

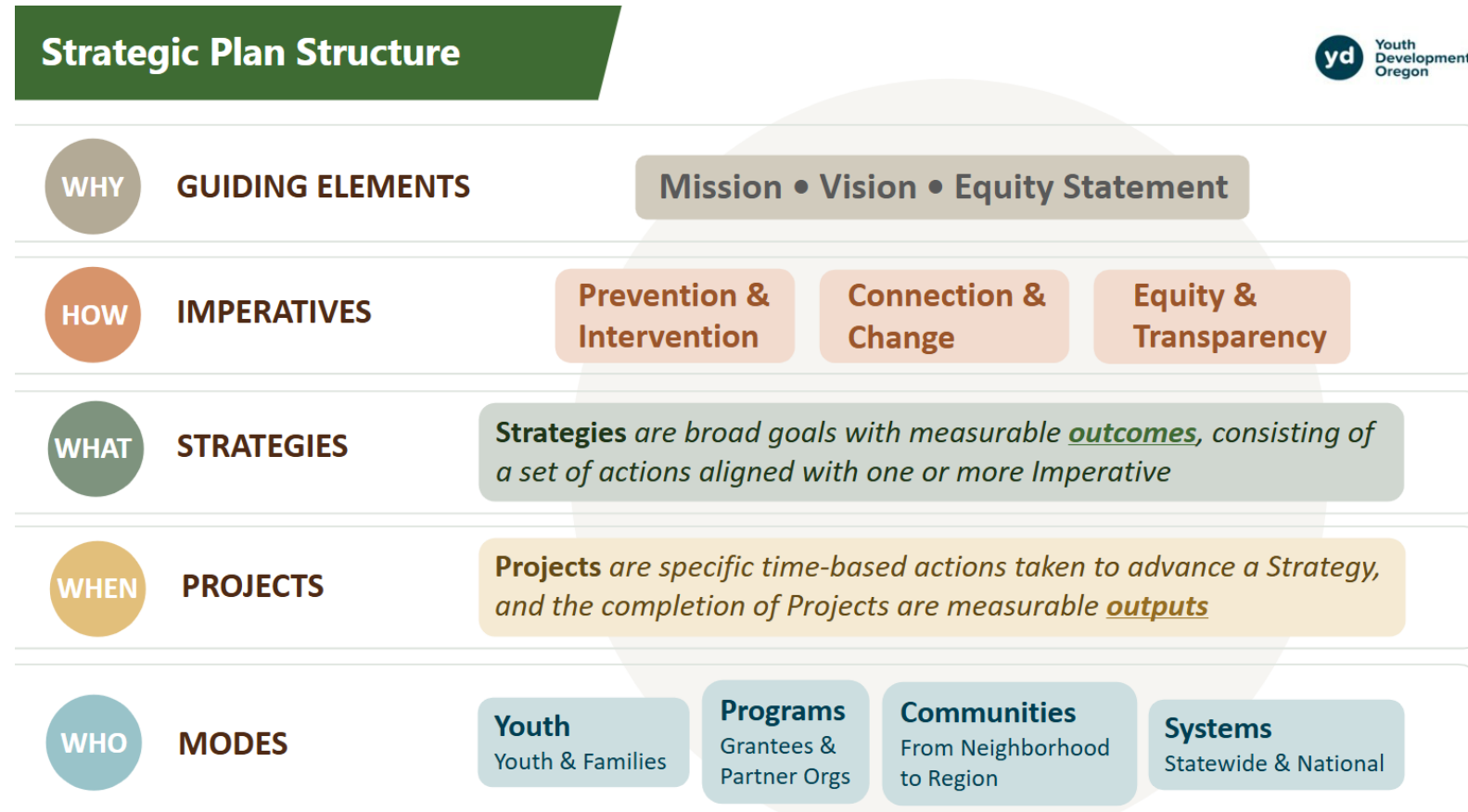
# Youth Development Oregon 2025-2028 Strategic Plan

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## Overview of Strategic Plan Structure

Youth Development Oregon (the Youth Development Council and Youth Development Division, collectively) has been in the process of updating its Strategic Plan since late 2023. Significant work on the new Strategic Plan centered on developing a structure for the plan is organized that provides clarity on the principals, goals, actions, and involved parties across the plan. The structure is shown below, and each element is described in greater detail in subsequent sections.



