

Goal #1—Be the premier provider for CSBG and WAP training and technical assistance that supports the work of state administrators.

How do we do this?

Objective #1 – In order to increase the number of stakeholders we serve, we will expand the amount and scope (type) of T&TA services we provide by:

Action items:

1. Seeking out and incorporating input from our membership about the types of desired existing and new T&TA
2. Increasing opportunities for standardized training sessions (e.g., time management, stress reduction, etc.)
3. Developing and marketing the comprehensive menu of services (customized and standardized) and associated fees
4. Providing increased opportunities for training sessions (e.g., dedicated conference tracks)
5. Identifying new consumers of T&TA services through market research; targeting services to niche audiences (e.g., state finance officers, ROMA certification, etc.)
6. Sharing summaries of T&TA successes via social media, our website, other platforms

Objective #2 – To effectively deliver these services, we must strengthen our T&TA infrastructure by:

Action items:

1. Assessing current resources (e.g., staff, contractors, documents, etc.) to identify strengths and gaps
2. Revising and publishing a clear external process for stakeholders to secure T&TA (e.g., via updated training request forms, contracts, clear timelines, etc.)
3. Updating internal process to ensure streamlined invoicing, collection, and processing of payments
4. Developing and implementing revised fee structure for customized and standard training
5. Assessing staff capacity to handle increased T&TA load; hiring staff and recruiting additional contractors, as necessary

Objective #3 – We will use analytics to monitor and assess our processes and effectiveness/impact in supporting state administrators by:

Action items:

1. Determining the metrics for tracking T&TA status; subsequently implementing a status tracking system (e.g., time to completion, dollar amount of contract, progress against budget, etc.)
2. Determining metrics to measure impact by surveying and analyzing feedback from trainees (e.g., how well did we do in delivering the service? Did the service we provided meet the trainees' needs?)

NASCSP

Strategic Plan Goals and Tasks

January 2024

3. Assessing quarterly and reporting annually on feedback, types of projects, and staff output vs. impact (ROI)
4. Using trainee evaluations to determine whether we are “premiere” providers of T&TA

Objective #4 – We will balance grant-funded and contracted T&TA by:

Action items:

1. Establishing guidelines for what constitutes grant-funded T&TA
2. Maximizing contracted T&TA to increase discretionary funds while maintaining grant-funded T&TA
3. Tracking time to completion and effectiveness to assess return on investment (e.g., does this detract from other grant-funded work?)

If we achieve the objectives and action items above, the outcomes will be:

1. Increased unrestricted revenue.
2. Increased delivery of services to new and existing stakeholders (measured by number of offerings, contracts, and stakeholders).
3. Enhanced reputation as the go-to resource for T&TA.
4. Increased states’ capacity/efficiency/effectiveness in serving the network (measured by trainees’ feedback)
5. Streamlined internal processes re: contracting, scope of work, invoicing, leading to reduced time to contract completion and increased staff capacity.

Goal #2 - Establish and support a responsive, equitable, diverse, and supportive work environment that ensures a sustainable workplace culture.

How do we do this?

Objective # 1 – We will create a budget to support policies, procedures, and development activities of the objectives under goal #2 informed by staff surveys/direct input.

Action items:

1. Create a direct budget line item dedicated to DEI centered activities/professional development.
2. Board will conduct and analyze pre and post surveys annually to determine success rate of activities and develop actions in response to results based on analysis and evaluation.
3. Executive Director will conduct a Staff Needs Assessment.

Objective #2 – Establish a workplace culture based on shared values, informed by staff; ideally, data driven.

Action items:

1. NASCSP work culture reflects shared values of respect, belonging, collaboration, transparency, etc. (actions can include demonstrating through leadership behavior and activities)

NASCSP

Strategic Plan Goals and Tasks

January 2024

2. Work environment and structures are informed by staff using data driven principles. (actions can include board will actively solicit recommendations from staff to guide development of environment and structure, board will collect and review existing best policies on NASCSP work environment (remote, etc.)

Objective #3 - Provide opportunities for continual feedback from staff to inform organizational decisions.

Action items:

- 1.

