

*Nothing is more important
than what you do for a child...*



May 2022

ORGANIZATIONAL SUCCESS PLAN

2022–2024
Strategic Priorities



Celebrating 112 Years Serving Children, Youth, and Families

Executive Summary

Dear Fellow Advocates, Partners, and Supporters,

Atlantic Street Center is celebrating 112 years with a solid historical foundation in the greater Seattle area. Our mission of helping families and communities raise healthy, successful children and youth allows us to deliver on our strong cause of empowerment and support to our community.

Over the past few years, we have endured a period of unexpected challenges. Yet, there have been opportunities to engage in bold and innovative ways for Atlantic Street Center to press forward and address the increasing need for our services. During the ongoing COVID-19 pandemic and recent events of race-based hatred, violence and unrest, the organization stood firm on its commitment to local families, while embarking on a journey to complete a smooth leadership transition and continuity planning for the agency. With the support of the Third Sector Company and under interim executive leadership support, an initial organizational assessment was conducted that identified preliminary strategic priorities for Atlantic Street Center. Once a national candidate search for a permanent Executive Director was completed in May 2021, the organization continued its planning. In the winter of 2021-2022, ASC created nine key strategic themes and long-term priorities.

Our **organizational success plan** for the next two years has an overarching goal of enabling Atlantic Street Center to reinforce its strong foundation and lay additional groundwork for programmatic and operational capacity-building to address the increasing demand for services and community impact.

The strategic themes and priorities include:

- Perpetual Strategic Planning
- Transparency
- Unified Internal Community
- Advocates & Partners
- Operational Capacity Building
- Programmatic Capacity Building
- Social Justice
- Resource Development
- Governance

As we celebrate serving over 1800 children, youth, and families in 2021, Atlantic Street Center's current mantra centers around three reminders that guide us as we embark on our strategic initiatives and elevate Atlantic Street Center as we continue to journey to new heights of community service:



Embrace: The resilience and strength of families, and the dedicated pool of professional staff committed to the Atlantic Street Center mission and cause;

Build: On a rich legacy of service achievements touching the lives of children, youth, and families; &

Advance: Leverage the lessons learned from our legacy of impact, while seizing new opportunities ... **and doing so in, for, and with the community.**

The following details the Atlantic Street Center's Organizational Success Plan for the period of 2022 through 2024. We sincerely thank you all for your on-going support.

A handwritten signature in blue ink, appearing to read "Pela S. Terry".

Dr. Pela S. Terry
Executive Director



Our mission is to help families and communities raise healthy, successful children and youth through direct services and advocacy for social justice and equity.





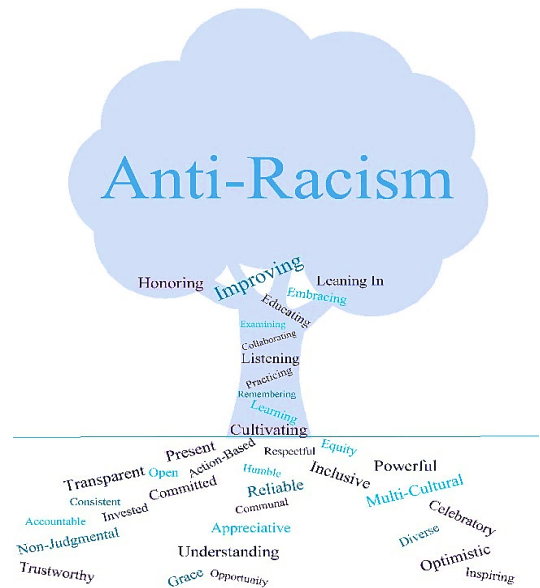
**Social Equity & Justice:
A Commitment to Anti-Racism
&
Defeating Marginalization**





Guiding Principles

*We support families and communities with raising healthy, successful children and youth through direct services and advocacy for social justice and equity. **Therefore:***



PRINCIPLE #1

We at Atlantic Street Center will engage our staff, colleagues, and members of the community with the highest regard, respect our individual differences, and tolerate no acts of discrimination or inequity in our engagements as Atlantic Street Center employees.

