

VISION

Every child in Northern Virginia will grow up in a safe, stable, nurturing family, with the supports they need to contribute to stronger communities today and as adults tomorrow.

STRATEGIC DIRECTIVES

#1: Strengthen and expand recognition of SCAN as an ***accessible, useful source of parenting information, support and connections*** among families and those who influence families throughout Northern Virginia.

#2: Identify, engage and empower ***partners, volunteers and supporters*** in meaningful collaborations through focused, inspiring and evidence-based messaging that emphasizes our shared vision; and by providing opportunities and tools that enable every sector of the community to more effectively support and strengthen families.

#3: ***Leverage the knowledge, expertise, and positioning*** available through SCAN's staff, board, volunteers and network to educate and influence everyone who can contribute to SCAN's vision.

#4: ***Serve as a voice for vulnerable children*** and an advocate for the well-being of all of Northern Virginia's children.

MISSION

To promote the well-being of children, improve parent-child relations and prevent child abuse and neglect by:

- EDUCATING the community about the scope, nature and consequences of child abuse and neglect and the importance of positive, nurturing parenting;
- PROVIDING direct parent education;
- ADVOCATING for children in the community, the legislature and the court.



CORE BELIEFS

We believe

- ...that every child has the right to grow up in a safe, permanent home;
- ...that every child deserves love and nurturing as they learn and develop; and
- ...that every child needs positive guidance as they grow and mature.

We believe

- ...that most parents truly love their children and want to be good parents; but we also know that parenting can be tough;
- ...that many parents feel isolated in the difficult job of parenting; and
- ...that many parents need information, skills, and support to become positive, nurturing influences in their children's lives.

We also believe

- ...that our neighborhoods, communities, governments, faith groups and civic associations can provide life-changing support to parents;
- ...that volunteers and family services professionals can provide an important voice for vulnerable children and helpful advice for frustrated parents; and
- ...that child abuse and neglect CAN be prevented.

We believe...every child deserves hope.

TACTICS FOR CARRYING OUT THE DIRECTIVES

I. Recruit, train and retain qualified, objective, committed **Court Appointed Special Advocate volunteers**^(#2) who will investigate and assess the child’s priorities, needs, preferences and resources, communicate those to other parties through treatment team meetings and other collaborative efforts, and make recommendations to the Court regarding permanency, safety, and well-being for each child.^(#4)

Targets

- Recruit and conduct pre-service training for 10-15 new volunteers each year^(#2)
- Retain 80% of qualified volunteers to maintain an active volunteer base of 75+ CASA volunteers^(#2)
- Advocate for approximately 170 abused/neglected children each year^(#4)

Enhancements

- FY12 Develop a social media plan to help focus recruitment efforts to engage diverse cohorts of new volunteers from bilingual Latino, African American, and other ethnic/language backgrounds as well as to increase the number of male volunteers.^(#2)
- FY12 Strengthen pre-service training and inservices by engaging collaborative partners, university leaders, and community experts.^(#3) At least one in-service opportunity per year should focus on cultural competency and at least one per year on older youth in care.
- FY12 Add articles, links and training events highlighted in the CASA e-newsletter to the CASA extranet to build its usefulness to CASA volunteers as a reference.^(#2,3)
- FY12 Develop a “CASA-volunteers-in-waiting” email list to regularly invite them to book club nights, movie nights, public ed outreach opportunities and fundraising events.^(#2)
- FY13 Develop and implement a social media plan with CASA-focused objectives other than just volunteer recruitment and with a schedule for thanking presenters, highlighting research, commenting on news, etc.^(#2,3)
- FY13 Assess current extranet set-up versus Facebook or LinkedIn group technology and identify, train and support a volunteer to manage the extranet or group for CASA volunteers.^(#2,3)
- FY14 Begin using ConstantContact technology to send CASA emails so that we can track click-through’s and utilization data.^(#2)

II. Engage parents in parenting classes^(#1) that build the 3 protective factors of parental emotional resilience, social connections for parents, and knowledge of parenting and child development; that contribute to enhanced family cohesiveness as parents learn about family communication, stress/anger management and problem-solving; and that facilitate improved parent-child interactions, relationships and attachment.

