



Impact Report

2023- 2024

Advancing Equity
and Justice for
Young People

SERVING
LOS ANGELES
COUNTY
SINCE 1992

ALLIANCE
for **CHILDREN'S**
RIGHTS

contents

04
Mission & Vision

05
A Message from the President & CEO

06
Our Impact

07
Who We Serve

08
Our Programs & Initiatives

14
A Message from a Young Advocate

16
A Year in Review

18
Policy Highlights

19
Coming Together

20
Financials at a Glance

22
Our Board of Directors

24
Our Pro Bono Partners

26
Our Supporters

30
Looking Ahead



Mission & Vision

Our mission is to protect the rights of children in poverty and those overcoming abuse and neglect by delivering free legal services, supportive programs, and systemic solutions.

We envision a world in which all young people have safe, stable homes, with the support they need to heal and thrive.

A message from the President & CEO

Dear Friend,

It is my heartfelt honor to share with you the Alliance for Children's Rights' Impact Report for 2023-24, to reflect on what we've accomplished together in the past year, and to celebrate the milestones we've reached together.

All these accomplishments are fueled by our strong and true Alliance: you and our remarkable staff, clients, and community partners. Protecting critical rights and clearing barriers for over 5,700 clients, this year we've helped young people in foster care and guardianships access stable and loving homes; the education and therapies they need to learn and grow; the physical and mental healthcare we know is vital to all young people's wellbeing; and income and job opportunities to nourish their independence and careers. We've also grown our social work services to complement our legal services, to support caregiving families with essential resources sooner and more effectively, before they are in crisis. And we've opened a new, welcoming office space to build collaboration and community.

At the same time, we've championed systemic reforms, and we've shared practical resources and information. Partnering with the youth and families who are the experts on foster care because they've experienced it, we've advocated to improve systems to support holistic stability for transition age youth, and to address the racial inequities that have persisted in our child welfare system for far too long. Together, we're striving to make our systems ease trauma for youth and families, to reform our laws to keep kids with their family members and in their communities, and to create a more just and equitable future.

This life-changing work is empowered by your generous support, to improve young peoples' lives now and for the generations to come. We are deeply grateful for any contribution you choose to make, as we dedicate ourselves to the new challenges this year brings. Thank you for championing young peoples' rights with us — centering our work in their experiences, seeking justice, nurturing healing, and transforming the world together.

In community,

Jennifer L. Braun

President & CEO

Our Impact



This year, the Alliance advocated for more than
5,700 children and teens impacted by foster care.



We provided trainings for
6,000 providers, partners, and caregivers
to help them better support young people.



Philanthropic Spotlight
The Alliance is proud to recognize **Ballmer Group's** support to advance our mission, sustain our programs, and expand our services.

Who We Serve

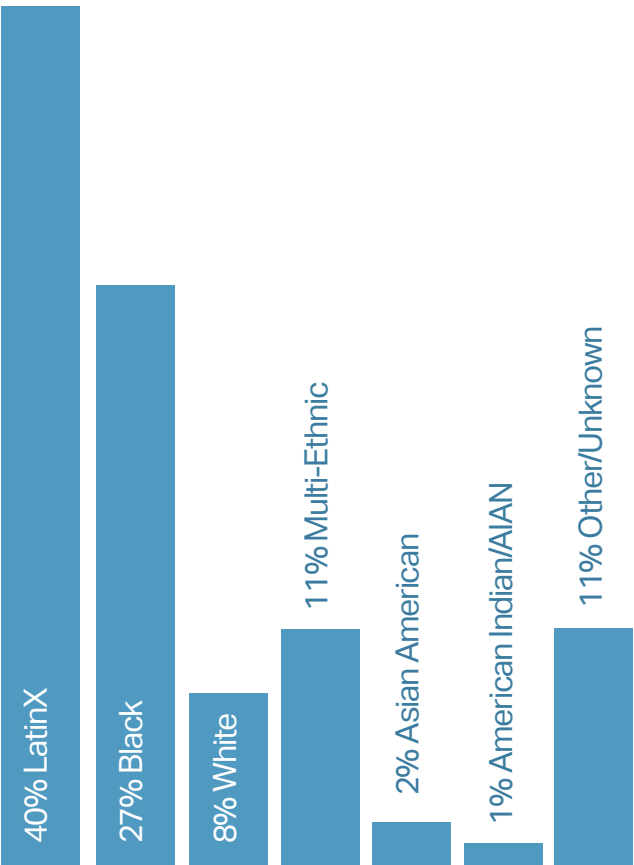
Los Angeles County has the largest population of babies, children, and teens in foster care in the country

with more than **22,000 young people** in its system, and thousands more at-risk of entering foster care. Each client we serve experiences their own journey, but they are all stories of healing from trauma and hardship.

