



# Brightside Child & Family Advocacy

Strategic Plan

2022-2025

Board Approval

9.23.2022

## Executive Summary

The board of directors, the strategic planning committee, and the staff of Brightside Child & Family Advocacy have identified six strategic priorities for our 2023 strategic plan:

1. Become the premier organization for foster care services.
2. Effectively engage and support CASA volunteers to maximize the quality of services provided.
3. Expand support for staff and improve board engagement.
4. Increase & diversify funding to meet the growing needs of the organization and reduce reliance on government funding.
5. Create and sustain strong community relationships
6. Be a well-known and respected organization in Chatham County.

Under each of these six priorities, goals were identified. The staff worked diligently to create an operational plan that follows the strategic plan, and the board will be updated quarterly on staff progress.

**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.

## Goals & Objectives

The plan will be reviewed by the Board of Directors quarterly to ensure progress and to address any changes in the business environment and adjust as appropriate.

Growth & Expansion	Enhance CASA Volunteer Advocacy	Board & Staff Development	Increase Funding by 15% Annually	Improve Stakeholder Relationships	Improve Community Awareness of the Mission of Brightside.
<ul style="list-style-type: none"> <li>▪ Create a path to sustainable income.</li> <li>▪ Expansion of Brightside infrastructure.</li> <li>▪ Create plans for growth in key areas.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Maintain volunteers to continue to serve 100% of children in foster care.</li> <li>▪ Identify gaps in diversity and target groups that fulfill those gaps.</li> <li>▪ Improve the quality of volunteer advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff development</li> <li>▪ Maintain a high-level of employee satisfaction.</li> <li>▪ Ensure organization operates from a lens of Diversity, Equity, and Inclusion.</li> <li>▪ Improve board fundraising.</li> <li>▪ Improve board development &amp; retention.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase individual giving to reach \$125,000 annually.</li> <li>▪ Create a volunteer-led fundraising campaign.</li> <li>▪ Launch a capital campaign.</li> <li>▪ Increase &amp; sustain grant funding.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve mutual satisfaction with DFCS.</li> <li>▪ Define Brightside's role in the Chatham County Court Systems.</li> <li>▪ Strengthen relationships within the court system.</li> <li>▪ Develop a system to track referrals</li> <li>▪ Establish a focus on systematic change within the child welfare system.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Brightside Rebranding</li> <li>▪ Prevent Child Abuse Campaign</li> <li>▪ Champion the voices of the families we serve.</li> </ul>

## Operational Plan

**Strategic Priority 1: Become the premier organization for foster care services.**

**Goal 1: Growth and Expansion of Services**

**Objective 1: Create a path to sustainable income**

Activities	Measurement	Who	By when	Update
Diversify programmatic funding to decrease the reliance on government funding.	Government funding makes up no more than 50% of programmatic budget.	Executive Director (ED), Program Managers, & Director of Development (DOD)		
Increase undesignated funding to improve the flexibility of the organization's budget.	Undesignated funding should make up at least 30% of organizational budget.	DOD		
Establish fee-based services to create a sustainable source of income for the organization.	Fee-based funding should make up at least 8% of annual budget.	ED & Program Managers		
Create a Financial Committee for the Board of Directors to create plan and measure financial progress.	Committee with goals	ED & Board of Directors (BOD)		
Create an investment strategy for the organization.	Earmark at least 2% of the undesignated funding for investment	ED & BOD		

## Objective 2: Expansion of Brightside Infrastructure

Activities	Measurement	Who	By when	Update
Hire appropriate number of staff to fully operate the Bright House program.	Ratio of staff to number of visits.	ED and BH Program Manager (PM)		
Create robust Bright House policy and staff training requirements.	Documentation of policy and tracking of staff training	Executive Director & BH PM		
Establishing an organizational headquarters that will house administrative, volunteer engagement and training space, access to technology, and a digital and paper library.	Creation of plan.	ED		
Improve internal financial management	Creation of plan for improvement with tracked progress attached.	ED & Operations Manager (OM)		
Complete a full review of the infrastructure of the Savannah CASA program (staff, technology, finances).	Documented review	ED, Advocacy Director (AD), OM	6/23	
Present identified needs to board of directors and create a comprehensive plan to scale the program to meet the needs.		ED, AD, BH PM, DOD, OM	9/23	
Investigate the opportunity to create a safe space for disrupted placements.		ED	4/23	

