

NCA 2020: Our Next 5 Years

Strategic Plan Purpose

To ensure that we are constantly meeting the needs of our membership and responding to emerging issues, every five years, the National Children's Alliance takes the next step in an ongoing, iterative, comprehensive strategic planning process, arriving at a new plan for serving Children's Advocacy Centers (CACs), children, and families even better. Our guiding principles throughout this process are to:

- Assess the changing environment in which CACs and Chapters operate so that our plan is timely and relevant;
- Focus NCA's energy towards those opportunities that will deliver the greatest value to member organizations and the children, families and communities we serve;
- Create a strategic framework for practical action over the next five years to achieve NCA's vision for the future; and
- Have a planning culture that is both inclusive and transparent.

Process

1. The strategic planning process began in late 2013 with a Chapter Needs Assessment Survey.
2. The process continued in Spring 2014 when a range of NCA stakeholders were invited to participate in *Project Outcomes*, a collective intelligence process involving CACs, Chapters, Regional CAC (RCAC) staff, NCA staff, and NCA's Board of Directors. The aim of *Project Outcomes* was to capture ideas and insights on the organization's direction over the next five years. Participants were asked to propose specific initiatives within 10 categories addressing different aspects of the mission of NCA and the CACs, including, Access, Accreditation, Public Affairs, Usage, Services, etc. In total, 324 individuals participated in the exercise, representing all geographies, CAC Settings, Participant Types and CAC Models.
3. The *Project Outcomes* data, the Chapter Needs Assessment and highlights of a small number of interviews with key stakeholders was distributed to and was used by planning participants to inform and ground the strategic planning work completed at the NCA Strategic Planning Session held in April 2015. Participants included representatives from CACs, Chapters, RCAC staff, NCA staff, and current and former NCA Board members.
4. Strategic Planning Retreat attendees then completed a feedback survey about the specific elements of the plan.
5. All attendees at the NCA Annual Meeting held on June 2, 2015, participated in a two-hour interactive polling and small group discussion session to provide feedback on the goals and objectives in the draft plan. More than 200 attendees participated in the meeting and the polling.
6. Furthermore, a webinar was held for our members and stakeholders who did not attend the annual meeting to provide the same opportunity for polling and feedback on the goals and objectives of the draft plan. Approximately 75 individuals participated in the webinars.
7. The valuable feedback provided by our members and stakeholders through the annual meeting and webinar was incorporated into the final draft, which the NCA Board adopted at their October 2015 meeting.
8. Since that time, staff have aligned their annual work plans to the goals, objectives, and strategies outlined in the strategic plan and the Board has oriented its Committee work to align with the plan. Collaborative work groups now exist in many priority areas. Members are invited to participate in those collaborative work groups on an ongoing basis.

Acknowledgements

NCA thanks those who participated in and helped lead this process: the leaders of CACs, State Chapters, Regional CAC staff, NCA staff, NCA Board members—and also the consultants who made this possible at both Lumenogic and Cygnet Strategies, whose assistance with crowdsourcing technology and facilitation was invaluable to the process.

NCA Mission

To promote and support communities in providing a coordinated investigation and comprehensive response to child victims of abuse through Children's Advocacy Centers and multi-disciplinary teams.

NCA Strategic Goals

NOTE: Numbering is for convenience of discussion and does not indicate an order of priority; objectives have been developed based on the priority conditions.

1 Expanding Access

All children and families are deserving of a high-quality, seamless response which is easily accessible. NCA will promote the CAC model as the preferred response for all forms of child maltreatment.

2 Branding

Create a strong, recognizable brand for Children's Advocacy Centers to become the undisputed authority that empowers local communities to serve/respond to child victims of trauma/abuse.

3 Leadership and Collaboration

NCA cultivates meaningful and sustainable collaborations among CACs, Chapters, and RCACs to capitalize on unique strengths for maximum impact and seamless, non-duplicative service delivery.

4 Leveraging Partnerships and Resource Development

NCA engages and cultivates public and private partners to expand resources, amplify our collective voice and strengthen research, education, and advocacy to improve child health and well-being.

5 Improving Outcomes for Children and Their Families

NCA supports the development of an operational framework that utilizes/leverages research, shared data, platforms, and best practices to make data-driven decisions about service delivery to improve well-being outcomes for children and families.

6 Organizational Excellence

NCA is committed to organizational excellence, ensuring a fiscally sound and effectively governed organization with a strong and innovative workforce that creates value for its members.

Objectives & Strategies

✪ OBJECTIVES describe what will need to happen to achieve the goals. What would constitute success in observable or measurable terms?

⚐ STRATEGIES identify how resources and actions will be focused to maximize effectiveness and efficiency in achieving objectives. The focus on program, organizational structure and operational initiatives.

GOAL: Expanding Access

All children and families are deserving of a high quality, seamless response, which is easily accessible. NCA will promote the CAC model as the preferred response for all forms of child maltreatment and trauma.

