



## Strategic Plan: 2015 - 2018

**MISSION:** To promote, assist, and support the development, growth, and sustainability of Child Advocacy Centers in their service to at risk, abused and neglected children and their families.

**VISION:** Victims of child abuse and non-offending caregivers in the state of Tennessee have access to quality child advocacy center services.

**VALUES:** *We are committed to*

- *Excellence*
- *Diversity*
- Inclusiveness and social justice
- Transparency and integrity
- Safety, protection, well-being of all children
- Respect and dignity for the individual
- Accountability to member centers, funders and the public

### Three-Year Strategic Goals

- I. **Member Engagement and Development:** Engage members and provide the resources and assistance needed to impact children and families in communities throughout TN.
- II. **Awareness and Advocacy:** Increase awareness of CACs as the experts in child abuse services and advocate for policies that support our work.
- III. **Sustainability:** Increase and diversify financial support to sustain our mission.
- IV. **Strategic Partnerships:** Build relationships with public and private organizations to achieve greater impact with children and their families.
- V. **Organization Capacity:** Continue to develop and strengthen the organization's capacity to fulfill our mission and goals.

## Three-Year Goals, Measures of Success and Strategies

- I. **Member Engagement and Development:** Engage members and provide the resources and assistance needed to impact children and families in communities throughout TN.

### Measures of Success

- Number of training and technical assistance opportunities available annually
- Member feedback on value of Chapter benefits and services
- Funds available through the Chapter's advocacy to member CACs

### Strategies

- *Survey members periodically about their needs, interests and level of satisfaction with chapter services*
- *Provide training, tools, and assistance to promote practices in alignment with new NCA accreditation standards.*
- *Seek public and private funding resources to support CACs*
- *Provide technical assistance to CACs as needed and requested*
- *Monitor national and statewide issues and communicate relevant information to CACs*

- II. **Awareness and Advocacy:** Brand Child Advocacy Centers of TN as the experts in child abuse services throughout the state and advocate for policies that support our members' work.

### Measures of Success

- Member feedback regarding awareness activities in local communities
- Hits on Chapter website and social media
- Results of advocacy efforts

### Strategies

- *Seek input from members regarding perceived levels of awareness and communication strategies in local communities*
- *Develop clear statewide messaging about child advocacy centers that highlights the continuum of diversity and sameness and how the two co-exist*
- *Secure a marketing resource to support our statewide efforts*
- *Create materials that can be customized by members for local use*
- *Maintain current information on website and social media to increase awareness*
- *Research successful marketing campaigns from peer organizations in other states*
- *Distribute a newsletter to reach members, partners and legislators*
- *Identify statewide priorities for advocacy efforts annually*
- *Advocate for legislative and administrative policies that support the sustainability of child advocacy centers and benefit child victims and non-offending caregivers*

- III. **Sustainability:** Increase and diversify financial support to sustain our mission.

### Measures of Success

- Number of retained and new funding sources
- Total funds available
- Cash flow and fund balance indicators

### Strategies

- *Increase net proceeds from our annual conference through sponsorships and other approaches*
- *Engage the board in active fundraising roles to support our mission*
- *Identify and seek funding from regional and national foundations with a focus on statewide rather than local organizations*
- *Research the business models of other successful associations*
- *Advocate for new sources of state and other public funding for our mission*
- *Explore opportunities to generate earned revenue*

- IV. **Strategic Partnerships:** Build relationships with public and private organizations to achieve greater impact in serving children and their families.

### Measures of Success

- Number of mutually beneficial partnerships
- Feedback from partner organizations

### Strategies

- *Continue to build strong relationships through effective communication with our state partners.*
- *Explore the benefit of forging new partnerships beyond our current reach (e.g. universities, other associations, licensed day care providers, schools systems, etc.)*
- *Network with other related organizations to share information about priorities and activities*
- *Reach key stakeholders through connections with their associations and conferences (e.g. Judges, TN Bar, DAs, Chief of Police Association and others)*
- *Engage community representatives with varied backgrounds who are dedicated to our mission*

- V. **Organization Capacity:** Continue to develop and strengthen the organization's capacity to fulfill our mission and goals.

### Measures of Success

- Indicators of strong board engagement (attendance, active roles, level of satisfaction)
- Alignment of staffing resources with Chapter goals
- Adequacy of technology and management systems to support growth

### Strategies

- *Develop, document and update as needed policies and procedures for all governing, administrative and program functions.*
- *Implement best practices in board recruitment and development*
- *Review and update staffing plan to support growth as new services are offered*
- *Identify and use effective HR practices to build and retain a high quality staff team*
- *Update technology and management systems as needed for efficient operations*

## 2016/17 Objectives

### **MEMBER ENGAGEMENT AND DEVELOPMENT**

- Evaluate member status in meeting new NCA accreditation standards and recommend approach to address gaps beginning in 2017.
- Develop and deliver 6 or more training offerings for executive directors and other Center staff based on needs and interests identified in annual 2015/2016 membership survey.
- Get a baseline for number of member contacts/requests for technical assistance including type of needs.

### **AWARENESS/ADVOCACY:**

- Secure a marketing resource by January 2017 to help develop the CACTN brand.
- Increase opportunities to educate legislators about the value and impact of CACs in TN.
- Develop unified messaging for use by members when communicating with a wide range of stakeholders about CACs in TN.

### **SUSTAINABILITY:**

- Evaluate the membership/dues structure and make recommendations to strengthen benefits and support by July 2017.
- Convene a board-driven Development Committee by July 2016 to explore and pursue statewide fundraising/awareness opportunities.
- Generate net revenue from the 2016 conference.
- Continue to research association business models and identify new strategies to diversify revenue.
- Maintain and update database of foundations and pursue opportunities that are a fit with our mission and initiatives.
- Identify what's needed to create budget with a 3-year fiscal strategic focus.

### **STRATEGIC PARTNERSHIPS:**

- Maintain ongoing communication with key partner organizations through individual contact and/or regularly scheduled meetings.
- Educate and seek support from funding partners to help build member capacity to meet new NCA standards.
- Strengthen relationships with TN Association of Chiefs of Police and TN Sheriff's Association including participation by their constituents in our annual conference.
- Present on CACTN at up to 3 conferences held by partner associations.

### **ORGANIZATION CAPACITY:**

- Address priorities for board development identified through the board self-assessment.
- Implement use of consent agendas for board meetings to provide more time to focus on strategic topics.
- Engage each board member on at least 1 board committee and/or other active role.
- Develop plan to ensure accountability and engagement of board members where there is mutual responsibility to monitor agency's progress towards achieving goals.

- Transfer board development/nominations responsibilities to new board development chair
- Evaluate staffing structure and roles to best meet current goals and priorities.
- Develop a data collection system to support CACTN's role in documenting statewide impact.
- Continue efforts to secure access to NCA Track as soon as it is available for state Chapters to improve the efficiency of member data collection and reporting.