

CASA of Central Texas, Inc.
Strategic Plan
2014-2019



Executive Summary

Every day in this country, 1,900 children become victims of abuse or neglect, and four of them will die. Every day. CASA of Central Texas advocates for abused and neglected children in the court system, in schools, and in the community by recruiting, training and supporting dedicated volunteers.

For the children, CASA gives them a voice, protects their well-being, prevents re-abuse, and helps find permanent homes where children may be safe, healthy and have successful futures.

For our volunteers, CASA provides quality training, a professional network of support and a meaningful purpose to share their time.

For the courts, CASA acts as independent “eyes and ears” while the children are in foster care, serving as Guardian ad Litem, gathering critical information, and giving reports to help judges make informed decisions in the child's best interest.

For our donors, CASA offers an easy and rewarding giving experience, a fiscally sound, transparent and trustworthy charitable organization.

For the community, CASA is a valued partner, with an eye toward long-term stability, service and community health.

Vision

Every child has the right to a safe, nurturing, permanent home.

Mission Statement

CASA of Central Texas advocates for abused and neglected children in the court system by recruiting, training and supporting community volunteers.

Methodology

Board, staff and advocates participated in the strategic planning process. Five task forces were identified that represented key areas of focus for the organization as follows:

1. Administration
2. Programs and Operations
3. Fund development
4. PR & Communications
5. Governance

Each task force had board, staff and volunteer integrants. The work the task forces underwent was structured to accomplish the following:

- Identification of CASA's mission and each individual task force mission based on their area of focus
- Identification of primary and secondary customers for area of focus
- External and internal environmental scans
- Identification of strengths, weaknesses and threats specific to focus areas
- Identification of opportunities based on environmental scan and SWT
- Identification of top issues facing each area of focus
- Identification of top priorities
- Articulation of broad goal encapsulating the knowledge gained through the process

After the task forces completed their planning process, they prepared a presentation to the other task forces with a summary of their work. During the summit each task force chair presented their work, which included their priorities and overarching goal. A work session with the entire group followed to bring together the totality of the task force work and identify CASA's five top priorities and three to five strategic goals. The four strategic goals presented in this plan were reached by consensus of the entire group who participated in the planning process and approved by the Board of Directors in June 2014.

Vision Elements

- Serve 100% of the children in State protective care with volunteers who are fully supported by CASA and respected by the judges and community.
- Be a sound organization with financial stability through diverse funding, long-term income sources and contingencies, while working at capacity and planning for growth.
- Known as the organization in the community that provides a meaningful and fulfilling volunteer opportunity while bettering the lives of children in the court system and, in turn, bettering our community as a whole.

Key Priorities

- Enhance Human Capital strategies to increase effectiveness in recruiting, retaining and succession planning for key staff, board and volunteers
- Provide an opportunity for every donor by enhancing the donor experience, making it easy and rewarding to give.

- Improve technology systems and enhance user experience to increase operational effectiveness
- Provide facilities for adequate growth
- Increase public awareness of CASA's mission to achieve higher recognition rates among current and potential stakeholders in order to facilitate the goal of serving 100% of the children in our area of service.

Goals

1. Ensure long-term sustainability of CASA
2. Implement and enhance infrastructure to increase CASA's overall effectiveness
3. Communicate to achieve maximum positive impact for CASA
4. Serve 100% of children in CPS court system in our assigned area of service

Operations Plan

The Action Plan was developed by joint effort of the task force chairs and CASA staff. The Action Plan details the specific objectives and corresponding action items for each objective. The Action Plan serves as a tool to ensure implementation and accountability (see appendix A).

