

**2015-2020 GROWTH
PLAN FOR COURT
APPOINTED SPECIAL
ADVOCATE (CASA) IN
CALIFORNIA**

15,000 kids with a CASA by 2020



- ❖ CASA Programs across California are united in the belief that **no child should have to experience the foster care system alone.**
- ❖ Our vision is that **every foster child in California has access to the service and support of a CASA volunteer.**

15 BY 20 – GROWTH PLAN FOR CASA IN CALIFORNIA

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INTRODUCTION

This growth plan has been developed by California CASA in partnership and collaboration with CASA programs across the state. The plan complements and amplifies the California CASA 5-year vision and strategy¹ and has been reviewed and approved by the CalCASA board and local programs.

EXECUTIVE SUMMARY

In California, there are currently more than 60,000 children, youth and young adults in foster care or other out-of-home placement. All of these children share a tragic past of abuse, neglect, or maltreatment and, through no fault of their own, have to navigate the often-chaotic journey through the foster care system. These children have more challenges in terms of health, education and other outcomes than any other single demographic group of children. All can benefit from the support and advocacy of a CASA volunteer. Kids with a CASA spend less time in care and have better health, social and educational outcomes. **CASA works; but too few children have a CASA.**

The good news: after some years of minimal growth, the numbers of California kids with a CASA has grown by between 450 and 650 children each year for the last three years. That is 5% annual growth. Yet **still, in 2015, only 11,000+ of the 60,000+ kids in care have a CASA.** With strong leadership in the local programs and the state organization, and with new opportunities for funding support, the potential in California has never been stronger for serious growth in numbers of children served.

Goal: 15,000 California kids with a CASA by 2020

Our “15 by 20” growth goal: our numbers will increase by an average of approximately 775 foster children each year (average 6% annual growth) so that at least 4,500 more will have a CASA by 2020. This means 13,000 children will have a CASA by 2017 and more than **15,000 will have a CASA by 2020.** This requires:

6% annual growth = 15,000 kids with a CASA by 2020 = 4,500 more children served

= At least 3,500 additional new volunteers recruited and matched to a child

= Growth capital of \$1 million for marketing and advocacy for state funding

= average \$2 million in new operating funds per year (\$2,500 per child per year)

= Approximately \$12 million total new funding over 6 years

= Total CASA programs' annual operating budgets in California: \$40 million in 2020

¹ See Appendix 4: CalCASA 5-year vision and strategy, with progress to date

The 6% growth will not occur evenly across all counties. Some areas are already serving close to the total number of children in their county, others are serving less than 10% of the potential number, ranging from a few hundred children in care to (in the case of Los Angeles County) nearly 30,000 children. Therefore, we will focus our deepest investment – including pilots and demonstration projects – in the counties with most potential to move the dial in terms of numbers. We will make some targeted investments where there is a special need or priority; and then we will make broad investment in replication and sharing of resources and best practices across all counties in California.

Growth Strategies

Three key initiatives will drive our plan to reach greater scale.

Enhanced Marketing and Communications

Targeted and statewide campaigns to enhance brand recognition, volunteer recruitment, and donor engagement, through:

- sharing new media and communications tools already developed by CalCASA and many programs;
- investing in promising models to be tested in pilot sites and then disseminated;
- exploring development of a statewide marketing campaign including social media, radio, and TV;
- researching and cultivating marketing firms and corporate partners that might be open to adopting CASA as the focus of a large-scale *pro bono* or underwritten cause marketing campaign.

Expanded Advocacy to increase State Funding

Policy advocacy and partnerships to pursue increased or new state funding streams including:

- advocating for the governor and appropriate executive agencies to commit VOCA dollars to growing CASA;
- approaching the legislature to increase state funding to CASA programs to the current statutory limit of \$3.9 million;
- exploring the possibility of removing the current statutory limit entirely; and
- removing the requirement that CASA programs pay for volunteer background checks.

Increased Capacity to manage growth and maintain program quality

Maintaining current program capacity and quality during scale-up, including:

- continued Technical Assistance and training for organizations to maintain program size and quality;
- increased investments in collaboration and economies of scale;
- CalCASA staffing and resources grow by 40-50% to support the growth plan, facilitate collaboration and serve growing programs.

VISION FOR CASA IN CALIFORNIA

- ❖ CASA Programs across California are united in the belief that **no child should have to experience the foster care system alone.**
- ❖ Our vision is that **every foster child in California has access to the service and support of a CASA volunteer.**

CASA IN CALIFORNIA OVERVIEW

The problem

There are currently more than 60,000² children, youth and young adults in foster care or other out-of-home placement in California. These young people have more challenges in terms of health, education, wellness, and other outcomes than any other single demographic group of children.

Currently, less than half of California's foster youth graduate from high school. On average, foster youth attend nine different schools by age eighteen. More than half of our clients suffer from severe mental health challenges as a result of trauma, and half need special education services. School records are often lost as children are moved to new schools. Many foster youth lack a responsible adult capable of monitoring these complicated issues. As a result, foster children become more likely to be absent, truant, suspended, or placed in inappropriate educational settings.

The foster youth population has also become predominantly adolescent-aged, a population that is harder to place in permanent homes and therefore requires more support. These young adults need high school diplomas, job training, healthcare, housing, and the basic skills to live independently. Without these services, foster youth are often defeated in their attempts at entering adulthood; of the youth who emancipate each year, 51% become unemployed, 40% are incarcerated and 25% end up homeless within only two to four years of emancipation. According to the CA. Dept. of Social Services, 65% of emancipating youth lack safe and affordable housing. (Citations: www.casaforchildren.org/about.)

The role of CASA

The Court Appointed Special Advocate's goal is to ensure that foster youth have safe, stable housing and access to health, education and permanency-planning services that will improve their quality of life, break the cycle of abuse and neglect, make sure they have strong adult relationships, and prepare them for positive adult citizenship. Program activities are founded on one-on-one advocacy and mentorship through volunteer court-appointed advocates closely supervised by professionals.

² This number is a moving target that may drop or increase by as much as 10,000 per year. Therefore, as CASA has no influence on the overall number of kids coming into the Child Welfare system, focusing on the percentage of children with a CASA vs. total children in care (e.g. moving from 1 in 5 served to 1 in 4 served) is not a useful measure of our progress. Instead, we are focusing on absolute numbers served – and though it is hard to close the gap on a moving target - we are without a doubt moving in the right direction.

Volunteer CASAs complete 30 hours or more of training, including sessions devoted to educational advocacy, healthcare, permanency, cultural competency, community building, and annual continuing education programs. In the Educational component, advocates learn about special education services, the IEP process, disciplinary procedures, alternative school options, and the educational rights of foster youth.

CASAs meet with their assigned youth 10 to 15 hours per month to build a trusting relationship. They visit the youth's placement to assess its safety; establish regular communication with the youth's social worker, parent/guardian, attorney, teacher, caregiver, and therapist; and appraise the needs of the "whole child."

Every six months, CASAs attend a court hearing and advocate for services in the youth's best interests. Services include medical and dental appointments, psychological evaluations, counseling, IEP meetings, individual tutoring, housing changes, and the Independent Living Skills Program, among others.

CASA impact and outcomes

Numerous studies demonstrate impressive results for the CASA program (see box below). The fact

A child with a CASA is more likely to find a safe, permanent home:

Children without CASA involvement are spending an average of eight months longer in care. Children with a CASA are:

- ❖ More likely to be adopted
- ❖ Half as likely to re-enter foster care
- ❖ Substantially less likely to spend time in long-term foster care

Children with CASAs get more help and do better in school

More services are ordered for children who have a CASA. And in school, they are:

- ❖ More likely to pass all courses
- ❖ Less likely to be expelled
- ❖ Less likely to have poor conduct

According to the CA Child Welfare Co-Investment Partnership, the **graduation rate** of foster youth who receive educational advocacy dramatically **increases from 49% to 71%**.

...and Children with CASAs score better on nine protective factors:

- ❖ neighborhood resources
- ❖ interested adults
- ❖ sense of acceptance
- ❖ controls against deviant behavior
- ❖ models of conventional behavior
- ❖ positive attitude towards the future
- ❖ valuing achievement
- ❖ ability to work with others
- ❖ ability to work out conflicts

Citations at www.casaforchildren.org/about.

that CASAs are volunteers, have no motive other than the child’s best interests, develop trust, and provide a consistent presence among the chaos are cited as primary drivers of the results.

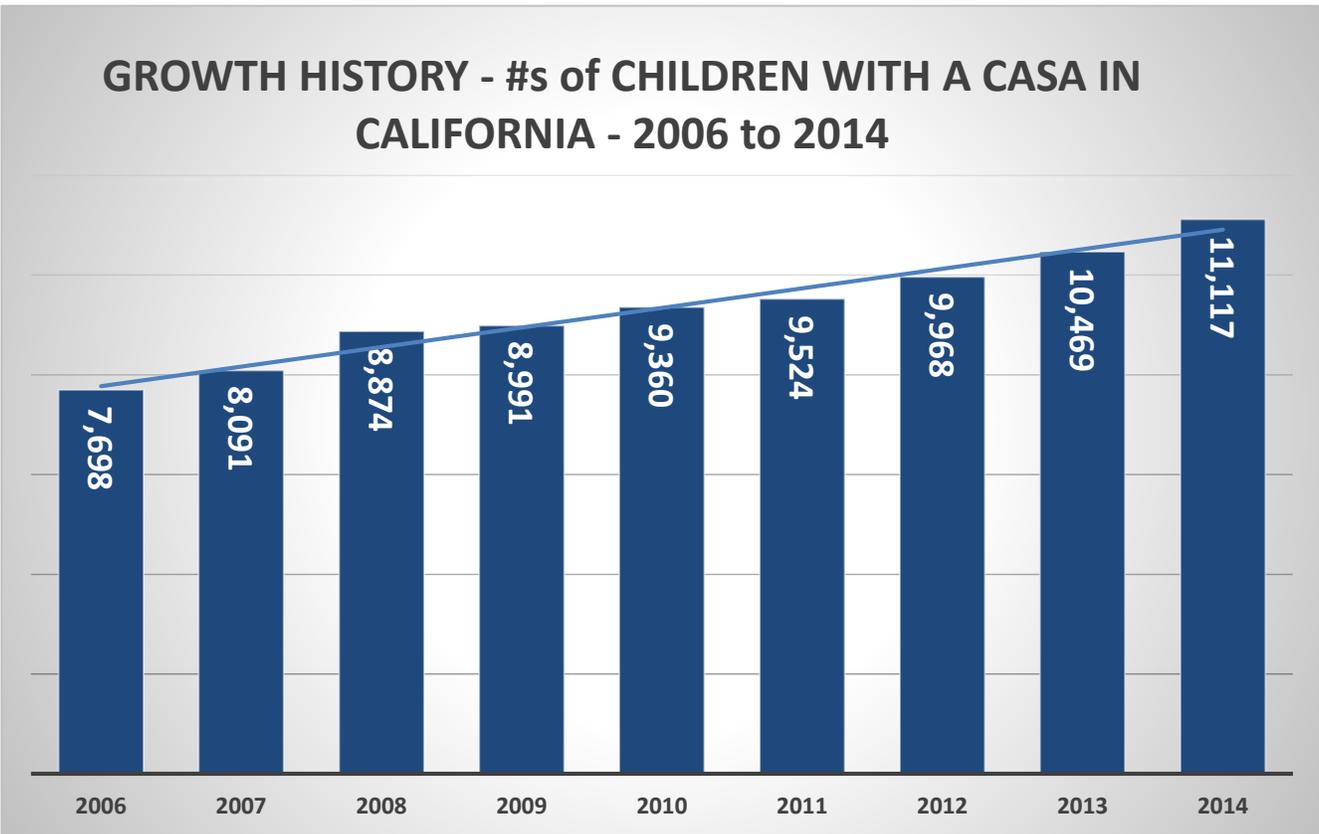
We know that CASA works. But in 2015, only approximately 11,000 of the 60,000+ children in care have a CASA.

