**Tennessee Alliance for Children and Families (TACF)**

**2024-2025 Strategic Goals**

**Legislative Relations Committee**

Goal 1: Build Strong Relationships with Legislators

**Objective:** Develop and maintain strong, productive relationships with key legislators to advocate effectively for TACF’s priorities.

**Actions:**

* Develop a timeline for relationship-building activities and assign responsibilities.
* Create and distribute an introductory packet about TACF’s mission, services, and impact.
* Define clear, concise legislative asks for each session and summarize them in a one-page document.
* Map out and prioritize engagement with key legislative committee members (Ways and Means, Health & Human Services).
* Identify TACF members who have existing relationships with legislators and leverage these connections.
* Establish a mentorship program within TACF for legislative advocacy.
* Develop a comprehensive training program with role-playing scenarios for meeting with legislators.
* Ensure regional boards are actively engaged in legislative activities throughout the year.
* Regularly invite legislators to TACF board meetings to build familiarity and rapport.

Goal 2: Keep TACF Members Informed about Legislative Developments

**Objective:** Ensure TACF members are well-informed about new bills and legislative changes that impact their work.

**Actions:**

* Involve the Executive Director in key legislative meetings and Hill activities.
* Ensure TACF representation at all relevant budget hearings and provide real-time updates to members.
* Conduct pre-hearing briefings with key legislators to ensure they understand TACF's priorities.

Goal 3: Enhance Legislative Event Effectiveness

**Objective:** Improve the planning, execution, and impact of legislative events to foster better communication and advocacy.

**Actions:**

Plan and execute an annual legislative breakfast with specific talking points for TACF board members.

* Set a goal for quarterly regional legislative meetings to maintain ongoing dialogue with local legislators.
* Make agency-hosted events a priority for legislative engagement and include other service providers.
* Identify opportunities to pair less experienced members with seasoned legislative advocates for mentorship and shadowing.

Goal 4: Advocate for Parity between DCS and Private Providers

**Objective:** Ensure equitable treatment and resources for private providers, potentially through legislative action.

**Actions:**

* Develop a legislative strategy to advocate for parity between DCS and private providers.
* Gather data and stories to support the need for parity and present these to legislators.

Goal 5: Monitor Wage and Hour Discussions

**Objective:** Stay informed about wage and hour discussions that impact TACF members and act as needed.

**Actions:**

* Monitor legislative and regulatory developments related to wage and hour issues.
* Provide regular updates and guidance to TACF members.
* Advocate for fair wage and hour policies that support the sustainability of TACF member organizations.

Goal 6: Ensure Inclusion in Contract Requirement Discussions

**Objective:** Ensure TACF is included in discussions about contract requirements and that DCS is involved.

**Actions:**

* Stay engaged in discussions about contract requirements and advocate for TACF’s inclusion.
* Ensure that DCS is a part of these discussions to align interests and priorities.

**Government Relations**

Goal 1: Advocate for Providers Regarding the Service Delivery and Program Changes that Will be Required by DCS in the Next Two (2) Years

**Objective:**

**Actions:**

* Provide input into proposed changes to service delivery including dissolving the continuum model.
* Determine what Evidence Based Interventions means to DCS.
* Encourage member agencies to utilize the TACF Board as collaborative partners and resources

Goal 2: Assist in Navigating PBC Revisions

**Objective:**

**Actions:**

* Ensure on-going dialogue with DCS leadership regarding revisions made by the current PBC workgroup.
* Request training for all providers on the new model.
* Request at a minimum, quarterly data on outcomes, both statewide and agency specific.

Goal 3: Advocate for Refinement of the Placement Process

**Objective:**

**Actions:**

* Ensure proper distribution of referrals generated by Every Child TN!
* Work with DCS to provide alternatives to the use of non-licensed transition homes.

**Finance and Operations**

Goal 1: Provide Oversight of the TACF Finances and Budget Throughout the Fiscal Year

**Actions:**

* Review monthly fiscal reports to ensure budget compliance, identify any outlying trends in spending and recommend adjustments accordingly.
* Monitor for any unexpected changes that may have a fiscal impact and develop a plan to adjust if needed.

Goal 2: Review the TACF Employee Handbook and Recommend Edits as Needed

**Actions:**

* Ensure an annual review of the handbook is completed prior to the October committee meeting and recommend any adjustments.
* Throughout the year, monitor organizational changes that may impact the employee handbook content and recommend changes, if needed.

Goal3: Review the TACF By-Laws and Recommend Edits as Needed

**Actions:**

* Ensure an annual review of the bylaws are completed prior to the February committee meeting and recommend any adjustments.
* Throughout the year, monitor organizational changes that may impact the bylaws content and recommend changes, if needed.

Goal 4: Develop a Financial Plan for the Transition of the Executive Director Position in the 2025-2026 Fiscal Year

**Actions:**

* Determine hiring and training costs for new Executive Director including overlap in positions and ensure these are reflected in the 2025-2026 fiscal budget.
* Determine potential changes in organizational structure as a result of the current Executive Director leaving and determine hiring and training costs for these positions. Ensure these costs are reflected in the 2025-2026 fiscal budget.
* Determine cost of a new Executive Director Compensation package including salary and benefits and ensure this is reflected in the 2025-2026 fiscal budget.
* Determine compensation cost of any additional identified positions needed as a result of the current Executive Director leaving and ensure this is reflected in the 2025-2026 fiscal budget.

**Member Relations**

Goal 1: Collaboration

**Objective:** Open Call Monthly to Address Concerns, Cases, Challenges

**Actions:**

* Chair Nicole Coning will lead/facilitate
* Develop peer mentors to be available for consultation
* Identify point practitioners with specific expertise
* More in-depth conversations with TACF members and DCS

Goal 2: Regional Boards

**Objective:** Identify Purpose and Training of Regional Presidents

**Actions:**

* Enhance TACF website – directory, minutes, chat room
* Provide detailed information on roles and responsibilities of regional presidents.
* Define goals and objectives for regional boards – legislative event, training, service
* Consider one-day statewide conference/training event – self-care, burnout, secondary trauma, organizational culture

Goal 3: Communication

**Objective:** Increase Communication Among TACF Members

**Actions:**

* Focus on Intentional Communication
* Share Lessons Learned

Goal 4: Recruitment

**Objective:** Increase TACF Membership (Individual and Corporate)

**Actions:**