



CASA

Court Appointed Special Advocates
FOR CHILDREN

SAN FRANCISCO CASA

STRATEGIC PRIORITIES

2022-2027

April 2022

Strengthen | Support | Sustain



MISSION

San Francisco CASA transforms the lives of youth traumatized and displaced in foster care and connected systems by providing consistent, caring volunteer advocates trained to address each child's needs in the court and the community.

VISION

Every young person is in a safe and loving home, and has equitable access to the resources, community support, and opportunities they need to thrive.

VALUES

Strengths-based

We celebrate the unique strengths of every member of our community.

Commitment

We are a committed partner to all members of our community.

Cultural humility

We practice cultural humility when engaging with any member of our community.

Community

We deliver our work through deep collaboration with the community.

Voice

We uplift the voices of people with lived experience of foster care and connected systems in all aspects of our work.



A NOTE FROM LEADERSHIP

Dear Friends of SFCASA,

It is our honor to present to you this Strategic Plan, which seeks to chart the overall direction for San Francisco CASA over the next five years. Since August 2021, staff and board have been deeply engaged in a thoughtful, collaborative, and equitable planning process. With significant input from youth, volunteer advocates and partners, we came to a shared understanding of the current issues that young people face in foster care and identified ways in which our unique strength of one-to-one relationship-based volunteer advocacy can be harnessed for impact.

We have learned over 30 years that our work with young people is most successful when we embrace a holistic approach. Through relationship- and community-based advocacy, partnership and resource development, as well as youth- and family-centered advocacy we can **strengthen families** to stay together, **deepen support** for young people in foster care, and **sustain and support the well-being of young people** beyond formal systems involvement. Today, we are making that clear in an expanded mission statement and setting an ambitious **program** goal to **increase the annual number of youth we serve from 375 today to 500 by 2027**.

Core to program success is our **people** - the youth, staff, volunteers, board members, and supporters who make up the SFCASA community. We are committed to uplifting **youth** voice in all aspects of our work, including with the formation of a youth advisory board. The plan identifies investments to deepen capacity to serve more youth in a sustainable way. We will hire new **staff** to meet growth needs and to ensure manageable workloads, and nurture a working environment centered in anti-racist and trauma-informed practices where everyone can thrive. We aspire to evolve an inclusive volunteer community by deepening support for **volunteer advocates**,

and identifying more opportunities for people from different backgrounds, and with different levels of capacity, to engage.

The Covid-19 pandemic and the shift to virtual work also invites us to reimagine the **place** where we do our work and this plan sets out steps to design a space - and invest in the technology - that matches our hybrid work, training, and community convening needs. Underpinning the plan is an ambitious yet sustainable **resources** strategy, with a specific focus on growing individual giving and harnessing government support. To support our goals, we will build on investments made in the last strategic planning process to evolve our evaluation and story-telling capacity.

