



**National  
Children's  
Alliance®**

*The Force Behind  
Children's Advocacy Centers*

## Vision28

### EXECUTIVE SUMMARY

Every five years, National Children's Alliance (NCA) embarks on a comprehensive and iterative strategic planning process, the goal of which is to ensure a diverse, inclusive, and equitable process for gathering the collective wisdom of our membership, strategic partners, staff and board members into the direction of the organization. This year's process, called Project Advance, builds on the success of our last strategic planning process by using several strategies to gather feedback and clarify ideas.

To begin, we implemented a crowdsourcing process that included 505 individuals who submitted their ideas for consideration, voted on those ideas and then chose ideas by their feasibility and impact on the Children's Advocacy Center (CAC) movement. Following that we included surveys, committee participation, and leadership meetings. After the initial phase of information gathering and synthesizing, Leadership Conference attendees and focus groups were used to seek additional feedback and clarification. A diversity, equity, and inclusion consultant was also hired to advise NCA and ensure that diversity and access were a part of the entire process and embedded in the final plan. NCA is proud to present the following plan that represents the nationwide CAC movement in our collective effort to help children heal from abuse.

The structure is noted and defined as follows:

## Strategic Priorities: Goal Statement

 Objectives

 Strategic Activities

The **Strategic Priorities** are the focus areas the organization has over the next five (5) years. They are accompanied by a **Goal statement** which describes why the organization will invest their resources here. The **Objectives** within each strategic priority indicate where effort will be directed. The **Strategic Activities** include new work items, as well as those currently planned or underway <sup>1</sup>.

In review and discussion of this plan, our DEI partners at NonProfit HR recommended that DEI be formally recognized as a foundational strand across all of NCA's Strategic Priorities, Objectives, and Strategic Activities. All levels of content will be reviewed with an equity lens and success measurements created will also intentionally include outcomes that advance DEI.

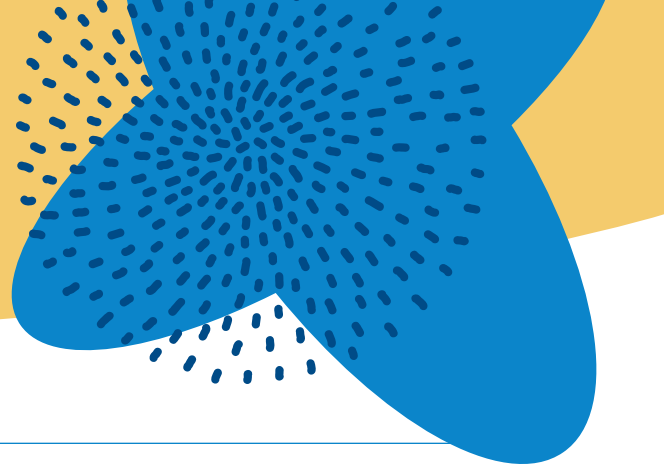
In application this means that strategies previously categorized under the DEI heading now exist within several Strategic Priorities (primarily in Strengthening Practice, Leadership and Workforce Development, and Organizational Excellence). This reassignment aligned with not only the CACs feedback about DEI's importance to their functioning but also because NCA's commitment to DEI should uplift the CACs and the MDTs they serve.



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<sup>1</sup> **Of note:** The tactics are not included in this Strategic Planning Framework and report as those would be documented in staff work plans and support the strategic plan.

Here is a look at how the five Strategic Priorities work together holistically to fulfill the mission of the NCA:



1

### **Strategic Partnerships**

NCA acts as a strategic convener of organizations and agencies across the child abuse intervention space. We serve as a collaborative partner in the wider child maltreatment field, including prevention. NCA leverages our collaborations and partnerships to strengthen the CAC model, advance practice in the field and to improve how children and families from all backgrounds and geographic locations are served.

2

### **Strengthening Practice**

NCA advances consistent, inclusive, evidence-supported practice across the field to ensure access to high-quality care and improved outcomes for child victims and their families. We do this through accreditation of CACs and Chapters, measuring outcomes, disseminating advances in science, and addressing service inequities and gaps.

3

### **Awareness and Capacity Building**

NCA amplifies the voice and lifts up the work of CACs and Chapters through advocacy, grantmaking, marketing, and providing opportunities for peer-sharing. These supports are tailored to the needs of the field and address our diverse audiences.

4

### **Leadership and Workforce Development**

NCA values growing a strong and innovative workforce. By partnering, collaborating, and convening, NCA provides education and training opportunities to nurture a best-in-class workforce that strives to reflect the children and families it serves.

