

3 YEAR STRATEGIC PLAN

2022 – 2024 Strategic Plan

Our Mission is to create better lives for generations of children and youth by reforming the child welfare and juvenile justice systems.

December | 2021

| Strategic Planning Process

At the Center of Children & Youth Justice (CCYJ), we are reimagining how the child welfare and youth justice systems can better support children and young people and celebrate the diversity and richness of their experiences including their race, ethnicity, gender identity, sexual orientation, and background. We are a diverse and multidisciplinary team, with members personally impacted by the child welfare and youth justice systems and staff with professional systems experience, working upstream to ensure that kids get the equitable support needed to thrive. Every year we help improve the lives of 50,000 young people.

This proposed three-year (2022 - 2024) strategic plan outlines strategic themes and priorities needed to realize our commitment to the children and youth we serve. We were met with significant challenges in our world and community when we began this year's strategic planning process - facing continued uncertainty due to an ongoing global pandemic, the urgent crises of increasing racism and the dismantling of our democracy, and the resulting economic insecurity that is disproportionately affecting children, youth, and families impacted by the foster care and juvenile justice systems. Due to the uncertainty of our world at this time and how quickly our environment is changing, we collectively determined that it was best to focus on creating priorities for three years.

The opportunity to advance anti-racism within our organization and our systems; to expand our work nationally, and to deepen our community and partner engagements, rests on our ability to embody our core values and broaden our approaches to fundraising beyond traditional methods. Our proposed three-year strategic plan responds to these opportunities. Over the past year, CCYJ's Strategic Planning Committee, which was composed of Board and Staff, along with the full Staff, comprehensively examined internal and external needs and opportunities while addressing critical and immediate issues for our organization and community. This strategic plan is the result of continuous conversations, activities, and direct feedback from a variety of stakeholders.

Mission & Vision

Mission of CCYJ

To create better lives for generations of children and youth by reforming the child welfare and juvenile justice systems.

2021 Vision Statement

Our vision, which was crafted and adopted during this year's strategic planning process, states that **all children, youth, and young adults are healthy, safe and thriving; cared for by their community; valued as they are; and have a sense of belonging.** This vision, which will be realized upon the fulfillment of our mission, guides our work and moves us towards what is possible for our communities and our world.

Culture & Values

The development of this strategic plan is guided by CCYJ's core values

- We are committed to a diverse, fully self-expressed workforce, representing the communities in which we serve.
- We are committed to examining our own internal structures, policies, and culture, identifying and eliminating those aspects that promulgate racism.
- Together we are transparent, accountable, respectful, and self-aware in order to foster belonging and a sense of community.
- We operate with an innovative and leading-edge mindset.
- We are purpose-driven and laser-sharp in the fulfillment of our mission.
- Our staff embraces a growth mindset; our development is essential to expand and grow our impact for children and youth in Washington and beyond.
- We produce results, not reasons.
- We (believe) anything is possible.
- We believe everyone has something to contribute.
- We believe everything happens out of our relationship with other people.
- We are grounded in the premise that great ideas can come from anyone at any time.
- We believe people who are tackling and addressing big things are going to make big mistakes. We own them, learn from them, and move on.
- We believe transparency is essential to a highly functioning organization.

2022-2024 Strategic Priorities

These values, which have been cultivated over the past 15 years, are the empirical foundation for CCYJ to serve as a thought leader, advisor, technical assistance provider, and convener of strategic partners working to reform the policies, practices, and systems within juvenile justice and child welfare.

Our programs have become successful models for replication throughout Washington State and the U.S. -- programs that keep babies and toddlers with their families, provide therapeutic, gender-responsive services to young women impacted by the youth criminal legal system, and trauma services to empower commercially sexually exploited children heal, among a wide range of programs that empower all kids regardless of race, ethnicity, gender identity, or background.

While we have made progress over the years, there is more work to do. **The impact of the pandemic on an already imperfect system, rife with institutional and structural racism, has revealed more than ever that kids can't wait for equitable systems.** We take this call to action seriously.

CCYJ Board of Directors, in collaboration with Staff, have determined these priorities and will realize them through future funding initiatives and financial planning. CCYJ Staff and Board will integrate these strategies to our annual operating plans.

