



—Alaska Native—
JUSTICE CENTER
Voices for Justice

.....
*Our Road to
Sustainability*
.....

**Justice for Alaska
Native People**



Contents



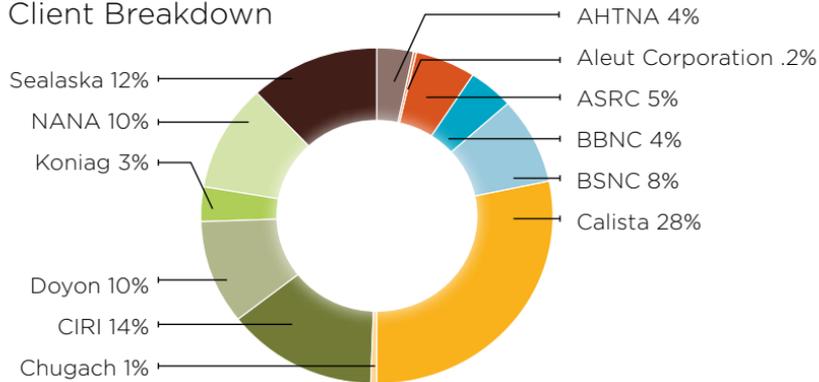
ALASKA NATIVE JUSTICE CENTER
anjc.org

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Service Area

ANJC serves individuals statewide, assisting participants from every ANCSA region, and serving a **total of 1,119 individuals** in FY2017, including 500 participants who identified as ANCSA-affiliated.

ANJC ANCSA-Affiliated Client Breakdown



“ANJC seeks to promote justice through culturally based advocacy, prevention, and intervention initiatives to restore dignity, respect, and humanity to all Alaska Native people.”

Foreword

On October 1, 2016, Cook Inlet Tribal Council (CITC) and the Alaska Native Justice Center (ANJC) entered into a new era of partnership intended to strengthen ANJC's services. ANJC, formerly a CITC sister organization, was integrated into the CITC family as a non-profit subsidiary, where CITC provides governance and management.

Moving ANJC into CITC and enhancing its already strong relationship with Southcentral Foundation (SCF) leverages existing infrastructure and ensures sustainability of ANJC services, while providing a foundation for the organization to reach its full potential. The partnership aligns

the services of CITC and ANJC more closely and creates a stronger continuum of opportunities for participants.

This sustainability plan lays out a road map for ANJC's enduring future by developing a solid base upon which our organization can determine its own destiny. ANJC has demonstrated strength in certain areas, while the community and our stakeholders have expressed a need for ANJC to grow in others. This plan emphasizes both a focus on ANJC's proven strengths, and the growth of programs and services most needed by our participants. ❖





History of ANJC

ANJC was established in 1993 to address Alaska Native and Alaskan people's unmet needs within the civil and criminal justice system, in response to the increasing disproportionate rates of victimization, incarceration, and other justice-related issues impacting Alaska Native people statewide. Its early mission was "to advocate for civil rights and fair and equitable treatment for Alaska Native people in the justice system."

Initially, ANJC emphasized advocacy both for individuals and for systems change, working with victims of discrimination, domestic violence, and sexual assault. In 2004, ANJC's mission was revised to "Promote justice through culturally based ad-

vocacy, prevention, and intervention initiatives to restore dignity, respect, and humanity to all Alaska Natives.”

Since 2006, ANJC has worked with adults returning to the community from incarceration through its Adult Reentry Program, contributing to a reduction in recidivism in the state. Simultaneously, ANJC’s prison in-reach efforts connected program staff to inmates. In 2008, ANJC launched the Family Law Program, establishing a civil legal assistance program for indigent Alaska Native survivors of sexual assault and domestic violence. Finally, in 2015, ANJC added dating violence and stalking as focus areas, and expanded its scope to include human trafficking in 2017.

ANJC quickly became a crucial partner to Alaska’s legislative and policy-making bodies, consistently offering testimony on public policies

important to Alaska Native people. Though fluctuations in funding meant a narrowing of focus as ANJC prioritized some services over others, the organization continued to emphasize the importance of teaching Alaska Native people and other Alaskans to become advocates for themselves.

