



STATE OF CALIFORNIA

COMMISSION ON

**ASIAN AND PACIFIC ISLANDER
AMERICAN AFFAIRS**

STRATEGIC PLAN



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On behalf of the California Commission on Asian & Pacific Islander American Affairs (CAPIAA), we are proud to present CAPIAA's Strategic Plan that will guide us over the next few years. Through intentional and collaborative efforts, we sought community input to assess our priorities and direction. CAPIAA understands the importance of creating a framework that will elevate the diverse voices of the Asian American, Native Hawaiian, and Pacific Islander (AANHPI) communities in California and increase access to state government resources for marginalized and under-resourced communities.

CAPIAA's Strategic Plan seeks to actively engage in data-driven policy and legislation advocacy, share our community's lived experiences and stories, and prioritize data collection efforts. We strive to establish CAPIAA as a trusted partner and influential voice that advocate for the needs and interests of our diverse AANHPI communities.

Thank you to the numerous community leaders, Lucas Public Affairs, CAPIAA Commissioners and Staff, and other stakeholders who participated and contributed to this plan.

Sincerely,

Jason Paguio, Chair

Khydeeja Alam, Executive Director

On January 30, 2025, the CAPIAA Strategy Plan was memorialized by the following Commission leadership.

CALIFORNIA COMMISSION ON ASIAN & PACIFIC ISLANDER AMERICAN AFFAIRS

Jason Paguio,
Chair

Rajan Gill, MA

Helen Lee, SPHR IPMA-CP

Jason Tam

Dr. Kirin Macapugay, DSW,
Vice Chair

Tahra Goraya, MC/MPA

Dr. Darshana Patel, PhD

Taunuu Ve'e

Lance Toma,
Secretary

Theodore Kim, J.D.

Janani Ramachandran, J.D.

Dr. David Yee, MD, MPH

Khydeeja Alam
Executive Director



CAPIAA's Mission

California is proud to be home to over six million Asian and Pacific Islander Americans (APIA), the fastest growing ethnic population in the state.

The California Commission on Asian and Pacific Islander American Affairs (CAPIAA) was established in 2002 and formally convened in 2004. CAPIAA is charged with elevating the political, economic, and social issues of Asian and Pacific Islander Americans (APIA), in the state.

The Commission advises the Governor and the Legislature on how to best respond to views, needs, and concerns of the state's diverse and complex APIA communities. Additionally, the commission provides assistance to policymakers, state agencies, departments, and commissions to develop appropriate responses and programs that meet the needs of APIA communities, including focus on cultural language sensitivity, and hate incident and hate crime prevention measures.

Strategic Plan Goals

- Develop an audacious and bold framework to guide the Commission's work and growth.
- Better understand and communicate the Commission's mission, role and identity.
- Ensure Commission activities and priorities are informed and driven by our communities, data and research.





STRATEGIC PLANNING PROCESS

- Created and distributed a **survey** to Commission stakeholders to gather input and insights in June 2024.
- Conducted a series of **11 in-depth interviews** with legislative officials, community members and other stakeholders in June 2024.
- Conducted a **strategic planning summit** with Commission and staff in July 2024.
- Developed a **draft message platform and elevator pitch** based on feedback from Commissioners and staff.
- Worked with Commission staff to develop a practical **strategic plan and implementation steps**.

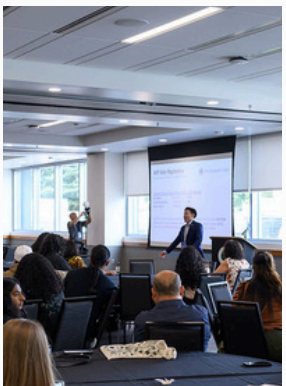
LANDSCAPE ASSESSMENT*

- The Commission has a strong commitment to inclusive economic development and advocacy.
- It serves as a conduit between the AANHPI community and legislative decision-makers.
- There is a lack of clearly defined priorities and strategic focus.
- There is a need for enhanced collaboration with other entities and commissions.
- The Commission has a lack of visibility within the Capitol Community.

**Based on interviews in June 2024.*

KEY IN-DEPTH INTERVIEW RECOMMENDATIONS

- Build strategic partnerships.
- Enhance community engagement and awareness.
- Clarify and define role, priorities, goals and responsibilities.
- Expand issue engagement to involve health and social services, higher education and economic interests.
- Leverage opportunities to collaborate and learn from similar entities.
- Adopt an equity lens on initiatives that address challenges faced by low-income and underrepresented AANHPI communities.