Within our internal examination of how to better address this urgency and fulfill our commitment to the children and youth that we serve, four central themes emerged that encompass our strategic priorities. These four themes are **Advancing Racial Equity, Creating Impact, Centering People & Relationships, and Sustaining our Mission.**

ADVANCING RACIAL EQUITY

For each and every child and young adult to be empowered to a life of opportunity and possibility, we must work to dismantle the inequities embedded in structures, systems, and institutions. CCYJ, along with Imago Consultants, entered into a multi-year race and equity journey to identify meaningful and tangible actions to increase equitable practices in the organization.

At the beginning of 2021, CCYJ partnered with Imago Consultants to support our internal learning, growth, and commitment to advance racial equity within the organization. Staff and Board of Directors acknowledge that to be a meaningful partner in dismantling institutionally racist systems, we must begin with uncovering and acknowledging our own racist practices and policies. As such, we have embarked on a multi-year journey to create and establish an overall anti-racist work culture inside the organization. This includes

identifying ways to evaluate the organization, ensuring accountability, and reviewing current practices.

The organization is also clear that doing this work is a long-term commitment and has made it a leading priority for the next several years. The Staff has underscored the importance of being purposeful, stepping into this work with humility, transparency, organization-wide ownership, and power-sharing throughout this effort. The overall purpose of this engagement has been two-fold: first, to assess the organization and understand the overall experiences of the Staff and Board of Directors as it relates to equitable practices; and second, based on this understanding, to engage in meaningful and tangible activities to increase equitable practices in the organization.

We have identified and prioritized actions over the next two years to advance racial equity. As we continue this work together, we will collectively identify additional priorities and actions that will move us towards our *Desired States* while addressing and learning from our mistakes along the way.

Statement Connecting the Mission, Racial Equity, & Antiracism

We recognize that children, youth, and families of color have historically, and continue to be, disproportionately impacted by institutionally racist policies within the state's child welfare and juvenile justice systems. Anti-racism centers the work to specifically and comprehensively address this disproportionality.

We learn from the past, so we don't perpetuate its harmful impact. We acknowledge generations of systemic and familial trauma experienced by children, youth, and families of color throughout our state. We act on the understanding that racist policies and practices embedded in our child welfare and juvenile justice systems have contributed to this ongoing harm. We work to understand what happened in the past in order to address these causes in the present and help eliminate them in the future.

We strive to work alongside those directly impacted by racism to undo the policies and practices that cause ongoing harm.

We understand that our work to dismantle racism must start within ourselves and our own organization.

Building a foundation of anti-racist policies and practices for CCYJ strengthens our work to reform the child welfare and juvenile justice systems. We act to center racial equity internally as well as externally and invite accountability for this work.

During 2021, the CCYJ Staff and Board prioritized our organizational commitment in the fulfillment of five Desired States. These core elements shape the foundational work necessary in the coming years and provide the context in shaping our goals and near-term actions. Inside of each of these Desired States, we have identified the following near-term goals to guide the necessary long-term commitment to diversity, racial equity, and inclusion.

“Our mission is to create better lives for generations of children and youth by reforming the child welfare and juvenile justice systems. Through this reform we seek a state of racial and ethnic equity – where no child or youth’s racial or ethnic identity predicts, in a statistical sense, how they fare. We understand that racial inequities and injustices are the result of racist policies, practices, institutions, and structures. We act upon this understanding through our organization-wide commitment to anti-racism – the work of actively opposing racism by advocating for changes in the political, economic, and social realms in which children and youth live and grow. Our mission and the active work of anti-racism cannot be separated.”

1. Diversity – Our Desired States

Those with direct lived experience with the systems in which we work (including child welfare, juvenile justice systems, and the systems serving homeless youth) – particularly Black, Indigenous, and People(s) of Color (BIPOC) – contribute to CCYJ’s work in board, staff, and leadership roles.

CCYJ is a place that values differences where everyone feels they are included and belong, resulting in CCYJ being racially and ethnically diverse across organizational roles and hierarchy with Black, Indigenous, and People(s) of Color (BIPOC) strongly represented in board and staff leadership roles.

Diversity – Near Term Goals

- Staff and Board are actively consulting with and being informed by those with lived experience.
- Build belonging and power for people with lived experience on Board and Staff without re-traumatizing colleagues.
- Staff and Board are actively consulting with and being informed by Black, Indigenous, and People(s) of Color (BIPOC) communities.
- Build belonging and power for Black, Indigenous, and People(s) of Color (BIPOC) on Board and Staff.