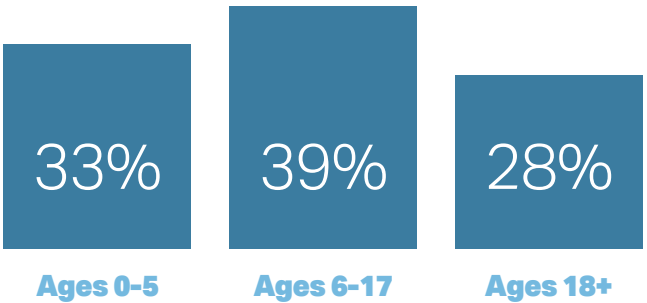
These youth are among Los Angeles County's most resilient and diverse populations.



Demographic Breakdown



Ages of our Clients



55%
of our clients have identified special needs

15%
of our clients are monolingual Spanish speakers



Our Programs & Initiatives

Adoptions from Foster Care

Legal Guardianship

Benefits

Children's Court Advocacy Project

Education

Healthcare

Expectant and Parenting Youth

Transition Age Youth

Los Angeles Opportunity Youth Collaborative

Adoptions from Foster Care

We completed **nearly 600 adoptions out of foster care** to provide young people with lasting security, together with holistic assessments to support their stability.



*She depended on us. We know she has parents out there, but they aren't in a place to care for her. And we were happy to step up to the job while they couldn't. Because she deserves it. We're so grateful for the Alliance in helping us expedite our adoption and make it official. I feel like **our family is complete**. Cualnezi brings so much joy and love into our lives."*

- ANITA MEJIA

Legal Guardianship

We helped nearly **300 caregivers** establish probate legal guardianship, so they have the authority to raise, and obtain medical care and education for, the young people in their care.



*When my nephew first came to live with me, I wasn't able to get any benefits to support him, as a non-relative family member by marriage. I needed extra help and found the Alliance. The Alliance offered a lot of guidance. They provided legal assistance, supported us with benefits, and helped me get full guardianship. **The Alliance made the process so easy**; anytime I call, they answer. Adrian is 15 now and the sky's the limit. Adrian told me that, at his old house, he felt stuck. He felt like everything around him was grey, but since living here he can finally see color again. Nothing has made me happier."*

- VANESSA GALVEZ

Benefits

By securing public funding, the Alliance supported more than **550 caregivers** this year as they opened their homes and hearts to children and young adults in need of stability. We **recovered more than \$1.4M in benefits and specialized funding**, so that they can access the services—including medical and developmental therapies—that the children in their care need to thrive.



“My life changed when I brought Sevyn into my life. She is my daughter and granddaughter. I put my life on hold to learn how to be a mom again at 55. Knowing that I have the chance to bring someone up with my blood and raise her to be the best person she can be, gives me so much strength. Sevyn is on the spectrum and was having a lot of behavioral issues. She needed therapies. I needed help. The Alliance was so diligent with me. They always returned my calls and everyone truly listened. **Now I have the right bag of tools to help me cope, and the Alliance helped me fill that bag up.**”

- HELEN LEE

Children’s Court Advocacy Project

We assisted **nearly 100 caregivers and youth** who are navigating the web of dependency, probate, and delinquency court systems, and are often isolated in “hidden foster care.” Our team provides vital guidance and legal representation regarding informal placements, emancipation, and legal documents.



“I stepped in to raise my granddaughter because her mother wasn’t able to take care of her. As she grew older, it became increasingly important to correct the last name on her birth certificate to reflect her actual biological father. I sought help from several lawyers, but kept hitting roadblocks. Eventually, with persistence, and help from the Alliance, we were able to connect with her biological father who agreed to help us make this change. She now has her correct last name on all official documents. The relief and joy I felt when this was finally resolved were immense. **I am thankful for the Alliance’s dedication to helping us achieve this important change for my granddaughter.**”

- ALICIA GONZALEZ

Education

We helped more than **600 students**—learners as young as infants through to high school students—access vital services, special education, therapies, and general education rights advocacy to meet their needs and ensure they receive an equitable education. **Thanks to the Saltz Family Early Intervention Advocacy Center**, we helped **over 150 infants and toddlers** obtain critical early intervention services.



