



## Jackson County CASA Strategic Plan

### One – Three Years

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#### Acknowledgements

Thank you to the Staff, Board of Directors and strategic planning consultant Michael Tracy for your many hours of service in the development of the strategic plan. You participated in SWOT analysis meetings, one-one-one conversations with leadership, Board and committee meetings, and two strategic planning sessions to help shape the vision for Jackson County CASA moving forward. Your thoughtful participation and renewed commitment to making CASA the best it can be is greatly appreciated.

#### Mission and Vision

Our mission is **to be a child's voice in court**. We recruit, train and support lay volunteers who act as advocates on behalf of the best interests of abused and neglected children.

Our vision is (1) to ensure that every abused and neglected child involved with the Jackson County Family Court will end up in a safe, permanent home; and (2) that their educational, medical and therapeutic needs are being met while working with CASA.



## Background and Context

**May 2017** Angie Blumel was hired to succeed retiring Executive Director, Martha Gershun. Angie spent two weeks in transition with Martha, learning the opportunities and challenges facing CASA. Over the course of the next 90-days Angie met with each staff and Board member as well as key volunteers and donors to assess CASA's immediate needs and learn of your ideas for the organization moving forward.

This information shaped the first six-months (**July-December 2017**) of her strategic priorities:

- Serve 1,250 children- the highest number of children served in our history.
- Secure new/increased funding sources.
- Maintain high retention rate of staff and volunteers.
- Communicate activities and progress to Board, staff, volunteers, supporters and stakeholders.
- Understand challenges and opportunities for the future.

**February 2018** the senior leadership team met for a full-day retreat to reflect on the growth of the organization in 2017 and conduct pre-work for the strategic planning session with the Board. The team completed a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the organization, established tactical plans for each department (program plans), and conducted visioning for future needed resources (staff, space, technology, funding, etc.). Additionally, the team finalized new, enhanced outcome measures for the children we serve demonstrating the effectiveness of CASA's intervention.

**March 2018** the Board and senior leadership team met for the first strategic planning session led by Michael Tracy, Founder and CEO of OMNI Human Resource Management. Mike is a former Board Chair of Jackson County CASA and a current Advisory Board member. **The facilitated discussion resulted in the Board establishing a goal for the mission, vision and strategic goals/objectives of the organization to be "narrow and deep", meaning CASA will continue to focus on our core services, but with greater capacity (staff, space, technology, funding, etc.) in order to be able to serve more children.** Additionally, it was agreed enhanced outcomes and reporting mechanisms demonstrating the effectiveness of our services are critical to telling the story of our need for growth. The Board requested additional input from the full staff before the next strategic planning session.

**April-June 2018** each Director and the CEO met with our teams (Volunteer, Case Supervision, Legal, and Administration/Fund Development) to complete SWOTs. This information was synthesized for presentation to the Board at the next strategic planning session.

**June 2018** the second and final strategic planning session with Board and staff occurred. Senior leadership presented an overview of the SWOTs as well as an outline of proposed strategic goals. Discussion at this meeting helped to distill the goals and objectives with a draft of the strategic plan presented to the full Board at the **July 2018** Board meeting. The Board adopted the plan at the **August 2018** meeting.

## **Background and Context Continued**

Jackson County CASA served 1,250 children in 2017. This represents 44% of the children under the jurisdiction of the Family Court. The Office of Guardian ad Litem (OGAL) served 48% or 1,645 children and pro bono attorneys served the remaining 8%. Our goal has long been to expand capacity to serve 50% of the children in care or approximately 1,450 kids, representing an increase of 200 children annually. CASA currently has a staff of 27 and 350+ active volunteers.

Growth over 3 years:

2015	1,149
2016	1,201
2017	1,250

Outcomes:

- Reduce the negative long term health consequences of child abuse and neglect: 98% of the children will not suffer from additional incidents of abuse and neglect while being served by CASA.
- Move abused and neglected children into safe, permanent homes as quickly as possible: 95% of the children will have a permanency goal for a permanent placement free from abuse and neglect within 18 months of being assigned to CASA.
- Advocate for appropriate medical care and medications, counseling, age-appropriate schooling and after-school care for 100% of child abuse and neglect victims

## **Strategies, Tactics, Timeline and Accountabilities**

What we seek to achieve in the next three years:

Strategy 1: Enhance data collection, outcome measures and reporting to demonstrate CASA's effectiveness and need for growth.

Strategy 2: Increase annual revenue budget and fundraising staff to support expansion efforts.

Strategy 3: Define space needs and understand the landscape of real estate/lease opportunities.

Strategy 4: Conduct a capital campaign for additional space and program expansion.

Strategy 5: Expand staff and volunteer capacity to serve 50% of children in care within three years.

**Strategy 1: Enhance data collection, outcome measures and reporting to tell the story of our effectiveness and the need for growth.**

**Tactics:** Work with OPTIMA to enhance existing database capabilities; implement new outcome and reporting procedures; and train staff. Develop case statement with enhanced outcomes for use with funders and for future use in capital campaign materials.

**Timeline:** Q4 2018 - Q1 2019

**Accountable:** President and CEO, Director of Volunteer Programs, Director of Case Supervision, Director of Legal Services, and Communications and Marketing Manager

**Strategy 2: Increase annual budget and fundraising staff to support expansion.**

**Tactics:** Budget for and hire a full-time Director of Development and contract grant writer in 2019. Research, bid and secure capital campaign consultant for future campaign.

**Timeline:** Q4 2018 – Q3 2019

**Accountable:** President and CEO, Finance Committee and Board of Directors

**Strategy 3: Define space needs and understand the landscape of real estate opportunities.**

**Tactics:** Convene ad-hoc Real Estate Committee of the Board. Working with an architect, the staff, volunteers and Board, complete space program plan (for 1, 5 and 10 years out). Secure real estate options/opportunities for consideration and possible use in capital campaign materials.

**Timeline:** Q1 2019 – Q2 2020

**Accountable:** President and CEO, Real Estate Committee, Board of Directors, and Program Directors

**Strategy 4: Conduct a capital campaign for additional space and program expansion.**

**Tactics:** Convene a Capital Campaign Committee of the Board and a Campaign Steering Committee (Campaign Chair(s), Board members, community members, etc.). Develop budget, campaign materials, benchmarks and timeline. Secure lead gifts and conduct quiet phase of fundraising. Announce campaign publicly; complete campaign (approx. 18 months for campaign).

**Timeline:** Q3 2020 – Q4 2021

**Accountable:** President and CEO, Development Director and Fund Development Staff, Capital Campaign Committee of Board, Campaign Steering Committee and Board of Directors

**Strategy 5: Expand staff and volunteer capacity to serve 50% of children in care within three years.**

**Tactics:** Assess staffing and volunteer recruitment needs to add capacity within budget.

**Timeline:** By Q4 2022

**Accountable:** President and CEO, Board of Directors and Staff Directors