2. Honest Dialogue & Communications – Our Desired States

CCYJ actively grows a culture in which staff, board, and volunteers build their understanding of racism, racial equity, and anti-racism through consistent and active engagement with one another. Honesty is welcomed. Discomfort is expected. Harm is addressed. Grace is held. Mutual agreements are established to address tensions between the allowing of mistakes and protecting others from harm.

CCYJ board, staff, and volunteers consistently challenge racism internally and externally. The burden of challenging racism does not fall on Black, Indigenous, and People(s) of Color (BIPOC) communities.

Honest Dialogue & Communications – Near Term Goals

- Build policies and practices that both promote honest discourse and protect Black, Indigenous, and People(s) of Color (BIPOC) communities from further harm.
- Shared understanding of what racism is and understand anti-racist practices within internal and external work.

3. Black, Indigenous, and People(s) of Color (BIPOC) Voices & Relationships – Our Desired States

CCYJ continues to become a valued and sought-out partner to Black, Indigenous, and People(s) of Color (BIPOC) -led and Black, Indigenous, and People(s) of Color (BIPOC) -focused organizations. CCYJ staff, board, and volunteers know when to step up and when to step aside.

Black, Indigenous, and People(s) of Color (BIPOC) voices and expertise are centered in CCYJ’s racial equity and anti-racism work. Black, Indigenous, and People(s) of Color (BIPOC) board, staff, partners, and volunteers do not carry more responsibility for racial equity and anti-racism work than do their white colleagues

Black, Indigenous, and People(s) of Color (BIPOC) Voices & Relationships – Near Term Goals

- Strong, collaborative, and quality relationships with Black, Indigenous, and People(s) of Color (BIPOC)-led and Black, Indigenous, and People(s) of Color (BIPOC)-focused organizations.
- Black, Indigenous, and People(s) of Color (BIPOC) feel welcomed and see their lived expertise with racism integrated into policies, practices, and program.
- White Staff and Board welcome responsibility and opportunity to hold their share of racial equity and anti-racism work.

4. Recognizing Expertise, Sharing Power – Our Desired States

CCYJ's actions reflect the belief that those most directly impacted by any system – internal or external to the organization – have expertise that is valued and are leaders in driving solutions for that system.

The lived experience and expertise of Black, Indigenous, and People(s) of Color (BIPOC) -- those most directly impacted by systemic racism -- belongs in the organization and shapes CCYJ's racial equity and anti-racism work.

CCYJ's actions build power for and shift power to those most directly impacted by racism.

Recognizing Expertise, Sharing Power – Near Term Goals

- Policy change agenda is actively informed and shaped by those with expertise derived from direct involvement with the systems with which CCYJ works.
- Track record of supporting policy change efforts initiated in Black, Indigenous, and People(s) of Color (BIPOC) communities.

5. Intentionality, Action & Sustainability – Our Desired States

CCYJ centers – integrates and prioritizes – racial equity and anti-racism in all organizational strategies, language, operations, and programming.

Progress on all internal and external racial equity goals is assessed and reported regularly using a transparent set of metrics to inform continuous improvement.

Everyone in the organization understands and is invested in their unique role and contribution to racial equity and anti-racism work. Each is held accountable, empowered, and supported as they hold their share of the work.

Intentionality, Action & Sustainability – Near Term Goals

- Staff, leadership, and Board have a shared understanding of what racism is and how it shows up in the workplace and external work.
- Staff, leadership, and Board frequently assess internal feedback and metrics to inform commitment to racial equity.
- Staff, leadership, and Board understand their unique role, and demonstrate their commitment and accountability in moving racial equity and anti-racism work in organization and community.

Success Measure:

CCYJ meaningfully employs a racial equity lens to create impact, center people and relationships, and sustain our mission.

CREATING IMPACT

Increasing opportunities to expand our reach with young people and families most impacted by systems involvement, elevating and amplifying the voices of young people, partnering with other organizations, and measuring and communicating our impact are key strategic priorities that we have identified to take our work where it is needed most.

Impact – Our Strategic Priorities:

- Youth and young people most impacted by our state systems inform our program and policy initiatives and are an integral part of our ongoing program evaluations, performance measures, and quality improvement strategies.
- Expand and maintain vibrant partnerships with community organizations, service providers, and agencies that we rely on as the experts working with children and youth.
- Deepen statewide and national recognition for our contribution to systems change and anti-racist action.
- Strategically use data to inform program improvement, influence policies, and better communicate impact.

