10 YEARS OF IMPACT
Dear friends and supporters,

In a recent interview with a potential funder, we were asked, “what keeps you here and what keeps you up at night?” Our unilateral responses to both questions were, “The Kids.”

In 10 years of improving the outcomes for kids in the juvenile justice and child welfare systems by reforming those systems, we have seen that most professionals in these systems care about kids too. As does the community; as do you.

We see great work in individual cases by dedicated professionals and great investments by philanthropists—great work (sometimes even “miraculous”) that is lost to budget cuts or the end of a grant cycle. Great work that has not been sustained—not been made the norm—not become part of the institutional DNA—so we’re leaving too many children and youth behind. Huge numbers of these children and youth are youth of color and LGBTQ.

CCYJ seeks to move beyond the great programs to reform of the systems themselves. Reforming so that great work is the norm in these systems. No more “accidental” success or miracles. No more having a child’s life dependent on the luck of the draw—finding that “miracle” in a case worker, probation counselor, judge or lawyer. No more justice by geography. We want systems working together efficiently, fairly, and effectively, in every corner of Washington, for all kids.

CCYJ depends on the strength of our partnerships and collaborations with literally thousands of people across the state who are all working with us and with each other to improve the lives of over 50,000 youth in Washington who are involved in the child welfare and/or juvenile justice systems. We work with public and private agencies, parents and community members. Most importantly, we listen to the voices of system-involved youth. Our recommendations for system-change are always focused on the child and what is best for her/him.

You are our most cherished partner. Your generosity has fueled our work for the past 10 years and continues to help us improve the systems that we rely on to build strong children.

Thank you.

Justice Bobbe J. Bridge, (ret.)
Founding President/CEO

Kristen Howell
2015 – 16 Board Chair

It is easier to build strong children than to repair broken men.”

Frederick Douglass
CCYJ Leadership

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Bryna Desper, Social Worker, Family Advocacy Center
Katherine McKeon, Project Assistant
Bethany Peddie, Development Assistant
As CCYJ celebrates its 10th anniversary, we’ve identified 10 contributions to systems reform we’re especially proud of.

1. Children who are commercially sexually trafficked are identified and given protection, not punishment.
2. The experiences of LGBTQ youth in Washington State’s foster care and juvenile justice systems are part of the training of Washington state corrections officers.
3. Laws have been enacted to ensure youth facing mental health challenges can receive the treatment they need.
4. For the first time in the nation, elected and appointed officials come together regionally to find common solutions to gang violence.
5. Former foster youth can receive legal assistance to help them reach for their future without being blocked by their past.
6. Key decision makers came together, reviewed and took action on outstanding recommendations from 10 years of research on child welfare systems reform.
7. Courts trying to reduce disproportionalities in the foster care and juvenile justice systems can base practice changes on robust data.
8. Truancy interventions keep kids in school and out of the courts.
9. Infants and toddlers in foster care can receive treatment with their birth parents, strengthening the parent-child bond and increasing family reunification.
10. Law enforcement agencies and young people from communities of color can access a curriculum that engages them in dialogue and improves their communication with each other.

While great progress has been made, these outcomes need to be more deeply embedded and disbursed statewide. That’s why we’re so excited about CCYJ’s next 10 years.
The late King County Prosecuting Attorney Norm Maleng was a champion for children and youth, and a founding board member of CCYJ. Every year, we honor him by presenting an award to an exceptional individual or entity for their advocacy on behalf of system kids. 2016 honoree Dr. Ben Danielson, Medical Director, Odessa Brown Children’s Clinic, was honored for his extensive leadership and advocacy for creating better systems for disadvantaged children in Washington.

The President’s Award is presented to one or two individuals who have made a special contribution to system change; recipients are selected by Founding President/CEO Justice Bobbe J. Bridge (ret). The 2016 President’s Award was given to Kenny Alhadeff.

