

STRATEGIC PLAN 2021 - 2023



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Kidz2Leaders

STRATEGIC PLAN 2021 – 2023

ADOPTED BY KIDZ2LEADERS BOARD OF DIRECTORS ON 12.12.20.

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TABLE OF CONTENTS

Strategic Planning Approach & Process	3
Introduction	4
Theory of Change	4-6
Strategic Priorities and Goals	7

STRATEGIC PLANNING APPROACH & PROCESS

The initial decision to enter into a new strategic planning process entailed discussions regarding a new scope of work involving a deeper evaluation of the organizations past accomplishments and challenges, as well as a targeted and thoughtful approach to future growth. Various viewpoints were incorporated into the decision of how the organization would approach the process, ensuring those who focus on finances, programming and impact were all included.

Board Trustees, staff, and community members were included throughout the planning and meeting process.

The process included two half-day sessions with those previously noted, one staff-only day of discussions, and multiple phone interviews with the Executive Director and Board Executive Committee members.

Step One included both a staff and board survey and SWOT analysis of past organizational initiatives. There was remarkable consensus among both engaged groups.

When asked to describe K2Lin their own words:

- Christian/Christ Centered/Faith Driven/Faith Based/Faithful.
- Creative/Flexible/Intentional/Relational/Collaborative/Supportive.
- Not racially diverse.
- Board and Staff felt positive about K2L as an organization and its programs but recognized its current limitations.

When asked how K2L is different from its founding years:

- Expanded programs & services.
- Holistic approach to serving/Multiple touchpoints.
- Year-round programs.
- Serving whole families, not just kids.
- Financially diverse & stable.
- Concern regarding how, when, and what program expansion would look in short and long term.

When asked to project their Five Year Vision, the response was unanimous:

- Growth! Growth! Growth! (Program & Capacity)
- Robust/Preeminent
- Nationwide Platform
- Potentially owning K2L campsite (or discovering a more permanent solution to location issues)
- Concerns regarding how K2L will plan for this future growth, and the need to identify dependencies.

An S.W.O.T. analysis was developed again, by both board and staff. The results were somewhat similar to the analysis conducted three years ago in past strategic planning initiatives.

STRENGTHS

Leadership Board
Staff Programs
Funding Mission

OPPORTUNITIES

Constituents Marketing
Volunteers Program Expansion
Funding

WEAKNESSES

Consistent Program Funding
Board Recruitment & Training
Succession Planning Marketing

THREATS

Lack of reliable funds
Succession Planning Volunteer Retention
Political/Racial Tension Potential hostility to Beliefs

Additionally, in-depth work centered on the development of a K2L organizational Theory of Change, which helped identify/describe the community problems K2L addresses and the change strategy its programming supports.

Finally, strategic priorities and goals were set, along with the creation of a three-year action plan that identifies tactics for the completion of stated priorities and goals.

Previously, K2L staff and board members developed outcome measures for program platforms. Additional work is needed to ensure that the “right” outcomes, and therefore impacts, are being pursued, measured and evaluated in order to determine if long-term strategies are effective in changing the lives of children, youth and families. As evaluation continues, strategies will be adjusted as needed.

INTRODUCTION

Having a parent incarcerated is listed as one of the top Adverse Childhood Experiences (ACEs), according to a long-term study by Kaiser & the Centers for Disease Control (CDC). ACEs are defined as stressful, traumatic events including abuse, neglect, witnessing violence, and parental separation (incarceration). The prevalence of ACEs in a child’s life is proven to increase the likelihood of both physical and mental health challenges throughout the course of their adult life. Over time, the compilation of these traumatic experiences leads to toxic stress, negatively impacting brain development in youth, and eventually affecting the executive functions (decision making capability) of the brain.

Parental incarceration of a parent is a trauma of the same magnitude as abuse, domestic violence, and divorce (*Annie E. Casey Foundation*). The shame and stigma associated with incarceration causes these children to feel isolated and alone, exacerbating the effects of their experiences. (Angel Tree Ministries). Children of incarcerated parents are exposed to nearly five times as many ACEs as their counterparts without incarcerated parents. (*Natl Survey of Children’s Health.*)

In 1999 Rev. Dr. Diane Parrish began the Kidz2Leaders ministry in the hope of serving the children and youth of incarcerated parents in Georgia. She founded Camp Hope to serve this population of underserved children. Twenty years later, this entry point still serves as the start of a 10-year continuum of programming designed to serve children and youth through the challenges of living with an incarcerated parent. Each program platform builds upon the last, and provides stability, opportunity for a Christian community, as well as spiritual and emotional growth into young adulthood. Through K2L Alumni programs, evolution into adulthood includes activities that promote healthy school and career choices, resilience, and a life free of incarceration. More than 99 percent of those who have completed K2L’s 10-year curriculum continuum have remained free of incarceration.

Volunteer involvement remains the lifeblood of K2L’s efforts, and on-going efforts to recruit, train and steward those who give of their work, wealth, weight and wisdom is always a priority.

Theory of Change

All elements of a best practice approach to the work of K2L were addressed in the development of a comprehensive organizational Theory of Change. This work was challenging and resulted in newly committed approaches, as well as a commitment by board and staff to the impact K2L will make in the future on those they serve. Revised Mission, Vision, and Impact Statements were built, along with expanded Core Values and Guiding Principles, which provide the framework for decision making throughout the organization.

