

# 2023-2027 Strategic Plan



**COMMUNITY  
ACTION**  
VENTURA COUNTY

# Introduction



Dear Partners & Friends,

As Executive Director of Community Action of Ventura County (CAVC), I am pleased and honored to share with you our 2023-2027 Strategic Plan. This document is the result of hard work and honest conversations among CAVC staff, members of our Board of Directors, and valued partners across Ventura County who believe in us and our mission of ending poverty in every community. I am grateful to every single person who participated in this process; you make CAVC stronger and are changing lives in our cities.

This Strategic Plan will set a course for CAVC to deliver better services to more community members over the next five years. This plan will also work in concert with our 2023 Community Needs Assessment, which will reveal Ventura County's greatest needs and show us how we can help communities most immediately. The goals in this plan will, when accomplished, show CAVC to be the agency that helps families find safety, prosperity and dignity.

Our goals also center on increasing Ventura County's awareness to our mission, our incredible staff, and our programs. As we emerge from a global pandemic, we strive to be a trusted partner and collaborator with agencies, policymakers, and community members who want to make a difference in the lives of their neighbors in need.

This Strategic Plan reflects the strength of our vision, our mission, and the people who work with us.

With gratitude,

Susy Lopez-Garcia  
Executive Director  
Community Action of Ventura County

## **Executive Summary**

Community Action of Ventura County (referred to as CAVC henceforth) was incorporated in 1965 and charged with eradicating poverty in Ventura County. We are a member organization of the Community Action Partnership, which is a national nonprofit organization funded by the federal Community Services Block Grant program. The Community Action Partnership is part of the Community Action Network, which was established under the Economic Opportunity Act of 1964 as part of President Johnson's War on Poverty. CAVC is one of over 1,100 Community Action organizations across the United States, who are charged with eradicating poverty in every American community.

We provide services to Ventura County, the twelfth-most populous county in California (839,784 per the 2021 census) and is headquartered in Oxnard, the county's largest city, (population: 201,879 as of July 2021). The county population is 44.1% Hispanic / Latino and 43.6% white, with Black, American Indian, Asian, and Pacific Islander groups comprising the remaining 12.3%.

The median household income is \$94,150. Though the median household is high, the median home price in Ventura County is \$750,000 as of January 2023, which is a slight decrease from the peak of \$875,000 in April 2022. From 2017-2021, 64.4% of the population 16 years and older participated in the labor force. Just under 9% of the population lived in poverty during the same five-year span, though we suspect this number has increased in recent years due to the COVID-19 pandemic. In Ventura County, an average of 3 individuals lives in each household, though it is possible that this number undercounts instances in which numerous families live in the same household.

The COVID-19 pandemic has continued to significantly impact Ventura County, both in terms of human cost and cost to its economy. As of December 2022, Ventura County saw over 213,000 residents test positive for COVID-19 and 1,600 residents die from the virus. Nearly one-third of those deaths were in Oxnard, which had 532 deaths, the most of any city in the county. The COVID-19 pandemic was also costly economically, as over 16% of the county's workforce lost a job from April 2020 onwards. The goals stated in this strategic plan will be timed with the county's ongoing recovery efforts from the pandemic.

We have five core program areas, all of which are funded by Community Service Block Grants distributed by the federal government:

**Food programs:** CAVC is a hub for food distribution to households in need throughout the county and a distribution hub for more than 15 Ventura County food pantries with whom it shares produce resources.

- Every Thursday, we, alongside tireless volunteers, distribute free boxes of produce and groceries to an average of about 400 families from our headquarters.
- Twice monthly, produce received from FoodForwardLA is shared with non-profit partners.
- On Wednesdays, we pack an average of 75 boxes of food which are delivered via DoorDash to households with seniors or people with disabilities. These distributions are made possible by our partnerships with the State of California's CalRecycle Program and Waste Free Ventura County, which allow us to recover edible food from being wasted in landfills and 211.

**Weatherization:** We offers no-cost home weatherization to eligible families. The Weatherization team members make crucial repairs to homes that increase safety and energy efficiency. These fixes can include, but are not limited to, repairing or replacing water heaters and appliances, smoke and CO2 detectors, energy efficient lightbulbs and shower heads, weather stripping, and running CO2 diagnostics that make families safer in their homes.