Objective # 4 - Operationalize DEI into organizational processes, i.e., hiring

Action items:

1. Collaborate with the DEI committee to establish inclusive policies and procedures in hiring, promotion, compensation, benefits, and work-life balance.
2. Consider including regular ongoing trainings on issues related to race, gender, ableism, LGBTQ, neurodivergence, religion, etc. for staff, board, and members.

Objective #5 - Provide opportunities for staff to maintain well-being.

Action items:

- Annual review/assessment of HR policies to ensure they meet staff needs and/or national data/ideas and make updates as needed.
- Maybe include questions about staff "well-being" in surveys spoken about in objective 1.
- Conduct employee entrance and exit interviews.
- Revisit onboarding/orientation process.

If we achieve the objectives and action items above, the outcomes will be:

1. The organization actively encourages and promotes policies for work/life balance.
2. The organization will become a premier employer with the potential to attract high level talent.
3. NASCSP will be recognized as a model for best practices around DEI initiatives and staff development and engagement
4. Reduced staff turnover due to dissatisfaction, increased employee satisfaction

Goal #3: Create opportunities for substantive membership engagement.

How do we do this?

Objective 1 - Strengthen and expand the board's capacity to govern

Action items:

NASCSP

Strategic Plan Goals and Tasks

January 2024

1. Conduct in-depth Board Development (in-person or virtual) to provide training, issue needs assessment, determine priorities, etc.
2. Require committee participation (as specified in the bylaws).
3. Update and utilize board orientation packet for new members; provide annual training for existing board members.
4. Utilize the board portal to house NASCSP documents (i.e., bylaws, finances, committee charters, etc.)
5. Develop pipeline for board recruitment and selection to ensure diversity.

Objective 2 - Increase membership utilization of services

Action Items:

1. Conduct assessment of current T&TA services to identify barriers to engagement, successes, gaps, areas for improvement.
2. Develop and market range of services/benefits of membership, including a menu of fee-for-service and what is included in membership dues.
 - a. Build the capacity to create new learning opportunities outside of T&TA as a benefit of membership (e.g., "Lunch & Learn" webinars on broader topics, such as advocacy or DEI).
3. Board members are given training and resources to best communicate NASCSP's value to membership.
4. Target activities/opportunities to historically disengaged membership (defined as those who have not used NASCSP services in the past six months) to increase their participation.

Objective 3 – Increase membership's recruitment of diverse, qualified board members

Action Items:

1. Develop and utilize board metric/rubric for identifying gaps in representation (e.g., skills, regions, diversity, program).
2. Through the Member Services Committee, implement a rubric/identify possible board candidates.
3. Utilize Regional Reps to encourage possible candidates for board membership.
4. Update election process to incorporate aspects identified in the rubric and through other committees' recommendations.

If we achieve the objectives and action items above, the outcomes will be:

- Expanded pipeline for new board members; recruit and seat additional qualified, diverse board candidates
- Strengthened board governance
- Increase membership's participation in/utilization of NASCSP services by 50 percent
- Increase engagement of previously disengaged members by 50 percent (measured by attendance, participation compared to previous six months)
- Members become ambassadors of NASCSP/programs; increased advocacy

Goal #4 - Serve as a model and resource for its membership in DEI practices and operations.

How do we do this?

Objective 1 – Establish board-led DEI Committee

The Committee members will, in conjunction with the full board, set the direction for board- and staff-led DEI initiatives. Its specific work will be determined by the Committee's charter.

1. Develop a committee charter that sets the scope of work.
2. Vet and hire a consultant who specializes in DEI best practices, research, and tools.
3. Serve as main resource for updates to the Bylaws as they relate to DEI.
4. Act as point of contact for state offices who request DEI resources or support.

Objective 2 – Develop and implement DEI processes and procedures throughout NASCSP's internal and external operations, specifically including but not limited to human resources.

1. Work with DEI Committee and consultant to develop training and technical assistance for building and sustaining an inclusive work environment.
2. Work with consultant (StricklyHR) to update the employee handbook to ensure NASCSP is in compliance with local, state, and federal laws regarding discrimination. Implement policies, as necessary.
3. Conduct staff DEI survey to assess gaps in, or obstacles to, building an inclusive staff culture and identify ways to address such gaps. Survey must take into account remote working environment.
4. Incorporate DEI into programmatic work (e.g., data analysis, Justice 40, etc.).

