

# Henrico CASA Strategic Plan Analysis

## Progress Toward Strategic Priorities

### FY2022 - 2025

To advance our mission and vision, Henrico CASA established three strategic priorities:

- Awareness + Education
- Organizational Capacity
- Visitation Center



#### COMPLETED

Successfully implemented the goals identified. These goals have become an integral part of the CASA brand and culture.



#### WELL ON THE WAY

Clearly and purposefully implementing, incorporating, and/or growing the goals identified.



#### WORKING ON IT

In the process of working on the goals identified and paving a solid path toward implementation and incorporation.



#### NOT YET STARTED

Goals have been identified and thought processes have begun, but implementation and incorporation has not formally started.

Gray: FY21-23 Highlights

Black: FY23-24 + Current Highlights



# HENRICO CASA STRATEGIC PRIORITIES

## AWARENESS + EDUCATION

### GOAL 1 PURPOSEFUL MESSAGING



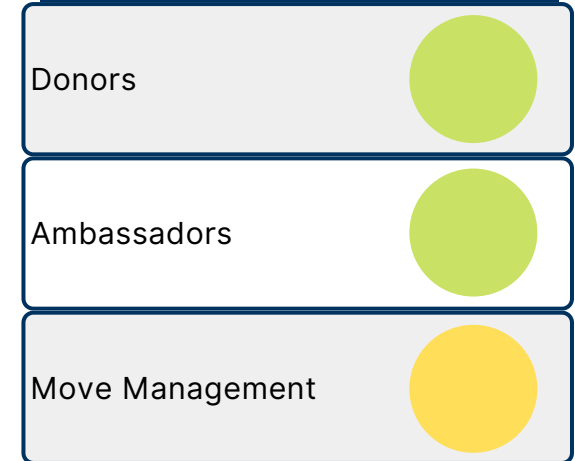
- Clear Communication Plan
- Positive Messaging
- Annual Themes
- CASA Spotlights
- Social Media
- Home for Good® (HFG)
- Media Presence
- Welcome Email Series
- Engagement with Supporters
- New Website
- Visual Storytelling
- New Messaging
- Internal Engagement w/ Advocates
- **Added Language on Website**
- **Community Day for HFG**
- **Mission Moment Email Series**
- **30th Anniversary Logo + Campaigns**
- **2024 Media Push for News Coverage**
- **FOX 'Give the Gift of Advocacy' Campaign**

### GOAL 2 EDUCATE THE COMMUNITY



- Digital Marketing
- Television Commercials
- Speaking Engagements
- Key Community Partners
- Weekly Blog
- Informational Sessions
- Continuing Education
- CASA College
- State Leadership Team
- **Vigilant Voices® - Guest Episodes**
- **Various Tabling for Recruitment Events**
- **Local Virginia Campaign Events**
- **Short Pump Concert Series**
- **RVA Small Business**
- **LMR Poverty Simulation**
- Animation Videos
- Vigilant Voices® Podcast
- LinkedIn Newsletter
- Home for Good® Exposure
- Curtis & Co | For Richmond

### GOAL 3 FINANCIAL SUPPORT



- Ambassadors
- New External Events
- Fundraising Growth
- Investments
- Mustaches 4 Kids (M4K)
- Profit Growth
- Strong Investment Policy
- Alpha Omega Wealth Management
- **Grown M4K**
- **Strengthened Kiwanis Partnership**
- **Added Director of Partnerships Position**
- **Board Fundraising Worksheet**
- **Studying Donor Data and Trends**
- **New Donor Engagement Efforts**
- **Focus on Recurring Donations + Lapsed Donors**
- **VAFRE Membership**

# HENRICO CASA STRATEGIC PRIORITIES

## ORGANIZATIONAL CAPACITY

### GOAL 1 STAFF STRUCTURE

Staff Duties	
DE+I Lens	
Salary + Benefits	
Succession Plans	

- Highly Qualified Staff
- Organizational Values
- Office Culture
- Compensation + Benefits
- Investment in Professional Dev
- Added Needed Staff Positions
- Encourage Professional Development
- Conscious About DEI Efforts
- Incorporated Accessibility Features to Website
- Invested in Translation Devices for Program
- Actively Working on Salary / Compensation
- New Staff (Vol Coord)
- Bridge to Practice Law Fellow
- Values Reflection Exercises
- COL / Inflation Increases
- Benefits (Health, Ancillary, IRA)

### GOAL 2 VOLUNTEER RECRUITMENT

Digital Marketing	
Volunteer Training	
Diversity of Volunteers	

- Marketing Partner (The Idea Center)
- Built Brand Awareness
- Strong Google Presence
- Digital Marketing Investment
- Increase to Volunteer Interest/Applications
- Branded Videos + Commercials
- **Significant Increase in Volunteer Applications**
- **Successful Lead Ads on Facebook**
- **Frequent Volunteer Information Sessions**
- **Recorded Information Sessions for Flexibility**
- **Recorded Volunteer Training Sessions**
- **17,000+ Website Visits Last Year**
- **#1 for "CASA" Searches**
- **97 New Facebook + 240 New Instagram Followers**
- **3,279 YouTube views**
- **678 LinkedIn Followers**
- **738 Ad Clicks from Facebook and Instagram**

### GOAL 3 CULTIVATE BOARD

Governance	
Board Growth	


- Governance Committee
- Updated Bylaws, BoD Expectations
- Strong Program Oversight
- Board Culture
- Clear Cultivation Process
- Board Growth
- Board Giving Increase
- Warren Whitney (Katherine Whitney)
- Regular Board Evaluations
- Committees Structure
- Leveraged Board Member Skills
- Culture of Transparency + Communication
- Growth in New Members
- **Continued strong committee structure**
- **Updated Board members skills and matrix**
- **Identified needs for other skills or strengths**
- **Finessing cultivation processes**


# HENRICO CASA STRATEGIC PRIORITIES

## VISITATION CENTER

### GOAL 1 NEEDS ASSESSMENT

Community Members 


Case Stats 

Lived Experiences 


Community Perspective 

- *Identified Need + Vision*
- *Identified Statistics to Track*
- *Identified Key Stakeholders*
- *Anecdotal Comments / Purposeful Conversation*
- *Socialized with Key Community Partners*
- *Studying and Analyzing Data Points*
- *Hired Knowledge Advisory Group*
- *Conducted Focus Group Discussions*
  - *Judges, Attorney, DSS, CASA, Families*
- **Focus Group Study Final Report**
- **Considered Other Programmatic Structures**
- **Spoken with Other Visitation Centers in U.S.**

### GOAL 2 BUSINESS PLAN


Steering Committee 

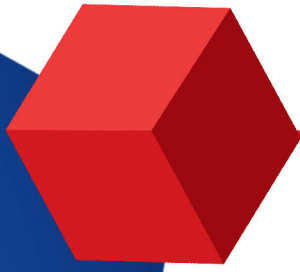
Staff + Space Needs 

Funding Options 

- **Business Plan + Needs Summary Documents**
- **Socialized with Partners in the Community**
- **Spoken with County Leadership**
- **General Support from Board of Supervisors**
- **Looked at Possible Real Estate**
- **Created Space Considerations for Current Need**
- **Created Example Staffing/Organization Chart**
- **Created Building Concepts/Design**
- **List of Possible Grantors for “Seed” Funding**
- **List of Possible Grantors for Buildings**

### GOAL 3 IMPLEMENTATION

Implement 



**2025**

# **Henrico CASA Board Retreat**

**Building Momentum: Strategizing for Success**



# AGENDA

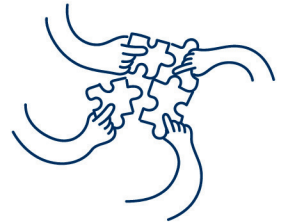
Time	Topic/Session Title	Description
10:00 AM – 10:30 AM	<b>Connections</b>	Welcome and networking among Board Members, Staff, and Ambassadors.
10:30 AM – 10:45 AM	<b>Celebrating and Setting the Stage</b>	Opening remarks by Paul and Jeannine to celebrate achievements and retreat goals.
10:45 AM – 11:00 AM	<b>Strategic Snapshot</b>	Quick review of current strategic plan goals, accomplishments, and ongoing efforts.
11:00 AM – 12:00 PM	<b>The First Who (Pt. 1) Building the Business Case</b>	DEI-focused conversation with Matthew Freeman of Dialectix Consulting.
12:00 PM – 12:15 PM	<b>Lunch Break</b>	Short break to pick up lunch before the working lunch session.
12:15 PM – 1:15 PM	<b>The First Who (Pt. 2) Aligning for Inclusion</b>	Continued discussion with Matthew Freeman.
1:15 PM – 2:30 PM	<b>Finding Our Hedgehog</b>	Exploring the intersection of passion, excellence, and impact to refine CASA's strategic direction.
2:30 PM – 2:45 PM	<b>Recharge Break</b>	Quick stretch and regroup.
2:45 PM – 4:00 PM	<b>Momentum in Motion</b>	Building the Flywheel: Identifying key drivers for sustained success and organization-wide alignment.
4:00 PM	<b>Reflections and Gratitude</b>	Thank you + next steps.

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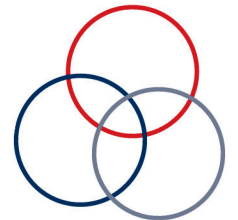
# From Good to Great: Guiding Principles for Henrico CASA's Strategic Future

As Henrico CASA embarks on this year's Board Retreat, we are grounding our discussions in Jim Collins' Good to Great framework, with a focus on its adaptation for the social sectors. This monograph, tailored specifically for nonprofits and mission-driven organizations, recognizes that while greatness is universal, the path to achieving it can look different in the social sector. By applying these principles to our work, we can reflect on what drives Henrico CASA's success, where we can grow, and how we can ensure sustainable impact for the children and families we serve.

At the heart of Good to Great is the idea that organizations achieve lasting greatness by prioritizing "who" before "what." This principle, known as The First Who, emphasizes the importance of ensuring we have the right people — those who are mission-driven and aligned with our values — in every role across our organization. Henrico CASA remains steadfast in its mission to serve all children who have experienced abuse and neglect, recognizing that these issues cross all socioeconomic and demographic boundaries, and our commitment to fairness, equity, and excellence in advocacy needs to remain steadfast. We will discuss how diversity within our Board helps enrich strategic conversations, strengthening our ability to serve every child effectively and ensuring that our organization reflects the community we support.



The Hedgehog Concept, another critical element of the Good to Great framework, invites us to consider the unique intersection of three key questions: What are we deeply passionate about? What can we be best in the world at? And what drives our resource engine? By focusing on these areas, we can identify what sets Henrico CASA apart and how we can leverage our strengths to create an even greater impact. This clarity of purpose will help us align our strategic goals with our mission, ensuring we remain focused on what matters most.

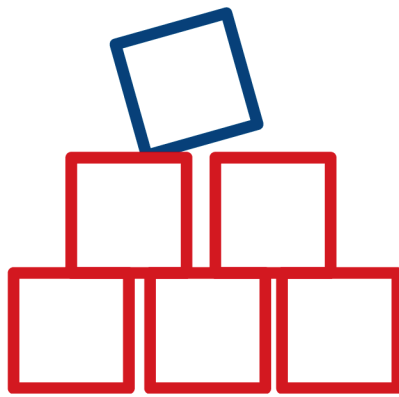


Building momentum for lasting impact is where the Flywheel Concept becomes crucial. The Flywheel represents the idea that meaningful progress is not achieved through a single breakthrough but through small, consistent actions that build upon one another to create unstoppable momentum. We will identify the key drivers of Henrico CASA's success — such as volunteer recruitment and retention, fund development, and the Visitation Center initiative — and examine how we can strengthen these components to propel our organization forward over the next three to five years.



