

EXECUTIVE SUMMARY

We will triple our impact with teen girls in three years.

This goal is morally imperative, greatly needed and achievable.

Our confidence comes from an evidence-backed track record, validation from our community of allies, and the lessons of our *Strategic Direction* setting effort. We deliberated for six-months, joined by dozens of internal staff, external partners, funders, youth development experts, researchers, and teen girls in our programs and graduate alumni. We unpacked our truths and opportunity, balancing our ambition to serve with the realities of today's post-covid world.

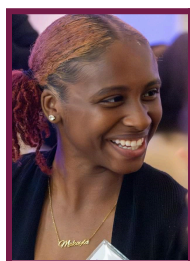
**EMPOWERING
TEEN GIRLS
TO OVERCOME
OBSTACLES,
MAKE POSITIVE
CHOICES,
AND ACHIEVE
THEIR GOALS.**

Several key lessons emerged from deliberate listening with experts and allies:

1. Our work with over 1,000 girls is trusted, relationship-built and data supported.
2. The community supporting our work is broad, lasting and abundant.
3. The demand for expansion in our teen-girl service model has never been greater.
4. We must first stabilize our core operations, before we expand our service offering.
5. To scale, we must amplify our expert brand, data-backed policy, and be clear on viability.

The result is our set of strategic choices, informed decisions to exceed our ambitious goal.

Crittenton Services of Greater Washington *Strategic Direction*:



Year 1 ...
2024-2025

We stabilize our core, diversify funding, integrate programs and transform our operations.

Year 2 ...
2025-2026

We leverage our assets, hone our capacity to grow locally, and amplify brand expertise in positive youth development.

Year 3 ...
2026-2027

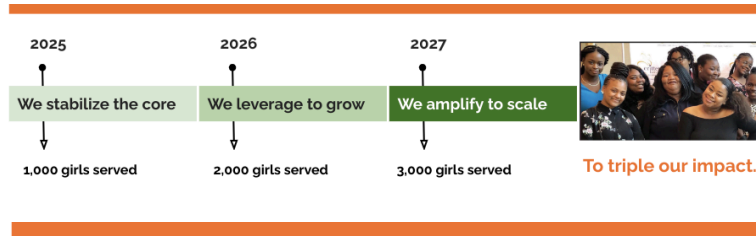
We scale teen girl impact with durability, evidence, and policy movement with ready allies beyond the region.

For over a century, Crittenton Services of Greater Washington has served teen girls facing adversity, helping them attain the social and emotional learning skills to excel in school, have healthy relationships, growing into confident and resilient young women. It works.

Today, we honor and build upon the earlier generations of this proven model by deploying viable strategic choices, boldly scaling the mission, reach and impact of our work.

LaTara Harris, CEO & President
Washington DC
June 14, 2024

Strategy Roadmap



2024-25 Stabilize the core

Goals

YEAR 1 We stabilize and diversify funding.
We align strategy across the organization.
We integrate programs and transform the operations.

Strategic focus areas

<p>1- Run with excellence Stabilize.</p> <p>Limit unfunded <u>expenses</u>. Meet <u>cash flow</u> needs.</p> <p><u>Transform</u> the organization, via continual improvement.</p>	<p>2- Leverage resources. Diversify support.</p> <p>Use <u>our assets</u> (service, curriculum, real estate, reputation, etc) to increase grants and customers.</p>	<p>3- Amplify the brand. Be known as #1.</p> <p>Embark upon a reset <u>strategic communication</u> campaign.</p> <p>Redefine culture + values</p>	<p>4- Scale with clarity. Show program value</p> <p>Assess our <u>true value</u> proposition: what can be protected, marketed, or shared with allies</p>
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2025-26 Leverage to grow

Goals

YEAR 2 We sustain improvements
We leverage our existing assets.
We hone our capacity to grow

Strategic focus areas

<p>1- Run with excellence Stabilize.</p> <p><u>Diversify</u> funds, into <u>surplus</u>. Increase <u>unrestricted</u> funds.</p> <p><u>Transform</u> the organization, via continual improvement.</p>	<p>2- Leverage resources. Diversify support.</p> <p>Grow <u>funds</u>, expand sources.</p> <p>Explore our <u>assets</u> potential for funding and scaling.</p>	<p>3- Amplify the brand. Be known as #1.</p> <p>Deploy new brand / comms.</p> <p>Lead with <u>evidence</u> w/university researcher to build data and ROI</p>	<p>4- Scale with clarity. Show program value</p> <p>Repackage our existing <u>programs' value</u> proposition with schools, and champions.</p>
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2026-27 Amplify to scale

Goals

YEAR 3 We amplify our value ... becoming the known expert
We scale, where viable
We assure long-term durability.

Strategic focus areas

<p>1- Run with excellence Stabilize.</p> <p>Limit unfunded <u>expenses</u>. Meet <u>cash flow</u> needs.</p> <p><u>Transform</u> the organization, via continual improvement.</p>	<p>2- Leverage resources. Diversify support.</p> <p>Expand to districts <u>funding</u> program AND operations.</p> <p>Convert <u>brand recognition</u> to new sponsorships & grants</p>	<p>3- Amplify the brand. Be known as #1.</p> <p>Voice the <u>policy</u> needed for positive youth development.</p> <p>Be recognized as Teen Girl <u>expert</u></p>	<p>4- Scale with clarity. Show program value</p> <p>Market our <u>programs' value</u> proposition widely with allies and champions.</p> <p>Present clear market offering</p>
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