



CASA

Court Appointed Special Advocates
FOR CHILDREN

Nevada CASA Association

Strategic Plan

As of October 1, 2009

Prepared by M3 Planning, Inc

MISSION STATEMENT

Together with local CASA programs, Nevada CASA supports volunteer advocacy for abused and neglected children so that every child can have a safe, permanent home.

Tag: Safe, Permanent Homes for Children

VISION STATEMENT

To have a CASA volunteer for every abused and neglected child in Nevada.

Nevada CASA will support local programs to provide exceptional volunteer advocacy for the best interest of all children who are involved in an abuse or neglect court proceeding.

CORE VALUES

Our Guiding Principles are:

These guiding principles incorporate positive intent, consistency and being proactive.

Putting children first
Being honest and open
Having respect for others
Embracing diversity

CORE COMPETENCIES

Infrastructure of network support
Access to National CASA resources and funding which can help with local funding
Access to and support of the Nevada Judiciary which can help establish and maintain local programs
Ability to focus on statewide CASA issues
Key partnerships at the national and local level
Training - Use of National standards for extensive pre-service and continual in-service training
Service
Advocacy
Youth/Child-focused
Elite, trained volunteers - who combine compassion with skills

ANNUAL PROGRAM FOCUS

Increase the number of CASA volunteers, with a focus on diversity, and the need to stabilize funding for the state program.

CUSTOMER GROUPS

Local CASA Programs

Assistance with awareness, marketing, recruitment at a statewide level Assistance with coordination of legislative agendas relative to local programs Providing and coordinating training opportunities Facilitate communication, by among other things, Coordinating an annual convention and a retreat for program directors and foundations to address common program and management issues Assisting in start up of new CASA programs

Courts

STRATEGIC PLAN-AT-A-GLANCE

CUSTOMER STRATEGIC PRIORITIES & ORGANIZATIONAL GOALS

1. Collaborative Network: Unify the power of the CASA community network so we can do the best for the children.

- 1.1. Support Local CASA programs to our fullest potential through offering a broad range of services, resources and training.

2. Volunteer [" Management and" removed by Bill Fowler -- 06122009] Support: Strengthen the recruitment and retention of diverse, well-trained, quality volunteers.

- 2.1. Increase the number and diversity of Nevada CASA volunteers.
- 2.2. Increase the retention of Nevada CASA Volunteers
- 2.3. Empower experienced Nevada CASA volunteers to develop and lead training programs for all/new volunteers.
- 2.4. Provide resources, training and consultation in order to enhance the quality and quantity of Nevada CASA volunteers.

3. Children/Diversity Inclusion: Address disproportionality and disparity throughout the network so that All children will be treated fairly with equal access and opportunity to thrive.

- 3.1. Provide training programs and resources around diversity & cultural competency.
- 3.2. Increase the diversity of the Nevada CASA network with focus on people of color and males.
- 3.3. Serve aging-out youth by focusing on collaborative advocacy and partnerships.

INTERNAL PROCESSES STRATEGIC PRIORITIES & ORGANIZATIONAL GOALS

4. Marketing Management: Increase State awareness so that everyone recognizes the CASA brand.

- 4.1. Articulate a consistent message of who we are and what we do.
- 4.2. Coordinate with National CASA to launch a State network-wide CASA Media Day.

5. Administration & Technology Management: Effectively employ our financial, operational and technological resources.

- 5.1. Internal Operations: Increase productivity by ensuring that we are set up in the most efficient and effective way possible.
- 5.2. 2.2. Communication: Increase communication between State and the CASA Network (National and Local)
- 5.3. Technology: Improve and utilize technology to its fullest in order to increase efficiency and productivity throughout the network.
- 5.4. Financial/Cost Efficiency: Explore and apply cost savings for the entire network.

