



JUDICIAL COUNCIL of CALIFORNIA

455 Golden Gate Avenue
San Francisco, CA 94102-3688
Tel. 415-865-4200
Fax 415-865-4205
www.courts.ca.gov

HON. PATRICIA GUERRERO

*Chief Justice of California
Chair of the Judicial Council*

HON. BRAD R. HILL

Chair, Executive and Planning Committee

HON. ANN C. MOORMAN

*Chair, Judicial Branch Budget Committee
Chair, Litigation Management Committee*

HON. STACY BOULWARE

EURIE
Chair, Legislation Committee

HON. CARIN T. FUJISAKI

Chair, Rules Committee

HON. KYLE S. BRODIE

Chair, Technology Committee

Hon. Maria Lucy Armendariz

Hon. Bunmi O. Awoniyi

Hon. C. Todd Bottke

Hon. Carol A. Corrigan

Hon. Charles S. Crompton

Hon. Judith K. Dulcich

Hon. Maureen F. Hallahan

Hon. Maria D. Hernandez

Ms. Rachel W. Hill

Hon. Ash Kalra

Ms. Gretchen Nelson

Hon. Ricardo R. Ocampo

Mr. Craig M. Peters

Mr. Maxwell V. Pritt

Hon. Thomas J. Umberg

Hon. Tamara L. Wood

ADVISORY MEMBERS

Hon. Khymerli S. Apaloo

Ms. Kate Bieker

Hon. Ryan Davis

Hon. Joan K. Irion

Mr. Charles Johnson

Mr. Darrel E. Parker

Hon. Lisa M. Rogan

Mr. David H. Yamasaki

MS. MICHELLE CURRAN

*Administrative Director
Judicial Council*

July 1, 2025

Ms. Cara L. Jenkins

Legislative Counsel

1021 O Street, Suite 3210

Sacramento, California 95814

Ms. Erika Contreras

Secretary of the Senate

State Capitol, Room 305

Sacramento, California 95814

Ms. Sue Parker

Chief Clerk of the Assembly

State Capitol, Room 319

Sacramento, California 95814

*Re: Report on California Court Appointed Special Advocate Association
Funding Allocations and Program Development: Year Three, as required
under the Budget Act of 2024*

Dear Ms. Jenkins, Ms. Contreras, and Ms. Parker:

Under item 0250-101-0932 of section 2.00, provision 26, of the Budget Act of 2024 (Stats. 2024, ch. 22), the Judicial Council is submitting *Report on California Court Appointed Special Advocate Association Funding Allocations and Program Development: Year Three* for the funding appropriated to the California Court Appointed Special Advocate (CASA) Association for fiscal year (FY) 2024–25.

As required by the Budget Act of 2024, this report describes funding allocations awarded to local CASA programs by the California CASA Association and details program developments for FY 2024–25.

Ms. Cara L. Jenkins
Ms. Erika Contreras
Ms. Sue Parker
July 1, 2025
Page 2

If you have any questions related to this report, please contact Ms. Audrey Fancy, Principal Managing Attorney, Judicial Council Center for Families, Children & the Courts, at 415-865-7706.

Sincerely,

A handwritten signature in cursive script that reads "Michelle I. Curran".

Michelle Curran
Administrative Director
Judicial Council

Ms. Cara L. Jenkins
Ms. Erika Contreras
Ms. Sue Parker
July 1, 2025
Page 3

MC/AF/cs

Enclosures

cc: Eric Dang, Counsel, Office of Senate President pro Tempore Mike McGuire
Emelyn Rodriguez, General Counsel, Office of Assembly Speaker Robert Rivas
Anita Lee, Principal Fiscal and Policy Analyst, Legislative Analyst's Office
Shaun Naidu, Policy Consultant, Office of Assembly Speaker Robert Rivas
Gabriel Patek, Legislative Analyst, Legislative Analyst's Office
Mark Jimenez, Principal Program Budget Analyst, Department of Finance
Henry Ng, Budget Analyst, Department of Finance
Margie Estrada, Chief Counsel, Senate Judiciary Committee
Sandy Uribe, Chief Counsel, Senate Public Safety Committee
Liah Burnley, Principal Consultant, Senate Appropriations Committee
Hans Hermann, Principal Consultant, Joint Legislative Budget Committee
Eric Csizmar, Consultant, Senate Republican Policy Office
Matt Osterli, Consultant, Senate Republican Fiscal Office
Morgan Branch, Consultant, Senate Republican Policy Office
Alison Merrilees, Chief Counsel, Assembly Judiciary Committee
Andrew Ironside, Chief Counsel, Assembly Public Safety Committee
Nora Brackbill, Consultant, Senate Budget and Fiscal Review Committee
Jennifer Kim, Consultant, Assembly Budget Committee
Annika Carlson, Principal Consultant, Assembly Appropriations Committee
Lyndsay Mitchell, Consultant, Assembly Republican Office of Policy & Budget
Gary Olson, Consultant, Assembly Republican Office of Policy & Budget
Daryl Thomas, Consultant, Assembly Republican Office of Policy & Budget
Cory T. Jasperson, Director, Governmental Affairs, Judicial Council
Zlatko Theodorovic, Director, Budget Services, Judicial Council
Fran Mueller, Deputy Director, Budget Services, Judicial Council
Alona Daniliuk, Administrative Coordinator, Governmental Affairs, Judicial Council



