



**2024-2026 STRATEGIC PLAN
February - September, 2023**

Voted and Approved: 10/17/2023

BACKGROUND

Communities in Schools Pennsylvania has experienced exponential growth over the last three years. While this growth is welcomed, it is also necessary to meet the needs of students by expanding staff, funding and impact areas. In the Spring of 2023, the CISPA staff and Board of Directors engaged with coLAB in a process to facilitate the creation of a new CISPA Strategic Plan. Through this process, stakeholders, staff, board and community members were engaged and asked to participate in the process. The collaborative process brought a group together to consider and evaluate the leading strategic priority areas for the work.

At this time, the Board and leadership staff identified three areas of main focus. These three areas will focus on building organizational capacity, funding and sustainability and Statewide Initiatives. During this process the CISPA Board will approve the plan and the staff will develop operational tactics for a three-year focus. This plan should be used as a strategic guide and best practices suggest yearly reviews and updates as necessary.

Through the stakeholder engagement process, many valuable insights were shared. A powerful statement was made by a Stakeholder regarding the work, “The focus is on whole child, including basic family needs, social and emotional support for the child, connecting the family with services. There is a high need for this work. It’s very important work”

Going forward, CISPA will leverage this work as a guide both strategically and operationally as they continue to expand, grow and meet the ever-evolving needs of students and their families in the school environment.

THE CISPA NATIONAL VISION:

To ensure an equitable and hopeful future for all students across (name of district or service area) by supporting social and emotional needs, building resiliency, and enabling a pathway to academic achievement and career readiness, so every student can define their success for life.

THE CISPA MISSION:

The mission of Communities In Schools of Pennsylvania is to surround students with a community of support, empowering them to stay in school and achieve in life.

CISPA CORE VALUES

We value...

- Education: Equitable access to education for all students
- Career Readiness: All students graduate prepared for the next step in their life
- Equity & Inclusion: Principles of diversity, equity and inclusion are woven into all our work
- Accountability: In our work and to our partners, stakeholders and community members
- Whole-Child Approach: Provide holistic supports that meet the needs of the whole child and their family

STRATEGIC PRIORITY + GOALS OVERVIEW

STRATEGIC INITIATIVE: CAPACITY BUILDING

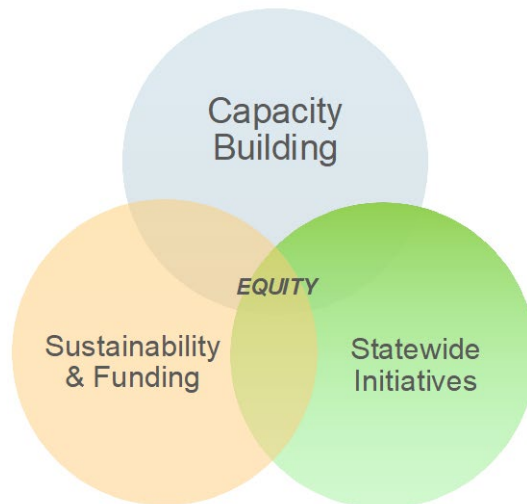
- GOAL 1: Board Governance
- GOAL 2: Community Partnerships
- GOAL 3: Local program growth
- GOAL 4: Operational Capacity
- GOAL 5: Staff Recruitment + Retention, Training, On-Boarding

STRATEGIC INITIATIVE: SUSTAINABILITY & FUNDING

- GOAL 1: Lobbying + Legislative Agenda
- GOAL 2: CISPA 30th Anniversary - 2024
- GOAL 3: Affiliate Fundraising Development + Growth
- GOAL 4: Brand recognition
- GOAL 5: Strategic Partnerships

STRATEGIC INITIATIVE: STATEWIDE INITIATIVES

- GOAL 1: Provide support to all PA affiliates
- GOAL 2: Build and Improve PA affiliate Relationships
- GOAL 3: State-wide Branding + support services
- GOAL 4: State-wide Program Growth
- GOAL 5: State-wide Fundraising Development



STRATEGIC INITIATIVE: CAPACITY BUILDING

GOAL #1:

Strategic increase of board membership by 4-5; with a specific focus on regional representation and fundraising experience while also taking note of skillsets wanted/needed.