“My daughter left the kids and never came back. It was six months after when I learned they were already in foster care and I worked fast to make sure they were out of there. Some of those kids I had never even met, but that didn’t matter to me. Two kids were diagnosed with autism and really needed help in school. I didn’t know anything about IEPs, but I knew the school wasn’t doing what they needed to. That’s when I reached out for help. **The Alliance helped Justin and Rene get the in-depth care they needed.** When our advocate joined me in meetings, he helped me understand, he didn’t talk at me—he talked with me and wanted to know what I wanted to do next. He helped me understand to the point where I am now in meetings on my own and know how to advocate for myself. Things didn’t start off easy, but the Alliance came in and showed me how to do this.”

- JACKIE CASTLEBERRY

Healthcare

This year, our team advocated for nearly **300 children and teens**, ensuring they have active health coverage and eliminating barriers to critical medical and mental health services.



“The Alliance has been an incredible partner in caring for the needs of the children in foster care we serve, through educational and benefits advocacy and through their programs for pregnant and parenting foster youth and young adults in extended foster care. **Bringing medical care and legal advocacy together is a powerful way to promote health and well-being** for any community, but even more so for children in the foster care system.”

- JANET S. ARNOLD-CLARK, MD
Senior Physician, Martin Luther King, Jr. Pediatric Hub

Expectant and Parenting Youth

Through our **Healthy Teen Families program**, our advocates supported **over 200 expectant and parenting youth**, ensuring they have access to reproductive healthcare, parenting supports, childcare, and other essential resources for themselves and their young children.



Our gratitude to **Alliance of Moms**, a community raising awareness and funds to help build brighter futures for young moms and their children.



*I am full-time mom to a four-month old baby boy. He is my joy and is growing up so fast. There's absolutely nothing I wouldn't do for my little one even if I had nothing. **The Alliance of Moms has given me so much**—things that I didn't even know I could use or afford. They supported me with workshops about my baby's development and postpartum care."*

- ADRIANA

Transition Age Youth

We supported **1,500 youth** as they transition from foster care to independence through legal advocacy, mentoring, and life skills training—ensuring access to housing, public benefits, employment, and higher education resources.

*From 18 to 25 has been up and down for me—couches to foster parents, to homeless and back again. When I first connected with the Alliance, they asked what I needed right then and made sure I had help. They helped me enter a shelter, connected me to resources, and check in on me regularly. Now, I have coping skills and feel more centered. **I want to go back to school. I want to finish my degree** in political science and help people understand what their rights are. I also dream of being an author."*

- SABRINA THOMSON

Los Angeles Opportunity Youth Collaborative

Spearheaded by the Alliance, the LAOYC collaborated with partners to support more than **1,580 youth impacted by foster care** in accessing post-secondary education and workforce training.

In 2023, LAOYC Young Leaders participated in **28 convenings**, connecting with **270 supportive adults** to raise awareness around the unique needs and perspectives of young people impacted by systems.



*The foster care system led me to where I am today, but I know if I wasn't as self-aware as I am, I would have slipped through the cracks. **The LAOYC broadened my network and impacted my path towards a meaningful career.** I am a youth with a desire for improvement for my community. It is possible for young people and systems to work together to advance change."*

- IZIKO CALDERON



Empowering Young Advocates



**We are overcomers.
They say we fall
through the cracks.
But we've barely
scratched the
surface."**

- SHERRIE BRADFORD

**Growing up, I always knew that
I was different, and I guess
the odds were in my favor...
because it turned out, I was.**

At seven years old, I realized I didn't look like my family. My skin color was different. My hair was different. It didn't take me long to realize that I was in a foster family.

You see, I was born drug exposed. I was immediately removed from my parents at birth and ended up in the foster care system, where I stayed until I aged out at 21. Throughout my journey in the system, I faced so many challenges—abuse, neglect, homelessness, discrimination, instability at school, and at home, and the only thing that kept me going throughout this whole process was my determination to share my truth and to be able to utilize my voice, because often times when I was in the system, no one was listening.

One thing about me that I learned early on is that I'm different, and it's okay to be different. I wasn't like my family. I wasn't like my brothers, and I even wasn't like the kids I went to school with. However, as I started to heal I realized I was created to do great things, and even though I didn't know where I was going next, I knew how impactful it was to share my truth, and how it felt to inspire people who would listen.

