



STRATEGIC PLAN: 2017-2020



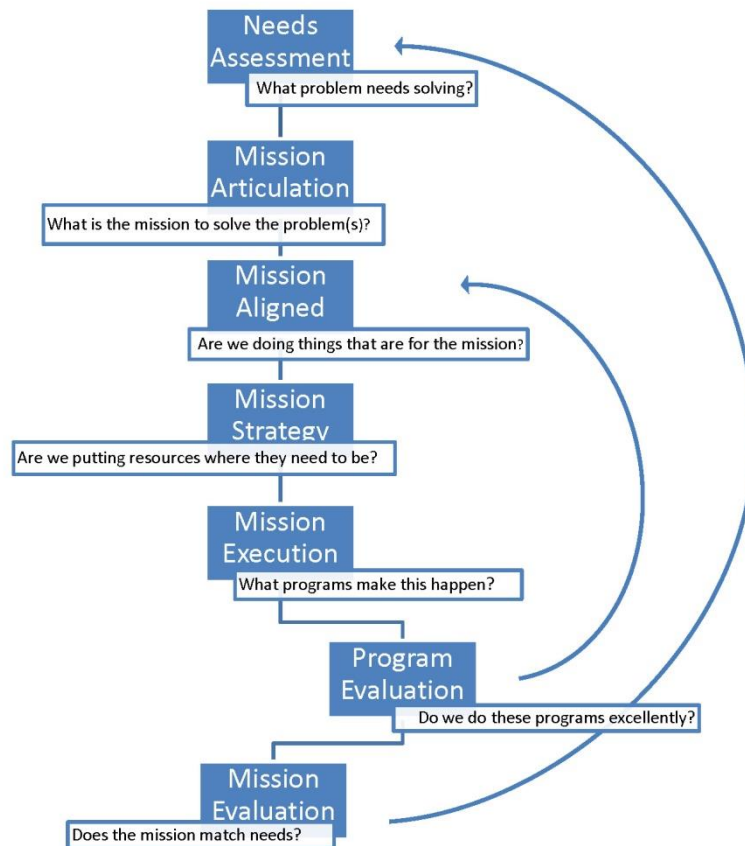
## Contents

Executive Summary.....	2
Background Statement/History .....	3
The Parenting Center Board of Directors.....	6
Needs Assessment .....	8
Organizational Foundations.....	11
SWOT Analysis.....	12
Strategic Direction .....	17
Internal Strategies: Reinforcing a Firm Foundation.....	18
External Strategies: Building Thought Leadership .....	22

# Executive Summary

This Strategic Plan has been developed by the leadership of The Parenting Center, including the Board of Directors, community stake-holders, and staff. The leadership of The Parenting Center began developing The Strategic Plan in the spring of 2016. The strategic plan was written by Executive Director, Paul Gravley and was adopted by The Parenting Center Board of Directors on January 25, 2017.

The Strategic Plan covers the periods of January 25, 2017 through December 31, 2020. The graphic below illustrates the Strategic Planning Process.



This Strategic Plan provides a template for vision, mission, and direction, while offering strategic objectives to meet the larger mission and vision of The Parenting Center via “intend statements”. Each *intend statement* is developed as a SMART objective – a goal that is specific, measurable,

attainable, realistic, and timely. A summary chart and a report card accompany this plan for quick reference.

## Background Statement/History

---

In 1974, The Junior League of Fort Worth formed the Tarrant County Child Abuse Task Force in response to the growing problem of child abuse and neglect in the community. This group surveyed local social service agencies and determined there was a great need for preventive services for parents and caregivers.

The call to action was answered with funding from the Sid W. Richardson Foundation, the Junior League of Fort Worth, and a state contract. The Parenting Guidance Center, as it was then called, became a reality in 1975 and has continued to provide services to parents, caregivers, children, families, and people in need. Since that time, the agency's purpose has been to prevent child abuse and neglect by promoting positive parenting and to serve as a resource center when abuse does occur.

