



**CHILDREN'S**  
campaign fund

# Strategic Plan (2021-2024)

## WHO WE ARE

This plan aims to amplify three decades of impact and influence, clarify our mission and scope of work, and ensure our sustainable growth for years to come. Over a year in the making thanks to the leadership and vision of the Strategic Planning Committee, this plan was approved by CCF's Board of Directors in December 2020 and began implementation in 2021.

### Our Mission

We are dedicated to electing state leaders who will champion the health, well-being, safety, and learning and development of the children and youth of Washington State, especially those who are under-resourced and have been historically marginalized. We provide a non-partisan, collective voice for the people of Washington to elect state leaders who will prioritize children and their families, represent the communities they serve, and expect to be held accountable.

### Our Vision

Washington State prioritizes investments in a thriving present and future for every child and their family, particularly those impacted by racism and poverty. All state leaders recognize that providing for the health, well-being, safety, and learning and development of our children is not optional – it is vital.

### Our Values

- Legislative outcomes through nonpartisanship
- Commitment to advancing racial equity
- Informed by the voices of youth and families

# Celebrating 30 Years of Impact

## OUR PAST, PRESENT, AND FUTURE

1990

### For 30 years, we've helped elect state champions for children:

- CCF has been instrumental in helping elect and support key leaders who have driven major policy changes on early learning, child welfare, child health, and most notably the creation of the new Department of Children, Youth and Families.
- In the last election cycle, CCF board members interviewed more than 100 candidates - increasing the commitment of key legislative leaders to champion children.
- CCF has helped increase the number of legislators who have championed children's issues from just a few to well over 60 members, including Democrats and Republicans.

2020

### 2020 marked a turning point for CCF:

- New, multi-year major gifts allowed for the hire of our first executive director -- and the process inspired critical improvements to our work, including updating our mission, vision, and goals with an added commitment to advancing racial equity.
- Strategically increased our digital presence through social media content, website updates, virtual events and mass communications.
- Held over 100 endorsement interviews and endorsed 70+ candidates for WA state legislature and other statewide races.
- Finalized the strategic plan to begin implementation over the next 3 years.

2024

### In the next three years, we hope to:

- Ensure the effectiveness, professionalism and sustainability of CCF
- Increase our ability to endorse candidates and build relationships with legislators from all parties who champion children
- Improve our financial sustainability through strategic fundraising (including stewardship, retention, engagement, and acquisition)
- Increase credibility and position CCF as an influential amplifier of children's issues among political leaders, children's advocates, and key stakeholders.
- Make meaningful progress towards the big goals outlined in the strategic plan.

# Our Theory of Change

## ADVANCING OUR MISSION

### CORE WORK

### GROWTH AREA

INPUTS/ACTIVITIES

#### Candidate Endorsements

- Interviewing, evaluating, and endorsing candidates across the aisle running for state office
- Fundraising to increase ability to make meaningful political contributions to support our endorsed candidates
- Developing annual set of legislative priorities in alignment with key partners and stakeholders

#### Advocacy & Accountability

- Develop communications plan focused on policy-makers, community members, and other stakeholders
- Meet with policymakers focused on accountability for advancing policies that improve the well-being of children and their families
- Track major legislative activities of endorsed leaders
- Build relationships with key children's advocacy organizations to align and amplify efforts
- Develop and implement a racial equity analysis for endorsements and legislative advocacy
- Leverage relationships with coalitions to build a plan to engage youth, families and communities

OUTPUTS

CCF public endorsements and political contributions lead to election of candidates who champion children's issues.

Increased accountability of elected officials to ensure follow through with commitments on policies and budgets impacting children.

OUTCOME

#### CCF Mission:

We are dedicated to electing state leaders who will champion the health, well-being, safety and education of the children and youth of Washington State, especially those who are under-resourced and have been historically marginalized. We provide a non-partisan, collective voice for the people of Washington to elect state leaders who will prioritize children and their families, represent the communities they serve, and expect to be held accountable.



