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**Strategic Business Plan**

**CCA Core Purpose**

*We are an organization that aspires to help all employees of California County Courts by providing opportunities to learn, grow, collaborate, share, and excel. We value each individual and provide opportunities for them to develop, therefore the Core Purpose for the California Court Association is:*

**To support personal and professional growth**

**Ultimate Goal**

*As an organization we have direction, our ultimate goal that we strive for:*

**To have 100% membership in every court in California**

**CCA Mission**

*Realizing our vision (core values and purpose) we have defined the CCA organizational mission as:*

**To provide education and act as a forum for best practices**

**in the development of court professionals**

**CCA Brand Promise**

*As an organization, we are here to provide the tools to accomplish the CCA Mission and achieve CCA's Core Purpose. In order to do that, CCA makes the following Brand Promise to our members:*

**Through current training and education, CCA will be the leader**

**in assisting every court employee in their quest for greater**

**knowledge for the betterment of their court**

**Core Values**

|  |  |
| --- | --- |
| ✯Honesty  | ✯Community |
| ✯Integrity | ✯Creativity  |
| ✯Discovery  | ✯Leadership |
| ✯Excellence | ✯Service-Driven  |
| ✯Accountability  | ✯Camaraderie |
| ✯Professionalism  | ✯Value Individual Efforts |
| ✯Personal and Professional Growth | ✯Dependability |
| ✯Personal Achievement |  |

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**Strategic Objectives & Goals**

**Strategic Objectives**

1. Increase membership (greater percentage) from all courts throughout California.
2. Improve education activities as well as establishing the CCA conference as THE event for CA court employees.
3. Increase resources to continue to provide a dynamic organization to meet the needs of courts.
4. Collaboration and cooperation from greater number of courts and court CEO's in growing participation in CCA activities and achieving our goals.
5. Establish CCA as the portal of information necessary for CA court employees to stay abreast of current laws, standards, best practices and ideas that may affect court management and operations.

**Strategic Goals for 2016-2019**

We will perform effectively by delivering on the organization brand promise through the implementation of goals in these four categories:

**Organizational Governance**

* Review and re-align Board and Executive Committee
* Rewrite bylaws
* Development of Policies and Procedures Manual

**Membership Services**

* Increase membership by 10%
* Have an effective, active Membership Committee
* Develop a mentorship program
* Have CCA involvement in every county court

**Education and Professional Development**

* Overhaul certification program
* Increase statewide training
* Expand education by offering relevant training
* Develop online training
* Expand publication offerings

**Communications**

* Create a Communications Committee
* Create new brand
* Develop regular communications with members and public
* Develop a marketing strategy/plan
* Develop new membership marketing material
* Develop new website

**Financial Strategy**

* Financial analysis and consolidated reporting
* Establish budgeting protocol
* Increase reserves to 1 1/2 year operating expense
* Evaluate current and future revenue streams

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**Organizational Assessment**

**Association Challenges**

We face a number of challenges as an organization of court employees in the state of California:

1. Courts are inconsistent in their support of CCA membership dues.

2. Decreased court budgets restrict or limit support of professional education of court employees.

3. Lack of perceived value of membership in CCA.

4. Encourage membership from all levels and types of court employees (executive, management, professional, clerical).

5. Due to work constraints, members’ willingness to join, participate and/or volunteer for leadership positions is compromised.

6. Lack of resources necessary to grow the organization.

**Association Opportunities**

Likewise, there are a number of opportunities to counter-balance the challenges posed to CCA:

1. Due to funding restoration and retirements, many courts are hiring new employees who have a greater need for education and training.

2. Court budgets are improving, freeing-up more funds for courts to support membership and participation in CCA.

3. Court executives should be informed on the value of a professional association and encourage their support of employee involvement in CCA.

4. Expand training curriculums to address need for training in areas not currently served by the state, individual courts, or other entities.

5. Participating in CCA's training programs provides professional education, opportunities for networking, and social opportunities that do not exist in the member's everyday court environment.