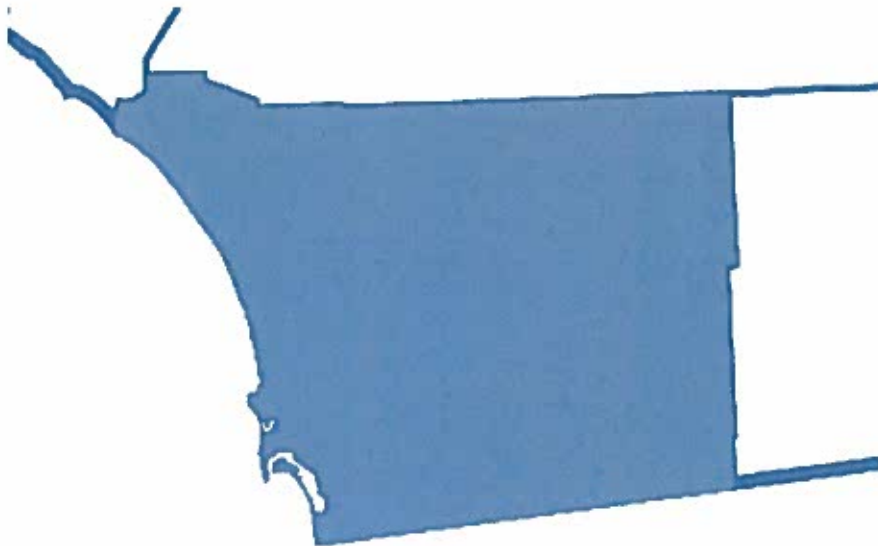

San Diego Trauma Informed Guide Team (SD-TIGT)



Strategic Plan
2016-2018
As of: October 13, 2016

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ACKNOWLEDGEMENTS

We would like to recognize the San Diego Trauma Informed Guide Team for their visionary efforts in advancing trauma informed practices throughout the San Diego Region. Special acknowledgement is given to the Leadership Team Members for their time, commitment, and inspiration in creating the revised San Diego Trauma Informed Guide Team Strategic Plan 2016 -2018.

Harmonium, who serves as the backbone for this effort, would also like to thank the Robert Wood Johnson Foundation, the California Endowment, and the Health Federation of Philadelphia for their funding and support throughout this process through the Mobilizing Action for Resilient Communities (MARC) Grant. The goal of the funding is to prevent/ reduce Adverse Childhood Experiences and promote resilience. Through this collaboration, the SD-TIGT can more strategically affect long term change in the movement to build resilient communities throughout the San Diego region.



Rosa Ana Lozada, L.C.S.W.

Chief Executive Office of Harmonium

EXECUTIVE SUMMARY

After seven years, the San Diego Trauma Informed Guide Team (SD-TIGT) had evolved and grown significantly, as had the trauma informed movement. Upon reviewing our initial Strategic Plan, developed in 2009, we found that it was time for this document to be revised. Some goals had been met (ex. developing a trauma informed toolkit), some were no longer realistic (ex. certifying agencies as trauma informed), and some no longer fit with our membership and existing resources (ex. providing regular, ongoing training to other organizations). A dedicated group of core members began meeting with the daunting task of updating our Mission, Vision, and Goals. In November 2015, we were fortunate enough to be one of 14 Mobilizing Action for Resilient Communities (MARC) grant awardees. With the technical support of Harmonium, our “backbone” agency, the core members evolved into our Leadership Team resulting in the creation of the San Diego Trauma Informed Guide Team (SD-TIGT) Strategic Plan 2016-2018.

Our hope is that this Strategic Plan will offer information and inspiration to members and non-members alike. It is designed to provide guidance and direction to our members; help us hold ourselves accountable to our goals and values; and create a sustainable structure, not dependent on any one person/agency, to assure the ongoing existence of the SD-TIGT. As a source of inspiration, we hope this Plan assists in the understanding of the SD-TIGT; presents thought-provoking ideas about what a grassroots organization, government entities and community leaders, can achieve together; and serves as a stimulus for others to take the trauma informed movement even further.

