

CACC STRATEGIC PLAN 2021



CHILDREN'S ADVOCACY CENTERS OF CALIFORNIA STRATEGIC PLAN 2021

JUNE 2021

Background and Purpose

BACKGROUND

Children's Advocacy Centers of California (CACC) began working with Western Regional Children's Advocacy Center (WRCAC) in 2021 to prepare a new strategic plan. The goal was to create a plan that is reflective of the changing environment in which CACC operates. The components of the previous strategic plan had either been completed or were no longer relevant given the current context of California. CACC staff and the State Advisory Committee were eager to engage in a facilitated strategic planning process to ensure strong consensus on the direction of the CACC and that there are systems in place to support the organization moving forward.

WRCAC facilitated virtual strategic planning meetings beginning in March 2021. The following report summarizes the outcomes of those meetings and provides guidance on next steps for the continued development and implementation of CACC's 2021-2023 Strategic Plan.

PURPOSE OF STRATEGIC PLANNING SESSION

After conducting a series of interviews and surveys with the CACA staff and State Advisory Committee and CACC's member children's advocacy centers (CAC), we identified the following as key objectives for the strategic planning process:

1. Create a shared understanding of the environment in which CACC operates
2. Assess the mission and values of the organization and foster consensus on the organization's direction among its key stakeholders
3. Identify and define the critical pillars (priority focus areas) that will have the greatest impact on the CACC's mission and vision
4. Create a strategic framework for action to include:
 - a. Visions for outcomes/changes
 - b. Specified and tangible initiatives with timelines
 - c. A plan for resource alignment

MOVING INTO ACTION

The planning sessions summarized in this report were the first steps in solidifying CACC's Strategic Plan. CACC's staff and State Advisory Committee worked during the first meeting to reach a common understanding of CACC's direction and broader purpose and to assess alignment with the mission. Finally, the State Advisory Committee and staff developed consensus on key organizational pillars, or priority focus areas, that capture the outcomes CACC hopes to see in California and to provide focus for CACC in the coming years. These pillars provide a frame for accountability to the tenets of the plan, allow continued space to assess alignment to CACC's mission, and help build the story of what kind of organization CACC is and hopes to become. These focus areas were then shared with CACC's membership to further build consensus on priority areas and generate ideas for programs and initiatives that will benefit for CACC member centers.

Strategic Planning Session 1 – State Advisory Committee and Staff

At the start of the first planning session with the staff and State Advisory Committee members were asked, “When CACC is functioning at its best, what qualities does it exemplify?” Through this conversation, the WRCAC facilitators helped identify organizational values and core areas of planning.

ESTABLISHING ORGANIZATIONAL VALUES

Strong organizational values are a critical component of implementing a strategic plan. Understanding *how* an organization conducts its work is just as important as the work itself. Establishing organizational values will allow CACC to maintain focus on its objectives by limiting the objectives it will pursue to only those that allow it to live out these values. Additionally, these values will give the key individuals charged with implementing the strategic plan (staff and Board) a structure to hold each other accountable to the work that needs to be done.

When having a conversation about CACC fully living out its mission, the following were identified as being core to CACC’s work.

- Policy and legislation
- Training and technical assistance
- Statewide data collection
- Availability of Chapter staff and support
- Providing outreach to each center and team in California to offer support and engage membership in CACC programs
 - Outreach and education about children’s advocacy centers and a multi-disciplinary response to child abuse and how the model serve kids and families both within the field and to the broader public audience
- CACC in a State leadership role
 - Being voice for members across state
 - Compassionate leadership
- Communication – open, honest, and strong transparency
 - Live the standards of a multi-disciplinary collaboration within the State Advisory Committee as a model of partnership and collective work
 - Working together as a team at the State and County levels, showing that together we are stronger
- Diversity, Equity and Inclusion
 - Cultural humility
 - Modeling response to key social events and change
- Accountability
 - Self accountability (in committees)

ADVANCED SURVEY RESULTS AND REVIEW

WRCAC conducted a survey of the State Advisory Committee, staff, and membership to better understand the hopes and goals of the groups and to shape the agenda for strategic planning meetings. During the State Advisory Committee meeting, attendees were asked to identify aspects of the results that stood out to them and any information that might have been missing from the survey. WRCAC also asked if they noticed any fundamental differences in priorities between the two surveys. Below is a summary table of that discussion.

