

Advancing Our Mission and Vision to Secure Opportunity For Everyone



NCAP Strategic Plan 2023-2025



The Promise Of Community Action

Community Action changes people's lives, embodies the spirit of hope, improves communities, and makes America a better place to live. We care about the entire community, and we are dedicated to helping people help themselves and each other.

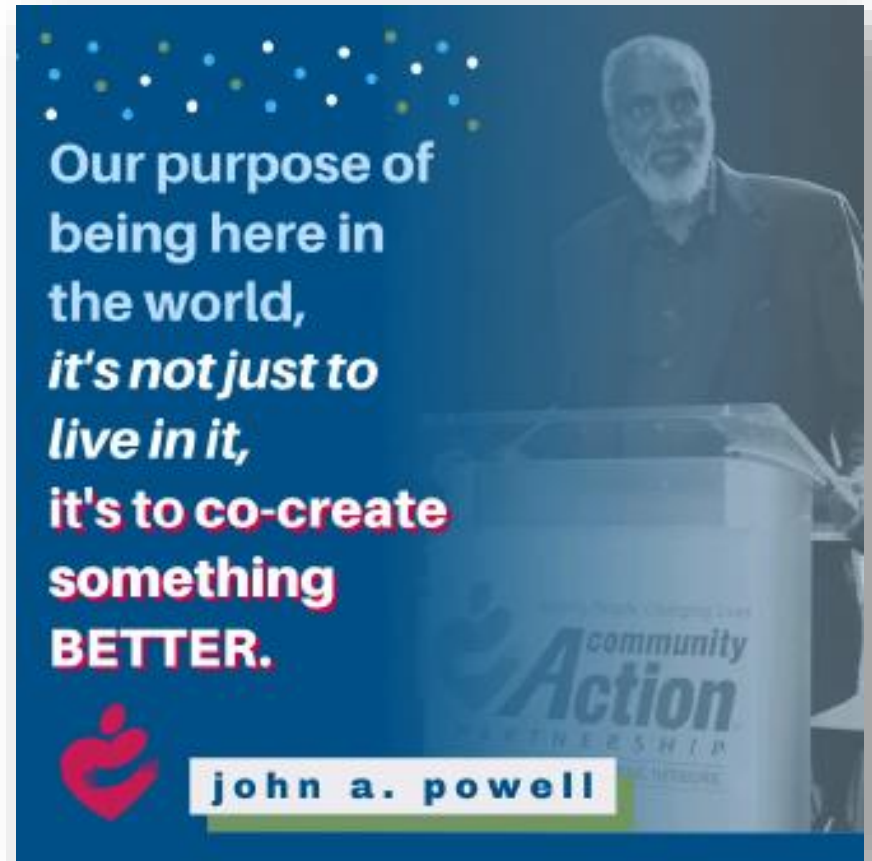
Board Strategic Planning Committee

- Cenia Bosman, Committee Co-Chair
- Amy Turner, Committee Co-Chair
- Dalitso S. Sulamoyo, Board Chair
- Ricky Baker, First Vice-Chair
- Edith White, Region 3 Representative
- Mattie Mendez, Region 9 Representative
- Support provided by
 - Denise Harlow, Chief Executive Officer
 - Jovita Tolbert, Senior Vice President, Administration & Membership
 - Tiffney Marley, Senior Vice President, Practice Transformation
 - Consultants: New Chapter Coaching



Strategic Planning Process Goals

- Refresh existing plan
- Engage the Community Action Network
- Reflect on Mission, Vision, and Values
- Develop concise, goal-driven plan
- Process Matters



Environmental Scan

- The purpose of the environmental scan was to evaluate the current operating environment and gain insight from key stakeholders, internal and external, to the Community Action Network
 - Roughly 250 participants Confirmed representation from all ten regions in at least thirty-nine states
 - Key informant interviews with six different national partner organizations including NCAF, CAPLAW, OCS, and NASCSP
 - **Facilitated discussions** with the Equity and Economic Mobility Commission, Head Start Task Force, and State Associations; **focus groups** with local Community Action Agency Executive Directors/CEOs, CCAPs, and young professionals; and **surveys** to the full network, NCAP Board, and NCAP staff; survey Board and staff survey