Targets

- 4 series of 8-week classes
- Register 18-20 parents/series so that, on average, 15 parents/series participate
- 10-12 parents/class series graduate (miss no more than one class in the series)
- 80% improve in parenting knowledge and attitudes from pre- to post-test^(#1)
- 80% reached in 3-month post-class telephone interviews will

Enhancements

- Engage community groups in providing healthy meals prior to the classes^(#2), in order to facilitate family participation on a workday evening, provide facilitators and volunteers an opportunity to interact with and observe parent/child interactions, and build community support for the program.
 - FY12 partner with Regal Fig and at least two business/civic groups [3 by FY13, 4 by FY14]
- Explore development of a parent education alumni network:
 - FY12 ask parenting class participants on final night of each series about interest in subscribing to the @SCAN and/or a parent listserv; use @SCAN to promote parent workshops.
 - FY13 develop English parenting listserv so parent participants who choose to sign up can ask one another questions about parenting challenges, low-cost family bonding opportunities, and community resources. ^(#1,3)
 - FY14 organize 2 parent-child bonding activities for class alumni and assess interest in future such opportunities. ^(#1)
 - FY15 develop a Spanish version of the parenting listserv based on lessons learned with the English version. ^(#1,3)
- FY12 Engage an MSW student or volunteer to analyze AAPI pre-/post-test data from parenting class participants separately by whether the parent was known to be mandated to attend or not to assess the differential impact of the classes on both groups of parents. ^(#3)
- FY13 Meet with Alexandria DCHS staff and other stakeholders about the needs of mandated parents; the extent to which the ABCs of Parenting addresses which of those needs; other community services that can be added in tandem with the parenting classes to better meet the needs of these parents; and review other parenting class models/curricula/assessment tools to assess whether the Nurturing Parenting Program's ABCs of Parenting continues to be the best fit for Alexandria's needs. ^(#3)
- FY14 Explore recruiting, training and developing a cadre of "parent coach" volunteers who are matched to each parent in the classes to check in between class sessions, reinforce the concepts

self-report lasting positive impacts.^(#1)

from week to week, and “host” graduation night or other group “Love Drop” style supports that volunteer groups could provide to enhance the parenting classes.^(#1,2)

- FY15 Assess the value, impact, and satisfaction of the parent coach volunteers and the potential for expanding the program to provide parent mentors to other families involved with CPS in order to support them, looking also at other communities’ models (volunteer grandparents; 1 child/1 church; supervision host volunteers; job search/budgeting mentors; etc.) classes.^(#3)
- FY16 Solicit funding to expand the parent coach program based on the pilot and assessments.^(#1,2,3)

III. Strengthen families by engaging parents in **educational parent support groups**^(#1) using the Circle of Parents™ model to build 4 the protective factors of parental emotional resilience, social connections for parents, knowledge of parenting and child development, and concrete support in times of need (access to formal community resources).

Targets

- 120 total participants: 40 participants/group x 3 groups:
 - Parent Connection in English in the City of Alexandria
 - *Padres Unidos* in Spanish in southern Fairfax County
 - *Juntos por el Cambio* in Spanish in Arlandria
- 75% of participants who complete monthly self-evaluation instruments will self-report positive impact on their parenting.^(#1)

Enhancements

- Mobilize participating parents to become community change agents who carry SCAN's messages about positive parenting into their own networks, circles, and communities.^(#1,4)
 - FY12 engage parent members in developing SCAN's new campaign messages
 - FY12 engage parent members of Spanish groups in developing and refining messages for 6 new Spanish-specific fact sheets
 - FY13 organize parent members to take the lead in staffing booths at community festivals/fairs, playgroups, open-time centers, etc. to distribute SCAN fact sheets and campaign materials
 - FY 13 Develop a Parenting Today radio show that interviews a parent leader from the Parent Connection support group.^(#4 – duplicates Action Item in Tactic VIII, Target 3)
 - FY14 work with the parent leaders to guide and support them in their own development, implementation and evaluation of outreach and education efforts in their community and identify resources needed to implement those plans.
 - FY15 Involve parent leaders in the speakers bureau as it is formed.^(#3,4 – relates to Action Item in Tactic VIII, Target 4)
- FY12 Increase the impact of the groups on participants by fortifying the facilitators through facilitator meetings with the Parent Education Coordinator, trainings, and executive coaching.^(#2,3)
- FY14 Organize a support group facilitator training around identifying/resourcing victims of domestic violence who attend Parent Education programs, using the Circle Parents-DV resources and invite other parent educators in the community to attend.^(#2,3 – duplicates item in Tactic VII, Target 8)

IV. Enhance SCAN's capacity to provide **other parent education offerings** on parenting challenges in the community. ^(#1)

