

## Board of Directors Retreat

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Friday, September 24<sup>th</sup> | 2pm to 6pm

[Zoom Link](#) (only accessible for portions of the retreat) Meeting ID: 427 546 7066 Passcode: 958625

<b>Time</b>	<b>Topic</b>	<b>Facilitated By</b>
<b>2:00pm</b>	<b>Introductions</b>	<b>Courtney Reich</b>
<b>2:10pm</b>	<b>Business Meeting – Accessible via Zoom</b>	<b>Courtney Reich</b>
	I. Call to Order	
	II. Approval of Minutes: Courtney Reich	
	III. Treasurer Report: Chris Collins	
	IV. Budget Presentation and Vote: Kate Blair	
	V. Organization Name, Mission, & Vision Presentation and Vote: Kate Blair	
	VI. Logo Discussion: Kate Blair	
	VII. Handbook Changes and Vote: Kate Blair	
	VIII. Dancing with Savannah Stars & Anniversary Updates: Kate Blair	
	IX. Executive Committee Nominations and Vote: Courtney Reich	
	X. VOCA & PSSF Presentation/Votes: Kate Blair & Courtney Reich	
	XI. Recognition of Exiting Board Members and Passing the Board Chair Baton: Courtney Reich	
	XII. Adjournment	
<b>3:10pm</b>	<b>State of CASA – Accessible via Zoom</b> FY 2020 Review and Strategic Plan Progress	<b>Kate Blair</b>
<b>3:30pm</b>	<b>Your Elevator Pitch &amp; The Ideal Board Member</b> <i>Accessible via Zoom</i>	<b>Deidre Holland</b> Georgia CASA
<b>4:20pm</b>	<b>Great Ways to Engage with CASA</b> <i>Accessible via Zoom</i>	<b>Holly Holdsworth</b>
<b>5:00pm</b>	<b>Happy Hour</b>	

## Board of Directors Meeting

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Tuesday, July 20th Attending

Kate Blair - Jackie Jackson - Bobo Mullens - Chris Collins - Holly Holdsworth - Penny Rafferty - Cole Eberle - Mona Mahadevan - Debra Powell- Courtney Reich

**I. Call to Order 12:03**

**II. Board Chair Report: Courtney Reich**

- a. Approval of minutes – Jackie Jackson Motion, Bobo Mullens Second minutes approved unanimous voice vote
- b. Welcome new board member, Cole Eberle
- c. Request for submissions for 3-4 new board members
  - i. Rolling off: Penny Rafferty, Megan Dulamal, Jacobium Holliman, Faith Buchanan
  - ii. Serving another term: Holly Holdsworth, Rodney Rawls, Courtney Reich
  - iii. Expiring terms, awaiting their response: Prejea'n Andrews, Kate Bailey, Debra Powell
- Kate is going to send out a board matrix for the kind of people we are looking for to fill board seats.
- d. 2022 Executive Committee Nominations:
  - i. Chair – Holly Holdsworth
  - ii. Vice Chair – None
  - iii. Treasurer – Chris Collins
  - iv. Secretary – None
- e. Next board meeting will be the retreat on Friday, September 24<sup>th</sup> 2pm to 6pm
- We need these nominations by September as they will voted on during the September board meeting.

**III. Treasurer Report: Chris Collins**

- a. Financial update
- We are in a great position as far as cash flow/cash reserves for any unforeseen events that might occur.

**IV. HR Audit: Suzanne Kirk**

- Solid robust HR infrastructure in place, positive focus on culture and recognition (staff feels supported) Regular and intentional communication among the team. Minimal compliance issues to address.
- Need to focus on post-COVID return to workplace transition.
- Clear mission, it should be incorporated into handbook
- Strategic plan should be shared at orientation
- Clarify explicit reporting structure
- Update interview guide
- Update and clarify onboarding checklist/process and share with all, engaging the broader team in the process
- Provide a refresh of onboarding activities for employees that started during COVID
- Performance management - dial back the number of check ins. Simplify evaluation
- Workplace practices - some employee files need to be updated in case of audit

- Provide checklist of equipment
- Compliance posters in common work areas
- Handbook update - bring into one document. Consider one PTO bank. Expand employment policies
- Compensation and benefits- gather and establish wage ranges for position classifications.
- Clarify policy for pay in lieu of benefits in partnership with insurance broker
- I9 completion training- incorporate consistent documentation procedures in onboarding checklist. Use file checklist consistently.
- Share HR summary with staff.

**V. Financial Audit: Sarah Richbourg**

- Statement of financial position: Assets/Liabilities of the Company.
- Cash position is strong and it went up from the prior year. There is no accrued payroll because of the change of pay periods. Next year there will be some accrued payroll
- We booked an audit adjustment of about 16k that bumped up the revenue because of the timing of some grants.
- There is no rent expense because it the space is provided for services offered
- Liquidity - there has been an emphasis on making sure that financial statements make clear what other resources are available. This shows that the resources available in the 2021 year to fund the organization
- They are currently working on the 990
- Jenny will make the adjustments so there will be some changes in July financials.

**VI. Organization Update: Kate Blair**

a. Advocacy update

- We are seeing more kids coming into care. Having Karen has really helped a lot.
- High turnover at DFCS is making us nervous
- New training class in August

b. Visitation Center Update

- We got our PSSF money for the Visitation Center \$37,500
- We still need a name for the visitation center and the larger organization.

**VII. Adjournment 1:00**

**Savannah/Chatham County Court Appointed Special Advocates, Inc.**  
**Budget vs. Actuals: 2021 - FY21 August**

	January - September				
	Actual	Budget	Remaining	% of Budget	9 mo 2020
<b>Income</b>					
<b>43400 Direct Public Support</b>					
43410 Business/Corporate Contributions	12,086.90	5,000.00	-7,086.90	241.7%	
43420 Visitation Center	14,699.03				
43440 Let a Kid Be a Kid	766.40	2,000.00	1,233.60	38.3%	
43450 Individuals	13,796.94	16,000.00	2,203.06	86.2%	
43460 Church/Religious Institutions	0.00	7,499.97	7,499.97	0.0%	
44600 Private Foundations & Grants	350.00	3,744.00	3,394.00	9.3%	
44820 United Way Grant	22,000.00	23,000.00	1,000.00	95.7%	
44821 United Way Donor Designations	5,213.51	4,500.00	-713.51	115.9%	
44822 United Way- Women United	2,000.00	0.00	-2,000.00	0.0%	
<b>Total 43400 Direct Public Support</b>	<b>\$ 70,912.78</b>	<b>\$ 61,743.97</b>	<b>\$ 5,530.22</b>	<b>114.8%</b>	<b>\$ 86,010.53</b>
					12%
<b>44000 Fundraising Events</b>					
44010 Fundraising Events - Other	7,586.67	5,000.00	-2,586.67	151.7%	
44015 DWSS	107,721.81	90,000.00	-17,721.81	119.7%	
<b>Total 44000 Fundraising Events</b>	<b>\$ 115,308.48</b>	<b>\$ 95,000.00</b>	<b>-\$ 20,308.48</b>	<b>121.4%</b>	<b>\$ 14,135.85</b>
					19%
<b>44520 Government Funding</b>					
44410 County Funding - 5% Local Add On	35,931.16	38,250.00	2,318.84	93.9%	
44521 CICC - VOCA	75,835.00	92,595.69	16,760.69	81.9%	
44522 CASA Grant	34,807.15	36,900.00	2,092.85	94.3%	
44525 DHS - PSSF	67,996.70	56,250.00	-11,746.70	120.9%	
44526 Georgia CASA	56,216.40	41,412.24	-14,804.16	135.7%	
44527 PPP Loan	80,612.00	80,612.00	0.00	100.0%	
44530 City of Savannah	5,000.00	7,499.97	2,499.97	66.7%	
<b>Total 44520 Government Funding</b>	<b>\$ 356,398.41</b>	<b>\$ 353,519.90</b>	<b>-\$ 2,878.51</b>	<b>100.8%</b>	<b>\$ 333,096.86</b>
					69%
45030 Interest Earned	13.31	0.00	-13.31		14.95
<b>CASA SWAG</b>	<b>80.00</b>				
<b>Total Income</b>	<b>\$ 542,712.98</b>	<b>\$ 510,263.87</b>	<b>-\$ 17,670.08</b>	<b>106.4%</b>	<b>\$ 433,258.19</b>
<b>Expenses</b>					
60301 Service Charges	967.75	90.00	-877.75	1075.3%	57.51
60920 Business Registration Fees	50.00	45.00	-5.00	111.1%	30.00
61010 Activities & Gifts	468.72	1,872.00	1,403.28	25.0%	3,635.37
<b>61100 Conference, Convention, Meeting</b>					
61115 Professional Development	814.62	2,250.00	1,435.38	36.2%	
61117 Conference, Convention, Meetings	2,865.22	5,247.00	2,381.78	54.6%	
<b>Total 61100 Conference, Convention, Meet</b>	<b>\$ 3,679.84</b>	<b>\$ 7,497.00</b>	<b>\$ 3,817.16</b>	<b>49.1%</b>	<b>\$ 6,835.00</b>
<b>62110 Professional Fees</b>					
62111 Bookkeeping	800.00	400.00	-400.00	200.0%	
62210 Audit	6,587.00	10,200.00	3,613.00	64.6%	
<b>Total 62110 Professional Fees</b>	<b>\$ 8,944.96</b>	<b>\$ 10,600.00</b>	<b>\$ 3,213.00</b>	<b>84.4%</b>	<b>\$ 12,358.00</b>
62130 Fundraising Expenses	21,525.74	18,000.00	-3,525.74	119.6%	5,617.00
62800 Occupancy	1,682.08	5,247.00	3,564.92	32.1%	3,165.98
62810 Depreciation & Amortization	0.00	1,125.00	1,125.00	0.0%	945.00
62890 Supplies & Equipment	2,007.50	2,250.00	242.50	89.2%	1,966.34
65010 Books, Subscriptions, Reference	34.26	225.00	190.74	15.2%	131.45
65020 Postage & Shipping	641.07	800.00	158.93	80.1%	500.90
65050 Telecommunications	7,309.98	6,600.00	-709.98	110.8%	7,042.78
65110 Advertising	5,410.11	4,000.00	-1,410.11	135.3%	2,356.15
65120 Insurance - Liability, D&O	6,006.78	4,875.03	-1,131.75	123.2%	4,265.72
65150 Membership & Dues	412.00	0.00	-412.00	0.0%	0.00
66000 Payroll Expenses - Salary & Taxes	279,431.94	350,698.29	71,266.35	79.7%	276,746.26
66001 Payroll Expenses - Insurance	33,637.50	40,257.68	6,620.18	83.6%	31,595.78
66002 Payroll Expenses - Processing Fees	836.21	1,500.03	663.82	55.7%	1,199.61
66003 Payroll Expenses - Retirement	7,795.63	9,503.29	1,707.66	82.0%	8,568.97
68200 Technology	6,660.92	6,000.03	-660.89	111.0%	7,834.23
68320 Travel	4,642.20	6,000.03	1,357.83	77.4%	6,539.98
68400 Volunteer Management	12,821.12	12,000.00	-821.12	106.8%	8,725.96
68401 Partnership Development	1,010.13	3,000.00	1,989.87	33.7%	1,896.23
68402 AmeriCorps VISTA Program	2,800.00	2,800.00	0.00	100.0%	1,800.00
68403 Let a Kid Be a Kid	1,787.22	2,250.00	462.78	79.4%	1,935.24
68404 PSSF Expenses	4,590.81				
80200 Payments to Affiliates		50.00	50.00	0.0%	85.62
Women in Transportation UW	50.00				
Miscellaneous Expenses	3,634.63				
<b>Total Expenses</b>	<b>\$ 418,839.10</b>	<b>\$ 497,285.38</b>	<b>\$ 91,805.42</b>	<b>\$ 27.40</b>	<b>395,835.08</b>
<b>Net Operating Income</b>	<b>\$ 123,873.88</b>	<b>\$ 12,978.49</b>	<b>\$ (109,475.50)</b>	<b>954.5%</b>	<b>37,423.11</b>

