The National CASA Association

2017 Application State Capacity-Building Grant

Instructions and Information

Opportunity Release Date: August 15, 2017

Grant Application Training Webinar
State Capacity Building
Thurs., August 24, 2017 - 9-10:30am Pacific Standard Time

Application and single pdf of attachments must be submitted by 5:00 p.m. Pacific Time on September 15, 2017

National CASA Association
100 W. Harrison, North Tower
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Seattle, WA 98119
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CASAforChildren.org

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Grant Category: State Capacity-Building

Introduction
The National CASA Association grants program is authorized to distribute funds under the Victims of Child Abuse Act (P.L. 101–647) for the purpose of increasing the number of abused and neglected children assigned a court appointed special advocate (CASA) volunteer or volunteer guardian ad litem (GAL) to advocate for their best interests. These are federal funds and may only be used to serve abused and neglected children who are the subjects of civil child abuse proceedings. All funds are contingent on an annual appropriation by the U.S. Congress and subsequent funding by OJJDP.

Purpose of Grant: This is a grant opportunity to build the capacity of existing state CASA/GAL organizations. Grant funds are made available to fund initiatives that will strengthen the foundational elements of the organization and contribute to long-term sustainable change. Fundable projects will ultimately increase the number of children served in local communities and may include the provision of training, technical assistance, quality assurance, and staff resources to increase the number of children served.

Rationale: The Capacity-Building Grants category aligns with the National CASA Association strategic framework by strengthening the capacity of state organizations to effectively partner with the National CASA Association in support of local programs. Successful initiatives funded by these grants may be developed into model approaches for replication in service of developing strong state CASA/GAL organizations in every state.

Eligibility:

- CASA/GAL state organizations in good standing with the National CASA Association, including current paid membership*, completion of the 2015 annual survey and program six-month report. Applicants must also be in compliance with National CASA Association Standards for State CASA/GAL Organizations.

- State organizations may apply for both a State Capacity-Building Grant and a State Development Grant or a State Capacity-Building Grant and a State Growth Grant. However, only one grant per state organization is eligible to be funded in this grant cycle.

- Current 1st year Development grantees are not eligible to apply for this category.

- Current 2nd year Growth grantees are eligible to apply for the category.

* Any questions regarding membership should be directed to memberservices@casaforchildren.org.
**Grant Period:** October 1, 2017 - September 30, 2018

**Award Limits:** Up to $50,000 per award (up to $2 million available for all state grant categories).

All awards will be associated with a required minimum number of new volunteers activated and new children served based upon award amount, see examples below.

<table>
<thead>
<tr>
<th>Funding Goal Requirements</th>
<th># of New Volunteer Advocates Activated (i.e., assigned to a case)</th>
<th># of Additional Children to be Served (i.e., assigned a CASA/GAL volunteer)</th>
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<tbody>
<tr>
<td>$20,000 Request</td>
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<tr>
<td>$100,000 Request</td>
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**Application Requirements**

Applicants must:

- Include engagement of the local program network or local program offices, if applicable

- Provide measurable goals, objectives, activities and timelines for the grant period

- Address recruiting and retaining a diverse network of volunteers in the state (attach a diversity plan, if applicable)

- Provide a description of the state organization’s strategy to financially sustain an increased growth rate long-term and retain current volunteer levels. (See Addendum A1 and A2 – *Components of a Financial Sustainability Plan* and *Financial Sustainability Plan Template*)

- Submit a state logic model, if complete; if not complete the state logic model must be submitted by December 31, 2017
• Have a representative of the governing body/board sign to authorize the submission of the grant application, include handwritten signature, representative’s name, title and approval date

**Conditions**

If selected, all awardees must:

• Commit to working in close partnership with National CASA Association staff to ensure goals and objectives outlined in the plan and key milestones are successfully met

• Complete monthly grant expense reports, semi-annual narrative reports, quarterly volunteer and children count reporting, and be prepared to participate in periodic calls with designated National CASA Association staff, if determined necessary.

