



**CASA**

Court Appointed Special Advocates  
**FOR CHILDREN**

SAN FRANCISCO CASA

# 2017-2018 ANNUAL REPORT



# Mission and Vision

San Francisco CASA transforms the lives of abused and neglected foster youth by providing one consistent, caring volunteer advocate, trained to address each child's needs in the court and the community. Our vision is that every child has a safe and loving home and is given the opportunity to thrive.

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*Thank you to our board members who completed their board service this year:*

Mikhail Hess

Ryan Miller

Harry Turner

# Dear Friends of SFCASA,

As the elevator doors opened, a young boy stepped out and started running through the court hallway yelling, “Nemo!” While he woke up that morning feeling nervous and fearful—feelings that weren’t helped by the sterile building with its security guards and metal detectors—the boy’s demeanor changed upon seeing Nemo, SFCASA’s first court dog. Nemo is a specially trained dog who youth, attorneys, and social workers can request to provide a sense of calm and comfort to our families in court. Our program has progressed quite a bit over this last year, including the addition of the beloved Nemo, and our focus remains to serve the best interests of children in foster care.



Thanks to your support, we surpassed our growth goals with 327 volunteer advocates giving 20,014 hours in dedicated service to 327 foster youth—a 51% increase from the start of our strategic plan! Having completed two years of our four-year plan, now is a good time to report to you on the tremendous progress you have made possible.

When we started planning in 2015, we were serving 217 youth annually and recognized that we had very little hard data to demonstrate the impact we were having or ways to identify where we might improve our program. So, we developed a new evaluation system from the ground up to better demonstrate and monitor our impact.

Our volunteers are now regularly tracking their efforts, as well as their youth’s progress, in six core advocacy areas. We will soon be able to report baseline data and eventually identify trends and impact. We are one of the first CASA programs in the nation to develop such a comprehensive system.

Beyond our direct work, we are optimistic that San Francisco’s efforts to recruit more foster families (now called resource families) are beginning to pay off. Today 65 percent of San Francisco’s foster youth are placed outside the city, and this distance creates a sense of isolation and disorientation. As a result, maintaining and building community with our youth has become our primary concern.

Because of these geographic challenges, we as a city need to incorporate transitional housing for youth into affordable housing plans.

We need to recruit more resource families in order to help serve these youth and we need more CASA volunteers. We need to develop creative ways to enable resource families to stay in San Francisco.

The tremendous support we receive at the annual Fostering Change Gala and throughout the year gives us hope that San Francisco can rise to these challenges. You have supported ambitious growth at SFCASA and we thank you. We especially want to thank the two board chairs who led us through this effort, **Allison Eisenhardt** and **Lisa Spinali**.

A CASA, a consistent and caring adult, an advocate willing to stand up for a foster child, is a true gift in a time of isolation. Your support ensures more foster youth will experience that consistent support and advocacy.

Thank you for trusting us with your investments.

Warm regards,  
**Shane Douglas**  
*Chair, Board of Directors*

**Renée Espinoza**  
*Executive Director*



# 2016 – 2020 Strategic Plan Update

In 2016, San Francisco CASA committed to an ambitious new strategic plan to launch our next quarter century. Your support has ensured great progress.

## Becoming a Continuous Learning Organization

In order to become a true continuous learning organization, in the 2017 – 2018 year, SFCASA:

### ACHIEVEMENTS

- Transitioned our data management systems from a severely limited database designed in the 1980's to measure the outputs of our work to a state of the art Salesforce-based system able to measure outcomes among the youth we serve.
- Trained three quarters of our CASA volunteers to use our new online portal Advocate Link, 'AL' to access youth information and report on activities and progress in the six core advocacy areas we address.
- Began tracking more detailed education measures, including grade promotion, high school credits, high school graduation and postsecondary enrollment.
- Started recording which academic success, extracurricular, and job training organizations/ programs our youth are utilizing so we can identify and develop relationships with key partners.

