

PATHforward 2026



Pointing Ahead Toward the Horizon

▸▸ What we can be counted on to do and who we can be counted on to be





the pathfinder network

thepathfindernetwork.org

Welcome

▶ Read the full plan at **www.thepathfindernetwork.org/pathforward**

Friend,

Welcome to the PATHforward. This project has been almost two years in the making, and is only possible thanks to the trust, vulnerability, and dedication of staff members from every part of the agency who came together to vision and plan the road ahead. This is not a traditional strategic plan, but an expansive vision of what success looks like to us, from the perspective of a dynamic team including organizational leadership, board members, management, administration, and direct service staff.

This document is our tangible commitment to prioritize and amplify the vision of people across the agency, with a focus on outcomes that will create real, sustainable change for our organization over the next three years. It was developed by and for the people who administer and receive services at The Pathfinder Network, with an understanding that all of the strategies and goals we need to pave the path ahead are already stored in the minds of those doing this work each day.

As members of the Roadmap Implementation and Organizational Strategies (RIOS) team, we helped facilitate these conversations and organized the feedback we received from them. We focused on The Pathfinder Network's two accountabilities to help bridge the gap between ideas and outcomes, wondering not only what we want to be counted on to do, but also who we want to be counted on to be. The PATHforward outlines how we want to move through this work as an agency, and how we will embody our organizational values as we continue evolving in the years to come.

We hope that this document offers you insight into who we are as an organization, how we want to grow, and what you can expect from us as partners, neighbors, and community members. Thank you so much for walking with us on this PATHforward.

In gratitude,
The RIOS Team



The RIOS Team

Our Mission, Vision and Values

- **Mission –** We provide justice system-impacted individuals and families the tools and support they need to be safe and thrive in our communities.
- **Vision –** We envision communities that welcome all people, provide second chances, and create pathways to change.
- **Values –** We believe all people have the capacity to change. We honor the dignity and worth of every individual, engage our clients and employees with compassion, and bring excellence to all we do.

Since our founding in 1993, The Pathfinder Network has expanded from its initial work as a contractor with the Oregon Department of Corrections facilitating cognitive programming to an agency offering multifaceted, comprehensive and holistic wrap-around support, services and programs in corrections and in the community, in over 18 locations across the state. We serve an average of 2,000 individuals each year. Collectively our programs have served over 50,000 justice-involved individuals and their families.



Introduction

The PATHforward is our commitment to living our two accountabilities: what we can be counted on to do and who we can be counted on the be.

It is 3-year plan of strategic priorities to put action to our mission, vision, and values, and to emerge as a national leader providing support, empowerment, community, and centering those most impacted by systems. We have an incredibly important mission - with an estimated 5.7 million people involved in the criminal justice system nationally and 113 million people who have had an immediate family member who has ever been to prison or jail.

This is to be list as much as it is a to do list.

Pointing Ahead Toward the Horizon means connecting our commitments to actions, now and into the future.





My son loves coming here, and they have been a great help, especially when we've got nowhere to go. TPN got me the referral for the community where I live, and I was just like, wow. So, this time, I stuck it out, started doing my parenting classes here and started to just take time to work on myself and take advantage of the resources they have here. I don't know where I would be if it wasn't for them. There's a lot of organizations that help and support, but none of them make you feel like family. There's a lot of organizations that help and support, but TPN makes you feel like family."

– Will

Our Goals

To our community,

We are so excited to kick off The Pathfinder Network's 30th year with the PATHforward, an ambitious vision which we hope will pave the way for our organization's continued growth and maximize our impact for the communities we exist to serve. Since our founding in 1993, we've continued to evolve from a small Department of Corrections contractor to a team of close to 100 staff serving not only people who are incarcerated, and on forms of community supervision but also their children and families, systems-impacted community members in recovery and working towards recovery, youth in school, and other people impacted by systems. Almost everything about us, from our name to the programs we offer, has changed in the last 30 years. However, our heart, clear vision, and culture of support and partnership have held steadfast, helping us earn a reputation for excellence within the communities we serve.

