



African American Strategic Partnership

Strategic Planning Session Report

Completed by the Membership of AASP

September 2019-2023

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INTRODUCTION FROM THE PRESIDENT OF THE AFRICAN AMERICAN STRATEGIC PARTNERSHIP

Dear AASP members,

As a collaborative of African American leaders who exercise intentionality on the use of our collective voice, we boldly came together on September 25, 2019, to develop goals and priorities that will govern our work through 2023.

The urgency with which we operated was motivated by harsh realities facing African Americans in our region. These truths, although known to us, were recently highlighted in a report published in September by the City of Pittsburgh Gender Equity Commission.

Against this backdrop, we have a renewed sense of urgency and solidarity that drives us to accomplish our shared vision of an equitable community. Consequently, we will utilize this strategic plan, which commits our knowledge, skills, and collective resources to activate our blueprint for transformation.

Please review this plan with great intensity, and accept it as it is intended—a call for action! Together, we will work tirelessly to fight for, to advocate on behalf of, and to transform the lives of our brothers and sisters.

Respectfully submitted,

Trisha M. Gadson, PhD
AASP President

Our Mission – *Why do we exist?*

African American leaders building a collaborative that positively impacts community change.

Our Vision – *Where are we going?*

African American leaders play an active role in correcting disproportionality in child welfare, education, and other deep-end systems where equity is achieved through the skills and experiences of African American organizations.

Our Core Values – *How will we behave?

- Resourceful
- Positive reflection with acute understanding of the community
- Leaders
- Committed
- Mission-driven
- Altruistic
- Trailblazing expert practitioners
- Passionate

Our Operating Principles – *What will drive our work?

- Respect differences, time, and thoughts
- Start and end on time
- Result-focused
- Stay on topic
- Allow being in the moment
- Communicate openly without judgment
- Have fun!

Our Goals – *What will we accomplish?*

- Increase the number of capacity-building sessions per year to 4-1 per quarter, then annually by September 2021 and then September 2020.
- Develop AASP resource guide.
- Create minimum standards AASP member organizations must meet.
- Develop trainings based on AASP provider input.
- Recruit an intern to provide infrastructure support.
- Formalize the AASP collaborative with a linkage agreement.
- Develop a Community Mental Health Response to provide an immediate response when a community crisis occurs.
- Educate and inform the community and AASP partners on ESSA laws and their impact on our youth and community in order to influence education.
- Hold annual Legislative Breakfast.
- Submit scholarly Black papers.
- Develop policy with MEPA and IEPA with Allegheny County DHS.
- Develop the next generation of leaders.
- Grow annual AASP conference audience from 300-1,000 by end of 2023.
- Define AASP data set.
- Develop AASP as a technical-assistance model and disseminate this model to other cities.

STRATEGIC PLANNING

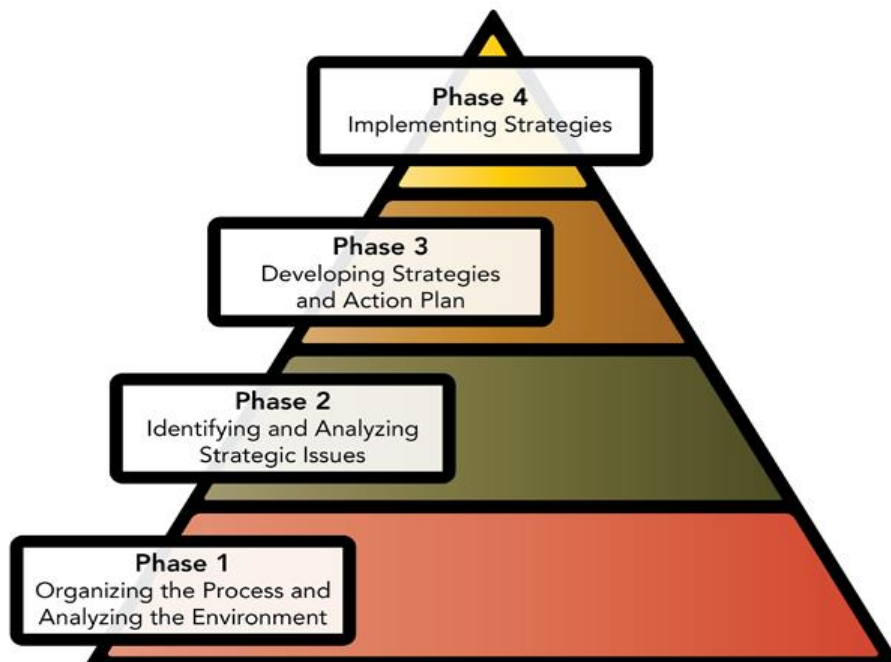
Why Is Strategic Planning Important?

