

Center for Health Justice Strategic Plan 2019-2022

Executive Summary

Center for Health Justice (CHJ) is an LGBTQ+ affirming organization that serves people impacted by incarceration, providing health education, trauma-informed services, and assistance with community reintegration after release from custody. CHJ's core activities include coordinating access to quality medical care and other essential support services. The organization's Strategic Goals for 2019-2022 reinforce its commitment to continue coordinating access to services through direct assistance and strong collaborations. CHJ's Board, Staff, and key collaborators developed the following four Strategic Goals for 2019-2022: 1) to strengthen collaborations with other service providers, advocacy organizations, and academic institutions to both better meet the needs of CHJ's clients and identify opportunities to partner on new initiatives; 2) to continue to prioritize a core set of health challenges while expanding CHJ's programs to address the needs of a broader range of vulnerable populations; 3) to leverage data and client stories to illustrate CHJ's impact for policymakers, funders, potential partners, and the general public; and 4) to improve organizational sustainability institutionally, programmatically, and financially. Achieving these Goals is critical for maximizing CHJ's impact, and these Goals are the foundation for all CHJ efforts going forward.

1. Planning Overview

Center for Health Justice's Mission is to serve people impacted by incarceration, providing health education and support that act as a bridge to a productive life. CHJ is an LGBTQ+ affirming organization that prioritizes trauma-informed service delivery.

Founded in 1999 as CorrectHELP and operating under the umbrella of the Tides Center, the organization became an independent 501(c)(3) in 2004, and changed its name to Center for Health Justice (CHJ) in 2006.

In 2018, CHJ engaged in an internal strategic planning process with the primary objectives of: 1) reviewing current programs and services and aligning them with client needs and future funding sources; and 2) using the planning process as a way for the Board and Staff to have a shared understanding and vision for the future direction of CHJ.

The planning process was conducted from May to July 2018 and involved Board, Staff, and some key collaborators and partners. To gather initial input on the Strategic Plan from all key stakeholders, the Board Chair, Board Secretary, and Executive Director developed written questionnaires to solicit feedback from external partners, the Board, and Staff, respectively.

Five out of 10 external partners, 5 out of 6 Board members, and all Staff members completed the questionnaires. Each questionnaire focused on CHJ’s strengths, weaknesses, opportunities, and threats, aligned with a “SWOT” analysis.

With the gracious support of the City of Los Angeles’ AIDS Coordinator’s Office and Gilead Sciences, an all-day joint Board and Staff Strategic Planning Retreat was held on July 28, 2018 to share key findings from the questionnaires; reinforce the importance of everyone’s participation in the planning process; provide a status update on CHJ’s programs, funding, and staffing; and build on the SWOT analysis by identifying emerging trends and challenges and establishing shared goals for the future direction of CHJ.

This Strategic Plan document is a result of the information gathered, discussed, refined, and agreed upon by the CHJ Board of Directors and Staff.

2. Organizational Background

CHJ fulfills its mission by providing in-custody health education, counseling, case management, support groups, and advocacy in Los Angeles County jails and local state and federal prison facilities. To more effectively meet the needs of its clients, CHJ has expanded its programs beyond its core focus on HIV to also include mental health services and education and support for substance abuse, nutrition, parenting, and chronic health conditions including Hepatitis C (HCV). CHJ’s programs are designed to increase participants’ disease prevention and treatment knowledge, and encourage self-empowerment and continued reduction in risk behaviors during incarceration and after release. CHJ’s expertise and focused programs utilize the public health intervention opportunity that incarceration presents. Clients participate in behavioral change interventions that educate them about how to return to their communities healthier, and with skills and abilities to remain healthy.