## Objective 3: Create plans for growth in key areas.

Activities	Measurement	Who	By when	Update
Strive to establish a Family Resource Center.		ED		
Explore possibilities to better support youth aging out of foster care.		ED		

**Strategic Priority 2: Effectively engage and support CASA volunteers to maximize the quality of services provided.**

**Goal 2: Enhance CASA Volunteer Advocacy**

**Objective 1: Maintain volunteers to serve 100% of children in foster care.**

Activities	Measurement	Who	By when	Update
Create a Volunteer Recruitment Plan to maintain 200 volunteers.	Creation and Implementation of the plan Recruit 60 volunteers annually	ED, AD, VISTA, Education Specialist (ES)	12/22	
Create a volunteer retention plan to retain 200 volunteers. Goal: 80%	Create and implementation of plan. Calculate retention rate of volunteers quarterly	AD, Coordinators	12/22	
Create a plan for identifying cases that best fit volunteers in regards to specialty areas that includes capacity for each specialty court.	Completion of an assessment to show trajectory of each specialty court.	AD, Coordinators	03/23	

**Objective 2: Identify gaps in diversity and target groups that fulfill those groups**

Activities	Measurement	Who	By when	Update
Recruit male volunteers Goal: 30%	Calculate percentage of male volunteers quarterly. # of male centered organizations that are contacted.	AD, VISTA, Coordinators	9/25	

Recruit more volunteers of color that mirror our county demographics Goal: 45% Black, 6% Hispanic	Calculate percentage of volunteers of color quarterly. # of organizations contacted	AD, VISTA, Coordinators	9/25	
Create a Peer Recruitment Plan	Creation of plan for peer recruitment. Conduct 2 “Bring a Friend” Activities Annually	AD, VISTA, Coordinators	1/23	

**Objective 3: Improve the quality of volunteer advocacy**

Activities	Measurement	Who	By when	Update
Create a comprehensive continuing education plan for CASA volunteers Goal: 60% completed 12 hours 40% completed at least 6 hours	Creation and implementation of CE plan Completion of survey to assess barriers to completion of hours.	AD, Coordinators	9/25	
Create Education Plan for Specialty Areas/Courts.	Creation and implementation of volunteer training plan.	AD, Coordinators	2/23	
Improve the timing of court reports (To AD 5 days prior To court/parties 3 days prior)	Track the timing of court report	AD, Coordinators	9/25	

Improve quality of court reports	Track who Volunteers are receiving information from, what records are being reviewed, and engaging parents. Create a rating system.	AD	9/25	
Quantify the impact of CASA advocacy	# of CASA recommendations that Judge agreed with			
Improve Timeliness of Contact Logs	Track monthly log completion. Creation of incentive plan.	AD, Coordinators	9/25	
Document the longterm outcomes of children with CASA volunteers	Create plan and process to document. Educate staff.	ED, AD	6/23	

**Strategic Priority 3:** Expand support for staff and improve board engagement.

**Goal 3: Board and Staff Development**

**Objective 1: Staff Development**

Activities	Measurement	Who	By when	Update
Create a training schedule to ensure all staff operates from a trauma-informed lens.	Staff fully trained in trauma responsiveness		<b>3/23</b>	
Ensure that all job descriptions are thorough and regularly reviewed.	Reviewed semi-annually and updated as needed.			
Create goals for all staff members.	Quarterly check-ins on goals and documentation of progress.		<b>By 10/1 annually</b>	

**Objective 2: Maintain high level of employee satisfaction.**

Activities	Measurement	Who	By when	Update
Create a comprehensive survey to document the priorities of staff and satisfaction with workplace culture	Results presented to Executive Committee	Executive Director	3/23	
Based on survey, create a plan to implement agreed upon programs, benefits, etc.	Present to Board of Directors	Executive Committee	9/23	

**Objective 3: Ensure the organization operates from a lens of Diversity, Equity, and Inclusion.**

Activities	Measurement	Who	By when	Update
Create and implement a DEI plan	Creation and implementation of plan- progress tracked in plan	DEI committee, Board of Directors		