(l to r) Dr. Ben Danielson, 2016 Norm Maleng Advocate for Youth Honoree, Justice Bobbe J. Bridge (ret.), Kenny Alhadeff, 2016 President’s Award Honoree, March 10, 2016

A History of Norm Maleng Advocate for Youth Honorees:

<table>
<thead>
<tr>
<th>Year</th>
<th>Honoree</th>
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<tbody>
<tr>
<td>2016</td>
<td>Dr. Ben Danielson</td>
</tr>
<tr>
<td>2015</td>
<td>Adam Cornell</td>
</tr>
<tr>
<td>2014</td>
<td>Joel Benoliel</td>
</tr>
<tr>
<td>2013</td>
<td>The Seattle Times &amp; Reporter Sara Jean Green</td>
</tr>
<tr>
<td>2012</td>
<td>Pete Carroll</td>
</tr>
<tr>
<td>2011</td>
<td>Jim Mallahan</td>
</tr>
<tr>
<td>2010</td>
<td>Ann Ramsay-Jenkins</td>
</tr>
<tr>
<td>2009</td>
<td>Perkins Coie</td>
</tr>
<tr>
<td>2008</td>
<td>The Maleng family</td>
</tr>
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</table>

Past President’s Award Honorees:

<table>
<thead>
<tr>
<th>Year</th>
<th>Honoree</th>
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</thead>
<tbody>
<tr>
<td>2016</td>
<td>Kenny Alhadeff</td>
</tr>
<tr>
<td>2015</td>
<td>State Rep. Mary Helen Roberts (ret.)</td>
</tr>
<tr>
<td>2014</td>
<td>Judge James “JD” Doerty (ret.)</td>
</tr>
<tr>
<td></td>
<td>&amp; Judge Patricia Clark</td>
</tr>
<tr>
<td>2013</td>
<td>State Rep. Mary Lou Dickerson (ret.)</td>
</tr>
<tr>
<td>2010</td>
<td>Seattle Police Detectives</td>
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<tr>
<td></td>
<td>Al Lebar and Kim Bogucki</td>
</tr>
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</table>
What happens when a youth leaves foster care in Washington State?

• Approximately 45% will not graduate with a high school diploma
• Only 50% will be employed by age 24
• 25% will experience PTSD
• 28% will become homeless within 12 months of aging out, and,
• they are twice as likely to be arrested

Can you imagine being completely on your own at 18 years of age? Think of a kid who has spent his or her childhood and/or teenage years in multiple homes, with different foster parents, and enrolled in a new school every few years. During this time, they acquire a juvenile record, and/or are preyed upon by a caregiver who steals their identity, unbeknownst to them until they apply for a job, or try to rent an apartment or apply for financial aid to continue school. Or, they just don’t have the experience or guidance to know how to deal with a dishonest landlord or abusive partner.

Lawyers Fostering Independence was established in 2008 to help remove legal barriers like these for former foster youth, ages 17 – 24. Volunteer attorneys are recruited, trained and assigned cases. Our attorneys also volunteer in four drop-in legal clinics throughout King County.

Over the past eight years, LFI has helped over 550 youth reach their potential without being blocked by their past.

In 2015, LFI served 119 former foster youth, helping them move past legal obstacles such as resolving identity theft, which destroyed their credit; sealing juvenile records, which prevented stable housing and good employment; filing protection orders to protect from domestic violence; and challenging wrongful evictions and improper deposit withholdings.

We are grateful to the generous attorneys who donated $150,000 in billable hours in 2015 and thankful for the financial support from individuals, law firms, companies and foundation sponsors who support LFI’s success. We could not do this work without you!
Gang intervention replaces disconnection

5,000 youth and young adults belong to nearly 90 different gangs in the suburban King County cities and school districts of Auburn, Bellevue, Federal Way, Highline, Kent, Renton and Tukwila.

Gangs are a dangerous haven for youth. They take the place of family and school and result in violence and further disconnection. Youth involved in the foster care and juvenile justice systems are at great risk of following the lure of gang membership; Many gang-involved youth have experienced these systems. In response, CCYJ initiated the Suburban King County Coordinating Council on Gangs (SKCCCG) in 2011.

