



**National  
Children's  
Alliance®**

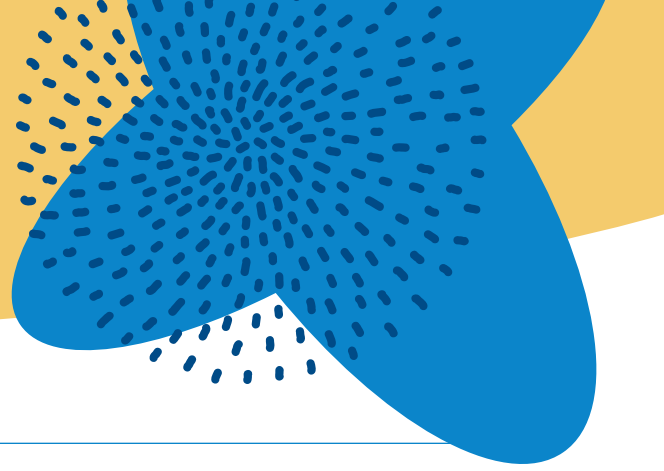
*The Force Behind  
Children's Advocacy Centers*

## 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 an effective 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.

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, 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 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 nationwide 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, 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 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 gaps



## 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 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 NCA 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 gap

## 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 nationwide 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. 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 emerging leaders in the field
5. Identify and implement strategies to create and support leadership pathways for professionals



### 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 toward a functioning CAC workforce pipeline, such as partnering with academic institutions
5. Create a process to gather information about supports that emerging leaders would find helpful, and implement strategies to respond
6. Create an process to identify what is needed to improve leadership pathways for CAC professionals and implement strategies to develop them





## 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



### 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. Expand program planning to include and weight input from clients, survivors, and professionals
8. Expand the fund development staff and fundraise strategically to support new and innovative initiatives
9. Align Board structure and committees to support the Strategic Plan
10. Strengthen Board recruitment
11. Ensure transparency across the membership on NCA's Strategic Plan by sharing progress toward goals on a regular basis
12. Expand participation from CAC members and expert partners at the local, state, and federal levels 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.						
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	
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 gaps</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 emerging leaders in the field</li> <li>• Identify and implement strategies to create and support leadership pathways for CAC professionals</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> </ul>	