The strategic-planning process in any organization is designed to ask and answer at least three critical questions:



Reference: Bryson, J., Alston, F. (2011). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*, 4th edition. Jossey-Bass. ISBN: 978-0-470-39251-5

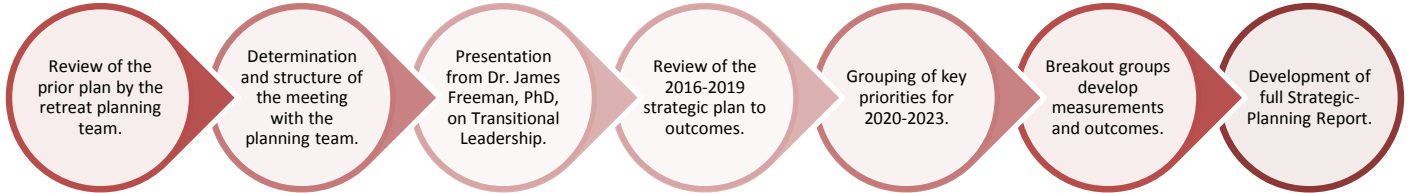
The strategic ideas contained in this report were gathered following a review of AASP's 2016-2019 strategic plan by the Retreat Planning Committee. Following the review of the 2016-2109 strategic plan with the membership of AASP, the membership determined key priority areas for FYs 2020-2023. The following detailed plan represents AASP's thoughts, ideas, and way forward. Central to the strategic-planning process involves a hierarchical approach, which moves an organization to understanding its core issues/ideas to the implementation of the same.



Reference: Bryson, J., Alston, F. (2011). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*, 4th edition. Jossey-Bass. ISBN: 978-0-470-39251-5

Overview of the Strategic-Planning Process

AASP embarked on a strategic-planning process to develop the strategic roadmap for the partnership—guiding decisions for the next three years and beyond. The planning process took place at the annual retreat as follows:



Strategic Planning Member Participation

Below are the partner members who participated in the Strategic-Planning Session.

Dr. Trisha Gadson
 Brace Lowe
 Dr. Sharon McDaniel
 Peggy Harris
 Fred Hill
 Tinisha Hunt
 Aaron Mickens
 Lenall Thomas
 Rhonda Jennings
 Rev. Brenda Gregg

Carlene Parkinson
 Markese Long
 Wendy Guy
 Rob Jones
 Jada Shirrel
 Dr. Cynthia Wallace
 Jacqueline Smith
 Esther Bush
 Tamia Mitchell

Standing Committee Members

COMMITTEE

OFFICERS

Governance Committee	Chairperson: Dr. Lenall Thomas Co-Chair: Wendy Guy
Capacity Building Committee	Chairperson: Aaron Mickens
Finance Committee	Chairperson: Dr. Sharon McDaniel Co-Chair: Wendy Guy
Research & Evaluation Committee	Chairperson; Jada Shirriel
Advocacy Committee	Chairperson: Dr. Jacqueline Wilson
Conference Committee	Chairperson: Peggy B. Harris, MPA
Fund Development Committee	Open

AASP 2019 Strategic Plan

Capacity Building

GOAL 1: Increase the number of capacity-building sessions per year to 4-1 per quarter, then annually by September 2021 and then September 2020.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	First training module will be Financial literacy,	To have an informed and competent membership related to the area of nonprofit financial management	Membership demonstrating an enhanced level of financial knowledge in their respective organizations.	Pre and post surveys	Capacity Building Committee	September 2019-September 2020 <i>*Update annually</i>	Pro Bono Facilitator; meeting space; and printing.

GOAL 2: Develop AASP resource guide.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	Begin development and collection of information.	Help to determine and identify organizational brand	Completion and dissemination of resource guide to members and community	Member satisfaction and # distributed to stakeholders	Capacity Building Committee	September 2019-June 2020 <i>*Update and add information annually.</i>	Printing, booklet guide and inclusion on website

GOAL 3: Create minimum standards AASP member organizations must meet.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	Investigate rubrics	To identify agreed upon minimum standards for AASP membership organizations related to the SOP; Business Principles; Data Systems; and Tracking for sector impact	Completion, dissemination, and implementation of the shared minimum organization standards	Members provide annual feedback of how their organizations have improved in relationship to community and organizational impact by using developed tools.	Capacity Building Committee	September 2019-December 2019	Tools from other organizations to develop a comprehensive tool.

