



COUNCIL OF STATE COMMUNITY
DEVELOPMENT AGENCIES (COSCDA)

STRATEGIC ACTION PLAN REPORT

WASHINGTON, DC

APRIL 2024



COSCDA

Council of State Community
Development Agencies



DRAFT Strategic Action Plan Presentation

Washington, D.C.

March 17, 2024





Council of State Community Development Agencies (COSCDA) Strategic Planning Process





Stakeholder Engagement Metrics



COSCDA Strategic Action Plan Stakeholder Survey #1



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Research Laboratory

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[Survey #1 Results](#)

[Overview](#)

[Survey #2 Results](#)

[Profiling Charts](#)

[Current Direction & Performance](#)

[COSCDA Vision and Mission](#)

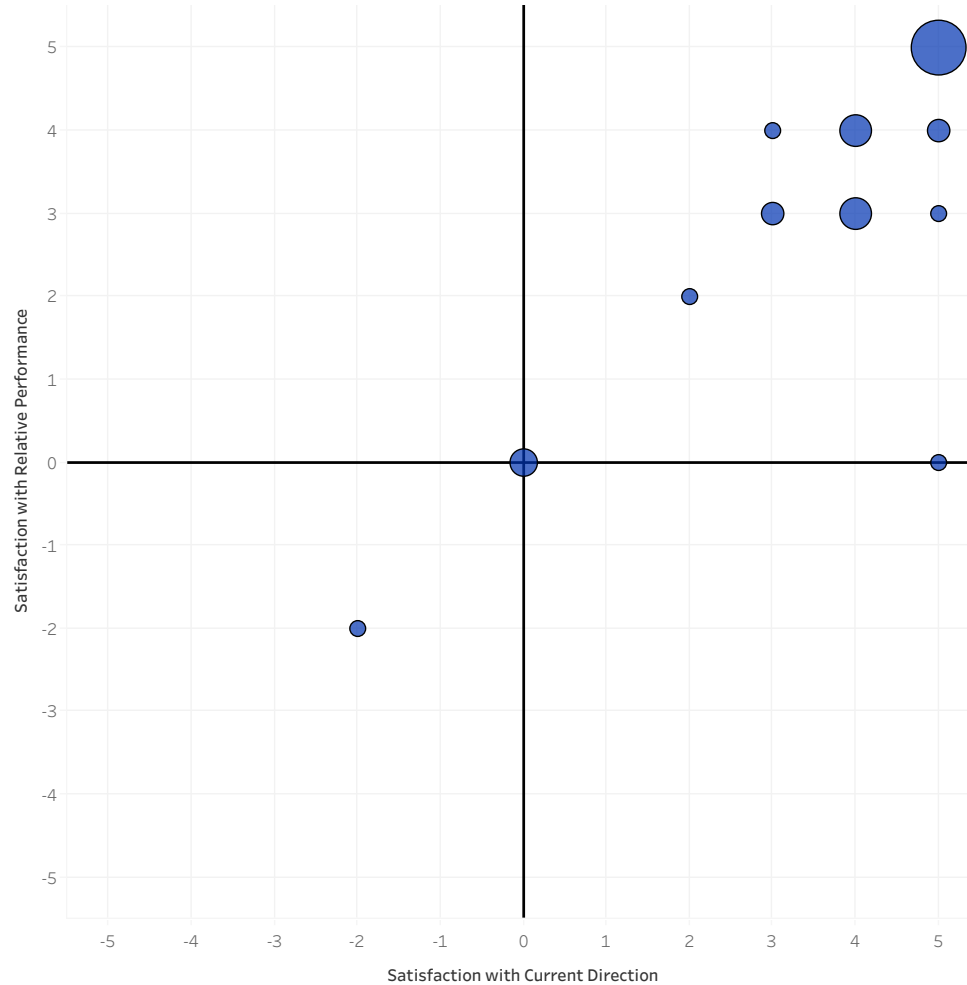
[Interactive Charts](#)

