



Strategic Plan and Agency Goals 2009

This document organizes the goals of the agency for the 2009 calendar year. This document includes all current funding source obligations and fulfills all standards and management practices necessary for CASA program administration.

This Plan is developed with the feedback from the staff, volunteers, board of directors and advisors.

This plan assists the Executive Director in both organizing and delegating to program staff goals and objectives for the next year. The final step in this plan will be to develop a full schedule of activities with dates, times and assigned staff responsibilities. This plan will also serve as a foundation to begin to measure agency success, strengths and weaknesses over the next year. Board involvement in assisting the Executive Director with her goals is always encouraged. The Executive Director is also committed to supporting the Board of Directors and their goals. These goals should not be seen as mutually exclusive.

This plan is further supported at the annual strategic planning session which is scheduled for January each year. This session is each board member's opportunity to give direction and feedback regarding this plan for the next year's activities. Specific board goals will also be developed at this meeting after a discussion of agency responsibilities.

Current funding source obligations used to develop this plan:

In and Out Burger Foundation @ \$2,500, The Pottruck Foundation \$20,000, The Witkin Foundation @ \$10,000, Ca. Judicial Council @ \$47,000, Medtronic Foundation \$15,000, Gold Foundation @ \$50,000, VanLobenSel's Foundation \$10,000, Porsche Club of America \$3,500, Infinion Race Way @ \$12,000, Hearts for Children @ \$70-80,000 (Pending), Lavender Harvest \$15,000 and Miscellaneous contributions from individual donors. Other funding includes In-kind contribution of professional services, office furniture, a copy machine/equipment, current and additional office space, utilities and maintenance measured @ \$60-55,000 annually.

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COURT APPOINTED SPECIAL ADVOCATES PROGRAM

MISSION STATEMENT

The Sonoma County Court Appointed Special Advocates (CASA) Program is committed to serving abuse and neglected children coming before the Juvenile Court for protection.

The purpose of the CASA program is to humanize the complicated child welfare system for the child victim by providing a trained volunteer who will act as a consistent advocate, mentor and life long connection.

In support of our mission, this organization is committed to:

- Provide a thirty (30) hour training program designed to orient, educate, and prepare volunteers to understand the Child Welfare and Juvenile Court System and the role they will play within it
- Provide supervision and case consultation to all CASA advocates at least every 60 days or more often as needed
- To increase public awareness regarding children of the courts and their needs
- To advocate for the rights of all children, regardless of race, religion, disability, gender or gender preference and to strive toward the development of a culturally competent organization
- To collaborate with the Sonoma County Juvenile Court, the Department of Family Youth and Children Services, the Probation Department, the County School Systems, the County Medical Service providers and other community services

2009 MISSION STATEMENT IN MEASURABLE OBJECTIVES

On the following pages, the Mission Statement has been broken down into statements that allow CASA to measure these outcomes in a quantifiable way.

Judicial Council Standards and obligations that are taken into account and drove the formation of these objectives are:

- Current grants
- Grants we have a probability of receiving
- Management practices defined by the California Judicial Council, California CASA Association and National CASA Association
- Past board goals and founding member vision
- Probability of greatest outcomes with the resources we currently have (Staffing, funding, office space and support services)
- Local Juvenile Court goals and needs as defined by the welfare and institutions code, section 100, defining the practices, boundaries and obligations of this CASA program

These objectives are staff driven and staff developed. However, they should be considered when the Board of Directors develops annual goals. Once these objectives are developed, they are broken down into an activities plan and staff members are then assigned to the duties, most often as defined by their current job description.

All staff agrees to the 2009 mission and it's objectives as defined in this plan.

2009 Strategic Plan

Goals and Objectives

COURT APPOINTED SPECIAL ADVOCATES PROGRAM

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The purpose of the CASA program is to humanize the complicated and frightening child welfare systems for the child victim by providing a trained volunteer who will act as a consistent child advocate.