For individuals, ANJC has played an important role in advocating for an Alaska Native voice within the criminal justice system. Its close collaboration with sister CIRI nonprofits (including CITC, Cook Inlet Housing Authority, and SCF) allows provision for wrap-around programs and referrals to community and government resources for additional services. Such partnerships will be a key factor in maintaining ANJC’s sustainability. ❖

Integration

In late 2016, ANJC became a nonprofit subsidiary of CITC. ANJC retains its status as an independent 501 (c) (3) and receives governance and management support as a CITC non-profit subsidiary. In addition to generating a robust and effective network for service delivery, this partnership allows CITC to apply its statewide perspective to ANJC's existing work, expanding ANJC's impact beyond the Cook Inlet region.

ANJC works closely with CITC Recovery Services (RS) to better integrate service delivery within the department's continuum of care for participants of re-entry programs. This alignment will reduce wait times for assessment, increase referral resources, and bolster the number of staff available to work individually with participants. ANJC will also contribute legal and social justice assistance for RS participants who often need ongoing support in those areas. Finally, CITC and ANJC have a long history of partnering to promote job placement and career development for people re-entering the community after incarceration through CITC's Employment and Training Department.



This partnership will address removing significant barriers to prevent further recidivism.

Collaboration between ANJC and CITC will also increase ANJC's potential funding streams by leveraging CITC grant support. CITC's grants department will continue to support ANJC and RS in locating and writing grants that will enhance the partnership and meet the continuing needs of Alaska Native people and other Alaskans.

Where we want to go:

The sustainable future of ANJC

ANJC was born out of a deep concern over the lack of justice for Alaska Native people, a dire issue that drove the founding of an organization capable of providing direct services to Alaskans while effecting change within the justice system. In developing this sustainability plan, we recognized that in order to move forward, we must first go back to the roots of what ANJC was, and what it intended to be. In

addition to considering ANJC's accomplishments and challenges over the last 25 years, we sought out stakeholders from across the community—including current and former staff, participants, Board members, and representatives of Alaska's tribal, nonprofit, and legal communities—who could illuminate how ANJC might better serve our state.

By examining ANJC's foundation and history, we discerned that among ANJC's early strengths, were the ability to bring stakeholders together around crucial justice issues and provide a Native voice at the table when public policies were being made; to create awareness about justice; and offer direct justice-related services to Alaskans in need. ANJC will stay grounded in its original ideals, while expanding services as the justice-related needs of Alaskans continue to evolve. ❖

Mission & Values

Our Mission

Justice for Alaska Native People.

Our Values

We are interdependent. We trust one another and work as a team toward our common goals. We recognize that each of us has an equally important role in the community, and that we are stronger together than as individuals.

We are resilient. We look to the future with steadfast optimism, hope, and faith in Our People. We adapt to change with persistence and determination. We engage in creative solutions and endure adversity with courage.

We are accountable. We are ultimately responsible for fulfilling our Mission and serving Our People. We are reliable, work with integrity, and lead by example. We honor our obligations and correct our mistakes.

We are respectful. We treat one another with dignity and kindness. We value and embrace our diversity, respect ourselves, and understand boundaries. We approach each experience with gratitude and humility.