COMMUNITY PROBLEMS:

- Absent parents/caregivers because of incarceration
- Abandoned children and youth
- Lack of community support for children of incarcerated parents
- Adverse childhood experiences (ACEs)
- Adverse community environments
- Lack of positive role models
- Cycles of generational incarceration
- Absence of Christian leaders
- Broken judicial system
- Lack of hope

FOCUS:

- Provide touchpoints of relationships over an extended period of time. (K2L-10yrs)
- Develop future Christian servant leaders
- Provide opportunities for children and families to know Jesus and have a relationship with Him
- Help families experience the love of God through volunteers and others

INFLUENTIAL FACTORS:

- Twenty-year history of organization
- Desire for future expansion of organization and faith-based programming
- Development of long-term relationships among donors/volunteers/campers
- Board & staff are “hands-on, committed, caring, stable, passionate, compassionate, competent, genuine, respectful and open”
- Mission is obedient to God
- Organization is trusted by parents, colleagues, children and youth
- Good stewardship

STRATEGIES:

- Four program platforms that create a continuum of personal growth and service opportunities

ASSUMPTIONS:

- K2L work will always be hard.
- We follow God’s plan...God is great!
- The hope that we have in God is the foundation of our organization.
- We will always meet budget and funding goals.
- K2L will always be here.
- Youth will not go to prison if they finish the program.
- There will always be a campsite available.
- Camp will always be safe and possible.

DESIRED RESULTS (Goals):

Camp Hope -

Campers will build trust and Christian community during camp.

Interns4Tomorrow –

Interns will have the skills and knowledge necessary to make well informed choices regarding their education and career goals.

Alumni –

Graduates of the Kidz2Leaders continuum will live free of incarceration.

Family Support –

Families will set and achieve goals for faith-filled and productive lives.

IMPACT STATEMENT:

Kidz2Leaders will serve the children of incarcerated parents in Georgia into adulthood to live productive, Christ-centered lives, free of incarceration.

MISSION:

Kidz2Leaders exists to break the cycle of generational incarceration.

VISION:

Young adults who complete our programs can lead independent lives, avoid incarceration, and contribute back to their communities through leadership and volunteerism.

CORE VALUES

Kidz2Leaders is committed to:

- Teaching Love, Forgiveness, Trust, Joy, & Hope
- Organizational Growth
- Youth Centricity
- Integrity
- Unity in Christ
- Christ-Centeredness
- Collaboration
- Respect
- Honesty
- Trust
- Accountability
- Excellence in service

GUIDING ORGANIZATIONAL PRINCIPLES:

The Gospel and prayer transform lives.

Jesus is the ultimate leader -- we model our lives and ministry after His.
Biblical principles are at the core of our programs.

The safety and stability of our families is our priority.

This includes the families we serve, as well as our staff and volunteer families.

Long-term, supportive relationships are essential to creating Christian community.

Differences are valued and respected.

We receive and extend grace.

Quality is more important than quantity.

God calls us to steward people, time, and money with integrity and gratitude.

We serve with creativity and collaboration.

We celebrate the good work God is doing.

NEEDED ASSETS:

- Funding and capacity to accomplish all goals
- Availability of campsite year after year
- Volunteers who have availability and desire to give of their time
- Opportunities for youth to work during I4T program segment
- Alumni to remain engaged as leaders after formal program is complete

K2L STRATEGIC PRIORITIES & GOALS: 2021-2023

Priority One: Increase participant and volunteer retention throughout the K2L continuum (from year one to year 10).

Priority One Goals:

- a. Intentionally strengthen current K2L model using the following strategies:
 - i. Review evidence-based mentoring models and implement a mentoring initiative
 - ii. Expand Family Support and Alumni Community programming
 - iii. Research and consider a long-term plan for Camp Hope facilities to increase stability
 - iv. Review options for additional entry points into the K2L continuum (currently only ages eight to 10)
- b. Improve recruitment & stewardship strategies for volunteers and participants: connect with more diverse (racially and geographically) organizations; increase year-round engagement; improve training and communication.
- c. Strengthen outcome measurements to ensure progress is measurable.
 - i. Address technology needs associated with outcome measurements and data management.

Priority Two: Increase diversity and awareness among K2L volunteers, staff, and board.

Priority Two Goals:

- a. Provide training to K2L volunteers and staff on our faith, values and beliefs as they relate to diversity.
- b. Diversify partner organizations by expanding connections racially and geographically.

Priority Three: Increase community awareness of K2L in Georgia to promote and grow volunteerism and program participation, with a focus on expansion throughout Metro-Atlanta.

Priority Three Goal:

- a. Create and execute a three-year strategic marketing and communications plan.

Priority Four: Address organizational infrastructure needs through a comprehensive fundraising strategic plan.

Priority Four Goals:

- a. Create and adopt a formal board development plan that will increase the number of directors serving on the board.
 - a. Leverage board connections to raise funds for organizational stability.
- b. Create and execute a formal strategic fundraising plan.
 - I. Create, adopt and assign strategic fundraising initiatives that will include board, staff, leadership & constituents.