This retreat is an opportunity to engage in thoughtful, forward-looking conversations about the future of Henrico CASA. By grounding our discussions in the Good to Great principles adapted for the social sectors, we will explore how to amplify our impact, strengthen our foundation, and ensure that every child referred to us has a voice. Thank you for your commitment to this important work, and we look forward to the insights and ideas that will emerge from our time together.





# OUR VALUES

## Mission

Henrico CASA advocates in court for a child's best interests and seeks to educate the community concerning the needs of abused and neglected children.

## Vision

All children in Henrico County live in safe and stable homes.

## Core Values

Henrico CASA is committed to:

- Family preservation and reunification. Children grow up best in their families. Our work will support preservation and reunifications whenever that can be achieved safely.
  - Diversity, equity, and inclusion. Our children come from all parts of Henrico County. We believe our volunteers, management and staff, and our Board should reflect that diversity and should feel safe and comfortable in their roles.
  - Collaboration within the child welfare and court system. We will work jointly with professionals throughout the system in the best interest of children.
  - Gratitude for the commitment made by our volunteers, staff, and donors. We realize that we could not accomplish our mission without the selfless commitment from many in our community.
  - Stewardship of the resources entrusted to us. We will use our resources carefully to help ensure we can serve all children who need us.
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# The First Who: Building the Business Case for Diversity at Henrico CASA

Henrico CASA's commitment to excellence and continuous improvement is deeply informed by the Good to Great framework, particularly the principle of "The First Who." This principle emphasizes that the right people in the right positions, aligned with shared values and mission, are the foundation for sustained success. As Henrico CASA evolves, grounding our strategic conversations in this principle ensures that we prioritize building a strong, mission-driven team that reflects and amplifies the voices of the children and families we serve. This focus on "The First Who" naturally aligns with our dedication to ensure that our Board, staff, and volunteers bring diverse perspectives, experiences, and insights to further our mission.

In this session, we welcome Matthew Freeman of Dialectix Consulting, who will guide us through an exploration of the "business case" for incorporating diverse perspectives into our organization, contextualized specifically for Henrico CASA. The discussion will deepen our shared understanding of how diversity intersects with our mission and culture while providing clarity on why and how it matters. Together, we will assess what is working well and identify areas for growth, focusing on actions we might be able to take to enhance our Board governance, staff operations, and community partnerships. This conversation will serve as a helpful step in shaping programmatic goals within our broader strategic planning process.

## Some Discussion Points

- What does diversity mean to us and why does it matter to CASA's mission?
- What are we currently doing well? Where do we need to grow?
- What are actionable steps we might be able to take to support efforts across Board, staff, and community partnerships?

## Meet Our Facilitator

*Matthew Freeman brings a wealth of experience to this discussion. His passion for racial equity and social justice has taken him across the United States and around the globe, fostering connections across differences and addressing the challenges that divide communities. He has worked with a wide array of organizations, including members of Congress, the Federal Reserve System, Fortune 500 companies, and grassroots nonprofits. His international work spans countries such as the UK, Switzerland, Germany, Greece, Hong Kong, Kenya, and South Africa, alongside global organizations with a presence on multiple continents. Matthew is the founder of Dialectix Consulting and the author of Overcoming Bias: Building Authentic Relationships Across Differences. He has also been featured on the Emmy award-winning PBS show "Racism: Challenging Perceptions." His expertise and thoughtful approach will help us align our DEI priorities with our mission to create a safer, more inclusive future for children in Henrico County.*



## The Hedgehog Concept: Sharpening Henrico CASA's Strategic Focus

The Hedgehog Concept provides a framework for organizations to achieve clarity of purpose by focusing on the intersection of three critical elements: what they are deeply passionate about, what they can be the best in the world at, and what drives their resource engine. For Henrico CASA, this concept invites us to reflect on our mission to amplify children's voices, our unique strengths in child advocacy, and the sustainable resources that support our work. By identifying this intersection, we can sharpen our strategic focus and ensure that every initiative we undertake aligns with our greatest impact areas and long-term vision.

### Passion

What are we deeply passionate about?



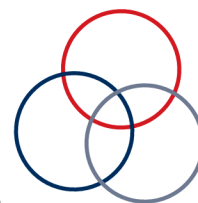
What are we best in the world at achieving?

What drives our economic engine?

**Best in the World**

**Resource Engine**

## Introduction to the Hedgehog Concept (5 minutes)



A brief reminder of the overview of the Hedgehog Concept and its three key components:

1. Passion: What drives our mission and inspires unwavering commitment?
2. Best in the World: What unique strengths make Henrico CASA excel in child advocacy?
3. Resource Engine: What mechanisms sustain our work, including funding, partnerships, and community support?

The Hedgehog Concept serves as a guide to focus on what matters most, ensuring we align our efforts with our mission and values. This time is aimed to identify areas of alignment and focus that will strengthen Henrico CASA's strategic direction.

## Developing Our Hedgehog - Group Discussions (30 minutes)

Divide into three breakout groups. Each group will focus on one part of the Hedgehog Concept. Use the flip charts to brainstorm ideas, and identify 2-3 key themes to share with the group at large.

### Passion

- What elements of our mission inspire dedication and commitment?
- How can we ensure our current and future work remains impactful and mission-driven?

### Best in the World

- What sets Henrico CASA apart in child advocacy?
- How can we leverage our expertise and relationships to sustain our edge?

### Resource Engine

- How do we maintain and strengthen relationships with funders, donors, and community partners?
- What additional non-financial resources could support our growth?

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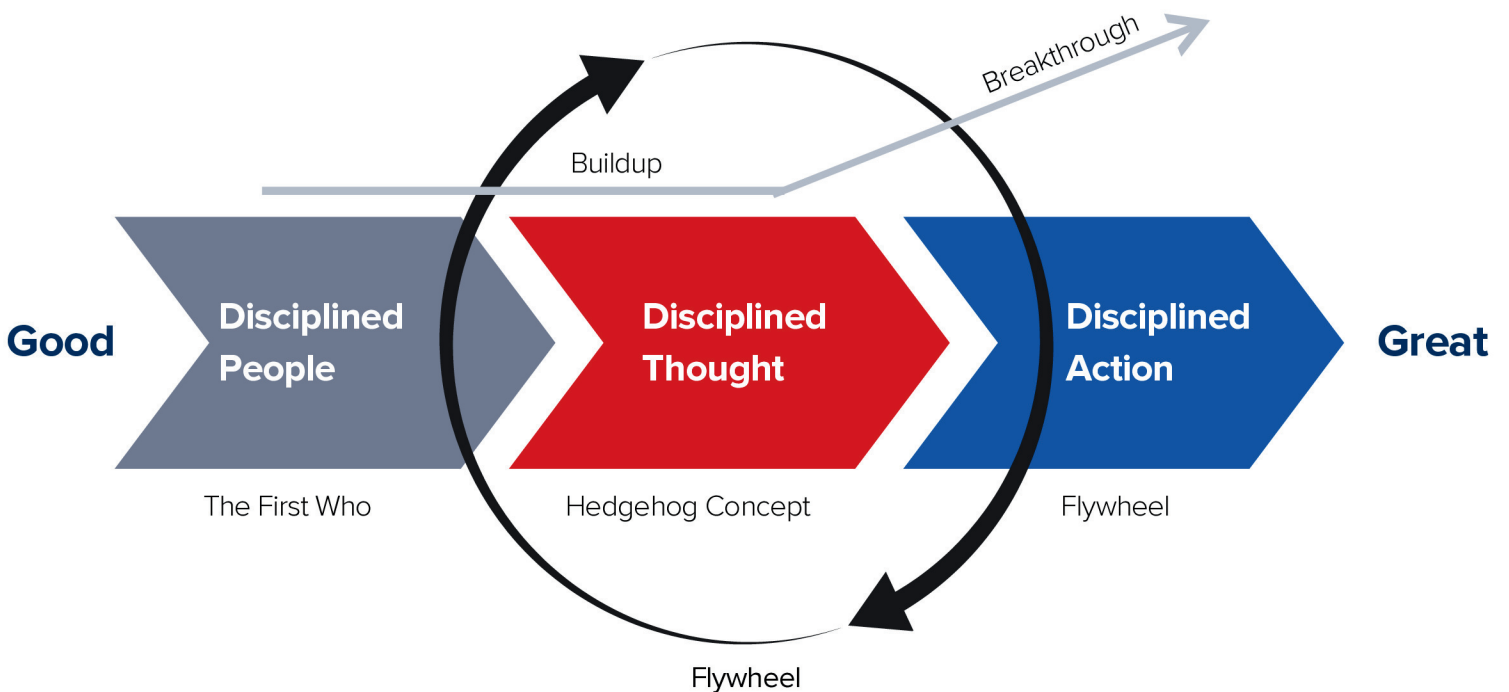
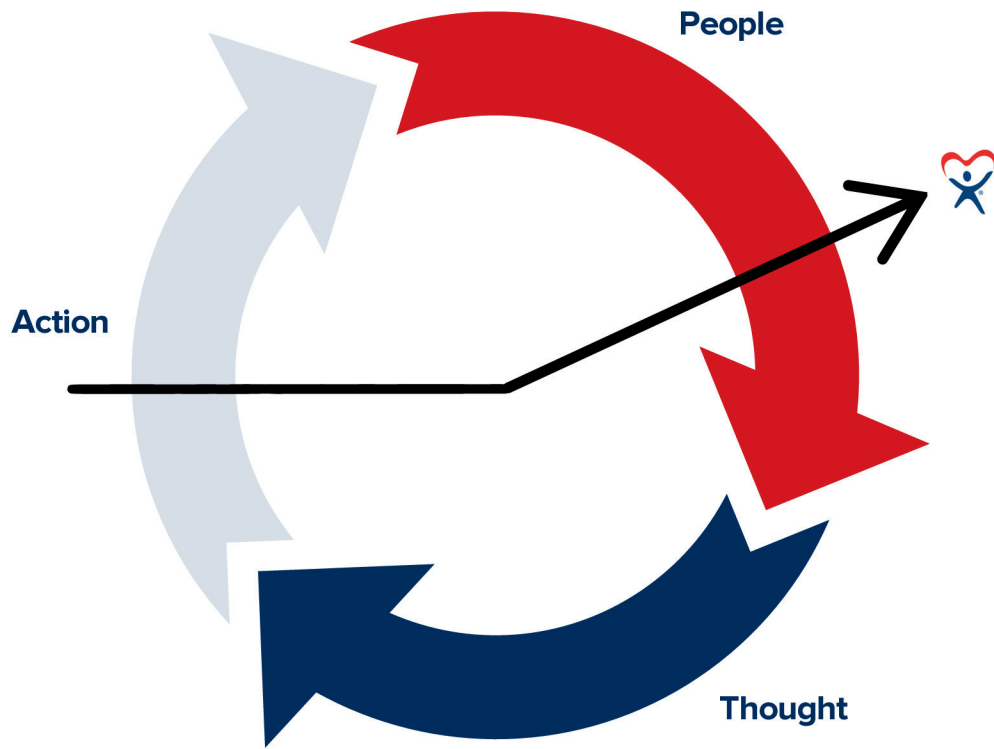
## Sharing and Strategic Takeaways (35 minutes)

Each group briefly presents their key themes in the large Venn diagram to plot any overlapping ideas. As a group, plan to discuss:

- What key insights stand out?
- How do these align with initiatives like Board Governance and Leadership, Staff/Program Development, and the Visitation Center?

