

# Strategic Plan Jan. 2024 – Dec. 2026

# Background:

In 1987, the Oregon Legislature passed legislation that required every child in a dependency proceeding be appointed a Court Appointed Special Advocate ("CASA") to investigate their circumstances and advocate for their best interests in court. Today, there are 20 local CASA programs that serve children throughout Oregon. All local CASA programs are members of the Oregon CASA Network, a 501 (c) (3) organization incorporated in 2011 to promote and support the local programs. In 2021, the Legislature allowed the Department of Administrative Services to delegate oversight and administration of state funds and statutory compliance to the Oregon CASA Network.

# Mission, Vision, and Core Values:

#### Mission:

Our mission is to support and unite local CASA programs to promote volunteer advocacy on behalf of children and youth who have experienced abuse or neglect.

# Vision:

Our vision is a world where all children have a safe place to call home and the opportunity to thrive.

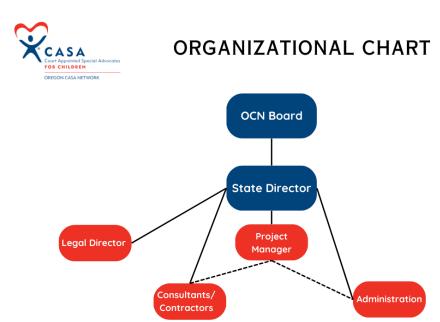
#### Core Values:

- Community: We value the integral role communities play for children and families and prioritize the
  transformative impact and strength of collective partnerships to support every child's health, safety,
  and belonging.
- Inclusion: We value diverse wisdom and knowledge gained through both lived and learned
  experience to more effectively address the inequities that impede the safety and well-being of
  children and families.
- *Justice:* We value interrupting oppressive systems and structures, so that every child is valued and heard, their needs are respected, and they have the opportunity to grow and thrive with dignity.
- *Integrity:* We value honest, ethical, and accountable conduct that honors our partnerships and our mutual goal to advocate for the best interest of every child.





# Organizational Chart:



# Focus Areas & Objectives:

#### Focus Area 1: Support and Advocate for Local CASA Programs

# Objectives

- Increase capacity toward long-term goal of serving all children in Oregon.
- Maintain and grow member networking and collaboration.
- Provide network-wide access to essential tools and information.

# Target Outcomes for Focus Area 1:

- Increase state and federal partnerships on policy issues and funding efforts.
- Continued expansion of the OCN's Learning Management site and program support.
- Regular communication and support through monthly newsletters, weekly calls, annual membership meetings, and access to consultants and legal support.



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#### Focus Area 2: Equity, Diversity, and Inclusion

## Objectives

- Improve capacity to address issues of disproportionality and disparate outcomes in child welfare.
- Prioritize EDI educational opportunities, practice, commitment, and focus.
- Provide access to best practice resources and opportunities for community learning and conversation.

### Target Outcomes for Focus Area 2:

- Increase regular, consistent efforts with statewide coalitions and partners to further EDI work in child welfare landscape.
- Promote and enable regional capacity of Interrupting Oppression training.
- Ensure widespread use of best practice tools developed by the OCN's EDI committee and other CASA-specific resources.

# Focus Area 3: Public Education and Community Awareness

#### **Objectives**

- Increase awareness of CASA through OCN participation in statewide workgroups, councils, and boards with stakeholders and policymakers.
- Increase recognition of CASA through strategic statewide messaging on a variety of platforms.
- Tell the CASA Story: collect, manage, compile, and share appropriate statewide data.

### Target Outcomes for Focus Area 3:

- Increase regular, consistent, and measurable efforts with statewide coalitions and partners.
- Promote effective, meaningful reach of media and messaging campaigns.
- Increase ability to provide programs and partners with statewide and customizable annual data summaries.

## Focus Area 4: Expansion of Reach and Growth Plan

#### Objectives

- Identify and address barriers to CASA assignment for all children in dependency.
- Improve stability and availability of OCN-managed public funding.
- Grow volunteer recruitment, with a focus on recruitment of volunteers who reflect the lived experience and demographics of children and youth in dependency.

## Target Outcomes for Focus Area 4:

- Enhance partnerships with judges, state CRB, ODHS child welfare staff, and child attorneys.
- Expansion of state and federal legislative opportunities and grant efforts for public funding.



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• Increase local and regional capacity of Interrupting Oppression training and continue to grow EDI resources and library on OCN's Learning Management site.

#### Focus Area 5: Organizational Stability

#### Objectives

- Seek additional funding for the OCN's growth and sustainability without competing against local CASA programs.
- Grow the number and diversity of OCN Board members and strengthen Board engagement and leadership.
- Revise organizational structure to promote long-term sustainability.

#### Target Outcomes for Focus Area 4:

- Increase operational funding for the OCN by 25% by December 2026.
- Ensure completion of Board self-assessment data summaries, work with Board to encourage Board-led recruitment, and increase number of Board of Directors by 25% by December 2025.
- Update OCN leadership succession plan and staff growth plan.