

**Bergen County CASA Strategic Plan 2019 – 2021**  
**Approved by the Bergen County Board of Trustees 8.28.20**

**Mission:** Bergen County Court Appointed Special Advocates (BCCASA) is committed to advocating for the best interests of children in out-of-home placements. BCCASA works to ensure that needed services and assistance are made available to these children while helping to move them toward safe and permanent homes.

**Vision:** The Vision of Bergen County CASA is that all abused and neglected children should have goals, experience opportunities and grow up in a loving, safe home.

Principal Goal	Long Term Goals	Objectives and Goals for FY 2019-2021	How to achieve the Goals	Responsible Committee/Staff	Dates of Completion
<b><i>CASA Program Governance</i></b>					
<b>Board Growth</b>	Develop a diverse and culturally representative Board of approximately 12 members with varied skill sets to help the program achieve its goals	Recruit Board Members with: <ul style="list-style-type: none"> <li>▪ financial oversight and/or governance experience</li> <li>▪ legal background/governance skills</li> <li>▪ event planning</li> <li>▪ marketing/product development expertise</li> <li>▪ Board policy expertise</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prioritize recruitment of Board members with a variety of needed skills</li> <li>▪ Actively seek new Board members that will represent the cultural diversity within our community</li> </ul>	<ul style="list-style-type: none"> <li>▪ Full BOT</li> </ul>	<ul style="list-style-type: none"> <li>▪ December 2020</li> </ul>
<b>Board Development</b>	Develop a Board that is engaged, and willing to participate	<ul style="list-style-type: none"> <li>▪ Recruit Board members specifically wanting to participate in committees and undergo training to understand the CASA mission</li> <li>▪ Conduct New Trustee Orientation to clarify Board roles</li> <li>▪ Conduct Board Training for existing Trustees</li> </ul>	<ul style="list-style-type: none"> <li>▪ Invite all Board members to audit ongoing volunteer training</li> <li>▪ Develop New Trustee Orientation</li> <li>▪ Update New Trustee Manual Binders</li> <li>▪ Develop Trustee Training</li> <li>▪ Develop or revise BOT Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board Development Committee</li> <li>▪ Executive Board</li> </ul>	<ul style="list-style-type: none"> <li>▪ January 2020</li> </ul>

<b>Board Structure and Function</b>	Develop a Board that is capable of meeting the financial and governance needs of the organization.	<ul style="list-style-type: none"> <li>▪ Periodically review the by-laws, board guidelines, and trustee policies</li> <li>▪ Conduct Board meetings at least 6 times annually</li> <li>▪ Continue to monitor committee structure to ensure it meets the needs of the organization</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review Board policies, procedures and practices. Make changes where necessary.</li> <li>▪ Learn from other CASAs Board structure and organization</li> <li>▪ Monitor Board participation and ensure each member is contributing financially and actively investing of their time</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board Development Committee</li> <li>▪ Executive Board</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>
<b>Fund Raising and Resource Development</b>					
<b>Fundraising and Resource Development (non-grant funding)</b>	Sufficiently funded to: maintain and support volunteer levels, allow for program growth, and maintain budget reserves that would cover 12 month of fixed expenses for office full time staff and related expenses (rent, etc.).	<ul style="list-style-type: none"> <li>▪ Conduct annual large fundraising event with full Board participation</li> <li>▪ Continue annual "ask" campaigns for donations</li> <li>▪ Increase &amp; diversify sponsorship programs</li> <li>▪ Plan additional small events (ask and non-ask) to increase fundraising as well as awareness and build loyalty</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continuous evaluation and enhancement of Casino Night or similarly themed large event in addition to smaller events such as a golf outing</li> <li>▪ Utilize new Board members experience to expand sponsorship programs</li> <li>▪ Hold Fundraising committee ideation session to discuss additional events</li> <li>▪ Continue to expand participation in local events based on recent expanded outreach and awareness (e.g., Bar Association, Equestrian Center, Bloomingdales etc.)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Event Fundraising Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>
<b>Resource Development (grant funding)</b>	Grant funding in a sufficient amount to maintain and support volunteer levels and kids served while allowing for program growth.	<ul style="list-style-type: none"> <li>▪ Conduct a Board review of all current and planned grants</li> <li>▪ Support grant research and application</li> <li>▪ Staff should write grants as appropriate and Board should ensure that grant funds are being expended appropriately</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review and update grant development plan.</li> <li>▪ Review existing grants to ensure expenditures comply</li> <li>▪ Conduct additional grant research</li> </ul>	<ul style="list-style-type: none"> <li>▪ ED</li> <li>▪ Finance Committee</li> <li>▪ Fundraising/Sponsorship Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>

Marketing and Public Relations					
<b>Improved Public Awareness through Marketing and Public Relations</b>	Improved awareness of CASA in the community through implementation of a comprehensive Marketing and Public Relations Campaign designed to help recruit a diversified pool of Trustees, Volunteers, and Donors	<ul style="list-style-type: none"> <li>▪ Develop a new Marketing and PR Plan.</li> <li>▪ Implement the plan which may include               <ul style="list-style-type: none"> <li>○ New improved web site with key words to increase searchability</li> <li>○ Annual Report posted on web</li> <li>○ Enhanced donor newsletter 4 times a year</li> <li>○ Identifying and developing outreach opportunities with community organizations.</li> <li>○ Conducting outreach and community information sessions to professional associations, religious groups, community groups, etc.</li> </ul> </li> <li>▪ Evaluate social media usage, align content to goals, review metrics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop an Annual Report each year and post on web site for transparency</li> <li>▪ Review content in monthly newsletters and alignment to other media, Marketing/PR plan, and overall goals</li> <li>▪ Presentations to new groups each year</li> <li>▪ Use marketing/PR to recognize and focusing on service by our dedicated volunteers (and staff).</li> <li>▪ Utilize social media at least weekly</li> <li>▪ Develop and dedicate resources to perform marketing and PR activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ PR/Marketing Committee</li> <li>▪ ED and Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>
<b>Establish and Maintain Strong, Positive Stakeholder Relations</b>	Strong, positive relationships with the Court, DCP&P, and Law Guardians	<ul style="list-style-type: none"> <li>• Ensure liaisons with Court, DCP&amp;P, and Law Guardians</li> <li>• Ensure CASA attends CIC meetings</li> <li>• Establish regular meetings with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a schedule of meetings with local DCP&amp;P offices</li> </ul>	<ul style="list-style-type: none"> <li>▪ ED and Staff</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>