## YDO Strategic Plan Guiding Elements

### Mission

All of Oregon's youth have the opportunity to thrive and achieve their full potential.

### Vision

Youth Development Oregon aligns systems and invests in communities to ensure equitable and effective services for youth ages 6 through 24. Throughout Oregon and Tribal Nations, we support educational and career success, disrupt youth crime and violence, and affirm youth strengths and safety.

### Equity Statement & Questions

Due to Oregon's history of systemic racism and with an understanding that we continue to live with systems that perpetuate inequity, Youth Development Oregon works to eliminate the impact of these injustices on young people. YDO works to advance a more equitable environment for Oregon's youth by confronting/disrupting systemic inequities through policy, legislation, grant-making, prioritizing antiracism, valuing lived experience, and elevating youth and community voice.

YDO uses a set of equity questions to analyze policies, investments and other decisions, and these questions are also applicable to the contents of this plan.

1. Who are the racial/ethnic and underserved groups who are positively and negatively affected by this decision, policy, investment, initiative, etc.?
2. Who has the current/traditional power/authority and how is that shifting?
3. How are we or have we intentionally involved stakeholders who are also members of the communities affected by the decision?
4. How are we collecting the appropriate data?
5. What is the potential for strengthening or improving youth wellbeing, achievement, and success, or for reducing disparities, inequities or barriers?
6. What is our commitment to professional learning for equity?

## Imperatives

The strategic plan is organized at the highest level into three primary objectives, or Imperatives. These Imperatives are the highest organizational level of the plan, and each one broadly describes a way in which the strategies and projects in this plan will make positive change: through addressing root causes of youth disconnection, crime and violence; increasing positive connections and opportunities for youth, families and communities; and creating more equitable, just and transparent systems to serve youth. Each Imperative can also be framed as a guiding question directed at our work, asking how the actions we take advance these Imperatives.

## Modes

Each Project is associated with one of four Modes representing who we engage to do the work, and where the impact of the outcome should be measured, and who will experience change as a result: **Youth (and Families), Programs, Communities (including our own organization) and Systems**. Modes are not an organizing structural element, instead they provide a way of identifying where the impact and success for each Action might best be assessed.

## Strategies

There are 8 Core Strategies in the Plan, which broadly describe efforts carried out over the next 3-4 years to achieve high level outcomes that advance the mission and vision of YDO. A Strategy can be connected to one or more Imperative; some Strategies can be linked to all three. Each Strategy is broken down into related Projects that, taken together, make up the Strategy.

## Projects

Each Project represents a focused effort designed to advance the Strategy of which it is a part. Projects have their own time-based outcomes and/or outputs and contribute to the overall outcomes of the Strategy of which they are a part. Each Project is a scope of work consisting of actions to be refined and completed over the course of implementing the strategic plan. The Project will have an assigned YDD team lead who is responsible for project management and completion, as well as potential YDO Workgroup when broader involvement, input and support is required. Within each Strategy, one or two Projects have been identified as Priority Projects. These Priority Projects will be the first initiatives undertaken in plan implementation, as they represent urgent or fundamental work, provide direction or infrastructure for other subsequent Projects, or potential early wins.

## Recommended Measures

Each Strategy and Project has one or more identified measures, which signifies successful implementation and/or completion. A Measure may be an outcome demonstrated by one or more data points that demonstrate a positive change or impact; an output, such as a deliverable, activity, count, or actions taken to achieve an outcome; or some more nuanced and qualitative measure: the impact or changed experience that youth, families, grantees, partners, communities, council and staff can expect if this effort is effective. Most Projects will have time-based, Output-oriented measures, while Strategies should be measured with a Quantitative and/or Qualitative Outcome. In the course of implementing the plan, new or better measures may emerge, which provide a better means of assessing the impact of a Project, and these may be adopted, hence the fact that Measures shown are “recommended.”

## A Living Plan: How the YDO Strategic Plan will be updated and used

The preceding Strategic Plan establishes broad objectives, comprehensive strategies and specific projects to be carried out over the next three years. In developing this plan, Youth Development Oregon has interfaced with key stakeholders, including partners and grantees, but we recognize that as we move forward in this work, additional perspectives will emerge, and we will strive to be receptive and nimble in order to adapt this plan to meet emerging needs and opportunities. This plan is not intended to remain a static checklist, but will be periodically revisited, and when appropriate, strategies and projects may be revised to incorporate new ideas, improved measures of success, and shifting priorities.

