



AMI KIDS



2026-2028

STRATEGIC PLAN

Putting **Kids First**, today and for the future.

CEO Message

“This strategic plan demonstrates our commitment to expanding our impact by reaching more young people, improving outcomes, and investing in staff to work more efficiently and ensure a sustainable future.”

— MIKE THORNTON, PRESIDENT & CEO



At AMIkids, our work has always been about one thing: putting **Kids First**. That commitment has guided us for almost 60 years, and it continues to shape how we show up every day for the youth, families, and communities we serve.

The 2026 to 2028 Strategic Plan reflects both who we are and where we are going. It builds on the strong foundation we have created together while recognizing that the needs of young people and communities continue to evolve. This plan is the result of thoughtful reflection, meaningful input from staff, board members, and partners, and a shared belief that we can always do better for the kids who count on us.

Over the next three years, our focus is clear: deliver consistent, high-quality, values-driven programs while staying true to what makes AMIkids unique. Through four strategic goals, Mission-Aligned Growth, Service-Driven Excellence, Talent Development, and Financial Health and

Sustainability, we are strengthening how we grow, how we work, how we support our people, and how we ensure AMIkids remains strong for generations to come.

What I value most about this plan is the way it reflects the AMIkids Way. It emphasizes collaboration and continuous improvement, and it recognizes our greatest strength, our people. When our staff are supported and our systems are aligned, we create the conditions for young people to succeed.

This Strategic Plan is more than a roadmap. It is a shared commitment. A commitment to one another, to the communities we serve, and most importantly, to the youth whose lives we have the privilege to impact. As we move forward together, I am confident in our direction, grateful for our team, and excited about what is ahead.

Our future is bright, and it's one we will build together.

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Three-Year Strategic Vision

AMIkids will be nationally recognized for delivering **consistent, high-quality, values-driven** programs that empower youth and families, strengthen communities, and expand opportunities through meaningful impact and strategic partnerships.

Guided by this vision, AMIkids will grow its reach by 20%, extending our programs to more youth and families nationwide.

Our vision is driven by consistent excellence and lasting impact through four strategic goals:

1 | Mission-Aligned Growth

Expanding reach and impact through clear, community-focused models.

2 | Service-Driven Excellence

Delivering efficient, high-quality services and consistent results organization-wide through data-informed, streamlined processes.

3 | Talent Development

Strengthening programs through staff growth, leadership, and engagement.

4 | Financial Resilience

Securing long-term stability through diversified revenue, board engagement, local fundraising, and efficient growth.





“Our strategic goals give us a shared focus and a clear path forward, ensuring that every decision we make strengthens program quality, supports our people, and expands opportunities for the youth and families we serve.”

— JESSICA MITCHELL, PH.D, SR. DIRECTOR OF DATA, RESEARCH & STRATEGIC INITIATIVES

Mission-Aligned Growth

Grow with Purpose



Pursue mission-aligned growth by focusing on clear models, community needs, and ease of implementation, while measuring success through financial health, impact, and strong partnerships.

Explanation

Mission-Aligned Growth was chosen as a strategic goal because it directs our energy toward opportunities that fully reflect who we are and what we do best. By prioritizing programs that allow us to deliver our complete Personal Growth Model—not just pieces of it—we ensure that youth and families experience the full AMIkids approach. This focus helps us allocate resources intentionally, strengthen consistency, and communicate our purpose more clearly to stakeholders. As we grow in alignment with our mission, we enhance the quality of our services, deepen our impact in communities, and reinforce what makes the AMIkids experience unique and effective.

Three-Year Objectives

- **Strengthen mission-aligned growth decisions** by prioritizing community-focused service models that deliver the full AMIkids Personal Growth Model™ (PGM) and clearly define where and how we grow.
- **Expand mission-aligned reach and impact** by increasing access to high-quality programs that meet community needs, deepen youth and family outcomes, and strengthen strategic partnerships.
- **Ensure sustainable and consistent growth** by focusing resources on financially sound, scalable models that reinforce service quality, organizational clarity, and long-term community impact.

Three-Year Outcomes

- 100% of new business and continuation decisions will utilize a standardized evaluation tool that ensures alignment with the organization's mission/community needs and sufficient resources for staff and provision of services.
- 100% of programs will be engaged in continuous quality improvement to implement the AMIkids Personal Growth Model™ (PGM) with fidelity.

Service-Driven Excellence

Do It Well, Do It Right, Do It Smart



Provide service-driven excellence through data-informed, streamlined processes driving efficient, high-quality services and consistent results organization-wide.

Explanation

Service-Driven Excellence was chosen as a strategic goal because consistent, efficient operations are essential to delivering high-quality services and a cohesive AMIkids experience. By streamlining processes, reducing duplication, and using data to guide decision-making, we ensure programs operate with fidelity, clarity, and accountability across all models. This goal calls on Home Office departments to evaluate and strengthen internal processes and communication, improving both efficiency and employee experience. A more unified organizational identity positions AMIkids to responsibly expand services, enhance program quality, and serve more youth and families with excellence.

Three-Year Objectives

- **Develop and launch standardized, ongoing communication methods** to relay information across departments, to the programs, and within different levels of the organization.
- Establish, monitor, and update **consistent organization-wide practices for storing, organizing, and disseminating information** and processes within our internal systems.
- **Streamline workflows for routine organizational tasks**, supported by monitoring and/or KPIs, to ensure consistent application and continuous improvement.

Three-Year Outcomes

- 100% of Home Office departments will have a satisfaction score of 4.0 or higher, as measured by data from the AMIkids Service and Support Feedback Survey.
- 100% of AMIkids programs will have a quality score of 4.0 or higher, as measured by data from the Stakeholder Satisfaction Survey.
- Each Home Office department and program type will identify efficiency measures that are monitored and tracked for ongoing process improvement.

