I am for the child

COMMUNICATION
& MESSAGING
GUIDELINES

Lift up a child’s voice.
A child’s life.
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Good Friends and Colleagues,

This plan represents a new era in communications and marketing at National CASA. It is born from last year’s $40 million challenge to grow our organization—in reach, in impact and in preference among the economic, legislative and judicial “gatekeepers”—until every child in need has access to a devoted CASA or GAL volunteer.

We are not marching down this road because it is “good” for us, but because it is a moral obligation—our moral obligation. We are the only organization in the country that can provide our most vulnerable children what they most need at the most consequential time in their lives—a volunteer who will fight for and help assure their safe passage through childhood and into adulthood.

It may be our burden, but it’s also our opportunity. We are going to succeed on behalf of our kids.

We have committed to some audacious, yet vitally necessary, 2020 goals. We will fight on behalf of America’s children until every child who needs the support of a CASA volunteer has one, and until our volunteer base reflects the diverse make-up of the children that we serve in the child welfare system.

You’ve been asking for this since we put the year 2020 in our sights. Our marketing and fundraising teams have been talking about it and planning for it for almost a year—building the right team, forming the right partnerships, and deciding how best to “launch” this effort in a way that can be sustained.

Now it’s time.

It’s time to use our voices in ways that we never have before. We need a long-term relationship-focused communications system that arms every one of us with the strategies, tactics and tools we need to put CASA where it should be in the hearts and minds of our public—locally, state-wide and nationally. We are not going to be content with just a strong message anymore. We are going to be responsible for creating and sustaining a dialogue about the plight of the children in care until a critical mass of the right people get it, and commit to joining us to do something about it.

To become more effective in enlisting that “critical mass” to our cause, we went through an
exhaustive process of researching and reviewing our messaging strategies. Debating what has worked and failed in the past. Deciding that we need to take a new approach that is truer and more reflective of the everyday reality of kids in the system. Lending these children our voice so we can help others see that how they are treated is essential, it is a human rights crisis against the most vulnerable human beings in our society: children.

This is a call to action.

To play the role that each of us must—at a national, state and local level—to assure we are not just a valuable community asset, but a core community trust. That requires that the children in the system be seen as they should be seen, as a profound responsibility of all of us.

It is not a half-hearted call for each of us to work harder, and do more, yet again, with less.

It is, instead, an opportunity to work smarter and more collaboratively, with a set of tools that has been proven to be effective in garnering the support of all the constituents with whom we need to cultivate relationships: donors; volunteers; local and national foundations; companies; service organizations; and even the key policy makers and adjudicators who have so much influence on how well funded and effective CASA can be.

Now is the time, my friends, and I could not be more excited to take on this effort with you. There is nothing more important we can do. Nothing more impactful in the lives of the kids we serve.

I am for the child!

Michael S. Piraino
CEO, National CASA
Introduction to “I Am For The Child” Campaign

The plan you have in your hands doesn’t just provide a new more useful “communications toolkit.” It represents an entirely new way of thinking about the role that National CASA must play in achieving our 2020 objectives.

A role that sets a much higher standard for the work we do and the services we provide to you in the field.

This new role requires that we begin to create a new structure at National CASA, as well. One that will integrate our advocacy and fundraising and volunteer recruiting communications into a single cohesive system. That is more relevant to the constituents we are seeking to compel; and at the same time, easier for you to use.

At the center of this new structure will be a team of staff at National CASA, who can serve as marketing and fundraising consultants for different types of CASA and GAL organizations—whether you have 50 or 0.5 FTEs, whether you are in an urban or rural setting, whether you have funding for tools or might not.

What we need from you is patience and collaboration.

Patience—as there will, undoubtedly, be fits and starts as we go through this transition. We will make some missteps, and we will make a few quantum leaps forward, as well. We need you to work with us—keeping an eye on the 2020 “prize”—as we do both.

Collaboration—because a rethinking of our commitment to you should help rekindle opportunities to act on the commitment you all have to each other. We want to create some aggressive working groups with whom we can test new ideas, and—if proven effective—rapidly disseminate those ideas to the rest of the network. We would like to be able to reach out to those representative groups of people as we are making strategic decisions, as well.
Make no mistake, we are going on offense when many would argue a more defensive strategy to be the prudent path. We have set very aggressive financial goals for our organization at a time when federal, state and local budgets are going through unprecedented cuts. We intend to grow our volunteer base even though many people are distracted by many different things—including their own financial well-being. We are committed to creating a nation-wide movement even though we don’t yet have the full infrastructure we know we’ll need at National CASA or in the network. We are going to make sure that our work is at the top of every policy maker’s agenda even though our “issue” may seem obscure, and politicians are more distracted than ever.

We are doing all of this with optimism and conviction, because of the kind of talent and passion we have across our network, and because there are still too many children that don’t have a CASA or GAL volunteer in their lives.

We’ve proven that our approach of child advocacy works. Now it is time to take it to scale, so that by 2020 we can reach every child in need.

Thank you for your unwavering commitment to make our 2020 goals a reality.
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How to use this document

What you have in your hands is the best researched, and most robust communications plan that we’ve ever offered. A truly integrated approach to the advocacy, fundraising, development and volunteer recruiting efforts we are all obliged to undertake on behalf of our kids. But as good as this document may be, it is almost certain to change over time as we become more experienced and efficient at this kind of communication.

So, we might as well admit up front that this document is not finished. In fact, it will never be finished. It is designed to be a “living document” that we can update whenever we create new tactics and tools, learn from each other’s best practices and collectively become better at this new integrated approach.

A document like this is ideally suited to the web, so you can literally “click” your way through the best strategies, tactics and tools then download what you need to implement them. To that end, this binder is the foundation, and should be utilized by your program for the long term.

Step 1: Review the Core Messaging Strategy in this section

Story elements will be different depending upon tools and the constituencies with whom we are trying to communicate, but the moral to our story will always be the same—whether you have 50 or 0.5 staff, whether you are in an urban or rural setting, whether you have funding for tools or don’t! This first section of the document outlines exactly what the moral to our story is, and offers some specific talking points you can use to rally people to our cause.

Step 2: Decide what kind of CASA organization you are

There is no “one-size-fits-all” solution for every single CASA or GAL organization across the country. Every one has different resources, every one has different needs and opportunities. In the spirit of better service, we have outlined the four most common kinds of CASA/GAL organizations so you can decide which most closely relates to you.

Step 3: Study the model for each constituent group you want to pursue

We have created a unique Relationship Management Model for each of the different constituent groups with whom we are all most likely to need to communicate. By studying these models you’ll be able to have a much better idea of the mental steps our most important constituents go through and the messages and tools that are most helpful in addressing each mental step.
Step 4: Determine which tactics and tools make the most sense
As you’ve been able to map real-world constituent needs against your own real-world resource realities you should be able to make some smart decisions about the tools and tactics that are most likely to help you get the job done. It is important to note that while we are providing you with a sort of “menu” of choices, we do not mean to suggest it is all you can eat! **We would expect all but the most robust CASA organizations to use just a couple of tools at each stage of the relationship.**

Step 5: Decide how to implement these tools
The catalogue portion of this document provides illustrations of all the tools we have available at this time. Each will provide some basic instructions on how you can access and customize each tool. National CASA staff will be available for consultation, as well. So you won’t be left on your own when it comes to an effective plan.

Step 6: Share what you learn
While everything in this plan is intended to make your job easier, we are going to place one obligation on everybody who is using any of these tools: talk to us. Let us know where you had trouble and where you had successes. Sharing best practices is one of the most important things we can all do together to assure we are as nimble as possible. We’ll put together some online forums to help facilitate that.
A new mandate requires a new approach

Our previous campaigns have done a good job of creating awareness of the circumstances of kids in the foster care and family court systems during the period in which those campaigns were active. This campaign must do more. Awareness is vitally important—it’s just not sufficient enough to take us to scale. Our 2020 objectives require a more dimensional and ongoing conversation with our constituents.

We don’t just have to get people to react, we have to get them to think. Not just to give, but to join. Not just to keep us top of mind, but maybe even stretch themselves (financially or otherwise) on behalf of the children we serve.

As you’ll soon see, we’ll be using many of the tools and tactics to which we’ve all become familiar—from print ads to posters, from direct mail to TV, from public relations to government affairs. But we’ll be using them in a different way. A way that is more reflective of a political campaign or social movement rather than a consumer ad campaign.

Our approach will defy “conventional wisdom”

The fact is, many nonprofits have done a pretty effective job of using consumer marketing tactics to build a great base of support for their important work. There are three types of examples that may, at least on the surface, seem to disprove the point we just made:

- **“Be Strong” and “Pink Ribbon” and “Go Red” style mass media campaigns**—Many of these have been a smashing success. But we’d categorize these as “one degree of separation” campaigns, as they were able to utilize a more-or-less “transactional” approach, because all they had to do was provide a “club house” for an already formed (and committed) community of people—those who are already very close to someone with cancer or heart disease. The motivation for continued, sustained action is already built into that constituent base, because they know how important the issue is, and are already deeply committed to the cause. It’s worth noting that even though these campaigns have a built-in constituency, these still tend to require the injection of millions of dollars of advertising and creative every year to sustain the effort.

- **Point-of-Purchase Programs like Feeding America, PetSmart Charities and Trick-or-Treat for UNICEF**—Each of these also have raised millions of dollars, by asking a pre-qualified group of people (for example, people shopping for their pet, or buying groceries)
to make a knee-jerk donation—literally while they have their cash or credit card in their hand—on behalf of a cause that’s relevant to them. After all, what’s an extra buck? Although these programs bring in millions of dollars every year, they don’t create loyalty. They simply took advantage of a moment to get people to do something that required almost no thought, no pain, and no lasting commitment.

- **Campaigns that “Tear at your Heartstrings”—** The animal welfare organization that leaves a pit in your stomach with a beautiful soundtrack and images of abused animals. The child relief agency showing crying kids who have to be saved from certain doom. These tend to elicit one of two responses from the public. For some percentage, it’s too much to take, and they donate money. But they do so, again, based on a knee-jerk emotional response with no **lastling loyalty.** An ever larger portion of the public reacts equally as strong—by changing the channel.

None of these approaches will work for CASA at this stage of our evolution. First, there simply aren’t that many people who feel themselves to be “one degree of separation” from kids in foster care. Our issue is too misunderstood to place too much faith (at least initially) in any sort of instantaneous transactional response. Finally, we will never exploit the children we serve by putting them at the center of a pity party.

**Our approach will be built around deep-seeded values and beliefs**

**What we will do is stand for something.** Something that is deep and visceral to all of us. Because when we stand for something important people will join us—no matter what happens to be in the headlines of the week. No matter what direction the political or economic winds are blowing.

**What we will stand for are the basic human rights of a child.** Those unalienable rights that we’re all supposed to have by virtue of our humanity. By virtue of our birth.
The Central Truth from which everything must emanate

In our society, and in societies around the world, the stewardship of a child’s rights rest primarily with family. That deeply important (and often diverse) collection of people who are a child’s support system. Those people who will put a child’s needs, a child’s potential and a child’s safety first. Always. Even above their own. A family is supposed to nourish and provide for its children. Guide them with culture, traditions, beliefs and values. Children are supposed to be raised with smiles and scolds, praise and reprimands, the love of being held close and the love of being left to discover things on their own.

When—for whatever reason—a family is unable to live up to those obligations, a child is left to a system. A system that is full of wonderful and caring people, but that is ill-equipped to handle both the volume and complexity of the cases—one every two minutes—that enter the system.

That, at the end of the day, is why we exist. So a qualified responsible adult has each child’s back at the most vulnerable and consequential time in that child’s life. So somebody will fight for that child’s rights.

Even though our story is full of nuance, and there are a lot of facts and statistics that are critical to helping people understand the reality of the children in our care, we must never ever lose sight of the one powerful truth that lives behind all those facts and figures.

While the Relationship Management Models in the next section of this document will help us tailor the elements of our story to each constituent group, this “Statement of Purpose” describes the “moral” that all of those stories will eventually lead to:

CASA is central to fulfilling society’s most fundamental obligation by making sure a qualified, compassionate adult will fight for and protect a child’s right to be safe, to be treated with dignity and respect and to learn and grow in the safe embrace of a loving family.
The “elevator pitch”
We’ll leave the more sophisticated analysis of how our story breaks down for each of our constituent groups to later sections where we dive into specific strategies and tactics around each group. Here, we’ll simply illustrate that the story is actually pretty easy to frame in a fairly short elevator ride.

But regardless of which way we seek to frame it, everything is intended to create that one lasting “statement of purpose” in people’s minds.

The bullet points
Start in the lobby of CASA’s national headquarters, and you should be able to get this story out by the time you hit our offices on the fifth floor! You don’t need to memorize this—simply be able to express these ideas in your own words.

• Our children need to do more than simply survive. They need to thrive, in the safety and love of a family throughout their childhood and into adulthood.

• At its heart, this is not merely an issue of abuse, or neglect, or a broken system, or overburdened workers, but of the unalienable rights of a child. This is a human rights issue. This is about ensuring that every child has the right to learn, and grow, and be treated with dignity and respect.

• Society has a fundamental obligation to ensure the basic rights and needs of every child are met. CASA volunteers are a formidable force that fight for these rights. There is no one else like a CASA volunteer.

• It is therefore our duty to spread the word so that every single American understands that the lives and well being of children are hanging in the balance. So that every child who cannot live safely at home has a CASA or GAL volunteer who will help ensure their safe passage out of foster care, to the benefit of their children, and generations to come.
Answers to the “big questions” everyone has
Admittedly, it’ll take a bit longer elevator ride, but here’s a direct response to the five big questions external people will ask us:

1. Is this issue worthy of my time and attention?
A child has a right to feel safe, loved and cared for. An undeniable right to learn and grow and become the person they are destined to be. To be treated as human beings, not possessions. To thrive.

In our society the stewardship of a child’s rights rest primarily with family. But too many families are in crisis, and too many children are lost in the process. Because of that, right now, nearly 425,000 children are separated from their families—a disturbingly disproportionate number of whom are Native American, Latino and African-American. Over the course of any year 700,000 children go through the child welfare system. A system full of well-intentioned people trying their best to place children in what is hoped will be better circumstances.

But it is, after all, just a system—and an overtaxed one at that. In some counties 20 or 30 or even 90 cases of children in peril can come before a single judge before she’s halfway through her Monday. Too often a child can be placed in a different home from his sisters or brothers. Too often a single child can move to three or five or 15 foster homes in merely a matter of a year or two. Too often a child can languish for years without finding a stable home, only to ultimately “age out” of the system.

2. Is there a solution to it?
Our solution to such injustice begins with a single volunteer. More than a mentor or a special buddy. This volunteer is a Court Appointed Special Advocate, a “CASA volunteer.” Someone specially trained to know what is in a child’s best interest, and how to get those interests met by the system. Who knows how to help a child through this time of great vulnerability. A deeply committed adult. A person who will fight for this child, against all odds, against power, against bureaucracy and shortsighted agendas. Fight until that child understands that he has a right to believe in himself. Fight, until she can understand and advocate for her own inalienable rights. To live a life of destiny, rather than fate.
3. Why should I place my faith in you?
Today, more than 70,000 CASA/GAL volunteers are spread throughout 955 programs around
the country. Because of CASA, more than 2 million children have found their way to a safe
home. CASA is the only program of its kind. In the child welfare and family court systems, it
was—and is—nothing short of a transformation. Everything is built around one child and one
compassionate, highly-trained adult advocate for that child.

4. How will you use my support?
Right now, more than 65% of the children in the foster care and family court systems do not have a
CASA/GAL volunteer to represent their best interests. That’s nearly a half million children who don’t
have the kind of hope only a CASA volunteer can provide. And next year, there will still be half a
million children lost. And the year after that. Too often until the child turns 18, and is left to their own,
often less-than-sufficient devices. These are not just statistics, these are children’s lives. National
CASA is committed to a simple but powerful vision: helping to change the world for every abused and
neglected child by 2020. To reach this vision, we pledge to fight on behalf of America’s children:

• until every court in the United States recognizes a CASA volunteer as
  essential for a successful outcome for children;
• until our volunteer base reflects the diversity and cultural makeup of children
  in the system;
• until every potential donor understands the importance of our mission, and
  places it at the top of their priority list;
• until every legislator and government official at the local, state and federal
  and tribal level understands the far-reaching results CASA can achieve, and
  places our work at the top of their agenda; and
• until every child can thrive in the safe embrace of a loving family.

5. How will we stay connected?
We will keep communicating about our progress in this fight, ensuring that you see precisely how
your support ensures that CASA is able to make a difference in the lives of these children when it
matters most.
A new approach requires a new commitment

If there is one characteristic that distinguishes all of the more than 955 CASA/GAL organizations across the country, it would be ingenuity—that marriage of creativity and determination that makes just about anything possible. It is why we have such a long history of doing more with less than many other nonprofits. It’s why our track record is so good. Sheer unabashed creativity and determination. Driven, as always, by doing whatever we have to for the children in our care.

Our ingenuity is a source of inspiration for all of us

One of the areas in which our ingenuity has shone like a bright light is in the unique and compelling communications and fundraising tools individual programs have created. From brochures to billboards, from event invitations to clever direct mail pieces, from Facebook campaigns to web content, our local and state CASA organizations have, frankly, taught all of us a lot. Not just what must be done to serve our kids, but what can be done if we channel our creativity and determination in the right direction.

Even ingenuity can have unintended consequences

Unfortunately the creation of those tools takes more than just creativity: it takes time and money that could be spent on building our programs and serving our children. It’s true that these tools are being created to bring in precisely the kind of money that is intended to build our programs and support our kids, but a network the size and scope of ours should have a single set of tools that can be leveraged for every program.

We should, and we must. We are going to use measurably successful tools and tactics, and we are going to deliver a suite of tools and tactics that will set a new standard in effectiveness and ease of implementation. Making sure that each program has to spend as little time and money as possible “doing it yourself.”

When we don’t speak in unison we diminish the voice of our children

Perhaps the single greatest issue we collectively face is the fact that there is very little public will to do anything on behalf of the children in our care. People just don’t understand the size and nature of the problem. It seems too complex and too distant from peoples’ everyday reality. So most people just assume that, to the extent there even is a problem, it’s more-or-less being taken care of by the child welfare system.
People can’t be faulted for being confused. We, on the other hand, can be faulted if we don’t put “making them not confused” at the very top of our agenda.

That, after all, is why we exist. To bring clarity and volume to this issue. To lift up the voices of these children, so we can lift up their lives. It’s what we do when we’re standing in front of a judge, asserting what’s in a child’s best interest, and it’s what we are obliged to do for our entire community until a critical mass of people join us—as volunteers, donors or policy advocates—to work on behalf of these children.

But doing so requires that we use our voices in unison—like a resounding national chorus, rather than 1,000 individual soloists.

Our success is dependent on our ability to create a national “movement” one community at a time. We’re never going to have the resources to sustain a multi-million dollar national advertising campaign for several years. If we had that kind of money we would immediately pour it into helping kids, not buying ad space. On the other hand, we can create the equivalent of a national campaign by being very smart and intentional about how we communicate—one community, one city, one county, one state at a time.

The Southern Christian Leadership Conference did it. Effective political campaigns—from Reagan to Obama—do it. So can we.
An honest discussion about diversity, inclusion and equity

Our society has struggled mightily with issues of race and culture and sexual orientation since well before we declared “…certain inalienable rights” for all. Though we’ve come a long way, we still have a long way to go. A very long way.

Our mission demands that we be at the very cutting edge of this issue, because there are far too many children of color in the foster care and family court systems. For example, African American children make up only 15% of the general population of children in America, but represent nearly 30% of the foster care population.

This is what is referred to as “disproportionality,” and it is not unique to large urban areas. Across the state of Minnesota in 2002, for example, children of color were 16 times more likely to be in the foster care system.

The system strives to treat all children equally, but the reality is that not all children in foster care stand on equal ground. African American, Native American children, and in many communities, Latino children are disproportionately represented, and they also suffer disparately poor outcomes. It is of such concern that in 2006, the Casey-CSSP Alliance for Racial Equity called these disparities in outcomes a “chronic crisis.” Statistics show that African American children are:

- More frequently reported to Child Protection Services
- Less likely to receive in-home prevention services
- More likely to be removed from their home
- Likely to stay longer in foster care
- Less likely to be reunified
- Less likely to be adopted
- Less likely to be placed with relatives
- More likely to age out without a family

This is a human and civil rights issue, and as advocates of vulnerable children, the CASA movement has a vested interest in making sure that all children, regardless of race, culture, ability, class, or sexual orientation, are able to grow and thrive in a healthy and supportive environment. As a diverse CASA/GAL network, we are able to better understand and promote the well-being of the children we serve. Embracing diversity makes us better advocates by
providing fresh ideas and perspectives for problem solving in our multicultural world, enabling us to respond to each child’s unique needs.

Best practices in diversity require time, dedicated resources, commitment at every level and relationship building. An organization does not come to exemplify best practices over a short span of time; instead, success is achieved over the long haul.

We know a well-trained CASA/GAL volunteer is able to elevate the issue of disproportionality and disparity in outcomes for underserved populations. By doing so, all stakeholders in court are challenged to view child welfare as a civil rights issue for the poor and vulnerable in their communities.

This is a marathon, not a sprint

It would be nice to believe that there is a formula for reaching out across a multiracial landscape. A check list of “do’s” and “don’ts” that will guarantee success. There isn’t, and there never will be. There are so many differences between and among these African American, Latino, Asian Pacific Islander or Native American communities that to even think of them as monolithic communities is a form of stereotype.