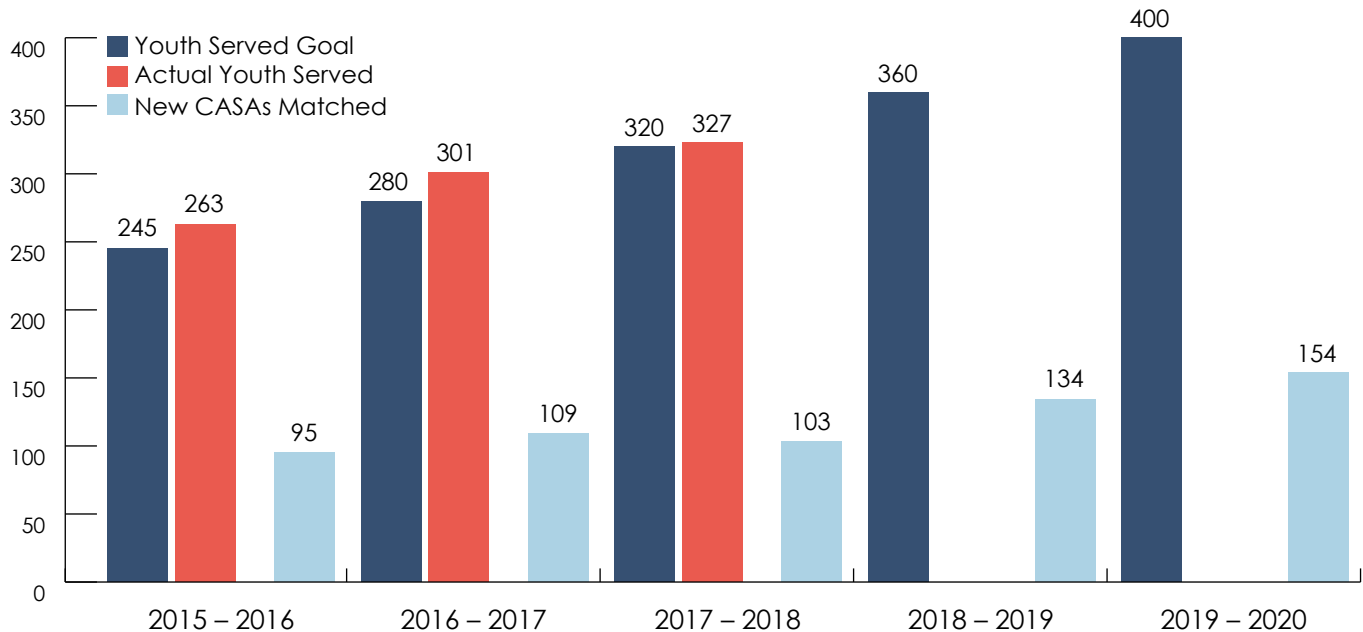
### CHALLENGES

- The growing number of youth being placed outside the county, with 25% placed 100 or more miles away.
  - We want to recognize the commitment CASA volunteers are making, traveling far and wide to ensure that San Francisco's youth have consistent adults in their lives.
  - We are partnering with the Human Services Agency to better inform the San Francisco public about the needs of foster youth. As we reach out to the community, we are working to not only recruit more potential CASA volunteers, but also foster parents who can provide a stable living situation closer to a youth's community of origin.

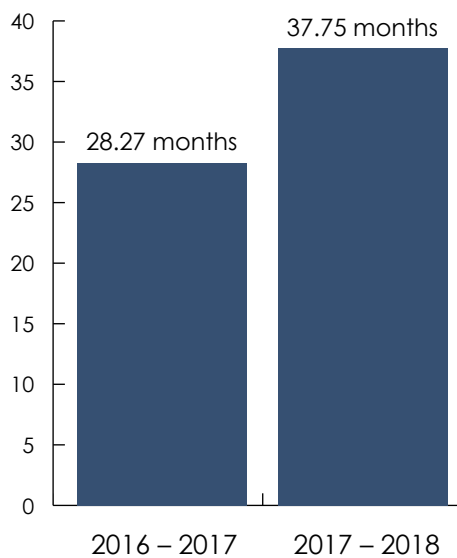


## SFCASA Growth Projections and Results: FY15 – 16 to FY19 – 20

SFCASA is committed to enhancing volunteer recruitment and retention in order to serve 400 or more youth annually by 2020. In our 2017 – 2018 program year, improved volunteer retention helped us surpass our goal of serving 320 youth, with many advocates starting second or third cases. We also focused our marketing efforts on recruiting new volunteers to support our growth in the 2018 – 2019 program year and beyond.