In support of our mission, this organization is committed to:

- #1 • Implementing and conducting all program policies and procedures as defined by the W&I Code, Section 100, and providing a recruitment and training program to educate volunteer CASA's on the duties and responsibilities of becoming an Officer of the Court.**
 - A. All policy and procedures will be adhered to as structured by the local rules of court and W&I Code, Section 100.
 - B. CASA will recruit 150 potential volunteers for 2009, of which 50-60 will become sworn officers of the court.
 - C. CASA will place 50-60 advocates on 50-60 cases.
 - D. CASA will implement 3-4 training's for newly recruited advocates.
 - E. CASA will strive to increase volunteers which are men and people of color by 15-20% over the base year of 2009.
 - F. CASA will provide continuing education training as set by judicial council standards and the staff, based on the needs of the volunteers we serve.

- #2 • Appoint and provide supervision and case consultation to all advocates and the caseloads.**
 - A. CASA will provide 4 monthly case review sessions, (days and evenings)
 - B. CASA staff will be available for consultation as needed and provide 24-hour access via a field contact number.
 - C. Training members will include professionals from the community that best represent the topic. (Judges, Human Services, Office of Education). CASA will use the National CASA training manual as a reference and guide when developing the training program.

- #3 • Increase public awareness of CASA and CASA services.**

- A. CASA staff and advocates with the support of board members will provide a minimum of 24 presentations to community groups, service clubs, conventions, and conferences to approximately 800 individuals.
- B. CASA will prepare and have available to the public, literature on CASA services; why children need advocacy services and the plight of abused children as they enter the Juvenile Court, Human Services, and Probation systems.
- C. CASA will make quarterly contacts with all local media outlets to maintain community awareness of CASA services and volunteer opportunities.

#4 • Advocate for the legal rights of all children, regardless of race, religion, disability or sex.

- A. CASA will maintain membership in both National and State CASA Associations and other local commissions and councils.
 - A. Sonoma County Child Abuse Prevention Council
 - B. Bar Association
 - C. California Association of Non-Profit Management
 - D. National Council of Juvenile and Family Court Judges
 - E. Commissions of Color and Hispanic and Black Chambers
 - F. County of Sonoma Volunteer Center
 - G. Junior League of Women and other service clubs
 - H. Misc. others related to our issues and services

Strive toward the development of a culturally competent organization.

- A. Staff, board, and volunteers will reflect our community by maintaining a diverse CASA case load of children of color.
- B. Strive toward recruitment of people of color for the staff, Board of Directors, and committees.
- C. Openly recruit and extend our search efforts into the arenas for potential employment opportunities.
- D. CASA continues to monitor the percentage of children of color in the county dependency and delinquency system against the percentage of children on CASA caseloads. CASA will move toward the goal of maintaining a 15-20% child of color caseload.
- E. CASA will update our current PR list to include media, which reaches people of color.
- F. Materials, policies, and procedures will be reviewed by our volunteers and staff of color, prior to publishing, in order to assure sensitivity and respect

#6 • Provide advocacy networking with Family Youth and Children Services, the Probation Department and the Juvenile Court Judge.

- A. Staff will meet as needed with the Juvenile Court Judge/Commissioner. Social Services and Probation Department meetings will be attended as needed.
- B. Staff will maintain an open door policy with Judge and Commissioner, Human Services, and Probation Department to assure open and on-going communications.
- C. Standing Operational agreements have been developed with Juvenile Court, Department of Human Services, and Probation Departments.
- D. Agency or Case conferencing will be held as needed or as requested by CASA, Social Services, or Probation Department workers.
- E. CASA will include the Court, Probation, and Human Services on our Advisory Council as well as other related organizations.

Goals for the Board of Directors

BOARD MEMBER COMMITMENTS

I WILL:

- Attend 7 of the 10 Board meeting/events each year. (See attached Board meeting list to arrange time and event scheduling)
- Volunteer a minimum of 4-6 hours per month toward committee, Board, community, and fund raising support. (During the fund raising and volunteer recognition periods, hours may be increased to 6-10.)
- Give an annual financial contribution to the CASA program. It is very important for CASA to have 100% giving on behalf of the Board of Directors. The need to report this to granting agencies is becoming more and more a requirement. This can be accomplished by designating your contribution through the United Way, making quarterly or monthly contributions or one annual donation.