5

### **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.



## 1. Strategic Partnerships

NCA acts as a strategic convener of organizations and agencies across the child abuse intervention space. We serve as a collaborative partner in the wider child maltreatment field, including prevention. NCA leverages our collaborations and partnerships to strengthen the CAC model, advance practice in the field and to improve how children and families from all backgrounds and geographic locations are served.



### Objectives

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1. Identify national partners that strengthen the CAC model and service delivery
2. Increase collaborations to address issues identified by the field in the strategic plan
3. Expand the use of research and collaboration to serve our network



### Strategic Activities

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1. Partner with judicial associations to raise the level of judicial knowledge about the work of CACs, child sexual abuse dynamics, and trauma treatment
2. Partner to expand and disseminate evidence supported prevention strategies
3. Advocate for evidence-supported prevention policies and rule making at the federal level
4. Partner with national organizations to address the gap in providing guidance, tools and support to working with caregivers to support child victims
5. Partner to address the gap in, and provide guidance and tools for, working with caregivers to support child victims

## 2. Strengthening Practice

NCA advances consistent, inclusive, evidence-supported practice across the field to ensure access to high-quality care and improved outcomes for child victims and their families. We do this through accreditation of CACs and Chapters, measuring outcomes, disseminating advances in science, and addressing service inequities and gaps.



### Objectives

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1. Identify and partner with national stakeholders, VOCAA Partners, Chapters, and CACs to advance practice
2. Expand trainer pool and training opportunities in support of accreditation
3. Strengthen the accreditation process
4. Expand availability of evidence supported mental health training
5. Disseminate research findings and their implications for practice
6. Strengthen the ability of the field to collect, measure, and respond to the findings of child outcome data, consumer data, and MDT satisfaction survey data
7. Improve the ability of CACs to identify and address service disparities and inequities as well as gaps in access





## Strategic Activities

1. Leverage Chapter support and strengthen their ability to train and provide technical assistance to their CACs on accreditation
2. Offer increased training opportunities, tools, and resources that address common barriers to encourage CACs to grow in their membership toward accreditation
3. Ensure accreditation site reviewers are diverse, well-trained and consistent
4. Launch and operationalize the mental health institute to strengthen mental health practices by expanding access to training for clinicians on evidenced-based treatments, including problematic sexual behaviors
5. Develop and implement a funding strategy to support the mental health institute
6. Continue to use multi-modal and innovative communications approaches to disseminate research findings with implications for CAC practice
7. Train and support CACs in collecting child mental health outcome data
8. Expand our Outcome Measurement System to include additional field-driven measures
9. Create a collaborative workgroup to develop tools, training, and resources on identifying and addressing service gaps, inequities, and disparities for CACs

## 3. Awareness and Capacity Building

NCA amplifies the voice and lifts up the work of CACs and Chapters through advocacy, grantmaking, marketing, and providing opportunities for peer-sharing. These supports are tailored to the needs of the field and address our diverse audiences.



## Objectives

1. Advocate federally for increased financial support of CACs and Chapters
2. Provide expert consultation for Chapters seeking state appropriations
3. Identify and respond to the unique needs of rural and indigenous CACs
4. Improve the use of shared resources to support CACs and Chapters
5. Increase national awareness for CACs purpose



## Strategic Activities

1. Assess and advocate for diversified and consistent funding mechanisms for Chapters and CACs
2. Align the grants structure with strategic plan, OJJDP approved funding strategy, and in ways that strengthen access and collaboration
3. Develop an inclusive process to conduct a needs assessment of rural CACs
4. Complete and evaluate 5-year grant program developing CACs on Alaska Native and tribal lands
5. Create a national campaign that tells the CAC story that can be used by CACs and Chapters
6. Expand content on NCA Engage to include information on trainings and resource alignment with accreditation requirements



## 4. Leadership and Workforce Development

NCA values growing a strong and innovative workforce. By partnering, collaborating, and convening, NCA provides education and training opportunities to nurture a best-in-class workforce that strives to reflect the children and families it serves.