WELCOME TO THE
**COUNCIL OF STATE COMMUNITY DEVELOPMENT
AGENCIES STRATEGIC ACTION PLAN
PROJECT**

Very
satisfied

Satisfaction with
relative
performance

Very
concerned



**Satisfaction
with current
direction and
performance**



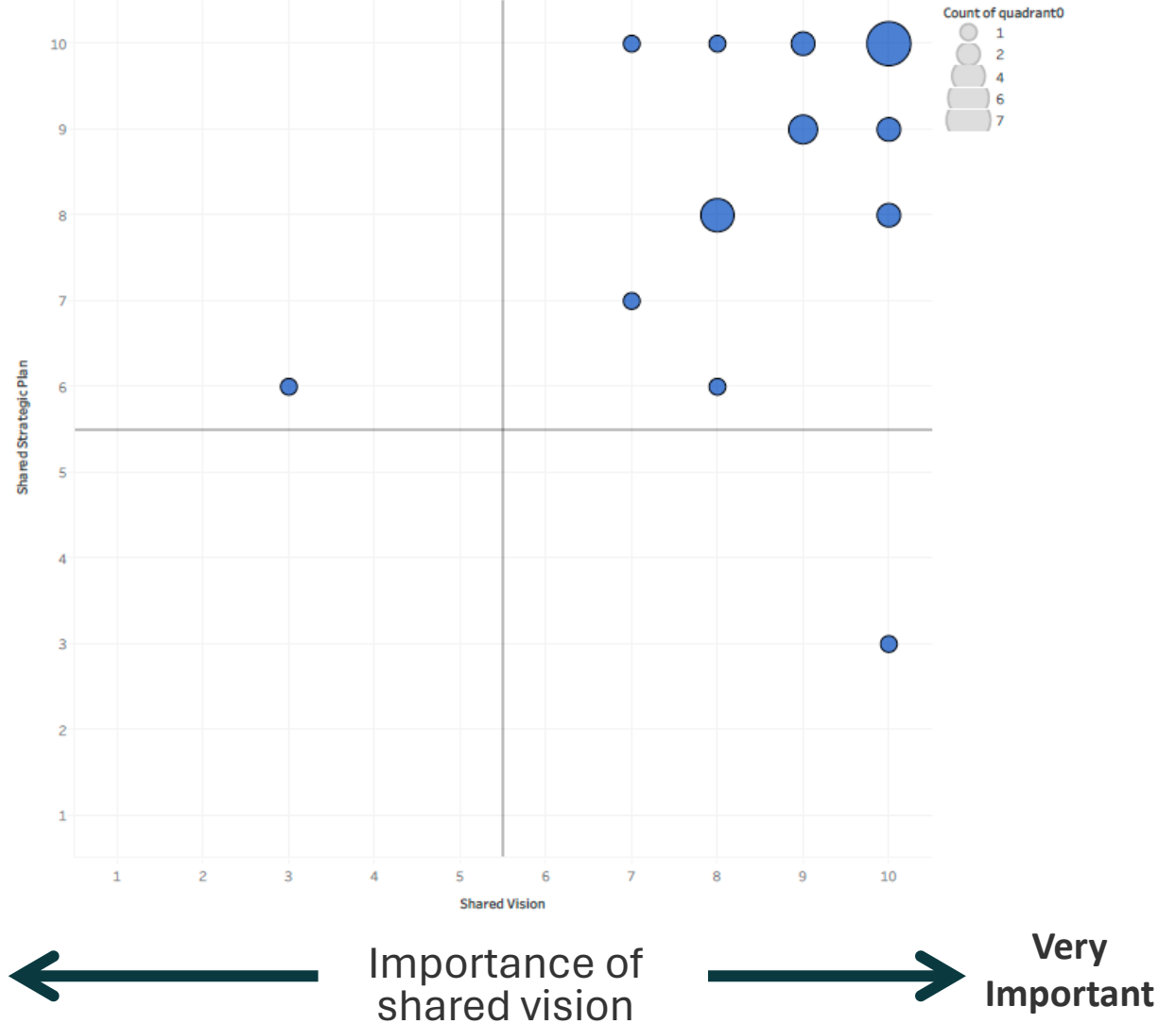
Shared vision and importance of shared strategic plan