JUDICIAL COUNCIL of CALIFORNIA

455 Golden Gate Avenue
San Francisco, CA 94102-3688
Tel. 415-865-4200
Fax 415-865-4205
www.courts.ca.gov

HON. PATRICIA GUERRERO
Chief Justice of California
Chair of the Judicial Council

HON. BRAD R. HILL
Chair, Executive and Planning Committee

HON. ANN C. MOORMAN
Chair, Judicial Branch Budget Committee
Chair, Litigation Management Committee

HON. STACY BOULWARE
EURIE
Chair, Legislation Committee

HON. CARIN T. FUJISAKI
Chair, Rules Committee

HON. KYLE S. BRODIE
Chair, Technology Committee

Hon. Maria Lucy Armendariz
Hon. Bunmi O. Awoniyi
Hon. C. Todd Bottke
Hon. Carol A. Corrigan
Hon. Charles S. Crompton
Hon. Judith K. Dulcich
Hon. Maureen F. Hallahan
Hon. Maria D. Hernandez
Ms. Rachel W. Hill
Hon. Ash Kalra
Ms. Gretchen Nelson
Hon. Ricardo R. Ocampo
Mr. Craig M. Peters
Mr. Maxwell V. Pritt
Hon. Thomas J. Umberg
Hon. Tamara L. Wood

ADVISORY MEMBERS
Hon. Khymberli S. Apaloo
Ms. Kate Bieker
Hon. Ryan Davis
Hon. Joan K. Irion
Mr. Charles Johnson
Mr. Darrel E. Parker
Hon. Lisa M. Rogan
Mr. David H. Yamasaki

MS. MICHELLE CURRAN
Administrative Director
Judicial Council

Report title: *Report on California Court Appointed Special Advocate Association Funding Allocations and Program Development: Year Three*

Statutory citation: Item 0250-101-0932 of section 2.00, provision 26, of the Budget Act of 2024 (Stats. 2024, ch. 22)

Date of report: July 1, 2025

The Judicial Council has submitted a report to the Legislature in accordance with item 0250-101-0932 of section 2.00, provision 26, of the Budget Act of 2024 (Stats. 2024, ch. 22).

The following summary of the report is provided under the requirements of Government Code section 9795.

The Budget Act of 2024 appropriated \$20 million to the California Court Appointed Special Advocate Association for fiscal year (FY) 2024–25 “to provide funding to the local court-appointed special advocate (CASA) programs to expand capacity, recruitment, and training and to stabilize local budgets and staffing” and “to be used statewide for volunteer recruitment initiatives, shared resources and infrastructure, development of statewide training curriculum, collection of data on program implementation and outcomes to support the report to the Legislature, and other uses to expand [CASA] services in the state.”

Under the Budget Act of 2024, this report describes program implementation, funding allocations, and program developments for FY 2024–25.

The full report can be accessed at <https://courts.ca.gov/news-reference/reports-publications/reports-legislature>. A printed copy of the report may be obtained by calling 415-865-7706.

July 1, 2025

Report on California Court Appointed Special Advocate Association Funding Allocations and Program Development: Year Three

Fiscal Year 2024-25



Judicial Council of California

JUDICIAL COUNCIL OF CALIFORNIA

Hon. Patricia Guerrero
Chief Justice of California and
Chair of the Judicial Council

