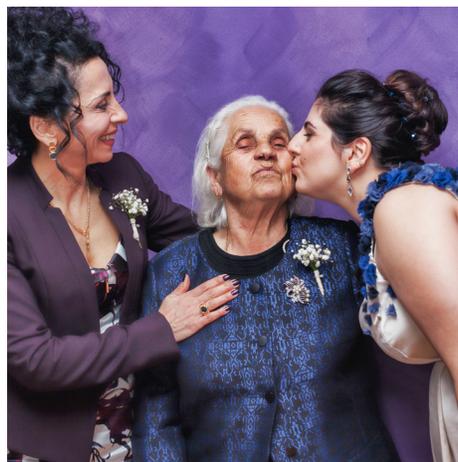


2020 - 2025 STRATEGIC PLAN

Alameda County - Oakland Community Action Partnership



ACKNOWLEDGMENTS

The Alameda County – Oakland Community Action Partnership would like to thank:

The **Community Economic Opportunity (C.E.O.) Network** of grantees for sharing their experiences and providing feedback to inform our planning effort;

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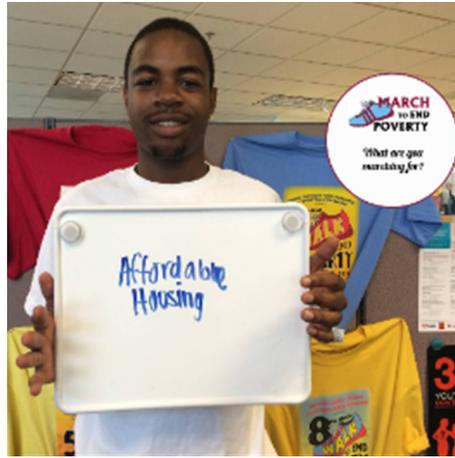
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ABOUT US

The Alameda County - Oakland Community Action Partnership (AC-OCAP) is a public city agency federally funded through the Community Services Block Grant (CSBG). AC-OCAP is committed to creating community-based programs and pathways that lead to social and economic empowerment and prosperity, with the aim of ending poverty within Oakland and throughout Alameda County (excluding the City

of Berkeley). Rooted in assessing and analyzing the needs of the community, and using a trauma-informed approach, the AC-OCAP strategic plan centers around funding local community level services that align with the agency's priority focus areas. These focus areas are all aimed at eradicating poverty through an equity lens to address the needs of Black, Latinx, Indigenous, People of Color (BLIPOC) residents.



THE COMMUNITY ACTION PARTNERSHIP

Since 1971, AC-OCAP as a public agency has been a part of the broad national Community Action Partnership (CAP) network of nearly 1,000 agencies that are embedded throughout communities all across the United States. This network was created by President Lyndon B. Johnson as part of the 1964 national War on Poverty. As the issue of social and economic inequities continues to impact our low-income communities and families, the National Community Action Partnership (NCAP) network association has adopted the following three overarching goals: 1) Individuals and families with low-incomes are stable and achieve economic security; 2) Communities where people with low-income live are healthy and offered economic opportunity; and 3) People with low-income are engaged and active in building opportunities in communities.

These goals and the network Theory of Change were considered throughout the AC-OCAP strategic planning process. Additionally, the agency is guided by sixteen national organizational standards that are broken into give categories to guide maximum feasibility and organizational vision and direction. These standards include commitments to guide consumer input and involvement, community engagement, community assessment, organizational leadership, and board governance.

The national Community Action Partnership's adopted promise is to change people's lives, embody the spirit of hope, improve communities, and make America a better place to live. The Community Action Partnership cares about the entire community and is dedicated to helping people help themselves and each other.



OUR CURRENT STRATEGIC RESPONSE

GUIDED BY CORE VALUES

The AC-OCAP Administering Board, comprised of local community members, elected officials, and community partners, identified the following five core values as a declaration to intentionally guide how the agency moves forward in implementing its strategic plan.



OUR MISSION

To end poverty within the City of Oakland and throughout Alameda County.

OUR VISION

To improve our community by creating pathways that lead to economic empowerment and prosperity.

OUR PURPOSE

The Community Action Partnership has the responsibility to plan, develop, and execute efforts to alleviate poverty and work toward systemic change to enhance the opportunities for families of low-income throughout Alameda County to achieve self-sufficiency. Self-sufficiency is defined by AC-OCAP as having the means and opportunity to meet a range of individual needs.



ROOTED IN COMMUNITY

AC-OCAP is results-oriented and conducts a comprehensive community needs assessment every two years to keep its community profile current and identify areas of need.

According to AC-OCAP's 2019 Community Needs Assessment, the leading areas of concern for Alameda County residents are affordable housing (69%), education (39%) and homelessness (31%). According to the 2013-2017 American Community Survey (ACS), it is estimated that 11.3% (181,194) of Alameda County residents live below the federal poverty level. It is worth noting that while Alameda County is one of the most diverse counties in the nation, African Americans account for only 11.1% of the County's population, but 22.4% live in poverty and make up 49% of Alameda County's homeless population.

Alameda County children are also overrepresented among those living in poverty, with nearly one in every eight of the County's 340,749 children under 18 years of age living in poverty according to 2013-2017 ACS survey. In particular, Latinx children make up almost half (46.7%) of the children living below the poverty level. The 2017 survey also reports the significant growth in the number of Transition Age Youth experiencing homelessness, increasing 122% from 414 in 2015 to 919 in 2017. Older generations also experience poverty in Alameda County, with 9.4% (19,201) of seniors 65 years and older living below the poverty line, 39.8% of which are of Asian descent.

AC-OCAP utilizes the following community indicators of poverty when establishing and tracking the progress of their goals: income, unemployment, education, childcare, health coverage, food security, affordable housing, homelessness, and public safety.