2.1 Client Demographics

Current CHJ client demographics are as follows, based on self-reporting:

- **Gender:** 60.4% Male, 31.6% Female, 4.2% Transgender, 3.8% Unidentified
- **Race/Ethnicity:** 31.6% African-American, 31.2% Latino, 21.8% White, 1.8% Native American, 1.9% Asian/Pacific Islander, 11.7% Other Race/Ethnicity
- **Sexual Orientation:** 34.5% Heterosexual, 40.3% Gay^{1*}, 4.3% Lesbian, 15.7% Bisexual, 4.3% Declined to State, 0.9% Unknown

^{1*} CHJ services include working with segregated self-identified men who have sex with men.

3. Current Situation

CHJ's offices and its Sheila & Stan Price Reentry Center are in downtown Los Angeles County (LAC) within walking distance from Men's Central Jail and Twin Towers Correctional Facility, as well as Union Station, the transportation center for LAC. This strategic location provides easier access to services for clients, while facilitating collaborative relationships among CHJ, LAC jails, and other service providers in the community.

CHJ's annual budget is composed of government contracts and grants (77.1%), pharmaceutical company support (13.1%), and revenue from foundations and individual donor contributions (9.8%). Individual contributions continue to provide the smallest portion of the agency's income, and represent an opportunity for future growth. As with most nonprofit organizations, availability of unrestricted operating revenues continues to be a challenge. A majority of the current operating budget comes from contracts and grants that are restricted to fund specific programs or services, have detailed reporting and compliance requirements, and offer little flexibility for the CHJ team to expand its work in areas that are not specific to a particular program. Staff members are stretched to meet their current work obligations, and the agency's financial capacity to expand its services or upgrade its infrastructure is limited due to the low level of unrestricted funds. Even most of the non-public funding that CHJ currently receives is restricted for specific programs or outcomes.

As the challenges of the HIV pandemic continues to evolve with advances in prevention and treatment, and HIV is now a chronically manageable disease, CHJ's role has also evolved within the local HIV/AIDS services community and within correctional facilities. Several organizations are working inside LAC jails, including some specifically dedicated to serving people living with HIV and others with broader missions. CHJ has adapted its programs to address broader health challenges with more holistic health improvement strategies, including focusing on evidence-based behavioral change models to improve health outcomes and reduce recidivism.

4. Internal and External SWOT (Strengths, Weaknesses, Opportunities, & Threats) Analysis and Environmental Scan

4.1 Strengths

CHJ's long track record of success serving the community has relied on a number of consistent strengths, including its reputation among clients, the commitment and experience of its Staff, its ideal location, and its ability to work effectively with other stakeholders.

Reputation and Focus

CHJ is recognized as a leading provider of services for populations impacted by incarceration, both locally and nationally. Both the City of Los Angeles and the Los Angeles County Sheriff's

Department (LASD) have formally recognized CHJ as a service provider. Unlike other organizations that have some in-custody service offerings as a small part of their operations, CHJ remains the only organization in LAC focused primarily on providing health education and support in correctional facilities. CHJ is a trusted brand among correctional staff and incarcerated individuals. CHJ Staff provide information that is accurate, current, and relevant in a way that is sensitive and appropriate for our clients and partners.

Location

The proximity of the Sheila & Stan Price Reentry Center to the main discharge point for the LAC Jail System is an asset that no other service provider can offer to clients released from custody in LAC. CHJ's location across the street from the facility where a significant number of its clients are discharged provides tremendous opportunities for program enhancements and better client services, including discharge assistance and new service linkages.

Staff

CHJ Staff is dedicated and skilled and includes professionals in public health and health education. The Staff's passion and commitment to working with CHJ's clients is evident and effective because many CHJ team members were once incarcerated or have faced similar life challenges. This firsthand experience of incarceration and work in locked settings provides the team with unique insights into the unmet health needs of our service population, which can provide a foundation for both programmatic improvements and policy advocacy. The Staff's diversity reflects both the population served and a strong commitment to working on behalf of marginalized individuals who often face barriers to leading healthy lives due to stigma, discrimination, and a lack of compassion by the larger public.