# Building the Flywheel: Driving Momentum for Henrico CASA's Future

The Flywheel Concept from Good to Great illustrates how sustained success is built through small, consistent actions that compound over time, creating unstoppable momentum. For Henrico CASA, this means focusing on the key drivers that propel our mission forward: recruiting and retaining dedicated Board members, staff, and volunteer advocates; strengthening fund development efforts, including growing our key events; and advancing the development of the vision of a Visitation Center. By identifying and aligning these components, we can ensure long-term growth and amplify our impact for the children and families we serve.



## Introduction to the Flywheel Concept (5 minutes)



A brief reminder of the Flywheel Concept:

The Flywheel represents success as the result of small, consistent actions that build momentum over time. Each push strengthens the next, creating a compounding effect. Henrico CASA's current Flywheel drivers include:

1. Recruitment and Retention: Board members, staff, and volunteers (program)
2. Fund Development: Sustaining and growing donors to support growing needs of the program
3. Visitation Center: New program and moving from needs assessments to the planning and development phase(s)

## Identifying our Flywheel - Group Discussions (30 minutes)

Divide into three groups. Each group will focus on one key driver. Use the large paper to brainstorm and illustrate your version of Henrico CASA's Flywheel. Use these questions to help guide your groups discussion:

### Recruitment and Retention

- What has worked well to attract and retain staff and Board members?
- What can we do to sustain and grow these efforts?

### Fund Development

- How have we successfully engaged funders and key event supporters?
- What strategies might deepen relationships or attract new funders to our mission?

### Visitation Center

- What steps are needed to move smoothly from research to development?
- How can we maintain momentum and build support for this new community initiative / program?

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## Sharing and Strategic Takeaways (35 minutes)

Each group briefly presents their ideas and Flywheel illustrations. As a full group, plan to discuss:

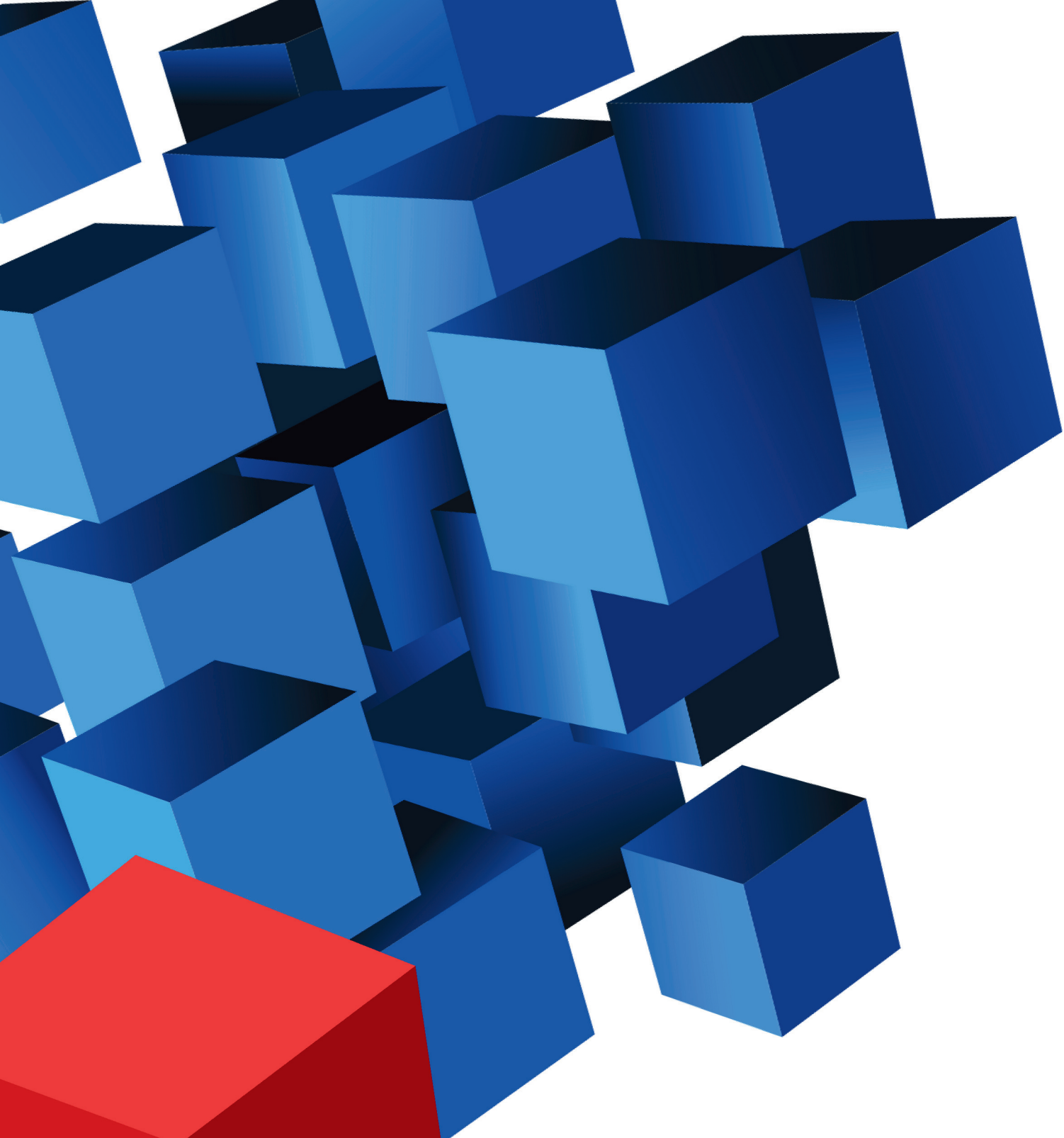
- What themes overlap across the groups?
- What steps should we prioritize to keep the Flywheel turning over the next 3-5 years?
- Are there areas where we need to allocate more resources to sustain momentum?

# NOTES



# NOTES





## Henrico CASA



[www.HenricoCASA.org](http://www.HenricoCASA.org)



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# HENRICO CASA

Board Retreat  
Supporting Documents



**CASA**

Court Appointed Special Advocates  
FOR CHILDREN

HENRICO COUNTY

# WHY CASA



## The Need

- Nationwide, 1 in 7 children experience reported abuse or neglect.
- In Virginia, every 81 minutes a child is abused or neglected.
- Every 13 days, a child dies from abuse or neglect.

## The Solution

- When these cases of abuse and/or neglect go to court, the Judge does not see the child. CASA bridges this gap to ensure every child's voice is heard in court.
- CASA supports children and families involved in the child welfare system by promoting safe, healthy homes and advocating for children's best interests.
- CASA increases the overall well-being of children. CASA volunteers are a consistent presence in a child's life. They collaborate with other professionals to find, engage, and strengthen support networks.
- CASA is a vital part of Henrico County, appointed by the local courts to bring valuable information to judges.
- Last year, 109 advocates donated 10,591 hours of their time to serve 388 child victims. This volunteer time is valued at \$345,161 of service to Henrico County.

## The Impact

- Henrico CASA volunteers make deep, long-lasting impacts in the lives of children.
- Child abuse and neglect is the largest health crisis of our time. Studies show the effects of childhood trauma are directly linked to mental illness, physical illness, and addiction in adulthood. This has devastating impacts on our health, justice and economic systems. CASA is an important part of the solution.

**CASA volunteers advocate for the best interest of children who have experienced abuse or neglect.**



# END USERS



**As an organization dedicated to advocating for the best interests of children within the child welfare system, Henrico CASA engages with three primary end users: the children and families served, the judges and court system, and the dedicated volunteer advocates who serve as the backbone of our organization.**

## CHILDREN + FAMILIES

At the heart of CASA's mission are the children and families we serve, who are central end users of our services. Many of these children have experienced trauma, abuse, and/or neglect, and CASA advocates work tirelessly to ensure their voices are heard and their needs are met. By providing individualized advocacy and support, CASA empowers children to navigate the complexities of the child welfare system and pursue safe, stable, and nurturing environments where they can thrive.

## JUDGES + COURT SYSTEM

The judges and court system represent another crucial end user group for CASA. Judges appoint CASA advocates to represent the best interests of children in court proceedings, relying on their thorough assessments and recommendations to inform critical decisions about placement, custody, and permanency. CASA reports provide valuable insights into each child's circumstances, helping judges make well-informed and judicious rulings that prioritize the child's safety and well-being.

## VOLUNTEER ADVOCATES

CASA's dedicated volunteer advocates serve as the organization's frontline ambassadors and third key end user group. These volunteers undergo rigorous training and screening to become sworn officers of the court, advocating for the best interests of children with unwavering commitment and dedication. Serving as extensions of CASA's staff, volunteer advocates provide invaluable support and assistance in navigating the complexities of the child welfare system, ensuring that each child receives the attention, resources, and advocacy they deserve.

**CASA's engagement with its three main end user groups underscores our commitment to advocating for the best interests of children within the child welfare system. By empowering children, informing judicial decisions, and mobilizing dedicated volunteers, CASA makes a profound impact on the lives of vulnerable children and families in our communities.**

# CONSIDERATIONS



## PROFESSIONAL SKILLED VOLUNTEERING

Delving into the challenge of volunteer recruitment within Henrico CASA reveals the multifaceted nature of our mission and the high standards we uphold in serving children. Our quest necessitates individuals with a unique blend of skills, empathy, and dedication as they navigate complex scenarios to advocate for vulnerable children.

At the core lies the imperative need for skilled volunteers who can engage directly with families facing profound adversities such as mental health issues, substance abuse, and domestic violence. Collaboration with diverse professionals and the prioritization of diversity within our volunteer base further enriches our advocacy efforts. Overall, the challenge underscores the importance of recruiting volunteers who possess the necessary expertise, empathy, and diversity to effectively serve the diverse needs of our community and advocate for every child's welfare.

## DISPROPORTIONALITY WITH MALE VOLUNTEERS

As we address the challenge of volunteer recruitment within Henrico CASA, it is essential to recognize the high standards we uphold in serving children and the nuanced landscape of our mission. Our commitment demands individuals with a unique blend of skills, empathy, and dedication to advocate for vulnerable children.

Central to this challenge is the significant disparity in male volunteer representation compared to the number of male children we serve. Despite our diverse community, our volunteer base lacks sufficient male representation, hindering our ability to provide tailored support to male children who may benefit from male role models and advocates. By recognizing the importance of male role models and advocates, we can ensure that every child receives the support and mentorship they need to thrive.

## DIVERSITY WITHIN THE ORGANIZATION

Henrico CASA recognizes that fostering diversity within our organization — across Board leadership, staff, and advocates — is essential to fulfilling our mission of amplifying children's voices. A diverse team brings a wide range of perspectives, experiences, and cultural understanding, which strengthens our ability to address the unique challenges faced by the children and families we serve. By ensuring that our leadership, staff, and volunteer base reflect the diversity of our community, we create opportunities for deeper connection, informed decision-making, and more meaningful advocacy.