Current scope of CASA in California.

CalCASA currently supports a network of 400 CASA staff members and 8,000 volunteers. Our statewide network is currently 44 programs strong, serving youth and courts in 50 of 58 counties (84%), and covering the region where 99% of foster youth live.

To ensure each of California’s foster children has at least one consistent, caring adult by their side in court and in life, **we are committed to the long-term vision of growing the state’s CASA network to provide enough volunteers for every child who needs one. And we’re making progress:**

- From 2006 to 2011, the number of California children with a CASA grew by an average of 365 per year – nearly 4% annual growth.
- Over the past three years (2012 to 2014), this has accelerated to between 450 and 650 more children served each year – average 5% annual growth.



CalCASA and programs across California are committed to keeping up this momentum by accelerating the annual growth in numbers of children with a CASA and maintaining that increased growth rate over the next six years.

Why now? The time is right for accelerated growth

While efforts to grow the CASA programs are not new in California, a number of factors make this an opportune moment to accelerate and maintain our programs on a larger scale. Now is the right time, because we have:

❖ Strong programs

We are building on success. In California, the commitment to serious growth in numbers of children served has never been stronger. Local programs have shown deliberate steady success in advancing the number of children served throughout the state. In 2014 statewide, thirty-seven of 44 programs (84%) either maintained current service levels or increased their reach, with 18 programs (40%) growing at above-average rates³. We have seen particularly robust growth in the largest counties and programs, where the need and potential for expansion is greatest.

❖ Excellent commitment and partnership.

We all have “skin in the game.” For example, all three of the programs that are home to first-year pilot projects have committed significant staff time, pro bono support and funding. Notably, as a statement of Voices for Children’s commitment, they will match a \$50,000 pass-through grant with more than \$2 for every \$1 awarded to this project. Also, a number of individual and collaborative endeavors focused on growth are already underway, pre-dating this growth plan.

❖ Strong opportunity

We need to seize the day. This year, California, for the first time in many years, had a state budget surplus. Plus, the governor has called for a reorganization of funding for Victims of Crime, to occur prior to July 2016. This may allow CASA to enter the field and secure VOCA funding.

❖ Strong statewide organization.

CalCASA’s board and staff are fully committed to supporting growth efforts across the state and have put the foundations in place for the strategies described in this plan. CalCASA has built strong relationships with allies and partner organizations, and just this past year, worked conspicuously to support allies in their successful efforts to gain increased state funding. In addition, over the past 18 months, CalCASA developed and began implementation of a comprehensive communications strategy, producing a new and improved website, e-newsletters tailored to donors and our network, and an increased social media presence. This positions us well to support and amplify the marketing and visibility efforts of CASA programs across the state.

³ National CASA Association Summary Findings: California CASA/GAL Programs 2014

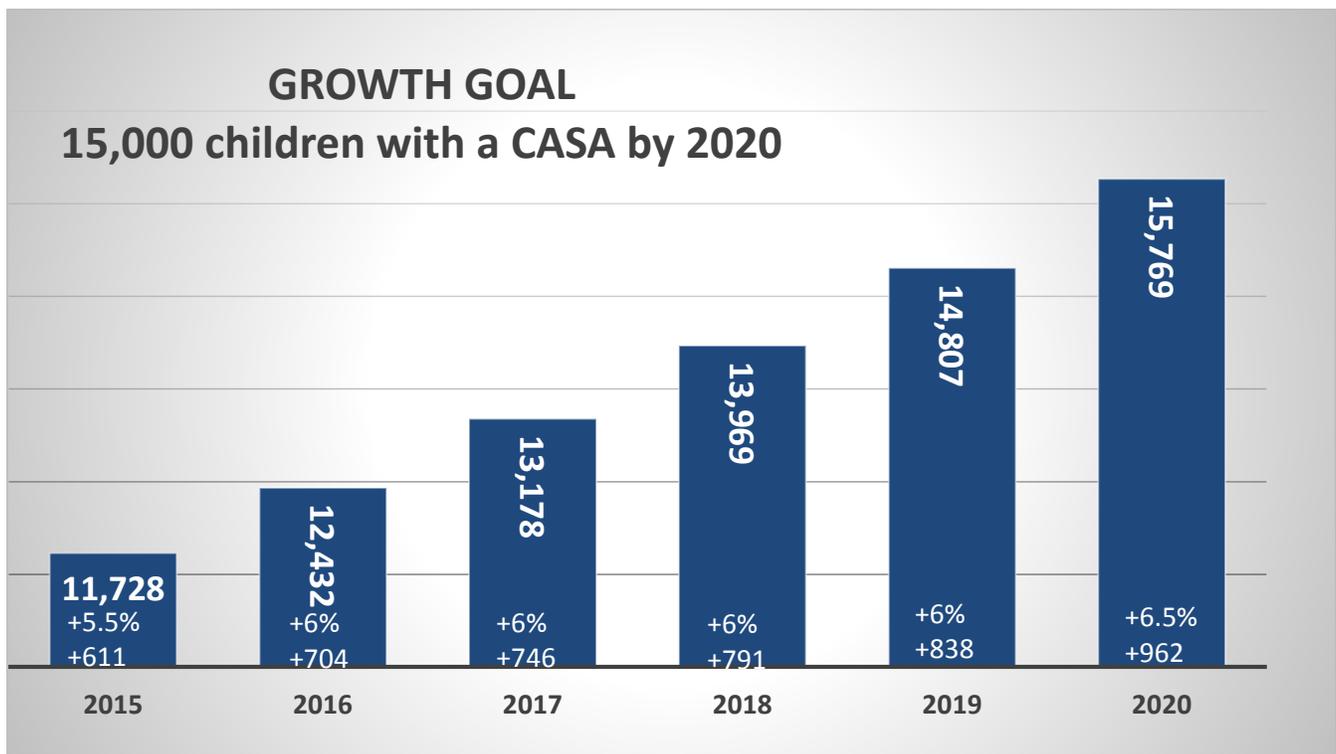
GROWTH GOALS

Our goal is 6% average annual growth from 2015 to 2020, which means an increase in the number of total children with a CASA – from over 600 more children served in 2015 to a growth rate of over 900 more per year by 2020.

Achieving this goal ensures that 4,500 additional children will have benefitted from a CASA over this period. Across the state, we will have:

- 13,000 children with a CASA by 2017 and
- 15,000 children with a CASA by 2020

This growth plan looks forward over a six-year period because the new marketing and fund development strategies described here will take time to translate into numbers of children served. For that reason, we project growth to be more gradual from 2015 to 2017, achieved primarily through continued successful application of strategies already under way. This will be followed by accelerated growth in numbers served from 2017 to 2020 as we see the fruits of the marketing and advocacy strategies that will be undertaken over the next three years.



What does this growth require in terms of volunteers and budget?

- ❖ At least 3,500 additional volunteers recruited, trained, and matched to children.

Currently, around 2,500 new volunteers are recruited, trained, and matched with a child each year. To meet our growth goal, this number will need to increase gradually to around 3,500 new volunteers per year by 2020. This demands creative, expansive marketing and visibility efforts, including both a broad campaign and strategies targeted to the needs and demographics of different programs and regions.

❖ **At least 150 more CASA staff members across all programs by 2020.**

The overall size of CASA programs and of CalCASA itself will have grown by 35% by 2020, with at least 120 more program staff to manage the increased caseload, plus additional communications, marketing, development and administrative staff.

❖ **An average of \$2 million in new funding each year.**

The annual per child cost in California is \$2,500 per year. Therefore, as our budget projections show, to maintain support for the growth in number of children served, the total operating budget for all programs across the state plus CalCASA will need to increase by approximately \$2 million each year for a total of \$12 million over the six-year period. This takes the combined annual operating budget for all programs and CalCASA from approximately \$30 million in 2014 to \$40 million by 2020.



❖ **At least \$1 million in growth capital for marketing and advocacy activities:**

In the first stage of this plan, investments in the pilot marketing and advocacy initiatives in 2015 to 2017 require growth capital of at least \$500,000. This funding will come in part from National CASA growth grants, complemented by other initiatives and funding already underway. These include a grant from van Loben Sels/Rembe Rock Foundation to research, plan, and implement a marketing campaign for rural Far North counties. CalCASA will also request funding from Walter S. Johnson to support marketing and advocacy work. Demonstration project partners will also leverage the NCASA

funding with pro bono and other support for marketing. Secondly, we anticipate that the launch of a statewide marketing campaign in later years of this plan will require direct funding and pro bono support of a total value of at least another \$500,000. CalCASA and partners will continue to explore foundation support, corporate sponsorship and pro bono support for this cause marketing.

Where will the growth occur?

Our goal is an average 6% growth per year across all the CASA Programs, but the rate of growth will not be distributed evenly across all counties. For example:

- Some CASA programs are already serving between 75% to nearly 100% of the total number of children eligible for a CASA in their county. For these programs, our goal will be to maintain their current capacity with moderate growth where needed. We anticipate that the following 15 CASA programs will grow by 2 to 5% annually for a total of 450 more kids served from 2015 to 2020 – approximately **10% of the total goal**.

Amador	El Dorado	Imperial	Inyo/Mono	Lassen	Marin
Mariposa	Modoc	Napa	Nevada	Placer	Santa Barbara
San Benito	Santa Cruz	San Mateo			

- In the middle range are 23 programs that have more significant numbers of children in care in their county without a CASA. These are programs that – with adequate funding and marketing support – have the potential for steady growth in the 5 to 7% range annually for a total of 1,350 more kids served from 2015 to 2020 - **approximately 30% of the total goal**.

