

CRF in 2018 Revised with Board Feedback

Twenty-five CRF Board Members provided input on CRF's five-year plan as part of the Phase II process. Staff aggregated the comments, presented the feedback to the CRF Executive Committee, and modified the plan accordingly. Among the major changes based on the board feedback are:

- Reductions in projected program and revenue expansion over the five years;
- Addition of Implications for the CRF Board of Directors section;
- Addition of information about CRF's competition in the field;
- Additional detail in the Development and Communications sections; and
- Shortening of the document. (From 26 pages to 15)

In addition, we removed several charts and graphics that seemed redundant, reformatted the document for readability, and created an appendix for the budget detail.

Please review the plan prior to the June 26th Board Meeting where it will be discussed and presented for approval.

We thank all of the Directors who have participated in this process and very much appreciate the thoughtful ideas and suggestions we received to strengthen the plan.

CRF in 2018: A Scenario for Bolder, Broader... Best

Overview

In developing this plan for Constitutional Rights Foundation, a CRF team worked with focus, creativity and pragmatism to consider the landscape in which CRF operates, both internally and externally, and to assess our organization's strengths, weaknesses and opportunities. Our deliberations rested on the conviction that the need for CRF's work continues to be urgent. CRF's historic cornerstones of educational rigor and high-quality programming are distinguishing and significant assets. We remain committed to and confident in the ways CRF makes our democratic system accessible, thus reviving the original goal of public education — to cultivate informed and responsible citizens prepared to preserve our democracy. To convey the enthusiasm for and the intent of our imagined future, we titled this scenario for CRF in 2018, **Bolder, Broader... Best**.

This five-year scenario envisions the growth of program reach from the current 3.7 million students to over 4 million; investment in those CRF programs with the deepest impact on students' civic knowledge, skills and dispositions; and the creation of a coherent, connected menu of civic education curriculum for students beginning in third grade and for every grade through high school. The intent is to maintain and deepen our presence in Los Angeles and to expand our reach to students across California and the nation, principally through the growth of online programs and deepened partnerships.



CRF in 2018 is bolder in its ambition and its vision; it is bigger in reach, depth of impact and funding, and it is the best at what it does — transforming students into knowledgeable, active, engaged citizens.

I. CONTEXT

The scenario for 2018 we have created rests on important context, including a diagnosis of trends likely to matter greatly to CRF in the coming five years as well as these starting assumptions about our enterprise:

A. Build Upon our Strengths

Content expertise. Our educational programs are our strongest asset, built upon 50 years of experience and evaluation. We have the aspiration and the wherewithal to broaden and also deepen our program menu.

Trust and connection. CRF staff members are trusted and accessible; CRF is highly valued by teachers and leaders in the civic education field. That CRF has had a sustained, highly visible and financially successful annual fundraising event in Los Angeles is another expression of trust in the organization and its work.

Forward-looking. CRF built a reserve fund that has enabled the organization's work to continue, despite cutbacks, in the rocky economic times of the last four years.

Embrace evaluation. CRF has utilized increasingly sophisticated, longer-term assessments of the efficacy of its educational programs, and participant evaluations (by teachers and students) are built into each program endeavor and activity. We have a longstanding commitment to continuous improvement.

Imagination. CRF has a half-century history of innovating in both the development and delivery of new civic education programs to achieve deeper impact on students.

B. Funding & Organizational Challenges

External. CRF faces significant funding challenges, a function of the general economy, the devaluing of civics in our public schools and in our society and shifting philanthropic emphasis on math and science education. Yet within each of these trends is opportunity.

Setting aside the wrenching downturn in the American economy and its financial ripple effect on CRF and other nonprofits in the last five years, there have been significant cuts in the valuing and funding of civic education in our country. As just one measure, only nine states require students to pass a social studies test for graduation from high school, with multiple choice tests the norm among states for determining proficiency. Absent sustained and collective action (where CRF has become involved at state and national levels), this trend is likely to continue. There is also a concurrent rise in investments that place priority on language arts, science, and mathematics. This trend is likely to continue in the years ahead, with overall funding for public schools likely to remain constrained.



The sum of these trends means that CRF's work fills a vital niche, offering high-quality content and experience to address the woefully growing chasm of need for robust civic education for the youth of our country. Even as traditional national funders focused their attention on other societal and educational needs over the last several years, newer foundations and public/private partnerships are emerging or re-emerging with interest in helping young Americans develop and exercise knowledge as engaged citizens.

Internal. We need to invest in the modernization and activation of 21st century communications, outreach, marketing, and resource development capacities to support the vision and trajectory for our programs over the coming five years. We must diversify our funding base, take advantage of opportunities to reconnect with national funders, focus on individual and planned giving, build upon our technology and make better use of the data this technology offers for program assessment and marketing.

Our development efforts need to be as imaginative and intentional as our programs, including creative ways to connect with our diverse audiences, more vibrant collateral materials, and an aggressive social media strategy. We must address our resource development gap, for CRF trails other leading nonprofits in individual giving and donor stewardship programs. Our scenario proposes two years of stabilization and capacity-building as a requisite for significant growth in programmatic offerings.