The Strategic Plan will be shared on the YDO website (<https://oregon.gov/youthdevelopmentdivision>) with information on how partners and the public can provide ongoing feedback. Additionally, the plan will be regularly reviewed for progress and updates as part of the Youth Development Council meeting cadence, at quarterly council meetings, the YDC Annual Retreat, and also via YDC Committee and Workgroup meetings as needed.

This plan is intended for use through 2028. In 2028, the accomplishments and implemented projects of this plan will inform the 2028 YDO retreat and help to shape the next iteration of the Strategic Plan for 2029 and beyond.

**If you have questions or feedback on this plan, please contact us at [youth.development.division@ode.oregon.gov](mailto:youth.development.division@ode.oregon.gov)**

## Strategic Plan Imperatives

*These Imperatives are the highest organizing principle of the plan and broadly describe a way that the constituent strategies and projects will make positive change. They are denoted with a number and also a symbol, which is used in the plan to identify the imperatives to which each strategy is strongly connected.*

- 1** **Prevention & Intervention:** Stop problems such as youth disconnection, community violence, and delinquency from occurring or worsening by addressing root causes and focusing upstream

*How does our work give young people a sense of belonging and hope, and decrease the risk of harm, system involvement, and other negative outcomes?*

- 2** **Connection & Change:** Increase opportunities for youth, families and communities to make meaningful connections and positive change

*How are we contributing to welcoming spaces, healthy relationships, productive collaboration, and effective programs that make a positive impact on youth, families and communities?*

- 3** **Equity & Transparency:** Push our work and youth serving systems to be more equitable, just, and responsive

*How are we embedding equity and transparency in our practices, our agency, and the systems we work within?*

## Strategic Plan Strategies and Projects

### **8 Core Strategies for 2025 to 2028**

1. Enhance Council Involvement, Voice & Impact
2. Advance Inclusion, Belonging & Professional Development in YDD
3. Expand Awareness and Understanding of YDO
4. Increase Alignment with Youth Serving Agencies
5. Elevate Efforts to Prevent Youth Violence and Justice System Involvement
6. Engage and Share Power with Youth
7. Strengthen YDO and Program Data and Reporting Efforts
8. Redesign Youth Grants for Accessibility, Connectivity and Impact

## Priority Projects

*12 Projects from across the 8 Core Strategies were identified as having significant impact on the success of their Strategy. Through implementation of the plan's Strategies, Priority Projects may be reassessed and new opportunities for early impact may be identified.*

|        |                                                                                                                                                                         |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| S1 P1  | Establish YDC Meeting Guest Participant Model                                                                                                                           |
| S1 P2  | Create Council Member Recruitment Strategy                                                                                                                              |
| S2 P6  | Create Staff Engagement Plan utilizing Gallup survey data                                                                                                               |
| S2 P7  | Ensure all YDD staff have opportunities for collaboration and contribution to partner agency work                                                                       |
| S3 P13 | Create YDO Impact Brief(s) that tell the story of the work of YDO programs and their positive impact on youth                                                           |
| S4 P23 | Engage with partner agencies to design an aligned service model that identifies how YDD grantees can access and align resources and services to meet the needs of youth |
| S5 P27 | Implementation and evaluation of 2025-27 county and Tribal JCP plans                                                                                                    |
| S5 P28 | Implementation of new Title II 3-Year Plan and Probation Reform                                                                                                         |
| S6 P37 | Establish informal youth conversation series (led by Youth Committee, involving grantee participants)                                                                   |
| S6 P38 | Create youth-centered and youth-led recruitment and orientation process for new youth YDC members. Partner with current and previous grantees for prospect pipeline     |
| S7 P46 | Develop mission-based research questions that lead to key performance indicators, to guide design of reports data collection                                            |
| S8 P53 | Broaden participation in grantee convenings and community conversations                                                                                                 |

## Comprehensive Strategic Plan Strategies and Projects

This following section outlines the Strategies and their associated Projects.

