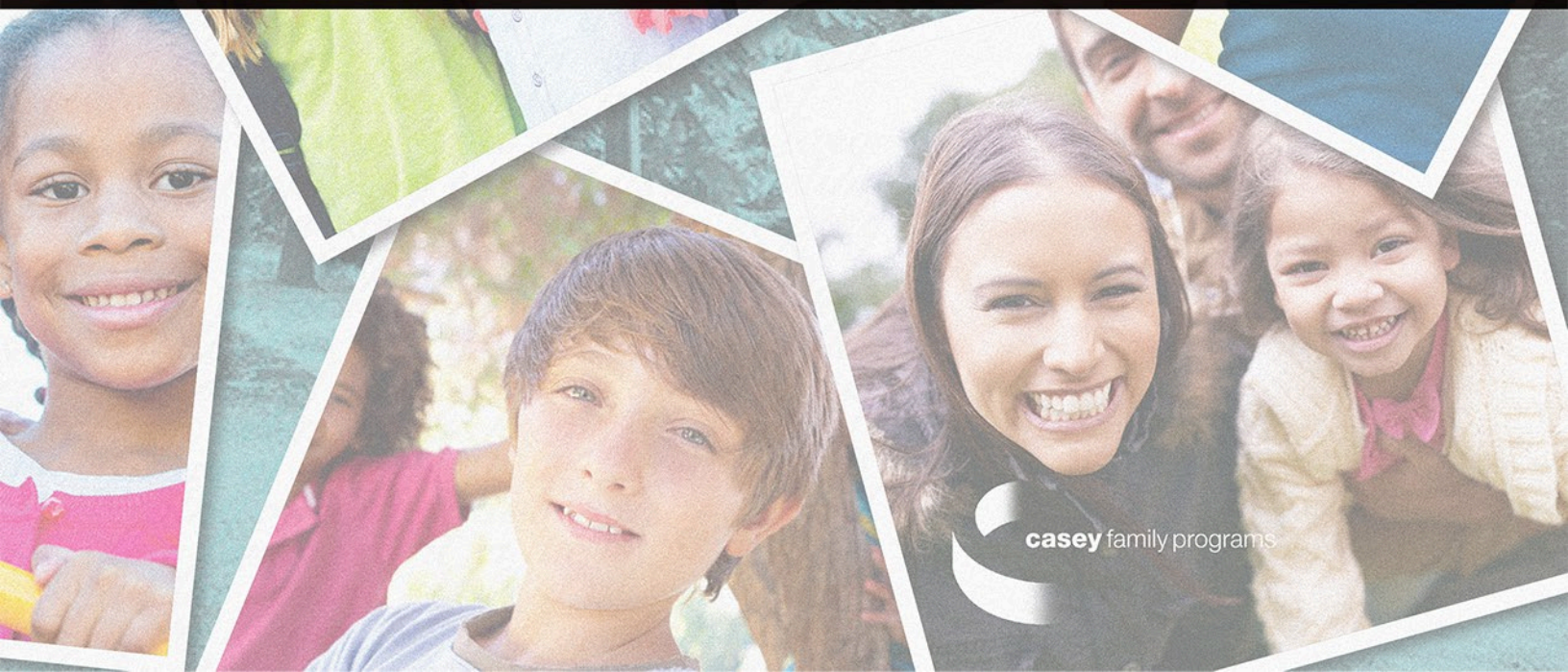




# INVESTING IN **HOPE**

SAFE CHILDREN | STRONG FAMILIES | SUPPORTIVE COMMUNITIES

SIGNATURE REPORT | 2016



casey family programs

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# INVESTING IN HOPE







**Our mission is to provide and improve — and ultimately prevent the need for — foster care.** We are committed to *2020: Building Communities of Hope*, a nationwide effort to improve the safety and success of children and their families. We work in support of a range of public, private, tribal and community partners to:

- Safely reduce the need for foster care by 50 percent by the year 2020.
- Demonstrate how every child can have a safe and permanent family.
- Support more effective investments in children and families.
- Encourage a shared vision for success.



*Let us get a clear understanding of our objectives only then will we be able to map out the highways and skyways and byways that will take us there let us get a clear understanding of our objectives only then will we be able to map out the highways and skyways and byways that will take us there let us get a clear understanding of our objectives only then will we be able to map out the highways and skyways and byways that will take us there let us get a clear understanding of our objectives only then will we be able to map out the highways and skyways and byways that will take us there*

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# 50 years of investing in hope



UPS founder Jim Casey, right, and his brother George at the Flower Street construction site in Los Angeles.

Jim Casey where it all began — at the first office location of United Parcel Service in Seattle.

Jim Casey giving the first UPS safe driving award in 1928.

“ We must be a step ahead in our thinking — never once believing that we have reached perfection in anything. ”

— JIM CASEY



Dear colleagues,

In 2016, we mark 50 years of service for Casey Family Programs — half a century of working to improve the lives of vulnerable children and families.

