



# Plans

## FY2011-2012

CASA of Los Angeles

# Strategic Vision

We in Los Angeles County are part of a bigger picture...

- The fundamental right of children to be safe and thrive
- A movement to provide all children with safe passage to adulthood
- A contribution to the national vision of providing every child that needs one with a CASA advocate by 2020

# Revisiting CASA/LA Mission

To advocate for foster children  
in Los Angeles county  
by training and supporting  
community volunteers  
as child advocates

# Initial Board Strategic Direction FY2010

1. To serve more children
  2. To maintain quality of service
  3. To obtain scale and operating leverage
1. To achieve volunteer-centric environment

# Accomplishments FY2011

- Successfully completed CASA/LA's first year as full-fledged independent non-profit
  - Maintained service levels to children
  - Stabilized and improved staff organization
  - Strengthened foundation of CASA in AV in preparation for growth in services to underserved area's children
  - Expanded volunteer roles
  - Enrolled board, staff, volunteers, supporters, donors in new vision
  - Built confidence in new vision among court and community partners, stakeholders and community
  - Increased visibility, raised community profile and presence
  - Raised \$600,000 from foundations and individuals to supplement existing federal funding of \$900,000

# Objectives FY2011-2012

- Increase # children served by 200 (570 to 770)
- Expand # of new vols trained by 100 (85 to 185)
- Expand # of active vols serving children by 100 (300 to 400)
- Increase child/volunteer ratio to 2+ (1.5 – 2.0)
- Expand # of CCs by 20 (10 to 30)
- Expand # of CCAs by 5 (20-25)
- Expand # of donors by 500 (1,000 to 1,500)
- Raise \$1,200,000 to supplement \$800,000 in government funding

# Objectives FY2011-2012

Expand \$\$ raised from \$1.6MM to \$2.0MM by supplementing \$800K government funding with \$1.2MM in private dollars

## ● Private funding

- Foundations from \$350,000 to \$500,000
- Corporate/Orgs from \$50,000 to \$250,000
- Individual donors from \$150,000 to \$250,000

## ● Government funding forecast at \$791,709

- Final federal earmark grant of \$666,709
- National CASA renewal requested at \$50,000
- AOC support estimated continuing at \$75,000

# Objectives FY2012-2013

- Continue expansion of services to an additional +200 children/year hitting 1,000 children served/year on way to 2,500/year.
- Generate revenue of \$2.5MM to support continued expansion.
- Replace and augment earmark stream of funding with diversified private support
  - Foundations to \$1,000,000
  - Corporate/Orgs to \$500,000
  - Individual donors to \$500,000
  - Government grants to \$500,000
  - National CASA, AOC, federal and state

# What are we saying?

- Recruit twice as many volunteers to net 100 new volunteers after turnover, +100
- Manage larger pool of active CASAs in more roles, +100
- Accept more court referrals than years prior, +20/mo
- Stimulate greater productivity and efficiency, +technology
- Acquisition of new donors to broaden base of support and widen fundraising pipeline, +500
- Self assess and adjust towards goals

# What are we really saying?

- Create a culture of giving that attracts higher numbers than ever before of volunteers, supporters and donors who give generously in order to serve more children than ever before from a much broader base of community support.

# Investment Tactics

- **Build program capacity to handle bigger volume in all areas:**
  - Robust technology platform to handle more
  - Training content and delivery that fosters growth
  - Streamline systems and procedures for efficiency
  - Leadership and change management training for staff, board and volunteers
  - Best practices and learning from other programs
  - Expand use of unpaid volunteer advocate supervision
- **Measure, assess, and apply learning**

# Advocacy

1. Transition from case management to coaching model
  - a. Supervisory training track for paid & unpaid staff
  - b. Expand service via CC structure in AV and MP
  - c. Document roles, responsibilities and procedures
  - d. Implement online volunteer management system
  - e. Implement electronic document management system (internal docs, CASA reports, children's records, volunteer activity, etc.) to supervise more with less