CAPIAA is committed to executing three bold strategic plans that will guide our focus over the next five years.

STRATEGIC PLAN 1: ENGAGE IN POLICY AND LEGISLATION

One of the Commission's most important statutory charges is to advise the Governor of California and Legislature on issues impacting the state's AANHPI communities. This strategic priority will position the Commission as a go-to resource for lawmakers, driving priority bills forward and advising on other matters as necessary.

This strategy will rely upon building strategic partnerships with policymakers, leveraging data-driven insights to inform advocacy, and actively participating in legislative processes to ensure that the needs of the AANHPI community in California are effectively represented.

Vision: The Commission will be a pivotal force in shaping equitable policies and legislation that advance AANHPI communities' needs through strategic advocacy and collaborative engagement.

Implementation Recommendations

Staffing Capacity

In order to implement the strategic plan, the Commission requires hiring additional staff. The Policy & Research Director will guide the implementation of Strategic Plan 1. The policy director will serve as a liaison between the Commission, policymakers and California leaders; operate coalition-building and policy engagement directives; and work with Commission staff to support key events such as the Policy Summits.

CAPIAA staff will evaluate this proposal and provide feedback on realistic expectations based on current staff capacity and expertise. Based on that feedback, CAPIAA's Strategic Plan will either need to be adjusted or staff capacity and expertise must be augmented.

Coalition Building

- Engage champions alongside California API Legislative Caucus (APILC) members to boost advocacy and secure support from a wider range of policymakers and key stakeholders.
- Host policy summits to identify legislative priorities, focusing on the AANHPI community's key issues.
- Hold biannual briefings for new members to update lawmakers on AANHPI affairs in California.