And then I met the Alliance. They listened.



A few years ago, I found out about the Alliance's Education Rights Youth Cohort, and I was given an opportunity to speak to other transition age foster youth and teach them about their education rights and address county and district leaders about how to improve education outcomes.

I got to share that—school choice matters. Resources matter. Our experiences matter. Our rights matter. **We. Matter.**

From there, the Alliance invited me to join as a young leader with the LAOYC, where I had the opportunity to advocate for change as an equal decision-maker and be in rooms I never even imagined being in.

Since then, I've joined the DCFS Director's Youth Advisory Council and the LA County Youth Commission, and I've just joined as a co-facilitator for a new mentoring council that the Alliance is launching.

If I had someone back in the day advocating for me on my behalf as a young adult, my story would have been different. So, when I joined all of these youth-centered collaboratives—it wasn't just about speaking up for myself. It was about speaking up for all of the young people who come after me.

**Because when I step into these
rooms, it's not just about making
my voice heard. It is about all of us.**

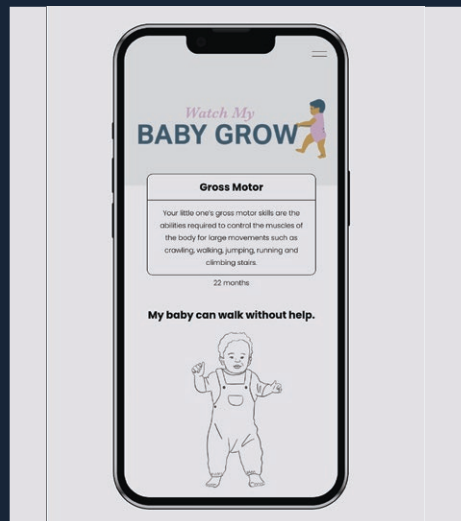
Every young person in this world needs to feel loved, validated, and supported. And, I am grateful to the Alliance for helping me find my voice, and for holding a megaphone to it.

The Alliance has opened the door to life-changing opportunities, lasting connections, and a platform for me to make a real difference.

The beautiful thing about being a part of this Alliance is that we *all* share one common goal—changing the present and future for young people.

— Sherrie Bradford
Youth Advocate

A Year In Review



Watch My Baby Grow Online Tool Launched

In the summer of 2023, we launched our new **Watch My Baby Grow** online tool. This innovative online tool supports young parents and caregivers with babies and toddlers, as they track their child's developmental milestones. Watch My Baby Grow, now available in Spanish, also connects users with our advocates if they may be eligible for free critical early intervention services—like speech, physical, and occupational therapy—giving their babies a positive start.

allianceforchildrensrights.org/watchmybabygrow



A New Space for the Community

At the start of 2024, the Alliance moved to a new office with a renewed vision to create a welcoming and inclusive space for our clients, partners, and team.. We know that our work is stronger when it's done together, *in community*. That is why in the dreaming and planning of this new space, we designed to make possible more gatherings, more workshops, more rooms for clients to meet with their advocates (and bring their kids), a resource area for youth and caregivers, a wellness room, and a cafe space for more opportunities to be together in community!



Civil Rights Lawsuit Filed Against State and County on Behalf of Transition Age Youth

The Alliance—with **Public Counsel**, **Children's Rights**, and the pro bono support of **Munger, Tolles & Olsen, LLP**—are representing seven young people in foster care in a putative class action lawsuit filed against the State of California and Los Angeles County. The suit challenges the persistent failure of the LA County foster care system to provide transition age youth (ages 16-21) in foster care with the essential housing and services to which they are legally entitled. The lawsuit seeks declaratory and injunctive relief to ensure all transition age youth in foster care have safe, stable, and appropriate housing, necessary supportive services, and legally compliant case and transition planning tailored to meet their individual needs.



Establishing a Caregiver Help Desk

Thanks to generous support from **The Change Reaction** and the **State Bar of California**, the Alliance is expanding its social work program and launching a Caregiver Help Desk. The joint social worker and attorney services will support families earlier on in their journey, before they suffer the unintended consequences of a lack of guidance or information. With these new resources, caregivers can make informed decisions and access critical resources to meet immediate needs and prepare for the future.