Key Environment Scan Themes

- Diversity, Equity, and Belonging
 - Convenor
 - Facilitator
 - Capacity Building
 - Advocacy
 - Intentionality
 - Tools for use at the local level and to measure progress



Key Environment Scan Themes

- Social and Economic Mobility
 - Systemic Change
 - Network Impact
 - Innovation and Evaluation
 - Advocacy Agenda
 - Civic Engagement
 - Customer Voice
 - Communication and Branding



Key Environment Scan Themes

- Pandemic Impact
 - Innovation
 - Sector fatigue
 - Workforce recruitment and retention
 - Holistic staff support



Board Retreat & Listening Sessions

- Board met in June and August 2022
- Network Listening Sessions in Winter 2023
- Board Approved Plan in February 2023



Mission and Vision

Mission

To ensure the causes and conditions of poverty are effectively addressed and to strengthen, promote, represent, and serve the Community Action Network.

Vision

A nation that creates opportunities for all people to thrive, builds strong, resilient communities, and ensures a more equitable society.

Value Statements



We believe all people should be treated with dignity and respect and recognize that structural race, gender, and other inequities remain barriers that must be addressed.



We believe that this nation has the capacity and moral obligation to ensure that no one is forced to endure the hardships of poverty.



We believe that with hope, adequate resources and opportunities, everyone can reach their fullest potential, and we are committed to achieving that vision.



We pledge ourselves to creating an environment that pursues innovation and excellence through multi-sector partnership and collaboration.

Equity • Respect • Commitment • Excellence • Hope
Community • Caring • Innovation • Opportunity

We Achieve Our Mission If We:



Drivers for Mission & Vision Alignment



Impact and Mobility

Advance **social and economic mobility** to build the capacity for **individuals and families**; and activate **communities and systems** to work for everyone



Impact and Mobility

Enhance the Community Action Network's capacity to innovate and address systemic inequities that cause and perpetuate poverty

- The Community Action Network will increase its deployment of the **Whole Family Approach** to address poverty.
- The Community Action Network will be better positioned as a leader in the **social determinants of health** domain to contribute to improved health and well-being.
- The Community Action Network will increase its capacity in **climate change, energy justice, weatherization, affordable housing, economic development, and job training** to assure that these efforts result in improved family and community outcomes.

Impact and Mobility

Strengthen Community Action Network's capacity to respond to the unique needs of populations due to racial, health, environmental, and other structural inequities (including seniors and older Americans, New Americans, Indigenous People, people living with disabilities, etc.)

- The Community Action Network will increase its leadership role in ensuring **residents of all communities** (urban, rural, suburban, frontier, etc.) have family and community supports/resources in order to live with **dignity throughout their lifespan.**

Impact and Mobility

Increase the Community Action Network's capacity to measure and communicate its impact

- The Community Action Network will strengthen its capabilities to **collect, analyze, and use data** to improve **outcomes**.
- The Community Action Network will strengthen the ability to **share the impact** of Community Action at the local, state, and national levels.
- The Community Action Network will strengthen the ability to **share the economic impact** of Community Action at the local, state, and national levels

Organizational Excellence

Promote and support the implementation of **organizational and programmatic** capacity building to strengthen **effectiveness and operations**



Organizational Excellence

Strengthen Community Action Network organizational capacity and anti-poverty practices to achieve results

- The Community Action Network will strengthen the effectiveness of **internal governance**.
- The Community Action Network will increase **operational** excellence.

Center Community Action Network efforts in equity to ensure we live the Promise of Community Action

- The Community Action Network will increase the **frequency and depth** with which **equity is a centering principle** for its operations, programs, and services.

Organizational Excellence

Promote and support the implementation of organizational and programmatic capacity building to strengthen effectiveness and operations.

- The Community Action Network will **center its efforts in equity** to ensure we live the Promise of Community Action.
- The Community Action Network will increase the frequency and depth with which **equity is a centering principle** for its **operations, programs, and services**.

Organizational Excellence

Enhance NCAP's internal capacity to fulfill its mission to address systemic root causes of poverty and sustain the Community Action movement

- NCAP will strengthen the **effectiveness** of its governance and internal operations.
- NCAP will enhance its staff's sense of **well-being and belonging**.
- NCAP will **increase its financial health and sustainability**.