Enhancements

- FY12 develop *Spanish workshop modules*, pilot with at least 6 groups of an average of 10 parents each, and evaluate value/lessons learned. ^(#1)
- FY12 develop 6 *podcasts* with local celebrities and disseminate through iTunes and internet. ^(#1)
- FY12 Evaluate the utilization of the podcasts and assess lessons learned/value of developing more. ^(#1,3)
- FY12 Begin *tracking requests* from community partners for parent education (support groups, workshops, or classes) at their site and communicate those to the board; assess the cost of responding to those inquiries. ^(#2)
- FY13 Develop a menu of *Lunch 'n Learn*-type workshop modules in English on popular parenting topics^(#1) that can be delivered at employee sites as a way to provide parent education and engage businesses in supporting SCAN's efforts. ^(#2)
- FY14 Select key parent education offerings that can be added to the *sponsorship menu* for cultivating business/foundation underwriting or community partner financing of expanded parent education offerings. ^(#2,3)
- FY14 Identify *ethnic-specific community-based organizations and survey* them about interest/capacity for partnering on parent education efforts. ^(#2,3)
- FY15 *Pilot a partnership with at least one of these ethnic-specific* community-based organizations to translate PRC fact sheets, collaborate on parent education efforts, and add white papers and research links about serving diverse communities in parent education efforts to SCAN's website. ^(#2,3)
- FY15 train the trainer for *lay-person led parenting workshops*. ^(#1,2,3)
- FY16 Develop a plan to replicate successful strategies gleaned from the FY15 pilot partnership to partner with *other ethnic-specific community based organizations*. ^(#2,3)

V. Build capacity in Northern

Virginia for educating parents in a variety of settings across the region.^(#3)

Targets

- Compile and publish *Parent Connection Resource Guide* (PCRG) at least twice a year, detailing parenting classes, support groups, playgroups and other resources provided by SCAN and other entities.^(#3)
- Distribute the PCRG to at least 1,000 family-serving professionals across the region.^(#2)
- Email 600 local service providers a monthly update on SCAN's parent education offerings.^(#2)

Enhancements

- FY12 *Survey Bavolek Training participants* (in August 2011) about the value of the training and other ways SCAN can support parent educators throughout Northern Virginia through training, networks, technical assistance, etc.^(#3)
- FY12 support *Family Links* efforts in Alexandria to enhance parent education provided to teen parents at TC Williams High School.^(#3)
- FY13 engage an MSW student to do a *needs assessment* of identified community partners regarding the parent education needs, opportunities, resources at their location; training needs in Arlington and Fairfax parent education offices and other nonprofits providing parent education; and interest in a Northern Virginia parent education network for training and technical assistance, and develop a report to Board, funders and other stakeholders.^(#3)
- FY13 Organize *training for parent educators* based on findings from the FY12 survey and FY13 needs assessment.^(#3)
- FY14 based on data from the FY13 needs assessment, develop *cost estimates* for SCAN offering specific parent education offerings and what resources would be required as well as identified training/technical assistance services SCAN could offer to equip those sites to offer parent education.^(#3)
- FY14 Develop capacity to offer an *online version of the PCRG* with live links and page-flipping capacity.^(#1)
- FY14 Strengthen *partnerships with ethnic-focused organizations* to enhance parent education for specific ethnic minority groups^(#1,2 – duplicates item in IV.)
- FY15 Develop *workshop webinars* on key parenting workshop themes with discussion questions and instructions for using the webinar with a group of parents. Post them for downloading from SCAN's PRC. Pilot these with SCAN's educational parent support groups and post a white paper with tips and techniques for parent educators to address these topics with parents.^(#1,2,3)
- FY15 Explore costs/capacity for publishing a *searchable online database version of the PCRG*.^(#1,3)

VI. Provide developmentally appropriate **children's programs** concurrent to the parenting classes and support group sessions that provide childcare for participating parents but also enhance the protective factor of children's social and emotional development.