In 1980, The Parenting Center became a partner agency of the United Way of Metropolitan Tarrant County. Several other social service agencies have collaborated with The Parenting Center on projects that benefit the community and use resources in an efficient manner.

The Parenting Center was built on the core belief that empowering families with the necessary knowledge and skills can lead them to develop and maintain healthy lives. The Parenting Center dedicates itself to the prevention of child abuse and neglect and is a leader in the field of parenting education and skills-based training. The Parenting Center works from within the community, providing individuals, families, schools, and others with the tools they need to succeed together. The Parenting Center's goal is to surround children with the type of support everyone wants to have. The Parenting Center does this because strong families are the center of a strong community.

The Parenting Center has served over 510,000 families since its inception and now serves between 14,000 -- 18,000 clients annually, from all income levels and social groups, across

Tarrant County and the surrounding area.

### *Current Services*

The Parenting Center currently provides the following services to residents of North Texas:

#### Family Life Education

- Parenting education classes on more than 50 cutting-edge topics ranging from basic parenting skills to complex issues and spanning birth through the teen years. Most classes are two hours in length; some may be online, and two are eight-week series. Classes are offered at The Parenting Center's office, as well as locations throughout the Metroplex.
- Parenting Education Program in Schools (PEPS) is taught as part of the Health I curriculum in secondary schools. The goal of this unique program is to educate the leaders of tomorrow's families in child development, positive parenting skills, making responsible choices, creating healthy relationships, and preventing child abuse.
- Empowering Families Project is a relationship-focused, federally funded program originally launched in 2012. Last October (2015), The Parenting Center was awarded a new Empowering Families Project grant that will allow the agency to study innovative approaches focused on improving and enriching marriages and relationships in Tarrant County.

#### Clinical Counseling

- Counseling Services include individual, family, and group therapy; marriage counseling; and play therapy for children as young as three years of age.
- The free Parenting Advice Line is available 12:00 p.m. to 3:00 p.m. Monday through Friday for parents and caregivers who have questions about raising children.

#### Case Management

- The H.E.A.L. Program (Home Visiting, Education, and Leadership Program) is a free, in-home, family-strengthening program that provides parents with skills training such as child behavior management, parent-child interaction, health, and home safety.

### Co-Parenting

- Family Transitions provides comprehensive support to families raising children between two homes. These services are offered to parents, blended families, and grandparents and include educational classes, consultation, mediation, and co-parent coaching, all with the goal of keeping the children of these families safe and healthy.

### *New Programs and Achievements*

The Parenting Center has a history of providing effective services and taking the initiative to begin novel programs that will strengthen struggling families and improve children's lives.

- In 2015, The Parenting Center was awarded a \$1.38 million dollar federal grant by The Administration for Children and Families. The grant is expected to continue for the next 5 years and will fund The Empowering Families Project, an innovative program focused on improving and enriching marriages and relationships in Tarrant County.
- The Parenting Center became one of only two certified providers for world-renowned Triple P in Fort Worth in 2016. Group Triple P® Positive Parenting Program teaches parents strategies to encourage their child's social and language skills, emotional self-regulation, independence, and problem-solving abilities.
- The Parenting Center Clinical Counseling Program Director, Bessie Ann Christenson, MA, LPC, was named a Mom-Approved Therapist in 2014 by Fort Worth Child magazine.
- The Parenting Center's play therapist, Amy Carr, MA, LPC, was named a Mom-Approved Therapist in 2016 by Fort Worth Child magazine.
- The Parenting Center's Empowering Families Project was recognized at the 2014 ACF Grantee Conference in Washington, D.C. for its best practices in case management.

The Parenting Center continuously strives to build the "best in class" parenting services and education to meet the changing needs of today's families. With direction from the agency's Strategic Plan, The Parenting Center's operational values are to build strong, effective program and operations models so that it can ultimately achieve its vision: be a catalyst for positive parenting and END child abuse.

