



OFFERING HOPE AND HEALING
TO CHILD VICTIMS OF ABUSE

2020-2023 STRATEGIC PLAN

Compiled by Brandi Reagan, Executive Director

I. FY 18-19 BOARD OF DIRECTORS

- Joseph Gary, Chairman
- Cory Mann, Vice Chairman
- Wanda Cox, Secretary
- Jeannine Brown, Treasurer
- Christine Bralley
- Ross Conover
- Ellen Drechsler
- Paula Harrison
- Robin Hartman
- Darrin Hartness
- Katrina McMasters
- Robin Myers
- Phyllis Penry
- Amy Vaughan-Jones
- Hannah Whittington

II. STAFF OF THE DRAGONFLY HOUSE

- Brandi Reagan, Executive Director
- Heydy Day, Victim Services Director
- Dr. Amy Suttle, Medical Director
- Kim Craver, Forensic Interview Specialist
- Graham Harmon, Crime Victim Advocate
- Tashia Rice, Child and Family Trauma Therapist
- Jenny Smith, Child & Family Trauma Therapist
- Rene Crawford, Development Director
- Daughn Eagan, Medical Coordinator
- Tamara Young, Office Coordinator
- Sheria White, Community Educator

III. VISION, MISSION, AND VALUES

A. VISION STATEMENT

The Vision of The Dragonfly House Children’s Advocacy Center is to provide a program whereby children that have suffered abuse or neglect have a safe and warm environment to begin the healing process, while providing other agencies the information needed to complete their tasks without creating further trauma to the child.

B. MISSION STATEMENT

The mission of The Dragonfly House Children’s Advocacy Center is to reduce the devastating long-term effects that all forms of child abuse has on children, their families and society through immediate, coordinated, child focused services, education, and advocacy.

C. ORGANIZATIONAL VALUES

The organizational values governing the growth and development of The Dragonfly House are as follows:

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| Commitment | We believe that all children should be free of abuse and neglect and have the opportunity to develop to their fullest potential in a safe and loving environment. |
| Honesty | We value openness, honesty, trust and personal responsibility in all relationships. We believe that ethical employees foster public trust and a strong foundation for future relationships. |
| Integrity | We honor the trust placed in us by the community by incorporating integrity in our actions and excellence through the quality of our services. |
| Loyalty | We demonstrate loyalty to our mission, children, staff, and community by promoting teamwork, encouraging a strong work ethic, and valuing diversity. |
| Dedication | We are dedicated to continuous evaluation of quality and visionary programs to address the needs of the present and to meet the challenges of the future. |
| Respect | We respect the children and families we serve, protect their dignity and safeguard their privacy. We respect their diversity, uniqueness and needs. |

Ethics	We strive for excellence through upholding high ethical standards, knowing that our individual actions reflect on the agency and on those who have dedicated their professional lives to its success.
Nurturing	We believe that caring for the children and families we serve, nurturing the growth and development of our staff, and supporting our community partners will foster a healthy, safe community for us all.

IV. ORGANIZATIONAL PROFILE AND HISTORY

A. HISTORY

In Spring of 2009, the staff of Davie Domestic Violence Services and Rape Crisis Center began to be concerned about the number of women who were seeking services from the agency as an abused adult but who were also abused as a child. In trying to combat the cycle and break the pattern of child victims growing up to become abused adults, the concept a Children's Advocacy Center came into view. The child advocacy center model, developed in Alabama in the 1980's, vision pulls together law enforcement, criminal justice, child protective services, medical and mental health workers onto one coordinated team to provide services to abused children and their non-offending family members in a child-friendly, family focused atmosphere.

With the vision of many community agencies being part of a large team providing services to children, multiple agencies in Davie County were contacted and brought together for a meeting in September of 2009. After several meetings and discussions on whether to move forward with a CAC concept, a grant was written and submitted to the Governor's Crime Commission Victims of Crime Act to fund two years of start-up Children's Advocacy services in Davie County.

