

HILL COUNTRY CASA 2019-2023  
STRATEGIC PLAN REPORT, FY2021

## Mission Statement and Vision

### Mission Statement

Hill Country CASA provides trained, court-appointed volunteers who passionately advocate for abused and neglected children in Kerr, Kendall, Bandera, and Gillespie counties.

### Vision Statement

To provide well-trained, passionate CASA-GAL volunteer for every child taken into CPS custody in Kerr, Kendall, Bandera, and Gillespie counties.

### Goals

Corresponding with the five-year vision outlined above, Hill Country CASA has established six goals to guide the organization's strategy through 2023. Each section below will list the goal, strategies, KPIs, responsible personnel, and the timeframe for completion.

### Executive Summary, FY2021

FY 2021 has been a year of progress, despite challenges due to COVID19 pandemic.

However, we continued work in all six pillars of our strategic plan.

Each of the actions completed on these pillars is listed in the right-hand column below, corresponding to the goal in the left-hand side.

Based on various converging external factors (Community Based Care imminent in our area, new Texas laws going into effect in Fall 2021, anticipated drop in VOCA funding, new National and Texas CASA Standards), within FY 2022, Hill Country CASA will need to examine our Strategic Plan closely to determine any revisions needed. It's possible that, due to the large volume and disparity of changes coming, the Board may see fit to begin the new strategic plan process earlier than FY 2023, to accommodate new challenges in the field.

Goal 1:

Build and strengthen partnerships with key stakeholders and agencies to ensure effective advocacy for the children Hill Country CASA serves.

Strategies	Key Measures	Persons Responsible	Timeframe	FY2021 Report
<p>Increase awareness and reach of pertinent HCCASA training curriculum components to internal and external partners.</p>	<p>Prepare semi-annual curriculum calendar for distribution</p> <p>Explore options to video record live sessions for at-one's-own-pace training</p> <p>Create and deliver via video training concepts directly related to CASA work (optima use, testimony 101, etc.)</p>	<p>ED, Staff</p>	<p>Annual report to the Board of Directors</p>	<p>Volunteer training moved to Zoom, and from once monthly to once weekly, for Q1 – Q3 of 2021.</p> <p>All these sessions were filmed and are now a part of our 70+ video library accessible to all volunteers.</p> <p>2021 Ad Litem Seminar was 100% virtual and over 375 people registered (125 more than ever before).</p> <p>Work ongoing with Texas CASA to provide network-wide data training.</p>
<p>Work with CPC judiciary to find opportunities to learn about and to provide ongoing feedback to ad-litem about changes with DFPS and the upcoming separation of Bexar County from Region 8.</p>	<p>Determine who has information, and who is available to educate us</p> <p>Determine the appropriate venue for offering information</p> <p>Develop a plan to deliver information and feedback on an ongoing basis</p>	<p>ED, Staff</p>	<p>Quarterly “State of Child Welfare” Report to Board of Directors</p>	<p>Working with Kerr CSB on collaborative project</p> <p>CBC and FFPSA featured in the 2021 Ad Litem seminar.</p> <p>Working with CPC Judiciary on pre-removal mediation plan to narrow issues and promote relative placements.</p> <p>Spring 2021 community awareness trifold sent; ask for community to give time.</p>

<p>Develop partnerships with regional contractors and agencies to provide resources for volunteers, families, and youth in the region.</p>	<p>Develop annual meeting schedule with MOU holders to discuss procedures for sharing of information</p> <p>Seek opportunities to gather regional information about SSCC and local effects</p>	<p>Ed, Staff, BOD</p>	<p>Annual report to the Board of Directors</p>	<p>CSB Collaborative continues; CASA sponsored creation of trifold (mailed spring 2021) illustrating the need/ways to help</p> <p>Continue discussions with stakeholders, courts, and colleagues as CBC is beginning in our area.</p> <p>Continue MDT meetings with agencies, law enforcement, CPS Participate in meetings with, and prepared protocols for, support of the human trafficking project with KAP and State Human Trafficking team</p> <p>Resource sheets developed by county for COVID response</p>
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**Goal Two:**

Increase community awareness and services identification within each of the counties served by Hill Country CASA and continue to be recognized within the community for providing independent, well-trained advocates for abused and neglected children.