### Average Volunteer Retention



**“I’m so proud of my CASA youth. It’s amazing how far we’ve come as a team. I really think this is the most important thing I will ever do. I appreciate all you do there. The CASA staff is doing such great work!”**  
**– John, CASA Volunteer**

# Xavier and Linda

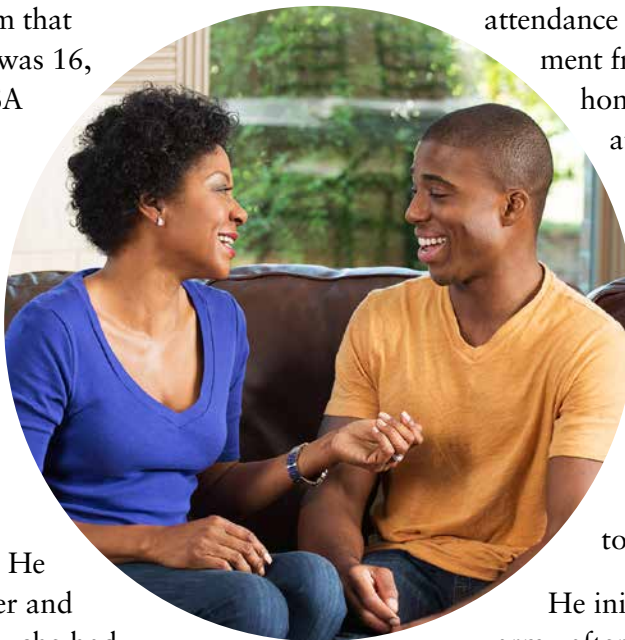
Xavier was removed from his home when he was 16 and placed in a group home in the Central Valley. At home he had been exposed to domestic violence and pressure from his older brother to engage in aggressive behaviors towards their family members.

He was relieved to get away from that environment. In 2017, when he was 16, he was assigned to Linda, a CASA volunteer, for the first time.

At first Xavier wasn't interested in Linda or her role in his life. He was angry and frustrated with his situation. He ignored her attempts to spend time with him and was overall uncommunicative and reserved. But as Linda persisted and continued to show up consistently for Xavier, he opened up. He finally made eye contact with her and began telling jokes—Linda knew she had broken through.

To get from San Francisco to the Central Valley for their monthly visits, Linda rented a car and noticed that Xavier was always very interested in the new car she brought with her. His friends from the group home would come outside to check it out and he'd enjoy cruising around town and talking with her about his life. Linda made an effort to get a different kind of car every time so he could see new models. This time together allowed them to get to know each other better and build a relationship. Linda watched as Xavier matured significantly and began to thrive.

When he turned 18, he moved out of his group home into his own apartment. On his own, he achieved perfect



attendance at school, a significant improvement from his record while living at home. He had built a community at his group home, so he got an apartment nearby where he could continue to spend time with his support system. He will graduate from high school in December and has been working at a drugstore to support himself. He's become extremely independent and has used his relationship with Linda to help him plan his future.

He initially wanted to join the army after finishing high school, but he wanted to be thoughtful about making such a large decision. He reached out to his team of supports, including his CASA, to talk about his future goals. After weighing his options, he decided to take a year off after graduation to work full time, and then attend a community college for two years before joining the service. He found that he'll be able to utilize more services available to foster youth this way and he can make the most of his resources.

Through all these life changes, Linda has been there to help him adjust in this transitional period. She has made excellent use of the SFCASA resources. She continues to visit Xavier, sometimes even letting him choose her next rental car.

# 25th Anniversary Campaign Update

Thank you to everyone who contributed to the success of SFCASA's \$1 million 25th Anniversary Campaign. Your gifts are already hard at work and have supported significant progress towards our goal of serving 400 youth annually and implementing a new system to evaluate program impact and provide ongoing information to continually improve our programs to benefit San Francisco's foster youth.

