



2024 S.L. Gimbel Foundation Grant Application

Internal Use Only:
Grant : _____

Organization / Agency Information

1) Organization/Agency Name: Voices for Children		
2) Physical Address: 11870 Pierce Street, Ste. 260		City/State/Zip Riverside, CA 92505
3) Mailing Address: 11870 Pierce Street, Ste. 260		City/State/Zip Riverside, CA 92505
4) CEO or Director: Jessica Muñoz		Title: President and CEO
5) Phone: 951-472-9301	6) Fax: 858-569-7151	7) Email: JessicaM@speakupnow.org
8) Contact Person: Sharon Morris		Title: Managing Director
9) Phone: 951-534-1043	10) Fax: 858-569-7151	11) Email: SharonM@speakupnow.org
12) Web Site Address: www.speakupnow.org		13) Tax ID: 95-3786047

Program / Grant Information

Interest Area:

14) Program/Project Name: Riverside County Court Appointed Special Advocate (CASA) Program			15) Amount of Grant Requested: \$150,000
16) Total Organization Budget: \$9,433,000	17) Per 990, Percentage of Program Service Expenses (Column B / Column A x 100): 78%	18) Per 990, Percentage of Management & General Expenses Only (Column C / Column A x 100): 8%	19) Per 990, Percentage of Management & General Expenses and Fundraising (Column C+D / Column A x 100): 21%
20) Purpose of Grant Request (one sentence): Voices for Children seeks funding to advance our mission, which is to transform the lives of abused, abandoned, or neglected children by providing them with trained, volunteer Court Appointed Special Advocates (CASAs).			
21) Program Start Date (Month and Year): 07/01/2024		22) Program End Date (Month and Year): 06/30/2025	
23) Gimbel Grants Received: List Year(s) and Award Amount(s) N/A			

Signatures

24) Board President / Chair: (Print name and Title) Annette Bradbury, Chair Date: June 28, 2024	Signature:
25) Executive Director/President: (Print name and Title) Jessica Muñoz Date: June 28, 2024	Signature:

2024 S.L. Gimbel Foundation Fund APPLICATION

Narrative

Please provide the following information by answering **ALL** questions (I to IV), **12 Font, One Inch Margins**. Use the format below (I to IV). Type your complete answers to the question directly below the question. Please do not delete the questions/instructions/examples and provide clear, specific, and concise answers.

I. Organization Background

A) State the history, mission and/or purpose of your organization.

The mission of Voices for Children (VFC) is to transform the lives of abused, abandoned, or neglected children by providing them with trained, volunteer Court Appointed Special Advocates (CASAs). The CASA model emerged in Seattle in 1977, in which trained and supervised community volunteers called CASAs are matched with individual children in foster care to advocate for their best interests. The CASA model has been effectively used nationwide for more than four decades. In a review of the literature, the National CASA Association reported that children with CASAs have significantly fewer placement changes, are more likely to find a safe, permanent home, and are half as likely to reenter the child welfare system. They also receive more services, perform better in school both academically and behaviorally, and report higher levels of hope.

VFC has proudly served as the CASA program for Riverside County since 2015, when the Judicial Council of the State of California and the Superior Court of Riverside County invited VFC to establish a Riverside County CASA program. VFC maintains three offices in Riverside County: one in the city of Riverside, one in Palm Desert, and one in Murrieta (French Valley). VFC is the sole organization authorized to recruit, train, and supervise CASA volunteers in Riverside County. VFC also provides CASAs to children in San Diego County. Together, Riverside and San Diego Counties are home to more than 15% of California children in foster care. In fiscal year (FY) 2024-25, our goal is to provide advocacy and support to 2,270 children in foster care in Riverside and San Diego Counties.

Since our program's inception, VFC's Riverside County CASA program has consistently expanded to meet the evolving needs of the children we serve. In Riverside County, the number of children in the foster care system has sharply increased in the past year. We anticipate that there will be 5,000 children in care in FY 2024-25. VFC is proud of our efforts to expand the Riverside County CASA program to provide more children with the critical support of a CASA. We are incredibly grateful for the opportunity to be considered for funding from S.L. Gimbel Foundation to continue expanding in Riverside County.

B) How long has the organization been providing programs and services to the community?

VFC's work began 44 years ago in San Diego County when law student Kathryn Ashworth and social worker Elizabeth Bacon collaborated with the intention of ensuring better home placements and more positive life outcomes for children in foster care. They soon adopted the

emerging CASA model. Nine years ago, in 2015, VFC began operating the CASA program for Riverside County.

C) What are some of your past organizational accomplishments (last three years)?

VFC CASAs have helped Riverside County judges make well-informed decisions for children in foster care by providing critical information. VFC staff and volunteers have achieved several noteworthy accomplishments in the past three years.

- In 2022, VFC earned the Innovative Inclusion Tier of Recognition, the highest honor granted by All Children—All Families, a project of the Human Rights Campaign Foundation. The All Children—All Families project promotes LGBTQ-inclusive practices among child welfare agencies.
- We have continued our trajectory of year-over-year program growth. During Fiscal Year (FY) 2023-24, VFC surpassed our goal of serving 540 children in foster care and served 582 children in foster care in Riverside County.
- In 2023, VFC and the Juvenile Court in Riverside County launched a pilot program to allow VFC to assess the cases of youth who are declared dual status (having open cases in dependency and the juvenile justice system) for CASA assignment without waiting for a referral. This will allow us to provide youth with more complex needs with the support of a CASA in a timely way.
- In 2023, the Pechanga Band of Indians reached out and requested that VFC establish a CASA program for children under the jurisdiction of the Pechanga Tribal Court. In January, we signed our first MOU with the Pechanga Band of Indians, and we recently matched our first CASA to a child in the Tribe. This is the first agreement of its kind with a tribal court in Riverside County and only the third currently operating in California.