Collaborations

CHJ is an effective collaborator and works well with other organizations and correctional systems. CHJ defines itself as a "bridge" or "connector" organization, providing some services directly while also coordinating strong linkages to other services in a manner that emphasizes to the client that they are a person who matters. Through this human-centered approach, CHJ has built strong credibility with and respect from its clients. CHJ has also fostered a mutual respect and trust with correctional staff. These relationships have created opportunities to effectively advocate for changes within the system by working closely with administrators to better understand the needs and constraints inside locked facilities, and to provide programs or services to fill those gaps in a LGBTQ+ affirming, trauma-informed, and culturally sensitive manner.

CHJ is focused on meeting the needs of people impacted by incarceration, while also respecting the policies and procedures enforced in correctional facilities so that all stakeholders can work together efficiently to improve health and safety in communities.

4.2 Weaknesses

CHJ's biggest challenge is funding. Other areas for improvement noted by Staff, Board members, and outside stakeholders include a limited capacity to strengthen partnerships, space and staffing constraints, and communication and morale among Staff. Each is explored in more detail below.

Limited Unrestricted Funds

Limited unrestricted operating funds impact CHJ's ability to fulfill its Mission and create long-term sustainability. The Staff is currently funded primarily through government and private grants that are restricted to specific programs, thereby limiting uses for other emerging needs, including staff raises.

However, CHJ's overall financial position is strong: since the last Strategic Plan, CHJ has secured several multi-year grants that positively position the organization to continue expanding its community impact.

Need to Develop Stronger Collaborations

CHJ Staff primarily focus on directly serving clients and have less time to devote to peripheral functions including strengthening collaborations with other organizations that can reliably provide high-quality services. A stronger collaborative network impacts CHJ's success rate at connecting its clients to essential support services, including housing, job-readiness training, and substance abuse treatment. Ensuring the fulfillment of these critical service needs can reduce recidivism, which underscores the importance of CHJ increasing collaborations with other agencies.

Reentry Center Improvements

Over the past year, CHJ has revamped its Sheila & Stan Price Reentry Center to create a more welcoming environment for clients. The physical layout and employee engagement has been changed to adapt to the needs of our clients. Nevertheless, the current staffing, budget, and physical space cannot accommodate a drop-in center that is open for extended hours or that is adequately staffed at all times, which limits the Reentry Center's potential to meet all clients' needs.

Staff Education

CHJ Staff are committed and knowledgeable about correctional health challenges and the supportive programs available. However, the organization would benefit from increased communication and improved coordination across programs. Staff demonstrate varying levels of understanding about protocols, data collection, and reporting, which hinders streamlined service delivery.

Staff Retention

CHJ could improve its retention of Staff. Staff turnover can limit CHJ's potential for impact, especially since the process for getting clearance to work inside the jails often takes a significant amount of time. The work performed by CHJ Staff is often emotionally taxing, and targeted efforts to support Staff cohesion and morale, including assuring competitive compensation, will be important steps for maintaining a positive workplace environment. Similarly, trainings to improve Staff's collective understanding of each program and how they fit into CHJ's larger mission could improve effective collaboration.

4.3 Opportunities

CHJ can engage new opportunities through policy advocacy, efforts to expand visibility, and new programs targeting underserved populations and specific health challenges all represent potential approaches for CHJ to further fulfill its Mission.

Outreach

CHJ should further expand its online and in-person outreach. Since the last Strategic Plan, CHJ has significantly increased its social media presence. In the coming years, further efforts to elevate CHJ's online profile could both improve its ability to connect with clients and increase its recognition and visibility in the broader community. This greater visibility will in turn help with strengthening collaborations, ensuring continuity of services, and attracting new supporters. In addition, CHJ could conduct more targeted in-person outreach by going to youth centers, public housing communities, shelters, and other community organizations.