Policy Highlights



Leadership in Strategic Advocacy

In 2023, the Alliance engaged in strategic advocacy campaigns focusing on **racial justice and equity**, **placement stability**, **housing stability**, and **education stability**. Our efforts included systemic advocacy at the state and local levels elevating both issues and solutions:

- Partnered with a reform coalition to successfully promote **AB 505 (Ting)**, which expands the authority of the ombudsperson of the Office of Youth and Community Restoration (OYCR), continuing the youth justice system transformation that began in 2020 to help keep youth safe.
- Promoted stakeholder engagement in the development and adoption of the **permanent foster care rates structure**.
- Building on our 2019 report on the phenomenon of **hidden foster care**, we continued to engage critical stakeholders in conversations to drive reform and raise awareness about hidden foster care.
- **Surveyed resource family caregivers across the state** to gather caregiver input as California works on developing a permanent foster care rate structure, and published a report including recommendations for creating a more inclusive and comprehensive rate structure that supports the well-being and stability of foster children.
- Coordinated and presented over **25 policy webinars and trainings to 1,000-plus participants** to promote understanding and facilitate implementation of best practices on issues including the current level of care rates, caregiver engagement, removing child support barriers to reunification, and Supplemental Security Income.



Caregiver Day at the Capitol March 27, 2024

We joined together with **70+ caregivers, advocates, and providers**, and the **California Alliance of Caregivers** for **Caregiver Day at the Capitol**. Caregivers learned more about the policies that impact child welfare and had the opportunity to speak with decision-makers regarding relevant policy issues that affect youth in foster care.

Their voices carried our message and priorities throughout the Capitol and to leaders within the administration in over **75 advocacy visits**.



Coming Together



George Zajfen Tournament - Tennis for Tots September 23, 2023

We are grateful for the outpouring of support and love at this year's **George Zajfen Tournament**, where we raised a record-breaking \$157k. Thanks to the **Zajfen family**, our presenting sponsor **Ziffren Brittenham**, all of our supporters, our honorary committee, and the players for honoring George's memory and inspiring change for future generations.



National Adoption Day November 18, 2023

In partnership with our pro bono volunteers, the Children's Court, DCFS, and Public Counsel, we helped finalize more than 230 adoptions in Los Angeles for **National Adoption Day!** **Chief Justice Patricia Guerrero** welcomed all to an incredible day of celebration. Together, we're also ensuring the needs of these young people are met with a full range of advocacy in addition to adoption.



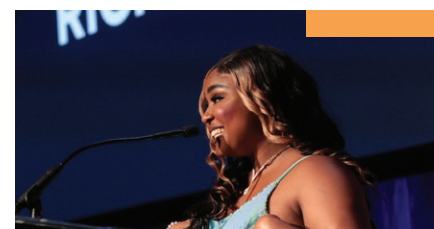
Raising Baby February 3, 2024

The **Alliance of Moms** community brought back its signature event **Raising Baby**, empowering young moms through expert-led educational workshops focusing on baby milestones, postpartum care, parenting, mental health, and well-being. Our clients learned new skills and connected in community with other mothers.



TAY Thanksgiving November 19, 2023

Our gratitude to our friends at **Heirloom LA** who partner with us each year to provide a feast and fun activities—making a beautiful Thanksgiving celebration with our community possible. Thanks to our generous supporters and volunteers, 80 young clients and their families left with full hearts and gift baskets of essentials.



Champions for Children March 5, 2024

Hundreds of supporters joined us at the Beverly Wilshire to celebrate the impact of our Alliance and the work of our honorees **Pearlena Igbokwe** and **Aileen Adams**. Thank you to our incredible clients who shared their stories, our host **Nicole Byer**, our musical guest **Amos Lee**, and this amazing community of supporters! Together we raised over \$1.5M to advocate for justice and transform the future for young people.

Financials at a Glance

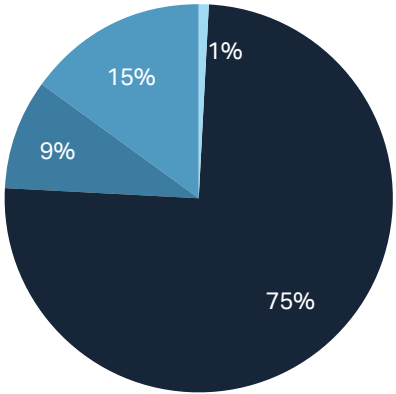
We are dedicated to ensuring the generous contributions of our community efficiently serve our mission and our clients. As a recognized tax-exempt 501(c)(3) non-profit organization, the Alliance for Children’s Rights seeks to be transparent in our operations by making our financials publicly available.