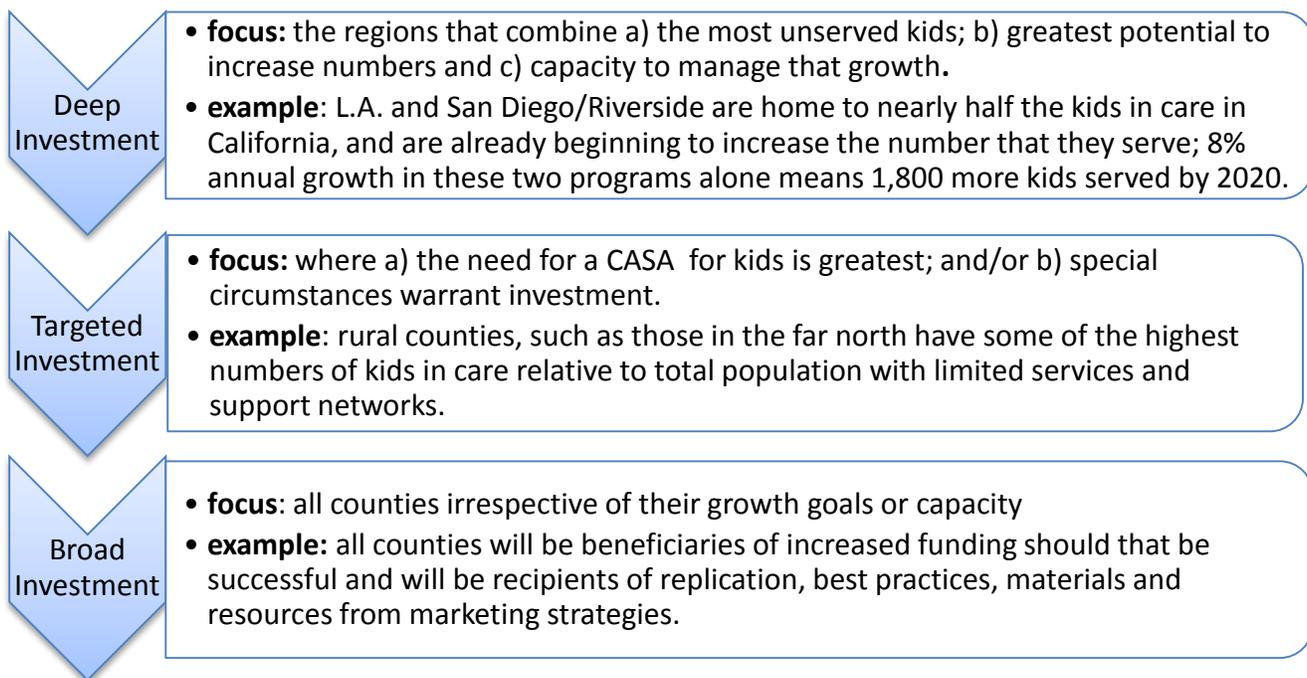
Alameda	Fresno/Madera	Mendocino/Lake	San Francisco	Siskiyou	Tulare
Butte / Glenn	Humboldt	Merced	San Joaquin	Solano	Ventura
Contra Costa	Kern	Monterey	San Luis Obispo	Sonoma	Yolo
Del Norte	Kings	Plumas	Shasta/Tehama	Stanislaus	

- At the other end of the spectrum, there are programs that – although amongst the larger programs and growing quickly in recent years – are serving only 5% to 30% of the thousands of their county’s children in care who could benefit from a CASA. Most notable here are: a) Los Angeles County, where at any given time there are 20,000 to 30,000 children in care, of whom fewer than 5% have a CASA; b) San Diego and Riverside (the two counties served by Voices for Children of San Diego) which together have over 12,000 children in care; and c) the next tier: San Bernardino, Santa Clara, Sacramento, Orange, and Fresno/Madera Counties, each of which has more than 2,000 kids in care. Our goal is to reach average annual growth of at least 7% to 9% per year for these six programs. This will ensure 2,700 more kids served from 2015 to 2020 – approximately **60% of the total goal**.

Los Angeles	San Diego/Riverside	Orange	Sacramento	San Bernardino	Santa Clara
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The sequencing and levels of investment in this plan reflect this geographic distribution of need and potential for growth:

- We will focus our deepest investment – including support for pilots and demonstration projects – in the counties with the most potential to move the dial significantly in terms of numbers.
- We will also make some targeted investments where – although actual growth numbers will be more modest -- there is a special need or priority, or a specific collaborative effort means that growth can be achieved with economies of scale.
- Finally, of course, the growth plan impacts all counties through our policy advocacy to secure additional public funding across the state and through opportunities for replication of successful pilots and access to marketing resources and best practices.



Commitment to diversity as we grow

CalCASA is committed to equity and diversity as essential values. This is reflected in our leadership and operations and in how we promote these values network-wide. Our staff represents various ethnicities, ages, education and economic backgrounds, sexual orientations, and life experiences – our CEO and Associate & Legal Director both grew up in long-term foster care and 5 of 6 staff have or are CASAs. The training and curriculum we develop for the network reflects the needs, experience, and input of the children, youth, and young people we serve. The images included on our website, and in our marketing material, videos, and other collateral reflect the broad diversity of foster children and youth and of California in general. Diversity and equity are equally strong institutional values for all CASA programs, reflected in staff and, increasingly, in Board members and CASA volunteers.

We recognize that progress must continue if we are to close the gap to address the disproportional ethnic diversity between our CASAs and children served. Included in our growth plan are three demonstration projects that have track records of valuing diversity. Each will use an intentional approach to their recruitment and marketing that takes into account best practices for expanding the representation of their volunteers. Specific targets depend on the demographics of each county; however, across the network the gap is most prominent for African American, Latino, and male volunteers.

By 2020, we anticipate that our combined marketing and intentional recruitment strategies will result in an increase in the overall percentage of our volunteers who are African American volunteers, Hispanic/Latino, and male. Assuming that the demographics of the children remain at the current distribution, this would shift as follows:

	Demographics of Children Served	2014 Actual demographics		2020 Goal	
		Volunteers	Staff	Volunteers	Staff
Black/African American	18%	5%	7%	10%	10%
Hispanic/Latino	40%	14%	19%	20%	25%
Male	48%	17%	11%	25%	15%

Overview of Growth Strategies

Three key initiatives will drive our plan to reach greater scale.

First, we will engage in a range of creative, expansive marketing and visibility efforts, including national, statewide, and local strategies. These activities will supplement materials already developed by NCASA and CalCASA with piloting and replicating the most promising marketing strategies while also exploring partnership to invest in a statewide major public education and outreach campaign.

Second, we will build our policy advocacy arm to increase the level of state funding for CASA from the state budget, VOCA funding and other strategies. In the current budget, CASA is allocated \$2.2 million. The full amount permissible (based on county sizes) could be up to \$3.9 million a year. **This alone comes close to meeting the full budget needed for our projected growth.**

Finally, collectively, we will keep doing what we are already doing! The successful Technical Assistance, training, outreach, and hard work across the state has generated 4 to 5% growth in recent years. Maintaining program stability and excellence as we grow is crucial. Growth requires increased collaboration and economies of scale across the state and among cohorts of programs. It also means a focus on training to ensure that high quality continues even as we scale up. We anticipate that CalCASA’s staffing and resources will have grown by 40 to 50% to support this growth plan, to facilitate collaboration and to serve current and growing programs.

Specific goals for each of these strategies with detailed activities for the first two years are provided in the following sections.

STRATEGY # 1: ENHANCED MARKETING AND COMMUNICATIONS

Context

Achieving our growth goal requires that CASA programs can attract, recruit, and train up to 1,000 more volunteers each year – increasing recruitment across the state from the current 2,500 per year to 3,500 per year. For each person who becomes a CASA, we must reach out to a very wide audience of potential candidates through a range of marketing, branding, and visibility strategies that convey an accurate and positive message about CASA programs and what it means and takes to be a volunteer.

Given the experience and resources this requires, it is not surprising, that, in CalCASA's satisfaction surveys, local program leaders asked more often for this kind of support than any other.

Increasing visibility and recognition for CASA serves three key purposes:

- ❖ serving more foster children through the recruitment of a diverse group of CASA Volunteers;
- ❖ improving media relationships so that CASA's reputation will grow among members of the press, government officials, nonprofit leaders and other statewide and national organizations working to promote positive outcomes for foster children; and
- ❖ increasing visibility to enhance board recruitment and inspire individual donor support for CalCASA and all local programs.

We have a strong foundation upon which to build. A number of CASA programs are already launching initiatives to increase their visibility – with very positive outcomes. For example, San Diego and Silicon Valley CASA programs have both seen double-digit growth in recent years due to their online, print, and outdoor marketing efforts. CalCASA is also well positioned to support this work. Over the past two years, CalCASA has focused on building our own communications infrastructure (new website, materials, e-news, etc.) and our capacity to better support the marketing needs of local CASA programs. Successes thus far include producing a CASA television advertisement that has been implemented in two regions, with plans to air it in a third. In addition, we have been able to leverage National CASA's existing materials, and as part of this growth plan, we will engage National CASA as a true partner in our marketing, including helping programs make better use of NCASA's "I Am For the Child" materials.

Examples of recent CalCASA media products

[CalCASA Profile Video](#): *In October 2014, we completed production on a profile video for California CASA Association that also promotes the work and value of the network*

[CASA Music Video](#): *Conceived and produced by CalCASA volunteers, board and staff, this video tells the true story of a young boy who, with the help of his CASA, finds a forever family with his school bus drive. With 10,000 hits to date, this heartwarming video has been embraced by the CASA network members, who use it in a variety of ways including showing it at their fundraising events.*

[Channel 10 Ad](#): *In December 2014, CalCASA launched this regional ad campaign that reaches 11 CASA counties in the greater Sacramento region. The 30-second ad ran for three months. It is now being made available to other regions, e.g., Santa Cruz, which has reported strong results.*

Activities and timeline

CalCASA and local programs will together execute a statewide communications and branding strategy that will be implemented in three phases:

❖ Phase One: 2015-2016:

This research and development phase focuses on testing a range of marketing and branding approaches so that the most effective can then be rolled out statewide. We will pursue two strategies:

1. Invest in promising pilot projects

We will identify and invest in promising models that have potential to move the dial in specific regions and then to be replicated in other parts of the state. See table below for a summary of some of these projects. A number of them (described in more detail in the appendix) are included in CalCASA's 2015 growth grant request to NCASA and others are already or will be supported by other funding sources. Selection of the program sites for these pilots was based on some or all of the following criteria: programs with a) the most unserved kids; b) strong collaborative approach with economies of scale; c) special circumstances or need; d) greatest potential to increase numbers; and e) capacity to manage that growth.

These pilots also intentionally cover a range of approaches including a) PR and earned media to establish CASA as a "go to" resource on stories related to foster care; b) paid media: ad buys in key media markets; c) online marketing strategies; d) PSAs and donated media; and others. In each case, we will evaluate impact and share lessons learned. All the models will prioritize messages, images and outreach tactics that ensure engagement of a diverse pool of volunteers, tailored to the goals of each region, but with an overall focus on increasing numbers of male, African American, and Latino/a volunteers.

