

NEW JERSEY CHILDREN'S ALLIANCE 2021-2023 STRATEGIC PLAN

Executive Report



PREPARED BY
Kori Stephens



NJCA STRATEGIC PLANNING REPORT



CREATING A FUTURE OF HOPE, HEALING & JUSTICE.

What role will you play?

Dear NJCA Board & Staff,

It has been such a pleasure to work with all of you on the creation of this plan. I strongly believe that you have created a clear vision with tangible action steps that will help you measure your progress over the next three years and show up in new ways for the communities you serve. Thank you for this fun and fulfilling opportunity. I wish you all the best.

Kori Stephens

What's Inside?

- Background & Purpose
- Strategic Plan Framework
- Board Development Notes
- Next Steps & Process Recommendations
- Appendix A: Planning Session Materials & Slides
- Appendix B: NJCA Board Matrix
- Appendix C: NJCA Vision Traction Organizer (VTO)

BACKGROUND & PURPOSE

BACKGROUND

Resonance Rising began working with the New Jersey Children's Alliance in October 2020 after receiving a request to assist with strategic planning. NJCA's previous strategic plan is coming to completion in December 2020, and the organization has accomplished nearly all of the goals set forth in that plan in addition to staff growth and considerable funding increases for the organization and state. In discussions with current leadership and the Executive Committee of the Board of Directors, we learned that the organization was looking forward to the next stage of evolution that will include program expansion and a re-alignment of board and staff roles and processes to support its operations. Resonance Rising conducted a total of four planning sessions that focused on identifying goals, infrastructure realignment and action planning to keep the plan alive.

PURPOSE OF STRATEGIC PLANNING:

1. Foster consensus on NJCA's overarching direction.
2. Identify and define the critical areas of work that will have the greatest impact on the organization's mission and vision.
3. Align NJCA's staff and board capacity in support of its mission and goals.
4. Create a strategic framework for action that identifies long-term desired outcomes and plans for 1-year initiatives/goals.

Strategic Planning Process

Planning Session 1: This session included full board and staff participation and involved a review of the past plan, survey data, the non-profit life cycle model and the development of NJCA's new three year goals and organizational pillars.

Planning Session 2: This session included a mix of board members and staff and focused on creating the 1-year goals for each of the organizational pillars.

Planning Session 3: This session was conducted with the NJCA Executive Committee with a focus on board development including an assessment of board terms, committee structure and meetings.

Planning Session 4: This session was conducted with the NJCA staff to develop the first 90 day rocks to be executed under the new plan from January - March 2021.

NOTE: This process was informed by the Entrepreneurial Operating System (EOS) detailed in the book Traction by Gino Wickman

NJCA STRATEGIC PLANNING FRAMEWORK

NJCA Vision

Every child abuse victim in New Jersey will have access to the hope and healing provided by the full range of quality, comprehensive, coordinated and evidence-informed services offered by Child Advocacy Centers in order to create a world without child abuse.

NJCA Mission

The New Jersey Children's Alliance promotes hope, healing and justice for child abuse victims by supporting Child Advocacy Centers throughout the state with training, resources, advocacy, and leadership.

NJCA Values

Passionate, Professional, Collaborative, Team Oriented, Equity, Growth Oriented, Child First

Organizational Pillars & Goals 2021-2023



OUR PEOPLE Organizational Structure & Capacity	3 Year Goal: NJCA will have a strong diversified Board, staff and infrastructure to sustain, grow and elevate the CAC movement in NJ.
	1 Year Goals: ‘ NJCA has an informed, engaged, active and diverse Board of Directors. NJCA has implemented the Organizational Capacity Plan.
OUR RESOURCES Marketing & Fund Development	3 Year Goal: NJCA will have ample resources to support their operations and activities by increasing awareness of the CAC and MDT model among government, corporate/business, and the general population at the local and statewide levels.
	1 Year Goals: Create a fund development plan and identify a feasible implementation structure for the plan. Launch the Know & Tell program with NJCA member centers and begin conversations with key stakeholders. Develop and implement a marketing plan that identifies all communication channels, key messaging and calendar.
OUR PROGRAMS Outreach & Member Services	3 Year Goal: NJCA will be seen as the go-to agency in NJ for child abuse information, resources, and expertise for our membership and other statewide stakeholders.
	1 Year Goals: NJCA will engage all MDT professionals through the delivery of high-quality training and learning experiences NJCA will enhance the consistency, quality and depth of evidence informed services provided by NJCA member centers through the provision of customized technical assistance and support
OUR LEGACY Advocacy & Public Policy	3 Year Goal: NJCA will proactively and consistently ensure lawmakers and key decision makers have a comprehensive and accurate understanding of the CAC/MDT model and the victims we serve and will be recognized as a thought leader in the field.
	1 Year Goals: Develop an engagement plan for state legislators and stakeholder to keep them informed. Identify statewide agencies, taskforces and coalitions for NJCA to connect with.

2021 Action Plan

Quarter 1 (Jan – Mar), Quarter 2 (April – June), Quarter 3 (July-Sept), Quarter 4 (Oct – Dec)

