

2017-2019 STRATEGIC & BUSINESS PLAN



**Child Support
Directors Association**

CHILD SUPPORT DIRECTORS ASSOCIATION

VISION & MISSION

ORGANIZATIONAL VALUES

- Integrity
- Collaborative
- Progressive/Innovative
- Commitment
- Excellence
- Unity
- Courage
- Respect
- Tolerance

CORE PURPOSE

**To collaborate as a unified voice,
transforming the lives of children**

BHAG (DEFINITIVE LONG-RANGE GOAL)

The voice of child support nationwide

MISSION

**To educate, collaborate, and advocate in
support of California's families**

BRAND PROMISE

Coalition of Experts

2017 BUSINESS PLAN

PLATFORM OF ADVOCACY

ADVOCACY SUB-PLATFORMS - (AREAS OF EMPHASIS)

- Strengthening California’s Child Support Program
- Collaborating with Our Stakeholders
- Partnering with State DCSS



GOAL

CSDA will educate stakeholders regarding issues that affect the child support program

Provide quantitative and qualitative information and analyses, using a variety of methods, formats and media, to child support professionals for use in educating stakeholders on the administration and delivery of child support services.

STRATEGIES

- Determine which issues CSDA will advocate for and share/publish on CSDA website (Strengthening California’s Child Support Program)
- Determine who our stakeholders are and initiate building relationships(Collaborating with Our Stakeholders)
- Engage State DCSS on CSDA priorities (Partnering with State DCSS)
- Research possible expansion of CSDA advocacy to include legislative issues

TACTICS

Advocacy Platform			
Strategy #1 - Determine which issues CSDA will advocate for and share/publish on CSDA website			
Tactics		Assigned To	Due Date
1.1	Expand Advocacy Committee – representation should resemble membership demographics (size of LCSA, state geographic, etc.) – current members include El Dorado, Sacramento, Napa, San Luis Obispo, Solano, Siskiyou/Modoc and Placer. CSDA ED and outside analyst .	Advocacy Chair	Done
1.2	Develop a list of issues through a variety of sources (CSDA Board, membership, Advocacy Committee, DCSS & stakeholders)	Ongoing	Ongoing
1.3	Vet list through the Advocacy Committee	Advocacy Cmte.	Ongoing

1.4	Membership vote to prioritize list of issues	Advocacy Cmte.	Ongoing
1.5	Membership discussion on each issue	Advocacy Cmte.	Ongoing
1.6	Write-up of each issue	Vic Rea	Ongoing
1.7	Membership vote	Advocacy Cmte.	Ongoing
1.8	Post issue to CSDA website (66% needed)	CSDA Staff Team	Ongoing

Strategy #2 - Determine who our stakeholders are and initiate building relationships

Tactics		Assigned To	Due Date
2.1	Create a list of stakeholder organizations from CSDA Board, Advocacy Committee, Membership	CSDA Staff	July 1, 2017
2.2	Strategic discussion regarding the goal and nature of each relationship. What are we trying to accomplish with this stakeholder?	CSDA Board, Membership	July Membership Meeting
2.3	Determine contact(s) for each stakeholder group	CSDA Board, Advocacy Cmte., Membership, CSDA Staff	September Membership Meeting
2.4	Initiate contact with stakeholders	CSDA Board, ED, Advocacy Cmte., Membership	Annual Directors Mtg – November 2017

Strategy #3 - Engage State DCSS with CSDA Priorities

Tactics		Assigned To	Due Date
3.1	Develop a list of both broad (long-term) and tactical (immediate) CSDA priorities	CSDA Board & Membership	July Membership Meeting
3.2	Prioritize list	CSDA Membership	July Membership Meeting
3.3	Determine strategies for approaching State DCSS with CSDA priorities	CSDA Board	September Board Meeting
3.4	Engage State DCSS	CSDA Board	Ongoing

Strategy #4 - Research possible expansion of CSDA Advocacy to include legislative issues

Tactics		Assigned To	Due Date
4.1	Verify laws/rules regarding funds used for lobbying	CSDA Board, Advocacy Cmte.	June 1, 2017
4.2	Determine method to track legislative issues	CSDA Board, Advocacy Cmte.	July Board meeting
4.3	Investigate how CSDA might be able to be involved in legislative issues	CSDA Board, Advocacy Cmte., CSDA Staff	September Board meeting

ONE VOICE PLATFORM

GOAL

Develop an effective method for determining the opinions/positions of CSDA membership on important issues

STRATEGIES

- Determine a methodology for gauging which issues are significant enough to need discussion by full CSDA membership
- Develop a mechanism to hold discussion/conversation with all CSDA membership
- Decide what will constitutes “One Voice” (a consensus of opinion/super majority 66%)
- Develop the long-term mechanism/infrastructure needed to support the process at arriving at One Voice (CSDA website, CSDA mobile app)