CCYJ recognizes that gangs are not just a big city problem—schools in suburban King County report escalating problems with gang-involved youth. SKCCCG is the first multi-jurisdictional effort in the nation to use a proven model to address gang involvement in a large region. Serving the communities of Auburn, Bellevue, Federal Way, Highline, Kent, Renton, and Tukwila, the SKCCCG does the hard work of intervening with gang-involved kids—engaging youth in school, connecting them to counseling, substance abuse treatment, and other services, addressing difficult family issues, and offering them opportunities to succeed. We are changing the future for kids and communities.

In 2015, SKCCCG launched Youth LINC, a coordinated team of providers offering services to gang-involved/at-risk youth. This multidisciplinary team facilitates information-sharing and collaboration among agencies serving youth who are gang-involved. The team-based approach helps ensure that all agencies working with these clients have a common goal and shared strategies for each client, as well as diversity in expertise and experience. Referrals to the program are made by schools, the juvenile justice system and outreach workers. Since launch, the program has received over 70 referrals and has served 45 youth/families. The Youth LINC team assists youth in reaching their educational, employment, pro-social activity, mental health and substance abuse treatment goals.

Due to the success and impact of the SKCCCG model, we are moving towards expansion of the project in other South King County communities, as well as replication in the city of Seattle. The city of Seattle initiated partnership for the replication due to the impact Youth LINC and SKCCCG are having in South King County.

We are grateful to the State of Washington and other private funders for funding this project and to the dedicated members of the SKCCCG and Youth LINC for their commitment to the success of this project.

The best strategy to reduce the number of young people involved in gangs is to keep them from getting trapped in that cycle in the first place. We must invest in positive development for kids and youth and provide meaningful alternatives to gangs to ensure our young people can thrive.”

Dow Constantine, King County Executive
Until just a few years ago, a youth picked up for prostitution in Washington State would be arrested, booked, briefly incarcerated and then released back into the arms of their pimp. These youth, often just children, needed protection, not punishment.

In 2010 the Washington State legislature enacted laws designed to protect Commercially Sexually Exploited Children. In 2011, CCYJ launched Project Respect and proceeded to develop one of the nation’s first statewide protocols to ensure that law enforcement and the courts treat young people who are forced into prostitution as victims instead of criminals—the Washington State Model Protocol for Commercially Sexually Exploited Children. (This approach was so successful, we are replicating it with eQuality’s Protocol for Safe and Affirming Care.)

CCYJ created the Model Protocol in collaboration with over 200 stakeholders statewide. It lays out the structure for providing a victim-centered response to commercially sexually exploited children. The Protocol is designed to foster collaboration and coordination among juvenile courts, law enforcement and other youth serving agencies to improve the capacity to identify Commercially Sexually Exploited Children, provide safety and services for them and their families/caregivers, and hold their exploiters accountable.

Now, in 2016, there are eight communities throughout Washington that have implemented or are in the process of implementing the Model Protocol, including King County. In addition to providing ongoing assistance to current sites and establishing new ones, in 2015 we launched a comprehensive statewide data collection project in order to better identify and serve these victims.

We could not do this work without the generosity of our donors. Thanks to everyone who has given to Project Respect and to CCYJ. Special thanks to Stolen Youth for their support of our data collection efforts.

41% of homeless youth in Seattle have been sexually exploited.
eQuality is helping LGBTQ youth find safety and support

“I started living on the streets because my home wasn’t safe. I kept getting kicked out; foster care wasn’t great for me, so I would be back on the street … I had to survive so started selling drugs and then I’d get arrested and go to juvie … I was 15 years old. I couldn’t get a job.”