OUR PEOPLE	
3 Year Goal: NJCA will have a strong diversified Board, staff and infrastructure to sustain, grow and elevate the CAC movement in NJ.	
NJCA has an informed, engaged, active and diverse Board of Directors.	
Q1	<ul style="list-style-type: none">• Identify committee structures, purpose and members (Nydia)• Assess and revise current Board orientation materials and identify needed improvements and additions (Nydia)• Develop and implement a plan for rotating people off the board (Megan)
Future Rocks	<ul style="list-style-type: none">• Review current materials and assess for DEI language• Develop messaging and supports for Board members to recruit additional members for 2021 term
NJCA has implemented the Organizational Capacity Plan.	
Q1	<ul style="list-style-type: none">• Create on-boarding plan for intern, execute and evaluate (Olga)
Future Rocks	<ul style="list-style-type: none">• Review 2019 Organizational Capacity Plan and provide recommendations for revisions/changes (Executive Committee)
OUR RESOURCES	
3 Year Goal: NJCA will have ample resources to support their operations and activities by increasing awareness of the CAC and MDT model among government, corporate/business, and the general population at the local and statewide levels.	
Create a fund development plan and identify a feasible implementation structure for the plan.	
Q1	<ul style="list-style-type: none">• Identify committee members to begin researching fund development plan next steps (ie Collect Fund Development plans from similar sized Chapters with state funding and identify similarities with NJCA goals, hire consultant etc.) (Finance/Fund Development Committee)
Future Rocks	<ul style="list-style-type: none">• Identify all possible funding sources including current and future• Assess current barriers for Board involvement in fundraising and address concerns• Draft Fund Development plan and present to Board of Directors for approval
Launch the Know & Tell program with NJCA member centers and begin conversations with key stakeholders.	

Q1	<ul style="list-style-type: none"> Create project charter for the Know & Tell program to identify audience, stakeholders, timeline etc.
Future Rocks	
Develop and implement a marketing plan that identifies all communication channels, key messaging and calendar.	
Q1	<ul style="list-style-type: none"> Create inventory of all communication channels and their purpose, use and effectiveness (Jessica)
Future Rocks	<ul style="list-style-type: none"> Review current marketing and communications materials for DEI Develop key messages for each communication channel
OUR PROGRAMS	
3 Year Goal: NJCA will be seen as the go-to agency in NJ for child abuse information, resources, and expertise for our membership and other statewide stakeholders.	
NJCA will engage all MDT professionals through the delivery of high quality training and learning experiences	
Q1	<ul style="list-style-type: none"> Develop 2021 training calendar and disseminate to members (include evidence-based trainings for MH, review for DEI representation and value for all disciplines (Victoria)
Future Rocks	
NJCA will enhance the consistency, quality and depth of evidence informed services provided by NJCA member centers through the provision of customized technical assistance and support	
Q1	<ul style="list-style-type: none"> Conduct strengths and needs assessment with member CACs (Pete) Develop a menu of technical assistance support for members (Pete) Launch statewide coaching and consultation program (Nydia)
Future Rocks	<ul style="list-style-type: none"> Conduct follow up conversations with each member center after collecting needs assessment to plan out year of TA (Pete)
OUR LEGACY	
3 Year Goal: NJCA will proactively and consistently ensure lawmakers and key decision makers have a comprehensive and accurate understanding of the CAC/MDT model and the victims we serve and will be recognized as a thought leader in the field.	
Develop an engagement plan for state legislators and stakeholder to keep them informed.	

Q1	<ul style="list-style-type: none"> • Create a process for staying abreast of current legislation and how to engage members on a regular basis (Communications Committee)
Future Rocks	<ul style="list-style-type: none"> • Explore pathways for media relationships and possible articles/op-eds/highlights (Communications Committee)
Identify statewide agencies, taskforces and coalitions for NJCA to connect with.	
Q1	<ul style="list-style-type: none"> • Research what a legislative plan could look like and decide next steps (talk to other Chapters, Denise Edwards and Will Laird) (Nydia)
Future Rocks	

BOARD DEVELOPMENT NOTES

OVERVIEW

NJCA has been committed to diversifying and expanding their Board of Directors over the last three years. The Board currently has many long-standing members and has yet to implement two-year board terms as outlined in the by-laws. The Executive Committee met to discuss the best process to begin implementing board terms in a phased approach; 4 members to roll off every year for the next 3-4 years until the board terms are automated. This process included the completion and review of a Board Matrix (See Appendix C), and review of committee structures to support the new strategic plan.

Board Terms and Turnover

In an effort to put into effect the desired 2-year board terms, the NJCA Executive Committee will be developing a plan for current board member transition with the goal to roll-off 3-4 members each year from 2021-2024. The criteria used to identify individuals will include, but not be limited to the following:

- Tenure and years of service on the NJCA Board
- Active participation and engagement in board meetings, committees, funding support and advocacy etc.
- Diversity of the full board including both demographics and geographical representation across the state
- Diversity in CAC structure to ensure representation from developing and accredited CACs as well as non-profit, government based, hospital based etc.

Committee Structure

The Executive Committee has identified the following committees for board member participation, Each committee must be co-chaired by a board member.

Executive Committee

The purpose of the executive committee is to ensure that the board accomplishes its work in the most efficient way and is responsible for facilitating decision making between board meetings and responding to urgent needs. The Executive Committee is the communication bridge between NJCA's Executive Director and the full board. The committee will be comprised of all Board officers including the Board Chair and other Committee Chairs. This committee will be responsible for the following:

- Guiding board development initiatives including recruitment and on-boarding of new board members, assessing board diversity and education/training needs of the full board
- Responding to emergency/crisis situations where quick decisions need to be made
- Actively monitoring progress towards NJCA's strategic plan and key staff changes

Time Commitment: Members will participate in scheduled quarterly board meetings, bi-monthly Executive Committee meetings and on average 2-4 hours of work per month outside of meetings. The Chair will be responsible for creating a short written report on behalf of the committee prior to board meetings.

BOARD DEVELOPMENT NOTES

Committee Structure (Cont.)