**Homeless Services:** Twice a week, our headquarters host mail, laundry, and showers for unsheltered individuals in the county. We provide the toiletries and other necessities for showers and laundry detergent for its washing machines.

- Clothes, laundry detergent, and other basic necessities are generously donated by individuals and charitable organizations who care for their unsheltered neighbors in the county.

**Home Energy Assistance Program (referred to as HEAP):** HEAP has assisted Ventura County households with utility bill payments for over 40 years. HEAP qualifications specifically target low-income households, especially those home to senior citizens, disabled individuals, and families

with young children. Payments to households are determined by household size and income, along with costs of utilities in Ventura County at the time.

**Community & Family Wellness:** Our newest core program began during the COVID-19 pandemic in 2020. These workshops, held virtually over Zoom, focus on financial literacy and community mental wellness to ensure families are healthy and secure in the face of economic uncertainty. Workshops are free and open to the public and hosted in partnership with local businesses and other subject matter experts.

We also respond to immediate community needs through time-specific programming and select services when needed. Notable examples of these services include facilitating COVID-19 vaccines with the county's mobile clinic unit, distributing goods such as baby formula and diapers during recent shortages, and hosting school supply drives for families in need in anticipation of the school year starting.

The purpose of this strategic plan is to set our course of action for the next five years. The needs and demands of Ventura County communities will change and grow, so we will need to work harder than ever to meet the demand.

## Methodology

This Strategic Planning process began in January 2022 by engaging VISIONALITY Partners, a local consultancy group tapped to assist with the process. The process then broke into four distinct phases:

### **Phase 1: Listening**

- From May until July 2022, we interviewed an extensive list of stakeholders, which included program partners, donors, city and county politicians, and other individuals with whom we have strong relationships. We gathered public insight on how they viewed us and what they saw us doing well and where we needed to improve. We actively listened to ensure the “bigger picture” was seen, and they helped us set the context into which we’d enter into this five-year plan. We then compiled and analyzed these interview results.

### **Phase 2: Data Synthesis**

- With VISIONALITY’s help, we then took the interview data and synthesized it alongside our 2022 customer satisfaction survey data and data from our 2021 Community Needs Assessment. This synthesis will add to the context into where Ventura County is as a region from all levels. In other words, our Strategic Plan would not be successful if we did not continue to listen to those who partner with us and who rely on us for care. Our goals needed to be grounded in reality and be closely aligned with community needs across the county.

### **Phase 3: Internal Assessment**

- Starting in October 2022, we then conducted internal assessments, led by our Executive Director, Susy Lopez-Garcia. Susy and her team asked our staff to be candid about the programs and to assess how they functioned. Their answers would lend insight into how we could develop these programs in the future and where we could make these developments possible.
- By the end of this phase, we were able to assess which organizational fundamentals, systems, and processes might need improvement in order for us to be successful over the next five years. The new strategic plan will begin by addressing existing issues before moving towards achieving longer range goals.

### **Phase 4: Goal Setting**

- Using the insight gained during the Listening, Data Synthesis, and Internal Assessment phases, strategic goals have been determined. We will now move forward as one unified organization in our efforts to achieve these goals during the next five years.

## CAVC & Our Communities

Every two years, we conduct a **Community Needs Assessment** that allows us to establish priorities for the development of facilities, programs, and services across Ventura County. These priorities emerge from surveying Ventura County residents about their lives, the challenges they face, and unmet needs. The responses collected from these surveys reveal the gaps in service in Ventura County; identify available community assets to meet those needs; and allow CAVC to further survey respondents to find solutions and resources.

Our most recent Community Needs Assessment (henceforth referred to as CNA) took place in 2021 amid the COVID-19 pandemic. Therefore, many of the needs Ventura County residents relayed to us reflect concern for health, safety, and consistent employment, all of which were upended and interrupted by the pandemic.

The most frequently cited unmet needs from community members from the 2021 CNA were:

- **Health care**
  - Over 8% of Ventura County's population under the age of 65 is uninsured. While that means that 9 out of 10 Ventura County residents have health insurance, what is provided by insurance plans is often not sufficient for a family's needs. This is particularly true for many when it comes to dental and vision care.
- **Housing**
  - Living in Ventura County is extremely expensive, and high rental costs force multi-family living situations that are difficult and potentially unhealthy for many.
  - Barriers to homeownership in the region, including housing costs, required credit checks, deposits, and other payments, are extremely high.
- **Employment**
  - There are not enough jobs that pay at or above the federal poverty level for many workers, which makes living in Ventura County even more challenging.
  - Well-paying jobs are also not located near low-income neighborhoods and areas throughout the county, making them even more difficult to access with limited public transportation options.