| Strategy #                                                                    |      | Recommended Measure                                          |
|-------------------------------------------------------------------------------|------|--------------------------------------------------------------|
| <b>Strategy Name</b><br><i>[Related Imperative(s) denoted by shape marks]</i> |      | Description of Quantitative/Qualitative Outcome for Strategy |
| Project Name/Description                                                      | Mode | Description of Outcome/Output for Measure                    |

| Strategy 1                                                                                                                                  |                                                                                                                                                                          |           | Recommended Measures                                                       |
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| <b>Enhance Council Involvement, Voice &amp; Impact</b><br> |                                                                                                                                                                          |           | <b>Council membership level, retention, participation and satisfaction</b> |
| P1*                                                                                                                                         | Establish YDC Meeting Guest Participant Model to increase youth and community member involvement in council activities (include focus on youth and required SAG members) | Youth     | Establish guest protocol/plan by June 2025                                 |
| P2*                                                                                                                                         | Create Council Member Recruitment Strategy                                                                                                                               | Community | Recruitment Strategy created, implemented by Spring 2026                   |
| P3                                                                                                                                          | Update YDC Committees, Purposes and Practices, including continued use of Workgroups for special projects (including Strategic Plan Implementation)                      | System    | Committees updated by Fall 2025                                            |
| P4                                                                                                                                          | Create Council Member Advocacy Training & Guidance                                                                                                                       | System    | Advocacy training/guidance for 2027 Legislative Session                    |

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| P5 | Create opportunity for every YDC member to participate in Convenings, Community conversations and Grant Monitoring and Compliance Monitoring Visits | Program | 75% of council participating 25-27 |
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| Strategy 2                                                                                                                                                     |                                                                                                                                                                                                                   |           | Recommended Measure                                                                |
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| <b>Advance Inclusion, Belonging &amp; Professional Development in YDD</b><br> |                                                                                                                                                                                                                   |           | Staff participation, retention and satisfaction                                    |
| P6*                                                                                                                                                            | Create Staff Engagement Plan utilizing Gallup survey data                                                                                                                                                         | Community | Quarterly engagement activity driven by Gallup results, starting Summer 2025       |
| P7*                                                                                                                                                            | Ensure all YDD staff have opportunities for meaningful collaboration, development and contribution to other ODE and partner agency collaborative efforts                                                          | System    | 100% of staff participating in one or more cross-agency collaboration by Fall 2025 |
| P8                                                                                                                                                             | Identify ODE Employee resource and affinity groups where YDD staff can engage                                                                                                                                     | Community | Regular promotion of opportunities by Fall 2025                                    |
| P9                                                                                                                                                             | Explore learning “stipend” model to encourage professional development                                                                                                                                            | System    | Model by Fall 2025                                                                 |
| P10                                                                                                                                                            | Create YDD staff recruitment, retention and advancement plan that centers diversity, equity, inclusion and belonging principles - use recruitments to broaden reach and awareness of YDD as a great place to work | Community | Plan created by Winter 2027                                                        |
| P11                                                                                                                                                            | Make updates to website that better represent agency and opportunities for prospective employees and council members                                                                                              | Community | Website updates, create opportunities page by Spring 2026                          |
| P12                                                                                                                                                            | Increase social connection opportunities for staff                                                                                                                                                                | Community | Regular staff “social hour” activity by Summer 2026                                |

| Strategy 3                                                                                                                            |                                                                                                                                                                                                                            |           | Recommended Measure                                                                                                        |
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| <b>Expand Awareness and Understanding of YDO</b><br> |                                                                                                                                                                                                                            |           | <b>Maintain or increase investment in YDO grant programs AND affirmation as leader on youth issues in state government</b> |
| P13*                                                                                                                                  | Create YDO Impact Brief(s) to build lawmaker awareness of our work and show alignment to Governor's priorities. Highlight stories of participants more effectively to build understanding of their experiences and success | System    | Develop initial Brief Spring 2025; New briefs for 2027 Full Session                                                        |
| P14                                                                                                                                   | Cultivate legislative champions who understand and support the work of YDO                                                                                                                                                 | System    | Engagement in 2025-26, create regular updates for 2027 Session                                                             |
| P15                                                                                                                                   | Develop Annual or Biennium Impact Report to highlight program successes                                                                                                                                                    | Program   | First Impact Report by Spring 2026                                                                                         |
| P16                                                                                                                                   | Identify key national tables/conversations to participate in and amplify to increase awareness of youth furthest from opportunity                                                                                          | System    | 3 National conference presentations per year by Fall 2026                                                                  |
| P17                                                                                                                                   | Revisit YDO Theory of Change and consider broader use                                                                                                                                                                      | System    | Update by YDC committee or workgroup by Summer 2026                                                                        |
| P18                                                                                                                                   | Explore YDO social media strategy, identifying goals of social media presence and plan for managing pages and activity                                                                                                     | Community | Established presence on identified platforms by Fall 2026                                                                  |
| P19                                                                                                                                   | Hold at least 2 YDC meetings per year outside of the Willamette Valley                                                                                                                                                     | Community | Council Schedule for 2026-2027                                                                                             |
| P20                                                                                                                                   | Create informational resources and guidance that can be used by programs and districts to increase youth and family awareness of reengagement options                                                                      | Youth     | Guide published by Fall 2027                                                                                               |
| P21                                                                                                                                   | Legislative Community Outreach: Invite legislators (state and federal) to visit YDO grant programs in their districts                                                                                                      | Community | Schedule at least 5 visits in Spring 2026 following Short Session, repeat or increase in Spring 2027                       |