Communication Committee

The purpose of the Communication Committee is to ensure that NJCA is strategically activating the appropriate channels for disseminating key messaging and building relationships with key stakeholders across the state. This committee will be actively engaged in promotional efforts and legislative advocacy goals of NJCA's strategic plan. This committee will be responsible for:

- Reviewing NJCA's communication channels and messaging on an annual basis and assisting with the creation/editing/approval of key messages to the field
- Oversight of NJCA's legislative advocacy and staying abreast of current and upcoming legislation that has the potential to impact and/or interact with the work of NJCA

Finance/Fund Development Committee

The purpose of the Finance/Fund Development Committee is to oversee the financial health of the organization including the annual budgeting process, creation and monitoring of internal controls and the creation of a fund development plan. This committee will be actively engaged in resource identification and curation on behalf of NJCA. This committee will be responsible for:

- Developing and approving the annual operating budget with NJCA staff
- Monitoring adherence to the budget and providing regular reports to the board
- Develop plans for and promote special events and fundraisers
- Determine long term financial goals and develop a fund development plan and marketing strategy that includes multiple revenue streams for NJCA

Membership Committee

The purpose of the Membership Committee is to ensure NJCA's programmatic initiatives meet the needs of the CAC membership at large. This committee will be actively engaged in the programmatic goals set forth in the strategic plan and represent the voices of all members across the state in decision making. This committee will explore, develop and implement pathways for regular CAC client feedback. This committee will be responsible for:

- Providing regular feedback on programmatic initiatives and input on the training and technical assistance priorities
- Serve as mentors for new CAC members and CAC Board Members
- Approve programmatic investments

Time Commitment: Members will be required to attend quarterly board and committee meetings and conduct on average about 1-2 hours of work outside of meetings. The committee chair will be responsible for producing a short written report on behalf of the committee prior to each board meeting.

Meeting Structure and Frequency

It is recommended that the Board meet five times per year for 1.5-2 hours in January, March, May, September and November. The board can increase frequency as needed.

NEXT STEPS & PROCESS RECOMMENDATIONS

KEEPING THE PLAN ALIVE

Strategic plans are meant to be living, breathing documents that inform the daily operation of an organization. The most effective way to do this is to integrate the plan into regular check-ins and meeting structures and to consistently measure progress towards the goals. This will be beneficial for two reasons, 1) it will allow the staff and board to remain flexible and adapt the plan as needed and 2) allow for opportunities of celebration when progress is being made. These are both markers of a resilient and sustainable organization.

We recommend the following meeting flow and structure to support the plan:

- Weekly or Bi-Weekly NJCA Staff meetings that follow the agenda below:
 - Check-in centered around values and/or mission
 - Review of past agreements
 - Rock Review (Is this rock on-track, off-track or so-so)
 - Issues List (Info, Input, Decision)
 - Next Steps/Recap
 - Level 10 Rating/Close
- Board meeting agendas that incorporate the strategic plan framework in conversation and decision making.
 - Check-in centered around values and/or mission
 - Executive Director Report
 - Committee Reports (Written reports provided ahead of time so that in-meeting discussion is focused on important questions, input and/or decisions)
 - Executive
 - Finance/Fund Development
 - Communication
 - Membership
 - Issues List (Info, Input, Decision)
 - Next Steps/Recap
 - Close
- Quarterly Rock Review meetings that allow the staff and board to celebrate milestones accomplished in the last 90 days and plan for the next 90 day
- Annual goal planning sessions to set the next 1-year goals for the following year

ADDITIONAL RECOMMENDATIONS & CONSIDERATIONS

1. Consider pairing down the NJCA values to the top three and provide a brief 1-2 sentence description to be used in the VTO and on public facing materials.
2. Spend time with the newly proposed committee descriptions and amend the by-laws to reflect the committee structure and required participation.
3. Explore project management software that can help keep the strategic plan goals, rocks and decisions in one place for all staff and board to access