Beyond this contribution, you would be asked to:

- Participate in a Holiday Open House which would take place in November each year. This event will be at the office each year. Invitations are sent to our mailing list of donors, friends of CASA and volunteers. We would encourage volunteers to invite the Social Workers and/or Probation Officers on their case. The Board will be asked to host the event and to supply the refreshments.
- Volunteer Recognition - Each Board member is asked to attend and host the Volunteer Recognition event honoring all the Volunteers of the Program. This event is hosted by the Board. Therefore, each Board member is asked to bring a hors d'oeuvre to feed 60 people. This event will take place in April, to coincide with Volunteer Recognition month. It is typically held at the Bar Association in Santa Rosa. Other volunteer recognition opportunities are also provided by the agency and staff arranges; community volunteer center dinner in April, Human Services volunteers of the year in December, Human Services volunteer recognition reception in April, other awards as seen appropriate.
- Individual Plans of Action (IPAs.) Each Board member is asked to think of their own ways of helping CASA in the areas of marketing, PR, fund raising and community awareness. One example is to research and choose a specific target group and make an asserted effort to create a mailing list of those individuals, churches, service clubs, merchants, banks, etc., and to send out a letter raising awareness of our services with the goal of obtaining support for CASA.
- Fund Raising Events: As a Board Member, your attendance is very important at fund raising events (Hearts for Children, Human Race and Lavender Boothng). "Why should your friends or our community make coming to our events important and a priority if you don't?" Therefore, each Board member is asked to attend, contribute toward, or volunteer their time to help make each event successful. It is also important to remember when you attend an event; you are an ambassador of our cause. Your attendance tells everyone we are a part of a team striving to represent children and their needs. Please note specific duties will be shared with you regarding each event.

- Mailing List: Please don't underestimate a friend's desire to know more about CASA. You may think a person would not feel comfortable knowing how they can help. Yet the 2005 National Council on Philanthropy indicated that the main donor is the middle class, middle income individual. In fact, Other CASA programs report that their current donors to the Friends of Children campaigns are younger people/couples who feel they spend the same amount of money once a week going out to dinner. Maybe, this friend tells us, the consciousness of our society is changing. By adding your friends, company, golfers, management, church group, professional, community service group names to our event list, mailing list, etc., you may have created a new donor. Each Board Member is asked to add 10 new names annually to our mailing list. However, your ongoing input is helpful.
- Board members can be helpful in researching funding leads and community and corporate resources. Ideas include:

United Way Campaign presentations to you and/or your spouse's company. Always tell individuals that you can designate your pledge to CASA.

Corporate Foundation or Matching Funds. Many companies will donate to agencies who their employees are involved with. Each Board member is asked to hold a brief meeting with their boss or corporate human resources manager asking questions regarding community giving structures the company participates in.

Holding informal meetings at their place of employment or in their homes to introduce CASA to their resources.

- Board Meetings are scheduled for the third Tuesday of each month. There are seven formal and three informal Board Meetings each year. The board will recess for the months of July and August.
- Board members will join committees and become active members of the committee process.
- Board members will abide by and adhere to the By Laws of the agency.

Annual Board Meeting Dates

January _____	<i>Annual Board retreat</i>
February _____	
March _____	Annual Child Abuse Prevention month
April _____	RECEPTION serving as annual board meeting with constituents, volunteer recognition month. Third Thursday
May _____	
June _____	Lavender Days all month
*July -	RECESS
*August -	RECESS
September _____	<i>Please note start of Annual ED evaluation by Executive committee</i>
October _____	<i>Note, Board President advises Membership Chair to research and identify next year's nominees for Executive Officers.</i> <i>agenda followed by a celebration of our year's successes. (The presentation of next year's executive officers and approval of goals and plans for 2009 should be approved.)</i>
November _____	Board Members are encouraged to bring new potential Board Members and to applaud the efforts of staff, fellow Board Members, committees and volunteers. This event should be hosted by the Board and all Board Members are asked to provide refreshments.
December _____	<i>Board luncheon is held. Prior to the luncheon the annual review of executive director is performed by the President of the board</i>

Comments

Board meetings are generally the third Tuesday of each month; however, occasionally we must change the date to accommodate schedules. Board members are asked to prepare to attend all sessions and/or to contact the office or President directly to acknowledge attendance or lack of attendance.

