

## **All Children Fed & To Bed Campaign: Case Statement**

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### **Introduction**

This fictitious case statement, developed around a real-world non-profit organization, seeks support for a campaign targeting childhood poverty. The piece was prepared during a writing course focused on non-profit communications and grant and proposal writing. The case statement simultaneously tells the story of the non-profit organization and the story of children and their families living in poverty to gain support for the campaign. Because the real-world non-profit organization was not aware of nor involved with any part of this writing project, all names and other identifying information have been changed. Although completed as a class assignment, this work demonstrates my typical writing process for documents such as this. I researched, fact-checked, wrote, and edited with persuasion and fundraising in mind.

### **Mission Statement**

The California Poverty Association (CPA) strives to reduce poverty, advance upward mobility, and create shared prosperity for Los Angeles (LA) residents living in poverty. The organization's mission is to build a city of equal opportunity for all families and communities. CPA promotes the social and economic well-being of LA residents living in poverty by coordinating and supporting the efforts of 300+ human-service organizations. To further establish economic equality, CPA also advocates for just public policies, seeking social change on a wider scale.

### **History of CPA**

CPA originated in 1939 to coordinate the efforts of social programs for Los Angeles children. During its 76-year history, CPA has dependably responded to the changing needs of LA residents living in poverty. In the 1950s, CPA established safe houses for stranded migrating families with children. In the 1960's CPA advocated for free dental care for California children under 18 years of age. During the 1990's, CPA helped senior-serving agencies interpret the legal rights of the Older American Act.

Today, CPA serves 1.1 million low-income residents in LA through its 300+ non-profit, member organizations. CPA provides management training and financial backing to help member organizations increase their capacity to serve and to effectively meet client needs. CPA also invests in research and advocacy activities, working with policy makers to increase public funding and support. Last year, CPA successfully advocated for universal after-school enrichment programs for children ages five to sixteen. And CPA's efforts recently won the

approval of the Los Angeles city council to create nearly 15,000 new jobs with worker cooperative business development initiatives.

### **Childhood Poverty: Problem and Opportunity**

According to the 2013 California State Poverty Report, up to 41% of LA children (ages 18 and younger) live in poverty, lacking stable sources of food and housing. This unacceptable statistic prompts CPA to reassess how the needs of our city's next generation are being met. CPA is currently advocating for anti-poverty policy changes, which could reduce LA childhood poverty levels by 10%. However, effecting policy change takes time to accomplish, and hungry and homeless children need help now. CPA has the opportunity to utilize its existing network of member organizations to address the urgent needs of LA children living in poverty. Although many CPA member organizations offer various family services, none specifically focus on childhood poverty issues.

CPA's current staff and funding are stretched to capacity in meeting existing human-need and advocacy objectives. To address childhood poverty, CPA must create a new division (Division) within its organization. The Division would focus specifically on providing food and shelter and facilitating education and training. New sources of funding are needed to cover Division costs and to provide food and housing grants to member organizations. In addition, two new childcare centers, two new family residential wings, one job training office, and three new feeding kitchens will be constructed to meet increased demands.

### **The Campaign to Reduce Childhood Poverty in LA: ALL Children Fed and to Bed**

The ALL Children Fed and to Bed campaign (Campaign) promotes the idea that every LA child deserves to be fed and to have a secure place to sleep each night. Approximately 8 million LA children, despite their families' efforts, never have a full stomach or a cozy bed. Per the California State Poverty Report, childhood poverty consistently and persistently ranks high in LA, even with government and non-profit support. Campaign funds will create a new Division within CPA focused on lifting 1 million LA children out of poverty. The Campaign, CPA's second largest in its history, seeks to meet its \$5 million goal by the end of 2018.

Lifting children out of poverty involves a two-generation approach, according to Brookings Institute, an independent, non-profit research firm. Children have a greater chance of being permanently lifted out of poverty, if both children and their families are supported. Therefore, the Campaign will focus on four main areas in its pursuit to reduce LA childhood poverty: family feeding programs, family residential programs, quality childcare programs, and family adult job training. The Campaign will initially focus on expanding existing programs at member organizations in the LA area. Planned construction of new feeding kitchens, residential wings, childcare centers, and a job training office will follow. Although the Campaign aims to lift 1

million LA children out of poverty, Campaign expansions will benefit millions more LA children in the future.

**More meals for full stomachs.** Almost 70% of CPA member organizations have feeding programs in place. Feeding programs provide evening meals to school aged-children and working adults and three meals per day to mothers with children younger than four. Expanding member organization feeding programs can remove hunger from the lives of 1 million more LA children plus their families.

