



# Strategic Plan

Kidz2Leaders

2018-2020

## Introduction

Having a parent in prison is listed as one of the top 10 Adverse Childhood Experiences, according to the Centers for Disease Control (CDC). One in 28 children in the United States has a parent in prison, and national estimates are that as many as 70% of these children may one day become incarcerated.

In 1999, after realizing the devastating generational impact of incarceration, Rev. Dr. Diane Parrish became inspired to start a one-week camp, Camp Hope, solely for inmates' children. As the campers grew in age, so did the camp and its programming. The organization quickly expanded to offer year-round programming for these at-risk youth under the name of Kidz2Leaders, Inc.

Camp Hope still serves as the entry-point into these children's lives, and the organization now provides four program platforms designed to support a child for more than a decade – age eight into young adulthood. Platforms include Camp Hope, Interns4Tomorrow, Family Support, and Alumni Community.

Kidz2Leaders serves more than 200 children of inmates annually and impacts a minimum of 100 additional family members. Nearly 600 children have been impacted by kidz2leaders since its inception more than 18 years ago.

We are excited to report that of nearly 100 young adults who have completed at least seven of 10 years of Kidz2Leaders' programming, and are now age 17 or older, only one has been incarcerated in state or federal prison. Kidz2Leaders is committed to ending generational incarceration and changing the trajectory of the lives of children of inmates.

The purpose of this strategic plan is to focus the organization's desire to grow its capacity regarding the following:

- I. Programming
- II. Human Capital
- III. Strategic Fundraising



# Environmental Scan

## Strengths

- Highly qualified and dedicated staff members, board of directors, and volunteers.
- High numbers of invested, recurring individual donors.
- Well-established events for programming and fundraising.
- Well-developed, intentional focus on Christian community, life skills, and opportunity for children of inmates.
- Only agency in Georgia serving children of incarcerated parents with a decade of progressive programming.

## Weaknesses

- K2L is not as well-known in the community as it should be after nearly 20 years.
- Diversity and succession planning of board and staff must improve.
- Sources of funding for operating, reserve and growth should be expanded.
- Number of volunteers is not high enough to keep up with program expansion.
- Lack of access via public transportation to our office is difficult for families.

## Opportunities

- More children of inmates in Georgia exist than we can serve at our current capacity. The opportunity for growth is significant.
- New programs could further enrich the children we currently serve.
- Additional family members (parents, guardians, siblings) could be better served within program platforms.
- More children be served through an additional "entry-point."

## Threats

- Population is transient, and the logistics of serving more than 15 counties are overwhelming.
- A lack of reserve funding could threaten our existence in another recession.
- The current political climate has affected racial tension within program platforms.

## **Mission, Vision, and Values**

### **Updated Mission Statement**

Kidz2Leaders exists to break the cycle of incarceration by providing stability, opportunity and a Christian community for children of inmates.

### **Tagline**

Ending generational incarceration.

### **Vision Statement**

Young adults who complete our programs are able to lead self-sufficient lives, avoid incarceration, and contribute back to their communities through leadership and volunteerism.

### **Values**

Kidz2Leaders, Inc. is committed to:

- Being the hands and feet of Jesus Christ to our children.
- Modeling Christ's love through honesty, integrity, grace and hope.
- Creating a trusting and safe environment for our children.
- Reinforcing God's promise that He has a special plan for our children's lives – a plan to prosper, to give them hope and a future.

## Theory of Change

Children of inmates enter Kidz2Leaders' program platforms through Camp Hope between ages eight to 10. They then continue through four stages of programming as they mature into young adults. Their continued involvement and participation changes the trajectory of their lives and results in young adults who have choices and opportunities.

Young adults who complete our programs will be more likely to achieve self-sufficiency and avoid incarceration than children of inmates who are not involved in kidz2leaders.

## Intended Impact:

kidz2leaders strives for its program graduates to achieve self-sufficiency, as measured by:

- Program participants graduating from high school or obtaining a GED
- Program participants obtaining sufficient higher education and/or employment by age 25
- **Program participants living free from incarceration**

Our ultimate priority regarding our mission to end generational incarceration is to keep the youth we serve from entering the criminal justice system. We track incarceration rates of program participants age 18 and older to the best of our ability every 18 months. Our research includes the Georgia Department of Corrections Web site, background checks when permitted, and self-reporting through alumni surveys.