II. Project Information:

A) Statement of Need

Specify the community need(s) you want to address and are seeking funds for. Include demographics, geographic characteristics of the area or community to be served, community conditions and income level. Include relevant statistics.

In Riverside County, 5,000 children will spend time in foster care this year due to neglect or abuse from those adults entrusted with their care. Once in foster care, children experience additional trauma as a result of being separated from their family and siblings, living with strangers, and not knowing when or if they will ever be reconnected with their family. Each child has experienced abuse or neglect and endured multiple Adverse Childhood Experiences (ACEs). Multiple ACEs are associated with negative outcomes throughout one's life.

Aces put children and youth at high risk for adverse consequences throughout their lives. Unstable housing, homelessness, insufficient elementary or secondary education, lack of access to health care, lack of social connections, and justice system involvement are a few of the incredible challenges that children may encounter during and after foster care. These dire

outcomes can be mitigated. Research from the Center for the Study of Social Policy suggests that social support and equitable access to essential services will strengthen children and families that have had experience with the child welfare system. According to Youth.gov, “Permanent relationships with positive adults are a powerful protective factor against negative outcomes and can provide critical support to youth as they transition to adulthood.” A CASA volunteer is a crucial element in helping children achieve better outcomes.

Juvenile court judges are responsible for major decisions in the lives of children in foster care. Decisions like where they will live, the services they can access, and all of their medical and educational needs. These critical decisions must be made with the information that they are presented by child welfare professionals. Child welfare professionals have limited resources and often need to prioritize urgent needs such as mental health crises and housing emergencies, leaving less urgent matters like math tutoring or sibling visits for later or someone else. Children in foster care need more attention from one consistent adult who is aware of their needs and also has an understanding of the foster care system. CASAs play a vital role in providing the much-needed attention and advocacy to help these children heal from past trauma, overcome obstacles, and work towards brighter futures.

Children in foster care range in age from birth to 21. Some are removed from their home as infants, others are older when they enter foster care. In Riverside County, approximately 52% of the children we serve are Hispanic/Latino, 25% are white/Caucasian, 15% are Black/African American, 1% are Native American, 1% are Asian/Pacific Islander, 2% are multi-racial, and 4% are of unknown racial or ethnic background. Approximately 20% of children in foster care have an Individualized Education Plan and are receiving special education services. Children in foster care are deemed to have zero income and presumed to be low-to-moderate income (LMI) individuals by the U.S. Department of Housing and Urban Development.

The impact a CASA can have in the life of a child is best demonstrated through a story:

CASA Jo was matched with Mark when he was 14. Mark was placed with his grandmother and helped with his siblings, which often meant he did not have time for activities he enjoyed, like soccer and music. With CASA Jo’s encouragement, Mark joined the marching band his freshman year of high school. CASA Jo attended every band competition and performance possible and watched Mark flourish. The marching band planned a major band trip to Los Angeles in the spring of Mark’s sophomore year, but the band instructor told Mark there were no funds to support low-income students and Mark was unable to join. After connecting with her advocacy supervisor, CASA Jo devised a plan to bring this up to the school counselor, with whom CASA Jo already had an existing relationship. CASA Jo worked with school professionals and her advocacy supervisor to access available funding for Mark to participate in this trip. Mark was elated when his band instructor let him know there was a scholarship available to Mark so that he could join his bandmates for the spring trip. CASA Jo looks forward to hearing all about the trip in the spring.

B) Project Description

1. Describe your project. How does your project meet the community need?

After experiencing abuse or neglect, children are removed from their home, live with new caretakers, and feel apprehensive. Juvenile Court judges make these critical decisions for hundreds of children in foster care each year—many more children than they can know individually. Child welfare professionals are frequently pulled away to address some of the most pressing and emergent needs of children, such as mental health crisis or housing emergencies, leaving details such as math tutoring or sibling visits for the next day or person. VFC's CASA program fills this critical gap in the foster care system.

Through the CASA program, community volunteers receive intensive training, are sworn in by the court, and are matched with a child in foster care to give children the individualized attention that the foster care system cannot provide. This personalized attention aims to give long-term support to the children. The goal of the CASA program is to ensure that the needs of children in foster care are not overlooked. CASAs commit to serving for a minimum of 12 months and dedicate an average of 10 hours a month to their service. They get to know a child's needs in-depth, gain a holistic understanding of the child's needs, identify needed services and resources, and advocate for them in court, at school, and in the community to ensure they have access to necessary services to overcome adversity and thrive..

CASAs accompany their case child to court every six months and provide moral support during what can be a very scary experience for a child. CASAs submit a formal, written report in preparation for the hearing that includes case updates and recommendations. Judges rely on these comprehensive reports to make informed decisions about a child's education, mental and physical health, housing, and overall well-being. VFC recognizes and appreciates that the child welfare system is comprised of dedicated and caring professionals. Unfortunately, many social workers, case managers, and other service providers have large caseloads and limited resources. CASAs provide a unique kind of case oversight, because CASAs serve one child or sibling group at a time.

CASAs are supervised by VFC staff members called Advocacy Supervisors who provide support and guidance to CASAs for the duration of their volunteerism. Advocacy Supervisors support CASAs by reviewing their court reports, attending meetings on their behalf if they are unavailable, and answering challenging questions that come up in each child's case. Advocacy Supervisors carry an emergency cell phone 365 days per year, 24 hours per day, for CASAs to access. Through these efforts, VFC is closing the gap for children in foster care and improving outcomes for each individual child.

