



Tennessee CASA
Association, Inc.
2019- 2022
Strategic Plan



Tennessee CASA -- 2019-2022 Strategic Plan

MISSION	To support, develop, expand and unite local CASA programs in recruiting and training volunteers to advocate for Tennessee's children who have been abused and neglected
VISION	Where every child who has been abused and neglected in the State of Tennessee is given the opportunity to thrive in a safe and loving home.

GOAL # 1: Significantly increase the number of children appointed a CASA Volunteer by developing programs in unserved counties and building the capacity of all CASA programs.

STRATEGY(IES)	LEADING INDICATORS OF SUCCESS (Milestones)	ANNUAL PERFORMANCE INDICATORS (Metrics)	ACTIONS YEAR 1 Person/Committee Responsible... By When...	ACTIONS YEAR 2 Person/Committee Responsible... By When...	ACTIONS YEAR 3 Person/Committee Responsible... By When...
(1) Analyze the growth capacity for number of children served by each program. Identify barriers to growth and determine a growth strategy.	Growth strategy and implementation will be identified for each program	<p>2019: 5% increase in number of children served 265 new children for a total of 5576</p> <p>2020: 10% increase in number of children served 557 new children for a total of 6,133</p> <p>2021: 10% increase in number of children served 613 new children for a total of 6,746</p>	<p>Identify opportunities and challenges to growth for each program. As a network, program by program, guide programs to begin thinking about growth. (Staff, 11/19)</p> <p>TCCY statistics will be aggregated quarterly and analyzed by program to track growth. (Staff, 7/19)</p>	<p>Develop Growth Plans for each program beginning with the programs with the most potential for growth as identified by the network ideas from 2019. (Staff, 11/20)</p> <p>TCCY statistics will be aggregated quarterly and analyzed by program to track growth. (Staff, 7/20)</p>	<p>Finish Growth Plans for remaining programs. Track progress on Growth Plans developed in 2020. (Staff, 11/21)</p> <p>TCCY statistics will be aggregated quarterly and analyzed by program to track growth. (Staff, 7/21)</p>
(2) Develop and maintain a dynamic website and social media presence statewide to encourage recruitment of volunteers	Analytics report to identify conversion rate from referrals to active volunteers	<p>2019: 5% increase in number of volunteers trained and active. 73 new volunteers for a total of 1,542</p> <p>2020: 10% increase in number of volunteers trained and active. 154 new volunteers for a total of 1,696</p> <p>2021: 10% increase in number of volunteers trained and active. 169 new volunteers for a total of 1,865</p>	<p>Recruit board member w/ communication/marketing expertise. TNCASA Board (11/19)</p> <p>Develop preliminary marketing plan & recruitment campaign (Staff/Board 5/19)</p> <p>Social Media posts minimum of twice per week. Measure and increase audience engagement/ recruitment efforts to establish baseline. Staff Ongoing. Metrics reported qtrly. Emma Newsletters at least quarterly. Evaluate metrics to increase audience engagement/ recruitment efforts to establish baseline. (Staff, 11/19)</p>	<p>Create path toward professional marketing plan (Board & Staff, 6/20)</p> <p>Implement Marketing Plan/Recruitment Campaign. (Board & Staff, 8/20)</p> <p>Social Media posts minimum of twice per week. Establish goals to increase audience engagement/recruitment efforts. Staff Ongoing. Metrics reported qtrly. Emma Newsletters at least quarterly. Establish goals to increase audience engagement/ recruitment efforts. (Staff, 11/20)</p>	<p>Implement plan with measurable result (Board & Staff, 6/21)</p> <p>Evaluate and implement marketing plan/recruitment campaign in accordance to recommendations. Board & Staff, 8/21)</p> <p>Social Media posts minimum of twice per week. Continue to measure and increase audience engagement/recruitment efforts. Staff Ongoing. Metrics reported qtrly. Emma Newsletters at least quarterly. Continue to evaluate metrics to increase audience engagement/ recruitment efforts. (Staff, 11/21)</p>