✪ OBJECTIVES

1. Identify standards of practice that distinguishes between minimum standards and excellence in practice and provide recognition for programs with excellence in practice.
2. Increase the percentage of CAC service coverage and the quality of that coverage across the U.S.
3. Improve the quality and consistency of CAC services nationally, as demonstrated by client satisfaction and outcome measurement.
4. Increase the number of CACs delivering evidence supported intervention for all forms of child maltreatment/trauma.

⚐ STRATEGIES

- Identify and proliferate evidence-supported innovative practices.
- Recognize CACs who are effectively using innovative practices.
- Redesign the gap analysis to identify opportunities for impact for increased CAC service coverage within states.
- Realign sub-award funding priorities to support this objective.
- Use client satisfaction and outcome measurement data to improve services.
- Implement child behavioral outcome data collection to improve outcomes.
- Develop a plan and begin implementation to bring Mental Health Pilot Projects to full scale.

GOAL: Branding

Create a strong recognizable brand for NCA/Children's Advocacy Centers to become the undisputed authority that empowers local communities to serve/respond to child victims of trauma/abuse.

✪ OBJECTIVES

1. Establish NCA/CACs as a recognizable brand nationally.

STRATEGIES

- Engage professional assistance to "brand" NCA/CAC
- Help the public and policymakers understand NCA/CAC and what the model represents
- Deliver on the brand promise of NCA/CACs effective, evidence supported intervention to victims of child trauma
- Align outward facing messaging, including logos, names and materials, to promote positive identification with NCA/CAC brand

GOAL: Leadership and Collaboration

NCA cultivates meaningful & sustainable collaborations among CAC, Chapters, and RCACs to capitalize on unique strengths for maximum impact and seamless, non-duplicative service delivery.

✪ OBJECTIVES

1. Increase agreement about and understanding of the roles and responsibilities for Chapters, Regionals and NCA.
2. Increase opportunities for collaborative planning across the NCA community.
3. Increase member engagement in the development of programs, projects and initiatives that will be needed to achieve our aims.

STRATEGIES

- Develop an inclusive initial and iterative process to:
- Refine roles and responsibilities for maximum impact and least duplication
- Build initial understanding and support across the movement and ongoing orientation of future members
- Map the needed multi-directional communication pathways to connect members to resources
- Use collaborative work groups for ongoing strategic plan implementation
- Create a member accessible structure and process for collaborative work groups.

GOAL: Leveraging Partnerships and Resource Development

NCA engages and cultivates public and private partners to expand resources, amplify our collective voice and strengthen research, education, and advocacy to improve child health and well-being.

✪ OBJECTIVES

1. Increase collaboration with key national stakeholders and partner agencies.
2. Increase number of corporate partners to expand resources.
3. Expand our collaborations to include opportunities for health and behavioral health care partnerships.

STRATEGIES

- Align national agency partnerships in support of local agency partnerships
- Prioritize and target for development those national agency partnerships that are nascent or weak
- Develop and implement a corporate development plan
- Leverage State Government Affairs function in partnership with chapters seeking greater state advocacy impact
- Leverage Federal Government Affairs function to identify and target new areas for policy and appropriations impact.

GOAL: Improving Outcomes for Children and Their Families

NCA supports the development of an operational framework that utilizes/leverages research, shared data, platforms, and best practices to make data-driven decisions about service delivery to improve well-being outcomes for children and families.

✪ OBJECTIVES

1. Improve the quality of data collected by CACs/NCA.
2. Increase the amount of available meaningful data that track and report child outcomes.

STRATEGIES

- Refine our data platforms to collect, analyze and report on meaningful case and child outcomes.
- Identify research gaps and partner with researchers in the effort to identify what contributes to positive child outcomes.
- Build a data-driven culture to inform decisions and improve child outcomes.
- Use data to educate the public and policymakers on the efficacy of the CAC model.
- Use child outcome data to improve performance and to strengthen our ability to diversify funding. (Moved from Organizational Excellence)

GOAL: Organizational Excellence

NCA is committed to organizational excellence, ensuring a fiscally sound and effectively governed organization with a strong and innovative workforce that creates value for its members.

✪ OBJECTIVES

1. Increase funding diversity.
2. Strengthen our goal-directed workforce to execute the plan.
3. Expand NCA infrastructure available to support achievement of these goals and objectives.

⚐ STRATEGIES

- Assess, align and expand assets and resources to achieve goals and objectives.
- Benchmark efforts to diversify funding and target efforts with the best ROI.
- Use the discipline of expanding program at the same rate that resources expand, avoiding overtaxing resources and under-capitalizing new efforts.
- Align workforce and internal programs with strategic plan.
- Recruit, develop, and retain innovative workforce and provide with the space, tools, and training necessary to support the strategic plan.
- Align Board structure and composition to support the strategic plan.