Strategic Plan
2018 - 2023

Adopted by the Board of Directors, April 19, 2018

Mission
The Children’s Agenda advocates for effective policies and drives evidence-based solutions for the health, education and success of children. We are especially committed to children who are vulnerable because of poverty, racism, health disparities and trauma.

Vision
Every child achieves their full potential to thrive in body, mind and spirit in systems of support that assure:

- Our children are born healthy into families and communities that provide them with safe and nurturing environments and access to high quality health care;
- Our children are prepared to learn in high quality child care and schools;
- Our children are prepared to be successful adults who are engaged, purposeful members of our community.

Values Statement
We put the best interests of children first every time. We believe that our community as a whole must do that, too. Children are our most important resource and most enduring legacy. We believe in and abide by these principles in equal measure to guide our policy and advocacy work:

- **Family respect, trust and inclusivity:** Parents and families are the first and best advocate for their children, and we seek to maximize the existing strengths, assets and collective power of families and parents.
- **Authentic relationships:** that build community and drive people’s interactions.
- **Asset-driven:** to build on our community’s strengths in support of children, youth, and families.
- **Collective impact:** promoting shared goals, common measures, mutually reinforcing activities, and continuous communications across sectors and organizations, with individual and organizational commitments to act accordingly.
- **Culturally responsive:** to community need and community voice.
- **Objectivity:** based on data and outcome evidence.
- **Integrity:** saying what we mean and doing what we say.
- **Transparency & Accountability:** for continuous improvement and results.
- **Equity:** taking action to eliminate structural racism and create equity.
- **Trauma-informed work:** to help heal social-emotional needs and prevent harm.
We achieve our mission through these five strategic pillars:

1. **Advocacy for Accountability**: organizing power to hold our community leaders accountable to ensure every child, especially the most vulnerable, can achieve their full potential as a result of better, more evidence-based decisions on policy, programs, and funding.

2. **Systemic Change and Alignment**: leading, partnering and developing innovative policy solutions with collective impact initiatives for a continuum of integrated supports for children.

3. **Racial Equity and Inclusion**: prioritizing both within our organization and through our advocacy and partnerships to create a future free of structural racism, inequity and exclusion.

4. **Communicating our Brand**: focusing our messaging for a clear understanding of the unique added value of our role as a credible expert and advocate for children to gain greater support from our key stakeholders (public and school officials, faith leaders, organizational leaders in business, higher education, health care, and non-profits, funders, parents, and grassroots advocates).

5. **Organizational Capacity**: ensuring our human resources, planning, culture and organizational infrastructure align with and are accountable to strategic goals, heightened and clearly measured results, continuous improvement, and greater sustainability.
## Goals, Strategies & Measures for TCA’s Strategic Pillars

Implementation to be staged from baseline year of 2018 through 2023 and reported out in a quarterly dashboard

