



## **CBA Strategic Goals and Objectives – Final Draft December 2022**

GOAL #1: Sustain and grow human-centered, holistic programming that meets the needs of CBA communities with demonstrated impact for individuals and families by:

- Innovating on real estate development and affordable housing in service to CBA’s communities through staff trainings, project scopes aligned with local planning goals, and pilot projects proposed with some percentage awarded.
- Expanding community development to new geographies and populations through the creation of new partnerships, quarterly open houses in new communities, and tours with local officials of CBA properties.
- Deepening civic engagement and community leadership through an annual community needs assessment process that will generate community reports for growth development through a detailed strategic outreach plan, annual community organizer training sessions centered on local resources, hosting yearly community conversations or focus groups, and the continued growth of the Ambassador program.

GOAL #2: Become one of the essential and well-known nonprofits in the Greater Lowell area through increased organizational capacity by:

- Investing in the people and culture of CBA through staff trainings, implementation of a performance-based evaluation system, creation of a compensation plan to support merit-based pay, and ensuring that the staff and board represent Lowell’s communities.
- Building stronger and more efficient organizational systems by creating a system to capture institutional knowledge in all program areas, implementation of a system for evaluation and data collection supported by upgraded technology and operational systems.
- Ensuring that funding keeps pace with programmatic and organizational growth through a yearly increase in revenue, yearly submittance of new grants, and quarterly communications with funders.
- Maintaining financial stability by creating a \$2 million “board restricted” fund as an endowment for programming.
- Growing a strong, sustainable, and engaged board by instituting a strong onboarding process, annual board development trainings, and quarterly facilitated check-ins with the executive committee to build ownership of their governance role.

GOAL #3: Attract compelling and long-term investment and support for CBA by:

- Creating an organizational hub for CBA's programs and operations through a new centralized collaboration through a small capital campaign.
- Creating a highly visible presence for CBA and its programming through integrated communications starting with an extensive branding and marketing plan.
- Cultivating existing and new strategic partnerships that are trusted and strong in support of CBA's mission through new stories, weekly posts on social media, monthly email blasts, and an annual printed newsletter in English and Spanish that all celebrate CBA's work while positioning the organization as a great partner.

GOAL #4: Grow commitment and capacity for authentic race, equity, diversity, and inclusion work by:

- Conducting organized efforts to advance our commitment in our community grounded in an organizational REDI (Racial Equity, Diversity, and Inclusion) statement and furthered by a set of community objectives infused into civic engagement work.
- Creating a welcoming and inclusive space for all to engage in the organization through cultural trainings offered to the community.
- Leading efforts to improve language access in the community, especially with the City of Lowell, by creating and communicating a community policy statement, providing and coordinating translation services for community organizations as well as advocating for translation and interpretation for all city meetings, events, and external communications.
- Growing organizational competency that truly understands the cultures of Lowell's communities through trainings for staff and board.

GOAL #5: Succession plan to ensure that the organization is prepared for the future by:

- Recruiting new experienced senior leadership talent to grow the team and re-imagine the role of the Executive Director.
- Cultivating a clear culture and policies to help prepare internal staff to move into leadership positions when senior staff depart.
- Strengthening the board's understanding of leadership within community development and capitalize on their connections within the community.