Some of you have walked alongside us during this journey. Others have recently joined America's collective effort to keep children safe, strengthen families and build supportive Communities of Hope for all children and families across the nation. In the following pages, you will see how these three cornerstones — safe children, strong families, supportive communities — have guided and informed our work, and how this approach continues to evolve

to meet the needs of the most vulnerable among us.

Casey Family Programs' story begins with a visionary man who knew a thing or two about challenges, setting goals, persevering and adapting. That man was Jim Casey.

Jim Casey's father died when Jim was quite young. To help support his mother and siblings, Jim dropped out of junior high school and went to work at the age of 14.

As a teenager, he borrowed \$100 and

launched a bicycle messenger company in Seattle. That bicycle messenger service eventually grew into United Parcel Service, and Jim spent his working life revolutionizing package delivery and logistics across the globe.

Jim observed that the strongest employees came from supportive families, and he drew on that experience to guide and inform the efforts of Casey Family Programs to provide and improve — and ultimately prevent the need for — foster care. He didn't have children of his own, but he believed in the support of a caring family, and that led him in 1966 to launch the foundation.

He believed that providing loving, committed families to young people who needed a stable and, hopefully, permanent home would make a real difference in their ability to succeed at corporations like UPS and, even more importantly, in life itself.

His vision 50 years ago was that every child who came to Casey Family Programs would have a great family, a good education and opportunities to succeed in life. It was a simple but very powerful vision.

As a successful businessman, Jim also realized that organizations have to adapt as they learn what works and what doesn't, and that their goals will evolve.

The foundation has done just that. We have learned that while foster care — especially the high-quality foster care that Casey Family Programs delivers — is a necessary answer for some children, it isn't the best answer for every child. And so the dream began to evolve, to focus on supporting improvements to the whole child welfare system and, ultimately, to building Communities of Hope all across this country.

We think Jim would applaud that dream. And we certainly believe he would be proud if he could see where Casey Family Programs is today as we mark 50 years of service to children and families.

Casey Family Programs continues the legacy of providing and improving high-quality services to children and sharing what we learn with others. And through our work with child welfare systems, courts, policymakers and others, we are touching children's lives in all 50 U.S. states, the District of Columbia, Puerto Rico and, so far, seven tribal nations.

Our mission remains just as challenging and urgent today as it was five decades ago. And we have come to learn that, to reach such bold goals as our *2020: Building Communities of Hope*, it will take all of us working together across sectors and in true partnership with communities to ensure the safety and well-being of every child in every ZIP code in America.

We look forward to continuing this work with you.



**BOB WATT**  
Chair, Board of Trustees

A handwritten signature in black ink that reads "Bob Watt". The signature is fluid and cursive.

**Bob Watt**

# Everyone has a role in hope



**DR. WILLIAM C. BELL**  
President and CEO

Dear friends,

This year Casey Family Programs celebrates our 50th anniversary.

In March 1966, Jim Casey, the founder of United Parcel Service; his sister, Marguerite Casey; and his brothers, Harry and George Casey, invested in hope. They established Casey Family Programs, and we have been investing in hope ever since — investing in the lives of our nation's most vulnerable children, and investing in the future of our nation.

During our 50-year history, Casey Family Programs has evolved from a singular focus on providing foster care to also working with vulnerable children, their families and many others to build Communities of Hope for children and families as a means to strengthen families, to safely reduce the need for foster care and to improve the well-being and outcomes of vulnerable children.

Though this is a time when Casey Family Programs proudly celebrates our rich heritage, our 50th anniversary is as much about our future and where we go from here as it is about our past.

Having grown up in Mississippi during the height of the Civil Rights Movement, and as I reflect today on Casey Family Programs' journey, the work we have done and the work that lies ahead, I'm reminded of the Rev. Dr. Martin Luther King, Jr.'s dream, a dream that was the very embodiment of hope.

Dr. King's dream for the nation was deeply rooted in hope. His belief in the hope that America represented and its potential to be a nation of opportunity for all its citizens was unshaken by the conditions and challenges that many children, families and communities faced at that time.

It is that unrelenting spirit — that unrelenting hope in a better America for all its children — that compels Casey Family Programs to work with all sectors (public, business, nonprofit, philanthropy and citizens) to ensure that every child in America grows up in a safe environment, in a strong family and in a supportive community. Every child in America deserves the opportunity to live up to his or her full potential and to make his or her hopes and dreams become reality.

On the last day of his life, in his last speech, Dr. King said he had been to the mountaintop. During the course of his life, Dr. King had elevated his thinking

to see what was possible for America, despite the painful reality of his time. He elevated his thinking above the fog of the day and believed that the people of America were capable of moving from a place of anger to a place of hope, and from a place of dreams to a place of action. From the mountaintop, Dr. King was able to see America living out its promises.

If we as a nation are ever going to live up to our promise of providing the full benefits of citizenship to all Americans, which includes providing access to opportunities for our youngest citizens and our most vulnerable citizens, then we must be willing to elevate our vision to a mountaintop vision.

When we elevate our vision to a mountaintop vision, we begin to see vulnerable children in the context of their families and the communities where they live and identify strategies and solutions that encompass all three: child, family and community.

