

CAN-Act Strategic Plan 2009-2012

Vision statement: Low income Californians are consuming nutritionally optimal, sustainable diets based on wholesome, minimally processed foods and are enjoying daily physical activity in amounts required for good health.

This vision assumes that

- in order for priority populations goals to be achieved, CAN-ACT members need to be providing optimal programming
- in order for CAN-ACT members to be providing optimal programming, they are getting the support they need from CAN-ACT, Network, and USDA
- in order for CAN-ACT to provide adequate support, it's organizational structure and operations are fully functional
- and, in order for CAN-ACT's operations to be functional, CAN-ACT's Board is performing at its peak capacity.

Goals (CAN-ACT will not develop specific activities in support of the goals under "Membership Outcomes," this plan assumes that the membership ó e.g. FSNE funded programs ó are engaging in activities to achieve these outcomes):

CAN-ACT Board Outcomes Resulting from Board and Staff Actions	CAN-ACT Organizational Outcomes Resulting from Leadership Support and Activities	Local Program Outcomes Resulting from CAN-ACT Benefits and Services	Desirable Priority Population Outcomes Resulting from Network Programs
<ol style="list-style-type: none"> 1. CAN-ACT's Board is visible and clearly engaged with the membership and state and federal agencies 2. CAN-ACT's Board is actively engaged in monitoring the Director, setting association policy, fundraising, and budget oversight 3. CAN-ACT's Board is actively representing CAN-ACT to their constituencies and the general public 4. CAN-ACT's Board responds to action requests and regularly attends phone and in-person meetings 5. Non-Board members contribute 	<ol style="list-style-type: none"> 1. CAN-ACT has an open, honest, and fruitful working relationship with both the state and federal agencies 2. CAN-ACT has sufficient non-foundation funding for core operations and Board management and development 3. CAN-ACT has a high member satisfaction rate 4. CAN-ACT has a formal communications plan involving routine communication of useful information and the results of our work to the membership 5. CAN-ACT has sufficient staffing to meet membership 	<ol style="list-style-type: none"> 1. FSNE program administration is manageable and is reasonably proportionate with service delivery 2. Providers have an active role in planning and implementing statewide programs and efforts 3. Providers are involved in Network visioning and strategic planning 4. California's FSNE programs, especially the local programs, are seen as models for nutrition education around the state and the country 5. CAN-ACT's membership holds Board members responsible for representing their interests 	<ul style="list-style-type: none"> o Low income Californians are influenced by social norms around food and activity which have moved measurably in the direction of healthy eating and active lifestyles o Federal food assistance program participation among eligible Californians is comparable or better than that of states with similar demographics o Low income Californians' eating and physical activity patterns have moved measurably closer to those recommended in the Dietary Guidelines for Americans

<p>to CAN-ACT committees and special projects</p> <p>6. CAN-ACT's Board is actively engaged in recruiting members to fill vacancies or replace themselves as they resign from Board membership</p> <p>7. CAN-ACT's Board membership has few or no vacancies</p>	<p>needs and complete contracted deliverables on time</p> <p>6. CAN-ACT Board and members are routinely reviewing its policy platform and revising as necessary and actively pursuing a public policy agenda</p> <p>7. CAN-ACT has dues-paying members</p> <p>8. CAN-ACT is implementing a new program or policy initiative every one to two years (funding permitting)</p> <p>9. CAN-ACT has a marketing plan that raises awareness of CAN-ACT's purpose and publicizes our services and benefits to potential membership</p>	<p>6. Leadership within FSNE program parent organizations values and supports FSNE programs</p> <p>7. CAN-ACT's membership is actively engaged in CAN-ACT initiatives and policy agenda</p> <p>8. California FSNE programs are able to engage in public health approaches as outlined in the 2008 Farm Bill Report</p> <p>9. Providers are supported in involving priority population members in planning and evaluation</p>	<ul style="list-style-type: none"> ○ Low income Californians' obesity rates have leveled off or decreased ○ There is a decrease in premature morbidity and mortality from diet/activity-related chronic diseases among low income Californians
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Goals & Implementation Steps Relevant to CAN-ACT Leadership				
Goal	Preliminary Implementation Steps	Who	Measure/Standard	When
1. CAN-ACT's Board is visible and clearly engaged with the membership and state and federal agencies	Regular meetings between CAN-ACT and state agency, routine updates provided by Board members to membership	Board members	Attendance by at least one Board member; Board to constituency communications at least three times per year	Ongoing
2. CAN-ACT's Board is actively engaged in monitoring the Director, setting association policy, and fundraising	Association director's performance is assessed annually	Board, Director	Performance assessment tool completed annually	7/31/09
	Organizational effectiveness audit conducted	Director, Board	Completed assessment tool and report completed annually	12/31/09
	Five-year fund development plan has been adopted and implemented	Director, Board	Adequate funding	3/31/09
3. CAN-ACT's Board is actively representing CAN-ACT to their constituencies and the general public	Routine updates provided by Board members at Regional Network or Collaborative meetings or via email	Board members	Provide update and solicit feedback at least once annually	Ongoing
4. CAN-ACT's Board responds to action requests and regularly attends phone and in-person meetings	CAN-ACT's Board responds to at least 75% of action requests and attends at least 75% of phone and in-person meetings	Board members	Email and attendance records	12/31/08
	Performance standards for Board membership are adopted	Board, Director	Performance standards document	12/31/08
	Board membership resignation policy is adopted and implemented	Board, Director	Written policy	
5. Non-Board members contribute to CAN-ACT committees and special projects				
6. CAN-ACT's Board is actively engaged in recruiting members to fill vacancies or replace themselves as they resign from Board membership	Development and implementation of Board member recruitment protocol	Director	Written protocol	12/31/08
7. CAN-ACT's Board membership has few or no vacancies	Vacant positions are filled within three months	Director, Board	Complete Board roster	Ongoing