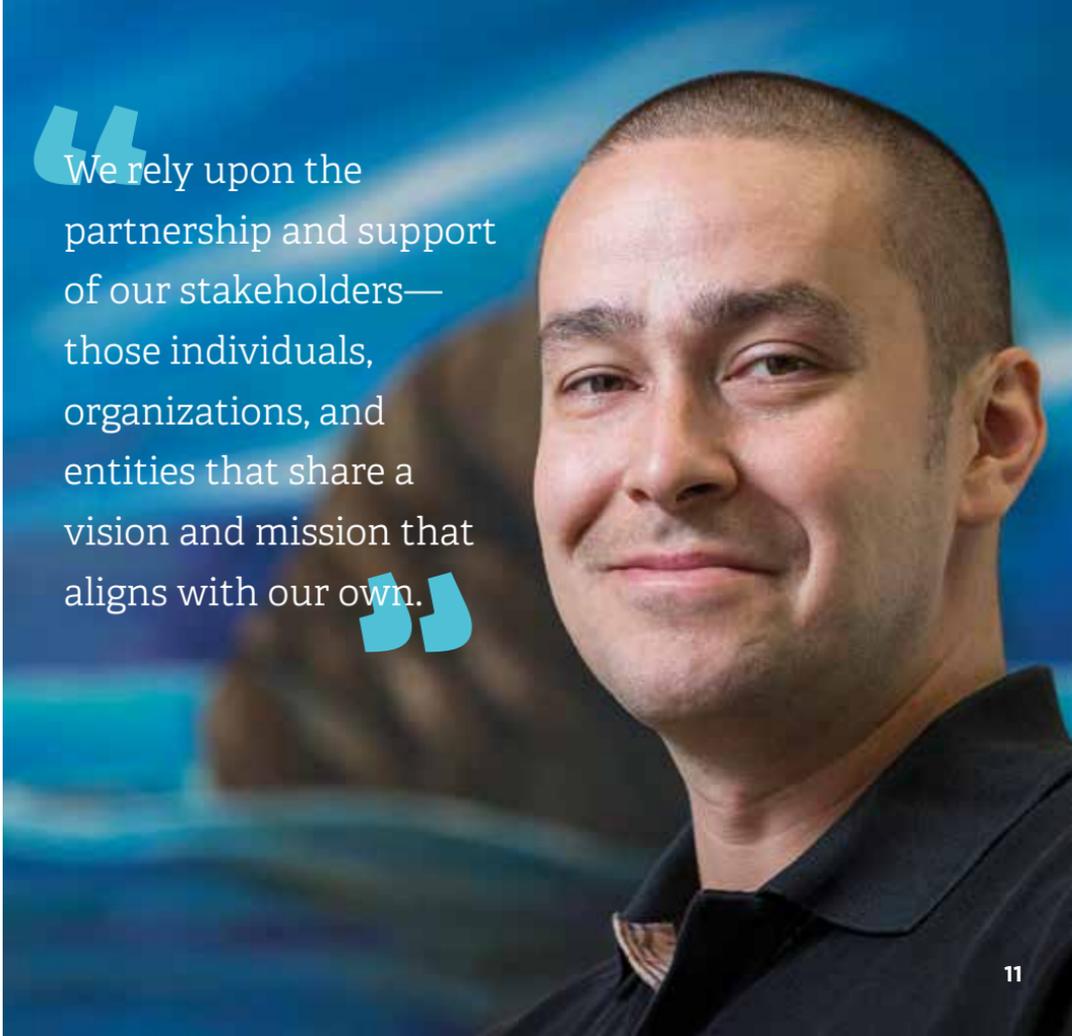
Our Stakeholders

No organization works alone, and to achieve our Vision we must rely upon the partnership and support of our stakehold-



ers—those individuals, organizations, and entities that share a vision and mission that aligns with our own. We must understand the needs and goals of our stakeholders, as well as our own need for the support our stakeholders can offer. We will build on our existing collaborative efforts and cultivate new partnerships with stakeholders whose services complement and augment our own, and ensure that Alaska Native people receive equitable and adequate assistance across the legal system. ❖

“We rely upon the partnership and support of our stakeholders—those individuals, organizations, and entities that share a vision and mission that aligns with our own.”



Our Mission stands for who we are: an organization focused on seeking and securing justice for Alaska Native people. Our practices are how we achieve our mission.