Very
important

Importance of
shared
strategic plan

Not
important





**Think-Tank
December 7 & 8
2023**

**Washington, DC
18 Board members and
Staff took part in the
two-day workshop.**




COSCDA
Council of State Community
Development Agencies
THINK-TANK REPORT
WASHINGTON, DC
JANUARY 2024

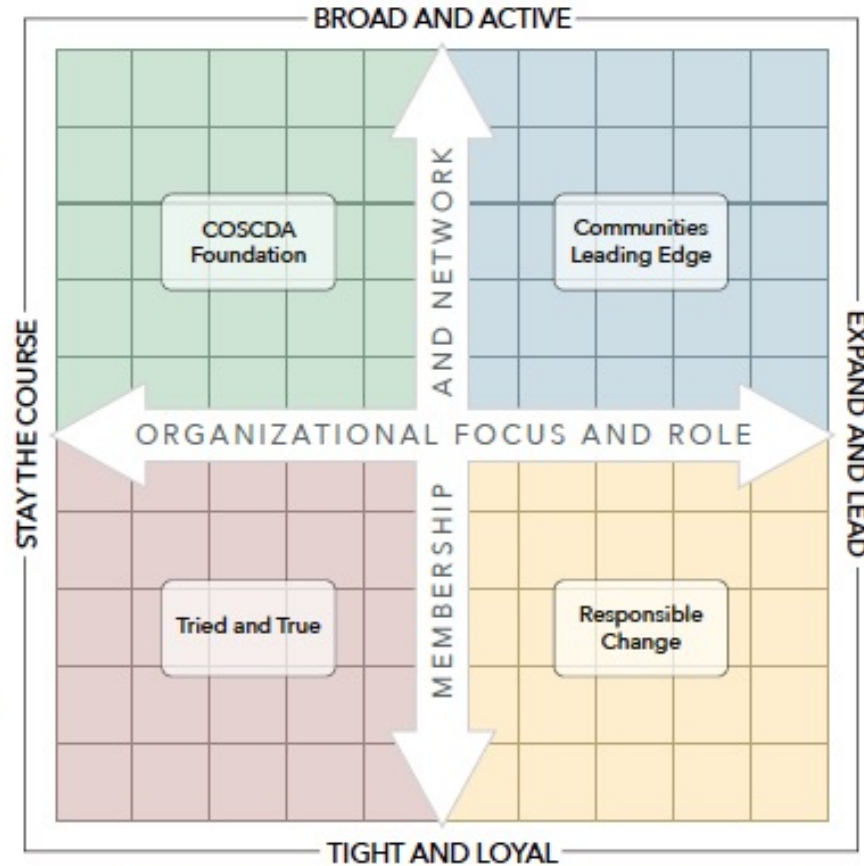


Broad and active

Build a larger more influential network. Embrace and initiate partnerships and collaborations, that connect to new leaders, ideas and potential membership.

Stay the course

Remain on course with core mission and role. Offer traditional training programs and support to member States. Respond to changing funding and programmatic needs in a pragmatic and reactive manner.



Expand and lead

Expand the mission to provide more advocacy, thought-leadership and innovative 'real time' training opportunities. Build value proposition as a 'go-to' organization on key issues and expand funding model.

Tight and loyal

Retain a tight and loyal membership, that funds and supports COSCDA. The priority is on serving the member States needs and providing them with value and attention.