Goals & Implementation Steps Relevant to CAN-ACT Operations				
Goal	Preliminary Implementation Steps	Who	Measure/Standard	When

1. CAN-ACT has an open, honest, and fruitful working relationship with both the state and federal agencies	State sends consistent liaison member to Board calls and meetings	State staff	Meeting notes reflect state participation	Ongoing
	State works productively and cooperatively with CAN-ACT on administrative and policy issues	State staff	Paper trail (and/or email trail) demonstrates mutual involvement in planning, problem solving, and information sharing	Ongoing
2. CAN-ACT has sufficient non-foundation funding for core operations and Board management and development	Ongoing contracts with state agency for conference management and/or other functions are secured	Director, Board	<i>De facto</i> annual contract (e.g., we don't wonder from year to year)	9/30 of each year
3. CAN-ACT has a high member satisfaction rate	Circulate satisfaction survey among membership	Director	80% satisfaction rate	Bi-ann'ly 2010
4. CAN-ACT has a formal communications plan involving routine communication of useful information and the results of our work to the membership	Creation and bi-annual review and updating of communications plan; implementation of identified strategies	Director, Board	Increasing recognition of CAN-Act's role and work: 50% by 2009; 75% by 2010; 95%+ by 2011	12/31/08 12/2010 12/2012
5. CAN-ACT has sufficient staffing to meet membership needs and complete contracted deliverables on time	Employ additional staff as funding becomes available	Director	Staffing patterns	As possible
6. CAN-ACT Board and members are routinely reviewing its policy platform and revising as necessary and actively pursuing a public policy agenda	Review of policy platform at annual Board retreat; solicitation of priorities by membership in even years	Director, Board	Annual policy agenda is created from policy platform Policy platform reflects new adoption dates	Annually 2010, 2012, etc.
7. CAN-ACT has dues-paying members	Approval for dues payment with FSNE funds has been secured	Local Programs	90%+ potential mbrship paying dues by 2012	12/31/12
8. CAN-ACT is implementing a new program or policy initiative every one to two years (funding permitting)	Submit grant proposals for special projects as appropriate	Director, Board	Submitted proposals	Twice annually 2009
9. CAN-ACT has a marketing plan that raises awareness of CAN-ACT's purpose and publicizes our services and benefits to potential membership	Creation and bi-annual review and updating of marketing plan; implementation of identified strategies	Director, Board	Increasing recognition of CAN-Act's role and work: 50% by 2009; 75% by 2010; 95%+ by 2011	12/31/08 12/2010 12/2012

Goals & Implementation Steps Relevant to CAN-ACT Membership				
Goal	Preliminary Implementation Steps	Who	Measure	When
1. FSNE program administration is manageable and is reasonably proportionate with service delivery	Implementation of simplified contracting process (project summary, scopes of work, budgeting) and management activities (personnel doc, materials approval, etc.)	NSC Ops Sub, State staff, Director	Admin to program delivery ratio no greater than .25/1	Ongoing
2. Providers have an active role in planning and implementing statewide programs and efforts	Local programs are consulted and informed prior to state media roll-outs	State staff	Membership surveys indicate increasing levels of satisfaction in this area by at least 50% above baseline.	Bi-annually
	<ul style="list-style-type: none"> • Consultation includes one or more of the following: focus group of staff from randomly selected local programs; survey (one line or paper); and/or regional meetings. • Information on campaign roll-outs is provided to all programs at least 2 months prior to initial component of rollouts. 		Summary of media rollout plans, calendars, and informational materials sent to local programs. Copy of focus group results, survey results, and/or regional meetings agendas and participants. All the above to be summarized in CANACT member newsletter.	Quarterly
3. Providers are involved in Network visioning and strategic planning	NSC Operations Subcommittee (or work group of) is institutionalized within Network and is providing routine input into state programs	Ops Sub staff	NSC OSC minutes	Annually
	State has transparent planning process which invites broad participation	State staff	Periodic comprehensive planning processes involving representation from stakeholder communities	Five year intervals
4. California's FSNE programs, especially local programs, are seen as models for nutrition education around the state and country	<ul style="list-style-type: none"> • Sharing through "best practices" forums, positive media coverage • Recognition through "Project of the Year" award 	Local programs, state staff, Director	Press or media clippings; award presented at Network annual conference and highlights/updates provided in CAN-Act member newsletter. Achievements posted on CANACT website.	Annually
5. CAN-ACT membership holds Board members responsible for representing their interests	Board members present updates and solicit input at Regional Network or Collaborative meetings; Board members circulate updates to regional partners	Board members		
6. FSNE program parent organizations' leadership	Programs are documenting positive and meaningful outcomes; publicizing program	Local programs,	Members are providing brief reports on achievements in this area for CAN-Act	3-6 times per year

values and supports FSNE programs	results formally and informally; providing program results to their organizational hierarchies.	State staff	newsletter and/or Champion Press	
7. CAN-ACT's membership is actively engaged in CAN-ACT initiatives and policy agenda	Policy and Legislation Committee adopts annual legislative agenda; workgroups related to initiatives are convened	Members	Committee rosters, meeting notes, legislative agenda posted to website	Ongoing
8. California FSNE programs are able to engage in public health approaches as outlined in the 2008 Farm Bill Report	Operationalize 2008 Farm Bill report language	Director	New FSNE guidance	By 2010
9. Providers are supported in involving priority population members in planning and evaluation	Convene workgroups / implement surveys / involve in coalitions.	Local programs	Participant satisfaction surveys; local program participation numbers are maintained or increased; brief notes regarding priority population involvement as appropriate in CANACT newsletter	Annually 3-6 times per year