This year, and this PATHforward, are all about setting us up for success in the next 30 years. We have developed an ambitious plan and aligned resources that prioritize promoting staff wellness, building agency capacity, and ensuring that we are laying strong groundwork for our existing programs to thrive, and our new programs to hit the ground running. It's thanks to our funders, staff, board, partners, participants, and community that we are able to invest in the long-term success of this organization with full faith that we will continue to see the incredible outcomes that we have become known for. We can't wait to share everything that lies in store for the months and years to come. Thank you for taking the time to learn more about who we are and what we plan to accomplish on the path ahead. Join us in pointing ahead towards the horizon!

In community,
Leticia Longoria-Navarro, Executive Director,
and the Board of Directors

Our PATHforward 2026 Goals

1) Evolve Equity, Culture, and Connectivity - **Seek Our True North**
We prioritize people, relationships, and community to shape and support a diverse, equitable, inclusive, and just workplace where everyone feels that they belong.

2) Increase Agency Visibility and Impact - **Illuminate the Path**
As our agency grows, so does our presence and visibility in the communities we serve. We use our voice to amplify and lift up the impacts of our work and connect with people right where they are.

3) Develop Effective and Efficient Operations - **Map our Route**
Building organizational capacity with technology, internal systems, and infrastructure to last us another 30 years.

4) Deliver Programming with Excellence - **Lead the Way**
Building on a 30-year legacy of holistic, integrated programs and supports for individuals and families, we will continue to seek, model, and build upon best practices to ensure that we can keep delivering services that make a real difference for people who are systems-impacted.

5) Strengthen Agency Sustainability - **Discover New Horizons**
Develop long-term systems and structures that will ensure a maintained presence in our community for our staff and participants, and continued growth toward new horizons.

Goal 1: Seek Our True North

Evolve Equity, Culture and Connectivity



Focus: Leadership and Decision Making

AREAS OF IMPACT: BOARD OF DIRECTORS

- Strategy 1: Enhance opportunities for board engagement and impact
- Strategy 2: Create and sustain connection between the board and staff, the community and the work of TPN

AREA OF IMPACT: LEADERSHIP

- Strategy 1: Invest in the continued implementation of the shared leadership model, building ownership and accountability to the model with a focus on the Two Accountabilities
- Strategy 2: Transform the leadership structure and implement a decision-making model

AREA OF IMPACT: SHARED VISION

- Strategy 1: Increase transparency and connection to the TPN vision
- Strategy 2: Co-create the vision and pathways to carrying out our mission

Focus: Diversity, Equity, Inclusion, Justice and Belonging

AREA OF IMPACT: COMMITMENT

- Strategy 1: Develop a diversity, equity, inclusion, justice and belonging (DEIJB) plan with aligned strategies and tools
- Strategy 2: Identify a way to measure our work and impact as well as our ongoing commitments

AREA OF IMPACT: ALIGNMENT

- Strategy 1: Ensure DEIJB commitments are implemented in every part of the agency
- Strategy 2: Develop DEIJB champions throughout agency and intentional points of collaboration

AREA OF IMPACT: MEANINGFUL ACTION

- Strategy 1: Develop and implement training and ongoing learning for all TPN stakeholders
- Strategy 2: Support capacity building of the Equity Team, Employee Resource Groups and Advisory Board

Focus: Agency Connectivity and Culture

AREA OF IMPACT: COMMUNITY

- Strategy 1: Increase knowledge sharing across the agency
- Strategy 2: Create opportunities for greater connection and collaboration

AREA OF IMPACT: CULTURE

- Strategy 1: Create and sustain a culture of wellness and support
- Strategy 2: Continuously learn, grow and utilize conflict to stay mission guided