Michelle Curran
Administrative Director
Judicial Council

Salena Chow
Chief Operating Officer

CENTER FOR FAMILIES, CHILDREN & THE COURTS

Don Will
Deputy Director

Audrey Fancy
Principal Managing Attorney

Christy Simons
Supervising Attorney

Sarah Saria
Attorney and
Primary Author of Report

Contents

Executive Summary	1
I. Background.....	1
CASA Programs.....	1
Funding and Reporting	1
II. Year Three Funding Allocations.....	2
III. Year Three Grant Opportunities and Funding Allocations for Local CASA Programs.....	3
Grant Opportunity 1: Funding to Stabilize Operations and Staffing	3
Grant Opportunity 2: Funding for Victims of Crime Act (VOCA) Support.....	3
Grant Opportunity 3: Funding for Growth and Expansion of the CASA Program	4
IV. Year Three Progress and Ongoing Year Three Activities of California CASA and Local CASA Organizations	4
Volunteer Recruitment Initiatives	4
<i>Statewide Marketing/Advertising Campaign</i>	<i>4</i>
<i>CASA Peer-to-Peer Recruitment Project.....</i>	<i>4</i>
<i>Tailored Recruitment Strategies</i>	<i>5</i>
<i>Enhanced Volunteer Demographic Alignment.....</i>	<i>5</i>
Plan for Shared Resources and Infrastructure.....	6
<i>Human Resources (HR) Support.....</i>	<i>6</i>
<i>Language and Accessibility Services.....</i>	<i>6</i>
<i>Data Outcomes.....</i>	<i>6</i>
<i>Regional Fundraising Support</i>	<i>6</i>
<i>Database and Platform Enhancement.....</i>	<i>6</i>
Development of a Statewide Training Curriculum.....	7
<i>E-Learning Center Enhancements.....</i>	<i>7</i>
<i>Adult Learning and Accessibility Improvements</i>	<i>7</i>
Plan for the Collection of Data	8

Plan to Expand CASA Services in California in Grant Cycle Three	8
<i>Expanded Juvenile Justice Services</i>	8
<i>Growth Strategies</i>	8
<i>Professional Development</i>	9
V. Local CASA Program Accomplishments in Year Three	9
Community Engagement and Collaboration	9
<i>Resource Development and Distribution</i>	9
<i>Staffing Enhancements</i>	9
<i>Community Partnerships</i>	9
<i>Improved Access to Education</i>	9
Stability	10
Organizational Capacity	10
<i>Staffing Optimization</i>	10
<i>Technology and Process Improvements</i>	10
<i>Streamlined Training and Recruitment</i>	10
<i>Enhanced Collaboration and Communication</i>	10
<i>Operational Restructuring</i>	10
<i>Resource Allocation and Financial Management</i>	11
<i>Specialized Services</i>	11
<i>CASA Engagement Metrics</i>	11
<i>Volunteer and Staff Support</i>	11
Conclusion.....	11
Appendix: Year Three Funding Allocations	12

Executive Summary

The Budget Act of 2022 amended the Judicial Council’s Court Appointed Special Advocate (CASA) grant funding to include an additional \$60 million, to be paid in three increments over three fiscal years, to the California CASA Association (California CASA) for support of CASA programs across the state. As required under the Budget Act of 2024, the Judicial Council submitted the *Report on California Court Appointed Special Advocate Association Funding Allocations and Program Development: Year Three* to describe funding allocations and program development. This report also projects activity that will continue through June 2026.

In the three years of funding, California CASA and local CASA programs have stabilized operations, staffing, and funding, enabling local programs to focus on targeted volunteer recruitment and service expansion. The statewide volunteer pool has become more diversified by gender and cultural background, which better reflects the demographics of children and youth served by CASA volunteers. Programs have expanded their services by adding additional counties and training more volunteers to serve youth in the juvenile justice system. Training has been centralized to ensure consistency, minimize redundancy, and update the curriculum with topics that will help volunteers work with the increasingly complex needs of youth who enter and stay longer in the foster care and juvenile justice systems.

I. Background

CASA Programs

A CASA program is a nonprofit organization that supports trained volunteers appointed by a judicial officer to provide advocacy for a child who is under the jurisdiction of a juvenile court. A CASA volunteer spends time with the child in person, monitors the child’s needed services, and meets with the stakeholders involved in the child’s life to provide child-focused recommendations to superior court judges based on each child’s needs and best interests. There are 44 local CASA programs in California serving 52 of the state’s 58 counties. Ninety-nine percent of the youth in foster care reside in these 52 counties.¹ In 2024, 6,747 active CASA volunteers served 10,472 youth in the dependency and juvenile justice systems across California.²

Funding and Reporting

The Budget Act of 2022 (Stats. 2022, ch. 45) amended the Judicial Council’s Court Appointed Special Advocate (CASA) grant funding to include an additional \$60 million, to be paid in three increments over three fiscal years, to the California CASA Association (California CASA) for

¹ California CASA Impact Report for FY 2023–24, [*Impact Reports — California CASA - Court Appointed Special Advocates for Children*](#). In 2023, 8,012 CASA volunteers served 11,261 youth across the state.