PRINCIPLE #2

We at Atlantic Street Center will educate ourselves about the history of systemic racism impacting our communities and the barriers that continue to present today and every day. We will do this by sharing insights internally with colleagues and by partnering with culturally sensitive entities including, but not limited to, nonprofits and educational institutions.

PRINCIPLE #3

We at Atlantic Street Center will continually examine our internal systems, including our people, policies, and practices, in an effort to remain a diverse, equity-driven, and inclusive work environment as part of our organizational culture. We are dedicated to removing barriers, diversifying our talent pool, and creating opportunities in the workplace.

PRINCIPLE #4

We at Atlantic Street Center will actively listen to those affected and marginalized by systemic barriers to learn how we can help, then follow up on actionable areas focusing on what's working, what needs improvement, and where we can be most effective.

PRINCIPLE #5

We at Atlantic Street Center will identify, support, and collaborate with like-minded organizations who work tirelessly in vulnerable communities, requesting careful review of our work in marginalized sectors and assistance with identifying the work that still needs to be done.

PRINCIPLE #6

We at Atlantic Street Center will use our abilities, influence, and position to amplify unheard voices and endorse initiatives that lead to racial justice and opportunities for all.

PRINCIPLE #7

We at Atlantic Street Center will continue ongoing conversations with the Executive Director, Board, and management leaders to collectively address issues of social injustice, racism and biases in our organization and the communities we serve, confirming within Atlantic Street Center that diversity, equity, inclusion (DEI) is a strategic imperative with demonstrated commitment and actions.

ATLANTIC STREET CENTER IMPACTS THE COMMUNITY THROUGH FOUR PROGRAM AREAS:

Behavioral Health



Licensed, skilled mental health therapists provide counseling services that strengthen participants' coping skills, giving them the tools to achieve and maintain emotional health and well being. Counseling services are supported by case management to help children and families identify needs, access services, assess options, and create action plans for positive changes. We also engage youth in therapeutic gaming via our CoRe services.

Early Learning



Our Early Learning Program includes our **ParentChild+** supports, which is based on a national, evidence-based early literacy, parenting, and school readiness model that is committed to closing the achievement gap by providing low-income families with the skills and materials they need to prepare their children for school and life success.

Gender-based Violence (GBV)



The Gender-based Violence (GBV) Program provides counseling and advocacy to marginalized and underserved African-American and Hispanic victims of Domestic Violence and Sexual Assault who live throughout Southeast and South King County. The majority of our survivors are mothers (92%) between the ages of 22 – 45, with an average of 2 – 4 children.

Youth Development and Education Supports



We offer after-school activities, violence prevention education, tutoring, summer school, support groups, classes, community events, and access to resources for self-help and improvement for youth. Families are similarly supported through our Kinship Care groups, Teen Parent Program and Learn and Raise program; all designed to support families in raising healthy successful children and youth while supporting parents and caregivers.



STRATEGIC PRIORITIES

2022–2024



**9 Core Themes and Strategic Priorities
(Long-Term Goals)**



Theme 1: Perpetual Strategic Planning

Strategic Priority (Long-term Goal): Engage and Sustain Strategic Decision-Making Processes



Theme 2: Transparency (Systems, Processes/ Priorities)

Strategic Priority (Long-term Goal): Strengthen Organizational Communication, Teamwork, and Culture



Theme 3: Unified Internal Community

Strategic Priority (Long-term Goal): Build and Sustain Strong Workplace Relationships (Board, Leadership, Service Delivery Staff)



Theme 4: Advocates & Partners

Strategic Priority (Long-term Goal): Raise ASC's Visibility in the Community (Build and Sustain Stronger Connections with Funders, Donors, and Partners)