C. The Landscape

Educational Programs. School-based programming has been CRF’s explicit core strategy for reaching the largest number of students, and it’s been a successful one. Yet the public schools of today differ in some ways unimaginable from when CRF began 50 years ago. This is important context because schools and teachers are our lead partners, and this sector is underfunded, highly unstable, and mired in crises and cutbacks. With a continuing commitment to underserved youth, CRF works with the most high-impact schools in the most impoverished, challenged communities.

Los Angeles is our birthplace, and our visibility, partnerships and roots are deep here. As we increase our geographic reach, our face-to-face programs and field-testing will continue to be based in Los Angeles, one of the most diverse sets of neighborhoods and communities in the nation, a center of new citizenship interest and commitment, a place of tremendous poverty and need as well as wealth and caring.



Technology will be the primary delivery system of our civics programs locally and nationally. From web-based programs like Civic Action Project, to the use of social networking tools, video, and learning management platforms, CRF has a wonderful head start, but resource constraints mean we will need to take vigorous steps to engage technology’s fuller potential. We are committed to sharing our knowledge to stay connected with our first customer, the American student, whom we reach most often through public school teachers.

A major shift in the public education sector has been the advent of standards-based requirements for curriculum, differing state by state, resulting in a welter of measures of what constitutes “proficiency.” Looking ahead, we see great opportunity in the *Common Core State Standards for English Language Arts and Literacy in History/Social Studies, Science and Technical Subjects*. These standards outline what every student should know

and be able to do at each grade level. From these standards there are rubrics, curricula and assessments that are being developed, and already, there is a hunger for excellent educational materials and approaches.

In addition, a new national framework for History/Social Studies, *Vision for the College, Career, and Civic Life (C3) Framework for Inquiry in Social Studies State Standards* is on the way. CRF is positioned advantageously here. CRF's school-based programs have been designed to align with the current standards in several states, and Marshall Croddy has been prominently involved in developing the new C3 civics standards. The Common Core Standards presents a tremendous opportunity and a vast market for CRF to build upon its long history of front-edge research on what constitutes effective civics teaching and learning.

CRF's Competition. CRF has various competitors in the field of civic and law-related education. In comparison to our competitors, CRF is the oldest, the largest in terms of budget and staff, continues to lead in online delivery, offers the most programs and materials, and is among the largest in teacher contacts.

Some of our competitors are long established including the American Bar Association/Division for Public Education (ABA); Center for Civic Education (CCE); Constitutional Rights Foundation/Chicago (CRFC); and Street Law, Inc. Each has a different program emphasis, but has some overlap with CRF. For example, the ABA and Street Law have a more law-related focus and CCE program emphasis is with two national civics-oriented academic competitions.

While each of these organizations is a competitor for funding and market share, there is also a strategic value in collaboration. Currently, we have collaborative programs with CRFC, Street Law, CCE and prior and potential partnerships with the ABA and are planning to expand on these collaborations.

There are also two relatively new competitors on the national front. Bill of Rights Institute, founded with funding from Charles Koch, it offers a range of curriculum products and professional staff development and has a growing online presence, particularly in education about Constitutional history and related topics. iCivics is housed at Arizona State University and is supported by Justice Sandra Day O'Conner. It specializes in the development and implementation of online civics-themed games and we are exploring potential collaborations.

II. SCENARIO FOR CRF IN 2018: BOLDER, BROADER...BEST

Russell from Colorado is trying to raise public awareness about anti-piracy bills.

Jerry wrote to a fellow student: "To help your research on bullying here is a great website that I know....great stories and resources... I like your topic because bullying is an important issue, especially among youth. Keep me posted on your project; sounds awesome."

Jessika is addressing the lack of medical care available for U.S. veterans.

Three students want to create “a Manhattan Project for Alternative Energy... We wish to see legislation passed that will develop alternative technology vehicles, build energy efficient buildings using solar panels for energy, building large scale solar thermal power plants or solar plants, develop biofuel that does not exceed 105% of the energy equivalent cost of unleaded gasoline.... Connection: My dad's job – landscaping – depends on the amount of rain, and the temperature. Because of the climate change, the weather has not been consistent as in past years; this past summer was really hot which caused the lawns to brown and dry up.”

Nathan from Maine West HS in Illinois created a petition to encourage support for the President's college access plan.

–Excerpts from CRF's Civic Action Project website.

A. Impact is the Driving Force

CRF's “best moments” are contained in the stories our board and staff tell about how the learning light goes on for individual students — when she has learned to do her research about the First Amendment and expresses a well-reasoned, persuasive argument — far beyond her years and own experience; when he embraces a civic challenge as his own, recognizing he has a voice, and that it matters, and that he has rights as well as responsibilities as an American. The impact is visceral and uplifting, changing lives — CRF's highest aim. This is why we remember these stories.

In our work over the coming five years, we aim to keep a laser focus on ensuring those moments of student transformation occur—it is the embodiment of why we do what we do, why our work matters. Our city, our state and our nation cannot thrive without informed, active citizens, and today's students are tomorrow's voters, leaders, and economic drivers.

B. CRF Programs

In considering what **Bolder, Broader... Best** would look like, we began with these core questions:

- Which current programmatic offerings have the most impact on students?
- What are the features of these programs that make this so?
- Where are there gaps?

Both depth (extent of impact on an individual student) and breadth (numbers of students reached) were considered. We developed this scenario by considering where we are now and where we aspire to be in 2018.