At the heart of this focus lies the belief that every child deserves an advocate and an organization that understands and values their experiences. Prioritizing diversity allows us to respond more effectively to the cultural, linguistic, and social needs of each child. Expanding our outreach to recruit individuals from all backgrounds — whether for the Board, staff, or volunteer roles — enhances the quality and impact of our advocacy efforts.

# SKILLED VOLUNTEERS



When we think about volunteer recruitment within Henrico CASA, it is imperative to understand the multifaceted nature of our work and the high standards we uphold in serving children within the community. Our mission requires individuals with a unique blend of skills, empathy, and dedication, as they navigate complex situations to effectively advocate for the best interests of vulnerable children.

## THE COMPLEXITIES OF SKILLED VOLUNTEERING

At the heart of our volunteer recruitment challenge lies the necessity for skilled volunteers. Unlike conventional volunteer roles, our advocates are tasked with engaging directly with families facing profound adversities such as mental health issues, substance abuse, and domestic violence. This demands a level of professionalism and clinical capacity that not everyone possesses. Our volunteers must possess the ability to navigate broken systems, fractured families, and deep-rooted challenges with compassion and expertise.

## COLLABORATIVE ENGAGEMENT

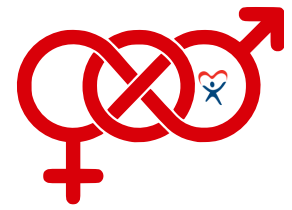
Moreover, our volunteers must seamlessly collaborate with a myriad of professionals, including attorneys, social workers, teachers, and therapists. Effective written and oral communication, understanding of confidentiality, and adeptness in reviewing complex records are essential skills our volunteers must possess to fulfill their role effectively. They serve as a critical liaison between various stakeholders, ensuring that no piece of information is overlooked in the pursuit of advocating for the best interests of the child.

## IMPORTANCE OF DIVERSITY

While maintaining the highest standards of professionalism and expertise, it is paramount that we also prioritize diversity in our volunteer base. Diverse perspectives enrich our advocacy efforts, ensuring that the unique needs and experiences of all children are effectively addressed. By recruiting volunteers from a wide range of backgrounds and lived experiences, we can better serve the diverse communities we represent and foster a more inclusive and equitable system of support for vulnerable children.

**The challenge of volunteer recruitment within Henrico CASA is multifaceted, requiring individuals with a unique blend of skills, empathy, and dedication to navigate complex situations and advocate for vulnerable children effectively. By emphasizing the importance of skilled volunteering while prioritizing diversity in our volunteer base, we can ensure that every child receives the advocacy and support they deserve.**

# GENDER DIVERSITY



**When we think about volunteer recruitment within Henrico CASA, it is essential to recognize the nuanced landscape of our mission and the high standards we uphold in serving children within our community. Our commitment demands diverse individuals with a unique blend of skills, empathy, and dedication as they navigate intricate situations to advocate for the best interests of vulnerable children.**

## DISPROPORTIONATE REPRESENTATION OF MALE ADVOCATES

At the heart of our recruitment challenge lies the significant disparity in male volunteer representation compared to the number of male children we serve. Despite serving a diverse community with both male and female children, our volunteer base lacks adequate male representation. This imbalance poses a challenge in providing appropriate support to male children who may most benefit from male role models and advocates.

## ADDRESSING THE NEEDS OF MALE CHILDREN

Male children and youth within our community often face unique challenges and experiences that can be best understood and addressed by male advocates. From navigating issues of masculinity to seeking guidance to modeling respect, male children may benefit greatly from the presence of positive male role models in their lives. By recruiting male volunteers, we can ensure that these children receive the support and advocacy tailored to their needs.

## IMPORTANCE OF REPRESENTATION AND ROLE MODELING

Representation matters, especially for children who may be seeking guidance and support from individuals who share their gender identity. Male volunteers serve as more than just advocates; they are role models who can inspire, mentor, and empower male children to navigate life's challenges with confidence and resilience. By prioritizing male volunteer recruitment, we can create a more inclusive and supportive environment for all children within our program.

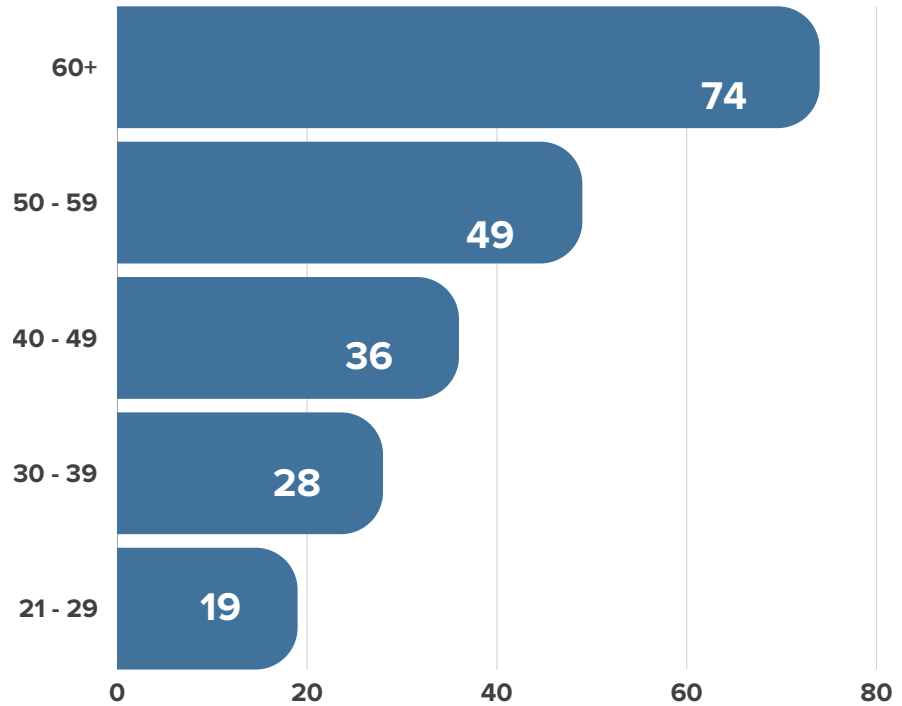
**The challenge of recruiting male volunteers within Henrico CASA is multifaceted, requiring a concerted effort to address the disparity in representation and better serve the needs of male children in our community. By recognizing the importance of male role models and advocates, we can ensure that every child receives the support and mentorship they need to thrive.**

# SOME PROGRAM STATS

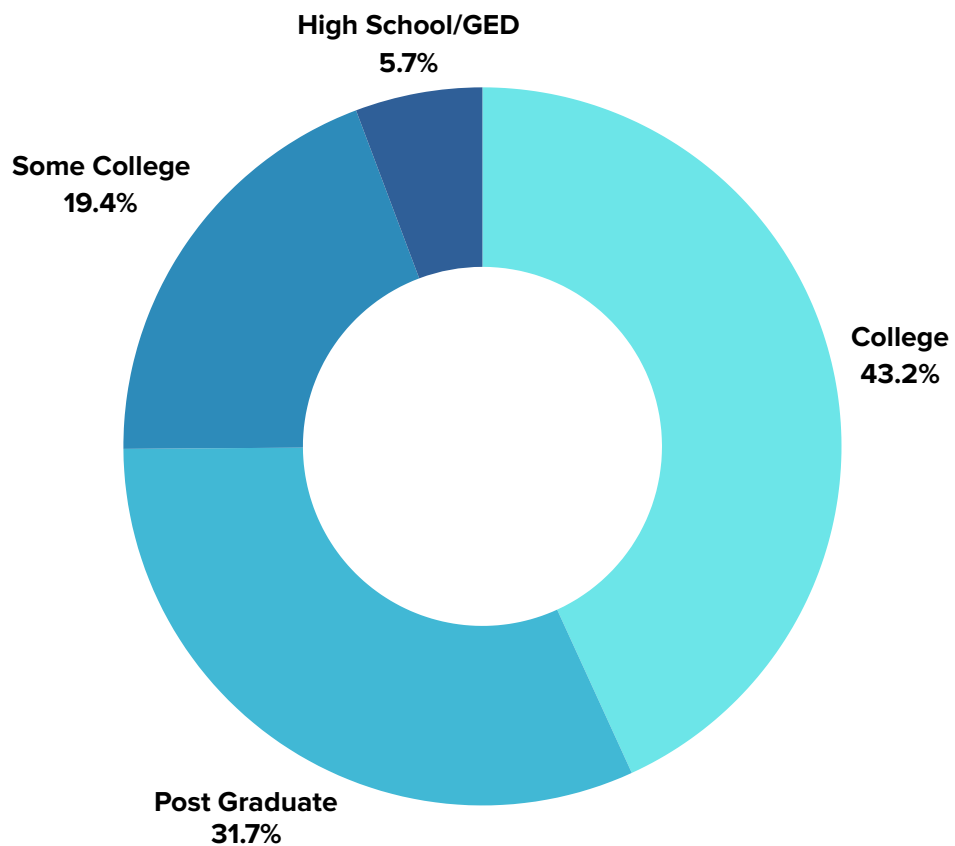
Advocate Data 2019 - 2024 (5 years)