APPENDIX A: PLANNING MATERIALS & SLIDES



OCTOBER 2020 ADVANCE SURVEY RESULTS

12 Completed Surveys Returned - Thank you!

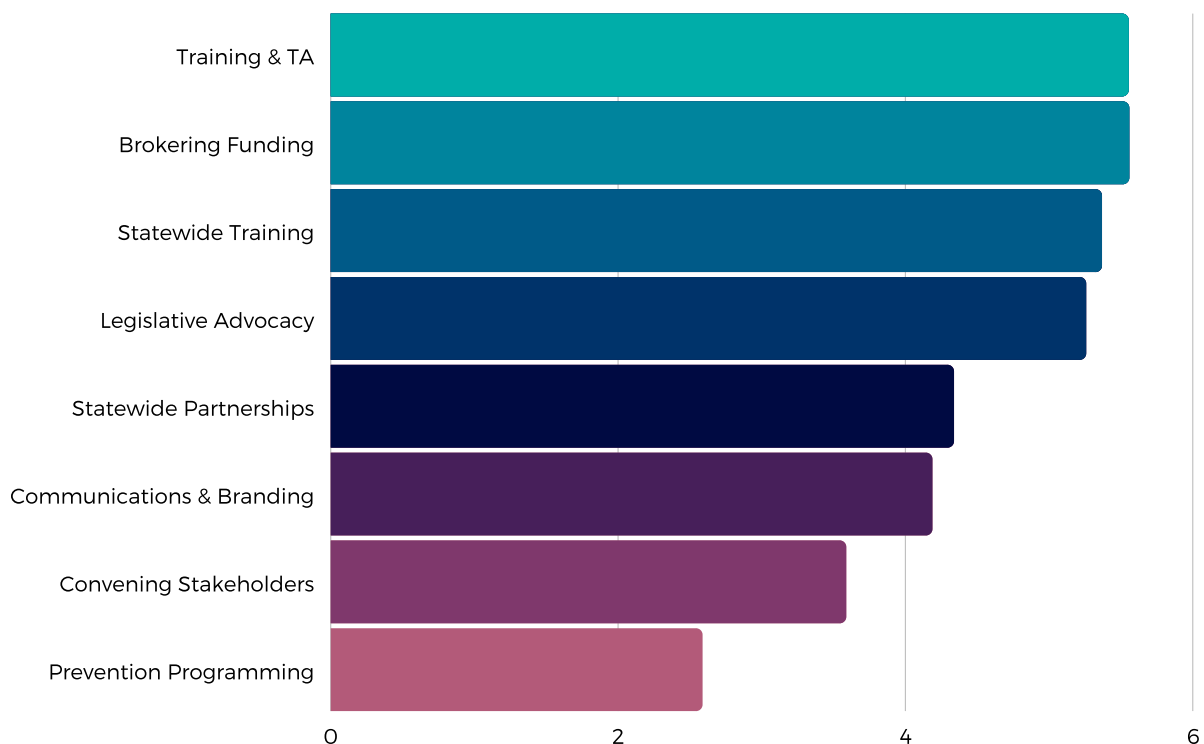
NJCA's Most Valuable Service

- Funding (4)
- Advocacy (3)
- Awareness - Being the voice for child abuse in NJ (3)
- Administrative Support (ie Accreditation) (3)
- Training and Technical Assistance (2)

NJCA's Greatest Opportunity for Growth

- Staff capacity & programming (5)
- Statewide leadership (3)
- Statewide brand awareness (2)
- Legislative advocacy

Services ranked from MOST to LEAST important

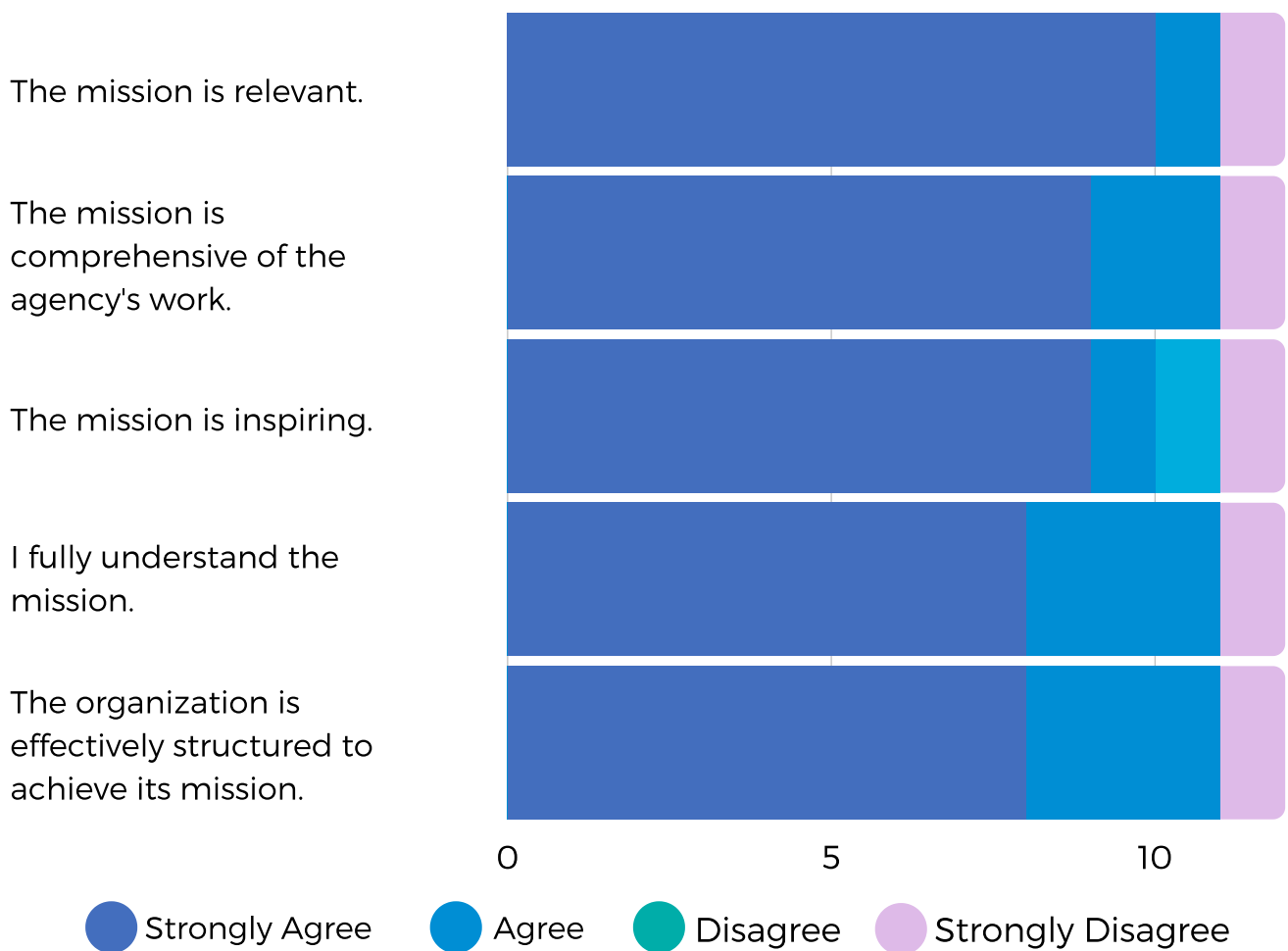




OCTOBER 2020 ADVANCE SURVEY RESULTS (CONT)

NJCA Mission Assessment

Some respondents marked "I do not know" on this assessment



NJCA exemplifies the following values in how it does its work:

- Humanity
- Equity
- Compassion
- Community
- Optimism
- Respect
- Intelligence
- Integrity
- Passion
- Child First
- Support
- Cooperation
- Example
- Guidance & Support



OCTOBER 2020 ADVANCE SURVEY RESULTS (CONT)