# Savannah-Chatham County Court Appointed Special Ad

## Profit and Loss

August 2021

	TOTAL
<b>Income</b>	
43400 Direct Public Support	
43410 Business/Corporate Contributions	1,708.06
43450 Individuals	2,087.56
44820 United Way Grant	3,333.33
<b>Total 43400 Direct Public Support</b>	<b>7,128.95</b>
44000 Fundraising Events	
44010 Fundraising Events - Other	622.00
<b>Total 44000 Fundraising Events</b>	<b>622.00</b>
44520 Government Funding	
44410 County Funding - 5% Local Add On	17,514.31
44521 CJCC - VOCA	11,117.00
44522 CASA Grant	4,100.00
44525 DHS - PSSF	11,524.40
44526 Georgia CASA	1,000.00
44530 City of Savannah	2,500.00
<b>Total 44520 Government Funding</b>	<b>47,755.71</b>
45030 Interest Earned	1.70
CASA Swag	40.00
<b>Total Income</b>	<b>\$55,548.36</b>
<b>GROSS PROFIT</b>	<b>\$55,548.36</b>
<b>Expenses</b>	
60301 Service Charges	18.48
61010 Activities & Gifts	41.72
61100 Conference, Convention, Meeting	
61117 Conference, Convention, Meetings - Other	69.46
<b>Total 61100 Conference, Convention, Meeting</b>	<b>69.46</b>
62110 Professional Fees	510.00
62210 Audit	6,587.00
<b>Total 62110 Professional Fees</b>	<b>7,097.00</b>
62800 Occupancy	
62840 Equipment Rental & Maintenance	251.70
<b>Total 62800 Occupancy</b>	<b>251.70</b>
62890 Supplies & Equipment	28.03
65020 Postage & Shipping	345.77
65050 Telecommunications	906.21
65110 Advertising	1,018.75
65120 Insurance - Liability, D&O	2,080.04
68200 Technology	36.25
68320 Travel	1,029.85
68400 Volunteer Management	583.81

	TOTAL
68401 Partnership Development	155.34
68402 AmeriCorps VISTA Program	100.00
68403 Let a Kid Be a Kid	20.00
68404 PSSF Expense	400.00
Payroll Expenses-Insurance	4,150.99
Payroll Expenses-Processing Fees	89.00
Payroll Expenses-Retirement	927.73
Payroll Expenses-Salaries & Taxes	36,171.94
Women in Transportation UW	50.00
<b>Total Expenses</b>	<b>\$55,572.07</b>
NET OPERATING INCOME	<b>\$ -23.71</b>
NET INCOME	<b>\$ -23.71</b>

# Savannah-Chatham County Court Appointed Special Ad

Balance Sheet  
As of August 31, 2021

	TOTAL
<b>ASSETS</b>	
Current Assets	
Bank Accounts	
10501 Operating Account #5892	273,093.36
10550 MMKT Account #8459	199,901.43
PayPal Bank	1.00
<b>Total Bank Accounts</b>	<b>\$472,995.79</b>
Accounts Receivable	
11000 Accounts Receivable (A/R)	64,915.16
<b>Total Accounts Receivable</b>	<b>\$64,915.16</b>
Other Current Assets	
12000 Refunds Receivable	0.00
16300 Prepaid Expenses	2,161.54
Undeposited Funds	0.00
<b>Total Other Current Assets</b>	<b>\$2,161.54</b>
<b>Total Current Assets</b>	<b>\$540,072.49</b>
Fixed Assets	
15000 Furniture & Equipment	14,570.46
17000 Accumulated Depreciation	-10,294.85
<b>Total Fixed Assets</b>	<b>\$4,275.61</b>
<b>TOTAL ASSETS</b>	<b>\$544,348.10</b>

	TOTAL
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable (A/P)	1,334.39
<b>Total Accounts Payable</b>	<b>\$1,334.39</b>
Credit Cards	
20001 BB&T Credit Card	5,786.19
<b>Total Credit Cards</b>	<b>\$5,786.19</b>
Other Current Liabilities	
20210 Accrued Payroll Expense	0.00
20310 Insurance/IRA Payable	-120.95
Direct Deposit Payable	0.00
Grant Overpayment	0.00
Loan Payable - SBA PPP	0.00
Payroll Liabilities	
Dental	-190.41
Federal Taxes (941/944)	0.00
GA Income Tax	1,750.98
GA Unemployment Tax	0.00
Humana	489.22
United Way	380.50
Vanguard Simple IRA	7,430.42
<b>Total Payroll Liabilities</b>	<b>9,860.71</b>
<b>Total Other Current Liabilities</b>	<b>\$9,739.76</b>
<b>Total Current Liabilities</b>	<b>\$16,860.34</b>
<b>Total Liabilities</b>	<b>\$16,860.34</b>
Equity	
32000 Unrestricted Net Assets	403,613.88
Net Income	123,873.88
<b>Total Equity</b>	<b>\$527,487.76</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$544,348.10</b>



# Savannah-Chatham County Court Appointed Special Ad

## A/R Aging Summary

As of August 31, 2021

	CURRENT	1 - 30	31 - 60	61 - 90	91 AND OVER	TOTAL
5% Local Add-On					0.00	\$0.00
Chatham Co. DCFS	11,524.40					\$11,524.40
Georgia CASA		41,412.30		0.02		\$41,412.32
National CASA	4,100.00		-1,350.69		-1,893.87	\$855.44
VOCA	11,117.00	6.00				\$11,123.00
<b>TOTAL</b>	<b>\$26,741.40</b>	<b>\$41,418.30</b>	<b>\$ -1,350.69</b>	<b>\$0.02</b>	<b>\$ -1,893.87</b>	<b>\$64,915.16</b>

Savannah/Chatham CASA		FY 2022	DRAFT	
10/1/21 to 9/30/22				
<b>Income</b>		<b>2022</b>	<b>2021 Estimated</b>	<b>2020</b>
44520	Government Funding	\$ 436,349.58	\$ 378,440.15	\$ 430,700.93
44000	Fundraising Events	\$ 190,000.00	\$ 112,221.81	\$ 28,080.63
43400	Direct Public Support	\$ 178,000.00	\$ 74,052.54	\$ 133,564.94
46400	Visitation Program Fees	\$ 20,000.00		
	FY2021 Surplus	\$ 84,000.00		
45030	Interest Earned	\$ 20.00	\$ 11.61	\$ 19.97
	CASA Swag		\$ 40.00	
	<b>Total Income</b>	<b>\$ 908,369.58</b>	<b>\$ 564,766.11</b>	<b>\$ 592,366.47</b>
<b>Expenses</b>		<b>2022</b>	<b>2021</b>	<b>2020</b>
60301	Service Charges	\$ 3,000.00	\$ 949.27	\$ 123.70
60920	Business Registration Fees	\$ 300.00	\$ 50.00	\$ 30.00
61010	Activities & Gifts	\$ 2,750.00	\$ 427.00	\$ 4,297.68
61100	Conference, Convention, Meeting	\$ 11,827.00	\$ 4,000.00	\$ 7,894.36
	Professional Development	\$ 10,500.00	\$ 2,000.00	
62110	Professional Fees	\$ 12,000.00	\$ 8,650.00	\$ 14,189.75
62130	Fundraising Expenses	\$ 25,000.00	\$ 21,525.74	\$ 5,552.40
62800	Occupancy	\$ 34,300.00	\$ 2,500.00	\$ 4,324.13
62810	Depr & Amort - Allowable	\$ 3,000.00	\$ 1,125.00	\$ 1,133.85
62890	Supplies & Equipment	\$ 22,000.00	\$ 2,250.00	\$ 2,496.20
65010	Books, Subscriptions, Reference	\$ 1,200.00	\$ 200.00	\$ 210.01
65020	Postage & Shipping	\$ 2,300.00	\$ 600.00	\$ 1,555.60
65050	Telecommunications	\$ 14,121.00	\$ 6,800.00	\$ 10,248.62
65110	Advertising Expenses	\$ 3,000.00	\$ 4,500.00	\$ 2,357.15
65120	Insurance - Liability, D & O	\$ 9,000.00	\$ 6,500.00	\$ 6,786.06
65200	Miscellaneous Expenses	\$ -	\$ 3,634.63	\$ 159.46
66000	Payroll Expenses- Salaries & Tax	\$ 585,154.99	\$ 332,087.00	\$ 396,214.07
66001	Payroll - Insurance	\$ 70,284.44	\$ 37,537.87	\$ 36,970.85
66002	Payroll Processing	\$ 2,000.00	\$ 1,000.00	\$ 1,857.95
66003	Payroll Retirement	\$ 15,558.00	\$ 9,141.17	\$ 12,099.12
68200	Technology	\$ 23,890.00	\$ 7,000.00	\$ 6,908.53
68320	Travel	\$ 16,500.00	\$ 5,000.00	\$ 7,741.18
68400	Volunteer Management	\$ 24,500.00	\$ 13,000.00	\$ 12,424.78
68401	Partnership Development	\$ 2,500.00	\$ 1,200.00	\$ 2,422.44
68402	AmeriCorps VISTA Program	\$ 3,200.00	\$ 3,000.00	\$ 2,100.00
68403	Let a Kid be a Kid	\$ 5,000.00	\$ 2,000.00	\$ 7,591.15
	PSSF Expenses	\$ 5,000.00	\$ 5,000.00	
80200	Payments to Affiliates	\$ -		\$ 325.00
	<b>Total Expenses</b>	<b>\$ 907,885.43</b>	<b>\$ 481,677.68</b>	<b>\$ 548,014.04</b>
	<b>Operating Balance</b>	<b>\$ 484.15</b>	<b>\$ 83,088.43</b>	<b>\$ 44,352.43</b>
	<b>Annual Surplus</b>	<b>Potential Spending of Surplus</b>		
2019	\$ 3,681.00	Extend part-time for 6 months		\$ 11,000.00
2020	\$ 44,352.43	Two years of raises		\$ 38,000.00
2021	\$ 83,000.00	Visitation Center Launch		\$ 52,000.00
	<b>\$ 131,033.43</b>	National CASA (9 people)		\$ 10,000.00
		Savings		\$ 20,000.00
		<b>Total</b>		<b>\$ 131,000.00</b>

