

# What We're Building Toward

## CWLA's Strategic Roadmap



### PRIORITIES & STRATEGIES

**Grow** and engage our constituency of members, lived experts, and partners across human services and beyond.

- Refresh the membership structure to amplify our voice.
- Develop new pathways and flexibility for people to engage with CWLA and become members.
- Expand the unique value CWLA brings to its members and partners.
- Broaden inclusion of people with lived expertise (including those formerly involved with child welfare, their families, and the workforce) throughout our work.

**Elevate** knowledge and practice to strengthen the work of our members, partners, and broader community of child-serving agencies.

- Use data-driven insights, lived expertise, and what we know from practice to develop new *Standards of Excellence*.
- Assist members and partners in implementing *Standards of Excellence* and best practices.
- Increase the organizational capacity of child- and family-serving entities
- Strengthen and streamline how we produce, promote and disseminate our research.

**Advocate** for an equitable national family policy agenda.

- Convene a coalition of members and partners to envision a national policy framework that supports and sustains all children and families.
- Create a family policy agenda to realize this framework.
- Engage and empower members and partners to advocate for this family policy agenda.
- Lift up policies at the local, state, and federal levels that align with and move forward this policy agenda.

**Create** a sustainable business model for CWLA and our initiatives.

- Maximize earned revenue from existing and new products, services and membership.
- Develop and implement a fundraising plan to grow and diversify raised revenue.
- Build organizational capacity (staff, technology) and develop the right structure to advance our priorities.
- Optimize and automate a connected ecosystem of data processing and analytic systems.

### COLLABORATIVE RESULTS



*Systemic racism and poverty are dismantled, paving the way for equity and justice.*



*Harmful disparities in child welfare are eliminated.*

### PERFORMANCE MEASURES

- Increase the number of new members engaged with CWLA.
- Increase the number of recurring members engaged with CWLA.
- Increase the number of CWLA initiatives that engage people with lived expertise (including those formerly involved with child welfare, their families, and the workforce).

- Conduct a field-level leadership and workforce survey every 2 years.
- Review and refresh core *Standards of Excellence* every 3 years.
- Grow number of webinars and trainings offered by 10% annually.

- Write and publish a robust policy agenda that strengthens families.
- Grow the number and types of opportunities for members to engage in CWLA policy and advocacy activities.
- Engage at least 10 national leaders in the creation of the policy agenda and in moving it forward.

- Grow total annual revenue by 8% from 2025 to 2027 including:
  - 7% from membership dues
  - 20% from fundraising
  - 15% from publications
  - 20% from training and consulting income
- CWLA has a new business model for long-term growth and sustainability.



*Youth served by child welfare are empowered to flourish as adults.*

### VISION

*Every child will grow up in a safe, stable, and supportive family and community.*

### MISSION

*CWLA and our partners advance equity through policies and practices that ensure the well-being of children, youth, families, and communities.*

### VALUES

**C**ollaboration  
**W**orkforce Excellence  
**L**eadership  
**A**dvocacy