When we elevate our vision to a mountaintop vision, we see African American boys and young men as community assets and not as national liabilities.

When we elevate our vision to a mountaintop vision, the ZIP codes of parents won't be the main indicator of a child's destiny.

When we elevate our vision to a mountaintop vision, we as a nation will be able to make good on our fundamental belief that all of our children are created equal, and therefore they all deserve an equal and globally competitive education.

All of our children are created equal, and therefore they deserve the opportunity to be raised in families that have access to employment that pays enough to sustain them.

All of America's children are created equal, and therefore they all deserve a free and unfettered claim to the unalienable rights of life, liberty and the pursuit of happiness as set forth in our country's declaration as an independent United States of America.

As we focus on building a future that honors our past, Casey Family Programs will continue to invest in hope. Over the next decade, we will concentrate our partnerships and collaborations on ensuring that the ZIP codes where our most vulnerable children live become beacons of hope rather than destinations of poverty with failing schools, low educational attainment, violence, food deserts, early deaths, zero economic growth and out-of-control unemployment.

Jim Casey said, "Our horizon is as distant as our mind's eye wishes it to be."

The hope of Casey Family Programs is that America will one day see that its horizon is incomplete as long as any of its children are excluded from a pathway to the hope and possibility that this nation embodies for the world.

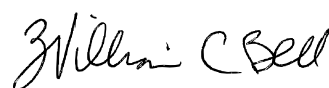
The 50-year anniversary is traditionally referred to as the golden anniversary, a symbol of enduring value. It is also called the Year of Jubilee, symbolizing freedom, restoration, renewal and change. This is a time to re-commit to hope. To re-imagine. To re-set our perceptions and our perspectives.

It is our hope that, all across this great nation, we will see 2016 as a time to focus our efforts on changing the horizon for children and families living in the most challenged ZIP codes in America. Twenty percent of the approximately 33,000 residential ZIP codes in America contain about 80 percent of all the children living in poverty in this country.

Together we must build a pathway to hope for all of our children.

Thank you for being a part of this incredible 50-year journey. Working together, we will continue to invest in hope and build Communities of Hope for children and families.

"Determined people working together can do anything." – Jim Casey.



**William C. Bell, Ph.D.**



1966

**1966:** Jim Casey, the founder of United Parcel Service, establishes The Casey Family Program in Seattle to help improve the safety and success of vulnerable children and families.

**1974:** The Child Abuse Prevention and Treatment Act is passed, mandating that states investigate reports of child maltreatment. As a result, states create child protective services agencies.

**1978:** The Child Abuse Prevention and Treatment and Adoption Reform Act establishes a national adoption and foster care data-gathering and analysis system.

# SAFE CHILDREN

**2000:** The Child Abuse Prevention and Enforcement Act passes, providing funding for states to improve enforcement of child protection laws.

**2005:** Casey Family Programs releases findings from the Northwest Foster Care Alumni Study, which reveal that a majority of young adults who spent time in foster care face significant challenges in the areas of mental health, education, employment and finances.

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2018

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# Reimagining child welfare

for the 21st century



“**Inspiration is that uplifting of your spirit** induced by an overpowering belief that our purposes are sound, worthy and honorable and will surely prevail.”

— JIM CASEY



In 1966, when Casey Family Programs was founded, the overall infant mortality rate in the United States was 23.7 deaths per 1,000 live births.

The "Battered Child Syndrome," published in 1962, had just called attention to the dire issue of child abuse. As a result, states established child abuse laws. And in 1974, the federal Child Abuse Prevention and Treatment Act was passed, mandating that states investigate reports of child maltreatment.

By some measures, children are indeed better off today: By 2013, the infant mortality rate had dropped to 6 deaths per 1,000 live births — roughly a quarter of the rate we saw in 1966.

But each year more than 6 million children are involved in reports of suspected abuse and neglect, and an estimated 1,500 to 3,000 children die due to maltreatment.

These children face challenges far beyond their years. Nearly half of the children who entered foster care in 2014 were under the age of 6 years. These young children stay in care longer than older children who enter care.

What leads them to enter care? The most common reasons are neglect and parental substance abuse, a rapidly growing concern across our nation.

Many people believe that child abuse and neglect are inevitable — and that no matter what we do, some children will die. But we can learn from the approach to public safety used by other sectors. In aviation, for example, safety is of utmost importance, and



accidents are not seen as inevitable. Before an accident even occurs — and especially after one has happened — analysts scour a range of data to look for potential risk factors and work to prevent critical incidents from ever happening in the first place.

Some child welfare jurisdictions around the country are exploring this perspective, using data to help prevent future harm to at-risk children. In Hillsborough County, Florida, Eckerd Rapid Safety Feedback® is using real-time data to identify children who are at high risk of abuse or neglect and connect them with interventions that are appropriate for each family. (See Story of Hope to right.) In Los Angeles, Project AURA (Approach to Understanding Risk Assessment) uses risk factors for child and family characteristics, such as previous referrals to child protective services or the age of the child, to identify families for special intervention.