TACTICS

One Voice Platform			
Strategy #1 - Determine a methodology for gauging which issues are significant enough to need discussion by full CSDA membership			
Tactics		Assigned To	Due Date
1.1	Any CSDA member (Director) may bring forward an issue for CSDA to consider a position	Membership	Completed
1.2	The Advocacy Committee or CSDA Board will apply the following litmus test to determine the level of importance of issues: 1) Is this an issue that affects the industry as a whole or a majority of LCSAs? 2) Is there a sense of urgency to this issue? 3) Is there enough information for a thorough discussion that will allow us to develop an informed opinion? 4) Is there a need for CSDA as an organization to take a position or stance on this issue?	CSDA Board or Advocacy Cmte.	Ongoing
1.3	If a decision is made that an issue does not meet this criteria (litmus test), the Director who brought the issue forward may request an explanation and reconsidering by the CSDA Board	Director	Ongoing
Strategy #2 - Develop a mechanism to hold discussion/conversation with all CSDA membership			
Tactics		Assigned To	Due Date

2.1	Once an issue qualifies as a potential Advocacy issue, an assessment as to the urgency or timeliness of CSDA's position shall be made. 1) Ideally, potential Advocacy issues should be given proper time for discussion and debate during a regular CSDA Membership meeting 2) Urgent issues, which cannot wait for a CSDA Membership meeting, will use a special membership conference call 3) The call will be announced with as much time as possible for members to arrange to participate 4) Information shall be sent prior to the call if possible 5) Adequate time will be allowed on the call for discussion and debate 6) An electronic vote will be taken	CSDA Board or Advocacy Cmte.	Ongoing
Strategy #3 - Decide what will constitutes "One Voice" (a consensus of opinion/super majority)			
Tactics		Assigned To	Due Date
3.1	Upon discussion with the Directors at the Annual Directors Meeting in Riverside County in November 2016, the CSDA Board voted in their December 2016 meeting that a consensus of opinion shall be by super majority, which is defined as two-thirds or 66% of those members actually voting on a given Advocacy issue.	CSDA Board	Completed
3.2	Discussion at January 2017 CSDA Membership meeting regarding the super majority (66%)	CSDA Membership	Completed
3.3	Draft amendment to CSDA Bylaws to include wording regarding the 66% super majority for Advocacy issues	CSDA Bylaws Cmte.	
3.4	CSDA Membership vote to amend CSDA Bylaws	CSDA Board	
3.5	Amend CSDA Bylaws	CSDA Bylaws Cmte.	
Strategy #4 - Develop long-term mechanism/infrastructure needed to support the process of arriving at One Voice (website, mobile app)			
Tactics		Assigned To	Due Date
4.1	Explore the potential of expanding the CSDA website to include functionality to do the following: <ul style="list-style-type: none"> • Upload information for CSDA membership consideration • Send notifications of uploaded information • Capture & display CSDA membership comments (blog) 	ED, Board member assigned	October Board mtg.

PLATFORM ON TRAINING

GOAL

CSDA will facilitate training, networking and the sharing of ideas and best practices

STRATEGIES

- Expand the Leadership training
- Partner with DCSS to expand, enhance training
- Possible increased frequency of national legal college
- Explore Regional training programs
- Develop a mechanism to communicate LCSA training times and schedules



TACTICS

Training Platform			
Strategy #1 - Expand the Leadership training			
Tactics		Assigned To	Due Date
1.1	Survey Directors as to their needs and assistance for help	Training cmte.	Completed
1.2	Evaluate the survey to assess CSDA's ability to provide desired trainings coupled with frequency and locations	Training cmte.	Completed
1.3	Research the possibility of developing certification training(s)	Certification task force	October 2017
1.4	Explore the possibility of providing professional training courses	Certification task force	October 2017
1.5	Reformat/Enhance the New Directors guide	New Director task force	August 2017
Strategy #2 - Partner with DCSS to expand, enhance training			
Tactics		Assigned To	Due Date
2.1	Ensure adequate CSDA representation on CADCSS STAC meetings/planning	CSDA Board	Completed
2.2	CSDA to work with CADCSS on New Director's Training	Leadership Sub	Ongoing
Strategy #3 - Possible increased frequency of national legal college			
Tactics		Assigned To	Due Date
3.1	Evaluate the purpose of a National Legal College	Train Cmte., Legal College Cmte. & CSDA Board	Completed

3. 2	Solicit assistance from LCSA Directors aside from Legal College assistance/planning	National Legal College task force & CSDA Board	November 2017
3. 3	CSDA to investigate possible dates and venues for pricing and affordability	CSDA Staff	Completed
Strategy #4 - Explore Regional training programs			
Tactics		Assigned To	Due Date
4. 1	Solicit and access training needs by region	Regional training task force	July 2017
4. 2	Evaluate the ability to provide desired trainings coupled with frequency and locations	Regional training task force	September 2017
4. 3	Look for regional trainers within the association, within various regions	Regional training task force	November 2017
4. 4	Determine the Regional Training sites that work for both technical and leadership trainings	Regional training task force	December 2017
Strategy #5 - Develop a mechanism to communicate LCSA training times and schedules			
Tactics		Assigned To	Due Date
5. 1	Create forum where LCSA's can share individual training when they have space available for outside LCSAs to participate	CSDA Staff	Ongoing