



Orangewood Foundation Strategic Plan 2020 – 2025

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Organizational Overview

Orangewood Foundation is a private nonprofit organization located in Santa Ana, CA, and one of the leading service providers for transitional-aged youth (TAY) in Orange County. Each year, we work with between 1,600 – 2,000 youth between ages 18-24 seeking resources, direct services, and case management support so that they can develop life skills, work readiness, and education. With these resources, they can live independently, connect with their community, and thrive. We strive for equity for our youth by valuing and supporting the life they envision and offer resources across four main service areas: (1) **health and wellness**, (2) **housing**, (3) **life skills and employment**, and (4) **education**. We envision a community where every youth thrives, and we are guided in our work by respect, trust, empathy, inclusion, and advocacy for our youth.

Our Mission

To strive for equity for our youth by valuing and supporting the life that they envision.

Our Vision

We envision a community where every youth thrives.

Our Values

Respect: *I accept you for who you are.*

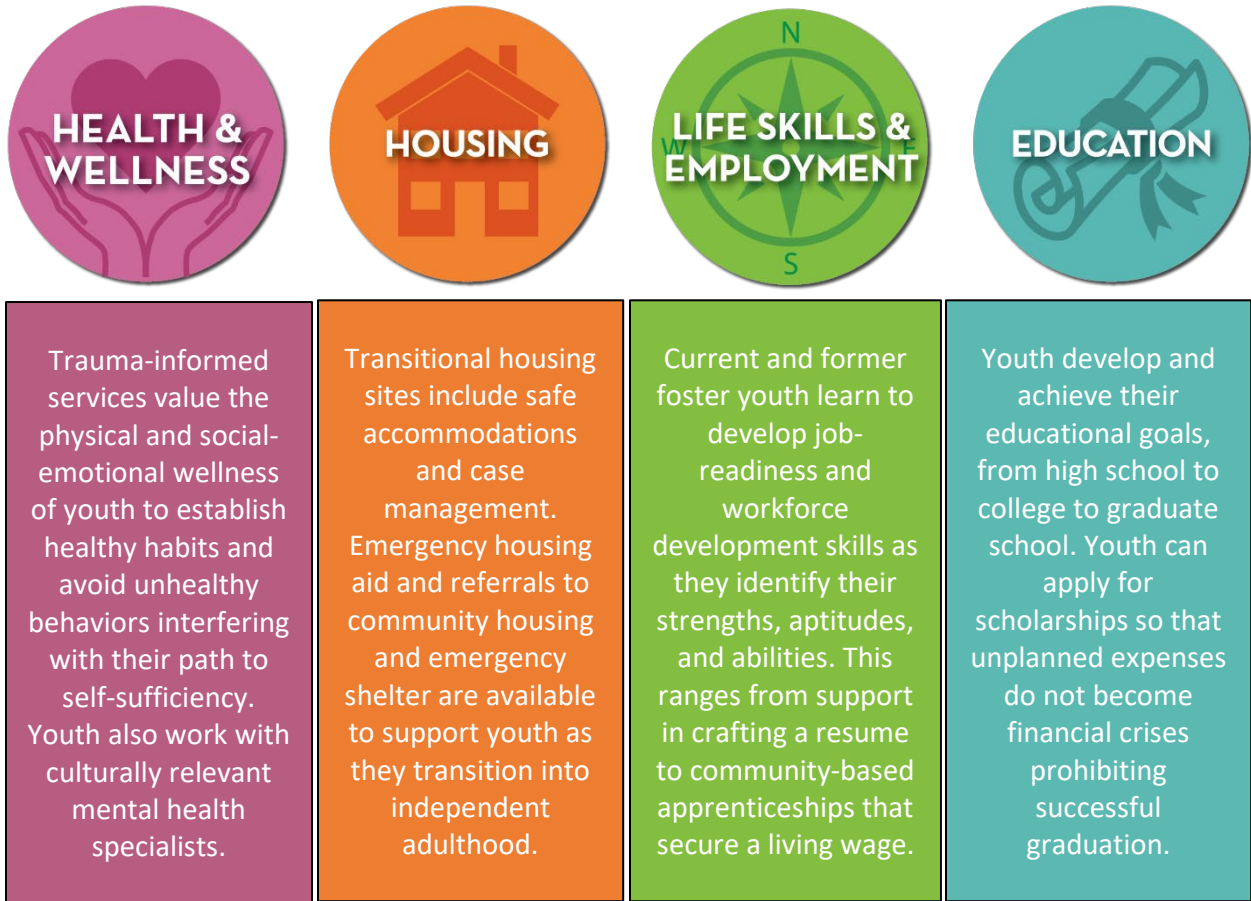
Trust: *You are safe here.*

Empathy: *I am here with you to share what you feel.*

Inclusion: *I value you and what you contribute.*

Advocacy: *I will amplify your voice. I will fight for you.*

Four Service Areas



Orangewood's History & Approach

Orangewood Foundation was established in 1981 as the first public-private partnership of its kind to build a shelter for abused and neglected children in Orange County. The Orangewood Children & Family Center opened its doors in 1985, which the Foundation deeded to the county to own and operate. Orangewood next turned its attention to supporting transitional age youth in their transition out of the foster care system and into adulthood.

