



# Ogden-Weber Community Action Partnership 5-Year Strategic Plan August 2025



**owcap**  
Ogden-Weber Community Action Partnership

# Message from the Executive Director

I am excited to share the next chapter in OWCAP's journey as we launch our updated strategic plan. We approach this new phase with a clear understanding of the challenges ahead and a renewed determination to serve our community with excellence.

In today's environment, where federal funding for programs like ours is becoming increasingly uncertain, we must be more strategic than ever in our decision-making, collaboration with partners, and ensuring high-quality services for those who rely on us the most.

This plan was developed through a thoughtful and intentional process, shaped by the voices of those closest to our work. I want to thank our incredible staff, our dedicated Board of Trustees, and the many community stakeholders who invested countless hours sharing their feedback, insights, and aspirations for the future. Your contributions have helped create a plan that is both visionary and practical.

More than just a document, this plan serves as a roadmap. This focused, values-driven guide encourages us to expand our impact, communicate our story, support our team, and secure the resources we need to sustain our mission.

I am incredibly proud of what OWCAP has accomplished and even more excited about what lies ahead. This plan is a call to action: to lead with heart, operate with discipline, and partner with those who share our belief that every person deserves the opportunity to thrive.

We invite you to join us on this journey.

Sincerely,

**Christine Ipsen**  
Executive Director





## Our Mission:

OWCAP elevates individuals, families, and communities of Weber County by improving self-sufficiency through services and collaboration.

## Sixty Years of Community Action

In 1962, concern demonstrated by Mayor Merie E. Allen and other responsible citizens of Ogden resulted in the formation of the Mayor's Committee on Youth. The Weber County Welfare Department, Employment Security, Police Department, Community council on Social Services, YWCA, various service clubs and other groups contributed members to the committee and allied themselves for the purpose of encouraging the community to work together in dealing with problems facing disadvantaged youth in the Ogden Area.

In the same year, the Weber County Welfare Department became concerned with the lack of feedback received from mothers participating in its programs. In an attempt to remedy the situation, the Embury Chapel AME Mother's Council was organized by the Welfare Department, designed to act as a "change agent" by enabling recipients to provide first-hand, reliable input with regard to their needs.

In the fall of 1964, immediately following the passage of the Economic Opportunity Act, the Director of Education Services of Ogden City Schools attended a conference held in San Francisco, designed to explain this Act and its intended effect on schools and the war on poverty. Shortly thereafter, he appeared before the Mayor's Committee on Youth and presented a proposal intended to give help to disadvantaged youth.

The Director also proposed that the Mayor's Committee on Youth enlarge its scope beyond disadvantaged community members, focusing and coordinating all community resources on recognizing and dealing with problems encountered by the poor. Included in the proposal was the concept put forward by the Mother's Council, whereby the poor and disadvantaged were actually represented in the decision-making process. The proposal was accepted, resulting in the Mayor's Committee on Youth reorganizing itself into the Ogden Area Community Action Committee, incorporated (OACAC) on March 29, 1965. OACAC then became the Ogden Area Community Action Agency, Inc. (OACAA), and its presence is known as the Ogden-Weber Community Action Partnership, Inc. (OWCAP).



# The Planning Process

WCAP partnered with Mackey Smith and Herbein + Company, Inc. to guide its strategic planning efforts. As part of this work, the organization gathered input from staff and key stakeholders to highlight areas for improvement and help shape its strategic priorities.

## Methodology

Methodologies utilized include:

- Focus Groups
- Planning Meetings
- Surveys
- Document analysis
- Interviews with Key Stakeholders

A total of 70 employees responded to the survey, and another 30 staff and managers participated in facilitated dialogue sessions. The Board of Trustees contributed through a board survey, and key community partners were interviewed to ensure a wide range of perspectives were included in the fact-finding stage. Participants were candid in sharing the organization's strengths, the challenges they observe, and ideas for improvement that could strengthen OWCAP moving forward.

Following this outreach, the executive team, managers, and members of the Board engaged in a two-day strategic planning workshop. The resulting draft was refined through additional discussions with leadership and the Board of Trustees, leading to the version presented to the Board for adoption in September 2025.

This plan is designed to provide clarity and direction, helping every member of the team understand how their work contributes to OWCAP's highest priorities. The agency views it as a dynamic framework—one that will be revisited and updated as circumstances evolve. In the months ahead, detailed implementation steps will be created to ensure alignment with the strategic priorities outlined in this plan.



# 5 Year Strategic Plan

## DEVELOP OUR TEAM

Invest in board and staff development to foster a high-performing team culture.

### ALIGNED STRATEGIC INITIATIVES

- Career development and continuing education
- Evolved onboarding and internal mentoring program
- Internal career pathways
  - Ongoing board training

### HOW WILL WE MEASURE SUCCESS?

- Employee survey results & Net Promoter Score
- Retention and regrettable turnover rates
- Board participation and engagement metrics

## MAXIMIZE OUR IMPACT

Deliver meaningful outcomes through expanded programs and data-informed decision-making.

### ALIGNED STRATEGIC INITIATIVES

- Pursue new grants and funding sources
- Apply for innovative programming opportunities
- Use data and reporting to guide services

### HOW WILL WE MEASURE SUCCESS?

- Amount of new funding received
- Number of new programs launched
- Community outcomes and client success stories

## COMMUNICATE OUR STORY

Promote OWCAP's impact to build trust, visibility, and shared purpose.