2. Share current and new communication tools developed by CalCASA and CASA programs

A Marketing Resource Center on the CalCASA website has been created with input from a CASA marketing advisory committee, with the goal of making it easy for programs to share and adapt samples of successful marketing material and event collateral. Submissions require the completion of a form that provides contact and background information including use, audience, and results achieved (includes outreach material, event collateral, annual reports, invitations, flyers, links to videos, and other resources). This is a new resource as of May 2015. It will be promoted and managed by CalCASA staff and will be continually updated with information from NCASA, the statewide pilot projects and other initiatives.

Phase One: Test regional pilot projects for replication across other programs	
Los Angeles & surrounding counties	Project: Media buying research, planning and testing to determine the media type and outlets that will be most effective in targeted Southern California markets and production of a celebrity-focused video ad. Funding: NCASA \$45,000 plus local pro bono support. Goal: 130 more children served in 2016. See Appendix C.

San Diego & Riverside counties	Project: CASA awareness campaign over large geographic area including digital, print, outdoor advertisements, and a PSA, all designed for targeted market segments, and informed by market research. Funding: NCASA \$50,000 plus local match \$155,000. Goal: 300 more children served in 2016. See Appendix B.
Bay Area – 10 counties	Project: PR campaign to increase recruitment by pursuing earned media in the single Bay Area media market, training staff as spokespeople, and positioning CASA as the credible go-to resource on foster care issues. Funding: NCASA \$40,000 plus local match \$29,500. Goal: 180 more children served in 2016. See Appendix A.
Far North – 13 counties	Project: Explore and implement a marketing campaign including social media training for staff of 10 programs and outreach tailored to rural locations. Funding: \$30,000 of grant to CalCASA from Van Loben Sels Foundation. Goal: total 5% growth in children served across all 13 counties within 3 years.
Statewide dissemination – CalCASA	Project: Dissemination of successful products: a) distribution of the 30 Second CASA TV Ad (piloted last year) with all 44 programs and support from CalCASA programs adapt it for local use by creating tailored landing pages; b) CalCASA production of a tailored PSA (radio) for programs with limited or no marketing dollars. Funding: portion of NCASA \$40,000 for CalCASA plus individual donor and foundation support. Goal: contribute statewide to the 6% annual growth target.

❖ **Phase Two: 2017-2018:**

During this scale-up phase, we will plan for, create, and begin implementation of a statewide marketing campaign. The specific approach will depend on the results from our Phase One pilots, and so this growth plan will be updated with more specifics at the end of 2016. However, we know that likely strategies will include:

1. Training and financial support for CASA programs to replicate the most successful pilot projects

All the pilot sites will share lessons and experience from their projects with the network through webinars, calls, and regional meetings. CalCASA will also post and share all resources on their Marketing Resource Center. In addition, CalCASA will coordinate the development of funding proposals to support replication of the most successful pilots.

2. Research of pro bono marketing support and corporate partnership.

Assuming that our policy advocacy (see Strategy 2) is successful in opening up new state revenue sources for CASA programs, we will be positioned to be able to manage a significant scale-up in the number of children served. This will require underwriting by marketing firms and/or one or more corporate partners that might be open to adopting CASA as the focus of a large-scale statewide marketing and visibility campaign.

CalCASA will use this growth plan as a starting point to identify, cultivate, and recruit funding partners for the statewide marketing campaign.

❖ **Phase Three: 2019-2020:**

Full launch of a statewide marketing campaign with a mix of funding and pro bono resources for a total value of at least \$500,000 statewide, including social media, radio, and TV and underwritten by foundation and corporate partners. Specific scope and activities in this phase depend on outcomes from phase one and two and will be provided when this growth plan is updated at the end of 2016.

Evaluation strategy and anticipated outcomes

In Phase One, each of the pilot projects will analyze the effectiveness of marketing strategies by tracking against the number of volunteer and training inquiries they receive. They will assess public interest in learning more information about CASA by tracking click-through rates in social media as well as overall web traffic. On their volunteer intake forms, the programs will specifically assess how a candidate learned about CASA (i.e. billboards, banners, radio, TV, newspaper, flyers, online, etc.). In combination, these data points will allow each program to evaluate their own campaigns and will share the quantitative data and their qualitative “lessons learned” and findings with other CASA programs in California and beyond.

The overall success of this project will be determined by progress towards the goals in terms of a) increased number of new volunteers who are recruited, trained, and activated; and thereby b) progress towards the goal of 13,000 children with a CASA across the state by 2017 and 15,000 by 2020.

Some of the interim benchmarks of success by the end of Phase One include:

- ❖ **Pilot marketing projects:** these will together result in an **increase of at least 610** in the number of children by end 2016 across the three NCASA-funded pilot counties. (L.A.: 130; San Diego/Riverside 300; Bay Area: 180).
- ❖ **Shared resources:** At least 50% of local programs will access one or more of the resources created and shared through the CalCASA Marketing Resource Center and 25% of programs will utilize or replicate one or more of the resources in their own county(ies).
- ❖ **Corporate or marketing partner:** By end 2017, CalCASA and local programs will have engaged at least one significant corporate investor that is sponsoring and underwriting a marketing strategy with a commitment of at least \$500,000 total support in direct funding or pro bono resources.
- ❖ **Statewide marketing campaign:** By end 2018, statewide campaign is fully launched with reach across all counties in California and utilizing TV, social media, and radio -- resulting in an increase of at least 3,500 volunteers recruited, trained and matched each year.
- ❖ **15 by 20:** By the end of 2020, marketing and outreach will have enabled CalCASA to have met its goal of 15,000 kids with a CASA.

STRATEGY #2: ADVOCACY FOR INCREASED STATE FUNDING FOR CASA

Context

Growth of CASA will require an overall increase in the budget of all CASA programs totaling around \$2 million per year, making the comprehensive budget for all programs in California \$40 million by 2020, up from \$30 million in 2015. While individual donors and foundations will be crucial contributors, those alone are unlikely to afford growth at the level needed. A major increase in public funding is vital.

CASA programs are perfectly positioned to grow their collaborative advocacy efforts with a primary focus on increasing the funding for CASA from the state budget. California CASA has spent years developing an excellent reputation among our ally and partner organizations, and just this past year, worked conspicuously to support allies in their successful efforts to gain increased state funding. Therefore, we are poised to mobilize a network of allies to advocate for an increase in state funding to our CASA network. The main benefit of our CASA network is that it serves 50 of California's 58 counties. With this sort of organizational constituency, we can sponsor a very powerful and far-reaching grassroots campaign in the legislature. The time is also right because there are currently two opportunities for additional funding:

❖ **Advocacy to Increase the California budget schedule for CASA:**

In 2015, for the first time in many years, California had a budget surplus. In the current budget, CASA programs are allocated \$2.2 million but the full amount permissible (see box) could be up to \$3.9 million a year. **This increase of \$1.7 million per year alone could almost completely cover the budget needed for growth to 15,000 kids served across the state by 2020.**

Increasing the CASA line item in the California State Budget

The California State Budget for the 2015-2016 fiscal year appropriated \$2,213,000 for the CASA program from the Trial Court Trust Fund. See AB 93 (2015), line item 0250-101-0932. These funds are given to the Judicial Council, which then passes funds through to the local CASA programs and state organization.

Statute places a limit on the amount of the Judicial Council Request-for-Proposal grants, depending on the population of the county. These grants cannot exceed \$100,000 for a program with a population of 700,000 or more; nor can they exceed \$70,000 for a program with a population of less than 700,000.

Currently, there are 44 organizations that operate 50 county programs. And, according to the California Department of Finance, as of May 2015, there are 15 counties with populations over the 700,000 mark. If CASA organizations were funded such that each county program received the full amount allowed by statute, that amount would total \$3,950,000

Further, these caps were established in the California Welf. & Inst. Code § 100, and they were last raised in 2001, so there could be a strong case made that a review of these caps is overdue. If we successfully advocate for an increase (or removal) of the statutory funding cap placed on CASA programs, the total funding for CASA from the state budget could be even higher.

❖ **Advocacy to gain access to funding from the Victims of Crime Act (VOCA) funds.**

Congress raised the cap for the federal Victims of Crime Act funds, meaning considerably more VOCA dollars for state discretionary grants. CASA could be funded from those funds (as they are in Texas). This would provide considerable funding from a source that has a large influx of new dollars. Moreover, the governor has called for a reorganization of funding for Victims of Crime, to occur prior to July 2016. This could allow CASA to enter the field and secure VOCA funding.

In addition to these two major opportunities, increased engagement in advocacy at the state level will surface other creative ways to support CASA programs. For example, currently all human services nonprofits can perform a background check for their volunteers with the California Department of Justice for free – except for CASA organizations. Successful advocacy for the state to remove the requirement that CASA programs pay for the approximate \$32 cost of each background check for each volunteer and employee would lead to substantial cost savings for all programs.

Activities and timeline:

The work that is necessary for this type of advocacy effort is extraordinarily time-intensive. It involves a high level of communication, travel, and grassroots organization. California CASA will begin the long overdue growth of its policy and advocacy arm with the addition of a Policy Coordinator position. The Policy Coordinator will be a new position that is integral to the success of the project, and will be supervised by our Legal Director. CalCASA staff will partner with CASA programs and allies with a two-pronged approach to advocacy:

❖ **Phase One:** Organize both local CASA programs and other ally organizations to tap into their expertise and political connections

First, CalCASA will work with local CASA programs to recognize their constituency and identify their governmental leaders. We will develop local advocacy plans that will enable each participating local CASA program to cultivate, maintain, and utilize proactive, long-lasting relationships with their political leaders and local child welfare stakeholders. Further, CalCASA will work alongside local programs to ensure the quality, follow-through, and maintenance of the local advocacy plans. In addition, we will provide technical assistance to clarify any questions local programs have about lobbying, their role, and pitfalls to avoid.

An essential aspect of this effort will be ensuring that local programs and their invested constituencies maintain their relationships and are engaged in policy at the state level. Therefore, CalCASA will establish a Statewide Advocacy Committee where local programs can participate in developing a statewide advocacy plan, set legislative priorities, and learn how to leverage their relationships with local leaders. This Committee will become a clearinghouse for ideas and a staging ground for advocacy

movements of the CASA Network. This ensures an engaged group that is ready to react, and reach out to local, state, and federal leaders when there is a need to lobby for an issue at any level. In addition, CalCASA will begin outreach to our ally organizations – notably California Youth Connections and the National Center for Youth Law – to gauge their interest and capacity to partner with us in spearheading this policy advocacy.

❖ **Phase Two:** Use leverage to increase funding for CASA by administrative and legislative advocacy.

CalCASA will then leverage existing relationships with other child welfare stakeholders and the local newly invigorated outreach efforts to advocate for increased state funding. We will work with the newly formed CASA Statewide Advocacy Committee to add onto the existing advocacy plan. We will also ask for NCASA’s assistance with securing VOCA funding; perhaps in sharing the landscape of VOCA funding for CASA nationwide and examples of the impact the funding has made in Texas for example.