These programs, and others like them, are using data to learn from past cases of child abuse and neglect and to improve prevention in the future.

The impact of abuse and neglect is serious enough that President Barack Obama and Congress appointed the Commission to Eliminate Child Abuse and Neglect Fatalities in 2013 to identify a national strategy to end child maltreatment fatalities. The commission, chaired by Dr. David Sanders, Casey Family Programs' executive vice president for Systems Improvement, spent two years listening to communities across the country in developing its recommendations.

What the commission came to understand is this: Our nation can't eliminate the deaths that result from abuse and neglect with the system we have today. Our current structure of intervening only after a problem happens isn't effective. We must move beyond our current mindset and reimagine the most effective way to ensure child welfare and well-being in the 21st century.

Some improvements to protect children, such as real-time data sharing and reviewing child fatalities, can be made now. Longer-term, system-wide change will require strong leadership, decisions grounded in better data and research, and multidisciplinary support for families.

As our country focuses on reducing the numbers that quantify our challenge, we must remember the lives behind each of these figures. Every child death takes an irreversible toll. Each case of neglect has an emotional cost to families, communities and society.

To create a better, safer future for our children, we must work together, across systems and sectors, to strengthen the protective factors for our most at-risk young people and their families. If we do nothing, more than 1,000 lives — lives full of potential, dreams and hope — will be lost again this year.

## Shifting our child safety response

Unlike many traditional child welfare systems, which intervene only after a problem happens, some communities are using models designed to keep children safe before trouble escalates.

Eckerd Kids, based in Clearwater, Florida, developed the Eckerd Rapid Safety Feedback® model in a pivotal shift in how it approaches child safety. The organization is looking forward — and, like safety experts in the aviation and other industries, working to apply insights to ensure future safety. Already, several states are in the process of or planning to implement this model.

In Florida, the child welfare system uses a unique network of community-based care in which the state Department of Children and Families contracts with 20 community-based care lead agencies that manage the child welfare system in each of the corresponding 20 judicial circuits. Eckerd is the lead agency in two judicial circuits containing three counties: Hillsborough, Pasco and Pinellas.

Eckerd started work in Hillsborough County in 2012 after nine child homicides occurred within three years. Eckerd was directed to identify the cases with the highest probability of a poor outcome. They developed a set of critical case factors that indicate high-risk situations and used those criteria to flag open cases to staff intensively.

Eckerd has been able to change the possible trajectory of these cases through a focused safety practice review and real-time supportive coaching to staff handling the cases. No child abuse-related deaths have occurred in the population receiving services from Eckerd since implementation three years ago. The model has been an important part of Hillsborough County's effort to overhaul its child welfare work.

## at-risk children

ABUSE AND  
NEGLECT

**3.2 million children**  
are involved in a report of abuse or neglect  
that warrants further investigation

that's  
more children  
than the

**12%** of children  
will be confirmed victims of  
maltreatment by age 18

that  
equals  
roughly

more  
than **1,500** child deaths  
result from abuse and  
neglect each year

that's  
more  
than

**71%** of deaths  
due to abuse and neglect occur  
in children under 3 years old

that is



# 2.7 million

residents in the  
city of Chicago

U.S. Department of Health & Human Services, Administration for Children & Families, Children's Bureau. 2016. *Child Maltreatment 2014*. Available at: <http://www.acf.hhs.gov/programs/cb/resource/child-maltreatment-2014>.

U.S. Census Bureau. City and Town Totals: Vintage 2014. Available at: <http://www.census.gov>.

# 1 in 8

players on a  
typical youth  
soccer team



Wildeman, C., Emanuel, N., Leventhal, J.M., Putnam-Hornstein, E., Waldfogel, J., Lee, H. 2014. The prevalence of confirmed maltreatment among U.S. children, 2004–2011. *JAMA Pediatrics*, 168, 706–713.



the total number of passengers on **five Boeing 767** airliners

U.S. Department of Health & Human Services, Administration for Children & Families, Children's Bureau. 2016. *Child Maltreatment 2014*. Available at: <http://www.acf.hhs.gov/programs/cb/resource/child-maltreatment-2014>.



the same age the  
average child learns to  
pedal a tricycle

U.S. Department of Health & Human Services, Administration for Children & Families, Children's Bureau. 2016. *Child Maltreatment 2014*. Available at: <http://www.acf.hhs.gov/programs/cb/resource/child-maltreatment-2014>.



1966

- 1967:** Foster Care Assistance is enacted with the Social Security Amendments of 1967.
- 1972:** National Foster Parent Association is founded.
- 1980:** The Adoption Assistance and Child Welfare Act passes, creating financial incentives for states to decrease the number of children in foster care and the length of stay in foster care. It establishes authority for the federal foster care program under a new Title IV-E of the Social Security Act.