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(3) Identify and prioritize un-served counties for the development of a program utilizing 1. Judicial interest, 2. Community interest, 3. Community resources, 4. Number of children in need, and 5. Proximity to existing programs.	Growth strategy and Expansion Plan implementation to identify prospective development in un-served counties	<p>2019: 4 new counties actively developing the membership process with National CASA.</p> <p>2020: 2 new counties actively developing the membership process with National CASA.</p> <p>2021: 2 new counties actively developing the membership process with National CASA.</p>	<p>Track progress of each currently developing county in accordance with the Expansion Plan. (Staff, ongoing)</p> <p>Follow up with interest expressed in new counties (Staff, ongoing)</p> <p>In accordance with the program's Growth Plan, identify potential new counties that could be expansions of current programs. (Staff, ongoing)</p> <p>Guide and direct the NCASA Membership Process. (Staff, ongoing)</p> <p>Prepare development of new program information for TCCY Budget Process. (Staff, ongoing)</p>	<p>Track progress of each currently developing county in accordance with the Expansion Plan. (Staff, ongoing)</p> <p>Follow up with interest expressed in new counties (Staff, ongoing)</p> <p>In accordance with the program's Growth Plan, identify potential new counties that could be expansions of current programs. (Staff, ongoing)</p> <p>Guide and direct the NCASA Membership Process. (Staff, ongoing)</p> <p>Prepare development of new program information for TCCY Budget Process. (Staff, ongoing)</p>	<p>Track progress of each currently developing county in accordance with the Expansion Plan. (Staff, ongoing)</p> <p>Follow up with interest expressed in new counties (Staff, ongoing)</p> <p>In accordance with the program's Growth Plan, identify potential new counties that could be expansions of current programs. (Staff, ongoing)</p> <p>Guide and direct the NCASA Membership Process. (Staff, ongoing)</p> <p>Prepare development of new program information for TCCY Budget Process. (Staff, ongoing)</p>
(4) Establish and strengthen Judicial relationships both statewide and locally.	<p>Reinforce National CASA Core Model and strengthen relationship between judges and local programs.</p> <p>Growth strategy and Expansion Plan implementation to identify prospective development in un-served counties.</p>	<p>CASA programs will serve more mission-specific children.</p> <p>New Judges will express interest in having a CASA program.</p>	<p>Meet with 8 judges in local programs by incorporating judicial visits into QA visits. (Staff, ongoing)</p> <p>Programs will self-report through a survey about the types of cases they serve. (Staff, 2019)</p> <p>Provide training & encourage directors to strengthen relationship with judges. (Staff & Network, ongoing.)</p> <p>Participate in two Judicial Conferences per year. Present workshop on CASA. Exhibit Booth. (Staff, ongoing)</p>	<p>Meet with 8 additional judges in local programs by incorporating judicial visits into QA visits. (Staff, ongoing)</p> <p>Programs will self-report through a survey about the types of cases they serve. (Staff, 2020)</p> <p>Provide training & encourage directors to strengthen relationship with judges. (Staff & Network, ongoing.)</p> <p>Participate in two Judicial Conferences per year. Present workshop on CASA. Exhibit Booth. (Staff, ongoing)</p>	<p>Meet with 8 additional judges in local programs by incorporating judicial visits into QA visits. (Staff, ongoing)</p> <p>Programs will self-report through a survey about the types of cases they serve. (Staff, 2021)</p> <p>Provide training & encourage directors to strengthen relationship with judges. (Staff & Network, ongoing.)</p> <p>Participate in two Judicial Conferences per year. Present workshop on CASA. Exhibit Booth. (Staff, ongoing)</p>