VFC receives referrals of clients/children from juvenile court judges, social workers, or children's attorneys. Once a child is referred for CASA services, VFC matches a child or sibling group with a CASA volunteer. Each CASA then learns about their child's case, the circumstances that brought them into foster care, possible permanency solutions including family reunification, guardianship, or foster family placement, their education status, health needs, and goals for the future. CASAs work closely with their VFC Advocacy Supervisor to create a plan to help a child achieve their goals. CASAs attend family team meetings, meetings with social workers, school and teacher meetings, and they communicate with all professionals on a child's case, including health professionals. CASAs develop rapport with the child to whom they are assigned and, for many children, become one of the adults they trust the most. This gives the CASA an invaluable understanding of the child. CASAs share their unique insights, adding to

the information available to make decisions in the child's best interests and accelerate the child's linkage to critical educational, health, and social services.

Each child's case is unique, however, there are commonalities in CASA advocacy. For example:

- **Family and social connections:** CASAs advocate for youth to stay connected with siblings, parents, and other family members. They facilitate visits between siblings who are placed apart, who might not otherwise get to spend time together. They help youth to enrich their social network by assisting them to identify other safe, trusted adults, such as teachers and coaches, with whom they might build a long-term supportive relationship. Finally, many CASAs themselves become a lifelong supportive presence in the life of the youth they serve.
- **Mental and Physical Health Advocacy:** CASAs ensure that children have consistent access to mental and physical healthcare services. They communicate with medical providers; monitor a child's health needs, medications, and referrals; and prevent needs from being overlooked when children change placements.
- **Educational Advocacy:** CASAs communicate with teachers and other educators, attend school conferences and individualized education program (IEP) meetings, and monitor the child's academic performance and behavior. They assist youth to access supports such as tutoring, special education, enrichment activities, or higher education information.
- **Vocational Support/Financial Literacy:** CASAs assist youth to plan for the future. They help youth create resumes, identify job opportunities, complete applications, and develop interview skills. They connect youth with vocational exploration and job training programs.
- **Housing Placement Advocacy:** CASAs advocate for youth to have stable home placements. CASAs visit children in their home placements to observe whether a placement is meeting their needs. When children change placements, CASAs provide them with a sense of consistency.

2. What is unique and innovative about this project?

VFC's CASA program is unique in that it helps children access the crucial services they need while providing a personalized relationship with an adult who ensures their needs are not overlooked as they navigate the foster care system. As previously mentioned, juvenile court judges are responsible for major decisions in the lives of children in foster care and rely on the information presented to make those important decisions. However, child welfare professionals often face challenges in providing individualized attention to these children due to being pulled away to address urgent issues in other cases. The CASA model is innovative in that CASA volunteers serve one child or sibling group at a time, which allows them to dedicate time to learning the individualized needs of children while forming a one-on-one relationship. For children in foster care CASAs are often the most consistent caring adult in their life. It is essential for children in foster care to have consistent support from an adult who understands their needs and the foster care system. In Riverside County, VFC is the only organization authorized to recruit, train, and supervise CASA volunteers.

To illustrate the unique impact of the CASA program, we share the following letter a foster youth read to the judge about her CASA:

“Your Honor, I met Susie five months ago after I requested a CASA volunteer. Growing up in the foster system, I was lost. It seems like every time I tried to accomplish something in my life, the world would come crashing down and nothing made sense anymore until I met Susie. She gave me hope and she did one thing a lot of people didn’t. She believed in me. I told her I wanted braces and my driver’s license, and she did everything in her power to try to help me. After so many “no’s,” I decided to pay for my braces with money I had been saving for a car, and two weeks ago, I got my driver’s license. Susie was a wonderful woman and I want to thank her for everything she did for me. She helped me find my voice. She created a path for me. Now it is my time to take steps on that path and make my way in the life she believed I could have, for her. I will forever be grateful that God has brought me a guardian angel to watch over me for the rest of my life. Thank you, Your Honor, have a wonderful day.”

C) Project Goal, Objective, Activities and Expected Outcome

1. **Note: Objective, Outcome and Evaluation must all be based on the SAME QUANTIFIABLE CRITERIA (for example, “number served, or acres improved”). This quantifiable criteria should refer to the grant amount you are requesting from the Gimbel Foundation only and not the total program.**

State ONE GOAL, ONE OBJECTIVE, ONE OUTCOME. USE NUMBERS AND DO NOT USE PERCENTAGES.

2. **State ONE project goal. The Goal should be an aspirational statement, a broad statement of purpose for the project.**
3. **State One Objective.** The Objective should be specific, measurable, verifiable, action-oriented, realistic, and time-specific statement intended to guide your organization’s activities toward achieving the goal. **Specify the activities** you will undertake to meet the objective and number of participants for each activity.
4. **State One Outcome.** An outcome is the individual, organizational or community-level change that can reasonably occur during the grant period as a result of the proposed activities or services. What is the key anticipated outcome of the project and impact on participants? State in a quantifiable and verifiable term.
5. **Evaluation:** How will progress towards the objective (per above) be tracked and outcome measured?
Provide specific information on how many individuals will be evaluated (should be the same number as in the objective and outcome), how you will collect relevant data and statistics that meet your objective and validate your expected outcome, in a quantifiable manner, as you describe your evaluation process.

BELOW IS AN EXAMPLE OF GOAL, OBJECTIVE, OUTCOME AND EVALUATION: Objective, Outcome and Evaluation should align and should be written in a linear format, using actual numbers, and data that are quantifiable and verifiable. Do not use percentages)

GOAL: Enhance and supplement the diet of food insecure families and children in Mariposa County with healthy, fresh food each month to improve their health and wellbeing.

OBJECTIVE: Distribute at least **500,000 meals of healthy, fresh food to 7,000 unduplicated residents in need.**

ACTIVITIES:

- 1) Purchase fresh produce and other food items not provided by existing local farm and USDA sources to support 7,000 unduplicated food distribution participants.
- 2) Continue to promote monthly food distribution program through community partners across the county.
- 3) Input monthly food distribution data into USDA database system.