For the full summary of the Advanced Survey Results, see Appendix A.

What surprises you?

- Funding for member centers ranked lower in CACC's services for membership. There was discussion about centers how the centers may have recently received additional funding, through COVID-19 special funding or other sources, impacting their current need for funding.
- Statewide communications and branding was the last response to priority of services CACC provides.

Where is there alignment/misalignment between board and members?

- The ranking of what CACC provides was similar between the two surveys with some diversity between elements as follows:
 - The State Advisory Committee ranked brokering funding as their highest priority. As mentioned above, there is some thought that centers have recently received funding that impacts how they currently view their need for funding.
 - Developing statewide partnerships. Increasing the number of new and/or accredited CACCs in California. Statewide communication and branding were ranked the lowest in both surveys.
 - The balance of the ranking of services provided by CACC were similar between surveys.
- Comments on mission statement were very similar.

MISSION AND VISION

Mission:

CACC believes that every child deserves a happy and healthy childhood.

CACC supports the formation and equitable growth of children's advocacy centers and multidisciplinary teams throughout California. We promote best practices, encourage diversity and inclusion, provide compassionate leadership, and foster state-wide collaboration through outreach and support, training and technical assistance, acquired funding, and legislative advocacy. Together, we ensure our communities are well-equipped to respond to child abuse and that every child thrives.

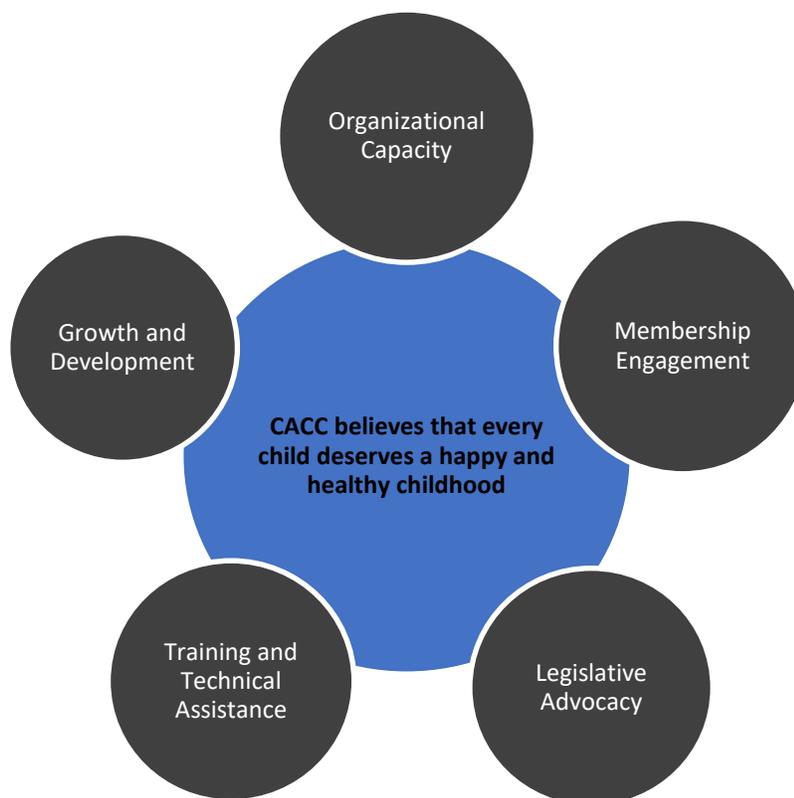
Developing priority focus areas

Having identified core elements of CACC's work and discussed the organization's ranking and priority of services, the State Advisory Committee and staff turned to establishing priority focus areas for the agency. These organizational pillars (priority focus areas) are a key component of the strategic planning framework that will help organize CACC's work and provide critical guidance on the allocation of time and resources.

