

Change of Governance - New Member Support

PROGRAMS STRUCTURED AS NONPROFITS

Upon completion of New Member Support, the program's reviewed documents and policies support the program's alignment with the *National CASA/GAL Association Standards for Local CASA/GAL Programs*. **Documents in bold must be reviewed by the National CASA/GAL during New Member Support.**



DEVELOP A WORK PLAN

Develop a current year plan to continue the program's change of governance structure, including objectives, strategies, responsible program staff/governing board members; partners such as staff from the state organization; and outcome measures to complete the items below.

COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION

Review/Update the program's **Diversity Equity and Inclusion Plan**, including data collection; staff, volunteer and governing board recruitment; and annual training.

STAFFING A CASA/GAL PROGRAM

Ensure there are written policies for recruiting, screening, training, supervising, evaluating, and developing staff.

- The program should review/update a Staff Recruitment Plan detailing the type and number of staff required to accomplish program goals and objectives (given funding and capacity restraints).
- Review/Update Staff Job Descriptions and Standardized Recruitment Packet.
- Review/Update the Organizational Chart showing management structure and lines of accountability.
- Review/Update Staff Screening Process - Written/signed authorizations for background checks, documentation of background screening; interview; and references.
- Review/Update Key Staff Succession Plan, including the **Executive Director Succession Plan**.
- Review/Update **Staff List**.

STAFF MANAGEMENT

Personnel policies should be written in a Human Resources Policies Manual or Handbook, with copies available

to staff. Because the legal ramifications of personnel policies and practices are significant, consider review by an attorney familiar with employment law.

- Review/update **Human Resources Policies Manual or Handbook**.
- If the program is considering permitting staff to transport children, review National CASA/GAL Standards and develop a policy regarding transporting children.
- Review/Update Staff Orientation introducing the National CASA/GAL Association Core Model, National CASA/GAL Standards, Role of the Local Program, and the program's policies and services.
- Review/Update Training and Professional Development Plan – Staff and Executive Director.
- Review/Update process for completing Staff Evaluations. A staff evaluation is communication regarding performance at stated intervals (annually) and should be signed; clearly state future objectives, including self-evaluation and recommendations for further training and skill building.
- Review/Update process for maintaining a confidential file or record for each staff person (include a process for how staff can access their file, including addition and correction of information in the record).
- Review/Update process for Executive Director Evaluation by the governing board that provides for participation by the executive director, ability for executive director to provide written comments and sign.
- If the program is considering the Peer Coordinator Model, review National CASA/GAL Standards.

VOLUNTEER ADMINISTRATION

RECRUITMENT

- Review/Update a Volunteer Recruitment Plan. Work with the program to set recruitment goals with the integration of the Diversity, Equity and Inclusion Plan. Consider the number of volunteers needed; capacity to supervise within National CASA/GAL standards; avenues for promoting the program to the community; and audience.
- Review/Update a **Volunteer Job Description** and Volunteer Application and Standardized Recruitment Packet (role of a CASA/GAL volunteer, qualifications; time commitment, equal opportunity statement) as applicable.

SCREENING

The screening process for CASA/GAL volunteers including written/signed authorizations for background checks, documentation of background screening; an interview; and three references.

TRAINING

Ensure the program director or identified trainer has completed the *National CASA/GAL Pre-Service Training and Training of the Facilitators (TOF)* training or as required by National CASA/GAL Standard 8.5. Determine training modality, schedule; documentation process; and court observation plan. Include a plan for continuing in-service training (12 hours per year). Include how pre-service and in-service training will be documented for staff, volunteers and governing board.