**Funding Examples**

• Projects to increase ability to provide training and technical assistance to local programs
• Leadership Development* (e.g., Harvard Fellowship or Executive Development program) – no pass through except $2K for conference and related travel
• Governance Initiative* (other than states in current pilot program) – no pass through except $2K for conference and related travel

* The application process for these funding opportunities will be announced separately at a later date when full plans for each have been confirmed.
**Eligible Expenses**

<table>
<thead>
<tr>
<th>Expense</th>
<th>Allowable</th>
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<tr>
<td>Personnel salaries</td>
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<td>Taxes/benefits</td>
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<td>Travel</td>
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<td>Supplies</td>
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<td>Equipment</td>
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<td>Rent/utilities</td>
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<tr>
<td>Other (subscriptions, conference registration, audit, contractual labor, etc.)</td>
<td>Allowable</td>
</tr>
</tbody>
</table>

**Ineligible Expenses**

Applications that include advertising of any type, paid or in-kind through traditional or nontraditional media to include television, radio, newspaper and other printed publications, outdoor/billboards and online are ineligible expenses for this grant. Expenses for other forms of public relations may be eligible (e.g., website development, social media campaign).
General Instructions

Instructions for Completing and Submitting Applications:

Applications are provided in a PDF format requiring Adobe Reader. Download and complete this application form using the most recent version of Adobe Reader. A free download of this software is available from the Adobe website: http://get.adobe.com/reader/. After completing the application, you must submit it electronically via upload on the National CASA Grants webpage according to the procedures indicated, along with a single pdf of the required attachments. We recommend that you save a copy of your application for your records and allow additional time to download and familiarize yourself with the Adobe Reader program if you are a first-time user. If you are using a Mac operating system, open Adobe Reader first and then open the grant application.

Review Process:

Grant applications will be initially screened for eligibility criteria. Those applications that meet all of the criteria will be reviewed by a panel of individuals with knowledge of CASA/GAL state organizations and local programs.

Reviews will be conducted based on standardized criteria as outlined in the grant applications and instructions. Potential reviewers with a conflict of interest in any category will be excluded from reviewing applications in a certain category or submitted by an applicant for which they disclose or have a perceived conflict.

Award decisions will be based upon the following criteria:

- Strong plan to build the capacity of the state organization
- Measureable goals, objectives, activities and timelines that can be reasonably expected to achieve project outcomes
- Past performance utilizing National CASA Association grant funds and meeting grant goals, if applicable
- Proposed project budget that directly relates to the proposed activities, is explained and justified in the narrative and is realistic and reasonable based on the projected increase in children served
- Strong financial sustainability plan
- Extent of unmet need
- Strong state organization structure and capacity to successfully implement the project
Priority may be given to states that have not been funded but National CASA within the last 3 years (2015, 2016, 2017)

Application Sections

1. Summary Sheet
2. Program Information
3. Organizational Information
4. Project Need
5. Project Approach
6. Project Management
7. Evaluation
8. Sustainability
9. Grant Budget Narrative
10. Grant Budget Summary
11. Program Reporting
12. Current Budget

Required Application Attachments:

- A diversity plan, if applicable
- Financial sustainability plan inclusive of required components in Addendum A-1
- State logic model, if complete

General Application Requirements:

Please answer all questions; limit your responses to the text boxes below each question. The narrative should be clear and concise. Please do not respond to different questions with the same information. The applicant must address every question that is asked. Please provide an explanation if you cannot answer a particular question or supply the requested information.

1. **Summary Sheet**: Includes (1) the amount requested, (2) a project abstract, and (3) confirmation from a representative of your governing body/board authorizing approval of the grant application submission. It also lists the attachment requirements.

2. **Program Information**

   **Applicant Information**: This section provides reviewers with quick identifying facts about the organization for the state being served.

   - **Name of CASA/GAL State Organization**: This should be the exact wording from the IRS 501(c)(3) letter if you are a nonprofit organization.
   - **National CASA Organization Number**: This is your 5-digit membership
number. (Contact mailto:memberservices@casaforchildren.org if you do not know your program number.)

- **Organization Director:** This is the director or CEO of the state organization.

- **Contact Person Name and Title:** This is the individual who should be contacted for further information or questions regarding the application. It may be the CEO or state director but could also be the development director, grant writer, etc.

- **Contact Information:** This is the contact person’s address, phone number and email.

- **Federal EIN:** The Federal employer identification number is located on a IRS 501(c)(3) letter for nonprofits. It can also be referred to as a Federal identification number.