OUTCOME: We expect to **provide 500,000 meals to 7,000 unduplicated food insecure county residents**, increasing their healthy food intake and habits.

EVALUATION: Using the USDA's tracking system we will generate reports on the number of food insecure children and families we have served. We will track our role in **providing 500,000 meals feeding 7,000 unduplicated food insecure individuals** and account for additional success or lower numbers of individuals served.

WRITE YOUR RESPONSES using the following format for your goal, objective, respective activities and expected outcome:

GOAL: Enhance the services and support children in foster care in Riverside County receive by providing them with CASA volunteers.

OBJECTIVE: Provide CASA volunteers to 625 Riverside County children in foster care.

ACTIVITIES:

- 1.) Recruit and train 100 new CASAs.
- 2.) Match new and existing CASAs with children in foster care.
- 3.) Submit at least 900 court reports on behalf of the children we are serving.

OUTCOME: We expect to provide CASA advocacy to 625 unduplicated children in Riverside County foster care, providing them with a consistent caring adult and improving their access to educational services and mental and physical health services.

EVALUATION: VFC measures the impact of our program in two ways. We measure the number of children matched with a CASA volunteer because each child matched will benefit from a relationship with a consistent and caring adult.

We also assess our program's individual impact on children in foster care through the Court Report process, a 6-month cycle of information gathering and case planning which concludes with the submission of a comprehensive, written report. The Court Report is a critical tool that helps juvenile court judges make well-informed decisions about a child's case, but it also provides VFC with an internal means of monitoring and assessing each child's progress on their path toward safety, stability, and well-being.

D) Timeline

Provide a timeline for implementing the project. The start date and end date should be the same dates on the cover page. Start date should be 3 months AFTER the submission deadline.

The project start date is: 07/01/2024

The project end date is: 06/30/2025

Include timeframes for specific activities, as appropriate.

VFC's program activities take place on an ongoing basis throughout the fiscal year. VFC expects to reach approximately 25% of key objectives (number of children served and number of new CASA volunteers recruited and trained) on a quarterly basis (September 30, December 30, March 31, and June 30). Our program team monitors progress on each objective monthly and adjusts recruiting and training activities as needed. VFC's recruitment team attends multiple community outreach events and conducts at least two volunteer information sessions each month. Our training team will host Advocate University, our CASA training program, at least 10 times during the year. Judges, attorneys, and child welfare professionals refer children to our program on a daily basis throughout the year. Our matching team matches children with CASAs on a daily basis throughout the year.

E) Target Population

1. Who will this grant serve?

VFC serves children living in the foster care system in Riverside County. Approximately 58% are female and 42% are male. They range in age from birth to 21. Approximately 8% of the youth we serve are infants and toddlers between the ages of 0 and 5, 59% are children between the ages of 6 and 15, and 33% are transitional age youth between the ages of 16 and 21. Approximately 20% of children in foster care have an Individualized Education Plan and are receiving special education services.

While the foster care system impacts children and families of every race, ethnicity, and socioeconomic class, children of color remain overrepresented. Of the Riverside County children VFC serves through the CASA program, approximately 52% are Hispanic/Latino, 25% are white/Caucasian, 15% are Black/African American, 1% are Native American, 1% are Asian/Pacific Islander, 2% are multi-racial, and 4% are of unknown racial or ethnic background. Children in foster care are deemed to have zero income and presumed to be low-to-moderate income (LMI) individuals by the U.S. Department of Housing and Urban Development.

2. How many people will be impacted? Provide a breakdown: Number of Children, Youth, Adults, Seniors.

VFC's Riverside County CASA program will directly impact approximately 50 infants and toddlers between 0 and 5, 369 children between the ages of 6 and 15, 206 transitional age youth between the ages of 16 and 21. However, the program's impact could endure for generations, enhancing communities and mitigating Adverse Childhood Experiences (ACEs).

ACES can lead to long-term health effects such as chronic illness, anxiety, and mood disorders. Research from the Harvard Center for the Developing Child suggests that the negative impact of ACEs can be mitigated through supportive responsive relationships with consistent caring adults,

enabling children to maintain resilience in the face of adversity. CASAs build trust and develop strong caring relationships with the child they serve providing a stable protective relationship for the child.

CASAs provide advocacy to ensure children receive appropriate services and interventions. These services can address the impact of the ACEs children have already endured helping to overcome heal from past trauma, overcome obstacles, and pursue brighter futures. CASAs also ensure access to family preservation services like family counseling, parent classes, and substance abuse treatment. These services address the public health crises that are often the cause or consequences of involvement with the foster care system and support family reunification. CASAs are often positive role models for children and parents which may help break intergenerational cycles of neglect and abuse. This can be beneficial in addressing ACEs for the entire family.

To illustrate the impact CASAs can have on entire families we share the following story:

CASA Cassie was recently assigned to a brother and sister, Marcus and Ami, who desperately wanted to go home to their mother. CASA Cassie agreed that this was ultimately in the children's best interest and was determined to do whatever she could to help. The children's mother, a product of the foster care system herself, had had Marcus when she was just 16 and was unsupported and unprepared for adult life as a parent. As the family cycled through five different social workers, CASA Cassie became the most consistent person on the case. She was the single mother's biggest supporter and kept the family going when challenges arose. She advocated that the young mother be able to take parenting classes and be given resources to help her find better employment. She identified funding for public transportation so the young mother could make court appointments, apply for jobs, and do grocery shopping. CASA Cassie knew that contact with their mother was essential for the siblings' emotional health and helped transport the children to frequent visits with their mother, too. Marcus and Ami's mother said many times that without CASA Cassie, they would have lost hope long ago. CASA Cassie was elated when the case closed in a happy family reunification.

