



## Strategic Plan 2017 – 2020

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<b>OUR VISION</b>	NCSEA envisions a world where every child receives reliable financial and emotional support.
<b>OUR MISSION</b>	To promote and influence child support policies and services and to educate, connect, and inspire those who work in child support.
<b>WE BELIEVE</b>	Parents are vital to the financial and emotional support of their children.
<b>WHO WE ARE</b>	Individuals and organizations with a passion for child support. Our members come from public, non-profit, and private sectors; and from local, state, tribal, national and international jurisdictions.
<b>OUR PROGRAMS AND SERVICES</b>	<p><b>NCSEA accomplishes its mission in 5 ways:</b></p> <ul style="list-style-type: none"><li>• Professional development opportunities</li><li>• Advocacy</li><li>• Research and policy statements relevant to the child support community</li><li>• Regular communication on child support topics</li><li>• Opportunities for members to connect and learn from each other.</li></ul>
<b>OUR GOALS 2017–2020</b>	<ol style="list-style-type: none"><li>1. Proactively engage a diverse membership and design inclusive experiences for all members.</li><li>2. Advocate for a modern, responsive, flexible child support program.</li><li>3. Build and deliver unique, accessible, cost-effective, high-quality professional development opportunities.</li><li>4. Connect and support the work of NCSEA committees to remain effective, accountable, and focused on our mission.</li><li>5. Strengthen our economic stability to support our goals.</li></ol>



**Strategic Plan 2017 – 2020**

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**Our Goals: 2017 – 2020**

**Goal 1: Proactively engage a diverse membership and design inclusive experiences for all members.**

**Strategic Initiative 1: Address barriers to membership and communicate value of membership per category.**

**YEAR 1**

- Develop and execute a plan to collect information about barriers to membership in NCSEA.
  - Develop questionnaire as a basis of all surveys, learning from insights gained from previous surveys.
  - Survey attendees at other conferences.
  - Survey child support professionals through IV-D directors.
  - Review and summarize findings.
- Review existing communication materials concerning membership structure and enhance/modify as appropriate to ensure we are promoting the value of membership.

**YEAR 2**

- Based on survey information, develop talking points and key messages to form the basis of the outreach effort.
  - Consider using video to communicate purpose of NCSEA and benefits of membership.
  - Portray an image of NCSEA that goes beyond conferences.

**YEAR 3**

- Increase membership by state and county programs by 20 percent, and increase the number of individual members (dues paying/voting members) by 10 percent.

**Strategic Initiative 2: Develop a targeted outreach plan focused on personal contact by board members and coordination with sister associations.**

**YEAR 1**

- Gather information from members of sister organizations (WICSEC, ERICSA, NTCSA):
  - Whether they are members of NCSEA
  - If not members, why
  - The perceived barriers to becoming members of NCSEA
  - If members, what could NCSEA do better or differently—what is NCSEA’s value to them?



## Strategic Plan 2017 – 2020

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### YEAR 2

- Develop and implement a targeted outreach plan about potential members based on the information gathered in Year 1.
  - Include communication and talking points about value of membership.
  - Identify whom to contact.

### YEAR 3

- Increase membership of state and county programs by 20 percent, and increase the number of individual members (dues-paying/voting members) by 10 percent.

### **Strategic Initiative 3: Launch affinity groups.**

#### YEAR 1

- Successfully launch one pilot affinity group (NCSEA U) and evaluate pilot at end of one year.
- Implement rapid transition from Board Effects to Higher Logic.
- Create support structure (information sharing, conversations) for affinity groups in Higher Logic.

#### YEAR 3

- Implement affinity groups across NCSEA as appropriate, based on the evaluation of the pilot project.
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## **Goal 2: Advocate for a modern, responsive, and flexible child support program.**

### **Strategic Initiative 1: Build business case for 90% match on system improvements and deliver to Congress.**

#### YEAR 1

- Research and write a business case *draft* document for presentation to the Board of Directors for review at the 2018 Policy Forum meeting.
- Incorporate feedback from Board of Directors and finalize document at 2018 Leadership Symposium meeting.
- Begin drafting a strategic rollout and delivery plan through 2020.

#### YEAR 3

- Complete execution of strategic delivery of business case.



## Strategic Plan 2017 – 2020

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### **Strategic Initiative 2: Develop and launch a campaign to inform the public of the new century's child support services.**

#### YEAR 1

- Identify partners, inventory existing resources and funding, and present concept and progress to the Board of Directors at the 2018 Policy Forum meeting.
- Prepare to roll out campaign at 2019 Policy Forum meeting.

#### YEAR 3

- Complete Year 2 progress/success review and adjust as necessary, and institutionalize successful practices.

### **Strategic Initiative 3: Create an advocacy plan that defines current issues and identifies future issues.**

#### YEAR 1

- Identify current and future issues appropriate for consideration for development of an advocacy plan, and share with the Board of Directors at 2018 Policy Forum meeting.
- Prioritize and select identified issues for inclusion in a coordinated advocacy plan, and present to the Board of Directors at 2018 Leadership Symposium meeting.

#### YEAR 3

- Complete a multi-prong, comprehensive advocacy plan for use by NCSEA to advance its priorities.
- Execute initial efforts outlined in the NCSEA advocacy plan.