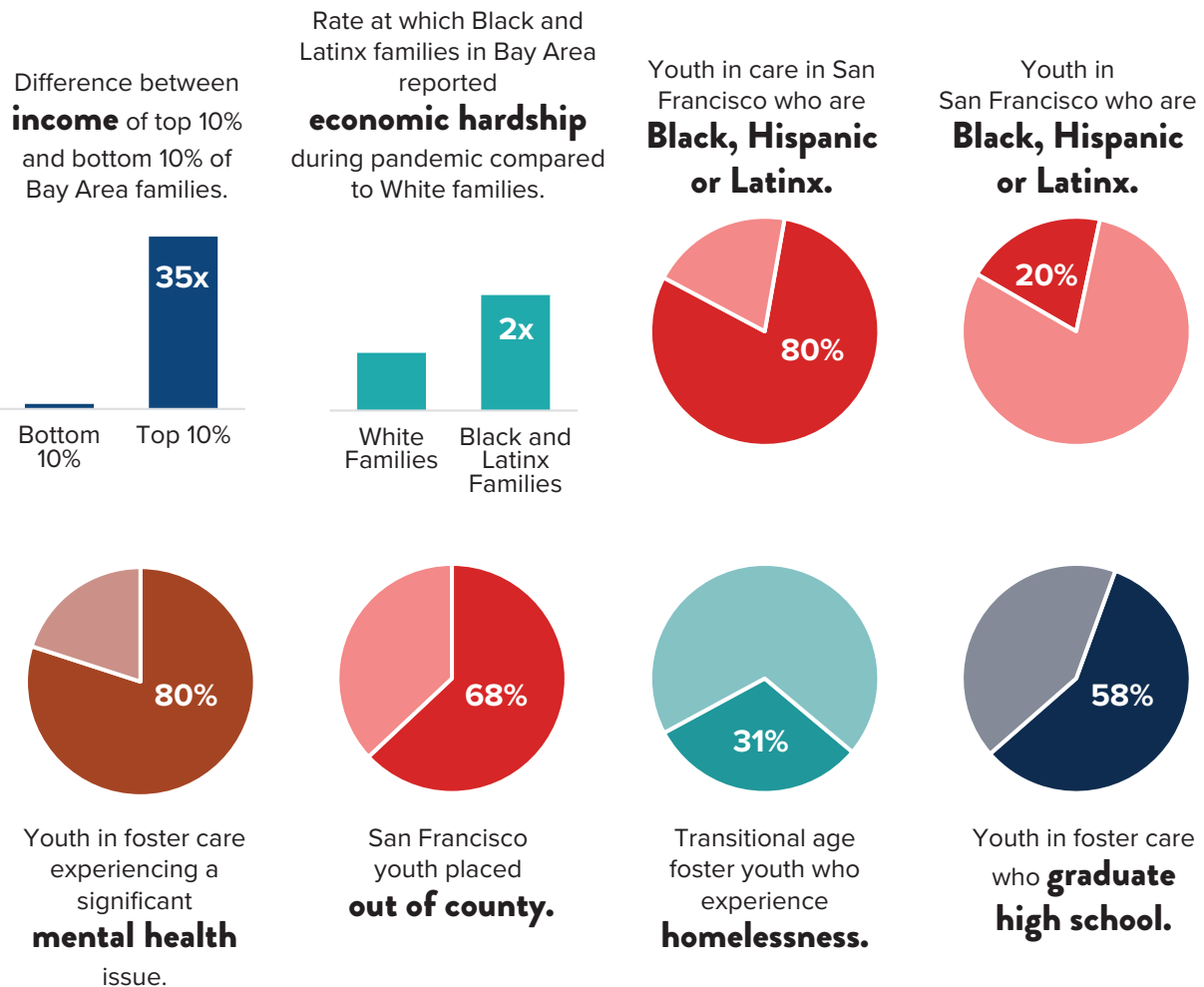
Our deepest gratitude goes to the **youth, CASA volunteers, staff, board members, attorneys, judges, protective services workers, probation officers, education specialists**, and other **community partners** who provided valuable input. This Strategic Plan provides a set of priorities to focus SFCASA's work over the next five years. We recognize the need to be flexible and respond in the moment to the needs of young people. We also know we cannot do this work alone and we invite you to join us in realizing our vision for a San Francisco where every young person is in a safe and loving home, and has everything they need to thrive.


