

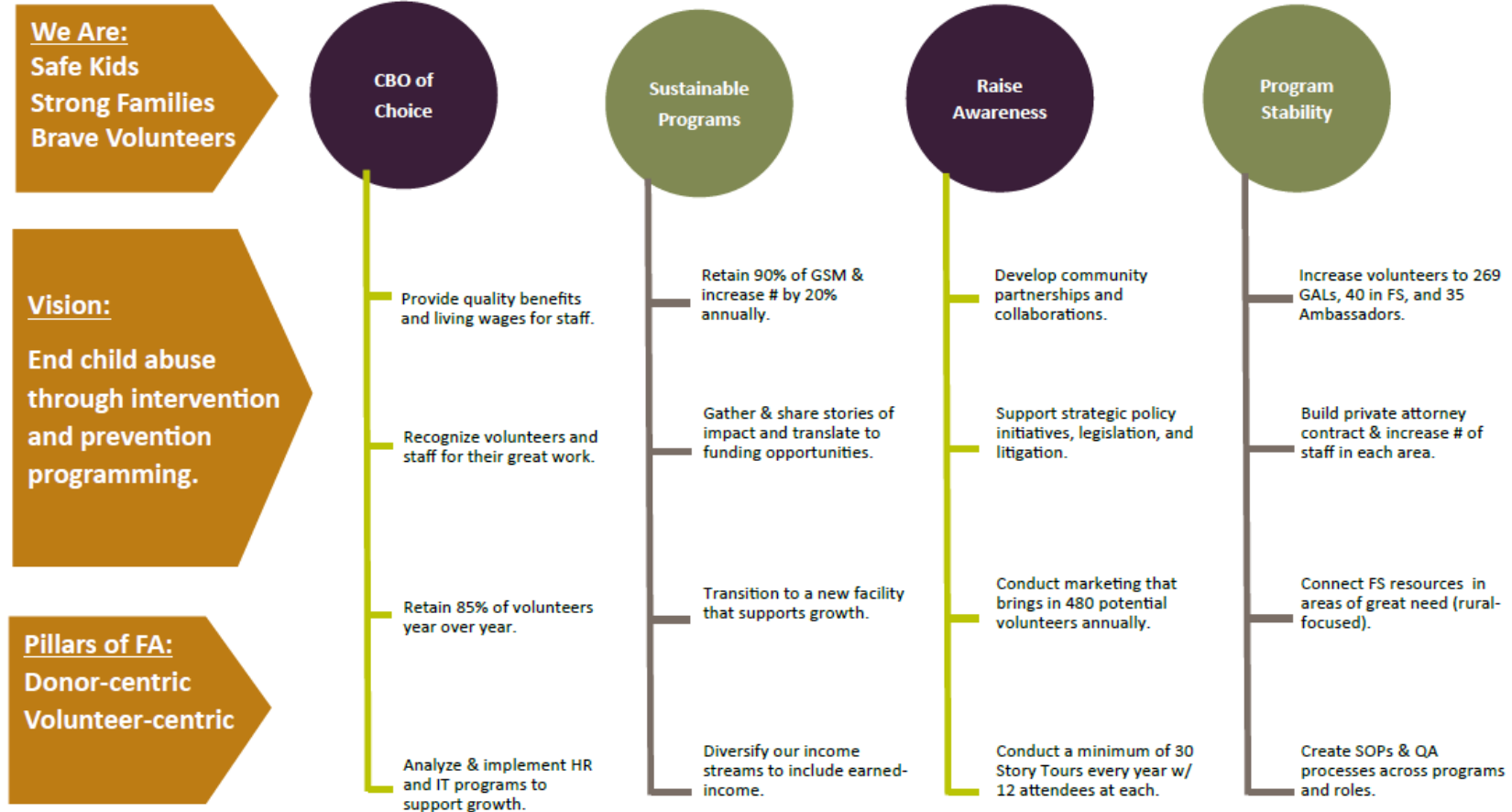
FAMILY
advocates

FY2019-2021 Path for Success

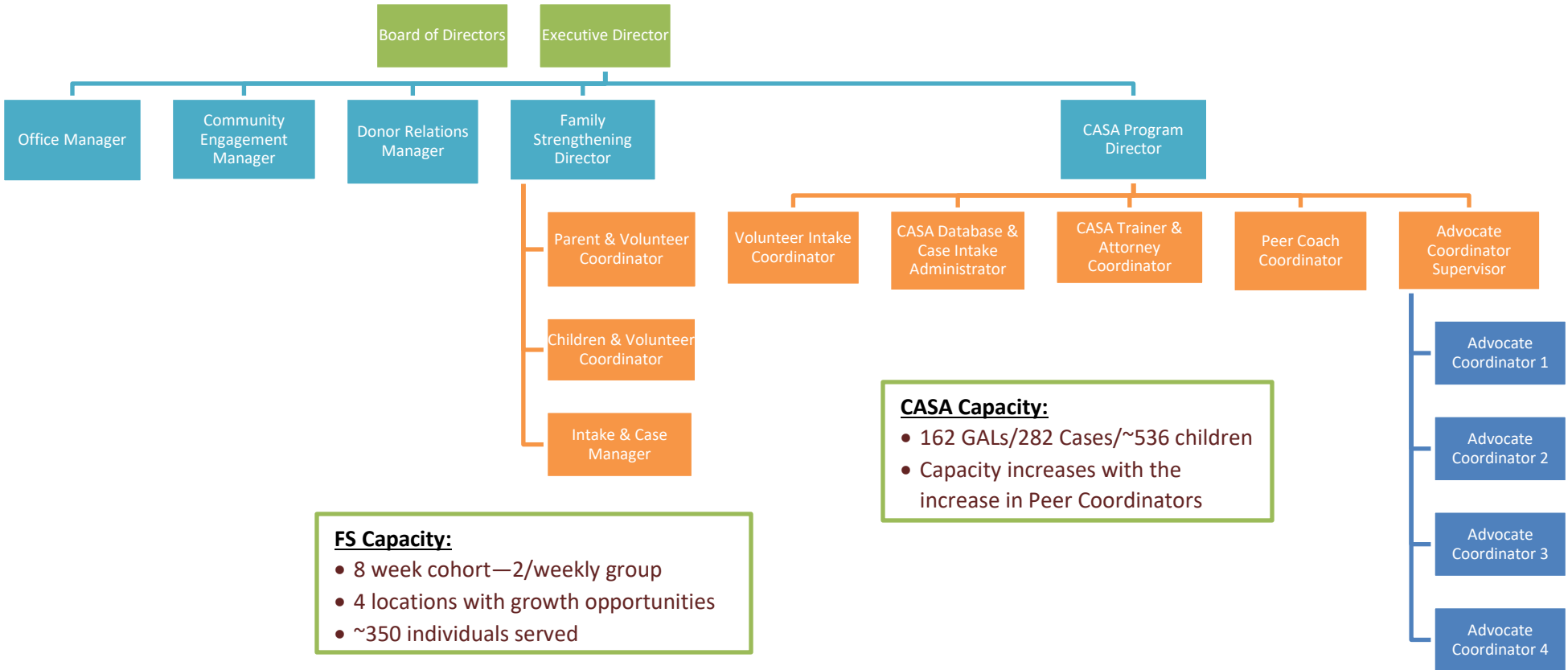
Overview

Family Advocates' Pillars

- **Purpose:** Family Advocates exists to support and lead efforts in the intervention and prevention of child abuse, neglect, and abandonment.
- **Vision:** Healthy, supportive families where child abuse, neglect and abandonment no longer exists. AND All children who are victims of abuse, neglect, or abandonment have the representation, support, and resources they need to grow and thrive.
- **Mission Statement:** Family Advocates works to strengthen families and keep kids safe by empowering everyday people to protect and enrich the lives of youth.



FY2020 Organizational Chart



FS Capacity:

- 8 week cohort—2/weekly group
- 4 locations with growth opportunities
- ~350 individuals served

CASA Capacity:

- 162 GALs/282 Cases/~536 children
- Capacity increases with the increase in Peer Coordinators

Growth in Org Chart:
 CASA = 1-2 Advocate Coordinator/Peer Coach per year mentoring an additional 30 GALs/45 cases
 FS = Additional FTE for expansion of groups/# of participants
 Admin/Fund = Director of Philanthropy and/or Marketing & Communications FTE (FY21)

Initiatives Over 3 Years

1. FY2019 (July 1, 2018-June 30, 2019)

- Increase Champions for Children (individual donors giving a minimum of \$1,000 per year for 5 years) to 111.
- Build partnerships to address legislative initiatives affecting children and families in Idaho.
- Increase volunteer Guardians ad Litem from 119 to 169.
- Recruit and train 10 new peer coaches and staff them with 2-3 GALs each.
- Increase community's understanding and the legal representation of Guardians ad Litem through a private attorney contract.
- Increase community-based ambassadors (holding story tours) to 25.
- Increase staff wages to reflect cost of living needs and responsibility of role.