# Our Big Goals

## GUIDING OUR WORK AND FOCUS

### Racial Equity

Develop/implement a racial equity plan that applies a racial equity lens to every facet of our work and holds our board, staff, and elected leaders accountable

### Endorsements & Legislative Action

Strengthen and promote core work of endorsing and funding candidates while developing coordinated and strategic processes for holding them accountable

### Resource Development

Amplify our impact and influence by sustainably growing and diversifying our revenue and resources

### Communications & Outreach

Increase our credibility, influence, and impact in the legislative, political, and advocacy processes for children's issues

### Governance & Infrastructure

Increase the effectiveness, growth, impact, influence, and sustainability of CCF as an organization

# Objectives

## RACIAL EQUITY

**BIG GOAL: Develop and implement a racial equity plan that applies a racial equity lens to every facet of our work and holds our board, staff, and elected leaders accountable**

### 2021 Objectives:

- Identify, distribute, and evaluate a self-assessment tool for board and staff to help inform our individual and collective needs and approach to applying racial equity to our work
- Develop and adopt racial equity statement (covering our mission, vision, values, and legislative agenda)
- Develop and implement racial equity framework to guide our work across all facets of our efforts
- Develop a Racial Equity task force to help support board, staff, and committee work, and help curate learning opportunities
- Begin process of meeting with consultants, promoting RFPs, etc. to hire consultant in following year
- Begin to identify and clarify accountability and evaluation metrics for racial equity analysis, including how to incorporate screening questions into decision-making and dialogue

### 2022 - 2024 Objectives:

- Hire consultant with expertise in racial equity, governance, and the political process to evaluate our plans and programs
- With active and enthusiastic board and staff participation, long-term objectives will be drafted by the task force and reviewed on an ongoing basis

### Some of the racial equity questions we're asking about this goal:

- Are we asking the right questions to ensure racial equity is embedded in all aspects of our work?
- How can we adjust our goals and objectives to bring a stronger racial equity lens to our work?
- How does our annual operating budget reflect our racial equity commitment?
- How are we incorporating racial equity into our mission, vision, values, and day to day work
- How does our legislative agenda and work during the session reflect our commitment to advancing racial equity?

# Objectives

## ENDORSEMENTS & LEGISLATIVE ACTION

**BIG GOAL: Strengthen and promote core work of endorsing and funding candidates while developing coordinated and strategic processes for holding them accountable**

### 2021 Objectives:

- Interview and endorse candidates across political parties through revised and documented decision-making processes that blend transparency and political strategy
- Develop clear policy priorities/goals and lobbying strategies by coordinating board, staff, lobbyist, and community feedback
- Increase accountability measures for endorsed candidates
- Build and deepen relationships with targeted and strategic communications to electeds and their staffs
- Strive to meet with 50% of endorsed candidates
- Consider adding CCF's name to sign-on letters
- Create system to track activities, bills, and votes taken
- Create list of partner organizations with partnership criteria
- Attend partner events and invite to co-host events with us as well as make presentations to board/community
- Explore convener role for our issues not currently supported by existing/established coalitions to increase our advocacy/impact

### 2022 - 2024 Objectives:

- Develop plan for candidate recruitment/training and CCF's role
- Create program for volunteer lobbyists across the state
- Promote our legislative and advocacy work
- Create plan for aggregating relevant data to inform decisions
- Take action on all relevant advocacy days for children and youth

### Some of the racial equity questions we're asking about this goal:

- Are we intentionally reaching out to, interviewing and endorsing candidates of color who reflect their communities?
- Are we endorsing candidates who value racial equity?
- How do we encourage and support leaders of color to consider running for office?
- How can we partner with organizations that support leaders of color to run for office?
- How are we developing collaborative partnerships and showing up for organizations who represent/serve children of color?
- Are we cultivating relationships with organizations working to elect more leaders of color?
- Are we using a racial equity lens in our process for evaluating candidates for endorsements?
- How are we using a racial equity lens to review the legislation we consider supporting?
- How are we equitably distributing funds for candidates of color?
- How are our interview questions capturing our values?
- How are we inviting community members to participate in the interview process?

# Objectives

## RESOURCE DEVELOPMENT

**BIG GOAL: Amplify our impact and influence by sustainably growing and diversifying our revenue and resources**

### 2021 Objectives:

- Develop comprehensive and sustainable fund development strategy with prioritized individual giving programs (major gifts, mid-level/pipeline, annual fund) and diversified revenue streams
- Develop strategic donor communications strategy and donor stewardship plan based on donor segments and volunteer groups
- Double quantity of major gift commitments
- Achieve 100% board participation in fundraising process and invite board to make annual contributions that are personally meaningful to them on individual basis (average has been ~\$500)
- Develop relationships with volunteers who donate time and expertise, and structures to honor and amplify their commitment

### 2022 - 2024 Objectives:

- Implement individual giving and donor communications plans
- Expand geographic diversity of our donors
- Increase donor retention rate to 50% by 2024
- Continue to grow donor base in terms of number of donors, size of gifts, renewal of gifts/retention of donors, and frequency of gifts
- Develop gift acceptance policy
- Determine annual metric for sustainable growth toward long-term budget goal to match programmatic needs

### Some of the racial equity questions we're asking about this goal:

- How are we enhancing and building relationships with leaders of color (e.g., leaders of community organizations, faith-based communities, etc.)?
- How are we informing our donors about our racial equity work and its impact?
- Can we align our actions with Community-Centric Fundraising's recommendations and ideas?



