



AMKids®

2023 - 2025

STRATEGIC PLAN

AMIkids will help 20,000 youth and families realize their *full potential* through *innovative programming* and *partnerships*.

A MESSAGE FROM OUR CEO



I believe it's time for AMIkids to step out of the shadows and take its place as **one of the most successful youth empowerment agencies in the country**. From the beginning, AMIkids has been the best-kept secret in our work with youth. For more than 50 years, we have been dedicated to enabling young people to develop to their fullest potential and reach for a brighter future.

We have one of the greatest returns on investment in the country – we help youth achieve educational and treatment goals, avoid future involvement in crime, and improve pro-social skills that contribute to lifelong success. As we confidently shout this message, we must focus on the future and prepare for change.

We must be ready for changes in juvenile justice funding across the country. We must look for ways to diversify funding so that we can add new service models and expand program offerings to touch the lives of more kids, families and communities. We can do this by growing philanthropic revenue and establishing mission-driven public and private partnerships.

AMIkids is in the ideal position to partner with communities to work with young people who need direction. We have a proven track record of inspiring youth to improve their behavior, academic performance, and communication with their families. We have also successfully addressed youth mental health and workforce development issues.

We must take advantage of our position. That's why this three-year strategic plan is so important. It will serve as a map to guide us and keep us focused on four key goals that are critical to success. The goals were developed with input from team members and stakeholders using data-driven research. **Our vision is for AMIkids to impact 20,000 lives by December 2025.**

We need you to play your part in us reaching our 2023–25 Strategic Plan goals. **Together, we can reach these goals and lay the foundation for AMIkids to impact the lives of kids, families and communities for another 50 years.**

Mike Thornton

Mike Thornton
President & CEO, AMIkids, Inc.

THREE-YEAR STRATEGIC VISION STATEMENT:

AMIkids will help 20,000 youth and families realize their **full potential** through **innovative programming** and **partnerships**.

BACKGROUND AND APPROACH

- AMIkids continues its commitment to putting Kids First through organizational strategic planning aimed at providing quality services that meet youth needs and strengthen communities.
- A three-year strategic plan timeframe was decided instead of five years to allow for increased responsiveness and flexibility to organizational change or focus.
- Strategic goals were derived by identifying potential focus areas through triangulation of findings from existing internal organizational data, a SWOT (Strengths, Weaknesses, Opportunities, Threats) survey and external, national youth development trends rooted in research.

VISION AND GOALS

Our three-year vision is to **Positively Impact More Lives** using four strategic goals as our guide:

1. Diversify Funding
2. Retain Staff
3. Enhance Individual Learning and Skill Development
4. Expand Programming to Address Community Needs and Service Gaps



1 **Diversify Funding**

Explanation:

Relying on specific types of funding or single funding streams is risky, particularly with the state of the economy. Furthermore, restricted funding limits our ability to respond to programmatic changes or needs and is time intensive because of reporting requirements. New funding streams must be explored. Unrestricted funding streams enable AMIkids to set and pursue organizational initiatives and programming, as opposed to responding to a funder's priorities. AMIkids' ultimate goal is to increase the diversification of funding across the organization, as a whole, and at each program through increased national market presence, national partnerships, and regional resource development.

Objectives:

- Develop and position the AMIkids brand nationally to elevate visibility and increase unrestricted revenue
- Secure national partnerships to increase the diversification of funding
- Increase regional capacity to secure unrestricted funding at local programs

Outcomes:

- Six national partnerships secured
- 50% increase in unrestricted revenue at the Home Office
- 50% increase in overall unrestricted program revenue

“Sharing our story and inviting stakeholders to support AMIkids’ mission will lead to securing new donors, community partners and diverse funding sources. This goal includes elevating the AMIkids brand, establishing mission-driven public and private partnerships, and growing unrestricted philanthropic revenue at all levels of the organization to ensure organizational sustainability and impact for years to come.”

~ Brian Lepacek

Vice President of Resource Development



2 Retain Staff

Explanation:

Team member shortages and high levels of turnover impact our ability to serve youth and meet community needs. Analysis of team member feedback and data collected internally coupled with national trends indicate several implementation strategies necessary to effectively address staff shortages and retention:

- 1) More competitive compensation to attract candidates from the ever-decreasing labor pool;
- 2) Program culture directly correlates with the retention of staff. Current staff can support the recruitment of new staff and promote a culture that prevents turnover; and
- 3) Clearer and more transparent communication, such as our strategic plan and vision, will increase retention of current staff and find candidates that mirror AMIkids values. Communication of values may attract a certain candidate to AMIkids that will stay longer.

Objectives:

- Evaluate and establish optimal retention timeframes for high-turnover roles
- Increase retention rates for identified high-turnover roles
- Improve workplace culture and engagement

Outcomes:

- Optimal retention timeframes for high turnover roles established
- 37% Increase in retention rates for targeted positions: Youth Care Specialists, Teachers, and Case Management/ Behavioral Health roles
- 10% Improvement from pre- to post-survey on measuring organizational culture and engagement

“Staff retention is important because it helps us build better company culture and contributes directly to our ability to deliver excellent services to the youth and families we serve. Staff retention builds team cohesion and boosts morale, enabling greater connectedness and positive synergy, and is a crucial factor in boosting recruitment and future business. Candidates and stakeholders who see (or hear from) the same employees year after year know that the company must be doing something right and are more likely to want to be a part of AMIkids.”

**~ Angee Hastings
Chief People & Culture Officer**



3 Enhance Individualized Learning and Skill Development

Explanation:

Social and emotional skill building, also referred to as character development, is associated with long-term outcomes such as academic achievement, mental health, recidivism, and improved lifetime outcomes. AMIkids' value and strength of Kids First can be used to address the opportunity for providing youth-centered, personalized learning and skill development.

Objectives:

- Identify existing opportunities for individual and life skill development and perform a program gap analysis to assess education/workforce development and behavioral health needs
- Develop and offer an individualized menu of opportunities to improve the mental health, education, and life success of youth
- Update the AMIkids Personal Growth Model[®] (PGM) to reflect youth-driven, individualized learning and skill development

Outcomes:

- 100% of scales in the AMIkids Youth Outcomes Survey will show significant improvement from pre- to post survey

“The demands faced by youth today are different and more challenging than ever before. AMIkids is committed to developing individualized programming that allows youth to function and thrive in every area of life so that they may achieve personal wellness and experience success in the workforce.”

***~ Dr. Amy Bradshaw Hoppock
Vice President of Behavioral Health***



4 Expand Programming to Address Community Needs and Service Gaps

Explanation:

Historically, AMIkids programming helps youth once they have become part of the system and less on the prevention side. There are opportunities to reach youth and families who could benefit from the AMIkids Way and prevent system involvement. Also, expanding programming to fill service gaps addresses the national landscape around wraparound, systems of care, and youth disconnection – all of which are tied to long-term success.

Objectives:

- Identify target areas to address community needs and service gaps
- Expand and deliver AMIkids services that meet community needs

Outcomes:

- Two new service methodologies implemented

“AMIkids is committed to expanding its reach by offering holistic services such as child welfare, prevention, and transition programs to prevent youth from moving deeper into the juvenile justice system.”

~ Heyward Golden

Senior Vice President of Operations



PLANNED EVALUATION TO MEASURE SUCCESS

- To ensure success, each goal owner will break down the ultimate goal into annual goals and establish an action plan to reach annual goals.
- Progress toward each goal will be updated and presented by the goal owner during monthly leadership meetings as well as quarterly executive committee meetings and annually at the Board of Trustee meeting.

***POSITIVELY IMPACT
MORE LIVES***



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