² Sharon Lawrence, CEO, California CASA Association, *Report to the Judicial Council on CASA Funding and Program Development* (Feb. 7, 2025), p. 3.

support of CASA programs across the state. On January 10, 2023, Governor Newsom proposed eliminating \$40 million in funding for Year Two (2023–24) and Year Three (2024–25) in an effort to achieve a balanced budget. On May 12, 2023, the Governor’s May Revision included funding for Year Two and Year Three. Although the proposed elimination of the second- and third-year funding caused delays in the capacity-building efforts of some local programs, the programs readjusted and repositioned to meet planned outcomes by July 2023. The Judicial Council submitted reports to the Legislature for Year One on June 30, 2023³ and Year Two on June 28, 2024.⁴

The Budget Act of 2024 appropriated a total of \$20 million for fiscal year (FY) 2024–25, including \$16 million to provide funding to local CASA programs to expand capacity, recruitment, and training, and to stabilize local budgets and staffing. The remaining \$4 million is to be used by California CASA for statewide volunteer recruitment initiatives, shared resources and infrastructure, development of statewide training curriculum, collection of data on program implementation and outcomes to support the report to the Legislature, and other uses to expand CASA services in the state.

The Budget Act of 2024 specified that the Judicial Council annually report to the Legislature on CASA program implementation and outcomes. The Year Three report describes funding allocations and program development. It also projects activity that will continue through June 2026.

II. Year Three Funding Allocations

Year Three funding of \$20 million included \$100,000 for the Judicial Council’s administration of the funds. The remaining \$19.9 million was transferred to California CASA: \$19.5 million in November 2024 and \$400,000 in May 2025.

California CASA received \$3.9 million to implement statewide services and efficiencies that benefit the local programs collectively. California CASA allocated funds to implement a comprehensive statewide marketing campaign aimed at recruiting new volunteers and donors, and initiated efforts to measure the impact of a CASA volunteer on the health and well-being of a child. California CASA is also supporting its network of local CASA organizations with growth plans, training, administrative support, and assistance in building a volunteer pool and staff that more closely mirror the population of children and families served.

³ Judicial Council of Cal., Advisory Com. Rep., *Report to the Legislature: FY 2022–23 Funding for California Court Appointed Special Advocate Association* (June 21, 2023), <https://jcc.legistar.com/View.ashx?M=F&ID=12124956&GUID=A040336C-429B-4192-AD16-D6CB0E323FAA>.

⁴ Judicial Council of Cal., Staff Rep., *Report to the Legislature: FY 2023-24 Funding for California Court Appointed Special Advocate Association* (June 17, 2024), <https://jcc.legistar.com/View.ashx?M=F&ID=13067032&GUID=A45084D5-74F5-4E83-BF24-9F1DE3A4F21D>.

III. Year Three Grant Opportunities and Funding Allocations for Local CASA Programs

California CASA solicited feedback from the CEOs/executive directors of local CASA programs in developing its grant opportunities. The review group supported the design of the grant opportunities, including mitigation of the loss of funding under the Victims of Crime Act (see below) for the 2024–25 fiscal year.

California CASA created three grant opportunities for local programs in the third year:

- Grant Opportunity 1 provides funding to stabilize operations and staffing;
- Grant Opportunity 2 provides funding for Victims of Crime Act (VOCA) support; and
- Grant Opportunity 3 provides funding for growth and expansion of the CASA program.

California CASA allocated:

- \$7,900,000 for Grant Opportunity 1;
- \$2,500,000 for Grant Opportunity 2; and
- \$5,600,000 to 35 programs for Grant Opportunity 3.

Funds for Grant Cycle Three were distributed by California CASA in December 2024 and May 2025, and the third distribution will be made in December 2025.

Grant Opportunity 1: Funding to Stabilize Operations and Staffing

This grant provides financial support to help local CASA programs cover day-to-day operating expenses. Funds can be used for recruiting, training, and supervising CASA volunteers and for retaining CASA staff through salary increases, benefits, and professional development opportunities. Funding allocation was based on 20 percent of the local program’s annualized salaries. By December 2025, California CASA will have distributed \$7,900,000 to local programs for this grant opportunity.

Grant Opportunity 2: Funding for Victims of Crime Act (VOCA) Support

Local CASA programs that applied for but did not receive funding from the California Governor’s Office of Emergency Services (Cal OES) Court Appointed Special Advocates Program (Victims of Crime Act funding) could apply for up to \$72,848 in funding under this grant opportunity. Funds are intended to help CASA programs provide more children in foster care with a CASA volunteer who will advocate for services and support needed by children who have experienced abuse and neglect. The application process required local programs to explain Cal OES findings of problems in their most recent performance assessments and the corrective actions they took in response. Applications also had to include the number of new children to be served with a CASA volunteer through the grant period (October 1, 2024 to June 30, 2026). By December 2025, California CASA will have awarded \$2,500,000 to local CASA programs for this grant opportunity.

Grant Opportunity 3: Funding for Growth and Expansion of the CASA Program

Local CASA organizations could use these funds to scale up and sustain growth to serve more children and expand to serve children in new areas such as juvenile justice proceedings or children who are victims of commercial sexual exploitation. Local programs submitted written narratives that outlined specific goals, including at least two quantifiable outcomes that will increase the number of new children being served by a CASA volunteer and one or more stories of compelling successes that illustrate the impact of their programs. By December 2025, California CASA Association will have awarded \$5,600,000 to local CASA programs for this grant opportunity.

