



STRATEGIC PLAN

JUL. 2019-JUN. 2022

Background

In 1985, the Oregon Legislative Assembly mandated the establishment of two pilot Court Appointed Special Advocate (CASA) programs. In 1987, the Assembly passed legislation requiring that every child in a dependency proceeding be appointed a Court Appointed Special Advocate to investigate their circumstances and advocate for their best interests. Today, there are 21 local CASA programs and 1 tribal CASA program within Oregon's boundaries. The local CASA programs serve 35 of Oregon's 36 counties.

Oregon's CASA directors originally formed Oregon CASA Association in 1998 as an informal association and then a formal 501(c)(3) known as Oregon CASA Directors' Network (OCDN). In 2011, OCDN reformed as Oregon CASA Network (OCN) and as the formal state CASA organization. OCN received its 501(c)(3) tax exemption letter in March 2012 and hired its first staff member in 2013. OCN first administered pass-through funding – a \$125,000 grant from The Ford Family Foundation (TFFF) in October 2013 and in June 2015 it secured a \$250,000 increase in state funding for local CASA programs. In 2017-18, OCN formed a vision planning committee to strategically plan for a strong and stable state organization in support of local CASA programs. In 2018, OCN's active board of directors coordinated the 22 local programs into four "Hubs" to secure approximately \$3.2M in federal Victims of Crime Act funding (administered by Oregon's Department of Justice). Also in 2018, TFFF awarded OCN capacity-building funding for the state organization and pass-through funding for local CASA programs. In August 2018, as part of the adopted vision plan, OCN's board selected and appointed a new Chief Executive Officer to establish mission-driven sustainability, and the National CASA Association certified OCN as an established state organization. In 2018-19, OCN formed a strategic planning committee. In 2019, the committee recommended, and the board adopted, a Strategic Planning Framework with updated mission, vision, and values for OCN.

Mission, Vision and Core Values

Mission

Oregon CASA Network's mission is to lead Oregon's CASA programs to provide a strong voice for every abused and neglected child statewide.

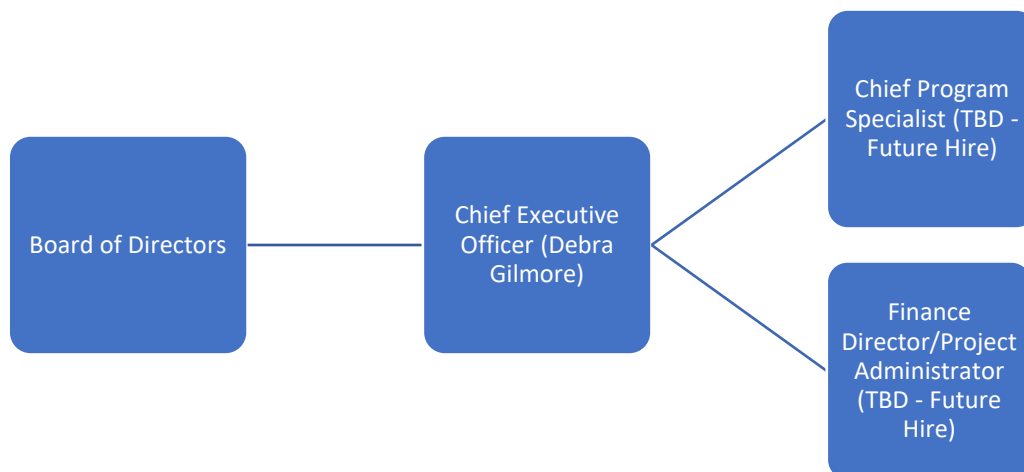
Vision

Every abused and neglected child in Oregon is given the opportunity to thrive in a safe, loving home.

Values

- **Respect:** We foster a professional environment.
- **Support:** We promote a strengths-based culture that honors collaboration.
- **Open Communication:** We value the different life experiences and perspectives brought to OCN.
- **Honesty:** We demonstrate the highest level of ethics in all our actions.
- **Action:** We set and achieve goals and priorities with our partners.
- **Inclusion:** We value differences in people, positions, and perspectives.

Organization Chart





STRATEGIC PLAN

JUL. 2019-JUN. 2022

Strategic Themes, Focus Areas & Objectives

OCN's Strategic Themes for 2019-22 are: Equity Lens, Impactful Leadership, Operational Excellence, Collective Impact & Knowledge Management. These themes underlie each focus area and guide OCN's 2019-22 objectives.

Focus Area 1: Support for Local Programs

Objectives

- Facilitate cross-program knowledge-sharing
- Host semi-annual program (“member”) meetings
- Increase awareness of & responsiveness to diversity, equity & inclusion principles across CASA programs
- Secure & administer private pass-through funding (The Ford Family Foundation, other)
- Secure & administer VOCA funding for local programs
- Secure & administer state funding for local programs and OCN

Target outputs/outcome measures for Focus Area 1

- Regular/consistent use of knowledge-sharing platform tools by members
- Consistent agree/strongly agree ratings on meeting feedback surveys
- Maintain VOCA funding and secure increased state funding.

Focus Area 2: Public Education & Community Awareness

Objectives

- Develop state-level capacity to better tell “story of CASA in Oregon”
- Participate in state-level stakeholder meetings
- Implement media campaign with new National CASA/GAL Association (National CASA/GAL) branding materials
- Coordinate annual CASA Day at the Capitol event
- Increase presence on paid/social media

Target outputs/outcome measures for Focus Area 2:

1. OCN able to report metrics to CVSSD (VOCA), state, & National CASA/GAL on behalf of local programs by June 30, 2022.
2. Attendance at at least 90% of identified stakeholder meetings.
3. At least 50 individuals attend & meet w/representatives at CASA Day at the Capitol events each year
4. Increased “impressions” or other appropriate metric for social media presence.



STRATEGIC PLAN

JUL. 2019-JUN. 2022

Focus Area 3: Expansion of Reach/Growth Plan

Objectives

- Develop unified support among legislative body/address legislative concerns re: CASA oversight and quality assurance (QA)
- OCN-DAS transition planning
- Engagement with National CASA/GAL
- Exploration of expansion into Lake County

Target outputs/outcomes for Focus Area 3:

1. Final DAS-led plan for OCN transition that is responsive to legislature and has majority local CASA program support.
2. Legislature demonstrates confidence in & support for OCN's quality assurance capacity.
3. CASA services for up to 25 eligible children in Lake County by 2022 through a National CASA/GAL-member entity.