Targets

- Stipend a children's program coordinator and recruit volunteers to provide childcare concurrent with each of the 3 support groups. ^(#2)
- Recruit volunteers to implement the Nurturing Parenting Program's children's curriculum concurrent with each parenting class. ^(#2)
- Partner with YoKid to incorporate children's yoga instruction in the children's program during the parenting classes as a way to build self-awareness and self-esteem, and reinforce the Nurturing children's program activities. ^(#2)

Enhancements

- FY13 hire a *part-time children's programming coordinator* who will take the lead in coordinating the children's programs at both support groups and parenting classes by recruiting, training, and supervising volunteers; as well as selecting and preparing for age-appropriate activities, routines, and discussions that contribute to the children's social/emotional development and resilience. ^(#2,3)
- FY14 develop an *evaluation process* for assessing the impact of these programs on participating children and informing future enhancements to our children's programming. ^(#3)
- FY15 develop white paper and tips for providers on *best practices for children's programming* during parent education activities and add to SCAN's website resources for professionals. ^(#3)

VII. **Raise the profile** of child abuse and parenting issues^(#4); build **support for parenting** as a difficult job^(#1); and **stimulate community dialogue**^(#3) around parenting and family violence prevention issues.

Target 1: Engage family violence prevention advocates, mental health providers, child welfare professionals, and other family-serving professionals from across Northern Virginia in the **Allies in Prevention Coalition**.^(#2,3)

Enhancements

- FY12 involve coalition members in *task forces* to develop theme of new campaign; to entice award nominations; and to select the Allies Award winners^(#2)
- FY13 develop a *white paper on best practices* in child abuse prevention public education to add to the Coalition's webpage.^(#3)
- FY14 Develop the current Allies Coalition Resources webpage into a *Professional Resource Center* for family-serving professionals, perhaps as an extranet with white pages, tools, best practice tip sheets, links to stats, links to parent education clips/webinars to be used with groups, training opportunities, etc.^(#3)
- FY15 work with the coalition to develop a plan and *target populations* to engage other professionals (child care workers, school personnel, faith congregations, school counselors, health care providers, etc.) and equip them with specific messages and materials that strengthen their interactions with families in ways that support positive parenting.^(#1,2,3)
- FY16 select one of these target groups and develop a *targeted campaign* of specific materials/trainings/interactions that pilots this targeted educational effort.^(#2)

Target 2: Strengthen and promote SCAN's **online Parent Resource Center (PRC)** as an accessible, user-friendly source of parenting information. ^(#1)

Enhancements

- FY12 Reorganize the *PRC by themes* and make it searchable by parenting challenge/topic.
- FY12 Develop *culturally unique parenting fact sheets* on topics specific to Hispanic immigrants in Spanish and add to the online Parent Resource Center as well as linked from a more user-friendly Spanish splash page for parents. ^(#1)
- FY12 Add *Parenting Podcasts* with local celebrity voices on key parenting challenges downloadable to portable media devices through the PRC and through a new iTunes account. ^(#1) Assess the response, utilization and value of the podcasts and develop a plan based on this assessment to create more on other topics, switch to YouTube video-clip format, add Spanish versions, etc. for future years. ^(#3)
- FY13 Assess utilization of the *Spanish splash page* as revised and whether it should become a Spanish “wing” of the online Parent Resource Center or be targeted/marketed separately.
- FY13 Identify interested *ambassadors* from PTAs, childcare centers, faith groups, mom’s groups and others who would run a regular *column*; survey them about format and key topics of interest; develop a plan for providing the columns in a regular, usable way to highlight key themes from the PRC within those networks. ^(#1,2,3)
- FY14 Pilot the PRC column project and work with ambassador partners to evaluate the process and reception among their newsletter readers. ^(#1,2,3)
- FY15 Revise the PRC column project based on feedback/utilization and add a *Spanish column* component for Spanish-language newsletters at churches, schools, preschools, etc.
- FY16 Revise the PRC column project based on feedback/utilization and add a *column in a third language* for churches, schools, preschools, etc. that cater to the ethnic group identified in Target 6 during FY15.

Target 3: Launch a **public education campaign** each April using a theme that highlights our vision for children, attracts the public's attention to our issues, and motivates them to take action. ^(#1)

Target 4: Host an **annual Awards Luncheon** to kick off national child abuse prevention month each April, inspire the child welfare/family violence prevention workforce, equip community ambassadors and family-serving professionals with messages and materials to educate parents/families they touch, and encourage cross-jurisdictional networking, and raise funds for the public education initiatives. ^(#2,3,4)

Target 5: Develop tangible ways to **partner in Prince William, Loudoun and Fairfax** that spread SCAN's messages, build awareness of SCAN's vision, and encourage future partnerships. ^(#1,3,4)

Enhancements

- FY12 Develop a new child abuse prevention campaign to launch in April 2012. ^(#1,4)
- FY13 Add child welfare related research links to monthly blogs and highlight one in each quarterly AIPC ambassador e-newsletter. ^(#2,3)
- FY13 Revise the 2012 campaign materials based on feedback from year one. ^(#1,4)
- FY14 Develop a new child abuse prevention campaign to launch in April 2014. ^(#1,4)

Enhancements

- FY12 Launch the new public education campaign at the 2012 luncheon. ^(#1)
- FY12 Utilize the 10th anniversary of Allies Award Luncheons to attract media, elected officials, and other key stakeholders to the 2012 luncheon and raise funds for the child abuse prevention campaign.