Movement Building

Align on local, state, and regional levels to amplify the **Community Action Voice** and **advocate** for policy changes that support the mission and vision



Movement Building

Strengthen Community Action Network's capacity to create policy level change to achieve mission

- The Community Action Network – especially local CAAs and State Associations – will **increase their capacity** to advocate and promote civic engagement.
- The Community Action Network will **increase its engagement** with customers and persons with lived experience and **amplify their voices** and action on the local level.

Movement Building

Enhance the Community Action Network's capacity to support State and Regional Community Action Associations to increase impact

- The Community Action Network will increase its capacity to support a **thriving national network** of local, state, and regional Community Action organizations.
- The Community Action Network will increase its engagement with other organizations to **improved coordination** of resources for local, state, and regional organizations.



Next Steps

- Develop short-term and intermediate goals and action plans for each of the priority areas.
- Embed priority areas into events, work plans, and budgets.
- Use it to guide board direction and staff action
- Lean into the plan as we prepare for the coming **60th anniversary of Community Action** in 2024

How YOU can be engaged!

- Stay connected with your NCAP Board Officers and Regional Representative and share your thoughts
- Engage in a Commission
 - Equity and Economic Mobility Commission
 - Head Start Task Force
 - Leveraging Energy and Weatherization Task Force
- Participate in national events, dialogues, communities of practice, Community Action Month, and other Community Action campaigns
- Proudly share your role in the Community Action Network
- Prepare now for the 60th Anniversary of Community Action in 2024!



Know and Engage with Your NCAP Board Officers 2021-2023

- Chair: Dr. Dalitso Sulamoyo, CCAP- IL
- 1st Vice Chair: Ricky Baker, CCAP- KY
- 2nd Vice-Chair: Elizabeth "Biz" Steinberg,-CA
- 3rd Vice-Chair: Bryan Duncan, CCAP- NC
- Secretary: Peter Kilde, CCAP - WI
- Treasurer: Dreama Padgett, CCAP - WV