It is hard to project exact timing for these strategies as they depend on the timelines and priorities of our partnership, state budget issues and priorities, and the availability of strong legislator advocates. However, we do have an initial timeline for the first 24 months of this work:

By end 2015	Policy Coordinator hired, local Program leadership engaged in the effort, Statewide Advocacy Committee formed, meetings with governor and agencies sought
By end 1 st Quarter 2016	Participating programs have been identified and convened; online advocacy solution (e.g. Luminate) built out and ready to implement as needed going forward (we will seek NCASA support for this); Local programs have completed constituency mapping and have identified and begun to meet leaders.
By end 3 rd Quarter 2016	Legislation (if any) has a sponsor and language is being worked out, local programs identify candidates running for office and begin plans to develop relationship with them.
By end 1 st Quarter 2017	Local program advocacy plans are well underway, and programs have met with all of their leaders/staff at least twice.
By end 3 rd Quarter 2017	California budget reflects increase of at least 50% in CASA Schedule, ideally legislation has been or is in process of being successful in amending funding limits for CASA.

Outcomes and Evaluation strategy

CalCASA will monitor our progress against the timeline set above, and will institute regular outreach to partners to gauge their satisfaction with this work. In the long-term, success of this strategy will be determined by any or all of the following:

- In 2016, the Statewide Advocacy Committee convenes and 80% of surveyed participants feel as though the Committee is either “successful” or “very successful” in creating a CASA policy forum;

- In 2016, CalCASA engages National CASA at least one statewide ally organization as partners in advocating for funding for CASA;
- In 2016, at least 10 CASA programs develop and implement advocacy plans
- In 2016, CASA is allowed to participate in discussions relating to VOCA funding;
- in 2017, VOCA funding has been opened up to include funding for CASA;
- By 2017, the state budget shows increased funding to CASA programs up from the current \$2.2 million per year;
- By 2018, legislation has been passed to amend the statutory funding cap related to CASA programs.

STRATEGY #3: INCREASED CAPACITY TO MANAGE GROWTH AND MAINTAIN QUALITY

CalCASA Strategic Vision 2013-2018

Goal One: CASA programs throughout California are strong, stable, innovative, and able to consistently meet or exceed national, state, and local operating standards.

- ❖ Develop and retain highly competent people at all levels of the organization to carry out and expand our work on behalf of the network.
- ❖ Respond to challenges at the local level in a timely way to ensure new, emerging, or struggling programs overcome barriers to success.
- ❖ Ensure program quality is achieved and maintained through comprehensive, tri-annual site visits that confirm necessary compliance; provide as-needed follow-up consultation to facilitate successful resolution of compliance issues or program challenges.
- ❖ Expand capacity to facilitate communication, continuous learning, professional development, and sharing of best practices across the state.
- ❖ Facilitate regional peer learning and coaching opportunities to strengthen practice and build the movement.
- ❖ Develop special initiatives and tools informed by the needs and inputs of our network and youth advisors.

Context

This plan builds on the outreach and hard work that has generated growth across the state in recent years, while also maintaining and continuously improving the quality of the services that we provide and strengthening our ability to track the outcomes and impact of our work. While the strategies related to increasing marketing and funding are crucial, it is equally important that CalCASA and all local programs ensure that growth is not achieved at the expense of quality. This is the first goal of CalCASA as described in our strategic vision (see box).

This means that, as we continue to rise to the challenge of offering and pursuing new resources, we must also take care to preserve our time-tested foundational services: advocacy at the state and national level, legal guidance, technical assistance, training, curriculum and resource development, convening the network, and crisis and transition support. These critical resources help programs navigate a multitude of daily challenges while strengthening practice and lightening their load allowing them to devote more resources to directly serving children.

Activities and timeline:

Ensuring thoughtful well-managed growth with continued investment in program improvements and staff capacity will require two intentional areas of investment:

❖ **Increased capacity for California CASA**

California CASA is the backbone of the statewide network of local programs. We work with local programs to enhance the heart and common sense that volunteers bring to their position with

knowledge about child welfare and child development. We provide curricula that evolve with the needs of our youth and with child welfare law and policy, training on new and relevant topics, and case-by-case technical assistance to ensure that CASAs are using the full power of the law in their advocacy, and that local programs are as strong as they can be to best support volunteers. We enhance the effectiveness of CASA, and we work continuously to expand service so that more children can benefit from caring, committed, and impactful advocacy.

CalCASA’s 5-year vision (2013-2018) – attached - includes ambitious goals for growth in program scale and quality across the state. So far, we are on track with or have exceeded these goals, with a small but mighty staff of 6 people. We intend to stay lean, but in order to continue to provide services to the growing programs and take a lead role in execution of this growth plan, CalCASA will grow its budget and staffing by 40 to 50% by 2020 as detailed below. This growth will be achieved through:

- ❖ Engagement of new foundation and individual donor support for implementation of this growth plan: CalCASA will reach out to current and new funders to generate support for this work and will continue to grow its board and increase board engagement in fundraising, which has doubled in recent years.
- ❖ Increased support from state funding as a result of our policy advocacy efforts.

2015 CalCASA budget & staffing	2020 CalCASA budget & staffing
Total Budget: FY ending June 2015 = \$850,000	Total Budget: FY ending June 2020 = \$1,250,000
Staffing: 5.6 FTE total CEO – 1 FTE Associate & Legal Director – 1 FTE Program Manager – 1 FTE Fund Development Director – 1 FTE Data & Technology Manager – 1 FTE Admin & Finance Manager - .60FTE	Staffing: 9 FTE total CEO – 1 FTE Associate & Legal Director – 1 FTE Program Director – 1 FTE Fund Development Director – 1 FTE Data & Technology Manager – 1 FTE <i>Admin & Finance Manager – 1 FTE</i> <i>Policy Coordinator (w/e from 2016) – 1 FTE</i> <i>Communications & Marketing Manager – 1 FTE</i> <i>Training & Convening Coordinator – 1 FTE</i>

❖ **Increased capacity for local CASA programs.**

In addition to the core support already provided, CalCASA will support local programs by helping them share information and best practices and provide peer support and learning focused on two areas:

❖ **Growth management.**

This includes provision of training and sharing of best practices and experience among programs as they incorporate greater numbers of staff, deal with reorganization, redefinition of roles and responsibilities, as well as new and improved strategies to handle volunteer CASA recruitment, training

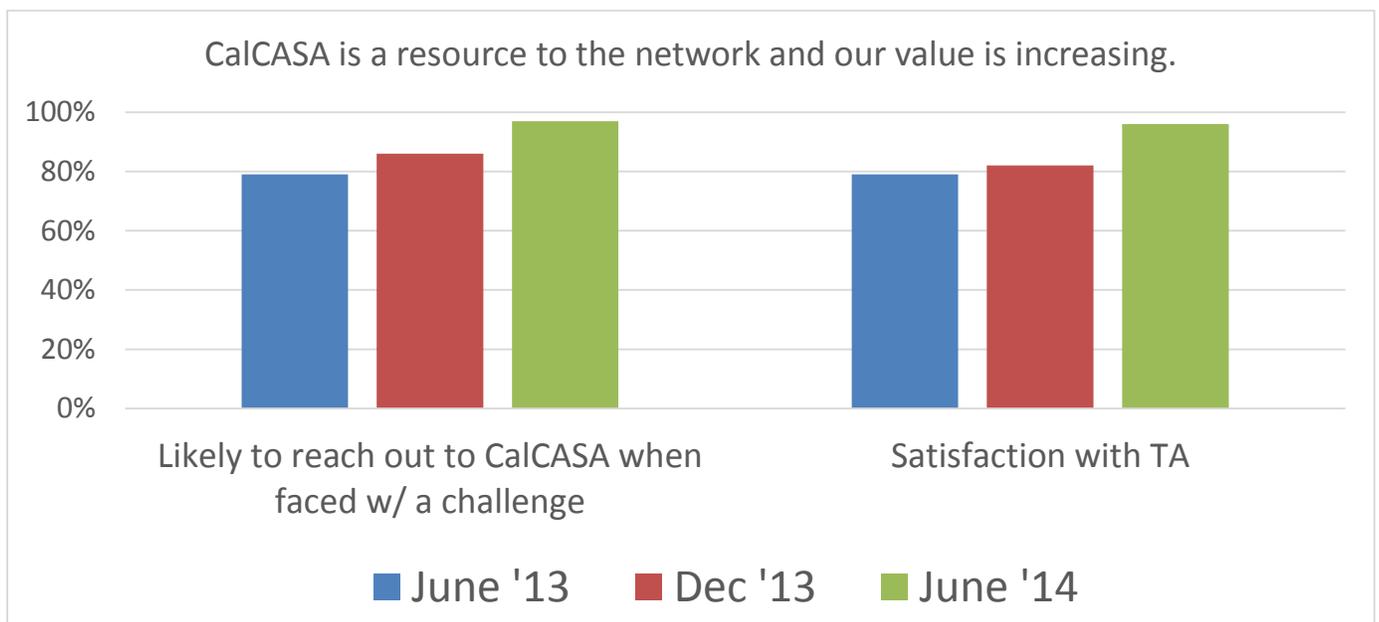
and support. For example, programs will need support to decide which model makes sense for their growing programs: staff case management or a peer coordinator model.

❖ **Increased collaboration and economies of scale.**

We will scale up support for peer-to-peer training and for regional collaborations such as those described in our strategies for marketing and advocacy. This includes support for regional convenings, webinar, and exploration of possible shared training and capacity building support focused on building individual donor fund development capacity across the network.

Outcomes and Evaluation strategy:

- ❖ In network surveys, CalCASA will continue to receive at least 80% positive response to the question of whether we are a resource to the network and whether our Technical Assistance is of value (see below for recent scores)
- ❖ CalCASA will gradually increase its budget and staffing to ensure continued capacity to support the growing network – with a goal of a budget of \$1.2 million by 2020.
- ❖ CASA programs will report continued high scores for program capacity and outcomes and increased level of peer support and collaboration.



APPENDIX A: BAY AREA CASA COLLABORATIVE PILOT PROJECT

Executive Summary

Bay Area CASA programs will partner to launch a widespread awareness campaign aimed at recruiting CASA volunteers throughout the greater San Francisco Bay Area (10 counties.) An initial sub-group will identify and select a marketing/advertising/PR firm to work with the collaborative on the development of a single brand messaging appropriate for a multi-county region with transition and overlap among volunteer work places, residences and child placements. The branded campaign may have several elements —online, print, perhaps outdoor – providing flexibility and, hopefully, some new and unique approaches. The project will be documented and “best practices” will be shared in terms of marketing and recruitment strategies on limited budgets and ways to develop partnerships and collaborations to help stretch resources. Pass through amount: \$40,000. Matching funds: \$29,500.