An LGBTQ youth who shared his story during an eQuality focus group

The unique needs of LGBTQ youth, their disproportionate representation in the juvenile justice and child welfare systems, and the dearth of laws, policies and practices to address their needs was the impetus for the launching of the **eQuality Project** in 2013. CCYJ is changing the way LGBTQ youth are treated in the juvenile justice and foster care systems in Washington so that these systems are no longer “feeders” to the streets, but instead, provide the care and protection youth need to thrive as adults.

Through the support of our generous donors, in 2014 we completed the research phase of this project culminating with the publication of *Listening to Their Voices*, a compilation of over 500 first-hand accounts from LGBTQ system alumni, system professionals and community-based service providers. The report also included extensive reviews of existing research, laws, policies and practices. The results from this study and subsequent recommendations are being used to launch the creation of the **Protocol for Safe and Affirming Care**. This protocol will guide youth-serving professionals in these systems to better identify, engage and serve LGBTQ youth while simultaneously collecting meaningful data on their needs, experiences and outcomes.

We will not successfully end our state’s youth homelessness crisis until we are able to address the disproportionate number of LGBTQ youth slipping through the cracks from foster care and juvenile justice into homelessness. That’s why the Raikes Foundation is supporting CCYJ’s eQuality project and the positive impact it will have on systems-involved LGBTQ young people."

**Tricia Raikes, Co-Founder, Raikes Foundation**

25% of all youth experiencing homelessness are LGBTQ and have child welfare involvement

15% of LGBTQ youth are involved in the juvenile justice system

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eQuality is made possible through your generosity.
Keeping kids out of foster care through innovative service model

In April, 2016, CCYJ launched the Family Advocacy Center, an innovative service model that provides legal representation and social work services to families to prevent the unnecessary placement or prolonged stay of children in foster care. This model was pioneered by the University of Michigan Law School and launched in Detroit in July of 2009.

FAC keeps families together by strengthening a caretaker’s ability to provide for a child’s safety or permanence. FAC’s multi-disciplinary team (attorney, social worker, and parent ally) resolves legal issues that propel children unnecessarily into foster care and removes legal barriers to a child’s exit from care. Our primary partner is Children’s Administration of Bellevue.

The FAC model saves money by reducing child welfare and court expenditures. Estimates from the Detroit pilot indicate a savings of $500,000 by diverting foster care placements alone.

The FAC model provides the additional benefit of preventing the trauma to children and families caused by removal from the home. FAC stabilizes families and saves costs by avoiding life-long negative outcomes associated with foster care, such as incarceration, mental illness, and homelessness.

If the FAC model is similarly successful in Washington at saving taxpayer dollars and improving outcomes for kids, there will be a strong case for making these services standard government-funded options for all child welfare involved families in our State.

This is a three-year pilot and would not be possible without funding from our generous donors.

Thank you for your support!

The Family Advocacy Center employs a multidisciplinary, cross systems approach to providing thoughtful and effective services to families. Bringing services to the family reduces trauma and ensures everyone responsible for the safety and care of the child have the same information and plan moving forward. We are pleased to support CCYJ’s work to improve the lives of youth in our community.

David Sanders, Executive Vice President of Systems Improvement at Casey Family Programs
Thank you to our donors who have made the work of CCYJ possible.

Special thanks to our media sponsor, the Seattle Times, who for three years has created brilliant and thoughtful awareness campaigns.

Financial Results

<table>
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<th>SUPPORT AND REVENUE</th>
<th>2015</th>
<th>2014</th>
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<tr>
<td>Contributions and special event revenue, net</td>
<td>1,055,069</td>
<td>1,027,628</td>
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<td>Government grants and contracts</td>
<td>220,379</td>
<td>266,174</td>
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<tr>
<td>In-kind contributions and other revenue</td>
<td>2,213</td>
<td>342,439</td>
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<td><strong>TOTAL SUPPORT AND REVENUE</strong></td>
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<td><strong>1,636,241</strong></td>
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<th>EXPENSES</th>
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<td>Program services</td>
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<td>General and administrative</td>
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<td>Fundraising</td>
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<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>1,527,640</strong></td>
<td><strong>1,613,466</strong></td>
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