The program also produces tangible benefits for our CASA volunteers, including more than 230 volunteers so far this year alone. Through their selfless volunteerism, CASAs gain personal growth, empathy, and a profound sense of satisfaction for making a difference in the lives of children. When asked their favorite part of being a CASA many CASAs say how honored to be a part of their case child's life and highlight how proud they are of the progress the child has made. Recently one such CASA said, "I have been fortunate to have been the CASA for two brothers who are great to hang out with. At my age hanging out with younger people keeps you young."

F) Community Partners

1. How does this program relate to other existing projects in the community?

The Riverside County CASA program enhances the information available to the Superior Court of California – Riverside County and the Riverside County Department of Public Social Services (DPSS). We have an MOU with the Superior Court of California – Riverside County which is in effect until December 31, 2024, and is typically renewed in two-year increments. Our volunteer advocates gather and share relevant information regarding juvenile court cases with the court and

DPSS. We also collaborate with attorneys and social workers as we work to address the unmet needs of youth. Other partners in service include the Riverside County Department of Probation, Riverside County Tribal Alliance, the Department of Public Social Services' System Improvement Core, the Riverside County Office of Education, and local school districts, foster family agencies, and mental health providers. Finally, our CASAs regularly connect youth to resources and programs offered by various entities throughout Riverside County.

2. Who are your key community partners? Provide a brief description of each key partner and their role(s) in this program.

In Riverside County, VFC collaborates with many institutions, organizations, agencies, and government offices in Riverside County to serve youth in foster care. We work most closely with the Superior Court of California – Riverside County and the Riverside County Department of Public Social Services (DPSS). Judges from the Superior Court of California – Riverside County oversee juvenile court cases and assigns custody. DPSS is responsible for overseeing the foster care program for Riverside County.

3. How are you utilizing volunteers?

Volunteers are at the heart of VFC's CASA program and keep the program functioning. Once trained, our volunteers dedicate ten-plus hours a month to their service, ensuring foster children have the support they need to overcome adversity and thrive.

G) Use of Grant Funds

How will you use the grant funds? This answer should align with the specific activities previously outlined in C) Project Goal, Objectives, Activities and Expected Outcomes. VFC respectfully requests a \$150,000 grant. Funding from S.L. Gimbel Foundation will be used to support the CASA program and our efforts to serve children in need in Riverside County. Staffing is the largest part of our annual budget, and it includes salary, benefits, and payroll taxes for our program team, including Advocacy Supervisors, Case Liaisons, CASA training team, and recruitment staff members.

The impact that funding will have on children is immeasurable. Each child that is matched with a CASA volunteer will receive the one thing that the foster care system cannot reliably provide – a consistent and caring adult during a frightening time in a child's life.

III. Project Future

A) Sustainability

Explain how you will support this project after the grant performance period. Include plans for fundraising or increasing financial support designated for the project.

VFC is committed to the sustainability of the CASA program for years to come. Creating and maintaining a diverse revenue stream supports our sustainability. The Riverside County CASA program budget is comprised of revenue generated primarily through foundation and corporate support (26%), government grants (62%), and individual philanthropy (12%). We solicit support through grant requests, major gift solicitations, and direct mail campaigns. Our Community

Advisory Committee is actively engaged in expanding the organization's visibility in the community and our network of supporters.

IV. Governance, Executive Leadership and Key Personnel/Staff Qualifications

A) Governance

1. Describe your board of directors and the role it plays in the organization.

Our Board of Directors is comprised of 28 community and business leaders, of which 69% are women and 31% are male. Approximately 15% of our board members are Hispanic, 4% are Black, 8% are Asian, and 73% are Caucasian. The officers are the Chair of the Board, the Vice-Chair, Secretary, Treasurer, and Immediate Past Chair. VFC's President and CEO, Jessica Muñoz, reports directly to the Board of Directors.

VFC's Board of Directors is responsible for financial oversight, goal setting, policy development, and fundraising. VFC board members meet as a board six times a year to review programs and make policy decisions. They dedicate additional time to attend committee meetings and VFC outreach and fundraising events.

Board members may serve up to two consecutive three-year terms and four terms altogether. They leverage their personal and professional resources to further the mission of VFC. Our Board of Directors has governance responsibilities to ensure compliance with all policies and procedures. Each member of our Board of Directors financially supports VFC, and our Board is actively engaged in expanding the organization's visibility in the community and our network of supporters. In addition, they help secure additional funding from individuals, government bodies, foundations, corporations, and service organizations.

2. What committees exist within your board of directors?

There are six committees within VFC's Board of Directors:

1. Executive Committee
2. Governance Committee
3. Finance Committee
4. Philanthropy Committee
5. Audit Committee
6. Marketing Committee

3. How does the board of directors make decisions?

A majority of the number of Board Members holding office, but not less than three Board Members, shall constitute a quorum for the transaction of business, except to adjourn. Every action taken or decision made by a majority of the Board Members present at a duly held meeting at which a quorum is present shall be the act of the Board of Directors, subject to the more stringent provisions of the California Nonprofit Public Benefit Corporation Law, including, without limitation, those provisions relating to:

- a) Approval of contracts or transactions in which a Board Member has a direct or indirect material financial interest;
- b) Approval of certain transactions between Corporations having common board memberships;
- c) Creation or appointments to committees of the Board of Directors; and
- d) Indemnification of Board Members.

A meeting at which a quorum is initially present may continue to transact business, despite the withdrawal of Board Members, if any action taken or decision made is approved by at least a majority of the required quorum for that meeting.