  **Key issues for nonprofit CASA/GAL organizations [501(c)(3)]:**
  - Nonprofit organizations must supply their Federal EIN. They are the applicant of record.
  - CASA programs that are part of an umbrella organization must include the umbrella’s federal EIN. The CASA program is the applicant of record and must provide information on both the CASA program and umbrella organization where noted on the application.
  - If the program applying is under the fiscal sponsorship of another organization, provide the name of that organization and its paid National CASA membership number in the spaces indicated. The federal EIN number would be of the state organization sponsor. Since the program requires the fiscal sponsorship of the organization, the program would not have a federal EIN number. Everything else in the application should be completed with regard to the program applying, not the fiscal sponsorship organization. The CASA program is the applicant of record, but if awarded a grant, the fiscal sponsorship organization will be required to sign all legal and banking documents.

  **Key issues for other-than-nonprofit organizations:**
  - If the program is other than a 501(c)(3)—including municipalities, counties, courts and other governmental entities that can accept National CASA Association grants funds—indicate not applicable for the tax ID number.

- **DUNS Number:** The Dun and Bradstreet number assigned to your organization.
**Additional Information:** This section provides reviewers with quick identifying facts about the organization and the community being served.

- **Umbrella organization.** Identify whether the organization is part of an umbrella organization, and if so, provide the requested information, including Federal EIN.

- **Program statistics.**
  - Current CASA staff list.
  - Data for children served, volunteers, and staff (can be obtained from your completed local/state program annual surveys).
  - Court/judicial statistics.
  - Financial data for your organization for the three-year period noted in the application. It should be based on a calendar year.
  - Explanation of endowments over $200,000.
  - Explanation on statistics if required.

3. **Organizational Information:**
   - Challenges and Opportunities: Describe significant events, relevant challenges or special opportunities the state has faced in the past five years. For example, significant changes to funding streams, organizational issues or changes, growth or declines. Include statistical details.

   - Governing Body: Demonstrate the strength of your organization by describing the quality and engagement of your board of directors or governing body. Include how often the body meets, the percentage of attendance, committee and responsibilities. If a publicly administered program, describe how decisions are made, how budgetary needs are decided, and how often staff meet with the governing authority.

   - Statewide Network: Describe your network’s structure and it’s strengths, weaknesses and challenges experienced in the past.

   - State’s Current Capacity: Explain the current capacity of the state organization and the need to build capacity at this time.

   - Cores Services: Identify the core services currently provided by the state organization and the level of provision.

4. **Project Need:** These questions are your opportunity to make a compelling case for the project. Describe how the governing body and local programs in your state have been involved in assessing the need to build the capacity of the state organization. Explain how this project is supported by your strategic plan or the planning process used to set the goals, objectives and future activities.
5. **Project Approach:** Provide measurable goals, objectives, activities and timeline and who will be responsible for each activity. Describe staff position(s) or consultant that will be funded by the grant funds and will be an integral part of the grant project. Explain the activities that will promote culturally sensitive services to children.

6. **Project Management:** List the name, position, and qualifications of key staff, including the named staff contact who will work with National CASA Association staff to ensure success of the project. Explain how oversight and reporting of this project will be handled. Define the project outcomes and describe how the state organization will be better positioned to support local programs.

7. **Evaluation:** It is imperative to plan to measure the results of the project as well as evaluate the process and activities. Describe the procedures that will be used to measure both the effectiveness and the impact of the goals and objectives. Describe how data will be collected and how data will be analyzed.

8. **Sustainability:** Describe the financial sustainability plan and long-term strategies for funding the project after the grant period ends which should be further detailed in the attached Financial Sustainability Plan to include the components noted in Addendum A-1.

9. **Grant Budget Narrative:** The budget is a snapshot of proposed project expenses to be covered by National CASA Association grant funds. All expenses must be reasonable and necessary and expensed in the project period. All numbers must be rounded to the nearest dollar. The total grant budget should be the same as the amount of grant funds requested.

   **Please note:** *It is imperative that applicants look at the specific budget categories for eligible and ineligible expenses as well as for any funding restrictions.*

- **Personnel Salaries** expenses include an employee’s gross pay. They can be charged for staff in proportion to their effort on the project activities. Program-related positions funded by a National CASA Association grant, e.g., the director and the volunteer coordinator/supervisor, must be hired as employees of the CASA/GAL program. The use of contractors is allowable for non-managerial functions (e.g. data entry, public relations, systems consultants or other project-specific work) and must be included in the “Other” category, not in “Personnel.”

