THIS POCKET GUIDE IS A SHORTENED VERSION OF OUR 2022-2027 STRATEGIC PLAN. THE FULL REPORT CAN BE FOUND ON OUR WEBSITE AT WWW.CAPOC.ORG UNDER THE ‘ABOUT US’ SECTION OF THE PAGE.
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Community Action Partnership of Orange County (CAP OC) has developed its new 2022-2027 Strategic Plan to guide the agency for the next five years, acting as a blueprint for implementing changes that will incrementally accomplish the agency’s mission and goals. As in previous years, this strategic plan is the result of a rigorous process to understand the most pressing needs in the community and seeks to implement new strategies for how we intend to move individuals and families out of poverty in Orange County. In the process, our agency is moving toward becoming a more resilient organization, implementing a new whole family approach model for addressing the unique needs of individuals and families, and becoming a leader in poverty-related issues in Orange County.

This document outlines the issues that our agency currently faces as well as our plan to address the needs of our participants over the next five years. A major influence on this Strategic Plan has been the agency’s recently completed 2021 Community Needs Assessment (CNA). The findings presented in the CNA provides an overview of the challenges faced by low-income communities, identifies unmet needs, and provides direction as to the potential programs and strategies the agency can undertake in the future.

As in the previous five-year Strategic Plan, this document reflects the efforts of our agency in formulating our goals for organizational implementation. It also weighs impact strategies for empowering and transforming the communities we serve. The information listed in this plan offers a deeper understanding of our new approaches. This involves taking a different approach of how we look at our system of equity and a new whole family approach in the work we do.
INTRODUCTION (CONTINUED)

This new strategic plan reflects this commitment with a strong focus on workforce development, equity, investments in human capital, low income housing, community resiliency, and a new approach in how we move families out of poverty while empowering the communities we serve. The result is four strategic drivers:

- Economic Mobility and Innovation
- Family and Youth Empowerment
- Health and Community Resilience
- Organizational Capacity and Brand Awareness

The development of this plan included a number of strategic planning sessions that took place among staff, department managers and directors, and our Board of Directors. These sessions resulted in reviewing what was achieved in the previous 2017-2022 Strategic Plan and the goals that could be achieved within this next five-year period. This crucial step required engagement across all levels of the organization and was key in establishing the strategic drivers and goals identified in this strategic plan.

As a working document, this plan will require strong commitment by our agency to act on proposed goals, monitor the execution of said goals, and evaluate the agency’s impact over time. This document sets out the process for identifying our implementation strategies and how we intend to assess our progress during this five-year period. This new strategic plan embarks upon a new era equipped with new tools that help shape our important work for future years to come. This plan provides a framework for making agency-level decisions, setting priorities, and most effectively allocates resources to best work toward our agency’s goals. CAP OC remains committed to eliminating poverty, and as such, has invested resources in ensuring that we generate strategic solutions in moving individuals and families out of poverty and empowering our communities.

This is where poverty ends.
Dear Friends,

As President and CEO of Community Action Partnership of Orange County (CAP OC), I am pleased to share with you our new 2022-2027 Strategic Plan. Our development process has evolved over the last several years, while we adapted to the COVID-19 pandemic to address immediate needs and keep our doors open. In early 2018, I joined CAP OC as President and CEO, and immediately began a multi-year process to improve our brand recognition within Orange County. An important first step was to invest in a complete make-over through a rebranding process. This rebranding included a new logo, website, vision statement, and mission statement. It was followed by the development and completion of our first ever Theory of Change in early 2021.

I myself grew up in poverty, living in public housing, and raised in a household where education was stressed. I know the personal trauma of working through issues of inadequate housing, inferior schools, and barriers for success. Having a personal support system in place and being constantly reminded of the importance of an education, I set myself on a path out of poverty. At CAP OC we are implementing a Whole Family Approach, as we work with families to move them out of poverty in two generations. Our employees are working together to develop a Diversity, Equity, and Inclusion Plan for implementation within CAP OC, and to bring these principals of racial equity and environmental justice into our implementation strategies for what we can accomplish over the next five years.

Our new 2022 -2027 Strategic Plan works towards having CAP OC deliver on outcomes and better address the needs of the communities we serve. Our most recent 2021 Community Needs Assessment was among our most comprehensive ever, despite it being done during a pandemic. It provides guidance on what we should be addressing over the next five years. While setting goals that can be accomplished over the next five years, we will not lose sight of the need to continue to meet immediate needs of those we serve, while integrating our provision of health and human services.

The 2022 – 2027 Strategic Plan has a strong focus on workforce development, financial empowerment, and affordable housing in response to our 2021 Community Needs Assessment, as a continuation of our 2020, 2021, and 2022 workplans in response to the pandemic.

This Strategic Plan is a living document; our official guide in what we do over the next five years. Our vision is strong, and our mission to seek to end and prevent poverty by stabilizing, sustaining, and empowering people with the resources they need when they need is more important than ever before.

With Gratitude and In Service,
Gregory C. Scott
President and CEO
Community Action Partnership of Orange County continues its mission to eradicate poverty. This five-year strategic plan includes four strategic drivers, Economic Mobility and Innovation, Family and Youth Empowerment, Health and Community Resilience, and Organizational Capacity and Brand Awareness.

Each strategic driving element holds a group of five-year primary goals; designed to move efforts to successful completion.

