



Revitalized Strategic Plan 2023-2026

Shared Vision

The Brooklyn Bridge Alliance contributes to the thriving of each young person, particularly those who have been historically marginalized, by challenging inequities and creating conditions that build hope.

Our Mission

The BBAY is a backbone organization that coordinates the efforts of partners to build a system of high-quality, accessible, and fully resourced opportunities that address systemic disparities in graduation, pathways to college and career and youth safety and wellbeing.

Core Values

- ❖ Youth-centered and youth-led.
- ❖ Build sustainable community partnerships.
- ❖ Accountability to self, partners, and community.
- ❖ Intentional inclusivity and representation.
- ❖ Innovate to disrupt structural inequities.
- ❖ Authentically share power with community.

Goals

1. Increase in partners ability to respond and transform in response to youth needs & aspirations.
2. Increase in youth leading community change while developing their skills.
3. Increase in BBAY partner results in eliminating predictable disparities in graduation, pathways to college and career, and safety & wellbeing.

Strategies

- ***Move forward together with youth partnerships and action.***
 - Build cross-systems leadership to advance BBA's mission.
 - Adapt practices to include all youth.
 - Support youth-decided future readiness & well-being.
 - Build intentional youth partnerships.
- ***Develop adult partners capacity to accomplish our shared vision.***
 - Clarify and specify partner expectations.
 - Create intentional learning and connection about equity.
 - Use data with a bent toward action and centering equity.

Collective Action Plan 2023-2024

Moving forward together with youth partnerships and action

1. Build cross-systems leadership to advance BBA's mission.

- a. Build a high functioning, diverse, collaborative BBAY backbone team that can support youth and adult partners. (Exec. Dir., Team)
- b. Deepen partner engagement with one another: BBA staff facilitate and/or broker partnerships based on the need and willingness of partners to engage. (All teams).
- c. Launch the Reimagine Black Youth Mental Health (RBYMH) to change systems to improve youth mental health by implementing a youth-centered and community driven process to identify, analyze, implement, and evaluate specific policy changes with three different partners. (RBYMH Youth and Community Advisory, RBYMH Coord., ELT, Exec.Dir.)
- d. Complete the revitalization of our strategic plan, build work plans, partners check-ins, and ways to assess our impact (Board, Partners, Board Committee, Exec. Dir., Data Coord.)
- e. Advance shared policy priorities (legislative or other) at the school district, city, county, state, and organizational levels that align with needs of youth by calling for partners to share policy, process or practices they are implementing that align with BBAY or other shared challenges. (ELT, Exec.Dir.)
- f. Support the Targeted Services Project - the goal of this project is to ensure partners leverage this funding as much as possible and explore new partnerships and strive to align new programs with the needs and aspirations identified in the Youth-to-Youth survey. (Strategy Team 2023-2024. Exec.Dir.).

2. Adapt practices to include all youth.

- a. Develop an intentional approach for youth engagement and outreach, particularly those who have been historically marginalized, across all partners to ensure youth, families and partners are aware of and feel connected to opportunities, and that all efforts have the youth engagement necessary for moving forward in partnership with young people. (All BBAY partner orgs., Specialist, YCEI Coord.)
- b. Advance the Brooklyn's United Anti-Hate Campaign; this project organizes youth voice and leadership, seeks to adapt policy, raise awareness of identity-based harm, and share how to respond so that schools & communities are safe and inclusive. (Contractor, Specialist, YCEI Coord., Exec. Dir. Partners)

3. Support youth-decided future readiness and well-being.

- a. Implement the Reimagine Black Youth Mental Health initiative; each partner actively engages and participates in demonstration projects identified by youth and community advisory. And based on results, advocate for policy change. (BBAY and community partners organizations, MDH evaluator, RBYMH Coord., ELT, Exec. Dir.)
- b. Support the BBAY youth engagement programs and services: Brooklyn's Youth Council (BYC), Youth OnBoard, RBYMH Youth Advisory and Youth Data Squad etc. (Specialist, YCEI, RBYMH and Data Coordinators, Partners)
- c. Support the BYC's effort to create peer to peer models, supports, and practices in schools to create belonging and wellbeing. (BYC, YCEI Coordinator, 2023-2024)
- d. Work with each partner to assess how they are empowering and centering youth and those who support them, to reveal their brilliance, find their right next steps toward graduation, college, and career. We will also identify the mindsets & external pressures that may block partners. (YDS, Data Coord.)

4. Build intentional youth partnerships.

- a. Outreach to existing youth leadership groups and cultural organizations to explore partnerships and/or collaborate. Most effective when partners bridge relationships they have access to and to spaces where youth are not yet connected. (Specialist, YCEI Coord., youth partners)

- b. Grow Youth OnBoard. Embed youth in BBAY member initiatives, advisories & mindsets to strengthen youth participation in decision making that impacts their lives, and advances inclusion. (Specialist, YCEI Coord., and Data Coordinators, Partners)

Developing adult partners capacity to accomplish our shared vision.

5. Clarify and specify partner expectations.

- a. Each BBAY partner convenes to review this strategic plan & action plan, and creates their annual work plan that specifies actions and commitments. Share these with the board and use them for annual reflections on progress. (ELT, SLT, Board, Exec. Dir. Spring/Summer 2023)
- b. Develop resources needed to advance the strategic plan and sustain the organization. (Board, ELT, Exec. Dir., Coordinators, and youth partners)

6. Create intentional learning and connection about equity.

- a. Continue to use a developmental approach for strengthening our anti-oppression, racial equity, belonging, diversity and inclusion practices at the BBAY. (BBAY team, every year)
- b. Share learnings across all BBAY and community partners from the HTC Student Affairs Equity Leadership Initiative. Explore the impact of this equity work on students. (Data Coord, Partners, Summer 2023)
- c. Complete the Recreation Equity Department Initiatives to expand equitable access. Share learnings and impact on youth with all BBAY and community partners. (Data Coord, Partners, Winter 2023)
- d. Convene youth and adult partners to reflect on the impact equity work is having on youth. Explore what is working, not working and what youth need our equity work to do differently. Develop an equity peer learning community to accomplish this work. (Youth and adult partners, Data Coord, January-March 2023)

7. Use data with a bent toward action and centering equity.

- a. Hire a new Data Coordinator aligned with these priorities. (May 2023)
- b. Biennial Youth to Youth Survey (Data Coord., 2024)
- c. Expanding YPAR work to shape policy and action.
- d. Identify contract work for data, evaluation, performance measurement, YPAR that centers equity. (Data Coord., Exec. Dir.)
- e. Gather end of year reflection from all partners on the action taken, impact and barriers. So that we can hold ourselves accountable, and recalibrate our work plan, while helping document and share their stories. (Data Coord., Exec. Dir., Members. December 2023).