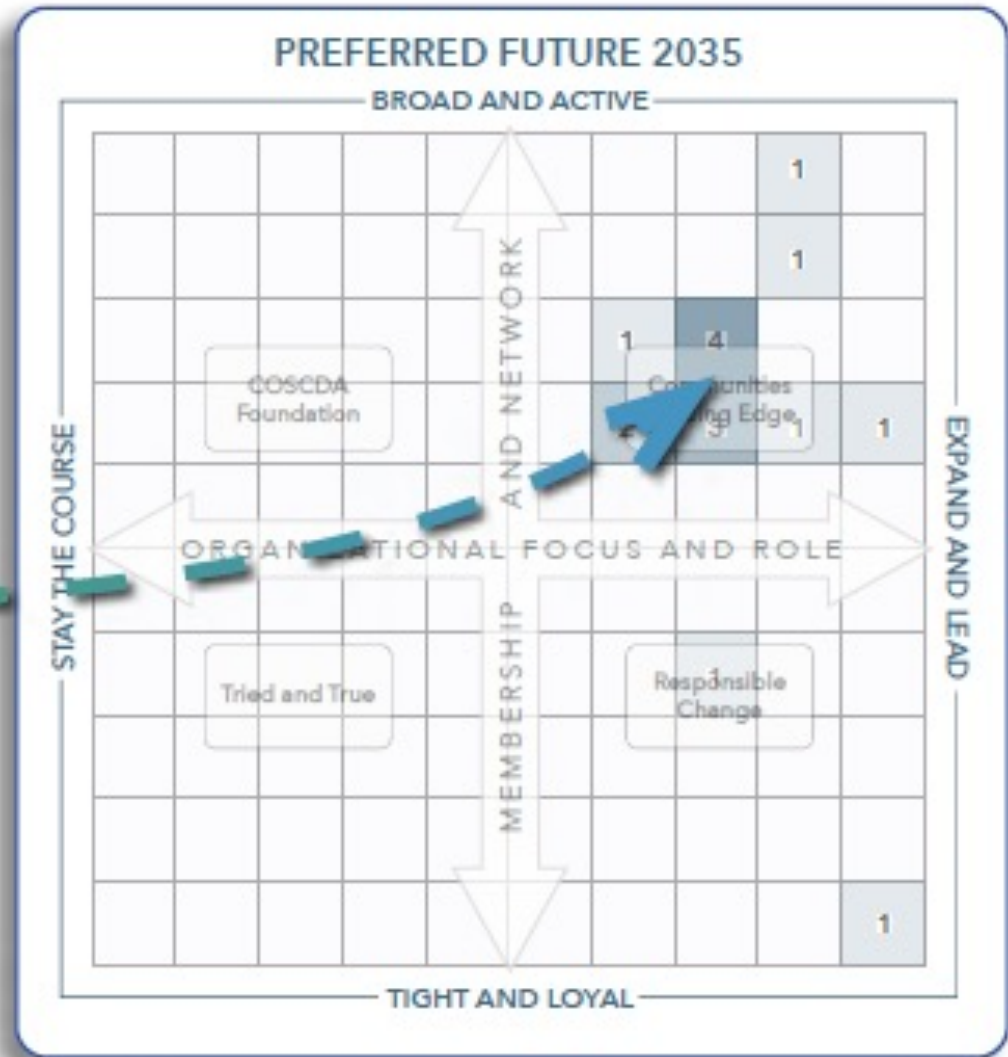


Think-Tank
Scenario Matrix



**Council of State Community
Development Agencies**

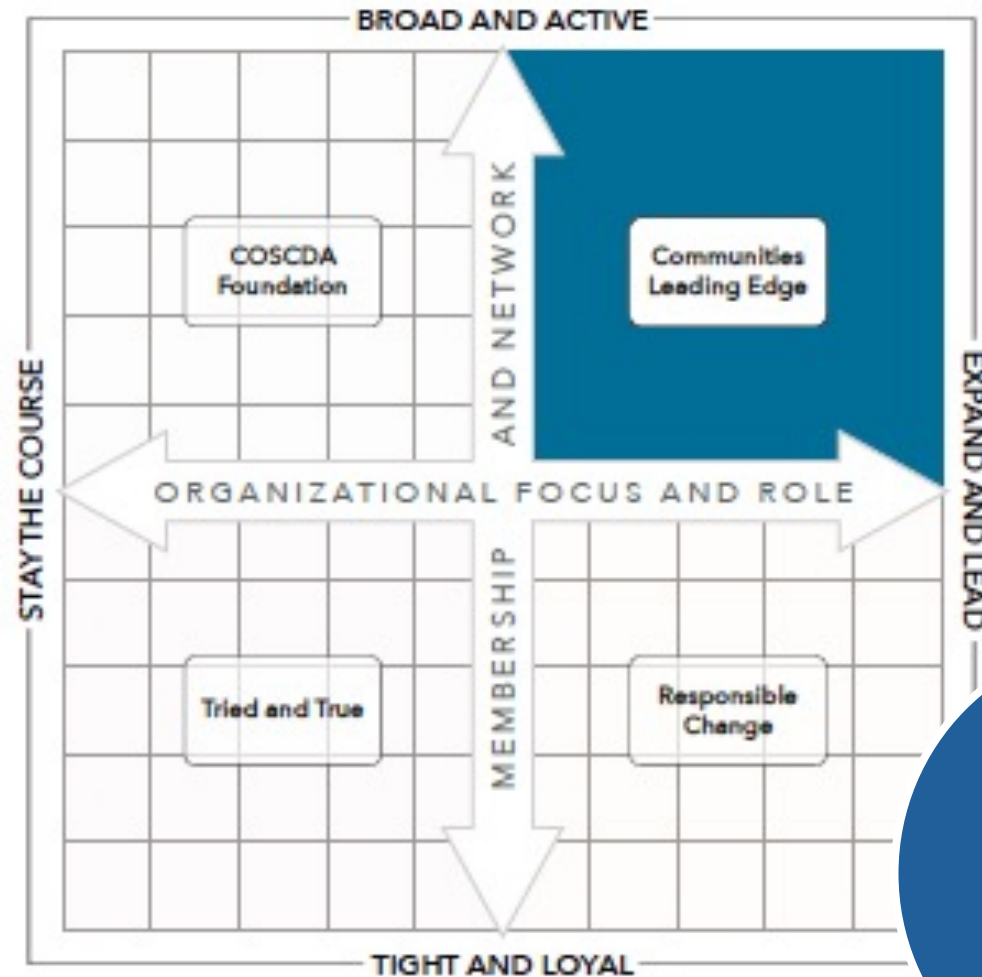
Preferred Future: Communities Leading Edge



Preferred Future: Communities Leading Edge

SCENARIO SNAPSHOT - FUTURE IMPLICATIONS

- **COSCD A expands its role** at the national level and is the 'go to' organization on key issues.
- **The organization diversifies its funding stream** and supports innovative programs.
- **COSCD A is the branded expert advocacy voice** for housing, disaster recovery, and homelessness.
- **Organizational staffing grows** with specialists in topic areas.
- **Membership grows** with expanded categories and levels.



Preferred
Future



Strategic Pillars





Focus Groups February 15 & 16, 2024

Membership Base and Potential

Strengthening COSCDA's membership base and expanding membership options

February 15, 2024
12:30pm – 1:30pm EST

Partnerships with Other Agencies

Building on existing networks and creating new partnerships

February 15, 2024
2:00pm – 3:00pm EST

Advocacy and Programs

Building on current successes and piloting potential new programs

February 15, 2024
3:00pm – 4:00pm

Organizational and Staff Capacity

Assessing current programming and staff capacity to meet organizational needs

February 16, 2024
12:00pm – 1:00pm

National Positioning

Exploring COSCDA's organizational role and positioning on a national level

February 16, 2024
2:00pm – 3:00pm EST

**5 Focus Groups
on Strategic
Pillars**

5.3 | STRATEGIC PILLAR 1: MEMBERSHIP BASE AND POTENTIAL

Strengthening COSCDA's membership base and expanding membership options.