IV. Year Three Progress and Ongoing Year Three Activities of California CASA and Local CASA Organizations

To ensure the most effective and efficient use of resources across the network, California CASA centralized a range of services within its staff and administration. A total of \$3,900,000 is being used for this purpose in Grant Cycle Three.

Volunteer Recruitment Initiatives

Statewide Marketing/Advertising Campaign

California CASA is building on the success of its “Just by Being You” statewide recruitment campaign with a multipronged approach to increasing the number and diversity of CASA volunteers. California CASA analyzed the rate at which 6,000 new volunteer inquiries led to trained volunteers to help determine how they will move forward with subsequent recruitment campaigns in the fourth quarter of FY 2024–25 and into FY 2025–26.

CASA Peer-to-Peer Recruitment Project

Recognizing that peer recruitment is one of the most successful strategies to find qualified individuals to become CASA volunteers, California CASA developed a Peer-to-Peer Recruitment Toolkit to help train volunteers to make an emotional connection while providing information and transparency. The toolkit was completed and distributed to all local programs in February 2025. Several programs have already integrated these strategies into their recruitment efforts. Data on full implementation and training is being generated and will be reported in October 2025.⁵

⁵ Sharon Lawrence, CEO, California CASA Association, *Report to the Judicial Council on CASA Funding and Program Development* (Feb. 7, 2025), pp. 7–8.

Tailored Recruitment Strategies

Working with a consultant over the past two years, California CASA has continued providing tailored recruitment strategies for rural and underserved areas, including coaching on recruitment and retention strategies. The aim is to enhance operational efficiency and volunteer engagement and reduce the number of interested candidates who drop out during the volunteer onboarding process.

Local programs shifted from broad outreach strategies to personal, tailored outreach that aligned with youth demographics. Successful events included outreach in community spaces such as faith-based venues, dog parks, and “Coffee with a CASA.” CASA volunteers became recruiters using social media platforms such as LinkedIn, and targeted ads and email templates were placed on Facebook.

Programs made their application process clearer and their application forms simpler. They minimized delays in follow-up and incorporated interview practices that are more encouraging. They personalized prompt follow-up contact with prospective volunteers and replaced formal orientations with “meet and greet” sessions using easy self-scheduling software.

Recruitment plans now include SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals, budgets, timelines, and success metrics. Volunteer onboarding processes are being restructured to reduce preventable attrition and create stronger engagement from initial inquiry to appointment by the court.

Enhanced Volunteer Demographic Alignment

When volunteers share similar cultural, racial, or gender identities with youth, youth tend to trust the volunteer more readily and develop relationships more quickly. To recruit volunteers whose demographics more closely mirror the youth served by CASA volunteers, California CASA developed targeted recruitment efforts that include more inclusive and welcoming marketing materials, community-based outreach, peer-to-peer campaigns, and recruitment storytelling. These efforts are leading to an increased diversity of backgrounds among volunteers and improved volunteer retention and engagement. The percentage of male volunteers rose slightly from 17 percent in 2022–23 to 17.5 percent in 2023–24. While this is a modest increase, it represents progress in this area of recruitment that has been historically challenging.

Continuing efforts include community partnerships with local service and educational organizations, in-person and remote volunteer recruitment events, encouraging board members and volunteers to recruit volunteers, and campaigns targeted toward male demographics. Training and mentorship will ensure volunteers are culturally competent and well supported.

Plan for Shared Resources and Infrastructure

Human Resources (HR) Support

California CASA engaged a human resources consulting firm that helped local programs (1) improve their staff hiring and onboarding process, (2) update their employee handbooks, and (3) revise policies and procedures related to payroll automation, workplace investigations, performance issues, change management, and restructuring. The impact has been especially significant for local programs that lacked a professional level of HR practice or infrastructure support.

Language and Accessibility Services

California CASA partnered with LanguageLine Solutions to provide on-demand translation and interpretation so CASA volunteers can effectively engage with youth, parents, and caregivers during home visits, case planning, and court proceedings. These services have helped CASA volunteers provide prompt and accurate case reporting. Translations of marketing and informational materials have strengthened outreach and recruitment.

Data Outcomes

To support its statewide learning and evaluation efforts, California CASA engaged a consultant to study and report on the impact of a CASA volunteer; this work is in progress. California CASA now manages centralized data collection and analysis to provide local programs with insights and reports on key performance indicators and outcomes. This data is valuable for reporting, advocacy, and fundraising efforts.⁶

Regional Fundraising Support

To help local programs gain increased financial sustainability, California CASA hosted multiple gatherings in different parts of the state and invited the CEOs and board members of local programs. These events modeled good fundraising practice, provided local programs opportunities to engage local donors and cultivate relationships, and raised overall awareness of the CASA network. California CASA also hosted training sessions on board governance, strategic planning, and fundraising and offered technical assistance to programs undergoing leadership transitions or board restructuring.

