

Golden Crescent CASA Strategic Plan 2018-2019

DIVERSE RECRUITMENT - Increase diversity of board, staff, and Volunteer Advocates/Guardians ad litem to reflect the diversity of the children we serve and recruit 50 new volunteers to promote a 100% Volunteer Case Ratio.

Goal 1: Community Needs Assessment for Diversity					
Objective A: Update community population demographics.					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise-R
<i>Action Step 1:</i> Executive Director review of demographics of children served.	OPTIMA, CASA Volunteers, CASA Volunteer Supervisors, Census Records	Executive Director	Quarterly	Information shared with program and incorporated in Recruitment & Retention Plan	C
<i>Action Step 2:</i> Compare demographics of children served to volunteer, board, demographics.	OPTIMA, CASA Volunteers, CASA Volunteer Supervisors, Census Records	ED, Volunteer Coordinator/Recruiter, Program Director	Quarterly	Demographics of CASA Volunteers reflect diversity of children served	C
<i>Action Step 3:</i> Individuals will be recruited from demographic groups of children served for open positions of Volunteers, board and staff to promote a better understanding of a child's needs.	OPTIMA, CASA Volunteers, CASA Volunteer Supervisors, Census Records, Board records, and staff records	ED, Volunteer Coordinator/Recruiter, Program Director	Quarterly	Demographics of CASA Volunteers, staff, and board reflect diversity of children served	C

Objective B: Identify leaders of demographic groups of children served, this will include representatives of civic groups, businesses, religious groups, associations, and mass communication outlets.

Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise-R
<i>Action Step 1:</i> Brainstorm with board members, volunteers, and staff to identify community representatives.	Local media, local community, religious, and business organizations. CASA Volunteer Supervisors, CASA Volunteers	Volunteer Coordinator/Recruiter, Board, Advisory Board, ED, Staff	Continue throughout 2018-2019	Increasing numbers of CASA Volunteers who reflect the diversity of children served. Increased support of CASA by diverse groups	C
<i>Action Step 2:</i> Contact community representatives to share CASA’s mission and ask to share information with their organizations.	Local media, local community, religious, and business organizations. CASA Volunteer Supervisors, CASA Volunteers	Volunteer Coordinator/Recruiter, Board, Advisory Board, ED, Staff,	Continue throughout 2018-2019	Increasing numbers of CASA Volunteers who reflect the diversity of children served. Increased support of CASA by diverse groups	C

Goal 2: Build Alliances with Diverse Groups

Objective A: Build relationships with diverse community leaders.

Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise-R
<i>Action Step 1:</i> Arrange a reception inviting individuals from diverse community organizations to provide an introduction to CASA and to provide volunteer information.	Local media, local community, religious, and business organizations. CASA Volunteer Supervisors, CASA Volunteers, Board, Advisory Board	Volunteer Coordinator/Recruiter, Board, Advisory Board, ED, Staff	February 2018	Increasing numbers of CASA Volunteers who reflect the diversity of children served. Increased support of CASA by diverse groups	C

<i>Action Step 2:</i> Create a schedule of public speaking engagements to targeted audiences three times per year.	Local media, local community, religious, and business organizations. CASA Volunteer Supervisors, CASA Volunteers, Board, Advisory Board Business Organizations in Cuero: Chamber, Rotary	Volunteer Coordinator/Recruiter, ED, Chamber of Commerce members	Continue throughout 2018-2019	Increased public speaking engagements, Increasing numbers of CASA Volunteers who reflect the diversity of children served. Increased support of CASA by diverse groups	C
<i>Action Step 3:</i> Request to post recruitment messages in church bulletins.	Local religious organizations, CASA Volunteers, CASA Volunteer Supervisors, Board and Advisory Board, Bishop Rendon in Victoria	Volunteer Coordinator/Recruiter, ED, CASA Staff, CASA Volunteers, Board, Advisory Board	Ongoing	Increased number of pre-service volunteers identifying religious organization affiliation, increased support from religious organizations	C
Objective B: Collaborate and participate in culturally – oriented community activities, church fairs, festivals, holidays.					
<i>Action Step 1:</i> Develop a calendar of community activities in service region.	Local media, local community, religious, and business organizations. CASA Volunteer Supervisors, CASA Volunteers, Board, Advisory Board	Volunteer Coordinator/Recruiter, Development Director, ED	September 2017	Increasing numbers of CASA Volunteers and community support	C
<i>Action Step 2:</i> Provide display materials at events that are relevant to targeted populations.	Local media, local community, religious, and business organizations. CASA Volunteer Supervisors, CASA Volunteers, Board, Advisory Board	Volunteer Coordinator/Recruiter, Development Director, ED	Ongoing	Increasing numbers of CASA Volunteers and community support	C
Objective C: Develop targeted public awareness messages for individual groups.					