## Age of Advocates

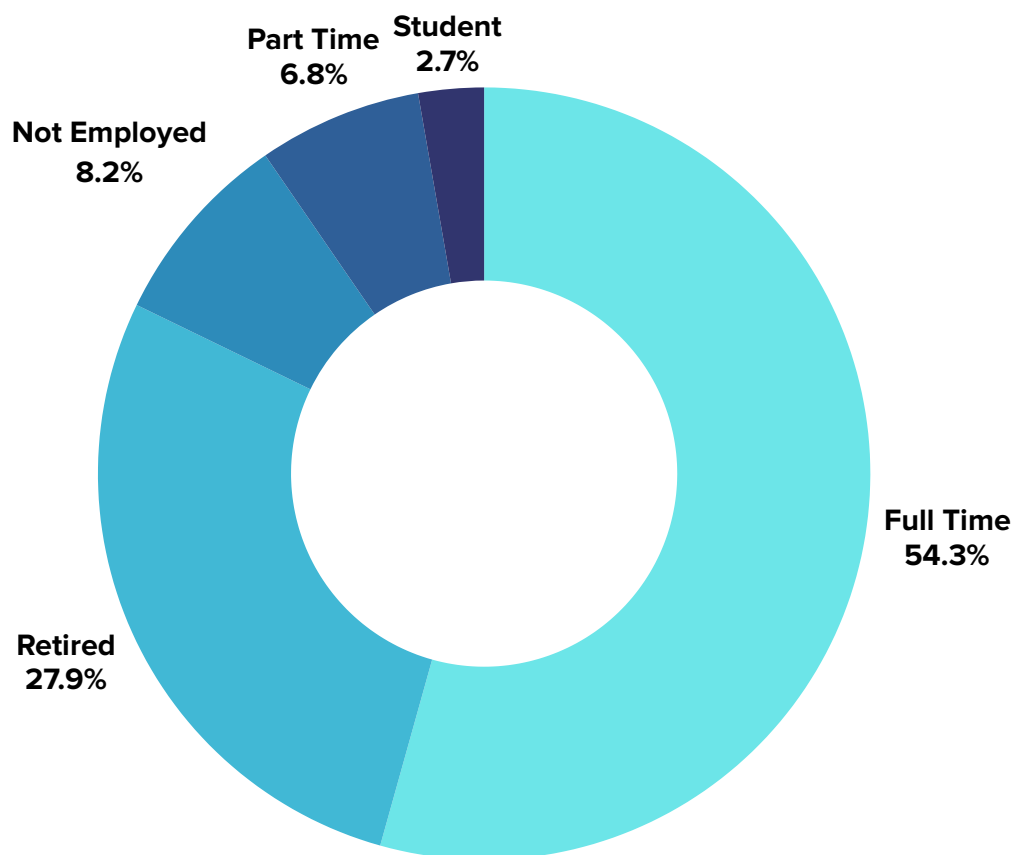


## Advocate Education Level

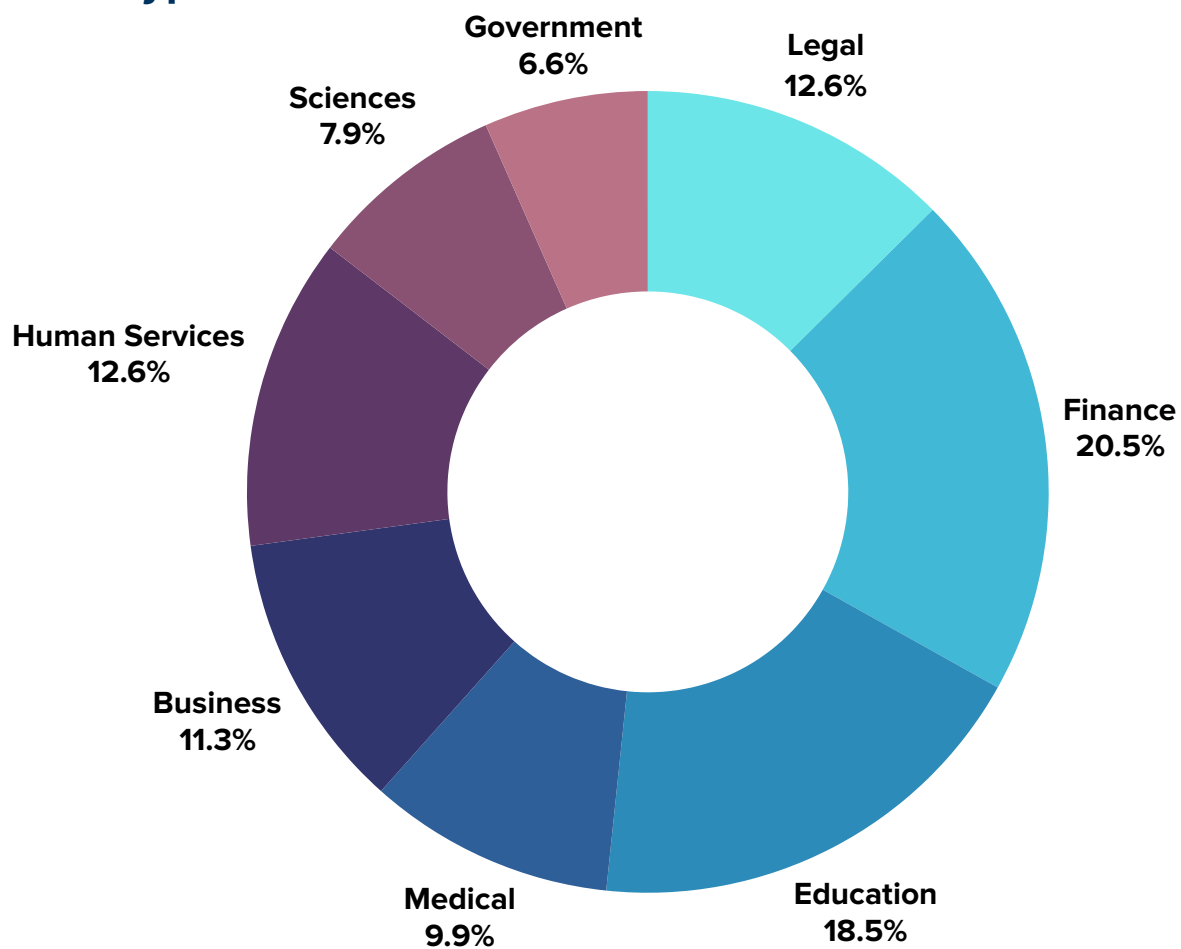




## Advocate Employment Status



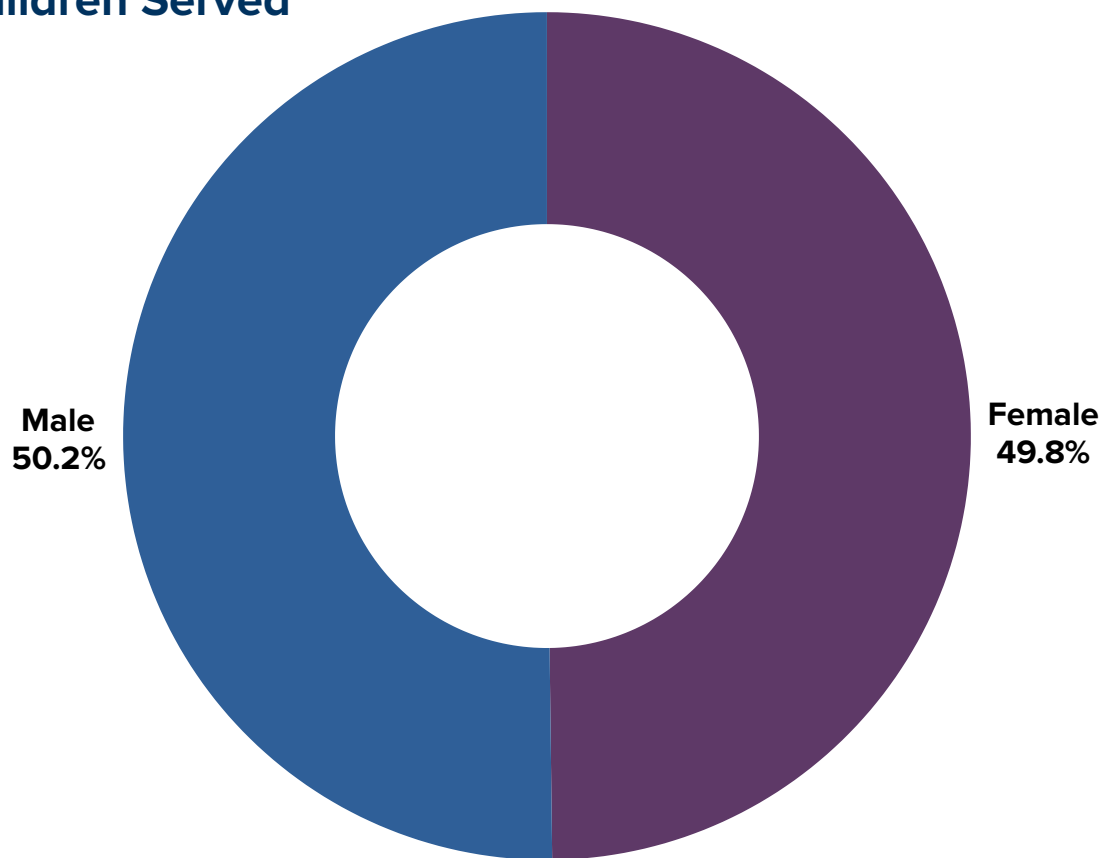
## Advocate Career Type



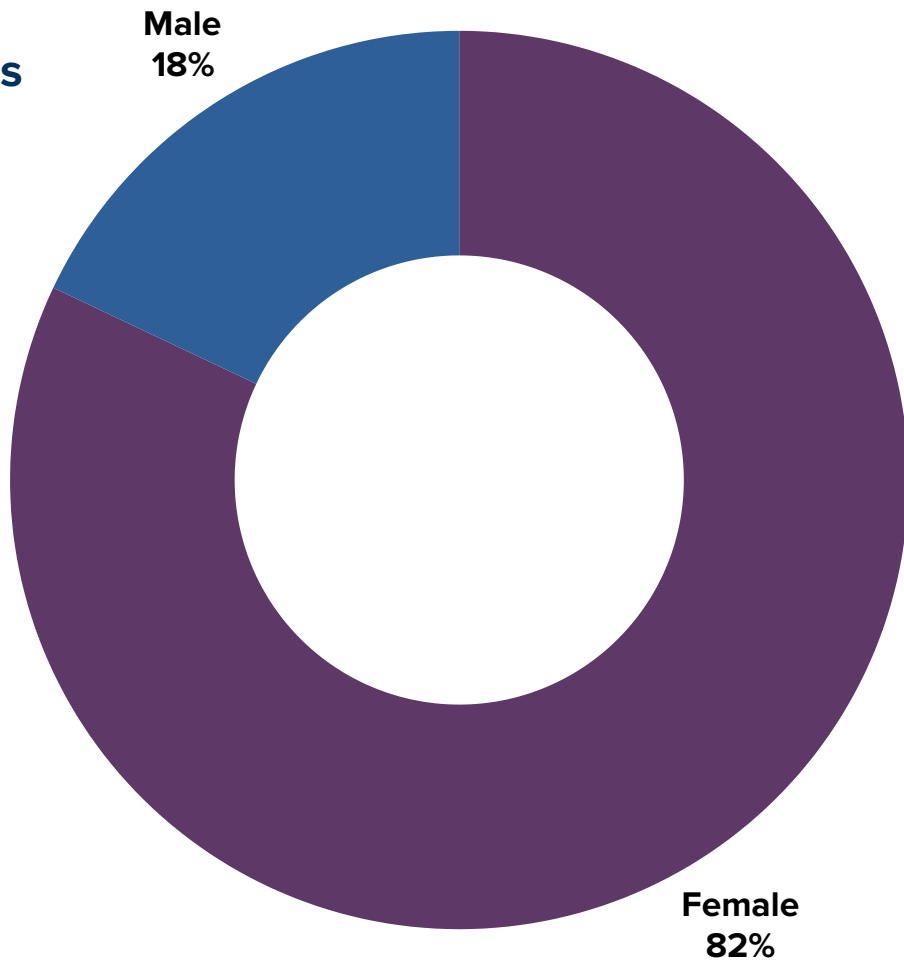




## Gender of Children Served

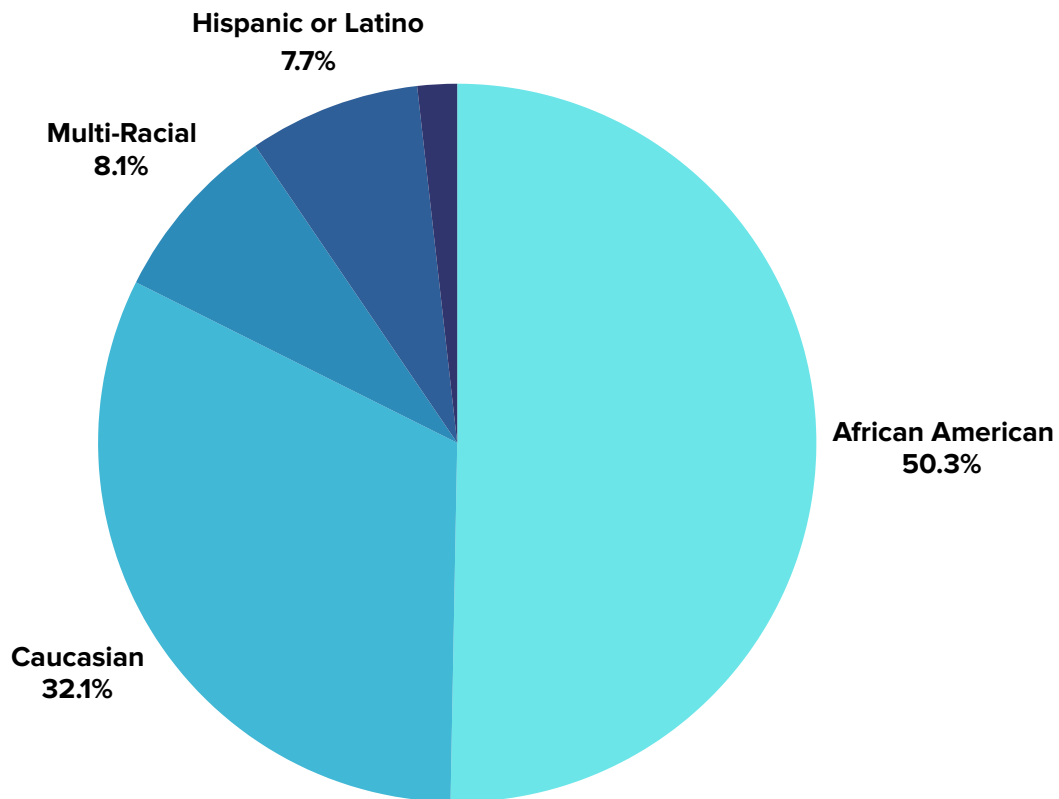


## Gender of Advocates

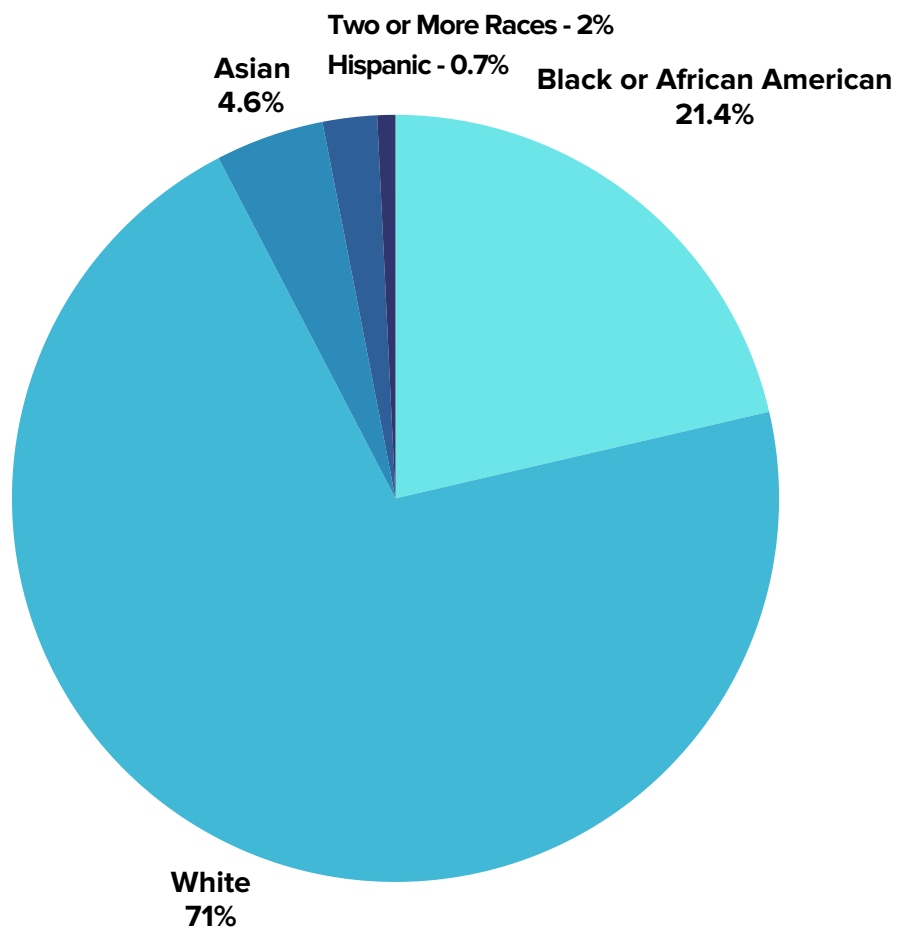




## Race/Ethnic Origin of Children Served



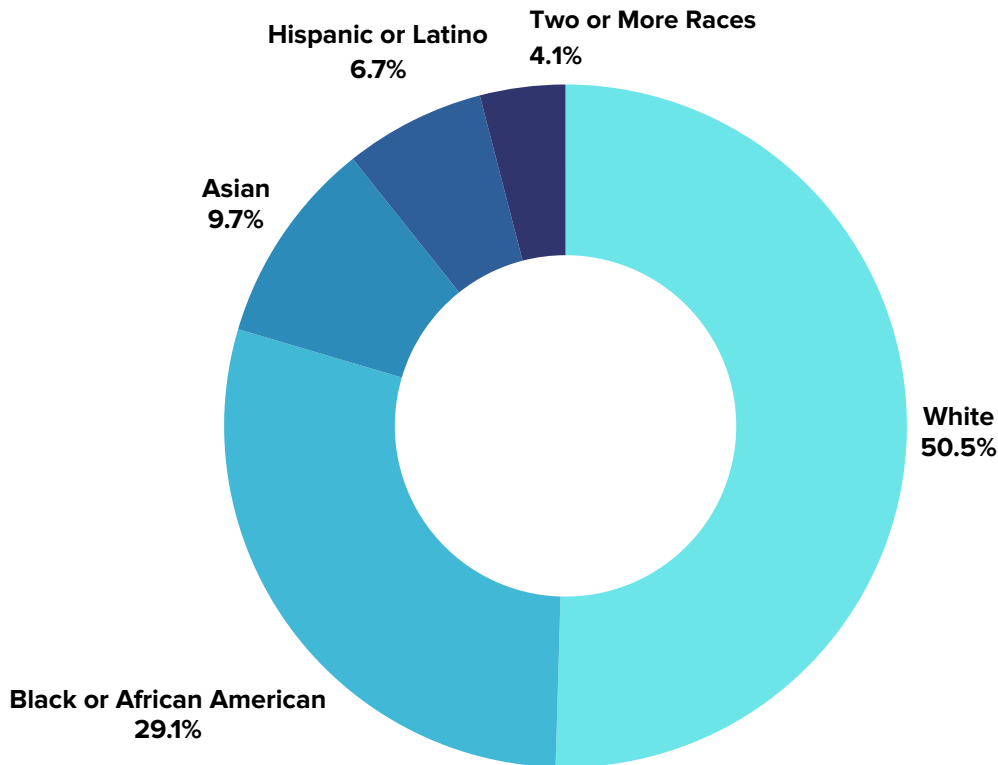
## Race/Ethnic Origin of Advocates



# SOME COMMUNITY STATS



## Henrico County Ethnic/Racial Composition



## Henrico County Socioeconomic Landscape

Individuals Below Federal Poverty Line: 9.4%

*This threshold varies based on household size and composition and is used to determine eligibility for certain government assistance programs. As of 2025, the federal poverty line for a family of four is \$32,150 annually in Henrico County.*

Child Poverty Rate: 10%

Deep Poverty Rate: 4.8% (defined as having an income below 50% of the federal poverty level)

Health Insurance Coverage: 8.3% of residents are without health insurance

