HOW IT WAS DEVELOPED

PCAT’s Board of Directors and the leadership team initiated the strategic planning process with guidance from Tompkins Eckert consulting. A strategic planning committee composed of board members and staff met regularly over a fourteen-month period to build the new plan. The work began in February 2016 with time taken to evaluate the previous plan and analyze accomplishments and effectiveness of each strategy. Over the planning period, the board, leadership team and committee members, worked together to identify critical issues facing the agency and long-range goals and objectives for the organization’s future. The result is a plan that will lead the organization boldly and wisely through the next three years, enabling PCAT to stand on a strong foundation and nimbly respond to current and future issues impacting children and families in the communities where we work. The plan was adopted by the Board of Directors in March 2017. Progress toward each goal will be evaluated by the leadership staff on a monthly basis and reviewed by the board bi-monthly.

STRATEGIC DIRECTIVES

These directives will guide our strategic decisions over the next three years. As we build the infrastructure to accomplish our goals, it is imperative that we continually align actions with these directives.

| **PCAT will be the leading provider of evidence-based programs for vulnerable families in Tennessee.** |
| **PCAT will be a primary partner in state and local systems invested in positive outcomes for families.** |
| **PCAT will advocate for systems and services that positively impact families, children, and parents.** |
| **PCAT will mobilize individuals and communities in strategies to prevent Adverse Childhood Experiences (ACEs).** |
| **PCAT will increase staff tenure, satisfaction, and expertise.** |
| **PCAT will develop a qualified, connected Board of Directors with a pipeline to leadership.** |
| **PCAT will grow revenue and diversify funding streams to improve organizational sustainability.** |
Summary
After three years of focus on building sustainable programs, defining our brand, and engaging a diverse groundswell of community support for our work, PCAT moves into the next three years from a solid position.

We are serving more families and individuals than ever in our history, unrestricted giving has increased over 152% since 2014 and the communities where we work are more informed about the threat that adverse childhood experiences have on our society and in individuals lives. This collective interest in preventing childhood adversity and fostering resilient communities is an opportunity for PCAT to build partnerships across sectors and advocate boldly for the children and parents in our programs or in want of our services.

It is with this energy and excitement about the future that we derived our focus for the plan.

Programming
PCAT will strengthen programming to reflect an enhanced organizational capacity for flexibility and ongoing innovation. We seek to offer more sophisticated program design and service delivery which will allow us to be more responsive to community needs for children and families.

Measurable Areas of Impact:

- A strong, more diverse referral base, leading to an increase in quality referrals to all programs.
- Increased retention of families in Healthy Families TN program.
- Sustainable relationships with program participants who then become ambassadors and advocates for PCAT and for families across the state.
- A quality assurance and data management process that allows PCAT to better report outcomes and become more competitive for funding.
- Demonstrable collaboration with community partners wherein PCAT is recognized as the leading provider of programming aimed at preventing and mitigating Adverse Childhood Experiences and childhood toxic stress.
- Increased flexibility in programs to better serve families.
**Advocacy**

As the largest provider of evidence-based home visiting programs in Tennessee and only statewide prevention organization, it is our responsibility to invest time and resources in advocacy. We will improve health for Tennessee by revitalizing and invigorating support for evidence-based, scalable, primary prevention programs and systems proven to reduce or mitigate ACES and increase stable and nurturing relationships and environments for children and youth.

**Measurable Areas of Impact:**

- Increase Tennessee’s investment in Evidence-Based Home Visiting to pre-2012 levels as a means to prevent ACEs and increase Safe Stable Nurturing Relationships and Environments for children and youth statewide.
- Establish a universal lethality assessment protocol for use by all Tennessee law enforcement first responders and DCS staff and investigators for all calls regarding domestic violence.
- Increase recruitment, training, visibility, and capacity of PCAT’s Parent Leadership volunteers for advocacy and impact on each of the above goals.

**Public Awareness**

Moving from informing people about our work to ensuring that all children have great childhoods, we aim in the next three years to mobilize and engage more individuals, communities, and uncommon partners in this work and work with them to reach more children and families.

**Measurable Areas of Impact:**

- Tell a more compelling story of how we realize our mission every day in communities across TN.
- Actively engage individuals, businesses, and organizations who have a common interest in building strong families and strengthening communities to best protect children.
- Develop regional marketing and communication strategies in three regions that propel statewide initiatives more deeply into local communities.
- Be recognized for the work we do in creating great childhoods for all children.
Organizational Development

The quality of the work we offer families begins with our staff. Our investment in our staff directly impacts the outcomes we see for families. We are committed to maintaining a highly qualified, diverse team who are committed to our mission, aligned with our values and are well-equipped and supported to their job well.

Measurable Areas of Impact:
- Identify, provide, and invest in tailored professional development opportunities.
- Cultivate a trauma-informed organizational culture.
- Integrate technology into daily administrative operations and program delivery.
- Invest in staff health and well-being.

Board Development

With the responsibility for overall governance and leadership of PCAT, a committed board is fundamental to successfully reaching our goals over the next three years. Our goal is to maximize board potential and commitment to ensure the health, effectiveness, and sustainability of PCAT.

Measurable Areas of Impact:
- Grow in diversity and skills, creating a pipeline of active, effective board members and leaders.
- Board members are friend raisers and fundraisers.
- Directors are stewards of the mission and vision, and advocates for PCAT and issues impacting families and children.
- Board members are stewards of implementation of the strategic plan through active participation through serving and chairing committees.

Fund Development

It remains our intent to continue growing diversified funding for operational and program sustainability. Diversified funding will improve the overall health and solvency of the organization and increase program flexibility.

Measurable Areas of Impact:
- Retain and grow current donors as well as increase new donors to contribute to the annual fund statewide.
- Retain and grow current foundation and corporation support as well as increase new support statewide.
- Identify and pursue funding from local governments in areas we serve.
- Remain competitive for appropriate state, and federal funds.
- Establish cash reserves for fiscal sustainability.
Thank You!

This plan is the product of the commitment and passion of the Prevent Child Abuse Tennessee staff and Board of Directors, as well as the involvement of many community partners and supporters. We extend sincere appreciation to Tompkins Eckert Consulting for its expertise in guiding the planning process and The Frist Foundation for their generous gift.