
- Language-access resources during emergencies
- Legislative advocacy on issues affecting AAPI communities
- Public safety education and community forums
- Relationship-building with public agencies

2. Develop Civic Leaders and Increase Representation

Long-term change depends upon strong leadership. Throughout the strategic planning process, Board members emphasized the importance of cultivating future leaders, increasing civic participation, and encouraging greater AAPI representation in public decision-making.

AACO will try to create leadership development opportunities that prepare community members to serve on nonprofit boards, government commissions, advisory committees, and elected office – or simply to better understand our public and governmental systems and how to participate in them - while strengthening civic knowledge and advocacy skills.

Priority initiatives include:

- Youth leadership development
- Partnerships with student affinity groups
- Civic education programs
- Advocacy and public policy training
- Recruitment of emerging community leaders
- Development of future AACO board leadership

3. Connect and Empower Oregon's AAPI Communities

AACO seeks to strengthen connections across our many AAPI communities while trying to ensure that diverse communities feel represented and welcomed. The Board emphasized community mapping, stakeholder engagement, language access, communications, and outreach to communities that have historically had limited connection to AACO.

Over the next several years, AACO will expand relationships throughout Oregon by serving as a trusted connector among individuals, community organizations, cultural groups, and public institutions.

Priority initiatives include:

- Community listening sessions
- Stakeholder and community mapping
- Outreach to underserved AAPI communities
- Communications infrastructure

4. Expand Economic Opportunity and Community Partnerships

Small businesses are often anchors within AAPI communities. Business owners frequently serve as community leaders, employers, mentors, and trusted sources of information. Several Board members identified business networking and economic engagement as important opportunities for strengthening both community resilience and civic participation.

AACO will foster stronger relationships among AAPI business owners, professionals, entrepreneurs, and community organizations through networking, resource sharing, and advocacy.

Priority initiatives include:

- Establish an AAPI Business Network
- Business networking events
- Small business advocacy
- Professional networking opportunities
- Resource sharing for AAPI-owned businesses

5. Organizational Capacity

The Board recognized that AACO's long-term success depends upon building a sustainable volunteer organization with strong communications, sound governance, and diversified funding. Because AACO currently has no paid staff, the organization must prioritize initiatives that are realistic, volunteer-driven, and capable of leveraging partnerships and grant support.

During the next three years, AACO will strengthen its organizational infrastructure through:

- Grant writing and fundraising
- Board recruitment
- Website and communications development
- Board education and governance

Three-Year Implementation Priorities

Year One (2026–2027)

Primary priorities include:

- Continue advocacy addressing organized crimes targeting AAPI communities.
- Launch the AACO Business Network.
- Develop communications infrastructure, including the AACO website and branding.
- Pursue grant opportunities to support strategic initiatives.

Year Two (2027–2028)

With a stronger organizational foundation, AACO will expand community engagement and leadership initiatives.

Primary priorities include:

- Complete stakeholder and community mapping.
- Launch youth leadership and civic engagement initiatives.

- Conduct community listening sessions.
- Develop leadership training and mentorship opportunities.

Year Three (2028–2029)

Primary priorities include:

- Publish an annual report on the community priorities expressed to us and the work we have done.
- Strengthen leadership development programs.
- Strengthen networks/relationships with diverse AAPI communities
- Increase grant funding and organizational capacity.
- Evaluate strategic progress and develop the next three-year strategic plan.

Guiding Principles

As AACO grows, the organization will remain guided by several core principles.

We will:

- Focus on initiatives where volunteer leadership can have meaningful impact.
- Seek sustainable growth through partnerships and grant funding.
- Respect the diversity of Oregon's AAPI communities.
- Seek to ally with other organizations in our community.
- Measure success by the positive impact we have on our communities rather than by organizational size alone.