- **Taxes /Benefits** paid by the grant, including employer paid FICA, unemployment, health, retirement, etc., should be described in the space provided. If percentages are used, include a description of the elements used in determining the percentage rate.

- **Travel** costs and per diem rates must comply with the policies of the applicant organization. If the applicant does not have an established travel policy, then
travel rates must be consistent with federal travel policy (gsa.gov). Travel expenses cannot exceed federal per diem rates (gsa.gov). The budget narrative should include an explanation of the rate used, including the components of the per diem rate and the basis for the estimated transportation expenses. The purpose of the travel should also be included in the narrative.

**Travel to the National CASA Association Conference** is an eligible expense but limited to no more than $2,000, if supported by the grant funds.

- **Printing/Copying** expenses should be included in the budget narrative with the details underlying these estimates in support of the request. The printing or photocopying of training materials can be included in this category.

- **Supplies** necessary to accomplish the goals and objectives of the project should be included. The applicant should provide a general description of the supplies included with an explanation of the basis for the amount requested for this expenditure. Sample costs could include office supplies, postage and paper. Office supplies (non-electronic) such as small furniture could also be included in this category. Training supplies (flip charts, markers, etc.) could be included in this category. Recruitment/outreach items (e.g., logo pens, mugs) are limited to $500 maximum.

- **Equipment** purchases essential to accomplishing the goals of the grant may be charged to the grant. The applicant should describe the equipment, clearly identify whether it is to be purchased or leased and explain why that equipment is necessary to achieve project goals. The budget narrative should also explain how the cost was calculated. There is a limit of $2,000 for the combined purchase price of computer hardware (tablets allowed), software, printer and LCD projector. The purchase of copy machines with grant funds is not allowed.

- **Rent/Utilities** may also include telephone and internet costs. Expenses in this category should be charged on a pro-rated basis if the program has more than one employee. Each expense should be described separately and the basis for each calculation explained.

- **Other** should include all project-related expenses not covered in previous categories and should include an explanation of each expense. Other costs could include consultant/contractor, recruiting, business insurance, audit, membership/training/registration fees, training facility rentals and a documented federal indirect rate. There is a cap of 15 percent on indirect rates for our grants if you do not have a federally approved indirect cost (10% maximum) for facilities and administrative costs. Applicant should not propose Rent/Utilities and an indirect rate in the grant budget. If an indirect rate is budgeted it is assumed that rent/utility expenses are covered under this category.
Contractual work is subject to a maximum of $650 per day ($81.25 per hour x 8 hours). An 8-hour day may include preparation, evaluation and travel time in addition to the time of the actual performance. An exception to the $650 policy is for contractors hired through a competitive bidding process. Applicants must keep records on file regarding any bidding process. The consultant’s pay must be reasonable and consistent with that paid for similar services in the marketplace.

Special Requirements:

If you do not have a federally approved indirect cost rate, it is acceptable to budget up to 10% for facilities & administrative costs. Budget detail for these types of costs is not necessary. Examples may include rent, phone, internet, business insurance, office supplies and other joint or shared costs. If awarded, documentation for actual expenses will need to be retained.

Also, any procurement of supplies or services over $3,500 from a single vendor will now require competitive bids from a minimum of two prospective vendors.

Funding Restrictions:

Grant funds are subject to specific restrictions and may only be used for direct expenditures related to the funded project such as: personnel; volunteer and staff travel (including per diem expenses); volunteer and staff training; recruitment and training materials; printing; office supplies; furniture and equipment; rent and utilities; and postage and insurance costs. An exception is for indirect costs, please see the “Other” costs category rules for budgeting. Please include a realistic requested amount and provide a budget that reflects the true measure of the request. Grant funds may not be used for:

- Advertising
- Bad debts
- Bonuses
- Capital improvements
- Commissions
- Contingencies
- Contributions and donations
- Entertainment
- Fine, penalties and interest
- Food and beverages
- Fundraising
- Incorporation costs
- In-person meetings (except trainings)
- Lobbying
- Pre-award costs
- Recognition events and items
- Social activities
- Staff serving cases

1 Costs of organized fundraising—including financial campaigns, endowment drives, solicitation of gifts and bequests and similar expenses incurred solely to raise capital or obtain contributions—may not be charged as either direct or indirect costs against the award. Neither the salary of persons engaged in such activities nor indirect costs associated with those salaries may be charged to the award.
10. **Grant Budget Summary**: This summary page will be auto populated in the PDF fillable form as a result of the dollar amounts entered for the previous Grant Budget Narrative tables.