# STRONG FAMILIES

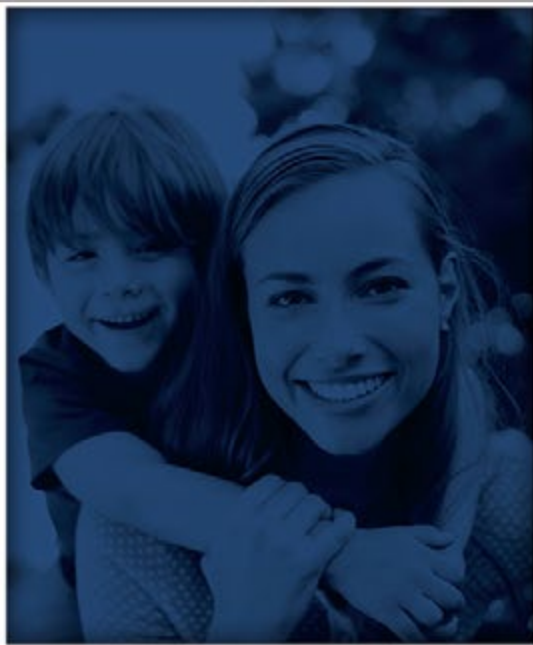
- 1988:** Congress and President Ronald Reagan proclaim May as National Foster Care Month.
- 1993:** The Family Preservation and Support Act passes, encouraging states to provide prevention services that stabilize families as a safe alternative to foster care.
- 1997:** The Adoption and Safe Families Act passes, promoting adoption for children in foster care who cannot be reunified safely with their biological family.

2016



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# Beyond **Surviving** to **thriving**



“ We must keep our eyes on the distant horizon and at the same time master the day-to-day problems that lie immediately before us. ”

— JIM CASEY

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**Our direct practice work with youth and families centers on the recognition that all youth need connections and a family to call their own. That belief has guided us since we first started this work in 1966. In many ways, it pre-dates the scientific knowledge that has since emerged.**

Our child welfare system's history has been rooted in a belief that, to keep children safe, we must separate children from their families. Efforts to address abuse and neglect historically take place after a decision to "save the child" has been made, and they are aimed at preventing further harm.

Multiple signs suggest this strategy has not been effective. Most striking is the fact that more than 22,000 children in our nation "age out" of foster care every year — that is, they turn 18 and leave the system without a permanent family. We know that youth who age out of foster care often have poorer

outcomes as adults than those who are a part of a safe, permanent family — including increased rates of incarceration, homelessness and mental illness, which, along with other factors, can decrease their ability to succeed in school, at work and in life.

To keep children truly safe, we must think more broadly and more holistically. We must consider how strengthening and supporting families can help set the bar higher, so children go beyond surviving to thriving.

The act of removing a child from his or her family and home creates emotional distress that can bring about



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Permanency without safety is not acceptable. But **safety at the expense of well-being or permanency** also is not acceptable.

long-lasting trauma. Permanency without safety is not acceptable. But safety at the expense of well-being or permanency also is not acceptable.

For some children, foster care provides a safe haven. But no child should grow up in foster care. And foster care is not the best solution for every vulnerable child, as many can be better served by remaining safely at home. By receiving the proper community services and support, parents can successfully provide the care and nurturing their children need to thrive.

Casey Family Programs' work has been and remains strongly family-centered. We recognize that families know their own challenges and needs. And the extent to which we can help families identify their own strengths, and build on them, is the extent to which we can be successful.

We believe in the uniqueness and dignity of each family and each individual who makes up that family. We understand how issues related to diversity and anti-racism play out in the lives of the families we work with, and we use this knowledge to help strengthen families.

For children already in foster care, we work with families to make their homes safe so that they can be reunited with their parents. If that's not possible, we work to find them other safe, loving and permanent families.

A family-centered approach reflects the belief that children are best served in the context of families, and that families are best served in the context of communities. It also is backed by science.

## What happened to you?

The science of how toxic stress affects developing brains helps us understand the challenges that vulnerable children and families face.

The state of Wisconsin is implementing an approach known as trauma-informed care. Through the Fostering Futures program, they are seeking to improve child and family well-being by integrating trauma-informed culture, policies and practices at the child, family, community and systems levels to address toxic childhood stress.

The program works to shift the perspective and conversation from "What's wrong with you?" to "What happened to you?"

In doing so, the approach reduces the blame and shame that people sometimes experience when they are labeled with symptoms and diagnoses. It also builds an understanding of how the past affects the present, making the connections that lead toward healing and recovery.

A trauma-informed approach can help change the way individuals perceive others who have grown up under these circumstances and shape how they provide hope to children and families.

Research has shown that children's brains are physically affected by their earliest experiences. Their brains develop differently if they are under prolonged stress and don't have supportive relationships to help them cope.

And that effect isn't just social or emotional. Prolonged stress can cause structural changes to the brain, impacting brain function and damaging physical health later in life.

The landmark study on Adverse Childhood Experiences, or ACEs, found that individuals who had more of these adverse experiences when they were young were at increased risk for heart and lung disease, depression, alcoholism and other poor health outcomes. Life outcomes, such as college completion and employment success, were negatively affected as well.

Brain science has revealed that prolonged, or toxic, stress can physically change children's brains and affect how they learn and behave. It can influence their impulse control, their fear response and their response to pleasure and rewards. Perhaps most importantly, it can affect their ability to relate to others.