Executive Director


Chair, Board of Directors

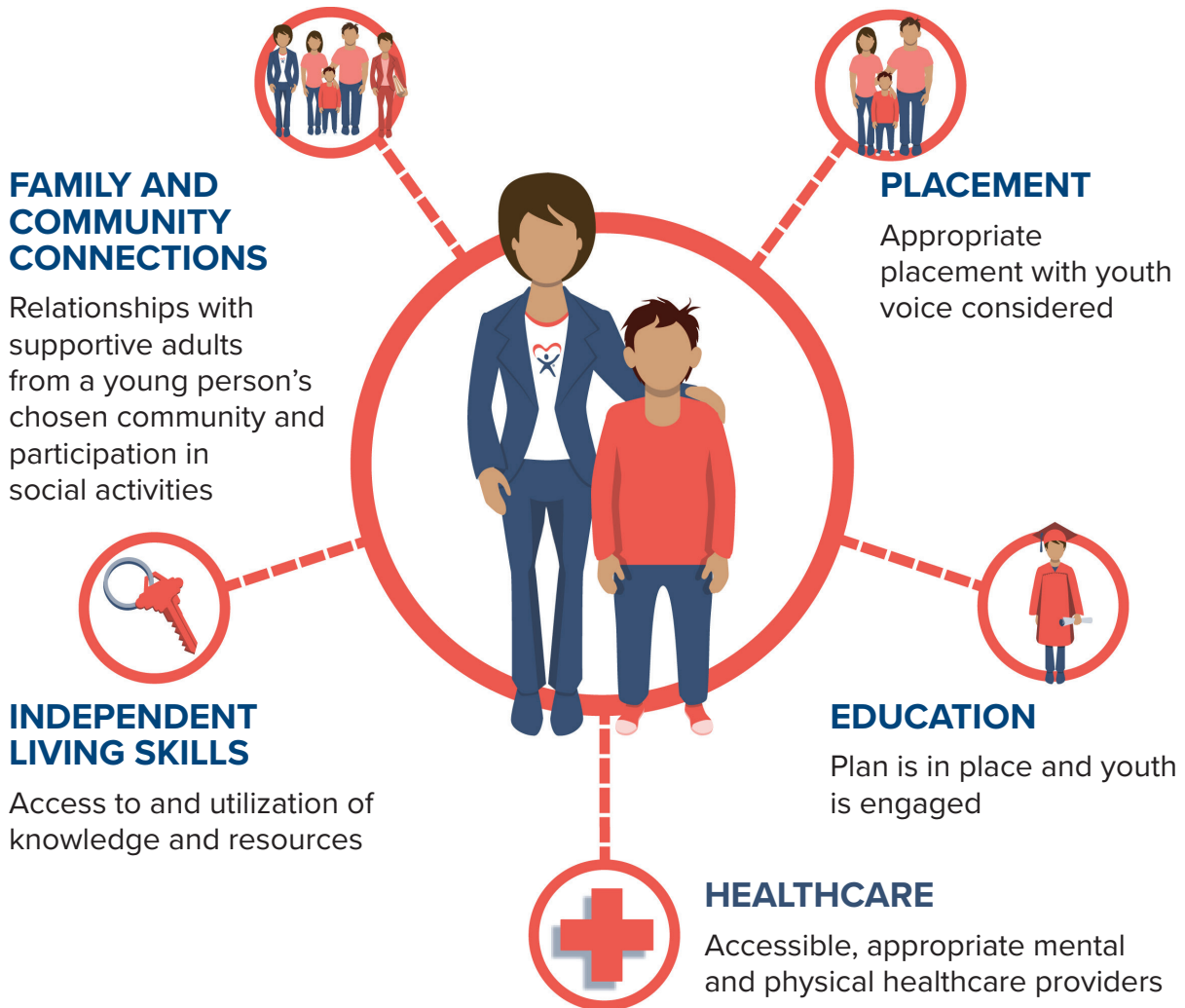
WHY WE DO OUR WORK

Young people and their families experiencing foster care and connected systems in San Francisco have inadequate access to resources, support, and opportunities to stabilize and thrive, reflecting a systemic oppression of voice and agency, and underlying racial and economic inequities.



BROADENING INTENDED IMPACT

Young people and their families in San Francisco, particularly people of color who have been disproportionately impacted, have agency and voice in their experience of foster care and connected systems, are less likely to enter systems of care, have equitable and expedient in-system outcomes, and are safe, healthy, and connected in community.

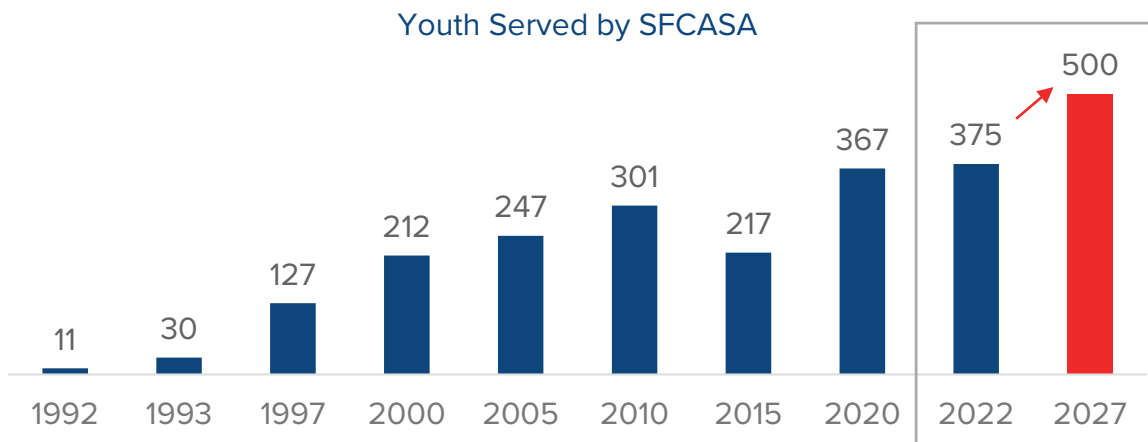


PROGRAMS AT THE CENTER, PEOPLE AT THE CORE

Over the next five years, we will prioritize the deepening and expansion of our non-judgmental, youth-centered, relationship-based advocacy and volunteer support program model, to serve 500 youth annually by 2027, by:

- 1** **Strengthening** families to stay together and prevent systems involvement;
- 2** Growing in-care **support** and continue to advocate for equitable and expedient in-system outcomes for young people; and
- 3** Providing post-systems support to **sustain** and advance individual and family agency, voice, wellness and community connections.

We will also prioritize investments in our **people** - the youth, staff, volunteers, board members and wider community that are actively engaged in helping us deliver on our mission.