Context and growth goal

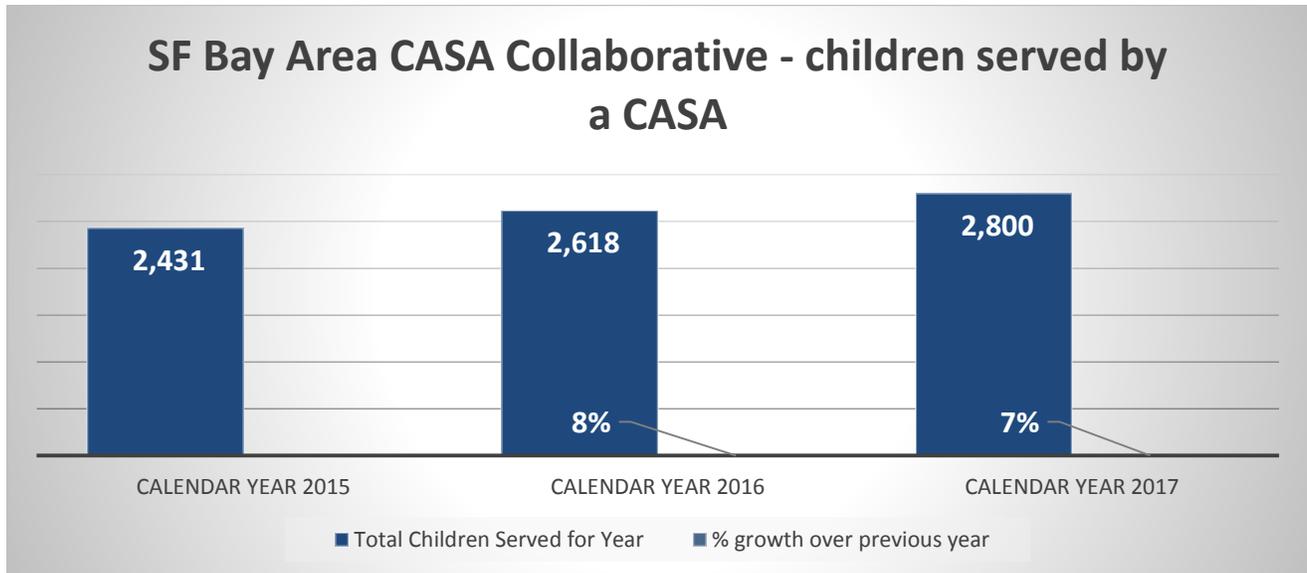
Our Bay Area CASA Collaborative, consisting of ten CASA Programs, is committed to launching a strategic and disciplined public relations campaign with the immediate objective of serving more foster children through the recruitment of a diverse group of CASA Volunteers. Our long-term vision is to improve media relationships so that CASA's reputation will grow among members of the press, government officials, nonprofit leaders, and other statewide and national organizations working to promote positive outcomes for foster children. An indirect benefit of the increased awareness will be the opportunity for exposure to new funding sources and potential collaborative partners.

Our collaboration is a practical solution to limited personnel and financial resources as the San Francisco Bay Area is a single media market and ten separate public relations programs would be cost prohibitive. The San Francisco Bay Area is a large single job and housing market. Many of the residents live and work in different counties. Both job and housing transitions are common. Residents frequently have one- to two-hour commutes. Similarly, children are placed throughout the area, independent of county of jurisdiction. For some counties such as San Francisco and Alameda, as many as 40% of their children are placed in a neighboring county. The media market is also vast, with radio and television and some publications covering all ten counties.

Many people are unfamiliar with CASA. To increase recognition and build brand awareness, we need to take a regional approach. To truly gain traction in recruiting more volunteers to serve more children, we believe we need to develop a single Bay Area message, and to build a marketing, advertising, and PR strategy that will promote one voice for the many. For every person who becomes a CASA, we must reach out to a very wide and broad audience. This is especially true as we work to diversify our volunteer force to better reflect the diversity of the children we serve. In the tech savvy San Francisco Bay Area, we have found online marketing to be especially effective; for example, Child Advocates of Silicon Valley increased their volunteer force by 22.6% with a focus on Craigslist, Face Book and Volunteer Match postings between 2013 and 2015.

The ten counties expect to serve a total of 2,431 children during calendar year 2015, a 2.3% increase over 2014 (55 additional children). Our projections indicate a 15% increase in children served from

2015 to 2017. With an aggressive communications campaign, we expect results beginning in the first year, with much more growth in the second. However, through well-placed stories in the media, Op-Eds, and profiles of foster children and CASA Volunteers, we will have laid the groundwork for continued successful media relations and increased visibility for many years to come.



Project: PR & Media Marketing Campaign

We propose to launch a widespread awareness campaign aimed at recruiting CASA volunteers throughout the greater San Francisco Bay Area. Ten counties are part of the collaborative: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Cruz, Santa Clara, Solano, and Sonoma. In addition, Monterey County will be included and consulted on this project particularly on marketing in the Santa Cruz/Monterey region.

An initial sub-group of the ten executive directors will establish a process to identify and select a marketing/advertising/PR firm. The team will outline the specific objectives associated with increasing brand recognition of CASA in all ten counties, with the ultimate goal of recruiting more volunteers to serve more children. This collaborative outreach campaign will follow a thoughtful, planning process. The expectation is that we will develop a single set of messages for the Bay Area – One Voice for the Many. The messaging can then be combined or customized, depending on the particular need. Considerations for the selection of a firm include:

- Knowledge of the Bay Area dynamics
- Demonstrated experience engaging with diverse populations, specifically Latinos and African Americans
- Demonstrated experience engaging with male markets, particularly around volunteerism
- Purchasing power, allowing us to get the greatest impact from our limited advertising dollars

We have access to several press relations and marketing professionals willing to support us with pro bono as well as with discounted services. Taking advantage of these resources will allow us to further our work, once the strategy and messaging has been established. Additional outcomes may include digital, print, or outdoor advertisements, with versions for various market segments that are targets for our collaborative’s CASA recruitment: Latino, African-American, male, active and retired military, as well as the more general public.

In addition, deliverables may include a concept, script, and storyboard to be used in a Public Service Announcement (PSA) to air in our specific county markets. Designing a campaign to be used across many advertising channels will help the Collaborative cast a wide net over the large geographic territory we serve (a combined 7,890 square miles in all ten counties). It will likely take until January 2017 to tie specific volunteer recruitment and child assignment results to the messaging campaign Goals and timeline for the project are as follows:

October 2015	Determine specific criteria and process to select a marketing/PR partner
December 2015	Select partner. Initial meetings to outline approach
February 2016	Design messaging. Determine specific metrics and measures.
May 2016	Launch campaign
September 2016	Report first set of results
October 2016	Evaluate results, adjust, and modify plans

Evaluation, Reporting and Replication plan:

Project Evaluation: On a quarterly basis, we will track our progress against program goals. New children served, total children served, new CASA volunteers and total CASA volunteers are critical numbers. Specific to this project, the Collaborative will track and measure data to determine which strategies are working best. For instance, we will analyze the effectiveness of marketing strategies by tracking the number of volunteer and training inquiries received. We will assess public interest in learning more information about our organization by tracking click-through rates in social media as well as overall web traffic. Our selected marketing/PR consultant will help us interpret and exploit the data, so that others may benefit from what we learn.

Quarterly Reporting: We will create dashboards that can gather individual county results, as well as the aggregate. Reports will include data such as the percentage increase in volunteer inquiries, the number of click-throughs, and the conversation rates of digital ads. We will report on the number of marketing-related inquiries and the source of the inquiry to determine which efforts are most effective in terms of cost per inquiry and ROI.

Replication strategy: Most aspects of this project are replicable and can be shared with other CASA programs in California. We expect to develop single brand messaging appropriate for a multi-county region with transition and overlap among volunteer work places, residences, and child placements. We will document and share “best practices” in terms of marketing and recruitment strategies on limited budgets—ways to develop partnerships and collaborations to help stretch resources.

Strategy to increase diversity:

All members of our coalition have demonstrated a commitment to recruiting more men and more people of color. CASA of San Mateo County, for example, conducts volunteer training entirely in Spanish and has adopted the Quarterback model developed by CASA of Richland County, NC. San Francisco CASA is also launching the Quarterback model this year and has focused its online and television advertising on men and people of color. Our project will concentrate on how we can better reach these pockets of the community where we have not yet sufficiently tapped into volunteers. We will be strategic about the areas where we advertise and make presentations, including connecting with appropriate community and business groups such as churches in primarily African American and Latino neighborhoods.

Key personnel

For this initiative, the small group whose charter it is to select and manage the marketing/PR partner will act as focal points for gathering feedback and reporting to CalCASA and the partner counties. In terms of data collection and day-to-day questions, the point person will be Paul Knudsen, Director of Development for SF CASA. The team will determine how to report on specifics of the work with the consultants, the creative output of the campaign, and progress toward the campaign goals.

Budget and Funding from NCASA growth grant:

The Bay Area Collaborative is requesting funding of \$40,000 to create this major awareness campaign. As evidence of our collective commitment to this endeavor, we will match National CASA’s funding with \$29,500 contributed by the individual CASA programs in the collaborative.

PROJECTED EXPENSES	National CASA Growth Grant	Matching Funds, Bay Area CASAs	TOTAL BUDGET
Marketing & PR agency/Consultant; matched with cash and pro bono support	\$5,000	\$5,000	\$10,000
Advertising: design, production, installation/placement, purchase	\$35,000	\$23,000	\$58,000
<u>TOTAL PROJECTED EXPENSES</u>	<u>\$40,000</u>	<u>\$28,000</u>	<u>\$68,000</u>
PROJECTED INCOME	NCASA Growth Grant	Bay Area CASAs	TOTAL BUDGET
<i>National CASA Growth Grant</i>	<i>\$40,000</i>	<i>\$0</i>	<i>\$40,000</i>
CASA Program contributions: Silicon Valley, \$5,000; San Francisco, \$5,000; Alameda, \$3,000; Contra Costa, \$5,000; Santa Cruz, \$2,500; San Mateo, \$5,000; Sonoma, \$2,500; Marin, \$1,500 (to be confirmed)	\$0	\$29,500	\$29,500
<u>TOTAL PROJECTED INCOME</u>	<u>\$40,000</u>	<u>\$28,000</u>	<u>\$68,000</u>

APPENDIX B: VOICES FOR CHILDREN / SAN DIEGO & RIVERSIDE COUNTIES PROJECT

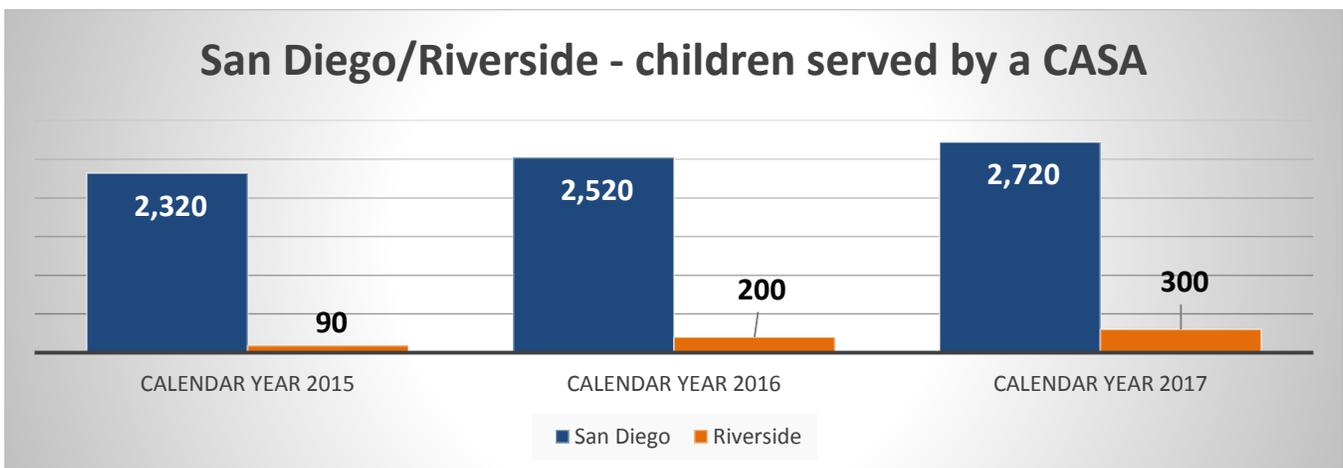
Executive Summary

NCASA Growth Grant in 2015 will support the launch of a targeted awareness campaign that will cast a wide net over the large geographic territory they serve (combined 11,400 sq. miles.) This work will be informed by recent market research conducted for VFC by Lieberman Research Worldwide (LRW). VFC will collaborate with Piston (advertising firm on a partial pro bono basis) to implement digital, print, and outdoor advertisements, for targeted market segments. A concept, script, and storyboard will also be used in a Public Service Announcement (PSA) to air in San Diego. Pass-through amount: \$50,000. Matching funds: \$155,000.