5.3.1 | IMPORTANCE OF MEMBERSHIP BASE AND POTENTIAL

COSCDA is an organization for the states and by the states, and its member services are the cornerstone of its mission and vision. The viability of a membership organization is dependent on establishing value and relevancy of its services for its members. COSCDA has done an exemplary job in providing critical support to its member states, and continues to evolve its services as needs arise. One area of growing need for states is in disaster recovery. This is a potential membership growth area for COSCDA as new organizations seek out COSCDA's expertise and training in this area. To elevate and maintain this high-level reputation for its services, COSCDA will need to amplify its voice and continue to show its value by highlighting the consistency and strength of its advocacy, policy development and implementation, technical assistance, education and networking services for its membership.

Strengthening COSCDA's membership base will require clear messaging and education around the value of membership to states and prospective members.



"I think that COSCDA does a fantastic job serving its members. Trainings are available, input for conferences is requested regularly, committee meetings are available, etc. All of these things help all members of COSCDA and allow them to participate at their own level."

- COSCDA Strategic Plan Survey #1 Respondent



FutureInsight

- State membership in COSCDA hovers at around 46 out of 50 states, depending on the year and politics within the state. Growing membership significantly will require innovative solutions and must align with COSCDA's mission and vision.
- Stakeholder survey respondents and Focus Group participants do not support raising membership dues. Both groups indicated that raising dues would prevent groups from joining as state budgets are constrained.

Two-page analysis of each pillar

5.3.2 | MEMBERSHIP BASE AND POTENTIAL KEY STRATEGIC ACTION AREAS

1. IMPLEMENT INITIATIVES THAT CONTINUE TO EXPAND RESOURCES AND SUPPORT FOR MEMBERS.

COSCDA member needs are constantly changing as community development takes on new challenges that occur every day. COSCDA will need to invest in curriculum development, training, tools, and professional development for its members to support these evolving needs. Survey results show that continued online resource development is in great demand by members. Online resources increase access to critical information for more individuals within member organizations. Subsidizing member participation at the annual conference and events through scholarships and/or vendor sponsorship is an additional way that COSCDA can expand support for its members.

2. GROW MEMBERSHIP BY OFFERING INNOVATIVE MEMBERSHIP OPTIONS.

Current membership dues are based on the ability of member states to pay. By adding new membership levels and options, COSCDA has the opportunity to increase revenues and expand its membership base. The growing area of disaster recovery presents an additional opportunity to grow membership as COSCDA creates new training and technical assistance programs in that area. New innovative membership options will allow COSCDA to gently add core partners and agencies to its membership without straying from its core mission.

3. STRENGTHEN MEMBER OUTREACH AND CONNECTIONS.

In order for COSCDA to continue to provide high-quality membership services, the organization needs to continue to expand its connection areas with member organizations and other agencies using new technologies and approaches. This would include expanding its newsletter reach to governors and other leadership to increase awareness of COSCDA on state and national levels. COSCDA should also increase its individual contacts at member organizations to address generational change and to build sustainability for the organization.

NEAR-TERM IMPLEMENTATION STEPS:

- Increase online resources for members.
- Expand membership levels and options.
- Expand newsletter reach to governors and other leaders.
- Create a master list of what state departments do across the country.

Pillar 1: Membership Base and Potential

Strengthening COSCDA's membership base and expanding membership options

Action Areas:

- Implement initiatives that continue to expand resources and support for members.
- Grow membership by offering innovative membership options.
- Strengthen member outreach and connections.

Near-term implementation steps:

- Increase online resources for members.
- Expand membership levels and options.
- Expand newsletter reach to governors and other leaders.
- Create a master list of what state departments do across the country.



Pillar 2: Partnerships with Other Agencies and Organizations

Building on existing networks and creating new partnerships

Action Areas:

- **Amplify COSCDA's voice and thought leadership.**
- **Be directional and intentional about outreach efforts with other agencies and organizations.**
- **Create new ways to partner with other agencies and organizations.**

Near-term implementation steps:

- Develop an informational narrative on COSCDA's partnerships and share with membership.
- Create a database of current COSDCA partnerships.
- Add topical roundtables that focus on the tough subjects that states are dealing with to the annual conference.
- Seek out co-training and partnering opportunities with other agencies and organizations.