CASA Strategic Plan Action Plan (Appendix A)								
Completion Date							6/30/2015	
Overall Completion Rate							0%	
Activity / Action Step	Responsibility	Start Date	End Date	Date Completed	Budget	Actual	% Complete	Reviewed
Goal #1: Ensure the long term sustainability of CASA							0%	
Objective 1: Manage the HR plan to address staff, board and volunteer recruitment, retention and recognition programs	Norma Blackwell, Cathy Vrba	7/1/2014					0%	
A1: Staff development	Norma Blackwell						0%	
A2: Create annual spreadsheets of staff and board continuing education credits	Daisy Silvestre						0%	
A3: Deadline for annual staff reviews, include "learning goals"	Norma Blackwell						0%	
A4: Create staff review form specific to positions (based on job description)	Cathy Vrba						0%	
A5: Board development	JoAnne Germer						0%	
A6: Develop plan for Board accountability	Norma Blackwell, JoAnne Germer						0%	
A7: Volunteer development	Debbie Haynes						0%	
A8: Assess staff/volunteer level needs for 100% children served	Norma Blackwell, Debbie Haynes						0%	
Objective 2: Enhance the succession plan for key positions	Norma Blackwell	7/1/2014					0%	
A1: Prepare succession plan for Executive Director (include cross-training plan)	Norma Blackwell						0%	
A2: Prepare succession plan for Program Director (include cross-training plan)	Kimberly Key						0%	
A3: Prepare succession plan for Development Director (include cross-training plan)	Tricia Schneider						0%	
A4: Prepare succession plan for Finance Director (include cross-training plan)	Cathy Vrba						0%	
Objective 3: Create a fund development plan to identify key funding sources	Norma Blackwell, Tricia Schneider	7/1/2014					0%	
A1: Create plan for Reserves (6 months)	Norma Blackwell, Cathy Vrba						0%	
A2: Create cultivation plan for corporate, church/civic and individual donors	Tricia Schneider, Jerret Swierc						0%	
A3: Create plan to "steward" donors (calls, visits, etc.) and individual donor files to track contacts	Tricia Schneider, Jerret Swierc						0%	
A4: Plan Benevon model fundraising events	Tricia Schneider, Jerret Swierc, Renee Lehmann						0%	
A5: Create plan to market and grow endowment and planned gifts	Tricia Schneider, Jerret Swierc						0%	
Goal #2: Implement and enhance infrastructure to increase CASA's overall effectiveness							0%	
Objective 1: Enhance technology infrastructure to support the growth of CASA	Norma Blackwell	7/1/2014					0%	
A1: Implement donor database	Norma Blackwell, Tricia Schneider, Jerret Swierc						0%	
A2: enhance IT support	Norma Blackwell, Daisy Silvestre						0%	
A3: phone system	Norma Blackwell, Daisy Silvestre						0%	
A4: AV systems	Norma Blackwell, Daisy Silvestre, Eloise Hudson						0%	
A5: security	Norma Blackwell						0%	
A6: prepare spreadsheet of computers, etc. with dates of purchase and to replace	Daisy Silvestre						0%	
Objective 2: Assess capital needs to support facility enhancement and future growth	Norma Blackwell, Cathy Vrba	7/1/2014					0%	
A1: assess enhancements to the New Braunfels facility	Norma Blackwell, Cathy Vrba						0%	
Objective 3: Begin construction of new facility in San Marcos	Kathy Dial, Norma Blackwell	7/1/2014					0%	
Goal #3: Communicate to achieve maximum positive impact for CASA							0%	
Objective 1: Enhance the Mission statement	Norma Blackwell	7/1/2014					0%	
A1: address values of donors, volunteers and community	Tricia Schneider, Dave Pfeiffer, Eloise Hudson						0%	
Objective 2: Create a trackable/measurable communications plan to enhance awareness	Eloise Hudson, Jerret Swierc, Tricia Schneider	7/1/2014					0%	
A1: increase public awareness	Eloise Hudson, Jerret Swierc						0%	
A2: explore different channels	Eloise Hudson, Jerret Swierc						0%	
A3: create a differentiation strategy	Eloise Hudson, Jerret Swierc						0%	
A4: position CASA as authority	Eloise Hudson, Jerret Swierc						0%	
A5: use tracking data to determine best practices	Eloise Hudson, Jerret Swierc						0%	
Goal #4: Serve 100% of children in the CPS court system in our service area							0%	
Objective 1: Determine needs	Kimberly Key	7/1/2014					0%	
A1: project growth trends - plan	Kimberly Key, Tricia Schneider						0%	
Objective 2: Educate stakeholders that CASA is a good investment	Norma Blackwell	7/1/2014					0%	