NJCA Board Assessment

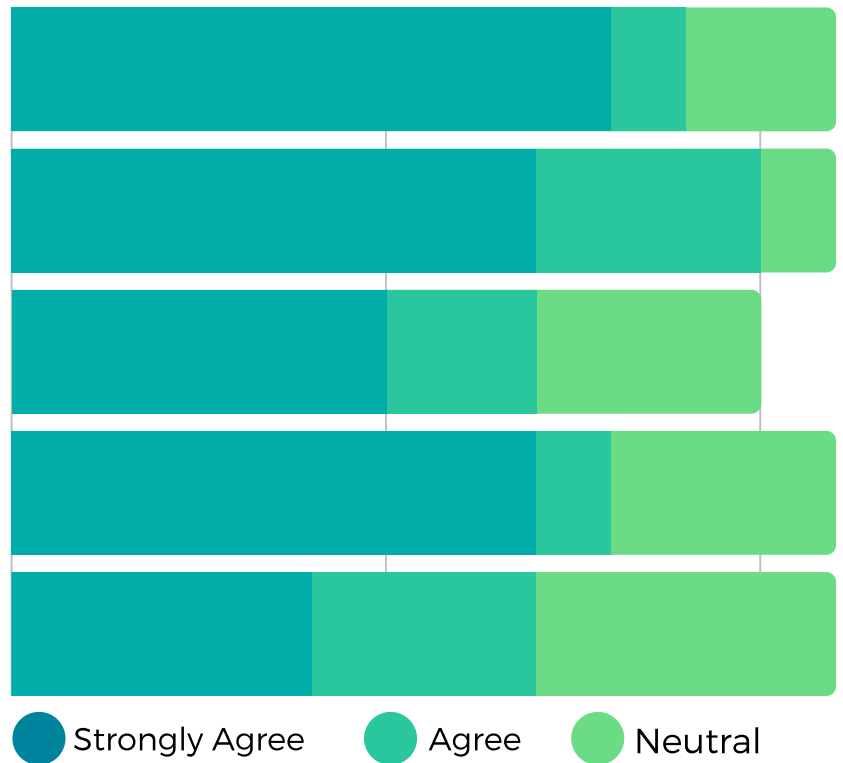
I am very satisfied with my experience.

I feel I have a thorough understanding of my role.

I have a thorough understanding of NJCA's expectations of me.

I feel informed, equipped and supported in fulfilling my role.

I feel I make a meaningful contribution to NJCA.



Active Participation

Roles & Responsibilities

Composition of Board

Committee Structure

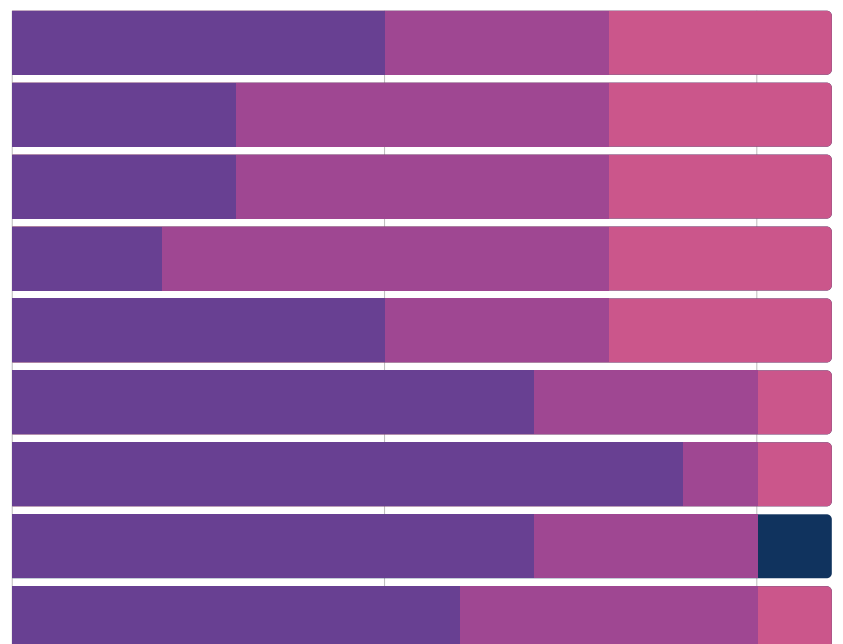
Committee Effectiveness

Board Leadership

Comm b/w Board & ED

Comm among Members

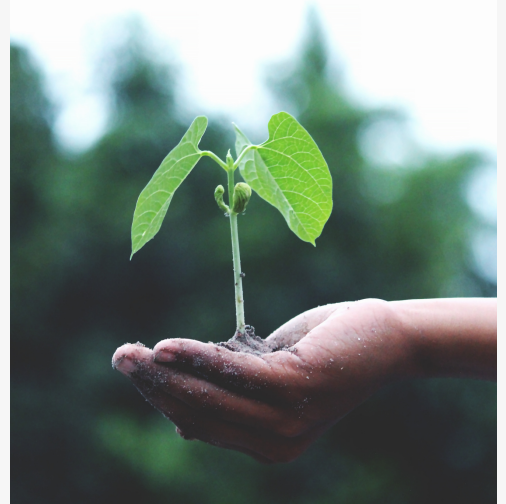
Ability to Impact Mission



CHAPTER LIFE CYCLE BENCHMARKS

As you review these benchmarks consider:

- Where was NJCA at the beginning of the last planning cycle in 2017?
- In what areas has NJCA made advancements?
- Where does NJCA have room to grow as it relates to this model?



