

Cortland County Community Action Program, Inc

Strategic Plan 2023-2027

Program, Planning & Evaluation (PP&E) Committee Approved – November 10, 2022

Board of Directors Approved – December 8, 2022



Introduction

The 2023-2027 strategic plan is rooted in the national Community Action Theory of Change and informed by the Board of Directors' 2022 reaffirmation of CAPCO's mission and values:

Mission

CAPCO is dedicated to providing and advocating for community-wide actions and programs that increase individuals' dignity and self-reliance and improve community conditions, engaging all sectors of the community in Cortland County's fight against poverty.

We Value

- The voices and experiences of the people we serve, and their full participation in our community.
- Respect for ourselves and all those we come in contact with in our work.
- Accountability for our resources and results to our participants and our community.
- Cooperation and partnership within CAPCO and with the individuals and organizations that support our mission.
- A commitment to understanding our own and others' strengths, and using these strengths to support our program, management and governance activities.

Plan Focus

The 2023 plan's format has been updated to support CAPCO's agency-wide impact in the key community needs identified in the 2021 Community Needs Assessment: mental health services, educational disparities, risk factors related to adverse childhood experiences, increasing cultural diversity, deficit in available childcare/early childhood education opportunities, and nutrition/food assistance. This plan maintains some strategic priorities found in the former strategic plan while responding to emerging community needs.

The plan further establishes CAPCO's leadership role in community-wide dialogue toward a common understanding of poverty and the very real barriers that people face in moving out of poverty. It introduces best and promising program practices and promotes collaborations with local, statewide and national partners that extend CAPCO's program and advocacy impact beyond what one organization can accomplish on its own. The goals and strategies included here also assume continued improvements to existing programs and partnerships, based on the ongoing monitoring of outcome data, customer feedback, and management discussion.

Planning Activities and Timeline

Formal planning activities began in March 2022, following the approval of the 2021 Community Needs Assessment. NYSCAA staff met with the Executive and Deputy Director to design a timeline to ensure the agency-wide strategic plan be completed by December 2022. On June 1, 2022 a full-day planning meeting was held with management and leadership staff and the Board's Program Planning and Evaluation Committee members to review the current plan and discuss opportunities for CAPCO based on emerging needs identified in the needs assessment and by CAPCO staff. NYSCAA staff reviewed the needs assessment report and the summaries of the listening sessions with staff in the spring of 2021, which captured feedback on CAPCO's strengths, weaknesses, opportunities, and threats (SWOT). Additional work took place in All Staff and Management meetings, as staff identified the program and service development, partnerships, funding opportunities, and internal efficiencies that will drive CAPCO's impact in these need areas during the next five years.

NYSCAA met with the Executive and Deputy Directors on August 11, 2022 to review the draft plan and make revisions. The plan was updated to reflect the revisions and was presented to the Board's Program and Planning Committee on November 10, 2022, and was voted on by the entire board on December 8, 2022.

Results-Oriented Management and Accountability (ROMA) in Strategic Planning

The importance of ROMA in the agency's strategic planning process can be traced back to IM 49, issued by the federal Office of Community Services (OCS) in 2001, which replaced the original Office of Economic Opportunity. OCS set the ROMA framework clearly within the compliance context set by the Government Performance and Accountability Act. IM 123, issued in 2011, emphasized further the importance of building a performance management structure using ROMA and the National Performance Indicators (NPIs). IM 138 issued by OCS in January 2015 with the release of the CSBG Organizational Standards, highlighted the importance of performance management using the Standards, ROMA and state and federal accountability measures.

CAPCO implements ROMA's performance management framework to not only monitor and track program-based delivery systems and outcomes, but also to assess how programs work together to promote changes for the customer and community. CAPCO's Strategic Plan reflects CAPCO's commitment to improving communities and the lives of people living in poverty, as well as its management processes. To underscore

the importance and use of ROMA in the strategic planning process, the facilitator of the board/staff planning session on August 11 and one of the draftors of this document is a nationally certified ROMA Trainer.

