

## CAAP Strategic Planning *Supergroup* November 2014

CAAP affirms its commitment to the following core values in fulfillment of its fundamental purpose as the membership association for Pennsylvania's Community Action network.

- **Innovation** – *Promote innovative strategies that help members think deeply and creatively about the nature of their work and that encourage institutional achievement.*
- **Service** – *Respond to our membership and the diverse communities they serve.*
- **Leadership** – *Support members by providing professional development that encourages exemplary practices and innovative management.*
- **Accountability** – *Foster responsible governance and accountable stewardship of the public trust.*

### **Sustainability**

Goal – Diversify revenue sources to include unrestricted funds, donations, planned giving and contributions.

Action Steps	Metrics
Initiate an "associate" level membership to non-CAA's that provides limited benefits, discounts, information sharing.	2015, Q1 - Research a minimum of 5 other associations that have adopted an "associate" level membership option. 2015, Q2 – Select model; develop fee structure. 2015, Q3 – Identify and solicit a minimum of 10 non-Community Action organizations for membership. 2015, Q4 – A minimum of 4 organizations join as "associate" members. 2016 – Add 2 additional "associate" members. 2017 – Add 2 additional "associate" members.
Design and implement a fee-for-service model for various professional services (i.e. fundraising, marketing, training, IT, etc.) which mutually benefit CAAP and local CAA's.	2015 – Developed business plan for fee-for-service model. 2016 – At least one local CAA has utilized fee-for-service option. 2017 – Expanded utilization of fee-for-service options.
Explore the development of a charitable giving, endowment/bequest/planned giving program.	2015 – Identify legal and financial implications through discussions with consultants and other associations. Develop policies and procedures to implement fund development plan. 2016 – Board approved fund development plan. 2017 – Initiated plan.
Develop a strategy for CAAP to become the fiscal agent to allow member agencies to collectively apply for large/geographic scale initiatives as sub-grantees.	2017 – At least one award in place.
Develop fee-based specialized training sessions and opportunities for network, general public and other organizations.	2015 – Determine types of sessions – recreational, educational, social, legislative, motivational, etc. that can be supported by the community. 2016 – Hold 1 event which nets a profit. 2017 – Hold 1 event which nets a profit.

## Promotion

Goal – Define and promote the value and Return on Investment for membership in the CAAP.

Action Steps	Metrics
Publicize the value and advantages of membership.	<p>2015 – Define “What does the Association do for its members?”</p> <p>2015 - Survey of member agencies on knowledge of member benefits.</p> <p>2015 – Provide a comparative analysis of other State Community Action Associations on benefits, services offered, best practices, etc.</p> <p>2016 – Realign memberships with best/innovative practices and needs in the Community Action network.</p> <p>2016 – Communicate benefits of members to entire network through electronic, print, face-to-face and other means.</p>
Identify and share outcomes that highlight the network’s achievements.	<p>2016, Q2 – Obtain COPOS-IS state-wide results from DCED and prepare a network report annually and ongoing to legislators, membership, general public, funders, stakeholders.</p> <p>Ongoing – Continue to recognize the accomplishments of member agencies through the Self-Sufficiency Awards and Distinguished Service Awards at the annual conference.</p> <p>2016 – Create an “Innovation Award” recognizing community level work/innovative practices on a local level by Community Action agencies.</p>
Celebrate the strength of the network as a collaborative whole.	Ongoing - Maintain a 95% or better membership rate.

## Knowledge Sharing

Goal – Initiate a platform for open dialogue.

Action Steps	Metrics
Use technology to promote dialogue, participation in trainings/meetings, networking and information sharing.	<p>2015 – Explore mediums of communication including webinars, video/teleconferences, social networking, etc., while considering pricing and technology needs on the local level.</p> <p>2016 – Roll out new technology for CAAP annual conference which will allow for virtual participation.</p> <p>2017 – Implement for regional meetings, state-wide trainings, network updates, etc.</p>
Establish regional meetings for similar purpose staff (i.e. program directors, fiscal directors, direct service staff, IT, communications/marketing, etc.)	2015 – 2017 - Hold 2 meetings per year/per state region/per targeted group.
Expand networking opportunities to include entire R3PIC region and like-minded organizations.	<p>2015 – Identify 5 key areas for training/resource sharing.</p> <p>2016 – Coordinate/conduct two region 3 meetings based on key areas identified.</p> <p>2017 - Coordinate/conduct an additional two region 3 meetings based on key areas identified.</p>

## **Capacity Building**

Goal – Strengthen the role of Community Action agencies in the provision of anti-poverty initiatives.

<b>Action Steps</b>	<b>Metrics</b>
Enhance annual conference by offering deeper dives into national trends and hot topics.	2015 – Build capacity within Community Action network to provide in-depth and practical knowledge on topics. 2016 – 2017 - Present topics such as the Super Circular, Organizational Standards, ROMA Next Gen, IS changes, legislative changes, etc., for in-depth work sessions during the annual conference using in-network experts to complement national speakers.
Create a structured training program for Community Action Staff.	2016 – Implemented standard method for new staff orientation. 2016 – Implemented standard method for new/emerging leader training.
Bolster CAAP's role as the "common voice" for the Community Action network related to all policy and programmatic matters.	2016 – Quarterly network surveys on policy and programmatic issues. 2016 – 2017 – Formalized report reflecting network achievements, barriers, challenges, and innovations presented to DCED and legislators quarterly.
Enhance role as a clearinghouse for national and state-wide matters that impact local agencies, such as needs assessments, marketing, risk assessments, organizational standards, ROMA Next Gen, state and federal accountability measures, and regulatory changes.	2015 – Developed centralized listserv and/or electronic forum for information sharing.