Reputation and Visibility Development

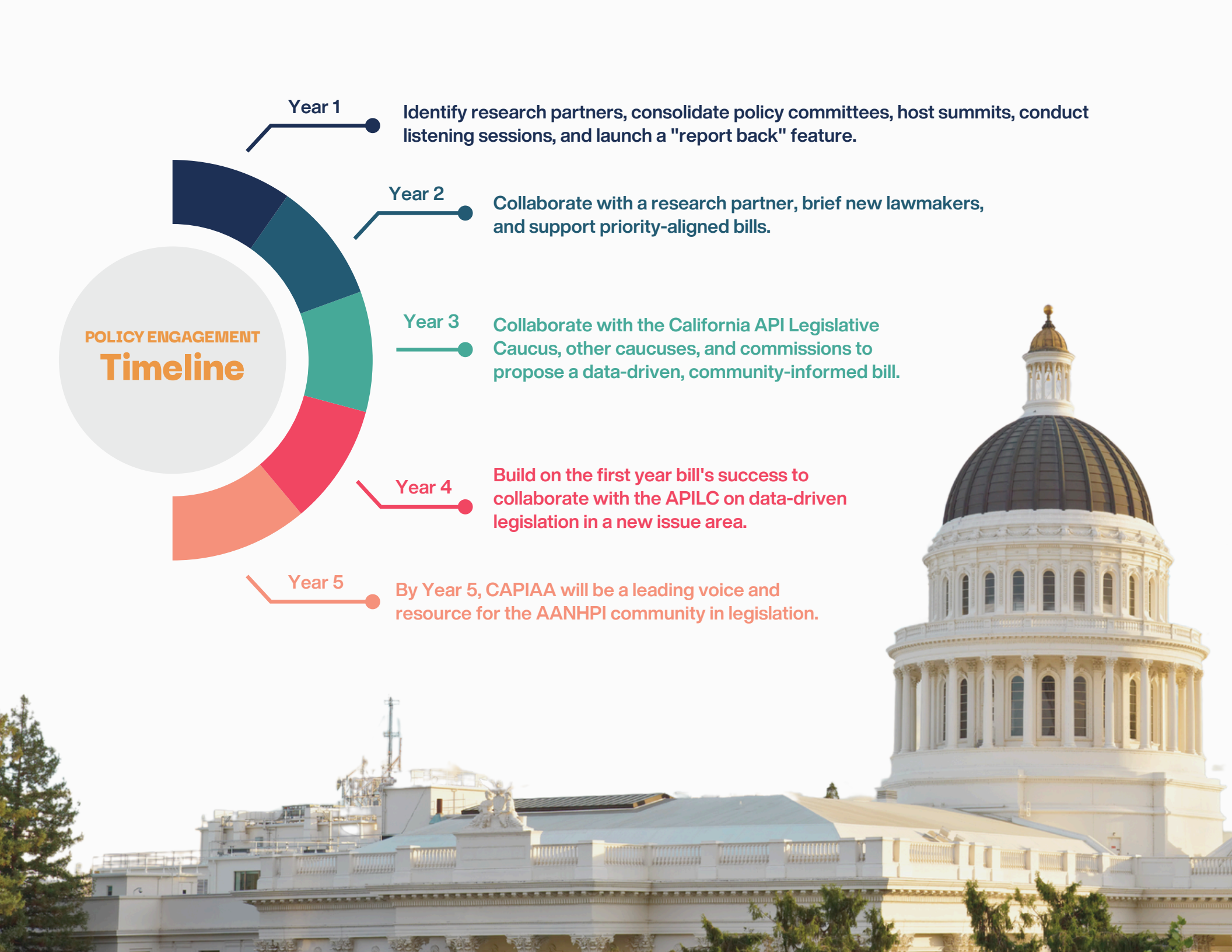
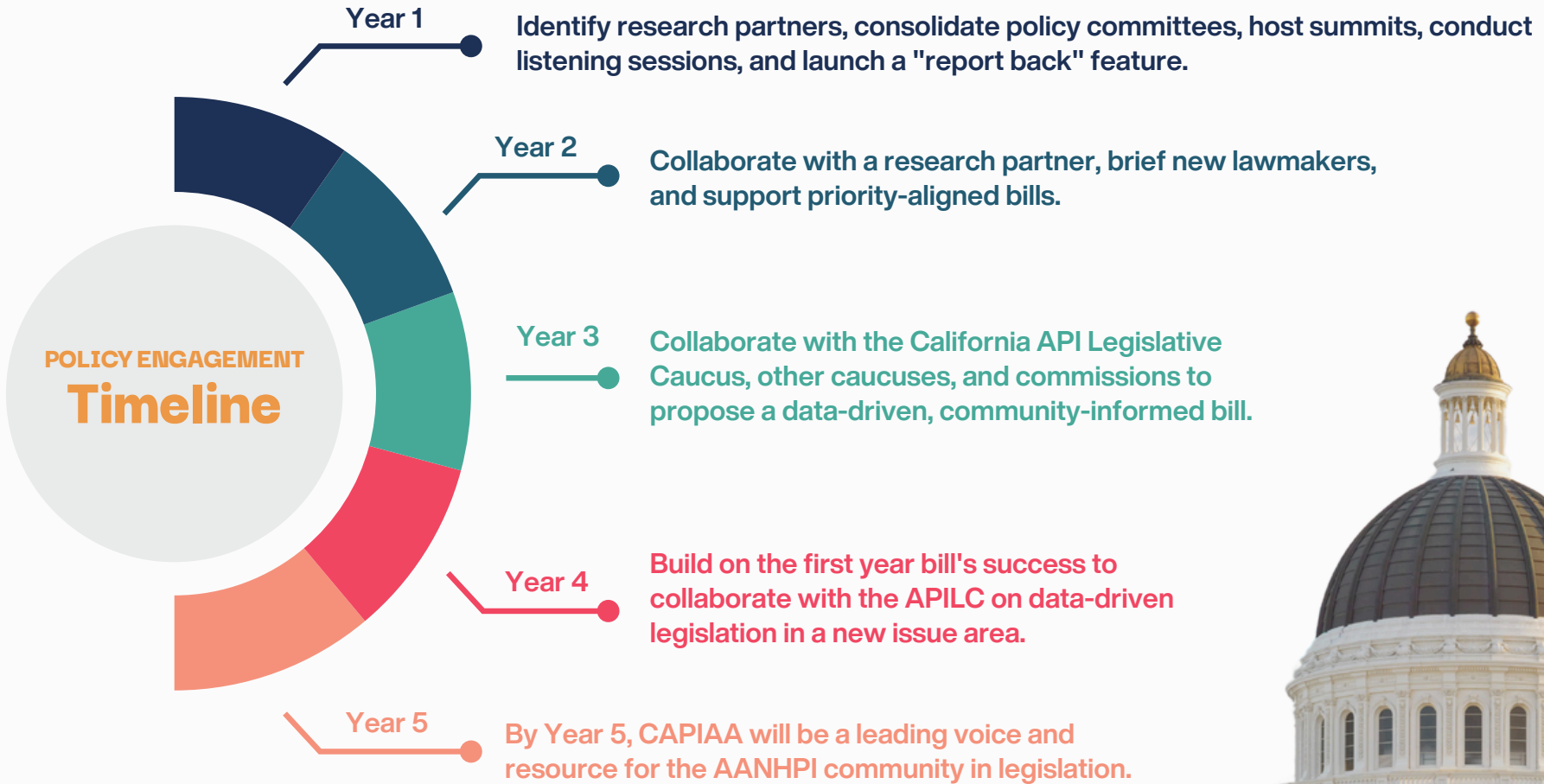
- Launch ongoing visibility efforts for commissioners and executive director, including an annual op-ed placed in a major statewide publication during AANHPI Heritage Month in May.
- Create a "report back" function for commissioners to update their appointing organizations, using a staff-prepared template letter after major Commission achievements.
- Ongoing identification and evaluation of speaking opportunities.
- Launch storytelling effort (See Strategic Plan 2).