# Advocacy

2. Continue building top priority practice areas with specialty training and assignments
  - a. Zero to Five Initiative
  - b. Transition Age Youth Initiative
  - c. Education Initiative

# Advocacy

3. Implement outcome measurement
  - a. Case Assessment Tool (USC project)
  - b. Cal CASA State Research on Outcomes
  - c. Program evaluations
  - d. Annual performance evaluation of vols

# Volunteer Services

- 1. Increase reach and frequency of outreach**
  - a. Deploy more presenters into community, activate volunteers and volunteer networks**
  - b. Off-site Recruitment Presentations (6 plus jury presentations)**
  - c. Present at Community events (20)**
  - d. Diversify, diversify, diversify**

# Volunteer Services

1. Improve volunteer connection and new recruit start
  1. Automate application process with online tools
  2. Implement online volunteer management system
  3. Expanded volunteer roles
  4. Outreach integration for donor development among volunteers

# Volunteer Services

## 3. Annual Training Calendar

- a. Advocate pre-service training (200)
- b. CASA Coordinator training (30)
- c. Early Childhood CASAs (25)
- d. Advocate continuing ed (400) 3/month, MP+AV+Ctty)
- e. CASA Court Assistant training (25)
- f. Diversity Training, Undoing Racism court initiative

# Volunteer Services

## 4. Curriculum development

- a. Apply adult interactive techniques
- b. Adapt/implement CalCASA curriculum
- c. Implement online training tools

## 5. Evaluation

- a. Annual program evaluation by volunteers
- b. Training evaluation methodology improvement
- c. Exit interviews

# Operations

- 1. Budget management and controls**
  - a. Correct audit identified needs
  - b. Prepare for higher volume donation management
  
- 2. Policies and procedures**
  - a. Compliance and Documentation
  - b. Revised Handbooks for staff, volunteers
  - c. Review and update Forms

# Operations

## 3. Training, Performance Evaluation, Compensation

a. Annual staff training plan

b. Performance evaluation

c. Compensation structure recommendation

d. Benefits

e. Intern program

# Development

- 1.** Continue appealing to 1,000 existing donors in all segments
- 2.** Acquire 500 new donors from government, foundations, businesses and organizations, major and individual donors.
- 3.** Expand Grant and Foundation proposal pipeline
- 4.** Direct marketing appeals
  - a.** Direct mail campaigns, 4x (120,000 pieces)
  - b.** Email blasts, 6x

# Development

## 5. Special Events

- a. Ask volunteers for participation in Auxiliaries to shape specific key events, and assign Board Members to participate on each.
- b. Organically develop Special Events Plan from new and existing ideas championed by volunteers
  - a. Fall: Glamour Gowns Fundraiser (shared GG/CASA-TAY)
  - b. Holiday Party for Volunteer Appreciation (friendraiser)
  - c. Spring: Glamour Gowns Preview Party to thank donors (friendraiser)
  - d. Spring: Volunteer Recognition Event with corporate underwriting
  - e. Summer/Fall: Throw a Party for CASA (multiple small fundraisers)
  - f. Create Annual Signature Event