## Henrico County Qualified Opportunity Zones

Qualified Opportunity Zones are economically distressed areas designated by the federal government to encourage long-term investments and economic revitalization. These zones offer tax incentives to investors and businesses, aiming to stimulate job creation, housing development, and community growth in underserved regions.

Henrico County includes seven designated Opportunity Zones. These zones often encompass schools and communities that may benefit from increased investment and support.



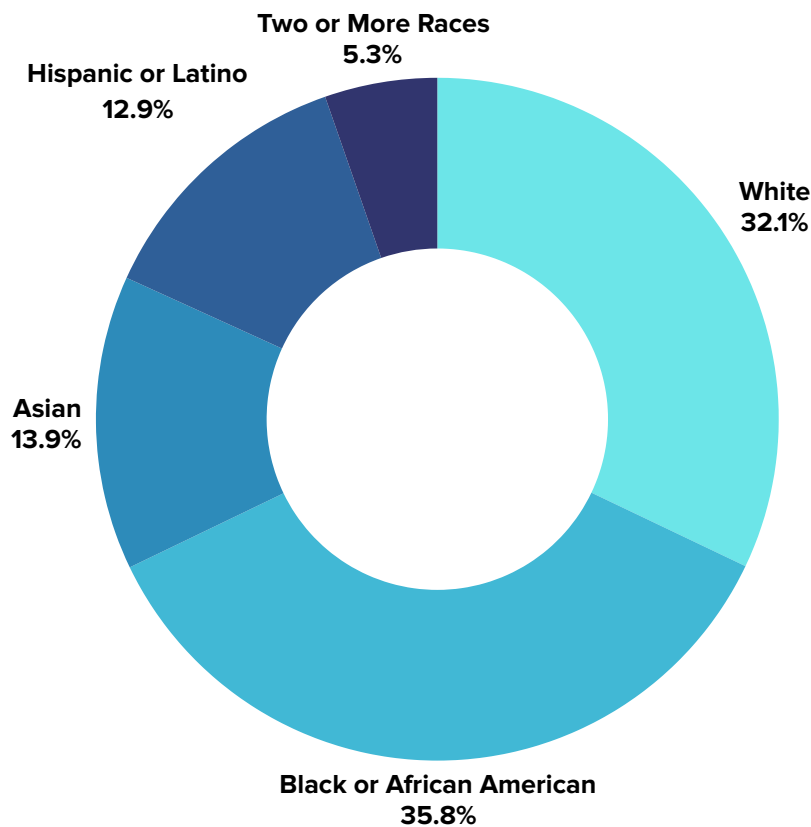
# SOME SCHOOL STATS



# 50,389

As of the 2022-2023 academic year, total number of HCPS students across various grade levels.

## Henrico County Schools Ethnic/Racial Composition



## Henrico County Schools Socioeconomic Landscape

Students Eligible for Free or Reduced-Price Lunch: 45.6%

### After-School Meals

- Students enrolled in after-school programs at 18 HCPS locations can receive free meals through the Department of School Nutrition Services.

### Summer Food Service Program

- During the summer months, HCPS participates in the U.S. Department of Agriculture's Summer Food Service Program, offering meals to children at 24 area sites to ensure continued access to nutritious food when school is not in session.