WRCAC utilized the information from all pre-interviews, surveys, and discussions on the mission and core elements of CACC's services in order to identify the following set of priority focus areas. These are not listed in order of importance. Each of them is considered equally important to the organization's mission. That does not mean they will receive equal time, resources, or attention in any given planning period.

ORGANIZATIONAL PILLARS:

1. **ORGANIZATIONAL CAPACITY** -- *We resource ourselves to do the work that needs to be done.*
2. **GROWTH AND DEVELOPMENT** – *We support emerging Centers and MDTs to ensure equity in services to children statewide.*
3. **MEMBERSHIP ENGAGEMENT** - *We equip our members to be essential community partners.*
4. **TRAINING AND TECHNICAL ASSISTANCE** - *We train and support our entire network to continuously improve the quality of services.*
5. **LEGISLATIVE ADVOCACY** – *We educate our state leadership, elected representatives and policy makers.*



Strategic Planning Session 2 – State Advisory Committee and Staff

DEVELOP OUTCOME CHALLENGES (THREE YEAR GOALS)

The CACC Advisory Committee and staff began identifying 3-year outcome challenges (also referred to as goal statements) to help guide CACC in the work that will most effectively help them achieve their mission. The advisory committee and staff considered the following questions in defining 3-year outcome challenges:

What is the reality you would like to create under each priority focus area? These statements can still be visionary, but should be possible. These goals might not change at the end of a three-year period as they are fundamental to the work of the agency. However, they should be revisited every three years to account for landscape changes or significant organizational shifts.

These statements or outcome challenges will serve as the goals for the organization and capture the reality CACC would like to create under each priority focus area. They become the Strategic Plan Framework included within this report and serve as a guide as CACC manages the plan over the coming three years.

Strategic Planning Sessions 3 and 4 – State Advisory Committee and Staff

Following the creation of these outcomes, in sessions 3 and 4, the group explored 1-year initiatives as goals to focus their efforts on each of the outcomes. The CACC Advisory Committee and staff considered the following questions as they considered initiatives that will move the work of CACC forward.

***One-year goals:** Where must we be in one year in order to ensure that the three year reality is still possible? These goals can be tangible and actionable. They might be larger initiatives that you can break down into activities over the course of a year. Note that a one year goal does not mean it has to be completed in the first year. It is simply a goal that takes roughly a year to accomplish.*

Recommendations for next steps:

1. Review Strategic Plan Framework with membership during times of planned engagement, i.e., weekly membership calls, etc. to gather feedback on priority areas as well as services and programs within the focus areas that members view as a priority in CACC's services or role.
2. The final plan will be shared with the CALICO board for approval, and commitment on board responsibilities for oversight and implementation.
3. Facilitators will schedule a meeting with staff and the Advisory Committee for implementation support and review of the Strategic Plan as a "living document".