New, Focused Programs

In recent years, CHJ has strengthened service delivery by developing programs and support groups targeting specific populations, including transgender people, women, juveniles, and the elderly. CHJ can build on this model by expanding services to target new populations, including veterans. Veterans are overrepresented in the prison system and commonly face service-related health challenges including traumatic brain injury and PTSD. A significant share of incarcerated veterans is also affected by HCV, which is now a curable condition.

Building on CHJ's Reputation and Relationships

CHJ can deepen its work serving existing client populations, including juveniles. Providing education and health services to youth presents an unparalleled opportunity to change the trajectory of clients' lives and their broader community.

CHJ's unique ability to work inside correctional facilities improves incarcerated clients' access to information and services while providing opportunities to build relationships with clients that continue post-incarceration. The trust established with clients during incarceration enables CHJ Staff to support their transition back into the community with linkages to appropriate services. An analysis of current client needs indicates opportunities to provide more linkages to mental health and substance abuse treatment services, as well as to expand programs focusing on money management, anger management, life skills, and domestic violence. CHJ's close proximity to Men's Central Jail, Twin Towers Correctional Facility, and Metropolitan Detention Center is a valuable asset to be used in leveraging services provided by other agencies. There is also great opportunity in viewing custody staff members themselves as target audiences for CHJ health education and support programs.

Academic Partnerships

CHJ's relationships with academic institutions engaged in research and policy work provide opportunities to explore innovative public health strategies, strengthen data collection, advance best practices in the field, and influence public policy without having to create much additional infrastructure. These relationships can be leveraged as part of the long-term sustainability plan for CHJ.

Policy Work

CHJ is recognized as a leader in delivering dedicated services to people with a history of incarceration, and is uniquely positioned to leverage its reputation and access to locked facilities to become a leading policy advocate for correctional health. In 2018, the CHJ Board instituted a Legislative Committee that will work closely with Staff to identify priority areas for policy reforms. By working in coalition with other organizations working on behalf of incarcerated or formerly incarcerated people, CHJ has the opportunity to help advance meaningful policy changes while strengthening community partnerships.

4.4 Threats

CHJ's long history serving people impacted by incarceration demonstrates its resilience even in the face of threats and political shifts. At the same time, it is critical to acknowledge the practical and ideological barriers to CHJ's continued success.

Unpopular Service Population

CHJ has to continuously contend with the fact that it does not serve a politically popular population. Services for people with a history of incarceration are often unpopular with the public and many funders, which makes fundraising challenging, especially as limited resources must be prioritized. There is often discrimination associated with a history of incarceration, and a perception that limited societal resources should not be used to help people who have been

convicted of a crime. Especially in a climate where access to healthcare more broadly has come under threat, CHJ must diligently pursue opportunities to protect and preserve its ability to provide services to a particularly vulnerable clientele.

4.5 Environmental Scan

CHJ continues to be well positioned to serve as a leading expert on correctional health. This planning process highlighted the organization's emphasis on strengthening client services in order to better meet the diverse needs of those it serves, while also undertaking targeted efforts to serve new populations. Staff and volunteers all express a desire to focus on building CHJ's capacity to better serve its clients, through directly providing more services, increasing access to new treatments, enhancing collaborations, and focusing on long-term sustainability.

CHJ will always support policy work, and will continue to be a leading advocate for improved correctional health. Although CHJ's capacity to engage in lobbying is limited by its status as a non-profit organization, CHJ will work within these constraints to support legislative reforms that would benefit its service population, including efforts to eliminate legal obstacles to the employment of formerly incarcerated people. Beginning in 2017, CHJ engaged a pro bono lobbyist to help the organization navigate these limitations and advocate most effectively within them. By focusing on filling gaps in services, strengthening collaborations, and aligning resources with Strategic Goals, CHJ will be in a good position to continue to enhance its policy work in Los Angeles and statewide.