### Objectives

1. Work in partnership with CACs, Chapters, RCACs, and other national stakeholders to strengthen the CAC workforce
2. Work in partnership with Chapters, RCACs, and other national stakeholders to strengthen the Chapter workforce
3. Integrate new leaders into the workforce
4. Work in partnership to develop supports for BIPOC leaders in the field
5. Identify and implement strategies to create and support leadership pathways for BIPOC staff



### Strategic Activities

1. In partnership with RCACs and other stakeholders, vet the development of a collaborative Leadership Institute to strengthen the business practices within CACs and Chapters, and ground new leaders in the field's core values
2. Continue to include and expand the business practices track at the annual Leadership Conference and enhance skills trainings through other training opportunities and events
3. Conduct a CAC salary and staffing survey every two (2) years to inform hiring practices in the field
4. Develop workforce recruitment and retention strategies to build a diverse pipeline including working with academic institutions on the development of the workforce pipeline
5. Create an inclusive process to gather information about supports that BIPOC leaders would find helpful and implement strategies to respond to those findings
6. Create an inclusive process to identify what is needed to improve leadership pathways for BIPOC staff and implement strategies to address those findings





## 5. 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

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1. Improve internal data management and communication with the field through the implementation of an Association Management System (AMS)
2. Strengthen the NCA workforce in service of the execution of the NCA Strategic Plan
3. Strengthen the fund development function in order to increase resources needed to execute the NCA Strategic Plan
4. Strengthen the use of the DEI strategic lens in program planning



### Strategic Activities

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1. Evaluate and implement an association management system
2. Align the NCA workforce and internal programs to the NCA Strategic Plan
3. Utilize the discipline of expanding programs at the rate of expanded resources to avoid overtaxing existing staff and under-capitalizing new efforts.
4. Provide professional development opportunities to grow the skillset of the staff and enhance staff retention
5. Provide the tools, resources, and staffing necessary to successfully execute the Strategic Plan
6. Conduct salary assessments every three (3) years to ensure competitive pay and benefits and pay equity
7. Complete the DEI Organizational Assessment currently underway and implement strategies to address its findings
8. Expand program planning to be more inclusive, using both DEI experts and those with lived experience
9. Expand the fund development staff and fundraise strategically to support new and innovative initiatives
10. Align Board structure and committees to support the Strategic Plan
11. Strengthen our efforts to build a more diverse Board
12. Ensure transparency across the membership on NCA's Strategic Plan by sharing progress toward goals on a regular basis
13. Expand the use of inclusive processes, DEI experts and those with lived experience in program planning

# Strategic Plan Framework: From Mission to Action

Mission	NCA's mission is 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.						
Core Values	Integrity   Excellence   Results-Oriented   Teamwork   Inclusion						
Stakeholders	CACs	Chapters	Regionals	MDT Partners	Federal Partners	Board	Staff
Strategic Priorities	1. Strategic Partnerships	2. Strengthening Practice	3. Awareness & Capacity Building	4. Leadership & Workforce Development	5. Organizational Excellence		
	<div>←□□□</div> <div>Strategic Lens</div> <div>□□□→</div> <div>Diversity, Equity, Inclusion and Access will be reviewed and addressed across strategic themes to make intentional improvement and growth.</div>						
Objectives	<ul style="list-style-type: none"><li>Identify national partners that strengthen the CAC model and service delivery</li><li>Increase collaborations to address issues identified by the field in the strategic plan</li><li>Expand the use of research and collaboration to serve our network</li></ul>	<ul style="list-style-type: none"><li>Identify and partner with national stakeholders, VOCAA Partners, Chapters, and CACs to advance practice</li><li>Expand trainer pool and training opportunities in support of accreditation</li><li>Strengthen the accreditation process</li><li>Expand availability of evidence supported mental health training</li><li>Disseminate research findings and their implications for practice</li><li>Strengthen the ability of the field to collect, measure, and respond to the findings of child outcome data, consumer data, and MDT satisfaction survey data</li><li>Improve the ability of CACs to identify and address service disparities and inequities as well as gaps in access</li></ul>	<ul style="list-style-type: none"><li>Advocate federally for increased financial support of CACs and Chapters</li><li>Provide expert consultation for Chapters seeking state appropriations</li><li>Identify and respond to the unique needs of rural and indigenous CACs</li><li>Improve the use of shared resources to support CACs and Chapters</li><li>Increase national awareness for CACs purpose</li></ul>	<ul style="list-style-type: none"><li>Work in partnership with CACs, Chapters, RCACs, and other national stakeholders to strengthen the CAC workforce</li><li>Work in partnership with Chapters, RCACs, and other national stakeholders to strengthen the Chapter workforce</li><li>Integrate new leaders into the workforce</li><li>Work in partnership to develop supports for BIPOC leaders in the field</li><li>Identify and implement strategies to create and support leadership pathways for BIPOC staff</li></ul>	<ul style="list-style-type: none"><li>Improve internal data management and communication with the field through the implementation of an Association Management System (AMS)</li><li>Strengthen the NCA workforce in service of the execution of the NCA Strategic Plan</li><li>Strengthen the fund development function in order to increase resources needed to execute the NCA Strategic Plan</li><li>Strengthen the use of the DEI strategic lens in program planning</li></ul>		