

PAPCA Strategic Plan: 2016-2018

Revised Mission Statement: To cultivate a community of RPCVs who preserve and promote Peace Corps' legacy of volunteerism, global citizenship, and cross-cultural understanding

GOAL 1. EXPAND REACH AND GROW MEMBERSHIP

Context: NPCA eliminated membership dues. PAPCA considered doing the same, but did not feel confident it could sustain itself through donations only. The organization has been able to survive without strong, coordinated messaging about membership, due to the generosity and loyalty of some long-standing members. However, many RPCVs in Philadelphia, including some who attend PAPCA events, do not know that PAPCA exists or what its purpose is. It is time for PAPCA to expand its reach, both to attract a broader range of RPCVs in support of its mission and to help ensure financial sustainability.

Strategy 1.1: Lower the membership cost to \$10/annually

Strategy 1.2: Communicate more frequently and consistently about PAPCA membership and its value, including targeted messages to segments of the current and potential membership base

Strategy 1.3: Offer a full calendar of events, including activities that are attractive and easy for new or potential members to attend (e.g., happy hours, welcome brunch in a Board member's home, etc.)

Outcome: A minimum of 75 paid members

Lead: Membership Chair, with support from Communications and President

GOAL 2: PROMOTE SENSE OF COMMUNITY AMONG MEMBERS THROUGH SOCIAL & SERVICE EVENTS

Context: PAPCA's calendar of events includes a wide variety of events, but does not feel intentional or tied to a specific goal. Social events have been viewed as superfluous to PAPCA's mission when, instead, they are core to building community. Service events have been planned opportunistically, without a clear strategy. Each year, the type and number of events changes based on personal interests of volunteer leaders. PAPCA sees an opportunity to provide a cohesive set of activities that directly serve the mission.

Strategy 2.1: Reinvigorate monthly happy hours and dinners, which have been identified as strong community-building events, by adding new locations

Strategy 2.2: Offer service events only when they present opportunities for a group of RPCVs to volunteer together in a group setting

Strategy 2.3: Launch collective giving program, where members come together as a community to support an organization or project in a Peace Corps country

Outcome: Three social or service events a month that bring groups of RPCVs together in a setting that enables them to meaningfully get to know one another

Lead: Service and Third Goal Chair, Social Chair

GOAL 3: ENSURE MEMBERS CAN SEE PAPCA AS AN AVENUE FOR MEANINGFUL ADVOCACY

Context: The 2016 election created a new wave of activism and advocacy. PAPCA will respond to the interests of its members by equipping them with the information and resources to participate in advocacy efforts, especially as relates to issues of Peace Corps funding, the wellbeing of current and returned Peace Corps volunteers, and refugees and immigrants in the Philadelphia area.

Strategy 3.1: Create new position to lead advocacy efforts

Strategy 3.2: Align advocacy efforts and issues with NPCA

Strategy 3.3: Increase attendance at Peace Corps Week “Day of Action” event

Outcome: At least one advocacy action step communicated to members monthly

Lead: Advocacy Chair (new position), with support from Communications

GOAL 4: STRENGTHEN ORGANIZATIONAL PROCESSES AND INFRASTRUCTURE

Context: As an entirely volunteer-run organization, PAPCA lacks the infrastructure and continuity needed to reach peak efficiency. Board members feel like they are unnecessarily re-creating the wheel each year. Putting into place organizational processes and tools will enable Board members to spend more time focusing on strategy, playing a leadership role, and ensuring high-quality programming.

Strategy 4.1: Streamline processes for recording, confirming, and tracking membership

Strategy 4.2: Create tracking systems for all social, service, and advocacy events

Strategy 4.3: Develop template fundraising language that can be adapted for given purposes, audiences

Strategy 4.4: Explore options for website and email automation platforms

Outcome: Clear, systematized processes for major organizational functions

Lead: President, with support from the Board