### **Strategic Initiative 4: Explore shared learning opportunity (e.g., summit) with courts, legislators, other external stakeholders.**

#### YEAR 1

- Identify and prioritize potential external stakeholders.
- Research and compile a collection of potential existing opportunities (e.g., conferences, gatherings).
- Reach out to external stakeholders to determine interest in and suggestions for shared learning opportunities with child support professionals.

#### YEAR 3

- Present a recommendation to the Board of Directors on the feasibility, structure, and scope of a shared learning opportunity.



## Strategic Plan 2017 – 2020

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### **Goal 3: Build and deliver unique, accessible, cost-effective, high-quality professional development opportunities.**

#### **Strategic Initiative 1: Develop and execute a comprehensive planning document using solicited feedback.**

##### YEAR 1

- Task Professional Development Committee with creating a one-year timeline for drafting a conference planning document for Policy Forum and Leadership Symposium and submit to Executive Board for approval.
- Begin expanding use of planning document template to other areas (e.g., webtalks).

##### YEAR 3

- Conduct annual review.
- Expand template to other areas.

#### **Strategic Initiative 2: Connect conferences to distance/e-learning.**

##### YEAR 1

- Invite more people virtually.
- Allow time to conduct tests and ramp up slowly.
- Consider videotaping with audio so people can view later.
- Attempt one or two live presentations.
- Develop e-learning offering ready for launch by August 2018.
- Continue to test ideas and implementation.
- Look into cost-sharing of equipment with other MCI clients.

##### YEAR 3

- Continue to test and expand implementation to work groups.

#### **Strategic Initiative 3: Create and define a unique NCSEA brand for professional development.**

##### YEAR 1

- Consider ways to differentiate NCSEA from WICSEC and ERICSA – what does NCSEA offer that is unique?
- Consider whether NCSEA should be marketed only to senior/upper management or should include up-and-coming leaders from workers at all levels.
- Leverage the NCSEA U brand more broadly.



**Strategic Plan 2017 – 2020**

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YEAR 3

- Track attendance for conferences, affinity groups, and webtalks.
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**Goal 4: Connect and support the work of NCSEA committees to remain effective, accountable, and focused on our mission.**

**Strategic Initiative 1: Create a framework for regular communication among committee chairs.**

YEAR 1

- Schedule quarterly meetings of the Executive Committee with committee chairs to discuss updates, accomplishments, and challenges.
- Task chairs of committees with relevant information to share at Board of Directors meetings by developing oral committee reports in modified PechaKucha format, with each committee having 3 slides, 4 bullets per slide, at 1 minute per slide to capture priorities, accomplishments, and challenges as a general rule.

YEAR 3

- Regular written and oral reports from committees, evaluate process each year, and modify format to most effectively ensure connection between committees and NCSEA work.
- Task Executive Committee or associated committee chairs with developing simple, pointed talking points to use to fully inform Board of Directors and membership for all important NCSEA initiatives and changes (e.g., new membership model).

**Strategic Initiative 2: Task each committee with creating work plans for strategic initiatives and reporting quarterly.**

YEAR 1

- Task Organizational Development Committee with developing standard written reports for committees to use that capture and highlight consistent and important information for other committees and Board of Directors.
- Solicit feedback on draft report from committee chairs, and finalize for Board of Directors consent agenda.



**Strategic Plan 2017 – 2020**

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**Strategic Initiative 3: Develop and execute a method of soliciting feedback from and communicating to membership.**

YEAR 1

- Use SurveyMonkey or CSQ solicitations to ask strategic questions of membership on important issues (e.g., when Board of Directors considered removing the “E” from NCSEA).
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**Goal 5: Strengthen our economic stability to support our goals.**

**Strategic Initiative 1: Complete rollout of Corporate Partnership program and assess effectiveness at strengthening relationships with corporate sponsors.**

YEAR 1

- Formalize the enrollment process for participants, focusing on initial five partners.
- Track annually the “spend” from corporate partners to identify any change in ongoing revenue as a result of the corporate partnership program.
  - Compared to total corporate “spend” in 2016, the goal is equal revenue in 2017, a 2.5% increase in 2018, and a 5% increase in 2019 and 2020.
- Develop a measureable annual customer satisfaction survey for corporate partners.

YEAR 3

- Maintain existing partners and increase the number of participating corporate partners to at least 10.

**Strategic Initiative 2: Reconcile detailed conference planning activities to the budget ensuring executive oversight and commitment.**

YEAR 1

- Develop a timeline and planning process for Policy Forum and Leadership Symposium that ensures alignment of budget and planning.
  - Include a loop-back review following each event with appropriate changes to the timeline or process for future events.
  - Include informed decisions by each planning committee of session length, placement of plenary sessions within the overall format, and set-up costs.



**Strategic Plan 2017 – 2020**

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**YEAR 3**

- Provide ongoing year-by-year comparison of event costs and event revenue for Board of Directors review.

**Strategic Initiative 3: Develop long-term plan for conference registration fees.**

**YEAR 1**

- Complete process endorsed by the Board of Directors at its 2017 Leadership Symposium meeting for creating a formula for conference registration fees that is indexed to the projected costs of each conference.