Talent Development

Invest In People



Support talent development by building strong programs through staff growth, leadership, and engagement.

Explanation

Talent Development was chosen as a strategic goal because our people and culture, known as the AMIkids Way, are the foundation of our mission. By investing in staff growth, leadership development, and meaningful engagement, we can build and retain a talented, mission-driven workforce that continues to learn, lead, and thrive. This intentional focus strengthens the AMIkids Way, deepens staff commitment, and ensures we have a strong, stable, and highly skilled team capable of driving performance and sparking innovation across the organization. When our people are supported and empowered, we are better equipped to deliver high-quality services, expand our reach, and ultimately serve more youth and families with excellence.

Three-Year Objectives

- **Strengthen career growth and opportunity** by creating clear, accessible career pathways to enable every team member to grow and advance within AMIkids.
- **Build connection, belonging, and employee voice** by expanding opportunities for staff to connect with leadership, share feedback, be recognized, and engage directly with youth through experiential education, fostering meaningful connections, sparking interest, and supporting long-term retention.
- **Enhance talent systems and leadership development** by improving hiring processes, mentorship, role-specific training, and professional credentialing, while highlighting staff experiences to attract and build a skilled, engaged, and mission-driven workforce.

Three-Year Outcomes

- Defined and centrally located advancement pathways will be established for all major roles to ensure staff understand growth potential across the organization.
- A 10% increase in internal promotions will be achieved.
- A 10% increase in team members' sense of belonging will be demonstrated by the Employee Voice Survey.

Financial Resilience

Secure Our Future



Create financial resilience and secure long-term stability through diversified revenue, board engagement, local fundraising, and efficient growth.

Explanation

Financial Resilience was chosen as a strategic goal because long-term stability is essential to sustaining our mission and reliably serving youth and families. By diversifying revenue, strengthening board engagement, expanding local fundraising, and pursuing efficient, mission-aligned growth, we build a durable financial foundation. This allows AMIkids to protect existing programs, invest in innovation, expand thoughtfully, and reinforce the full AMIkids experience. Through collaboration between Home Office, boards, and local programs, we secure sustainable funding, strengthen stewardship, and position AMIkids to plan confidently, operate effectively, and maximize impact for the youth and families we serve.

Three-Year Objectives

- **Increase board engagement in fundraising** by building the capacity, confidence, and consistency of board members to actively support and lead fundraising efforts across all states.
- **Increase sustainable and diversified revenue** by growing fundraising, expanding donor participation, and strengthening partnerships.
- **Strengthen understanding and use of unified, data-driven financial management** systems to improve financial planning, forecasting, cost savings, and accountability.

Three-Year Outcomes

- A 25% increase in board-generated contributions and donor referrals will be achieved.
- 100% of boards across all programs will actively participate in fundraising activities annually.
- A 15% increase in total unrestricted revenue will be achieved across AMIkids programs.
- A 10% reduction in operational costs will be achieved through data-driven cost-saving measures, documented in annual financial reports.

Our Strategic Approach

Our strategic approach guides intentional, informed decision-making across AMIkids. By engaging youth, staff, and leaders, we strengthen programs and communities while remaining responsive to evolving needs. Every initiative is designed to empower young people and create meaningful, lasting impact.



Kids First

AMIkids maintains a steadfast commitment to putting Kids First through intentional, organization-wide strategic planning that delivers high-quality services, meets youth needs, and strengthens communities.



Timeframe

A three-year strategic planning timeframe supports meaningful, sustainable change while allowing responsiveness and flexibility to organizational and environmental shifts.



Data-Driven

Strategic goals were developed using data collected from internal and external stakeholders, including surveys, organizational trend analysis, and facilitated focus groups with leaders, the executive team, and board members. This process included reflection on the strengths and challenges of the previous strategic plan, as well as visioning to address the evolving needs of the youth and communities we serve.



Collaboration

Each strategic goal area is supported by a dedicated Strategic Plan Committee consisting of an Executive Sponsor, 8–10 committee members (a mix of Home Office and program staff), and up to five Thought Partners who provide insight without a formal time commitment. This inclusive, shared-leadership approach was intentionally selected to increase engagement at all levels of the organization and strengthen communication, alignment, and synergy across individual, departmental, Home Office, and program efforts.



Communication

Each Strategic Plan Committee has a dedicated leader (or co-leaders) and notetaker who regularly report to the Executive Sponsor and the AMIkids Strategic Plan Leader. In addition, a comprehensive communications plan has been developed to ensure all AMIkids team members and stakeholders are informed of the Strategic Plan and actively engaged in its implementation.



Planned Evaluation to Measure Success

- To ensure success, each Strategic Plan Committee will translate three-year objectives and outcomes into annual goals and develop action plans to support their achievement.
- Progress toward annual goals will be tracked and documented by each committee using a centralized progress monitoring system. The AMIkids Strategic Plan Leader will oversee progress and report updates during monthly leadership meetings, quarterly Executive Committee meetings, and the annual Board of Trustees meeting.








Our Future is BRIGHT!

This Strategic Plan serves as a clear roadmap for advancing the AMIkids mission over the next three years. Grounded in our values, informed by data, and shaped by the voices of youth, staff, partners, and board members, it reflects our commitment to delivering consistent, high-quality programs that put Kids First.

Through focused growth, operational excellence, investment in people, and long-term financial resilience, AMIkids will strengthen its impact, deepen community partnerships, and expand opportunities for the youth and families we serve. With shared ownership, ongoing evaluation, and intentional communication, this plan positions AMIkids to move forward with clarity, accountability, and purpose.

For questions regarding the 2026-2028 AMIkids Strategic Plan, please contact:

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