## The Parenting Center Board of Directors

The Parenting Center currently has 23 Directors that provide leadership and fiduciary responsibility for The Parenting Center. Agency by-laws allow for up to 26 Directors. The following list denotes those that serve on the Board of Directors at the adoption of the Strategic Plan.

David Bekerman *(to 12-31-18)*  
Vice President – Commercial Banking  
BBVA Compass Bank  
[Director](#)

Susan Dunlap *(to 12-31-18)*  
Financial Advisor  
Merrill Lynch  
[Director](#)

Cory Boggess *(to 12-31-16)*  
General Manager  
Texas Reconstruction Co.  
[Director](#)

Serene Fletcher *(to 12-31-17)*  
Fletcher Productions  
[Director](#)  
Bill Foust *(to 12-31-18)*  
Director  
BNSF Railway  
[Director](#)

Debbie Cooley *(to 12-31-18)*  
President  
M-Pak, Inc.  
[Director](#)

Karen Fox *(to 12-31-18)*  
President  
Quindigo Management  
[Director](#)

Carrie Cutaia *(to 12-31-17)*  
Tax Accountant  
Walsh and Watts, Inc.  
[Vice President, Finance](#)

Tricia Haber *(to 12-31-16)*  
Owner  
Haber Wealth Management Group  
[Director](#)

Karen Denney *(to 12-31-17)*  
Partner  
Haynes and Boone LLP  
[Director](#)

Dr. Ken Hopper *(to 12-31-15)*  
Psychiatrist

The Hopper Group  
[Director](#)

Willie Houston III *(to 12-31-16)*  
Chief Financial Officer  
Satori Capital LLC  
[Director](#)

Brandon T. Hurley *(to 12-31-17)*  
Partner  
Kelly Hart & Hallman LLP  
[Director](#)

Debbie Hutchinson *(to 12-31-16)*  
President  
Wound Management Technologies, Inc.  
[President](#)

Tim Hutto *(to 12-31-18)*  
Managing Partner  
New York Life Ins./NY Life Securities  
[Director](#)

Karen Telschow Johnson *(to 12-31-16)*  
Owner/Attorney  
Telschow Johnson Law, PLLC  
[President-Elect](#)

Jason Jones *(to 12-31-18)*  
Financial Consultant  
AXA Advisors, LLC  
[Director](#)

Karen Mallett *(to 12-31-17)*  
Director, Rehab Therapy Services  
Texas Health Harris Methodist Fort Worth  
[Vice President, Client Services](#)

Justin Malone *(to 12-31-18)*  
Partner  
Lacy, Lyster, Malone & Steppick, PLLC  
[Director](#)

Jessica Morrison *(to 12-31-17)*  
Associate Attorney  
Thompson & Knight LLP  
[Vice President, Board Governance](#)

Jonathan Robinett *(to 12-31-18)*  
Senior Vice President, Corporate Banking  
Frost  
[Vice President, Steering](#)

Dr. Adriana Rodriguez *(to 12-31-18)*  
ER Physician  
Cook Children's Hospital  
[Director](#)

Anne Rooney *(to 12-31-17)*  
Executive Director – Graduate Programs  
TCU  
[Vice President, Marketing/Communications](#)

Evan Troop *(to 12-31-17)*  
Financial Advisor  
J.P. Morgan  
[Director](#)

Jerry Thompson  
Vice President  
Inwood National Bank  
[Board Shadow](#)



## Needs Assessment

A report of child abuse is made every ten seconds in the United States. In Texas, more than two children die from child abuse or neglect on average every week. 182 children are confirmed victims daily, and more than seven children are maltreated every hour. The goal of The Parenting Center, as it has been for the last 40 years, is to prevent child abuse and maltreatment. The Center is committed to ending the cycle of abuse. The Parenting Center's services focus on prevention and treatment of child abuse for all families.