<i>Action Step 1:</i> Provide statistics, information, personal stories that relate to and reflect the needs and concerns of targeted groups. An example, pieces targeting a predominantly male group should tell the CASA story from the perspective of a male advocate.	Local media, local community, religious, and business organizations. CASA Volunteer Supervisors, CASA Volunteers, Board, Advisory Board	Volunteers, Volunteer Coordinator/ Recruiter, Development Director, ED	Ongoing	Increasing numbers of CASA Volunteers and community support	C
Objective D: Train 50 prospective CASA Volunteers					
<i>Action Step 1:</i> Contact each prospective volunteer monthly until training completed and volunteer sworn in to work cases.	On-Going list of people interested in becoming a CASA that includes contact dates and where initial contact was made; current trainee list; CASA Manager	Volunteer Coordinator/ Recruiter, Initial Contact Person, Staff	Monthly or more often as needed	Review of monthly Children, Cases, and Volunteers Report to see increase in number of available and active volunteers.	C
<i>Action Step 2:</i> Conduct quarterly new CASA volunteer trainings in Victoria and in 7 remaining counties as needed to meet goal of 100% Volunteer/Case ratio	On-Going list of people interested in becoming a CASA that includes contact dates and where initial contact was made; current trainee list; CASA Manager	Volunteer Coordinator/ Recruiter, Program Director	Ongoing	Increase current number of CASAs to 100	C
<i>Action Step 3:</i> Utilize media, newsletter, blogs, community meetings, Judges and referrals to attract new CASAs.	On-going diverse media contact list	Volunteer Coordinator/ Recruiter, Development Director, Board and Advisory Board, CASA Staff, Judges, CASA Volunteers	Monthly	Articles, ads, blogs reviewed by ED and Board Volunteer and PR Committee members	C

<i>Action Step 4:</i> Update and maintain volunteer information and applications on the GCCASA website.	Texas CASA application forms	Volunteer Coordinator/ Recruiter, Development Director	Quarterly	Applicants log, web counter to be reviewed by ED, Board Volunteer Committee members	C
<i>Action Step 5:</i> Volunteer Coordinator, ED, Board President and Board Volunteer Committee maintain communication on recruitment progress	Email, meeting agendas, logs	Volunteer Coordinator/ Recruiter, ED, Board Pres	Monthly Board meetings (4 th Tuesday of each month)	Meeting agendas and correspondence are reviewed by ED, Board, Volunteer Recruiter	C

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RETAINMENT - Retain Volunteer Advocates

Goal 1: To Increase Retention rate to 90% of Diverse Volunteers					
Objective A: Maintain involvement of new volunteers					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise-R
<i>Action Step 1:</i> Update detailed operational Volunteer Recruitment & Retention Plan.	Current list of active CASAs, GC CASA operating budget	Volunteer Coordinator/ Recruiter, ED, and Volunteer Committee	Ongoing	Plan reviewed by Program Director, Volunteer Coordinator, Volunteer Committee, ED and Board.	C
<i>Action Step 2:</i> Create a mentor/ buddy system that pairs volunteers in training with tenured volunteers.	Current list of active CASAs, CASA Volunteer Supervisors	Volunteer Coordinator/ Recruiter, Program Director	Ongoing.	Plan reviewed by Program Director, Volunteer Coordinator, Volunteer Committee, ED and Board.	C
Objective B: Expand opportunities for recognition of volunteers' accomplishments.					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise-R
<i>Action Step 1:</i> Welcome new volunteers at the monthly in-service training and in email announcements. Place announcements and pictures of swearing in ceremony in local papers.	Media, newsletters, website, meetings with case supervisors, banquets, luncheons, certificates, photos	Board, Volunteer Coordinator/ Recruiter, Development Director, ED	Ongoing.	Increased retention rates. Retention evaluations, annual CASA volunteer survey	C