Enhancements

- FY12 Enhance SCAN's partnership with the Greater Prince William CPP through co-branding opportunities on public education materials ^(#1,2)
- FY13 seek funding for a part-time Stewards of Children coordinator who can be trained/certified in this child sexual abuse prevention model and begin offering community workshops in conjunction with partners in Prince William. ^(#3,4)
- FY13 ensure there are at least 2 SCAN board members from each of the 5 major jurisdictions of Northern Virginia. ^(#2)
- FY14 begin offering community workshops in conjunction with partners in Loudoun (Loudoun

Target 6: Cultivate **media attention** for SCAN’s work, allies, and messages. (#1,3,4)

CAC and CPS/DV task force). (#3,4)

- FY15 begin offering community workshops in conjunction with partners in Fairfax. (#3,4)
- FY16 work with Alexandria CAC’s Stewards of Children personnel and the collaborations built in other Northern Virginia jurisdictions to create regional planning, cross-training, and promotions of Stewards of Children training and education efforts. (#2,3)

Enhancements

- FY12 engage at least two Spanish-language media sources in profiling a volunteer, program or SCAN message. (#1,3,4)
- FY13 Develop a 25th anniversary media plan for 2013.
- FY14 Secure proclamations from local governments in honor of SCAN’s 25th anniversary and use these as ways to engage supporters, communicate impact, and attract media attention. (#1,2)
- FY15 develop a media contacts list by jurisdiction, language(s), and field of expertise/comfort of Allies Coalition members, Awardees, parent leaders willing to be interviewed/share their story, and other collaborators willing to be interviewed by the media when opportunities arise. (#2,3,4)
- FY16 Cultivate media accessed by the ethnic group selected for the FY15 pilot. (#2,4 – relates to Action Item in Tactic IV.)

Target 7: Develop **cause marketing** partnerships with local businesses who share our geographic focus. (#1,3,4)

Enhancements

- FY12 Develop a menu of SCAN events, festival activity booths, and publications that a company or civic group could be exclusive host/sponsor. (#2)
- FY12 Revise the Pinwheel Partner “post a card for a donation” partnership structure based on lessons learned during the pilot in FY11, and increase the number of participating retail companies. (#2,4)
- FY13 Explore the feasibility, design, and costs for offering an onsite parent support package for employers (e.g. quarterly co-branded parenting fact sheets, a bookmark and a lunch ‘n learn). (#1,2,3)

Target 8: Engage with domestic violence collaborations in each Northern Virginia community to foster dialogue, awareness and action around the impact of domestic violence exposure on the children in the family. ^(#2,3)

- Engage with the Alexandria Domestic Violence Intervention Project
- Engage with the PEACE Project in Arlington
- Engage with the Loudoun DART-Child Protection Subcommittee

Target 9: Stimulate community examination and dialogue around the unique needs of older youth in care and possible community supports for these vulnerable young people. ^(#3,4)

Enhancements

- FY14 Organize a support group facilitator training around identifying/resourcing victims of domestic violence who attend Parent Education programs, using the Circle Parents-DV resources and invite other parent educators in the community to attend. ^(#2,3 – duplicates Action Item in Tactic III)
- FY15 identify similar networks in Fairfax to engage with. ^(#2,3)
- FY16 identify similar networks in Greater Prince William to engage with. ^(#2,3)

Enhancements

- FY12 Coordinate at least one in-service opportunity focusing on older youth in care. ^(#3 – duplicates Action Item in Tactic I)
- FY12 Engage an MSW student in gathering community data on this topic, including a recent Volunteer Families (formerly VEFC) survey about family linkages for 18-21 year old youth. ^(#3)
- FY13 Pull together community stakeholders for a summit on how Alexandria and Arlington support older youth in care and what else needs to be put in place. ^(#2,3)
- FY14 Develop a Parenting Today radio show that interviews an older youth in care about their experiences, needs, etc. ^(#4 – duplicates item in Tactic VIII, Target 3)
- FY14 Pilot a community education/fundraiser using a documentary and facilitated dialogue on the issue. ^(#2,3,4)
- FY14 Examine NCASAA's lessons and impact of their Fostering Futures pilots across the country, as well as other models, and assess needs/design/costs for a program that would meet