5. Future Vision and Strategic Goals

In line with its Mission to **serve people impacted by incarceration, providing health education and support that act as a bridge to a productive life**, CHJ has established four updated Strategic Goals to support its purpose and implement its vision over the next three years. These Strategic Goals are:

- I. Strengthen collaborations with other service providers, advocacy organizations, and academic institutions to both better meet the needs of CHJ's clients and identify opportunities to partner on new initiatives.**

The greatest challenges CHJ's clients face during reintegration back into their communities are the lack of available affordable housing, employment, public benefits for those with disabilities, current document identification, and treatment for substance abuse and mental health. Without access to these services, individuals often quickly return to activities and behaviors that led to their incarceration because they have no alternative options for housing or income. CHJ is a bridge organization, so it focuses on how to leverage its unique niche in the provider community to expand access and connections to services for its clients. Further, as CHJ undertakes new initiatives to serve specific populations, including veterans and juveniles, the organization will partner with other service providers in the community that can share

expertise about particular strategies or challenges relevant to these groups. In order to reduce recidivism and assist its clients in more successful, sustainable community reintegration, CHJ will:

- A) Strengthen relationships with key service partners that specialize in housing, employment, mental health, veterans' benefits, and substance abuse treatment and create stronger referral and follow-up protocols to ensure clients are being connected to those services;
- B) Expand internship opportunities at CHJ for mental health clinicians in training who could provide direct services to CHJ's clients;
- C) Expand opportunities for CHJ Staff to meet directly with colleagues from other organizations to learn about their work, educate them about CHJ's programs, and strengthen the referral process and linkages for more consistency and follow-up;
- D) Leverage relationships with academic institutions to explore strategic alliances and opportunities for collaborative events;
- E) Work with partners to identify new opportunities for in-person and online outreach;
- F) Educate other providers working with incarcerated populations to help them better understand the population's needs and effective service delivery.

II. Continue to prioritize a core set of health challenges while expanding CHJ's programs to address the needs of a broader range of vulnerable populations.

CHJ serves clients who are often struggling with multiple and diverse needs, including chronic health conditions like HIV and HCV as well as mental and emotional health challenges related to incarceration and other traumas. A core tenet of CHJ's work is supporting behavioral change through a trauma-informed approach that resists blaming or shaming its clients. All CHJ educational activities should include a behavioral change model that recognizes and supports incremental change and addresses the emotional underpinnings of negative behaviors, reduces self-destructive tendencies, increases self-understanding and self-efficacy, encourages self-evaluation and awareness, and leads to the maintenance of positive and healthy behaviors. In the coming years, CHJ expects to expand its work in mental health, especially understanding the impacts of traumatic brain injury, while also implementing new programs for veterans and adolescents. CHJ will continue its core services while also undertaking new program enhancements or expansions by:

- A) Identifying new funding sources, either within the current funding streams or outside CHJ's traditional funders, to support these initiatives;
- B) Creating and/or strengthening relationships with correctional facilities to reach additional client subpopulations;
- C) Prioritizing new prevention and treatment options, including PrEP and the HCV cure;

- D) Enhancing efficiency of Staff, office, and service delivery space, both on and offsite, to deliver effective, high quality services;
- E) Utilizing technological innovations to reach clients in new ways, including expanding CHJ's web presence to develop health education strategies that are more easily accessible;
- F) Putting a stronger emphasis on developing and using existing evidence-based interventions that employ a behavioral change model.

III. Leverage data and client stories to illustrate CHJ's impact for funders, potential partners, policymakers, and the general public.

Since the last Strategic Plan, CHJ has substantially increased its social media engagement and elevated its public profile. In the coming years, CHJ could build on this foundation to further demonstrate its community impact. CHJ Staff collect powerful data during the course of their work that the organization could leverage to illustrate the effectiveness of its approach. Likewise, "success stories" from individual clients who consent to sharing their experiences publicly could further illustrate how CHJ's work makes a difference, while countering some of the stigma and stereotypes associated with incarceration. CHJ will pursue these goals by:

- A) Engaging both Staff and Board members in efforts to identify policy reforms that could make a difference for CHJ's client population, and ensuring these proposals are directly informed by CHJ's work wherever possible;
- B) Enhancing data collection, monitoring, assessment, analysis, and reporting infrastructure to improve eligibility for new funding sources;
- C) Continuing to expand CHJ's social media presence;
- D) Identifying opportunities to highlight CHJ's work through traditional media outlets;
- E) Integrating data about CHJ's programs and impact into outreach materials and grant applications.