Know and Engage with Your NCAP Board Regional Representatives 2021-2023

Region 1: Michelle James, CT

Region 2: Lynne Algrant, NJ

Region 3: Edith White, VA

Region 4: Paul Dole, CCAP, KY

Region 5: Joe Devany, CCAP, OH

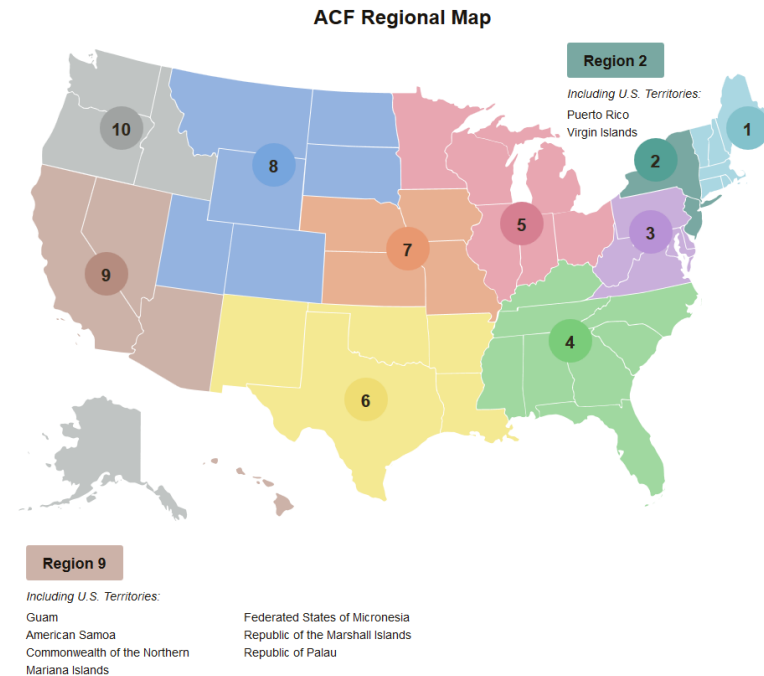
Region 6: Karen Swenson, CCAP, TX

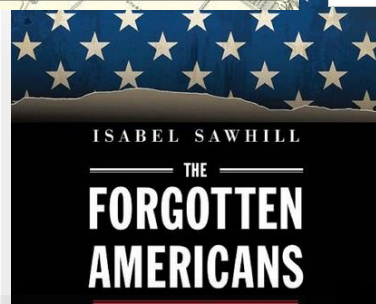
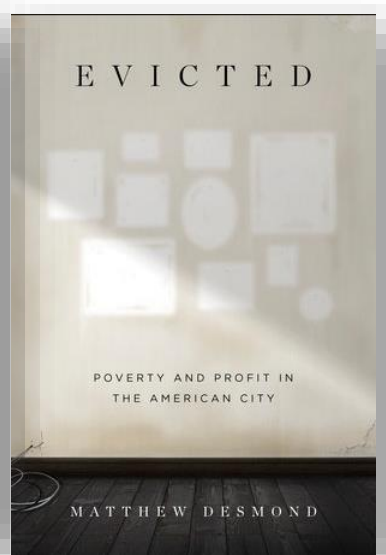
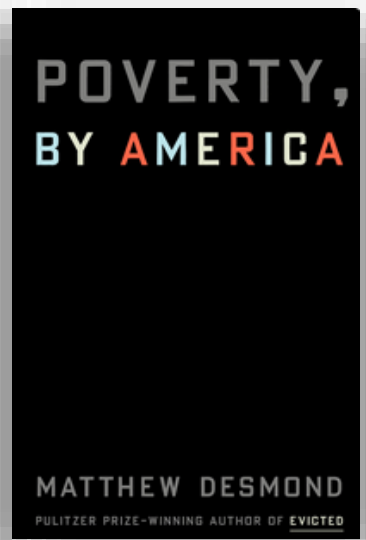
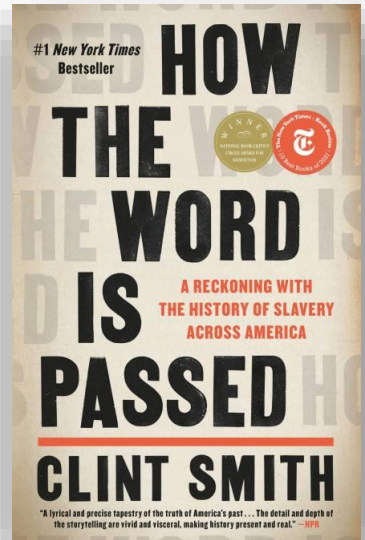
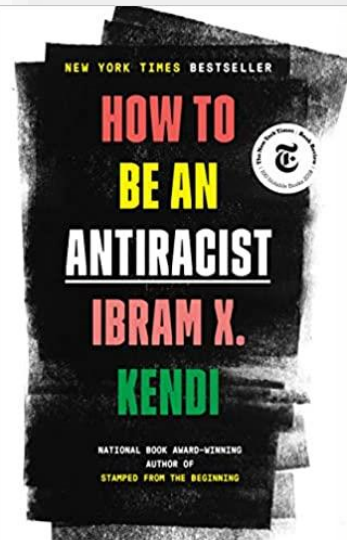
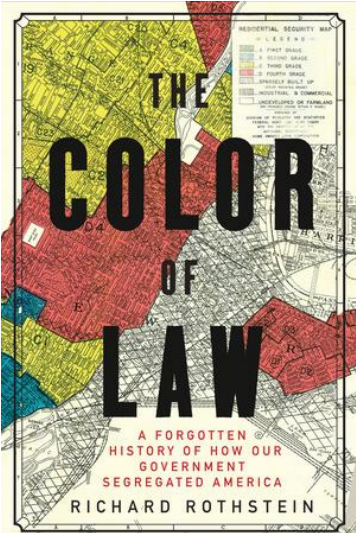
Region 7: Vacant