B) Management

1. Describe the qualifications of key personnel/staff responsible for the project.

VFC's President and CEO is Jessica Muñoz, Esq., MFS. She leads the CASA program in San Diego and Riverside Counties. Jessica is responsible for managing the executive leadership team and implementing VFC's vision, mission, and overall direction. Jessica joined VFC in 2016 as Executive Director of our Riverside County program and was subsequently promoted to Executive Vice President for the entire organization. Jessica is an attorney and practiced for over seven years, including four years as a trial attorney in juvenile dependency courts in both Los Angeles and San Diego Counties. Prior to joining Voices for Children, she developed and coordinated a program at UC San Diego to provide support services to students who are undocumented. In addition to her law degree, she holds a Master of Forensic Science degree and a professional certificate in nonprofit management. Jessica is a past chair of the County of San Diego – Juvenile Justice Commission and served on the board of the San Diego Civic Youth Ballet. Her professional affiliations include the State Bar of California, the Riverside County Bar Association, Leadership Riverside, and The Fieldstone Leadership Network.

Sharon Morris is Voices for Children's Managing Director – Riverside County. Sharon began employment at VFC in 2015 and she currently directs the CASA program for all of Riverside County, including CASA recruitment, training, and advocacy support. Sharon was previously the Director of Programs for Voices for Children's Riverside County CASA program and oversaw its year-over-year programmatic growth for the past seven years. An outstanding leader and wonderful ambassador for Voices for Children, Sharon is well respected by our judges and colleagues in child welfare. Sharon first joined VFC as a CASA volunteer in 2010 while working at Sony Online Entertainment, LLC as Director of Customer Service. Sharon earned her Applied Associates of Paralegal Studies from Kaplan University and her Bachelors of Arts in history from Brunel University in London. Sharon has also served on the board of Southern California Golden Retriever Rescue.

2. What is the CEO/President/Executive Director Salary?

\$250,014

2024 S.L. Gimbel Foundation APPLICATION

V. Project Budget and Narrative (Do not delete these instructions on your completed form and use this form).

A) **Budget Table:** Provide a detailed line-item budget for your **entire** program by completing the table below. Note that if funded, this is the budget that you will have to refer to in the Evaluation (Final) Report.

A breakdown of specific line item requests and attendant costs should include:

1) Line item requests for materials, supplies, equipment and others:

a. Identify and list the type of materials, supplies, equipment, etc.

b. Specify the unit cost, number of units, and total cost

c. Use a formula/equation as applicable. (i.e. 40 books @ \$100 each = \$4000)

2) Line item requests for staff compensation, benefits: **Do not use FTE percentages.** a. Identify the position; for each position request, **specify the hourly rate and the number of hours** (i.e. \$20/hr x 20 hours/week x 20 weeks = \$8,000)

b. For benefits, provide the formula and calculation (i.e. \$8,000 x 25% = \$2,000)

3) Line items on Salaries/Personnel included in budget (contribution or in-kind) but NOT requested from the Gimbel Foundation must be broken down per number 2) above: Provide rate of pay per hour and number of hours.

4) The Gimbel Foundation does not fund indirect costs.

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From Gimbel	Line Item Total of Project
Personnel: Advocacy Supervisor	40 hours/week x \$30.29/hour x 52 weeks = \$63,003		\$34,243	\$28,760	\$63,003
Personnel: Advocacy Supervisor	40 hours/week x \$28.85/hour x 52 weeks = \$60,008		\$40,008	\$20,000	\$60,008
Personnel: Advocacy Supervisor	40 hours/week x \$28.85/hour x 52 weeks = \$60,008		\$60,008		\$60,008
Personnel: Program Manager	40 hours/week		\$37,521.98	\$37,520	\$75,041.98

	x \$36.08/hour x 52 weeks = \$75,041.98				
Personnel: Program Manager	40 hours/week x \$36.08/hour x 52 weeks = \$75,041.98	\$20,021.98	\$20,020	\$35,000	\$75,041.98
Personnel: CASA Recruitment & Outreach Manager	40 hours/week x \$27.65/hour x 52 weeks = \$57,512.00		\$28,792	\$28,720	\$57,512.00
Personnel: Managing Director, Riverside County	40 hours/week x \$55.18/hour x 52 weeks = \$114,774.4	\$65,000.4	\$49,774		\$114,774.4
TOTALS:		\$85,022.38	\$270,367	\$150,000	\$505,389

B) Narrative: The budget narrative is the justification of “how” and/or “why” a line item helps to meet the program deliverables. Provide a description for each line item. Each line item must have a narrative. Explain how the line item relates to the program. If you are requesting funds to pay for staff, list the specific duties of each position. See attached SAMPLE Program Budget and Budget Narrative

Advocacy Supervisor: Supervise and assist CASA volunteers who serve Riverside County children in foster care.

Program Manager: Oversees Advocacy Supervisors and ensures that the team meets its goals and objectives.

CASA Recruitment and Outreach Manager: Responsible for marketing and recruiting new CASA volunteers to serve more children in foster care in Riverside.

Managing Director, Riverside: Leads all program and operations functions for the Riverside County CASA program in order to ensure that the programs meet their goals and objectives, including volunteer recruitment and children served goals

2024 S.L. Gimbel Foundation APPLICATION

VI. Sources of Funding: Please list your current sources of funding and amounts.

Secured/Awarded

Name of Funder: Foundation, Corporation, Government, Individual donors, In-Kind, Other (specify)	Amount
Desert Healthcare District	\$60,000.00
California Office of Emergency Services	\$165,000
City of Moreno Valley Community Development Block Grant	\$25,000
City of Temecula Community Development Block Grant	\$10,000
City of Corona Community Development block Grant	\$25,955
Anderson Children's Foundation	\$14,000

Pending

Name of Funder: Foundation, Corporation, Government, Individual donors, Other (specify)	Amount	Decision Date
County of Riverside Community Development Block Grant	\$100,000	
City of Riverside Community Development Block Grant	\$12,000	
City of Hemet Community Development Block Grant	\$10,000	

Diversity of Funding Sources: A financially healthy organization should have a diverse mix of funding sources. Complete those categories that apply to your organization using figures from your most recent fiscal year.