February 2010, Davidson County was added to the service area due to the judicial district covering both Davie and Davidson Counties (Judicial District 22b). The District Attorney's Office strongly promoted the collaboration between the two counties and was instrumental in getting Davidson County agency representatives involved in the CAC process.

April 2010, Davie Domestic Violence Services and Rape Crisis Center was notified that the GCC-VOCA grant was awarded and would become effective in July of 2010. Upon this notification, planning services began – which included identifying a location for a facility and training of staff and team members.

July 2010, The GCC-VOCA start-up grant went into effect as a part-time agency with one part-time CAC Coordinator. Training and preparations went into effect.

August 2010, a lease was signed for office space at 113-A Marketplace Drive, Mocksville, NC. The facility was upgraded and outfitted to meet the CAC's needs, with much of the work being done by volunteers through way of donated time and supplies.

October 2010, The Dragonfly House opened its doors to serving children who were victims of abuse. The Dragonfly House contracted with Dr. Sara Sinal as Medical Director, CME Pediatrician, and with Lorven Child and Family Development for primary mental health services.

July 2011, an independent advisory board was created to guide and facilitate The Dragonfly House in becoming an independent 501c3 nonprofit agency by July 1, 2012. This process included applying for a Federal Tax ID Number and filing Articles of Incorporation.

August 2011, The Dragonfly House became enrolled in the NC Medicaid System and began billing Medicaid for medical services provided at the center.

July 2012, The Dragonfly House became an independent 501c3 Non-Profit operating under its own Federal Tax ID Number with a full governing Board of Directors. The Dragonfly House also became a full-time agency with two full-time positions (Executive Director and Victim Advocate) and one part-time position. The Dragonfly House moved to a new leased facility at 161 E. Lexington Road, Mocksville, NC.

October 2013, The Dragonfly House became a Nationally Accredited Children’s Advocacy Center. Being an accredited organization means that we are held accountable to ten (10) national standards relating to every facet of our center—from the services we provide, to the facility we maintain, and the structure of our operations.

July 2014, The Dragonfly House contracted with Dr. Amy Suttle as Medical Director, CME Pediatrician. Dr. Sara Sinal retired and began serving as a back-up pediatrician as needed.

July 2015, The Dragonfly House hired a full-time Forensic Interview Specialist.

December 2015, The Dragonfly House was gifted a parcel of land on Valley Road in Mocksville from Dr. Gary & Joyce Prillaman. This land was gifted with a promise that it would be built on, and part of the closing documents stated we would present site plans within 8 months of the land transaction.

January 2016, The Dragonfly House began working diligently to plan and prepare for the building process. Davie Construction was hired as General Contractor. Construction plans were presented to the Prillaman’s in summer 2016, per closing documents, and were approved.

July 2016, The Dragonfly House hired a full-time Development Director a part-time Community Educator. A capital campaign was initiated.

April 2017, the construction process for a new facility began at 371 Valley Road, Mocksville, NC through Davie Construction Company.

October 2017, The Dragonfly House hired a part-time Child and Family Trauma Therapist, a part-time Medical Coordinator (RN), a full-time Crime Victim Advocate, and our previous Victim Advocate position became a Victim Services Director position.

January 2018, construction on the new facility was completed and The Dragonfly House moved to its new location at 387 Valley Road, Mocksville, NC 27028. Our Open House was held in March 2018.

February 2018, The Dragonfly House hired a full-time Child and Family Trauma Therapist.

July 2018, The Dragonfly House hired a full-time Office Coordinator.

October 2018, The Dragonfly House began offering school-based mental health services in Davie County Schools through Lorven Child and Family Development.

July 2019, the full-time Development Director position became a part-time position.

The Dragonfly House continues operating as a 501c3 Nationally Accredited Children’s Advocacy Center with 6 full-time staff members, 4 part-time staff members, and 1 contracted Medical Director. The Dragonfly House still contracts with Lorven Child and Family Development for additional mental health services through the school system and off-site in Davidson County. The Dragonfly House is governed by a 15-member Board of Directors.