When doing targeted outreach in African American, Latino, Asian/Pacific Islander, Native American or LGBTQ communities, a community assessment will help you understand the history and contemporary experience of the community that you’ve selected to target. Ask yourself the following questions:

1. What are the disparity rates in the targeted community:

   • In educational outcomes?
   • In home ownership?
   • In incarceration rates?
   • In political leadership (representation)?
   • In healthcare and medical coverage?
   • In employment?
   • In child welfare?

2. Can I identify several other organizations, with a physical presence in the community I’ve targeted, working to achieve the same or shared goals?

3. Are we prepared to commit resources to real and meaningful relationship building?
4. Are we prepared to commit ourselves and the agency to a long-term, mutually beneficial relationship? What does that look like?

5. Is our agency committed for the long term?

6. Are there any events happening (immediate past, present or future) in the larger community that will impact the social, racial, political or economic outlook of the targeted community? Look for both positive and negative indicators.

7. Am I allowing members of the community to help define and frame the terms of our partnership?

8. Are we prepared to share leadership on the issue when presenting to other groups, or the public?

The basic building blocks of communications: our common humanity and our shared values

All parents, no matter their personal circumstance, have a desire to live in a supportive and healthy environment. We want our communities free of crime, with access to high performing schools, nurturing circles of friends and family, to quality and affordable housing and healthcare, and jobs that support and sustain the family. We all share the same beliefs about the rights every child should have to thrive, to be safe, to be loved and cherished.

These truths form the beginning of an effective communications and community outreach effort.

The good news is that our entire communications campaign—from messaging strategy to media tactics—is built around these values and beliefs. Because of that it will be both sophisticated and at the same time clear enough to appeal to all the audiences and constituents. We have created tools with universal appeal to all adults to join us in meeting society’s most fundamental obligation to our children.

We will have some targeted tools and messages—for example to increase the number of Latino and African American male volunteers—and these tools will be specific to the objective, i.e., targeted directly to individuals.
Connecting these strategies and tactics to your reality

Every one of the more than 955 CASA/GAL organizations around the country is different in some very important ways. Some have a rather robust team including their own fundraising staff, others have fewer than one full-time employee. Some are based in remote rural areas, others deep in the inner-city. If this campaign is going to create a national movement one community at a time, we need to make sure it truly addresses the needs of each of the CASA organizations we serve.

Rather than develop 1,000 completely unique programs custom tailored to every CASA organization, we’ve decided to begin with three sensible groupings or “Levels” that more-or-less reflect the most common infrastructure and media realities our CASA/GAL organizations face. In addition, we recognize that 25% of our membership is publicly administered.

Decide which grouping best suits your circumstance, and that will give you the best idea of the tools and tactics that will be most beneficial to you. Here are the categories we’ve outlined:

**LEVEL 1: The Essentials**

**Is this you?** This level is intended to address the needs of smaller CASA/GAL organizations that are stretched pretty thin in terms of money and people. In this case, we want you to have a set of basic building blocks that will allow you to take advantage of every opportunity you possibly can. We have a deep and abiding commitment to make sure CASA organizations at this level are well taken care of, and this set of tools and tactics are intended to set the right things in place.

**Infrastructure and Capacity Requirements:** This level assumes you have the ability to respond to the inquiries from each of the constituents you’ve decided to target so that they get the information they need, and are never left feeling like they’re being ignored. You should have somebody on your staff—paid or volunteer—with the capacity to cultivate relationships that may arise through the use of this basic toolkit.

**Goal:** Build relationships with a select group of your most obvious opportunities. Whether a growing relationship with a local business, an inside connection with a regional foundation, or a good rapport with a media outlet, every one of our CASA programs has some number of promising prospects. This campaign binder provides some basic tactics and tools to ensure that you have the best possible chance to cultivate those relationships into something fruitful.

**LEVEL 2: Multi-Channel**

**Is this you?** A few hundred of our CASA organizations fit in this category. Enough people and resources to get the job done, but not a lot of folks spending their time on issues of growth or communications. These folks tend to be found in mid-sized cities and counties throughout the country, and take on the outreach, communications and development needs.

**Infrastructure and Capacity Requirements:** You need to have the ability to respond to the inquiries of several different kinds of constituents in a way that provides the information
they need, and never leaves them feeling like they're being ignored.

**Goal:** Create a diversified “portfolio” of support for your work. This essentially requires having enough tools, infrastructure and capacity to cultivate ongoing relationships with up to three or four of the six key constituent groups.

**LEVEL 3: Critical Mass**

**Is this you?** This level represents perhaps 100 of the best resourced CASA organizations around the country. At this level, there are dedicated staff who are focused on development and communications activities.

**Infrastructure and Capacity Requirements:** You need to have staff respond to the inquiries of every kind of constituent group contemplated in this document. By the time you are at this program level, you should have at least one full-time person dedicated to fundraising and communications. Ideally that person will be on staff.

**Goal:** Create a critical mass of support for your program. This essentially requires having enough tools, infrastructure and capacity to cultivate ongoing relationships with the full suite of constituent groups so that you have the funding and infrastructure to meet all the needs of your local or state CASA program.

**Publicly Administered**

**Is this you?** This level is intended to address the needs of our approximately 250 state organizations and local programs that are administered by state and local governments. Your staff recruit, train and support volunteers while oversight and funding are provided through state or local government. Staff in publicly administered programs rarely have responsibility for raising operating revenue for the program outside of ensuring continued government appropriations. They are often prohibited from raising funds from individual donors or foundations and corporations.

**Infrastructure and Capacity Requirements:** You need to have the ability to respond to volunteer inquiries in a way that provides the information the prospects need, and never leaves them feeling like they have been ignored. While your staff may multi task between volunteer recruitment, screening, training, support and recognition they have the time and skills to do outreach and follow-up.

**Goal:** To create opportunities to build relationships that will increase community support and the numbers of available volunteers. The tools in this campaign binder will provide you with the necessary elements of a campaign to increase community awareness and recruit new volunteers. If your program has an auxiliary fundraising component we encourage you to share this toolkit with them so that they can utilize the elements related to fundraising and donor development.
Movement Building

It’s easy to get intimidated by all this talk of “social change” and “movement building.” After all, we’ve noted that we’re the same CASA organization we’ve always been, and it’s pretty unlikely that we’ll ever have the kind of resources to buy millions of dollars of national media to raise awareness and create huge onslaught of public will on behalf of kids in foster care.

Rest assured that nothing in this program will ever require that of any of us. Besides, meaningful social change rarely requires 80% public support, a civil war, or hundreds of millions of dollars of media and PR. Thankfully, the greatest movements in human history—from putting a man on the moon to the recent Arab spring, from women’s suffrage in the 1920’s to the fight to end polio and smallpox—actually took much less.

If you want to break down social movements or times of significant change throughout history, you’ll find that they all started pretty humbly:

**Meaningful change requires that some catalyst motivate a critical mass of the right people to commit to that change.**

It really is that simple. Great social movements don’t require huge armies marching in the street, they require a very targeted focus on that right group of people who can push things to a “tipping point.” Once that happens the American public more-or-less responds the way they should, and history gets made.

By the way, we’re not just talking about the kind of history that creates a new country, or overthrows a dictator. We’re talking about the kind of history that required infant car seats for all children, and “Amber Alerts” when a child goes missing. The kind of history that has changed our thinking about tobacco and the rights of disabled people.

So who are those people?

We’ve defined the first six groups of “right people” with whom we want to begin to cultivate better relationships. The rest of this document is intended to define who those people are, and what it is going to take to cultivate relations with each of them.
Constituent Groups

**Individuals: Donors and Volunteers**
Compassionate citizens, committed to making a difference in the lives of children either through meaningful monetary gifts, major commitments or by volunteering time. People who care about their community, and want to do something meaningful to help. Volunteers are the most important group of supporters we have to fight on behalf of each child. They are our advocates, and often the best people to tell our story! You can ask your volunteers to commit on your behalf in whatever means necessary.

**Service Organizations**
The “doers” of our partner base. Service organizations, like Junior League, National Council of Jewish Women and Kappa Alpha Theta Fraternity chapters and alumni, have the people resources to go into communities and run events, campaigns, and become passionate ambassadors of CASA at all levels.

**Regional and Local Businesses**
Companies whose values align with CASA—both philosophically and through their business practices. They support not just specific programs financially, but the entire CASA mission. Local business partners—from regional toy stores or restaurant chains to law firms to local offices of multi-national corporations—can be the conduits to far-reaching support. By the same token, our national relationship-building efforts can lead to outstanding local sources of support.

**Regional and Community Foundations**
Small to mid-sized family and community foundations with the resources to fund regional and local CASA programs. They can become key partners on a state or local level, and can be recognized at events and in program specific literature.

**Policy Makers**
Local, state and federal decision-makers who control budget allocations and strategic priorities. They are the key to getting and maintaining funding to our programs and policies to implement services and support for our children. Reminder: nonprofit organizations cannot endorse any candidates for public office or contribute to their campaign.

**The Media**
Key individuals and outlets that have the capacity to help tell, and share, the CASA story. These partners—from spokespeople to newspaper editors—have the power to amplify our voice, and we must approach them at all levels.
A relationship management system to help build loyalty

The only way we will build a reliable, committed community of loyalists to support our work is to approach the task of communications with the commitment and creativity of a “passionate courtship”—always guided by the pressing need to address those five big questions as a relationship develops.

Rather than pounding home a single message at every available opportunity, relationships are built by properly telling the right story in the right context. Effectively leading people to have their own “aha” understanding of the “statement of purpose” or moral to our story.

Now we have a unique opportunity to really think our communications through in the context of the different relationships we’re trying to build with the different kinds of constituent groups we’re seeking to cultivate.

This is where we begin to change that reality! Let’s start by taking a look at one of these relationship models.

The objective of each of these models is very simple: to assure the most effective communications program for each constituent group by making sure each tool plays a specific role and is appropriately linked to other tools in the relationship building process. It helps balance communications (and resources) across the relationship, defines a step-by-step approach to pursue, and, at the same time, provides a guide for auditing communications to ensure effectiveness.

Here’s how to analyze one of these models:

<table>
<thead>
<tr>
<th>1.</th>
<th>2.</th>
<th>3.</th>
<th>4.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Donor Mindset</strong></td>
<td><strong>The CASA Message</strong></td>
<td><strong>Donor Action</strong></td>
<td><strong>Tools</strong></td>
</tr>
</tbody>
</table>

1. This section addresses the states of mind each constituent goes through as they build an ever-stronger (and more fruitful) relationship with us.
2. Here’s the message we can deliver in order to address each state of mind, and move them to the next state.
3. This row illustrates the best response we can hope for at each mental step.
4. Finally, this area defines the tools and tactics we’re suggesting (based on the level of infrastructure you have in place) to best deliver that message, and get the desired response.
As you can see, these models reflect the actual mental steps each constituent goes through as they build a relationship with CASA. It then matches appropriate messages to address each mental state, and an appropriate “ask” for each stage. Finally, it matches the ideal communications tools to fit that decision making process.

**Building relationships isn’t rocket science**
Moving people through a relationship cycle does require a different way of thinking, but it’s frankly more intuitive than what most of us are doing today. It also gives us a very solid way to measure the relative effectiveness of one particular tool or strategy against another.

What’s perhaps most important is that these models require that we not see marketing, PR and fundraising as independent silos, but as seamless parts of a stream of communications.

We—like most nonprofits and publicly administered programs—have created vertical structures around marketing, PR, the web and various types of resource development to ensure excellence in each discipline. This structure will continue to serve us well as long as we make sure that excellence in distinct methods doesn’t manifest itself in distinctly different messages.

The whole point of a relationship management system is to provide us with a lens that helps us avoid that possibility. Rather than seeing our messaging discretely, method-by method, it views them all as points on a continuum. In other words, it views our messages the way the recipient does, rather than the way a “messaging expert” does.

On the following pages, we’ve created a unique model for each of the six constituent groups who will be the focus of our efforts over the next several years. We then suggest a set of tools, and provide a road map for precisely how to use those tools. If it feels sort of obvious and simple, we’ll humbly offer that’s an argument for using this kind of framework!

**While the models may be simple, the judgments we must make are not**
Because these models are not very complicated there’s an understandable tendency to want to “get going!” A temptation we have to be cautious about. It’s important to remember that Relationship Models like these set expectations in the minds of the constituents we’re courting. They should expect prompt, relevant communications—especially to direct volunteer or giving inquiries. They should expect to feel “rewarded” for being in this relationship. **Deploy these models when you can meet these expectations.** That means we’re going to have to prioritize if and how we go after each constituent group on a national, state and local level.
### Print Advertising (3 versions)
- Double page spread
- Full page
- Half page
- Quarter page

Print advertising is available in all standard formats so you can approach local media outlets (newspaper and magazine) to solicit free or heavily discounted media insertions. Once you know the specifications, you can fill out an online order and National CASA will customize the materials and upload printer ready files with instructions to download.

### TV PSA (2 versions)
- 25 second pre-approved content
- 5 seconds of custom content for local CASA organizations

Television PSAs are available in 25/5 format to allow for custom sign-offs for your CASA. You can use the file of the campaign (enclosed) to solicit TV stations for free or heavily discounted placement. You can customize the end slate with your local information.

### Outdoor / Transit (3 versions)
- Billboard
- Transit - King
- Transit - Standard
- Station - Standard

Outdoor advertising is available in all the standard formats so you can approach your local transit or outdoor outlets to solicit free or heavily discounted media insertions. Once you know the specifications, you can fill out an online insertion order and National CASA will customize the material for you to download.

### Radio / PSA (3 versions)
- 25 second pre-approved content
- 5 seconds of custom content for local CASA organizations

There are three different radio spots available in a 25/5 format to allow for custom sign-offs for your local CASA. You can use an audio file of the campaign (enclosed) to solicit local radio stations for free or heavily discounted placement. You can personalize locally with local radio talent.

### Letter to the Editor / Op-Ed / Byline Articles

One of the most effective “mass media” tactics is a letter to the editor or op-ed. We’ve provided a template for how you might submit one to your local newspaper or magazine. Develop a relationship and you might be asked to write an on-going series of byline articles or at least get some special coverage in an article. Don’t ignore the opportunities offered through blogs and offers to participate in radio and TV call-ins.

### Poster Campaign

You can download a series of 18”x12” posters (customizable and printable at your local print shop) that you can distribute to local grocery stores, coffee shops, etc. Don’t forget this is an excellent opportunity for activating groups online (and crowd sourcing the work).

### Viral Video

National CASA will make sure our video, personal story vignettes and PSAs get great exposure on YouTube. You can make sure everyone you know sees them throughout your website, Facebook, etc., and even post videos of your own from local events.

### Social Media

Every board member, staff member and volunteer should have their relationship with CASA well known by their entire network of friends. We’ll provide some boilerplate language, graphics, and protocol procedures, as well as Twitter hashtags and posts to show you how to do so. Don’t forget this an excellent opportunity for activating groups online (and crowd sourcing the work).

### Media Alert

Any time you have a newsworthy event or situation, make sure the media knows about it. You can also refer them to the National CASA site when there’s something going on nationally. This is useful for keeping our issue top of mind and establish you as a content expert.

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**INDIVIDUAL DONORS: UNAWARE**
### Local CASA Websites

To truly build a movement every CASA program website should bring relevance to the “I am for the child” campaign through changes to the homepage and by addressing the five questions (discussed earlier in this plan) everyone is concerned about. At this point your homepage should address questions 1 and 2 in a way that reflects both the national and local realities. We’ve provided boilerplate language for doing so in this document, and you can look at the National CASA website for an example of how to use that language. Ideally, as the campaign and funding grows, we envision providing a custom web solution for all member programs where content is published locally.

### Email Correspondence: Passive Interest

If you can delineate people in your database by “stage” of relationship, plan on sending a “passive interest” focused email to people at that stage the first month of every quarter. If you cannot delineate the stage they’re at, then send this email the first month of the quarter to your entire database. Passive interest content should focus on how vital this issue is, and how solvable it can be. Every email of this kind should have a specific call to action to learn more by visiting your website.

### CASA Brochure / Flyer

Anybody who has given you their name, or expressed an interest in person should quickly (if not instantaneously) receive one of our brochure/flyers. These are built to hand out in person, or easily mail to someone. You can order them through ShopCASA, and the inserts are available for print-on-demand.

### Invitation to an Event

Many CASA organizations host an annual breakfast event, or are able to join in on an already existing event—from a community arts festival to a county fair. These can provide an outstanding opportunity for someone who is aware but disinclined to take one more step toward a commitment of time or donation. Caution, though, this tactic shouldn’t be deployed unless there is already some event that you sponsor or can easily take part in, as starting events from scratch can be extremely expensive and time consuming.

### Become an “Expert in the Field”

In addition to writing op-eds, byline articles and engaging in blog conversations you should present your “credentials” to all of your local media outlets as an expert in the issue of child welfare so that every time they have an interest in the subject you are one of their first calls. As noted on the previous page a good way to do this is through media alerts. This kind of activity tends to work pretty well on those who are generally interested in the issue of child welfare but who have not yet acted upon that interest. We encourage you to make use of National CASAs blog posts and op-eds if you’re thin on current content.

### Social Media

Whether or not the press is using you as a content expert, you should be actively updating your Facebook and Twitter information with success stories, alerts, and touching vignettes/videos. We’ll make sure you have an ample supply of these from National CASA over the course of the year. You should ask people to post them and pass them along to their friends, as well.

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**INDIVIDUAL DONORS: PASSIVE INTEREST**
Local CASA Websites

With your homepage establishing answers to the first two big questions, you need to define a section of the site to address question three; specifically why they should place their faith in us. We've provided boilerplate language for doing so in this document, and you can look at the National CASA website for an example of how to use that language.

Email Correspondence: Active Interest

If you can delineate people in your database by "stage" of relationship, plan on sending an "active interest" focused email to people at that stage the second month of every quarter. If you cannot delineate the stage they’re at, then send this email the second month of the quarter to your entire database. Active interest content should focus on CASA being the lynchpin to solving this crisis in the rights of children in the system. Every email of this type should have a specific call-to-action to donate or volunteer now.

Ongoing Newsletters (mail or online)

Send out a newsletter with content that’s very relevant to people in this state of mind. It is critical that each page of the newsletter have some form of “ask” as these people have already been more-or-less vetted as viable candidates to become a volunteer, to donate or to forward to a friend.

Event

We will create an “Event Kit” that includes posters, brochures, a DVD (that can be set on continuous play or used once to start a speech), table tents and pledge cards. Whether sponsoring an event yourself or piggybacking on something, everyone should be enveloped in “I am for the child” language, and get a very clear idea that we want them to get involved. As we grow this campaign, we will bring you turn key signature events that yield the greatest return on support for your work. Don’t forget events are an excellent opportunity for crowd sourcing the work!

Letter to the Editor / Op Ed / Byline Articles

There are some publications (or sections of publications) and online journals that focus on issues that pertain to children and/or the overall “social health” of your community. People who read/subscribe to these are predisposed to supporting CASA, and many are already in the “active interest” stage of the relationship. So you should make sure that you’re following and communicating with these outlets on a regular basis. Here, too, you are seeking to get enough recognition to be a regular contributor.

Social Media

As you are updating your Facebook and Twitter status with various success stories and vignettes, don’t be afraid to ask for donations or provide opportunities to volunteer—even if it’s just to help you put together an event, or support you in one of these outreach activities. Not every time, but every month or two. Don’t forget social media is an excellent tool for crowd sourcing the work!

INDIVIDUAL DONORS: ACTIVE INTEREST
### Local CASA Websites

At this stage of interaction with our website, people are going to be looking for answers to the 4th question, which requires a clear and compelling description of what we will do with their support. Here, too, we have provided sample copy on the national site where you can access it and customize it to fit your region.

### Email Correspondence

Everyone who donates online should immediately receive an email or thank-you letter from your Executive Director. If in email, it should have a very personal touch and assure the donor that their money will be put to the best use possible. If you know precisely how it will be spent, tell them.

### Direct Mail

National CASA has created a template for a 4-panel direct mail piece that you can customize with your contact information and ask. This is an effective tool you can utilize to bring donors to the next level of engagement.

### Thank-You Letter

Everyone who donates by mail should immediately receive an acknowledgment or thank-you letter from your Executive Director, signed by hand. Assure the donor that their money will be put to the best use possible. You will find an acknowledgment template for you to customize in the campaign section of the intranet. If you are utilizing the email welcome series, this is a good place to activate. Where recognition beyond the thank you letter is called for, it should be appropriate to the size of the gift.

### Face-to-Face Chat for High-Potential Donors

By this stage of the relationship you’ll start to get a sense of a few people who might have the capacity and potential to become major donors. If so, consider inviting each “prospect” to a one-on-one chat to explore what it would take to get a deeper commitment. We’ve provided the tools for doing so (case for support, video). Do not do this until a first donation has been made. Set a goal of one “coffee talk” a month until you have the time to do more. Don’t forget, this too is an excellent opportunity for crowd sourcing the work!

### Telephone Chat with Medium-Potential Donors

By this stage of the relationship you’ll start to get a sense of a few people who might have the chance to become something more to your organization. If so, call them to share a current event around the work and explore what it would take to get a deeper commitment. Do not do this until a first donation has been made. Set a goal of one call per week to these types of donors until you have the time to do more. Don’t forget this is an excellent opportunity for crowd sourcing the work!

