



**National Children's
Advocacy Center**



STRATEGIC PLAN 2024-2026

EXECUTIVE SUMMARY

The National Children's Advocacy Center's (NCAC) Strategic Planning process utilized a team of consultants to guide the organization through a multi-phased process aimed at developing strategic priorities and supportive goals and objectives for the next three years (2024-2026). The process engaged and collected data from a range of NCAC audiences through surveys, interviews, focus groups, committee participation, and in-person workshops.

Here is a look at key milestones throughout the process:


- The Strategic Planning process kicked off in January 2023 with the Consultants, NCAC's Executive Leadership Team (ELT), NCAC's Strategic Planning Committee (SPC) and the NCAC's Board.
- The Consultants led the NCAC through three robust phases of the process - 'Reflect, 'Design, and 'Do (n't)' - spanning the eight-month project timeline.
- As an extension of the NCAC's collaborative nature and based on their request to build trust and buy-in with staff throughout the process, all levels of the NCAC were engaged across the entire process allowing for a wide range of voices, perspectives, and tenures.
- In addition to a three-year strategic plan, the NCAC received an organizational message platform that included an updated vision and mission as well as supportive language to be used across audiences.

The result of this process, its outputs, the expertise from the Consultant team, and input from the NCAC's Leadership culminated in a strategic framework that will guide the next three years (2024 - 2026) of the NCAC's work. This report is organized to showcase how the strategic priorities, goals, and objectives identified during the 2023 Strategic Planning process support the NCAC's community of stakeholders, embody the NCAC's organizational vision, and ultimately fulfill the NCAC's mission.




VISION

To give every child the best chance at life, safe from abuse.



MISSION

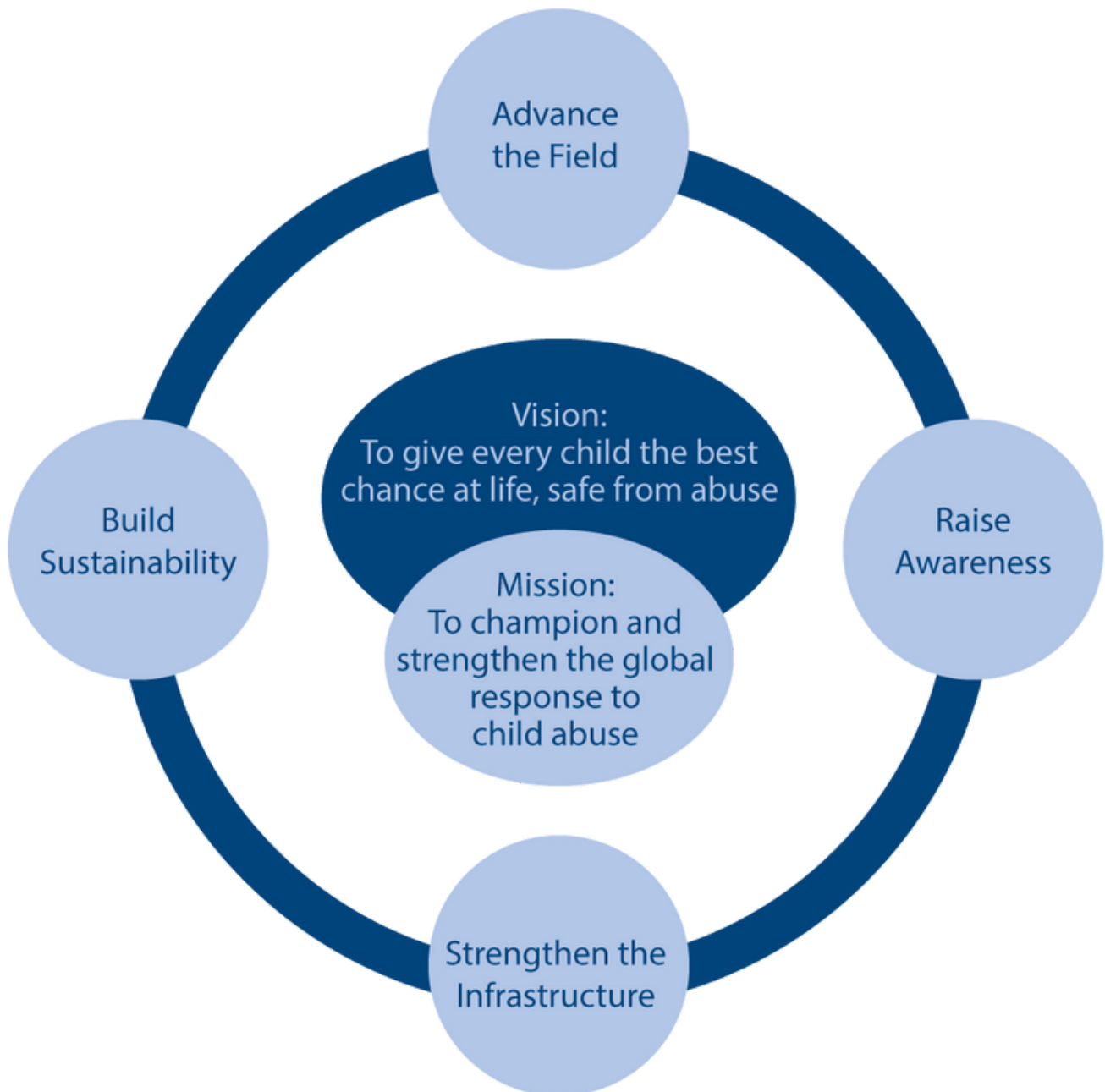
To champion and strengthen the global response to child abuse.