B. PROGRAMS

- Forensic Interview
- Child Abuse Medical Exams
- Victim Advocacy
- Mental Health (Individual and Group Therapy)
- Outreach & Education
- Coordinated Case Review

All services are available in English and Spanish and are provided free of charge to the children and families.

C. SERVICE POPULATION

The Dragonfly House Children’s Advocacy Center provides services to boys and girls, ages birth through 17, who have been abused or neglected, are suspected of being abused or neglected, or who have witnessed or experienced a violent crime, and their non-offending parents. Our service area consists of Judicial District 22b – Davidson and Davie Counties, NC.

D. ORGANIZATIONAL MANDATES

The Dragonfly House operates in a heavily regulated environment. Programs are subject to the administrative directives, rules and regulations of federal, state and local regulatory agencies, including, but not limited to, the National Children’s Alliance, the National Children’s Advocacy Center, Children’s Advocacy Centers of North Carolina, and the Governors Crime Commission.

The Dragonfly House strives to conduct its operations with the knowledge of the regulations and rules that affect all of its user organizations, such as Law Enforcement, Social Services, and Medical and Mental Health Professionals, while maintaining an environment that is child friendly and facilitates hope and healing.

V. DESCRIPTION OF STRATEGIC PLANNING PROCESS

The focus of the strategic planning process is to document and recognize data through a SWOT Analysis, identify strategic issues, and create corresponding long-term goals. The context of our review is based on the following data:

- Needs and expectations of clients
- Expectations of stakeholders (staff, board members, funders, community partners)
- Financial opportunities and threats
- Organizational capabilities
- Needs of the service area
- Outcome Measurement Surveys
- Legislative environment

Information sources included staff, multidisciplinary team, and board members.

VI. SWOT ANALYSIS

A. STRENGTHS

~ ATTRIBUTES THAT HELP ACHIEVE THE AGENCY’S MISSION

- Caring, professional, and highly credentialed staff
- All services on-site and offered together
- Support and respect from the community
- Compassionate leadership
- National Children’s Alliance accreditation
- Involvement with local school systems (prevention and mental health)
- Operate with evidence-based systems and outcomes that can be measured
- Strong communication across programs and team members with respect to clients

B. WEAKNESSES

~ ATTRIBUTES THAT MAY HARM THE AGENCY’S MISSION

- Nature of work is stressful
- Cultural Competency (African American and Hispanic outreach)
- MDT staff turnover (new investigators, constant training)
- Limited parking for families and MDT
- Need for training in legal/judicial field
- Parental abuse of “system” in custody cases

C. OPPORTUNITIES

~ EXTERNAL CONDITIONS THAT HELP ACHIEVE THE AGENCY'S MISSION

- Project Forecast
- Compassionate & Resilient Schools
- School-based Mental Health
- Insurance credentialing for Mental Health Services
- Volunteer program
- Legislature / change in child abuse laws

D. THREATS

~ EXTERNAL CONDITIONS THAT MAY HARM THE AGENCY'S PERFORMANCE

- Multiple agencies competing for same local funding
- Succession plan for Medical Program
- Cuts in government funding
- Secondary traumatic stress and staff burnout
- Loss of community support with growth/success of agency

VII. CRITICAL ISSUES AND CHALLENGES

Based on the SWOT analysis, four critical strategic issues facing the agency:

- Funding Support
- Community Education and Awareness
- Service Delivery
- Efficient Use of Resources

VIII. STRATEGIC GOALS AND OBJECTIVES

A. CRITICAL ISSUE #1: FUNDING SUPPORT

GOAL: SECURE FUNDING TO SUPPORT CURRENT AND FUTURE OPERATIONS.

Objective: Grow and strengthen relationships with all donors to ensure commitment, personal involvement, and long-term support for agency sustainability.