## Goals and Objectives

### Goal I –Strengthen Program Platforms

Children and youth engage in our decade of programming to develop self-sufficiency skills, which should lead to breaking the generational cycle of incarceration. It is critical for a high percentage of children to matriculate into each level, as it is only through this long-term investment that the cycle can truly be broken. We also believe engaging a higher percentage of family members will increase stability at home and allow caregivers to reinforce what youth are learning. Finally, we are excited to be producing an increased number of program alumni who we desire to continue to engage and support.

- **By 2021, Kidz2Leaders average matriculation rate across all levels within program platforms will be 85%.**
- **By 2021, 85% of families will be actively engaged in family programs.**
- **By 2021, 75% of alumni will participate in at least one K2L-sponsored event annually.**

### Objectives

1. Develop program recommendations regarding:
  - a. Program services aimed at families.
    - i. Consider hiring a Family Support Manager to grow the platform.
    - ii. Seek feedback from families regarding program platform growth.
  - b. Program services aimed at older students.
    - i. Consider ways to extend the intern program and possibly add a formalized technical school component.
    - ii. Evaluate opportunities to expand and engage alumni.
  - c. Deeper program engagement throughout the year.

- i. Seek partnerships to extend programs.
2. Implement an additional session of camp to grow number of kids served
  - a. Review single entry point of camp to determine if changes are needed
3. Review program measurements to ensure progress is being monitored.
  - a. Create logic models and scorecards for programs.
  - b. Evaluate established outcomes for each platform.

## **Goal II– Invest in Human Capital**

Kidz2Leaders will invest in staff, volunteer, and board development to meet the demands of the growing organization. It will be important for all key players to have the competencies and skills to guide and support the growth.

- **By 2021, 100% of staff will report they have achieved 80% of the skills required for their position.**
- **By 2021, we will recruit and train 600 volunteers to support programs.**
- **By 2021, we will diversify and further engage the board as measured by:**
  - **80 % of members attend at least four board meetings and actively participate on 1 committee.**
  - **At least 75% of new members will enhance the diversity of demographics and/or professional skillsets of the Board.**

### **Objectives**

1. Hire/retain qualified and committed staff to support the growth of Kidz2Leaders.
  - a. Determine staffing positions to support future growth and budget accordingly each year.

- i. Set priorities for hiring and funding staff positions.
  - b. Develop position competencies and training for staff to achieve the competencies with two-year plan.
2. Develop recruitment and retention program for volunteers.
3. Complete the transition of the organization from founder-driven to board-driven organization.
  - a. Create and execute a board recruitment and onboard process that brings in new talent, skills and leadership for the board of directors.
  - b. Re-evaluate board structure (committees, task forces).
4. Complete feasibility study for office move and/or improving physical facilities to allow for an increase in the number of staff, as well as greater accessibility to families served.

## Goal III – Fundraise Strategically to Support Programs

Kidz2Leaders wants to continue increasing the number of youth served each year. In order to do so, we will need to increase and strengthen our revenue sources to support growing program expenses.

- **In 2018, 2019, and 2020, we will increase annual revenue at a rate that supports intentional program growth. We will work toward a goal of a reserve fund that holds 10% of our annual operating costs.**
- **In 2018, 2019, and 2020, we will maintain our diverse ratio of income streams including, individuals, grants, and special events, and increase the dollar amount of each at a rate to be determined in the annual budget review process.**

### Objectives

1. Increase the annual budget with revenue goals and matching development plan to achieve the goals.
  - a. Increase the number of private and corporate foundation funders.
  - b. Retain and increase gift size of individual donors.
  - c. Increase recurring gift rate.
  - d. Reassess events and determine next steps.
2. Set goal for reserve and begin budgeting annually to fund the reserve.
3. Refresh our brand to support recruitment and fundraising
  - a. Develop communications plan aimed at each audience.
  - b. Budget for implementation.