Board members are asked to keep CASA a priority in their schedules and to act as ambassadors of our program by adding names to our mailing list and referring volunteers to become child advocates. A recommended guide-line is to prepare for 4 to 6 hours a month in committee and Board work.

Please assist the Secretary of the Board by always reading your minutes, prepare all reports in writing, mark your calendars for all dates and call staff and fellow Board Members when you have questions.

*** During the recess periods the committees continue to meet. The ED meets with Executive committee as needed**

COMMUNICATIONS

Staff and Communications Committee Responsibility

Purpose: To bring CASA into the year 2009 with better community recognition and awareness of agency services and the volunteer opportunities within.

NEWSLETTERS = CASA Feedback

Staff will produce a minimum of two newsletters over the calendar year. Spring-Summer, Fall-Winter called, "CASA Feedback"

Promote inter-agency communications with CASA volunteers

CASA staff will maintain communication with volunteers by sending two email memos monthly to remind volunteers on news, events, changes, continuing education, and recognition.

SPEAKERS PANEL AND COMMUNITY OUTREACH

Over the 2009 year the staff will work with CASA volunteers to target social and community groups such as churches, community fairs, social groups, etc.. CASA will focus on Chamber Mixers and other professional groups also.

RECRUITMENT AND PUBLIC RELATIONS

Update application materials and PR Packets for training and agency use.

Place CASA on mailing lists of appropriate organizations

Update PR mailing list used to notice press of upcoming training sessions

Other Goals

To nominate and have CASA Board, staff and volunteers recognized in the community for the work and accomplishments we have made.

**2009
FINANCE AND DEVELOPMENT
STAFF & Board of Directors Responsibility
Fund Development Committee Responsibility**

Purpose Statement

The Court Appointed Special Advocates (CASA) Program will create a link between the individual, corporate, foundations, and service club contributors to support the financial goals of the agency.

- Create a Fund Development membership which will consist of the staff, other committee members, and Board of Directors. Length of membership is three years, with option of another term.
- Creating a donation direct mail campaign referred to as "Friends of CASA " in November (Individual Donors);
- Creating a committee that bridges Corporate, Churches and Service Club Contributors to the CASA program, referred to as "Partners" (Corporate Donors may also be known as sponsors to events);
- Implement three fund raising events. HEARTS FOR CHILDREN, LAVENDER DAYS, HUMAN RACE 2009
- Create a structure for recognizing the contributor, community, and the impact of funds on abused and neglected children; Thank you letters, personal calls from the Executive Director, personalize ways of thanking donors beyond the corporate thank you letter, Invitation to the annual Dinner, Open House

CASA Board Membership and Recruitment Committee 2009

The Board Membership and Recruitment Committee mission is to support current members and recommend priorities for the recruitment of new board members.

Special attention will be given when recruiting new members to specific skills or attributes that will help the agency fulfill its mission and meet strategic goals.

The Board Membership and Recruitment Committee members, while working with other board members as well as the Executive Director, will identify, interview and screen potential members in step with the membership recruitment policies (see attached). This committee, in conjunction with the Executive Director, will also provide orientation and mentorship to all new members.

2009 Board Recruitment Priorities

Continue to evaluate prospective board members on a case by case basis, who proactively approach CASA and are interested in joining the Board.

Target new members to join the Board within one or more the following attributes:

- Fund Raising skills or willingness to be mentored into this area
 - Philanthropist
 - Worker Bees
 - Corporate Leaders (Partners)
 - Public Relations and/or PR connections
 - Seniors
 - Major gift donors
 - Members of color
 - Men
- As targeting new members, the membership committee and the board will continue to strive to increase the racial, gender and geographic diversity of the board membership
 1. Recruit community members who have significant connections to the community and will assist with outreach and recruitment of potential CASA volunteers.
 2. Recruit members who bring knowledge of the community and can assist the agency in increasing the awareness of the CASA program in Sonoma County.
 3. To recruit members who hold high the philosophy of the agency's mission to find provide safe and significant mentoring relationships for children of the child welfare system. (see attached mission statement)
 - Measurable Outcomes
 1. To increase the board membership to 12 members by June of 2009
 2. To recruit new and to empower resigning board members that so desire to become involved in the committees of the board of directors as defined by the committee structure.