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(5) Monitor and analyze statewide data by county to determine unmet need in current programs by county.	Report of unmet data with state statistics bi-annually.	<p>2019: Obtain data from programs quarterly. Review with program director for accuracy.</p> <p>2020: Obtain data from programs quarterly. Review with program director for accuracy.</p> <p>2021: Obtain data from programs quarterly. Review with program director for accuracy.</p>	<p>CASA Manager produces customized reports for data and outcomes collection (Staff, ongoing)</p> <p>Determine features of CASA Connect and outcomes that can be tracked (Staff, ongoing)</p> <p>Review reports that are currently available that TN CASA can use to aggregate network-wide data. (Staff, ongoing)</p>	<p>CASA Manager produces customized reports for data and outcomes collection (Staff, ongoing)</p> <p>Programs report that data and outcome collection is more streamlined. (Staff, ongoing)</p> <p>Quality Assurance Coordinator and Technical Services Coordinator analyze data quarterly and provide assistance as needed for accuracy related to NCASA, TCCY, and VOCA reporting. (Staff, ongoing)</p>	<p>CASA Manager produces customized reports for data and outcomes collection (Staff, ongoing)</p> <p>Programs report that data and outcome collection is more streamlined. (Staff, ongoing)</p> <p>Quality Assurance Coordinator and Technical Services Coordinator analyze data quarterly and provides assistance as needed for accuracy related to NCASA, TCCY, and VOCA reporting. (Staff, ongoing)</p>
(6) Provide training network-wide to enhance quality advocacy for children while strengthening sustainability of programs.	<p>Comprehensive training plan to include statewide, regional, and online learning opportunities developed by staff in accordance with NCASA Standards, results from training survey, and child welfare trends.</p> <p>Functional board for local programs</p> <p>Local Program Board development training</p>	<p>2019: 3 network-wide trainings with 80% participation.</p> <p>2020: 3 network-wide trainings with 80% participation.</p> <p>2021: 3 network-wide trainings with 80% participation.</p>	<p>Program Satisfaction Survey will measure effectiveness of regional meetings and training to develop mentoring relationships and improved retention. (Staff, 5/19)</p> <p>Training survey to determine interest in topical issues, i.e., budget, grant-writing, coaching, board development, child welfare issues, etc.) (Staff, 5/19)</p> <p>Review and update information and resources on website intranet (Staff, ongoing)</p>	<p>Program Satisfaction Survey will measure effectiveness of regional meetings and training to develop mentoring relationships and improved retention. (Staff, 5/20)</p> <p>Training survey to determine interest in topical issues, i.e., budget, grant-writing, coaching, board development, child welfare issues, etc.) (Staff, 5/20)</p> <p>Review and update information and resources on website intranet (Staff, ongoing)</p>	<p>Program Satisfaction Survey will measure effectiveness of regional meetings and training to develop mentoring relationships and improved retention. (Staff, 5/21)</p> <p>Training survey to determine interest in topical issues, i.e., budget, grant-writing, coaching, board development, child welfare issues, etc.) (Staff, 5/21)</p> <p>Review and update information and resources on website intranet (Staff, ongoing)</p>



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(7) Cultivate a collaborative and cohesive network	Recognition and rewards for terms of service within network	<p>Hold regional meetings at least quarterly for local program directors and TN CASA Agency Representatives that deliver leadership mentoring and current regional information.</p> <p>Internal Communications Plan for keeping network informed of upcoming news and events as well as best practices for CASA programs</p> <p>Turnover of ED less than 20%</p>	<p>Agency Representatives hold regional meetings or communicate with directors in their area. (Agency Reps, ongoing)</p> <p>Annual Meeting Recognition of Directors based on years of service – 1-year; 5-year; 10-year, etc. (Board, 10/19)</p> <p>Explore and develop closed Facebook Group to see if it will offer support and ideas for directors. (Staff, 1/19)</p> <p>Evaluate methods of communication to determine what is most effective to keep network informed. (Staff, 5/19)</p>	<p>Agency Representatives hold regional meetings or communicate with directors in their area. (Agency Reps, ongoing)</p> <p>Annual Meeting Recognition of Directors based on years of service – 1-year; 5-year; 10-year, etc (Board, 10/20)</p> <p>Evaluate closed Facebook Group for effectiveness for directors. (Staff, 1/20)</p> <p>Adapt methods of internal communication based on feedback of network and active engagement. (Staff, 1/20)</p>	<p>Agency Representatives hold regional meetings or communicate with directors in their area. (Agency Reps, ongoing)</p> <p>Annual Meeting Recognition of Directors based on years of service – 1-year; 5-year; 10-year, etc (Board, 10/21)</p> <p>Continue closed Facebook Group if effective. (Staff, 1/21)</p> <p>Adapt methods of internal communication based on feedback of network and active engagement. (Staff, 1/20)</p>