- **Transportation**

- The ability to easily travel to and from work via public transportation is limited for most Ventura County residents. Residents with disabilities and those with low incomes depend on limited public transit to get to medical appointments and shopping.

- **COVID-19**

- Aside from its apparent public health impacts, COVID has taken a toll on the mental health of individuals and families, as many survey respondents reported themselves or people they know suffering from depression or being abused in households by other family members.

Complete data from the 2021 Community Needs Assessment [can be found on our website.](#)

It is important to note that findings from the Community Needs Assessments may not align with our core program offerings; this was the case in 2021. For example, our core programs do not include dental and vision care, but we made referrals to no-cost services across the county. While we support families with utility bill payments and weatherization, we cannot house individuals ourselves, so we make referrals to other agencies that provide rental assistance.

We will always be responsive to community needs, and often times that means bringing in like-minded partners and organizations that can better help families as needed.

## **Customer Satisfaction Survey Data**

Alongside the CNA we conduct every two years, we also survey our clients and community members who use our services about their experiences and satisfaction levels.

Overall, our customers are extremely satisfied. Throughout 2022, we surveyed customers about the services they received and the quality and benefits from said services. Over 70% of customers said that our services were “excellent;” overall, over 90% of respondents found our services to be at least “good.” This is a clear indication that we are meeting needs in Ventura County with high-quality care to individuals who need it most.

**[A fuller picture of the 2022 customer service data can be found here.](#)**

Customer satisfaction survey data was one key component used to assess the current situation in Ventura County as we undertook this process. By analyzing how customers and clients felt about the services they received, we could better understand what works and what doesn't about service delivery.

## Internal Organizational Assessment

This Strategic Plan is built off a fundamental assessment of who we are as an organization. Our plan to combat poverty in Ventura County for the next five years could not be impactful without reviewing our mission, vision, and values. The world was changed dramatically after 2020 and the COVID-19 pandemic, so it followed that we could change as well. We could answer how we changed by assessing our organizational fundamentals, which include: our 2021 CNA; our most recent customer satisfaction survey data; and our self-directed SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

Our fundamentals also crucially included our mission and vision statements, as well as our core values. We asked our Board of Directors to assess who we are, how we operate, and how we view ourselves before we set goals for the next five years.

### Our Mission

Our Board began by assessing our mission. Currently, our mission statement is as follows:

***Helping our community establish pathways out of poverty through advocacy, partnerships, and services that promote dignity and self-sufficiency.***

We then considered questions like what our purpose is, who we serve, how we are unique, and whether this mission is clear and understandable by the community. Our board unanimously agreed that our purpose is to help Ventura County's low-income residents live self-sufficiently and with dignity by providing basic services as well as advocating for better policies with trusted partners. We are a special organization because our services are unique and have relatively low barriers of entry. We are also unique as an organization that reports to local elected officials at the county supervisor level, and we work closely with all levels of civil society at local, state, and federal government and administrative levels.

In all, our mission is clear, and we will continue to use this statement as our guiding light over the next five years. However, we will be mindful that "pathways out of poverty" will always continue to change, and that those will likely need refinement and further explanation as time passes.

## **Our Vision**

Our vision statement is as follows:

***We envision Ventura County communities successfully lifting people out of poverty.***

Our board determined that this vision needed specificity and refinement. We considered what Ventura County could ideally look like, and we determined that Ventura County ideally would be home to communities that are thriving and equitable to allow all residents to live high-quality lives. In fact, an ideal vision of Ventura County would be one with little need for our services!