SFCASA EVOLUTION



FROM 1991

TO 2022 and BEYOND

Financial instability

Financial strength

CASA-centered,
program separation

Youth-centered, program
integration

Minimal marketing budget

Significant brand investment
and recognition

Specific, within-system
focus

Continuum of care across foster
care and connected systems

Limited data collection

Youth-centered impact
measurement system

Focus on individuals

Reforms to address systemic
inequities



DETAILS OF STRATEGIES





PROGRAMS

GOAL:

Serve 500 youth annually by 2027 by advancing a community-centered, collaborative continuum of care that strengthens families, deepens in-care support, and enables young people to thrive beyond systems involvement

Priorities:

1. Deepen in-care **support** by recruiting 150 new volunteers every year, and growing youth referrals through deepened **partnerships** with government and community-based agencies.
2. Bring structure to existing work to **strengthen** families and to prevent system entry and recidivism.
3. Expand existing juvenile justice program to align with current extended foster care and future aftercare programming and in response to needs articulated by young people and the court.
4. Bring structure to aftercare program to **sustain** and advance young people leaving systems involvement.
5. Deepen the use of **data and evaluation techniques** to evolve programs that **strengthen, support**, and create **sustainable** outcomes for young people.
6. Engage in partnership and resource development, coalition building and public policy **advocacy** to advance youth and family-centered systems change.



PEOPLE

GOAL:

Center equity and inclusion in the investments we make in youth, staff, volunteers, and board

Priorities:

1. Create a paid **youth** advisory board to uplift and center youth voice in shaping programs.
2. Recruit new **staff** to meet goal of serving 500 youth, and invest in retention of existing staff.
3. Evolve an **organizational culture centered in anti-racist and trauma-informed practices**, where everyone can thrive.
4. Leverage our strong volunteer base to recruit, retain, and evolve a diverse and inclusive **volunteer** community with a range of opportunities to engage.
5. Activate a new CASA advisory board to lift **volunteer** voice in the shaping of our programs.
6. Implement a **board** equity, diversity and inclusion strategy, including recruiting and retaining board members with diverse experiences.



PLACE

GOAL:

Create an accessible operating and community space to support mission impact.

Priorities:

1. Evolve understanding of ongoing **staffing and training hybrid model**, and **community needs**.
2. Deepen **investment in the technology needed to support hybrid operations**.
3. Identify **space needs** based on this model and evaluate **operating and financial options**.
4. Identify **partners to create, operate and/or co-locate** in community building space.
5. If need arises, launch **capital campaign** to finance space needs.



RESOURCES

GOAL:

Create an accessible operating and community space to support mission impact.

Priorities:

1. Target a \$1 million increase in revenue over five years by:
 - a. Creating and deploying a **sustainable giving strategy**, with specific focus on growing the pool of individual donors and federal, state, and local funding;
 - b. Activating a **“Friends of SFCASA”** group to nurture an engaged and knowledgeable community, in support of giving growth goals.
2. Continued focus on **long-term financial stability** by:
 - a. Maintaining operating reserves;
 - b. Creating and deploying a planned giving (legacy and estate) program.

SHOW UP FOR THE KIDS WHO NEED IT MOST



Give

Make a contribution of any amount to support SFCASA's growth plan. You can donate at sfcasa.org/donate, visit sfcasa.org/give-smarter, or call us for more ways to give.

Advocate for a Foster Youth

Sign up for a volunteer info session at sfcasa.org/volunteer to learn how you can work one-on-one with a foster child. It may just be one of the most rewarding experiences you'll have.





PLANNING PROCESS

Joint Committee on Strategic Planning

Six staff members, two board members and one former board member, supported by a consultant, met over seven months to analyze input, bring forward their expertise, and develop recommendations about the mission, vision, and values of the organization, and the key strategies to deliver on SFCASA's intended impact. Membership of the Committee was invited so as to uplift lived experience of the foster care system, voices of color, and program expertise.

Stakeholder Input

Staff input was gathered throughout the planning process, and specific listening sessions were held with young people, advocates, and community partners including attorneys, protective services workers, judges, probation officers and education specialists, to understand the issues facing young people experiencing the foster care and connected systems, SFCASA's strengths and challenges, and opportunities to leverage SFCASA's strategic advantage.

Guiding Questions

- What are the current issues facing children, youth, and families in foster care and connected systems?
- What is our vision for young people and families in foster care and connected systems?
- What is San Francisco CASA's strategic advantage?
- Who is San Francisco CASA at its best?
- What are the opportunities that San Francisco CASA is well positioned to address?
- How might San Francisco CASA address these opportunities?
- What will it take to deliver on the strategic priorities?
- How are we bringing an anti-racist and trauma-informed lens to strategies?
- How might we evolve an organizational culture that enables all staff to have mission impact, learn, grow, and thrive?

STEERING COMMITTEE

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