



Strengthening Our Voice for Children

Strategic Plan 2012-2015

Court Appointed Special Advocate/Prince George's County would like to thank Front of the Bus Productions for facilitating the strategic planning process and update of the plan.

About Front of the Bus Productions
1328 U Street, Northwest
Suite 3 East
Washington, DC 20009
202.265.2278 voice
202.265.2279 fax

Inspiring leaders. Leading change.

Established in 1998, Front of the Bus exists to strengthen leadership, educational, and organizational practices that result in positive outcomes for children, youth, families, the adults who serve them. Our work is accomplished through strategic engagement, systems planning, and clients seeking to lead.

Please contact us for additional information about the services we offer and our facilitation of client success.

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EXECUTIVE SUMMARY

INTRODUCTION

As an organization dedicated to serving children living in foster care due to abuse or neglect, Court Appointed Special Advocate (CASA)/Prince George's County is deeply invested in sustaining and expanding its program in order to continually train and supervise volunteers who provide a voice to children, advocating for what is in their best interests. CASA/Prince George's County has experienced a wide range of accomplishments since opening in 2001, including tremendous staff growth, recruitment of large numbers of volunteers, strong service to children within the County, and recognition as a critical and effective partner in the child welfare community. With more than a decade of service, CASA/Prince George's County now seeks to further expand services to address the unmet needs of County children and youth currently in the foster care system.

The Board and staff of CASA/Prince George's County participated in a rigorous strategic planning process to build upon the strengths of the organization, address challenges, and focus on its future capacity to support growth. Activities included internal and external capacity assessments and related data analyses; best practices review; establishment of an issues-focused task force; and facilitated Board and staff planning retreats to chart the future course of the organization.

The resulting strategic plan focuses on CASA/Prince George's County's internal capacity to support its mission, vision, and related priorities to meet the needs of children and youth assigned by the court. Chief among the priorities are efforts to expand the needs of transitioning youth already being served who will age out of the system, while planning for expansion to serve additional children and youth, and targeting resources to sustain this work over time.

The plan includes a current organizational profile, a brief discussion of capacity assessment activities and results, and emergent strategic goals, including expected outcomes, and related actions needed to achieve them.

STRATEGIC GOALS, OUTCOMES, AND RELATED ACTIONS

Based on the results of all stakeholder feedback, Board and staff have applied a Balanced Score Card Approach¹ to target areas in need of change reflected across four thematic areas of organizational functioning: Client Needs, Internal Systems, Learning and Growth, and Financial Support. The Approach serves as both a *process* to strategically plan and measure success, and a *management method* to monitor the plan once developed.

¹ Kaplan, R. and Norton, D. (1992). *The Balanced ScoreCard: Measures that Drive Performance*. Harvard Business Review. Cambridge, MA: Harvard Business Press.



The goal statements, outcome measures, and annual activities that will strengthen the capacity of CASA/Prince George's County to support its mission and vision focus on the next three years. The areas identified do not represent all organizational functions, but target specifically those areas in need of additional planning and investment to ensure overall organizational success. The Board and staff of CASA/Prince George's County remain committed to operating within the organization's strengths while addressing those areas in need of change. The overarching issues that the plan will address are:

Client Needs

- Identify and address the needs of current and future clients of CASA to better serve them
- Identify agencies and organizations to develop collaborative relationships in support of program development and referrals
- Increase the number of interested volunteers and initiate the intake process in a quick and seamless manner
- Ensure that teens age 14 and older currently served by CASA will have a viable Transition Plan prior to emancipation

Internal Systems and Policies

- Clarify Board and staff roles regarding top priorities for the next year; develop collaborative relationships to support roles and responsibilities
- Establish a Human Resources Plan that will support organizational growth
- Create orientation materials and training for new staff
- Assess the current Technology Plan; include review of contracts and maintenance needs
- Review current policies and procedures to clarify strengths and address gaps
- Develop a Public Relations and Marketing Plan
- Increase the public's awareness of the organization to promote the mission and work

Financial Support

- Improve donor relations and increase individual giving
- Identify agencies and organizations to develop collaborative relationships to support fundraising and resource development
- Identify and diversify funding based on new resources and enhanced services

Learning and Growth

- Create partnerships to support the success of expansion plan
- Strengthen capacity of the Board to fulfill its roles and responsibilities
- Review and monitor all plan activities to assess progress and adjust as needed

PLAN MANAGEMENT

The plan concludes with provisions for its management through financial planning, monitoring, and evaluation by the Board and Executive Director over the next three years. Currently, CASA/Prince George's County relies heavily upon foundation and government resources. An incremental approach will target diversification of funding sources to include an increase in individual and corporate giving by the end of the next three years.

A dashboard has been established to facilitate quarterly reporting (or as needed) in Year I to determine the rigor of the activities identified and to ensure that any needed adjustments happen sooner rather than later. Annual review of results and the subsequent year's plans will ensure appropriate evaluation and the modification of current and/or introduction of new goal statements and related activities.

For more information about the strategic plan or to obtain a copy, contact:

Ann Marie Foley Binsner
Executive Director
Court Appointed Special Advocate/Prince George's County
6525 Belcrest Road - Suite G55
Hyattsville, MD 20782
301-209-0491
ambinsner@CASA