<b>Strategies</b>	<b>Key Measures</b>	<b>Persons Responsible</b>	<b>Timeframe</b>	<b>FY2021 Report</b>
Develop strategy for online presence	<p>Increased online marketing, awareness, and training presence</p> <p>Ability for partners to engage with training materials</p>	ED, Staff	Quarterly Dashboard Reports	<p>New volunteer application is available directly on website</p> <p>Added web resources for COVID</p> <p>Web address on all print materials</p>
Create a series of targeted audio/video ads for use in the movie theater, on website / Facebook, and other sources.	<p>Build audio / visual content with videographer</p> <p>Form a Board committee to determine several ad campaigns and potential locations</p> <p>Incorporate ads into annual marketing plans</p> <p>Review marketing plans annually</p>	Staff	Annual Report to the Board of Directors	<p>Marketing plan reduced in accordance with 90% budget cut; banners in all 4 counties were hung</p> <p>Facebook posts targeted to support parents with kids at home in COVID</p> <p>After 3 years of movie ads, the BOD opted not to renew the contract due to lack of engagement; we have some months of credit due to COVID and those will play out</p> <p>BOD working to recruit a Bandera member for 2022</p>
Increase engagement with local congregations and community groups to encourage volunteerism / support.	BOD committee to determine targeted areas for organization campaigns and methods for communication	BOD, Volunteer Coordinator, and ED	Quarterly Dashboard Reports to Board of Directors	<p>Many activities canceled or postponed due to COVID – trifold was sent to select congregations</p> <p>CSB collaborative strategically planning the outreach</p> <p>Coordinated FUMC for venue for 2022 Seminar at no cost</p>

Goal Three:

Expand seminars, training opportunities, and resource library for ad-litem, DFPS, and volunteers.

Strategies	Key Measures	Persons Responsible	Timeframe	FY2021 Report
<p>Convert live training to an online library to increase accessibility and strategize more ways to provide them with the resources and training they need.</p>	<p>Video capability, technology, and training.</p> <p>Develop annual plan for ongoing content creation</p>	<p>ED, Staff</p>	<p>Annual Report</p>	<p>HCCASA created an online video library in 2020; now there are over 70 videos featured, including 3 full years of Seminar.</p> <p>2022 Training Calendar is complete; there are 4 new volunteer trainings planned in the next 12 months. Bi-monthly Zoom/in-person continuing education classes are planned for Q1 – Q3.</p> <p>2022 training topics were planned in response to Judiciary, Attorney and Volunteer response to the 2021 Program Evaluation.</p>
<p>Determine the training needs of community partners and how to incorporate same into CASA's training curricula.</p>	<p>Research of CPA, AAL, LMSW requirements</p> <p>How to obtain ability to give CLE and CEU</p> <p>Create a strategy for monetizing online trainings</p> <p>Create a charging mechanism and CEU delivery system</p>	<p>ED, Staff, Volunteers</p>	<p>Begin in 2021</p>	<p>We are TEA and State Bar certified; thus all our training is able to be used for CEU and CLE.</p> <p>We invited all of Region 8B CPS, CASA, Judiciary and stakeholders to the 2021 Seminar and registrations increased nearly 50% over last year. We offered a post-survey to attendees to inform our 2022 Seminar topics.</p> <p>Ad Litem Seminar is now a line item in HCCASA's budget expenses.</p>

Goal Four:

Complete conversion to Optima.

Strategies	Key Measures	Persons Responsible	Timeframe	FY2021 Report
<p>Cross-train all staff on the utilization of Optima.</p>	<p>Build guides on how to make compliant entries into Optima</p> <p>Cross train Program Assistant to manage reports and statistics</p> <p>Cross train all staff on how to self-audit files for 100% compliance</p>	<p>ED, Staff</p>	<p>Annual Report to Board of Directors</p>	<p>Monthly self-audits in progress</p> <p>All-child and all-volunteer counts being conducted at end of each month</p> <p>96% on last QA for cases, next QA is 9/2022</p> <p>Optima has been instrumental in our ability to pivot work, so services continued uninterrupted during COVID</p> <p>We continue to receive calls for support from multiple programs</p>
<p>Provide at-own-pace training on individual components of Optima for volunteers</p>	<p>Develop a list of important tasks for volunteers in Optima</p> <p>Record training for each component for upload to website</p>	<p>Staff</p>	<p>Annual Report to Board of Directors</p>	<p>ED successfully completed a series of “Optima Certification” videos with Texas CASA and Optima, that gives Texas-specific training for all programs to use</p> <p>Continue to offer individual training and support to our CASAs in Optima</p> <p>Set up a volunteer workstation in the CASA office in April 2021 to support all volunteers accessing their Optima accounts, meetings, mediations and court online.</p>

**Goal Five:**

Establish clear and competitive professional development opportunities for staff members, volunteers, and the Board of Directors.