Pillar 3: Advocacy and Programs

Building on current successes and piloting potential new programs

Action Areas:

- Expand educational initiatives with Congress and the public.
- Build COSCDA's ability to find innovative solutions to emerging challenges.
- Build grassroots advocacy to strengthen positioning on the Hill.

Near-term implementation steps:

- Develop educational initiatives around the merits of the CDGB program.
- Expand COSCDA's role in disaster recovery; host bootcamp regularly.
- Add 'Day on the Hill' back to the COSCDA annual conference.
- Research advocacy opportunities caused by gaps emerging in post-covid era.



Pillar 4: Organizational and Staff Capacity

Assessing current programming and staff capacity to meet organizational needs

Action Areas:

- Expand training options at conferences and events.
- Increase revenue through creative initiatives.
- Invest in staff capacity to increase visibility and impact.

Near-term implementation steps:

- Increase training levels for CDBG to basic, mid-level, and advanced
- Increase zoom trainings for members
- Invest in curriculum development and open access to online materials to non-members on a fee-basis.
- Hire a staff trainer to support training and curriculum development.



Pillar 5: National Positioning

Exploring COSCDA's organizational role and positioning on a national level

Action Areas:

- **Build a Communications toolbox to better serve membership needs.**
- **Foster greater recognition of COSCDA and its role.**
- **Strengthen current relationships on the Federal level.**

Near-term implementation steps:

- Develop a Communications Toolbox for COSCDA that includes a Communications Plan, building social media profile and updating website.
- Enhance COSCDA's national media presence.
- Promote the 50th anniversaries of COSCDA and CDBG.
- Reengage groups that have become less involved in COSCDA.





Implementation Roadmap: Recommendations for Implementation

Near-term
implementation
action steps
over 3 years

6.0 | IMPLEMENTATION ROADMAP

The following matrix presents suggested near-term implementation action steps for each strategic pillar of the COSCDA Strategic Action Plan. It should be noted that the timeframe for this plan is three years. These strategic Actions are intended to help propel COSCDA to the identified preferred future for the organization. Each Action Step is identified by Pillar, Timing, and Responsible Party/Partners.

IMPLEMENTATION MATRIX

Action Step	Pillar	Timing	Responsible Party / Partners
Increase online resources for members.	P1 - Membership Base and Potential	2024	COSCDA Board, Staff and Committees
Expand membership levels and options.	P1 - Membership Base and Potential	2025	COSCDA Board and Staff
Expand newsletter reach to governors and other leaders.	P1 - Membership Base and Potential	2024	COSCDA Staff
Create a master list of what state departments do across the country.	P1 - Membership Base and Potential	2025	COSCDA Staff
Develop informational narrative on COSCDA's partnerships and share with membership.	P2 - Partnerships with Other Agencies and Organizations	2024	COSCDA Staff
Create a database of current COSCDA partnerships.	P2 - Partnerships with Other Agencies and Organizations	2024 + Ongoing	COSCDA Staff
Add topical roundtables that focus on the tough subjects states are dealing with to the annual conference.	P2 - Partnerships with Other Agencies and Organizations	2025-2026	COSCDA Board and Committees
Seek out co-training and partnering opportunities with other agencies and organizations.	P2 - Partnerships with Other Agencies and Organizations	2025-2026	COSCDA Board, Committees, and Staff
Develop educational initiatives around the merits of the CDGB program.	P3 - Advocacy and Programs	2025	COSCDA Committees
Expand COSCDA's role in disaster recovery; host bootcamp regularly.	P3 - Advocacy and Programs	2025	COSCDA Committees

Future iQ
welcomes COSCDA
Board and staff
feedback/edits to
the Draft Report
by Monday, March
25. Thank you!

Next Steps.....

- Review and finalize COSCDA Strategic Action Plan Report.
- Adopt final plan at the April 5 Board meeting.

