

# pathways out of poverty

2022-2027 STRATEGIC PLAN

*For Kids*

whatever it takes

# strategic foundation

## OUR MISSION

Breaking the cycle of homelessness and poverty for families and children

## OUR VISION

We envision a future where all individuals have viable pathways out of poverty and homelessness. Through innovative programs and persistent advocacy, ForKids will break the cycle of homelessness, foster strong families, and help parents gain and maintain safe and stable homes.

## OUR VALUES

- We believe the future of our community is rooted in securing the future of our children.
- We believe each individual has unique strengths and abilities that can be nurtured so they can achieve self-sufficiency.
- Our families are our full partners in the process of achieving self-sufficiency. We accomplish goals with them, not for them.
- We believe change is a process, not an event. Emergency shelter is not a permanent solution to homelessness.
- We are committed to implementing strategies that dismantle systematic racism and inequity.
- We believe we must be fully accountable for every contribution made to ForKids and wisely use all funds entrusted to us.
- We believe it is our responsibility to educate others about the complex nature of homelessness and advocate for changes in community policies and programs.
- We are committed to delivering services that achieve tangible results. We rigorously and regularly assess our programs, making changes where necessary to improve results.
- As a diverse and inclusive team, we work to address the complex challenges of homelessness through innovative thinking, hard work, and service excellence.

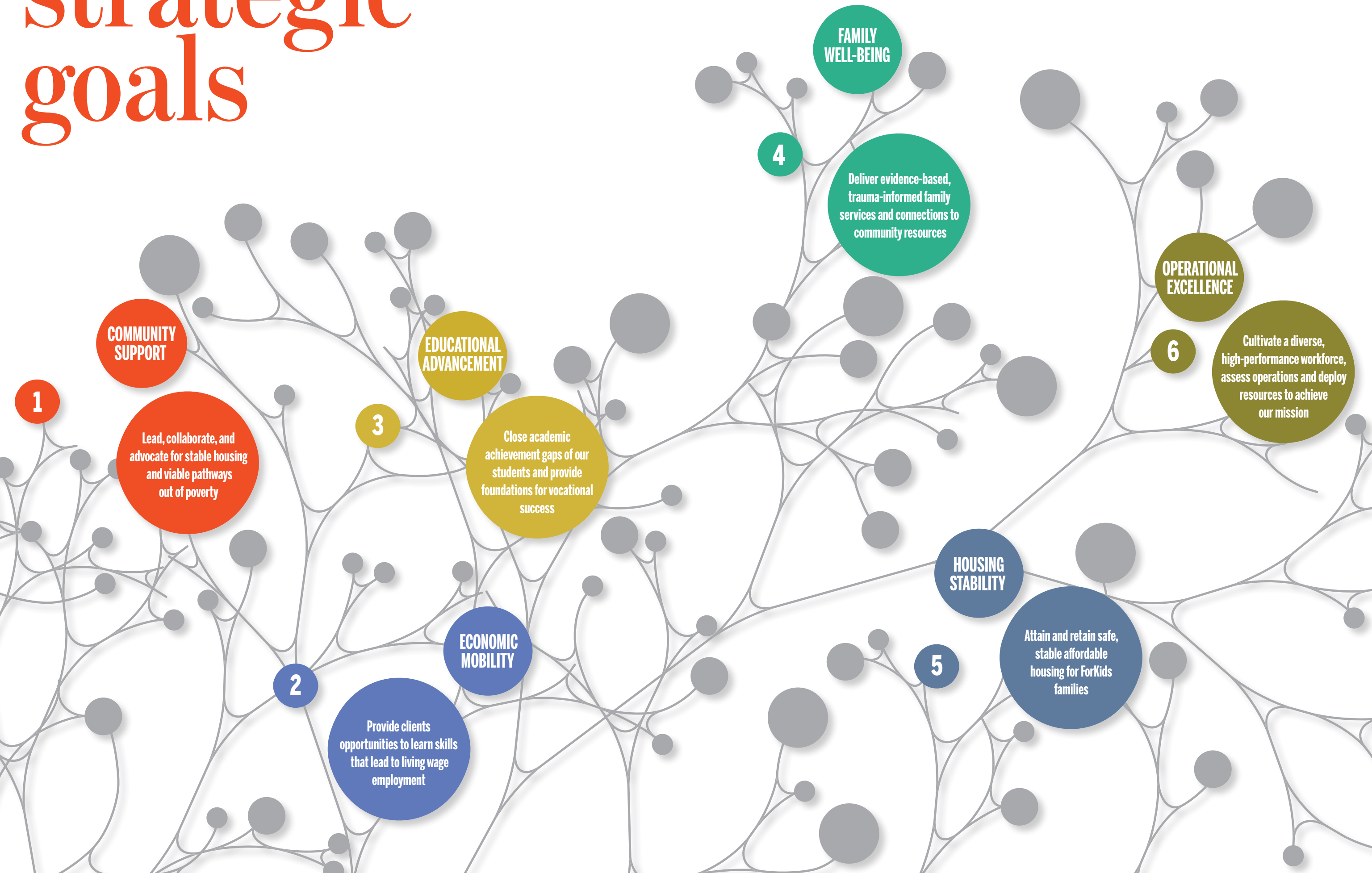


“I can’t overstate how much ForKids’ ability to see their role from a regional perspective has helped Hampton Roads. When they see a substantiated need and believe they can provide assistance, they step into that space, even if it’s a challenge for ForKids.”

*–community leader*



# strategic goals



# strategies

## Deepen Client-Centered Approaches

Refine and expand client-centered approaches to increase opportunities for clients to make their own choices, advocate for themselves, and chart their own courses and paths.

