



Strategic Plan 2019-2022

Approved by the Board of Directors 9/17/2019

I. Introduction

NYSCAA is the Community Action Association for the 48 Community Action Agencies (CAA) in New York State. NYSCAA was incorporated in 1987 to provide New York CAAs with information, professional development, and technical assistance to enhance the capacity of agencies to serve as effective, responsive community resources. NYSCAA continues to provide training and technical assistance and has expanded its work over the years and is now the lead association for federal Region II which includes New York, New Jersey, Puerto Rico and the US Virgin Islands. NYSCAA publishes the annual Poverty Report, Community Action Resource Guide, and the CAA Executive Director Manual among other resources.

II. Planning Process

NYSCAA began its strategic planning process in August 2018 with a convening of members of the strategic planning committee, a small group of board members. The group decided upon a strategy to elicit feedback from network stakeholders. The strategy included holding listening sessions with a variety of CAA staff, conducting an on-line survey, and conducting phone interviews with organizational partners.

Five listening sessions were held at the following events:

- Central regional meeting in Syracuse (September 6, 2018)
- Meeting of the Minds (September 11, 2018)
- NYSCAA Board Meeting (September 26, 2018)
- Region II RPIC Conference (September 27 & 28, 2018)
- Executive Director Seminar (October 22, 2018)

The on-line survey was sent to CAA staff (Executive Directors, Emerging Leaders, direct-service staff and others) in October and November, 2018; 126 responses were received.

In November and December committee members held phone interviews with nine community organizations which NYSCAA currently works with or has had a partnership with in the past.

In November, 2018 an RFP was issued for a consultant to gather and analyze the information collected, lead a staff and board retreat to review the data, and to develop the priorities for a three-year strategic plan for the Association. The board reviewed all proposals and made a decision to hire CGR in Rochester to lead the planning process.

The board and staff retreat, facilitated by Erika Rosenberg from CGR, was held on May 16, 2019 with ten board members and staff in attendance. At the retreat, the information gathered from listening sessions, the survey, and community partner interviews was reviewed, the current mission statement was discussed, values were identified, and strategic priorities were drafted.

III. Mission Statement

The New York State Community Action Association (NYSCAA) strengthens the capacity of the Community Action network to address the causes and conditions of poverty.

IV. Values

NYSCAA supports a network that promotes and values inclusion and diversity.

NYSCAA works with all people with respect and sensitivity.

NYSCAA believes in the power of compassion and collaboration to overcome poverty.

NYSCAA believes all individuals need hope and opportunity to succeed.

NYSCAA is committed to excellence in all that it does.

V. Plan

Priority 1: Increase awareness about NYSCAA

Goals

- ∞ NYSCAA will develop a comprehensive communications and marketing plan that will include the following:
 - Explore updating NYSCAA's logo
 - Update any associated materials (i.e., NYSCAA brochure)
 - Redesign and update website
 - Increased and tailored Social Media presence

Priority 2: Increase the capacity of NYSCAA (staff, resources, program, operations, technology)

Goals

- ∞ NYSCAA will sustain and build upon recent organizational gains
 - Retain quality staff
 - Build a collaborative team
 - Develop and build upon the skills and strength of staff (i.e., ROMA Certification, ACEs training)
- ∞ Remain vigilant for new funding opportunities and options for increasing fee for service work
- ∞ Identify efficiencies
 - Explore decreasing the number of annual conferences through combining events/tracks
 - Explore an external assessment of operations
- ∞ Obtain new Membership Management Software
- ∞ Expand use of data
 - Increase publications to connect quantitative data and narratives potentially with annual impact report
 - Use data mapping to show effect of both NYSCAA and CAA agencies on fighting poverty

Priority 3: Strengthen the capacity of the Community Action network

Goals

- ∞ Develop communities of practice and/or learning communities
- ∞ Seek foundation funding
 - To establish research base for effective practices within the network
 - Other priorities as identified by the network (i.e., Social Determinants of Health)
- ∞ Build on existing supports for Community Assessments
 - Revisit CNA Surveys
 - Expansion of on-line tool
- ∞ Increase e-learning opportunities
 - Identified by the network
- ∞ Sharpen ROMA training/make value proposition clearer
 - Organize regional ROMA trainings

- Promote/publicize work of ROMA Alliance
- ∞ Address diversity, equity and inclusion
 - Incorporate topic into conferences and trainings
- ∞ Help with succession planning in the field (through ELI)
 - Make this process more intentional
 - Develop and expand ED/CEO Orientation
- ∞ Enhance relationship with NYS Community Action Angels
 - Continue to maintain Angels website
 - Coordinate CAA training opportunities

Priority 4: Increase NYSCAA's impact with advocacy efforts

Goals

- ∞ Expand partnerships with like-minded organizations
- ∞ Develop/Grow NYSCAA representation on specific groups/partnerships/collaborations
 - The Partnership and Communications Committee will help to determine key collaborations/groups
- ∞ Establish/strengthen ties to state advocacy organizations/associations
- ∞ Increase involvement in state policy initiatives and agencies related to poverty
 - Use conferences/events to make connections with state agencies
- ∞ Connect more intentionally to Regional Economic Development Council processes