AREA OF IMPACT: COLLECTIVE RESILIENCE

- Strategy 1: Fully implement *Creating Regulation and Resilience*, a trauma and resilience informed communication model and provide training and coaching across the agency
- Strategy 2: Integrate practices throughout the agency that create the capacity to cultivate and foster regulation and resilience for staff and the agency

Outcomes

- Increase experience scores by 20% on All-staff and Board of Directors annual survey
- Reach 100% engagement in shared leadership model across the agency
- Create the DEIJB Plan with measurable outcomes defined and 15% of plan goals accomplished

Goal 2: Illuminate the Path

Increase Agency Visibility and Impact



Focus: Strategic Partnerships

AREA OF IMPACT: STRATEGY

- Strategy 1: Ensure that participant needs and our theory of change guide our partnerships
- Strategy 2: Map our ecosystem and develop a comprehensive partnership plan

AREA OF IMPACT: CURRENT PARTNERSHIPS

- Strategy 1: Assess current partnerships and consider utility of partnerships
- Strategy 2: Broaden and deepen current partnerships and leverage present and future opportunities

AREA OF IMPACT: NEW PARTNERSHIPS

- Strategy 1: Maximize networks and stakeholder relationships to identify opportunities, increase our presence in key partnership spaces and build relationships
- Strategy 2: Create a thoughtful and respectful approach to bringing our agency into national-level conversations and partnerships

Focus: Impact

AREA OF IMPACT: ADVOCACY

- Strategy 1: Develop a focus and objectives for TPN's advocacy work
- Strategy 2: Create a pathway for advocacy efforts, engaging agency partners and impacted leaders and stakeholders

AREA OF IMPACT: SERVICE OFFERING EXPANSION

- Strategy 1: Develop a decision-making process to determine if a new service offering is mission-aligned and that systems and capacity are in place to deliver those services with excellence
- Strategy 2: Retain an opportunistic approach to leveraging our methods and achievements in the field as capacity-aligned needs arise

AREA OF IMPACT: PRODUCTS

- Strategy 1: Fully leverage Parenting Inside Out and expand product offerings to support the agency's work and impact
- Strategy 2: Build out The PATHfinder Club model and position it as a revenue generating product that furthers our mission

Focus: Sharing Our Story

AREA OF IMPACT: PRESENCE

- Strategy 1: Design and execute a robust marketing and communications plan
- Strategy 2: Create an outreach strategy that positions us towards greater impact

AREA OF IMPACT: MESSAGE

- Strategy 1: Review and transform our agency story
- Strategy 2: Enhance use of tools and technology to spread the word

AREA OF IMPACT: REACH

- Strategy 1: Design and execute a refresh of websites
- Strategy 2: Attend and present at local, national and international conferences

Outcomes

- Increase external partnerships by 25% locally and nationally
- Create TPN Advocacy team that holds two advocacy workshops annually to prepare staff, board, participants and stakeholders to deploy advocacy goals
- Expand our digital audience and engagement by 50% to enlist highly engaged champions of our work

Goal 3: Map Our Route

Develop Effective and Efficient Operations



Focus: Internal Systems

AREA OF IMPACT: POLICIES AND PROCEDURES

- Strategy 1: Design and execute a process for policy and procedure development and implementation
- Strategy 2: Invest in continuous systems improvement with a focus on quality assurance strategies

AREA OF IMPACT: OPERATIONAL MANUALS

- Strategy 1: Create and update all agency operational manuals, engaging a diverse and relevant group of stakeholders
- Strategy 2: Implement an inclusive annual review process of operational manuals to ensure efficient and effective operations in real time

AREA OF IMPACT: WORKFLOWS

- Strategy 1: Fully implement a work management system and develop super users across the agency to support the implementation
- Strategy 2: Document and automate all key workflows and track important metrics to enhance transparency and inspire staff