IV. Improve organizational sustainability institutionally, programmatically, and financially.

Like all nonprofit organizations, especially smaller organizations that serve a highly specialized niche, CHJ faces the challenge of maintaining relevancy and sustainability in order to fulfill its Mission and thrive in a rapidly changing environment. CHJ recognizes that its client population is going to continue to increase, and that the clients' needs are going to continue to be multiple and comprehensive. Focusing on expanding and strengthening collaborations will be critical to leveraging other existing resources to help fill those gaps, but CHJ will also need to be creative and vigilant about expanding its own opportunities to provide services directly, and look for new revenue sources. This will be accomplished by:

- A) Exploring opportunities to expand services to new subpopulations;
- B) Continuing to analyze gender parity in CHJ's services, and looking for opportunities to expand services to women and youth;
- C) Investing in Staff trainings, competitive compensation, and professional development to enhance the team's skillset, support Staff retention, improve communication, keep morale high, and build team cohesion;
- D) Enhancing quality assurance of the services provided;
- E) Improving program data collection, and analysis used in decision-making and program development, implementation, and evaluation;
- F) Continuing to expand individual donor support, including expanding and strengthening the CHJ Board of Directors, and cultivating more individual donors and community support.

6. Implementation

6.1 Funding

CHJ's current government contracts should continue through 2022 and allow for continuity in services for existing programs. With the emphasis of HIV funding on medical care and services directly linked to outpatient care, prevention and education services will continue to be less of a priority systemically, and the rise of PrEP intervention will further direct resources away from traditional HIV education programs. The effective implementation of CHJ's Strategic Plan relies largely on continuing to develop and strengthen the organization's financial stability, while cultivating key partnerships that could support CHJ's efficiency and impact. Government contracts, and many private grants from pharmaceutical companies or institutional funders, are generally restrictive and targeted to specific initiatives or priorities, and do not provide much flexibility for how those funds are used. As with all nonprofits, raising unrestricted operating funds will allow CHJ to fund staffing and programs that are not tied to a specific contract or grant. Unrestricted funds can also be used for supplies and equipment, rent, administrative overhead, and other costs that are generally not completely covered by most funding sources. CHJ has established a National Indirect Cost Rate Agreement, which helps to cover most overhead costs.

6.2 Staffing

CHJ will continue evaluating the staffing needed to implement its Strategic Goals through 2022. There is limited capacity to expand services with existing Staff obligations, and no significant new program expansions can be undertaken without adding personnel. Increased and more coordinated utilization of volunteers and interns can help address these challenges. Administrative Staff support will need to be increased to assist with grants management.

6.3 Board Development

Over the last three years CHJ has recruited new Board Members with varied skills and contacts to enhance CHJ's work. This has created some opportunities for new funding through Board contacts, and should continue to be a high priority going forward. One of the Board's challenges is leadership development and succession planning, and without new Members who are committed to taking on more responsibilities, it will be difficult to cultivate new leaders. Recruiting new Board Members with the skills, contacts, and commitment to fundraise will be critical to CHJ's success and sustainability. Board recruitment should prioritize individuals who both have a connection to CHJ's Mission and are willing to work on its behalf to increase visibility and cultivate relationships that result in tangible support for CHJ, in the form of both philanthropic funding and in-kind contributions of goods, professional skills, or services. The size of the Board is best determined by an assessment of the Board's existing skills and contacts, key gaps that need to be filled, and the extent to which the Board includes representation across gender, race, sexual orientation, gender identity, and lived experiences of incarceration. Consideration should be given to recruiting new members with financial resources or contacts with others who are able and willing to support CHJ, executives in corporations who can leverage their contacts and bring in new resources, and local business people and other professionals who may share a personal connection to CHJ's work. In the 2019-2022 period, it will be important for CHJ to recruit and retain active Board Members who have the ability to move CHJ forward and achieve its Mission.