**Theme 5:
Operational Capacity Building**

Strategic Priority (Long-term Goal): Continue to Improve ASC’s Internal Communications, Policies, Processes, and Systems



**Theme 6:
Programmatic Capacity Building**

Strategic Priority (Long-term Goal): Engage in Continual Readiness Steps for Program Capacity Building





STRATEGIC PLAN: IMPLEMENTATION ROAD MAP



<u>2020 – 2021</u>	<u>Jan 2022 – April 2022</u>	<u>May 2022 – April 2024</u>	<u>May 2024 – November 2024</u>	<u>December 2024 – January 2025</u>
<ul style="list-style-type: none"> • Conduct Facilitated Organizational Assessments, SWOT Analysis, and Derive Preliminary Strategic Priorities • Search and On-boarding of Permanent Executive Director • Review of Current Challenges & Opportunities; Creation of Overall Strategic Priorities 	<ul style="list-style-type: none"> • Confirmation of 9 Strategic Themes & Priorities (Long-term Goals) • ID Workgroup Leads and Team Members • Build-out Action Plans for Priority Items (Short/Mid-term Goals) • Create Action Item Timelines 	<ul style="list-style-type: none"> • Obtain Approval (Board of Directors) • Implement Success Plan • Conduct On-going Internal Progress Reviews and Quarterly Updates 	<ul style="list-style-type: none"> • Conclude Implementation • Assess Progress • Bring Recommendation for Future Goals and Action Items (Building Momentum & Continuity of Strategic Priorities & Themes) 	<ul style="list-style-type: none"> • Confirm conclusions of SP 22-24 Priorities • Begin Transition: Creation of 2025-2027 Strategic Success Plan • Incorporate Impact Outcomes

Target Goals (Short – Mid-Term)

By April 1, 2024:

Strategic Themes	Strategic Priorities (LTG)	ST-MT Targets (Goals)	Specific Action Items	Workgroup Lead(s)	Timeline Start	Timeline End
1. Perpetual Strategic Planning	Engage and Sustain Strategic Decision-making Processes	A: Creation of 2022-2024 Strategic Success Plan	A1: Implement SP Road Map	Executive Director (With Board/Leadership Team Support)	1/2/22	11/1/24
		B: Monitor Behavioral Health Revenue Patterns	B1: Monthly Reviews and Impact Assessments	Executive Director/Director of Finance/BH Director	4/30/22	4/1/24
		C: Assess Organizational Structure/Reporting Lines	C1: Assess potential for future restructuring of management chain to Exec Director	Executive Director	5/1/22	6/30/23
2. Transparency (Systems, Processes, Initiatives)	Strengthen Organizational Communication, Teamwork, and Culture	A: Engage in Strategic Messaging and Use of Social Media. Internal Eblasts, and Internal Townhalls	A1: Create and maintain ongoing messaging on system changes within the organization	Dir of PR and Resource Development/Executive Director/Communications Manager	4/1/22	6/30/23
			A2: Develop Townhall format as additional method to routinely bring organizational members together	Executive Director	4/1/22	11/1/24
3. Unified Internal Community	Build and Sustain Strong Workplace Relationships with the Board (ED-Board/Org-Board)	A: Engage Meet and Greets with Individual Board Members (ED)	A1: Conduct 1:1 Meet and Greets with Individual Board Members (ED)	Executive Director (with Board Support)	8/1/21	4/30/22
			B: Engage Meet-and Greet Sessions with Board/Staff	B1: Implement opportunities for internal gatherings in Townhalls, in-person, and virtual spaces (board and org members)	Executive Director (with Board Support)	1/1/23
4. Advocates and Partners	Raise ASC's Visibility in the Community (Build Stronger Connections with Funders, Partners, and Donors)	A: Increase Memberships Within Businesses & Provider/Trade Organizations	A1: Identify and engage in two (2) new advocacy partnerships with local provider and industry groups	Executive Director; Director of PR-RD/ Board of Directors	6/1/22	6/30/24
			A2: Identify and engage in two (2) new advocacy partnerships via Board members' relational assets in government and business.	Executive Director/Board of Directors	1/1/23	3/30/24