	Start - Up	Growth	Maturity
Governance	<ul style="list-style-type: none">• ED role established• Board created but lacks diversity• Board members don't see themselves in governance role	<ul style="list-style-type: none">• Board diversified and community members are engaged• Board committees developed w/ specific activities	<ul style="list-style-type: none">• Strong diverse board• Committees meet regularly• Board sets direction & is policy oriented
Administrative Systems	<ul style="list-style-type: none">• Data collection has begun but is basic• Person is established as coordinator of data• Inconsistent data may be exploratory in nature	<ul style="list-style-type: none">• Consistent, centralized data systems exist• Personnel and resources established to manage systems	<ul style="list-style-type: none">• Well defined roles and responsibilities• Program eval and data management practices are consistent• Data is used to inform programs
Financial	<ul style="list-style-type: none">• Formal systems have been established• Budget is sole financial document• Dues collected from members	<ul style="list-style-type: none">• Basic funding exists to support programs• Diversified funding streams are sought out regularly• Legislative support exists	<ul style="list-style-type: none">• Reserves may exist• Multiple sources of income• Legislative support is stable• Formal financial plan exists and guides funding

Benchmarks for Idea, Decline and Turn Around Stages are not included

CHAPTER LIFE CYCLE BENCHMARKS (CONT)

As you review these benchmarks consider:

- Where was NJCA at the beginning of the last planning cycle in 2017?
- In what areas has NJCA made advancements?
- Where does NJCA have room to grow as it relates to this model?



	Start - Up	Growth	Maturity
Management	<ul style="list-style-type: none">• ED role established• Guided by a preliminary strategic plan• Staff are hired who are typically generalists	<ul style="list-style-type: none">• ED established and sees potential for services• Roles and responsibilities are defined• Staff are hired who are specialists	<ul style="list-style-type: none">• Strong leadership & support staff• Management seen as an industry leader• Founding members navigate discomfort
Programs	<ul style="list-style-type: none">• Members have begun to work together• Programs based on guidance from existing organizations	<ul style="list-style-type: none">• Programs exist and are consistently provided• Services begin to be less person-dependent and more positional	<ul style="list-style-type: none">• Programs are well established and influential• Outcomes of programs are monitored• Effective programs scaled statewide
Member Engagement	<ul style="list-style-type: none">• Members have been identified• Members engage in meetings• Efforts made to respond to members' needs	<ul style="list-style-type: none">• Proactive efforts to engage members• Roles and responsibilities of members are clear• Data is gathered to inform programs	<ul style="list-style-type: none">• Well known in the field and has consistent branding• Members find value in org• Individualized services available

NJCA Strategic Planning

October 23rd Notes

NJCA Vision

Every child abuse victim in New Jersey will have access to the hope and healing provided by the full range of quality, comprehensive, coordinated and evidence-informed services offered by Child Advocacy Centers in order to create a world without child abuse.

NJCA Mission

The New Jersey Children's Alliance promotes hope, healing and justice for child abuse victims by supporting Child Advocacy Centers throughout the state with training, resources, advocacy, and leadership.

NJCA Values

Passionate, Professional, Collaborative, Team Oriented, Growth Oriented, Child First

Advance Survey Results Discussion

What stood out?	What was surprising?
<ul style="list-style-type: none">• Some disagreed on parts of the mission statement. Everyone should agree on the statement.• Would like to see people who are neutral move to satisfied• People want to feel more connected to the NJCA. How can we do that?• How can BD members feel like they are making an impact on the NJCA.• There is "buy in" to the whole system/MDT Model• Understanding the mission• May be confusion re: roles/responsibilities• Acknowledging that NJ has different CAC models	<ul style="list-style-type: none">• Difficulty in being an NJCA BD member and part of a local CAC

Additional questions to be explored:

- How can we engage those that feel they are neutral in certain areas?
- As Board diversifies, making sure CAC members do not take for granted that community members understand the CAC/MDT model and have a voice that is valued

OUR PEOPLE

NJCA will have a strong diversified Board, staff and infrastructure to sustain, grow and elevate the CAC movement in NJ.

Why is this pillar critical for NJCA to achieve its mission & vision?	How will investment in this area impact CACs, Children and families in NJ?	In 2024, will we need to change in this area to meet the demands of NJCA's constituents?
Without staff wouldn't be able to focus and get work done New Board Member and Community Members orientation	More people on the ground. Full Time ED, Program Coordinator, Expand staff Sustaining the program and supporting the CAC's	Comprehensive & Diverse Board Full time ED Expand Staff to sustain program Comprehensive onboarding 4 board members

START	STOP	CONTINUE
Recruiting board members with specific skill sets Review, and maybe revise, our 2019 Org Capacity Plan More comprehensive, ongoing Board orientation/education Explore other recruiting options (professional groups, networking events)	Assuming Board members understand their role and that we don't need to be continuously educating Board members Assuming everyone shares the same language - alienate non-CAC board members with lingo	Exploring funding options Asking the board to recruit board members Thinking about the best way to grow our staff

OUR RESOURCES

NJCA will have ample resources to support their operations and activities by increasing awareness of the CAC and MDT model among government, corporate/business, and the general population at the local and statewide levels.

Why is this pillar critical for NJCA to achieve its mission & vision?	How will investment in this area impact CACs, Children and families in NJ?	In 2024, will we need to change in this area to meet the demands of NJCA's constituents?
We need money to do our work and grow our impact for NJ's most vulnerable children Our brand needs to be known in order for us to gain visibility in the state	It will allow us to serve all children that needed. Allow for more consistent, equitable services to all children in NJ. It will raise our visibility so that it's easier for us to gain funding sources	Consistent messaging among all CACs and NJCA Messaging should be positive (Shine) Diversity funding streams - fundraising, foundations, grants

START	STOP	CONTINUE
Have conversation in a safe space about the competing interests re: fundraising: centers (non-profits and government) and also NJCA - how deal with funders that could be pursued by CACs AND NCJA		

OUR PROGRAMS

NJCA is seen as the go-to child abuse information, resource, and expertise organization in the state.