CASA PROGRAM			FY 2022	DRAFT
10/1/21 to 9/30/22				
Income		2022	2021 (Jan-Sept)	2020
42400	In Kind Donations		\$ -	
44520	Government Funding	\$ 351,349.58	\$ 377,235.32	\$ 413,147.84
44000	Fundraising Events	\$ 140,000.00	\$ 95,000.00	\$ 27,830.63
43400	Direct Public Support	\$ 120,000.00	\$ 61,743.97	\$ 128,694.44
45030	Interest Earned	\$ 20.00		\$ 19.97
	<b>Total Income</b>	<b>\$ 611,369.58</b>	<b>\$ 533,979.29</b>	<b>\$ 569,692.88</b>
Expenses		2022	2021	2020
60301	Service Charges	\$ 150.00	\$ 90.00	\$ 122.20
60920	Business Registration Fees	\$ 225.00	\$ 45.00	\$ 30.00
61010	Activities & Gifts	\$ 2,250.00	\$ 1,872.00	\$ 4,297.68
61100	Conference, Convention, Meeting	\$ 10,702.00	\$ 5,247.00	\$ 7,894.36
	Professional Development	\$ 7,450.00	\$ 2,250.00	
62110	Professional Fees	\$ 8,000.00	\$ 10,600.00	\$ 14,189.75
62130	Fundraising Expenses	\$ 20,000.00	\$ 18,000.00	\$ 8,052.40
62800	Occupancy	\$ 4,800.00	\$ 5,247.00	\$ 4,324.13
62810	Depr & Amort - Allowable	\$ 1,500.00	\$ 1,125.00	\$ 1,260.00
62890	Supplies & Equipment	\$ 2,500.00	\$ 2,250.00	\$ 2,496.20
65010	Books, Subscriptions, Reference	\$ 500.00	\$ 225.00	\$ 541.67
65020	Postage & Shipping	\$ 1,800.00	\$ 800.00	\$ 1,555.60
65050	Telecommunications	\$ 8,931.00	\$ 6,600.00	\$ 10,088.62
65110	Advertising Expenses	\$ 2,500.00	\$ 4,000.00	\$ 2,357.15
65120	Insurance - Liability, D & O	\$ 6,000.00	\$ 4,875.03	\$ 6,786.06
65200	Miscellaneous Expenses	\$ -		\$ 85.62
66000	Payroll Expenses- Salaries & Tax	\$ 446,291.01	\$ 350,698.29	\$ 396,214.07
66001	Payroll - Insurance	\$ 55,795.28	\$ 40,257.68	\$ 36,970.85
66002	Payroll Processing	\$ 1,500.00	\$ 1,500.03	\$ 1,857.95
66003	Payroll Retirement	\$ 12,250.00	\$ 9,503.29	\$ 12,099.12
68200	Technology	\$ 7,870.00	\$ 6,000.03	\$ 9,034.61
68320	Travel	\$ 14,500.00	\$ 6,000.03	\$ 7,741.18
68400	Volunteer Management	\$ 24,000.00	\$ 12,000.00	\$ 11,608.53
68401	Partnership Development	\$ 2,500.00	\$ 3,000.00	\$ 2,422.44
68402	AmeriCorps VISTA Program	\$ 3,200.00	\$ 2,800.00	\$ 2,100.00
68403	Let a Kid be a Kid	\$ 5,000.00	\$ 2,250.00	\$ 7,173.40
80200	Payments to Affiliates		\$ 50.00	\$ 325.00
	Awards and Grants			\$ 73.84
	<b>Total Expenses</b>	<b>\$ 650,214.29</b>	<b>\$ 497,285.38</b>	<b>\$ 551,702.43</b>
	<b>Operating Balance</b>	<b>\$ (38,844.71)</b>	<b>\$ 36,693.91</b>	<b>\$ 17,990.45</b>
		* 43,000 from surplus funding		

<b>VISITATION CENTER</b>		
<b>10/1/21 to 9/30/22</b>		
<b>Income</b>		<b>2022</b>
42400	In Kind Donations	
44520	Government Funding	\$ 85,000.00
44000	Fundraising Events	\$ 50,000.00
43400	Direct Public Support	\$ 58,000.00
46400	Visitation Program Fees	\$ 20,000.00
45030	Interest Earned	
	<b>Total Income</b>	<b>\$ 213,000.00</b>
<b>Expenses</b>		<b>2022</b>
60301	Service Charges	\$ 50.00
60920	Business Registration Fees	\$ 75.00
61010	Activities & Gifts	\$ 500.00
61100	Conference, Convention, Meeting	\$ 1,125.00
61115	Professional Development	\$ 3,050.00
62110	Professional Fees	\$ 4,000.00
62130	Fundraising Expenses	\$ 5,000.00
62800	Occupancy	\$ 29,500.00
62810	Depr & Amort - Allowable	\$ 1,500.00
62890	Supplies & Equipment	\$ 19,500.00
65010	Books, Subscriptions, Reference	\$ 700.00
65020	Postage & Shipping	\$ 500.00
65050	Telecommunications	\$ 5,190.00
65110	Advertising Expenses	\$ 500.00
65120	Insurance - Liability, D & O	\$ 3,000.00
65200	Miscellaneous Expenses	\$ -
66000	Payroll Expenses- Salaries & Taxes	\$ 138,863.98
66001	Payroll - Insurance	\$ 14,489.16
66002	Payroll Processing	\$ 500.00
66003	Payroll Retirement	\$ 3,308.00
68200	Technology	\$ 16,020.00
68320	Travel	\$ 2,000.00
68400	Volunteer Management	\$ 500.00
68401	Partnership Development	
68402	AmeriCorps VISTA Program	
68403	Let a Kid be a Kid	
80200	Payments to Affiliates	\$ -
	Awards and Grants	
	<b>Total Expenses</b>	<b>\$ 249,871.14</b>
	<b>Operating Balance</b>	<b>\$ (36,871.14)</b>

## CURRENT MISSION & VISION

Mission: Savannah Court Appointed Special Advocates (CASA) recruits and trains volunteers to advocate for the best interests of children who have experienced abuse and neglect.

Vision: We believe in a community where every child who has experienced abuse and neglect is given the opportunity to thrive in a safe and loving home.

## PROPOSED MISSION & VISION

Mission: Brightside Child & Family Advocacy provides services to prevent child abuse and neglect by strengthening and supporting healthy family relationships.

Vision: We believe in a community where every child is given the opportunity to thrive in a safe and loving home.

## VOCA & PSSF FUNDING VOTES

The Board of Directors hereby authorizes the newly elected Board Chair and Executive Director to enter into contractual arrangements with the Georgia Division of Family and Children Services, the Criminal Justice Coordinating Council, City of Savannah, Chatham County, United Way of the Coastal Empire and any other potential funders as long as the proposed contract aligns with the stated mission of the organization.

## CURRENT LANGUAGE

### 1.1.1. Vacation Leave

It is the policy of the Corporation to grant time off with pay to all eligible employees. The accrual rate for employees are based as follows:

<u>Years of Service</u>	<u>Hours per Month</u>	<u>Annual Hours</u>
Less than 2 years	8 hours per month	96 hours
2-5 years	10 hours per month	120 hours
5-10 years	12 hours per month	144 hours
10-15 years	13 hours per month	156 hours
15-20 years	14 hours per month	168 hours
20 years or more	16 hours per month	192 hours

Each employee's accrual will be tracked by the Executive Director.

- (1) Employees are eligible to take vacation time at the end of their first 6 months. At that time, 6 days will have been accrued and can be taken all at once or in increments.
- (2) Vacation is earned and taken within each calendar year. A maximum of 40 hours can be carried over annually.
- (3) Part-time employees earn vacation time based on a prorated time off schedule.