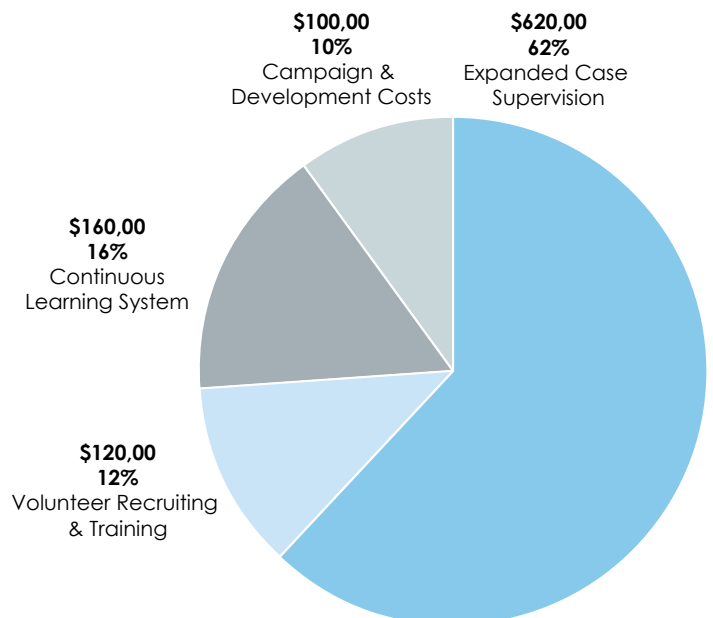
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# Thank You to Our Volunteer CASAs

CASA Volunteers are the core of San Francisco CASA, and we extend our thanks to each and every one. Those advocates who have volunteered for 10 or more years are acknowledged in red and those who have volunteered for 5 years in blue.

Anne Ackerman	Felicia Curcuru	Michelle Griffin	Pauline Le
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**327 volunteer advocates gave 20,014 hours in dedicated service to 327 foster youth!**

# Thank You to Our Individual Donors

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John Chiatello &  
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*Thank you to these individuals for making plans to support SFCASA through their estates.*  
 Anonymous  
 Elizabeth Brown & Jonathan Kratter  
 Amanda Clarke  
 Sandra Hess  
 Michelle Griffin & Thomas Parker  
 Rob & Liz Nakamoto Singer  
 Cecilia Romero

**This year's Fostering Change Gala raised a record breaking \$680,000 to support CASAs and foster youth**



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Uber  
Zephyr Real Estate

**“He said ‘I was in the dark. I was lost. Now I’m in the light. I have people who care about me.’ He then looked at his CASA who was sitting beside him. It was an extremely poignant moment for me as a judge.” – Judge Breall**

# Matthew, Emily, Sean & Their CASAs

When siblings Matthew, Emily and Sean were all under the age of 10, they were removed from their home. Their father had become incapacitated by an unexpected illness and their mother struggled to care for her children with the addition of her husband's increased medical needs. The children were removed due to neglect and potentially unsafe home conditions.

They were frequently seen playing with no supervision and neighbors worried about their safety. Due to the lack of foster families in San Francisco the children were moved to a foster home in Stockton, almost 100 miles away, isolating them further.

From the get go, the family was working to reunify. They were receiving reunification services but the Human Services Agency (county foster care) didn't feel they were meeting the requirements. The overburdened foster care system wasn't able to provide the family with the attention they needed to meet those requirements, and there was nobody to notice that this family should be able to reunify with the proper support. The family was in this stage for a year and a half, and parental rights were almost terminated. At this point, a new social worker was assigned to the case, and an attorney requested all three children be assigned CASA volunteers.

This new team pushed heavily for the family to receive more support services and re-prioritize reunification. In the span of only one month the social worker, CASAs, therapists and service providers mobilized to get the family the support they needed. After just a few critical weeks, the agency changed its recommendation from termination of dependency services to family maintenance, which moved the children back into

the home with their parents. In April the kids moved back in with their parents full time, and the case is moving to close by the end of the year.