We are proud of our Charity Navigator 4-star rating and GuideStar-awarded Platinum Seal of Transparency for demonstrating strong financial health and accountability for 14 years.



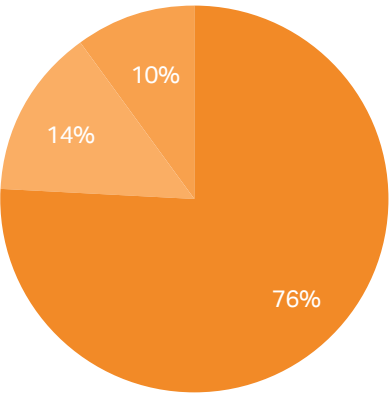
Overview

Operating Revenue & Support



- Foundations
- Individual and corporate
- Fundraising events, net
- Cy Pres and other

Total Programmatic Efficiency



- Program services
- Support services
- Fundraising

Financial Summary

for FY2024 with FY2023 comparison

	2024	2023
Revenue and Support		
Contributed legal services and in-kind contributions*	\$16,096,311	\$15,379,125
Other contributed services	66,040	—
Contributions and grants	8,168,200	8,613,926
Fundraising events, net	1,379,875	1,410,112
Total Revenue and Support	\$25,710,426	\$25,403,163
Expenses		
Program services	22,952,809	21,803,859
Support services	1,240,236	1,077,640
Fundraising	920,473	879,967
Total Expenses	25,113,518	23,761,466
Change in Net Assets from Operations	596,908	1,641,697
Employee Retention Credit (ECR)	278,448	383,152
Net unrealized and realized investment income	1,949,290	(575,613)
Change in Net Assets	\$2,824,646	\$1,449,236
Fundraising Summary		
Fundraising expenses as a percentage of total operating expenses**	10.2%	10.5%
Assets, Liabilities, and Net Assets Summary		
Cash and cash equivalents ***	\$2,916,191	\$3,383,192
Contributions and grants receivable	5,422,052	4,269,729
Investments	14,347,285	12,833,757
Prepaid expenses and other assets	308,152	182,345
Furniture and equipment, net of accumulated depreciation	1,427,667	337,063
Operating lease right-of-use assets	2,760,792	—
Total Assets	\$27,182,139	\$21,006,086
Accounts payable and accrued expenses	725,730	675,120
Agency payables	91,475	55,000
Operating lease liabilities	3,264,322	—
Total liabilities	4,081,527	730,120
Undesignated	4,816,129	4,055,556
Board-designated	7,100,000	7,100,000
Board-designated endowment	4,000,000	4,000,000
With donor restrictions	7,184,483	5,120,410
Total net assets	23,100,612	20,275,966
Total Liabilities and Net Assets	\$27,182,139	\$21,006,086

*The Alliance recorded more than 29,893 hours of contributed legal services donated by law firms, attorneys, summer associates, and paralegals for the fiscal year ended March 31, 2024. The estimated fair value of these services was \$16,096,311.

*The Alliance recorded more than 210 hours of other contributed services donated by commercial real estate professionals for the fiscal year ended March 31, 2024. The estimated fair value of these services was \$66,040.

**Total operating expenses excludes legal contributed services, other contributed services, and in-kind expenses.

***Cash and cash equivalents include cash held in money market accounts and highly liquid investments purchased with an average maturity of six months or less.

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Alliance of Moms



I am honored to serve as chair of the Alliance's effective and passionate Board of Directors; together, its members bring a wealth of expertise, leadership, vision, and passion to our organization. We also have an amazing staff who are truly best in class and our clients are in great hands with them at the helm. The collective power of our partnership together positively impacts the future for children and teens in our communities.



- Alan J. Epstein
Chair



* Former Board Chair

Our Pro Bono Partners

This year, the Alliance coordinated more than **29,892 hours of pro bono work** totaling over **\$16M** in expert legal services for our clients.*

*Calculated hours reflect the 2023 calendar year, and not the fiscal year.

Together with many of our city's best attorneys, the Alliance provided expert legal representation to advance justice for young people. Our gratitude to the partners and firms who are directly impacting the lives of children, young adults, and families.

