

Washington State Community Action Partnership

Helping People. Changing Lives.



The Promise of Community Action

- * Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.



What is WSCAP?

The Washington State Community Action Partnership (WSCAP) represents and supports the network 30 Community Action Agencies in WA

- * WSCAP is a 501c3 nonprofit organization
- * Provides training and technical assistance to the local agencies
- * Engages in statewide advocacy on issues of poverty, equity and access to services

Washington Community Action Agencies



WSCAP Strategic Plan 2019-2024

The orientation of this strategic plan is based on the direction given WSCAP to lead on efforts that affect the people we serve and all of the CAP organizations working with people experiencing poverty. This strategic plan reflects that outward posture, in addition to serving the WSCAP member network. As approved, WSCAP will develop and execute a work plan to reach our goals working with our members to define success and incorporate new learning along the way. With the limited resources and staffing at WSCAP, all members will be critical to the success of this 5-year strategic plan.

WSCAP Strategic Plan 2019-2024

The board endorsed this version of WSCAP's 2019-2024 Strategic Plan following an all-day retreat.

This plan was presented at the WSCAP July meeting to get additional comments and suggestions.

Final approval was sought at the subsequent WSCAP October meeting in Chelan. More comments were received and this draft responds to that feedback.

WSCAP's Vision

WSCAP's network of 30 Community Action Agencies in Washington State envision healthy, just, and sustainable communities across our state, free of long-term poverty and structural inequity. Engaging the public, policymakers, and other partners toward that vision, WSCAP also enhances Community Action's capacity to work directly with our struggling neighbors to meet their basic human needs, identify pathways to opportunity, and make their voices heard in the system.

Organizational Aspirations

A vibrant, united, and inspired network

Equity is at the center of our entire network culture and practices

Continuous improvement deepens our impact

Change is an opportunity to shape the future of our community and programs

Values of Community Action Partnership

We believe all people should be treated with dignity and respect, regardless of their income.

We believe that Washington State and this nation have the moral obligation and capacity to ensure that no one is forced to endure the trauma of poverty.

We believe healing begins when we accept individual and collective responsibility for naming and dismantling structures and systems that reinforce deep, persistent poverty. These include but are not limited to: racism, sexism, ableism, homophobia, transphobia, and classism.

We believe that everyone can reach their full potential when we center the voices and expertise of low-income communities in the programs and services that stabilize and equip them to better their lives.

We believe that innovation and inclusive excellence requires multi-sector partnership and collaboration.

Goals of the WSCAP Strategic Plan

- * **Goal One:** Break Down The Structural Barriers Holding People Back From Realizing Their Potential
- * **Goal Two:** Accessible Solutions Within Each Community Address The 12 Dimensions Of Poverty
- * **Goal Three:** The Public And Stakeholders Become Driving Forces In Addressing Poverty
- * **Goal Four:** Strengthen The Network's Impact And Reach

Goal One: Break Down the Structural Barriers Holding People Back from Realizing Their Potential (Equity, Diversity, and Inclusion or EDI Focus)

Objectives	Strategies
<p>Objective 1.1 Embed an equity lens in all WSCAP activities</p>	<p>1.1.1 WSCAP establishes Equity, Diversity, and Inclusion (EDI) tools through which we ensure all network activities are sensitive to EDI</p>
<p>Objective 1.2 Structural barriers to poverty reduction are consistently identified, made visible and eliminated</p>	<p>1.2.1 WSCAP facilitates the bridging of EDI into the CAP Network as a whole – encourage, lead, support, convene, carry the message, and acquire general support of agencies to pursue EDI</p>
	<p>1.2.2 Advocate for the CAP Network to educate the general public on the structural barriers involving race</p>
	<p>1.2.3 Ensure EDI literature addresses the root causes of poverty such as: institutional racism, gender inequity, economic inequality, etc.</p>
	<p>1.2.4 In conjunction with other stakeholders, collectively drive legislative priorities and actions towards elimination of structural barriers</p>

Goal One: Break Down The Structural Barriers Holding People Back From Realizing Their Potential (cont'd)