Context and growth goal

There are more than 5,000 children in foster care in San Diego County and 5,500 in Riverside County. Voices for Children (VFC) has made a significant difference in this crisis in San Diego County, and has seen dramatic growth: from 848 CASAs serving 1,343 foster children in FY2011-2012 to 1,433 CASAs serving 2,314 children in FY ending June 2015. Riverside has had a more difficult trajectory, as its CASA program has never served more than 300 children and more recently had spiraled downward. In three years, totals served dropped in Riverside County from 184 CASAs in 2012 to its lowest point when it closed in August 2015: 60 CASAs serving 92 children.

In August 2014, at the recommendation of California CASA, VFC was asked by the Judicial Council of California and the Riverside County Superior Court to help rebuild a CASA program for Riverside, after the court terminated the contract with the nonprofit providing those services. After careful deliberation by the VFC Board of Directors, in January 2015, VFC assumed this responsibility on top of its existing charge in San Diego, where VFC has provided services for the past 35 years. While the Riverside program is still in a “startup” stage, we are optimistic that the procedures and protocols we have developed for San Diego can likewise launch Riverside on its own upward trajectory over time. In FY 2015/16, our goal is to serve 200 Riverside foster children, an increase of over 100. At the same time, we will continue to grow to serve 200 more children each year in San Diego County.



Geographically, San Diego is the fourth largest county in Southern California (with 4,200 square miles) and Riverside is the third largest (with 7,200 square miles). Their populations are 3.2 million and 2.1 million respectively, and they have similar ethnic demographics of children in foster care. Because VFC is such a large and successful program and Riverside such a small (and previously challenged) program, the combination of the two poses many strategic opportunities—not just for the Southern California region, but also for the potential lessons that could benefit the rest of the state. Moreover, the large geography of both counties requires innovative tactics to market to the widest possible audience (such as billboards or banners, given the amount of driving by the general population).

Project: Awareness Campaign

At VFC, there is a direct relationship between the amount of money we are able to raise and the numbers of CASAs we can recruit, train, and manage. In turn, with more CASAs, we can serve more children in both counties. The recruiting expenses at Voices for Children are significant, since for each person who becomes a CASA, we must reach out to a very wide and broad audience. This is especially true as we work to diversify our volunteer force to better reflect the diversity of the children we serve.

Marketing is the key to the successful recruitment program at Voices for Children, and we have found in San Diego that outdoor and online marketing have been especially effective. We want to continue that upward trajectory and use the same innovative strategies to expand services in Riverside County by increasing CASA recruitment through marketing and outreach.

We propose to launch a widespread awareness campaign aimed at recruiting CASA volunteers in San Diego and Riverside Counties. Using insights revealed through a recent *pro bono* market research study conducted for VFC by the global firm Lieberman Research Worldwide (LRW), we will collaborate with an advertising agency (Piston, in San Diego) in the development of a powerful and targeted campaign. Piston will do this work on a partial *pro bono* basis, reflecting their enthusiasm for the CASA mission and their wish to use the tools of their trade to help VFC in San Diego and Riverside increase the number of volunteers serving foster children.

The deliverables provided by Piston will include digital, print, and outdoor advertisements, with versions for various market segments that are targets for VFC's CASA recruitment: Latino, African-American, male, active and retired military, and the more general public. In addition, the deliverables would include a concept, script, and storyboard to be used in a Public Service Announcement (PSA) to air in the San Diego and Riverside County markets. Designing this campaign to be used across many advertising channels will help VFC to cast a wide net over the large geographic territory we serve (a combined 11,400 square miles in both counties) and help us to recruit more CASA volunteers including those of diverse backgrounds. An indirect benefit of the increased awareness would be the opportunity for exposure to new funding sources and potential collaborative partners.

Evaluation, Reporting and Replication plan:

Project Evaluation: In our Marketing and Communications Department, we carefully track and measure data in order to know which strategies are working best, and we collate and correlate this

information against various programmatic metrics. For instance, we analyze the effectiveness of marketing strategies by tracking against the number of volunteer and training inquiries we receive. We assess public interest in learning more information about our organization by tracking click-through rates in social media as well as overall web traffic. On our Volunteer Intake Forms, our Recruitment team specifically asks how a candidate learned about VFC (i.e. billboards, banners, radio, TV, newspaper, flyers, online, etc.). In combination, the program and marketing data will allow us to evaluate how our awareness campaign is working, and our marketing consultant will also help us with evaluation. We will be able to use this data to share our findings with other CASA programs in California and beyond, so that others may benefit from what we learn.

Quarterly Reporting: Quarterly reports measuring the effectiveness of the campaign will include such data points as the percentage increase in volunteer inquiries during the same quarter of the previous year, the number of click-throughs, and the conversation rates of digital ads. VFC will also report on the number of marketing-related inquiries and the source of the inquiry to determine which of the advertising efforts is most effective in terms of cost per inquiry and ROI. By sharing concurrent program results in terms of numbers of CASAs and children served, we should be able to offer informative quarterly updates on how the project is progressing.

Replication strategy: We believe that most aspects of this project are replicable and could be shared with other CASA programs throughout California. With our marketing consultant, Piston, we will be developing an effective branded campaign that will have many elements—outdoor, online, print, etc. The agency has agreed that we may share the results of this work with communities outside of San Diego or Riverside, which could be enormously beneficial to the network. We will also share “best practices” in terms of marketing and recruitment strategies on limited budgets—ways to develop partnerships and collaborations to help stretch resources.

Strategy to increase diversity:

Diversity is a strong institutional value at Voices for Children; it is reflected in the staff and, increasingly, in the Board of Directors and the CASA volunteers who serve a very diverse population of foster children in San Diego and Riverside Counties. But we still have a ways to go to address the disproportional ethnic diversity between our CASAs and children served. We are intentional in our use of diverse images and messages (including bilingual English/Spanish collateral and advertising) as we reach out with our marketing materials, branding messages, social networking, and advertising. However, we know that we need more CASAs who are male, Spanish-speaking/Latino, African-American, and LGBT, and have taken steps in those directions.

Our Volunteer Recruitment team is strategic about the areas where we give presentations, so VFC can reach appropriate community and business groups such as churches in primarily African American neighborhoods, for example. VFC recently completed the rigorous Human Rights Campaign “All Children, All Families” certification process, resulting in VFC becoming the first CASA program in the nation to achieve this distinction for our service to LGBT children and youth. For the past several years, we have initiated a number of programs to recruit from the military community, which in San Diego and Riverside, is significant in size (both active and retired), in part because the military is far more

ethnically diverse than the general population. The proposed marketing project will address specific demographic targets, and will use some of the *pro bono* work by LRW, which investigated Hispanic markets as part of its research for VFC’s recruitment efforts.

Key personnel

Jennifer Morrissey has 20 years’ experience in strategic public relations, marketing, communications, and media, primarily in nonprofit and university settings. She is expert at planning and managing the execution of comprehensive and creative marketing campaigns to build brand awareness and achieve organizational goals; she is also experienced in public relations and media relations. She joined the VFC staff in 2011 and serves as Vice President of Marketing & Communications, reporting to Anne Farrell, Chief Philanthropy Officer, as a key senior member of the development and marketing team.

Anne Farrell has been VFC’s Chief Philanthropy Officer since 2010. Over 39 years, she has been responsible for raising \$125 million in operational support and \$50 million more for capital campaigns. In her time at Voices for Children, the budget has grown from \$2.7 million to \$5.9 million (in FY2015-16), and the staff has increased from 27 to 75. In the same period, VFC has doubled the number of San Diego CASA volunteers recruited and foster children served with advocacy. Since January 2015, she has also been raising funds for the Riverside CASA program.

For 18 years, **Sharon M. Lawrence, Esq.** has served as the President/CEO of Voices for Children, the Court Appointed Special Advocate (CASA) program for San Diego County that is now one of the largest CASA programs in the nation. Since January 2015, Voices for Children is also managing the CASA program for Riverside County. During her tenure at Voices for Children, the agency has grown exponentially, from an operating budget of \$400,000 in 1997 when she arrived to \$5,900,000 today.

Budget and Funding from NCASA growth grant:

VFC is requesting funding of \$50,000 for this major awareness initiative during the period October 1, 2015 through September 30, 2016. As a statement of VFC’s commitment to this endeavor, we will match National CASA’s funding with more than \$2 for every \$1 awarded to this project.