- (4) Employees who terminate or are granted a leave of absence are eligible for payment of any unused vacation time.
- (5) Leave time can be used all at once or in increments of one-half day or one full day at a time.
- (6) Vacations must be scheduled with the concurrence of the Executive Director in accordance with Section 5.1.3, "Work Absences"
- (7) Eligibility for holiday pay: In order to receive pay for an observed holiday, an employee must work the scheduled work day before and after the holiday or must not have been absent without paid leave either on the workday before or after the holiday.
- (8) Scheduling a vacation: The Executive Director shall schedule vacation to insure a minimum disruption of component/department work. When conflicts occur with regard to vacation, preference shall be given to employees on the basis of seniority.
- (9) Separations and Reinstatements (in regards to vacation leave)
  - Employees resigning voluntarily or dismissed who have a minimum of six months of service shall be compensated for accumulated vacation leave up to the maximum allowable accumulation for such employee.
  - Accumulated vacation leave of an employee who dies in service shall be paid in cash to one of the following:
    - 1) The beneficiary designated by the employee.
    - 2) The surviving spouse of the deceased employee.
    - 3) If no surviving spouse, the qualified guardian of any surviving minor children.
    - 4) The employee's insurance beneficiary designated under the Corporation's group insurance program (if no surviving spouse or children).

#### 1.1.2. Sick Leave

There is no probationary period before taking sick leave. Employees during the first six months of employment may be granted sick leave provided it is earned.

Sick leave can be taken immediately under the following conditions:

- (1) Notification of illness and expected return to work shall be made in accordance with Section 5.1.3, "Work Absences".
- (2) Part-time employees shall earn a prorated amount of time off for sick leave for each month of employment based on the number of hours worked and will be tracked by the Executive Director.
- (3) For any illness exceeding three (3) days, or where there is an attendance problem, an employee may be asked to submit documented evidence that medical care was required.
- (4) Computing sick leave: Absence for a fraction or part of the day that is chargeable to sick leave in accordance with these provisions shall be charged proportionally in increments of 15 minutes.
- (5) Pay for accumulated sick leave is not available to an employee upon termination of employment.
- (6) Sick leave pay is available for genuine and verifiable illness of the employee or his/her immediate family (i.e., spouse and dependents). It cannot be used to supplement Vacation Leave time.
- (7) Sick leave shall be earned at a rate of 8.0 hours per month.

(8) Accumulated sick leave can be carried over to the next calendar year.

(9) Sick leave with pay shall be granted for the following reasons:

- a. Personal illness or physical incapacity resulting from any cause except a willfully self-inflicted injury or sickness
- b. Enforced quarantine of the employee in accordance with community health regulations
- c. To keep a doctor or dentist appointment if it cannot be scheduled at other than work time (granted only to full-time employees (40-hour/week)). Appointments should coincide with the employee's lunch break or the beginning or end of the workday.
- d. To care for a member of the employee's immediate family occupying the same residence when such member experiences a sudden illness and other care arrangements cannot be made.
- e. To attend a funeral of a member of an employee's family as set forth in Funeral Leave

(10) Extended Sick Leave: Sick leave with partial pay may be extended to employees by the executive director if the following conditions are met:

- a. Employee has completed ten years of service.
- b. In the case of terminal illness, when certified as such by the employee's physician, or when application has been made for a non-occupational disability retirement.
- c. Shall not exceed two days per year for each year of employment with the Corporation.
- d. Extended sick leave with partial pay will be at the same rate as the disability pension employees will be eligible to receive.

(10) No sick leave shall be granted for the following:

- a. Willfully, self-inflicted injuries
- b. Immediately following vacation leave or holiday time off
- c. Sickness resulting from the commission of a crime
- d. Injury or sickness for which the written evidence submitted in support of the sick leave form doesn't justify the request.
- e. Injury or sickness for which an investigation finds that the employee was not sick or injured as claimed
- f. Injury or sickness that is not accompanied by a physician's certification when required
- g. Injury or sickness that is not reported, without sufficient cause, to the employee's supervisor within thirty minutes after the time the employee should have reported to work. A shorter time limit for reporting may be established for certain positions.
- h. If an employee has already used all sick leave accrued
- i. If an employee has failed to keep his/her supervisor informed of his/her physical condition if absent for more than two days
- j. Employees terminating from the Corporation will not be compensated for any accumulated sick leave

(1) Sick Leave Assessment:

- a. Excessive sick leave usage may be reason for disciplinary action or may require the employee's supervisor to develop a plan for improvement.

- b. Continued excessive sick leave may be detrimental to the Corporation and may be grounds for dismissal.
- c. A medical review of the employee's current health status and history by a physician may be required under certain work-related circumstances and in accordance with the Americans with Disabilities Act. Eligibility for favorable personnel actions may be restored if medical review determines there has been no sick leave abuse.
- d. Employees who are under medical review for possible sick leave abuse may not be eligible for personnel actions that provide rewards for good performance including any of the following:
- e. Probation approval, pay increase, promotion, modular advancement, reclassification to a higher class, leave without pay and travel.

### 1.1.3. Parental Leave

It is the policy of Savannah/Chatham CASA to provide up to 12 weeks of Parental Leave to Eligible Employees. Our Parental Leave Policy ("Policy") exceeds any legal requirement as at this time there is no legal requirement to provide any paid Parental Leave.

The purpose of the Policy is to give parents additional flexibility and time to bond with their new child and adjust to their new family situation. Flexibility and family-friendly policies are essential to cultivating an atmosphere where employees can thrive professionally without sacrificing essential family obligations.

Parental Leave – can be taken connected to the birth of an employee's child or the placement of an adopted child within an employee's home.

- (1) Eligible Employee – an employee who has been employed by the company for at least 12 months and is classified as a full-time or part-time regular employee.  
*The employee must also meet one of the following criteria:*

- a. Have given birth to a child; or
- b. Be a spouse or committed partner of a woman who has given birth to a child; or
- c. Have adopted a child who is 17 years old or younger. This provision does not apply to the adoption of a stepchild by a stepparent.

Full-Time Eligible Employees who have been employed for at least 1 year may take up to 12 weeks of Parental Leave for a birth or adoption: 6 of those weeks shall be compensated at 100 percent of the employee's regular, straight weekly pay, and an additional 6 weeks of unpaid leave is available under this Policy.

Part-Time Eligible Employees who have been employed for at least 6 months may take up to 12 weeks of Parental Leave for a birth or adoption. The number of weeks of paid leave will be the same as it is for full-time employees, i.e., based on length of employment, and their compensation will be pro-rated, based on an average of the hours worked in the three months prior to Parental Leave.

- (2) All Parental Leave described in this Policy shall be available for a 12-month period following the birth or adoption of a child.
- (3) Employees may use accrued vacation days and sick time, as applicable, toward unpaid leave.



# PROPOSED LANGUAGE

## Paid Time Off

At Savannah/Chatham CASA, we believe all need opportunities to enjoy time away from work and we understand that there are personal needs that occasionally impact our work obligations. Our Paid Time Off (PTO) policy is a generous, all-purpose time off benefit for eligible employees to use for vacation, illness, or personal business. PTO combines traditional vacation and sick leave plans into one flexible, inclusive policy. PTO is payable in the same manner as the regular wage and is subject to the same withholding elections.

### Eligibility & Accrual of PTO

All regular, full-time employees will accrue paid time off (PTO) on an annual basis once they fulfill their initial employment period. **The PTO “bank” is to be used for sick days, vacation, personal days, and other requests to be absent from work.** Please keep in mind attendance expectations and refer to the Attendance section of this handbook.

### Full-Time Employees

Years of Service	Hours per Month	Annual Hours / Days*
Less than 2 years	16 hours per month	192 hours (24 days)
2-5 years	18 hours per month	216 hours (27 days)
5-10 years	20 hours per month	240 hours (30 days)
10-15 years	21 hours per month	252 hours (31.5 days)
15-20 years	22 hours per month	264 hours (33 days)
20 years or more	24 hours per month	288 hours (36 days)

\*assuming a typical 8-hour workday

Part-Time Employees will accrue on the same schedule as full-time employees, which will be pro-rated per their Full-Time Equivalent (FTE) status. For example, a 0.5 FTE employee works 20 hours a week instead of 40 and will accrue at a rate of 50% of a full-time 1.0 FTE (half of the above accrual schedule).

### Using PTO

1. PTO begins to accrue upon hire, and employees are eligible to use PTO once they have completed their initial employment period (6 months).
2. We encourage all eligible employees to use their benefit of paid time off away from work in alignment with business needs.
3. Vacation is earned and taken within each calendar year. A maximum of 40 hours can be carried over annually.
4. Not reporting to work and not contacting your supervisor to report the absence is a “no-call/no-show” and is a serious matter and may result in disciplinary action up to and including discharge.
5. Unreported absences (no notification) of three (3) consecutive work days generally will be considered a voluntary resignation of employment
6. Employees may take half days (4 hours at the time) of PTO or full days (8 hours).
7. Employees in good standing who leave the organization after at least six months employment are eligible for payment of any unused PTO up to a maximum of 80 hours.

## Requesting Time Off

1. Whenever possible, days off must be scheduled in advance. CASA requires at least two (2) weeks' written request unless there is an emergency or unexpected absence due to illness.
2. All time off requests should be submitted via the timekeeping system to the direct supervisor. **It is the responsibility of each employee to verify that they have the requested time off available before submitting a time off request.**
3. Days off are subject to approval based on staffing needs. While we do our best to accommodate all vacation requests, there are times when business needs dictate our schedule in order to be responsive to clients. Vacation requests are subject to management approval. When conflicts occur with regard to vacation, preference shall be given to employees on the basis of seniority.
4. If an employee is still within their initial employment period or has exhausted their PTO, they may submit a request to the Executive Director requesting use of their accrued PTO or to take days off without pay, including a reason for the requested absence.
5. If for any reason an employee is unable to be at work due to illness, the employee must notify their direct supervisor as soon as possible. This policy applies for each day of his or her absence.
6. For any illness exceeding three (3) days, an employee may be asked to submit a physician's statement, verifying the illness and stating that the individual is fit to resume normal duties.

## Parental Leave

Savannah/Chatham CASA offers all full-time employees that have worked for the organization for at least twelve 12 months up to 12 weeks parental leave after the birth or adoption of a child. The purpose of this benefit is to give parents additional flexibility and time to bond with their new child and adjust to their new family situation. Flexibility and family-friendly policies are essential to cultivating an atmosphere where employees can thrive professionally without sacrificing essential family obligations.