Region 8: Willy Soderholm, CCAP, ND

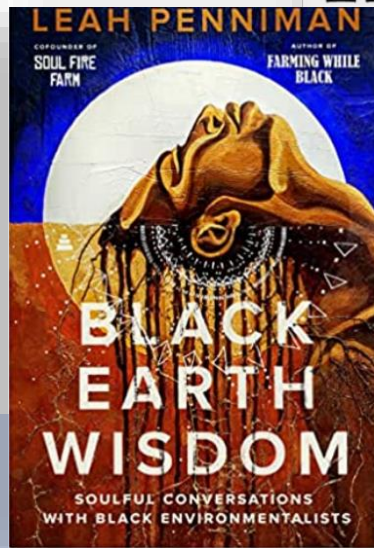
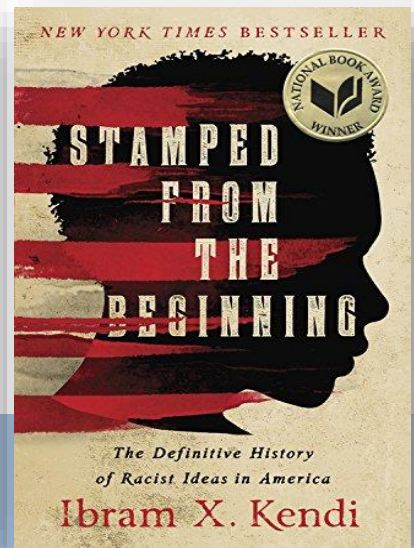
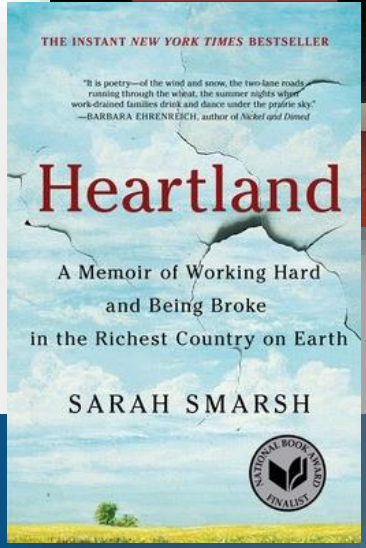
Region 9: Mattie Mendez, CA

Region 10: Anthony Peterson, WA





Build YOUR Toolbox



May is Community Action Month



Community Action Month Toolkit 2023

Helping People. Changing Lives.



COMMUNITY ACTION MONTH BOARD ENGAGEMENT GUIDE



Showing Your Community Action Pride on Social Media

Let your friends and followers on social media know how much your service to your Community Action Agency means to you by sharing our Proud Board Member!



Advocate for Community Action

There are lots of ways to advocate for your CAA, from sharing an agency success story on social media, to inviting an elected official to visit your agency, or writing an op-ed for your local newspaper. Our "Advocacy for CAA Boards" webinar discusses best practices and necessary skills for engaging in advocacy work.



Recite the Community Action Pledge on Video or Facebook Live

On Monday, May 2nd, join CAA country in reciting the Community Action Pledge on social media via Facebook Live, Zoom meeting, or however you prefer.



