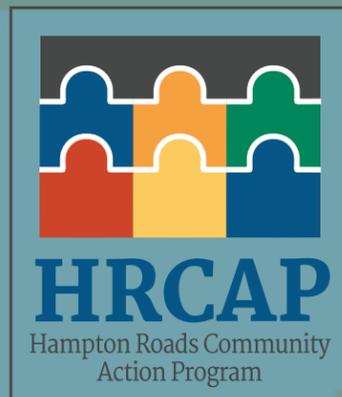


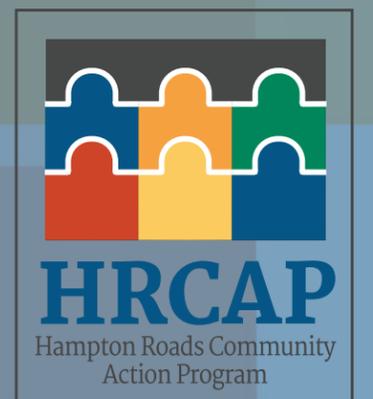
Community Action Plan 2022

Empower. Engage. Enhance.

Hampton Roads Community Action Program
Five Year Strategic Plan



HRCAP Administrative Office
Downing Gross Cultural Arts Center
2410 Wickham Ave.
Newport News, VA 23607
757-237-0379
www.HRCAPINC.org



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HRCAP Service Area

Newport News

Area: 71 square miles
Population: 182,385
Poverty Level: 15.7%
Unemployment Rate: 5.1%
Homeownership Rate: 50.2%

Portsmouth

Area: 33 square miles
Population: 95,252
Poverty Level: 18.2%
Unemployment Rate: 6.1%
Homeownership Rate: 54.8%

Chesapeake

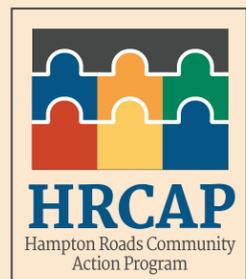
Area: 353 square miles
Population: 237,940
Poverty Level: 9.7%
Unemployment Rate: 4.3%
Homeownership Rate: 70.4%

Hampton

Area: 55 square miles
Population: 135,410
Poverty Level: 15.3%
Unemployment Rate: 5.6%
Homeownership Rate: 57.6%

Norfolk

Area: 66 square miles
Population: 245,115
Poverty Level: 21.0%
Unemployment Rate: 5.2%
Homeownership Rate: 43.5%



Sources: US Census Bureau 2016 estimate, American Community Survey estimates 2011-2015, Virginia Employment Commission

A Message from the Executive Director and the Committee Chairperson

Dear Community Members:

We are delighted to share this publication outlining the vision for The Hampton Roads Community Action Program (HRCAP). This award winning organization continues to be a pivotal contributor to the economic stability of individuals, families, and the community. HRCAP has been steadfast in improving the quality of life through education, training, work experience, emergency services, housing counseling, and many other programs. This plan provides a clear path for the delivery of exemplary services meeting community needs for years to come, and allowing HRCAP to be a leader locally, regionally and nationally on issues related to poverty and self-sufficiency. For more than 51 years, HRCAP has been in the forefront attacking the causes of poverty towards the goal of elimination. As a result, many families have broken the chains of poverty and are now equipped for success.

This strategic plan is the result of the time and effort provided by the members of the Strategic Planning Committee, HRCAP staff, the Board of Directors and the community. Thank you to all who participated in this important process and helped forge the way forward, and thank the committee members for their dedication and hard work in formulating the agency's goals and objectives.