Customer Satisfaction

The purpose of reviewing customer satisfaction data is to help ensure that CAPCO's strategic plan is directly connected to the community needs assessment (CNA) and responsive to its customers and communities. Customers provide essential insights on such issues as the effectiveness of service delivery strategies, changes to policies and processes that can increase efficiency, and problems with access caused by where programs are physically located in the community. Customer feedback is also a key element of evaluating programs and services and is another core component of the ROMA cycle.

In CAPCO's most recent needs assessment completed in 2021, the responses to a series of questions asked about CAPCO services were overwhelmingly positive: 91% reported that staff listened and treated them with respect, 97% would recommend CAPCO to family and friends, and 97% would go back to CAPCO for additional services if needed.

CAPCO also conducted an agency-wide customer satisfaction survey in 2022. Customers from various programs, including Early Head Start/Head Start, WIC, Healthy Families, Energy Services, and Family Essentials, among others, completed the survey. Mirroring the results of the survey done in 2021, 94% of respondents agreed or strongly agreed they were treated with respect by CAPCO staff, and 92% agreed or strongly agreed staff listened and responded to concerns. Additionally, 82% of respondents indicated that CAPCO staff told them about other CAPCO programs that could be helpful, and 81% noted that CAPCO staff provided information about other community programs that could be of assistance.

Format and Accountability

Three of the plan's four impact areas (Individual and Family Stability/Security, Community Conditions and Opportunities, and Community Engagement) reflect the three national Community Action goals and the fourth, included in previous plans, emphasizes CAPCO's capacity as an effective mission-based not-for-profit corporation and community partner. Within each of the four goal areas, outcomes, strategies, measurements, and timeline to be able to document progress on achievement of the goals.

**IMPACT AREA:
Individual and Family Stability/Security**

Goal 1: People with low incomes are stable and have economic security.						
Strategic Priority: Explore avenues to address homelessness in the community.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAP understands the extent of homelessness in the community and the available services	Conduct an inventory of homelessness needs and what resources are currently available in the community to meet the needs of homeless individuals and families Assess service gaps	Inventory completed and services gaps determined	2023 & Ongoing			
CAPCO determines its role in addressing homelessness in the community	Depending on inventory data, consider CAPCO's role in addressing homelessness, such as, but not limited to: <ul style="list-style-type: none"> • Act as a convener to bring service providers together • Expand the family advocate (or another position(s)) 	Clearly defined role for CAPCO with specific goals for addressing homelessness moving forward	2023 & Ongoing			

	<ul style="list-style-type: none"> Explore funding sources to meet the identified need(s) 					
Strategic Priority: Explore options for CAPCO fee-based childcare for extended/before/after school.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAPCO determines its role/capacity to offer fee-based child care opportunities in the community, specifically focused on wrap-around services	Reach out to school districts and other partners to discuss childcare needs and opportunities	Outreach/meetings held/conducted	2023 & Ongoing			
	Research and study the community need and determine the necessity for wrap-around child care	Study completed and decision made	2024			
Strategic Priority: Expand/enhance services in rural communities within Cortland County.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
Services in rural communities are	Research mobile services, and potential collaboration with current mobile providers	Research conducted	2023			
	Assess client needs in rural locations	Rural needs and staffing assessed	2023 & Ongoing			

enhanced/expanded to meet resident needs	Assess rural staffing					
	Explore co-location with community and business partners (doctors' offices, federally qualified health center, etc.)	Potential locations explored Determination made as to feasibility	2023 & Ongoing			
	Reimagine staffing in rural centers to meet client needs	Explore creative solutions/survey staff to overcome identified challenges	2023 & Ongoing			

Strategic Priority: Increase options for healthy food.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
Residents with low incomes have increased options for healthy food	Provide options to buy local, seasonal food directly through Community Supported Agriculture (CSA)	An increase in the CSA options and the number of residents who take advantage of the opportunity	Ongoing			
	Provide outreach to vulnerable communities through the Nutrition Outreach and Education Program (NOEP)	The number of SNAP applications	Ongoing			

