

PARCR Strategic Plan

Progress since development in 2021

What is PARCR?

- An organization that has focused on providing information and resources to educate and inform our members since the mid 90s
- PARCR has 30 CCRCs as members and some 50 associate members
- It is a virtual, all volunteer organization with no assets other than a few software licenses and our volunteers
- The board meets four times a year, and PARCR holds membership meetings four times a year
- The fiscal year and membership year run from July 1 to June 30

Why a Strategic Plan?

- New officers led by President Nancy Hahn took office July 1, 2020
- They agreed that PARCR was doing a good job with educating and informing members
- However, there was no plan for improving our offerings
- There was also no plan for the future
- Nancy formed a team which did a SWOT analysis
- The team then brainstormed ideas and developed
 - New vision and mission statements
 - Five strategic objectives

Vision and Mission

- Recognized as an enhanced educational and informational environment for PA CCRC residents
- Promote the exchange of ideas, education and civic responsibilities of CCRC residents and encourage them to aid in decision making within their communities.

Strategic Objectives

- #1 Organizational Infrastructure
- #2 Enhanced Educate and Inform
- #3 IMAGE (Positioning & Branding)
- #4 Membership – Growth
- #5 Advocacy

#1 Organizational Infrastructure

(Strong Leaders backed up by knowledgeable personnel are essential to make needed changes.)

- Write job descriptions of key board of director members. (officers and volunteer staff)
- Define role requirements and fill Meeting Coordinator position – logistics and technology.
- Define back-ups for each volunteer staff position.
- Continue to Develop PARCR Website
- Rewrite the bylaws.

#2 Enhanced Educate and Inform

(Strengthen a key component of both our Vision and Mission.)

- How to strengthen an already excellent series of meeting presentations?
- How to use the meetings to enhance our image outside of PARCR?
- Can we develop informational and learning programs that can be made available to members via video such as You tube?
- Can we partner with outside resources to make programs available to our members?
- How to develop more information sharing among member communities?

#3 IMAGE (Positioning / Branding)

(To succeed in making PARCR viewed as a valuable resource we need to have a positive image to communities and members – both current and prospective.)

- What are the elements of our “compelling value proposition”?
- Should we use social media to publicize our value?
- What other PR strategies could we use?
- How can we get more attention for our great new website?
- Should we have a marketing plan in place to sell our value proposition and recruit new members?

#4 Membership – Growth

(Eventually adding to our membership will strengthen us. When ready how do we go about growing our membership.)

- Should we try to grow before addressing the top 3 issues?
- What rate of growth would be possible given people, systems, and financial resources?
- How should we market to non-member communities?
- How should we market to gain Associate members?
- How to prioritize growth of communities and/or Associate members?

#5 Advocacy

(While we identified this as an objective, we chose at the time to **not** change how we currently handle issues considered as “advocacy”.)

- Advocacy tools were primitive and labor intensive
- Many members were uncomfortable with “lobbying”
- Not all members held the same view about some of the issues in Harrisburg
- Other statewide residents’ organizations like PARCR hire their own lobbyists at costs from \$15K to \$30K a year.
- The board has embarked on a plan to partner with LeadingAge PA to increase the advocacy effort on issues that affect us.
- The use of The Voter Voice tool streamlines the advocacy process

Summary

- Implementation of the strategic plan has progressed as resources are available
- The infrastructure is in place and growing
 - The new website and now online registration and payment are one example
 - Key positions are all filled
- We are making progress on increasing advocacy opportunities
- However, the situation is fluid as board members and officers come and go