To achieve organizational Goals and Objectives, ForKids will apply the following strategies in all elements of its work.

## Advocate

Build community systems that provide stable housing and viable pathways out of poverty for families and children.

## Lengthen Service Interventions

Extend client engagement periods and measure goals that indicate long-term client success.

## Partner to Expand Opportunities

Expand resources through collaborative working partnerships. Help families access culturally responsive and individualized services and opportunities by reducing barriers.

## Advance Diversity, Equity, and Inclusion

Implement individual, community, and systems-level strategies to dismantle systemic racism and inequity.

## Data-Inform All Work

Collect, analyze, and utilize data to inform service provision and agency operations.



# 5-year goals and objectives



## GOAL 1: Communities that support stable, healthy, thriving families

Thriving, resilient communities require housing, education, transportation, and social support systems for all their citizens. ForKids will lead, collaborate, and advocate to build community systems that provide stable housing and viable pathways out of poverty for families and children.

**OBJECTIVE 1.1:** Effectively advocate to build community infrastructure that supports low-income families.

**OBJECTIVE 1.2:** Effectively connect households in crisis to available local resources.

**OBJECTIVE 1.3:** Fully utilize the Landmark and Birdsong Centers to support our families, staff, and communities.

## GOAL 2: Economic Mobility

Housing affordability and living wage income are inextricably linked. ForKids clients will have opportunities to gain skills of their choice that lead to living wage employment.

**OBJECTIVE 2.1:** 65% of adults participating in housing and economic mobility programs will increase earned income by program exit.

**OBJECTIVE 2.2:** 400 adults will complete a vocational training, certification, or degree program while engaging with ForKids over the next five years.

**OBJECTIVE 2.3:** 50% of households will increase their earned income to at least twice the cost of Fair Market Rent within three years of working with ForKids.

## GOAL 3: Educational Advancement

Children experiencing housing instability are more likely to have educational and developmental delays that impact the trajectory of their lives. ForKids will address the academic and social-emotional needs of our students to close academic achievement gaps and provide a foundation for vocational success.

**OBJECTIVE 3.1:** 90% of students will meet Virginia Department of Education attendance requirements.

**OBJECTIVE 3.2:** 85% of students will improve their social - emotional skills as measured by SELweb assessments.

**OBJECTIVE 3.3:** 90% of students will improve at least two 21st Century Skills of Critical Thinking, Creativity, Collaboration, and Communication.

**OBJECTIVE 3.4:** 90% of middle and high school students will identify a minimum of two viable career pathways.

**OBJECTIVE 3.5:** 75% of students identified as performing one year or more behind grade level in reading or math will reduce their achievement gaps.



# GOAL 4: Family Well-Being

Long-term housing instability and homelessness negatively impact mental and physical health and disconnect families from their communities. Utilizing evidence-based and trauma-informed practices, ForKids will positively impact clients' health and social-emotional well-being.

**OBJECTIVE 4.1:** 75% of participants identifying an unmet medical or behavioral health need will access appropriate treatment.

**OBJECTIVE 4.2:** 85% of adults participating in the nutrition pathway will self-report an improvement in their health-related quality of life.

**OBJECTIVE 4.3:** 90% of adults will increase the number of informal supports they utilize.

**OBJECTIVE 4.4:** 90% of families will increase the number of community supports they utilize.

**OBJECTIVE 4.5:** 90% of heads of household will improve their self-reliance as measured by a 5-point increase in their Bridge to Self-Sufficiency score.

**OBJECTIVE 4.6:** On average, participants will achieve at least 75% of the goals they set with ForKids staff.

# GOAL 5: Housing Stability

Safe, decent housing is essential for families to thrive. ForKids families will attain and retain safe, stable, affordable housing.

**OBJECTIVE 5.1:** 85% of households will secure a permanent housing placement.

**OBJECTIVE 5.2:** 75% of households will secure housing within 60 days of entering a housing program.

**OBJECTIVE 5.3:** 75% of households will retain housing for at least 6 months after exit.

**OBJECTIVE 5.4:** 75% of households will secure housing at an out-of-pocket cost of less than 50% of their monthly income.

# GOAL 6: Operational Excellence

Solving our community's most challenging problems requires great staff and a robust operational infrastructure. ForKids will cultivate a diverse, high-performance workforce, rigorously assess operations, and optimally deploy resources to achieve our mission.

**OBJECTIVE 6.1:** Recruit, train, and retain a diverse, skilled workforce.

**OBJECTIVE 6.2:** Develop sustainable income streams.

**OBJECTIVE 6.3:** Maintain trauma-informed facilities and technological infrastructure to support operational and programmatic goals.

**OBJECTIVE 6.4:** Align program and operational needs with financial resources to ensure 95% utilization of all grant awards.

**OBJECTIVE 6.5:** Produce accurate and timely internal and external reports and grant billing.



“ForKids does a phenomenal job understanding the needs of families experiencing homelessness. Their holistic services provide hope. I’ve witnessed folks go through the ForKids program and regain their strength and belief in themselves.”

–community leader

**This ambitious plan is anchored in ForKids' organizational strengths identified through extensive community interviews and stakeholder feedback.**

**According to consultant Michael Anderson, "Although articulated in differing ways by interviewees, ForKids' special sauce – its mix of crisis response, housing, educational, and other wrap-around services for children and parents, combined with the *whatever it takes* attitude of staff – has engendered respect and trust among its partners, funders, and clients. They're trusted and their expertise is recognized."**

**To read the full 5-year plan visit [ForKids.org/strategicplan](https://ForKids.org/strategicplan).**



# ForKids

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