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| P22 | Community Outreach Cadence: Community Conversations ahead of long session to share plans and get input | Community | Community Conversation in Fall 2026 |
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| Strategy 4                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                             |           | <i>Recommended Measure</i>                                                                                                                                         |
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| <b><i>Increase Alignment with Youth Serving Agencies</i></b><br> |                                                                                                                                                                                                                                                                                                                                                             |           | <b>Multi-agency definition of prevention &amp; intervention AND Identification of all youth served by YDO grants who are connected to state prevention systems</b> |
| P23*                                                                                                                                              | Engage with partner agencies (ODE, HECC, OYA, ODHS, OHA, ADPC, SOCAC, and others) to design an alignment strategy that identifies how YDD grantees can access aligned resources and services to meet the needs of youth experiencing homelessness, behavioral/mental health needs, the foster care system, the justice system, and substance abuse disorder | Program   | Updated questions in 2027 RFA AND 60% of YDO grants connected to one or more youth-serving systems in 2027-2029 awards                                             |
| P24                                                                                                                                               | Involve local service providers (youth homelessness and housing, mental and behavioral health, SUD treatment, Juvenile Department prevention programs) in YDD convenings and grantmaking                                                                                                                                                                    | Community | Local service provider participation in all regional convenings by Fall 2026 AND Count of providers participating in convenings                                    |
| P25                                                                                                                                               | Increase availability of referral and navigation supports for YDD program participants in need of services beyond the scope of the grant program                                                                                                                                                                                                            | Youth     | Creation of a referral model by Fall 2026 AND 60% of grantees identifying navigation support or role in services in 2027-2029 awards                               |

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| P26 | Ensure that YDO grants serving 18–24-year-olds have connections with adult system services (Job Placement/Training, Housing, Mental Health) in order to access resources and make referrals when needed | System | Adult services/systems connectivity identified in 25% of Workforce and Reengagement project plans by 2027-29 Awards |
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| Strategy 5                                                                                                                                                                  |                                                                                                                                                                                                                                           |          | <i>Recommended Measure</i>                                                                                                                       |
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| <b><i>Elevate Efforts to Prevent Youth Violence and Justice System Involvement</i></b><br> |                                                                                                                                                                                                                                           |          | YDO becomes a resource for information on youth justice and violence prevention issues, a model for implementing effective prevention approaches |
| P27*                                                                                                                                                                        | Implementation and evaluation of 2025-27 county and Tribal JCP plans                                                                                                                                                                      | Programs | Reduction of recidivism and risk factors, and increased protective factors in 2025-27 (2028 NPC Evaluation)                                      |
| P28*                                                                                                                                                                        | Implementation of new Title II 3-Year Plan and Probation Reform                                                                                                                                                                           | System   | Reduced violations of court ordered probation conditions and detention by 2028                                                                   |
| P29                                                                                                                                                                         | Complete development of and implement training on new Juvenile Detention Guidelines                                                                                                                                                       | System   | Juvenile Detention Guideline Training delivered/available by end of 2025                                                                         |
| P30                                                                                                                                                                         | Identify communities impacted by high levels of youth-involved gun violence using publicly available data and assess where YDO programs are addressing needs (and where they currently are not). Consult with OHA, OYA and other partners | System   | Initial analysis completed by Summer 2026 AND plan for more robust long-term analysis/indicators for 2027-29 biennium grants                     |
| P31                                                                                                                                                                         | Train/engage council on Extended Detention Certification process                                                                                                                                                                          | System   | Training IN PROGRESS                                                                                                                             |