Objective C: Provide feedback, direction, and support to volunteers.					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise-R
<i>Action Step 1:</i> Meet by phone or in person with new volunteers at least once a week for the first month of assignment to a case to provide positive feedback.	Volunteer Supervisors, Program Director,	Volunteer Supervisors, Program Director, Volunteer Coordinator/Recruiter	Done and Continuing.	Increased retention rates. Retention evaluations, annual CASA volunteer survey	C
<i>Action Step 2:</i> Survey Volunteers on retention factors annually.	Retention Factors Survey	Volunteer Coordinator/ Recruiter, ED, Development Director	Annually	Retention Factors on CASA Volunteer Survey	C
<i>Action Step 3:</i> Provide specific training on post-secondary options (PALS) to all volunteers.	PALs, OPTIMA, CFE, Communities and Schools, UHV and Victoria College	Program Director, Volunteer Coordinator/ Recruiter, PALs representative from San Antonio	Ongoing	Increased number of children receiving PALs training at age 14 and having had PALs training by 18	C
<i>Action Step 4:</i> Host a Review Day Luncheon or training	Updates from TX CASA	Executive Director, Program Director, Volunteer Coordinator/Recruiter	Twice a year	Increased retention rates. Retention evaluations, annual CASA volunteer survey	C
Objective D: Keep volunteers active and involved.					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise-R
<i>Action Step 1:</i> Offer volunteers not currently assigned or those who requested time off between case assignments	OPTIMA, Volunteer Supervisors	Volunteer Coordinator/Recruiter, Program Director	Done and Continuing.	Review of number of event volunteers and annual Volunteer Survey	C

opportunities to assist with recruitment efforts, training, of staffing event booths.					
<i>Action Step 2:</i> Contact active volunteers monthly.	Updated contact information of each CASA	Volunteer Supervisors Program Director, Volunteer Coordinator/ Recruiter, Administrative Assistant	Monthly and more often as needed	Organizational evaluations completed by volunteers and volunteer attendance logs to be reviewed by ED and Board Volunteer Committee member, GC CASA online Newsletter, Facebook updates	C
<i>Action Step 3:</i> Contact inactive volunteers (i.e., CASAs who have not had a case in one year) once per quarter to find out what can be done to get them involved again and to remind them that they must re-take training class if inactive over one year.	Updated contact information of each CASA, Exit Interview	Volunteer Coordinator/ Recruiter, Program Director	Once a quarter until definitive response is given that a CASA will no longer take cases.	Review of monthly Children, Cases, and Volunteers report to see number of inactive volunteers becoming active.	C

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RETAINMENT EVALUATION – Assess Retention Plan

Goal 1: To Identify Increases or Decreases of Diversity within Volunteer Pool					
Objective A: Compare and document demographics after one year of diversity recruitment.					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise -R
<i>Action Step 1:</i> Track new volunteer demographics.	OPTIMA	ED, Volunteer Coordinator/Recruiter, Program Director	Quarterly and continuing.	80% of Volunteers are retained with goal of 90% retention	C
Goal 2: Evaluate Retention of Diverse Volunteers					
Objective A: Document and compare retention rates of new volunteers.					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise -R
<i>Action Step 1:</i> Compare retention of diverse volunteers over time to an established baseline and recruitment goals.	OPTIMA	ED, Volunteer Coordinator/Recruiter, Program Director	Quarterly and continuing.	Annual Volunteer Retention information reviewed	C
<i>Action Step 2:</i> Compare newly established retention efforts to previous efforts to determine their effectiveness.	OPTIMA	ED, Volunteer Coordinator/Recruiter, Program Director	Quarterly and continuing.	Annual Volunteer Retention information reviewed	C

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FUND DEVELOPMENT - Continually improve financial strength of Golden Crescent CASA.

Goal 1: Increase funding to meet GC CASA mission.					
Objective A: Create Golden Crescent CASA events calendar.					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise -R
<i>Action Step 1:</i> Maintain detailed operational Fund Development Plan.	Calendar, Social Media, Community Calendar to determine other organizations' events to avoid conflict, fundraising calendar	Development Director, Fund Development Committee, ED, Board	January 2018	Plan reviewed by FD Committee, ED and Board.	C
<i>Action Step 2:</i> Re-apply to grants, current grantors and apply to a minimum of twelve new grant sources on an annual basis.	Victoria College Foundation website data base, grant calendars, other web sources, fundraising calendar	Development Director, Fund Development Committee and ED	Ongoing - quarterly	Completed RFPs and funding increase	C
<i>Action Step 3:</i> Re-apply to Commissioner's Court (e.g., jurors' pay option) in each of the eight counties that GCCASA covers for funding.	Court contact information, court schedules, fundraising calendar	ED, Fund Development Committee, Board	Annually – June 15th	Funding increase	C
<i>Action Step 4:</i> Contact individuals and corporations in 8 counties who are willing to donate to the	Organizations and contact names (new sources suggested include: Rotary Clubs, American Petroleum	Development Director, Fund Development Com., ED, Board	Quarterly	Revenue generated from contact	C