### Cultivation Event

Having your board host a monthly or quarterly recognition dinner activity for high- and medium-potential donors could be a very constructive way to have an intimate engagement with several folks. Keep it small, make a brief presentation using our video or a foster alum youth speaker, then offer some relevant conversation topics that people can use to get to know each other (and engage in the topic of “children in the system”). Don’t forget this is an excellent opportunity for crowd sourcing the work!

### Social Media

If donations of time or money come through this channel, you should make sure to provide public thanks to all those who have shown their commitment. It’s a great way to encourage others to do the same.

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**INDIVIDUAL DONORS: FIRST DONATION**
<table>
<thead>
<tr>
<th>Local CASA Websites</th>
<th>At this stage of interaction people are going to be expecting that you will find a mutually agreeable way to stay engaged in an ongoing conversation about the issues. In an ideal world this will be a dialogue, where this group of “insiders” are able to participate in some form of blog or chat around issues that your Executive Director or Volunteer Lead suggests to the group.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Email Correspondence</td>
<td>Quality over quantity should be the rule of order here. People at this level of relationship should have a right to expect fewer emails, but of a very high level of understanding of their interests. You should be affirming peoples’ commitment and connecting with them around very specific needs and interests where you could use their support.</td>
</tr>
<tr>
<td>Ongoing Newsletters (mail or online)</td>
<td>You may want to consider creating a quarterly or half-yearly version of the newsletter that goes directly to these insiders. Outlining specific programs and initiatives for which their support was critical. Make sure they know it is a unique correspondence for them.</td>
</tr>
<tr>
<td>Face-to-Face Chat for High-Potential Donors</td>
<td>By this stage of the relationship you’ll have a lot clearer understanding of those who hold the most potential for deeper commitments of time and/or money. You should seek to continue these cultivation conversations—perhaps one-on-one or with a couple of prospects. Don’t forget this is an excellent opportunity for crowd sourcing the work!</td>
</tr>
<tr>
<td>Telephone Chat with Medium-Potential Donors</td>
<td>By this stage of the relationship you’ll have a lot clearer understanding of those who hold the most potential for deeper commitments of time and/or money. You should seek to continue these cultivation phone calls. Don’t forget this is an excellent opportunity for crowd sourcing the work!</td>
</tr>
<tr>
<td>Thank-You Event</td>
<td>Eventually you’ll have enough people at this level of support that you can justify an annual gathering that thanks them for their support. Again, this can range from a nice intimate dinner, to the renting of a hall—everything depends on the kind of resources and time you might have. This is a place you can start to rely on staff, board, and “committed partner” level donors to step in and do this kind of thing for you. They can be “force multipliers.” Don’t forget this is an excellent opportunity for crowd sourcing the work—and keep the referrals coming! It can also be a building block for a planned gift.</td>
</tr>
<tr>
<td>Social Media</td>
<td>At this stage of relationship social media may become a secondary means of communication as it’s a bit too public. Trust that these folks will be keeping tabs on you through multiple means and may respond favorably to a call for help through Facebook or Twitter, but don’t try too hard to communicate directly with these insiders in a unique way.</td>
</tr>
<tr>
<td>FirstGiving Friend-to-Friend Tool</td>
<td>Now that folks have proven their willingness to commit to our cause, invite them to make use of our peer-to-peer fundraising tool to spread the word. They can create a personalized giving page, with information about why they care, and can share it with their friends, family and community to engage them.</td>
</tr>
</tbody>
</table>

**INDIVIDUAL DONORS: REPEAT DONATIONS**
### Local CASA Websites

By the time someone is at this level of commitment, they have a right to expect some degree of “insider” access to you and the organization. One way to facilitate this is to invite them to log on to a private part of the website and weigh in on issues that you’re wrestling with. Use their collective wisdom (and their network) to help solve your biggest problems.

### Email Correspondence

Quality over quantity should be the rule of order here. People at this level of relationship should have a right to expect fewer emails, but of a very high level of understanding of their interests. We should be affirming peoples’ commitment and connecting with them around very specific needs and interests where we could use their support.

### Face-to-Face Chat

It would be worthwhile to make sure that everyone at the “committed partner” level should have some level of personal interaction with you or one of your colleagues every year.

### Host an Event

Rather than invite them to an event you should ask them to host an event themselves (for example hosting people at earlier stages in their relationship with CASA). Remember, these people can be force multipliers for you. They have the commitment and understanding to be virtual “members” of your organization, and help you reach more people.

### Thank-You Letter

Nothing can be more powerful or motivational than a hand-written letter that notes you were just thinking about somebody, and recently reminded just how important they are to these kids. Set a goal that everyone at this level of commitment should get one of these from you or board member at least every year. Consider sending such a note at a time in the year where you wouldn’t typically make an appeal for support; an unexpected reach out to offer your gratitude “just because.”

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**INDIVIDUAL DONORS: COMMITTED PARTNER**
### Print Advertising (3 versions)
- Double page spread
- Full page
- Half page
- Quarter page

Print advertising is available in all standard formats so you can approach local media outlets (newspaper and magazine) to solicit free or heavily discounted media insertions. Once you know the specifications, you can fill out an online order and National CASA will customize the materials and upload printer ready files with instructions to download.

### TV PSA (2 versions)
- 25 second pre-approved content
- 5 seconds of custom content for local CASA organizations

Television PSAs are available in 25/5 format to allow for custom sign-offs for your CASA. You can use a file of the campaign (enclosed) to solicit TV stations for free or heavily discounted placement. You can customize the end slate with your local information.

### Outdoor / Transit (3 versions)
- Billboard
- Transit - King
- Transit - Standard
- Station - Standard

Outdoor advertising is available in all the standard formats so you can approach your local transit or outdoor outlets to solicit free or heavily discounted media insertions. Once you know the specifications, you can fill out an online insertion order and National CASA will customize the material for you to download.

### Radio / PSA (3 versions)
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There are three different radio spots available in a 25/5 format to allow for custom sign-offs for your local CASA. You can use an audio file of the campaign (enclosed) to solicit local radio stations for free or heavily discounted placement. You can personalize locally with local radio talent.

### Letter to the Editor / Op-Ed / Byline Articles

One of the most effective “mass media” tactics is a letter to the editor or op-ed. We’ve provided a template for how you might submit one to your local newspaper or magazine. Develop a relationship and you might be asked to write and on-going series of byline articles or at least get some special coverage in an article. Take advantage of opportunities offered through blogs or offers to participate in radio and TV call-ins.

### Poster Campaign

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### Viral Video

National CASA will make sure our video, personal story vignettes and PSAs get great exposure on YouTube. You can make sure everyone you know sees them throughout your website, Facebook, etc., and even post videos of your own from local events.

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Every board member, staff member and volunteer should have their relationship with CASA well known by their entire network of friends. We’ll provide some boilerplate language and graphics, as well as Twitter hashtags and posts to show you how to do so. Don’t forget this an excellent opportunity for activating groups online (and crowd sourcing the work!).

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Anybody who has given you their name, or expressed an interest in person should quickly (if not instantaneously) receive one of our brochure/flyers. These are built to hand out in person, or easily mail to someone. You can order them through ShopCASA, and the inserts are available for print-on-demand.

Invitation to an Event

Many CASA organizations host an annual breakfast event, or are able to join in on an already existing event—from a community arts festival to a county fair. These can provide an outstanding opportunity for someone who is aware but disinclined to take one more step toward a commitment of time. Caution, though, this tactic shouldn’t be deployed unless there is already some event that you sponsor or can easily take part in, as starting events from scratch can be extremely expensive and time consuming.

Become an “Expert in the Field”

In addition to writing op-eds, byline articles and engaging in blog conversations you should present your “credentials” to all of your local media outlets as an expert in the issue of child welfare so that every time they have an interest in the subject you are one of their first calls. As noted on the previous page a good way to do this is through media alerts. This kind of activity tends to work pretty well on those who are generally interested in the issue of child welfare but who have not yet acted upon that interest. We encourage you to make use of National CASAs blog posts and op-eds if you’re thin on current content.

Social Media

Whether or not the press is using you as a content expert, you should be actively updating your Facebook and Twitter information with success stories, alerts, and touching vignettes/videos. We’ll make sure you have an ample supply of these from National CASA over the course of the year. You should ask people to post them and pass them along to their friends, as well.

INDIVIDUAL VOLUNTEERS: PASSIVE INTEREST
With your homepage establishing answers to the first two big questions, we need to define a section of the site to address question three; specifically why they should place their faith in us. We've provided boilerplate language for doing so in this document, and you can look at the National CASA website for an example of how to use that language.

If you can delineate people in your database by “stage” of relationship, plan on sending an “active interest” focused email to people at that stage the second month of every quarter. If you cannot delineate the stage they’re at, then send this email the second month of the quarter to your entire database. Active interest content should focus on CASA being the lynchpin to solving this crisis of the rights of children in the system. Every email of this type should have a specific call-to-action volunteer now, with slightly different copy from the donor version.

Every email of this type should have a specific call-to-action volunteer now, with slightly different copy from the donor version.

We’re providing a downloadable newsletter template that offers content that’s very relevant to people in this state of mind, and affords you the chance to offer custom content relevant to your local CASA organization. It is critical that each page of the newsletter have some form of “ask” as these people have already been more-or-less vetted as viable candidates to become a volunteer.

We’ve created an “Event Kit” that includes posters, brochures, a DVD (that can be set on continuous play or used once to start a speech), table tents and ask cards. Whether sponsoring an event yourself or piggybacking on something, everyone should be enveloped in “I am for the child” language, and get a very clear idea that we want them to get involved. As we grow this campaign, we will bring you turn key signature events that yield the greatest return on support for your work. Don’t forget events are an excellent opportunity for crowd sourcing the work!

There are some publications (or sections of publications) and online journals that focus on issues that pertain to children and/or the overall “social health” of your community. People who read/subscribe to those are predisposed to supporting CASA, and many are already in the “active interest” stage of the relationship. So you should make sure that you’re following and communicating with these outlets on a regular basis.

As you are updating your Facebook and Twitter status with various success stories and vignettes, consider providing opportunities to volunteer—even if it’s just to help you put together an event, or support you in one of these outreach activities. Not every time, but every month or two. Don’t forget social media is an excellent tool for crowd sourcing the work!

<table>
<thead>
<tr>
<th>Local CASA Websites</th>
<th>Ongoing Newsletters (mail or online)</th>
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<th>Event</th>
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<td>As you are updating your Facebook and Twitter status with various success stories and vignettes, consider providing opportunities to volunteer—even if it’s just to help you put together an event, or support you in one of these outreach activities. Not every time, but every month or two. Don’t forget social media is an excellent tool for crowd sourcing the work!</td>
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Local CASA Websites

At this stage of interaction with our website, people are going to be looking for answers to the 4th question, which requires a clear and compelling description of what their support will mean to a child. Here, too, we have provided sample copy on the national site where you can take it and customize it to fit your region. Remember, in this instance “support” means volunteering a significant amount of time.

Email Correspondence

Everyone who expresses interest should immediately receive an email from your Volunteer Coordinator. If in email, it should have a very personal touch and assure the volunteer that their time and energy will mean everything to the life of a child—you will “lift up” their voices and their lives. Remember if the inquiry came through National CASA’s website, they will get an automatic response two weeks later to make sure they’ve been contacted by you.

Thank-You Letter

Everyone who volunteers should immediately receive a thank-you letter from your Executive Director. It should have a very personal touch and assure the volunteer that their time and energy will mean everything to the life of a child—you will “lift up” their voices and their lives.

Recruitment Event

Having your board or supporter host a monthly or quarterly dinner activity for high- and medium-potential volunteers could be a very constructive way to have an intimate engagement with several folks. Keep it small, make a brief presentation using the new video, then offer some relevant conversation topics that people can use to get to know each other (and engage in the topic of “children in the system”). Don’t forget this is an excellent opportunity for crowd sourcing the work!

Social Media

If prospective volunteers come through this channel, you should make sure to provide public thanks to all those who have shown their commitment. It’s a great way to encourage others to do the same.

INDIVIDUAL VOLUNTEERS: FIRST INQUIRY
Local CASA Websites

Consider evolving the content of your website so that volunteers can get reminders of key elements of their training, and have access to reference materials, etc. This should also provide constant reminders of just how important their commitment to these children really is. Many programs do this now, which is great. Please continue to reinforce issues specific to your community.

Ongoing Newsletters (mail or online)

Maintaining confidentiality, consider devoting an entire section of each newsletter toward promoting the work of volunteers through personal stories of success, and solicitations of advice from other volunteers. The important issue is that they feel they are an integral part of a community.

Face-to-Face Chat with High-Potential Volunteers

By the time they’re going through training you’ll have a lot clearer understanding of those who hold the most potential for deeper commitments of time and, lets not forget, possibly money. We don’t need to ask the volunteer themselves for money, but we should at least consider whether or not they know folks who could support our work. You should seek to continue these cultivation conversations—perhaps with a couple volunteers at a time. Don’t forget this is an excellent opportunity for crowd sourcing the work!

Telephone Chat with Medium-Potential Volunteers

By the time they’re going through training you’ll have a lot clearer understanding of those who hold the most potential for deeper commitments of time and, lets not forget, possibly money. We don’t need to ask the volunteer themselves for money, but we should at least consider whether or not they know folks who could support our work. You should seek to continue these cultivation calls—perhaps one-on-one or with a couple of prospects. Again, an excellent opportunity for crowd sourcing the work!

Thank You Event

We cannot forget that our training can be rather sobering. Up to this point there’s a lot of passion and commitment to what’s best for our kids. After this point there’s a great deal of consciousness about the level or time and degree of responsibility. All the more reason to have a you program, board or an existing pool of active volunteers send personalized thank-you’s at the end of each training. Remember, we want them to take a case, having spent time and resources recruiting and training them!

Social Media

Social media can be an excellent tool for recognizing your “graduates” for their commitment to standing up for our children.

INDIVIDUAL VOLUNTEERS: TRAINING
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<td>While many programs have sections on their sites for continuing education, consider creating a section of the website for your loyal followers to weigh in on issues that you’re wrestling with. Use their collective wisdom (and their network) to help solve your biggest problems.</td>
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<td>Quality over quantity should be the rule of order here. People at this level of relationship should have a right to expect fewer emails, but of a very high level of understanding of their interests. We should be affirming peoples’ commitment and connecting with them around very specific needs and interests where we could use their support.</td>
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<td>In addition to the support volunteers receive from case coordinators, it would be worthwhile to make sure that everyone at the “Loyal Volunteer” level has some level of personal interaction with you or one of your colleagues every quarter or so.</td>
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<td>In addition to hosting annual recognition events for them, you should ask them to host an event themselves (for example hosting people at earlier stages in their relationship with CASA). Remember, these people can be force multipliers for you. They have the commitment and understanding to be virtual “members” of your organization, and help you reach more people.</td>
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<th>Thank-You Letter</th>
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<td>Nothing can be more powerful or motivational than a hand-written letter that notes you were just thinking about somebody, and recently reminded just how important they are to these kids. Set a goal that everyone at this level of commitment should get one of these from you or board member at least every year. Consider sending such a note at a time in the year where you wouldn’t typically make an appeal for renewing their commitment to volunteering; an unexpected reach out to offer your gratitude “just because.”</td>
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<th>FirstGiving Peer-to-Peer Tool</th>
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<td>Now that folks have proven their willingness to commit to our cause, invite them to make use of our peer-to-peer fundraising tool to spread the word. They can create a personalized giving page, with information about why they volunteer, and can share it with their friends, family and community to engage them in the issues.</td>
</tr>
</tbody>
</table>

**INDIVIDUAL VOLUNTEERS: LOYAL VOLUNTEER**
### Face-to-Face Introduction
- Letter to a specific person at the service organization
- Fact sheet that provides the stats in your region
- Executive summary

Since most service organizations tend to be pretty busy, and highly solicited, some form of official introduction is very necessary here. There is no better opportunity than to have someone you know in that organization arrange an introduction at some kind of community gathering or, even better, over lunch or a cup of coffee. We’ve created a set of tools—including the brochure, folder and letter templates—that you can use during that introduction.

### CASA Brochure and Folder
- Letter to a specific person at the service organization
- Fact Sheet that provides the stats in your region

In the absence of someone introducing you to the right folks, a nice package of materials is the next best thing. Put together the brochure, folder, a fact sheet and a nice letter and deliver it to the service organization so they’ll pay attention to its arrival.

### Speaker at a Local Community / Civic Gathering
- The Rights of a Child
- A Year in the Life of a Child in the System
- Snatching Victory from the Jaws of Defeat: Success Stories
- A Model of Public, Private, Volunteer Cooperation
- Volunteerism at Its Best

No matter how large or small the community, there are monthly opportunities to get yourself in front of the most prominent community leaders. You can speak on a number of different topics that would appeal to a wide range of gatherings—from the Chamber of Commerce to a County Council meeting, from the Daughters of the American Revolution to a local news channel’s initiative on volunteerism. National CASA has a PowerPoint presentation you can customize specific to your audience and community.

### Letter to the Editor / Op-Ed / Byline Articles

One of the most effective "mass media" tactics is a letter to the editor or op-ed. We’ve provided a template for how you might submit one to your local newspaper or magazine. Develop a relationship and you might be asked to write and on-going series of byline articles or at least get some special coverage in an article. Take advantage of the opportunities offered through blogs and offers to participate in radio and TV call-ins.

### Media Alert

Any time you have a newsworthy event or situation, make sure the media knows about it. You can also refer them to the National CASA site when there’s something going on nationally. This is useful for keeping our issue top of mind and establish you as a content expert.
Local CASA Websites
To truly build a movement every CASA program website should bring relevance to the “I am for the child” campaign through changes to the home page (see templates) and by addressing the five questions (discussed earlier in this plan) everyone is concerned about. It is critical to remember that many service organizations are often not very well informed in the issues surrounding child welfare and the foster care and family court systems, though some are. So you might want to add a “For Experts in the Field” section to your site that offers some very specific information about CASA’s role in the organization to someone who already “gets it.”

Personal Correspondence
There are perhaps no more important names in your database than individual contacts you have in service organizations, foundations and companies. These people warrant personal attention from the ED of your program. A good way to do that is to hand write a letter to accompany a specific request for consideration. Over time, you can use this same approach to send a quarterly newsletter.

Invitation to an Event
Many CASA organizations host an annual breakfast or dinner event, or join in on an existing event, such as a conference. These can provide an outstanding opportunity for a service organization officer to get a better sense of what you do. They should expect to be treated as a sort of VIP, and recognized personally by your ED when they arrive (and perhaps during the presentation). National CASA will provide some PowerPoint templates for these kinds of events.

Be an “Expert in the Field”
In addition to writing op-eds, byline articles and engaging in blog conversations you should present your “credentials” to all of your local media outlets as an expert in the issue of child welfare so that every time they have an interest in the subject you are one of their first calls. As noted on the previous page a good way to do this is through media alerts. It is often the case that these kinds of media engagements wind up becoming a trigger event that finally gets a service organization to take a serious interest in our work. We encourage you to make use of National CASAs blog posts and op-eds if you’re thin on current content.

Courtroom Visit
As court rules allow, there is no greater proof point of the importance of a CASA volunteer than what happens during critical days in the court. If there is a service organization or corporation or foundation showing a specific interest in your CASA organization, you should strongly consider inviting them to a hearing in which the CASA volunteer is presenting his/her recommendation. To narrate the before, during, after could be invaluable.

SERVICE ORGANIZATIONS: INVESTIGATION
Local CASA Websites

Our websites need to be full of fact-based success stories that clearly illustrate why CASA is such an invaluable part of the process. An interested service organization will very likely peruse your site to make sure you are as legitimate as you claim to be, and many relationships can be won or lost by how well web content establishes your level of professionalism and competence.

Partnership Proposal

We’re providing a downloadable template that offers a specific example of a proposal written in a way that would compel a regional or local service organization to pay attention. These will always have to be customized, because every service organization has a slightly different focus. However, they’ll provide a very good starting point. It is critical that you remember service organizations are a source of volunteers, community awareness and dollars. Don’t forget that your proposal should incorporate all three.

“The Presentation”

It is frequently the case that service organizations will want you to come in and formally present your case for support. This should be a very buttoned up presentation that starts at the level of sophistication and “insider” knowledge a service organization has a right to expect. We’re creating a couple of example templates, which will be available for download and easy customization by you.

Personal Relationship

At this stage of the relationship, there should be a “happy to take your phone call” level of professional camaraderie and friendship between your ED, and someone high-up in the service organization. This would be an outstanding point in the relationship to use that personal connection to be sure that your proposal has the right language and talking points to assure it receives the highest level of consideration among the “deciders” in the service organization, such as the chapter chair or state rep.