VOLUNTEER MANAGEMENT

- Review National CASA/GAL Standard ratio of 1 supervisor for every 30 volunteers (or a maximum of 45 cases). If the supervisor has other responsibilities, the time should be prorated.
- Review/Update the process for maintaining a confidential file or record for each volunteer (include a process for how volunteers can access their file, including addition and correction of information in the record).
- Review/Update the program's **CASA/GAL Volunteer Policies and Procedures**.
- Review/Update Volunteer Performance Evaluation Process (this can be part of Volunteer Policies and Procedures).
- Upon selection and before assignment of a case, the volunteer must provide a signed acknowledgment of the following policies: **Conflict of Interest Policy**, Confidentiality Policy, and **Social Media Policy** (including Email Communication Policy).
- If the program is considering permitting volunteers to transport children, review National CASA/GAL Standards and develop a policy regarding transporting children.
- Review approved template/outline of Court Reports for the program's jurisdiction.

RETENTION

Review/Update Volunteer Retention Plan (including volunteer recognition).

FISCAL MANAGEMENT AND FUNDING REVIEW (CONTINUED FROM FOUNDATION BUILDING)

FINANCIAL MANAGEMENT

- Review **Budget** from Foundation Building-update as needed.
- Review National CASA/GAL Standard 6.C. regarding audits, financial statements and financial review requirements with the program. Review how the change in governance alters requirements.
- If applicable, discuss maintaining tax-exempt status. Review how to file the program's tax returns via IRS Form 990, how to file for an extension, if the program has staff review requirements for filing W-4 and W-2 for each employee.
- Review renewal requirements for state approval to raise charitable funds (Charitable Registration Requirements).
- Annual Report (financial, statistical and service data summary information). Review state requirements.

RISK MANAGEMENT

Review/Update Purchasing and Inventory Control Policy/Policies. The program should have purchasing and inventory guidelines. For example, purchases must be made in accordance with requirements of particular grants or funding sources; purchases shall be made based upon maximum open and free competition; should ensure the best value; property safeguarded against fire, loss, theft; physical inventory taken on a regular basis; major purchases based on governing board and staff review of need versus resources.

FUNDRAISING

Continue the review of resource development needs and review/update the Financial Resources Plan. Include topics such as campaign dates and resources, targeted communications; fundraising goals; methods (events, mail campaigns, grants, recurring donations); governing board involvement and diverse funding sources.

PUBLIC EDUCATION AND ENGAGEMENT

- Review/Update a plan for communicating and engaging with stakeholders and the general public to provide information and build support for the CASA/GAL mission. Develop a Plan for Public Information, Outreach and Education.
- Communication Plan. Outlines appropriate contact with the media and an escalation protocol for state or national media inquiries, identification of who communicates with the public, and describes when to reach out to state organization and National CASA/GAL. Include how the change in governance will be communicated to staff, volunteers, stakeholders and funders.
- Crisis Management Plan. Addresses issues that may have a significant impact on the credibility, reputation, or funding at the local, state, or national level. This crisis management plan provides for information sharing between the program, governing board, national, state and local CASA/GAL organizations within 24 hours, subject to confidentiality limitations.

DATA GOVERNANCE AND LOGIC MODEL

Review/Update the program's system of collecting, reviewing and reporting accurate data to guide the program's direction. Discuss how data is maintained and reported. Discuss any state policies/requirements regarding data collection.

- Review requirements for the National CASA/GAL Annual Report and Six-Month Surveys.
- Ensure the program understands the need for a Logic Model and has one in development.
- Review/Update Records Retention Policy and Schedule.
- Discuss the process for maintaining a confidential child and case information record.

GOVERNING BOARD DEVELOPMENT (CONTINUED FROM FOUNDATION BUILDING)

- **Updated Board Matrix** - list of Board members, committees (including executive and finance committee), contact information, skill, and affiliation.
- Review governing board roles and responsibilities, ongoing board recruitment, training, and screening. Review/Update **Policy Review Schedule**.
- Continue to review and update Governing Board Member Orientation developed in Foundation Building; Develop Governing Board Training and Development Plan.

NETWORK AND MEMBERSHIP

- Understand the Membership Renewal Process.
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