Database and Platform Enhancement

California CASA prioritized strengthening data management and reporting systems to improve efficiency, consistency, and the ability to measure impact. California CASA staff worked directly with Optima and CASAManager vendors on behalf of local programs to standardize volunteer and case management fields across the network, streamlining the collection of essential

⁶ Sharon Lawrence, CEO, California CASA Association, *Report to the Judicial Council on CASA Funding and Program Development* (Feb. 7, 2025), p. 9.

service and advocacy data. Definitions for key metrics such as volunteer hours, case milestones, and case closure reasons were simplified and aligned, improving statewide data consistency.

California CASA launched a statewide database training series for 74 registered participants from 23 local programs in April 2025. Sessions were recorded and are available on the E-Learning Center (discussed below). Starting in May 2025, nine one-hour live training sessions were delivered, focusing on effective data entry, dashboard use, and using new fields to strengthen case management and volunteer tracking. These sessions were designed to increase staff comfort with new features, minimize reporting errors and administrative burden, and maximize each program's ability to analyze its own impact data and report outcomes effectively.

California CASA is considering developing a centralized volunteer management platform for the state to improve case management and track outcomes more efficiently across the network.

Development of a Statewide Training Curriculum

E-Learning Center Enhancements

Between 2022 and 2024, California CASA successfully transitioned all local programs to the centralized statewide E-Learning Center. This resulted in consistent, high-quality continuing education for volunteers and staff. With 75–80 percent of local programs' continuing education needs now met through the E-Learning Center, duplicated efforts by local programs have been reduced.

The E-Learning Center's curriculum now has 102 on-demand courses. Expansion included courses in juvenile justice advocacy and trauma-informed care. The Juvenile Justice Advocacy Module incorporates best practices, court procedures, and trauma-informed approaches specific to probation youth. Trauma-Informed Care Modules address emotional and psychological injuries and how they impact child development, resilience, and advocacy. These modules have been widely used by volunteers preparing to serve youth with complex needs. To enhance engagement and retention, the curriculum has interactive features such as quizzes, knowledge checks, case studies, and downloadable resources and job aids.

Adult Learning and Accessibility Improvements

California CASA solicited proposals in December 2024 to review the Pre-Service Training Curriculum for new volunteers. Using feedback from local programs, California CASA completed a full curriculum assessment to identify outdated materials, broken resource links, and opportunities to modernize and enhance content. The Learning and Development Plan was completed in April 2025, and it outlines a multiphase strategy to redesign the curriculum and launch CASA University, a statewide training platform.

Expert consultants will lead the development of curriculum design and instructional delivery. New subjects will include cultural humility and system navigation, and new teaching tools will include gamified activities and case studies. To accommodate different learning styles, courses

will include text transcripts for audio, video captions, alternative text for images (brief descriptions of images for those with visual impairments), adjustable font sizes, and multilingual and culturally responsive content. Curriculum redevelopment will begin in July 2025, and alpha testing is planned for early 2026. The phased statewide rollout of the new Pre-Service Training Curriculum is expected to begin in spring 2026 through CASA University.

Plan for the Collection of Data

Throughout years 1 and 2 (October 2022–June 2024), California CASA implemented a structured data collection and reporting system. Quantitative reports, collected three times per year, track the number of children served and active volunteers—as well as volunteer demographics and staff hiring and retention. Narrative reports are collected semiannually and track expansion efforts such as rural outreach and bilingual recruitment. Notable data outcomes include a 5 percent increase in the percentage of CASA volunteers who identify as BIPOC, an increase in the average length of service for CASA volunteers to 47.75 months, and an improvement in staff retention to 67 percent.

Plan to Expand CASA Services in California in Grant Cycle Three

Expanded Juvenile Justice Services

The Juvenile Justice Training Module launched on May 1, 2025. This comprehensive training for CASA volunteers and staff who support youth in the juvenile justice system includes video-based trainings, narrated presentations, courtroom simulations, and practical tools. Twenty-eight local programs are adopting this module to replace or supplement their juvenile justice training, and five additional programs have committed to launching or expanding their juvenile justice advocacy work with the support of this module.

Courses include (1) “Starting a Juvenile Justice CASA Program” (includes board engagement and alignment with justice system partners), (2) “CASAs for Youth in the Juvenile Justice System” (a two-hour core training), (3) “Trauma and Brain Development,” (4) “Juvenile Courtroom Roleplay” (a court scene with a sitting juvenile court judge and a CASA volunteer), (5) “Youth and CASA Communication Boundaries,” and (6) recorded conference sessions on commercial sexual exploitation of children and fetal alcohol spectrum disorders. Tools include templates for volunteers’ court reports and MOUs with courts and probation departments.