To navigate where CRF can have the most program impact means committing to substantially grow some of our most successful, most impactful programs, a slower pace of growth for others, with a bit of room purposefully designed for innovation and to take advantage of opportunities.

It is our intent to continue to evaluate the efficacy of all offerings in the program menu, including those in development, and to have a disciplined annual review and shedding process to ensure focus upon our most successful programs.

<p align="center">CRF High Impact Programs</p> <p align="center">CRF will focus on resourcing, expanding, and building sustainability for these programs.</p>		
Program/Students Reached	Description of Program	Plans
<p>Civic Action Project (CAP)</p> <p>2013: 31,500 2018: 288,000</p>	<p>CRF’s signature civic education program, CAP transforms the high school government course by engaging students in real-world policy analysis and problem-solving as they select an issue and effect change through civic actions.</p>	<p>CAP is housed on a website that is shared by teachers and students and is aligned with Common Core, 21st Century Learning, and proven practices in civic education.</p>
<p>Bill of Rights in Action (BRIA)</p> <p>2013: 2.85 Million 2018: 3 Million</p>	<p>BRIA is CRF’s most popular publication, utilized by government and history teachers throughout the nation to illustrate our constitution’s impact on students’ daily lives.</p>	<p>Traditionally a print publication, BRIA will move to a completely online format with new interactive features.</p>
<p>Expanding Horizons Internship Program (EHI)</p> <p>2013: 100 2018: 100</p>	<p>This Los Angeles-based program engages low-income, high-achieving students in preparing for career, college, and civic life by participating in over 200 hours of intensive seminars and a paid professional work experience.</p>	<p>EHI is CRF’s most intensive program in terms of student impact, and also has the highest cost per student. Rather than program expansion, CRF will focus on new funding structures, alum, and the potential for replication of EHI in other cities.</p>
<p>Mock Trial</p> <p>2013: 10,000 2018: 10,650</p>	<p>Mock Trial engages middle and high school students in a simulation of a criminal trial. CRF develops case materials and runs the Los Angeles County and statewide competitions with over 500 volunteers from the legal community.</p>	<p>By 2018, the program’s presence would deepen in Los Angeles County and increase statewide. Resources will be dedicated to growing adapted models of the program, including in-classroom competitions.</p>
<p>Project LEAD</p> <p>2013: 2,700 2018: 8,000</p>	<p>A partnership with the Los Angeles District Attorney’s Office, this program targets high-impact schools with teams from the D.A.’s office teaching over 20 law-related lessons in 5th Grade classes.</p>	<p>As part of our strategy to increase CRF’s partnerships, we will build relationships with District Attorney’s offices in other counties and states, the local and national U.S. Attorney’s and associations of prosecutors.</p>
<p>Websites</p> <p>2013: 1.1 Million Unique Visitors (Combined CRF sites)</p> <p>2018: 2.1 Million</p>	<p>CRF has developed and manages 13 websites. Hundreds of free resources for teachers are provided on these sites. Some sites are program specific and others have been created in partnership with agencies including the Judicial Branch of California and Street Law, Inc.</p>	<p>Our student-centered sites must comply with federal regulations (Child Online Protection Act). Other sites are most visited by teachers, alumni, or the public, thus estimating the number of students impacted through CRF websites is complex.</p>

CRF Medium Impact Programs

These programs have the potential to become high impact, critical CRF offerings, but the next five years will be a provisional period. If they do not reach high impact status by 2018, they should be phased out.

Program/Students Reached	Description of Program	Plans
History Experience 2013: 120 2018: 3,000	A program in development and pilot phase that engages students in underserved schools in a hands-on, interactive research project aligned with Common Core State Standards.	History Experience is currently for U.S. History at 8th grade. We plan to ultimately expand throughout the middle and high school history curriculum.
California 3Rs Project 2013: 5,000 2018: 6,000	Originally part of the national First Amendment Center’s programming, this project provides online resources and professional development to teachers and administrators on First Amendment issues related to schools and religion.	In its early stages under CRF’s leadership, this scenario proposes a jump in growth in 2014, followed by relatively modest continuing growth through 2018.
Deliberating in a Democracy 2013: 1,600 2018: 2,000	Proven effective by an intensive research-based evaluation, this program engages high school students in thoughtful deliberation about critical issues of the day. This has been an international project.	CRF, CRF Chicago, and Street Law, Inc. shared a federal grant for this project which ended in 2012. We are working in partnership to replace this funding and move from an international model to a national model.
Cops & Kids 2013: 300 2018: 500	Initially developed in response to the Rodney King beating, Cops & Kids is a program that builds trust and understanding between middle school students and LAPD officers.	Cops & Kids would remain a small program in 2013, grow significantly in 2014, and continue to scale up through 2018 to include 1,300 children.

New CRF Programs. Our five-year plan leaves room for new initiatives and programs. Each of the following builds on CRF’s existing work and would be gradually phased in.