In 2015, there were 6,213 confirmed victims of child abuse/neglect in Tarrant County, confirming that this community resource is needed. Child abuse perpetuates a cycle of violence and crime, and, according to the US Department of Health and Human Services, children who experience abuse are 59% more likely to be arrested as a juvenile, 28% more likely to be arrested as an adult, and 30% more likely to commit violent crimes. Additionally, close to 30% of abused and neglected children later abuse their own children. Abuse can have long term effects on the victims that manifest as: low self-esteem, lack of self-control, higher levels of aggression and violence, academic and vocational problems, depression, alcoholism, interpersonal problems, and the likelihood of becoming abusive (Best Practices for Parent Education Programs Seeking to Prevent Child Abuse; Lisa C. Shannon, Ph.D.). In addition, according to a 2011 study conducted by the American Academy of Pediatrics, both child abuse and child neglect are independently associated with impaired cognition and academic functioning in adolescence.



# THE TRUTH ABOUT ACEs

## WHAT ARE THEY?

ACEs are  
ADVERSE  
CHILDHOOD  
EXPERIENCES

The three types of ACEs include

### ABUSE



Physical



Emotional



Sexual

### NEGLECT



Physical



Emotional



Mental Illness



Mother treated violently



Divorce



Incarcerated Relative

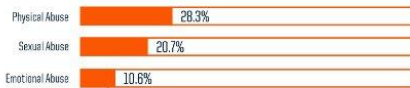


Substance Abuse

## HOW PREVALENT ARE ACEs?

The ACE study\* revealed the following estimates:

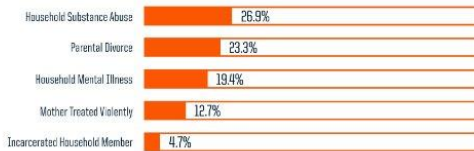
### ABUSE



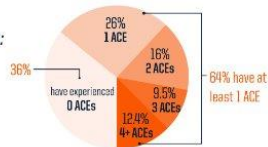
### NEGLECT



### HOUSEHOLD DYSFUNCTION



Of 17,000 ACE study participants:



## WHAT IMPACT DO ACEs HAVE?

As the number of ACEs increases, so does the risk for negative health outcomes



Possible Risk Outcomes:

### BEHAVIOR



### PHYSICAL & MENTAL HEALTH



These findings suggest that both abuse and neglect have independent and important adverse

effects on a child's cognitive development. Sadly, in more than 80% of cases, the parent is the perpetrator of such abuse (Child Welfare Information Gateway, 2014). Parents, and especially teen parents, who are experiencing poverty and low levels of education are at risk of neglecting or abusing their children. Similarly, children of parents who lack knowledge about child development or use physical punishment are prone to neglect and abuse. For Tarrant County, these risk factors are significant to the problem of child abuse. According to County Health Rankings, in Tarrant County, 21% of children live in poverty and 31% live in single-parent homes. In addition, the teen birth rate is 60 per 1,000 for women age 15-19, and the graduation rate is 84% for the county. These compounding factors create an environment where children are at risk.

# Organizational Foundations

---

The Parenting Center was built on the core belief that empowering families with the necessary knowledge and skills can lead them to develop and maintain healthy lives. The Parenting Center dedicates itself to the prevention of child abuse and neglect and is a leader in the field of parenting education and skills-based training. The Center works from within the community, providing individuals, families, schools and others with the tools they need to succeed together. The goal is to surround children with the type of support we all want to have. This is done because The Parenting Center believes strong families are the center of a strong community.

*Vision Statement: Be a catalyst for positive parenting and END child abuse.*

*Mission Statement: “To provide family members and professionals with the tools, resources, and services to build successful families.”*

*Value Statement: We value each family. We believe that we can best serve families by being trauma-informed, strength-based, and life-long learners that are compassionate and good stewards of the trust placed in us by the families and community.*

*We believe:*

- *Families are important to our community*
- *Families, in all their forms, are the experts on their children and their lives*
- *Families are not an interruption to our work; they are the purpose.*

# SWOT Analysis

---

A SWOT analysis is an examination of the Strengths, Weaknesses, Opportunities, and Threats in an organization. The SWOT analysis for The Parenting Center was created utilizing survey and live-feedback data from Funders, Board Members, Staff, Volunteers, and other Agencies.