Growth Strategies

Growth consultant engagements are ongoing. Qualitative feedback suggests that a phased approach that first focuses on stabilization and then moves toward structured external support works to position local programs for long-term organizational strength. California CASA is considering an initiative that will help selected programs build their capacity to navigate financial uncertainties proactively. If implemented, it would strengthen the network’s ability to plan for growth and sustainability in an increasingly complex funding environment.

Professional Development

To customize professional development, California CASA holds monthly remote meetings for executive directors/CEOs and regular remote meetings for CASA staff. In 2024, California CASA held a state conference attended by 340 people, including CASA staff and volunteers. Training topics included trauma-informed practices, juvenile justice advocacy, supporting transitional-age youth, and skill building in board management. This was the first statewide CASA conference in nearly 20 years; another statewide conference is planned for October 2025.

V. Local CASA Program Accomplishments in Year Three

To ensure the most effective and efficient use of resources across the network, California CASA centralized a range of services within its staff and administration. A total of \$3,900,000 is being used for this purpose in Grant Cycle Three.

Community Engagement and Collaboration

Resource Development and Distribution

Local programs created and updated activity guides and resource guides for volunteers. A local program created a free app and website featuring local, state, and federal resources for volunteers, youth in foster care, and other stakeholders.

Staffing Enhancements

Local programs have expanded their staffing to improve outreach, community engagement, service delivery, and sustainability. The presence of a male, bilingual community outreach coordinator at weekend community events has increased one program's visibility and strengthened its reputation as a community partner. A transition-age youth specialist has been able to deepen partnerships with organizations that provide housing, education, and life skills support for older youth. A local program created a community hub for youth, volunteers, court partners, and community organizations and hired community organizers for targeted recruitment efforts that led to 250 new volunteers across the county.

Community Partnerships

Programs partnered with various other nonprofit organizations providing complimentary services—for example, with food banks, Rotary Clubs, mental health providers, and educational institutions—to address food insecurity, the need for trauma-informed care, and needed academic support. Programs also partnered with faith-based groups, churches, and cultural coalitions to increase awareness, community involvement, and recruitment of volunteers.

Improved Access to Education

Local programs have improved access to tutoring and financial aid and increased graduation support. They facilitated communication with attorneys, school liaisons, and social workers to advocate for the educational rights of children and youth.

Stability

All local programs report that they have been better able to serve children in foster care. They are actively increasing volunteer recruitment efforts, enhancing outreach and training strategies, and utilizing technology to better manage caseloads and expand services. Since 2023, there has been a modest decrease in the number of children served statewide, which is due to several factors: the efforts of local programs to stabilize and professionalize their operations to set the stage for future growth, the difficulty in serving an increasing number of children placed out of county, and an increasing number of children in foster care with complex needs.

Organizational Capacity

Each local CASA program completed an Organizational Capacity Evaluation in conjunction with its Pre-Assessment Tool submitted at the beginning of the grant funding for baseline data. Programs updated their evaluations in December 2023 and December 2024.

Staffing Optimization

Stabilization funding allowed programs to offer more competitive salaries, invest in professional development, and improve workplace culture, which led to improved staff retention. To fill gaps, local programs hired temporary and specialized staff for tasks such as outreach coordination, management of volunteer recruitment, and coordination of community partnerships. Programs also implemented cross-training and succession planning for long-term sustainability.

Technology and Process Improvements

To improve case management, local programs adopted management tools like Optima and CASAManager. They utilized cloud-based systems to streamline payroll, human resources, file management, and to reduce administrative burdens. Funding also allowed them to upgrade tablets and laptops for better efficiency.

Streamlined Training and Recruitment

Volunteer participation in training increased with hybrid and online training opportunities. Data-driven outreach helped fill recruitment gaps. Standardized intake processes improved retention.

Enhanced Collaboration and Communication

More structured meetings with social workers, judges, and partners improved communication and collaboration. Strengthened volunteer participation and external partnerships enhanced overall program effectiveness. Programs expanded collaboration with educational institutions, health providers, cultural organizations, and community groups, which strengthened the supports available to children and youth served by CASA volunteers.

Operational Restructuring

Several local programs adjusted their workweek to boost productivity and morale. For smoother collaboration with county agencies, other local programs refined personnel and procedural policies.

Resource Allocation and Financial Management

With guidance from California CASA, local programs conducted financial audits, automated their billing and grant tracking, and optimized fund allocation.

Specialized Services

To improve support for youth in remote locations or on probation, some local programs created new staff positions, such as Distance Advocacy Specialist. Staff and volunteers at all local programs have access to translation services via LanguageLine Solutions. To meet their evolving needs, other programs expanded their in-house meeting spaces.