Sincerely
Edith G. White
EXECUTIVE DIRECTOR



Edith G. White
EXECUTIVE DIRECTOR



Charlene Christopher
CHAIR, STRATEGIC
PLANNING COMMITTEE
AND BOARD VICE-CHAIR

Strategic Planning Committee Members

Ms. Charlene Christopher
COMMITTEE CHAIRPERSON AND BOARD VICE-CHAIRPERSON, REPRESENTING NORFOLK COUNCILWOMAN MAMIE JOHNSON

Councilman Herbert Bateman
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Ms. Shirley Wills
ZEL TECHNOLOGIES LLC

Ms. Edith White
EXECUTIVE DIRECTOR, HRCAP

Mr. Kevin Otey
SENIOR DIRECTOR OF STRATEGIC INITIATIVES, HRCAP

Mr. Carl Shirley
PLANNING DIRECTOR, HRCAP

Ms. Michele Grant
DIRECTOR OF COMMUNITY SERVICES, HRCAP

Strategic Planning Process



About Hampton Roads Community Action Program

The Hampton Roads Community Action Program (HRCAP) is a nonprofit organization serving southeastern Virginia for over 51 years. The agency provides services in education, employment, emergency assistance and housing that enable low-income families to escape the grip of generational poverty, finding a path to self-sufficiency and prosperity. HRCAP operates 20 programs in five cities (Chesapeake, Hampton, Newport News, Norfolk and Portsmouth) including a veterans homelessness prevention initiative and one of the largest Head Start programs in Virginia.

Under the original name of the Newport News Office of Economic Opportunity, the agency, founded in 1966, was led by Norvleate Downing Gross. Programs included Medicare Alert, an outreach to elderly residents that apprised them of their Medicare benefits; Neighborhood Youth Corps,

which provided opportunities to disadvantaged youth and high school dropouts; and Head Start, then a summer program for children 5-years of age. As the number and scope of agency programs grew, political events led to the abolition of the federal Office of Economic Opportunity, and the Newport News OEO officially changed its name to Office of Human Affairs (OHA) in 1973.

In the years that followed OHA, improved conditions and communities served, expanding into Hampton with programs such as Project Discovery and the Four-Year-Old Initiative. In the late 1990's, the agency created the Peninsula Community Development Corporation (PCDC), featuring an affordable housing program that built and refurbished homes for low and middle income families. The agency addresses the issue of homeless veterans through Supportive Services for Veteran Families. In 2012, HRCAP became the provider of Head Start services in Norfolk, Portsmouth, and Chesapeake.

HRCAP will continue to plan and implement innovative programs to reduce the impact of poverty. New resources and partnerships will enable the agency to meet emerging needs.

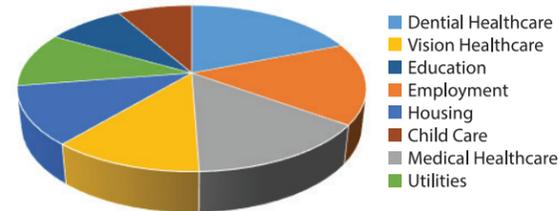


Strategic Planning Process

One of the foremost expectations of an agency's governing board is to establish a strategic direction to guide actions and programs. Appointed by the board, the HRCAP Strategic Planning Committee embraced its charge with a strong sense of urgency and determination. Early efforts centered on conducting a readiness assessment of the agency to begin planning, identifying the board members and staff that would be a part of the process, and creating a timeline for the completion of the project. The committee collected data regarding conditions in the community and conducted a SWOC (Strengths, Weaknesses, Opportunities, Challenges) analysis of the agency. A four-quadrant analysis explored elements of target market, talent, finances, and best practices. A subcommittee was selected to review the organization's mission statement, which resulted in an amended statement being proposed.

Committee members participated in a survey designed to further define the focus of the HRCAP's strategic plan. Respondents answered questions on topics regarding mission consistency, selecting and evaluating agency services, target client marketing, service area focus, service barriers, causes of poverty and board functionality. Discussion of the survey