GOAL 4: Develop trainings based on AASP provider input.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	Develop a new survey by December that will include new members and be ready to report out	Create a survey that will survey as a tool to ascertain the training needs of our new members, as well as our more tenured partners, in order to build the capacity building component of the membership's portfolio of work.	Members will reveal in the survey what capacity build trainings that are interested in and AASP Programming/Education will ensure that these trainings and capacity building offering occur within the established timeframe.	The initial survey will establish the baseline and the survey after each session and the Annual AASP meeting will determine if the membership was successful in meeting this outcome.	Capacity Building Committee	September 2019-March 2020	Membership Capacity Building Survey Identified speakers, date, time, and facility Food Satisfaction Survey Supplies
2	Develop short term capacity mentors for member who needs current support	The creation of a mentorship program where new members to AASP can have a short-term mentor to navigate the organization, as well as have content experts that can serve as mentors for members needing a particular talent to assist with organizational capacity building.	New members will feel as they are integrated into the culture of AASP. AASP members will understand the talents, skills, and capacity of each member, in order for members to coach, mentor, and support members around their identified strategic areas of need.	Annually, each member will receive a survey to describe the coaching or mentoring received and the number of hours given and will make suggestions for improvement of the offering.	Capacity Building Committee	September 2019-until	A booklet that describe the competencies and skill sets of all the partners and what the members are able and willing to serve as mentors and coaches.

GOAL 5: Recruit an intern to provide infrastructure support.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	Work with the center for community engagement to begin to recruitment of an intern	An annual intern from the nonprofit sector that will assist the organization in building its brand and infrastructure.	Intern fully engaged and supporting the organization and moving the organization to its next level.	Annual review at the annual meeting regarding if the organization is meeting its key goals and objectives.	Capacity Building Committee	September 2019-March 2020	Commit to create job description of the intern. Determine where the intern will be housed. Committee to interview and select intern. Determine who will supervise intern.

2	Identify an intern	Same as above	Same as above	Same as above	Capacity Building Committee	March 2020-September 2020	Someone to supervise the intern.
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GOAL 6: Formalize the AASP collaborative with a linkage agreement.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	Use an existing agreement that we can revise and report out	An identified linkage agreement document that will be presented and used between membership partners.	Membership is utilizing linkage agreements.	Annually review if linkage agreements are meeting key objectives.	Capacity Building Committee	September 2019-December 2019	Existing linkage agreements to be modified

Advocacy

Goal 1: Develop a Community Mental Health Response to provide an immediate response when a community crisis occurs.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	Establish AASP Community Response Team panel of clinicians	Establish the panel of community therapist in 5 community regions by Jan. 30, 2020	The launch of the community response team process in the identified 5 regions by Feb. 15, 2020.	Community Response Team commission and committee will assess and evaluate the process strategy on a monthly basis. Providing evaluative reports quarterly through assessment and evaluative data.	Advocacy Committee and the AASP Sub-Community Response Committee and Commission	January 2020-July 2020	AASP Board, AASP Sub-Committee, County Family Support Center, Community Response Commission.
2	Establish a process and response team protocol as outlined by the AASP Sub-Committee group	The execution of the community response team process in the identified 5 regions by February 2020.	Based on the identified response criteria, the expectation is to have a 90% response rate from Feb 2020-July 2020.	Community Response Team commission and committee will assess and evaluate the process strategy on a monthly basis. Providing evaluative reports quarterly through assessment and evaluative data.	Advocacy Committee and the AASP Sub-Community Response Committee and Commission	January 2020-July 2020	AASP Board, AASP Sub-Committee, County Family Support Center, Community Response Commission.
3	Formation of the Community Health Commission to review and evaluate the impact, data and process	For the Commission to assess, evaluate and analyze the Community Response team data based on community events for the purpose of process and systemic evaluation.	Capturing and analyzing the data on a quarterly based in order to make any recommended systemic changes.	Community Response Team commission and committee will assess and evaluate the process strategy on a monthly basis. Providing	Advocacy Committee and the AASP Sub-Community Response Committee and Commission	January 2020-July 2020	AASP Board, AASP Sub-Committee, County Family Support Center, Community Response Commission.

				evaluative reports quarterly through assessment and evaluative data.			
4	Partners with Allegheny County to establish an alliance with the county Family Support Center therapist to provide initial and ongoing therapeutic services to the community in crisis.	Form an alliance with the community therapist in the 5 identified regions for community response actions.	Successful collaboration alliance and communication of community partners, Family Support centers, etc. Ensure ongoing services and supports.	Community Response Team commission and committee will assess and evaluate the process strategy on a monthly basis. Providing evaluative reports quarterly through assessment and evaluative data.	Advocacy Committee and the AASP Sub-Community Response Committee and Commission	January 2020-July 2020	AASP Board, AASP Sub-Committee, County Family Support Center, Community Response Commission.