2. FY2020 (July 1, 2019-June 30, 2020)

- Increase Champions for Children to 130.
- Increase total dollars raised from individual donors by 7% (\$304,950).
- Establish a Building Advisory Committee and begin infrastructure research.
- Maintain 25 community ambassadors (holding story tours with 10+ people at each).
- Mobilize impacted individuals to represent our children and families' needs in legislative initiatives.
- Increase volunteer Guardians ad Litem from 169 to 198—adding another Advocate Coordinator.
- Retain 100% of Peer Coaches and recruit/train 3 new peer coaches; staff them with 2-3 GALs each.
- Pilot an evening Family Strengthening group in the Boise area.
- Increase staff wages to reflect cost of living needs and responsibility of role.
- Evaluate fundraising team's capacity and, potentially, add another FTE.

3. FY2021 (July 1, 2020-June 30, 2021)

- Begin quiet phase of ~\$3 million Capital Campaign for a new building.
- Increase Champions for Children to 161.
- Increase total dollars raised from individual donors by 7% (\$326,297).
- Increase ambassadors to 40 (holding story tours).
- Mobilize impacted individuals to represent our children and families' needs in legislative initiatives.
- Increase volunteer Guardians ad Litem from 219-269—adding another Advocate Coordinator.
- Retain 100% of Peer Coaches and recruit/train 5 new peer coaches; staff them with 2-3 GALs each.
- Research another potential Family Strengthening group.
- Increase staff wages to reflect cost of living needs and responsibility of role.

Organizational Strategies

Organizational Strategies	Strategic Objectives	Business Model	Business Objectives
<p>FA provides the required Court Appointed Special Advocates and Guardians ad Litem assigned to all children within the 4th Judicial District due to abuse, neglect and/or abandonment as an intervention to break the cycle.</p>	<ol style="list-style-type: none"> 1. Continue to meet the needs of children under the age of 12 in 4th Judicial District – estimate 400 children referred to CASA. <ul style="list-style-type: none"> - Onboard 50 additional GALS annually. - Onboard 1.5 FTE annually to support additional volunteers. - Reduce the number of cases we withdraw from due to a lack of volunteers. 2. Prepare projections/growth/case for support and resources needed to meet needs of youth 12 and older. 	<p>Through state/county/VOCA funding and extreme reliance on volunteers CASA is sustainable but relies on advocacy for future funding increases.</p>	<ol style="list-style-type: none"> 1. Maintain existing government support. 2. Expand programming through potential government dollars (Families First Prevention Act & County funds). 3. Increase active volunteers annually. 4. Maintain volunteer retention rates of 85%. 5. Collaborate with stakeholders to support Child Protection attorneys.
<p>Preventing/breaking the familial/generational cycle of abuse is pursued through best practices in family strengthening education, resources, and support.</p>	<ol style="list-style-type: none"> 1. 80% of program participants successfully complete 75% of the curriculum. 2. Increase the number of families in the system voluntarily entering Family Strengthening by 15% annually. <ul style="list-style-type: none"> - Onboard 15 new volunteers per group. - Onboard 1 FTE for every 2 groups added. 	<p>A replicable model that is sought out from community agencies and in rural communities, this program requires an increase in private funding to achieve sustainability.</p>	<ol style="list-style-type: none"> 1. Increase Family Strengthening profitability through potential government dollars (Families First Prevention Act). 2. Explore funding and cost-sharing alternatives with community partners. 3. Maintain volunteer retention rates of 85%.
<p>Through facilitation of collaborative efforts in prevention and intervention among statewide and/or local organizations and agencies involved, Family Advocates is integral to solving the symptoms and root causes of abuse.</p>	<ol style="list-style-type: none"> 1. Determine and implement our role in unifying the 7 Judicial District CASA Programs of Idaho. 2. Explore a comprehensive collaborative approach for providing intervention and prevention services in abuse, neglect, and abandonment. 	<p>Current funding structures require a level of collaboration and, by being present with these cohorts, we ensure best practices and reduce duplication of services.</p> <p>Examples of collaborative groups include; Idaho Voices for Children, GAL Subcommittee, Child Protection Section of the Idaho</p>	<ol style="list-style-type: none"> 1. Explore cost-sharing alternatives with community partners. 2. Increase philanthropic support through donor-centric tactics outlined in the Benevon model of fundraising.