Why is this pillar critical for NJCA to achieve its mission & vision?	How will investment in this area impact CACs, Children and families in NJ?	In 2024, will we need to change in this area to meet the demands of NJCA's constituents?
Still relevant for the goal of creating a fully accredited CAC in every county.	<p>Will help with further legislation to support our work.</p> <p>Having uniform level of services statewide is key to serving our clients.</p> <p>Increased awareness of NJCA would enable us to further educate relevant communities.</p>	<p>Establish NJCA as an "expert" go-to organization for all child abuse issues within the state</p> <p>Establish relationships with, and broaden reach to, educational as well as pediatric communities.</p> <p>Become increasingly flexible and adaptable to respond to any potentially evolving landscapes in the child welfare world.</p>

START	CONTINUE
<p>Know & Tell program -Outreach</p> <p>A version or assistance with Outcome Measurement System - Members Services</p> <p>A system (e.g. google doc or dropbox) that holds Accreditation policies and allow access for re-accreditation for members to NCA - Member's Services</p> <p>Create introductory email that gets sent to new CAC staff to explain who we are and how we can help</p> <p>Assist non-profit CACs with data gathering who don't have access to Infoshare</p>	<p>Accreditation support</p> <p>Shine A Light campaign</p> <p>Training Needs Assessment & Trainings</p> <p>Providing TA for all needs</p> <p>Providing financial support as appropriate</p> <p>Discussions around the important of getting feedback from caregivers</p> <p>Ensuring that all disciplines are getting necessary training</p> <p>Creating community resources regarding identifying, reporting and CACs</p>

OUR LEGACY

NJCA will proactively and consistently ensure lawmakers and key decision makers have a comprehensive and accurate understanding of the CAC/MDT model and the victims we serve and will be recognized as a thought leader in the field.

Why is this pillar critical for NJCA to achieve its mission & vision?	How will investment in this area impact CACs, Children and families in NJ?	In 2024, will we need to change in this area to meet the demands of NJCA's constituents?
We do social/community work, so need to communicate with government/legislature. We have to understand the work of the government to have means of influencing it. Laws arise from the work that we do, e.g. Erin's law.	We can influence and create new laws arising from our work. How community at large perceives our work and its purpose. Leave a foundation for people (including NJCA board) who follow to move forward; won't have to re-create structure.	The only constant is change. We try to control how fast things change, and how much change. Need to anticipate the change and ride the wave so we aren't caught off guard. E.g. pandemic and changes it requires. Did a lot of fund-preservation work in a short time.

START	CONTINUE
Ongoing effort to plan for potential scenarios.	Maintain productive relationships with legislators who "get" our message
Documents and other elements needed to engage.	Attending statewide meetings to increase awareness about NJCA
Annual reports, message, timeline for engaging with legislators and stakeholders regularly to keep them informed.	Sending out legislative updates regarding ongoing legislation
Plan for communicating with Prosecutors and county governments	Following up with state regarding appointments to the Erin's Law and Sexual Abuse Task Force
Grant providers - difficulties in application (and expenditure) deadlines.	Maintain relationship with Senate Majority office
Writing OpEds	Build relationship with Governor's office
Connecting with local media to get air time about CACs and abuse	

Creating a future of hope, healing and justice.

New Jersey Children's Alliance
Strategic Planning Meeting
October 23, 2020



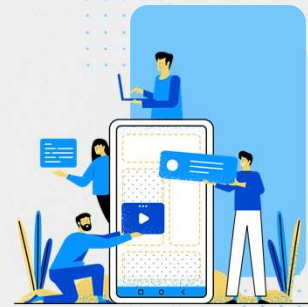
Introductions

What is your name?

What role do you play with NJCA?

What are you taking away from the short poem?

What is one hope OR hurrah you'd like to share for our time together?



Agenda

Evolution of NJCA

Review of progress and growth.
Exploration of opportunities.

Organizational Pillars

Envisioning our future

One Year Goals

Providing clarity, roles and next steps

Group Agreements

How we want to show up in our conversations today.

Assume Positive Intent
Courage Over Comfort
Take Care of Ourselves
Take the Time we Need
Start with "Yes and..."
End with Essentialism

Strategic Plan Framework

Dream big AND make traction.



Step 1

REVIEW DATA



Step 2

WHERE DO WE WANT TO BE IN 2023?



Step 3

WHAT DOES PROGRESS LOOK LIKE IN 1 YEAR?



Step 4

90 DAY BENCHMARKS AND MONITORING

Celebrations & Growth



Staff growth from 1 to 4 and a dedicated office space



Defining legislation and significant state funding



12 Accredited Centers and 5 Associate members

Celebrations & Growth



Resources, personalized CAC books, mobile app



Support for Erin's Law



Published first annual report

Celebrations & Growth

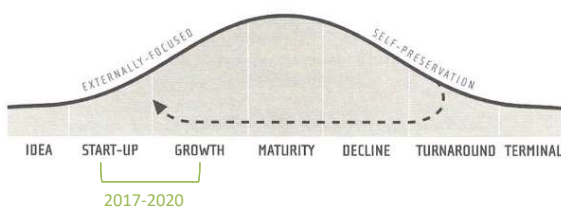


Resilience and restored funding during the Pandemic



Accomplished most initiatives from 2017-2020 plan!

Where we are going...



Opportunities to Revisit



Fund Development & Fundraising strategies



Cross-Training plan + "Friends of" Board Development



Mentor Programming

Advance Survey Results

What stands out?
What surprised you?
What's missing?
What questions do you have?



NJCA Org Pillars

ORGANIZATIONAL STRUCTURE & CAPACITY

MARKETING & FUND DEVELOPMENT

OUTREACH & MEMBER SERVICES

ADVOCACY & PUBLIC POLICY

BREAKOUT QUESTIONS





1. Why is this pillar critical?
2. How will investment in this area impact CACs?
3. In three years, what will need to change?

FAST Goals

How will we know we are making progress towards are three year goals at the end of 2021?