Volunteer Management					
<p><b>Increase the number of Advocates to serve all the children in Bergen County who have been removed from their parents</b></p>	<p>Recruit and train additional Advocates with the goal that 100% of children from Bergen County who have been removed from their parents are appointed a CASA</p>	<ul style="list-style-type: none"> <li>▪ Recruit and train new Advocates to replace those leaving the program and to meet the needs of new children entering the system.</li> <li>▪ Make efforts to recruit diverse Advocate pool to represent the race/cultural diversity in Bergen County</li> <li>▪ Provide all new Advocates with 30 hours of pre-service training</li> <li>▪ Offer monthly in-service trainings for current Advocates.</li> <li>▪ Hire additional staff as needed to ensure adequate coaching and support for Advocates</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to recruit : Distribute brochures and flyers to corporations, places of employment, religious institutions, educational institutions, public places</li> <li>▪ Maintain a minimum of 15 pre-service information sessions annually and try and hold them in different locations out in the community</li> <li>▪ Implement monthly in-service trainings for current Advocates</li> <li>▪ Implement annual evaluations of Advocates to make sure their concerns and needs are heard and can be met.</li> <li>▪ Continue to grow the Peer Coordinator program to support our Advocates and to encourage retention.</li> </ul>	<ul style="list-style-type: none"> <li>▪ ED and Staff</li> <li>▪ Board (assist in communication materials dissemination)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>
<p><b>Recognize and Retain Advocates</b></p>	<p>Improve Advocate retention and quality of Advocacy work (which go hand in hand)</p>	<p>*Conduct exit interviews to learn what could be done to improve retention</p> <p>*Develop an Advocate Recognition and Retention Plan to try and retain 80% of Advocates annually</p> <ul style="list-style-type: none"> <li>○ Recognize Advocates for their efforts</li> <li>○ Improve support of advocacy to facilitate success and ability to impact cases positively</li> <li>○ Improve communication with all stake holders so that Advocates have access to needed information and resources</li> </ul> <p>*Improve support of Advocates-including technological training and security/ efficiency</p>	<ul style="list-style-type: none"> <li>▪ Implement exit interviews for all volunteers who leave the program</li> <li>▪ Ensure that Advocates are well matched to their cases to maximize possible success</li> <li>▪ Recognize Advocates for their volunteerism</li> <li>▪ Engage Advocates in dialogue about their needs and ensure they are met</li> <li>▪ Facilitate Advocate success via relations with stakeholders, training and support</li> <li>▪ Ensure that Advocates represent the race/cultural diversity of the families we work with to facilitate success</li> <li>▪ Develop Teen Mentoring Advocacy program to enhance teen advocacy – to give Advocates the skills to be more hands-on and have a more positive impact on these cases</li> <li>▪ Invest in technology to provide more secure and efficient support of advocates</li> </ul>	<ul style="list-style-type: none"> <li>▪ ED and Staff</li> <li>▪ Board</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>

Administration, and Fiscal Management					
<b>Fiscal Management</b>	A fiscally sound CASA program where Board and ED have a firm grasp on the resource needs, budget, and actual income and expenditures	<ul style="list-style-type: none"> <li>▪ Conduct Audit review each year</li> <li>▪ Update with auditor and/or CPA update Internal Financial Controls</li> <li>▪ Ensure compliance with Internal Financial Controls</li> <li>▪ Ensure regular Treasurer reporting on finances at each board meeting</li> <li>▪ Monitor grant compliance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work with the ED to draft simple steps to ensure IFC compliance</li> <li>▪ Task committee with regular compliance reviews for IFC</li> <li>▪ Establish system of regular reporting to Board by Treasurer by clearly identifying which reports should be presented to the board and whose responsibility it is to prepare and present.</li> <li>▪ Ensure review of each grant's requirements for compliance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finance Committee</li> <li>▪ ED</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>
<b>Human Resources</b>	Ensure supervision and support of Advocates is high quality	<ul style="list-style-type: none"> <li>▪ Evaluate ED on an annual basis</li> <li>▪ Develop and Implement Staff performance measures</li> <li>▪ Evaluate Staff on an annual basis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work with ED to review and update Personnel Manual</li> <li>▪ Task a Board Committee with working with ED to develop ED performance measures and to conduct annual evaluations</li> <li>▪ ED to develop staff performance measures and conduct annual evaluations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Executive Board</li> <li>▪ Program Development Committee</li> <li>▪ ED</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>
<b>Risk Management</b>	Assess risk, minimize risk to and insure	<ul style="list-style-type: none"> <li>▪ Conduct risk assessment</li> <li>▪ Create a Risk Management Plan to address risk in all areas, including fiscal management, volunteer management, personnel, technology and facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Board leadership will work with the ED to raise the level of education regarding risk and risk areas</li> <li>▪ Develop and implement Risk Assessment Plan</li> <li>▪ Calendar of when risk assessments for each area will be reviewed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Executive Board</li> <li>▪ Finance Committee</li> <li>▪ ED</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ongoing</li> </ul>