	<ol style="list-style-type: none"> Continue building and nurturing strong relationships with community partners. 	<p>State Bar, ICASA Association, Idaho Children’s Trust Fund, Idaho Youth Homelessness Coalition, Home Visiting Coalition, Mayor’s Council on Youth & Children, SWIDOVs, etc.</p>	
<p>Advocacy for the children, the families, and the future begins with grassroots initiatives to raise awareness that change public funding systems, bringing the resources needed for societal change.</p>	<ol style="list-style-type: none"> Implement marketing activities (social media promotion, story tours, media relationships, speaking events, etc.) to recruit 480 volunteer orientation attendees annually. Explore targeted advocacy for changing public funding allocations/formulas – who, what, influences, tactics, etc. 		<p>Increase philanthropic support through donor-centric tactics:</p> <ol style="list-style-type: none"> Increase annual dollars raised by 7% annually. Increase quantity of giving society members by 20% annually.
<p>Serve as the recognized community benefit organization of choice for staff, clients, partners, and the community.</p>	<ol style="list-style-type: none"> Outline compensation, benefits, & professional development packages for all employees to maximize retention of great employees. Apply stories of clients, staff and partners a variety of internal and external communication. Establish a governance board that focuses on fundraising and strategic initiatives for the organization. 	<p>By professionalizing the staff and vendors of Family Advocates, we can create a quality organization that has effective programming and whose culture is reflective of the agency’s values.</p>	<p>Develop five-year benchmarks with realistic growth to include:</p> <ol style="list-style-type: none"> Client service projections; Compensation increases; Additional staff & resources for their needs); Operating reserves; & Facility and infrastructure needs.

Goals: Family Strengthening

Current Funding Priorities:

- Stabilization of general operating expenses for all group sites.
- Increase community awareness of child abuse prevention and Family Strengthening programming.
- Periodic community education sessions that are community-wide and family-based activities.

1-3 Year Growth:

- Addition of a fourth group in Ada County.
- Addition of a fourth full time employee to increase group capacity.
- Increase individual participant numbers by 25% per year across all groups.
- Increase volunteers by 25% per year across all groups.
- Research and evaluate rural expansion opportunities in surrounding counties.

Business Strategies:

- 85% retention of volunteers.
 - Culture of thanking and appreciating volunteers through events, mailings, etc.
- Build funding to add another employee in Family Strengthening.
- Development of a stair step approach to participants achieving independence.
 - Weekly class, monthly touchpoint, etc.
- Increase volunteer Guardians ad Litem knowledge of Family Strengthening programming with the intent to build referral channels to families experiencing the Child Protection system.
- Create and standardize systems of data collection on volunteers.
- Produce a “take away” education tool for general community on child abuse awareness and prevention.
- Build sustainability through corporate funding partners that pledge multi-year Family Strengthening investments.
- Provide an alumni path to success for participants that include volunteerism and story capturing.

Goals: Court Appointed Special Advocates (CASA)

Current Funding Priorities:

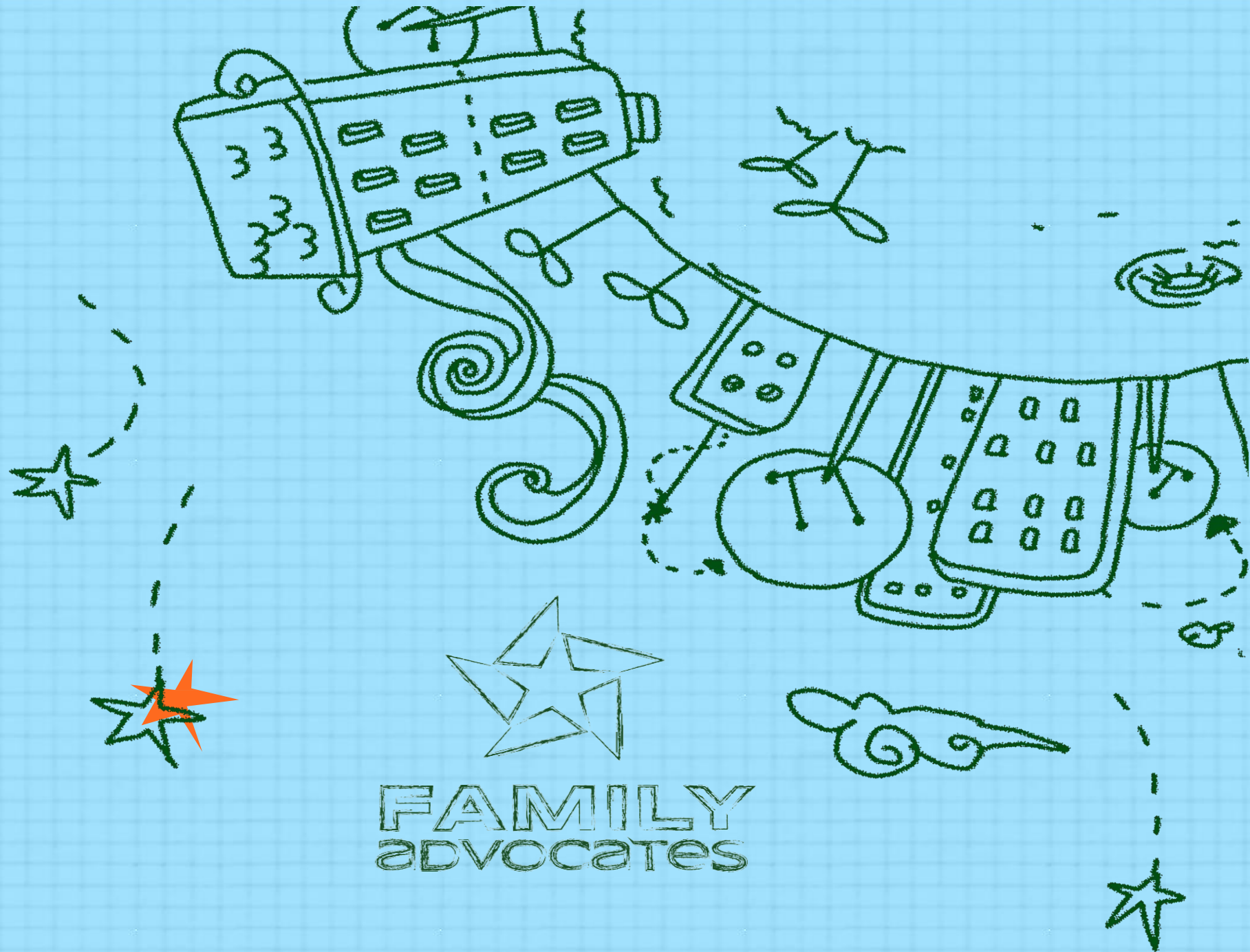
- Provide volunteer Guardians ad Litem for children in Child Protection under 12 years of age.
 - Increase by 50 new volunteer Guardians ad Litem.
 - Increase the Peer Coordinator Model by 10 Peer Coordinators per year.
- Begin providing volunteer Guardians ad Litem for youth in Child Protection over 12 years of age.
 - Partner with youth-serving stakeholders to develop plan of representation.
 - Research and develop training curriculum for volunteers serving youth.
- Educate community on Child Protection systems
 - Stakeholders report a better understanding of current funding vs. mandatory funding.
 - Provide child abuse awareness materials to general community.

1-3 Year Growth:

- Increase by 1 FTE for every 30 active volunteer Guardians ad Litem.
- Standardize data tracking to capture long-term impact of children and youth having a volunteer Guardian ad Litem versus children without a Guardian ad Litem.
- Formalize a spokesperson on behalf of the Fourth Judicial District CASA at the legislature.

Business Strategies:

- 85% retention of volunteers.
 - Culture of thanking and appreciating volunteers through events, mailings, etc.
- Build accountability of continuing education requirements for volunteers (12 required per year).
- Participate in data sharing conversation with stakeholders (DHW, courts, etc.)
- Build relationships across all stakeholders.
 - Participate in stakeholder volunteer attorney recruitment efforts.
- Implement an Inter-District standard operating procedure with other CASA Programs (in and out of the state).
- Capture all roles and responsibilities in standard operating procedures.



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