Objective 3 – Update and implement membership and recruitment policies/procedures to build a diverse pipeline for board membership.

1. This closely aligns with Goal 3.3 re: Increase membership's recruitment of diverse, qualified board members.
2. Work closely with DEI Committee and consultant to develop and implement DEI policies and practices specific to the board and its needs assessment.
3. Conduct annual board/membership DEI-specific survey that focuses on needs, training, successes, gaps, and inclusivity.
4. Review and update NASCSP Bylaws, as necessary, to ensure alignment with DEI best practices, lessons learned from DEI training, resulting changes to board recruitment, terms, onboarding, etc.

Objective 4 – Support state offices re: DEI best practices

1. Work with DEI consultant to develop training curriculum.
2. Work with DEI Committee to create and maintain DEI member portal that contains resources for membership. Resources may include sustainable strategies that help members struggling with DEI within their states.

NASCSP

Strategic Plan Goals and Tasks

January 2024

3. Include as part of board survey/assessment DEI-specific questions to determine where members are regarding knowledge and ability of DEI issues.

If we achieve the objectives and action items above, the outcomes will be:

- Consistent, up-to-date internal policies and procedures related to NASCSP's hiring practices, programs, and overall operations
- Sustained diversity among membership and board members.
- We will provide training and support for members seeking general resources and practical tools
- We will have provided specific training and support for members struggling with DEI in their respective states.
- NASCSP will be recognized as a resource and advocate for DEI best practices

Goal #5 - Strengthen positive relationships and open communication with our federal partners.

Objective 1 – Establish a foundation for advocacy

1. Work with the Board Legislative Committee to develop overall government relations goals and critical legislative priorities.
2. Identify funding/resources for and budget around advocacy work.
3. Become active advocates for CSBG and WAP reauthorization legislation and program enhancements, as well as other poverty reducing measures related to the network.
4. Nurture and cultivate relationships with congressional champions to maintain an active presence as roles change.

Objective 2 – Establish new and strengthen existing relationships with federal and congressional partners.

1. Work with staff to identify contacts at EPA, HUD, or other possible departments and/or agencies with shared goals, possible collaborations may be achieved through a series of meet and greets.
2. Coordinate events with DOE/OCS that showcase WAP and CSBG success stories and impact.
3. Work with Federal Partners to ensure contiguous grant funding to ensure financial stability and staff retention.
4. Deliver quality and timely work on all existing grant commitments to increase likelihood of future funding awards.
5. *(Add action item for congressional partners)*

Objective 3 – Build membership capacity to advocate for WAP and CSBG

1. Raise awareness of/educate NASCSP membership advocacy efforts; provide membership with information via toolkits, webinars, etc.
2. NASCSP staff to attend, present, and showcase member advocacy events.

NASCSP

Strategic Plan Goals and Tasks

January 2024

3. Develop advocacy “curriculum” as part of regular, ongoing T&TA that could be shared with partners that are able to advocate for and lobby when state offices are not able to.
4. Develop advocacy “curriculum” as part of regular, ongoing T&TA for state offices that need help educating their Executive Offices on the importance of the programs.

Objective 4 – Maintain strong relationships with OCS and DOE

1. Successfully apply for the continuation of funding from OCS and DOE.
2. Work collaboratively with OCS to become a premier resource on CSBG data and performance management.
3. The Board meets regularly with both federal partners.

If we achieve the objectives and action items above, the outcomes will be:

- Develop and implement a congressional advocacy strategy for WAP and CSBG.
- Established strong federal partner relationships, and possible funding streams, with existing and new federal partners to increase the likelihood of securing future federal funding awards and new federal funding opportunities.
- NASCSP will continue to be recognized by the federal partners as the go-to resource for T&TA, advocacy, data and reporting, showcase events, etc.
- NASCSP’s WAP and CSBG members are equipped and empowered to lead advocacy work and showcase program success.
- Equipped NASCSP membership to advocate up the chain of command.