MAY 2023 1st day of Community Action month	National Teacher Day Honor your local teachers! Share our sample graphic honoring Dr. Martin Luther King, Jr. at #EducationForever	2 Baby Day Share our graphic and/or spotlight your Early Head Start or Whole Family services	3 IMPACT WEDNESDAY Promote your CAA's impact in your community with our customizable graphics and necessary skills for engaging in advocacy work.	4 THROWBACK THURSDAY Share our sample graphic honoring Robert F. Kennedy at #RFKDay	5 CIBO DE MAYO Fact Friday: Share our graphic and tweets provided. #CIBOFriday	6 National Nurses Day Honor our generous and hardworking nurses on social media. Sample graphics and tweets provided.
7 Sunday Success Celebrate your customer success stories on social media. Sample messaging provided. #SundaySuccess	8 TRAINING TUESDAY Promote Community Action training programs that help our families for success. Sample graphics and tweets provided. #TrainingTuesday	9 mental health awareness week Help raise mental health awareness and combat stigma around mental illness. Sample graphics and tweets provided.	10 Star Wars Day Sample graphics provided. #MayTheBeWithYou	11 HUGGY HEART DRY Date the Huggy Heart and post to social media.	12 Provider Appreciation Day Give recognition to providers on social media. Sample graphics and tweets provided.	13 Star Saturday Use our fill-in-the-blank social media messages to promote your agency's local outcomes. #StarSaturday
14 Mothers' Day Celebrate the mothers of Community Action. Sample graphics provided.	15 International day of Families Promote the importance of family well-being in our communities. Sample graphics and tweets provided.	16 TRANSFORMATION TUESDAY Let folks know how your CAA is transforming lives of our community. Sample graphics and tweets provided. #TransformationTuesday	17 International Day Against Homophobia, Biphobia and Transphobia A day to reaffirm our commitment to anti-discrimination and support for our LGBTQ+ community. Sample graphics and tweets provided.	18 Birthdays Celebrate the legacy and impact of the Inland Empire and Inland Empire Birth programs. Sample graphics and tweets provided.	19 national PIZZA PARTY DAY Throw a pizza party for your staff and post photos to social media. #PizzaParty	20 Attended Outreach Saturday Honor our members of the Armed Forces. Sample graphics provided.
21 World Day for Cultural Diversity Celebrate the richness and diversity of our heritage. Sample graphics provided.	22 MISSION MONDAY Use the Social Media Creator to promote your agency's mission. #MissionMonday	23 CCAP Celebration Week Celebrate our agency's CCAAs on social media. #CelebrateCCAP	24 weatherization wednesday Promote the importance of Community Action weatherization services. Sample graphics and tweets provided.	25 mental health awareness week Help raise mental health awareness and combat stigma around mental illness. Sample graphics and tweets provided.	26 Fun Friday Give prizes to folks who make a difference and help our community. Use the Social Media Creator to promote your agency's local outcomes. #FunFriday	27 saturday spotlight Spotlight a program or service provided by your CAA. #SaturdaySpotlight
28 Friday Success Celebrate your customer success stories on social media. Sample messaging provided. #FridaySuccess	29 Memorial Day A day to honor our military personnel who have given the ultimate sacrifice to our country. Sample graphics provided.	30 Tuesday Testimonial Have a great customer testimonial to share? Post it to social media. Sample graphics and tweets provided.	31 1st day of Community Action month Use our Social Media Creator to promote your agency's CAA. #CommunityActionMonth	MORE Heritage Month May 1-31: Honor our heritage on social media. Sample graphics and tweets provided. Older Americans Month May 1-31: Honor our older adults on social media. Sample graphics and tweets provided. Nurses Week May 6-12: Honor our generous and hardworking nurses on social media. Sample graphics and tweets provided. Mental Health Awareness Month/Mental Health Awareness Week May 1-7: Help raise mental health awareness and combat stigma around mental illness. Sample graphics and tweets provided. CCAP Celebration Week May 22-28: Celebrate your agency's CCAAs on social media.		

WEATHERIZATION WEDNESDAY

Weatherization lowers energy bills and helps families afford basic necessities like food, medicine, and safe, reliable housing.

Weatherization Wednesday Wednesday, May 24





Where Will Your Excellence Journey Begin?

With the National Community Action Partnership's Pathways to Excellence Program, you can start your journey toward Excellence in the place that's best for you and your Agency.

HERE?



Bronze Tier

The place to explore the Standards of Excellence and start building excitement among your team. Enroll anytime. The Bronze Tier can usually be completed in 3 months.

Silver Tier

The place to learn how to do a self-study, build knowledge, and explore the peer-feedback process. Enroll in February or July. The Silver Tier can usually be completed in 9 months.



OR HERE?



Gold Tier

The place to do a full self-study, receive peer-feedback, and see how you perform in every Excellence Standard. Enroll in February or July. The Gold Tier can usually be completed in 14 months.

Platinum Tier

The place to do a full self-study, on your own, and see if your peers judge your agency worthy of The Community Action Award for Excellence. The Platinum Tier usually requires 2 years to complete.



Start Here if You Know You're Exceeding All 35 Standards

Learn More

communityactionpartnership.com/pathways-to-excellence/



SCAN ME

SAVE THE DATE!

Whole Family Approach Institute



 June 6-8, 2023

 Washington, DC Area

[REGISTER](#)



Save the Date!

NCAP Annual Convention
Atlanta, GA
Atlanta Marriott Marquis
August 23-25, 2023
Pre-convention sessions
August 21-22



Questions?



Contact

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#WeR1000Strong

#BeCommunityAction

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Thank you!