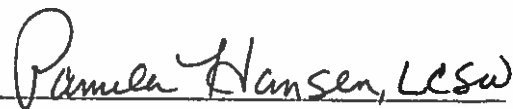
In developing a sustainable membership structure for the SD-TIGT, we were led by our desire to be inclusive and welcoming to members from all sectors. To support an engaging and inclusive process, ACEs Connection serves as a communication platform that welcomes not only its members but friends and visitors as well. Meaningful roles were developed for all members, including representing the SD-TIGT at events and in interviews and serving on a Guide Team committee. In the course of revising the Plan an emphasis emerged to ensure

community voice of all ages is shaping programs and policies. This commitment includes a specific goal with and objectives that support achievement of this core value.

The SD-TIGT also developed an Implementation Plan which further defines the objectives and steps for achieving the established four goals. This Implementation Plan serves as the roadmap to support our newly developed committees along with timelines and tracking measures to document goal progress and completion.

The four goals are:

1. Expand the SD-TIGT as a cross-sector movement.
2. Strengthen the capacity of the SD-TIGT to promote resilience and prevent/ reduce ACES.
3. Enhance the capacity of the SD-TIGT members to influence system change for policy, program, and practice levels.
4. Build capacity of the SD-TIGT to partner with community members of all ages when shaping programs and policies.



Pamela Hansen, L.C.S.W.
Co-Chair



Amelia Barile Simon, M.P.H.
Co-Chair

HISTORY

The SD-TIGT was established in 2008 following a workshop by Gabriella Grant, Director of the California Center of Excellence for Trauma Informed Care, and Dr. Stephanie Covington. A year later, in 2009, the SD-TIGT developed a strategic plan that included its mission, goals, and objectives. The focus was on improving the quality of client care within systems (social service, juvenile justice, education, behavioral health, etc.) by raising awareness. In 2009, the SD-TIGT started to train individuals and agencies all over San Diego. In 2010, the SD-TIGT meeting became a hub for potential trauma-informed trainers so the co-chairs worked with Gabriella Grant to do “train the trainer” sessions during SD-TIGT meetings. By 2011, the training became more finalized when the SD-TIGT established guidelines for training and there were a number of trainers ready to start working with organizations. The guidelines provided a framework that ensured trainers addressed similar concepts, but general enough that it allowed each trainer to meet the needs of their audience. Later that year, with the help of the San Diego County Health and Human Services Agency, the SD-TIGT convened the *Impact of Violence and Trauma in Our Community: Building Effective Community Solutions Conference*. The SD-TIGT was then able to develop the *Building Healthy Solutions Toolkit* in 2012.

Since its inception, the SD-TIGT has served a unique role in providing an inclusive venue that welcomes professionals, resident leaders, and others to collectively advance trauma informed practice in the San Diego region. Each of the participants of the SD-TIGT, at their own stage of readiness, provides leadership for evolving their agency/organization in the areas of program, policy, and/or practice.

STRATEGIC PLAN OVERVIEW

The San Diego Trauma Informed Guide Team (SD-TIGT) performed a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis in 2009. The process facilitated the development of a collaborative network to advance trauma-informed efforts throughout the region. Key strategies included system wide trainings, sharing of resources, and advocacy. The 2009 SWOT Analysis was reviewed in 2016 and served as the foundation for the Leadership Team's revision.

In summary, the current SWOT Analysis underscores the strong commitment of individuals who come together to support the advancement of trauma-informed work throughout the San Diego region. The revised SWOT influenced the priorities and ways to implement a collective impact framework. This includes developing a common agenda, shared measurement system, supporting aligning activities, and continuous communication.

The following is the Strategic Plan that translates the five elements of the collective impact framework to the activity of the San Diego Trauma Informed Guide Team (SD-TIGT). The evolution of the SD-TIGT's framework includes the expansion of the effort from advancing trauma informed efforts towards building resilient communities, ensuring authentic community voice, and the use of communication platforms including ACES Connection to galvanize the resiliency building movement in the San Diego region.

MISSION STATEMENT

Promoting trauma-informed services in the San Diego region through collaboration, advocacy, and education.