PROJECTED EXPENSES	National CASA Growth Grant	Matching Funds, Voices for Children	TOTAL BUDGET
Staff Salaries: President/CEO (3% salary); VP of Marketing & Communication (15% salary); Chief Philanthropy Officer (10% salary); Marketing & Communications Associate (10%) + benefits	\$20,000	\$70,000	\$90,000
Piston (Marketing & PR agency/Consultant); matched with cash and pro bono support	\$5,000	\$20,000	\$25,000
Outdoor advertising: design, production, installation (Riverside and San Diego)	\$20,000	\$15,000	\$35,000
Online and electronic advertising (Riverside and San Diego)	\$5,000	\$10,000	\$15,000
TOTAL PROJECTED EXPENSES	\$50,000	\$115,000	\$165,000

PROJECTED INCOME	NCASA Growth Grant	Voices for Children	TOTAL BUDGET
<i>National CASA Growth Grant</i>	<i>\$50,000</i>	<i>\$0</i>	<i>\$50,000</i>
Individual Donor (to San Diego & Riverside programs)	\$0	\$50,000	\$50,000
County of Riverside & County of San Diego CID / NRP grants	\$0	\$30,000	\$30,000
Bank of America grants (Riverside & San Diego)	\$0	\$10,000	\$10,000
Individual contributions, Voices for Children Board members, TBD	\$0	\$25,000	\$25,000
<u>TOTAL PROJECTED INCOME</u>	<u>\$50,000</u>	<u>\$115,000</u>	<u>\$165,000</u>

APPENDIX C: CASA/LA PILOT GROWTH PROJECT

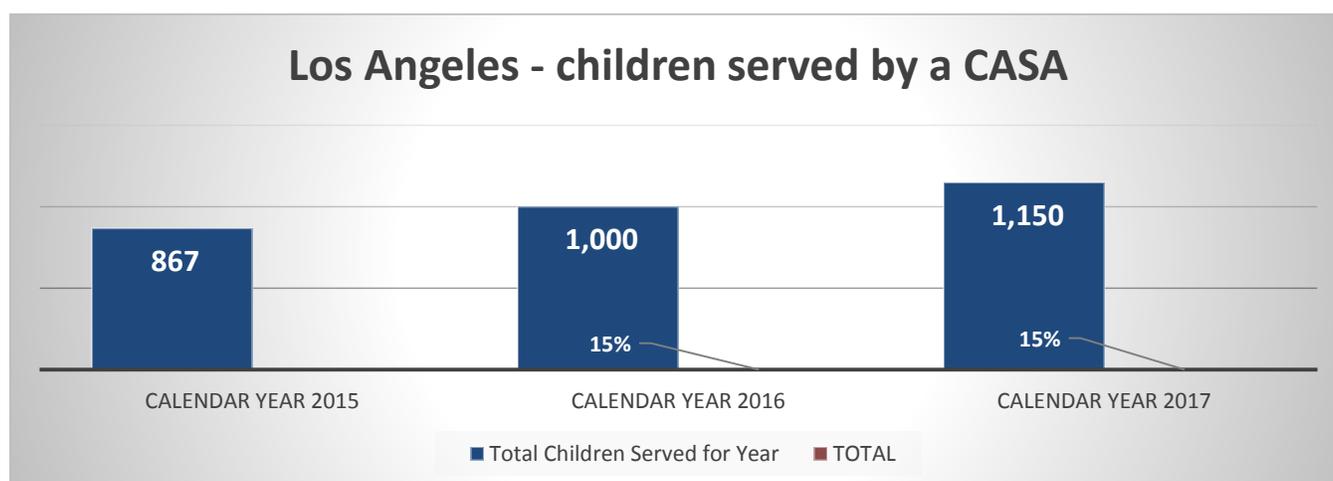
Executive Summary

Project 1: Support for media buying research and planning to determine the media type and outlets that will be most effective in targeted Southern California markets. CASA/LA will seek counsel from ad buyers and other nonprofits knowledgeable about the vast Southern California market. Research will determine the best media vehicles (TV, radio, internet, outdoor, or print) and specific outlets that will prove most effective for recruitment. **Project 2** - Create and test new ad content, including a celebrity-focused video ad to be shared with CalCASA and National CASA for broad distribution. \$45,000. Matching: preliminary conversations are underway with NBC4 and Time Warner Cable regarding providing some pro bono time for the celebrity video ad, and we are also exploring opportunities to purchase discounted time for some airings in this expensive media market.

Context and growth goal

Every day in Los Angeles County, **nearly 30 children** are removed from their homes and placed in the foster care system—a system that, despite the best efforts of many, lacks the resources and stability necessary to adequately provide for the **30,000 abused and neglected children** under its care. Los Angeles County has more foster children than any other county in the country. They are primarily children of color, and all are low income by HUD definition. CASA of Los Angeles (CASA/LA) is the only organization in Los Angeles County providing volunteer sworn officers of the court who advocate for foster children in the dependency court and in the community. In addition to intensive advocacy services, CASA/LA also provides “day of court” assistance, where trained volunteers orient children to court procedures and accompany them to their court appearances. Called “Shelter Care,” this program impacted the lives of 5,495 children last year

In recent years, CASA of Los Angeles has substantially increased the number of children served, from 570 in FY2011 to 867 in FY2015. It has put the framework in place for further growth, and is well-positioned, with additional funding, to serve 1,000 children in FY2016.



CASA/LA has increased the number of active volunteers in the last three years to 490, and its volunteer recruitment and outreach department has increased the number of outreach events to an average of 18 per month, focusing outreach especially to Latinos, African Americans, and men.

Project: Media Campaign

Several of the largest CASA programs in the country, including Voices for Children in San Diego and some of the Texas programs, have significantly increased the number of volunteers they have recruited by buying ads to supplement their other recruitment strategies. Some of this advertising has focused on public radio sponsorships, and CASA of Los Angeles, Ventura, Santa Barbara, and Orange Counties along with Voices for Children in San Diego recently collaborated on a small public radio ad buy earlier this year, with assistance from the California CASA Association. CASA of Los Angeles has done a few small experiments with Facebook ads, billboards, and radio ads, and arranged several years ago for a large and continuing online pro-bono campaign for National CASA from the Rubicon Project, one of its major supporters and a leading seller of internet advertising.

For this project, CASA/LA will consult with those CASA programs that have had experience with media buying and seek to learn as much as possible about what has worked and not worked in various markets. It will seek counsel as well from ad buyers and others who are knowledgeable about the large Southern California market, and will develop a plan to purchase volunteer recruitment ads. It will seek to determine which types of media (television, radio, internet, outdoor, print) and which specific outlets are most effective for CASA volunteer recruitment.

This project will also include creating and testing innovative ad content, including a new celebrity-focused video ad, which NBC4 Southern California and CASA/LA will jointly create. Preliminary conversations have been held with NBC4 and Time Warner Cable regarding providing some pro bono time for this advertisement, and CASA/LA will also be exploring opportunities to purchase discounted time for some airings in this expensive media market, in addition to using it online. Knowledge learned will be openly shared with other CASA programs in California, through the California CASA Association, and more broadly with National CASA and with the CASA network nationwide.

In Year One, CASA/LA will recruit 250 new volunteers, and share lessons learned from this marketing activity with CASA organizations throughout California and beyond. In Year 2, CASA/LA will recruit an additional 300 volunteers. Depending on which media are utilized, it is likely that some of the exposure would go beyond the boundaries of L.A. County, providing benefits to CASA programs in Orange, Ventura, Santa Barbara, Riverside, San Bernardino, and Kern Counties. Prospective volunteers from those counties will be connected with the appropriate CASA organization.

Evaluation and Reporting:

Project Evaluation: The success of this project will be determined by (1) the number of new volunteers who are recruited, trained, and activated, thereby enabling CASA of Los Angeles to serve more children; and (2) acquiring knowledge that will enable CASA of Los Angeles and other CASA organizations to improve their targeting of volunteer recruitment advertising messages.

Quarterly Reporting: Data regarding prospective and new volunteers will be captured in Efforts-to-Outcomes, with reports drawn regularly for analysis. The team of CASA staff working on the project will meet monthly to review and analyze statistics, and determine what adjustments to the plan are needed. CASA of Los Angeles will provide quarterly reports to the California CASA Association on program progress, and will provide monthly expenditure reports so that California CASA may submit expenses through the GBIS system.

Strategy to increase diversity:

In terms of diversity, 55% of CASA/LA staff members are Caucasian, 23% are Latino, 15% are African American, and 7% are Asian. Over the last three years, CASA/LA has been focused on increasing diversity amongst its volunteers. To that end, 68% of newly recruited CASAs are Caucasian, 13% are Latino, 9% are African-American, 6% are Asian, and 3% are Multi-ethnic. CASA/LA's board is predominantly Caucasian, but in the last three years, significant work has been done to increase the diversity of the board, which now includes Latino, African-American, and Asian board members. CASA/LA's African-American Committee has coordinated a number of outreach activities, including attending the Empowerment Conference with Supervisor Mark Ridley Thomas, conducting a recruitment seminar at the Mayme Clayton Museum and Library, and presenting to the County Counsel, Agape Church, and West Angeles Church.

Key personnel

Through its strong management and outreach teams, CASA of Los Angeles is poised to reach the next level of volunteer recruitment. Led by Executive Director Dilys Tosteson Garcia, CASA/LA's focus has been not only substantially increasing the number of children served, but also increasing the organization's presence in underserved communities in Los Angeles County. To that end, CASA/LA has been building its team based around its principal goals of advocacy: enhanced well-being for children while they remain in foster care, and speedier permanency by means of placement with parents, other family members, or through adoption. To that end, CASA/LA has hired three key staff members in the past 15 months: Deputy Director Sylvia LaMalfa, Development and Communications Director Dan Hanley, and Director of Volunteer Recruitment and Outreach Camrin Christensen. The key staff person for this project is Ms. Christensen, who brings over ten years of international development experience to CASA/LA, working with organizations in the South Caucasus. She began her career, focusing on volunteer recruitment, monitoring, and coordination at the University of California Irvine, and then at THINK Together, where she was Volunteer Operations and Program Coordinator. She later became Development/Project Manager with Transparency International Georgia. There, she supported and led the design, implementation, and evaluation of programs focused on promoting civic education and political participation, encouraging electoral reform and democratic development, and strengthening transparent and accountable governance systems in the country of Georgia. Staying abroad, Camrin worked with the Eurasia Partnership Foundation, before she returned to the United States and became Volunteer Recruitment and Outreach Director with CASA/LA in January 2015.

This team is bringing a new rigor to how CASA/LA is approaching volunteer recruitment, training, and utilization. The Volunteer Recruitment and Outreach team has significantly increased the number of Information Sessions, speaking engagements, and other encounters with potential volunteers, and has

developed a thorough follow-up plan to encourage those who express initial interest to continue through the process. This team also works with the committed Volunteer Services team, led by Volunteer Services Director Lynne Gabriel, which is providing pre-service and in-services training to more volunteers than ever before ensuring that volunteers are both prepared for the responsibilities of their role, and also provided up-to-date information on best practices for foster care advocacy.

Budget and Funding from NCASA growth grant:

CASA/LA is requesting funding of \$45,000 for this media initiative during the period October 1, 2015 through September 30, 2016. This will be matched by significant pro bono and discounted support from anticipated as the result of preliminary conversations underway with NBC4 and Time Warner Cable to support development of a TV ad with celebrities.

PROJECTED EXPENSES	National CASA Growth Grant	L.A. CASA partner funds & support	TOTAL BUDGET
Staff Salaries: Portion of Director of Volunteer Recruitment and Outreach \$4,400 plus benefits \$600.	\$5,000		\$5,000
Production of ads and purchase of ad space	\$40,000	Discounted media placement TBD	\$40k plus other TBD
Production of celebrity-focused video ad	\$0	Pro bono and donor support TBD	TBD
<u>TOTAL PROJECTED EXPENSES</u>	<u>\$45,000</u>	<u>\$ Value TBD</u>	<u>\$ Value TBD</u>