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(8) Establish support and standards for best practices for existing CASA programs.	Standards reviewed and updated in accordance with National CASA, TCCY, VOCA, and TN CASA	<p>2019: 60% of programs will meet compliance with TCCY monitoring. Training will be provided for new NCASA local standards. 70% of programs will meet compliance with VOCA contracts.</p> <p>2020: TNCASA standards will be updated to reflect new NCASA Standards. 70% of programs will meet compliance with TCCY monitoring. 25% of programs will be prepared for NCASA assessment in 2021 75% of programs will meet compliance with VOCA contracts.</p> <p>2021: 80% of programs will meet compliance with TCCY monitoring. 50% of programs will meet compliance with NCASA Standards. 80% of programs will meet compliance with VOCA contracts.</p>	<p>Review and update information and resources on website intranet (Staff, 5/19)</p> <p>Begin prepping programs for new NCASA Local Program Standards (Staff, 8/19)</p> <p>Begin preparation of National CASA State Standards Compliance (5/19)</p> <p>Meet with TCCY leadership and monitoring coordinator to ensure ongoing, clear communication (Staff, ongoing)</p> <p>Meet with VOCA leadership and program manager to ensure ongoing, clear communication (Staff, ongoing)</p>	<p>Review and update information and resources on website intranet (Staff, 5/19)</p> <p>Continue prepping programs for new NCASA Local Program Standards (Staff, ongoing)</p> <p>Review & Update TN CASA State Standards (Staff & adopted by Board, Spring 2020)</p> <p>Submit NCASA State Standards for Highly Effective State Organization (Staff, Summer, 2020)</p> <p>Meet with TCCY leadership and monitoring coordinator to ensure ongoing, clear communication (Staff, ongoing)</p> <p>Meet with VOCA leadership and program manager to ensure ongoing, clear communication (Staff, ongoing)</p>	<p>Review and update information and resources on website intranet (Staff, 5/19)</p> <p>Begin assessment process with local programs once new NCASA Local Program Standards and timeline released (Staff, January 2021)</p> <p>Achieve Highly Effective State Organization Status with NCASA. (Staff, 2021)</p> <p>Meet with TCCY leadership and monitoring coordinator to ensure ongoing, clear communication (Staff, ongoing)</p> <p>Meet with VOCA leadership and program manager to ensure ongoing, clear communication (Staff, ongoing)</p>

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(9) Execute a performance coaching program for the network and Staff to provide technical assistance that is individualized to the need of each program.	Staff will demonstrate Core Competencies: A. Setting the Foundation; B. Co-creating the Relationship; C. Communicating Effectively; & D. Facilitating Learning & Results. Report needs for technical assistance and implement Staff Retention > 80% among Executive Directors in network	2019: Due diligence to identify and design coaching program for Staff. 2020: Provide coaching to directors to implement best practices in the local program. 2021: Provide coaching to prepare programs for compliance with all standards and growth in their programs.	Due diligence to identify and design coaching program for Staff. Find funding for coaching program Establish goals and parameters for coaching local program directors.	Staff will participate in coaching education to understand the coaching initiative. Staff will also receive coaching to develop skill. All staff responsible by 12/2019. Evaluate effectiveness of coaching with local program directors. (Staff, 11/2020) Research local coaching providers, request proposal from top three coaches to determine best partnership for Agency Representatives plus Staff. (Staff, 11/2020)	Provide coaching opportunity to an additional 10 program directors plus the previous directors and Staff. Evaluate effectiveness of coaching with local program directors. (Staff, 2021) Evaluate effectiveness of Agency Representatives' coaching opportunities. (Staff, 2021)
(10) Expand relationships throughout the child welfare system to achieve optimal mission success	Each TN CASA Staff person will serve on at least one statewide council or committee that serves nonprofit management or child welfare issues in regard to abuse and neglect.	2019: Identify key issue to advocate on behalf of children in regard to law, policy or practice. 2020: Identify key issue to advocate on behalf of children in regard to law, policy or practice. 2021: Identify key issue to advocate on behalf of children in regard to law, policy or practice.	Participate in Young Child Wellness Council, Youth Transitions Advisory Council, Children's Advisory Council, Council for Children's Mental Health, Children's Justice Task Force, AIMHiTN, and TCCY to be stakeholders in decisions made on behalf of children statewide. (Staff, ongoing)	Participate in Young Child Wellness Council, Youth Transitions Advisory Council, Children's Advisory Council, Council for Children's Mental Health, Children's Justice Task Force, AIMHiTN, and TCCY to be stakeholders in decisions made on behalf of children statewide. (Staff, ongoing)	Participate in Young Child Wellness Council, Youth Transitions Advisory Council, Children's Advisory Council, Council for Children's Mental Health, Children's Justice Task Force, AIMHiTN, and TCCY to be stakeholders in decisions made on behalf of children statewide. (Staff, ongoing)
(11) Ensure adequate and sustaining infrastructure to fulfill the Growth Goal & Strategies.	All administrative responsibilities filled. Adequate staff & space to fulfill needs of network	Maintain current staffing levels to ensure network needs delivered	Analyze current funding and staff for capacity to adequately fulfill the needs of the training and expansion outcomes.	Determine staff needs in accordance with funding resources.	Determine staff needs in accordance with funding resources.
(12) Celebrate Successes	TN CASA Staff Retention	Everybody's happy!	TN CASA Board Meetings Report of Activities (Board & Staff, quarterly) Staff take time monthly to celebrate and reflect work. (Staff, ongoing)	TN CASA Board Meetings Report of Activities (Board & Staff, quarterly) Staff take time monthly to celebrate and reflect work. (Staff, ongoing)	TN CASA Board Meetings Report of Activities (Board & Staff, quarterly) Staff take time monthly to celebrate and reflect work. (Staff, ongoing)