**Increased capacity for cozy beds.** Approximately 50% of CPA member organizations have existing family residential programs. Family residential programs provide family housing in a group setting until the family is able to pay for their own housing. Expanding family residential programs will ensure that more children and their families experience clean, safe, and comfortable sleep.

**Childcare programs for guaranteed success.** Nearly 80% of CPA member organizations provide quality childcare. Childcare programs are critical to lifting children out of poverty for two reasons – to prepare children for academic success and to care for children while their parents train or work. Expanding member organization childcare programs will help more parents focus on developing skills and obtaining employment while knowing their children are happy and safe.

**Job-training programs for poverty-free life.** CPA member organizations offer various job readiness programs. Some teach computer skills and resume building, while others focus on strengthening basic educational concepts. Expanding job and skill training programs give families and their children the best chance for a life free from poverty.

## **CPA Is Unique**

CPA is uniquely positioned to address the issue of childhood poverty in LA. Because most of the necessary infrastructure is in place, Campaign efforts can begin as soon as the new Division is created. For example, member organizations, located throughout the LA area, have existing management and staff, only requiring additional support staff and supplies to increase their capacity to serve. And CPA's extensive *Corporate Service Project* program, which connects volunteer-ready corporations with member organizations, will fill staffing needs until new staff members are hired.

In addition, CPA's *Center for Leadership Development*, an established training initiative, stands ready to create and implement childhood poverty training sessions for managers and staff. Also, member organizations are registered with CPA's *Group Purchasing Services*, making additional food and bedding supplies available at large-volume pricing. Finally, CPA's trained and experienced grant-making staff will efficiently award Campaign funds to member organizations for food, bedding supplies, and childhood and adult educational materials.

## Goals

CPA's Campaign aims to lift 1 million LA children out of poverty, a 12% decrease in current LA childhood poverty levels. Campaign goals include a new childhood poverty Division within CPA and the expansion of feeding, family-residential, childcare, and job training programs in existing member organizations. Campaign funds will pay for the new Division coordinator's salary for two years, after which time the salary will be absorbed into operating expenses; additional food, bedding and toiletry supplies; early childhood educational materials; and adult educational materials and computers. The remaining amount will fund two new childcare centers (Harvard Park and Vermont Vista), three feeding kitchens (Harvard Park, Vermont Vista, and Green Meadow), a job readiness center (Vermont Vista), and two family residential wings (Harvard Park and Green Meadow), all to be constructed or built-out at existing member organization locations.

CPA relies on continued and expanded support from the X Foundation and Y Foundation. In addition, the Smith, Johnson, and Jones families generously support CPA's new endeavors aimed at reducing poverty. Finally, CPA is fortunate to have so many individuals willing to give in pursuit of economic equality in the LA area.

## Fundraising Plan and Timetable

The \$5 million Campaign will span approximately three years, beginning January 4, 2016. Two benchmarks, 20% and 60% of the total Campaign goal, will be pursued during the first year and a half - a lead gift of \$1 million (20%) by August 1, 2016, and additional donations totaling \$2 million (60%) by June 1, 2017. The Campaign will be publicly announced on June 1, 2017, or immediately after the 60% goal is achieved, whichever is sooner, and will run through the end of 2018.

Shortly after receipt, the lead gift will be used to begin paying the Division coordinator's salary and to purchase food, bedding, and toiletries to expand capacity in member organizations. The second set of donations, received prior to the public announcement, will be used to purchase child and adult education materials and to construct the childcare center, feeding kitchen, and family residential wing in Green Meadow. Final donations will go toward additional food and the childcare center, feeding kitchens, family residential wing, and job training office in Harvard Park and Vermont Vista.

The public Campaign will launch at an *ALL Children Fed and to Bed* event, a bed-time-story-themed evening. There, donors will have the opportunity to write happy endings to the stories of LA children living in poverty. During and following the event, staff and volunteer teams will pursue the remaining \$2 million to reach the Campaign's \$5 million goal. At the same time, marketing materials, Campaign website, press releases, and donor proposals will be implemented.

## **Funding Opportunities**

The Campaign offers donors several ways to support this new and exciting CPA poverty-reducing program. The following options are merely suggestions as CPA is open to considering alternate forms of program support.

**Direct donations.** Monetary donations may be made directly to CPA via mail or on the website.

**Matching donations.** Individual Campaign donors may implement a matching program at their business after the Campaign is announced to the public.

**Stock transfers.** CPA will accept stock transfers as Campaign donations.

**Naming opportunities.** The Division will determine naming opportunities for two childcare centers, two family residential wings, one job-readiness office, and three feeding kitchens during year two of the Campaign.