VISION STATEMENT

A resilient world where families and communities thrive.

CORE VALUES

Respect

We value the contributions that all individuals, communities, and systems are taking towards building a more resilient San Diego region. We are seeking to learn from each others' efforts as well as encourage new sectors to learn more about ACEs and share knowledge on how they can become more trauma-informed.

Accountability

We hold ourselves and each other to keep commitments and agreements consistent with mission, vision, and core values.

Diversity

We accept, celebrate, and value the rich, diverse communities of San Diego region by remaining inclusive to all and using our diverse talents to further the goal of resilient communities.

SD-TIGT STRUCTURE

SD-TIGT MEMBERSHIP

Every individual and agency is a contributor to promoting resilience and preventing/reducing ACEs within the San Diego region. In the SD-TIGT this is shown by the various levels of membership where everyone is invited to participate.

Levels of Membership

- The **Leadership Team** includes the co-chairs, secretary, membership chair, marketing chair, resource chair, and training chair
- A **SD-TIGT member** attends at least two meetings each year. For more information on their responsibilities see section b.
- A **SD-TIGT visitor** is someone who has attended a SD-TIGT meeting once.
- **Friends** of the SD-TIGT are people who follow the SD-TIGT on ACEs Connection, email, or any other social platform.

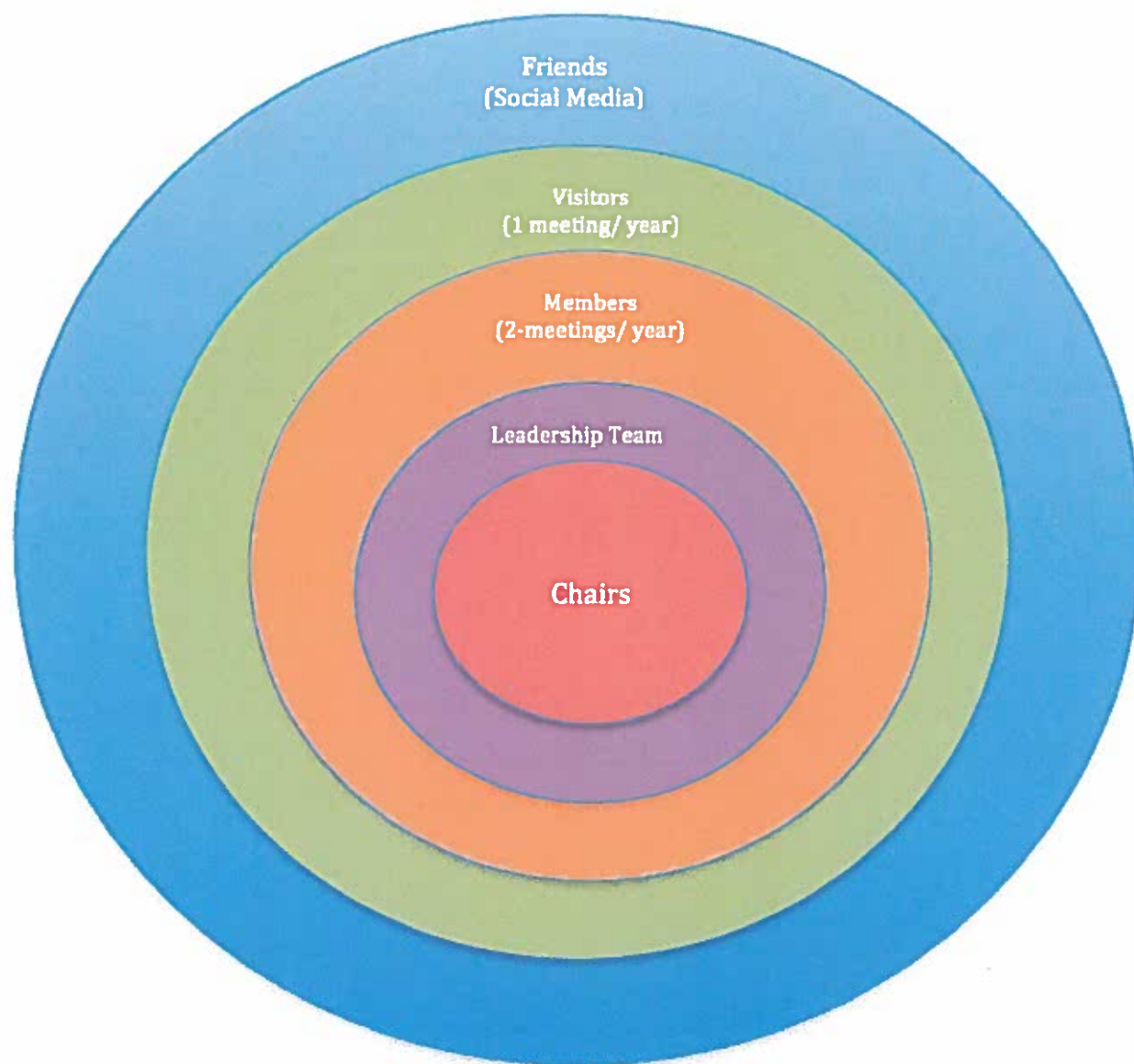
SD-TIGT Members- Roles and Responsibilities