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<thead>
<tr>
<th>Strategic Pillar #1</th>
<th>5-Year Goals</th>
<th>Strategies</th>
<th>Key Result Measures</th>
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| **Advocacy for accountability:** Organizing power to hold our public officials accountable to ensure every child, especially the most vulnerable, can achieve their full potential as a result of better, more evidence-based decisions on policy, programs and funding. | 1. Positively benefit 50,000 children in New York State by 2023 from our successful advocacy efforts.  
2. Win at least one policy or funding change in our annual advocacy agenda.  
3. Organize a cumulative 3,000 people to take action in our advocacy efforts by 2023.  
4. TCA is acknowledged by partnering advocacy organizations as a statewide leader on 2 - 4 children’s issues. | A. Grow and mobilize our list of grassroots (constituent-based) supporters to take action on TCA’s issues.  
B. Grow and mobilize our grasstops (organizational partners and collective impact leaders) to take action on TCA’s issues.  
C. Grow and mobilize volunteer leaders (parents, faith leaders, health professionals, educators, business leaders) to meet with policy makers, speak to the press, or lead a public event on TCA issues.  
D. Monitor and publicize ROC the Future outcome indicators for children’s health, education and success. | i. #/% wins, including partial, in our annual advocacy agenda where TCA takes either a lead or partner role.  
ii. # of children locally and in NYS benefiting from TCA’s advocacy wins.  
iii. #/% of online supporters in TCA’s database who take at least one advocacy action per year.  
iv. # of organizations that annually sign on to at least one TCA advocacy effort.  
v. # of volunteer leaders annually involved with TCA in either meeting with policy-makers, speaking to press, or leading a public event. |
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<th><strong>Strategic Pillar #2</strong></th>
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| **Systemic Change and Alignment:** Leading, partnering and developing innovative policy solutions with collective impact initiatives for a continuum of integrated supports for children. | 1. Design and launch a funded model pilot program of an integrated system for children’s services, 0 - 8.  
2. Infuse TCA’s advocacy for children and evidence-based programs as an integral priority of all community collective impact efforts on poverty and education.  
3. Integrate the desired outcomes and indicators of ROC the Future, RMAPI and Systems Integration team into TCA’s advocacy, systems building and research agendas.  
4. ROC the Future is acknowledged nationally and locally as being at the "proof point" level of partnership development by 2023 (60% of indicators along cradle-to-career continuum are steady or improving over two years).  
5. At least 25 organizations are successfully engaged in advocacy for at least one policy or funding change in TCA’s annual advocacy agenda. | A. TCA program staff intentionally rank TCA’s level of involvement each year (by where we can best leverage opportunities for advocacy and evidence-based programs for children) in multi-organizational efforts: where we will lead, where we will partner, and where we will support.  
B. Develop innovative policy and funding solutions for longstanding children’s issues and established advocacy efforts.  
C. Lead and coordinate community and state-level efforts to implement a comprehensive approach to early childhood services.  
D. TCA staff participate in all ROC the Future Outcome Teams & relevant RMAPI work groups to ensure those table’s strategies are aligned with TCA’s efforts.  
E. Organize and enhance the impact of the annual State of Our Children address. | i. # children 0 - 8 with access to comprehensive approach to services in Monroe County.  
ii. Amount of state, local and private funding for evidenced-based programs endorsed by TCA.  
iii. # of collective impact tables incorporating children’s advocacy and evidence-based programs in their goals or priority statements each year.  
iv. # of RTF outcome indicators showing improvement in the annual report card.  
v. # of organizations annually that sign on to an advocacy letter or provide one on their own letterhead to support TCA’s advocacy agenda. |
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<td><strong>Racial Equity and Inclusion:</strong> Prioritizing both within our organization and through our advocacy and partnerships to create a future free of structural racism, inequality and exclusion.</td>
<td>1. Successfully advocate for public policy, funding or practice changes that result in more equitable access to evidenced-based programs for children. 2. Advocate for at least one policy annually that exposes an element of structural racism that is perpetuating inequities for children of color. 3. Ensure that volunteer leadership, board members and staff are representative of community composition. 4. Intentionally support the efforts of groups engaged in racial equity and inclusion to demonstrate in our actions that TCA is an authentically committed anti-racist organization.</td>
<td>A. Support collaborations, partnerships &amp; advocacy efforts that have racial equity &amp; inclusion as a goal.  B. Infuse TCA’s issues into the agendas of groups focused on race equity, including building the participation of African American and Latino churches in TCA’s Interfaith Collaborative.  C. Evaluate &amp; educate about policies, programs, funding and practices with a racial justice lens to account for any disparate impacts on children of color. D. Create and promote shareable, substantive content about racial equity and inclusion E. Engage board and staff in anti-racism training and developmental work. F. Increase the number of TCA staff and board members who are Black or Latino. G. Use TCA’s purchasing power to support minority-owned businesses.</td>
<td><strong>External:</strong> i. Estimated #/% children of color who benefit from TCA advocacy wins  ii. # RTF outcome indicators improving for children of color and ELL students iii. #/% of primarily African American and Latino faith groups engaged in the Interfaith Collaborative and diversity of faiths represented  <strong>Internal:</strong> iv. #/% people of color on TCA staff, board or committees v. Number of minority-owned suppliers and vendors TCA spends money on in support of minority owned businesses. vi. # of board and staff members participating in anti-racism training and developmental work</td>
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Communicating our Brand: Focusing our messaging for a clear understanding of the unique added value of our role as a credible expert and advocate for children to gain greater support from our key stakeholders:
1) Public and school officials,
2) Funders & donors,
3) Faith leaders,
4) Business leaders,
5) Higher education leaders,
6) Health care leaders,
7) Non-profit leaders,
8) Parents, and
9) Grassroots advocates.