FirstGiving Peer-to-Peer Tool

Now that the organization has proven their willingness to commit to our cause, invite their members to make use of our peer-to-peer fundraising tool to spread the word. They can create a personalized team or chapter giving page within your programs page, with information about why they care, and can share it with their friends, family and community to engage them. Chapters can even create “soft competition” between themselves using this tool!
<table>
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<th>Service Organization: Developing Partnership</th>
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<tr>
<td><strong>Thank-You Letter</strong></td>
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<td>Any partnership agreement should immediately be followed up with a thank-you letter from your ED. It should be written by hand, and assure the service organization that their support (in whatever form) will be put to the best possible use. This should establish a direct line of communication between the service organization office and your ED, so they feel they have unlimited access any time they’d like to chat. You will find an acknowledgement letter template for you to customize in the campaign section of the intranet.</td>
</tr>
<tr>
<td><strong>Report Card</strong></td>
</tr>
<tr>
<td>We will be developing a CASA-branded method of assessing the success of our collaborations and partnerships across all the quantitative and qualitative ways progress can be measured—from relationship to process issues, from measurable outcomes to new insights that should be further investigated. This is an excellent way to assure that our service organization partners stay deeply engaged in our work—make sure it’s available to them.</td>
</tr>
<tr>
<td><strong>Hands-on Engagement</strong></td>
</tr>
<tr>
<td>There should be a direct point of contact for every service organization-level of relationship so that they find their interactions with CASA to be both easy and rewarding.</td>
</tr>
<tr>
<td><strong>Article in Regional Newsletters (Submission for National)</strong></td>
</tr>
<tr>
<td>Not only should each service organization be receiving a personal copy of your newsletter, they should also see public acknowledgment of your collaboration within that newsletter. Before the ink is dry on the agreement, you should have an article written about the importance of the partnership and its goals. Please share this with NCASA so we can showcase your partnership in our national publication.</td>
</tr>
<tr>
<td><strong>Local CASA Websites</strong></td>
</tr>
<tr>
<td>Provide a description of the partnership and its intended outcomes on your website so a service organization can see something about themselves on the site. Ultimately this is where periodic updates can be posted so people can see benefits of the relationship developing.</td>
</tr>
</tbody>
</table>
Personal Camaraderie

Ideally, there should be regular (monthly or so) email and telephone check-ins between your ED or relationship manager and a key officer at the service organization to assure that you are maintaining the highest degree of professionalism across the entire range of relationship issues—from responsiveness to results.

“State of the Children” Report / Presentation

Each year National CASA is going to be producing a “State of the Children” report that assesses progress against each of the five areas to which we are holding ourselves to account. This will offer statistics and a frank narrative about how we intend to improve in each area. Once it is put together, we’ll give you instructions on how to create a regional or local supplement that you can present (along with the national report) to your partners and discuss its opportunities.

Expanding the Partnership

Before each proposal is coming to a successful conclusion, you need to pick a moment of success (in the latter stages of the process) and use that as an opportunity to present your next proposal. This should be building upon the success of the preceding proposal, and bringing that commitment to scale so that you can literally begin to address the needs of all the kids in your foster care and family court system. Consider putting forward a multi-year commitment. This saves on time and resources you need to renew every year.

Intimate Thank-You Event

Eventually you’ll have enough service organizations at this level of support that you can justify an annual gathering that thanks them for their commitment. The best bet is a nice intimate dinner where you can bring together like-minded service organizations (or service organizations, foundations and companies) to make them feel singled out, and to stimulate a great conversation on a topic of interest to CASA’s success in your region. Consider having a CASA volunteer speak to the group. Of course, always look for opportunity to have this effort underwritten or sponsored by other supporters.

Courtroom Visit

As court rules allow, there is no greater way to keep a service organization involved than to invite them into a courtroom to see the CASA volunteer work in action. We never want to make a spectacle of this, but by this stage of the relationship there are always a manageable number of service organizations involved that we can be sure to give them an intimate but meaningful experience.

SERVICE ORGANIZATIONS: SUSTAINED COMMITMENT
Council of Advisors
As you develop an ever-stronger relationship with the service organizations in your region, consider forming a casual but intimate Council of Advisors that you rely upon (either individually or in small group settings) to help solve meaningful problems with your capacity, or some other challenge you are facing against our five key goals. This interaction should help them feel both valued by you, and engaged in opportunities to create meaningful change. Keep it simple at first with an annual or twice-yearly gathering. You might consider asking them to join your local board.

“Game Changing” Proposal
As you get service organizations to this level of relationship, and your collaboration at the state and local levels are strong, you should begin to work with them to frame a game-changing region-wide proposal that creates meaningful and lasting change for the foster children in your region. Ideally this will ultimately come in the form of a sweeping proposal in which several service organizations, companies and foundations can play a role. This is also an opportunity to elevate the partnership to the national level.

Personal Camaraderie
No matter how active service organizations may be at any moment in time, anyone who's at this level of familiarity with us should be receiving very comfortable on-going interactions from your ED and board leadership. Whether a hand-written holiday card, or a "long-time, no talk" lunch invitation, there should be the same level of interaction as a good family friend or professional relationship.

SERVICE ORGANIZATIONS: COMMITTED PARTNER
### Regional and Local Businesses: Unaware

**Face-to-Face Introduction**  
- Letter to a specific person at the regional business  
- Fact sheet that provides the stats in your region  

Since most regional businesses tend to be pretty busy, and highly solicited, some form of official introduction is desirable here. There is no better opportunity that to have someone you know arrange an introduction at some kind of community gathering or, even better, over lunch or a cup of coffee. We've created a set of tools—including the brochure, folder and letter templates—that you can use during that introduction.

**CASA Brochure and Folder**  
- Letter to a specific person at the regional business  
- Fact sheet that provides the stats in your region  
- Executive summary  

In the absence of someone introducing you to the right folks, a nice package of materials is the next best thing. Put together the brochure, folder, a fact sheet and a nice letter and send it to the regional business, so they'll pay attention to its arrival.

**Speaker at a Local Community / Civic Gathering**  
- A Commitment to Community: Our Region’s Kids  
- A Year in the Life of a Child in the System  
- Snatching Victory from the Jaws of Defeat: Success Stories  
- A Model of Public, Private, Volunteer Entrepreneurship  

No matter how large or small the community, there are monthly opportunities to get yourself in front of the most prominent community leaders. You can speak on a number of different topics that would appeal to a wide range of gatherings—from the Chamber of Commerce to a County Council meeting, from a local meeting of the Council on Regional businesses to a business roundtable. National CASA has some PowerPoint presentations so you can deliver speeches on these topics specific to your community.

**Letter to the Editor / Op-Ed / Byline Articles**  

One of the most effective “mass media” tactics is a letter to the editor or op-ed. We've provided a template for how you might submit one to your local newspaper or magazine. Develop a relationship and you might be asked to write on-going series of byline articles or at least get some special coverage in an article. Take advantage of the opportunities offered through blogs and offers to participate in radio and TV call-ins.

**Media Alert**  

Any time you have a newsworthy event or situation, make sure the media knows about it. You can also refer them to the National CASA site when there’s something going on nationally. This is useful for keeping our issue top of mind and establish you as a content expert.
Local CASA Websites

To truly build a movement every CASA program website should bring relevance to the “I am for the child” campaign through changes to the homepage and by addressing the five questions (discussed earlier in this plan) everyone is concerned about. It is critical to remember that many regional business folks are NOT well informed in the issues surrounding child welfare and the foster care and family court systems. So you should follow the website directions for individual volunteers or donors. Most important your home page should be answering the first two big questions: “Why should I care?” and “Is there a solution?” Businesses are interested in the “company that you currently keep,” so providing a section that shows other business partners adds credibility.

Personal Correspondence

Perhaps there are no more important names in your database than individual contacts you have in regional businesses, foundations and service organizations. These people warrant personal attention from the ED of your program. A good way to do that is to hand write a letter to accompany a general request for consideration. Over time, you can use this same approach to send a quarterly newsletter.

Invitation to an Event

Many CASA organizations host an annual breakfast or dinner event, or are able to join in on an already existing event in the community. These can provide an outstanding opportunity for a regional or local business executive to get a better sense of what we do. They should expect to be treated as a sort of VIP, and recognized personally by your ED when they arrive (and perhaps during the presentation). National CASA offers a PowerPoint template for these kinds of events for you to customize.

Be an “Expert in the Field”

In addition to writing op-eds, byline articles and engaging in blog conversations you should present your “credentials” to all of your local media outlets as an expert in the issue of child welfare and the power of private/public/volunteer entrepreneurship so that every time they have an interest in the subject you are one of their first calls. As noted on the previous page a good way to do this is through media alerts. It is often the case that these kinds of media engagements wind up becoming a trigger event that finally gets a regional business to take a serious interest in our work. We encourage you to make use of National CASAs blog posts and op-eds if you are thin on current content.

Courtroom Visit

There is no greater proof point of the importance of a CASA volunteer than what happens during critical days in the court. If there is a business or corporation showing a specific interest in your organization, and court rules allow, you should invite them to a hearing where the CASA volunteer is presenting his/her recommendation. To narrate the before, during, after could be invaluable.

REGIONAL AND LOCAL BUSINESSES: GREATER UNDERSTANDING
Local CASA Websites

Our websites need to be full of fact-based success stories (while maintaining confidentiality) that clearly illustrate why CASA is such an invaluable example of both success in the child welfare system, but also the shining example of what can happen in public, private, volunteer partnerships. An interested regional business will very likely peruse your site to make sure you are as legitimate as you claim to be, and many relationships can be won or lost by how well web content establishes your services and need.

Specific Proposal for Partnership

As you begin to find shared common values between CASA and the regional and local businesses, put together a specific proposal to present to them around a need in your program that they can uniquely contribute to. Utilize boilerplate language found in this document to discuss the CASA goals and the CASA mission.

"Brown Bag" Presentation

Brown bags are wonderfully effective in engaging employees of businesses to understand the issue, become a CASA, spread the word, do a group fundraiser, etc. Businesses these days gauge and rank what issues to align with depending on the number of employees engaged in the issues.

Personal Relationship

At this stage of the relationship, there should be a “happy to take your phone call” level of professional camaraderie and friendship between your ED, and someone high-up in the regional business. This would be an outstanding point in the relationship to use that personal connection to be sure that your proposal has the right language and talking points to assure it receives the highest level of consideration among the “deciders” in the regional business.

REGIONAL AND LOCAL BUSINESSES: ACTIVE INTEREST
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<tr>
<td>Any partnership agreement should immediately be followed up with a thank-you letter from your ED. It should be written by hand and assure the regional business that their support will be put to the best use possible. This should establish a direct line of communication between the regional business office and your ED, so they feel they have unlimited access any time they'd like to chat. You will find an acknowledgement letter template for you to customize in the campaign section of the intranet.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Report Card</th>
</tr>
</thead>
<tbody>
<tr>
<td>We will be developing a CASA-branded method of assessing the success of our collaborations and partnerships across all the quantitative and qualitative ways progress can be measured—from relationship to process issues, from measurable outcomes to new insights that should be further investigated. This is an excellent way to assure that our regional business partners stay deeply engaged in our work.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Hands-on Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>There should be a direct point of contact for every regional business-level of relationship so that they find their interactions with CASA to be both easy and rewarding.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Article in Regional Newsletters (Submission for National)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not only should each regional business be receiving a personal copy of your newsletter, they should also see some public acknowledgment of your collaboration within that newsletter. Before the ink is dry on the agreement, you should have an article written about the importance of the partnership and its goals. Share this with NCASA—we love to showcase local, state and regional campaign partnerships!</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Local CASA Websites</th>
</tr>
</thead>
<tbody>
<tr>
<td>We should also provide a description of the partnership and its intended outcomes on our website so a regional business can always see something about themselves on the site. Ultimately this is where periodic updates can be posted so people can see that the relationship is bearing fruit.</td>
</tr>
</tbody>
</table>

<table>
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<tr>
<th>FirstGiving Peer-to-Peer Tool</th>
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<tbody>
<tr>
<td>Now that the business has proven their willingness to commit to our cause, invite them to make use of our peer-to-peer fundraising tool to spread the word. They can create a personalized giving page, with information about why they care, and can share it with their friends, family and community to engage them. Business in the community can even create “soft competition” between themselves using this tool!</td>
</tr>
</tbody>
</table>

**REGIONAL AND LOCAL BUSINESSES: INITIAL COMMITMENT**
<table>
<thead>
<tr>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Camaraderie</td>
<td>There should be regular (monthly or so) email and telephone check-ins between your ED and a key executive at the regional business to assure that we are maintaining the highest degree of professionalism across the entire range of relationship issues—from responsiveness to results.</td>
</tr>
<tr>
<td>“State of the Children” Report / Presentation</td>
<td>Each year National CASA is going to be producing a “State of the Children” report that assesses progress against each of the five areas to which we are holding ourselves to account. This will offer statistics and a frank narrative about how we intend to improve in each area. As this document is being put together, we might ask your state and local business partners to weigh-in. Once it is put together, we’ll give you instructions on how to create a local supplement that you can present (along with the national report) to your partners and discuss its ramifications.</td>
</tr>
<tr>
<td>Expanding the Partnership</td>
<td>Before each partnership proposal is coming to a successful conclusion, you need to pick a moment of success (in the latter stages of the process) and use that as an opportunity to present your next partnership proposal. This should be building upon the success of the preceding proposal, and bringing that commitment to scale so that you can begin to address the needs of all the kids in your foster care and family court system. Consider putting forward multi-year proposals as it saves time and limited resources to renew every year.</td>
</tr>
<tr>
<td>Intimate Thank-You Event</td>
<td>Eventually you’ll have enough business supporters at this level that you can justify an annual gathering that thanks them for their commitment. The best bet is a nice intimate dinner where you can bring together like minded regional businesses, foundations and service organizations to make them feel singled out, and to stimulate a great conversation on a topic of interest to CASA’s success in your region. Of course, always look for opportunities to have this underwritten or sponsored by partners or other supporters.</td>
</tr>
<tr>
<td>Courtroom Visit</td>
<td>There is no greater way to keep a business involved than to invite them into a courtroom to see the CASA work in action. We never want to make a spectacle of this, but by this stage of the relationship there are a manageable number of business contacts that we can be sure to give them an intimate but meaningful experience, as court rules allow.</td>
</tr>
</tbody>
</table>
Council of Advisors

As you develop an ever-stronger relationship with the businesses in your region, you should consider forming a casual but intimate Council of Advisors that you rely upon (either individually or in small group settings) to help solve meaningful problems with your capacity, or some other challenge you are facing against our five key goals. This interaction should help them feel both valued by you, and engaged in opportunities to create meaningful change. Keep it simple at first with an annual or twice-yearly gathering.

“Game Changing” Proposal

As you get businesses to this level of relationship, and your collaboration at the state and local levels are strong, you should begin to work with them to frame a game-changing region-wide proposal that creates meaningful and lasting change for the foster children in your region. Ideally this will ultimately come in the form of a sweeping proposal in which several regional businesses, foundations and service organizations can play a role.

Personal Camaraderie

No matter how active businesses may be at any moment in time, anyone who’s at this level of familiarity with us should be receiving very comfortable on-going interactions from your ED and board leadership. Whether a hand-written holiday card, or a “long-time, no talk” lunch invitation, there should be the same level of interaction as a good family friend or professional relationship.
Since most foundations tend to be pretty busy, and highly solicited, an official introduction is very necessary here. There is no better opportunity than to have someone you know with a relationship to that foundation arrange an introduction at some kind of community gathering or, even better, over lunch or a cup of coffee. We've created a set of tools—including the brochure, folder and letter templates—that you can use during that introduction.

In the absence of someone introducing you to the right folks, a phone call or a package of materials is the next best thing. Put together the brochure, folder, a fact sheet and a cover letter and deliver it to the foundation so they will pay attention to its arrival.

No matter how large or small the community, there are monthly opportunities to get yourself in front of the most prominent community leaders. You can speak on a number of different topics that would appeal to a wide range of gatherings—from the Chamber of Commerce to a County Council meeting, from a local meeting of the Council on Foundations to the Daughters of the American Revolution. National CASA has presentation templates available so you can deliver speeches on these topics.

One of the most effective “mass media” tactics is a letter to the editor or op-ed. We’ve provided a template for how you might submit one to your local newspaper or magazine. Develop a relationship and you might be asked to write and on-going series of byline articles or at least get some special coverage in an article. Take advantage of the opportunities offered through blogs and offers to participate in radio and TV call-ins.

Any time you have a newsworthy event or situation, make sure the media knows about it. You can also refer them to the National CASA site when there’s something going on nationally. This is useful for keeping our issue top of mind and establish you as a content expert.

REGIONAL AND COMMUNITY FOUNDATIONS: UNAWARE
Local CASA Websites

To truly build a movement every CASA program website should bring relevance to the “I am for the child” campaign through changes to the homepage and by addressing the five questions (discussed earlier in this plan) everyone is concerned about. Some foundation folks are knowledgeable in the issues surrounding child welfare and the foster care and family court systems. Be sure to speak to both sides. Make sure your Annual Report is available online.

Personal Correspondence

There are perhaps no more important names in your database than individual contacts you have in foundations, service organizations and companies. These people warrant personal attention from the ED of your program. A good way to do that is to hand write a letter to accompany an article about what you do. Over time, you can use this same approach to send a quarterly newsletter.

Invitation to an Event

Many CASA organizations host an annual breakfast or dinner event, or are able to join in on an already existing event. These can provide an outstanding opportunity for a foundation officer to get a better sense of what we do. They should expect to be treated as a sort of VIP, and recognized personally by your ED when they arrive (and perhaps during the presentation). National CASA has created sample template event tools for your use.

Be an “Expert in the Field”

In addition to writing op-eds, byline articles and engaging in blog conversations you should present your “credentials” to all of your local media outlets as an expert in the issue of child welfare so that every time they have an interest in the subject you are one of their first calls. As noted on the previous page a good way to do this is through media alerts. It is often the case that these kinds of media engagements wind up becoming a trigger event that finally gets a foundation to take a serious interest in our work. We encourage you to make use of National CASAs blog posts and op-eds if you’re thin on current content.

Courtroom Visit

There is no greater proof point of the importance of a CASA volunteer than what happens during critical days in the court. If there is a foundation or corporation showing a specific interest in your CASA organization, and court rules allow, invite them to a hearing where a CASA volunteer is presenting his/her recommendation. To narrate the before, during, after could be invaluable.

REGIONAL AND COMMUNITY FOUNDATIONS: PASSIVE INTEREST
<table>
<thead>
<tr>
<th><strong>Local CASA Websites</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Our websites need to be full of fact-based success stories (while maintaining confidentiality) that clearly illustrate why CASA is such an invaluable part of the process. An interested foundation will very likely peruse your site to make sure you a good steward of their funds or investment. Many relationships can be won or lost by how well web content establishes your services and need. Make sure your Annual Report is online.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Letter of Interest (LOI)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>With more and more foundations moving towards automating their screening process at this stage, you may be asked to submit a Letter of Interest (LOI). We have provided boilerplate language for doing so in this document.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Specific Grant Proposal</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>• State CASA / GAL capacity grant with budget</td>
</tr>
<tr>
<td>• Local CASA / GAL capacity grant with budget</td>
</tr>
<tr>
<td>We’re providing boilerplate language that offers a specific example of a grant proposal written in a way that would compel a regional, community or family foundation. These will always have to be customized, because every foundation has a slightly different focus. However, they’ll provide a very good starting point.</td>
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<table>
<thead>
<tr>
<th><strong>Personal Relationship</strong></th>
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</thead>
<tbody>
<tr>
<td>At this stage of the relationship, there should be a “happy to take your phone call” level of professional camaraderie and friendship between you, and someone at the foundation. This would be an outstanding point in the relationship to use that personal connection to be sure that your proposal has the right language and talking points to assure it receives the highest level of consideration among the decision makers in the foundation.</td>
</tr>
</tbody>
</table>

**REGIONAL AND COMMUNITY FOUNDATIONS: ACTIVE INTEREST**
| **Thank-You Letter** | Any grant approval/award authorization should immediately be followed up with a thank-you letter from your ED. This should establish a direct line of communication between the foundation office and your ED, so they feel they have unlimited access any time they’d like to chat. |
| **Report Card** | We will be developing a CASA-branded method of assessing the success of our collaborations and partnerships across all the quantitative and qualitative ways progress can be measured—from relationship to process issues, from measurable outcomes to new insights that should be further investigated. This is an excellent way to assure that our foundation partners stay deeply engaged in our work. |
| **Hands-on Engagement** | There should be a direct point of contact for every foundation-level of relationship so that they find their interactions with CASA to be both easy and rewarding, and are clear on the status and use of their funds. |
| **Article in Regional Newsletters (Submission for National)** | Not only should each foundation be receiving a personal copy of your newsletter, they should also see some public acknowledgment of your collaboration within that newsletter. Before the ink is dry on the agreement, you should have a press release announcing the award or an article written about the importance of the partnership and its goals. |
| **Local CASA Websites** | Provide a description of the partnership and its intended outcomes on your website so a foundation can always see something about themselves on the site. Ultimately this is where periodic updates can be posted so people can see that the relationship is bearing fruit. |

**REGIONAL AND COMMUNITY FOUNDATIONS: FIRST ENGAGEMENT**
Personal Camaraderie
There should be regular email and telephone check-ins between your ED and a key officer at the foundation to assure that we are maintaining the highest degree of professionalism across the entire range of relationship issues—from responsiveness to results.

“State of the Children” Report / Presentation
Each year National CASA is going to be producing a “State of the Children” report that assesses progress against each of the five areas to which we are holding ourselves to account. This will offer statistics and a frank narrative about how we intend to improve in each area. As this document is being put together, we might ask regional and community foundation partners to weigh-in. Once it is put together, we’ll give you instructions on how to create a regional supplement that you can present (along with the national report) to your partners and discuss opportunities.