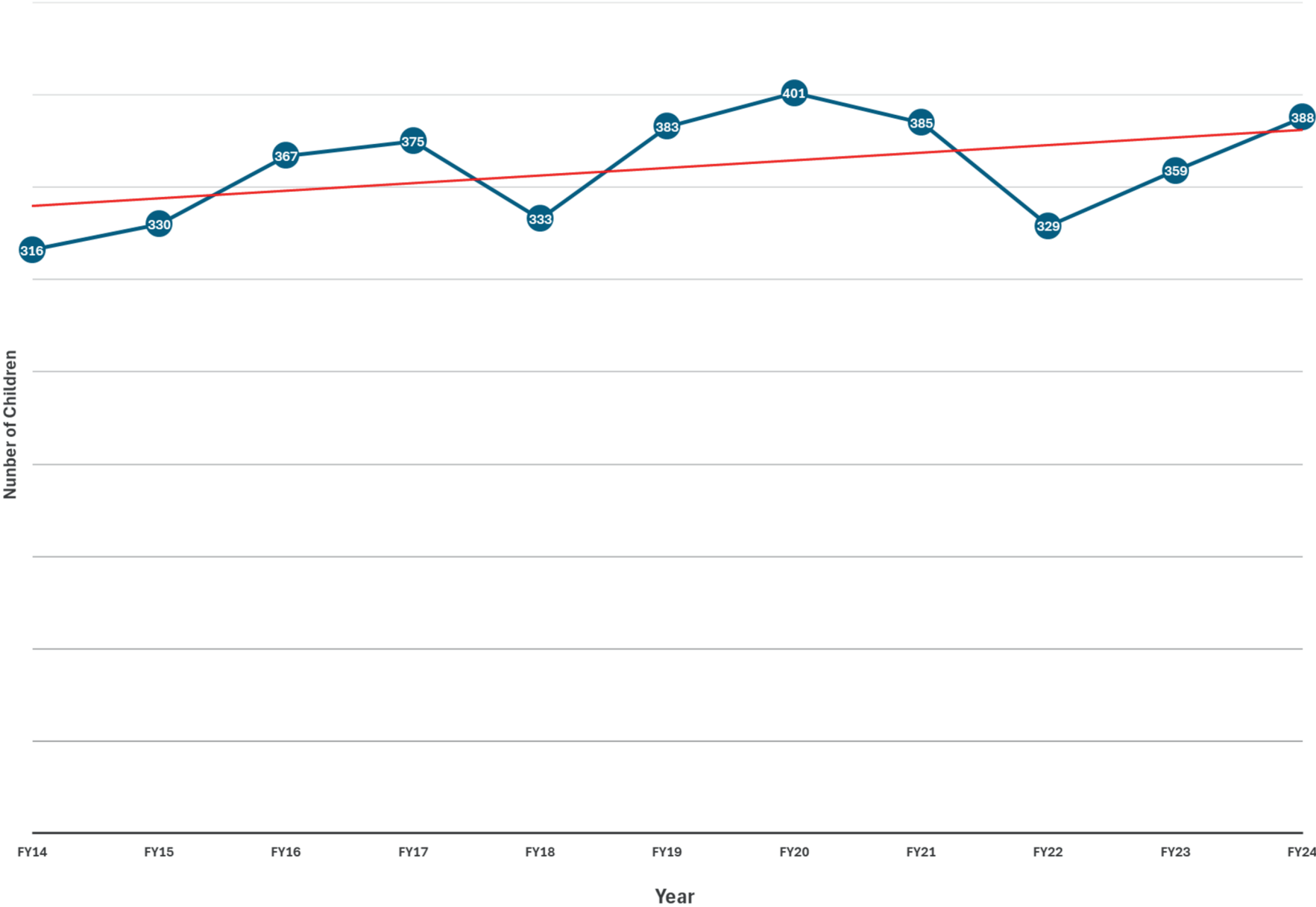


# HENRICO CASA

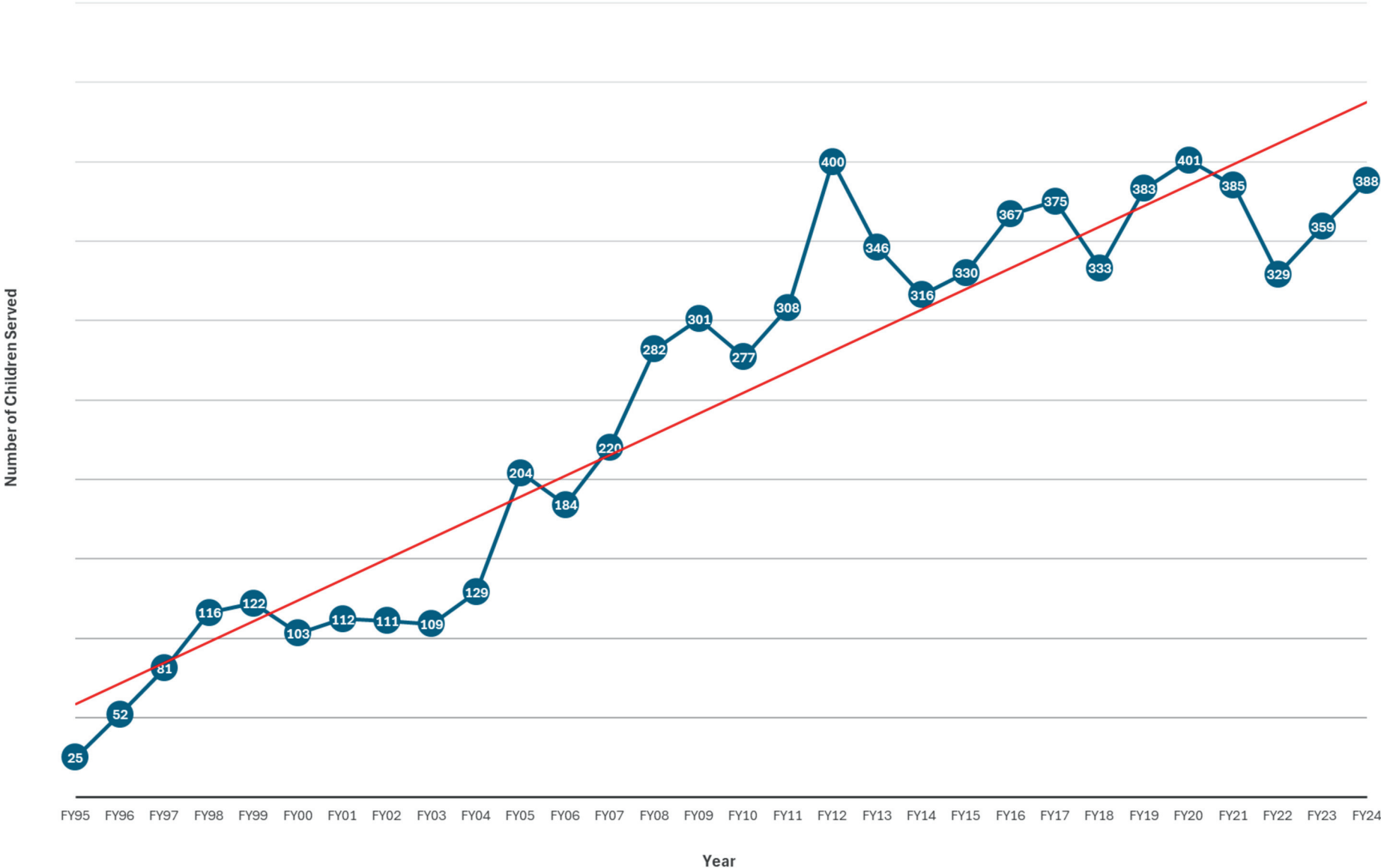
2025 Board Retreat  
Supporting Documents



