



# *Strategic Plan 2012 - 2017*

National Association of Counsel for Children  
Kempe Children's Center at Children's Hospital Colorado  
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## About the NACC

Founded in 1977, the National Association of Counsel for Children is a 501(c)(3) non-profit child advocacy and professional membership organization dedicated to enhancing the well being of America's children and families. The NACC is located in The Kempe Center on the campus of Children's Hospital Colorado.

In today's world, millions of children are the subjects of judicial proceedings each year. They are involved in the court system as victims of abuse and neglect, as juvenile offenders, as subjects of custody, visitation and adoption proceedings, and as participants in civil damages litigation. The NACC works to improve the lives of children and families by ensuring that these proceedings produce justice.

The adversarial system works best when all interested parties are competently represented. The NACC's goal is to make certain the attorneys representing children and families are well trained and effective. Child welfare is achieved in the legal system by advocates who engage in both case and policy advocacy. The NACC believes advocates must not only represent their clients well each day, they must also work to improve the system. The NACC is dedicated to providing advocates with the tools to empower their clients through effective representation and improve the child welfare, juvenile justice and private custody systems.

## Strategic Plan Process

This is the NACC's fourth strategic plan. The first plan ran from 1995 to 2000, the second from 2000 to 2005, the third from 2005 to 2011. This plan will take effect in September 2011 and terminate in December 2016. This plan was developed collaboratively with the Board and staff. The Board began to discuss the plan at its annual meeting in 2010 and had a brainstorming session with the staff at its midyear meeting in 2011. Following the midyear meeting, the Executive Committee worked with the staff on an initial draft that was distributed and discussed via email prior to its final approval in August 2011.

The Board approves the goals and objectives. It is the staff's responsibility to develop the tasks, assignments and timetables. Objectives are to be specific, measurable, ambitious but obtainable and time bound.

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## Adopted NACC Board of Directors, August 24, 2011

Candace Barr  
John Ciccolella  
Robert Fellmeth  
Gerard Glynn  
Leslie Starr Heimov  
H.D. Kirkpatrick

Stephanie Ledesma  
Jane Okrasinski  
Erik Pitchal  
Henry J. Plum  
Robert Redfearn  
Janet Sherwood

Tamara Steckler  
John Stuemky  
Sonia Velasquez  
Linda Weinerman  
Christopher Wu

**Vision:**

A justice system wherein every child has his/her voice heard with the assistance of well-trained, well-resourced independent lawyers resulting in the child's rights being protected and needs being met.

**Mission:**

As a multidisciplinary membership organization, we work to strengthen legal advocacy for children and families by:

- Ensuring that children and families are provided with well resourced, high quality legal advocates when their rights are at stake
- Implementing best practices by providing certification, training, education, and technical assistance to promote specialized high quality legal advocacy
- Advancing systemic improvement in child-serving agencies, institutions and court systems
- Promoting a safe and nurturing childhood through legal and policy advocacy for the rights and interests of children and families

## **PROGRAM**

### **I. Goal: Promote Children's Law as a legal specialty**

- A. Objective: Increase the number of CWLS by at least 100 each year
- B. Objective: Enhance the certification process through the use of modern technologies
- C. Objective: Retain existing Child Welfare Law Specialists
- D. Objective: Recognize quality legal advocacy
- E. Objective: Identify models of delivery that provide best practices
- F. Objective: Encourage children's law as a career

### **II. Goal: Improve the advocacy for children and families through education, training, technical assistance and collaboration**

- A. Objective: Maximize the effectiveness, profitability and all aspects of the Conference
- B. Objective: Promote and conduct Red Book Training as Certification Exam Preparation and Child Welfare Law Overview.
- C. Objective: Conduct training programs in addition to the Conference and Red Book trainings
- D. Objective: Maintain the multi-disciplinary aspects of training
- E. Objective: Participate in assessments and evaluations on quality of advocacy for children and families
- F. Objective: Identify and develop evidence based best practices in advocacy on behalf of children and families
- G. Objective: Deliver trainings through modern technologies
- H. Objective: Maintain and enhance the resource center
- I. Objective: Continue youth participation in trainings
- J. Objective: Collaborate with other organizations to advance the NACC Mission

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**III. Goal: Promote policy advocacy as a way to advance the rights and interest of children and families**

- A. Objective: Participate in amicus briefs and litigation support activities
- B. Objective: Expand the organization's participation in national policy work
- C. Objective: Participate in local and state policy advocacy

**IV. Goal: Enhance NACC's effectiveness through a large, stable and multidisciplinary membership**

- A. Objective: Increase membership to a minimum 2500 members in three years and 3000 in five years
- B. Objective: Maintain an affiliate program
- C. Objective: Improve marketing of the organization
- D. Objective: Improve the communications with the members

**DEVELOPMENT****V. Goal: Ensure the organization's financial stability**

- A. Objective: Enhance communication on the successes and needs of the organization
- B. Objective: Access all available Lea Fund
- C. Objective: Strengthen our relationship with foundations that support the organization
- D. Objective: Expand the pool of foundations or corporations supporting the organization by at least three foundations or corporations each year
- E. Objective: Pursue *cy pres* or litigation funds that can support the work of the organization
- F. Objective: Increase major donations by individuals to the organizations
- G. Objective: Obtain government contracts
- H. Objective: Develop a plan for long term stability and security of the organization
- I. Objective: Maintain Board Give or Get at \$50,000 or more a year

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**ADMINISTRATIVE****VI. Goal: Maintain staff to operate the organization effectively**

- A. Objective: Maintain and develop a staff structure that meets the changing needs of the organization
- B. Objective: Recruit and retain high quality staff to meet the needs of the organization
- C. Goal: Maintain an Effective Board of Directors
- D. Objective: Expand the number of board members with development (fund/marketing) capability
- E. Objective: Maintain diverse board in terms of: Gender, Race, Professional Discipline, Age, Experience, and Geography.
- F. Objective: Train and mentor new board members
- G. Objective: Develop a realistic youth empowerment plan for the organization