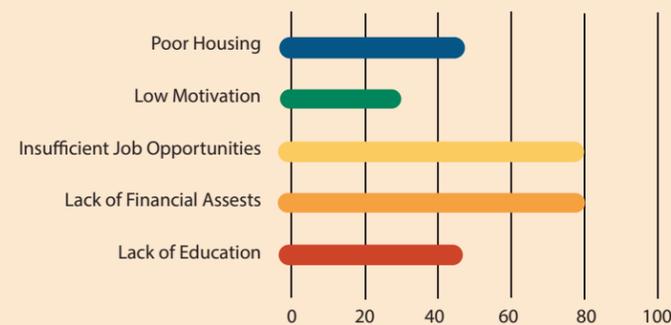
Top Needs Identified in Community Survey



results provided a foundation for choosing and refining agency goals, objectives and strategies. Further discussion on needs assessment data and community survey results revealed the need to maintain agency focus on areas of education (including child care), employment, housing and emergency services. There were service gaps that the agency has not traditionally filled, specifically health related needs of local residents that included dental care, vision care, and general medical care. Moving forward, HRCAP will explore expanding services and partnerships to ensure that a broader range of community needs are met.

This document is the final result of that strategic planning process, and includes a set of goals and related objectives that will enable HRCAP to become the premier agency on issues regarding poverty, job creation and community development. The agency seeks to be a formidable partner with the community in the continuing fight for economic justice and prosperity.

Board/Staff Survey: Causes of Poverty



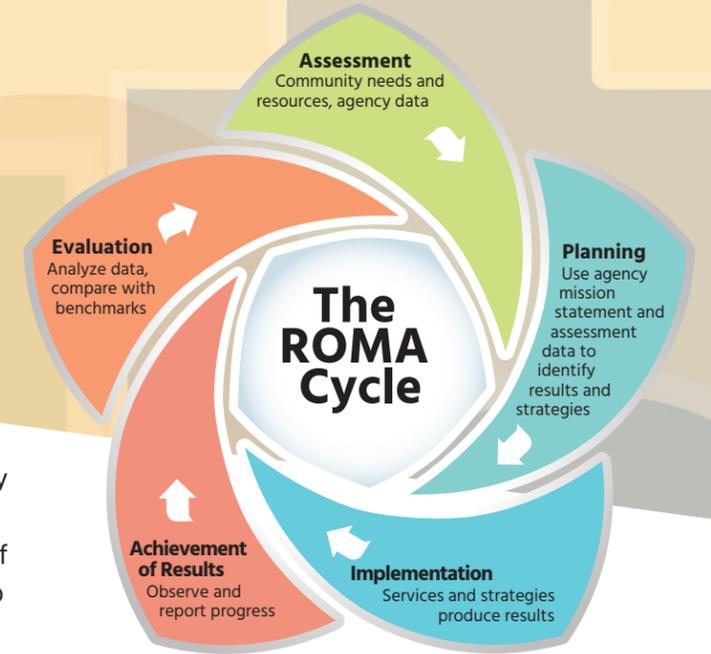
Guiding Principles

The enactment of the Economic Opportunity Act (EOA) in 1964 created the Community Action network. The original legislation supporting the Community Action network provides the basis for the family, community, and agency model of Community Action.

It is through this legislation that the focus for community action agencies (CAP) was established: individual/family self-sufficiency, community revitalization, mobilization of resources for anti-poverty purposes, working in partnership and collaboration with other organizations, and agency accountability. The introduction of Results Oriented Management and Accountability (ROMA) provided a framework for the development of program activities that would ensure the identification of beneficial outcomes and hold agencies accountable for the effective use of community resources.

These are the principles identified in the EOA that distinguish Community Action from other human services organizations. Community Action:

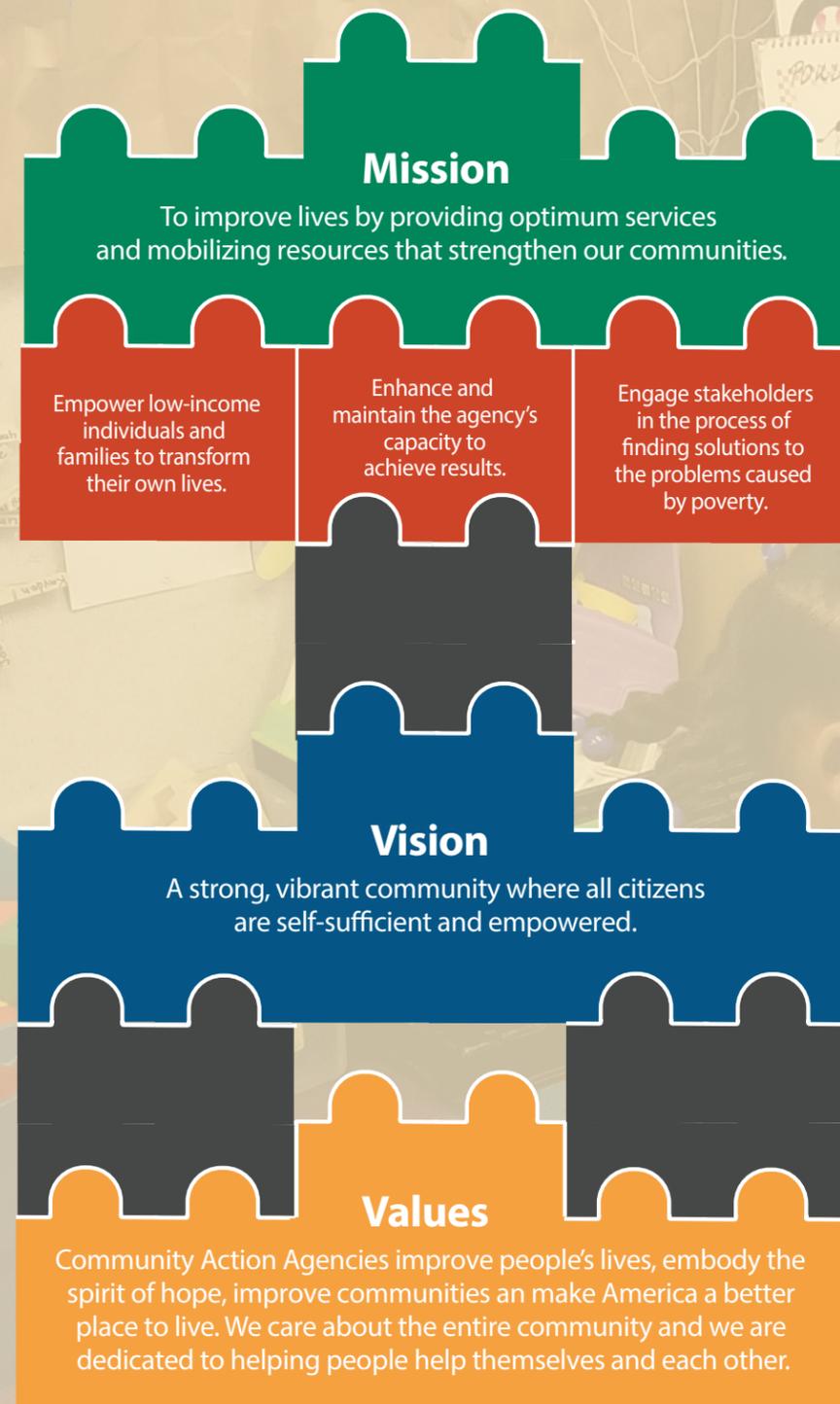
- Provides the opportunity for an individual or family to be come more self-sufficient and less dependent on subsidized support,



- Mobilizes community resources to improve the lives of low-income people and the communities in which they live, and enables communities to be more responsive to the needs of low-income persons,
- Establishes realistic, attainable objectives expressed in concrete terms which permit the measuring of results.



Hampton Roads Community Action Program – Mission, Vision, Values



Community Action Plan 2022

The Hampton Roads Community Action Program's (HRCAP) vision for the next five years is rooted in both the history of community action and to a future with complex challenges. The agency has goals that align with the family, community and agency model that has been the standard of Community Action Agencies for over 50 years. Many of the objectives identify new challenges in addition to addressing the digital divide, wealth and asset gaps, health disparities, and a lack of wrap around multigenerational programming.