### Objective 4: Improve board fundraising

Activities	Measurement	Who	By when	Update
Utilize fundraising menu to add accountability for board involvement in fundraising	Track completion metric of each board member on their selected items.		Annually	
Improve engagement with DWSS	Post-event survey with dancers to track satisfaction with board engagement  Track time volunteered and financial contributions		Annually	

### Objective 5: Improve Board Development & Retention

Activities	Measurement	Who	By when	Update
Governance committee to track strategic plan, policy, and orientation	Create board committee	Board chair	1/23	
Executive committee drives board recruitment	Nominations based on priorities defined by board	Executive Committee	10/22 Exec Comm Meeting then annually	
Every board member attends a court hearing	Track board member attendance at hearings  New board members attend within first quarter.	Advocacy Director & Executive Director	Report Quarterly	
Executive Committee redesigns the board orientation process	Redesigned and implemented	Executive Committee	Q2 FY23	

**Strategic Priority 4: Increase & diversify funding to meet the growing needs of the organization and reduce reliance on government funding.**

## Goal 4: Increase funding by 15% annually

### Objective 1: Increase individual giving to reach a goal of \$125,000 annually.

Activities	Measurement	Who	By when	Update
Adding a Spring appeal	Initial goal of \$20,000 and increasing 20% annually.	Director of Development	Every Spring	
Create a robust plan to secure planned giving.	1 new planned gift annually.	Director of Development	12/22	
Establish a monthly giving program.	10 new monthly donors annually.	Director of Development	1/23	
Create a major gift pipeline.	10 new major gift donors annually (\$2500+)	Director of Development	12/22	
Create a sustainable stewardship plan. This plan will be attached to the Strategic Plan with its own goals and deadlines.	Staff and board fully trained to implement plan.	Director of Development	12/22	
Employer Matching Gifts	Create a plan to improve employer matching gifts.	Director of Development	12/22	

### Objective 2: Create a volunteer-led fundraising campaign

Activities	Measurement	Who	By when	Update
Identify a committee to manage this campaign.	A fully functioning fundraising volunteer arm.	Director of Development	9/24	

### Objective 3: Launch a Capital Campaign

Activities	Measurement	Who	By when	Update
Identify the need and determine fundraising goal.		Executive Director & Board of Directors		

Fundraising staff fully trained in capital campaigns.		Director of Development		
Create a committee.	Committee meeting regularly with defined goals.	Director of Development		
Identify seed prospects.		Director of Development & Committee		
Quiet phase asks.	Present asks to initial seed prospects.	Director of Development, Executive Director & Board of Directors		
Capital campaign fully launched.		Director of Development & Committee		

## Objective 4: Grant Funding

Activities	Measurement	Who	By when	Update
Increase funding from private foundations	Increase private foundation funding by 15% annually	Director of Development, Executive Director, & AmeriCorps VISTA		
Increase corporate grant funding	Identify prospects with similar missions	Director of Development, Executive Director, & AmeriCorps VISTA		
Sustain government funding	Max out current government funding Identify new funding sources	Executive Director, Program Managers		

## Strategic Priority 5: Create and Sustain Strong Community Relationships

### #5 Improve Key Stakeholder Relationships

#### Objective 1: Improve Mutual Satisfaction Between Brightside and DFCS

Activities	Measurement	Who	By when	Update
Create a survey with incentives to identify a starting point for improvements.	Create and send survey. Creation and implementation of plan. Progress tracked in plan	Advocacy Director, Program Manager	2/23	
Create a comprehensive plan for improving the relationship.	Creation of plan and appreciation efforts.	Advocacy Director, Program Manager	2/23	

## Objective 2: Define Brightside's role in the Chatham County Court System

Activities	Measurement	Who	By when	Update
Improve volunteer experience in Chatham County Juvenile Court.	Survey for volunteers to assess needs. Creation of plan to improve experience in court.	Advocacy Director, Advocacy Coordinators	4/23	
Create and distribute materials about the Bright House to both Superior and Juvenile Court.	List of documented locations with BH information	Executive Director & Program Manager	11/22	
Clearly define CASA's roles in speciality courts.		Advocacy Director, Advocacy Coordinators	3/23	