Sustainability

Part One: The Power of Partnership

The impetus behind ANJC's initial founding was advocacy—both advocating on behalf of the people we serve and teaching those individuals to be advocates for themselves. To do both requires collaboration with willing partners to bring additional resources to participants. The key to achieving organizational sustainability is not to work in isolation, but rather to expand existing partnerships and develop new relationships with organizations and entities that value providing advocacy and direct services to Alaskans and the Alaska Native community. Our stakeholders in the justice system recognize the disproportionate impact on and needs of the Alaska Native community, where ANJC's role in ensuring both individual and systems advocacy can serve to galvanize partners to adequately and appropriately address justice issues as they arise.

Part Two: Practices

Our Mission stands for who we are: an organization focused on seeking and securing justice for Alaska Native people and Alaskans. Our practices are how we achieve our mission. ANJC has long exercised the power of convening—of bringing stakeholders together around important issues to create change. Our practices are always achieved through partnership, as we work toward justice for all Alaskans.

Our focus areas are:

■ **Education:** Equipping individuals with knowledge about the criminal justice system.

Youth - ANJC will establish a youth program that encompasses both youth re-entry services and youth preventative services. The program will provide mentoring, coaching, and advocacy for youth who need assistance nav-



igating the criminal justice system. The program will place significant focus on prevention and advocacy. ANJC's Youth efforts begin with its partnership with the Alaska court system. Starting in 2018, ANJC will administer the existing Color of Justice program, which offers active learning opportunities to young people who aspire to work in the criminal justice system.

■ **Restorative Justice:** Providing those returning to society after incarceration with the tools they need to successfully rebuild their lives.

Reentry - The ANJC Adult Reentry Program optimizes opportunities to eliminate barriers for men and women recently released from jail. Working in collaboration with the

Department of Corrections, reentry service providers, and other stakeholders, this initiative works to ensure each individual receives the necessary tools to successfully transition back to the community upon release. Participants gain support through comprehensive case management, peer-driven support groups, behavioral cognitive therapy, and additional linkages for housing, employment, education, substance abuse, behavioral health, and medical health care.

■ **Advocacy for Victims:** Standing up for the rights of Alaska Native people and providing the needed tools to advocate for themselves.

Family Law – ANJC advocates provide assistance to those who require help in navigating the legal justice system, including legal clinics and notary services.

Domestic Violence/Sexual Assault/Human

Trafficking – ANJC advocates offer culturally sensitive services for victims of domestic violence, sexual assault, human trafficking, stalking and dating violence, and legal representation for eligible participants.

■ **Social Justice Advocacy:** Bringing partners together to advocate for fair and equitable treatment of Alaska Native people within the justice system.

Strategic Partnerships – Working with the right stakeholders toward our Mission.

Convening – Bringing partners together to focus around important issues and being an impetus toward the power of those working together to affect real change in the systems that adversely affect the people we serve.

Technical Assistance – Providing technical legal assistance to tribes and tribal courts across the state. ❖



ANJC envisions a future in which more of its influence is statewide, bringing services to rural Alaskans in collaboration with other stakeholders and local communities.

Part Three: Measuring Success

■ **Our Five-year Strategies and Goals:** In addition to building upon existing services and referrals, ANJC will expand programs to include both youth-oriented and prevention services and become a resource for tribal courts in Alaska. While ANJC traditionally provided services across the state, ANJC envisions a future in which more of its influence is statewide, bringing services to rural Alaskans in collaboration with other stakeholders and local communities.

■ **Data-driven Processes:** Collection of data enables us to hold ourselves accountable to our own standards and expectations. By deepening our focus on data, ANJC has become more adept at determining success within our community and for the individuals with whom we work. ANJC will use this knowledge to provide expertise, a commitment to quality, and consistency of deliverables. This can be made possible by:

- *Reviewing existing data collection methods; mapping the connection between short-term program measures*



and desired community impacts and investing in appropriate best practices review of research for measuring progress.

- *Identifying measures of success and strategies to support these measures.*
- *Reviewing data and progress annually, and adjusting interventions as appropriate.*

■ **Participant And Community Voices:** ANJC has improved outreach and awareness of services by focusing its efforts and working with communities throughout the state on common goals of resiliency, healing, and growth. Goals for this area include:

- *Develop and implement community outreach systems to include participant and community voices as we develop services.*
- *Bring participants' voices forward through*

personal interaction, surveys, and events that emphasize participant and community input and information gathering.