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| P32 | Redesign Youth Violence and Gang Prevention Grants to more effectively reach impacted communities and address critical needs. Partner with OHA to enhance public health perspective in YDO violence prevention programs | Programs  | Meet with OHA about YVGP Grants by Summer 2025 AND New YVGP Grant RFA by Fall 2025      |
| P33 | Convene programs and partners in communities impacted by youth violence                                                                                                                                                 | Community | Convening held by Winter 2025-26                                                        |
| P34 | Create and implement OJDDA Training Curriculum development to train incoming juvenile department staff                                                                                                                  | Program   | Training in use in 60% of County Juvenile Departments by Spring 2026                    |
| P35 | Center and elevate youth voices, experiences and leadership in developing a statewide youth violence prevention approach                                                                                                | Youth     | Youth focused activities and programming connected to convening held by Spring 2026     |
| P36 | Administer SAG Training for YDC to fulfill federal requirements                                                                                                                                                         | System    | 100% completion of training by all council members within 1 year of joining YDC by 2028 |

| Strategy 6                                                                                                                     |                                                                                                                                                                     |         | <i>Recommended Measure</i>                                                                                           |
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| <b>Engage and Share Power with Youth</b><br> |                                                                                                                                                                     |         | <b>Increase proportion of youth members on the council; improved recruitment, retention and participation in YDC</b> |
| P37*                                                                                                                           | Establish informal youth conversation series (led by Youth Committee, involving grantee participants)                                                               | Youth   | <b>First Conversation by Winter 2026</b>                                                                             |
| P38*                                                                                                                           | Create youth-centered and youth-led recruitment and orientation process for new youth YDC members. Partner with current and previous grantees for prospect pipeline | Youth   | <b>Youth recruitment process in place by Fall 2026</b>                                                               |
| P39                                                                                                                            | Explore youth-led grantmaking, including pilot RFA designed by youth                                                                                                | Program | Work with Youth Committee to develop a model for a youth-                                                            |

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|     |                                                                                                                         |           | designed and led funding process in 2025, possible RFA in 2026                                |
| P40 | Poll YDC Youth Members to identify goals and interests and use these to guide council work                              | Youth     | Carry out poll/discussion by Fall 2025                                                        |
| P41 | Create connection between YDD staff support of Youth Committee and administrators/staff for other youth advisory groups | System    | Identify YDD liaison to youth advisory groups by Winter 2025-26                               |
| P42 | Seek opportunities to support and participate in youth lead spaces and convenings                                       | Community | Identify potential/existing youth tables by Spring 2026                                       |
| P43 | Implement periodic youth-led staff/council training                                                                     | Youth     | Youth member led training Summer 2026                                                         |
| P44 | Consult with youth on how to effectively share their stories in advocating for our work                                 | System    | Consultation protocol by Fall 2026                                                            |
| P45 | explore aligned Youth Convening/activity in connection with grantee convening                                           | Program   | Youth convening at Grantee Convening by Spring 2027, youth participation from 25% of programs |

| Strategy 7                                                                                                                                          |                                                                                                                              | <i>Recommended Measure</i>                                                                                                                                                                                                                                                      |                                  |
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| <b>Strengthen YDO and Program Data and Reporting Efforts</b><br> |                                                                                                                              | <b>Adopt key performance indicators for YDO grant programs</b> (eg. Increase % of 5-year completers; increase annual credits recovered among 10-day drops; % of youth who get a paid WEX, youth council %; decreased recidivism among xx population; reduced disparities; etc.) |                                  |
| P46*                                                                                                                                                | Develop research/mission-based questions that lead to key performance indicators, to guide design of reports data collection | Program                                                                                                                                                                                                                                                                         | Questions developed by Fall 2025 |