**FOUR STRATEGIC DRIVERS**

1. Economic Mobility and Innovation includes programs and services in workforce development, financial security, entrepreneurship, and affordable housing as well as increasing assets and wealth.
2. Family and Youth Empowerment includes programs and services in civic engagement, leadership, and education to achieve individual goals. It involves ensuring racial equity and social justice.
3. Health and Community Resilience involves our work in ensuring food security, responding to immediate needs, providing healthier homes, and building strong communities.
4. Organizational Capacity and Brand Awareness ensures that CAP OC expands its branding, fundraising and its place in the community as the region’s anti-poverty leader, while having a strong infrastructure, updated technology and data systems, and innovative capacity building with a social justice and equity lens.
 STRATEGIC GOALS

01 Develop and implement an entrepreneurial education program that reaches 250 participants.

Why – Today’s work standards and expectations are shifting to self-empowered income. Our focus on entrepreneurialism ensures we provide our participants with the relevant earning skills.

02 Place 100 individuals and/or families into affordable housing, including homeless individuals into permanent housing.

Why – Low-income housing is paramount. Homelessness has reached record highs; when families have the stability of a home, they are more likely to contribute to the economy successfully.

03 Expand financial programs resulting in savings resources of $400 or more for 50% of the families who receive empowerment services.

Why – Statistics show that financial education and at least $400 in emergency savings indicate that families are on the path to financial stability.

04 Develop a workforce and career development model that meets the market needs of high demand sectors by expanding our workforce development impact by 600 program graduates.

Why – Showing youth a school to career path and upskilling adults to transition to new jobs allows the community to be ready for the current and future employment markets.
**STRATEGIC GOALS**

**01** Place 100 program youth into one or more civic engagement activities by increasing foundational civic, academic/education, social emotional (including social activities), mental well-being, and financial knowledge of youth served by 50%.

Why – Research conducted by the Forum for Youth Development (forumfyi.org) has shown that when youth are exposed to and participate in civic engagement, it lowers the likelihood of risky behaviors, leads to future civic engagement, increases academic achievement, and positive attitudes about schoolwork. In addition, active involvement with community-based help initiatives positively affects interpersonal relationships and social development. It makes youth more likely to help their peers, act kindly towards each other, and appreciate cultural diversity.

**02** Increase the overall leadership, entrepreneurial, and living-wage employment skill levels of our teen participants by 50% or more.

Why – There are several paths out of poverty, and we want to ensure we are exposing and preparing our students to options. Our programs are designed to provide that upon completion, the social and academic knowledge will enhance their continuing education and increase the likelihood of earning living wages into adulthood.

**03** Move 50% of the families that receive empowerment services along the Crisis-to-Thriving scale, addressing trauma/mental health, equity roadblocks that curb access to assistance programs, and working with social justice partnerships that help eliminate barriers.

Why – Moving families out of crisis situations to stabilization allows them to focus on the future.
STRATEGIC DRIVE #3  
HEALTH AND COMMUNITY RESILIENCE

Health and Community Resilience involves our work in ensuring food security, responding to immediate needs, providing healthier homes, and building strong communities.

STRATEGIC GOALS

01 Operate a Healthy Homes program that integrates the Whole Family Approach and serves 25% of the Health Equity Improvement Zones surrounding our four program delivery centers.

Why – Making improvements to a home can also result in important health improvements. The National Center for Healthy Housing have helped to create the evidence base showing the effect of housing improvements (also known as interventions) on health status including both immediate and long-term health, levels of contaminants in the indoor environment, and housing durability.

02 Invest $1 million strengthening the infrastructure of CAP OC supported agencies to increase food safety and quality of food provided.

Why – If partner agencies have better equipment and storage facilities, they can serve their participants in safety, updated environments, and focus on increasing the quality of the food they can accept and distribute.

03 Through collaboration with our nutrition insecurity partners, increase Cal Fresh (SNAP) enrollment by 10%.

Why – Often, families may not know what is available to help them get through times of need. Increased knowledge of Cal Fresh ensures those funds don’t go untapped and helps expand our reach to the community.

04 Maintain current Diaper Bank funding levels and increase the reach of Diaper Bank distribution, which would include increasing diaper access on our mobile food trolley, Clementine.

Why – We’d like to ensure that no family has to choose between diapers and basic necessities like food and housing. Our Diaper Bank program continues to fulfil a critical need in the lives of low-income individuals and families in Orange County.
STRATEGIC DRIVER #4
ORGANIZATIONAL CAPACITY AND BRAND AWARENESS

Organizational Capacity and Brand Awareness ensures that CAP OC expands its branding, fundraising and its place in the community as the region’s anti-poverty leader, while having a strong infrastructure, updated technology and data systems, and innovative capacity building with a social justice and equity lens.

STRATEGIC GOALS

01 Increase CAP OC private fundraising by 50% through individual and corporate donors.

Why – In order to meet the goals described in our Strategic Plan, we can only reach these goals with financial support that is less restrictive and focused on the driving elements.

02 Launch a Capital Campaign to raise a minimum of $30 million.

Why – To explore centralized campus opportunities, the agency must have additional capital funds to look at property acquisition and moving costs to better integrate services. In order to meet the goals described in our Strategic Plan, we can only reach these goals with financial support that is less restrictive and focused on the driving elements.

03 Be recognized as the County’s leading anti-poverty agency by demonstrating increased brand awareness, media coverage, and legislative advocacy.

Why – As the agency integrates services and focuses on strategic driving elements, positioning itself in this manner directs participants, increases fundraising and expand the agency’s marketing reach.

04 Install appropriate systems in 2022 and then demonstrate improved program data tracking capacity with all departments providing input and tracking common outcomes over the remaining Plan years.

Why – More and more, funders are requiring increased data to match outcome narratives and the agency is stronger when it has the ability to show cross-departmental integrated service utilization to assist participants.