CASA Engagement Metrics

Volunteer engagement metrics and advanced tracking systems for waitlists and recruitment have led to improvements in overall advocacy and service delivery.

Volunteer and Staff Support

The professional staff and retained consultants at California CASA have enabled local programs to utilize centralized services in administration, human resources, and marketing. This has allowed programs to focus on supporting their volunteers, engaging in targeted recruitment, and improving staff onboarding and structured training.⁷

Conclusion

In fiscal year 2024–25, California CASA continued to centralize professional services for local programs in the areas of human resources, language translation, database operations, volunteer recruitment, and training for volunteers and staff. California CASA also continued to build upon its statewide volunteer recruitment gains and will analyze data for strategies to increase the likelihood that a volunteer inquiry will result in a successfully recruited and trained volunteer. Areas of planned growth include expanded juvenile justice services, support for local programs to execute their sustainable growth plans, and continued statewide in-person training for staff and volunteers.

This report is based on reporting from California CASA in February 2025. In August 2025, local programs will submit interim reports on Year 2 (2023–24) funded programs that will have completed and highlight results that will include challenges, achievements, and data from that funding period. Local programs will submit final cumulative reports to California CASA covering all three years of funding and associated data in August 2026.

⁷ Sharon Lawrence, CEO, California CASA Association, *Report to the Judicial Council on CASA Funding and Program Development* (Feb. 7, 2025), pp. 5–6.

Appendix: Year Three Funding Allocations

This table lists the 44 local CASA programs and their grant award amounts, with the biggest award going to CASA of Los Angeles and the smallest to CASA of Butte, Glenn, Shasta, and Tehama Counties.⁸

County	CASA Organization	Total Award
Alameda	Alameda County CASA	\$422,051
Amador, Calaveras	CASA of Amador and Calaveras Counties	\$61,957
Butte, Glenn, Shasta, Tehama	CASA of Butte, Glenn, Shasta, and Tehama Counties	\$42,454
Contra Costa	CASA of Contra Costa County	\$246,186
Del Norte	CASA of Del Norte	\$77,012
El Dorado	Child Advocates of El Dorado County	\$126,081
Fresno, Madera	CASA of Fresno and Madera Counties	\$556,814
Humboldt	CASA of Humboldt	\$250,930
Imperial	CASA of Imperial County	\$212,537
Inyo, Mono	CASA of the Eastern Sierra	\$98,594
Kern	CASA of Kern County	\$356,852
Kings	CASA of Kings County	\$138,141
Lassen	CASA of Lassen Family Services	\$85,123
Los Angeles	CASA of Los Angeles	\$2,439,118
Marin	Marin CASA	\$356,566
Mariposa	CASA of Mariposa County	\$101,604
Mendocino, Lake	CASA of Mendocino and Lake Counties	\$70,716
Merced	CASA of Merced County	\$85,085
Modoc	Modoc CASA	\$72,848
Monterey	CASA of Monterey County	\$449,203
Napa	Napa CASA	\$53,999
Nevada	Child Advocates of Nevada County	\$60,100
Orange	CASA of Orange County	\$2,069,038
Placer, Yuba	Child Advocates of Placer County (now serving Yuba)	\$517,626
Plumas	Plumas CASA	\$95,467
Riverside	Voices for Children Riverside	\$785,680
Sacramento	CASA Sacramento	\$524,414
San Benito	CASA of San Benito County	\$156,671

⁸ California CASA Association, Memorandum to the Judicial Council, Center for Families, Children & the Courts, re: Deliverable #5, Report to the Judicial Council on CASA Funding and Program Development (Feb. 7, 2025).

County	CASA Organization	Total Award
San Bernardino	CASA of San Bernardino County	\$276,330
San Diego	Voices for Children San Diego	\$726,608
San Francisco	San Francisco CASA	\$575,810
San Joaquin	CASA of San Joaquin County	\$219,020
San Luis Obispo	CASA of San Luis Obispo County	\$276,766
San Mateo	CASA of San Mateo County	\$323,066
Santa Barbara	CASA of Santa Barbara County	\$330,959
Santa Clara	Child Advocates of Silicon Valley	\$785,216
Santa Cruz	CASA of Santa Cruz County	\$425,091
Siskiyou	CASA of Siskiyou County	\$101,616
Solano	CASA of Solano County	\$514,145
Sonoma	CASA of Sonoma County	\$155,812
Stanislaus	CASA of Stanislaus County	\$146,032
Tulare	CASA of Tulare County	\$309,912
Ventura	CASA of Ventura County	\$201,539
Yolo	Yolo County CASA	\$119,211

Total Awarded: 44 Local CASA Programs, Year Three: \$16,000,000.