



CASA-NYC STRATEGIC PLAN 2021-26

OVERVIEW

OUR VISION

CASA-NYC envisions a world in which all young people involved in the NYC child welfare system are able to thrive and reach their potential, regardless of economic status, race or other identity.

OUR MISSION

To ensure that young people involved in the NYC child welfare system have their needs met and rights protected, and that children in foster care are moved quickly into safe, stable, nurturing and permanent homes—with their families of origin whenever possible.

OUR ORGANIZATIONAL VALUES

Child Safety & Well-Being

The safety of the children we serve is our top priority. Their physical, emotional, and developmental well-being drives every aspect of our work.

Efficacy

We are reliable, resourceful, and relentless problem-solvers and work with a sense of urgency on behalf of the children and youth we serve.

Collaboration

We work to engage and partner with all people and organizations who play an important role in the life of the child or youth we serve. We identify and leverage every available support and facilitate effective communication among relevant parties.

Equity & Anti-Racism

Because structural racism is a primary force underlying family instability and child welfare system involvement, we strive to be an actively anti-racist organization and continuously advocate for equity for the children and families we serve.

Justice

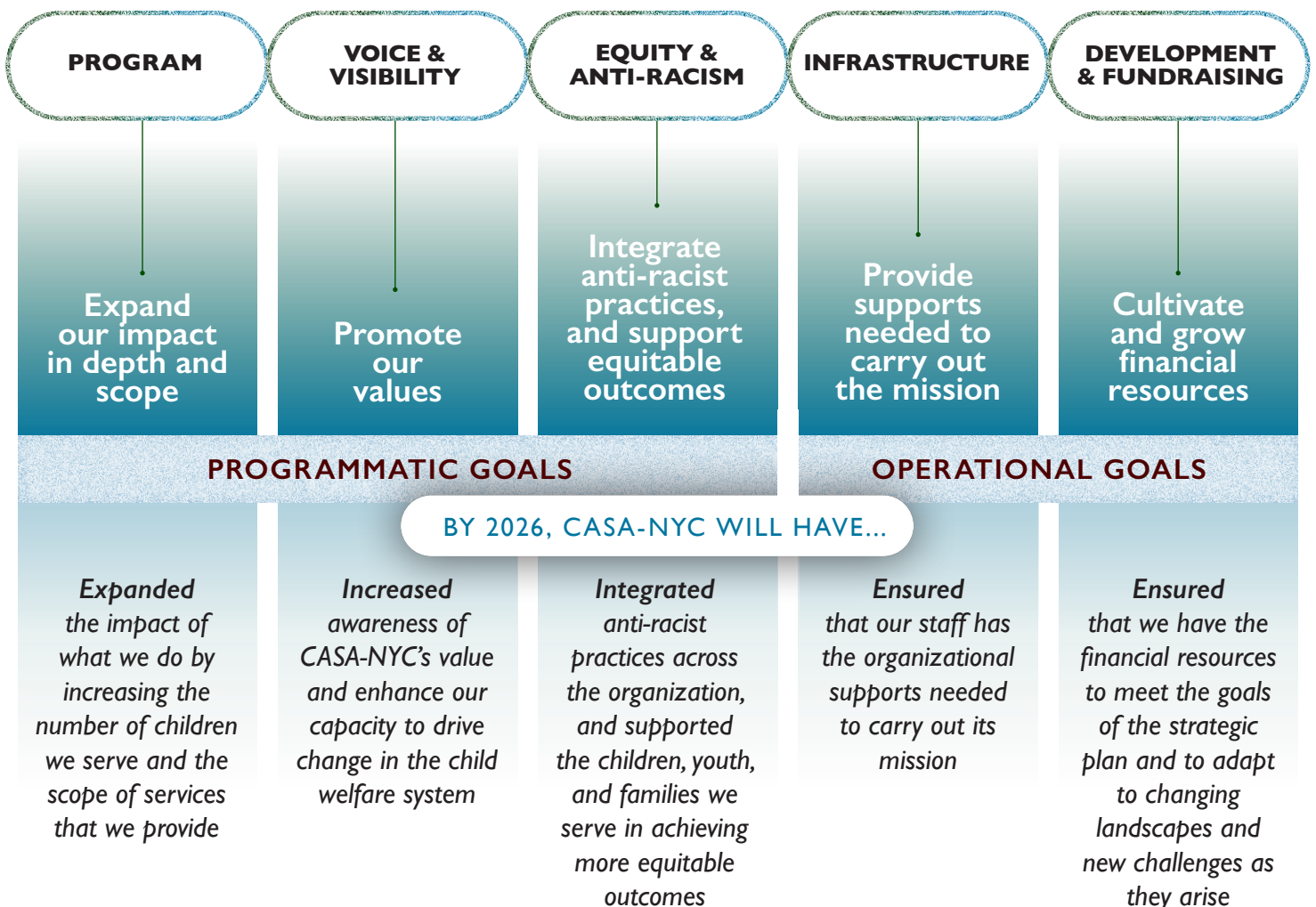
We advocate to ensure that children and youth involved in the child welfare system, and their parents, are treated fairly and equitably at every stage of the process, have their rights protected, and receive the services and support to which they are entitled.