With poverty minimized, we would still provide residents a strong safety net that would help provide for a high quality of life. Our new vision reflects this reality:

***We envision a Ventura County that creates opportunities for all to thrive in an equitable society.***

## **Our Values**

One constant in our history has been our set of values. We treat each other and those we serve with the respect, dignity, integrity, and empathy that we all deserve. Our clients are worthy of our respect, our help, and our belief in their ability to contribute at various levels to our mission. We should continually hold ourselves to a standard of excellence in all our work. Therefore, our values remain unchanged:

***We value people.***

***We value a healthy community.***

***We value people helping people.***

***We value healthy self-sufficiency.***

***We value personal initiative in trust.***

***We value lifelong learning.***

***We value integrity, professionalism, and wise use of resources.***

# SWOT Analysis

## Strengths, Weaknesses, Opportunities, Threats

The following pages reveal the results of a SWOT analysis our organization conducted throughout this Strategic Planning process. A SWOT analysis derives its name from assessing an organization's strengths, weaknesses, opportunities to improve on its weaknesses, and threats. We sought from key stakeholders, including the community, Board members, leadership team, and work groups. We assessed ourselves internally and externally to better capitalize on our strengths and opportunities and learn about our weaknesses and threats, so these challenges do not hold us back from meeting goals, which we will outline in the next section of this plan.

### Strengths

Our strengths have something special in common – they involve the people who care enough to make a difference and those who appreciate the services and programs CAVC offers. First and foremost, we are a passionate and dedicated staff committed to helping our most vulnerable residents and communities. Our staff are knowledgeable and have positive relationships with clients, which is also reflected in the customer satisfaction data. To make the most of this, we want to send our team to more community events to connect and share their knowledge. And because CAVC wants to retain staff who genuinely care and value their positions, we want to invest in our team by creating better jobs and offering more training and certifications. Finally, CAVC receives overall positive reviews on review sites. We plan to create collateral to actively focus on maintaining and increasing overall review scores.

Identified Strength	Options to Accentuate Strength
Passionate and dedicated staff	<ul style="list-style-type: none"><li>• Send staff to community events to share passion &amp; make connections</li><li>• Invest in staff through certification &amp; training opportunities</li><li>• Clarify job roles &amp; responsibilities to improve staff satisfaction &amp; longevity</li></ul>
Knowledgeable communication about programs and services	<ul style="list-style-type: none"><li>• Build on staff knowledge by providing talking points on programs and services for community events</li></ul>
Positive relationships with clients & families	<ul style="list-style-type: none"><li>• Create more engagement opportunities between staff &amp; clients/families</li><li>• Position staff at events close to families &amp; clients for mingling &amp; interaction</li></ul>

## Strengths (continued)

Identified Strength	Options to Accentuate Strength
Solid community reputation	<ul style="list-style-type: none"> <li>• Improve CAVC ratings on review sites by encouraging clients to post positive reviews</li> </ul>

## Weaknesses

For CAVC, weakness leaves room for growth and spurs motivation toward improvement. Our biggest weakness is our greatest strength: our people. By this, we mean that we need to improve on training our staff and the Board of Directors. Many staff members are stretched thin and all staff need more financial security. To better balance this weakness, CAVC can improve training options and reach towards better salaries and financial security for dedicated staff. Another area for improvement is to address outdated software staff members have to use at times. With donations, nonprofit discounts, and grants, CAVC can turn this weakness around.

Identified Weakness	Strategies for Improvement
Development department staff is stretched thin	<ul style="list-style-type: none"> <li>• Working with consultants can help create easier processes to minimize efforts and reduce time spent on certain tasks</li> </ul>
Outdated and limited software	<ul style="list-style-type: none"> <li>• Seek nonprofit discounts and technology grants to upgrade software in a cost-effective manner</li> <li>• Evaluate operating budget with software &amp; technology line items in mind</li> </ul>
Lack of staff & Board of Directors training	<ul style="list-style-type: none"> <li>• Adopt training requirements for Board of Directors with assistance from CALCAPA or other NCAP organizations</li> <li>• Identify opportunities for Board of Directors to be involved in service and program promotion</li> <li>• Create "job descriptions" for Board of Directors that delineate participation expectations</li> <li>• Invest in staff training/certification opportunities such as ROMA</li> </ul>
Lack of staff financial security	<ul style="list-style-type: none"> <li>• Offer retirement benefits and eventually increase salaries to be in line with other thriving nonprofits</li> </ul>
Client applications are separate for services	<ul style="list-style-type: none"> <li>• Attempt to streamline application process for all services to allow ease of access for clients</li> </ul>

## Opportunities

Like our strengths, our opportunities are centered on important soft skills with positive internal and external relationships. A significant opportunity is growing partnerships with nonprofit and social service organizations to collaborate on affordable housing and other needs identified in the Community Needs Assessment. Another way to cultivate alliances and enhance training is to enroll staff in the leadership programs, which will build core leadership skills and maximize our impact on the community.