Target Goals (Short – Mid-Term)

By April 1, 2024:

Strategic Themes	Strategic Priorities (LTG)	ST-MT Targets (Goals)	Specific Action Items	Workgroup Lead(s)	Timeline Start	Timeline End		
5. Operational Capacity-Building	Continue to Advance ASC's Internal Systems, Policies, Communications, and Processes	A: Information Management (IT) - Build Foundations for Standardizing the ASC IT Infrastructure	A1: Complete initiatives for IT Processes, Policy and Infrastructure (internet, voice service and data reorganization)	IT Director (With Support from Dir of Integration & Executive Assistant)	4/1/22	12/1/22		
			A2: Conduct User Capacity-building training sessions to members on ASC platforms (SharePoint, MS Teams, and Office 365 products)	IT Director	5/1/22	7/1/23		
				B: Information Management (Quality Control-Administrative)	B1: Develop process and structure for data as organizational assets	Director of Integration/Executive Assistant (With Support from IT Director)	3/1/22	9/1/22
					B2: Develop Workforce Capacity (training support on data entry, data aggregation, report writing): Apricot and Credible.	Director of Integration	7/1/22	7/30/23
					B3: Create Core Data Set (shared measurements of participants/program sets)	Director of Integration	7/30/23	3/30/24
				C: Human Resources:				
				C1: HR Administrative Policy and Procedures	C1a: Review and update current employee handbook (using DEI lens)	HR Generalist/Executive Director	6/1/22	12/1/22
					C1b: Complete inventory of existing [referenced] P&P per handbook review (using DEI-RETOC lens)	HR Generalist/Executive Director	1/1/23	4/1/24
		C2: HR Performance Review Process and Tools	C2: Revise/update all employee performance review tools.	HR Generalist/Executive Director	7/1/22	12/30/22		
		C3: HR Salary Scales	C3: Assess all titles/roles and create salary scales and bands for all employee titles and classifications	HR Generalist/Executive Director/ Director of Finance	1/1/23	1/1/24		
		C4: HR Grievance Process	C4: Review and update the current staff grievance policy	HR Generalist/Executive Director	1/1/24	4/1/24		



Target Goals (Short – Mid-Term)

By April 1, 2024:

Strategic Themes	Strategic Priorities (LTG)	ST-MT Targets (Goals)	Specific Action Items	Workgroup Lead(s)	Timeline Start	Timeline End
6. Programmatic Capacity-Building	Prepare Programs for Future Capacity-Building	A: Assess Cost -Revenue Ratios	A1: Review funding streams and expenses for selected services and establish baseline ratios for Youth Development and Early Learning	Executive Director/Director of Finance	8/1/22	5/1/23
			A2: Review funding streams and expenses for each program an establish baseline ratios for Gender-based Violence and Behavioral Health	Executive Director/ Director of Finance/ All Program Directors	6/1/23	4/1/24
		B: Evaluate and Refine Conceptual View of Each Program Department's Structure	B1: Complete review of current and idealized conceptual org structures for for BH; EL; GBV; YD	Executive Director/All Program Directors	8/1/22	12/1/23
		C: Behavioral Health:				
		C1: Modify BH Manual/Playbook	C1: Update and enhance Behavioral Health Manual (Playbook)	Director of Behavioral Health	1/1/23	12/1/23
		C2: Prepare for future expansion of in-school presences of BH Counselors	C2: Survey and assess school partnerships (In-School BH Services)	Director of Behavioral Health	11/1/22	7/30/23
		D: Early Learning				
		D1: Develop Model to Address Early Learning Transition Gaps	D1: Create Post PC+ pilot model (program and budget) for service to support continued learning and engagement of children transitioning from home to classroom environment	Director of Early Learning	5/1/22	12/30/22
		D2: Enhance Recruitment Strategies	D2: Create, implement, execute, and sustain a strategic recruitment work plan	Director of Early Learning	1/1/23	1/1/24
		E: Gender-based Violence: Develop Program Manual for GBV Services	E1: Complete the development of the GBV policy and procedure manual (including all forms and documents)	Director of Gender-based Violence	5/1/22	3/30/23
		F: Youth Development and Educational/Family Supports		Director of Youth Development/Ed Supports		
		F1: Enhance program's quality capacity for engaging youth and kinship participants	F1: Update and expand the use of service surveys and introduce new tool for Kinship care	Director of Youth Development/Ed Supports	8/1/22	8/30/23
			F2: Create and launch Kinship Care Council (and incorporate into quality program development efforts for the YD program)	Director of Youth Development/Ed Supports	8/1/22	12/30/23