	Expand gardening opportunities at Early Head Start/Head Start (EHS/HS)	The number of families who access garden produce	2023 & Ongoing			
	Continue to promote the farmers market especially through the WIC program	Increased WIC Farmers Market redemption rates	Ongoing			
	Explore partnerships with local producers/farm initiatives	Increased partnerships for families to access fresh fruits and veggies	Ongoing			
Strategic Priority: Improve family health and stability.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
Families have improved health and are stable	Promote Community Action Angels initiatives	The number of initiatives that were held Number of people helped	Ongoing			
	Increase volunteer drivers to expand transportation program to meet customers' basic needs (food, social, etc.)	Number of drivers Meeting customer needs	2023 & Ongoing			

	The Energy Services Department will continue to expand and build partnerships and conduct focused outreach in Tompkins County	Number of partnerships gained or enhanced Number of households served	Ongoing			
	Enroll more families in the Healthy Families program and increase families' active engagement in the Healthy Families program.	Number of families served and The number of families that engaged in 3 or more home visits in the past 6 months	End of contract period / Ongoing			
	Expand WIC's footprint throughout the county	The number and location of women and children served	2023 & Ongoing			
Strategic Priority: Improve adult literacy and education levels to support employability.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
Clients' adult literacy and education levels are improved.	Explore a dedicated and expanded space to house HSE, Adult Literacy, and Getting Ahead activities to continue the expansion	Grant writing: number of grants written and success rate Additional funding sources	2023 & Ongoing			

Clients are more employable.	accomplished with CARES funding					
	Be intentional about a "whole family approach" working comprehensively with parents and children through partnership with Head Start parents	Number of Head Start parents sought further education and training	2023 & Ongoing			
	Be purposeful about focus on workforce development supports along with educational supports	Number of individuals that received workforce development or educational supports – referrals, webinar, class, resume building, interviewing prep, dress for success, etc.	2023 & Ongoing			
Strategic Priority: Decrease the adverse effects on children of families impacted by traumatic events.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
Children of families impacted by traumatic events are assisted by CAPCO	Reengage internal trauma-informed workgroup	Group reviews internal policies, practices, etc. to ensure trauma-informed practices with clients	2023			

	Convene the trauma-informed care committee that reflects staff, community partners, and families served to increase trauma understanding and determine appropriate shifts in service delivery to decrease further trauma	Trauma-informed committee in motion. Committee members increased understanding of trauma Shifts in service delivery	2023 & Ongoing			
Governance Strategic Priority						
Board members provide meaningful review of proposed program/services, intended program results, and tracked outcomes	Board members are prepared to review CAPCO’s proposed and ongoing programs, results, and outcomes through committee structures, such as <ul style="list-style-type: none"> • Executive committee • PP&E committee • Finance/audit committee • Board development committee 	Annual board assessment/survey	2023 & Ongoing			
The board is able to understand	Board members conduct regular		Ongoing			

connections among plan goals and strategies and program services to meet customer needs	review of plan strategies					
--	---------------------------	--	--	--	--	--

**IMPACT AREA:
Community Conditions and Opportunities**

GOAL 2: The communities that people with low income live in are healthy and offer economic opportunities.

Strategic Priority: Expand access to safe and secure housing.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
Access to safe and secure housing is expanded	Explore opportunities for new funding to meet increased need	New funding received	2024			
	Explore resources and CAPCO's role in assisting homes in need of work prior to Weatherization services	Locating potential resources and CAPCO's role is defined	2023 & Ongoing			

Strategic Priority: Expand/enhance services in rural communities within Cortland County.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
	Research mobile services, and potential collaboration with current mobile providers	Research conducted	2023 & Ongoing			
	Assess client needs in rural locations	Rural needs and staffing assessed	2023 & Ongoing			