Focus: Tools And Technology

AREA OF IMPACT: TECHNOLOGY AND SOFTWARE

- Strategy 1: Continue investment in advancing technology resources available
- Strategy 2: Increase digital and technological literacy across the agency

AREA OF IMPACT: NETWORK INFRASTRUCTURE

- Strategy 1: Research IT management solutions to meet current and future needs and consider implementation of new solutions
- Strategy 2: Transition to cloud-based server and the use of other tools that increase our capacity and capability

AREA OF IMPACT: METRICS AND EVALUATION

- Strategy 1: Assess current programmatic database and identify alternatives that could create efficiencies and enhance capabilities
- Strategy 2: Strengthen reporting and evaluation efforts and ways to communicate our performance and impact

Focus: Infrastructure

AREA OF IMPACT: BUILDING AND FLEET MANAGEMENT

- Strategy 1: Create building management policies and procedures and standardize across locations
- Strategy 2: Advance fleet management system and leverage technology to assist

AREA OF IMPACT: ASSET AND VENDOR MANAGEMENT

- Strategy 1: Create a comprehensive inventory infrastructure that keeps track of all assets
- Strategy 2: Implement a procurement and vendor management process including annual review of all vendors

AREA OF IMPACT: SAFETY AND COMPLIANCE

- Strategy 1: Review and update safety procedures at each location
- Strategy 2: Design and deliver safety training for all staff

Outcomes

- Expand infrastructure tools
- Strengthen digital literacy across the agency by 25%
- Complete and deploy new operational manuals across the agency

Goal 4: Lead the Way

Deliver Programming with Excellence



Focus: Administration of Programs

AREA OF IMPACT: THEORY OF CHANGE

- Strategy 1: Develop a theory of change that will drive programming, processes and evaluation
- Strategy 2: Build a continuum of programming and services from entry to exit of the criminal justice system, as well as prevention focused efforts specifically for youth

AREA OF IMPACT: PROCESSES

- Strategy 1: Assess current processes to ensure effectiveness, efficiency and consistency
- Strategy 2: Implement innovative and emerging strategies to administer programming

AREA OF IMPACT: MEASUREMENT

- Strategy 1: Create advisory board of individuals impacted by the criminal justice-system and former participants, that will play an active role in guiding our work
- Strategy 2: Assess current outcomes and measurement tools and explore and implement new outcomes, tools and evaluation methods

Focus: Training

AREA OF IMPACT: ONBOARDING

- Strategy 1: Revise and enhance onboarding training for new programs staff
- Strategy 2: Expand support tools available to new staff

AREA OF IMPACT: CONTINUOUS QUALITY IMPROVEMENT

- Strategy 1: Build the training department's capacity and impact across the agency, supporting all programs and exploring cross training possibilities
- Strategy 2: Enhance the quality improvement tools utilized to support staff and ensure program fidelity

AREA OF IMPACT: STAFF SUPPORT

- Strategy 1: Expand capacity for support efforts for all staff delivered by the training team and other trainers in the agency
- Strategy 2: Implement a comprehensive supervision system for certified staff delivering peer support programming

Focus: Growth and Expansion

AREA OF IMPACT: NEW PROGRAMS

- Strategy 1: Operationalize a way to ensure participant needs and input drive growth of new programming
- Strategy 2: Develop new partnerships with aligned agencies to expand and evolve the responsiveness and reach of agency programs

AREA OF IMPACT: NEW POPULATIONS

- Strategy 1: Increase the responsiveness of our programs to serve communities most impacted by systems
- Strategy 2: Expand programming for youth and engage the whole family in wraparound services

AREA OF IMPACT: NEW APPROACHES

- Strategy 1: Explore and pilot new curriculums and models that evolve our impact and reflect our values
- Strategy 2: Launch publishing effort and incorporate art and expression-based approaches that also support building our advocacy efforts

