



# **Strategic Plan**

February 2, 2021

## **Executive summary**

Child and Family Advocates of Cuyahoga County believes that all children need safe homes and loving families to thrive. In order to continue to advance the goal of improving the lives of children and families involved in the juvenile justice, child welfare, and family law systems, Child and Family Advocate of Cuyahoga County prepared this **strategic plan**. It builds upon our previous strategic plan, which has guided the Board of Directors and staff to date. This plan is designed to balance near-term and long-term goals with flexibility to adapt to the changing environment and Child and Family Advocate of Cuyahoga County's needs.

This plan contains several significant components that Child and Family Advocate of Cuyahoga County is already implementing or will soon begin to implement, including:

- **Mission and vision**
- A **value proposition** to help make the case for supporting, volunteering and partnering with CFACC
- A set of five **near-term strategic goals** aligned to one **overarching goal** for Child and Family Advocate of Cuyahoga County
- **Implementation roles and responsibilities**

## **Vision and mission**

A **vision statement** is a depiction of the desired future state for which an organization is working towards. It is the destination an organization is trying to achieve. Child and Family Advocate of Cuyahoga County's current vision statement is:

*Every child is seen, heard, and engaged, leading to permanency and hope*

A **mission statement** is a description of the work an organization performs to achieve its vision. It is how that vision is achieved and explains why the organization exists. Child and Family Advocate of Cuyahoga County's mission statement is:

*To make a difference for every child served through advocacy, education and collaborative alliances*

## **Value proposition: The case and need for CFACC**

A **value proposition** is the promise of value to be delivered by an organization. H.E.R.O.E.S.'s value proposition is:

The value of CFACC	
Children	<ul style="list-style-type: none"><li>• Improve the lives of children we serve</li><li>• Provides stability and consistency</li><li>• Identify needed resources</li><li>• Greater chance for well-being and permanency</li><li>• Advocate for best interest of child</li></ul>
Courts	<ul style="list-style-type: none"><li>• Serve as a resource to all parties (e.g., children, families, jurists) involved</li><li>• Helps present complete understanding of case</li><li>• Supports GALs and CPS in identifying best interests of child/children</li><li>• Statistically better case outcomes</li></ul>
Community	<ul style="list-style-type: none"><li>• High quality training and education that prepares people to serve</li><li>• Collaborative alliances with stakeholders and other agencies</li><li>• Resource for community to utilize for children in need</li></ul>

## **Strategic goals**

### ***Overarching goal***

The **overarching goal** is a longer-term (e.g., 10 year) goal in support of the organization's vision and mission statements and inclusive of its values statement. CFACC's overarching goal is:

***CFACC will be an established, well-known organization in the community recognized as a key player in serving the needs of children in the child welfare system***

### ***Near-term goals***

The **near-term goals** are those created in support of the organization's overarching goal. CFACC's near-term goals are aligned to the five themes identified during the planning process.

#### **Goal #1**

***Educate and advocate the demonstrated role of CFACC in the community***

#### **Goal #2**

***Develop and maintain strong relationships with court personnel and community stakeholders to optimize impact of CFACC***

### Goal #3

*Provide high quality programming, training, and resources that prepare our CASA volunteers and community members to best serve children in the child welfare system*

### Goal #4

*Increase children served by volunteer advocates and grow the number of trained CASAs*

### Goal #5

*Ensure financial sustainability through growth of corporate and individual giving*

### Implementation roles and responsibilities

The **CFACC Executive Director** takes primary responsibility for implementing this strategic plan and reporting to the CFACC Board of Directors on our progress toward achieving the goals and metrics contained in this plan.

The **CFACC Board of Directors** shares in the responsibility of ensuring the organization implements the plan and takes direct responsibility for implementing the specific strategies and metrics that relate to the CFACC Board.