# Development

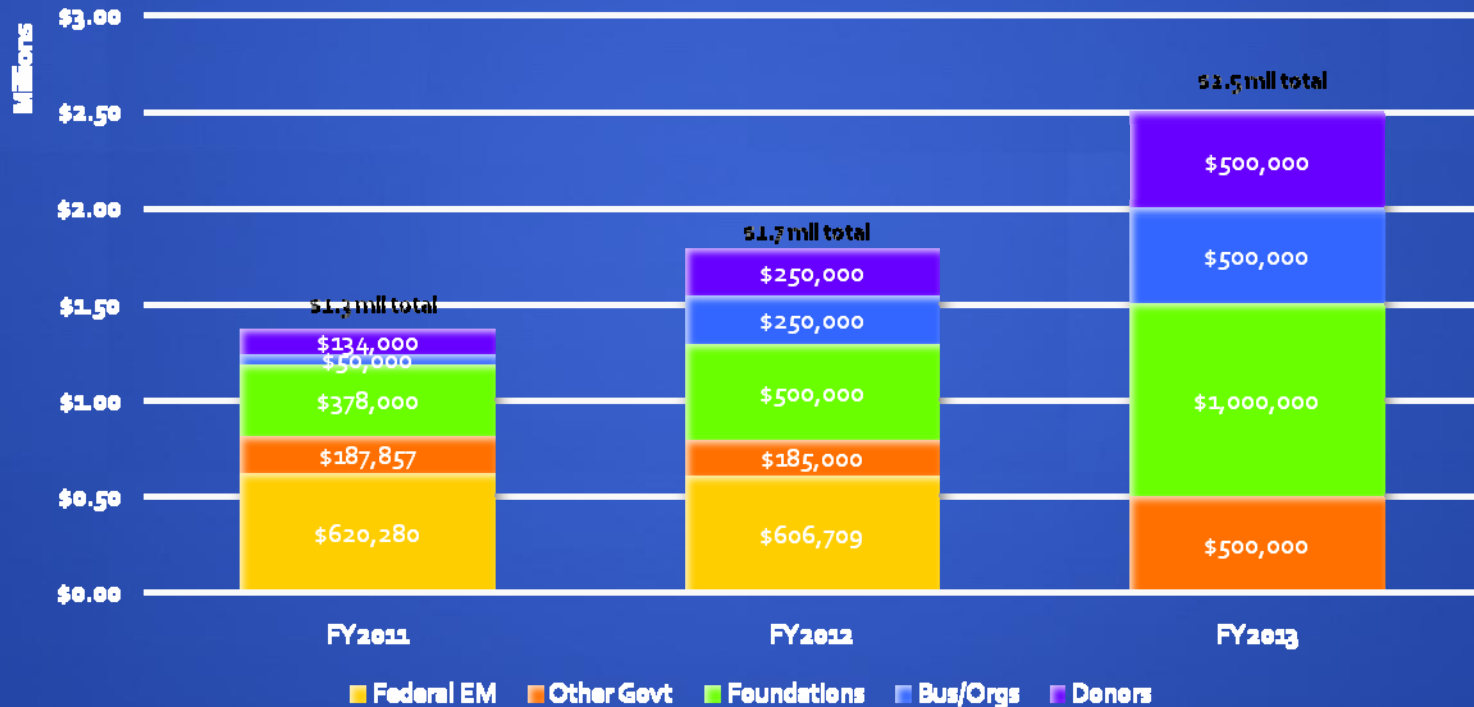
6. Continue publicity outreach for monthly media placement for volunteer and donor recruitment
7. Mini Capital Campaign for technology support
8. Improve donor management
  - a. List management
  - b. Software to automate email communication
  - c. Online giving improvements
  - d. Donor analysis software

# Executive Leadership

1. Board relations, development and expansion
2. Agency-wide performance
3. External outreach to promote CASA/LA
4. Budget management and controls
5. Leadership and communications about culture of giving that attracts more volunteers, supporters and donors to serve more children

# Revenue History & Goals

## CASA of Los Angeles Revenue History & Targets



# The New CASA/LA Math!

- FY2012 at \$2.0MM and \$2597/child, 770 children served
  - 35% increase in service in year one of growth
  - 18% increase in total funds raised
  - 50% increase in non-govt. funds raised (from \$600K to \$1.2MM)
- FY2013 at \$2.5MM and \$2500/child, 970 children served
  - 26% increase in service in year two of growth
  - 25% increase in total funds raised
  - 50% increase in non-govt. funds raised (from \$1.2 to \$2.5MM)
- Result?
  - 1000 children served/year at cost of \$2500/child by end of FY2013
  - Structure in place for growth to reach 1500 children served/year by FY2015