Identified Opportunity	Ways to Capitalize on Opportunities
Cultivate new partnerships with nonprofit and social services agencies	<ul style="list-style-type: none"> <li>• Review input received in the Community Needs Assessment to determine who to partner with to address new identified needs</li> <li>• Enroll staff in leadership programs in Oxnard and Ventura</li> <li>• Network with other nonprofit organizations, such as the Ventura County Networking meeting hosted by Dignity Health and the Ventura County Military Collaborative, as well as Oxnard Dental College and the Free Clinic of Simi Valley Dental programs</li> </ul>
Support affordable housing initiatives in communities	<ul style="list-style-type: none"> <li>• Partner with affordable housing nonprofit organizations, such as Cabrillo Economic Development Corporation and Many Mansions</li> </ul>
Marketing and awareness	<ul style="list-style-type: none"> <li>• Strengthen it through continued presence on radio and even on television with KEYT</li> <li>• Outreach to Ventura County school districts</li> </ul>
Cultivate new sponsors and sponsorship opportunities	<ul style="list-style-type: none"> <li>• Attending more Chamber of Commerce events across the county</li> </ul>

## Threats

The biggest threats we face are Ventura County's slow-growing population and rising inflation. Between 2010 and 2021, the county grew by an average of 0.2% per year. The inflation growth rate is 7.53 percent, representing the highest since 1982. To offset this, our programs and services will need to grow to better align with the county's growth rate, including needs in Eastern Ventura County. Increasing staff wages and better assessing clients' needs will help provide more financial security.

Identified Threat	Strategies to Combat Threats
Inflation has made living in Ventura County expensive as ever	<ul style="list-style-type: none"> <li>• Providing community advocacy training with partner organizations to ensure policies are passed to help families</li> <li>• Work to increase CAVC staff wages</li> <li>• Increase funds distributed to clients where possible</li> <li>• Continually assess eligibility requirements for programs based on inflation</li> </ul>
Supporting east Ventura County	<ul style="list-style-type: none"> <li>• Continue to build CAVC brand awareness in east Ventura County communities like Simi Valley and Moorpark</li> </ul>
Increased needs in affordable housing, transportation, education, & childcare services	<ul style="list-style-type: none"> <li>• Focus partnership strategy on organizations that work in these issue areas in particular</li> <li>• Begin to raise funds from private sources for programs that can address these needs</li> </ul>
Cultivate new sponsors and sponsorship opportunities	<ul style="list-style-type: none"> <li>• Attending more Chamber of Commerce events across the county</li> </ul>

## Five-Year Strategic Goals

The National Community Action Partnership delineates three types of strategic goals for its member organizations to set. The primary difference between these types of goals are the areas of focus, of which there are three. The first is an **agency goal**. Agency goal examples can include goals like strengthening operations, adding staff, or other goals that make our delivery of services to community members stronger. You will note a few areas of strategic improvement we hope to strengthen in the next five years.

Then there are **family goals**, goals that directly benefit families in our communities. These are goals that focus on goods like quality housing, education, or financial wellness among many others that are targeted services for families.

Finally, **community goals** are goals that benefit everyone, whether they receive services from a Community Action organization or not. In our context, community goals can be achieved through advocacy alongside partner organizations and civic leaders for policy change at local levels across Ventura County.

Our five goals for the next five years can be categorized across all three of these areas of focus as you will see over the next pages. You'll also see objectives and strategies that outline how we'll achieve those goals as well as quantitative outputs over the next five years where applicable.

### Our Five Goals for Five Years

1. Improve Equity and Poverty Reduction
2. Developing our Talent
3. Strengthening our Partnerships
4. Improving our Capacity to Serve
5. Making Ourselves Known Throughout Ventura County

**Goal #1** Goal type: Agency, Family, Community

# Improve equity & poverty reduction

## Objectives

1.1: Increase overall number of clients served by 2.5% by December 2025.

1.2: Increase mental and financial well-being by 25% from 2023 to 2027.

1.3: Enabling more low-income community members & families to earn higher incomes.

1.4: Distributing 260 additional weekly boxes of food by 2025.

## Strategies

1.1: Refer clients to the county Employment Development Department & other job services.

1.2: Building partnerships with affordable housing nonprofit organizations.