HRCAP programs and services will continue to apply the principles of Results Oriented Management and Accountability (ROMA) to the planning and operation of agency programs. The next generation of ROMA will provide an even more robust system for continuous quality improvement, enabling community action agencies to better measure, analyze and communicate performance. HRCAP will lead the way in the practical implementation of this improved methodology.

HRCAP remains dedicated to the task of reducing and eliminating poverty in our community. With this new strategic plan as a guide will continue to find new and innovative ways to assist local residents, partner agencies and other community stakeholders.

Goal I: Empower low-income individuals and families

Empower low-income individuals and families to transform their own lives. (Family) Following the original mandate of community action, HRCAP will focus efforts on assisting low-income individuals and families become self-sufficient and productive members of the community. HRCAP will utilize National Performance Indicators and locally developed metrics to measure the number of positive outcomes achieved by clients that utilize our programs.

- **Shift programming priorities** from output based services that measure the number of individuals served and the services that they receive to outcome based services that measure the impact of programming on their lives.
- **Develop programs that provide a variety of services** to family members of every age.
- **Promote asset development activities** for low- and middle-income residents.
- **Improve access to technology** for residents of underserved/low-income communities.
- **Ensure current programming activities** are maintained and expanded as necessary to meet the ongoing needs of agency clients.

Goal II: Engage stakeholders

Engage stakeholders (funders, local governments, nonprofits, low-income residents) in the process of finding solutions to the problems caused by poverty. (Community) Community is at the core of Community Action and HRCAP strives to be at the forefront of leadership on issues regarding poverty and its impact in the community

- **Work with community partners** to develop initiatives that improve conditions for low-income residents.
- **Participate in community wide economic development partnerships** that promote the implementation of housing, retail, and industrial enterprises.

**Goal III:
Enhance and
maintain the
agency's capacity
to achieve
results.**

- **Increase participation** by underserved populations in HRCAP Programs and activities to better reflect the demographic diversity of the service area.
- **Survey available community programs** to avoid duplication and promote the best utilization of agency funding.
- **Create greater awareness** of the causes and conditions of poverty and the problems that result.

(Agency) It is a vital part of HRCAP's mission to improve the capacity of the agency to serve our clients, to be responsive to the needs of community stakeholders, and to educate elected officials and the general public about poverty and the impact that it has on our community.

- **Enhance public image of agency** through increased marketing and public relations
- **Increase resources available** to agency programs.
- **Ensure the agency's financial health** remains sound.
- **Provide** continued staff and board development.
- **Move the agency 'beyond compliance'** in meeting all CSBG Organizational Standards.
- **Ensure all agency programs operate within the framework** provided by ROMA (Results Oriented Management and Accountability) .

HRCAP's strategic plan will empower the agency to expand programs and services for the low- and middle-income families we serve, and help to transform the role of the agency in the community. HRCAP will become a major driver of economic growth in the region, take on an expanded role as a workforce producer and provide workforce development services. HRCAP will be engaged in community affairs and entrepreneurial efforts, leading the way in developing a clear long term vision for the community, and transcending the agency's original focus on social services. HRCAP will become an innovator in developing new strategies to promote prosperity, and in finding solutions to the problems caused by poverty. The agency will become a powerful voice of advocacy and change on topics relevant to community growth and development.