Currently this committee consists of the Executive Committee and the Executive Director

PROGRAM GOALS FOR 2009

Activity: Volunteer Orientation and Training

Who is responsible: Executive Director, Training Coordinator, Faculty and others as appointed

MISSION STATEMENT: To provide a quality oriented training to the Court Appointed Special Advocates (CASAs) as outlined in the W&I Code Section 100 for CASA programs.

CASA TRAINING FOR CHILD ADVOCATES 2009

Outcome: CASA will provide 3-4 training's over the 2009 calendar year that will graduate 50-60 volunteers.

1. WINTER:

2. SPRING

3. SUMMER

4. FALL:

DEVELOP CONTINUING EDUCATION TRAINING

Training to meet the continuing education units (12 hours) as defined by the State and National CASA Volunteer Management Practices will include:

- CASA and Working with Teens and Transitioning Teens
- CASA and sensitive subject when working with children
- CASA and Educational Advocacy
- CASA and Cultural Diversity
- Medications
- Data collection

OFFICE Advocate's recruitment in July

Summer 2009 to implement a training including topics such as:

- Agency Overview
- Policy and Procedures
- Communication skills and referrals
- Field Advocate needs/ relaying case data
- Events/training, education, etc.
- CASA Contacts
- Correspondence
- Staffing/Roles
- Phone Skills
- Intakes/referrals
- Confidentiality
- Diversification Policy
- Files
- Hearing Calendar

Measure: Participants feedback and evaluation from summaries

**2009
CASE REVIEW
Staff Responsibility**

PURPOSE STATEMENT: To recruit and oversee and supervise CASA volunteer advocates promoting better clinical and legal outcomes for abused and neglected children.

Program/Training

Goals for 2009 will include the implementation of 4 monthly case review sessions on the 2nd and 4th Wednesdays of each month. (AM/PM)

Staff and case review team will conduct a session on court report writing/case review structure at two annual training sessions for new CASAs.

Case Review

The staff of CASA will prepare for and implement 4 case review sessions monthly. These reviews will be split into 2 sessions including an afternoon and evening session in order to best meet volunteer schedules, 12:00-2:00 and 5:00-7:30 the second and fourth Wednesdays of each month at the CASA office. These sessions include facilitators from the legal, therapeutic and staff population. The Executive Director supervises all case review activities and appoints the members of this committee. Staff implements the case reviews sessions with those team members assigned. Those members of this team shall understand that all case review members report directly to the Executive Director. Case review team members may be asked to attend program committee meetings when case review is a topic or agenda item. Case Review members may also be asked to serve as faculty members and community speakers when more expertise is needed.

Measure: Annual placement reviews with volunteers

2009

ADVISORS AND FACULTY

Purpose: To work as consultants, as needed, with the Executive Director on Program evaluation and strategy to meet the overall mission of the organization as defined by W&I Code 100 and in accordance with the local and state rules of court.

Over the 2009 calendar year the advisors and faculty will assist and provide consultation and advice to the Executive Director, as requested, on Program/case related issues. The Executive Director creates agendas, training schedule and advises program committee of agency needs, areas of strengths, weaknesses and concerns. Program committee members are not to become involved in the daily operations of the agency but rather to support the Executive Director in the advice and support she may need in the implementation of agency policies and procedures.

The Advisors and Faculty members are often involved in Case Review and training duties, these committees overlap often. Over the 2009 year the Program Committee will be asked to assist the Speakers panel as developed by the Executive Director

Advisors and Faculty members are Child Welfare Experts and Faculty members holding appropriate credentials or experience deemed needed by the Executive Director for the overall effectiveness of the agency.

Over the 2009 calendar year meetings will be held as needed to look at agency needs, issues and to review policies as needed. These meetings will possibly include consultants from Probation, Social Services, Juvenile Court, and faculty members, if needed.

Topics that may be covered:

- Judicial Council Standards/National Standards;
- 602, CJA, and 300 cases; how are we doing;
- Case review process
- Mentoring - Pre and Post care issues;
- Collaborative - How are they working?