Target 10: Partner with state- and national-level organizations that share our focus on child welfare and prevention issues to draw on the best practices, research, and training tools they disseminate and to inform them of local issues and lessons learned in Northern Virginia. ^(#3)

- Maintain affiliation with Prevent Child Abuse Virginia [PCAV] (and through them with Prevent Child Abuse America [PCAA])
- Maintain affiliation with National CASA Association [NCASAA]

local needs of older youth exiting care. ^(#3)

- FY15 Develop a social media campaign that regularly draws attention to these issues using SCAN's social media efforts. ^(#3,4)

Enhancements

- FY12 Incorporate pinwheels for prevention more integrally in SCAN's new 2012 child abuse prevention campaign materials, in support of PCAA's national pinwheel campaign. ^(#2)
- FY13 Conduct self-assessment of SCAN's CASA Program to ensure our program is in compliance with NCASAA standards. ^(duplicates Action Item in Tactic IX, Target 1)
- FY14 Explore affiliation with the Child Welfare League of America. ^(#2)

VIII. **Expand the voices** involved in sharing SCAN's messages, capitalizing on the power of unexpected messengers, so that the community itself becomes our agent of change.^(#2,4)

Target 1: Recruit and retain key **volunteers**, focusing on those who dedicate significant time and/or talents and who see volunteering at SCAN as a central part of their lives.^(#2,4)

Enhancements

- FY12 Consolidate non-CASA volunteer lists for combined emailing of parent ed, public ed, and fundraising volunteer opportunities.^(#2)
- FY12 Enhance our volunteer recruitment webpage, flyer recruitment materials/descriptions, and application (including whether the application could be divided into two stages to streamline initial inquiries).^(#2)
- FY12 Identify opportunities to collaborate on in-services across programs at SCAN or with other local CASA Programs, etc. and open appropriate in-services to these additional populations to encourage cross-training and the impact of trainers on a broader network of volunteers.^(#2,3)
- FY13 Identify, train and support a volunteer to manage the Extranet/online group for CASA volunteers.^(#2,3 - Duplicates Action Step in Tactic I.)
- FY13 Develop capacity for an online volunteer application.^(#2)
- FY13 Seek resources to provide a professional development fund for key volunteers (CASAs, stipended and volunteer facilitators, etc.) that enables SCAN to pay their expenses to attend trainings that enhance their skills for carrying out SCAN's mission.^(#2,3)
- FY14 Hire a community engagement coordinator to organize regular volunteer orientations; streamline volunteer recruitment, screening, engagement, and evaluation functions; and provide a more personal touch to each volunteer when needed.^(#2)
- FY14 Develop a menu of entry-level volunteer projects that can be shared with prospective volunteers that engages them more quickly at the moment they express interest in volunteering at SCAN, provides an opportunity to assess their commitment and level of interest/skills, and

Target 2: Utilize **social media** to disseminate SCAN's messages and pull viewers to the online Parent Resource Center and in-person SCAN programs, including @SCAN monthly e-newsletters, twitter updates, blog postings, and Facebook postings. ^(#1,4)

enables staff to triage attention and cultivation of volunteers who show dedication and potential. ^(#2)

- FY15 identify sponsors and organizers for a more *formal volunteer recognition event* with awards and memorable experiences. ^(#2)
- FY15 Assess *"team volunteer" experiences* at SCAN (parenting class meals, volunteer appreciation hosts, etc.) and whether those can be enhanced, multiplied and a menu of those developed to present to potential corporate sponsors for their employees or civic groups to adopt. ^(#2)
- FY16 Add *white papers* to SCAN's website with lessons learned and strategies of promise for engaging and retaining quality volunteers in child abuse prevention activities. ^(#2,3)