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GOAL # 2: Maximize the effectiveness of Tennessee CASA by substantially increasing revenue and diversifying funding with sustainable sources.					
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(1) Re-align the budget funding ratio from 70% restricted grants and 30% unrestricted to 50% of each.	2019: Budget of \$440,000 2020: Budget of \$525,000 2021: Budget of \$585,000	2019: Restricted/grants: 71% Unrestricted: 29% Maintaining current budget restricted funding of \$315,000, increase unrestricted funding to \$125,000 for a total budget of \$440,000 2020: Restricted/grants: 60% Unrestricted: 40% With restricted funding of \$315,000, increase unrestricted funding to \$210,000 for a total budget \$525,000 2021: Restricted/grants: 53% Unrestricted: 47% With restricted funding of \$315,000, increase unrestricted funding to \$270,000 for a total budget of \$585,000	Track diversification of funding. Identify needs. (Board & Staff, 11/19) Assess current donor list/database and develop benchmarks (Board & Staff, 8/19) Reconcile and cross reference donors with local programs in order to avoid duplication/infringement Due diligence for Development intern to establish donor database and fundraising campaign. (Staff, Summer 2019) Develop a fundraising campaign (Board, 2019)	Track diversification of funding. Identify needs. (Board & Staff, 11/20) Develop a donor program with a focus on marketing and social media. Create a donor database (Staff, 2020) Establish internship with sustainability plan. (Staff, 2020) Launch campaign (Board, 2020) Maintain donor relationships (Board, 2020)	Track diversification of funding. Identify needs. (Board & Staff, 11/21) Track donors and maintain donor relationships (Board & Staff, 2021) New intern to sustain previous work and build new capacity. (Staff, 2021)
	(1) Re-align the budget funding ratio from 70% restricted grants and 30% unrestricted to 50% of each.	Corporate partners identified, recruited and recognized.	2019: 2 corporate partners 2020: 3 corporate partners 2021: 5 corporate partners	Designate a committee whose members will identify and plan a strategy with staff (Board, 2019) Build relationships with 2 corporate partners (Board, 2019)	Designate a committee whose members will identify and plan a strategy with staff (Board, 2020) Build relationships with 3 corporate partners. (Board & Staff, 2020)