6.4 Facilities

CHJ facilities are currently located across the street from the main discharge point for the Los Angeles County Jail System, ideal for convenient client services. CHJ's procurement of new office space since the last Strategic Plan, alongside efforts to revamp its Sheila & Stan Price Reentry Center, have improved both service delivery and the working environment for Staff. Nevertheless, parking at the current site remains a challenge. Using the space more in the evenings may alleviate some of the parking constraints, but may also require additional insurance and security measures.

6.5 Volunteers

During the 2016-2019 planning process there was significant discussion about enlisting interns and volunteers, including client volunteers, to supplement the work of CHJ Staff. This idea also came up with respect to the 2019-2022 plan. In the past, CHJ has used interns, primarily graduate students, to assist in some of its policy and advocacy work. That has proven effective because the skills of the interns match the needs of the organization, and the interns can work under the supervision of a Staff member who has the time and experience to provide oversight and direction. There is currently no volunteer coordinator to recruit, train, and retain volunteers who want to work at CHJ, and the required security clearances for entrance into correctional facilities limit what program functions volunteers can perform. Administrative

support duties or assisting with fundraising would be the easiest ways to accommodate volunteers, but still requires Staff time to recruit, train, supervise and retain those volunteers. The amount of Staff time will vary depending on the number of volunteers and the types of activities they are doing, but a robust volunteer program does require a commitment of Staff time to ensure that volunteers are actually contributing to the advancement of CHJ’s Mission, and that they are being properly acknowledged and appreciated. Certain student internship positions, such as those training in mental health services, require on-site supervision by a licensed mental health professional responsible for specifically overseeing those interns.

7. Phasing and Milestones

The scope of work for this Strategic Plan is in place through the end of 2022. In consideration of this time frame and the available resources to support CHJ’s work, it is expected that CHJ can achieve its Strategic Goals, contingent upon the success of its expanded collaborations and development activities. Implementation of the Strategic Plan is structured so that activities to achieve the Strategic Goals are concurrent. The 2019-2022 Strategic Plan’s progress will be monitored regularly and reported on bi-annually by CHJ’s Executive Director. The CHJ Staff will also produce a final evaluation report at the end of 2022 that discusses CHJ’s effectiveness at reaching the proposed Strategic Goals.

8. Scope of Work

Strategic Goal # 1:

Strengthen collaborations with other service providers, advocacy organizations, and academic institutions to both better meet the needs of CHJ’s clients and identify opportunities to partner on new initiatives.

Activities	Timeline	Person(s) Responsible	Resources	Performance Indicator
Regularly meet with service providers in the community	January 2019-ongoing	Executive Director & Program Staff	New and existing partners	Tracking meetings with new and existing collaborators
Establish specific protocols for service linkages and follow-ups	June 2019 – ongoing	Executive Director & Program Staff	Establish new MOUs	Signed MOUs and linkages tracked
Leverage relationships with academic institutions to explore strategic alliances and collaborative events	January 2019 – ongoing	Executive Director & Board	Academic institutions (e.g., USC, UCLA, Loyola)	Increased opportunities for joint research projects
Leverage relationships with corrections to expand targeted audiences for CHJ’s programs	January 2019-ongoing	Executive Director & Program Staff	Local correctional facilities	MOUs with new partner facilities

Strategic Goal # 2: Continue to prioritize a core set of health challenges while expanding CHJ’s programs to address the needs of a broader range of vulnerable populations.