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> ● Evaluation of existing gaps and identify what skillsets are wanted and needed ● Review of on-boarding process for new Board members <ul style="list-style-type: none"> ○ Leverage National Office resources for Board initiatives
<i>Year Two</i>	<ul style="list-style-type: none"> ● Ask John M. for a referral to a fundraising/development connection; ask existing members to consider their networks for new members; goal to add 1-2 new members by year 2
<i>Year Three</i>	<ul style="list-style-type: none"> ● Continue with adding 2-3 new board members; begin to consider the offboarding process for board members w/ expiring terms (who will pick up their connections/relationships?)

GOAL #2:

Deepen existing community partnerships/relationships; regions will map out current providers; leverage those connections for new partnerships.

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> ● Regions will map out current providers and make sure point of contact is up to date; begin to make connections
<i>Year Two</i>	<ul style="list-style-type: none"> ● Building/sustaining relationships (budgetary consideration); work to integrate new partnerships in building-level work ● Asset Mapping in our current Districts
<i>Year Three</i>	<ul style="list-style-type: none"> ● Convene regular (quarterly?) regional provider meeting

GOAL #3:**Create and implement outreach plans for each region which will be familiar with districts in their territory.**

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> • Create wish lists for potential districts (5-10 districts; also take note of financial position); identify outreach plan; make note of district's current providers and what their service gaps may be; implement outreach to 1-2 new districts (if time). Implement 'kick off' meetings with building staff and school admin to clarify roles and expectations; finalize Principal Onboarding Project
<i>Year Two</i>	<ul style="list-style-type: none"> • Continue outreach to district wish lists; build connections with IU's and regularly present at meetings (utilize Superintendent ambassador); continue Principal Onboarding project
<i>Year Three</i>	<ul style="list-style-type: none"> • 2-4 new contracts per year (consider 1 new site OR district per year in SW region, due to district size and funding)

GOAL #4:**Identify opportunities to streamline processes and procedures to ensure CISPA sustainability in the future.**

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> • Hiring CPO; major project for this position in year 1 to identify where gaps exist and what policies or procedures could be implemented (risk management, community violence/school violence)
<i>Year Two</i>	<ul style="list-style-type: none"> • W/ CPO assistance, new policies/procedures are implemented (specifically personnel/retention, risk management); begin to focus on employee 'wellness' and retention • Documentation of succession planning and risk management plans <ul style="list-style-type: none"> ○ Document formal process to transfer case loads
<i>Year Three</i>	<ul style="list-style-type: none"> • Create and implement employee retention strategy

GOAL #5:

Ensure that CISPA is recruiting the right people and working to retain them through robust training, onboarding, and professional development.

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none">• Hiring Chief People Officer; evaluating what is needed for the department• Potential to enlist AmeriCorps programs (budgetary consideration)• CISPA will roll out new onboarding program (virtual platform)
<i>Year Two</i>	<ul style="list-style-type: none">• Identify regular opportunities for staff to engage in professional development (a menu/catalog?) but will need to discuss budgetary considerations; continue to refine onboarding program and create recorded virtual trainings for on demand viewing• Offering CISPA 'certification' opportunities for staff; tied to PD dollars
<i>Year Three</i>	<ul style="list-style-type: none">• Collaborate with other PA affiliates on state wide onboarding program and training opportunities; implement 2 training opportunities with Eastern PA affiliate

STRATEGIC INITIATIVE: SUSTAINABILITY + FUNDING

GOAL #1:

Develop and Implement a Lobbying and Legislative Agenda to engage with members of the PA Senate, PA House, and the Shapiro Administration.

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> • Develop an understanding with our lobbyist John Malady on how he develops relationships with the PA legislature • Have board members develop relationships with legislative members in their respective districts; take inventory of existing board member relationships
<i>Year Two</i>	<ul style="list-style-type: none"> • Build new relationships with individuals within the PA Department of Education (PDE) and PA Department of Community and Economic Development (DCED)
<i>Year Three</i>	<ul style="list-style-type: none"> • Hold a Communities in Schools event at the PA Capitol for meetings with key legislators and their staff

GOAL #2:

Capitalize on the 30th Anniversary of CISPA to increase brand awareness and create new funding opportunities.