## *STRENGTHS*

The Parenting Center's strengths are cemented on reputation and longevity. For 41 years, The Parenting Center has provided services to North Texas. In this longevity, The Parenting Center has built a reputation for quality services provided efficiently. The Staff is recognized as both experienced and knowledgeable, with many referring to the staff as the key component of The Parenting Center's successes. Other identified strengths included the facility location, the variety of class offerings, the utilization of evidence-based curriculums, the array and experience of the Counseling services, and the synergy between programs. Moreover, the Board of Directors was noted as a strength, as was the agency management, especially financial management. Finally, many pointed to the mission as compelling, both as a call to action and as a way to relate the work of The Parenting Center to funders.

The following is a list of strengths that were identified by various stakeholders:

- Serve the whole family
- Staff
- Facility Location
- Classes (variety, experienced)
- History/Longevity
- All Programs – Evidence-Based
- Counseling (play, individual, family, etc.)
- Program Synergy
- Compelling Story
- Board of Directors
- Brand
- Volunteers
- Financially Sound

## *WEAKNESSES*

Like many nonprofits, The Parenting Center faces a number of challenges. These challenges include the age of the building and the required upkeep, the ability to hire and retain quality staff based on pay, and an overworked staff. Moreover, others pointed to technology, safety, and operations updates, and board diversity as areas for growth. A significant number of people

pointed to the lack of community awareness as a weakness, especially given the long history of The Parenting Center.

The following is a list of potential weaknesses identified by various stakeholders:

- Age of Building/Upkeep
- Ability to Retain Staff Based on Pay
- Overloaded Staff
- Number of Staff
- Updated Operations Manual
- Training processes
- Safety Management Plan
- Reliance on Contractors
- Diversity of Staff and Board
- Board Engagement
- Inefficient administrative processes
- Community Awareness of TPC
- Technology

### *OPPORTUNITIES*

The general consensus is that The Parenting Center has the potential to take advantage of a number of opportunities, positioning the Center for growth. The following are a list of the opportunities considered most important:

- *Increasing services to those who are most vulnerable to child abuse: those with physical, mental, and developmental disabilities.* Data has been presented to show that those with a disabling condition are 3.44 times more likely to be the victim of abuse.

Implications: While this would be a programmatic pivot, improving and adding services for children/adults with disabilities and their families would reach closer to the core of the agency mission to reduce child abuse. The Parenting Center could work with families that are often without the needed services to cope and indeed thrive as a family.

- *Providing services to other identified groups.* These groups include increasing and/or adding services for active military and/or veterans and their families, families with teenagers, ex-felons/reentry programs, early infancy, immigration, racial equity, and women's health. All service additions ought to be data-driven.

Implications: Family structures are fluid and are increasingly tied to health, education, and other wellbeing indicators. By developing programs that are specific to as many families as possible, The Parenting Center can make a broader and deeper impact in families. Each opportunity must be data-assessed and aligned with the mission and vision of The Parenting Center.

- *Increasing community awareness and social impact.* Although The Parenting Center has a long history, an opportunity exists to raise community awareness of the Center and the work that it does in the community. Using traditional and social-media marketing strategies provides a way to meet this opportunity.

Implications: A greater awareness of the topics The Parenting Center addresses, along with the specific work that is being done to address those topics that can lead to an increase in clients, an awareness to potential and existing funders (especially individual, corporate, and foundation funding), and raise the profile of child-abuse prevention strategies.