CAPACITY BUILDING STRATEGIC PRIORITIES & ORGANIZATIONAL GOALS

6. Donors/Sustainable Growth: Raise more funds to support our strategic priorities.

- 6.1. Increase and diversify our funding base. (Board and defined by Board Source under People)

7. Relationships: Increase and strengthen relationships throughout the State.

- 7.1. Stakeholders: Track and develop stakeholder relationships. (Board)
- 7.2. Agencies: Track and develop agency relationships. (Board)
- 7.3. Partnerships: Track and develop partnership relationships. (Board)
- 7.4. Community: Track and develop individual relationships. (Board)

PEOPLE TO EMBRACE THE CAUSE STRATEGIC PRIORITIES & ORGANIZATIONAL GOALS

8. Culture/Values: Strengthen the network through fostering program relationships in line with our values.

- 8.1. Offer support and resources to Local programs that help them recognize the caring and competence of CASA volunteers.

9. Board Development: Build and maintain a proactive, high functioning and successful Board.

- 9.1. Increase the number of Board Members; Have 10-12 diverse Board Members who are mission-driven community members.
- 9.2. Adopt Best Practice of Nonprofit Boards as outlined by Board-Source (or similar Advisory organization).
- 9.3. Complete NCASSA Self-Assessment and its required support documents to comply with national standards. (Board)

CUSTOMER STRATEGIC PRIORITIES & ORGANIZATIONAL GOALS

1. Collaborative Network: Unify the power of the CASA community network so we can do the best for the children.

1.1. Support Local CASA programs to our fullest potential through offering a broad range of services, resources and training. (7-31-2013) (Bill Fowler) Measure: % complete Target: 100%

Team Member Goals	Who	Start Date	End Date
1.1.1. Assess/identify the needs of Local programs.	Bill Fowler	6-1-2009	7-31-2013
1.1.2. Provide Resource development to Local programs.	Bill Fowler	6-1-2010	7-31-2013
1.1.3. Provide Capacity Building to Local programs.	Bill Fowler	6-1-2009	7-31-2013
1.1.4. Provide technical support to Local programs.	Meg Davis	6-1-2010	7-31-2013

2. Volunteer [" Management and" removed by Bill Fowler -- 06122009] Support: Strengthen the recruitment and retention of diverse, well-trained, quality volunteers.

2.1. Increase the number and diversity of Nevada CASA volunteers. (6-30-2010) (Bill Fowler) Measure: # of volunteers Target: 65

Team Member Goals	Who	Start Date	End Date
2.1.1. Develop strategies for recruiting more volunteers of color and male volunteers.	Bill Fowler	7-1-2009	6-30-2010

2.2. Increase the retention of Nevada CASA Volunteers (6-30-2013) (Bill Fowler) Measure: % inc in retention rate Target: 15%

Team Member Goals	Who	Start Date	End Date
2.2.1. Create a formula for measuring retention.	Bill Fowler	6-1-2009	9-30-2009
2.2.2. Discuss retention with Leadership - add to conference call agenda	Bill Fowler	9-1-2009	9-30-2009
2.2.3. Measure and analyze Nevada volunteer retention.	Bill Fowler	7-1-2009	6-30-2010
2.2.4. Develop retention strategies based on results.	Bill Fowler	7-1-2010	6-30-2011
2.2.5. Actively engage with all volunteers so that they feel a sense of belonging to the network and stay involved.	Bill Fowler	7-1-2010	6-30-2013

2.3. Empower experienced Nevada CASA volunteers to develop and lead training programs for all/new volunteers. (6-30-2013) (Meg Davis) Measure: % complete Target: 100%

Team Member Goals	Who	Start Date	End Date
2.3.1. Develop non-service education opportunities.	Meg Davis	7-1-2010	6-30-2011

2.4. Provide resources, training and consultation in order to enhance the quality and quantity of Nevada CASA volunteers. (6-30-2013) (Bill Fowler)

Measure: # of training resources Target: 10

3. Children/Diversity Inclusion: Address disproportionality and disparity throughout the network so that All children will be treated fairly with equal access and opportunity to thrive.