Through all the changes, the CASAs worked to keep the kids connected to their parents and to each other. They provided stability as the siblings traveled between Stockton and San Francisco for extended overnight visits with their parents. They tapped into summer activities for the kids and got them involved in swim lessons, gymnastics and soccer camp. They were even able to arrange for their mother to get a free pass to the swim center so she could accompany them and share in their milestone moments. Such small acts like this kept the children connected with their mother and fostered a relationship while she worked to reunify with them. The three advocates took advantage of the free tickets provided by SFCASA to local attractions and took the kids to Alcatraz and the Academy of Sciences, along with other more informal activities like playing in the park. Emily's CASA takes pictures of the two of them during activities and turns them into keepsake cards. She writes nice memories on them and Emily keeps a whole stack in her bedroom.

The three CASAs demonstrated the life-changing impact that a caring, consistent adult can have on a youth and on a family that is now back together.



## Statement of Activities

For the year ended June 30, 2018 with comparative totals for the year ended June 30, 2017.  
Derived from audited financial statements; for full report, please visit <http://www.sfcasa.org/financials/>.

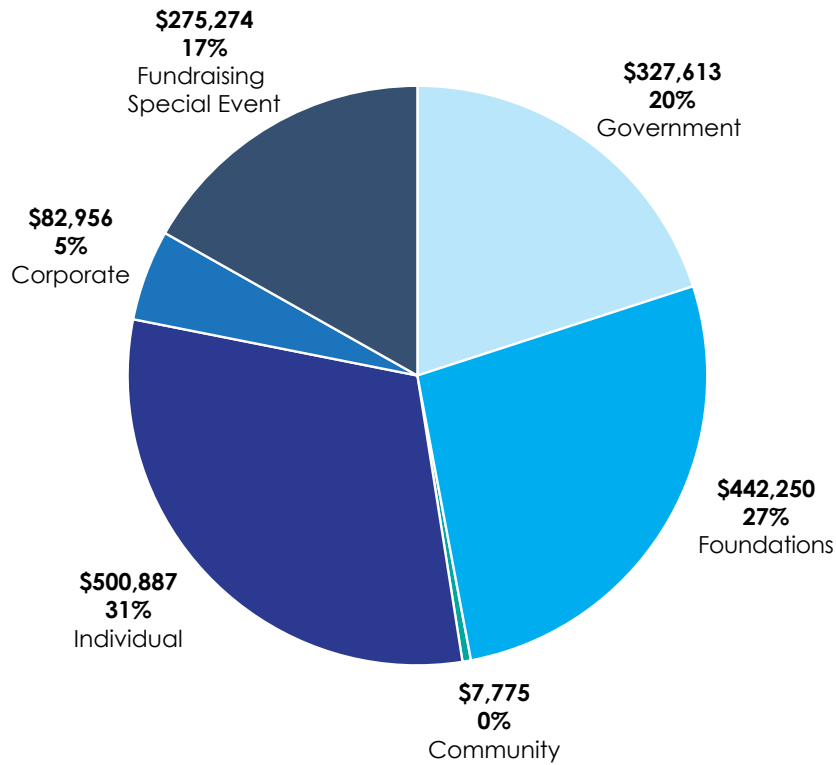
	July 1, 2017 – June 30, 2018			2017
	Unrestricted (Operational)	Temporarily Restricted	Total	Total
<b>Ordinary Income/Expense</b>				
<b>SUPPORT AND REVENUE</b>				
Contributed Revenue				
Government	\$327,613	–	\$327,613	\$212,382
Foundations	212,250	\$180,000	392,250	467,300
Community	5,775	2,000	7,775	15,852
Individual	261,999	87,775	349,774	388,663
Corporate	27,956	25,000	52,956	181,386
Cy Pres Award	–	–	–	221,357
Special events, net	275,274	289,969	565,243	457,887
Total Contributed Revenue	1,110,868	584,744	1,695,612	1,944,827
Other Revenue				
Interest Income	5,011	–	5,011	1,494
Total Other Revenue	5,011	–	5,011	1,494
Net Assets Released from Restriction	525,888	(525,888)	–	–
<b>TOTAL REVENUE</b>	<b>\$1,641,766</b>	<b>\$58,856</b>	<b>\$1,700,622</b>	<b>\$1,946,321</b>
<b>EXPENSE</b>				
Program	1,130,993	–	1,130,993	945,441
Management and general	74,224	–	74,224	71,145
Fundraising	324,313	–	324,313	298,319
<b>TOTAL EXPENSE</b>	<b>\$1,529,530</b>	<b>–</b>	<b>\$ 398,537</b>	<b>\$1,314,905</b>