As stated above, SD-TIGT members include anyone who has attended the SD-TIGT meeting a minimum of two times in a calendar year. The following includes a list of member responsibilities:

- Advocate for trauma-informed care and resilience building in their agency's programs, practices, policies, and procedures
- Encourage individuals to join resilience building movement
- Attend SD-TIGT meetings at minimum twice in one calendar year
- Invite individuals/ agencies to SD-TIGT meetings
- Share trauma-informed training material
- Share trauma-informed journeys at meetings and on ACEs Connection
- Represent SD-TIGT when requested to by chairs

The decision making process is one of consensus, not everyone has to agree on the decision but everyone can live with the decision, agree to honor it, and support it. If consensus cannot be reached, then the matter will be put to a vote.

Figure 1. SD-TIGT Membership Chart



STRUCTURE

The SD-TIGT is an active grassroots network committed to promoting trauma-informed services throughout the San Diego region. In order to do this, the structure of the SD-TIGT is designed to be flexible and inclusive to fulfill its purpose.

The table below describes the leadership roles and responsibilities of the SD-TIGT. Leadership positions are filled on a voluntary basis.

- If more than one person is interested in volunteering for a particular position, then the matter will be put to a vote by the membership.
- Chairs may ask specific people to volunteer for a role.
- In the rare event that someone is not able to fulfill his or her responsibilities, the leadership team will determine how responsibilities will be accomplished.
- Volunteer terms are for two years. Volunteers may volunteer for additional terms.

Table 1. Leadership Roles and Responsibilities

LEADERSHIP ROLES	RESPONSIBILITIES
Co-Chairs	<ul style="list-style-type: none">• Guide decision making process (what needs input from leadership team vs. SD-TIGT membership)• Convene the leadership team• Prepare agenda• Facilitate meetings• Invite SD-TIGT members to share agenda items• Arrange meeting locations• Coordinate and implement the SD-TIGT strategic plan
Leadership Team (Co-chairs, Secretary, Membership Lead, Resource Lead, Marketing Lead, and Training Lead)	<ul style="list-style-type: none">• Venue for group decision making process between bi-monthly meetings• Support the chairs• Ensure implementation of strategic plan and accountability of the overall direction of the SD-TIGT• Ensure that goals are achieved
Secretary	<ul style="list-style-type: none">• Take and post meeting minutes• Receives emails and invitations• Finds members to take minutes if they are not present• Represent-SD-TIGT when requested to by chairs