Expanding the Partnership
Before each grant comes to a successful conclusion, you should pick a moment of success (in the latter stages of the process) and use that as an opportunity to plant the seed for your next grant proposal. This should pave the way, building upon the success of the preceding proposal, and bringing that commitment to scale so that you can begin to address the needs of all the kids in your foster care and family court system.

Intimate Thank-You Event
Eventually you’ll have enough foundations at this level of support that you can justify an annual gathering that thanks them for their commitment. The best bet is a breakfast meeting or a nice intimate dinner where you can bring together like-minded foundations (or foundations, service organizations and companies) to make them feel singled out, and to stimulate a great conversation on a topic of interest to CASA’s success in your region. Of course, look for opportunities to have this effort hosted by other supporters (board leadership, in-kind partners, etc).

Courtroom Visit
As court rules allow, there is no greater way to keep a foundation involved than to invite them into a courtroom to see the CASA volunteer work in action. We never want to make a show of this, but by this stage of the relationship there are always a manageable number of foundation contacts involved that we can be sure to give them an intimate but meaningful experience.
Council of Advisors

As you develop an ever-stronger relationship with the foundations in your region, you should form a casual but intimate Council of Advisors that you rely upon (either individually or in small group settings) to help solve meaningful problems with your capacity, or some other challenge you are facing against our five key goals. This interaction should help them feel both valued by you, and engaged in opportunities to create meaningful change. Keep it simple at first with an annual or twice-yearly gathering.

“Game Changing” Proposal

As you get foundations to this level of relationship, and your collaboration at the state and local levels are strong, you should begin to work with them to frame a game-changing region-wide or collaborative proposal opportunity that creates meaningful and lasting change for the foster children in your region. Ideally this will ultimately come in the form of a sweeping proposal in which several foundations, companies and service organizations can play a role. We recognize that some foundations limit their reach to only certain communities.

Personal Camaraderie

No matter how active foundations may be at any moment in time, anyone who's at this level of familiarity with us should be receiving very comfortable on-going interactions from your ED and board leadership. Whether a hand-written holiday card, or a “long-time, no talk” lunch invitation, there should be the same level of interaction as a good family friend or professional relationship.

REGIONAL AND COMMUNITY FOUNDATIONS: COMMITTED PARTNER
### Print Advertising (3 versions)

- Double page spread
- Full page
- Half page
- Quarter page

Print advertising is available in all standard formats so you can approach local media outlets (newspaper and magazine) to solicit free or heavily discounted media insertions. Once you know the specifications, you can fill out an online insertion order and National CASA will customize the materials and upload printer ready files with instructions to download.

### TV PSA (2 versions)

- 25 second pre-approved content
- 5 seconds of custom content for local CASA organizations

Television PSAs are available in 25/5 format to allow for custom sign-offs for your CASA. You can use a file of the campaign (enclosed) to solicit TV stations for free or heavily discounted placement. You can customize the end slate with your local information.

### Outdoor / Transit (3 versions)

- Billboard
- Transit - King
- Transit - Standard
- Station - Standard

Outdoor advertising is available in all the standard formats so you can approach your local transit or outdoor outlets to solicit free or heavily discounted media insertions. Once you know the specifications, you can fill out an online order and National CASA will customize for your program.

### Radio / PSA (3 versions)

- 25 second pre-approved content
- 5 seconds of custom content for local CASA organizations

There are three different radio spots available in a 25/5 format to allow for custom sign-offs for your local CASA. You can use an audio file of the campaign (enclosed) to solicit local radio stations for free or heavily discounted placement. Radio is extremely influential with local policy makers.

### Letter to the Editor / Op-Ed / Byline Articles

One of the most effective “mass media” tactics is a letter to the editor or op-ed. We’ve provided a template for how you might submit one to your local newspaper or magazine. Develop a relationship and you might be asked to write an on-going series of byline articles or at least get some special coverage in an article. Don’t ignore the opportunities offered through blogs and offers to participate in radio and TV call-ins.

### Media Alert

Any time you have a newsworthy event or situation, make sure the media knows about it. You can also refer them to the National CASA site when there’s something going on nationally. This is useful for keeping our issue top of mind and establish you as a content expert.

### Email Correspondence

Any time a city/county council vote or local ballot measure has an impact on children in foster care and family courts, we need to make sure that we put out an email to our “base of support” so each is able to do their own version of letter writing or email campaign.

### Town Halls

Any time a city/county council vote or local ballot measure has an impact on children in foster care and family courts, make sure to have representatives attend the town hall/city/county council meetings so they are able to hear from the only people capable of reflecting the voice of the child!

### Social Media

Whether or not the press is using you as a content expert, you should be actively updating your Facebook and Twitter information with success stories, alerts, and touching vignettes/videos. We’ll make sure you have an ample supply of these from National CASA over the course of the year. You should ask people to post them and pass them along to their friends, as well. This should also be a source of grass roots activism any time there is a city/county council vote or ballot measure.

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**POLICY MAKERS: **UNAWARE OR DISINCLINED
Local CASA Websites

At this stage of the process, policy makers are behaving much like the general public. They are looking for the same kinds of answers to the same kinds of questions. Your website should bring relevance to the “I am for the child” campaign through changes to the homepage (see templates) and by addressing the five questions (discussed earlier in this plan) everyone is concerned about. Your homepage should address questions 1 and 2 in a way that reflects both the national and local realities. We’ve provided boilerplate language for doing so in this document, and you can look at the National CASA website for an example of how to use that language.

Newsletter and/or Case Studies (via mail or email)

Every one of your local city and county council members (and their key staff) should be receiving any newsletters and/or case studies you have access to from National CASA.

CASA Brochure / Flyer and Video

Every one of your local city and county council members (and their key staff) should receive one of our brochure/flyers and our video. These are built to hand out in person, or easily mail to someone by just downloading the brochure file and audio file from the National CASA website.

Town Hall

Any time a city/county council vote or local ballot measure has an impact on children in foster care and family courts, make sure representatives attend the town hall/city/county council meetings so they are able to hear from the only people capable of reflecting the voice of the child!

Become an “Expert in the Field”

In addition to writing op-eds, byline articles and engaging in blog conversations you should present your “credentials” to all of your local media outlets as an expert in the issue of child welfare so that every time they have an interest in the subject you are one of their first calls. As noted on the previous page a good way to do this is through media alerts. This kind of activity tends to work pretty well with those who are generally interested in the issue of child welfare but who have not yet acted upon that interest. We encourage you to make use of National CASAs blog posts and op-eds if you’re thin on current content.

Email Correspondence

Any time a city/county council vote or local ballot measure has an impact on children in foster care and family courts, we need to make sure that we put out an email to our “base of support” so each is able to do their own version of letter writing or email campaign.

Social Media

Just about every city and county council member is using Facebook and Twitter to some degree. You should be a regular communicator with them, whenever you have something to say about the state of the foster care or family court system. This is also an opportunity to put “volunteer success stories” in front of them on a regular basis, always maintaining confidentiality.
### Local CASA Websites

With your homepage answering the first two big questions, we need to define a section of the site that's dedicated to addressing question 3 (Why should you place your faith in CASA?) in terms that a policy maker would most care about. This means heavy emphasis on results, the lasting impact to society, and the fact that we are precisely the kind of (private/public/people-powered) solution that makes the most sense.

### Personal Advisor

To the extent possible you should be looking to develop some level of personal connection with key policy makers so that they see you as a "go to" resource for offering advice and perspective to them on issues pertaining to child welfare, the foster care system, the family court system, or how to affect change in a time of limited budgets.

### Ongoing Newsletters / Policy Papers (mail or online)

There will be an occasional recurring section of our e-newsletter, as well as web postings that will be very relevant to local policy makers. Each time that material appears you can offer it to your key policy contacts with a letter or email.

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**POLICY MAKERS: ACTIVE INTEREST**
Thank-You Correspondence
As policy makers build their level of commitment to our cause, you need to acknowledge the fact that they are supporting the worthiest of causes—the right of a child to be safe, and thrive in a loving home. This should be a letter and follow a “leader-to-leader” style.

Ongoing Newsletters / Policy Papers (mail or online)
It’s worth asking your best policy makers to consider writing a few paragraphs about their perspective so it can be shared in your newsletter, policy papers and/or website. This not only enriches our body of evidence, it is a way to offer our policy makers a form of accolade.

Acknowledgment Event
Having your board host an award at a local event could be a very constructive way to acknowledge the commitment of specific policy makers. Make a brief presentation using our video, highlight the achievements of key policy makers and make sure there is press coverage.

“State of the Children” Report / Presentation
Each year National CASA’s CEO delivers a “State of the Children” report that addresses our progress toward achieving our 2020 goals. This offers statistics and frank narrative about how we intend to improve. Once it is delivered you can present (along with the national report) to your local partners and discuss its ramifications.

POLICY MAKERS: COMMITMENT TO THE CAUSE
<table>
<thead>
<tr>
<th>Honor at a State Event</th>
<th>We should offer an annual award at our state gathering that highlights the most committed policy makers we know of (by region).</th>
</tr>
</thead>
<tbody>
<tr>
<td>State or National Level Thank-You Letter</td>
<td>At some point, it’s appropriate that your state director or National CASA CEO acknowledge the level of commitment that a local or regional policy makers is offering. This should be a hand-written letter and follow a “leader-to-leader” style.</td>
</tr>
<tr>
<td>Ongoing Newsletters / Policy Papers (mail or online)</td>
<td>A continuation of this kind of communication is very important as there is no better “neutral” way to offer your policy makers the facts and statistics they need to deepen their commitment.</td>
</tr>
</tbody>
</table>
One of the most effective “mass media” tactics is a letter to the editor or op-ed. We've provided a template for how you might submit one to your local newspaper or magazine. Develop a relationship and you might be asked to write an on-going series of byline articles or at least get some special coverage in an article. Don’t ignore the opportunities offered through blogs and offers to participate in radio and TV call-ins.

Any time a city/county council vote or local ballot measure has an impact on children in foster care and family courts, make sure that representatives attend the town hall/city/county council meetings so they are able to hear from the only people capable of reflecting the voice of the child!

Any time you have a newsworthy event or situation, make sure the media knows about it. You can also refer them to the National CASA site when there’s something going on nationally. This is useful for keeping our issue top of mind and establish you as a content expert. A template of a typical news release can be found in the catalog section of the binder.

Every significant press person can be accessed via social media. You should make sure that you are actively engaging them through social media channels, not to keep your name top of mind, but to keep our cause top of mind. Any time something is happening that the press should know about, tell them. Any time a topic is being covered, weigh-in.

Present Your “Credentials”

The press is always looking for a qualified expert to validate their reporting or suggest story ideas. You happen to be one of the best experts in your region on the topic of foster care, family courts, child welfare and a more progressive model for private/public/people-powered solution to society’s problems. We'll soon have a press fact sheet that you can download, customize with the experience of you and your colleagues, then print at your local print shop. Then make sure that every news or family or children's editor at every press outlet in your region has a copy of that document.

Town Hall

Letter to the Editor / Op-Ed / Byline Articles

Media Alert

Social Media
**Local CASA Websites**

To truly build a movement every CASA program website should bring relevance to the “I am for the child” campaign through changes to the homepage and by addressing the five questions (discussed earlier in this plan) everyone is concerned about. At this point your homepage should address questions 1 and 2 in a way that reflects both the national and local realities. We’ve provided boilerplate language for doing so in this document, and you can look at the National CASA website for an example of how to use that language. Ideally, as the campaign and funding grows, we envision providing a custom web solution for local CASA websites where content is published locally.

**Ongoing Newsletters / Policy Papers (mail or online)**

There will be an occasional recurring section of our newsletter, as well as periodic web postings that will be very relevant to local press. Each time that material appears you can offer it to your key press contacts with a letter or email. Everybody that received your “credentials” should receive these important tools.

**Courtroom Visit**

As court rules allow, there is no greater proof point of the importance of a CASA volunteer than what happens during critical days in the court. If there a press person is showing a specific interest in our cause, and court rules allow, you should strongly consider inviting them to a hearing in which the CASA is presenting his/her recommendation. To narrate the before, during, after could be invaluable.

**Social Media**

Whether or not the press is using you as a content expert, you should be actively updating your Facebook and Twitter information with success stories, alerts, and touching vignettes/videos. We’ll make sure you have an ample supply of these from National CASA over the course of the year. You should ask people to post them and pass them along to their friends, as well. When something is particularly important, use social media outlets to put important content to your press contacts. It is important that you not play out every story to every outlet. Nothing will make a reporter more frustrated than to not have an “exclusive.” Yet which outlets should see a story and then show exclusivity to the one that has committed to telling that story.

**MEDIA: PASSIVE INTEREST**
**Local CASA Websites**

With your homepage establishing answers to the first two big questions, you should add a section of the site to address question three and four; specifically why they should place their faith in us. We've provided boilerplate language for doing so in this document, and you can look at the National CASA website for an example of how to use that language.

**Email / Personal Correspondence**

At some point it will be useful to establish a professional rapport through email or any other channel that assures the key press contacts feel comfortable reaching out to you as they are pursuing stories or framing possible areas of investigation. What's important here is that you show appropriate restraint in both the content and frequency of this kind of communication. We should always show respect for their time and the quality of the reportage they are seeking to put out.

**Ongoing Newsletters / White Papers (mail or online)**

There will be an occasional recurring section of our newsletter and web postings that will be very relevant to local press. Each time that material appears you can offer it to your key press contacts with a letter or email. Everybody that received your “credentials” should receive these important tools.
<table>
<thead>
<tr>
<th><strong>Local CASA Websites</strong></th>
<th>With your homepage establishing answers to the first two big questions, you need to define a section of the site to address question three; specifically why they should place their faith in you. We’ve provided boilerplate language for doing so in this document, and you can look at the National CASA website for an example of how to use that language.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Email / Personal Correspondence</strong></td>
<td>At this point in the relationship, there should be a very comfortable and fluid “first-name-basis” relationship over email. The more familiar you are, the more you must show appropriate restraint in both the content and frequency of this kind of communication. We should always show respect for their time and the quality of the reportage they are seeking to put out.</td>
</tr>
<tr>
<td><strong>State of the Children” Report / Presentation</strong></td>
<td>Each year National CASA’s CEO delivers a “State of the Children” report that addresses our progress toward achieving our 2020 goals. This offers statistics and frank narrative about how we intend to improve. Once it is delivered you can present (along with the national report) to your local partners and discuss its ramifications.</td>
</tr>
<tr>
<td><strong>Roundtable Discussion</strong></td>
<td>If time permits you should consider bringing in an intimate group of volunteers, friendly judges and attorneys to discuss the challenges of the system, the role of the CASA, and what needs to happen in order to create public, policy, and legal will on behalf of this issue.</td>
</tr>
<tr>
<td><strong>Personal Media Alert</strong></td>
<td>Any time you have a newsworthy event or situation, make sure you send it to every relevant media person with whom you have contact.</td>
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<tr>
<td><strong>Courtroom Visit</strong></td>
<td>As court rules allow, there is no greater proof point of the importance of a CASA volunteer than what happens during critical days in court. If court rules allow, consider inviting a key press contact or two to a particularly challenging court case in order to keep this issue top of mind.</td>
</tr>
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**MEDIA: PERSONAL COMMITMENT**
INTRODUCTION TO THE CASA CATALOGUE

If we are going to achieve our 2020 goals—if every child in America in need will have a CASA volunteer advocating for their best interest—it is essential that we launch a coordinated national effort, community by community, city by city.

To help us get there we have developed a full suite of campaign-specific tools to help you reach each of your key constituent groups with targeted communications. The following pages represent Phase 1 of our launch to the network—keep an eye on the Bulletin and the National CASA intranet for programs, as more tools will continually become available.

From print and television to events and foundation grants, this catalogue of tools represents the greatest coordinated body of work that National CASA has ever provided to our membership. Each tool can be placed within the Relationship Models you saw earlier in this binder, so that every message has a messenger, every tool has a purpose.

As you read through the following pages, each tool is available in both CASA and GAL/Child Advocate versions, and everything is customizable with your local contact information either through ShopCASA, your local print shop or directly through National CASA.

We hope that you will be inspired by both the creative work, and the possibility of achieving our goals, together.
PRINT

Print advertising—in magazines, newspapers, quarterlies, community bulletins, alumni magazines—is an extremely effective recruitment tool to introduce those constituents who are predisposed to helping us to know about the powerful and important work that CASA does. We’ve created four standard sizes of color magazine ads, and nine different standard sizes of newspaper ads (in both black and white and color) so you can go out and solicit media, knowing that all the tools are already in place. To customize these ads with your local logos and contact information, simply fill out the online form, and National CASA will provide print-ready artwork files.

Magazine

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I am for the child who’s had seven addresses in a single year. Because she’s in foster care. Because her father abused her. And because her mother couldn’t believe her. That is the child I am for. And because I am, she will be half as likely to languish in foster care, and that much more likely to find a safe, permanent home. I am a Court Appointed Special Advocate (CASA) volunteer.

I am you.

Lift up a child’s voice. A child’s life.
Get involved @ CASAforChildren.org
I am for the child who lived in motels, cars and shelters. The child who now stands in the entryway of a group foster home. Clutching a makeshift suitcase. A garbage bag. As black as the tar heroin that killed his dad. That is the child I am for. And because I am, he will be half as likely to languish in foster care, and that much more likely to find a safe, permanent home. I am a Court Appointed Special Advocate (CASA) volunteer.

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I am for the child
CAMPAIGN

I am for the child whose name no one can remember.

I am for the child who has attended eight schools in four years. Because she’s in foster care. Because her birth mother, debilitated by mental illness, neglected her. That is the child I am for. And because I am, she will be half as likely to languish in foster care, and that much more likely to find a safe, permanent home. I am a Court Appointed Special Advocate (CASA) volunteer.

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I am for the child Not Pictured. Lift up a child’s voice. A child’s life. Get involved @ CASAforChildren.org

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## PRINT

### Newspaper (Black & White)

<table>
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<tr>
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<tbody>
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<tr>
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<td>Quarter-page vertical</td>
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<td>1-column small</td>
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### Newspaper (4-Color)

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<tr>
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<tbody>
<tr>
<td>Full-page vertical</td>
<td>H 21” x W 12”</td>
</tr>
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<tr>
<td>1-column small</td>
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</tbody>
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### Lift up a child’s voice. A child’s life.

Help an abused or neglected child @ CASAforChildren.org
I am for the child who no longer comes. Because she is in foster care. Because her foster home is where. And because her mother is unable. I am for her. I am for the child, barely a, who is battered and abused to home. Not home to home. Who, once, is no longer believing in others, no longer believing in herself. I am for that child. I am for that child. I am for that child. To listen to her. To stand up in court for her. To speak for her. To champion without compensation for what’s in her best interest. Because if I am there for her, I know she will be half as likely to languish in foster care, and that much more likely to find a safe, permanent home. That is the child I am for. I am a Court Appointed Special Advocate (CASA) volunteer. I am you.

I am for the child whose name no one can remember. I am for the child who has attended eight schools in four years. Because she is in foster care. Because her birth mother, debilitated by mental illness, neglected her. That is the child I am for. And because I am, she will be half as likely to languish in foster care, and that much more likely to find a safe, permanent home. I am a Court Appointed Special Advocate (CASA) volunteer. I am you.

I am for the child who lived in motels, cars and shelters. The child who now stands in the entryway of a group foster home. Clutching a makeshift suitcase. A garbage bag. As black as the tar heroin that killed his dad. That is the child I am for. And because I am, he will be half as likely to languish in foster care, and that much more likely to find a safe, permanent home. I am a Court Appointed Special Advocate (CASA) volunteer. I am you.

I am for the child Not Pictured.
OUTDOOR

While not every CASA / GAL program will be able to initially take advantage of outdoor and transit executions of this campaign in their local communities, we’ve created five different standard formats for billboards and transit ads, so when you approach your local transit and outdoor media outlets with an ask for donated or heavily discounted media, all you need to do is contact National CASA and we can customize the ads with your local information.

Outdoor and transit ads are a fantastic general awareness piece. It’s important to note that in instances such as billboards, when we only have someone’s attention for 2-3 seconds, we go directly to the call to action of the campaign “Lift up a child’s voice. A child’s life.”

### Billboard

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<tr>
<td>8-sheet/poster</td>
<td>H 5’ x W 11’</td>
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### Transit

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<tr>
<td>Bus sides</td>
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Lift up a child’s voice.
A child’s life.

Help an abused or neglected child @ CASAforChildren.org
OUTDOOR

30 Sheet Billboard

Lift up a child’s voice.
A child’s life.

Help an abused or neglected child @
CASAforChildren.org

8 Sheet Billboard

Lift up a child’s voice.
A child’s life.

Help an abused or neglected child @
CASAforChildren.org

2 Sheet Billboard

Lift up a child’s voice.
A child’s life.

Help an abused or neglected child @
CASAforChildren.org

Outdoor and transit ads are available for order and customization through National CASA. Use the online order form on the intranet.
ONLINE TOOLS

The internet can be the “clubhouse” where all of our advocates, donors, supporters and members can learn more. As such, we’ve begun creation of a suite of online tools—some that you can utilize on your own sites, and some that you can participate in—that will help bring the “I am for the child” campaign to life online.

We’ve created campaign badges in various sizes for you to insert into your own site to show your affiliation with a national movement to create a stronger overall impact. These badges will link back to more information about the “I am for the child” campaign. We have also created a series of animated banner ads with the “Give” or “Volunteer” calls to action that you can place on external websites to drive traffic to your own sites. These are available in several sizes.