- *Develop and implement outreach systems for community activism and advocacy.*

Advocacy – efforts include community cafés regarding domestic violence/sexual assault in Nome, Dillingham, Copper Center, and Kotzebue, through which communities come together to discuss barriers victims may face and work together on possible solutions.

- *The human trafficking component of the advocacy program has a partnership with seven community agencies working together to provide services through much of Alaska, which will continue through 2020.*

Reentry – working with coalitions in Mat-Su, Anchorage and Kenai, we are creating a net-

work of partner agencies to whom we can refer individuals who are incarcerated and/or re-entering the community. In-reach efforts at prisons and halfway houses allow us to connect these individuals to our partners and ANJC services.

- *ANJC continues to expand its reentry coalition network around the state.*
- *We are working with the Department of Corrections on a civilian oversight committee to evaluate the prison system across the state. ❖*

A close-up portrait of a woman with dark hair, wearing a pink top and a necklace, smiling slightly. The background is blurred green foliage. A large, stylized green quote icon is overlaid on the bottom right of the image.

ANJC has improved outreach and awareness of services on common goals of resiliency, healing and growth.



Goals

ANJC's history and reputation make it a leader in bringing attention and solutions to justice system issues that disproportionately affect Alaska Native people:

Advocacy

- **Remove barriers** through changes in law and regulation and increased Native control of programs.
- **Act on** strategically critical legal, regulatory, and funding issues—especially those that create disparities with regard to Alaska Native people and other minorities.
- **Anticipate** expanded opportunities through the reauthorization of statutes and consultation.

- **Advocate** for maximum flexibility and accountability of external agencies to maintain our ability to operate in accordance with our values.

- **Work with** partners as advocates.

Partnership

- **Establish** or expand partnerships that help sustain ANJC's Mission.

- **Connect with** donors and sponsors in order to achieve goals through fundraising initiatives.

Leadership

- **Expand expertise** in program services.

- **Build a core** of talent with young professionals.

- **Demonstrate excellence** in stewardship through audit compliance and measuring outcomes.

Financial

- **Increase flexibility** in ANJC's existing and new funding streams while creating a pool of core funding for innovation.

- **Expand** program self-sufficiency through building programs that have self-generating resources. ❖

Conclusion

We will hold ourselves accountable—to our participants, partners, and funders—and measure ourselves against annual strategic goals as defined by our Board to achieve the full impact of this plan.

The plan encompasses what we have learned from our past—both our successes and challenges. As an organization embarking on new partnerships and a new era of growth and revitalization, we embrace a clear vision of our present course and desired outcomes. Our participants have been well served by our focused efforts. We will continue to improve the quality and impact of ANJC's service delivery, governance, and advocacy, and increase effectiveness as realized in the outcomes for our participants, stakeholders, and staff.

Through rigorous evaluation of data and demonstrated outcomes, we will hold ourselves accountable—to our participants, partners, and funders—and measure ourselves against annual strategic goals as defined by our Board to achieve the full impact of this plan. We will keep our values close and be careful stewards of our evolving resources, while being creative in establishing an environment of innovation for program development. ANJC will shape its own destiny by responding to the needs of our changing community, and finding new ways of facing familiar challenges that yield more effective and lasting results for a greater number of individuals. ❖





Pillars of Justice



Education

Equipping individuals with knowledge about the criminal justice system.



Restorative Justice

Providing those returning to society after incarceration with the tools they need to successfully rebuild their lives.



Advocacy for Victims

Standing up for the rights of Alaska Native people and providing the tools they need to advocate for themselves.



Social Justice Advocacy

Bringing partners together to advocate for fair and equitable treatment of Alaska Native people within the justice system.



— Alaska Native —
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3600 San Jeronimo Drive, Suite 264
Anchorage, Alaska 99508

www.anjc.org

 **COOK
INLET
TRIBAL
COUNCIL**
People. Partnership. Potential.