organization	Institute), fundraising calendar				
Objective B: Create Golden Crescent CASA events calendar.					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise -R
<i>Action Step 1:</i> Review existing community calendars to avoid event date conflict.	Community calendars, local media outlets, contacts with other organizations	Development Director, Fund Development Committee, ED	November 2018	Event date conflicts are minimized	C
<i>Action Step 2:</i> Select semi-annual fundraising events.	Community calendars, local media outlets, contacts with other organizations	Development Director, Fund Development Committee, ED	November 2018	Event attendance numbers reviewed	C
Objective C: Pursue Grant Opportunities					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise -R
<i>Action Step 1:</i> Utilize library grant database.	Victoria College Foundation website data base, grant calendars, other web sources	Development Director, Fund Development Committee, ED	January 2018 - ongoing	Review of grant requests sent each quarter	C
<i>Action Step 2:</i> Maintain grant calendar.	Victoria College Foundation website data base, grant calendars, other web sources	Development Director, Fund Development Committee, ED	January 2018 - ongoing	Review of grants calendar updates each quarter	C

Objective D: Increase County Funding					
<i>Action Step 1: Contact Commissioners Courts to receive appropriations.</i>	County Commissioners' Courts calendars and websites	Development Director, ED	June 2018	Review of successful requests	C
<i>Action Step 2: Contact County Judges to become recipient of Family Protection Fees.</i>	County Commissioners' Courts calendars and websites	Development Director, ED	June 2018	Review of successful requests	C
<i>Action Step 3: Contact County Judges to become a recipient of donated jury fees.</i>	County Commissioners' Courts calendars and websites	Development Director, ED	June 2018	Review of successful requests	C

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VOLUNTEER RECRUITMENT MARKETING - *Increase public awareness and recognition of GC CASA organization to attract CASA Volunteers/Guardian ad litem.*

Goal 1: Recruit and retain volunteers in order to have 100% of cases assigned to volunteers by August 2019.					
Objective A: On- going recruitment of volunteers.					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise -R
<i>Action Step 1:</i> Update and implement detailed operational public relations and marketing plan.	National, state and GC CASA marketing information from website, conferences	ED, Volunteer Coordinator/Recruiter, Development Director	September 2018	PR plan to be reviewed by ED, Board, PR Committee & Staff	C
<i>Action Step 2:</i> Provide information on GCCASA to individuals/ organization in the 8 counties who are in positions to help the organization achieve its goals. Review brochure for updates-	Any available CASA publications	ED, Volunteer Coordinator/Recruiter, Board members, Development Director Program Director, CASA Volunteers, CASA Staff	On-going	Increase in volunteers, community recognition, and funding	C
<i>Action Step 3:</i> Implement PR and Marketing Plan with social media component.	Media calendars, marketing plan	Volunteer Coordinator/Recruiter, ED, Development Director, Board	On-going	Increase in volunteers, community recognition, and funding	C
<i>Action Step 4:</i> Attend one major event (i.e. market Days, Youth Fairs, Livestock Shows, Information Fairs) in each of the eight counties served per quarter.	Media calendars, marketing plan	Volunteer Coordinator/Recruiter, ED, Development Director, Board	On-going	Increase in volunteers, community recognition, and funding	C

<i>Action Step 5:</i> Contact Rotary Clubs, Lions Clubs, Retirement Organizations, Ministerial Alliances, and Chambers of Commerce in each county served to arrange speaking engagements where direct appeals will be made for volunteers. Several multi-media presentations will be prepared when location allows for use.	Chambers of Commerce in service region, media calendars, Texas CASA Recruitment & Retention resources	Volunteer Coordinator/Recruiter, ED, Development Director, Board	On-going	Increase in volunteers, community recognition, and funding	C
<i>Action Step 6:</i> Board and Advisory Board Members will host community “Meet and Greets” throughout the year to share information about Golden Crescent CASA.	Texas CASA Recruitment & Retention resources, contacts from Board and Advisory Board members	Board and Advisory Board members, ED, Volunteer Coordinator/Recruiter, CASA Staff, CASA Volunteers	On-going	Increase in volunteers, community recognition, and funding	C
<i>Action Step 7:</i> Media campaigns will be held in each county served to inform communities about Golden Crescent CASA’s mission and need for volunteers.	Texas CASA Recruitment & Retention resources Facebook ads	Volunteer Coordinator/Recruiter, Development Director, ED	On-going	Increase in volunteers, community recognition, and funding	C
<i>Action Step 8:</i> Social Media campaigns will be conducted to inform communities about Golden Crescent CASA’s mission, events, and need for volunteers.	Golden Crescent CASA’s social media resources, Texas CASA Recruitment & Retention resources Facebook	Volunteer Coordinator/Recruiter, Development Director, ED	On-going	Increase in volunteers, community recognition, and funding	C
<i>Action Step 9:</i> Provide CASA board, staff, and	TX CASA & National CASA	Volunteer Coordinator/Recruiter,	On-going	Increase in volunteers, community	C