Objectives	Strategies
<p>Objective 1.3 CAPs emphasize the 'right-sizing' of programs and services to be equitable to each individual's history, taking into account the impacts of specific structural barriers</p>	<p>1.3.1 WSCAP supports CAPs to ensure fairness, promote the practice of serving people experiencing poverty with 'equity', providing everyone what they need to be successful, verses 'equality', treating everyone the same, which only works if everyone starts from the same place and needs the same help</p>
<p>Objective 1.4 WSCAP efforts focus on and interrupt the cycle of generational poverty</p>	<p>1.4.1 Focus on the unique needs of those in generational poverty and via the latest research, best practices and peer support, construct plans and associated actions to break the cycle</p>

Goal Two: Accessible Solutions Within Each Community Address The 12 Dimensions Of Poverty (CAP Agency Focus)

Objectives	Strategies
Objective 2.1 High-performing, data-driven nimble learning CAPs are the norm	2.1.1 WSCAP helps broaden the current data focus to align with the 12 dimensions of poverty and the assessment of outcomes to continually achieve the highest impact.
Objective 2.2 WSCAP helps CAPs tactically deploy resources for consistently improved impact year-over-year	2.2.1 Guided by WSCAP's Theory of Change and the affiliated data measuring our true impacts, our network is responsive, nimble and targeted in serving our communities' needs. 2.2.2 Establish clear connections and reinforce the commonality and value derived collectively from NPIs, ROMA, WSCAP's theory of change and data collection & analysis
Objective 2.3 On behalf of the CAP network in Washington State, WSCAP communicates a collective story about poverty within Washington State and the Pacific Northwest	2.3.1 Normalize the value of embracing the region-wide TOC 2.3.2 Increase WSCAP's Communications capacity through staffing and strategic partnerships to support all goals and objectives of the Strategic Plan

Goal Three: The Public And Stakeholders Become Driving Forces In Addressing Poverty (Community Engagement Focus)

Objectives	Strategies
<p>Objective 3.1 Poverty reduction becomes a cause for the public and legislators; the public conversation about poverty is focused on root causes and the need for an EDI lens in addressing them</p>	<p>3.1.1 Annually champion and lead a state-level poverty related issue to raise awareness and improve policies and laws (not necessarily directly related to CAP programs)</p>
	<p>3.1.2 WSCAP authors "Why Poverty Matters" communications to further educate whole communities</p>
	<p>3.1.3 WSCAP assumes lead role to elevate poverty to system-level discussions and solutions</p>
	<p>3.1.4 WSCAP focuses on dispelling poverty myths by leveraging and communicating our knowledge, expertise, data and stories, such that the public builds empathy for the true life struggles people experiencing poverty and triggers community concerted efforts to address poverty</p>
	<p>3.1.5 Support CAP capacity building around community level work and engagement to change attitudes and practices in the communities which we operate, as per our Theory of Change</p>
	<p>3.1.6 WSCAP takes an active role in promoting direct client voices in our advocacy efforts, developing trainings, relationships, and pipelines for client advocacy leadership in partnership with peer organizations</p>

Goal Three: The Public And Stakeholders Become Driving Forces In Addressing Poverty (cont'd)

Objectives	Strategies
<p>Objective 3.2 WSCAP supports strong community engagement yielding visible results to the community. By doing so, the community's participation is positively reinforced resulting in increased and ongoing engagement</p>	<p>3.2.1 Strategically support, track and amplify local CAP efforts in engaging their communities and highlight how we are taking the lead to address poverty in our communities, thus creating an ongoing positive momentum propelling our collective work forward</p>

Goal Four: Strengthen The Network's Impact And Reach (WSCAP Office Focus)

Objectives	Strategies
<p>Objective 4.1 Partnering with other providers, advocates and stakeholders, yields visible evidence of progress in eliminating poverty in our communities</p>	<p>4.1.1 WSCAP partners with others and in joint actions achieve heightened progress in addressing poverty</p>
<p>Objective 4.2 Washington's residents experiencing poverty benefit from Region 10 and national synergies, best practices and economies of scale</p>	<p>4.2.1 WSCAP draws on other state, regional and national efforts to advance our work, increase our impact and efficiency, and bring best practices back to the network</p>
	<p>4.2.2 WSCAP draws upon implementation research to reduce barriers and increase uptake of evidence-based and promising practices in poverty reduction</p>
<p>Objective 4.3 Decision makers turn to the CAP network for a proxy representing the voice of those experiencing poverty</p>	<p>4.3.1 Increase WSCAP's network visibility through a well-resourced communications/media plan for consistent, accessible engagement across Washington through a variety of media platforms and content that emphasize alliances, impacts, data and stories</p>