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<td>1. <strong>TCA and ROC the Future</strong> have distinct but mutually-reinforcing brand identity maps derived from board, convener and staff consensus, with actionable communications points that are aligned and followed.</td>
<td><strong>A.</strong> Utilize Causewave to develop consensus ownership around brand identities for TCA and ROC the Future, and train staff and volunteer leaders to be excellent external ambassadors for our brands.</td>
<td>i. Results on net promoter score question in annual key stakeholder survey about TCA from 3rd party: “How likely would you be to recommend TCA to other donors (or other elected officials, etc.) as a high leverage gift (or information source) to affect children’s outcomes?”</td>
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<td>2. Key stakeholders and TCA’s board understand and appreciate the unique added value of advocacy, systems-building, research and acting as ROC the Future’s backbone, and they support TCA in those roles.</td>
<td><strong>B.</strong> Deploy brand-consistent and high quality design, graphics, swag (t-shirts, hats), events and display principles throughout TCA’s communications.</td>
<td>ii. # of donors to TCA per year, including both retention of existing donors and acquisition of new donors</td>
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<td><strong>C.</strong> Continue building relationships with media for increased stories and mentions.</td>
<td><strong>D.</strong> Distribute high quality, news-worthy policy briefs, public reports, advocacy alerts and other materials that enhance our reputation for credibility.</td>
<td>iii. # of online website visitors and social media engagement</td>
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<td><strong>iv.</strong> # media stories mentioning TCA</td>
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<td>Strategic Pillar #5</td>
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<td>Organizational Capacity: Ensuring our human resources, planning, culture and</td>
<td>1. The Children’s Agenda’s work is sustainable long-term through sufficient</td>
<td>A. Grow TCA’s sources of multi-year general support funding or funding</td>
<td>i. % and $ amounts of multi-year funders, including for endowment</td>
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<td>organizational infrastructure align with and are accountable to strategic</td>
<td>fundraising and partnerships.</td>
<td>devoted to internal capacity-building.</td>
<td>ii. # and type of strategic partnerships with other organizations that</td>
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<td>goals, heightened and clearly measured results, continuous improvement, and</td>
<td>2. Ensure that board and staff are influential on collaboration, policy and</td>
<td>B. Develop new agreements with other organizational partners to boost</td>
<td>enhance TCA’s organizational capacity, including backroom or shared</td>
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<td>greater sustainability.</td>
<td>funding decisions.</td>
<td>impact and sustainability.</td>
<td>services, formal affiliations and mergers or acquisitions.</td>
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<td>3. The Children’s Agenda board and staff have a strong team culture and</td>
<td>C. Engage board and staff in discussions of best practices to improve</td>
<td>iii. Staff and board performance reviews evaluate effort toward</td>
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<td>staff and board members feel fulfilled in their work.</td>
<td>team culture and fulfillment, including staff committee that identifies</td>
<td>strategic plan goals, annual goals, and time devoted to development</td>
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<td>4. TCA develops additional, strengthened capacity for development,</td>
<td>opportunities to improve staff culture quarterly.</td>
<td>iv. Outcomes from staff satisfaction survey (standardized and validated)</td>
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<td>administrative assistance, communications, and lobbying functions.</td>
<td>D. Diversify our partnerships and engagements with more organizations</td>
<td>completed at least annually.</td>
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<td>representative of vulnerable children for whom we are advocating.</td>
<td>v. Staff turnover less than 15% per year</td>
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<td>E. Develop an annual board workplan in support of making progress on our</td>
<td>vi. #/% of board members who actively support TCA through</td>
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<td>strategic plan.</td>
<td>relationship-building meetings with key leaders</td>
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