Campaign-specific templates for implementation through providers and tools such CASAWebsites, IES, and Google Sites are coming soon—as are additional online tools. We are partnering with FirstGiving to create a highly effective online friend-to-friend fundraising tool.
Online and Friend-to-Friend Fundraising

To build the critical mass of support you’ll need to serve every child in your community, you’ll need to fully leverage the online space. As a first step in helping you expand your circle of support, National CASA has partnered with FirstGiving to provide a campaign-branded, customizable online platform/tool to empower your program, your friends, and supporters to raise money and awareness for your cause online.

As a CASA member program, you will be able to work directly with FirstGiving to create your campaign—branded, customizable page with friend-to-friend fundraising features. We are pleased to announce we have negotiated a rate of $50 per year for CASA member programs.

FirstGiving’s online platform will provide you and your supporters with an easy-to-use tool to fundraise through your own web pages on the FirstGiving site.

Some of the features include:

- Easy set up/simple user interface
- Tools to manage friend-to-friend fundraising, including emails and social media
- Easy-to-use pages allow your friends to share a personal story about CASA, raising more money and building awareness for your program

Look for upcoming announcements and webinars about this new tool.

Website Templates

We would like the new “I am for the child” campaign to be reflected in the look and feel of all the websites of member programs. To speak in a coherent voice so that together, we can truly lift up the voices of the children we seek to serve. Towards this, we will develop new templates that leverage the ‘I am for the child’ campaign that can be implemented through various platforms and providers.

Whether you use providers such as CASAWebsites, IES or your own preferred providers, or tools such as Google Sites or WordPress to publish your local websites, our goal is to make it as easy as possible for you to brand your website with the campaign theme and messaging.

We will be providing a series of “I am for the child” specific design templates and themes, so that regardless of how you build your website, it can reflect the powerful messaging and imagery of “I am for the child.”

As we roll these out in subsequent phases, please watch out for webinar announcements related to website strategy.
GENERAL TOOLS

Every local CASA program, regardless of whether you have two staff or 20 staff, will be able to make use of this new suite of cost effective, general purpose tools. Most tools are available for local customization and order and we’re working to create even more general-purpose tools in the coming months that will be made available through our current print partner, so that you can begin to incorporate “I am for the child” into all of your collateral. Each tool indicates how to obtain it—either customized through National CASA, downloaded to send to your local printer, or ordered from ShopCASA.

The general purpose folder can be used as a campaign-specific “container” for everything from volunteer inquiries to foundation grant applications, local program fact sheets to community business solicitations. The folder has a die-cut business card slot on the inside, and can be customized with your local contact information. Available through ShopCASA.
A child’s voice.
A child’s life.
Lifted up.
By you.

Lift up a child’s voice. A child’s life.

The general brochure is a succinct, compelling way of sharing the CASA story, and is available to customize with your local contact information.

Accompanying the brochure are a series of community-specific inserts. These inserts are designed to be a cost-effective solution to supplementing the general brochure as we have need to communicate with specific audiences around our 2020 goals. These audiences might include African-American men and Latino communities, and inserts will be made available online as they are created. Brochure is available through ShopCASA. Inserts are print-on-demand either at your local print shop, or at home.
I am for the child

Bookmark Option A

I am for the child who has been
abused.
Who doesn’t want to go home.
The child who has been abandoned.
I am for the child who has been
neglected.
Who doesn’t know where her next meal is
coming from.
The child who no longer believes in herself.
I am for the child who has been
taken away for her own protection.
The child who is now in foster care.
I am for the child who was taken away for
her own protection.
Who doesn’t know who these people are.
On how long she’s been away.
I am for the child who was taken away for
her own protection.
Who doesn’t have a stable home or single
place.
Who has attended six schools in four years.
Who has faced up to 10 foster placements,
surrounded by strangers.
I am for the child who one day will turn
18 — and will be surrendered to the world.

Back

Front

Bookmarks can be used at booths, events, as thank-you presents, as inspirational reminders of why we do the work that we do, or as inexpensive give-aways to key constituents. We have created two versions of the "I am for the child" bookmark—one (at left) with the full campaign language and the full suite of images, and the other (bottom) with specific faces from the campaign. You will be able to customize the contact information on both iterations.

Available for customization through National CASA, and printing through your local print vendor.

Bookmark Option B

A child's voice.
A child's life.
Lifted up.
By you.

A child's voice.
A child's life.
Lifted up.
By you.

A child's voice.
A child's life.
Lifted up.
By you.

A child's voice.
A child's life.
Lifted up.
By you.

A child's voice.
A child's life.
Lifted up.
By you.

Back

Front
**A child’s voice.**
A child’s life.
Lifted up.
By you.

CASA is central to fulfilling society’s most fundamental obligation by making sure a qualified, compassionate adult will fight for and protect a child’s right to be safe, to be treated with dignity and respect, and to learn and grow in the security of a loving family.

Lift up a child’s voice. A child’s life.
CASAforChildren.org

Blank cards are a great way to make personalized thank-you notes or asks to donors, volunteers and supporters. They are customizable with your logo and contact information on the back. Available for customization through National CASA, and printing through your local print vendor.

Optional Covers
I am for the child whose name no one can remember.

I am for the child who has attended eight schools in four years. Because her birth mother, debilitated by mental illness, neglected her. I am for her.

I am for the child who has attended seven schools in a single year. Because her birth mother, debilitated by mental illness, neglected her. I am for her.

I am for the child who no longer comes. Because she is in foster care. Because her father abused her. Because her mother believed her. I am for that child.

I am for the child who is bounced from home to home, but house to house. Because she is in foster care. Because her mother believed her. I am for that child.
I am for the child who lives in motels and in cars and in shelters. I am for the child who finally was taken away, and put in foster care. A group home. Where he sleeps on a temporary cot, the kind found in prisons. And where everything he owns is kept in a plastic garbage bag—as black as the tar heroin that killed his dad. I am for that child. So I stand for that child. To listen to him. To stand up in court for him. To speak for him. To champion without compromise for what’s in his best interest. Because if I am there for him, I know he will be half as likely to languish in foster care, and that much more likely to find a safe, permanent home. That is the child I am for. I am a Court Appointed Special Advocate (CASA) volunteer.

I am you.

Nationally Sponsored by:
Lift up a child’s voice. A child’s life.
Get involved @ CASAforChildren.org

Extendable Banners 2’ x 6’
Large banners for use at events. The blue bar at the bottom of the banners is available for customization, and is the preferred location for acknowledging local and national corporate sponsors.
Available through ShopCASA.
I am for the child whose name no one can remember.

Dear Ms. [LastName],

I am writing to you as a mother, because we know the importance of a qualified, compassionate adult who will fight for and protect a child’s right to be safe, to be treated with dignity and respect, and to be given the security of a loving family.

Dear Mr. [FirstName],

I am writing to ask for your help. Please consider filling out the attached form.

Nobody understands the importance of a home and family more than you, so I am writing to ask for your help. Please consider filling out the attached form.

I am also writing as a volunteer. A Court Appointed Special Advocate (CASA) volunteer.

I am writing to you as a mother, because we know the importance of a qualified, compassionate adult who will fight for and protect a child’s right to be safe, to be treated with dignity and respect, and to be given the security of a loving family.

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I am also writing as a volunteer. A Court Appointed Special Advocate (CASA) volunteer.

I am writing to you as a mother, because we know the importance of a qualified, compassionate adult who will fight for and protect a child’s right to be safe, to be treated with dignity and respect, and to be given the security of a loving family.

Dear Ms. [LastName],

I am writing to you as a mother, because we know the importance of a qualified, compassionate adult who will fight for and protect a child’s right to be safe, to be treated with dignity and respect, and to be given the security of a loving family.

Dear Mr. [FirstName],

I am writing to ask for your help. Please consider filling out the attached form.

Nobody understands the importance of a home and family more than you, so I am writing to ask for your help. Please consider filling out the attached form.

I am also writing as a volunteer. A Court Appointed Special Advocate (CASA) volunteer.

I am writing to you as a mother, because we know the importance of a qualified, compassionate adult who will fight for and protect a child’s right to be safe, to be treated with dignity and respect, and to be given the security of a loving family.
VIDEO AND PSA

As part of the launch of “I am for the child,” National CASA has created a suite of broadcast tools for use across our network. We have a new 2.5-minute video available for use, as well as two :30 second TV PSAs, two :30 second radio PSAs, and two :60 second radio PSAs.

All materials are available in both CASA and Child Advocate (GAL) formats, and the PSAs will have a blank end slate that are customizable for your program.

The enclosed DVD has all materials, as listed below. There is a form for ordering these available on the intranet.

1. 2.5 Minute Video (CASA version and Child Advocate Version)
2. “Couldn’t Believe” :30 TV PSA (CASA version and Child Advocate Version)
3. “Motels, Cars and Shelters” :30 TV PSA (CASA version and Child Advocate Version)
4. “Couldn’t Believe” :30 Radio (CASA version and Child Advocate Version)
5. “Couldn’t Believe” :60 Radio (CASA version and Child Advocate Version)
6. “Motels, Cars and Shelters” :30 Radio (CASA version and Child Advocate Version)
7. “Motels, Cars and Shelters” :60 Radio (CASA version and Child Advocate Version)
RESOURCE DEVELOPMENT

While it makes sense to separate out Resource Development in terms of deliverables, if there’s anything we’re hoping to communicate with this new campaign approach, it’s that it will not be a separate element to our communications plan. Instead, we want to see one, integrated and continuous communications stream, that answers the big five questions that everyone asks, as noted in the strategy section of the binder.

The following tools represent our first wave of Resource Development collateral.

External Calling Card

The calling card should be used as a leave-behind with potential donors, board members or volunteers as you go into your communities.

Available for customization through National CASA, and printing through your local print vendor.

Internal Pledge Card

The Internal Pledge Card is for use with staff, volunteers and board leadership, to remind us of our key measures to achieve our 2020 goals as we fight on behalf of America’s Children.

Available for customization through National CASA, and printing through your local print vendor.
Executive Summary

The Executive Summary is a turn-key resource development solution—you will be able to take this piece and add in your local and regional statistics, providing a quick overview of the need and the solution.

Available for customization through National CASA, and printing through your local print vendor.

Case for Support

At the center of our entire fundraising effort is the basic Case for Support. The compelling answer to all five questions that every potential donor, volunteer or supporter will want answered, and allows you the flexibility to insert funding requests specific to your progam’s needs. Therefore, the most essential tool in your resource development toolkit will be this brochure.

Available for customization through National CASA, and printing through your local print vendor. Inserts are print on demand.
I am for the child

CAMPAIGN

EVENT TOOLS
A suite of customizable templates to make hosting branded events in your community easy. Electronic invitation, table tents, event program and event donation cards are available through National CASA, and can be modified with your event information and logo using your local resources. Sample tools are available for viewing on the intranet, and will be made available to the network soon.

Lift up
a child's voice.
A child's life.

PLEASE JOIN THE NATIONAL CASA BOARD OF TRUSTEES AND CEO MICHAEL PIRAINO FOR A SPECIAL EVENING BENEFITING THE NATIONAL COURT APPOINTED SPECIAL ADVOCATE (CASA) ASSOCIATION.

CASA advances the rights of all children through the appointment of a qualified, compassionate adult who fights to protect a child's right to be safe, to be treated with dignity and respect, and to learn and grow in the security of a loving family.

Welcome
BILL COLLINS,
National CASA Board of Trustees

LIFTING UP EVERY CHILD'S VOICE
MICHAEL S. PIRAINO,
National CASA Chief Executive Officer

WELCOME
Bill Collins,
National CASA Board of Trustees

LIFTING UP EVERY CHILD'S VOICE
Michael S. Piraino,
National CASA Chief Executive Officer

One child, one chance,
One choice
An invitation to support
Lauren Mueller,
 Foster Care Alumna
and Student at Denison University

CASA is central to fulfilling society’s most fundamental obligation by making sure a qualified, compassionate adult will fight for and protect a child’s right to be safe, to be treated with dignity and respect, and to learn and grow in the security of a loving family.
Business Solicitation Tools
The key to successfully recruiting businesses to support our work is to find areas of shared interest and values. Here are tools intended to help you to find those areas of intersection, and reward an ever-growing commitment within the relationship. Regional and local businesses are an integral part of funding our 2020 goals, as well as integrating into the communities we serve. On the National CASA Intranet, you’ll find a series of tools, from prospecting to a full proposal, including a Sponsorship Matrix that lists various recommended levels of sponsorship pricing and corresponding benefits to fit rural, mid-level, urban and state-wide markets.

PowerPoint Deck
The presentation template is built to help you address the five constituent questions with ample space to customize your request. Be partner-centric. The proposal is about the intersection of meeting both your needs. Available for download on the intranet.

Solicitation Template
Available for download on the intranet and printing with your local print vendor.

Workplace Giving Ad
National CASA has created a template ad for workplace giving. Available for customization through National CASA.
This campaign creates tremendous opportunity for every 501(c)3 CASA/GAL program to promote and maximize cash or in-kind contributions from businesses, foundations, and service partners. This partner matrix is a guide for offices interested in starting a sponsorship program as well as for offices who currently sell sponsorship but perhaps only budget relieving [restricted] and have an interest in incorporating a year-round Mission Partner program [unrestricted]. The tiers and benefits are designed to ensure that the benefits you offer through the “I am for the child” umbrella campaign are commensurate with the funding or in-kind you receive. Pricing tiers are subject to your market conditions. Suggested pricing levels are noted. Available on the intranet.

Prospecting and Pipeline Tools

Prospecting refers to the practice of identifying and developing a list of potential partners. Relationship mapping, research and Board involvement are key to a healthy prospect list. We've provided a checklist and questions your organization can explore to target the right prospects for you. The pipeline tool helps you track where you are in the relationship process, identifies the potential ask and other information pertinent to bring a partnership to fruition. Available on the intranet.

Training around the use of sales and sponsorship tools to build your communities business and mission partner relationships will be ongoing.
Service Organizations

Our partner service organizations are amongst our most important resources and our best advocates, both for money and for people-power. As you work within your community with local chapters, refer back to the Relationship Model for Service Organizations to map out the various tools you can use as you foster a relationship, and know that we’re going to be working on “kits” for engaging with our partner service organizations in the near future.

Regional and Community Foundations

You’re likely to be surprised by how many locally focused small foundations would be willing to fund CASA programs. Ours is a story of children, of basic rights and values, volunteerism and community good. Using national statistics, local statistics and success stories, you should be able to make a compelling case for funding your program to local and regional foundations.
Board Leadership

Effective nonprofit boards have a diverse membership of business leaders, policy makers, philanthropists and experts in the field. It’s also helpful to think about the right combination of the three “W’s”—wealth, wisdom or work. Every board member should bring at least one of those characteristics. Building your board and your capacity go hand in hand. Below are a series of initial tools which can be found on the National CASA intranet intended to be shared with your board members. These tools can provide an easy, turn-key solution to communications, as they reach out to their friends, families and networks to tell them about the important work of CASA, and how they can get involved.

Email Series
A series of template emails board members can use to introduce their work with CASA to their friends and family, invite them to learn more, to attend an event, and eventually, to make a commitment to their program, either financially or otherwise.

Prospect Letters
A suite of customizable templates to make board hosted events in your community easy. Sample electronic invitation, table tents, event program and event pledge cards are available through National CASA, and can be modified with your event information and logo.
Public Policy

There is perhaps no more important constituency in achieving our 2020 goals than people in the position of influence over the laws and practices in our family courts and foster care system. As such, we have to be extremely careful and targeted in how we communicate to each level of these constituents, from city councils, mayors and municipal judges, all the way to county, state and federal-level policy makers. The state and federal level will be the focus of National and State level CASA organizations. It is the responsibility of local CASAs to do an effective job of managing at the county and local level.

We have provided, available on the intranet, a suite of tools that will help you effectively communicate the importance of the issue, that there is a solution to it, and that our model makes excellent political sense—especially at times like these—because we are the perfect combination of government, volunteerism and private sector working together for a common goal.
List of additional tools available online

The National CASA Association's “I am for the child” campaign is available to all member programs in good standing.

To access the campaign section online where you will find resources and materials available to assist you in your marketing and development endeavors, please visit the CASA/GAL Community: State & Local programs area of CASAforChildren.org

Campaign resources can be found at: CASAforChildren.org/campaign

You will need your program's log in name and password (available from program director) to access the campaign area and order materials.

Individual Donor:
- Introduction letter - get involved as donor, volunteer or policy advocate
- Appeal letter
- Gift acknowledgment letter and insert
- Annual report cover letter
- Suggested campaign web copy (coming soon!)
- Email welcome series (coming soon!)
- Planned giving language (coming soon!)

Service Orgs:
- Introduction letter to incoming KAT and OD Phi college chapters
- End of year thank you letter
- General use “About CASA” and national partner PowerPoint (Legionnaires, fraternities) (coming soon!)
- Fall recruitment packet for KAT and OD Phi (coming soon!)

Business and Mission Partner:
- Letter of Introduction
- State and local protocols for soliciting partnerships (coming soon!)
- Event sponsorship kits (coming soon!)
Foundations:
• Letter of introduction
• State CASA/GAL capacity grant template with budget
• Local CASA/GAL capacity grant template with budget

Policy Makers:
• Talking Points
• Statistics on child abuse and CASA/GAL model
• Research demonstrating positive outcomes with CASA advocacy
Working with ShopCASA

National CASA has partnered with ShopCASA to provide customized campaign materials. Everything you need to complete your order with them is online at ShopCASA.

1. Go to www.ShopCASA.org
2. Click Shop
3. Click Campaign Materials
4. Click the image of any campaign material to view the product detail page
5. Click the image on the detail page to display close up view(s) of the product
6. To order, click Customize or Add to Cart

Products with the Customize button are currently available for online customization and instant proofing, which including instant product changes to:

- Choice of CASA/GAL logos
- Program specific logos
- Contact information
- Phone, web address and/or email address

Any products listed as Add to Cart can still be customized to your program. Simply add the items to your cart. An email containing the customization fields will be sent after checking out of ShopCASA.

Please feel free to call or email ShopCASA with any questions.
www.ShopCASA.org
casa@3dASAP.com
tel: 512-833-7972
Ordering campaign materials from National CASA

The National CASA Association campaign offers its member programs a comprehensive resource of advertising and development materials to raise awareness and much needed funding to your state and or local CASA or GAL program. Advertising resources include newspaper ads, color magazine ads and billboard ads, as well as radio and television PSAs.

Program contact information and custom logos may be placed in the print and outdoor ads. Customized, printer-ready digital art files are available from National CASA upon request within 2-4 weeks. You can request customized ad art for your program by completing the request form in the “State and Local Program” area of CASAforChildren.org.

Radio ads, ready for tagging by your local radio station, may be downloaded from the “State and Local Program” area of CASAforChildren.org.

To order broadcast quality PSAs, contact National CASA.
National Statistics 2011

Following are the latest statistics available at the time of publication. Visit the Child Welfare Information Gateway at childwelfare.gov for updates and other powerful figures on the needs of abused and neglected children.

Children Continue to Need Protection and Care

Approximately 3.3 million allegations of child abuse and neglect involving 6 million children were made to CPS agencies in 2009.¹

In 2009, an estimated 763,000 children were substantiated as victims of child maltreatment, a rate of 10.1 per 1,000 children in the US and Puerto Rico.²

African American children, American Indian or Alaska Native children and children of multiple races had the highest rates of victimization at 15.1, 11.6, and 12.4 victims per 1,000 children, respectively. Hispanic children and White children had rates of 8.7 and 7.8 per 1,000 children, respectively. Asian children had the lowest rate of 2.0 per 1,000 children. Nearly one-half of all victims were White (44.0%), one-fifth (22.3%) were African American, and one-fifth (20.7%) were Hispanic.³

The youngest children (from birth through age 4) were most likely to be determined to be maltreated compared to all other age groups.⁴

An estimated 1,770 children nationally died from abuse or neglect. The rate per 100,000 children was 2.34 deaths for FFY 2009. Children 0–4 years old accounted for 80.8% of child fatalities. Children younger than 1 year old accounted for 46.2% of all child fatalities.⁵

Violence often occurs against women and children in the same family. Research indicates that 50–70% of men who assault their female partners also abuse their children.⁶

On September 30, 2009, there were 423,773 children in foster care. They spent a median of 15.4 months in foster care.⁷
The race/ethnicity breakdown of the children in foster care as of September 30, 2010, is as follows:

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Percentage</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Caucasian</td>
<td>41%</td>
<td>165,135</td>
</tr>
<tr>
<td>African American</td>
<td>29%</td>
<td>117,610</td>
</tr>
<tr>
<td>Hispanic</td>
<td>21%</td>
<td>84,727</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>2%</td>
<td>7,839</td>
</tr>
<tr>
<td>Asian American</td>
<td>1%</td>
<td>2,469</td>
</tr>
<tr>
<td>Hawaiian/Pacific Islander</td>
<td>0%</td>
<td>718</td>
</tr>
<tr>
<td>Unknown</td>
<td>2%</td>
<td>6,820</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>5%</td>
<td>21,830</td>
</tr>
</tbody>
</table>

Of the children in foster care on September 30, 2010, 107,111 were waiting to be adopted. Only 52,340 children were adopted from the public foster care system in FY 2010.

States spent $25.4 billion in federal, state and local funds on child welfare programs in FY 2006. This is a 9% increase since FY 2004 after adjusting for inflation. Total spending has increased in each biennium since data have been collected (SFY 1996).

