

## **Strategic Plan**

### **Henrico County Court Appointed Special Advocates, Inc.**

Henrico Court Appointed Special Advocates (“CASA”) was organized in 1994, as a nonprofit, 501(c)(3) corporation committed to advocating for the best interests of abused and neglected children in Henrico County, Virginia. The program has grown from 10 volunteers serving 26 children in its first year and now serves well over 300 children every year. CASA recruits, screens, trains, and supervises volunteers dedicated to championing the needs of children involved in Henrico County Juvenile and Domestic Relations District Court proceedings involving abuse or neglect, juvenile dependency, and CHINS (child in need of services or supervision). CASA promotes safe, permanent homes for all children, educates the community concerning the needs of abused and neglected children, and collaborates with other child-serving agencies on behalf of abused, at-risk, and truant children in the local area. Children with a CASA volunteer are more likely to be adopted, half as likely to reenter foster care, and substantially less likely to spend time in long-term foster care. They are more likely to pass their courses in school and less likely to be expelled.

**Vision:** Every child in Henrico County lives in a safe and stable home.

**Mission:** Henrico CASA will provide advocacy in court so that every abused or neglected child in Henrico County can be safe, have a permanent home and the opportunity to thrive.

**To attain this vision, the Board of Directors identified five strategic goals. The Board of Directors will develop, execute, and be accountable for an Action Plan based on these five goals.**

**Goal I:** Serve all children who meet CASA guidelines.

**Goal II:** Educate the community and child welfare system concerning CASA services and the needs of abused and neglected children.

**Goal III:** Maintain operational excellence.

**Goal IV:** Generate annual revenue sufficient to support up to 400 children and sustain a minimum of one-year forward funding.

**Goal V:** Recruit and retain an effective, engaged, and passionate Staff, Board of Directors, and Volunteer Network.

## **Henrico CASA Strategic Plan**

### **Goal I: Serve all children who meet CASA guidelines.**

- A. Maintain adequate volunteer supervisors to enable service for up to 400 referred children with staffing levels to meet Department of Criminal Justice Services (“DCJS”) staff-to-volunteer ratios.

### **Goal II: Educate the community and court system about CASA services.**

- A. Design and execute community education plan.
- B. Engage and educate community stakeholders on CASA services and impact.

### **Goal III: Maintain Operational Excellence.**

- A. Ensure compliance with DCJS regulations and guidelines.
- B. Review, assess, and improve program quality annually.

### **Goal IV: Generate annual revenue sufficient to support up to 400 children and sustain a minimum of one-year forward funding.**

- A. Develop and execute an annual Fund Development Plan to include maintaining one-year forward funding.
- B. Optimize revenue to ensure operational funding, investment, and endowment opportunities.
- C. Increase individual contribution sourcing as a percentage of overall funding mix.

### **Goal V: Recruit and retain an effective, engaged, and passionate Staff, Board of Directors, and Volunteer Network.**

- A. Develop and execute a Leadership Development Plan to attract, recruit, and retain engaged Staff, Board Leadership, and Volunteers.
- B. Identify and provide professional development opportunities for Staff.
- C. Identify and provide effective continuing education opportunities for Volunteers.