Activities	Timeline	Person(s) Responsible	Resources	Performance Indicator
Expand services to incarcerated veterans, including those living with HCV	January 2019-ongoing	Executive Director, Program Staff	New partnerships with VA and legal services organizations serving veterans	New program targeting health services for veterans
Expand services to youth	January 2019-ongoing	Executive Director, Program Staff	Current and new service partners, funders	Opportunities will be explored, analyzed, and presented to CHJ’s Board for review and decision
Maintain and strengthen services to women, transgender, and gender non-conforming individuals	January 2019-ongoing	Executive Director, Program Staff, Board	Current and new service partners, funders	Opportunities will be explored, analyzed, and presented to CHJ’s Board for review and decision
Expand CHJ’s web presence and utilize new tools to disseminate health education information	January 2019-ongoing	Communications Manager, Program Staff	Current CHJ website; other online venues	Create, update, and track health information shared online
Prioritize new prevention and treatment options, including PrEP and the Hepatitis C cure	January 2019-ongoing	Executive Director, Medical Advisor, Program Staff	New and existing programs	Number of clients served

Strategic Goal #3: Leverage data and client stories to illustrate CHJ’s impact for funders, potential partners, policymakers, and the general public.

Activities	Timeline	Person(s) Responsible	Resources	Performance Indicator
Enhance data collection, monitoring, analysis, reporting, and dissemination activities	January 2019-ongoing	Executive Director & Program Staff	Update current data collection and reporting systems. Use new technology for accuracy and consistency	Regularly train CHJ Staff on data collection and reporting best practices; Timely progress reports submitted to funders; utilize evaluation consultants
Identify policy reforms that could make a difference for CHJ’s client population, and ensure these proposals are directly informed by CHJ’s work wherever possible	January 2019-ongoing	Executive Director, Board, Legislative Committee, Staff	Existing grants that support advocacy; Board will engage pro bono lobbyist	Tracking CHJ action on relevant bills
Continue to expand CHJ’s social media presence	January 2019-ongoing	Communications Manager, Board Members	Current CHJ social media accounts	Metrics on social media posts and engagement
Identify opportunities to highlight CHJ’s work through traditional media outlets	January 2019-ongoing	Executive Director, Communications Manager, Board Members	New and existing relationships with traditional media outlets	Published articles by CHJ Executive Director or Board; articles referencing CHJ’s work
Integrate data about CHJ’s programs and impact into outreach materials and grant applications	January 2019-ongoing	Executive Director, Administrative Staff, Board Members	New and existing data collection systems	Track use of data in grants and materials

Strategic Goal #4: Improve organizational sustainability institutionally, programmatically, and financially.

Activities	Timeline	Person(s) Responsible	Resources	Performance Indicator
Identify new funding opportunities	January 2019-ongoing	Executive Director, Program Staff, Board Members, Consultant	Existing funders with new initiatives, government and private sources (faith, corporations, friends, families, foundations)	New funding will increase CHJ’s operating budget of at least 10% per year; New funding is adequate to cover additional operating costs
Expand CHJ Staff as needed	March 2019-ongoing	Administrative Staff & Board	Hire additional Staff as funding increases; rent additional space close to service delivery sites	More Staff hired; Staff and service space are matched accordingly
Invest in Staff training, morale, and cohesion, including through health education, sensitivity training, communications training, competitive compensation, and professional development	January 2019 – ongoing	Executive Director & Program Staff	Center for Nonprofit Management, Online trainings, conferences, workshops, in-house trainings by leadership or consultants	All CHJ Staff provided with trainings subsidized by CHJ; greater Staff retention; Higher employee job satisfaction (all trainings tracked and reported to CHJ Board)

CHJ’s Board and Staff appreciate the gracious support of the City of Los Angeles’ AIDS Coordinator’s Office and Gilead Sciences for underwriting the production of this document. The final draft of CHJ’s 2019-2022 Strategic Plan was completed by CHJ’s Board and Staff.