Research and Data Needs

- Partner with a research entity to shape policy priorities and ensure credible recommendations.

Infrastructure Changes

- Consolidate existing policy committees to streamline decision-making.





STRATEGIC PLAN 2: UPLIFT AANHPI COMMUNITY THROUGH STORYTELLING

Storytelling is a crucial strategic priority, as it preserves the diverse experiences of the AANHPI community and amplifies historically marginalized voices. By sharing these stories, the Commission can build deeper connections, cultivate understanding and create a shared sense of identity and purpose. This strategic approach humanizes policy discussions, ensuring that the unique challenges and contributions of the AANHPI community are acknowledged and addressed, ultimately uplifting our communities.

Compelling storytelling will rely upon utilizing data to connect individual stories to broader trends within our communities.

Vision: The Commission in partnership with community will uplift and celebrate the many diverse AANHPI narratives across California.

Implementation Recommendations

Staffing Strategy

In order to implement the strategic plan, the Commission requires hiring additional staff. Commission staff will work together to implement this strategy. The Events and Outreach Coordinator will spearhead engagement efforts through strategic outreach and planning the Commission's regional and state-wide events. The Digital and Marketing Specialist will support stakeholder engagement by executing recognition initiatives, leveraging digital media and social media to elevate the Commission's storytelling efforts.

CAPIAA staff will evaluate this proposal and provide feedback on realistic expectations based on current staff capacity and expertise. Based on that feedback, CAPIAA's Strategic Plan will either need to be adjusted or staff capacity and expertise must be augmented.

Community Outreach

- Hold listening sessions and fireside chats to engage community members, CBOs, and commissioners.
- Connect emerging AANHPI leaders with leadership development opportunities through the California API Legislative Caucus.
- Leverage established networks, including resource centers and college programs, to broaden outreach and inclusivity.

Celebrate Visionaries

- Highlight AANHPI leaders and lawmakers and community based organizations through annual awards, fireside chats, and social media.
- Uplift leaders within the Commission through owned, earned and speaking opportunities .

Empower Youth

- Host a Youth Summit and conduct regional sessions with high school and college students to promote leadership development and amplify youth voices.
- Create a plan to include a youth voice or perspective in the Commission's decision-making processes.

Recognize AANHPI leaders through annual awards and policy summits, fireside chats, social media spotlights, and refine storytelling efforts with data-driven insights.

Year 1

Create a plan to include a youth voice or perspective on the Commission.

Year 2

Host a Youth Summit and conduct regional listening sessions with a focus on high school and college students.

Year 3

Celebrate the Commission's 25th Anniversary.

Year 4

Year 5

By Year 5, CAPIAA will be a trusted and influential leader for the AANHPI community. It will also use data-driven insights to refine its storytelling approach.

STORYTELLING
Timeline





STRATEGIC PLAN 3: PRIORITIZE DATA

The Commission will partner with data collection resources and/or establish an internal data collection function to support its legislative agenda, drive compelling narratives through storytelling and deliver credible messaging to key audiences – including community-based organizations, policymakers and the media.