volunteers with CASA nametags, CASA window decals, “Ask me about CASA” buttons to wear at events, or in public as desired and business cards for CASAs	resources.	Development Director		recognition, and funding	
<i>Action Step 10:</i> Research CASA “wear” with cohesive look to give and sell on www.goldencrescentcasa.org (e.g. buttons, caps, bumper stickers, men’s Ts, women’s shirts, fishing shirts).	Link to TX CASA website 3dasap	Development Director, Volunteer Coordinator/Recruiter, ED	January 2018	Increase in volunteers, community recognition, and funding	C
<i>Action Step 11:</i> Host 5K Run to increase awareness of CASA.	JAMFest organization	Development Director, Volunteer Coordinator/Recruiter, ED	August 2018	Increase in volunteers, community recognition, and funding	C

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COUNTY INVOLVEMENT – Counties Actively Participate in CASA Activities

Goal 1: Increase involvement in surrounding counties					
Objective A: Develop relationships within other GC CASA counties					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise -R
<i>Action Step 1:</i> Establish Advisory Board-member in each county.	ED, Board member(s) in those counties	Board, Advisory Board, ED	March 2019	Report from Advisory Board reviewed by ED	C
<i>Action Step 2:</i> Establish a system of communication with the advisory boards.	ED, Board member(s) in those counties, online technology (e.g. Zoom, Skype, Google Meeting)	Advisory Board, ED	January 2018 - ongoing	Report from Advisory Board reviewed by ED	C
<i>Action Step 3:</i> Implement activities aligned with the goals of GC CASA to be determined by the members of the Advisory Board.	Advisory Board's planned activities	Advisory Board	Once a year	Report from Advisory Board reviewed by ED	C

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PROACTIVE GOVERNANCE – Develop an efficient, productive, and well-organized Board

Goal 1: <u>Develop a proactive Board of Directors (minimum of 9 members)</u>					
Objective A: Recruit and train board members from each of the eight counties.					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Tracking: Continue-C/Stop-S/Revise -R
<i>Action Step 1:</i> Recruit prospective Board members from a diverse pool that represents ethnicity across 8 counties.	Community and church organizations, personal networks, GC CASA website	Everyone at GC CASA	Ongoing	Board applications to be reviewed ED, Nominations Committee, and Board	C
<i>Action Step 2:</i> Select new Board members committed to carrying out the responsibilities related to the goals and objectives of GC CASA.	Community and church organizations, personal networks, GC CASA website	ED, Board	Ongoing	Board applications to be reviewed ED, Nominations Committee, and Board	C
<i>Action Step 3:</i> Provide “Board Training” to new Board members.	GCCASA Board notebook, GC CASA, Texas and National CASA websites	ED, Executive Committee	Within first quarter of joining the Board of Directors	Training log of each Board member to be reviewed by Board & ED	C
<i>Action Step 4:</i> Provide CASA Volunteer training for each Board member.	GCCASA training program	Program Director, Volunteer Coordinator/Recruiter	Within first year of being on Board	Training log of each Board member to be reviewed by Board & ED	C
<i>Action Step 5:</i> Promote actively the goals and mission of GC CASA.	Personal networks	Board	On-going	Increase to 100 CASA volunteers and increase in funding	C

<i>Action Step 6:</i> Board members participate in fund raising events (preparation, day of, and after).	Event Checklist	Board	On-going	Events checklist to be reviewed by Board & ED	C
<i>Action Step 7:</i> Board members are actively involved with at least one committee.	Sub-committees	Board	Yearly	Participation to be reviewed by Board President and ED	C

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COMMUNICATION – Consistent, Open Communication to Facilitate Goals of GC CASA

Goal 1: Increase and maintain communication between GC Staff, Board, and Volunteers					
Objective A: Use multiple ongoing means to reach out to GC CASA Staff, Board and volunteers					
Action	Resource(s)	By Whom	Completion Date	Evaluation Process	Continue/Stop /Revise
<i>Action Step 1:</i> Utilize multiple forms of communication to inform all parties of upcoming events, meetings, court hearings, and trainings.	Court dockets, Volunteer Coordinator/Recruiter, Board, GC CASA website, email, phone calls, social media, monthly newsletter, Team Up app	Volunteer Coordinator/Recruiter, Development Director, Program Director, ED	Monthly	Website updates, informed people, attendance and/or participation in meetings, hearings.	C