GOAL 2: Educate and inform the community and AASP partners on ESSA laws and their impact on our youth and community in order to influence education.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	To develop an apparatus to ensure that all members of AASP remain current on the issues related to ESSA laws and its impact on African American children	All members of AASP are fluent and conversant in the changing dynamics of ESSA laws and its impact on our youth and can make the needed changes in their respective organizations to mitigate harm, but rather, increase success	That all members of AASP feel that they are well informed of ESSA laws and create the necessary processes within their organizations to support sustainable important changes to support this work forward.	Surveys will be collected after each ESSA meeting.	Advocacy Committee	October 2019-ongoing	Flyers Supplies Location, Date, and Time.

GOAL 3: Hold annual Legislative Breakfast.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	To continue to build relationships with elected officials, in order to bridge policy and practice for strategic alignment for children, youth, families and their communities.	For elected officials to be educated and fluent on the critical issues impacting the African American communities and the implications for systems engagements (i.e., child welfare, juvenile justice, criminal justice, mental health).	Elected officials can clearly articulate the public policy issues impacting the African American communities in which the partnership serves and have thoroughly vetted policy options and proposed legislation to address the same.	Number of effective bills introduced as a result of interfacing with AASP.	Advocacy	September 2019-2020	Location for breakfast Breakfast speaker Paper supplies Approved budgeted resources

GOAL 4: Submit scholarly Black papers.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	To continue to add to current Black Paper	Additional important information added to existing Black Paper.	Readership increases and paper is used to frame policy and other strategic interventions for African American families.	Better programming and policies that are reflective of the equity lens outlined in the Black Paper	Advocacy	April 2020	Freelance writer

GOAL 5: Develop policy with MEPA and IEPA with Allegheny County DHS.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	To provide a toolkit for DHS/CYF for effective recruitment of African American foster and adoptive families.	Develop a toolkit where Eurocentric organizations can more effectively recruit families for African American children and that AASP can create effective strategies to strengthen current partner recruitment.	Eurocentric organizations using the tool and recruiting more African American homes for African American children.	Number of organizations using the tool and the reported increase in the number African American children being placed in same race placements.	Program and Advocacy	September 2019-2021	Technology, conference room, and paper supplies.

Conference Planning

GOAL 1: Provide an annual community based learning platform in response to matters germane to and of urgency to the health and wellbeing of the African American community.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	Plan and execute the AASP Conference; the theme of which is advanced by the AASP membership.	To have a meaningful and well attended conference, in order to advance the values inherent in AASP.	Meeting attendance objectives based on a 7-10% increase in attendance from last year and evaluation demonstrates 90-100% success rating.	Examination of data from last year's conference 2019 compared to 2020 conference numbers and evaluations.	Conference Planning Committee	September 2019- April 2020	Data set and conference evaluations.
2	Focus on data review in the areas of community, families and leaders' w/mentoring opportunities	To ensure that the conference attendees and members of AASP are better informed and participating in these key areas of service.	Conference offerings to address these key areas and evaluation of the participants regarding the same.	Pre and post surveys in key areas and an analysis of the same.	Conference Planning Committee	September 2019- April 2020	Conference key experts and pre and post survey forms.

GOAL 2: Grow conference audience by 20% by end of 2023.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	FUTURE GOAL/Number to be determined.	The AASP conference is a signature educational offering for both AASP members, as well as the broader nonprofit community. As such, the conferences should always remain relevant and shift with urgency around the salient community nonprofit needs.	The number of relevant offerings; the increase number of attendees each year; the ability for AASP to shift with urgency around community needs; and the increased ask for AASP to fill the space of the expert around the African American community and our needs.	Evaluations of the conferences; the membership's assessment through our Annual Strategic Planning overview; the number of calls that the organization entertains or committees where the organization's voice is requested.	Conference Planning Committee	September 2019- ongoing	Evaluation forms; annual report on the number of calls received for AASP expertise; and the number of committee members are sitting on as a result of their relationship with AASP.