Family Stability

Families who have experienced trauma and the tragedy of separation can heal when treated with dignity and respect. They can overcome obstacles to safety and stability when provided with the resources and support they need. We facilitate reunification between children and their parents whenever safely possible; when not possible, we facilitate permanency with other relatives or adoptive families.

THE 5 PILLARS OF OUR STRATEGIC PLAN

For creating safety, stability, and permanency for children, youth, and families based on CASA-NYC's organizational values



STRENGTHENING THE PILLARS GOALS & STRATEGIES

PROGRAM

GOAL

Expand our impact by increasing the number of children we serve as well as the depth and scope of services we provide.

STRATEGIES

- Scale up program by increasing the number of staff, volunteers, and children served in all boroughs
- Re-evaluate *staff:volunteer:case* ratios to ensure capacity for in-depth casework
- Increase wraparound supports for youth aging out of care
- Implement monthly in-person visits with all children in compliance with National CASA standards
- Explore feasibility of formally servicing children at risk of removal

VOICE & VISIBILITY

GOAL

Increase awareness of CASA-NYC's value and enhance our capacity to drive change in the child welfare system.

STRATEGIES

- Increase presence and visibility in social media, print media, radio, and television
- Collaborate with partner organizations for cross-promotion of programs
- Update website
- Redesign Impact Report
- Deepen alliance with judges and family court partners
- Educate network of stakeholders and supporters about structural racism's impact on the people we serve
- Increase advocacy efforts at the city, state, and federal levels for improvements in the child welfare system

EQUITY & ANTI-RACISM

GOAL

Integrate anti-racist practices across the organization & support the children, youth, and families we serve in achieving more equitable outcomes.

STRATEGIES

- Increase diversity, equity, inclusion, and access across staff, board, and volunteers
- Center the voices of children, youth, and families involved in the child welfare system in decision making
- Establish parent and youth advisory boards
- Require extensive training for staff and volunteers on supporting children, youth, and families in achieving equitable outcomes
- Develop evaluation processes to ensure CASA-NYC's commitment to equity

INFRASTRUCTURE

GOAL

Ensure that our staff has the organizational supports needed to carry out its mission.

STRATEGIES

- Reevaluate and adjust office space in light of changing needs
- Reevaluate and adjust technology supports in light of changing needs
- Restructure staff in order to attain goals of the strategic plan
- Develop system for regularly evaluating and reporting on program impact
- Conduct cost/benefit analysis of fiduciary independence
- Assess compliance with all National CASA standards
- Optimize our relationship with National CASA

DEVELOPMENT & FUNDRAISING

GOAL

Ensure we have the financial resources to meet the goals of the strategic plan & adapt to changing landscapes and new challenges as they arise.

STRATEGIES

- Increase Board participation in fundraising
- Cultivate and grow our major donor base to ensure consistency and future growth
- Position ourselves to adapt to quickly changing philanthropic landscapes
- Increase foundation grants
- Broaden donor base to increase the number of small gifts
- Grow professional capacity to drive fundraising
- Create and fill a new position for Director of Development and Communications

ACHIEVING OUR GOALS WHAT WILL CASA-NYC NEED?

- New positions, including:
 - ▶ *Development and communications staff*
 - ▶ *Director of Advocacy*
 - ▶ *Additional Advocate Supervisor positions*
 - ▶ *Training Specialist*
 - ▶ *Permanent Recruitment Specialist*
 - ▶ *Youth Fellow*
- Increased budget line for training, design, and communication consultants
- Other resources to be determined in accordance with the action plan

ACHIEVING OUR GOALS

CASA-NYC: NEXT STEPS

- Implementation committees for each strategic plan pillar meeting regularly to flesh out action plans and move plan forward
- Execution of action plans
- Interim assessments and updates to monitor progress and make adjustments to action plans as needed

Thank you to our Strategic Planning Committee

Jessica Aaron, Board Member
Karen Azoulay, Board Member
Annie Benedict, Program Director
Heather Benn, Board Member
Kathryn Conroy, Board Member
Alison Caspi,
*Director, Quality Assurance &
Volunteer Services*
Sharonda Hope Cross,
Youth Leadership Council Member
Barbara Edwards Delsman,
Volunteer Advocate
Meaghan Ford, Director of Advocacy
Janette Smith Foster,
Volunteer Advocate & Board Member
Lizaura German,
Volunteer Coordinator
Colin Giland, Borough Coordinator,
Manhattan/Staten Island
Deirdre Carney Hawkins,
Advocate Supervisor
Brianna Hayes,
Youth Leadership Council Member

Ellan Ben Hayon, Board Member
Cara Marriott, Board President
Hedy Matteson, Board Member
Jacqueline Medina, Administrative Assistant
Yasmin Mistry, Volunteer Advocate
Kerry Moles, Executive Director
Alexa Montenegro, Advocate Supervisor
Takouhi Mousioian,
*Development &
Communications Coordinator*
Kathy Nissenbaum,
*Volunteer Advocate, Board Member and
Chair, Strategic Planning Committee*
Shinaika Philip, Advocate Supervisor
Julie Safer, Board Member
Bree Sheahan, Board Member
Charell Star, Board Member
David Tackel, Board Member
Elizabeth Van Horn,
Deputy Director for Programs
Essence Whiskey, Volunteer Coordinator
Hasaan Williams, Youth Coordinator
Xai Yang, Advocate Supervisor



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