11. **Program Reporting**: This section provides the applicant the opportunity to report on past performance on the following:

   - National CASA Association grants received in the last three years
   - History of meeting reporting requirements
   - Performance in meeting grant goals
   - Organizational capacity to financially sustain previous grant-funded projects beyond the grant period
   - Audits/monitoring received and program’s response to findings/corrective actions, if applicable

12. **Current Budget**: This is the current year organization budget based on the organization’s fiscal year, as indicated in the response. If the state CASA/GAL organization only provides CASA/GAL services, the applicant will complete Activities and In-Kind columns only. The applicant will also complete Non-CASA column if the program is part of an umbrella organization or provides services in addition to CASA/GAL advocacy.

**Application Assistance**

All inquiries about the grant application, process or requests for **technical assistance** should be directed to [grants@casaforchildren.org](mailto:grants@casaforchildren.org).

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National CASA Association

Components of a Financial Sustainability Plan

A CASA/GAL program must function on a dual operating system: meeting the current demands of the children and community it serves, while planning for the future of the organization. Because of this need, creating a Financial Sustainability Plan (FSP) is essential to its long-term success.

An FSP is a document that outlines the short- and long-term financial goals, strategies and action plans that will enable a program to grow and sustain itself through both predicted and unforeseen times throughout its operation. It differs from a strategic plan, which plots and directs the orientation and programmatic priorities of the organization. Not only does the FSP guide and inform funding present and future priorities, it also serves as an operational commitment by the organization toward appropriate budget allocations.

This plan doesn’t necessarily have to be isolated to only securing funds. It can also identify key resources needed by the organization like in-kind support, volunteer staff or shared resources from other organizations.

Often the process for creating an FSP will begin by performing an assessment of the organization and/or its strategic plan. This action should include the consideration of:

- Key projects, priorities, programs or initiatives
- Resources needed to create, support or sustain those identified
- Current available resources
- Resources not currently available
- Identified or possible entities from which resources can be acquired

Once this assessment is complete, an FSP can be created. National CASA has produced a template that can serve as an FSP, however using this format is not a requirement if the CASA/GAL program has a different form to use.

Definitions of the Categories in Template (Addendum A-2)

The accompanying template can be used to create a Financial Sustainability Plan (FSP). Below are brief descriptions of the columns and instructions for completing the plan.

Columns

Goal

The goal is the broad primary outcome. Some examples of an FSP goal could include: Secure funding for two additional CASA/GAL Supervisors; Create $50,000 endowment fund, or Create and fund a 3-month operational reserve.
Objectives to Achieve Goal

Objectives are the measurable steps or actions taken to achieve the goal. So, if the goal is to fund a 3-month operational reserve, some of your objectives could be to:

1. Create funding committee and identify internal point person
2. Identify potential financial contributors
3. Create engagement strategy for potential donors
4. Develop materials to justify need for funds
5. Execute engagement strategy

Keep in mind that you can make your objectives as specific as you like, but ensuring they are measurable is very important in tracking progress or determining the need for course correction.

Individual Responsible

The individual selected here should serve as the lead person on the project. Although he/she may assign duties to many other individuals or groups, this individual will be the primary contact for questions or direction.

Funds Needed

Funds needed are the financial resources necessary to complete the goal. It can include costs for meetings, materials, supplies, travel or anything else that may impact the organization’s budget.

Non-Financial Needs

Items like human capital, time allocation, or in-kind resources should be included in this section.

Timeframe

The timeframe column has been divided into four quarters of the organization’s fiscal year. It is in this section that the objectives should be identified to occur and be completed.

Metric of Success

The metric of success is the identifier that will let the organization know the objective has been achieved. So, if the objective is to identify potential contributors, the metric of success may be a report detailing those entities.

Date Completed

This is the date the objective is actually completed.
<table>
<thead>
<tr>
<th>Objectives to Achieve Goal</th>
<th>Individual Responsible</th>
<th>Funds Needed</th>
<th>Non-Financial Needs</th>
<th>Timeframe</th>
<th>Metric of Success</th>
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**Goal 1:**

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**Goal 2:**

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**Goal 3:**

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**Goal 4:**

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**National CASA Association**

**Financial Sustainability Plan**