Total Annual Cost of Child Abuse and Neglect in the United States—Direct Costs (costs associated with the immediate needs of abused or neglected children)

<table>
<thead>
<tr>
<th>Services</th>
<th>Estimated Annual Direct Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospitalization</td>
<td>$6,625,959,263</td>
</tr>
<tr>
<td>Mental Health Care System</td>
<td>$1,080,706,049</td>
</tr>
<tr>
<td>Child Welfare Services System</td>
<td>$25,361,329,051</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>$33,307,770</td>
</tr>
<tr>
<td><strong>Total Direct Cost</strong></td>
<td><strong>$33,101,302,133</strong></td>
</tr>
</tbody>
</table>

Total Annual Cost of Child Abuse and Neglect in the United States—Indirect Costs (costs associated with long-term and secondary effects of child abuse and neglect)
Abuse is associated with a range of other risks—juvenile delinquency, suicide, unemployment and poor school performance.\textsuperscript{xiv}

**CASA/GAL Programs: Striving to Meet the Need**

CASA/GAL volunteers make sure that the abuse and neglect that the children originally suffered at home does not continue as abuse and neglect at the hands of the system.

In 2010, the CASA/GAL network consisted of 1,050 local and state offices. Three-fourths (75\%) of programs were nonprofits and 25\% were public agencies.\textsuperscript{xv}

In 2010, CASA/GAL programs had 75,087 volunteers donate over 5.8 million hours to making a lifelong difference in the lives of abused and neglected children. In that year, approximately 21,507 new volunteers were trained to help meet the need.\textsuperscript{xvi}

An estimated 240,164 children were served by CASA/GAL volunteers in 2010.\textsuperscript{xvii}

Changes over the past five years in the number of CASA/GAL volunteers and children served. \textsuperscript{xviii}

**CASA/GAL Programs: High Quality Advocacy**

Nationwide, in jurisdictions where a CASA/GAL program is established, judges assign CASA/GAL volunteers to nearly half of the abuse and neglect cases before them. They express a great need for more volunteers for their cases.\textsuperscript{xx}

Judges, attorneys, child welfare workers and parents overwhelmingly report that volunteers make a difference with the children they serve.\textsuperscript{xx}

With a limited number of available volunteers, judges assign CASA/GAL volunteers to their most difficult and complex cases: those with prior maltreatment or contact with child welfare, cases of

<table>
<thead>
<tr>
<th>Services</th>
<th>Estimated Annual Indirect Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Education</td>
<td>$2,410,306,242</td>
</tr>
<tr>
<td>Juvenile Delinquency</td>
<td>$7,174,814,134</td>
</tr>
<tr>
<td>Mental Health and Health Care</td>
<td>$67,863,457</td>
</tr>
<tr>
<td>Adult Criminal Justice System</td>
<td>$27,979,811,982</td>
</tr>
<tr>
<td>Lost Productivity to Society</td>
<td>$33,019,919,544</td>
</tr>
<tr>
<td><strong>Total Indirect Cost</strong></td>
<td><strong>$70,652,715,359</strong></td>
</tr>
</tbody>
</table>
extreme neglect, physical or sexual abuse and other cases where children have a great level of risk.\textsuperscript{xxi}

CASA volunteers are far more likely than paid attorneys to visit children in their homes and more likely to investigate whether there are appropriate services for the child or family.\textsuperscript{xxii}

CASA volunteers are highly effective in getting their recommendations accepted in court, and their reports lead to a higher number of services being ordered for children and families.\textsuperscript{xxiii}

\textbf{CASA/GAL Programs: Better Service to Children}

Low case loads for CASA volunteers mean the courts can make better decisions for children. They handle just one or two cases at a time so that they can give each child’s case the \textit{sustained, personal} attention he or she deserves.

CASA volunteers are typically appointed to the more complex children’s cases—those where there are multiple risk factors which must be fully understood in order to make a placement decision that will be in the child’s best interests. These complex cases receive more attention so they can move forward in a timely way.

Children with CASA volunteers may receive more court-ordered services because of the volunteer’s detailed knowledge of the child’s circumstances. These services can be more carefully targeted so that service dollars are used more effectively.

\textbf{CASA/GAL Programs: An Investment that Yields Huge Savings}

Federal law requires that juvenile and family courts appoint a guardian ad litem, who may be an attorney or CASA/GAL volunteer, in all cases of child abuse and neglect.

By helping to reduce time spent unnecessarily in foster care, CASA programs can reduce child welfare costs. During 2009, 700,000 children spent time in foster care, at an estimated annual direct cost to Americans of $33 billion. If the median length of stay in foster care (15.4 months) were shortened for children in foster care by just \textit{one month}, it would realize a savings of approximately $2.75 billion.

In 2010, CASA/GAL volunteers contributed 5.8 million hours of advocacy for children. If compensated to perform such a role, the total would be more than $300 million.\textsuperscript{xxv}

87\% of National CASA expenditures went to fund activities directly supporting CASA/GAL pro-
grams, 11% of income on general and administrative activities and 2% on fundraising.\textsuperscript{xvi} This is significantly less than the 16.3% average administrative costs for human services nonprofit organizations.\textsuperscript{xvii}

**CASA/GAL Programs: Permanent Solutions for Children**

Children with a CASA volunteer are substantially less likely to spend time in long-term foster care, defined as more than three years in care: 13.3% for CASA cases versus 27.0% of all children in foster care.\textsuperscript{xviii}

Cases involving a CASA volunteer are more likely to be “permanently closed,” i.e., the children are less likely to reenter the child welfare system than cases where a CASA volunteer is not involved. Just 9% of CASA children reenter the system. This is in contrast to 16% for children not served by a volunteer.\textsuperscript{xix}


\textsuperscript{ii} Ibid.

\textsuperscript{iii} Ibid.

\textsuperscript{iv} Ibid.

\textsuperscript{v} Ibid.


\textsuperscript{viii} Ibid.

\textsuperscript{ix} Ibid.


\textsuperscript{xi} Ibid.

\textsuperscript{xii} Prevent Child Abuse America. (2007). Total Estimated Cost of Child Abuse & Neglect In the United States. preventchildabuse.org

\textsuperscript{xiii} Ibid.


\textsuperscript{xvi} Ibid.

\textsuperscript{xvii} Ibid.

\textsuperscript{xviii} Ibid.


\textsuperscript{xx} Dr. Pat Litzelfelner (2003). CASA Consumer Satisfaction Survey. University of Kentucky.


2006, US Department of Justice Office of the Inspector General (OIG) audit of the National CASA Association, as required by Congress.

Ibid.

Ibid.
Key Outcomes for the CASA/GAL Model

A child with a CASA/GAL volunteer is more likely to find a safe, permanent home:

- More likely to be adopted [8, 9, 10, 11, 14]
- Half as likely to re-enter foster care [8, 11, 14]
- Substantially less likely to spend time in long-term foster care [14]
- More likely to have a plan for permanency, especially children of color [17]

Children with CASA volunteers get more help while in the system...

- More services are ordered for the children [1, 2, 6, 7, 8, 9, 14]

... and are more likely to have a consistent, responsible adult presence. [1, 2, 12]

- Volunteers spend significantly more time with the child than a paid guardian ad litem. [2]

Children with CASA volunteers spend less time in foster care... [15, 16]

- “It is quite remarkable that children without CASA involvement are spending an average of over eight months longer in care, compared to children having CASA involvement.” [15]

... and are less likely to be bounced home to home. [13, 15, 16]

CASA volunteers improve representation of children. [18]

- Reduce the time needed by lawyers [12]
- More likely than paid lawyers to file written reports [3, 4, 5]
- For each of 9 duties, judges rated CASA/GAL volunteers more highly than attorneys [12]
- Highly effective in having their recommendations adopted by the court [1]

Children with CASA volunteers do better in school... [13]

- More likely to pass all courses
- Less likely to have poor conduct in school
- Less likely to be expelled

... and score better on nine protective factors [13]

Neighborhood resources, interested adults, sense of acceptance, controls against deviant behavior, models of conventional behavior, positive attitude towards the future, valuing achievement, ability to work with others and ability to work out conflicts.


12. Ohio CASA/GAL Study Committee Report


Sample Op/Ed

Op/eds are opinion essays written by an individual with some expertise on the topic. Different publications have their own guidelines, but a suggested length may be between 500 and 600 words. The piece will need to be submitted with a name, title and content information.

Right here in our community, there are abused and neglected children who live in the shadows of our lives. She may be the little girl in your son’s kindergarten class, who had to move homes and change schools three or four times in the last year. He may be the lonely child at the park who doesn’t join the game.

The foster care and child welfare system is full of compassionate lawyers, judges, social workers and foster families, but according to recent statistics each year more than 748,000 children are placed in foster care nationally. [alternate option to insert local statistic]. This intense need can strain the system to the point where they are simply unable to protect the rights of each child.

So the little girl who has already suffered in an abusive home, enters the foster care system which places here in three or four different homes in just a few months. Or the two siblings who lost their mother to incarceration are split up and living on different sides of these same county.

This isn’t just a problem, it is nothing short of a violation of their human rights. A child cannot defend his or her own rights, but a CASA volunteer can!

CASA is a national nonprofit organization which trains and supports volunteers—people like you and me—to speak and act as advocates for the best interests of abused and neglected children. They are trained to work within the child welfare and family court systems and are appointed by judges to individual cases. With the help of a CASA volunteer, a child is half as likely to languish in the foster care system, and that much more likely to find a safe and permanent home.

I have seen first hand the transformative impact a CASA volunteer can have on a child. [Insert additional details of local success story, without identifying names.]

But today only 35% of the children in need have access to a CASA volunteer. More than 500,000 children don’t have that advocate. We are dedicated to ensuring that every child in the foster care
and child welfare system has a qualified CASA volunteer looking out for their best interests. To do this, we will need to more than double the 75,000 current CASA volunteers in 950 local chapters nationwide. Especially needed are volunteers of color, as African American and Latino children are overrepresented in the child welfare and foster court system.

Every child has a right to be thrive. To be treated with dignity, and to live in a safe, loving home. Every child deserves a fighting chance.

Once grown, these former foster kids could be our future doctors, teachers and leaders. Coming through a period of vulnerability and fear, the child can then understand his potential and his rights. She will believe in herself. That is our opportunity and our challenge.

I invite the people of <City Name> to stand up with me and support these children. Go to CASA-forChildren.org and see how you can help

Name
Contact information
Sample Letter to the Editor

NOTE: Letters to the editor frequently have a length restriction (such as not exceeding 200 words) and must include your full name and contact information for verification.

Dear Editor,

I am writing regarding your recent article/interview/editorial [insert details (title, date, author) of a particular article if relevant]. First, to thank you for raising this very important issue. Second to offer a suggestion for the many people who might be wondering how they can help local children, especially those who are victims of abuse and neglect.

I encourage looking into volunteer opportunities with our local chapter of Court Appointed Special Advocates for Children (CASA).

CASA is a national nonprofit organization which trains and supports volunteers to speak and act as advocates for the best interests of children the foster care system and child welfare system. [Add sentence on details of local chapter efforts].

I have been a volunteer for [XX] number years and continue to be amazed at the number of vulnerable children right here in our own communities. Children who have had to be removed from a dangerous situation in the home, or whose single parents become ill or incarcerated.

What is most surprising—and disheartening—is that during this incredibly vulnerable time in a young life, the foster care and family court system is simply too overworked to deal with the unique needs and rights of each child. As a result, too many children in the system get bounced from house to house—having to change schools five or six times in just a couple of years. Often siblings get split up because there isn’t enough room for larger families. Some kids even wind up sleeping in hallways on cots until they are literally “aged out of the system” when they turn 18. These children deserve to be treated with dignity and respect. They deserve the chance to live in a safe, loving and permanent home. That is why the CASA program exists.
In fact, a child with a CASA volunteer is half as likely to languish in foster care, and that much more likely to find a safe permanent home. But we only have enough resources to support 35% of the children in the system today. We are committed to ensuring that every child in foster care has a committed CASA volunteer assigned to support them.

To do this, we will need to more than double the number of CASA volunteers nationwide. We can start right here in our community, and you can help by contacting us: CASAforChildren.org [insert local chapter website] for volunteer, donation or other participation opportunities.

I am a CASA volunteer, because I want to stand up for the rights of a child. Join me!

Name
City
Contact information
Sample Campaign Media Alert

CAMPAIGN LAUNCH: LIFT UP YOUR VOICE TO HELP CHILDREN IN OUR COMMUNITY WHO HAVE BEEN VICTIMS OF ABUSE AND NEGLECT
[Insert Date]

Who:
[Insert local program name], a local nonprofit organization that trains community citizen volunteers to speak on behalf of foster children's safety and well-being and in their best interests in court, announced today it will join in the national effort to kick off the National CASA awareness campaign with [Event].

What:
Every year, more than [XX] children are abused and neglected in [city or county]. [Insert local program name] is offering community members an opportunity to help in the fight against child abuse by participating in [insert event/activity details].

Why:
To generate awareness, support in the fight against child abuse and neglect help CASA ensure that every child in foster care has a committed and supportive CASA volunteer assigned to support them.

When:
[Insert event date and time here]

Where:
[Insert event location here]

For further information:
Please contact [insert local program] at [insert local phone number], or contact the National CASA Association at 1-888-414-CASA or visit their Web site at CASAforChildren.org.
Sample Press Release

THE ISSUE
The rights of our most vulnerable children are being lost in the shuffle of a strained system.

BACKGROUND
In our society the basic needs and rights of children are entrusted to their families, but when the family—for whatever reason—is unable to meet those obligations, our most vulnerable children are placed in the foster care and child welfare system.

That system is full of compassionate lawyers, judges, social workers and foster families, but according to recent statistics each year more than 748,000 children are placed in foster care nationally—[X,000] in our region alone. This intense need can strain the system to the point where they are simply unable to protect the rights of each child.

So the little girl who has already suffered in an abusive home, enters the foster care system which places here in three or four different homes in just a few months. Or the two siblings who lost their mother to incarceration are split up and living on different sides of these same county.

This isn’t just a problem it is nothing short of a violation of their basic human rights, in a country where we aren’t supposed to have to fear such things.

SOLUTION
In 1977 a family court judge created an innovative new program called Court Appointed Special Advocates (CASA) for Children. CASA is a national nonprofit organization which trains and supports volunteers to speak out and act as advocates for the best interests of abused and neglected children. They are trained to work within the child welfare and family court systems and are appointed by judges to individual cases. With the help of a CASA volunteer, a child is half as likely to languish in the foster care system, and that much more likely to find a safe and permanent home.

In fact, the CASA program has been so effective that it now has more than 70,000 volunteers serving almost 1,000 programs in almost every court system in the United States. It is an outstanding reflection of the kind of change that’s possible when the public, private and nonprofit sectors join forces.

CALL-TO-ACTION
CASA can only reach 35% of the children in need each year. That means almost 500,000 children ([X,000] in our own region) have no-one advocating for their rights. The CASA program is committed to making sure that every child in need has access to a CASA volunteer. The <City Name> or <County Name> CASA organization is holding informational events <insert event/activity details> to <recruit more volunteers/speak to policy makers/teach judges> and offer community members an opportunity to help in the fight child abuse

CONTACT
Please contact [insert local program] at [insert local phone number], or contact the National CASA Association at 1-888-414-CASA or visit their Web site at CASAforChildren.org.
Sample Speech

The following is an example of a speech that talks about National CASA’s goals for 2020, and the role everyone can play in helping us achieve those goals.

Thank you so much for this opportunity to chat with you, I know you are busy people, and there are many worthy causes that compete for your attention, so I will be brief and to the point.

I am the Executive Director of the <Program Name> CASA Program, but I am here before you today as a parent, and—perhaps even more importantly—as an American.

I am here to talk about a crisis in which the basic rights and needs of our most vulnerable citizens—our children—are being violated because the very system that is supposed to be looking out for them simply does not have the resources to do so. I am here to talk about nothing less than a civil rights crisis. A human rights crisis in a country that is not supposed to have to worry about those kinds of things anymore.

I am talking about a six-year-old girl who was removed from a sexually abusive father, only to be placed in eight different foster homes and six different schools over the course of two years.

I am talking about a family of four children whose single parent mother was put in jail for possession of crack cocaine, and—though the children are very close to one another—they had to be split up and put in different homes around the county.

I am talking about a young teenage boy who was kicked out of his home for being gay, and who slept on a cot in the hallway of a group home until he turned eighteen—when all of his worldly possessions were handed to him in a garbage bag as he was officially “aged out of the system.”

These are not isolated stories. These are every day stories in the foster care and family court system all across our country, across our state, and right here in our community. Almost 700,000 kids are in the foster care and family court system in our country. Almost [XX,000] in our state alone, and I am sad to say, there are [x,000] in <County Name> county.
I am here today to stand up for these children.

***PAUSE***

I am standing up for their rights. For their right to be safe. For their right to be loved. For their right to have friends and live in a home with a real family so they can thrive.

I am here to give every child I serve a fighting chance to be a child.

CASA stands for: Court Appointed Special Advocate for Children. Each of us are regular citizens like you. Volunteers, appointed by the courts, who have been trained in how to advocate for neglected and abused children in the foster care and family court systems. Trained to assure the rights and needs of these children are at the forefront of decisions that are being made by judges and lawyers and family members.

The CASA program was created in 1977 by a family court judge who could see that the system in place to care for foster kids was underfunded and overworked. It’s not that the people in it don’t care—in fact, like the judge that founded the CASA program they care deeply—they are simply too overwhelmed to be able to provide the individual advocacy each child deserves. This family court judge knew that children would have a much better chance if they could rely on a single adult volunteer that was outside of that system, and trained in how to advocate for each child’s individual needs. He felt it was the only way to assure that each child in the system has a fighting chance. And he was right. When a CASA volunteer is there to advocate for a child, that child is half as likely to languish in the foster care system. Half as likely to stay in long-term care. Half as likely to re-enter the system.

For many neglected and abused children their CASA volunteer is the only reliable adult presence in their lives. And that single volunteer can often be enough to break the cycle of violence and neglect—not just for one child, but for generations to come.

Today there are almost 1,000 CASA programs around the country with over 70,000 volunteers. In <County Name> county alone, there are [XX] volunteers working on behalf of [XXX] children. But even with those kinds of resources, we are only able to meet the needs of 35% of the children
in the foster care and child welfare systems. Almost half a million children go through the system each year fending for themselves.

I am here today to stand up for the other 65%. Those 500,000 children who do not have access to a CASA volunteer.

I am here today to ask you to help me fight on behalf of those children until every one of them has a CASA volunteer to protect their rights. Until every one of them is in a safe loving home where they can thrive.

This isn’t a distant wish or pie in the sky dream, it is an achievable goal. It only requires four things of us:

1. That every city, county and state court system understand the value a CASA volunteer can bring, and mandates the appointment of a CASA volunteer in their child welfare cases;

2. That we more than double our base of volunteers to meet the need, and that do a better job of recruiting those volunteers from ethnic communities that are so disproportionately represented in the foster care and child welfare system. Most importantly African American and Latino men;

3. That we increase our base of funding to at least $40 million annually so that we can assure every volunteer is trained to the best of our ability;

4. Finally, we need to make sure that every policy maker at a local, county, state and federal level understand the plight of the kids in the child welfare and foster care system and put the rights of these children at the top of their priority list.

I know these are tough times for everyone. There are financial limitations and political conflict and all sorts of pressures on people’s time and energy.

But economic hardship and political pressure are not supposed to define who we are, they are supposed to test who we are. Right now, we’re failing that test when it comes to the rights and needs of children in the foster care and child welfare system.
So I am asking you to join me in this fight.

Volunteer your time to help a child if you can. Give whatever financial support you can. Help us as we advocate with judges and policy makers and reach out to more companies and foundations and individual donors. Introduce us to others who might be able to help.

CASA is one of the few success stories where the private sector the public sector and the incredible people-power of 70,000 volunteers has come together to effect real and lasting change.

It is one of those few success stories where one person can make all the difference.

I started this presentation out with some examples of the kind of hardship children can go through.

I’ll end it with some examples of success in our own backyard.

Short Example #1: [NAME was a 7 year old girl...]

Short Example #2

Short Example #3

I am a CASA volunteer. Like you I am just one person. Like you I care about the rights and needs of children at the must vulnerable time in their lives.

I am asking you to join me until every child in need has a CASA volunteer to look out for their needs.

The children are waiting for us. They are waiting for you!
ADDENDUM - March 2012

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The CASA brand is unique and special.

The more consistent we are in how we create our brand, and the campaigns within it, the more recognizable and identifiable our brand will be, and the more likely that current and prospective constituents will retain and recall it.

The net effect of a stronger CASA brand will benefit those for whom we advocate and with whom we are aligned:

Children.

Please take a few minutes to review this revised set of graphic guidelines which now incorporate the CASA/GAL network’s new campaign, *I am for the child*. Each of us executing this campaign in likewise fashion will ensure its, and the children’s, success—locally, regionally and nationally, regardless of whether you are a CASA or a GAL program.

Thank you.
I am for the child™

*I am for the child™* is the CASA network’s new campaign. The campaign is a declaration of allegiance to and respect for the children we serve. Each tool in the campaign culminates with a unifying call-to-action: Lift up a child’s voice. A child’s life™. In this we hope to empower and inspire the public, and our many constituencies, to more deeply realize that in lifting up a child’s voice, in advocating for what’s in that child’s best interest, we also give that child a better shot at a decent life, a happy life centered within a safe, permanent home.
Underpinning *I am for the child* is a strategic framework, which can inform and inspire campaign content. The framework is as follows.