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> • Create a board-level committee to assist CISPA management with the 30th anniversary celebration and develop ideas for activities (ex. dinner/event, funding campaign for a new initiative)
<i>Year Two</i>	<ul style="list-style-type: none"> • Develop a sustainable fundraising special event for CISPA
<i>Year Three</i>	<ul style="list-style-type: none"> • Maintain and grow relationships with partners to leverage additional funding opportunities • Targeted marketing

GOAL #3:**Develop a model to assist our affiliates with their funding, growth, and sustainability.**

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> ● Identify local stakeholders to review our programs and to ask for their support ● Enhance communication between the state board and the local affiliate boards ● Identify and pursue relationships with other organizations that have interest in the work that CISPA does ● Communication across state affiliates/departments
<i>Year Two</i>	<ul style="list-style-type: none"> ● Invite affiliates to nominate members of their respective boards to the state board ● Pursue collaborative grant projects for statewide funding
<i>Year Three</i>	<ul style="list-style-type: none"> ● X

GOAL #4:**Implement a communications strategy for organizational branding and marketing.**

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> ● Engage board members to promote CISPA throughout their networks (ex. social media, professional networks) ● Create a plan to market CISPA to schools and school districts that don't currently utilize our services ● Focus on proactive earned media ● Presence at community events for brand awareness ● Create a media list
<i>Year Two</i>	<ul style="list-style-type: none"> ● X
<i>Year Three</i>	<ul style="list-style-type: none"> ● Consider traditional media channels

GOAL #5:
Identify and Develop our Strategic Partnerships.

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> ● Identify our strategic partners and candidates for new partnerships, could be related to funding or advocacy ● Identify potential competitors in our market that may be seeking out similar funding opportunities ● Utilize board members connections and networks to make introductions for fundraising opportunities.
<i>Year Two</i>	<ul style="list-style-type: none"> ● X
<i>Year Three</i>	<ul style="list-style-type: none"> ● X

STRATEGIC INITIATIVE: STATEWIDE INITIATIVES

GOAL #1:

Create & execute a statewide outreach plan.

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> ● Comprehensive branding campaign <ul style="list-style-type: none"> ○ -(Relationship building, attend community events, fundraisers, Harrisburg Rotary connection, building a media list) ● “Who’s who” – create statewide contact list ● Design outreach strategies <ul style="list-style-type: none"> ○ -Superintendent testimonials
<i>Year Two</i>	<ul style="list-style-type: none"> ● Continue branding campaign ● Begin executing on outreach plan ● Evaluate & assess plan
<i>Year Three</i>	<ul style="list-style-type: none"> ● Continue branding campaign ● Evaluate & assess plan

GOAL #2:

Build & Improve Relationships w/CIS Eastern PA.

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> ● Create board-to-board opportunities for CISPA board and CISEPA board to meet – an annual meeting, a report-out at board retreat, etc. <ul style="list-style-type: none"> ○ -PA meeting at SSI in Vegas, Director of Programs networking amongst Eastern leadership, Gala attendance and support ● Identify fundraising opportunities to support statewide lobbying/legislative activities ● Regular/monthly meetings between Jessica and CISEPA ED
<i>Year Two</i>	<ul style="list-style-type: none"> ● Begin conversations about what the legislative agenda looks like
<i>Year Three</i>	<ul style="list-style-type: none"> ● Conversations about shared services/back office support

GOAL #3:**Create robust menu of support services the state office can provide.**

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> ● Statewide new hire onboarding & training <ul style="list-style-type: none"> ○ -Implement more shadowing opportunities across regions ● Collaborative fundraising efforts (ex: PCCD scholarship grant) as they arise
<i>Year Two</i>	<ul style="list-style-type: none"> ● Employee training – ISS model, CISDM, community schools, parent engagement, trauma, YMHFA
<i>Year Three</i>	<ul style="list-style-type: none"> ● HR/back-office support: benefits, insurance, payroll ● Tuition reimbursement plan

GOAL #4:**Enhance Statewide Program Growth.**

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> ● Identify regions & districts of interest ● Beginning development of urban strategy <ul style="list-style-type: none"> ○ -Superintendent retreats, vendor fairs, updated video/marketing ● Begin development of multi-year growth plan
<i>Year Two</i>	<ul style="list-style-type: none"> ● In alignment with outreach plan, begin building relationships with statewide stakeholders to support growth / entry into new districts
<i>Year Three</i>	<ul style="list-style-type: none"> ● Analyze growth plan, make assessments and edits as necessary

GOAL #5:
Enhance Statewide Fundraising + Development.

	<i>Tactics:</i>
<i>Year One</i>	<ul style="list-style-type: none"> ● Begin identifying statewide prospects/key players that would fund statewide initiatives. ● Identify areas to be funded – growth, legislative work, capacity, etc.
<i>Year Two</i>	<ul style="list-style-type: none"> ● Conduct outreach to statewide prospects, begin building relationships <ul style="list-style-type: none"> ○ -Get contacts at dept of Ed., state mental health. ● Begin submitting proposals
<i>Year Three</i>	<ul style="list-style-type: none"> ● X