Funding Source	Amount	% of Total Revenue	Funding Source	Amount	% of Total Revenue
Contributions	1,797,740	22%			
Fundraising/Special Events	2,212,402	27%			
Corp/Foundation Grants	1,706,229	20%			
Government Grants	2,562,488	31%			

Notes:

S.L. Gimbel Foundation APPLICATION

VII. Financial Analysis

Agency Name: Voices for Children

Most Current Fiscal Year (Dates): From 07/01/2022 To: 06/30/2023

This section presents an overview of an applicant organization's financial health and will be reviewed along with the grant proposal. Provide all the information requested on your **entire organization**. Include any notes that may explain any extraordinary circumstances. Information should be taken from your most recent 990 and audit. **Double check your figures!**

Form 990, Part IX: Statement of Functional Expenses

(This should be your recently filed Form 990 and should not be more than 2 years old)

1) Transfer the totals for each of the columns, Line 25- Total functional expenses (page 10)

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
\$6,636,393	\$5,184,091	\$534,871	\$917,431

2) Calculate the percentages of Columns B, C, and D, over A (per totals above)

- Program services (B) – A general rule is that at least 75% of total expenses should be used to support programs
- Management & general administration (C) – A general rule is that no more than 15% of total expenses should be used for management & general expenses
- Fundraising (D) – A general rule is that no more than 10% of total expenses should be used for fundraising

(A) Total Expenses	(B) Program service expenses	(C) Management & general expenses	(D) Fundraising expenses
	Columns B / A x 100	Columns C / A x 100	Columns D / A x 100
Must equal 100%	78%	8%	14%

3) Calculate the difference between your CURRENT year budget for management & general expenses and your previous management & general expenses per your 990 (Column C)

Percentage of Organization's <u>Current</u> Total Budget used for Administration 8%	Column C, Management & general expenses per 990 above 8%	Differential 0
---	--	---------------------------------

If the differential is above (+) or below (-) **10%**, provide an explanation:

S.L. Gimbel Foundation APPLICATION

Quick Ratio: Measures the level of liquidity and measures only current assets that can be quickly turned to cash. A generally standard Quick Ratio equals 1 or more.

Cash	+ Accounts Receivables	/Current Liabilities	= Quick Ratio
10,012,738	1,079,674	1,728,661	6.42

Excess or Deficit for the Year:

Excess or (Deficit)	499,648	Excess or (Deficit)
Most recent fiscal year end		5,021,307
6/30/23		Prior fiscal year end
		6/30/22

Notes: 6/30/22 included a onetime long term gift from a donor who passed away and the gift was required to be reported in income at 6/30/22 even though it was to be paid to us over several future years

VIII. EMAIL TWO PDF files to

**A. One PDF file of the following, #1 to #5
& #7**

B. Second PDF file of the following, #6

#1	Completed Grant Application Form (cover sheet, narrative), budget page and budget narrative (see sample) and sources of funding, financial analysis page	#6	A copy of your most recent year-end financial statements (audited)
#2	Your current operating budget and the previous year's actual expenses (see sample Budget Comparison)	#7	A copy of your most recent 990. Please make sure that the Form 990 you submit is no more than two (2) years old.
#3	Part IX <u>only</u> of the 990 form, Statement of Functional Expenses (one page). Please make sure that the Form 990 you submit is no more than two (2) years old.		

#4	For past grantees, a copy of your most recent final report.		
#5	A copy of your current 501(c)(3) letter from the IRS		

Voices for Children Budget Comparison

	Actuals Most Recently Completed Year	Budget Projections Current Year	Variance
	<u>2022-2023</u>	<u>2023-2024</u>	
Income			
Individual Contributions	1,450,000	1,700,000	-250,000
Corporate Contributions	230,000	200,000	30,000
Foundation Grants	975,000	960,000	15,000
Government Contributions	1,100,000	1,000,000	100,000
Other Earned Income	2,391,976	2,170,000	221,976
Other Unearned Income	467,600	840,000	-372,400
Interest & Dividend Income	143,400	198,000	-54,600
Total Income			
Expenditures			
Personnel			
Salary CEO – Required	247,500	250,000	-2,500
Staff Salary (total)	4,498,705	4,916,877	-418,172
Payroll Taxes	330,591	393,683	-63,092
Insurance - Workers' Comp	8,287	16,127	-7,840
Insurance - Health	289,623	341,513	-51,890
Less RS to SD Reimbursement	82,500	(116,400)	198,900
Retirement	77,068	146,882	-69,814
Total Personnel	5,286,774	5,698,682	-411,908
General Program/Administrative			
Credit Card Fees	31,000	34,000	-3,000
Dues, Fees, & Subscriptions	82,001	86,763	-4,762
Marketing	166,550	200,000	-33,450
Corporate Insurance	51,000	59,753	-8,753
Meal/Millage Expense	52,000	56,400	-4,400
Office Equip Repair/Maint.	37,000	40,080	-3,080
Office Supplies	24,000	25,500	-1,500
Phones	56,000	56,876	-876
Postage/Ship/Courier	7,860	6,920	940
Printing	6,000	8,100	-2,100
Professional Services	54,450	52,850	1,600
Other Expenses	44,000	70,336	-26,336
Rent	405,000	337,015	67,985
Total General Program/Administrative	1,016,861	1,034,593	-17,732
Total Expenditures	6,821,247	7,309,275	-488,028
Revenue Less Expense	-63,271	-241,275	178,004