Success Measure:

CCYJ's impact is nationwide and driven by youth and young people most impacted by our state systems.

CENTERING PEOPLE & RELATIONSHIPS

People and relationships are the lifeblood of our work. We have prioritized people and relationships, both internally and externally, so they feel valued, heard, and empowered to be an integral player in improving the lives of children and youth. To us, centering people means prioritizing the health, well-being, and self-expression of our Staff and Board. This means taking bold and innovative actions to attract and maintain a vibrant and talented team of Staff and Board members.

People & Relationships – Our Strategic Priorities

- Foster a culture of CCYJ that promotes self-expression, a growth mind-set, meaningful communication and relationships with colleagues, and values employees' well-being.
- Recruit and retain highly effective talent and values-driven staff.

- Increase Board engagement.

Success Measure:

CCYJ Staff and Board are valued as individuals and meaningfully supported to contribute their talents to our work.

SUSTAINING OUR MISSION

Washington State is home to an abundance of generous and community-driven individuals, foundations, corporations, governments, and philanthropists. We see a significant opportunity to sustain our mission by engaging prospective and existing investors in unique ways. Broadening our demographic of contributors will be an essential part of this strategy, while developing meaningful relationships that connect investors to what *they* care about, inside of a community that enriches what is important and meaningful to them.

Sustaining the Mission – Our Strategic Priorities

- Fund all portfolios of work with direct program revenue.
- Donor communications are wide-ranging and improve connection with our work.
- Broaden and deepen donor engagement with innovative and inclusive fundraising approaches.

Success Measure:

CCYJ’s work is fully funded by a broad and diverse community that is committed to our long-term success.

Strategic Investment

2022 – 2024 Financial Needs

We recognize that to accomplish our strategic priorities, additional resources outside of the scope of our operating budget are necessary. We have identified and prioritized these resources, and the necessary funding that will be needed in order to actualize our strategic priorities.

Resource	Description	Year (s)	Annualized Cost (est.)	Total 3-Year Cost
Government Grants & Contracts Manager	Improve the overall infrastructure to support our growing organization. Create and manage contracts for subcontracted providers, speakers, and other formal agreements that are expanding.	2022 2023 2024	80,000	240,000
Communications Consultant	Expanded our impact through strategic Communications. Retain consultant to identify and create strategic communication priorities and plan, integrating our DEI commitment, and create a pathway and identify the resources needed to fulfill it.	2022	50,000	50,000
Communications Manager/Director	As a result of the Strategic Communication planning process, hire Full Time internal resources to lead and direct organizational strategic communications.	2023 2024	80,000	160,000
DEI Consultant/Resource for Staff & Board	Retain DEI consultant to support the actualization of our near-term goals and support organization to identify long term resources necessary to fulfill our DEI commitment.	2022 2023 2024	130,000	390,000
Website & Technology Resource	Improve our ability to provide training and TA and distribute resources to partners and stakeholders. May include website and/or application development. Lay the technological foundation for online fee-for-service work.	2022	50,000	50,000

Community Engagement Coordinator(s)/Manager(s)	Could be a new position or could be sourced from multiple existing staff within program teams. Could be part of the M&E Team. Cultivates and maintains relationships with direct service providers and organizations with youth advisory groups. Works and communicates across programs as well as externally to inform program and policy work and to center and elevate lived expertise in ongoing program improvement processes and to support data collection that is led by Black, Indigenous, and People(s) of Color (BIPOC) and lived-expert communities.	Mid-2022 2023 2024	80,000	200,000
Philanthropy Resource	Identify short and long term needs to fulfill longer term philanthropic goals, especially given the changing environment and economic climate.	2023 2024	80,000	160,000
Monitoring & Evaluation Resource	Identify and establish additional data evaluation needs to support the promulgation informed by lived expertise and greater systems reform outcomes. Support emerging issues conference.	2023 2024	80,000	160,000
Total				\$1,410,000

Strategic Planning Committee

Ellen Dial, Perkins Coie, Partner (ret.)

Tiffany Martindale, CCYJ Monitoring and Evaluation Specialist

Dan Shih, Susman Godfrey LLP, Partner

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Jen Temple, Canexia Health, Head of Communications

Megan Wells, Ankura, Managing Director

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Our Mission: To create better lives for generations of children and youth by reforming the child welfare and juvenile justice systems

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