Outcomes

- Implement a new theory of change that expands services across the criminal justice system and increases programs serving youth
- Create and sustain a fully engaged advisory board of at least eight individuals impacted by the criminal justice system
- Increase total number of participants served by 25% and specifically engage those most impacted by systems

Goal 5: Discover New Horizons
Strengthen Agency Sustainability



Focus: Fund Development

AREA OF IMPACT: IMPLEMENT CAPACITY AND MISSION-ALIGNED FUND DEVELOPMENT PLAN

- Strategy 1: Create a process to inclusively identify strategic funding priorities
- Strategy 2: Expand our development effort with focused strategies engaging and leveraging internal and external stakeholders and diverse revenue streams

AREA OF IMPACT: REDESIGN AND INNOVATE GRANT MAKING SYSTEMS

- Strategy 1: Enhance grant systems and tools
- Strategy 2: Develop new funding relationships and strengthen our grant pipeline

AREA OF IMPACT: CULTIVATE INDIVIDUAL DONORS

- Strategy 1: Create an individual donor program
- Strategy 2: Build donor stewardship effort and ways for donors to engage with TPN

Focus: People Operations

AREA OF IMPACT: STAFFING

- Strategy 1: Develop a comprehensive recruitment and retention strategy with supportive tools focused on a more diverse and stable workforce
- Strategy 2: Transform the agency onboarding process to ensure success for staff and agency

AREA OF IMPACT: COMPENSATION AND BENEFITS

- Strategy 1: Ensure equitable, competitive and compensatory pay and review pay structure and policy annually
- Strategy 2: Enhance staff benefits to advance staff wellness and increase total compensation

AREA OF IMPACT: PROFESSIONAL DEVELOPMENT

- Strategy 1: Structure and fund professional development opportunities across TPN
- Strategy 2: Prioritize internal promotions, growth opportunities and succession planning

Focus: Financial Management

AREA OF IMPACT: SYSTEMS

- Strategy 1: Build the capacity of the finance department to position TPN for continued growth
- Strategy 2: Leverage tools and technology to create efficiencies and space for innovation

AREA OF IMPACT: COLLABORATION

- Strategy 1: Create a collaborative culture among finance, leadership team and staff
- Strategy 2: Provide training, education and transparency on finance department functions and responsibilities

AREA OF IMPACT: BUDGETS

- Strategy 1: Create a comprehensive budget model and templates for agency budget and program budgets
- Strategy 2: Implement consistent reporting on budget to actual activity and an effective feedback loop that can support more real time feedback

Outcomes

- Increase public support funds raised by 50% with 20% of the increase raised through individual donations
- Improve employee retention by 30% and prioritize internal promotions
- Strengthen and expedite utilization of financial management tools and technology

the pathfinder network



Agency Programming

Community-based

1. Center for Family Success
2. Resilience & Recovery Project - Multnomah
3. Resilience & Recovery Project - Marion
4. Resilience & Recovery Project - Jackson
   Parkside Place
5. Resilience & Recovery Project - Jackson
   The Collaborative
6. Resilience & Recovery Project - Jackson
   Community Justice Office

Institution-based

7. Columbia River Correctional Institution
8. Coffee Creek Correctional Facility
9. Oregon State Correctional Institution
10. Deer Ridge Correctional Institution
11. Oregon State Penitentiary
12. Santiam Correctional Institution
13. Marion County Jail & Transition Center
14. Resilience & Recovery Project - Jackson
    Transition Center
15. Two Rivers Correctional Institution
16. Eastern Oregon Correctional Institution

2021-2022 Outcomes

2,150 systems-impacted individuals and their families served

400 adults, 310 families and 560 children and youth
- served at the Center for Family Success

730 peers served by Peer Support programming across the state

1,600 incarcerated individuals
- took one of our classes in Oregon prisons

96,000 hours of service provided

$168,000 of needs assistance offered

To Refer or Learn More:

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Read the full PATHforward plan at:
www.thepathfindernetwork.org/pathforward