- **Civics on Call**

For years, when there is a crisis such as school shootings, the L.A. Riots, and student walkouts during immigration protests, educators have turned to CRF for resources to help explain complex issues and calm tensions. This initiative would formally codify this service that CRF has been providing. It will become a valued and distinctly funded program strand — in effect, a proactive/reactive research and development function. CRF provides accurate, balanced, and engaging resources for teachers to use with their students in these situations. While in the past this work has been done by existing staff in a “drop everything” manner, formal recognition of this role would

give CRF greater ability to pivot in these situations, by adding capacity — likely a part-time equivalent — to support other program development endeavors and focus exclusively on this rapid-response effort. Civics on Call would allow CRF to substantially widen its presence in social media and networking.

• CRF Pipeline of Civic Education

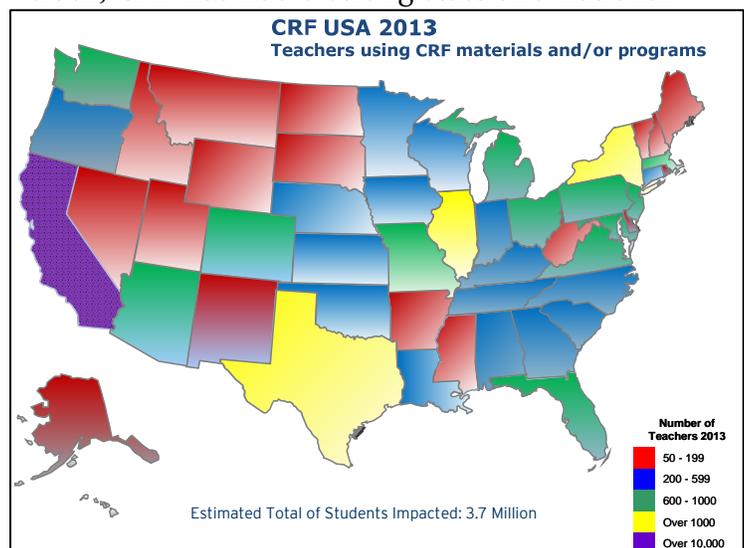
CRF has the opportunity to weave civics throughout the course of a child’s education, creating a richer understanding of issues of law and government, and of rights and responsibilities, resulting in CRF curricula and programs for every grade span, elementary, middle, and high school. CRF’s program menu would thus include a coherent scaffolding of excellent civic education programs appropriately geared for students of different ages.

Elementary. This program will anchor our vision for building civic education resources across grade levels. Key concepts such as justice, tolerance, and the role of government in a democratic society should be introduced to students at the developmentally appropriate time in the elementary grades. CRF has a head start on creating innovative resources especially designed for 3rd, 4th, and 5th graders, and by connecting them to the Common Core Standards, we will create a program with a broad subscription base.

Middle Grades. Coordinated Middle School Program: Since the late 1990s, CRF has developed dozens of programs and publications for middle school classrooms. Our vision for the coming years is to draw upon these and knit them together, adding new elements and thus creating a comprehensive middle school civic education program.

C. National/State/Local

The plan seeks programmatic expansion on a statewide and national basis, while maintaining a strong presence locally. In truth, CRF has had a strong state and national outreach for many years through its national law-related activities, publications program, and online delivery. Federal and national foundation funding has historically required us to operate nationally and has given us the opportunity to deliver programming in Southern California as one of the implementation sites. Examples include CAP, law-related programming through OJJDP and the USDOE, numerous service learning grants from the Corporation for National and Community Service,



and initiatives funded by national foundations including Carnegie Corporation, the Ford Foundation, and Dewitt-Wallace Readers Digest Foundation.

While there are fewer federal opportunities today and a number of large foundations have different funding guidelines, a national capacity is essential to support CRF’s research and development, ability to secure large grants and address local educational needs.

A similar reality promotes greater statewide programming. While CRF has a strong statewide presence through California Mock Trial, Civic Mission of Schools, and our publications and online resources—for example, roughly one third of our current data base of 42,000 teachers are Californians—we need to expand programming to the Bay Area and other regions to attract potential foundations and individual donors in those areas. Again, this strategy can benefit local programming as well. For example, our grants from the Hearst and Bechtel Foundations greatly benefited Southern California Schools. While we must continue to aggressively pursue funding from local foundations and other sources, the resources available from them are not adequate to deliver our program and materials solely in local schools.

CRF Geographic Focus: Today & 2018

	2013			2018		
	Local	State	National	Local	State	National
Mock Trial	2,000	8,000		2,500	9,500	
CAP	5,500	6,500	20,000	25,000	50,000	425,000
Internship	100			100		
History Experience	120			2,500	2,500	
Project LEAD	2,700			2,800	2,200	5,000
3Rs	2,500	2,500		5,000	5,000	
Intellectual Property Project	500	2,000	20,000	2,500	10,000	37,500
DID	500	100	1,000	800	200	2,000
Cops & Kids	300			800	500	
Courtroom to Classroom	800					
Appellate Court Experience	250					
CRF For Kids				2,000	3,500	5,000
Middle School Program				5,000	5,000	15,000
Publications/Web/Civics on Call	130,000	964,000	2,556,000	160,000	1,440,000	3,400,000
	145,270	983,100	2,597,000	209,000	1,528,400	3,889,500
Total Students Reached		3,725,370			5,626,000	

CRF national expansion strategy. CRF’s programs and publications are well known throughout the nation—teachers in every state receive our publications and/or participate in CRF programs. As part of this five-year plan, we have identified a number of strategies for national expansion falling into three categories: Networks, Educational Policy, and Capacity and Funding Opportunities.