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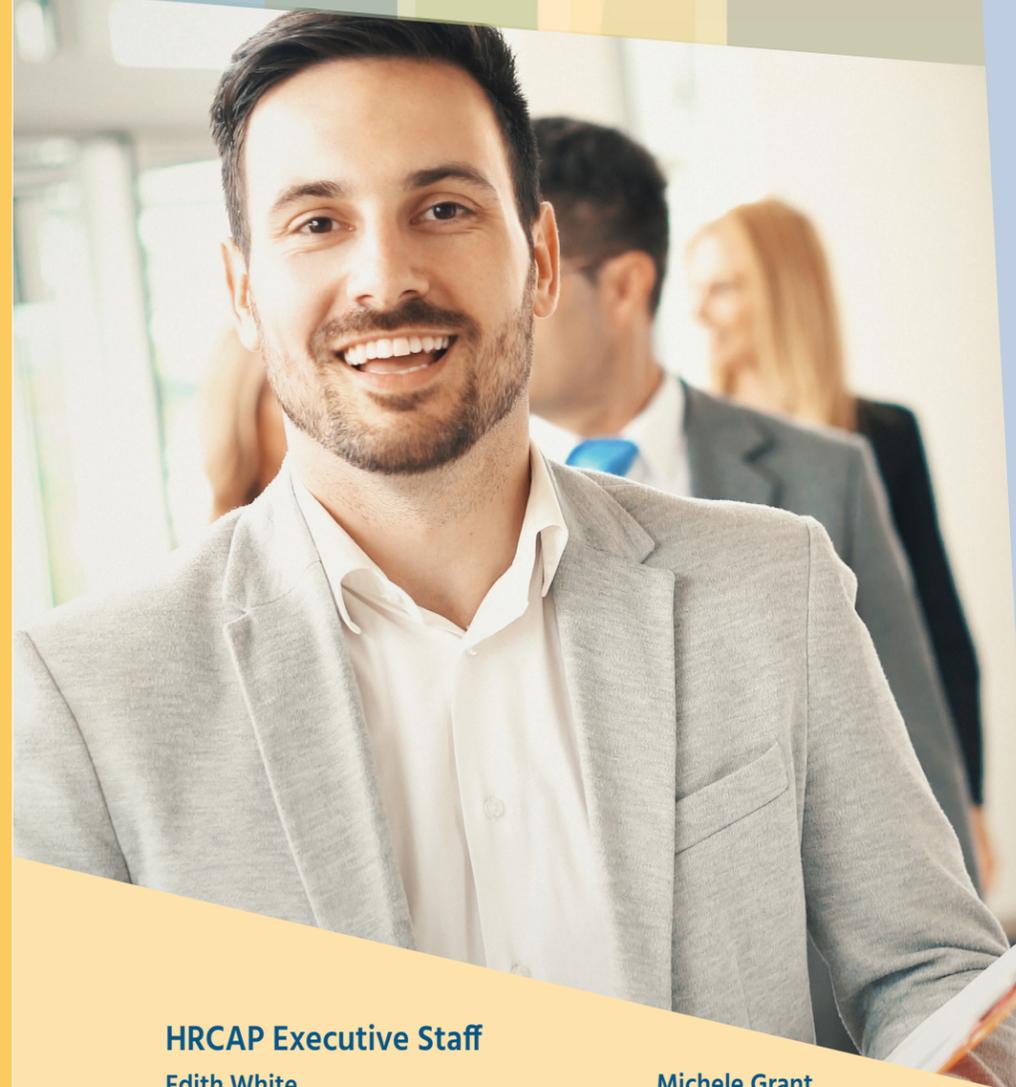


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Acknowledgments



HRCAP Executive Staff

Edith White
EXECUTIVE DIRECTOR

Audrea Lambert
CHIEF FINANCIAL OFFICER

Carlos Clanton
SENIOR DIRECTOR OF RESOURCE DEVELOPMENT
AND COMMUNITY ENGAGEMENT

Kevin Otey
SENIOR DIRECTOR OF STRATEGIC INITIATIVES

Shikee Franklin
HEAD START DIRECTOR

Michele Grant
DIRECTOR OF COMMUNITY SERVICES

Hermelinda Miller
DIRECTOR OF CHILDREN'S SERVICES

Carl Shirley
PLANNING DIRECTOR

Terri Francis
SENIOR HOUSING COUNSELOR

Terry Brown
EXECUTIVE ASSISTANT

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REPRESENTING HAMPTON MAYOR
DONNIE TUCK

Kris Rarig
THOMAS NELSON COMMUNITY COLLEGE

Angelia Roberts
HEAD START PARENT – NEWPORT NEWS

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