Research & Evaluation

GOAL 1: Define data set.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	Create tool for internal reporting	Creation of tool by 12/31/2019	Creation of tool by 12/31/2019	Shared agreement	Research and Evaluation Committee	September 2019-September 2020	Fully AASP-member participation in defining valuable data points; database tool
2	Collect data/database	AASP database reflects 20-40 core common data points	100% AASP-member participation in data collection by 3/31/2020	Shared agreement	Research and Evaluation Committee	September 2019-September 2020	Fully AASP-member participation
3	Create AASP profile	Tool adequately reflects the impact of AASP-member organizations	Completion of AASP profile by 6/1/2020	Shared agreement and use	Research and Evaluation Committee	September 2019-September 2020	n/a
4	Update data	Complete data set is updated annually	100% AASP-member participation; maintenance of updated data set	Shared agreement and use	Research and Evaluation Committee	September 2020-September 2021	n/a
5	Develop AASP Annual Data Report	Annual report serves as a primary communication vehicle to showcase AASP-member impact	Completion of AASP annual report by 6/1/2020	Shared agreement and use	Research and Evaluation Committee	September 2020-September 2021	Coordination with marketing and development committee
6	Begin to use data to drive decision making	Among other things, decision(s) reflect alignment with AASP profile	Among other criteria, can decision(s) be tied back to AASP profile?	Creation of rubric for shared agreement and use	Research and Evaluation Committee	September 2020-September 2021	Rubric?
7	Update data	Complete data set is updated annually	100% AASP-member participation; maintenance of updated data set	Shared agreement and use.	Research and Evaluation Committee	September 2021-September 2022	n/a
8	Complete trend analysis	Comparison of y1 and y2 data sets	Availability of 2-year full data set	Shared agreement and use	Research and Evaluation Committee	September 2021-September 2022	n/a
9	Explore opportunities for publication	AASP has the good data to determine if there are viable opportunities for publication based on quantitative and qualitative data and trends observed over two years	AASP is in position to reasonably discuss and explore publication opportunities	Position AASP as a thought leader for the African American community.	Research and Evaluation Committee	September 2022-September 2023	Fully AASP-member participation

10	Explore opportunities for funding	AASP has the good data to support competitive funding requests	AASP is in position to reasonably explore funding opportunities	Capacity building as a collective working in the African American community and increasing impact.	Research and Evaluation Committee	September 2022-September 2023	Fully AASP-member participation / coordination with development committee
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Fund Development

GOAL 1: Develop AASP as a technical-assistance model and disseminate this model to other cities.

	ACTION STEPS	DESIRABLE OUTCOMES	CRITERIA OF SUCCESS	EVALUATION STRATEGY	PRIMARY ACCOUNTABILITY	SCHEDULE Start-Completion	RESOURCES REQUIRED
1	Explore other models currently available.	Help to determine and identify organizational brand	Obtain data on models being currently used through market research	Identify 1 -3 models currently in use	Development & Strategic Planning Committee	September 2019- September 2020	Internet resources, printing
2	Create assessment tool to see what other organizations need	Correctly identify organizational needs and challenges	Conduct an assessment that indicates areas organizational status in growth and development cycle	Determine accuracy of assessment tool in correctly gauging the needs of other organizations	Development & Strategic Planning Committee	September 2019- September 2020	Create assessment tool to see what other organizations Need
3	Develop framework for model based upon what other organizations currently have a need	Develop model based on organization stage of growth and development. Identify issues of concern such as strengths, weaknesses, opportunities and threats	Develop model with interchangeable modules focusing on SWOT analysis for each organization	Appropriateness of model based on organizational buy-in, "fit", assessment tool and SWOT analysis	Development & Strategic Planning Committee	September 2019- September 2020	Printing and materials
4	Interview organizations in other cities.	Identify corporate culture, goals and objectives	Market package to other organizations and if interested, engage them in conference calls and in-person visits	Develop ongoing relationship with other organizations	Development & Strategic Planning Committee	September 2019- September 2020	Travel expenses for in-person visits, conference calls and materials
5	Develop a cost structure	Apply costs to components of the package and personnel time	Organizations who contract to use the model, its affordability to them and its accuracy in reflecting costs	Break-even analysis	Development & Strategic Planning Committee	September 2020- September 2021	Accurate expense tracking, personnel time