Enhancements

- FY12 Public education intern to begin a *SCAN blog* and assess what works in attracting attention and dialogue. ^(#1,2,4)
- FY12 Add a *podcast of SCAN's founder* telling his story on the website. ^(#3)
- FY12 *Videotape the volunteer panel during CASA training* and use clips throughout the year to communicate how CASAs make a difference. ^(#3)
- FY12 Take the blogging topics developed by the intern and develop a *maintenance structure* that is within the capacity of current staff to sustain, and that identifies responsibilities of each staff person for blogging at times that are meaningful in their current work duties (e.g. CASA staff provide a link to a particular child welfare research when sending out in-service opportunities, parent ed staff share a family story after completing 3-month follow up calls, etc.)
- FY13 Incorporate a mechanism to *videotape parenting class testimonials* on the last night of each parenting class series and share them through the blog and other social media, @SCAN e-news, etc.
- FY14 begin using *video thank yous* for Circle of Hope level donors, utilizing SCAN clients and volunteers. ^(#2)
- FY13 Develop a *25th anniversary social media plan/schedule* for 2013.
- FY13 Assess year-one visit data for the blog and *refine the blog's structure*.
- FY13 Form a *Young Professionals Board* whose responsibilities/commitments include regular

*Target 3: Partner with Clear Channel Communications on a monthly radio show called **Parenting Today**, addressing a different parenting challenge each month.* ^(#1,4)

*Target 4: Build the capacity and diversity of **spokespersons** for SCAN's messages through maintenance of a user-friendly, meaningful website, semi-annual newsletters, Annual Reports, volunteer host committees for our Toast to Hope and Golf tournaments, and incorporation of*

posting/commenting on SCAN's Facebook posts to expand the network that sees our postings and encourage active dialogue.

^(#2)

- FY13-14 Implement the 25th anniversary social media plan.
- FY14 Engage Allies members in guest blogging on SCAN's blog.
^(#2,3)- FY14 Add a child welfare-related research link in each @SCAN edition to attract readers from the field and build community knowledge about our issues.
^(#3)- FY15 Develop a regular process for incorporating video interviews of parents from our parent education programming in our social media plan.
^(#1,3)- FY15 Develop a plan for regular CASA-related plugs in our social media plan, including video interviews of CASAs when a case has made a significant progress or closed positively.
^(#3)

Enhancements

- FY12 Highlight parenting fact sheets and other resources in the online Parent Resource Center that correspond to that month's radio show topic.
^(#1,4)- FY12 Engage Allies members and other community experts as guests on the conversation style Parenting Today show.
^(#1,2,4)- FY 13 Develop a show that interviews a parent leader from the Parent Connection support group.
^(#4 – duplicates Action Item in Tactic III)- FY14 Develop a show that interviews an older youth in care about their experiences, needs, etc.
^(#4 – duplicates item in Tactic VII, Target 9)

Enhancements

- FY12 Explore changing the name of the Legislative Committee to better reflect the committee's proactive focus on influencing local policymaking as well as monitoring state- and national-level legislative efforts.
- FY12 Use strategic plan as way to engage supporters through a presentation (January 2012).
^(#3)- FY12 Gather information on other organizations' efforts that have successfully engaged young professionals in targeted, consistent ways that appeal to their generation and support SCAN's directives and mission.
- FY12 Develop a network of former board members into an alumni group and give

activities and messaging during both fundraising events that communicate SCAN's vision, mission, impact and ways individuals, companies, and groups can get involved. ^(#2,4)

- structure/identity to that group. ^(#2)
- FY12 Engage Board members and major donor/funders in opportunities that connect them emotionally to SCAN's work, through highlight presentations/guest speakers at quarterly Board meetings, matching them to CASA volunteers for a 1-on-1 lunch, invitations to CASA swearing-in ceremonies, etc.. ^(#2)
- FY12 Engage at least one individual per committee who is not currently a Board member for the Legislative/Advocacy, Public Ed, and Financial Development Board committees as a way to engage more advisors and connections, while developing a cadre of prospective future Board members and retaining the insights of Board alumni. ^(duplicates Action Step in Tactic IX.)
- FY12 video tape volunteer panels during CASA pre-service training and post excerpts on YouTube. ^(3 - duplicates Action Step in Target 2.)
- FY12 Add questions to the annual evaluation (via online survey) by CASA volunteers to assess volunteers' interest in participating in a speakers bureau, the young professionals board, or "behind the scenes" aspects of supporting the program (hosting/organizing swearing-in ceremony, staffing a booth at a United Way fair, fundraising events, etc.) and develop a similar survey of other key SCAN volunteers.
- FY13 Launch a founding group of young professionals with a name, duties, and benefits of involvement, targeting social media involvement, hosts at key volunteer appreciation/swearing-in events, and organizing their own unique friend-raiser. ^(#2)
- FY13 Connect board members with opportunities to speak at public hearings in local jurisdictions about the power of prevention and the importance of strengthening families through prevention services. ^(#4)
- FY13 Work with the board alumni group to plan 25th anniversary events, messaging, and promotions. ^(#1,2)
- FY13 Match board members to a key individual from SCAN's early years for a 1-on-1 conversation to gain insights on SCAN's history and have them share insights at a Board meeting. ^(#2,3)
- FY14 Obtain capacity-building funding for the development of module presentations on key SCAN topics, a toolkit for spokespersons with common Q&A, and spokesperson training. ^(#4)
- FY14 Develop a formal liaison between the young professionals and SCAN's Board of Directors.