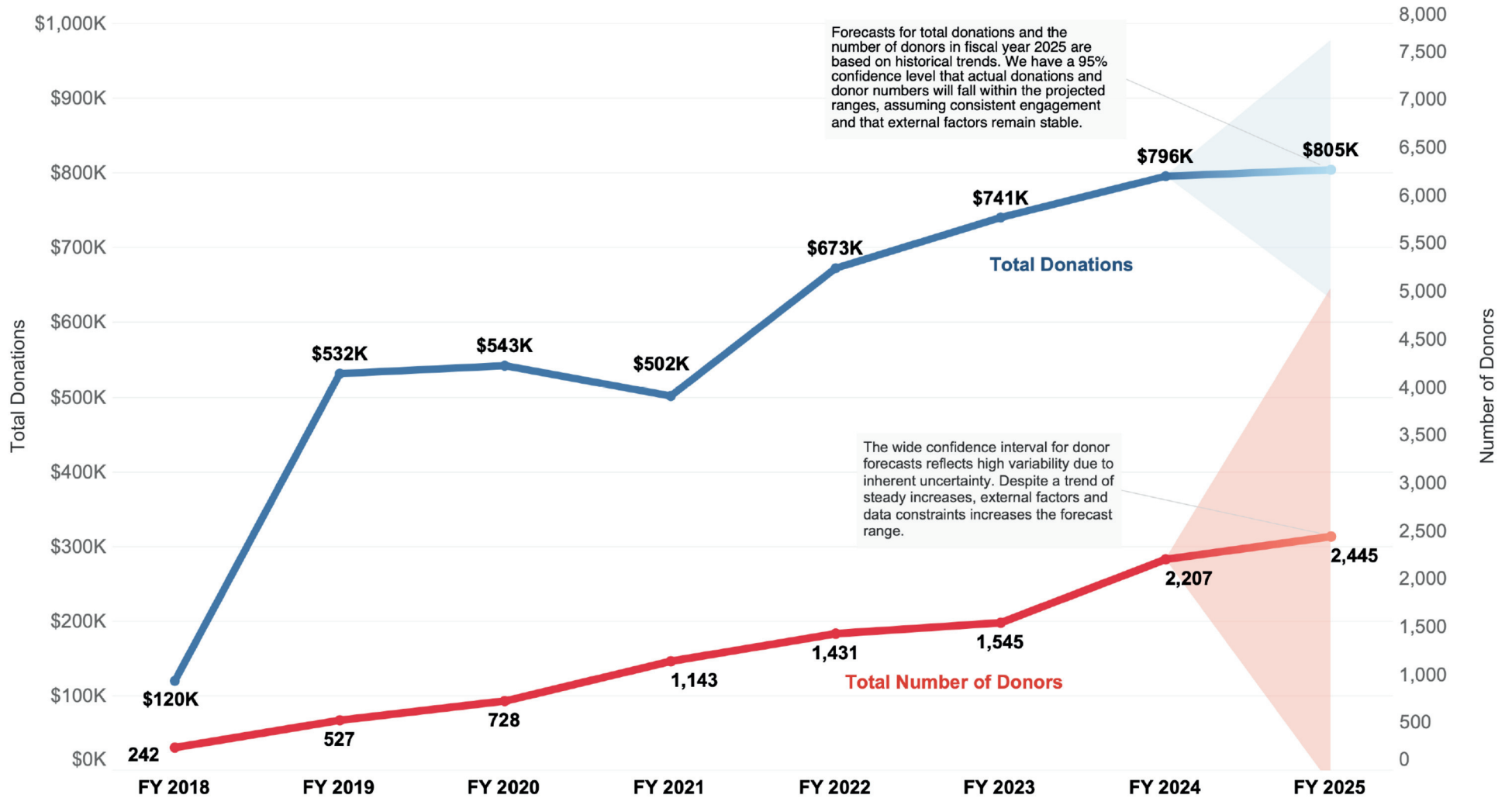
# CHILDREN SERVED - 10 YEAR HISTORY



# CHILDREN SERVED - 30 YEAR HISTORY

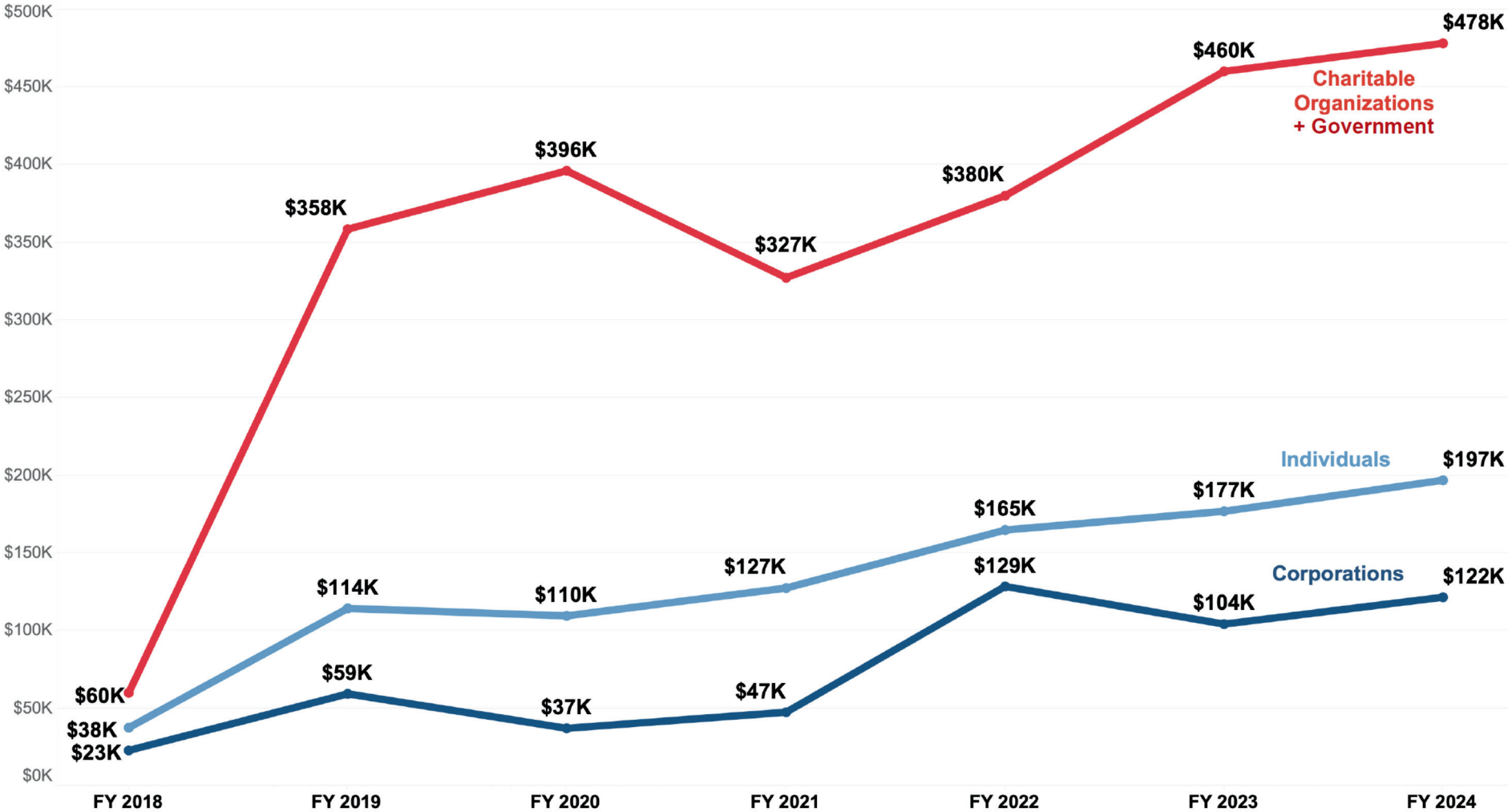


# DONOR ENGAGEMENT + GROWTH





# DONATIONS ACROSS DONOR "TYPE"



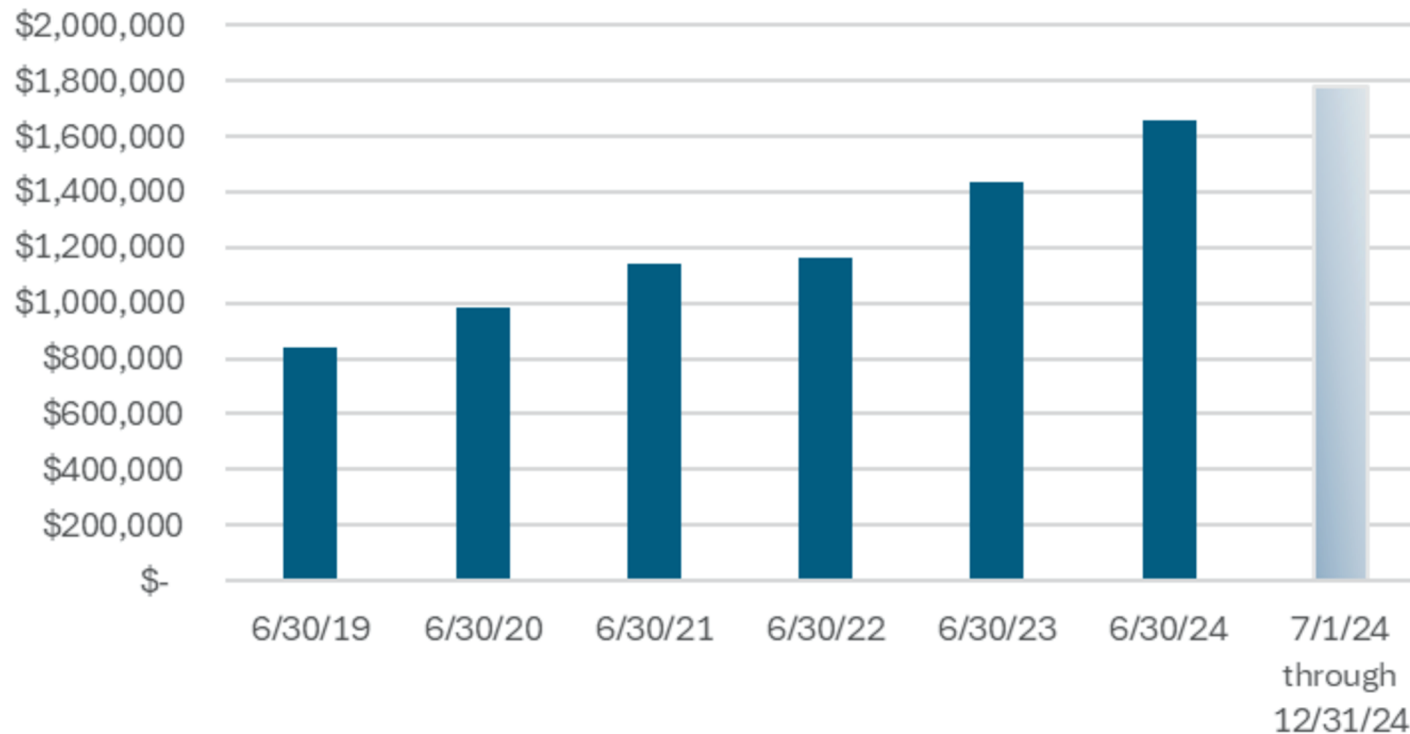
# NET REVENUE AFTER EXPENSES

YEAR	2019-20	2020-21	2021-22	2022-23	2023-24
REVENUE	\$ 545,353	\$ 575,575	\$ 803,357	\$ 883,147	\$ 958,979
EXPENSE	\$ 437,697	\$ 446,502	\$ 652,891	\$ 674,028	\$ 815,888
NET	\$ 107,656	\$ 129,073	\$ 150,466	\$ 209,119	\$ 143,091
5-Year Total					\$ 739,405

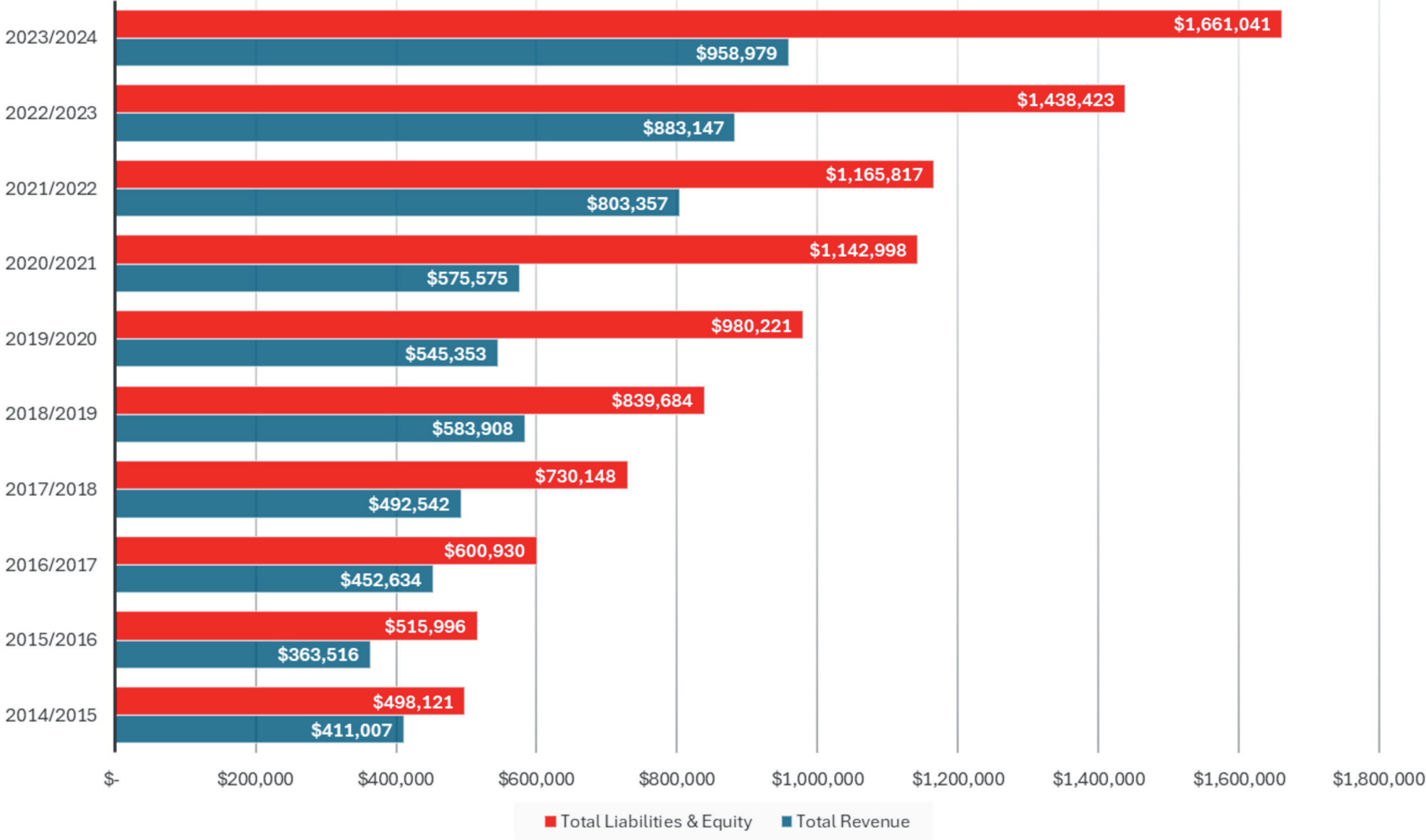
ASSETS	\$1.615M
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*As of June 30, 2024*

# TOTAL LIABILITIES + EQUITY



# 10 YEAR GROWTH



# NOTES