### ALIGNED STRATEGIC INITIATIVES

- Launch messaging campaigns for the public and partners
- Refresh internal communications tools
- Strengthen outreach to elected officials

### HOW WILL WE MEASURE SUCCESS?

- Stakeholder awareness and engagement
- Staff alignment with mission and goals
  - Increased community partnerships



## owcap MISSION STATEMENT

OWCAP elevates individuals, families, and communities of Weber County by improving self-sufficiency through services and collaboration.

## EXPAND OUR RESOURCES

Build long-term sustainability through diversified and strategic funding.

### ALIGNED STRATEGIC INITIATIVES

- Explore earned income and new grant opportunities
  - Build reserve capacity for future growth
  - Align resources to strategic priorities

### HOW WILL WE MEASURE SUCCESS?

- New revenue streams secured
- Increased reserves
- Funding aligned with impact goals

# Strategic Imperative 1 Develop Our Team



OWCAP recognizes that its people—staff and board alike—are the foundation of the organization’s success. By investing in the growth, development, and engagement of its team, OWCAP ensures the capacity to deliver excellent services to the community. Strengthening staff skills, supporting career advancement, and building a culture of mentorship will allow employees to thrive and feel connected to the mission. At the same time, ongoing board training and development will equip governance leaders with the tools needed to provide strong oversight and strategic guidance. Together, these efforts will create an environment where staff and board members feel valued, supported, and empowered to contribute at their highest level.



## Aligned Strategic Initiatives

- Continue to invest in career development and continuing education opportunities for staff
- Invest in ongoing board training and development
- Evolve the current onboarding process
- Establish internal career pathways and advancement maps that staff can pursue for applicable positions
- Create and launch an internal mentoring program to support staff in their development

**Invest in and empower our people to build a stronger, more resilient OWCAP**



## How will we measure success?

- Employee survey scores
- Employee Net Promoter Score (eNPS)
- Regrettable turnover rate and retention rates
- Stronger participation from the board as measured by survey, attendance, etc.





# Strategic Imperative 2 Maximize Our Impact



## Aligned Strategic Initiatives

- Seek out expansion funding when available
- Apply for new programming opportunities
- Adopt a cloud-based software to improve reporting and data accessibility
- Better leverage continuous quality improvement (CQI) processes
- Identify geographical areas of need where we currently don't have a footprint

**A**s community needs evolve, OWCAP is committed to strengthening its ability to serve families and individuals in meaningful, measurable ways. By pursuing new funding and programming opportunities, the agency can expand services that align with its mission and the priorities identified in the Community Needs Assessment. At the same time, investing in improved data systems and leveraging continuous quality improvement (CQI) processes will ensure that OWCAP operates with efficiency, transparency, and accountability. Expanding services into underserved geographic areas will further increase the agency's reach, ensuring that more families have access to resources that promote stability and self-sufficiency. Together, these efforts will allow OWCAP to sharpen its impact, demonstrate outcomes, and build greater trust with the community.

**Expand and strengthen services to meet evolving needs and demonstrate the good we do in the community.**



## How will we measure success?

- Positive scores and feedback from family and community surveys
- Services continue to align with 2025 community needs assessment
- Program specific outcomes to be determined



# Strategic Imperative 3 Communicate Our Story



OWCAP has a powerful story to tell—one rooted in the resilience of families, the dedication of staff, and the impact of programs that change lives. To strengthen community trust and build new partnerships, the agency will invest in clear, consistent, and intentional communications. By developing a centralized mailing list, refining key messages, and sharing client success stories across multiple channels, OWCAP will raise awareness of its work and amplify the voices of those it serves. Annual impact reports and earned recognition through awards and media coverage will further demonstrate accountability and credibility, while cross-promotion with partners will extend the agency's reach. Sharing these stories will not only highlight the agency's impact, but also celebrate the resilience and achievements of the families it serves.



## Aligned Strategic Initiatives

- Develop centralized mailing list for targeted communications
- Refine consistent messaging to be used when promoting the agency
- Generate and share annual impact reports with partners and key stakeholders
- Increase cross-promotion with partners and like-minded agencies
- Seek out and apply for recognition opportunities to better highlight the agency
- Create and share client success stories through various channels (social media, newsletters, and public events)

**Tell OWCAP's story in a way that builds trust, sparks engagement, and showcases our impact in the community**



## How will we measure success?

- Increase in brand awareness
- Social reach through social media followers and newsletter subscribers
- Increase in earned media such as public awards and articles highlighting the agency
- Number of client success stories shared





# Strategic Imperative 4 Expand Our Resources



## Aligned Strategic Initiatives

- Launch and sustain fundraising initiatives
- Strengthen efforts toward braided funding opportunities
- Develop corporate sponsorship program

To ensure long-term sustainability amidst an ever-changing economic climate, OWCAP must continue to diversify and grow its funding base. Expanding resources through fundraising initiatives, private donations, and corporate sponsorships will strengthen the agency's ability to remain flexible and responsive to community needs. At the same time, pursuing braided funding opportunities will reduce reliance on any single funding source, while strengthening existing community partnerships. These efforts will help OWCAP maintain fully funded programs, increase unrestricted revenue to support innovation, and build financial resilience for the future. By strategically expanding its resources, the agency will be well positioned to sustain and grow its impact in Weber County.

**Grow and diversify funding so OWCAP can remain financially secure, and continue to serve individuals and families for decades to come.**



## How will we measure success?

- Increase in unrestricted funds
- Private donation numbers
- Diversified funding percentages
- Programs remain fully funded to sustain current efforts
- Number of corporate sponsors