- FY14 Match board members to community partners for a 1-on-1 conversation about SCAN's impact and have them share insights at a Board meeting.
- FY15 incorporate references to research in this field into SCAN's annual reports to show the link between our programs and national best practices. ^(#3)
- FY15 Coordinate a speakers bureau of board/former board members, parent leaders, current/former volunteers, etc. ^(#3,4)
- FY15 Explore the feasibility/design/costs for developing a corps of citizen advocates for children (how to be an advocate workshop prior to the General Assembly, a tool-kit for advocates, topical updates by email and social media) and whether an MSW intern could implement the project. ^(#3,4)
- FY15 Match board members to key funders for a 1-on-1 conversation about SCAN's impact and have them share insights at a Board meeting.
- FY16 Develop a menu of presentations based on frequent requests and the capacity of our speakers bureau to respond that can be disseminated to build requests for our speakers. ^(#4)
- FY16 Recruit an MSW intern to pilot the citizen advocates corps project. ^(#3,4)

IX. Continually assess and strengthen SCAN's organizational **infrastructure** to ensure impact and sustainability of these plans.

Target 1: Strengthen SCAN's Board capacity for **governance**

Enhancements

- FY12 Evolve the Nominating Committee into a board development or board governance committee.
- FY13 Assess and revise SCAN policies as necessary in light of needs identified through the self-assessment of SCAN's CASA Program to ensure our program is in compliance with NCASAA standards. (duplicates Action Item in Tactic VII, Target 10)
- FY13 Develop a process for annual board self-evaluation.
- FY14 Develop clear Board and Honorary Board recruitment targets and strategies regarding diversity of background, geography, and expertise.
- FY15 Gather information on board orientation processes and ways to strengthen how SCAN orients new Board members.
- FY16 Engage non-Board members in SCAN's Nominating Committee to diversify the networks within which we recruit new members. (#2)

Target 2: Strengthen SCAN's **financial sustainability**

Enhancements

- FY12 Meet with individual board members about their personal giving and connections to support SCAN's fundraising and increase board giving, in order to meet projected expenses for existing programs, shore up SCAN's reserves, and prepare the board for approaching individual donors outside the board in future years.
- FY13 Increase number of Circle of Hope donors and increase some long-time Circle members who are not Board members through personal requests tied to program outcomes that will strengthen organizational infrastructure.
- FY13 Identify and cultivate SCAN volunteers who may have capacity to donate at the Circle of

Hope level, through personal requests tied to program outcomes that will support organizational enhancements in this plan. ^(#2)

- FY14 Identify and *cultivate consistent donors* who are not yet Circle of Hope members but have capacity to be, through personal requests building on lessons learned in FY12 & 13. ^(#2)
- FY15 Identify and *cultivate regular SCAN supporters* who attend events and may have capacity to donate at the Circle of Hope level. ^(#2)

Target 3: Expand and fortify **leaders** within SCAN^(#2)

Enhancements

- FY12 Engage at least *one individual per committee who is not currently a Board member* for the Legislative/Advocacy, Public Ed, and Financial Development Board committees as a way to engage more advisors and connections, while developing a cadre of prospective future Board members and retaining the insights of Board alumni. [2 each by FY13; 3 each by FY14; 4 each by FY15; one per major NV jurisdiction per committee by FY16] ^(2 - duplicates Action Step in Tactic VIII, Target 4.)
- FY13 *Review personnel policies and assess SCAN's competitiveness* (salaries, benefits, professional development) as an employer; developing a plan to enhance those where needed over the next 3 years in order to attract, cultivate, and retain employee leaders.
- FY13 Ensure there are at least *2 SCAN board members from each of the 5 major jurisdictions* of Northern Virginia.
- FY14 Explore options and funding to upgrade *SCAN's constituent database* to better utilize technology for tracking volunteer and supporter relationships with SCAN. ^(#2)
- FY15 Review SCAN's *employee performance appraisal processes* and those of other similar organizations for ways to enhance our internal review processes and further nurture professional development of our employees.