- **Networks.** CRF has a strong history with numerous civic and law-related education networks throughout the country. We will continue to utilize these networks for outreach and to partner on specific projects, and develop new partnerships to create

programs, conduct outreach, and strengthen our work. For example, CRF plays a role in the National Civic Mission of Schools coalition, which includes every civic education organization, plus universities and researchers. Other examples come from the law-related education network and our partnership projects with Street Law Inc. and the American Bar Association.

- **Educational Policy.** Educational policies play an important role in CRF’s program development. For example, the Tennessee legislature passed a bill requiring project-based learning in civics. CRF has been working in that state to recruit teachers to implement CAP because it meets the requirements of that state’s law. The new *Common Core State Standards* as well as the *Career, College, and Civic Life (C3) Framework for Inquiry in Social Studies* will play a key role in CRF’s national expansion efforts.

- **Capacity and Funding Opportunities.** Although funding has decreased greatly for civic education across the nation, CRF targets much of its work toward states with the capacity for purchasing materials, training teachers, and supporting initiatives. CRF will continue to strategically work in states and regions that offer funding opportunities and potential partnerships.

D. Technology

If CRF is to remain relevant in the rapidly modernizing education world, we must plan for and fund appropriate technology growth and maintenance. We have a good head start, but investment in software, hardware, and IT support will be required.

CRF should retain our strong programs involving face-to-face interaction. However, the growth of technology will allow us to reach more students, more times and in more ways than ever before, and it will present a more efficient mechanism for delivery of our well-subscribed publications. CRF’s thoughtful use of social media to meet the growing expectation among students (and teachers) for online connection will also deepen our ability to create a community of learners by connecting students and teachers to one another. Transition from a largely print-based to a more significantly web-based operation will reduce production costs and increase availability to more students.

E. New Partnerships

CRF’s core mission — equipping America’s young people with knowledge, skills, and dispositions of informed, engaged citizens—connects to many of the issues at the forefront of the national conversation. Many other entities engaged in some way in these issues and with a shared belief in investing in America’s youth are potential partners. Partnerships provide greater leverage and impact with pooled resources and clout, expose CRF’s good work to a wider audience, and help us acquire valuable information on how to improve our performance.

CRF will continue build and expand its existing partnerships to secure public and private funding for its programs and publications. These include:

- National LEAD: A partnership with the L.A. District Attorney’s Office to secure U.S. Department of Justice funding.
- Deliberating in a Democracy: A partnership with CRF/Chicago and Street Law Inc. to fund the high school issues discussion program.
- Educating About IP: A partnership with Street Law Inc. to develop a public/private partnership among the U.S. Patent & Trademark Organization, the Motion Picture Association of America, International Trademark Association and others.
- Publications/Web-based Curriculum: We will explore partnerships such as a potential with Pearson’s Publishing to develop marketing, research and development and/or licensing opportunities.

III. RESOURCES

A. Development

In 2010, The CRF Executive Committee, recognizing the diminishment of federal funding and shifts in program focus of national foundations, established a Revenue Committee to analyze CRF’s development program and determine strategies to sustain and increase funding. The Committee, advised by consultant Lisa Cleri-Reale, studied and discussed the issue over the course of eight months and made a series of recommendations. Among the recommendations were higher standards for board member “give /and or get” compliance; increased geographic and economic sector representation on the board; a greater emphasis on the cultivation and solicitation of individual donors; endorsement of a Bay-area strategy to increase programming and identify support from the region’s foundations; the establishment of a standing CRF Development Committee to oversee all fund development activities; and continued improvement of fund solicitation from local and national foundations. The Revenue Committee also approved the hiring of a new development director, whose expertise was in solicitation of high wealth individuals, including various strategies to do so. These were incorporated into the recommendations.

The recommendations of the Revenue serve as the basis of this plan, supplemented by additional and existing strategies, to preserve existing sources and identify new sources of public, private, and individual funding.

To increase CRF’s revenue by 2018 we will take a multi-faceted approach, emphasizing the engagement and cultivation of national funders who are returning to the “civics” fold, individual donors in California (including specific new outreach to the Bay Area) and building upon the success of our annual dinner. Our set of strategies will preserve existing sources and identify new sources of public, private, and individual funding including:

Local: Annual Spring Dinner and Annual Appeal will be preserved and strengthened.

Statewide: Supported by new and expanded statewide programming, CRF will launch a Bay Area Initiative to secure foundation and private individual donors, utilizing hosted events and solicitations.

Foundations: We will continue to seek funding from foundations that fund civic education programming such as Hearst, Bechtel, Weingart, McCormick, and Annenberg. CRF's capacity to address the new Common Core Standards in History/Social Studies and the Framework for Inquiry in Social Studies is a genuine asset, providing our organization with the opportunity to pursue those foundations already providing broad funding to support the development and implementation of the new standards in this new area of education reform. Among them are Carnegie, Ford, and Gates, and Hewlett (which is taking a new leadership role in this arena).

Individual Giving: CRF will secure both program-specific and organizational support by cultivating and soliciting individual donors. We will continue to explore strategies for cultivating the participation of high-wealth individuals as opportunities arise.