- *Emphasizing strategic partnerships with other organizations, businesses, and government agencies.* The Parenting Center, in order to fulfill its mission, requires strategic partnerships. Opportunities exist, but are not limited to partnering with hospital systems, insurance companies, foundations, not-for-profit and for-profit corporations, alliances, and coalitions.

Implications: Partnerships provide leverage to address the areas of child-abuse prevention and building successful families that are not addressed by the core activities of The Parenting Center.

In conjunction with those listed above, the following is a list of potential opportunities that were identified by various stakeholders:

- Multi-Sites
- Media Marketing
- Social Media
- Programs for Teenagers
- Utilize Experts
- Demographic Targeting
- Supporting Demographics
- Linking to Payer Level (Insurance)
- Veterans
- Ex-Felons/Re-Entry
- North Texas Health Center
- Individual and Foundation Giving
- Major Gifts
- Awareness (Marketing)
- Research
- Early Infancy
- Special Needs
- Portal – 1<sup>st</sup> Stop
- Immigration
- Women’s Health/Support

### THREATS

Threats represent potential dangers to sustaining and expanding the work of The Parenting Center. Some threats are within the control of the agency and can be proactively addressed. Other threats, however, will require a more reactive approach. The following is a list of threats deemed most important:

- *A lack of diverse funding streams to support the work of The Parenting Center.* While the Agency is well-positioned financially, the lack of diverse funding streams poses a threat to The Parenting Center. This threat includes a reliance on governmental contracts, potential donor fatigue, market conditions, and political climate.

Implication: The Parenting Center needs to address its funding streams, paying particular attention to funding diversity. A strategy to incorporate new donors, major gifts, and unrestricted funds must be developed. The question about what happens if and when government grants are no longer available to the agency must be addressed.

- *Staff burn-out, fatigue, and turnover threaten the quality of work done at The Parenting Center.* Social service agencies, like The Parenting Center, often have a very committed staff committed to the named cause, often at a nominal pay-rate. However, that commitment can lead to staff burn-out and turnover. Moreover, staff requirements are



becoming more specialized, making it more difficult to hire talented, experienced staff.

Implications: In order to do the best possible work, The Parenting Center must have the best possible talent. Hiring that talent and keeping that talent requires a multi-faceted approach that combines salary levels, benefits, agency atmosphere, and work-life balance.

- *Community awareness and competing agencies threaten the scope of the work done by The Parenting Center.* The need to clearly differentiate The Parenting Center from other organizations is important to a) be sure that there is no need for service duplication and b) to reach as many families as possible.

Implications: The Parenting Center must develop strategies that help differentiate the Agency from other organizations in the community. Brand identification will play a significant part to help differentiation. Strategies to communicate differentiation also will be required.

In conjunction with those listed above, the following is a list of potential threats that were identified by various stakeholders:

- Staff Fatigue
- Turnover - Work/Life Balance
- Too Thin Coverage
- Doing Too Much (Excellence vs Mediocre)
- Talent
- Building Size
- Lack of Community Awareness
- Competing Organizations
- Political Climate
- Market Conditions
- Donor Fatigue
- Diversity of Donor Sources
- Loss of Government Funding
- Dependency on State and Federal Contracts

---

# Strategic Direction

---

The Parenting Center has developed two strategies for achieving The Center's mission. These are broad, over-arching schemes designed to organize the specific objectives. The two strategies to better fulfill the mission are:

1. Internal Strategies – these objectives are designed to build the infrastructure and capacity of The Parenting Center so that it might provide services to the community effectively and efficiently.
2. External Strategies – these objectives are designed to create an impact on the community, especially the clients that The Parenting Center serves and plans to serve.

The strategies require actionable items, otherwise they have little impact. The Parenting Center, therefore, developed a series of *intend statements*. These *intend statements* are written as SMART (specific, measurable, attainable, realistic, and timely) objectives. *Intend statements* set an expectation that the objective will be completed with best effort; a promise to work toward the strategy that fulfills The Parenting Center's mission.