3.1. Provide training programs and resources around diversity & cultural competency. (6-30-2013) (Bill Fowler)

Measure: % complete Target: 100%

Team Member Goals	Who	Start Date	End Date
3.1.1. Bring "Knowing Who You Are" training to Nevada.	Bill Fowler	7-1-2009	12-31-2009

3.2. Increase the diversity of the Nevada CASA network with focus on people of color and males. (6-30-2010) (Bill Fowler)

Measure: % inc. in diversity Target: 5%

Team Member Goals	Who	Start Date	End Date
3.2.1. Recruit more male volunteers.	Ron Titus	5-1-2009	12-31-2009
3.2.2. Recruit more volunteers of color	Bill Fowler	5-1-2009	12-31-2010

3.3. Serve aging-out youth by focusing on collaborative advocacy and partnerships. (6-30-2013) (Bill Fowler)

Measure: % inc aging-out youth served Target: 100%

4. Marketing Management: Increase State awareness so that everyone recognizes the CASA brand.

4.1. Articulate a consistent message of who we are and what we do. (6-30-2010) (Bill Fowler) Measure: # of programs with consistent message Target: 6

Team Member Goals	Who	Start Date	End Date
4.1.1. Develop a marketing strategy/to-do list.	Bill Fowler	6-1-2009	6-30-2009
4.1.2. Initiate a conference call with local program directors.	Bill Fowler	7-1-2009	7-31-2009
4.1.3. Come up with a unified tag line for Nevada CASA.	Mike Pavlakis	8-1-2009	9-30-2009
4.1.4. Create a Nevada CASA "elevator pitch." (30 sec, 2 min, 5 min language)	Mike Pavlakis	8-1-2009	10-31-2009
4.1.5. Package Media-kit/marketing tools and deliver to Local Programs	Meg Davis	11-1-2009	11-30-2009
4.1.6. Get commitment from local programs to demonstrate execution of the message/tag line	Bill Fowler	11-1-2009	6-30-2013
4.1.7. Create merchandise to display tag line (t-shirts, mugs, etc.)	Mike Pavlakis	12-1-2009	6-30-2013

4.2. Coordinate with National CASA to launch a State network-wide CASA Media Day. (12-31-2011) (Meg Davis) Measure: % complete Target: 100

5. Administration & Technology Management: Effectively employ our financial, operational and technological resources.

5.1. Internal Operations: Increase productivity by ensuring that we are set up in the most efficient and effective way possible. (6-30-2010) (Meg Davis) Measure: % complete Target: 100%

Team Member Goals	Who	Start Date	End Date
5.1.1. Increase awareness and utilization of TechSoup software opportunities.	Meg Davis	6-1-2009	6-30-2010
5.1.2. Use the State teleconference network for CASA training opportunities.	Meg Davis	6-1-2009	12-31-2009
5.1.3. Implement the Strategic Plan.	Meg Davis	5-1-2009	6-30-2013

5.2. 2.2. Communication: Increase communication between State and the CASA Network (National and Local) (6-30-2013) (Bill Fowler) Measure: % of inc communication in network Target: 100%

Team Member Goals	Who	Start Date	End Date
5.2.1. Establish regular-fixed conference calls with Local Program Directors (1/month).	Bill Fowler	10-1-2009	6-30-2013
5.2.2. Create an Association Agreement – outlining	Bill Fowler	10-1-2009	3-31-2010

expectations from State to Local Programs.			
5.2.3. Create a Local Program Bill of Rights – what Local Programs can expect from the State.	Bill Fowler	10-1-2009	3-31-2010
5.2.4. Develop strong communication/regular conversations with National CASA.	Bill Fowler	5-1-2009	6-30-2013
5.2.5. Create a Local Programs page on the State Website.	Ron Titus	7-1-2010	6-30-2011

5.3. Technology: Improve and utilize technology to its fullest in order to increase efficiency and productivity throughout the network. (6-30-2013) (Meg Davis) Measure: % complete Target: 100%