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| P47 | Create and Utilize Data and Reporting Principles to guide work                                                                                                             | System  | Principles finalized by Summer 2025<br>ONGOING                        |
| P48 | Explore possibility of matching disaggregated law enforcement + JJIS data with YDO grant participant data to identify where we are serving justice system-impacted youth   | System  | Begin meeting with OYA/JJIS committee to explore in Spring 2026       |
| P49 | Collaborate with ODE to identify and remove barriers for reengagement programs to access student attendance and drop data, to allow rapid response and reconnection        | System  | Initiate work with ODE by Spring 2026, leading to protocol.           |
| P50 | Establish data sharing protocol for YDO reengagement programs working with schools and districts, to allow rapid response and reconnection of young people                 | Program | Protocol in place by Summer 2027                                      |
| P51 | Design Data collection and reporting with input and feedback from grantees, with the goal of regularly published data dashboard available to YDC, programs, and the public | Program | Improved Data collection process and dashboard for 2027-2029 biennium |
| P52 | Collaborate with ODE RADAR team on YDO Database pilot project                                                                                                              | System  | Initiate collaboration by Winter 2028                                 |
| P53 | Seek alignment opportunities for YDO grant data with SSA Youth Advisory Group data and other ODE community program data collection                                         | System  | Plan developed in partnership with ODE EDI Office by Winter 2026-27   |

| Strategy 8                                                                                                                                                     | <i>Recommended Measure</i>                                      |
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| <b>Redesign Youth Grants for Accessibility, Connectivity and Impact</b><br> | <b>Enhanced customer satisfaction with YDO grant processes,</b> |

|      |                                                                                                                                                                                                                                                                                                          |           |                                                                                                |
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| P53* | <b>Broaden participation in grantee convenings and community conversations. Add community conversation participation as expectation for current grantees in communities visited</b>                                                                                                                      | Community | <b>New convening requirements indicated in Spring 2025 RFAs<br/>ONGOING</b>                    |
| P54  | Implement grant process improvement recommendations from 2023 RFA External Review                                                                                                                                                                                                                        | Program   | IMPLEMENTED SPRING 2025 RFAs                                                                   |
| P55  | Identify critical partners on RFA process, and establish communication protocol and timeline commitments for external processes                                                                                                                                                                          | System    | Coordinate with DOJ in Spring 2025 ONGOING                                                     |
| P56  | Establish a clear RFA appeal and application feedback process                                                                                                                                                                                                                                            | Program   | IMPLEMENTED SPRING 2025 RFAs                                                                   |
| P57  | Refine and implement a set of grantee requirements/expectations for meeting/convening, training (e.g., Suicide Prevention, Cultural Responsiveness, etc.)                                                                                                                                                | System    | Implement requirements in RFA/Agreements by Summer 2025                                        |
| P58  | Redesign YDO Workforce Grants to incorporate effective elements of prior grant models and fill unique need in resource delivery. Explore funding opportunities for youth training programs where young people work to serve youth and others in need (hands on building training, peer counseling, etc.) | Program   | Explore in 2027-2029 Workforce RFA                                                             |
| P59  | Create clarity around how grants can utilize partnerships and collaboration of multiple organizations on a grant project                                                                                                                                                                                 | Program   | Draft collaboration guidance by Fall 2025, Revised for 2027-29 Biennium                        |
| P60  | Build strong relationships with grant recipients to ensure YDO learns from organizations and youth on how to better address their needs                                                                                                                                                                  | Program   | Formalized consultation/feedback protocol by Spring 2026, via convenings, evaluation or survey |
| P61  | Explore RFA process enhancements to improve opportunity for small orgs/rural applicants (assessing 2025-27 RFA outcomes as baseline)                                                                                                                                                                     | Program   | Assess awardees in 2025-27, address any needed RFA updates by Spring 2027                      |
| P62  | Establish service commitments/standards for work with grantees and community partners                                                                                                                                                                                                                    | Program   | Service commitments adopted by Summer 2027                                                     |

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| P63 | Apply Racial and Ethnic Disparity lens to reduce disparities in other areas via YDO grantmaking - Reengagement, School Discipline, Mental/Behavioral Health needs | System    | RED cross-disciplinary Workgroup by Winter 2027-28 |
| P64 | Identify critical partners on RFA process, and establish communication protocol and timeline commitments for external processes                                   | System    | Coordinate with DOJ in Spring 2025 ONGOING         |
| P65 | Explore staggered RFA timing as means of reducing applicant and reviewer burden                                                                                   | Community | IMPLEMENTED SPRING 2025 RFAs                       |