- Full-Time Eligible Employees may take up to 12 weeks of Parental Leave for a birth or adoption. Six of those weeks shall be compensated at 100 percent of the employee's regular, straight weekly pay, and an additional 6 weeks of unpaid leave is available under this Policy.
- Part-Time Eligible Employees may take up to 12 weeks of Parental Leave for a birth or adoption. The number of weeks of paid leave will be pro-rated, based on an average of the hours worked in the three months prior to Parental Leave.
- Employees may use accrued PTO, as applicable, toward unpaid leave.

## Operational Plan

#1 Growth and Expansion of Services				
Objective 1: Increase the number of children served to 100 % of eligible children				
Activities	Measurement	Who	By when	Update
Hire three additional advocacy coordinators to serve additional volunteers. Goal: 6 staff, 160 volunteers at 1:27 ratio <b>ACHEIVED</b>	Staff to volunteer ratio of volunteers (assigned volunteer)	Executive Director (ED) and Advocacy Program Director (APD)	6/2021	<b>9/21: 6 staff, 167 with an average of 1:27 ration</b> 1/21: Janae 1:16; Sharon 1:26; Susan 1:25, Maggie 1:26, Tim 1:25 5/20: 4.5 coordinators 1:17, 1:11, 1:26, 1:28, 1:28 11/19: 3 coordinators at current ratio of 1:30 New coordinator at 1:12
Ensure that all children in foster care are matched with a CASA volunteer Goal: 100 percent of children in care	Percentage of children in care served by a CASA volunteer	ED & APD	12/2021	<b>2021 – 93% of children in care, 370 children YTD</b> 2020- 81% of children in care, 336 children 2019 – 54%, 275 children
Reduce the amount of time children spend in foster care Decrease average time of children with a CASA volunteer spend in care from 58 months to 30 months	Average time a child with a CASA spends in care	APD and Coordinators	12/2021	<b>2021 – 37 months</b> <i>Considerations: COVID19 has slowed much of the process of reunification and Savannah CASA has been assigned to additional “cold cases” which are children than have lingered in care without a CASA volunteer.</i> 2020 – 32 months 5/20: 28 months 11/21/19: 58 months
Objective 2: Implement new services				
Activities	Measurement	Who	By when	Update
Develop a robust referral system that connects families to community services	Number of referrals to community services	Community Engagement Coordinator (CEC)	12/2021	<b>On hold due to COVID – Will be launched in partnership with new visitation center</b>
Create a plan responding to Georgia’s implementation of the Family First Act.	Creation of plan	ED & APM	6/2022	<b>9/21: State of GA is implementing FFA in Fall of 2021. Our agency is participating in webinars and preparing for planning</b> 1/21: On hold due to COVID 5/20: GA CASA webinar held and policy committee started

Provide additional services to dually involved youth <b>ACHEIVED</b>	Creation and implementation of a robust plan for providing additional services	AD & Dually Involved Coordinator	6/2022	<b>2021: 25 dually involved</b> 2020: 26 dually involved 5/20: 14 dually involved served YTD
Provide additional services to youth who have been trafficked <b>ACHEIVED</b>		AD & Hope Court Coordinator	6/2022	<b>2021: 11 youth who have been trafficked</b> Added to Strategic Plan in 2021
Provide additional services to youth with mental health concerns		AD & SPARC Coordinator	6/2022	Added to Strategic Plan in 2021
Work with community partners to create a family visitation center	Establishment of visitation center	ED	1/2022	<b>9/21: Funding secured for one position and location, manager hired, and location being identified</b> 1/21: Pursuing funding, committee formed, several possible locations identified
Provide additional services for older youth	Create a robust plan for providing additional services	AD & Fostering Futures Coordinator	12/2022	<b>9/21: 42 children 14+, 25 volunteers trained in Fostering Futures curriculum</b> Fostering Futures grant secured and Fostering Futures Curriculum to be rolled out in February. Part of National CASA's Fostering Futures Demonstration Project

## #2 Enhance Volunteer Advocacy

### Objective 1: Increase volunteers by 100%

Activities	Measurement	Who	By when	Update
Create a volunteer recruitment plan	Creation and implementation of plan	ED, COC, & CDC	012/20	<a href="#">FY2021 Plan</a> <b>Specific 2021 Goals:</b> Goal 1: Recruit 50 volunteers for training classes Goal 2: Swear In 40 volunteers Goal 3: Increase number of male volunteers by 20% FY21 Goal: 22 male volunteers (2020:18)

				Goal 4: Increase number of people of color by 30% FY21 Goal: 87 volunteers of color (2020: 67)
Recruit volunteers to maintain 160 volunteers annually	<ul style="list-style-type: none"> <li>60 volunteers annually</li> <li>Monthly reports about current number of volunteers</li> </ul>	CEC	12/2022	<b>2021 YTD - 31 volunteers, 194 volunteers, 26 on leave, 24 discharged</b> 2020 – 59 sworn in, 179 volunteers, 22 on leave, 15 discharged 5/20: 16 volunteers sworn in + current class of 20
Create a volunteer retention plan to retain 160 volunteers <b>ACHEIVED</b>	Creation and implementation of plan	AD	03/20	<b>Retention spreadsheet is updated annually and coordinator/supervisor meetings are scheduled to discuss individual retention plans.</b> 5/20: Retention tracking spreadsheet was created and will be reviewed quarterly
Increase retention rate of volunteers Goal rate: 90%	Calculate retention rate of volunteers quarterly calculation: (volunteers at end of time period – volunteers added)/volunteers at the beginning)x100	AD & Advocacy Coordinators	12/2022	<b>2021: 85% retention</b> <b>Considerations: COVID year resulted in many career changes</b> 2020: 87% retention 5/20: 87% 11/21/19 – 83%
<b>Objective 2: Diversification of Volunteers</b>				
<b>Activities</b>	<b>Measurement</b>	<b>Who</b>	<b>By when</b>	<b>Update</b>
Recruit more male volunteers Goal: 30%	Calculate percentage of male volunteers quarterly	CEC	12/2022	<b>2021: 12.37%</b> <b>2020: 11%</b> 5/20: 10% 11/21/19 – 12%
Recruit more volunteers of color to mirror county demographics: 45% AA/Black 6% Hispanic	Calculate percentage of volunteers of color quarterly	CEC/FCM	12/2022	<b>2021: Black - 36%   Hispanic – 2.6%</b> 2020: Black - 36%   Hispanic – 2% 5/20: AA/Black – 34%   Hispanic – 2% 11/21/19: AA/Black – 36%   Hispanic – 1%



**Objective 3: Enhance volunteer advocacy quality**

Activities	Measurement	Who	By when	Update
<p>Ensure that volunteers apply a racial and wealth equity lens to advocacy</p>	<ul style="list-style-type: none"> <li>Creation and implementation of training plan</li> <li>Number of trainings regarding racial equity and poverty</li> </ul>	<p>AD &amp; ED</p>	<p>6/2020  1/2021</p>	<p><b>9/21: Continue to provide in-services about race and wealth equity</b>  <b>GA CASA formed a committee</b>  <b>Savannah CASA will form committee in 2022</b>            10/20: Poverty In-Service            Multiple National CASA opportunities about race equity            5/20: National CASA Cultural Competency training in June</p>
<p>Increase volunteer understanding of the court system</p>	<ul style="list-style-type: none"> <li>Creation and implementation of training plan</li> <li>Number of additional court process trainings</li> </ul>	<p>AD</p>	<p>6/2020  12/2021</p>	<p><b>9/21: Several in-service trainings to increase knowledge of court process</b>            5/20: Delayed due to COVID</p>
<p>Improve volunteers' completion of continuing education</p> <p>Goals:</p> <ul style="list-style-type: none"> <li>60% of eligible volunteers complete all hours</li> <li>40% complete at least half required hours</li> </ul>	<p>Percentage of volunteers who achieve 12 hours of CE</p>	<p>APD &amp; Coordinators</p>	<p>12/2022</p>	<p><b>2021: 25% completed, 50% 6+ hours, 25% less than 5 hours</b>            2020: 37% completed, 32% 6 hours+, 40% less than 5 hours            11/21/19: 17% completed 12 hours, 37% completed at least half</p>
<p>Improve quality and timing of court reports</p> <p>Goal:</p> <ul style="list-style-type: none"> <li>Submitted to APD 7 days prior to hearing</li> <li>Submitted to court 3 days prior</li> </ul>	<ul style="list-style-type: none"> <li>Tracking the timing of court reports</li> <li>Monitoring quality of reports through rating system</li> </ul>	<p>APD</p>	<p>12/2020</p>	<p><b>Changed to 5 days and 3 days.</b>  <b>2021: 360 court reports</b>  <b>45% were submitted to APD within 5 days</b>  <b>42% were submitted to court 3 days</b></p> <p>Prior to 2020, all court reports arrived at court on the day of</p>

<p>Implement Coordinator specialty to ensure that one staff member is the expert on all related subject matters</p> <p><b>ACHEIVED</b></p>	<ul style="list-style-type: none"><li>• CE Credits of Coordinators</li><li>• Understanding of subject matter</li></ul>	<p>APD &amp; Coordinators</p>	<p>12/2021</p>	<p>All Coordinators have been assigned to their specialty.</p>
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### #3 Board and Staff Development

#### Objective 1: Improve employee retention

Activities	Measurement	Who	By when	Update
Create onboarding process	Creation of and implementation of process	ED & APD	6/2020	Hired HR Consultant to provide input on this process. Will complete by 6/2022 UGH – COVID. Pivot. Pivot. Pivot. COVID stopped this in its tracks. New Goal for 2022
Create Individual Development Plans <b>ACHEIVED</b>	Individual development plans in each employee's file	All Staff	Annually	Created and implemented in 1/2020
Develop an internship program		Lead Coordinator	6/2021	Part of Lead Advocacy Coordinators 2022 goals

#### Objective 2: Increase diversity of board and staff

Activities	Measurement	Who	By when	Update
Create and implement a diversity plan	Creation and implementation of plan- progress tracked in plan		6/2020	Postponed – roll out will be aligned with National and Georgia CASA

#### Objective 3: Improve board engagement

Activities	Measurement	Who	By when	Update
Establish a Recruitment and Retention committee	Creation and plan for committee	ED & Chair	3/2020	Postponed due to COVID. Volunteer Committee was formed in 2/21 with Communications Outreach Coordinator leading the effort. Unable to gain traction due to COVID.