ORGANIZATIONAL VALUES

- We are passionate about making the world a better place.
- We thrive by learning, collaborating, and celebrating.
- We welcome innovative ideas and new perspectives.
- We help each other succeed.

STRATEGIC PRIORITIES AND GOALS





The Strategic Priorities are the organization's focus areas over the next three years. They are accompanied by Goals that describe how the organization will support the respective priorities. The Objectives within each goal indicate where effort will be directed and can be used to build a robust operational plan for the organization.

In review and discussion of this plan, the Consultants recommend that Diversity, Equity, and Inclusion (DEI) be formally recognized as a foundational strand across all the NCAC's strategic priorities, goals, and objectives. All levels of content will be reviewed with an equity lens, and the success measurements created by the NCAC will also intentionally include outcomes that advance DEI.

The following pages are a comprehensive look at the goals associated with each strategic priority. The order of the strategic priorities do not indicate importance, and the goals are not listed chronologically. The NCAC should give equal weight, in planning and resourcing, to each strategic priority (and the goals) in their effort to fulfill the mission and continue to build the NCAC's reputation at the highest levels.

STRATEGIC PRIORITY

ADVANCE THE FIELD

The NCAC is a global leader and changemaker in child abuse response and envisions a more synergistic incorporation of professional services, prevention, and intervention in the years to come. As the originators of the Children's Advocacy Center (CAC) model, the NCAC is taking a bold step toward re-establishing its prevention and intervention models on a national scale as a center of excellence while simultaneously strengthening the delivery and reputation of its training and technical assistance initiatives to grow its thought leadership around the globe. That said, there is much untapped opportunity, both as it relates to building a stronger relationship with direct services and how professional services may be leveraged as a revenue source. The simultaneous development of a more synergistic relationship between direct service and professional services, as well as the assessment and expansion of programs, trainings and services, will not only enhance the NCAC's local, national, and global reputation but also influence and elevate the CAC movement. Further, as the roles of prevention and intervention services expand, NCAC leadership agreed that relationship building, thought leadership, training, and advocacy will also extend beyond the local community.

GOALS

- Explore and develop a center-of-excellence model for child abuse prevention and intervention services
- Develop a strategy to leverage our thought leadership to effectively influence the local, state, and national CAC movement.
- Develop intentional collaboration between NCAC Intervention and Prevention Services, and Professional Services.

STRATEGIC PRIORITY

RAISE AWARENESS

The NCAC has set and refreshed its organizational vision, mission and values with the goal of using these assets to create unification and momentum internally and to increase understanding and support externally. The NCAC's brand and sub-brands have created a unique and complex architecture that must be taken into account as Marketing and PR efforts become more targeted and measured. The NCAC's new marketing plan will align marketing efforts with marketing metrics in order to test key messages and evaluate marketing's impact on fundraising, training course registrations, outreach, and awareness. To further support this, the NCAC will invest in formal, outside brand development and counsel to create and implement a robust set of brand identities and guidelines. With these new tools, the NCAC Board and staff will be better equipped to promote the NCAC with consistency, improving every audience's understanding of the organization and building its reputation in a strategic and effective way.

GOALS

- Increase the public visibility and awareness of the NCAC, its mission, and impact.
- Launch a cohesive marketing and communications strategy to increase visibility, engagement, and support of the NCAC.

STRATEGIC PRIORITY

STRENGTHEN THE INFRASTRUCTURE

Through this strategic plan, the NCAC is poised to continue its leadership of the CAC movement, acknowledging that this will require evolving the organization's structure, spaces, and internal operations. A first, and critical, step is hiring a head of operations. This hire will have a positive downstream effect on the organizational chart and leadership operations, and will add capacity and expertise across several possible functions such as Human Resources, Finance, and Information Technology, all of which need to function at a very high level in order to evolve and support the organization's growth. Paralleling the hiring of new staff with updates to the physical space, the NCAC is committed to nurturing its people. New efforts focused on building transparency, improving internal communication, and increasing staff engagement will benefit the NCAC's hybrid workforce and leadership's interest in fostering a team-oriented culture.

GOALS

- Create organizational structure and leadership positions that support growth and sustainability.
- Develop and implement facilities management and safety plans
- Secure and protect the NCAC's technology assets and the agency community (staff on-site, remote, partners) through dynamic cybersecurity practices.
- Evolve internal platforms, systems, policies, and associated staff capacity to support efficiency, effectiveness, and communications.
- Foster a supportive and team-oriented culture within the NCAC.
- Ensure the NCAC fosters a diverse, equitable, and inclusive environment.

STRATEGIC PRIORITY

BUILD SUSTAINABILITY

For nearly 40 years, the NCAC has championed the nation's response to child sexual abuse through its multidisciplinary approach, and the organization intends to continue to make a significant impact for decades to come! Through the Strategic Planning process, NCAC Board and staff have agreed that in order to continue their leadership role, the NCAC must invest in its most powerful resource – its people. To do this, the NCAC's fundraising efforts and other revenue generating activities (training) will need to grow alongside this planned growth. New and existing development verticals will need to be assessed and resourced so that unrestricted funding is available. In addition, the organization will need to evolve its approach to hiring and how it grows and retains the talent that is already on the team.

GOALS

- Refine the Board of Directors' infrastructure and operating procedures to align with the NCAC mission and strategic plan.
- Conduct a comprehensive assessment of new and existing revenue sources to increase restricted and unrestricted funding.
- Develop and implement an intentional and data-based approach to enhance talent acquisition and retention.
- Develop a robust training and professional development program to support employee growth, individual and team performance, and a workforce aligned with NCAC's Organizational Values and Strategic Plan.
- Conduct a comprehensive assessment of all fee-based training programs and develop business plans to enhance capacity, impact, and financial performance.