Program Fees: By increasing local and statewide expansion of Mock Trial and History Experience, revenue from program participation will increase.

Cy-Pres Awards: We will continue to build on the recent successes by encouraging and supporting board members to identify and secure *Cy-Pres* opportunities.

B. Marketing and Communications

CRF must modernize its communications efforts to effectively compete for funding and to successfully increase our reach and profile. While our staff has proven quite adept at communicating with teachers and other users of our programs (and the foundations funding such initiatives), marketing the organization as a whole requires a different skill set and a significant commitment of time.

A CRF communications team would:

- Create messaging suited to CRF's array of audiences including potential board members, funders, educators, parents, and students.
- Develop outreach materials for each audience, including general information and program-specific collaterals.
- Develop and implement outreach and marketing plans.
- Develop and implement a media strategy.
- Work closely with the development department and program staff to ensure high quality and consistent branding and messaging.
- Provide leadership in CRF social networking efforts.

Over five years, we will invest in building a communications team, starting with the addition of one senior staff member and allocating a percentage of a more junior person's time between communications and development.

C. CRF Budget 2013 - 2008

The proposed budget for the **Bolder, Broader... Best** scenario contemplates two years of organizational and budgetary stabilization before full-scale launch of new and significantly expanded programs, and includes funds for organizational imperatives in communications, resource development, and technology. (Budget Detail—Appendix A)

	2013	2014	2015	2016	2017	2018
Mock Trial	275,000	280,000	285,000	290,000	295,000	300,000
CAP	250,000	275,000	300,000	350,000	375,000	400,000
Internship	290,000	295,000	300,000	310,000	320,000	330,000
History Experience	70,000	75,000	85,000	90,000	95,000	100,000
Project LEAD	50,000	50,000	60,000	75,000	75,000	75,000
3Rs	12,000	20,000	25,000	25,000	30,000	30,000
Intellectual Property Project	75,000	75,000	75,000	75,000	75,000	75,000
DID	-	25,000	45,000	50,000	60,000	75,000
Cops & Kids	5,000	10,000	15,000	20,000	25,000	25,000
Publications/Web/Civics on Call	600,000	650,000	650,000	675,000	675,000	700,000
CRF For Kids	-	-	-	50,000	75,000	100,000
Middle School Program (HE)	-	-	-	50,000	75,000	100,000
Development/Conferences	-	-	10,000	15,000	25,000	35,000
Strategic Partnerships	-	10,000	25,000	35,000	40,000	50,000
Communications	-	95,000	98,000	120,000	125,000	130,000
Tech soft/hardware	10,000	20,000	25,000	35,000	45,000	50,000
Subtotal Program Costs	1,637,000	1,880,000	1,998,000	2,265,000	2,410,000	2,575,000
.15 Indirect	245,550	282,000	299,700	339,750	361,500	386,250
	1,882,550	2,162,000	2,297,700	2,604,750	2,771,500	2,961,250
G & A - Personnel	700,000	720,000	740,000	760,000	780,000	800,000
G&A - Occupation/Facilities	300,000	310,000	320,000	330,000	340,000	350,000
New Development Costs	15,000	30,000	50,000	75,000	85,000	95,000
Consultants	50,000	50,000	50,000	50,000	50,000	50,000
Total Indirect	1,065,000	1,110,000	1,160,000	1,215,000	1,255,000	1,295,000
TOTAL	2,947,550	3,272,000	3,457,700	3,819,750	4,026,500	4,256,250

IV. IMPLICATIONS FOR THE CRF BOARD OF DIRECTORS

In the development of this plan, CRF's board members were surveyed, participated in workshops, or provided direct feedback on the Phase I iteration of plan. Among the areas of inquiry were implications for the Board of Directors in the implementation and success of this plan. Three main areas have been identified.

Board Diversification: The CRF Board of Directors must take action to diversify its membership to increase its capacity to generate revenue. This should include recruiting board members from different geographic areas such as the Bay Area to increase access to foundation and other sources of revenue in the target region. It should also include identifying board member representing business and corporate entities with access to funding.

Fundraising Capacity: Overall, the board must increase its capacity to fundraising by fully participating in the annual dinner and appeal; meeting all financial commitments; identifying potential individual donors or foundation opportunities; and seeking alternative sources such as Cy-Pres or settlement sources.

Greater Participation: To better connect to CRF and its mission, board members should increase knowledge of and participation in program activities and more fully participate in board committees and governance.

V. RISKS

Any plan of this scope is not without risks, which should be fully understood and considered before implementation. Notable risks associated with the **Bolder, Broader... Best** scenario include:

- **Funding shortfalls:** The scenario relies on a significant increase in revenue. If the strategies fail to yield sufficient funds, growth is unlikely.
- **New CRF staff, new CRF culture:** CRF will benefit by expanding our capacity, bringing on additional staff with different skills and experiences. An infusion of new staff will mean change, and we must be mindful of CRF's core mission, commitment to excellence and collegiality, and successful operating methodology.
- **Competition or outpacing by other organizations:** If another entity were to be poised to "leapfrog" CRF's progress and inhabit our market share, this plan would be difficult to implement. The scenario relies on CRF's continued status as a leader in the field of civic education, and failure of the organization to stay current will undermine funding efforts and demand for its programs.