Services in rural communities are enhanced/expanded to meet resident needs	Assess rural staffing					
	Explore co-location with community and business partners (doctors' offices, federally qualified health center, etc.)	Potential locations explored Determination made as to feasibility	Ongoing			
	Reimagine staffing in rural centers to meet client needs	Explore creative solutions/survey staff to overcome identified challenges	2023 and ongoing			
Governance Strategic Priority						
Board members with knowledge and expertise are cultivated and recruited	The board development committee has overall responsibility for the recruitment and cultivation of new board members	The board Development Committee has a structure and process in place which is reviewed regularly	Ongoing			
	Board members are sought who have particular skills/expertise/knowledge in the following areas: • Businesses & economic development	Current board member composition is recorded at the beginning of 2023. Board member composition is	Annually			

	<ul style="list-style-type: none">• Housing and real estate• Transportation systems• Health, mental health, and substance abuse policy/service provision• Legal/law• Human Resources• Local government	noted at the end of 2023.				
--	---	---------------------------	--	--	--	--

**IMPACT AREA:
Community Engagement**

GOAL 3: People with low incomes are active in building opportunities for themselves and others in the community.

Strategic Priority: Engage people with low incomes and community leaders in identifying and addressing barriers to moving out of poverty.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
Residents are active in addressing poverty in the community	Reengage the community in strategies from Opportunity Community and Getting Ahead Establish mentoring relationships	Number of community gatherings Number of successful mentoring relationships formed	2023 & Ongoing			
The community is educated about the effects of poverty	Train and develop staff to provide poverty simulations CAPCO increases the number of poverty simulations provided to the community	Staff are trained in facilitating poverty simulations CAPCO provides at least one simulation per year	Annually			

Strategic Priority: Recruit CAPCO customers/former customers for volunteer and paid positions in CAPCO's programs.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
Meaningful employment opportunities within CAPCO for participants are developed and enhanced	Utilize the following programs for outreach: <ul style="list-style-type: none"> • Head Start/Early Head Start • WIC Peer Counselors • Family Essentials • CDPAP 	Number of former/current customers who are volunteers Number of job opportunities developed/enhanced Number of former customers employed by CAPCO	Ongoing			
Recruit with a special emphasis on volunteer drivers	Provide training and support for volunteer drivers	Number of volunteer drivers	Annually and Ongoing			
Governance Strategic Priority						
Develop board/staff advocacy strategies to	Board members educate the community about poverty in the County and about CAPCO: who we are, what we do, mission,	Develop a process for board members	Ongoing			

promote realistic policy change and public awareness	programs/services, etc.					
	Work in partnership with NYSCAA, NCAP, and NCAF to identify high-priority issues for education/advocacy consistent with CAPCO's mission and values		Annually and as needed			

**IMPACT AREA:
Agency Capacity and Partnerships**

GOAL 4: CAPCO has the human and financial resources, partnerships, and influence to assure positive individual, family & community outcomes.

Strategic Priority: Recruit and retain qualified staff.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAPCO increases the number of qualified staff who are hired and retained	Survey staff as to their opinions/ideas about recruitment and retention	Survey developed, disseminated, and completed	2023			
	Review and summarize responses	Survey responses summarized				
	Engage Management team to review and consider options	Management team will review workforce options	2023 & Ongoing			

	including, but not limited to: <ul style="list-style-type: none"> • Hybrid/remote work • Workweek hours • Tuition reimbursement • Wage increases • Professional development • Incentives • Time-off policies • Program support 	Pilots conducted Decisions made				
--	--	--	--	--	--	--