11.3%

**of Alameda
County residents
live below the
federal poverty line.**



1 IN 8

**children in Alameda
County under 18 years
of age live in poverty.**



THE NEXT FIVE YEARS

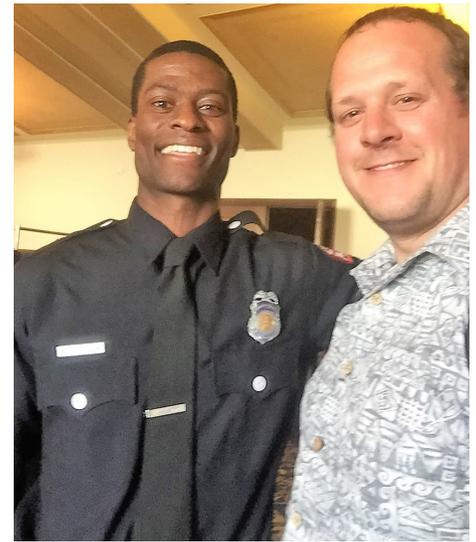
HOW WE DEVELOPED THIS PLAN

During the creation of the 2020-2025 strategic plan goals, AC-OCAP utilized the Results Oriented Management and Accountability (ROMA) Cycle and Logic Model for Planning framework. The framework ensures that each goal is SMART (specific, measurable, achievable, relevant to the mission and vision, and time-oriented), and sustainable by aligning them with targeted activities, inputs, outcomes and indicators, informed by the community needs assessment.

The ROMA Cycle begins with Assessment, where community needs, resources, and agency data are assessed. Then the cycle moves to Planning, using the agency mission statement and assessment data to identify results and strategies. Following is Implementation where services and strategies produce results, and Achievement of Results occurs when progress is observed and reported out. The last element of the cycle is Evaluation, in which data is analyzed and compared with benchmarks. This final element feeds back into the Assessment stage and the cycle repeats to foster continuous improvement in achieving equitable results, improving management, and increasing accountability.

During the strategic planning process, AC-OCAP modified its focus areas to narrow in and create impactful and results-driven goals that aligned with the agency's community-driven approach.

For each goal, the related strategies and outcomes have been summarized on the following pages.



FOCUS AREA ONE

ENTREPRENEURSHIP, JOB TRAINING, & EMPLOYMENT PLACEMENT



The **Entrepreneurship, Job Training, & Employment Placement** focus area aims to help people with low-income and the hard to serve population build skills that lead to employment.

OUR GOAL

Increase workforce development opportunities for Black, Latinx, Indigenous, People Of Color (BLIPOC) residents with low-income that lead to employment or entrepreneurship.

HOW WE'LL GET THERE

AC-OCAP plans to achieve this goal by improving the employment continuum to encompass low skilled workers and by aligning its funding with the Workforce Investment Opportunity Act (WIOA) to support demand-sector training and entrepreneurial opportunities.

HOW WE'LL HELP PEOPLE AND CHANGE LIVES

The creation of an employment continuum and entrepreneurial opportunities that allows Alameda County's low-income residents to earn a livable wage.



FOCUS AREA TWO

LOW-INCOME HOUSING



The **Low-Income Housing** focus area strives to increase opportunities that help people with low-income access safe temporary shelter and/or stable affordable housing/homeownership.

OUR GOAL

End homelessness for BLIPOC families with children; and seniors 55 years and up.

HOW WE'LL GET THERE

This goal will be achieved by partnering with and funding organizations focused on increasing the number of un-housed families with children and/or seniors who obtain housing.

HOW WE'LL HELP PEOPLE AND CHANGE LIVES

Homeless BLIPOC families with children and seniors 55 years and up will have stable and secure housing (shelter, transitional, permanent).



FOCUS AREA THREE

COMMUNITY DEVELOPMENT



The **Community Development** focus area aims to increase access, opportunities, and resources for Alameda County and Oakland's low-income community.

OUR GOAL

Increase access to resources and information, and empower BLIPOC residents with low-income to build assets and wealth.

HOW WE'LL GET THERE

This goal will be achieved through hosting community fairs and using collaborations to offer skill training and other resources; and increasing food security and access to the Earned Income Tax Credit (EITC), banking services, financial coaching, credit repair, debt reduction and home ownership.

HOW WE'LL HELP PEOPLE AND CHANGE LIVES

Increased net-wealth and security within low-income BLIPOC communities that is supported by economic development.



FOCUS AREA FOUR

CIVIC ENGAGEMENT & ADVOCACY



The **Civic Engagement and Advocacy** focus area aims to increase public awareness, expand partnerships, and empower low-income communities to take action.

OUR GOAL

Empower BLIPOC residents with low-income to advocate for systems-change and harness political power.

HOW WE'LL GET THERE

Leverage existing networks and fund grassroots trusted community leaders and Community Based Organizations (CBOs) that empower and advocate for communities of color (e.g., voter registration, citizenship).

HOW WE'LL HELP PEOPLE AND CHANGE LIVES

BLIPOC residents will be empowered, access to resources will be increased, and local determination and self-actualization will be realized.



FOCUS AREA FIVE

CAPACITY BUILDING



The **Capacity Building** focus area is aimed at expanding the agency's capacity in order to address and eradicate poverty throughout Oakland and Alameda County.

OUR GOAL

Raise awareness and transform AC-OCAP's community impact into a MOVEMENT. #EndPovertyNowAC

HOW WE'LL GET THERE

Leverage relationships to build an anti-poverty coalition and create a community campaign to end poverty now.

HOW WE'LL HELP PEOPLE AND CHANGE LIVES

Disenfranchised, marginalized, low-income communities of color in Alameda County are engaged and mobilized, and working in collaboration with AC-OCAP to end poverty.





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