## #4 Increase and Diversify Funding and Resources

### Objective 1: Increase overall funding by 20% annually

Activities	Measurement	Who	By when	Update
Increase individual giving	Percentage change year over year	ED & Communication & Development Manager (CDM)	12/2022	<b>8/21: \$13,796 (\$5,213 UWCE Designations)</b> Consideration: 9-month fiscal year <b>2020: \$37,280 (\$4,944 UWCE Designations)</b> 2019: \$18,537 (\$4,220 UWCE Designations) 2018: \$3,780 (\$8,159 UWCE Designations)
Increase event income	Percentage change year over year	ED & CDM	12/2022	<b>8/21: \$115,308</b> <b>2020: \$27,831</b> Consideration: COVID 2019: \$104,481 2018: \$127,318
Increase government funding	Percentage change year over year	ED & AD	12/2022	<b>8/21: \$333,757</b> Consideration: 9-month fiscal year <b>2020: \$413,148</b> 2019: \$301,960 2018: \$214,556
Increase corporate giving	Percentage change year over year	ED & CDM	12/2022	<b>8/21: \$12,086</b> Consideration: 9-month fiscal year <b>2020: \$14,066</b> 2019: \$17,958 2018: \$563
Increase foundation giving	Percentage change year over year	ED & CDM	12/2022	<b>8/21: \$2,350</b> <b>2020: \$2,650</b> 2019: \$5,135 2018: \$0

<b>Objective 2: Diversify funding sources</b>				
<b>Activities</b>	<b>Measurement</b>	<b>Who</b>	<b>By when</b>	<b>Update</b>
Create and cultivate a new annual event achieving \$50,000 in revenue	Creation and revenue	ED & CDM	12/2022	On hold due to COVID and staff changes
Identify new grant funding sources	Number of sources identified	ED & CDM	Ongoing	Applied for 5 new grant sources in 2021
Create and implement major gift and planned giving plan	<ul style="list-style-type: none"> <li>• Creation and implementation of plan</li> <li>• Number of major gifts/planned giving secured</li> </ul>	ED & CDM	12/2021	On hold due to COVID and staff changes
<b>Objective 3: Ensure fiscal responsibility</b>				
<b>Activities</b>	<b>Measurement</b>	<b>Who</b>	<b>By when</b>	<b>Update</b>
Create a system for accurate grant tracking	Implementation and quality of tracking system	ED	3/2021	Created in 2020 but needs updated
Review expenses monthly to ensure fiscal responsibility	Bi-monthly board meetings and bi-monthly	ED & BOD	Ongoing	Monthly review by entire board or executive committee

## #5 Enhance Stakeholder Relationships

### Objective 1: Increase public awareness

Activities	Measurement	Who	By when	Update
Create and implement a communications plan	<ul style="list-style-type: none"> <li>Creation and implementation of plan.</li> <li>Progress tracked in plan</li> </ul>	CDM	6/2020 Ongoing	On hold due to COVID and staff changes
Create a speakers' bureau	Number of speakers for events	COC & CDM	12/2020	On hold due to COVID and staff changes
Increase speaking engagements in the community Goal: 2 monthly, 24 annually	# of speaking engagements	ED, COC, & CDM	Ongoing	On hold due to COVID and staff changes

### Objective 2: Strengthen relationships with DFCS

Activities	Measurement	Who	By when	Update
Create and implement DFCS improvement plan	<ul style="list-style-type: none"> <li>Creation and implementation of plan.</li> <li>Progress tracked in plan</li> </ul>	Staff	6/2020 Ongoing	On hold due to COVID and DFCS Leadership Changes

### Objective 3: Strengthen relationships with the Court System

Activities	Measurement	Who	By when	Update
Establish shared trainings	Number of shared training	ED & AD	6/2021	Working on shared training with Juvenile Court
Improve play area of Court	Satisfaction of court with improvement	CDC & Coordinators	6/2021	Funding received from Community Foundation

Improve communications with Juvenile Court	Progress tracked by annual survey	ED & AD	Ongoing	<b>New judges began in 2020/2021 as well as additional court staff- focusing on building those relationships</b> <b>Annual survey to Juvenile Court and partners released in 9/21</b>
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**Objective 4: Develop community partnerships and enhance coordination of care**

Activities	Measurement	Who	By when	Update
Build a database of social service providers with warm contacts (including but not limited to afterschool providers, workforce development, immediate needs, etc.)	Number of providers	CEC	12/2021	Postponed due to COVID and staff changes
List of medical providers including mental health, therapist, pediatricians that can receive referrals	Number of providers	AD	12/2021	Postponed due to COVID and staff changes
Build relationships with private sector for volunteer and funding needs	Increase in partnerships with private sector	ED, COC, & CDM	Ongoing	Postponed due to COVID and staff changes
Identify key contacts at all SCCPSS schools as well as allies within the district	Complete list of key contacts to be updated annually	Coordinators	6/2021	Shared educational advocate
Build relationships with faith community for volunteer and funding needs	Increase in partnerships within faith community	ED, COC, & CDM	Ongoing	Postponed due to COVID and staff changes

# LOGO DRAFTS



**BRIGHTSIDE**  
CHILD AND FAMILY ADVOCACY



**CASA**  
Court Appointed Special Advocates  
**FOR CHILDREN**

SAVANNAH/CHATHAM COUNTY



# LOGO DRAFTS





# LOGO DRAFTS



# Savannah/Chatham CASA

## COMMUNICATIONS & DEVELOPMENT REPORT

SEPTEMBER 2021

### ANNUAL CAMPAIGN



**\$13,796.94/\$16,000**

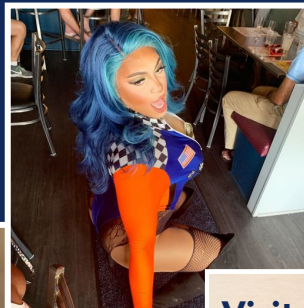
### COAST-TO-COAST CAMPAIGN

Our "Chris For CASA" fundraiser began in April and will end this Fall. Chris has raised \$7725 of his goal \$10,000. [www.ChrisForCASA.org](http://www.ChrisForCASA.org)



### FUNDRAISERS

The August **Bar Food Charity Drag Brunch** raised \$622 in donations! Our **Taco Tuesday at Chiptole** raised \$72.44 and the Visitation Center website fundraiser has raised \$2673 so far.



### \$12,905 IN FACEBOOK DONATIONS (\$12,630 in July)

Fundraisers generated on Facebook by the organization, staff, or the community between January 2021 - August 2021.

**3004 FACEBOOK LIKES** (2927 IN JULY)

**1689 INSTAGRAM FOLLOWERS** (1653 IN JULY)

**1676 NEWSLETTER RECIPIENTS** (1687 IN JULY)



# State of CASA

Where we are and we are going

Prepared For

Court Appointed Special Advocates

9/24/2021

CHANGE A  
CHILD'S STORY.™







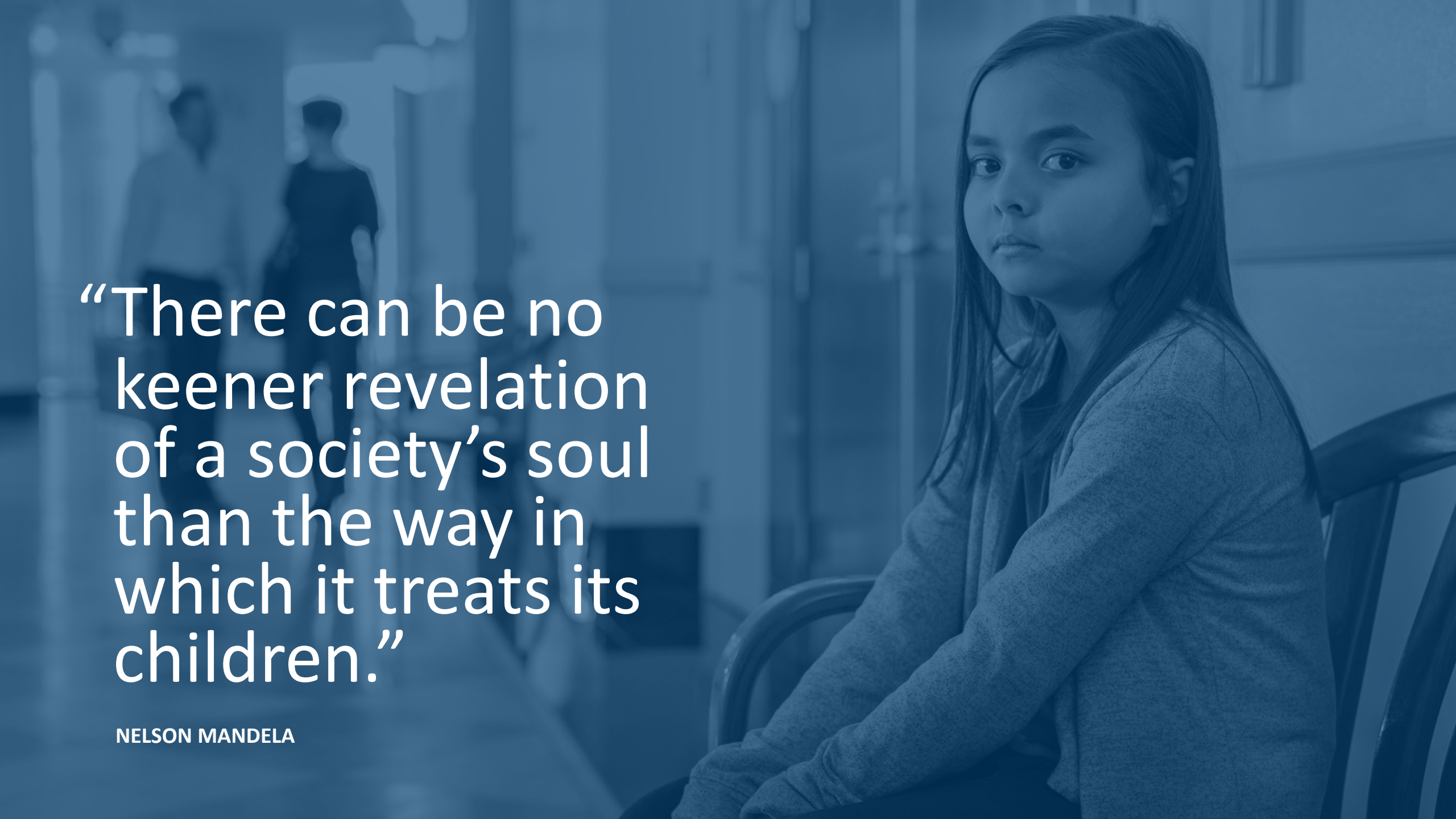
## **CONTENTS**

**Welcome**

**Strategic Plan**

**Financial Standing**

**Impact of COVID**

A young girl with long dark hair is sitting in a wooden chair, looking off to the side with a thoughtful expression. The background is a blurred hallway with other people walking, creating a sense of a busy, perhaps institutional, environment. The entire image has a blue color overlay.