## Internal Strategies: Reinforcing a Firm Foundation.

*Strategic Initiative: To build and hone administrative processes and logistics that will enable the Parenting Center to live out its mission.*

- **The Parenting Center intends to upgrade, update, and/or expand The Parenting Center Curricula by December of 2020.** 100% of current curriculum will be evaluated and updated. Additionally, one additional evidence-based curricula will be taught by the agency. Client Services will provide the Board oversight with program staff, particularly Education and Counseling, ensuring this objective is met. While there may be an opportunity to be trained on new evidence-based curriculum at little to no cost by partnering with other agencies, some resources, including staff time, will be necessary to accomplish this goal. If no partnerships materialize to create new curriculum, then financial resources will also be required.
- **The Parenting Center intends to expand class opportunities, including online classes to target non-subsidized clients and specific customer groups.** To meet this objective, The Parenting Center will offer four new class and/or counseling offerings by location, topic, or curriculum. A particular target group is families raising children diagnosed with a disabling condition. This is achievable by December 2018. Online class expansion is another primary indicator of success for this objective. Client Services provides Board oversight, with the Education and Counseling departments providing staff oversight. Staff time will be the largest needed allocation. Some financial allocation might be necessary beyond staff for curriculum and location costs. Additionally, upgrading technology to accommodate video production will be a significant cost and will require additional financial resources.
- **The Parenting Center intends to upgrade the current facility to accommodate current programs and build capacity.** Built in 1983, the building is in need of significant renovation. The Center is engaged in a capital campaign and intends to

complete the building project by December 2018. Significant work has already been done on this project, including architectural and fundraising plans. The Steering Committee provides Board oversight, with the Administrative staff offering daily supervision. Significant financial resources are required to achieve this objective.

- **The Parenting Center intends to conduct a process-audit and implement recommendations to increase efficiency, reduce costs, and enhance services.** Through the leadership of the Client Services Committee with support from the Finance Committee, each department's processes will be evaluated by an outside consultant. These process recommendations will result in a new process manual for each department by the end of 2017. Financial resources may be necessary to engage a consultant to provide the evaluation process.
- **The Parenting Center intends to establish a year-round calendar of Board enhancement and engagement activities and to diversify board composition.** The Board Governance Committee will provide oversight. Success includes a calendar that is created for Board engagement activities. Additionally, in an effort to mirror the client-base, Board racial and ethnic diversity will increase by 20%. The Administrative team will offer staffing. Some financial resources might be necessary for Board engagement events and trainings. This objective will be achieved by the end of 2017.
- **The Parenting Center intends to establish a comprehensive training and appreciation schedule for staff that ensures a trauma-informed, culturally competent staff that allows the staff to better serve families.** Investment in the staff through training is a crucial component of The Parenting Center. With oversight by the Client Services Committee and the Management team, a quarterly training calendar will be created for all staff positions and especially those positions with direct client contact. Trainings, led by both internal staff and external experts, will commence by the end of 2017. Some financial resources might be required for expert trainings. Collaboration with other agencies will help mitigate financial burden and ensure a community-wide continuum of care.

- **The Parenting Center intends to increase efficiency and margins in fee-based services, including at least one additional social enterprise.** Success includes increasing margins in fee-based services by 10%. Additionally, The Parenting Center will identify a social enterprise opportunity and develop a business plan for launch by the end of 2020. The Client Services Committee and Finance Committee will work in concert to evaluate program opportunities. The Center’s Management team will provide oversight to the objective. Financial resources will be required to initiate a social enterprise, possibly including additional staff.
- **The Parenting Center intends to upgrade technology to meet the demands of 21st century nonprofit, serving families.** Success looks like a 5-year technology plan for The Parenting Center that is developed by a re-started Technology Committee. This plan is to include hardware and software assessments, including computers and communication systems. Success is further assessed by how much of the technology plan is actualized by the end of 2019. The Administrative team will provide staff oversight and input into the plan. Significant financial resources will be required to meet this objective (some of which may be raised in the capital improvement campaign).
- **The Parenting Center intends to assess programs through results-based accountability.** Success includes accountability measures that are created, tracked, and assessed for results that “move the needle.” The Client Services Committee will provide Board oversight; the Management team will provide staff oversight. Financial resources will be required to actualize any accountability program. Collaboration, however, with other agencies may limit the amount of financial resources needed. This objective will be complete by December 2020.
- **The Parenting Center intends to assess opportunities to produce proprietary curriculum and research.** The Client Services Committee will provide oversight as the Management Team of The Parenting Center explores opportunities to expand thought leadership. Success will be measured by creating a document outlining opportunities, a