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(1) Re-align the budget funding ratio from 70% restricted grants and 30% unrestricted to 50% of each.	Foundation funding identified, solicited, and secured.		Designate a committee whose members will identify and plan a strategy with staff (Board, 2019)	Implement the strategy developed by the committee (Board, 2020) Build relationships with 2 foundations. (Board & Staff, 2020)	Designate a committee whose members will identify and plan a strategy with staff (Board, 2021) Build relationships with 3+ foundations (Board & Staff, 2021)
	Signature statewide fundraising event identified, researched, and hosted.	Raise \$100,000 in signature event.	Identify and plan event by designating a committee. (Board, 2019) Choose type of event and date. (Board, 2019)	Identify sponsors and location of event. (Board, 2020)	Hold event. (Board, 2021)
	Influencers, ambassadors, advocates, and a celebrity spokesperson build awareness and funding to Tennessee CASA statewide.	<p>2019: Identify and secure 2+ high-profile influencers</p> <p>2020: Identify and secure 3+ high-profile influencers</p> <p>2021: Identify and secure 5+ high-profile influencers and secure a celebrity spokesperson</p>	Identify and secure 2+ high-profile influencers. (Board & Staff, 2019)	Identify and secure 3+ new high-profile influencers. (Board & Staff, 2020)	Identify and secure 5+ new high-profile influencers and secure a celebrity spokesperson, possibly for event. (Board & Staff, 2021)
(1) Re-align the budget funding ratio from 70% restricted grants and 30% unrestricted to 50% of each.	<p>Recruit influencing/connected board members or committee members who have a statewide interest. Designate one table at the Annual Meeting for potential influencers.</p> <p>Strategic recruitment of board members to provide broad range of influence, skills, and knowledge</p>	<p>2019: Each board member recruits one board or committee member to fulfill a need as indicated by the Board Matrix</p> <p>2020: Each board member recruits one board or committee member to fulfill a need as indicated by the Board Matrix</p> <p>2021: Full board optimized</p>	Each board member recruits one board or committee member (Board, 2019)	Each board member recruits one board or committee member (Board, 2020)	Each board member recruits one board or committee member, (Board, 2021)



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(2) Develop and execute comprehensive PR & Marketing Plan to accomplish goals of Growth & Funding	PR & Marketing Plan that specifies activities and measurable goals.	TN CASA network of volunteers and children served will meet the Growth Goals.	Identify Board Committee for PR & Marketing Plan (Board, 5/19) Develop and implement PR and Marketing Plan (Board & Staff, 8/19)	Implement plan with measurable result (Board & Staff, 6/20)	Implement plan with measurable result (Board & Staff, 6/21)
(3) Continue legislative and executive partnerships.	Increased state funding for TN CASA and local program network.	<p>2019: Implement recurring funding increase of \$2,000 per county and \$56,000 for TN CASA</p> <p>2020: Establish funding for new counties.</p> <p>2021: Increase funding for local program network and TN CASA</p>	<p>Designate a committee whose members will identify and plan a strategy (Board, 8/19)</p> <p>Set up meetings with key legislators with Infographic of statistics. (Board & Staff, 2/19)</p> <p>Infographic updated with 2017/18 statistics (Staff & Board, 1/19)</p>	Designate a committee whose members will identify and plan a strategy (Board, 8/19) Set up meetings with key legislators with Infographic of statistics. (Board & Staff, 2/20)	Designate a committee whose members will identify and plan a strategy (Board, 8/19) Set up meetings with key legislators with Infographic of Statistics. (Board & Staff, 2/21)
(4) Identify and hire a dedicated Development Director with a focus on relationship building	Development Director on Staff – Funding Goals are met as indicated in Strategy 1.	TN CASA Budget increases each year to fulfill Funding Goals in Strategy 1	Research needs of a Development Director position	Seek resources to either contract or hire Development Director (Board & Staff, 5/20) Establish funding for Development Director (Board & Staff, 5/20)	Hire Development Director (2021)