“There can be no keener revelation of a society’s soul than the way in which it treats its children.”

NELSON MANDELA

# Progress on our Strategic Goals.

Savannah/Chatham CASA Strategic Plan 2020-2022

# OUR STRATEGIC PLAN.

## STRATEGIC PRIORITIES

The 2020-2022 Strategic Plan was created by a committee of staff, board, volunteers, and contracted facilitators. Several listening sessions were conducted that included DFCS, Juvenile Court, and community partners.



**GROWTH & EXPANSION**



**ENHANCE VOLUNTEER ADVOCACY**



**INCREASE FUNDING & RESOURCES**



**IMPROVE STAKEHOLDER RELATIONSHIPS**



**BOARD & STAFF DEVELOPMENT**



# OUR STRATEGIC PLAN.



## GROWTH & EXPANSION

- Increase the number of children served

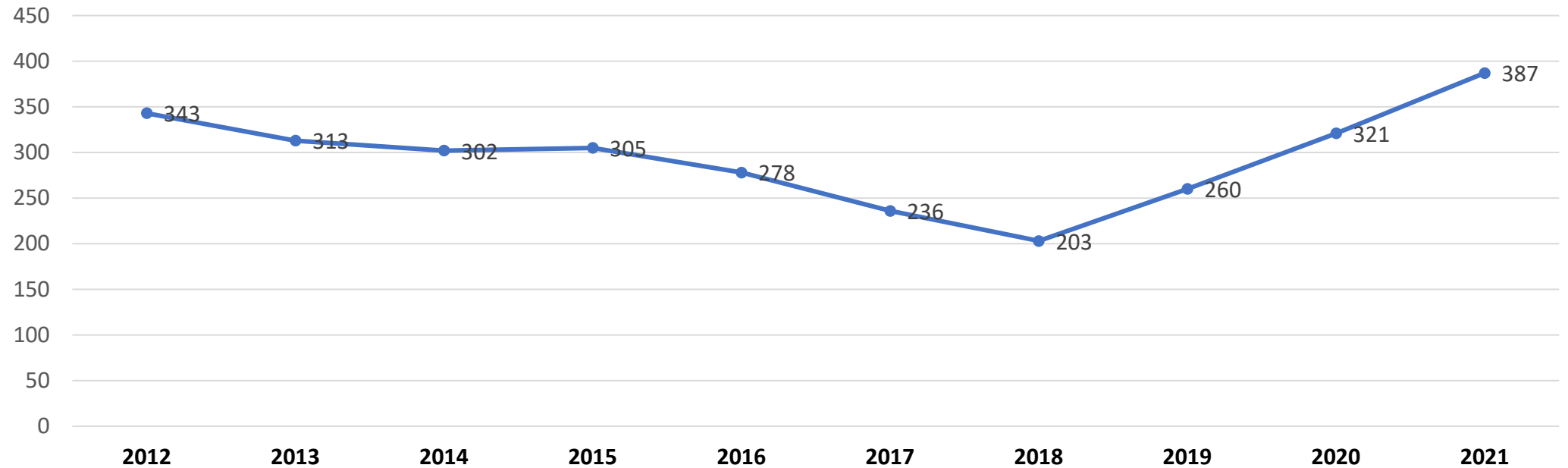


CURRENTLY SERVING

93%

OF CHILDREN IN CARE

### Number of Children Served





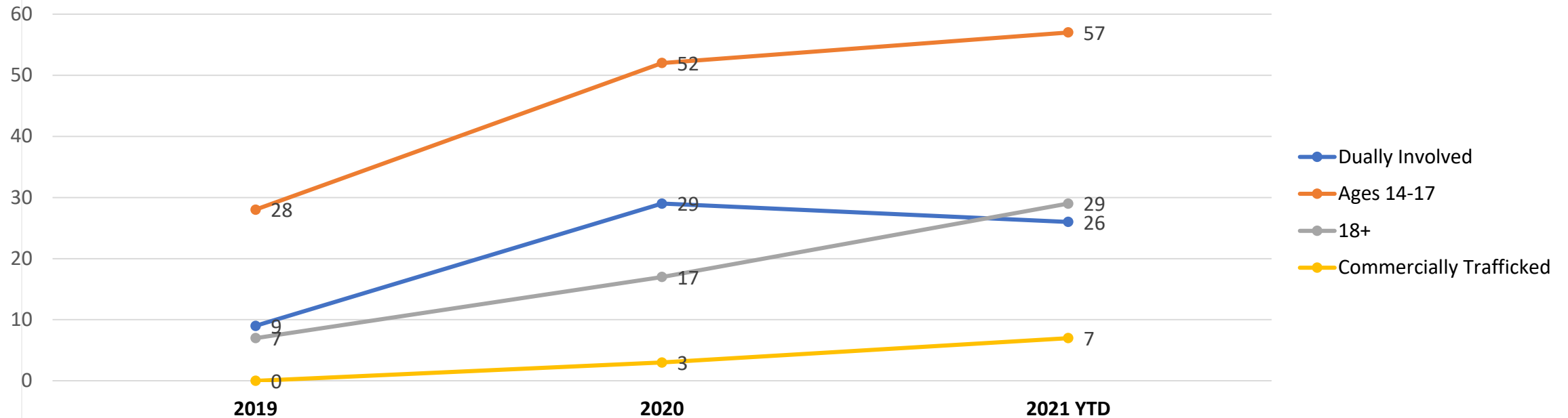
# OUR STRATEGIC PLAN.



## GROWTH & EXPANSION

- Implement new services
  - Serving Dually Involved, Older Youth, and Trafficked Youth
  - Fostering Futures implementation
  - 2022 Creation of Visitation Center