**Is this issue worth your time and attention?**
A child has a right to feel safe, loved and cared for, yet over 400,000 children are separated from their families right now in the US.

**Is there a solution to it?**
Our solution begins with a single volunteer—a specially trained court appointed special advocate or guardian ad litem—who is trained to know what is in a child’s best interest, and how to get those interests met by the system.

**Why should I believe in the CASA/GAL cause?**
CASA/GAL is the only program of its kind. There are more than 75,000 CASA volunteers and 955 programs nationwide—and more than 2 million children have been served.

**What will the CASA/GAL program do with my money, time and voice?**
Only 40% of the children in the system are currently being served by a CASA/GAL volunteer. We need to scale our impact and reach, so that we serve every child in need.
The CASA brand tone is timeless, and will carry us forward as we strive to achieve our goals: that every child who needs a CASA volunteer has one, and that our volunteers reflect the diversity and cultural make-up of the children we serve. In comparison, the brand tone of *I am for the child* is urgent and immediate—conveying the crisis at hand.

**BRAND TONE**
- empowering
- trustworthy
- caring
- optimistic
- impactful

**CAMPAIGN TONE**
- authentic
- determined
- honest
- inclusive
- unwavering
The logo requirements

The CASA/GAL program must adhere to the graphic standards and requirements of the National CASA Association for all trademarked word marks, slogans, logos and graphic elements.

The CASA program adheres to National CASA requirements regarding use and graphic presentation of all the following National CASA trademarks now in existence or later created, including without limitation the National CASA logos, “A Powerful Voice in a Child’s Life®, “Court Appointed Special Advocate®,” “Give the Light of Hope to a Child®,” “Light of Hope®,” “Speak Up for a Child®, “Stand Up for an Abused Child®,” “I am for the child™” and “Lift up a child’s voice. A child’s life.”

The CASA logo contains two basic elements: the registered icon and a program descriptor.

- The CASA logos cannot be redrawn or modified in any way.
- The CASA registered icon and descriptor must always be linked.
- Five program descriptor versions of the CASA logo are now available: CASA, GAL, Child Advocates, Voices for Children and Guardian ad Litem.
- National CASA can develop, upon request, an official program descriptor for program names not covered by one of the five standard versions shown above. This is to accommodate programs such as CAJA of Marshall County, PARACHUTE, Kid’s Voice and Roots & Wings.

The clear space around the logo should be equal to the space that the C and the A occupy in the word CASA. Do not place anything closer than this distance to the logo.
The logo requirements

- Only National CASA member programs may use the official CASA logos.

- The CASA logos may be used only in connection with programs, promotional materials and projects directly related to the goals and purposes of the National CASA Association.

- Only National CASA has ownership rights of the CASA logos, and the permission granted to National CASA member programs does not grant any ownership interest in said marks and may be withdrawn at National CASA’s sole discretion at any time.

- The CASA logos should be printed in:
  - PMS #295U blue and PMS #485U red
  - White and PMS #485U red (on a dark background)
  - Four-color process: blue = c100 m57 y0 k40; red = c0 m95 y100 k0
  - Black and grey (black screened back 60%)
  - All black
  - Web: blue = 000066; red = CC0000

- The CASA logos should always be printed on a white or light-colored background that provides sufficient contrast.

- CASA logos may be printed in white reverse when the logos are positioned against a dark background.

- CASA logos are available in horizontal and vertical treatments, which may be selected based on production needs.

![CASA logos](image-url)
The logo requirements

CASA logo restrictions

- The CASA logo is not used on commercially developed or CASA-member developed products for sale to the public except as authorized by the National CASA Association.

- Customized state and local program versions are also available from National CASA upon request (free of charge to member programs).

You can request a custom logo set for your program by completing the request form in the state and local program area of CASAforChildren.org.

Member Logo

The CASA member logo is for use exclusively by current National CASA member programs. The logo may be used to publicize a program’s membership in National CASA and highlight its commitment to quality advocacy for abused and neglected children.

Members agree to the following terms and conditions for use of the CASA member logo:

- The member logo may not be used by non-members, including former members whose membership has lapsed due to nonpayment of dues.

- The member logo may be used to identify your program as a National CASA member. It may be used on websites, signage, reports, brochures and other publicity or display materials.

- The member logo may link only to the National CASA home page (CASAforChildren.org). You may not use it to link to pages on your website or any other website.

- All requirements for the CASA logo regarding proportion, color, element, type, etc. also apply to the member logo.

- The member logo may not be used in connection with any disparaging statements about National CASA or its products or statements that otherwise reflect poorly on National CASA or member programs.

- The member logo may not be used on any website that is in violation of any applicable laws or governmental regulations.

- National CASA reserves the right to disallow any use of the logo.

- Any unauthorized use of the member logo may result in legal action.
The logo requirements

Promotional Logos

The promotional logos are formatted for sales items only. The only appropriate use for these logos is for promotional products where the impression area is so small that the tagline would be unreadable (as in embroidered items or ballpoint pens).

For help to determine whether your proposed usage is appropriate for these logos, please consult National CASA.

Expired Logos

Permission for the use of the logos above has expired. Please do not use these logos.

Logo as Design Element

The icon of the CASA logo can be used as a design element but only in certain instances. The half icon must always come from the left side of the page. It can be reversed out or in solid blue. The heart portion should always remain in red.

The icon can either be used alone, or with the phrase I am for the child™. No other headline or phrase may be used within the half-logo design element, and it must appear on one line of copy.
“Lift up a child’s voice. A child’s life.” is a trademarked tagline. It should appear, with an appropriate “TM” mark, on all materials produced by National CASA and its member organizations. Use the appropriate symbol with the first reference to the campaign — subsequent references in a document do not require use of the mark. The tagline should not be altered in any way. It can appear either on its own or as part of the approved order of logo and tagline, shown below. The icon should also not be altered in any way.

National CASA holds the trademarks for *I am for the child* and “Lift up a child’s voice. A child’s life.”

*A sample of how the tagline can be arranged with a call-to-action line.*
• “A Powerful Voice in a Child’s Life,” “Stand Up for an Abused Child,” “Speak Up for a Child,” “Light of Hope” and “Give the Light of Hope to a Child” are trademarked slogans to be used only by program members of National CASA.

• “A Powerful Voice in a Child’s Life,” “Stand Up for an Abused Child,” “Speak Up for a Child,” “Light of Hope” and “Give the Light of Hope to a Child” are registered trademarks of National CASA. These slogans always appear with the registered trademark symbol: ®.

• All trademarked slogans are used only in connection with promotional materials and projects that are directly related to the goals and purposes of National CASA.

• Additional slogans may be developed to meet specific awareness campaign needs. Use of these campaign-specific slogans will be defined by National CASA publications. Any questions regarding use should be directed to National CASA.

• Only National CASA has ownership rights in the National CASA slogans, and the permission granted to National CASA member programs does not grant any ownership interest in said slogan and may be withdrawn at National CASA’s sole discretion at any time.

• Each use of a National CASA slogan by a member program must include the ® symbol. If used multiple times within a document, only the first usage must include the ® symbol — subsequent usages do not require it.
Color is one of the most important components in brand identity. Color is the first element of a brand to make an impression. Consistent use of CASA brand colors will not only aid in making a more favorable impression, it also will aid greatly in brand recognition and brand recall. The I am for the child campaign utilizes CASA brand colors (and textures), which are featured below.

The blue marbled texture is an optional element that can be used as an accent in all designs, whether they are printed or digital-based mediums. Whether it is used as a background texture or just an accent element, it should not appear any darker than the swatch at left. (See “Print Examples” section.)
The fonts

Brand Fonts

The fonts used in the National CASA logos are from the Geometric 415 family.

You can purchase the Geometric 415 font set from Bitstream fonts at paratype.com/btstore/fonts/Geometric-415.htm

Campaign Fonts

The *I am for the child* campaign fonts, while in the same family as the CASA brand fonts, are slightly different. This will help the campaign stand out as something new, yet within the context of the CASA brand. There are two primary font families used in the *I am for the child* campaign: Proxima Nova and Georgia. For campaign unity, these fonts should be used in all *I am for the child* materials, whether designed in-house or by a freelance designer.

When designing for web applications substitute Arial Bold for Proxima Nova Condensed Bold and substitute Times New Roman for Georgia.

Proxima Nova Condensed Bold should be used for headlines. The lighter types faces can be used for body copy and subheads.

Georgia Bold is used as an accent font in headlines. (See Print Examples section.) Georgia Regular and Italic also can be used for body copy.

**Geometric 415 Blk BT:**

```
abcdefghijklmnopqrstuvwxyz
```

**Geometric 415 Md BT:**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```

**Geometric 415 Lt BT:**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```

**Proxima Nova Condensed Regular**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```

**Proxima Nova Condensed Regular Italic**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```

**Proxima Nova Condensed Semibold**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```

**Proxima Nova Condensed Semibold Italic**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```

**Proxima Nova Condensed Bold**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```

**Proxima Nova Condensed Bold Italic**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```

**Georgia Regular**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```

**Georgia Italic**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```

**Georgia Bold**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```

**Georgia Bold Italic**

```
ABCDEFGHIJKLMNOPQRSTUVWXYZ
```
The components

The following pages contain select examples of approved *I am for the child* campaign tools, including ads, brochures and collateral. For an updated and complete list of all materials available, please refer to the *I am for the child* binder, or the State and Local Programs section of CASAforChildren.org.

Building a movement requires consistency to ensure a cohesive local, regional and national brand message. To that end, photos, headlines and body copy must remain as presented. Note that on each piece, the logo and contact information are customizable through National CASA.

General Example 1 (CASA)

*I am for the child who’s had seven addresses in a single year. Because she’s in foster care. Because her father abused her. And because her mother couldn’t believe her. That is the child I am for. And because I am, she will be half as likely to languish in foster care, and that much more likely to find a safe, permanent home. I am a Court Appointed Special Advocate (CASA) volunteer.

*I am you.*

*Lift up a child’s voice. A child’s life.*®

Get involved at CASAforChildren.org
I am for the child who lived in motels, cars and shelters. The child who now stands in the entryway of a group foster home. Clutching a makeshift suitcase. A garbage bag filled with everything he owns. That is the child I am for. And because I am, he will be half as likely to languish in foster care, and that much more likely to find a safe, permanent home.

I am a volunteer child advocate.

I am you.

I am for the child Not Pictured.

Lift up a child's voice. A child's life.™
Get involved at CASAforChildren.org
I am for the child who has attended eight schools in four years. Because she’s in foster care. Because her birth mother, debilitated by mental illness, neglected her. That is the child I am for. And because I am, she will be half as likely to languish in foster care, and that much more likely to find a safe, permanent home. I am a Court Appointed Special Advocate (CASA) volunteer. I am you.

I am for the child whose name no one can remember.

Lift up a child’s voice. A child’s life.™
Get involved at CASAforChildren.org
Social media icons can be placed on designs, as desired. They should be placed subtly, with no language or URLs attached. This is to limit competing URLs or calls to action. We always want to direct people to our primary website - from there, they can find us on social media platforms as directed. See example below.
Radio examples

All radio spots have the option to be customized with your unique program URL - this can be done locally.

30-second example, “Couldn’t Believe”

WOMAN:
I am for the child who’s had seven addresses in a single year. Because she’s in foster care. Because her father abused her. And her mother couldn’t believe her. That is the child I am for. And because I am, she’ll be that much more likely to find a safe, permanent home. I am a Court Appointed Special Advocate volunteer. [Beat] I am you.

ANNOUNCER (WOMAN):
Lift up a child’s voice. A child’s life. Get involved at CASA-for-Children-dot-org

[GAL version, WOMAN]
I am a volunteer child advocate. [Beat] I am you.

60-second example, “Motels, Cars and Shelters”

MAN:
I am for the child who lives in motels, cars and shelters. I am for him. The child who was finally put in foster care. A group home. Where everything he owns is kept in a plastic garbage bag. I am for that child. So I am there for that child. To listen to him. To speak for him. To champion without compromise for what’s in his best interest. Because if I am, he will be half as likely to languish in foster care, and that much more likely to find a safe, permanent home. That is the child I am for. I am a Court Appointed Special Advocate volunteer. [Beat] I am you.

ANNOUNCER (WOMAN):
Lift up a child’s voice. A child’s life. Get involved at CASA-for-Children-dot-org

[GAL version, MAN]
I am a volunteer child advocate. [Beat] I am you.

Note: As of printing, the copy “as black as the tar heroin that killed his dad” on all “Yearbook – Not Pictured” print collateral has been edited. Effective March 2, 2012, the 60-second radio PSA, available for download on the National CASA website, also reflects this change. See page 16 to view the revised short copy or the state and local program section of CASAforChildren.org/campaign for the long copy.
**Frequently asked questions**

**Question:** I have downloaded the logo files; how do I get the logo into my Word doc?

1. Open Word and click to place the cursor in the new document (or open a Word document that you wish to place the logo in) and click the cursor where you want to insert the logo image.
2. Go up to the top menu and choose Insert > Picture > From File and then click the drop-down arrow to browse to the folder you downloaded (it will be named with your program number and will probably be on your desktop).
3. Find the logo TIF files and double-click the one you want to insert.

**Question:** When I double-click one of the TIF files, it opens and looks really big. Why?

These TIF images of the logos are 300 dpi (that’s 300 dots or pixels per inch). To use the TIF image you must insert it into the Word or Publisher document by using the Insert > Picture command in Word or Publisher or by dragging the image file and dropping it into the document.

If you just double click the TIF image file, it will open in Picture Viewer and look really big. Why does this happen? Because your computer screen can only display 72 pixels per inch, but the image has 300 pixels of data per inch. So your screen is using 216 pixels to display one inch of of the logo. But when you insert the TIF image into Word, Word displays the image as it will appear when printed at 300 dpi.

An image with 300 dpi is called a “high-resolution” image. A newspaper photo on the other hand is printed at 80 dots per inch.

**Question:** Do I have to include an ® with every trademarked slogan?

In text, you only need to note the registered trademark symbol with the first use of a trademarked slogan on the first page of the document or website.

**Question:** Does this mean I have to throw away every document that features an absent or outdated trademark symbol, for example, the CASA logo without the new registered trademark?

No. Please do not discard any materials with absent or outdated trademark symbol (such as the logo with a ™ rather than a ®). Programs should add a trademark symbol or transition to an updated trademark symbol only when they have exhausted their supply of printed material and are reordering. Nothing should be thrown away because of a trademark revision.

**Question:** Can we print the all black logo in a single color of our choice?

Yes, but please use a dark color. However if you are using the 2-color red and blue logo, it must be printed in the exact two colors specified in the graphic standards. The two colors are: PMS #295U blue and PMS #485U red. However, if you are using a two color logo, it must be printed in the exact colors specified in the graphics standards, PMS 295U blue and PMS 485U red, black and grey (black screened back to 60%) OR white and PMS 485U red. See page 8 for examples.

**Question:** This guide refers to the ® mark, but I don’t see it on my logos.

The registered mark (®) is required as of July 2009. Logo sets which include the (®) mark in both approved positions are available for download. Programs can request an updated custom logo set which includes the (®) mark by contacting National CASA.
Frequently asked questions

**Question: Do I have to have the font that the logo uses installed on my computer?**

EPS files (included in the logo download on the logo web page) can be sent to a sign maker or printer. The EPS files do not require that the font used to create the logo be installed in order to use the EPS file of the logo. However if a program wants to buy the font to use for other text, the font can be purchased. See the “Fonts” section of this guide for details on p. 14. However, using the same font is optional. You can select a font of your choice for your address on your letterhead and business card, etc.

**Question: What trademarks does National CASA own?**

National CASA holds service marks (often referred to as trademarks) on the name CASA, the CASA logo and on various related phrases such as “Court Appointed Special Advocate,” “Speak Up for a Child,” “A Child’s Voice in Court,” “Lift up a child’s voice. A child’s life,” “I am for the child” and “A Powerful Voice in a Child’s Life.” We trademarked these names and phrases to protect your ability to use them in connection with volunteer advocacy for abused and neglected children. We license the right to use these trademarks to our local program and state organization members. The phrase “guardian ad litem” is a generic term and cannot be trademarked.

**Question: What rights do programs and state organizations have to use the trademarks?**

The terms of the license are set out in the license agreement sent to you each year as part of your membership renewal. In general, the license allows you to use the marks for training, supporting, promoting and raising funds for court-appointed volunteer advocacy for abused and neglected children. The license does not authorize you to allow others to use the marks or to alter the marks without permission.

**Question: How should we use the CASA trademarks?**

To protect the CASA tradename, we need to avoid using CASA as a noun. For example, instead of referring to volunteers as CASAs, try to remember to say CASA volunteers, especially in formal writing and published materials. If the term CASA were to become a generic noun, we would no longer be able to prevent others from using it. The word zipper, for example, started as a tradename but became a generic term that anyone can use.

If your organization provides other services, the CASA trademarks should be used only to refer to your volunteer advocacy services for abused and neglected children. For help in these situations, please contact your regional program officer.

Specific standards apply to your use and modification of the CASA logo. You can find more information in this document or by contacting our communications staff.

**Question: Can National CASA prevent others from using similar names and phrases?**

Sometimes, but trademark registration does not mean we can always prevent others from using the name or phrases. Depending on the specific circumstances, National CASA could obtain injunctions against other organizations using a similar trademark in a way that is likely to confuse or deceive the public. For example, the public might be misled into believing that another organization’s services were the same as ours, or that the other organization was associated with, authorized by or sponsored by us.
Other organizations may use the same words or phrases if the services they provide are not so similar that the public would be confused, or if the other organization established rights in the marks before we did. However, even if we cannot prevent their use of the acronym, we often can make agreements with other organizations to help prevent confusion between us and them. So it is always helpful for us to know when there is any use by other organizations of the name or phrases in your area, especially if it is causing confusion among your supporters or the general public.

**Question: What other organizations use the name CASA?**

A common use of the CASA name by another organization involves the National Center on Addiction and Substance Abuse at Columbia University (“the Center”). In the early 1990s, the center filed an objection to National CASA’s application to register CASA as a trademark. In order to clear the way for that registration, National CASA and the center entered into an agreement that governs some details of how and when each of us can use the name CASA. We carefully monitor the Center’s use of the name to ensure compliance with this agreement.

Examples of other organizations using the name are Citizens Against Substance Abuse and Citizens Against Sexual Assault. Our ownership of the trademarks also does not prevent others from using generic words, such as the Spanish or Italian word casa meaning house as in Casa de los Niños.

**Question: Can National CASA help us if another organization is using the name in our area?**

We can help you with strategies to deal with problem situations in your community. In order to protect our trademarks, we watch carefully for other organizations using the name or phrases and challenge their use of them when we feel there is an infringement of our trademarks. It is important that our members let us know if they are aware of local organizations using the above trademarks in ways which have caused or might cause confusion. Questions on these matters should be directed to National CASA.

**Question: Does the trademark license give us rights to use, alter or sell written material produced by National CASA?**

Trademarks differ from copyrights. National CASA holds the copyright to various written materials, such as training manuals, newsletters and training curricula. Copyrights generally give the creator of the work the exclusive right to copy, distribute and adapt the material, although federal law allows limited copying and distribution without permission under the “fair use” doctrine.

Copyrights can also be licensed to others. As part of your organization’s membership in National CASA, you have the right to use copyrighted National CASA material in connection with volunteer advocacy for children. You also sometimes have the right to customize that material. For example, although the manuals in the Volunteer Training Curriculum are copyrighted, the Facilitator’s Manual describes how you may customize them (you may add materials but not modify the text of the curriculum). Information about customization can be found in the Facilitator’s Manual. You also have the right to copy, print and distribute these materials for use by your staff and volunteers.

Other copyrighted materials, such as The Connection magazine, are published with all rights reserved. Written permission must be obtained to reprint or distribute these materials (including posting on websites) for anything other than informational, non-commercial personal use. For use of material
Frequently asked questions

on our website, please read the terms and conditions found there. Sublicensing of the National CASA trademarks and resale or commercial use of copyrighted material require prior written permission from National CASA.

Need Help?

National CASA is happy to help!

staff@casaforchildren.org
800-628-3233
Lift up a child’s voice.
A child’s life.™
Key National CASA Contact Information

You can direct questions about the “I Am for the child” campaign to campaign@nationalcasa.org

The following staff are available to assist with specific questions that you may have:

- **National CASA Association**
  100 West Harrison Street,
  North Tower, Suite 500
  Seattle, WA 98119
  tel: 800-628-3233

- **Pallavi Agarwal**
  Online Services Manager
  pallavia@nationalcasa.org

- **Chanin B. Kelly-Rae**
  Senior Director of Inclusion and Equity
  chaninkr@nationalcasa.org

- **Kaye Sapikas**
  Manager, Donor Relations
  kayes@nationalcasa.org
  *Individual donors*

- **Theresa Carleton**
  Communications Associate
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  *Customization of campaign materials, logo standards*

- **Michelle Finet**
  Director, Donor Relations
  michelle@nationalcasa.org
  *National service organizations, foundations, FirstGiving*

- **Kris Gonzales**
  Director, Corporate Relations
  kris@nationalcasa.org
  *Campaign activation, national business and corporate partners, sponsorships*

- **Tom Vásquez**
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- **M. Carmela Welte**
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