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(5) Ensure infrastructure of TN CASA with effective governance to fulfill mission	<p>TN CASA is sustainable, thriving and growing.</p> <p>Appropriate governance for successful mission achievement through financial support of the strategic plan</p>	<p>2018-2021: Provide governance oversight with regular review of by-laws, policies & procedures; active board committees; and effective board meetings.</p> <p>2018-2021: Provide financial oversight with regular review of financial statements, budget and annual audit</p> <p>2018-2021: Ensure effective leadership by evaluating executive director.</p>	<p>Sustain all staff (Board, 5/19)</p> <p>Provide governance oversight with regular review of by-laws, policies & procedures; active board committees; and effective board meetings. (Board, 2019)</p> <p>Provide financial oversight with regular review of financial statements, budget and annual audit. (Staff & Board, annually)</p> <p>Ensure effective leadership by evaluating executive director. State Office Report will give progress on Strategic Plan quarterly (Staff with Board Review, quarterly)</p> <p>Establish committees and assign members, description of responsibilities (Board)</p> <p>Determine training needs and schedule Annual Board Retreat (Board & Staff)</p> <p>Complete Board Matrix to determine skills, talents & resources. (Board & Staff) Develop Board Orientation Materials for approval (Board & Staff)</p> <p>Orient new Board Members (Board & Staff, ongoing)</p>	<p>Sustain all staff (Board, 5/20)</p> <p>Provide governance oversight with regular review of by-laws, policies & procedures; active board committees; and effective board meetings. (Board, 2020)</p> <p>Provide financial oversight with regular review of financial statements, budget and annual audit. (Staff & Board, annually).</p> <p>Ensure effective leadership by evaluating executive director. State Office Report will give progress on Strategic Plan quarterly (Staff with Board Review, quarterly)</p> <p>Establish committees and assign members, description of responsibilities (Board)</p> <p>Determine training needs and schedule Annual Board Retreat (Board & Staff)</p> <p>Complete Board Matrix to determine skills, talents & resources. (Board & Staff) Develop Board Orientation Materials for approval (Board & Staff)</p> <p>Orient new Board Members (Board & Staff, ongoing)</p>	<p>Sustain all staff (Board, 5/21)</p> <p>Provide governance oversight with regular review of by-laws, policies & procedures; active board committees; and effective board meetings. (Board, 2021)</p> <p>Provide financial oversight with regular review of financial statements, budget and annual audit. (Staff & Board, annually).</p> <p>Ensure effective leadership by evaluating executive director. State Office Report will give progress on Strategic Plan quarterly (Staff with Board Review, quarterly)</p> <p>Establish committees and assign members, description of responsibilities (Board)</p> <p>Determine training needs and schedule Annual Board Retreat (Board & Staff)</p> <p>Complete Board Matrix to determine skills, talents & resources. (Board & Staff) Develop Board Orientation Materials for approval (Board & Staff)</p> <p>Orient new Board Members (Board & Staff, ongoing)</p>



Tennessee CASA -- 2019-2022 Strategic Plan

MISSION	To support, develop, expand and unite local CASA programs in recruiting and training volunteers to advocate for Tennessee's children who have been abused and neglected
VISION	Where every child who has been abused and neglected in the State of Tennessee is given the opportunity to thrive in a safe and loving home.

GOAL # 2: Maximize the effectiveness of Tennessee CASA by substantially increasing revenue and diversifying funding with sustainable sources.					
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			<p>Agenda & Board Packets will be distributed two days prior to the scheduled board meeting. Roberts' Rules of Orders will be used to govern meetings. (Board & Staff, quarterly)</p> <p>Establish Board Executive Committee and schedule bimonthly meetings (Board & Staff)</p> <p>Board effectiveness evaluation in accordance with expert advice/resources. (Board & Staff)</p> <p>Develop Succession Plan (Board & Staff, 5/19)</p>	<p>Agenda & Board Packets will be distributed two days prior to the scheduled board meeting. Roberts' Rules of Orders will be used to govern meetings. (Board & Staff, quarterly)</p> <p>Establish Board Executive Committee and schedule bimonthly meetings (Board & Staff)</p> <p>Board effectiveness evaluation in accordance with expert advice/resources. (Board & Staff)</p> <p>Review & update Succession Plan (Board & Staff, 5/20)</p>	<p>Agenda & Board Packets will be distributed two days prior to the scheduled board meeting. Roberts' Rules of Orders will be used to govern meetings. (Board & Staff, quarterly)</p> <p>Establish Board Executive Committee and schedule bimonthly meetings (Board & Staff)</p> <p>Board effectiveness evaluation in accordance with expert advice/resources. (Board & Staff)</p> <p>Review & update Succession Plan (Board & Staff, 5/21)</p>