1.3: Refer clients to VC Behavioral Health & other social services agencies.

1.4: Creating one application for all services to better match clients to benefits.

## Outputs

2023	2024	2025	2026	2027
Increase clients served by 131	Increase clients served by 152	Increase clients served by 174	Increase clients served by 200	Increase clients served by 223
Provide mental wellness & financial literacy education to 150 clients	Provide mental wellness & financial literacy education to 200 clients	Provide mental wellness & financial literacy education to 250 clients	Provide mental wellness & financial literacy education to 300 clients	Provide mental wellness & financial literacy education to 350 clients

## Goal #2 Goal type: Agency

# Developing our talent

## Objectives

2.1: Improve staff financial security with raises where possible.

2.2: Maintain five ROMA certified staff members by 2027.

2.3: Register 75% of staff in continuous learning opportunities by 2025 & maintain that into 2027.

2.4: Hire three additional development staff members to support fundraising efforts.

2.5: Revise & update job descriptions by end of 2024.

## Strategies

2.1: Maintain annual list of staff training, leadership, and educational programs.

2.2: Host staff development activities to strengthen team relationships.

2.3: Conduct research on staff salaries in nonprofit sector in Ventura County.

2.4: Conduct salary survey to adjust staff wages to other competitive nonprofit positions.

2.5: Contract with consultants to create efficient processes that support burdened staff members.

## Outputs

2023	2024	2025	2026	2027
One staff member will be ROMA certified	One staff member is ROMA certified One staff member begins CCAP certification	One staff member will be ROMA certified	One staff member is ROMA certified One staff member completes CCAP certification	Four staff members will be ROMA re-certified
45% of staff will complete a continuous learning activity	60% of staff will complete a continuous learning activity	75% of staff will complete a continuous learning activity	75% of staff will complete a continuous learning activity	75% of staff will complete a continuous learning activity

## Goal #3 Goal type: Community, Family

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# Strengthening our partnerships

## Objectives

3.1: Engage in two meetings per year with affordable housing nonprofit organizations in Ventura County.

3.2: Build referrals to community partner agencies by 5% yearly.

## Strategies

3.1: Participate in homelessness and community development initiatives with county and local municipalities.

3.2: Cultivate alliances with leadership and educational programs.

3.3: Develop relationships with other nonprofit organizations providing access to affordable housing.

## Outputs

2023	2024	2025	2026	2027
Refer 2,057 clients to partner agencies	Refer 2,150 clients to partner agencies	Refer 2,245 clients to partner agencies	Refer 2,357 clients to partner agencies	Refer 2,475 clients to partner agencies

## Goal #4 Goal type: Agency

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# Improving our capacity to serve

## Objectives

4.1: Replace 100% of software needing updates by December 2027.

4.2: Increase fundraising and individual giving by 25% by December 2027.

## Strategies

4.1: Identify software programs that need updating.

4.2: Replace outdated software to improve staff productivity.

4.3: Seek technology grants to underwrite software purchasing needs.

4.4: Seek nonprofit discounts for software purchases.

4.5: Continue to develop monthly fundraising giving program supplemented by annual fund campaigns and special events where appropriate.

## Outputs

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**2023**

**2024**

**2025**

**2026**

**2027**

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Specific outputs pertaining to staff software needs are currently in development.

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Specific outputs pertaining to annual fundraising goals and needs are currently in development.

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## Goal #5 Goal type: Agency

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# Making ourselves known through Ventura County

## Objectives

5.1: Increase overall review score to 4.5 out of 5 by December 2027.

## Strategies

5.1: Create marketing pieces that request reviews from satisfied clients.

5.2: Build awareness through continued advertising and interviews on radio, television, and other media platforms.

5.3: Purchase large signage for CAVC satellite offices in Simi Valley & Santa Paula.

5.4: Increase electronic communication with clients and communities at large.

5.5: Increase social media engagement on all platforms.

## Outputs

2023	2024	2025	2026	2027
One staff member will be ROMA certified	One staff member begins CCAP certification	One staff member will be ROMA certified	One staff member is ROMA certified	Four staff members will be ROMA re-certified
45% of staff will complete a continuous learning activity	60% of staff will complete a continuous learning activity	75% of staff will complete a continuous learning activity	75% of staff will complete a continuous learning activity	75% of staff will complete a continuous learning activity

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