# Objectives

## COMMUNICATIONS & OUTREACH

**BIG GOAL: Increase our credibility, influence, and impact in the legislative, political, and advocacy processes for children's issues**

### 2021 Objectives:

- Refresh our website and marketing materials with internal capabilities/capacity
- Initiate development of brand & style guide
- Develop first Annual Report (focused on mission impact)
- Develop communications plan to build awareness of CCF and amplify partner messages (e.g. Op-Eds, social media, e-news) through dynamic/original media content and strategic calendar
- Engage board members in outreach activities and events

### 2022 - 2024 Objectives:

- Full website redesign and professional brand update
- Develop earned media/op-eds plan for election cycles
- Create training materials/program/curriculum as part of candidate and advocate training plans
- Develop audience personas/profiles for research and strategic targeting of messages/outreach
- Curate segmented communication lists in Constant Contact of past donors and partners that corresponds to donor database

### Some of the racial equity questions we're asking about this goal:

- Where do we talk about racial equity in our outward communications?
- How are we informing our partners about our racial equity work and its impact?
- How are we sharing and utilizing our racial equity statement once it is developed?
- How are we incorporating the representation of children, youth, families, and legislators of color in our communications/media materials without tokenizing?



# Objectives

## GOVERNANCE & INFRASTRUCTURE

**BIG GOAL: Increase the effectiveness, growth, impact, influence, and sustainability of CCF as an organization**

### 2021 Objectives:

- Create board matrix and plan for transparent recruitment of diverse board
- Develop board member agreement/commitment form and job descriptions
- Design leadership development and succession planning processes
- Review and update bylaws and policies as needed
- Strengthen fiduciary responsibilities through a formal finance committee and increased treasurer engagement
- Create orientation/onboarding process for new board members, including board survey to gather input on board effectiveness/opportunities
- Develop and implement 1:1 meetings between ED & board members to review goals/expectations, support needed, leadership interest
- Successfully onboard new ED with annual review and ongoing meetings with co-chairs to check in on priorities, progress, and support needed
- Create staff training/development plan and revise job descriptions
- Create 527 FAQ document for staff, board, and partners
- Begin to engage non-board volunteers on committees and special projects

### 2022 - 2024 Objectives:

- Continue to develop and recruit board members through proactive outreach/research/referral processes and ways to self-select interest, focused on intersectional identities including political affiliation, geographic representation, racial identity, gender expression, orientation, religion, age, potential political candidates, former legislative service, and more
- Create leadership pathway for endorsed candidates who lost

### Some of the racial equity questions we're asking about this goal:

- Are we proactively looking for candidates who reflect the diversity of the communities we serve, are committed to racial equity, and have relationships with communities of color...who bring lived experiences and relevant skills?
- What does our leadership development plan/pipeline look like on a holistic level?
- Can we identify, empower, support, and cultivate new generations of leaders through power mapping?
- What opportunities are there to engage in learning about institutional/structural racism and equity?
- Are we ensuring equitable access to resources?
- How are we ensuring all voices are heard/creating a safe and inclusive space/community?
- How are we increasing and investing in professional development and leadership opportunities for staff?
- How are we ensuring that staff have opportunities to shape CCF's policies and practices?
- How do we build relationships and leadership in community, not just within our own organization?



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# Strategic Plan (2021-2024)

## WHO WE ARE

### Staff:

Executive Director: Jess Agi  
PAC Manager: Hikma Sherka

### Co-Chairs:

Andy Clark\*  
Rep. Ruth Kagi (Ret.)\*

### Board of Directors:

Charles Adkins  
Janis Avery  
Ana Beltran  
Juan Cotto  
Joe Cunningham  
Paul Elliott\*

Angélica González  
Rachel Haas  
Lyn Idahosa  
Yali Lincroft  
Sam Méndez  
Liz Miller

Ryan Murphy  
Kelly Stockman-McKee  
Susan Weiss\*  
Amanda Wilson

*\*Executive Committee*

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