Vision: The Commission will become a 'go-to' resource for factual and timely research on trends and demographics relevant to the lives of AANHPI communities.

Implementation Recommendations

Staffing Strategy

In order to implement the strategic plan, the Commission requires hiring additional staff. The Research and Data Manager and assigned Commission staff will lead the implementation of Strategic Plan 3. The Manager and staff will work with Commissioners and staff to guide research efforts, facilitate and proactively maintain relationships with key partners and effectively disseminate research findings to the Commission, policymakers and communities.

CAPIAA staff will evaluate this proposal and provide feedback on realistic expectations based on current staff capacity and expertise. Based on that feedback, CAPIAA's Strategic Plan will either need to be adjusted or staff capacity and expertise must be augmented.

Invest in Data

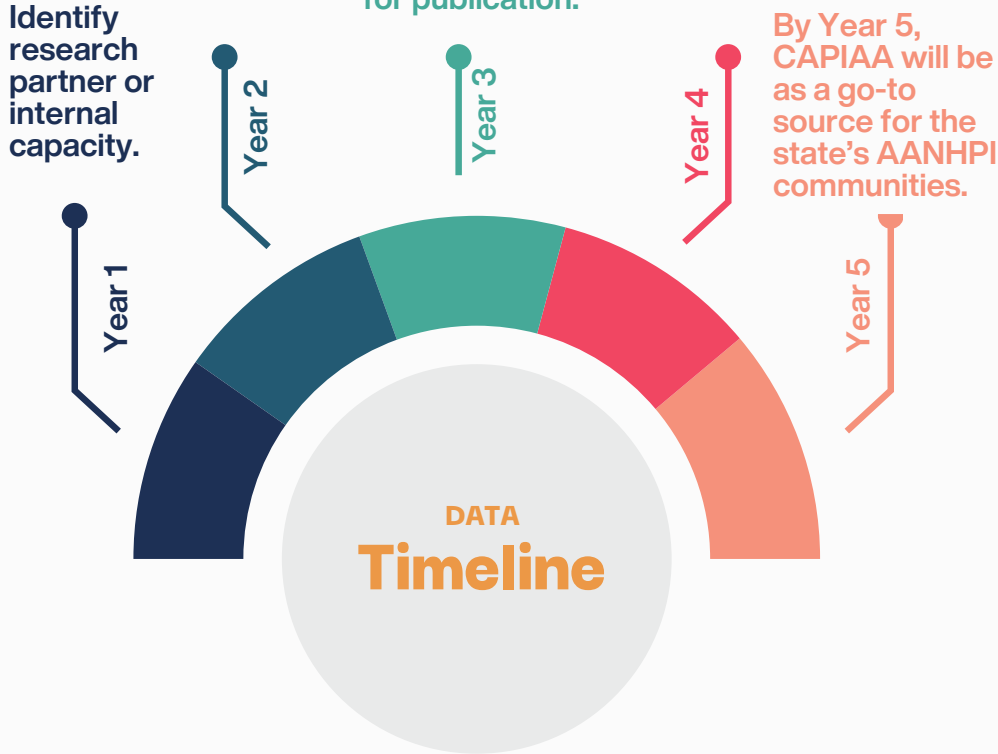
Establish research priorities, focusing on demographic, economic, and political areas, while collaborating with state and national organizations or building internal research capacities.

Launch research partner or internal research arm. Leverage findings to inform other strategies.

Develop annual report of "State of AANHPI Community" for publication.

Build on the first year bill's success to collaborate with the API Caucus on data-driven legislation in a new issue area.

By Year 5, CAPIAA will be as a go-to source for the state's AANHPI communities.





APPENDIX

Staff and Operational Capacity

CAPIAA will aim to fill the following positions by Year 2025 to advance these strategies. The strategic timelines for each workstream will begin as soon as staffing capacities are reached.

CAPIAA

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KEY AUDIENCES

- State Policymakers
- Elected Officials (Local, County, Regional, State and National)
- AANHPI CBOs (National, State and Local)
- AANHPI Leaders
- Funders
- AANHPI Individuals and Groups
- Philanthropic Organizations and Nonprofits
- Corporate and Business Donors
- Media (AANHPI Influencers and Journalists)
- Stakeholders