In spite of these risks, we believe this scenario is CRF's best path forward and positions our organization for continued prominence, capacity and growth as the field of civic education evolves.

APPENDIX A

Budget Detail

Program Budgets: Program costs reflect an increase in reach (numbers of participants and depth of experience) with addition of professional staff, additional consumables such as travel, consulting, and teacher stipends. Cost of Living Allowances (COLA) were added to the budgets that contain personnel.

Publications/Web/Civics on Call: CRF will continue to move to online rather than print publications. Over time, there is a reduction in what is normally budgeted for printing, but there is also an increase in staff and resources, including upgrades on our websites and upgrading graphics on both web and print materials.

Professional Development/Conferences: CRF has relied on grant funding to provide professional development and other events for teachers. To increase our reach and our profile we need to host events and professional development beyond what is grant-funded.

Strategic Partnerships/Alumni Activities: It is critical to the success of this strategic plan that CRF have the appropriate resources to cultivate new strategic partnerships to raise our profile and increase funding. This line item provides for allocation of staff and consumables necessary to building new partnerships with other organizations and groups as well as providing funding to build a new CRF Alumni program, which over time could become a new donor base for CRF.

Communications: CRF must build a new and modern communications department. This line item covers personnel and some related collateral materials. This department would greatly enhance CRF's ability to communicate in an age when social media and technology play a key role in disseminating information.

Tech/Software/Hardware: It is critical that CRF has and is able to use modern technology to continue to create and deliver state-of-the-art programs/materials.

Indirect: As a rule of thumb, CRF includes 15% indirect costs in program grants. In some cases, we are able to charge a higher rate, and in some cases, indirect costs are not allowed.

G & A Personnel: Contains costs for personnel not allocated to program grants.

G & A Consumables/Facility: This line item reflects occupancy, building, and other costs associated with the operation and administration of CRF.

Consultants: CRF has historically used consultants for a variety of purposes, and we expect the need for consulting to continue.

New Development/Fundraising Costs: New costs for development include a donor stewardship strategy and associated consumables; outreach activities to individual donors, foundation and corporate funders; planned giving; and upgrading collateral materials.

As the investment in a modern development department grows year-by-year, so too do the program budgets. By 2018, CRF's operating budget of \$4.2 million will provide the funding and resources necessary to implement the programs and organizational wherewithal envisioned in the scenario, while also decreasing, year-by-year, CRF's Indirect Cost Rate.

Appendix B

Glossary of CRF Programs and Terms Used in Scenario

California 3Rs Project (3Rs: Rights, Responsibility, Respect)

What: Originally part of the national First Amendment Center's programming, this project provides resources and professional development to teachers and administrators on First Amendment issues related to schools and religion. CRF was chosen by leaders in California in 2012 to run this web-based project.

Why: The U.S. Supreme Court continues to hear cases focused on public schools and the establishment and free exercise of religion. Our nation's public schools have an ongoing need for balanced, accurate resources to help them navigate emotionally charged issues related to First Amendment religious freedom.

Career, College, and Civic Life Framework (C3)

This is a new set of guidelines to add rigor in civics, economics, geography, and history in K-12 schools. Marshall Croddy, CRF's President, was a member of the steering committee that worked on these standards from 2010 to 2012.

Civic Action Project (CAP)

What: In 2007, the Annenberg Foundation came to CRF to revise its Civic Action Project (CAP) so that it could be replicated and brought to scale nationally. To do so, CRF developed a new curriculum and determined that CAP should be delivered to students and teachers through an interactive website. CAP began with 25 teachers and has grown to reach over 800 teachers and thousands of students throughout the country. CAP injects relevant, real-world problem solving into the high school government course. Students choose an issue that matters to them, make connections to public policy, and take "civic actions" to address the issue. CAP transforms the traditional government course into a memorable and meaningful experience for students and provides teachers with a cutting-edge curriculum that supports major education policy and current trends.

Why: America's schools have a civic mission to ensure that all young people gain the knowledge, skills, and dispositions of informed and engaged citizens, and based on evaluation data, CAP is effectively addressing the civic mission of schools.

Civics on Call

What: When the news of the day includes acts of terrorism, school shootings, controversial court decisions and legislation or other crises, students and schools need immediate access to accurate, balanced and engaging resources. CRF has been repeatedly called upon to assist our nation's teachers and schools in dealing with such issues. Civics on Call is a new descriptor for this work and resource.

Why: CRF has proven itself to be one of the only organizations in the country with the ability to respond promptly, providing balanced, in-depth resources in the midst of crisis, controversy, and despair.

Common Core State Standards (CCSS)

Adopted by 45 states and the District of Columbia, the CCSS set forth requirements for what every student should know and be able to do in every grade level and most subjects. They will be implemented in the 2014-15 academic year. For CRF, the relevant standards are in language arts as well as reading/writing/speaking/listening in history and social studies courses. The new requirements the standards set present opportunities for CRF because many of our programs and publications are easily aligned.

Cops & Kids: Working Together for Peace on the Streets

What: In response to the Rodney King verdicts and ensuing unrest, CRF was asked by middle school teachers to assist in youth and police relations. Using a CRF curriculum called *Police Patrol* developed in the 1960s, we updated and revised it for middle grades and held several Cops & Kids conferences with over 1,000 students and 100 LAPD officers at the L.A. Convention Center in the 1990s. Since then, we continue to provide a school-based conference at Berendo Middle School for at least 200 students annually. LAPD is extremely supportive of this program, but funding for expansion is needed.

