



**children's  
institute**

## Strategic Plan | 2018–2022



Far too many children are impacted by persistent poverty and toxic stress. Untreated trauma from neglect, abuse and violence can have lasting consequences on young bodies, brains and futures.

*Together, we can change the odds.*

### About Children's Institute

Founded in 1906, Children's Institute (CII) is the largest agency of its kind working to transform the lives of children exposed to adversity and poverty in Los Angeles. By providing early education, behavioral health and family strengthening services,

CII reaches 26,000 children and families annually in communities where support is needed most.

CII also leads the way in trauma-informed care and evidence-based clinical treatment by training thousands of professionals and caregivers throughout the year.

### At A Glance



**26,000**

Children and family members served



**974**  
**184**  
**161**

Full-time staff

Clinicians

Teachers



**11,000**

Professional training attendees



**34**

Locations

### Outcomes

**86%** of clients showed meaningful improvement in trauma symptoms or behavior problems after completing a trauma-focused Evidence Based Practice.

**94%** of children enrolled in CII's Early Childhood Education programs met or exceeded their age-specific developmental expectations.

**88%** of caregivers reported an increase in nurturing and attachment with their children, and **78%** of families reported an increase in family functioning.

## Strategic Planning Process

During the first half of 2018, CII engaged in a comprehensive and inclusive strategic planning process with The Bridgespan Group, involving more than 50 staff members and dozens of stakeholders, and overseen by a cross-functional employee steering team and the Board of Trustees' Long-Range Planning Committee.

We explored demographic, economic and policy trends; advances in clinical practice, brain science and early education; competition for funding and talent; and the needs of the children, families and communities we serve.

We considered organizational strengths and accomplishments, as well as challenges faced by CII and other large, multi-service organizations.



## INTENDED IMPACT

By 2028, Children's Institute will lead the effort in Los Angeles to transform the lives of children exposed to adversity through:

### SERVICE



Early education, behavioral health and family strengthening services

**Serving:**  
**47,000**  
**children and families**

### TRAINING



Skill-building for caregivers and professionals who interact with children

**Training:**  
**5,000**  
**caregivers & professionals**

### ADVOCACY



Advocacy for healthy schools, empowered communities and the systems that serve them

**Reaching:**  
**100,000**  
**South LA Residents**

## Our Values

**PASSION** We believe in the boundless potential of children and families and work zealously to achieve transformational change.

**INNOVATION** We seek inventive solutions grounded in best practices and rigorous analysis. We are committed to excellence, impact and sustainability in all we do.

**PARTNERSHIP** We have the greatest impact when we collaborate with families, community partners and colleagues who are dedicated to the success of the young people we serve.

**EQUITY** We promote opportunity for communities hit hardest by persistent poverty. We treat everyone with compassion and respect.

# Strategic Priorities

In order to achieve the greatest impact for children exposed to adversity, we will invest in three priorities and nine initiatives that unite our staff around shared goals, and ensure preventive, clinical and early education services reach significantly more children and families in need.



## ONE CII, TRANSFORM THE LIVES OF CHILDREN EXPOSED TO ADVERSITY

Unify CII staff to achieve transformational change for three vulnerable populations: children birth to five, students attending high-needs schools, and system-involved youth, as well as the caregivers and professionals that support them. Our key initiatives in this area are:

- **Unifying family strengthening, behavioral health and early education program staff**
- **Refreshing CII's vision, mission and values**
- **Adopting a consistent screening, assessment and referral process**



## SIGNIFICANTLY EXPAND CII'S REACH AND IMPACT

We will accelerate our reach and impact by:

- **Developing a holistic, school-based behavioral health and wellness model**
- **Catalyzing community change in South LA**
- **Influencing policies that shape the lives of children and families**



## INVEST IN CII'S FUTURE

In order to lead with courage and embrace innovation, we will identify efficiencies and invest in people, facilities and systems. These investments will enable us to remain competitive and sustain excellence.

Key initiatives include:

- **Building the new Frank Gehry-designed Watts campus**
- **Investing in CII's workforce**
- **Exploring innovative technology and new revenue streams**

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