Strategic Priority: Coordinate and promote professional development and leadership skill building for CAPCO staff.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAPCO staff develop leadership skills and necessary credentials	Develop a consistent approach to tracking training participation at the Agency and Program levels.	Tool developed and put into practice	At the end of every year: 12/31/2023 12/31/2024 12/31/2025			
	Make ongoing updates to new hire orientation	Update evaluation tool to determine the value of orientation developed and put into practice	2023			
	Assist staff in gaining skills/credentials to provide training on mission-related	A mechanism developed to determine what staff	2023			

	topics (core competencies, such as FDC)	require what skills/credentials An increase in the number of staff who have gained skills/credentials	At the end of every year: 12/31/2023 12/31/2024 12/31/2025			
	Open staff training to the community to extend mission-related best practices and generate revenue	An increase in the number of community members who attended trainings An increase in unrestricted revenue	At the end of every year: 12/31/2023 12/31/2024 12/31/2025			
	Support new program and best practice approaches with training opportunities (i.e., Two-Generation, Pyramid Parenting, Trauma Informed Care)	An increase in the number of staff members who attended these specific trainings	At the end of every year: 12/31/2023 12/31/2024 12/31/2025			
	Explore offering education assistance	Policy revisited	2023			
Strategic Priority: Develop leadership succession within CAPCO.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
Succession planning is	Build leadership skill-building into job		2023			

successfully integrated into CAPCO	descriptions and performance evaluations	Leadership skill building is included in performance evaluations				
	Develop succession plans for all supervisory positions	Formal succession plans are developed and updated as necessary	2023 and Ongoing			
	Identify growth and advancement potential for all positions	Growth and advancement opportunities are documented in performance evaluations	Ongoing			
	Develop management operation "binders" that support succession planning	Management operations "binders" are developed	2023-2024			

Strategic Priority: Support employee well-being, mental health, and personal growth.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
	CAPCO will use the following initiatives to support staff well-being and mental health: <ul style="list-style-type: none"> Health and nutrition initiatives 	Initiatives developed, and number of staff who participates	Ongoing			

Employee well-being and personal growth is supported	<ul style="list-style-type: none"> Wellness challenges EAP Self-care and wellness training 					
	Surveys will be done periodically to gather staff input and evaluation	Surveys developed, disseminated, and responses considered in ongoing initiatives	2023 and Ongoing			
Strategic Priority: Monitor State decision about CDPAP program.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAPCO has successfully responded to the decision about the CDPAP Program	CAPCO will continue to investigate changes to the CDPAP program Contingent upon state-level changes, CAPCO may need to: <ul style="list-style-type: none"> evaluate needs explore risk redesign program consider staffing structure 	CAPCO moves forward with the most applicable options as more clarity is rendered	2023			

	<ul style="list-style-type: none"> explore becoming a joint employer 					

Strategic Priority: Establish a secure intake system to streamline the customer experience, drive coordinated internal/external referrals and improve service responsiveness.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
Intake system meets the needs of CAPCO and its customers	Assess and evaluate CAPCO’s current intake systems	System assessment	2024			
	Streamline and enhance the use of the database	Staff trained	2023 & Ongoing			

Strategic Priority: CAPCO regularly reviews, recommends, and plans changes to existing and potential new spaces/facilities.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAPCO's facilities are reviewed on a regular basis	Utilize SAFE Committee review process	SAFE Committee meets and analyzes facilities and makes recommendations	Ongoing			
	Include executive staff and finance committee input to the annual budget	Facility needs are considered when developing the annual budget	Ongoing			

	Look for possible co-location possibilities	Partners/organizations reached out to				
	Consider balance: centralized locations vs. spread-out in the county		2023 & Ongoing			
Strategic Priority: Maintain and expand CAPCO's network through staff participation on the Boards of community and industry organizations.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAPCO's presence on community and industry Boards is maintained and/or expanded	Consider staff and agency priorities when considering or maintaining board presence	Number of boards where CAPCO has a presence: community and/or industry	Ongoing			
Strategic Priority: Build CAPCO's fund development capacity at both Board and staff levels.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
	Initiate an annual fund development planning process that quantifies goals, activities, internal costs, and staff/Board roles and workload for all	Annual fund development plan and process established	2023 & Annually			