SAMPLE Budget Comparison

	Actuals Most Recently Completed Year	Budget Projections Current Year	Variance
	20____	20____	
Income			
Individual Contributions	-	-	-
Corporate Contributions	-	-	-
Foundation Grants	-	-	-
Government Contributions	-	-	-
Other Earned Income	-	-	-
Other Unearned Income	-	-	-
Interest & Dividend Income	-	-	-
Total Income	-	-	-
Expenditures			
Personnel			
Salary CEO – Required	-	-	-
Staff Salary (total)	-	-	-
Payroll Taxes	-	-	-
Insurance - Workers' Comp	-	-	-
Insurance - Health	-	-	-
Payroll Services	-	-	-
Retirement	-	-	-
Total Personnel	-	-	-
General Program/Administrative			
Bank/Investment Fee	-	-	-
Publications	-	-	-
Conferences & Meetings	-	-	-
Mileage	-	-	-
Audit & Accounting	-	-	-
Program Consultants	-	-	-
Insurance Expense	-	-	-
Telephone Expense - Land Lines	-	-	-
DSL & Internet	-	-	-
Website	-	-	-
Office Supplies	-	-	-
Postage & Delivery	-	-	-
Printing & Copying	-	-	-
Miscellaneous	-	-	-
Total General Program/Administrative	-	-	-
Total Expenditures	-	-	-
Revenue Less Expense	-	-	-

SAMPLE Project Budget and Budget Narrative

Line Item Request	Line Item Explanation	Support From Your Agency	Support From Other Funders	Requested Amount From TCF	Line Item Total of Project
Personnel: Project Coordinator	10 hours/week x \$20/hour x 40 weeks = \$8,000			\$ 8,000	\$ 8,000
Meetings	10 meetings x \$200/meeting for food and drinks = \$2,000		\$1,000	\$ 1,000	\$ 2,000
Training and Education: Honoraria-trainers	10 trainers x \$200/trainer = \$2,000			\$ 2,000	\$ 2,000
Materials and Supplies	\$40/student x 40 students = \$1,600	\$ 600		\$ 1,000	\$ 1,600
Workbooks	\$30 each x 40 students = \$1,200	\$ 200		\$ 1,000	\$ 1,200
Facility Cost	\$300/meeting x 10 meetings = \$3,000			\$ 3,000	\$ 3,000
Grant awards		\$5,000	\$5,000	\$10,000	\$20,000
Youth Recognition Event: Food	\$10/person x 100 people = \$1,000			\$ 1,000	\$ 1,000
TOTALS:		\$5,800	\$ 6,000	\$27,000	\$38,800

Budget Narrative:

1. Personnel: Project Coordinator

Coordinate all activities of the Youth Program such as setting meeting schedules, contacting students, preparing materials for meetings, scheduling trainers, etc.

10hrs/week x \$20/hr. x 40 weeks = \$8,000

2. Meetings: 10 meetings x \$200/meeting for food, drinks, snacks. There are 40 students per meeting. Cost per student is \$5 x 40 students = \$2,000

3. Training and Education: Honoraria for 10 trainers/presenters x \$200/trainer = \$2,000.

4. Materials & Supplies - paper, binders, pens, etc. for meetings, activities, events.

40 students x \$40 per student = \$1,600.

5. Workbooks: Leadership training workbooks costs \$30 each x 40 students = \$1,200

6. Facility cost – Room cost at a nonprofit agency is \$100/hour x 3 hours per meeting x 10 meetings = \$3,000

7. Grantmaking – Grant awards to nonprofit youth agencies. Maximum \$2500/agency x 8 = \$20,000
8. Youth Recognition Event – end of the year event for students and grantees.
100 attendees x \$10/person = \$1,000

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX ☐

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22	99,067.	99,067.		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	796,517.	435,316.	126,488.	234,713.
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	4,515,250.	3,598,753.	319,178.	597,319.
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	419,033.	318,149.	43,615.	57,269.
10 Payroll taxes	382,831.	291,929.	30,055.	60,847.
11 Fees for services (nonemployees):				
a Management				
b Legal	3,788.		3,788.	
c Accounting	30,012.	1,212.	28,800.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees	1,646.		1,646.	
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	33,370.	18,556.	502.	14,312.
12 Advertising and promotion	208,494.	208,494.		
13 Office expenses	35,830.	29,792.	3,031.	3,007.
14 Information technology				
15 Royalties				
16 Occupancy	345,384.	275,514.	25,634.	44,236.
17 Travel				
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization	73,901.	60,048.	5,082.	8,771.
23 Insurance	66,340.	66,340.		
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a MILEAGE & MEALS	145,291.	137,284.	3,907.	4,100.
b DUES & SUBSCRIPTIONS	108,104.	52,878.	25,132.	30,094.
c TELEPHONE	63,171.	52,272.	4,452.	6,447.
d MATERIALS	53,061.	45,812.	4,218.	3,031.
e All other expenses	102,705.	64,489.	1,410.	36,806.
25 Total functional expenses. Add lines 1 through 24e	7,483,795.	5,755,905.	626,938.	1,100,952.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here ☐ if following SOP 98-2 (ASC 958-720)				



Department of the Treasury
Internal Revenue Service

P.O. Box 2508
Cincinnati OH 45201

In reply refer to: 0248164798
Mar. 24, 2011 LTR 4168C E0
95-3786047 000000 00
00017410
BODC: TE

VOICES FOR CHILDREN
2851 MEADOW LARK DR
SAN DIEGO CA 92123-2709



027760

Employer Identification Number: 95-3786047
Person to Contact: MR BAYER
Toll Free Telephone Number: 1-877-829-5500

Dear TAXPAYER:

This is in response to your Mar. 15, 2011, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in DECEMBER 1982.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.

Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

0248164798

Mar. 24, 2011 LTR 4168C E0

95-3786047 000000 00

00017411

VOICES FOR CHILDREN
2851 MEADOW LARK DR
SAN DIEGO CA 92123-2709

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "S. A. Martin".

S. A. Martin, Operations Manager
Accounts Management Operations