The more we understand the brain science, the better we can help vulnerable children and their families. For instance, we can help older youth understand why they might have trouble controlling their behavior by helping them understand what's going on inside of them.

We can help parents understand how their young children are developing and how they're affected by stress. We can even help parents understand and address their own history of trauma, a process that is critical yet something they may not have had the opportunity to do.

Through early intervention efforts, we can concentrate services and supports on preventing children and youth from entering the child welfare system. One evidence-based effort that is proving successful is the Nurse-Family Partnership. Available in much of the nation, it provides ongoing home visits from registered nurses to low-income, first-time moms. They receive the care and support needed to have a healthy pregnancy, to responsibly care for their children and to become more economically self-sufficient.

No single organization can meet all the needs of families. That's why child welfare systems must work with partners across many sectors to help develop plans of support for families and continue to learn from programs that are forward-thinking.

Child welfare professionals are often the first line of support for vulnerable families, but they cannot be the only one. Families should be able to find the natural supports they need to grow strong and to thrive in their own community.

Rather than just providing services, we must help families transform their lives.

As the number of Adverse Childhood Experiences, or ACEs, increases, so does the risk for certain health problems.

## What are ACEs?

ACEs are potentially traumatic events that can have negative, lasting effects on health and well-being.

These experiences can include physical, emotional or sexual abuse; parental divorce; or the incarceration of a parent or guardian.

## Associated health problems



- Adolescent pregnancy
- Alcoholism and alcohol abuse
- Chronic obstructive pulmonary disease
- Depression
- Early initiation of sexual activity
- Early initiation of smoking
- Fetal death
- Health-related quality of life
- Illicit drug use
- Intimate partner violence
- Ischemic heart disease
- Liver disease
- Multiple sexual partners
- Sexually transmitted infections
- Smoking
- Suicide attempts
- Unintended pregnancy



1966

**1969:** First Casey Family Programs youth graduates from high school, first youth goes to college, and first request for foster parent adoption is received.

**1978:** The Indian Child Welfare Act passes, establishing formal rules for how child welfare agencies serve American Indian and Alaska Native families.

**1994:** The Social Security Act Amendments of 1994 authorize demonstration "waiver projects" in up to 10 states choosing to demonstrate alternative ways to achieve child welfare policy goals.

# SUPPORTIVE COMMUNITIES

**1999:** The Foster Care Independence Act passes, helping older youth in foster care get services they need for a successful transition to adulthood.

**2006:** Dr. William C. Bell begins his tenure as Casey Family Programs president and CEO by launching *2020: Building Communities of Hope*, an initiative to build Communities of Hope for children and families across America.

**2008:** The Fostering Connections to Success and Increasing Adoptions Act passes, providing federal support for initiatives that help move more children safely out of foster care and into permanent homes.

2016

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# Determined partners



“ We must be ready to move quickly in any direction to meet the new conditions of a progressive world. ”

— JIM CASEY

Maximizing  
the return  
on our social  
investments

Nonprofit (including civic and faith-based)

Community

Philanthropic

Public/Government

Business

## A better tomorrow

- Highly effective cities and government
- Strong, supportive communities
- Social justice
- Integrated philanthropy
- Safe, stable, productive families
- Strong, interdependent society
- Globally competitive workforce

Casey Family Programs is committed to *2020: Building Communities of Hope*, a nationwide effort that draws on the strength of communities and the vision of local leaders to keep children safe and make families strong.

The cornerstone of *2020: Building Communities of Hope* is our recognition that, as a nation, we must work together across systems and sectors to create the best possible future for children, families and communities. We must leverage all of the knowledge and resources that are available across the public, business, nonprofit, philanthropic and community sectors. Only together can we support health, safety and opportunity for all of America's children.

Already, we can see promising examples of such Communities of Hope.

### The Library Partnership

In Gainesville, Florida, a community center built around a new county library has flourished over the past seven years. The Library Partnership was established to reduce the number of foster care referrals from specific

ZIP codes. Partners from various sectors recognized that tackling long-term issues could help prevent the need for these referrals. The library has become a community hub that provides computers connected to state support programs, and each month some 30 partners offer services including food and clothing distribution, parenting classes and job-readiness courses. The space has become a place for community members to socialize and support one another. The foster care population in the Library Partnership ZIP codes dropped by 61 percent over the past year, while three additional neighborhood-based family support centers have opened in nearby communities.

### Magnolia Place

Southwest of downtown Los Angeles, the Magnolia Community Initiative is a model for mobilizing residents and organizational partners to build a



community that sustains strong families. The Children's Bureau of Southern California sparked the Magnolia Community Initiative and its growing partnerships, which number some 70 organizations in the public, business, nonprofit, philanthropic and community sectors. The Magnolia Place Family Center has become a community hub for organizations and agencies that support child development, public health, loans and job readiness. Surveys show that parents are more aware of the importance of building protective factors in their homes, and partners report that providing high-quality services is easier when they work in a seamless community network.