### Special Populations Served by CASA

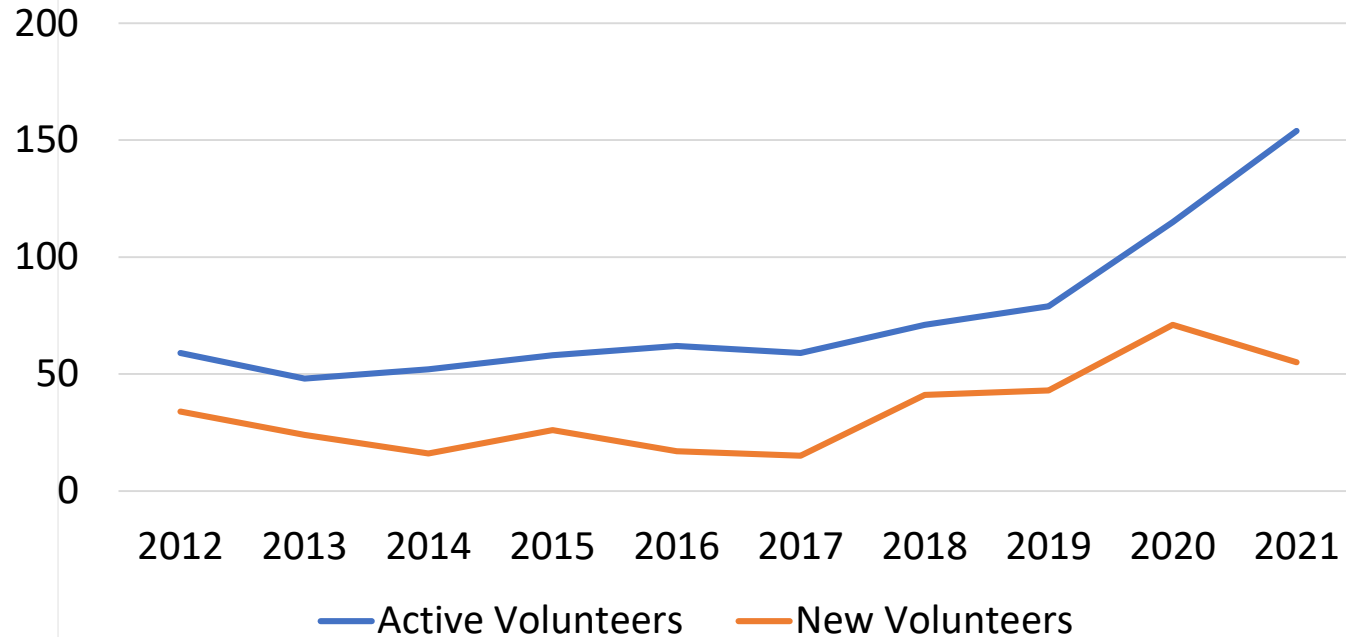


# OUR STRATEGIC PLAN.

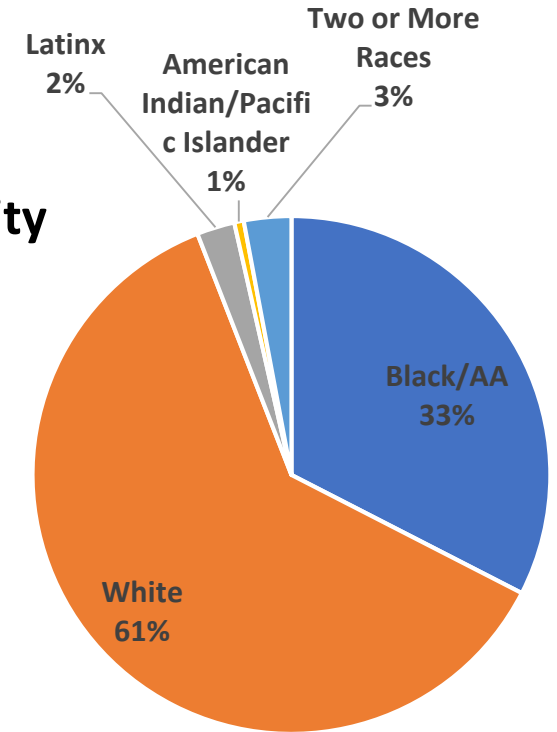


## ENHANCE VOLUNTEER ADVOCACY

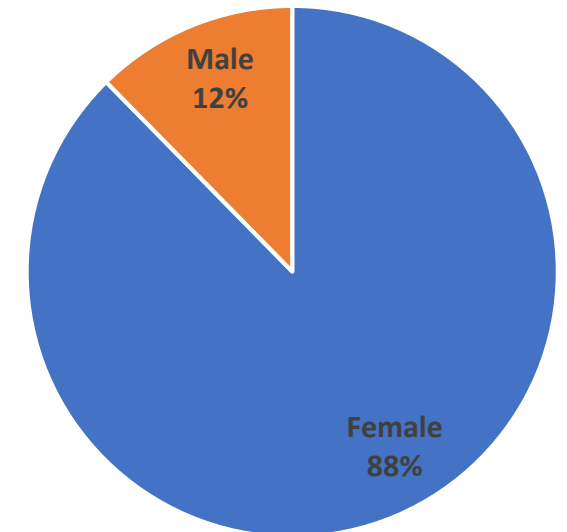
- Increase number of volunteers by 100%
- Improve volunteer advocacy
- Provide referrals to community services to volunteers
- Increase diversity among volunteers



## Volunteer Race/Ethnicity



## Gender Identity



# OUR STRATEGIC PLAN.



## IMPROVE STAKEHOLDER RELATIONSHIPS

- Increase public awareness
  - Strong social media presence
- Strengthen relationship with DFCS
  - Creation of Wellness room, wellness activities, and additional appreciation opportunities in partnership with Compassion Christian Church
  - Regular DFCS staffing
  - CASA bios to assist with introduction
  - DFCS Case manager of the Month
- Strengthen relationship with the Juvenile Court
  - CASA office, assist with child waiting area, and assist with creation of a wellness room
  - Regular meetings with the Judges and Court staff
  - Joint trainings
- Develop community partnerships
  - Working closely with PACK and Over the Moon Diaper Bank

# OUR STRATEGIC PLAN.



## BOARD & STAFF DEVELOPMENT

- Improve employee retention
- Improve diversity of the board and staff
- Improve board engagement

### Recent Actions for Employee Retention

- 5% Bonuses distributed in September
- 5% to 7% raises for FY22
- Flexible schedules with work from home accommodations
- No more than 27 volunteers per coordinator

## CURRENT CASELOAD

	Karen	Ja’Nae	Sharon	Mandy	Susan	Maggie	Tim	Total
Assigned Volunteers	10	25	22	12	23	25	24	141
Available Volunteers	1	0	1	0	0	1	2	5
Total Volunteers	11	29	31	14	27	30	30	172
Children Served	14	42	45	20	60	66	42	289



# WHO WE ARE.

**Board of Directors**  
Courtney Reich, Chair  
Holly Holdsworth, Vice Chair



**Kate Blair**  
Executive Director



**Jennifer Graham**  
Comm. & Dev.  
Manager



**Mandy Roberts**  
Advocacy Director



**Susan Ryncavage**  
Lead Advocacy  
Coordinator



**Sharon Newman**  
Advocacy Coordinator



**Tim Wright**  
Advocacy Coordinator



**Karen Allen**  
Advocacy Coordinator



**Teresa MacBride**  
Administrative  
Assistant



**Jenny McCord**  
Operations



**Ja'Nae Brown**  
Advocacy  
Coordinator



**Maggie Smith**  
Advocacy  
Coordinator



**Eric Hornfeld**  
Pre-Service  
Facilitator



**Hollyn Green**  
Community Outreach  
Coordinator/  
AmeriCorps VISTA

# Financial Health.

# OUR STRATEGIC PLAN.

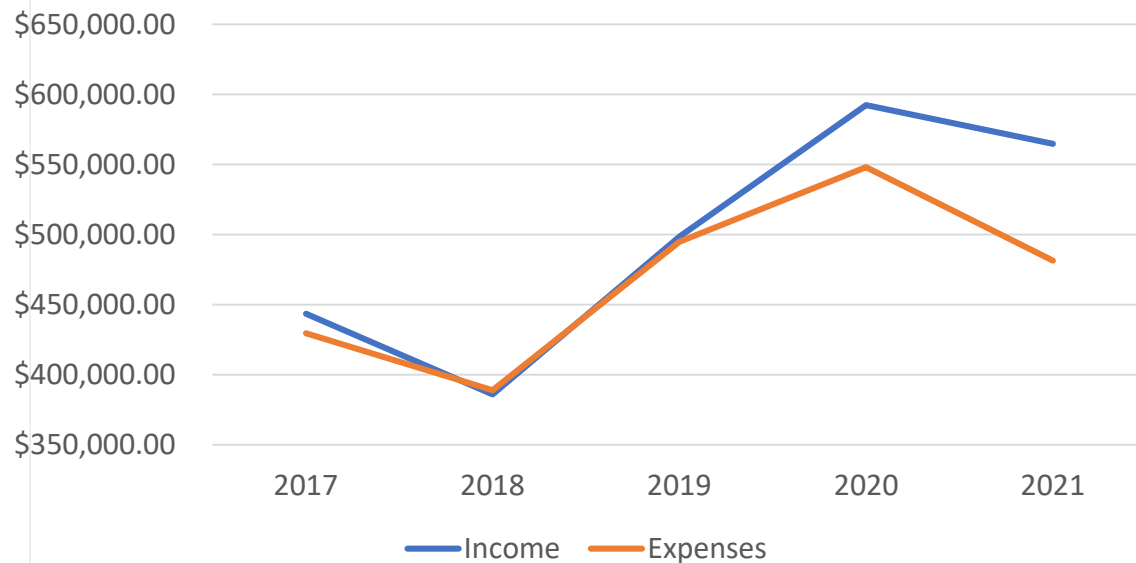


## INCREASE FUNDING & RESOURCES

- Increase overall funding by 20% annually
- Diversify overall funding sources
- Ensure fiscal responsibility of the organization

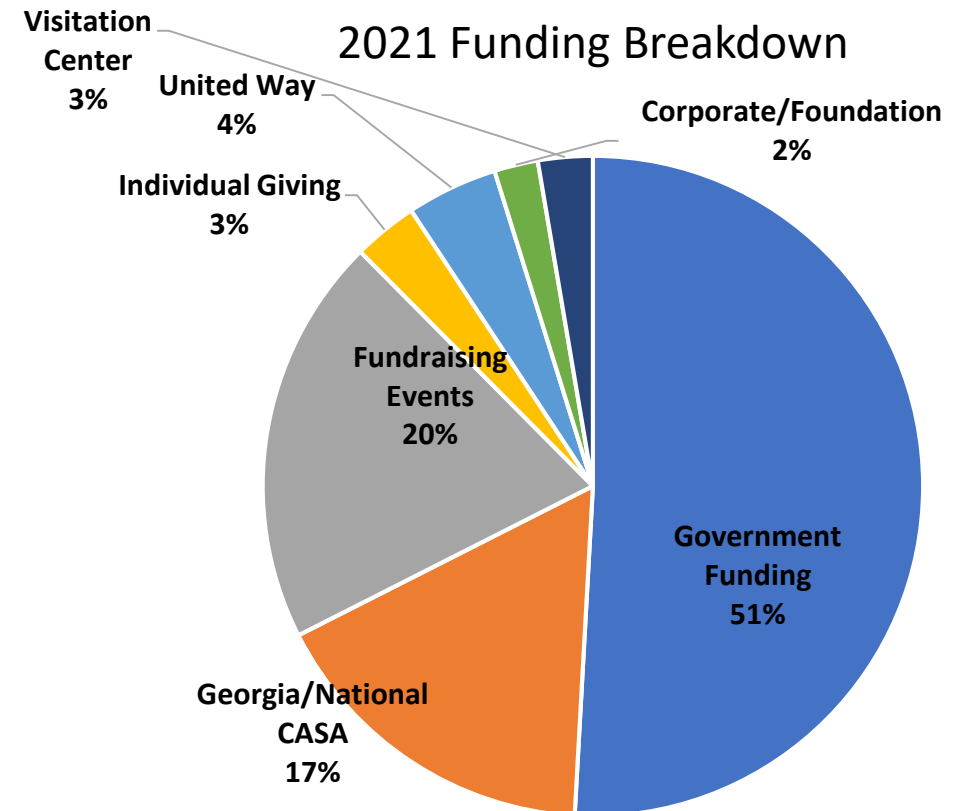
Change of Fiscal Year –  
FY2021 is a 9 month Budget

Income & Expenses



### To Be Noted

- Received PPP Loan of \$66,400 in 2020 and \$80,612 in 2021.
- Raised \$131,507 with DWSS



# The Impact of COVID-19.



# THE IMPACT OF COVID-19.

## FINANCIAL

- Received PPP Loans for \$66,000 and \$80,612
- Maintained employment and hired one part-time person
- Decrease in fundraising events in 2020 as well as donations from faith communities
- Increase in individual giving in 2020 – uncertain if this will be maintained in 2021

## ADVOCACY

- Limited contact with CASA and DFCS
- Less family visitation
- Online trainings
- Virtual court hearings that are much longer

## LONG TERM

- Less reports to CPS, less children coming into care during the pandemic
- Anticipate an increase of children with unaddressed trauma this Fall when school returns

## Buy a T-shirt!

\$10 T-shirts and other swag coming to our website soon!



Every child.

CHANGE A  
CHILD'S STORY.™



Questions.

CHANGE A  
CHILD'S STORY.™