<b>Strategies</b>	<b>Key Measures</b>	<b>Persons Responsible</b>	<b>Timeframe</b>	<b>FY2021 Report</b>
Create a budget and strategy for board member's professional development.	<p>Determine needs of individual members and entire BOD</p> <p>Develop a series of topics and bring trainers into work with the BOD</p> <p>Promote Texas CASA's BOD training and seek other outside opportunities for members to receive training of interest to them and importance to their work at CASA</p>	ED, Board	Annual Discussion	<p>BOD chose to have a Legislative Update for their 2021 professional development.</p> <p>Several Members have attended Texas CASA's online Leadership BOD meetings.</p>
Create new training opportunities for volunteers, diving deeper into issues (a series on compassion fatigue, or long-lasting effects of trauma in childhood, or DSM5)	<p>Establish priority topics for training</p> <p>Establish responsibility for conducting training, schedule, and method</p>	ED, Staff	Annual Report to Board of Directors	<p>3-part PMC series reintroduced</p> <p>Multiple one session trainings completed</p> <p>Continued work with Casey Family Foundation, CPS State Office, and judiciary to produce the 2022 Ad Litem Seminar</p> <p>Program evaluations informed the training curricula</p>
Develop an annual Board of Directors self-evaluation and establish a protocol for ensuring its regular use and review.	<p>Development of evaluation</p> <p>Board member compliance</p> <p>Follow up planning and results sharing</p>	Board, ED	Annual BOD reports	<p>Introduced this tool in 2019 and completed in 2020.</p> <p>The BOD reviewed the evaluation tool at their May 2021 meeting and will complete at their July meeting.</p>

<p>Continue to seek opportunities for staff to attend conferences and TX CASA trainings.</p>	<p>Staff survey to identify new training opportunities to empower staff to expand their skills</p> <p>Identify sources for training</p>	<p>ED, Staff</p>	<p>Annual BOD reports</p>	<p>Texas CASA Conference 2021 is canceled.</p> <p>Various online trainings regarding COVID, background check systems, data management have been attended by staff.</p>
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**Goal Six:**

Develop a diversity plan which ensures that the Board of Directors and volunteers adequately represent the demographics and population of the communities the organization serves.

<b>Strategies</b>	<b>Key Measures</b>	<b>Persons Responsible</b>	<b>Timeframe</b>	<b>FY2021 Report</b>
Develop a diversity plan to help guide board member and volunteer recruitment.	<p>Plan and write out the diversity plan</p> <p>Increases in Board and volunteer diversity</p>	Board, ED	Annual Report	BOD held ongoing discussions about increasing diversity among its membership as well as the volunteer base. To support this effort, 100% of Members who are business owners posted trifolds, dual-language rack cards, and Volunteer Coordinator’s business cards in their establishments.
Convert ad content into Spanish and conduct targeted recruitment in Spanish speaking communities.	<p>Create and execute a spanish marketing survey</p> <p>Develop recruitment strategy</p> <p>Convert materials</p> <p>Add Spanish engagement and outreach strategy to Hill Country CASA’s larger marketing strategy</p>	ED, Staff, outside contractor	Annual Report	<p>Rack cards are printed in English and Spanish dual-sided</p> <p>Banners recruiting volunteers were hung in all four service counties in 2021</p>
Establish more opportunities to meet with leaders in each county to ensure board recruitment accurately represents the communities we serve.	<p>Develop a plan:</p> <p>People to contact</p> <p>Connections with the current BOD</p> <p>Schedule of politician term limits</p>	Board, ED	Annual report	<p>BOD is working to recruit a Member from Bandera County</p> <p>In 2021 there were meetings with Kerr County Commissioners, Andrew Murr’s and Dawn Buckingham’s offices; Kerr County Child Welfare Board; SJRC; area CPC Judiciary to share information and support for children and families we work with</p>