- (1) Strategy: Grow and strengthen the annual Share the Love Gala.
- (2) Strategy: Create targeted personalized events to cultivate new donors.
- (3) Strategy: Identify opportunities for funding support, such as healthcare foundations, community foundations, and family foundations, and engage those opportunities through relationship building.
- (4) Strategy: Invest in a donor development software system that will allow efficient and effective use of donor engagement.
- (5) Strategy: Through outreach and presentation opportunities within the community, effectively communicate the importance and need of on-going financial support in ensuring the long-term sustainability of The Dragonfly House.

B. CRITICAL ISSUE #2: COMMUNITY EDUCATION AND AWARENESS

GOAL: STRENGTHEN AGENCY AWARENESS THROUGH OUTREACH AND EDUCATION EFFORTS.

Objective: Strengthen existing relationships with multidisciplinary teams, school systems, youth serving organizations, and the general community.

- (1) Strategy: Provide presentations and trainings to community partners and interested parties.

- (2) Strategy: Continue and grow the “Dr. Sara Sinal Conference for Child Abuse Professionals”.
- (3) Strategy: Establish and grow Project Forecast, our collaborative training program with Davidson County Community College.
- (4) Strategy: Through the Compassionate & Resilient Schools initiative, build and grow school-based prevention programs.
- (5) Strategy: Utilize the R.E.A.C.H. library, research, and local trainings to continue being a resource of information to the community.

C. CRITICAL ISSUE #3: SERVICE DELIVERY

GOAL: STRENGTHEN THE AGENCY’S FOUR CORE SERVICE PROGRAMS: FORENSIC INTERVIEWS, MEDICAL EXAMINATIONS, MENTAL HEALTH, AND VICTIM ADVOCACY.

Objective: For staff and multi-disciplinary team partners to be recognized as experts in the field of child abuse offering the best in services to children.

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- (1) Strategy: Continue developing staff skills, knowledge, and expertise through national and local trainings, best practice research, and quality improvement feedback.
 - (2) Strategy: Establish internal peer review processes for core service programs.
 - (3) Strategy: Establish a quarterly review process of mental health program.
 - (4) Strategy: Participate in conversations with agency partners to determine the effectiveness of existing programs and whether those programs need to be reviewed and/or revised.
 - (5) Strategy: Continue to grow training opportunities through the “Dr. Sara Sinal Conference for Child Abuse Professionals”, Project Forecast, and other resources for the benefit of our multi-disciplinary team partners.
 - (6) Strategy: Increase frequency and participation of multidisciplinary team process during both service appointments and case review sessions.

D. CRITICAL ISSUE #4: EFFICIENT USE OF RESOURCES

GOAL: ENSURE THAT AGENCY RESOURCES ARE UTILIZED IN THE MOST EFFICIENT, EFFECTIVE MANNER.

Objective: Expand staff and board involvement in execution of strategic plan.

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- (1) Strategy: Ensure that programs are operating within budget (monthly and year to date) and comply with funding requirements.
 - (2) Strategy: Become credentialed to bill mental health services through variety of insurance programs, even if not utilizing this resource immediately.
 - (3) Strategy: Track funding efforts by funding source, revenue, expenses, staff, and volunteer time.
 - (4) Strategy: Utilize available research, current trends, and training to create opportunities for growth with respect to stakeholders and program effectiveness.
 - (5) Strategy: Grow board capacity in carrying out the mission of The Dragonfly House.

(6) Strategy: Ensure longevity of staff and board through self-care opportunities and evaluation processes.

IX. PLAN TIMELINE AND IMPLEMENTATION

Once approved, the strategic plan will be reviewed twice a year at both management meetings and Board meetings to ensure that goals and priorities are still relevant and that action steps are being taken in a timely manner.

If necessary, corrective action steps will be identified and assigned to specific individuals for completion. CAC's progress in addressing strategic issues will be shared with stakeholders on an ongoing basis using the following vehicles:

- Staff meetings
- Board meetings
- Committee meetings
- Newsletter
- Website
- Social Media
- Annual report