potential client base, and financial implications. This document is to be created by December 2019. Limited financial resources may be necessary in this exploration phase. In the event that a curriculum is created, it will result in significant financial implications to fund research and/or writing.

## External Strategies: Building Thought Leadership.

*Strategic Initiative: To build and hone efforts to make The Parenting Center easily identified and funded as the thought leader in building successful families.*

- **The Parenting Center intends to upgrade the Center’s website to support robust information and referral services and to provide value to existing and potential clients.** The Parenting Center’s website is in need of significant overhaul to take advantage of new technology, especially as most people now access websites from mobile devices. By the end of 2018, the restarted IT Committee with the Marketing Committee will provide oversight. The Development Department will be responsible for the website implementation. A fully-functioning, mobile-friendly website will be the measure of success. Significant financial resources are necessary to develop a new website.
- **The Parenting Center intends to create and implement major-donor engagement strategies.** Major-donor engagement and cultivation provides needed resources to meet the mission of The Parenting Center. With the oversight of the Steering Committee, the Development Department is tasked with creating a document that outlines the strategies for identifying, engaging, and cultivating major donors. This plan will be developed by the end of 2017. Other than salaries for current staff, no other financial implications are anticipated.
- **The Parenting Center intends to diversify funding strategies, including a focus on individual, corporate, and private foundation giving as well as diversified governmental contracts.** Success includes the creation of a funding guide that outlines target goals for the agency budget. Strategies to reach those targets will be implemented, with particular attention to diversification by the end of 2018. The Steering Committee will provide oversight from the Board; The Development Team and the Education Directors will provide staff leadership. There are no anticipated additional financial implications than current staff salaries.

- **The Parenting Center intends to create branding and marketing campaign(s) designed to reach families of different socio-economic status.** In an effort to further diversify, The Parenting Center will develop a specific marketing plan to reach a variety of families in different socio-economic statuses. The Marketing Committee will oversee the process with the Development Team providing day-to-day leadership. This plan will be developed by the end of 2018. Financial implications include any consultant work and/or materials that are necessary to create campaigns.
- **The Parenting Center intends to identify opportunities to expand the physical presence of The Parenting Center in other communities.** Expansion of services with additional office space in two other targeted communities defines success for this objective. This will help better serve the community by reducing transportation barriers. The Steering Committee and the Administrative team will provide leadership for expansion. The target date for this objective is 2020. Possible building and administrative expenses highlight the financial implications.
- **The Parenting Center intends to build thought-leadership and awareness by conveying expertise to the community through multiple avenues, including online tools, print and digital writing, and speaker's circuit.** To achieve this objective, at least one member of The Parenting Center will be speaking at a conference or public event four times a year. Additionally, an online expertise section will be dedicated on the website that is updated twice a month. The target date to achieve this objective is December 2019. Some financial expenses for promotion materials might be incurred.
- **The Parenting Center intends to maintain and establish key, core partnerships with other nonprofits, businesses, and public sector entities to enhance referral processes.** The work of child-abuse prevention requires strategic partnerships. The objective is to increase the number of partnerships by 20% by December 2020. The Client Services and Marketing Committees will provide Board oversight. The Management Team will provide additional leadership. Financial implications include coalition membership fees.