## Objective 3: Strengthen relationships with the Court System

Activities	Measurement	Who	By when	Update
Establish shared trainings	Number of shared training	Advocacy Director & PM	9/25	
Improve play area of Court	Satisfaction of court with improvement	Advocacy Director	9/25	
Improve communications with Juvenile Court	Progress tracked by annual survey	AD & PM	9/23	

## Objective 4: Develop a system to track referrals

Activities	Measurement	Who	By when	Update
Bright House	Track types of referrals in Charity Tracker	Program Manager	9/23	
Savannah CASA	Track types of referrals in Optima	Advocacy Director	9/23	

**Objective 5: Establish a focus on systematic change within the child welfare system.**

Activities	Measurement	Who	By when	Update
Tracking DFCS policy requirements – FTM, Case Plans, Roundtables, Youth Signing Out, Continuances, etc.	Create tracking system to monitor compliance with DFCS policy. Create a plan to address these violations of policy.	Advocacy Director, Advocacy Coordinators	9/25	
Improving Attorney/Client Relationship	Create tracking system of attorney contact with client (parent/child).	Advocacy Director, Advocacy Coordinators	9/25	
Creating an advocacy plan	Committee to formalize plan and strategy for sending information out.	Executive Director	9/23	

**Strategic Priority 5: Be a well-known and respected organization in Chatham County.**

**#5 Improve Community Awareness of the Mission of Brightside.**

**Objective 1: Brightside Rebranding**

Activities	Measurement	Who	By when	Update
Establish a Community Awareness Committee.		Executive Director	3/23	
Create a plan for community awareness that includes all forms of local media.		Committee	9/23	
Create a survey to benchmark current awareness		AmeriCorps VISTA	12/23	
Create elevator pitch and educate stakeholders on it.	Number of trained stakeholders	Executive Director & Director of Development	12/23	

**Objective 2: Prevent Child Abuse Campaign**


Activities	Measurement	Who	By when	Update
Prevent Child Abuse Month	# of activities in April	Operations Manager	3/23	

**Objective 3: Champion the Voices of the Families We Serve**

Activities	Measurement	Who	By when	Update
Utilize blog to elevate the voices of clients.	# of blog posts by children or families	Executive Director	3/23	
Highlight voices of families through social media and traditional media	# of stories shared	AmeriCorps VISTA	9/23	

## One Page Summary

### Brightside Child & Family Advocacy

<b>Mission</b>	Brightside Child & Family Advocacy provides services to prevent child abuse and neglect by strengthening and supporting healthy family relationships.																												
<b>Vision</b>	We believe in a community where every child is given the opportunity to thrive in a safe and loving home.																												
<b>Who We Serve</b>	Brightside serves children who have experienced abuse or neglect.																												
<b>Program and Services</b>	Brightside coordinates two programs, The Bright House and the Savannah CASA program.																												
<b>Strategic Priorities (2023 – 2025)</b>	<ol style="list-style-type: none"> <li>1. Become the premier organization for foster care services.</li> <li>2. Effectively engage and support CASA volunteers to maximize the quality of services provided.</li> <li>3. Expand support for staff and improve board engagement.</li> <li>4. Increase &amp; diversify funding to meet the growing needs of the organization and reduce reliance on government funding.</li> <li>5. Create and Sustain Strong Community Relationships</li> <li>6. Be a well-known and respected organization in Chatham County.</li> </ol>																												
<b>Dashboard Metrics Example</b>	<div style="text-align: center;"> <h4>Strategic Plan Dashboard</h4>  <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th>Priority</th> <th>Completed</th> <th>In Progress</th> <th>No Progress</th> </tr> </thead> <tbody> <tr> <td>#1 Priority</td> <td>0%</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>#2 Priority</td> <td>0%</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>#3 Priority</td> <td>0%</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>#4 Priority</td> <td>0%</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>#5 Priority</td> <td>0%</td> <td>0%</td> <td>100%</td> </tr> <tr> <td>#6 Priority</td> <td>0%</td> <td>0%</td> <td>100%</td> </tr> </tbody> </table> </div>	Priority	Completed	In Progress	No Progress	#1 Priority	0%	0%	100%	#2 Priority	0%	0%	100%	#3 Priority	0%	0%	100%	#4 Priority	0%	0%	100%	#5 Priority	0%	0%	100%	#6 Priority	0%	0%	100%
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