FAST

	Definition	Benefits
Frequently discussed 	Goals should be embedded in ongoing discussions to review progress, prioritise initiatives, and provide feedback.	<ul style="list-style-type: none"> Provides guidance for key decisions. Keeps employees focused on what matters most. Links performance feedback to concrete goals. Evaluates progress and course corrects.
Ambitious 	Objectives should be difficult but not impossible to achieve.	<ul style="list-style-type: none"> Boosts performance of individuals and teams. Minimises the risk of "sandbagging" (i.e. lowering the bar and setting goals that can be easily hit). Forces broader search for innovative ways to achieve goals.
Specific 	Goals are translated into concrete metrics and milestones that force clarity on how to achieve each goal and measure progress.	<ul style="list-style-type: none"> Clarifies what employees are expected to deliver. Helps identify what's not working and quickly course corrects. Boosts performance of individuals and teams.
Transparent 	Goals and current performance should be made public for all employees to see.	<ul style="list-style-type: none"> Makes use of peer pressure to perform on goals. Shows employees how their activities support company goals. Understands other teams' agendas. Surfaces activities that are redundant or unaligned with strategy.

One Year Goals

Complete the Start, Stop, Continue Table with your group

Visit the other Google Docs to add your thoughts

Return to your lead assignment and draft 1-2



That's a wrap!

Choose an image that reflects where you are right now.



Contact Info

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APPENDIX B: NJCA BOARD MATRIX

(Adapted from The Handbook of Nonprofit Governance)

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APPENDIX C: NJCA VISION TRACTION ORGANIZER

NEW JERSEY CHILDREN'S ALLIANCE 2021-2023 STRATEGIC PLAN

LEVEL 10 AGENDA

5-10 Minutes	Check-In
5-10 Minutes	Review Agreements and Next Steps from last meeting
5-10 Minutes	Rock Review
20-30 Minutes	Issues List
5-10 Minutes	Next Steps Recap
5-10 Minutes	Level 10 Rating/Close

VISION

CORE VALUES	Passionate Collaborative Equity Child First	Professional Team Oriented Growth Oriented	3 YEAR PICTURE
			Future Date: January 2024 NJCAwill have a strong diversified Board, staff and infrastructure to sustain, grow and elevate the CAC movement in NJ.
CORE PURPOSE	WE EXIST TO: The New Jersey Children’s Alliance promotes hope, healing and justice for child abuse victims by supporting Child Advocacy Centers throughout the state with training, resources, advocacy, and leadership.		NJCAwill have ample resources to support their operations and activities by increasing awareness of the CAC and MDT model among government,

10-YEAR TARGET™	<p>In the year 2030, we will...</p> <p><i>Some 10 year version of “Every child abuse victim in New Jersey will have access to the hope and healing provided by the full range of quality, comprehensive, coordinated and evidence-informed services offered by Child Advocacy Centers in order to create a world without child abuse.”</i></p>	<p>corporate/business, and the general population at the local and statewide levels.</p> <p>NJCA will be seen as the go-to agency in NJ for child abuse information, resources, and expertise for our membership and other statewide stakeholders.</p> <p>NJCA will proactively and consistently ensure lawmakers and key decision makers have a comprehensive and accurate understanding of the CAC/MDT model and the victims we serve and will be recognized as a thought leader in the field.</p>
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TRACTION

1 YEAR GOALS to be completed by December 31, 2021	QUARTERLY “ROCKS” to be completed by March 30, 2021	WHO	On/Off /So-so	ISSUES to identify, discuss & solve
Goal: NJCA has an informed, engaged, active and diverse Board of Directors.	Identify committee structure, purpose and members	Nydia		
	Revise and implement new Board member orientation (include information on how to communicate and share info)	Nydia		
	Develop and implement a plan for rotating people off the board	Megan		
Goal: NJCA has implemented the Organizational Capacity Plan.	Create on-boarding plan for intern, execute and evaluate	Olga		
Goal: Create a fund development plan and identify a feasible implementation structure for the plan.	Identify committee members to begin fund development plan next steps (ie research fund development structure, collect plans from chapters, hire consultant etc)	Fund Dev Comm		
Goal: Launch the Know & Tell program with NJCA member centers and begin conversations with key stakeholders.	Create project charter for Know & Tell program	Nydia		

1 YEAR GOALS to be completed by December 31, 2021	QUARTERLY "ROCKS" to be completed by March 30, 2021	WHO	On/Off /So-so	ISSUES to identify, discuss & solve
Goal: Develop and implement a marketing plan that identifies all communication channels, key messaging and calendar.	Create inventory of communication channels and their purpose/use/effectiveness.	Jessica		
Goal: NJCA will engage all MDT professionals through the delivery of high-quality training and learning experiences	Develop 2021 training calendar and disseminate to members (include evidence-based trainings for MH, review for DEI representation and value for all disciplines)	Victoria		
Goal: NJCA will enhance the consistency, quality and depth of evidence informed services provided by NJCA member centers through the provision of customized technical assistance and support	Conduct strengths and needs assessment with member CACs	Pete		
	Develop a menu of technical assistance support for members	Pete		
	Launch statewide coaching and consultation program	Nydia		
Goal: Develop an engagement plan for state legislators and stakeholder to keep them informed.	Create a process for staying abreast of current legislation and how to engage members - include as a regular Board report/agenda item	Communications Committee		
Goal: Identify statewide agencies, taskforces and coalitions for NJCA to connect with.	Research what a legislative plan could look like and decide next step (ie talk to other Chapters, Denise, Will Laird etc)	Nydia		

ONGOING ISSUES LIST

[illegible]



RESONANCE RISING

Alignment is the new hustle.

The mission of Resonance Rising is to amplify the resilience of communities by cultivating high impact organizations and radically aligned leaders.

In addition to Strategic Planning, I help organizations and teams build systems and cultures where they can bring their whole selves to work AND center their wellbeing in the process.

I love helping people with:

- Organizational consulting
- Strategic advising
- Team development
- Leadership coaching

Let's Stay Connected



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