CAPCO's fund development and fundraising capacity has increased	activities that raise unrestricted dollars					
	Assess and improve internal systems for tracking fundraising contacts, donors, donations, and other data to support effective fund development	Internal systems assessed and improved	2023 & Ongoing			
	Explore more "creative/innovative" fundraising opportunities	Board and staff consider opportunities	2023 and Ongoing			
	Plan and execute an annual campaign	Campaign donations	2023 and Ongoing			
	Plan annual fundraising events and evaluate the value of the events	Donations received and assessment of event's value	2023 and Ongoing			
Strategic Priority: Strengthen program partnerships to meet increased service demand.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAPCO strengthens community partnerships to meet increased	<ul style="list-style-type: none"> • Substance abuse • Mental health • Housing • Literacy • Youth • Nutrition • Child Care • Employment 	Number of new and maintained community partner MOU's or contracts established in the past 12 months	Annually / Ongoing			

demand for services	<ul style="list-style-type: none"> Disabilities rights, advocacy School Districts 					
---------------------	---	--	--	--	--	--

Strategic Priority: Expand CAPCO's use of external resources to drive best business practices.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAPCO utilized outside resources to maintain up-to-date on best business practices	<ul style="list-style-type: none"> CAPLAW WIPFLI Bonadio Goetzman Business Council OCFS ESI EAP NYSCAA NCAP 	CAPCO evaluates these resources and explores other relevant resources.	Ongoing / Annually			

Strategic Priority: Maintain and expand CAPCO's use of external resources to drive best program practices and advocacy.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAPCO utilized outside resources to maintain up-to-	<ul style="list-style-type: none"> NYSCAA NCAP NCAF Coalition on Human Needs 		Ongoing / Annually			

date on best program practices and advocacy	<ul style="list-style-type: none"> • National WIC Association • NYS WIC • CDPANYS • National HS Association • NYS HS Region II • Hunger Solutions • Healthy Families America • Healthy Families NY • NYSWDA • Prevent Child Abuse NY • Cortland Co. Mental Health • Family Counseling Services 	CAPCO evaluates these resources and explores other relevant resources.				
Strategic Priority: Upgrade internal systems to create efficiencies and improve service impact.						
Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
Internal systems are upgraded	<ul style="list-style-type: none"> • Enhance process for CDPAP timesheets • Mobile-friendly tech/equipment • Online employment application 	System utilization and process development	Ongoing			

	<ul style="list-style-type: none"> Employee recruitment database Expanded options in Complete Payroll 					

Strategic Priority: Become a Trauma-Informed Organization to help employees, participants, community members, and community organizations build resilience.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAPCO is a trauma-informed Agency	Provide professional development for CAPCO staff re: resilience, trauma-informed care, wellness	Number of TIC learning opportunities offered. Number of staff participating	Annually			
	Engage community in trauma-informed work/ACEs	Number of community partnerships formed and/or participation in trauma-informed community efforts	Annually			

Strategic Priority: CAPCO will use Social Justice principles (access to resources, equity, participation, diversity, and human rights) in its management and operating principles.

Outcome	Strategies	Measurement of Success	Target Date	Progress Red/Yellow/Green	Comments	
CAPCO intentionally	Staff are trained in social justice principles	Staff demonstrate increased knowledge through pre-post	Annually			

considers Social Justice principles		surveys/customer interactions				
Governance Strategic Priority						
The Board and Policy Council are aware of and are exercising their representational, governance oversight, and developmental responsibilities.	Engage in a periodic Board assessment process	Process and tool is determined	Tri-Annually			
	Regular in-house orientation and training for Board and Policy Council members	Re-assess board orientation and training process Develop process	2023 & Ongoing			
	The committee structure advances strategic priorities (advocacy, community engagement, fund development, etc.)	Determine committee goals	Annually			
	Work with staff to determine and advance opportunities to increase unrestricted funds	Create fund development plan with staff	2023 and Ongoing			
	Provide periodic opportunities for board and policy members to network	Develop calendar of opportunities/events	2023 and Ongoing			