Akin
Allen Matkins Leck Gamble Mallory & Natsis LLP
ArentFox Schiff
BakerHostetler
BNY Mellon
Karen Breslow
Bryan Cave Leighton Paisner
Buchalter
Chapman Glucksman
Clyde & Co.
Colantuano, Highsmith & Whatley P.C.
CopperPoint Insurance Company
Corebridge Financial
Covington & Burling LLP
Crowell & Moring LLP
DC Entertainment
Dechert LLP
DLA Piper LLP

Dykema
Faegre Drinker
Fish & Richardson P.C.
Gibson, Dunn & Crutcher LLP
Greenberg Glusker LLP
Herbalife
Hogan Lovells
Holland & Knight LLP
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Latham & Watkins LLP
Law Offices of Hirji & Chau LLP
LegalAxxis, Inc.
loanDepot
Loeb & Loeb LLP
Manatt, Phelps & Phillips LLP
Mayer Brown LLP
McDermott Will & Emery LLP
Milbank
Morgan Lewis & Bockius LLP
Munger, Tolles & Olson LLP

NBCUniversal
Nelson Hardiman
Nelson Mullins
Nixon Peabody LLP
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O'Melveny & Myers LLP
Pacific Life Insurance
Pasich LLP
Perkins Coie LLP
Proskauer Rose LLP
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Sidley Austin LLP
Dana Simon
Simpson Thacher & Bartlett LLP
Skadden, Arps, Slate, Meagher & Flom LLP
SoCalGas
Twilio
Twentieth Century Fox Legal Affairs
United States Department of Justice
Vedder Price
Zest AI



Gibson Dunn has worked with the Alliance since its founding. In the intervening years, our relationship has just grown stronger. We are so proud and inspired to work alongside the Alliance's incredible attorneys and staff. I have seen first-hand the impact that this kind of advocacy has on a child and on that child's family—**the ripple effects of this work will reverberate throughout their entire lives, and the broader community.** We are grateful for this partnership and look forward to many more years to come."

KATIE MARQUART

Partner & Pro Bono Chair Gibson, Dunn & Crutcher LLP



Cy Pres Partners

Funds from cy pres awards help us improve outcomes for children, teens, and families in need of justice. Thank you to all the law firms and attorneys who nominated or supported the Alliance as a cy pres recipient.

Crosner Legal, PC

Law Offices of Peter M. Hart

Morgan, Lewis & Bockius LLP

O'Hagan Meyer LLP



Our Supporters

We appreciate our generous and compassionate partners who make it possible for the Alliance to serve youth and families impacted by our child welfare systems. Our deepest gratitude to this dedicated community of donors who contributed \$100 or more between April 1, 2023 and March 31, 2024. This list recognizes gifts, new pledges, and gift installments made towards commitments from prior fiscal years.

ANGELS

Ballmer Group
The Change Reaction
Conrad N. Hilton Foundation
Legal Services Trust Fund

GUARDIANS

The Ahmanson Foundation
Aspen Forum for Community Solutions
at the Aspen Institute
The Carl & Roberta Deutsch Foundation
The Eisner Foundation
Fidelity Charitable Gift Fund
New Ways to Work
The Ralph M. Parsons Foundation
Pritzker Foster Care Initiative
Gary Saltz Foundation
Susan Saltz
May & Stanley Smith Charitable Trust
Stuart Foundation
UniHealth Foundation
Dick Wolf

BENEFACTORS

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Ann Ingraham George
The Green Foundation
In-N-Out Burger Foundation
The Rose Hills Foundation
San Manuel Band of Mission Indians
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Looking Ahead

In the past year, we have joined together as an Alliance to understand the progress our organization has made over the past three decades, the unique strengths that position us to have an even greater impact today, and how we can develop to meet the current and emerging needs of young people and families as we work to create justice and opportunity for our clients and community.

We have created seven strategic priorities to guide us as we: (1) **reach** clients earlier with proactive interventions, (2) **strengthen** our capacity to sustain growth, (3) **leverage** our unique expertise to champion systems change, (4) **center** our clients' perspective, (5) **evaluate** our impact to drive organizational learning, (6) **advance** our commitment to our diversity, equity, inclusion and justice goals, and (7) **fund** the Alliance today and for future generations.

We are excited to share with you our organization's roadmap for the next five years and welcome you to join us as we chart our path forward.

Explore our 2024/25 - 2028/29 Strategic Plan:
allianceforchildrensrights.org/strategicplan



Thank You

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