## Statement of Financial Position

As of June 30, 2018 with comparative totals for June 30, 2017.

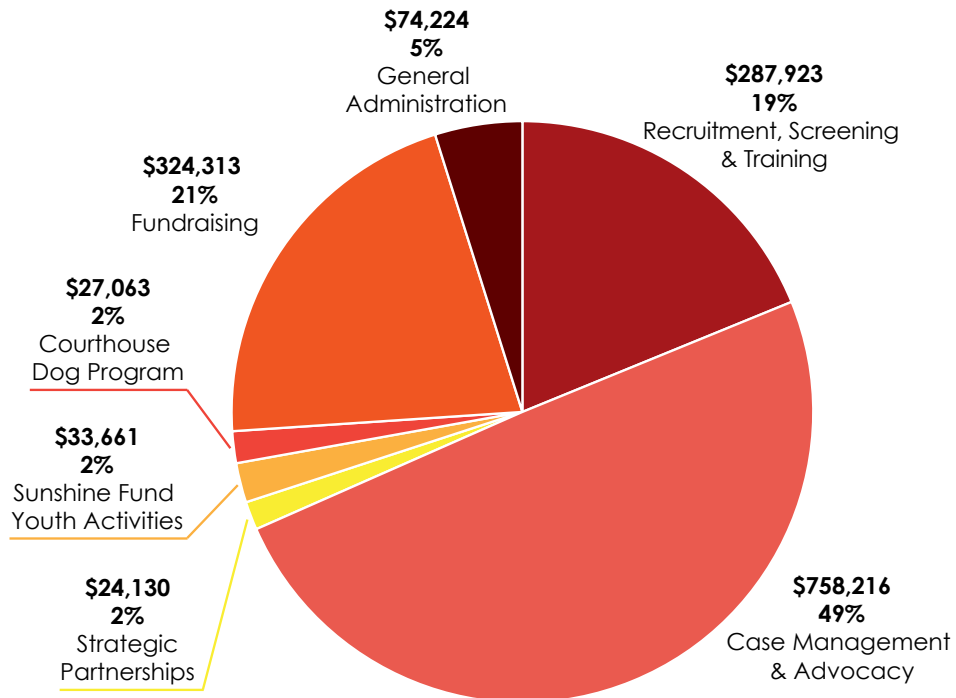
	June 30, 2018	June 30, 2017
<b>ASSETS</b>		
Total Checking/Savings	\$1,909,153	\$1,677,282
Total Accounts Receivable	229,059	319,172
Total Other Current Assets	44,761	48,861
Total Current Assets	2,182,973	2,045,314
Total Fixed Assets	70,638	1,052
Total Other Assets	6,103	4,730
<b>TOTAL ASSETS</b>	<b>\$2,259,714</b>	<b>\$2,051,097</b>
<b>LIABILITIES &amp; EQUITY</b>		
Liabilities		
Total Accounts Payable	39,761	2,795
Total Credit Cards	2,183	7,615
Total Other Current Liabilities	42,125	36,133
Total Liabilities	84,068	46,543
Temporarily Restricted Net Assets	1,110,069	1,051,213
Board Designated Net Assets (unrestricted)	175,000	175,000
Unrestricted Net Assets	890,576	778,340
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$2,259,714</b>	<b>\$2,051,097</b>

# SFCASA FY2017 – 2018 Operational Revenue\* by Category



\* Includes Net Assets Released from current and prior years with Fund a Future revenue in the Individual category

# SFCASA FY2017 – 2018 Operational Expenses by Category





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