Target Goals (Short – Mid-Term)

By April 1, 2024:

Strategic Themes	Strategic Priorities (LTG)	ST-MT Targets (Goals)	Specific Action Items	Workgroup Lead(s)	Timeline Start	Timeline End
7. Social Justice Lens	Build and Maintain ASC as Being an Anti-racist Organization (BARO), Including Intersectionality to Broader Social Equity Issues and Needs	A: Engage the BARO Executive Director Workgroup as an action-focused change initiator on all identified tasks of the workgroup	A1: Implement Workgroup's Priority Action Items Addressing Framework and Org Assessment Results	Executive Director/ BARO ED Workgroup Members	4/1/22	4/30/24
		B: Support Internal Members Around Workplace Culture and Emotional/Psychological Safety (via DEI/Informed Trauma Lens)	B1: Assess EAP Products for Additional Trauma-based Supports for Employees	Executive Director/HR	8/1/22	8/1/23
		C: Build and Maintain Gender-awareness tools and skills	C1: 1. Build and pilot awareness tools to Gender Equality within GBV Program	Director of Gender-based Violence	6/1/22	12/31/22
			C2: 2. Trainings for staff on working with non- binary/transgender populations and community awareness	Director of Gender-based Violence	12/31/22	12/31/23
		D. Policy: (See HR Goals under #6 Operational Capacity-Building, Sections C1 - C4)	D: Apply Equity Lens in on-going policy enhancement initiatives	Executive Director/BARO ED Workgroup members		
		E. Practices: Increase Internal and External Recognition of DEI efforts and the Celebration of BIPOC initiatives and Intersectionality with Racial Equity Messaging)	E1: Create inclusive recognitions of diverse holidays, historical celebrations using racial equity lens within agency communications and on agency social media	Director of PR-Resource Development (Comm & Marketing Staff)	4/1/22	12/31/23
		F. Programs - Assess and Update Service Intake and Referral Information/Tools (Public-Facing)	F1: Assess via DEI Lens all program marketing, referral, and intake materials (EL, YD, GBV, BH)	Executive Director & Program Leadership Members	8/1/22	12/31/23



Target Goals (Short – Mid-Term)

By April 1, 2024:

Strategic Themes	Strategic Priorities (LTG)	ST-MT Targets (Goals)	Specific Action Items	Workgroup Lead(s)	Timeline Start	Timeline End
8. Resource Development - For Long Term Growth and Sustainability	Engage Innovative Long-term Strategies and Initiatives to Build Foundational Resource Development Resulting in Increased \$\$\$ Autonomy and the Building of Organizational Assets	A: To Ensure Financial Futures	A1: Assess and recommend to the Board an option to initiate capital campaign to enhance Board Endowment Fund from initial \$60K to beyond \$100,000.00.	Resource Development Committee (Board)/Executive Director	6/1/22	2/1/23
			A2: Revisit acquisition options for building and land at 2103 S. Atlantic Street and recommend any potential next steps for formalizing property transition to ASC.	Resource Development Committee (Board)/Executive Director	3/1/23	7/1/23
	Build Diverse Revenue Streams to Support Identified Funding Gaps	B1: Gap 1 - Develop and Expand Behavioral Health/Non-Medicaid Funding Supplements	B1: Monitor, research, and assess new opportunities for funding supplements via private and government sources.	Director of PR/Resource Development (Grants/Special Events Staff)	4/1/22	12/31/24
		B2: Gap 2 - Develop and Expand Governmental and Private Funding for Gender-based Violence	B2: Monitor, research, and assess new opportunities for funding supplements via private and government sources.	Director of PR/Resource Development (Grants/Special Events Staff)	4/1/22	12/31/24
		B3: Develop and Expand General Operating Revenue	B3: Monitor, research, and assess new opportunities for funding supplements via private and government sources that support general operations.	Director of PR/Resource Development (Grants/Special Events Staff)	4/1/22	12/31/24
	Build Advocates and Partners From Business/Corporate Circles Within the Community	C. To explore high-net- worth individuals as potential assets to ASC	C1. Assess current donors and partners to identify advocates capable of supporting future asset-building (capital/other) projects.	Executive Director/ Resource Development Committee (Board)	8/1/22	2/1/23



Target Goals (Short – Mid-Term)

By April 1, 2024:

Strategic Themes	Strategic Priorities (LTG)	ST-MT Targets (Goals)	Specific Action Items	Workgroup Lead(s)	Timeline Start	Timeline End
9. Governance	Engage and Sustain Board Development Processes	A. Create and maintain a Board Advisory/Auxiliary Board or Committee.	A. Develop purpose, expectations, and recruitment process for community members to become non-governing assets in support of the work of the governing body	Governance Committee (Board/ Executive Director)	7/1/22	10/31/22
		B. Create and sustain a non-governance pipeline of potential supporters and advocates to the Board	B. Implement a process that includes a “pipeline” roster and stewardship steps to target potential future Board members to the governing body	Governance Committee (Board/ Executive Director)	4/1/22	12/31/23
		C. Create and maintain a consolidated Board Orientation Manual for New Board Members	C1: Review and update Board application and on-boarding process	Governance Committee (Board/ Executive Director)	9/1/22	2/1/23
		C2: Combine key documents and forms into one electronic Board Orientation manual and publish on the Board SharePoint Drive for all members to access	Governance Committee (Board/ Executive Director/ Executive Assistant)	2/1/23	2/1/24	





BOARD OF DIRECTORS 2022

Officers

Rhonda Staton, Board President

Jim Yearby, Vice President

Matthew Walker, Treasurer

Directors

Mario Bailey

Janice Bronkema

Douglas Conrad, Ph.D.

Stephen Deal, J.D.

Judy Mahoney

John Martin

Marcella Taylor



After a major capital campaign, in 1999 construction was completed on a new counseling building, named after a major supporter Franklin D. Raines — Rhodes Scholar, CEO of Fannie Mae, and one-time budget director to President Clinton.



LEADERSHIP TEAM



Pela Terry, Ed.D.
Executive Director



Diesha Rogers, MS Ed
Director of Early Learning



Joseph Majoros, M.B.A.
Director of Finance



Michelle Mitchell-Brannon
Director of Youth
Development and
Educational Supports



Veronica Flores
Director of Integration,
Innovation & Contracts
(Compliance)



**Shwetha Panchal, M.Sc.,
PGdip, LMHCA**
Director of Gender-based
Violence



Teresa Everett
Director of Public Relations
and Resource Development



**Mei-Ling Morrison-Beals,
MSW, LICSW, CMHS, MHP**
Director of Behavioral Health



*Thank you for your advocacy, partnership, and support
of the Atlantic Street Center cause and mission.*

*If you have questions for the leadership team, please email us at
info@atlanticstreet.org*