LEADERSHIP ROLES	RESPONSIBILITIES
<i>Membership Lead And Committee</i>	<ul style="list-style-type: none">• Welcome and orient new members• Support and field questions specific to membership• Recruit and invite new members to SD-TIGT and ACES Connection• Tracks Attendance• Follows-up when members do not attend• Represent-SD-TIGT when requested to by chairs
<i>Resource Lead And Committee</i>	<ul style="list-style-type: none">• Organize and maintain resource library for SD-TIGT• Take time to provide people with the information/ resources they need• Represent SD-TIGT when requested to by chairs
<i>Marketing Lead And Committee</i>	<ul style="list-style-type: none">• Marketing materials development/ revision• Update brochure (currently in Publisher)• Consistent messaging for handouts (electronic and hard copy)• Represent SD-TIGT when requested to by chairs
<i>Training Lead And Committee</i>	<ul style="list-style-type: none">• Design and develop training core competencies• Support SD-TIGT members and other agencies to implement essential training components• Support development of trainers/ speakers bureau• Track trainings• Coordinate speakers bureau• Represent SD-TIGT when requested to by chairs

GOALS AND OBJECTIVES

GOAL 1. EXPAND THE SD-TIGT AS A CROSS SECTORS MOVEMENT

Objective	Outcome
Recruit other groups and organizations into the network	<ul style="list-style-type: none">• Increase membership by 10%• Increase friends by 10%• Increase visitors by 10%
Outreach to other sectors (Probation, Law Enforcement, Peer Support Partners, Consumers, Education, Health Services, and Military).	<ul style="list-style-type: none">• Increase presentations to other sectors• Increase diversity TI Journeys from other sectors• Increase postings on ACES Connection by individuals from different sectors
Increase percentage of visitors who become members by 10%	<ul style="list-style-type: none">• Increase membership by 10%

GOAL 2. STRENGTHEN THE CAPACITY OF THE SD-TIGT TO PROMOTE RESILIENCE AND PREVENT/ REDUCE ACES

Objective	Outcome
Complete a survey of the SD-TIGT network capacity and readiness to identify and address early childhood trauma and to integrate family, youth, and resident voice into shaping programs and policies	Template of aTrauma Informed Training including the core competencies
Develop training core competencies	

GOAL 3. ENHANCE THE CAPACITY OF THE SD-TIGT MEMBERS TO INFLUENCE SYSTEM CHANGE FOR POLICY, PROGRAM, AND PRACTICE LEVEL

Objective	Outcome
Share and disseminate best practices during the SD-TIGT meetings specific to policy, program, and practice change	<ul style="list-style-type: none">▪ Restructure the meeting agenda and Trauma-Informed Journeys to include policy change▪ Create and share guidelines on how to influence agency level change
Collaborate with new sectors to become more trauma-informed	Increase in number of sectors becoming trauma-informed

GOAL 4. BUILD CAPACITY OF THE SD-TIGT TO INTEGRATE FAMILY, YOUTH, AND RESIDENT VOICE WHEN SHAPING PROGRAMS AND POLICIES

Objective	Outcome
Share and disseminate best practices during the SD-TIGT meeting specific to family, youth, and resident voice integration.	Restructure the Trauma Informed Journey to include integration of family, youth, and resident voice when shaping programs and policies and develop guidelines

FISCAL SUPPORT

By design, the SD-TIGT has been self-sufficient and has operated with minimal costs. To date, members have generously shared resources such as making copies, offered free meeting spaces, and given of their time to advance the mission and goals of the SD-TIGT.

As the SD-TIGT moves forward with the implementation of its strategic plan and gains greater local, state, and national presence additional resources may be needed. Since the SD-TIGT is not designed to directly accept funds, the Leadership Team can proactively discuss and develop strategies to generate and accept funds. One strategy may include the engagement of member organizations to serve as fiscal agent(s) while maintaining the integrity of the SD-TIGT structure as an autonomous, inclusive, and neutral entity.

CONCLUSION

The future is yet to be defined as our nation faces the transition of a new president. The opportunity is upon us to continue advancing resilient communities through the work of the San Diego Trauma Informed Guide Team (SD-TIGT) and other local, state, and federal efforts. The SD-TIGT has set its foundation for multi-sector collaboration, sharing knowledge, and raising the capacity of organizations and community members of all ages to work together. Building safe, caring, compassionate, and resilient communities requires the SD-TIGT to work within a collective impact framework; collaboration with community members, San Diego County and City, school districts, businesses and others is imperative to strengthening this effort.