CACC Strategic Plan Framework

<p>Mission: CACC believes that every child deserves a happy and healthy childhood.</p> <p>CACC supports the formation and equitable growth of children's advocacy centers and multidisciplinary teams throughout California. We promote best practices, encourage diversity and inclusion, provide compassionate leadership, and foster state-wide collaboration through outreach and support, training and technical assistance, acquired funding, and legislative advocacy. Together, we ensure our communities are well-equipped to respond to child abuse and that every child thrives.</p>	
<p>Organizational Capacity</p>	
<p><i>We resource ourselves to do the work that needs to be done.</i></p>	
<p>CACC is committed to creating an organization rooted in diversity, equity, and inclusion, and will have an Advisory Committee that represents the state with members that reflect diversity in race, ethnicity, identity, sexual orientation, ability/disability, and the variety of communities they represent, including urban, suburban, and rural communities of California.</p>	
1yr	Create a survey to assess and identify gaps in representation on Advisory Committee.
1yr	Actively recruit new Advisory Committee members to fill gaps, including tribal and military representation.
<p>CACC's Advisory committee will have a clear expectation of its role and duties in relationship to the CALICO Board of Directors and will establish a clear line of communication between the two entities.</p>	
1yr	Establish the practice of the Advisory Committee Chair attending the CALICO Board meetings in a non-voting role.
1yr	Annual review and assessment of growth plans and by-laws.
1yr	Create a shared folder of documents that are relevant to CACC.
1yr	Create an opportunity for CALICO Board Members and Advisory Committee members to share and exchange information in an informal manner.
<p>CACC has adequate and dedicated staff to achieve the goals and mission of the organization.</p>	

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1yr	Increase staff to include one FTE.
2 yr	Assess for future growth of staff (get a better understanding of what staffing needs might be needed in the future to meet the goals and mission of the organization).
2 yr	Create fundraising plan to support additional staff as needed.
CACC continues to support the work of CACs and MDTs in California by identifying new funding and resources while sustaining existing funding.	
1 yr	Advocate with Cal-OES for additional support for CACs and MDTs.
1yr	Identify new and existing funding opportunities that are shared with our network.
2yr	Seek funding sources from state funds generated by special tax set-asides.

Growth and Development.	
<i>We support emerging Centers and MDTs to ensure equity in services to children statewide.</i>	
Assess for growth and development within the State.	
1yr	Identify primary contact person within each county to assess what they are currently providing and existing services.
1yr	Establish shared language for growth, development, and status of Centers throughout the State.
1yr	Review gap analysis - Group communities with no CAC- outreach/training in convenient location to all.
1yr	Create/fill-in tribal map of coverage (NCA).
1yr	Create/fill-in military installation map of coverage (NCA).
1yr	Identify data points available for use in assessment of gaps in the State.
CACC provides training and technical assistance to aid communities with creating and developing CACs and MDTs.	
1yr	Develop list of experts within the State that are willing to share conversations and support with start-up CACs or MDTs.
1yr	Create starter package with collection of materials for outreach to communities with a developing CAC or MDT response.
1yr	Develop mentorship program between CACs and MDTs.
CACC provides accreditation support.	
1yr	Develop templates for accreditation support in technical package.

Training and Technical Assistance	
<i>We train and support our entire network to continuously improve the quality of service.</i>	
CACC provides communities of practice for specific disciplines to share resources and provide peer support, including peer review for forensic interviewers and victim advocates offered on a regular basis throughout California.	
1yr	Assess which trainings meet the 24-hour core training required for victim advocates.
1yr	Obtain NCA approval for Rape-Crisis Training and Victim Witness Training.
1yr	Develop peer resource network (in addition to the peer reviews, where folks can meet/contact each other directly).
2yr	Explore bringing established trainings into compliance for NCA approval.
1yr	Educate partner agencies on NCA training requirements.
CACC creates and maintains resources and access to resources for use by CAC and MDT professionals.	
1yr	Identify relevant training/resource areas.
1yr	Update CACC website: Create CAC relevant materials including PowerPoints, links to relevant initial trainings for MDT partners, Cultural Humility Training.
1yr	Create an orientation manual for new CAC directors (including checklists for mandatory education for various roles and examples of clinical initial and annual clinical competency).
1yr	Create infographic for educating CACs, MDT and partner agencies on CACC resources, regional and national resources.
CACC presents an annual Summit that offers the highest value of training and peer networking opportunities for CAC and MDT professionals statewide.	
1yr	Survey teams to gather information about topics of interest.
1yr	Determine format of summit, in-person or virtually.