Orangewood's youth support specialists, case managers, and youth advocates worked for decades with foster youth. In doing so, our organization partnered with other community-based providers that also offered services to youth in the same 18-24 age group. These partnerships created a community-wide network complimentary to Orangewood's mission and vision and to our foster youth's needs. In remaining flexible, collaborative, and attuned to the needs of our community's youth, Orangewood Foundation has expanded its reach to become a leading provider, partner, and advocate for Orange County's transitional-aged youth. All TAY residing in Orange County between ages 18-24 are eligible for our services as we continually seek to reduce the barriers that youth face in meeting their needs, overcoming trauma, and building a life of stability and self-sufficiency.

Many of our youth seek Orangewood’s services to heal, recover, and build resilience after facing early life traumas, resulting from food and housing insecurity, sex trafficking, mental illness, substance abuse, unemployment or under-employment, justice system involvement, or placement in the foster care system. These early life traumas can destabilize families and disproportionately impact historically under-resourced and under-served communities, weighing heavily on low-income communities and communities of color. Orangewood’s trauma-informed, strengths-based, client centered approach connects youth with culturally relevant and evidence-based resources, support services, and programming across all four Orangewood service areas. We partner with foundations, corporations, individuals, government agencies, and nonprofit organizations across our community to build a network of innovative resources, programs, and direct services that meet the changing needs, challenges, and strengths of the youth who seek our support.

2020 Strategic Plan & Initiatives

The Orangewood Foundation is committed to keeping our organization relevant and responsive to our community’s needs. In fall and winter of 2020, the we engaged in organization-wide self-reflection and adopted a new strategic plan framing five key initiatives that will drive our short-term goals over the next three years and keep our services aligned with evidence-based best practices in youth support.



Following several years of program growth, during our next phase we seek to deepen these service areas through five strategic initiatives: to (1) become an outcomes-based organization, (2) invigorate positioning and messaging, (3) become a trauma informed organization, (4) embrace diversity and inclusion, and (5) create an employee empowered culture. As Orangewood transforms into a data driven nonprofit, true program outcomes will yield an overhaul of our communications, marketing, and grant writing, which includes evidence-based reporting, ethical storytelling, and amplifying the voices of the youth we serve. We strive to make trauma informed decisions across our organization as we pursue these goals and to ensure that diverse voices are at the table and reflect

the diversity of our youth. Orangewood’s long-term goal is to deepen the impact that our program and service outcomes have on the youth experience in Orange County. Our specialized, TAY-oriented case management and youth support services not only offer in-house resources but also connect youth with community partners. With measurable results, we aim to work as thought leaders through a service brokerage model, connecting youth to our community’s many resources and strengthening our community’s investments in Transitional Age Youth.

It is a key priority of the Orangewood Foundation that our organization’s staff across units and departments reflect the diversity of both identity and experience of the youth that we serve. The majority of the youth (75%+) that enroll in our programs and seek services are youth of color, and roughly 80% of our staff identify as people of color. While transitional age youth from across Orange

County are eligible for our services, the majority are from North County cities such as Santa Ana, Tustin, Garden Grove, and Cypress. Many of our staff live in these same communities, and the majority of our staff are either long-time or life-long residents of Orange County. Over our organization's history, we have benefitted from the perspectives of former foster youth who have become both employees and interns of Orangewood Foundation, including our current Chief Program Officer. One of our new strategic initiatives is to foster an employee empowered culture, which includes investing in our staff's personal and professional development. A goal under initiative is to increase pathways to leadership positions for all employees interested in growing their careers through Orangewood Foundation. We strive for an organization that allows both our youth and our staff to reach their greatest potential.

Long-Term Funding Strategy: Sustainability and Stability

Orangewood Foundation is committed to financial transparency and stability so that we can make a deep and sustained impact on Orange County's Transitional Aged Youth. Orangewood has remained financially solvent since its founding in 1981 through committed community partnerships and increasingly diversified revenue streams. Every member of our Board of Directors provides annual charitable contributions and participates in fundraising efforts. Our Development team conducts an annual fundraising campaign by soliciting grants and gifts from individual philanthropists who are both first-time and recurring donors, corporations and business partners, and foundations. Orangewood's Development and Marketing staff engage in direct mailing, special events fundraising, and support the fundraising initiatives of our auxiliary groups.

Orangewood sustains its strategic initiative to diversify revenue streams and secure long-term funding through innovative solutions. In addition to core annual campaign fundraising, Development and Program staff have collaborated to successfully increase the percentage of funding through county contracts and state and federal grants. Orangewood's Rising Tide transitional housing program operates on a social enterprise model by securing monthly rent from non-Orangewood youth living in our apartment communities in order to subsidize low-cost rent for participating youth. Our most recent and long-term financial partnership is with the Samueli Academy in Santa Ana, CA, a public charter school founded by the Orangewood Foundation to increase graduation and college enrollment rates among foster and under-resourced youth. Orangewood receives rental income from the Academy, which will guarantee a sustained source of income for the Foundation for years to come. Lastly, due to our long-standing reputation in our community, Orangewood holds endowments and benefits regularly from planned and estate giving. This variety of fundraising and income-generating strategies ensures Orangewood's financial stability and the stability of the youth we serve.