Why: Every Cops & Kids event has been evaluated by both students and police officers. The results show a dramatic increase in students' understanding and respect for the risks and challenges officers face and in officers' understanding of the challenges adolescents face in high-crime, high-poverty communities. Research demonstrates the need to expose middle school youth to positive interactions with police because at this age, lifelong attitudes about the legal system and authority develop.

CRF for Kids

What: Elementary school children must also receive a sound civic education, and CRF has a head start on innovative resources especially designed for 3rd, 4th, and 5th graders. CRF for Kids captures our vision for building civic education resources across grade levels.

Why: Education policy has caused a narrowing of the curriculum, leaving elementary students with little or no social studies instruction. Key concepts such as justice, tolerance, and the role of government in a democratic society should be introduced to our nation's youth at the developmentally appropriate time — and that time is in the elementary grades.

Deliberating in a Democracy (DID)

What: CRF, in partnership with Constitutional Rights Foundation Chicago, Street Law Inc. and the Center for Education in Law and Democracy in Colorado, began this

international project in 2004. DID engages high school students in lively, deep discussions about controversial issues and how the ideals of democracy play out as citizens grapple with multiple perspectives. Built on the Structured Academic Controversy discussion model, DID's evaluation has proven its effectiveness in increasing students' critical thinking, tolerance, and discussion skills.

Why: An informed and engaged citizenry is critical to our democracy. American students' desire and capacity to have thoughtful, mutually respectful discussions about key issues have been adversely affected by political pundits, screaming matches, niche broadcasting and the noise of skewed information. Our future depends on citizens who value and have the ability to seek out and analyze multiple perspectives, distinguish editorial from fact, and work together to address key issues in our communities.

Expanding Horizon Internship (EHI)

What: A highly competitive program that annually places more than 100 underserved high school students from local urban public schools in the Los Angeles area in professional work environments for paid summer internships. In addition to the work experience, interns participate in seminars focused on active citizenship and college and career preparation.

Why: All young people need and deserve opportunities to explore professional careers, college, and their own potentials as active citizens in our democracy. Yet, research has revealed a severe civic opportunity gap. Affluent youth receive far more opportunities to participate in activities that increase college, career, and civic capacities. CRF's internship program is open to students from disadvantaged households who are potentially first-generation college bound.

History Experience (HE)

What: A new program that engages students in underserved schools in a hands-on, interactive research project aligned with Common Core State Standards. CRF is currently developing History Experience for 8th Grade U.S. History and plans to expand to 5th and 11th grades (also U.S. History) and then to the middle and high school World History courses.

Why: During the years that CRF was the provider of National History Day in California, we were concerned that students with fewer resources at home and at school were at a disadvantage when competing with students whose schools and parents were able to provide technology, travel, and hands-on assistance. CRF is committed to ensuring that students of all backgrounds have opportunities to participate in high quality history and civic education programs, and CRF is building the History Experience program accordingly.

Middle School Civics

What: Since the late 1990s, CRF has developed several programs and publications for middle schools. Our vision for the coming years is to build on these, creating a scaffolding of excellent civic education programs geared for every grade, K-12.

Why: Many lifelong skills and attitudes developed during early adolescence are directly related to positive, engaged citizenship.

Mock Trial

What: A simulation of a criminal trial with teams of middle and high school students taking the roles of attorneys, witnesses, and other courtroom characters. After weeks of intensive preparation, the courtroom drama unfolds as students try the case before adult judges and attorneys. CRF runs the Los Angeles County and California Mock Trials with over 10,000 students and hundreds of volunteers. Several states use the annual cases that CRF develops.

Why: Americans must have a deep understanding of due process in our democracy and develop rigorous critical-thinking, research, and presentation skills and the ability to work collaboratively. In addition, youth need opportunities to explore a variety of careers, including those in the legal profession.

Partnership Events

Our vision includes special events to build relationships with existing and potential partners including teachers, the legal community, other nonprofit organizations and potential funders.

Professional Development

Professional development offers training, coaching and/or peer learning for teachers. CRF provides highly regarded in-person as well as online professional development to ensure that teachers know and understand how to utilize most effectively CRF learning materials and approaches. Teachers are CRF's main partners in our work.

Project LEAD (Legal Enrichment and Decision-making)

What: Attorneys, investigators and others from the Los Angeles District Attorney's Office adopt 5th grade classes in high-risk communities to engage students in activities designed to increase positive decision-making skills. Since 2000, CRF has worked in partnership with the District Attorney on this project that is slated for national expansion.

Why: Positive interactions with legal professionals have deep impact on youth, especially those in high-crime, high-poverty communities. Project LEAD underwent a two-year research-based evaluation that demonstrated its effectiveness.

Strategic Partnerships

Opportunities to explore new partnerships with other entities sharing our commitment to civic education or who work with students and teachers in adjacent efforts is a key strategy to continue to broaden and deepen CRF's reach. We will build on our history of working well with others, reaching out to nonprofits, schools and districts, governmental agencies and potential funders. Identifying and cultivating new partnerships requires staff time, travel, and other expenses.