### Johnson County Community of Hope

In Paintsville, Kentucky, a diverse, community-based steering committee is leading a three-pronged approach to support the Johnson County Community of Hope. Its substance abuse program includes intensive outpatient services and peer mentoring for mothers struggling with addiction, while the Johnson County Library provides weekly sessions on topics such as parenting, life skills, budgeting and health care. A third program component concentrates on children at risk of truancy, expulsion from school, or removal from their home due to poor behavior. These children receive help from an on-site coordinator, who creates a unique plan for each child. As of March 2016, the program had helped reduce the number of children in out-of-home care by 17 percent from 2014. This small, rural community is engaged, united and collaboratively joining with other regional initiatives to support its children and families.

### A shared future

In each of these examples, representatives from the public, business, nonprofit, philanthropic and community sectors work together to provide support for families. They believe that collaboration increases our collective impact.

There is much work to be done. Together, we can work toward our shared beliefs that:

- Every child deserves a safe, supportive and permanent family.
- Every family should have the support of a strong and caring community.
- Every community can create hope and opportunities for its children and families.
- And everyone has a role to play in building Communities of Hope.

What will we do to change our stories — our children's stories — to deliver on hope in the next 50 years?

## Investing in hope together

One of the most important steps our nation can take to improve the safety and success of children and families is to align our federal investments with our desired outcomes.

Today, the federal government spends the vast majority of child welfare funding under Title IV-E of the Social Security Act on a single intervention: foster care. We believe that this significant investment in the future of at-risk children and families can produce much better returns if communities across the nation have the ability to make more effective investments to keep children safe and families strong.

Policymakers in Washington, D.C., have recognized this opportunity to better support at-risk children and their families. Several leaders from both sides of the aisle have proposed ideas and legislation to more effectively invest in safe children, strong families and supportive communities.

Now, communities, foundations, businesses, nonprofit organizations and other stakeholders must continue that conversation with members of Congress to ensure that the best policies and approaches move forward. More effective federal investments have the power to positively transform outcomes for millions of children and their families.



How will you help build a  
**Community of Hope?**





**It will take all of us,** working together across sectors and in true partnership with communities, to make long-lasting improvements to the safety and success of children, families and the communities where they live. How can you be a part of this?

Please fill out this sheet to start defining your ideas. If you'd like to share your thoughts with us, please send us your copy or share your ideas on [www.casey.org/hope](http://www.casey.org/hope).

## My Investment in Hope

Here are three ways I can commit to investing in hope over the next three years:

## Our Investment in Hope

Here are three ways I believe my sector as a whole can collectively invest in hope over the next three years:

### OPTIONAL

- Yes, please keep me informed about efforts to build Communities of Hope.
- Yes, please include my ideas in communications about building Communities of Hope. (We will contact you prior to any public communications.)

Name: \_\_\_\_\_

Company or organization: \_\_\_\_\_

Email: \_\_\_\_\_

Phone: \_\_\_\_\_

Unless otherwise discussed, information on this sheet will be kept confidential. We will not share your contact information.

PLACE  
STAMP  
HERE

Casey Family Programs  
Attn: Communications  
2001 Eighth Ave, Suite 2700  
Seattle, WA 98121

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**FOLD HERE**

let us get a clear understanding of our objectives only then will we be able to map out the highways and skyways and byways that will take us there let us get a clear understanding of our objectives only then will we be able to map out the highways and skyways and byways that will take us there let us get a clear understanding of our objectives only then will we be able to map out the highways and skyways and byways that will take us there

# Our investment in hope



“ Inspiration and enthusiasm ”  
are of little value unless they move  
us to action and accomplishment.

- JIM CASEY

# LEADERSHIP AND OFFICES



## Board of Trustees

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and Chief Program Counsel

Laura Sagen  
Executive Vice President  
of Communications and  
Human Resources

David Sanders, Ph.D.  
Executive Vice President  
of Systems Improvement

## Office Locations

Headquarters  
2001 Eighth Avenue  
Suite 2700  
Seattle, WA 98121  
206.282.7300

### Arizona

Arizona Field Office  
378 East Palm Lane  
Phoenix, AZ 85004  
602.252.9449

### California

Bay Area Field Office  
491 Ninth Street  
Oakland, CA 94607  
510.444.4025

Los Angeles County Field Office  
1255 Corporate Center Drive  
Suite 100  
Monterey Park, CA 91754  
323.354.3900

California Systems Improvement Office  
Casey Family Programs  
c/o CDSS  
744 P Street, MS T9-3-74  
Sacramento, CA 95814  
916.503.2950

San Diego Field Office  
3878 Old Town Avenue  
Suite 100  
San Diego, CA 92110  
619.543.0774

### Colorado

Indian Child Welfare Programs  
1755 Blake Street  
Suite 275  
Denver, CO 80202  
303.871.8201

### District of Columbia

Washington, D.C., Public Policy  
and Systems Improvement Office  
2001 Pennsylvania Avenue NW  
Suite 760  
Washington, DC 20006  
202.467.4441