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1yr	Increase participation by partner disciplines with low attendance.
1yr	Gain understanding for requirements of CEUs for Summit in discipline specific topics.
2yr	Implement CEUs.
CACC is resourced with the most current technology and tools available to provide the highest level of training and technical assistance to CACs and MDTs.	
1yr	Explore other uses of technology for delivering of training and technical assistance.
1yr	Assess technology needs of CACs in the State and identify a few technological services that would benefit the largest number of CACs in California.
2yr	Explore possible partner companies available for software and technological support.
2yr	Establish the “ask” for partnership with technology partners.
CACC is a resource for cultural humility training and resources for CACs and MDTs throughout California.	
1yr	Create or source materials and explore relationships with those who we would refer to for these trainings.
1yr	Identify other relevant stakeholders in the state related to cultural humility training and resources.
CACC Advisory Committee will have clear expectations on its role for managing critical incidents.	
1yr	Review critical incident response to include CACC’s response to natural disasters and emergencies.
1yr	Educate Advisory Committee and membership about CACC’s role in natural disasters and emergencies.
1yr	Organize and share list with necessary personnel of CACs and MDTs that are willing to act as emergency backup.

Member Engagement	
<i>We equip our members to be essential community partners</i>	
CACC supports a cohesive community of CACs and MDT professionals by providing regular and on-going opportunities for communication, including fostering connections between CACs and MDTs in California.	
1yr	Create a document that contains clear understanding of the roles and responsibilities of CACC and the resources it provides to member centers and emerging teams in California.
1yr	Host bi-weekly meetings for membership.
1yr	Host quarterly California regional meetings.
1yr	Assess the need for category or unifying factors (such as urban, hospital-based, etc.) for meetings.
All CACs in California belong to the CACC network through membership.	
1yr	Outreach to any CACs or MDTs who are not members.
1yr	Host in-person meetings following outreach to non-members.
CACC provides outreach and support to unserved and underserved communities, including Tribal communities and Military installations.	
1yr	Outreach to military installations and Tribal populations in unserved or underserved.
1yr	Conduct in-person meetings, when possible, including military.
2yr	Conduct in-person meetings, when warranted, including Tribal communities.

Legislative Advocacy	
<i>We educate our state leadership, elected representatives and policy makers.</i>	
CACC is recognized as a statewide expert in child wellbeing and safety by stakeholder and statewide organizations that influence policy, including Governor's Office and Capital leadership.	
1yr	Research and craft language around legislative issues that impact CACs throughout California in be prepared to introduce legislation as appropriate.
1yr	Track legislation impacting children and provide letters of support to legislation benefiting CACs and/or their clients, when appropriate.
1yr	Make list of relevant statewide stakeholders, including MDT partners state organizations.
1yr	Meet with staff in the Governor's office and other capital leadership regarding children's advocacy centers throughout California.
CACC has designated seats on statewide committees that focus on child wellbeing and responses to child abuse, including the CJA Taskforce and the VOCA Steering Committee of California.	
1yr	Identify relevant committees and research contact information.
1yr	Review priority of relevant committees and identify method of obtaining a member seat in such committees, together with voting privileges as appropriate.
CACC advocates for funding authorized in the California State budget to continue development of CACs and MDTs within California, including promotion of best-practices in services provided to children and families experiencing abuse in California.	
1yr	Research funding alternatives so that every child receiving services in a CAC in California has access to acute and/or non-acute medical exams funded through an appropriate State-funding source, separate from law enforcement investigative processes.
CACC benefits from a lobbyist working on its behalf and for the interests of children experiencing abuse in California.	
1yr	Identify lobbyists who work in our issue area.
1yr	Identify potential funding sources for such a lobbyist.

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CACC continues to educate its membership and the public about legislative advocacy benefitting children in the state of California

1yr	Maintain the CACC Legislative Committee.
1yr	Host annual Capitol visit.
1yr	Create materials for the CACC website to educate the about CACC's legislative positions.