Team Member Goals	Who	Start Date	End Date
5.3.1. Provide a pro-bono technology consultant to assess and advise on internal technological efficiency.	Mike Pavlakis	1-1-2010	12-31-2011
5.3.2. Provide technology training to Local CASA programs.	Mike Pavlakis	3-1-2010	12-31-2011

5.4. Financial/Cost Efficiency: Explore and apply cost savings for the entire network. (6-30-2013) (Meg Davis) Measure: \$ savings in budget Target: \$8,000

6. Donors/Sustainable Growth: Raise more funds to support our strategic priorities.

6.1. Increase and diversify our funding base. (Board and defined by Board Source under People) (12-31-2009) (Bill Fowler) Measure: \$ in funding Target: \$25,000

Team Member Goals	Who	Start Date	End Date
6.1.1. Research additional funding sources	Bill Fowler	6-1-2009	12-31-2010
6.1.2. Apply for three new funding grants.	Bill Fowler	6-1-2009	6-30-2010
6.1.3. Apply for court improvement funds (CIP).	Bill Fowler	6-1-2009	8-1-2009
6.1.4. Hold two additional fundraising events.	Ron Titus	6-1-2009	6-30-2010
6.1.5. Recognize local donors on website & elsewhere.	Meg Davis	1-1-2010	12-31-2011

7. Relationships: Increase and strengthen relationships throughout the State.

7.1. Stakeholders: Track and develop stakeholder relationships. (Board) (6-30-2013) (Ron Titus) Measure: # stakeholder relationships Target: 12

7.2. Agencies: Track and develop agency relationships. (Board) (6-30-2013) (Ron Titus) Measure: # agency relationships Target: 6

7.3. Partnerships: Track and develop partnership relationships. (Board) (6-30-2013) (Ron Titus) Measure: # partnerships Target: 4

7.4. Community: Track and develop individual relationships. (Board) (6-30-2013) (Pat Thacker) Measure: # individual relationships Target: 50

8. Culture/Values: Strengthen the network through fostering program relationships in line with our values.

8.1. Offer support and resources to Local programs that help them recognize the caring and competence of CASA volunteers. (6-30-2013) (Bill Fowler) Measure: Target:

Team Member Goals	Who	Start Date	End Date
8.1.1. Action Items - TBD	Bill Fowler		

9. Board Development: Build and maintain a proactive, high functioning and successful Board.

9.1. Increase the number of Board Members; Have 10-12 diverse Board Members who are mission-driven community members. (12-31-2010) (Bill Fowler) Measure: # Board Members Target: 10

Team Member Goals	Who	Start Date	End Date
9.1.1. Recruit inclusive Board Members.	Bill Fowler	8-1-2009	12-31-2010
9.1.2. Develop clear expectations for the Board Chair.	Bill Fowler	6-1-2009	12-31-2010

9.2. Adopt Best Practice of Nonprofit Boards as outlined by Board-Source (or similar Advisory organization). (12-31-2009) (Bill Fowler) Measure: % complete Target: 100%

Team Member Goals	Who	Start Date	End Date
9.2.1. Hold a meeting to present strategic plan and Best Practice.	Bill Fowler	6-12-2009	6-12-2009
9.2.2. Board Training 101.	Bill Fowler	7-1-2009	12-31-2009
9.2.3. Track and follow-through adaptation of Best Practices	Bill Fowler	7-1-2009	6-30-2013

9.3. Complete NCASSA Self-Assessment and its required support documents to comply with national standards. (Board) (12-31-2009) (Bill Fowler) Measure: % complete Target: 100



PLAN IMPLEMENTATION

The following are actions we will take to implement the strategic plan on an ongoing basis:

- Appoint an administrator of the plan
- Present draft plan to Board and Staff
- Finalize goals and develop action items
- Finalize who is responsible and due dates
- Hold a monthly strategy meeting to report progress
- Hold a quarter strategy meeting to update plan
- Hold annual retreat focused on strategy