### Georgia

Atlanta Systems Improvement Office  
101 Jackson Street NE  
Third Floor  
Atlanta, GA 30312  
404.228.1821

### Idaho

Idaho Field Office  
6441 Emerald Street  
Boise, ID 83704  
208.377.1771

### New York

New York Investments and  
Systems Improvement Office  
7 World Trade Center  
250 Greenwich Street  
Suite 46B  
New York, NY 10007  
212.863.4860

### Texas

Austin Field Office  
5201 East Riverside Drive  
Austin, TX 78741  
512.892.5890

San Antonio Field Office  
2840 Babcock Road  
San Antonio, TX 78229  
210.616.0813

### Washington

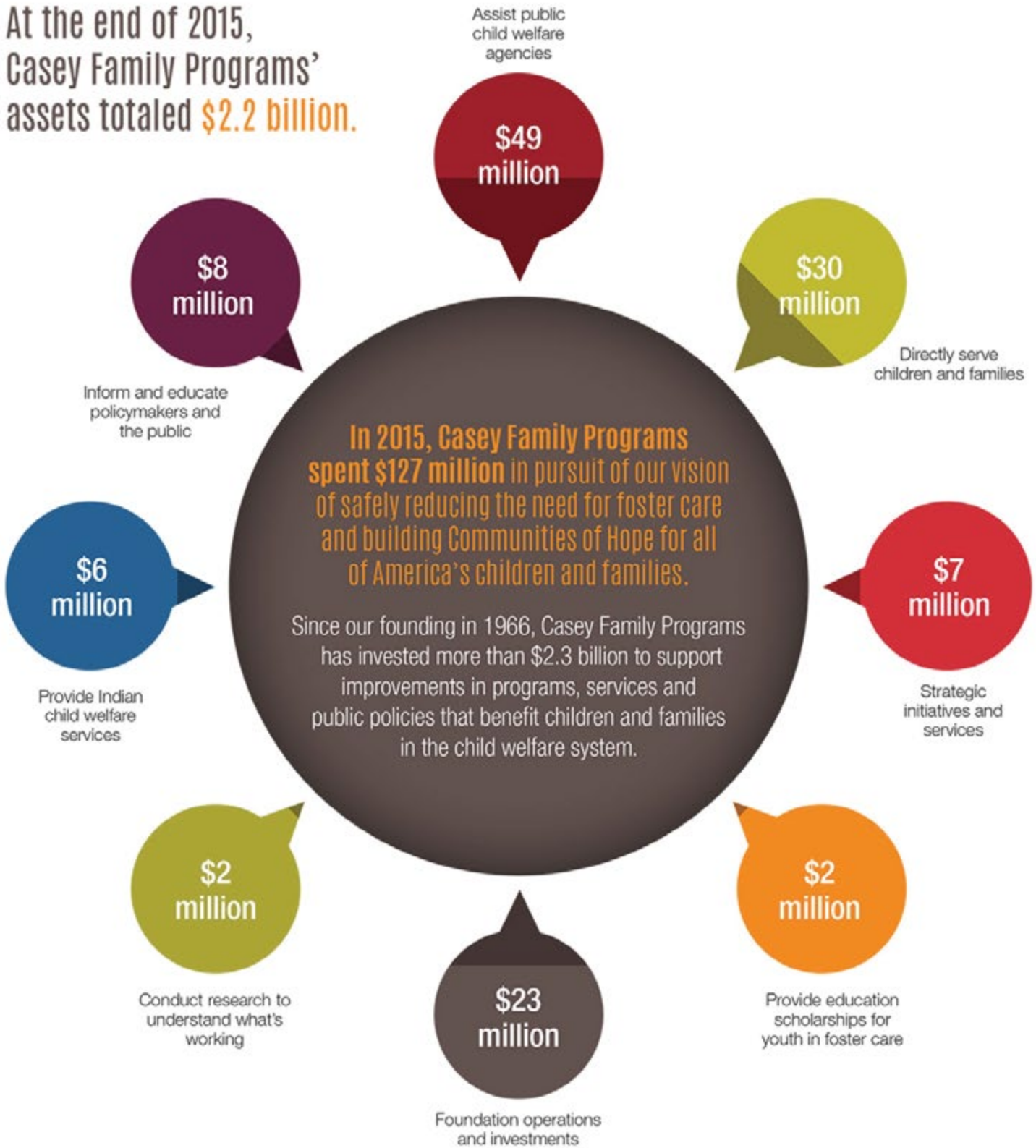
Seattle Field Office  
1123 23rd Avenue  
Seattle, WA 98122  
206.322.6711

Yakima Field Office  
404 North Third Street  
Yakima, WA 98901  
509.457.8197

# 2015 FINANCIAL SUMMARY



At the end of 2015, Casey Family Programs' assets totaled **\$2.2 billion**.





SAFE CHILDREN | STRONG FAMILIES | SUPPORTIVE COMMUNITIES









“Determined people working together can do anything.”

JIM CASEY





casey family programs

safe children | strong families | supportive communities



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safe children | strong families | supportive communities



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