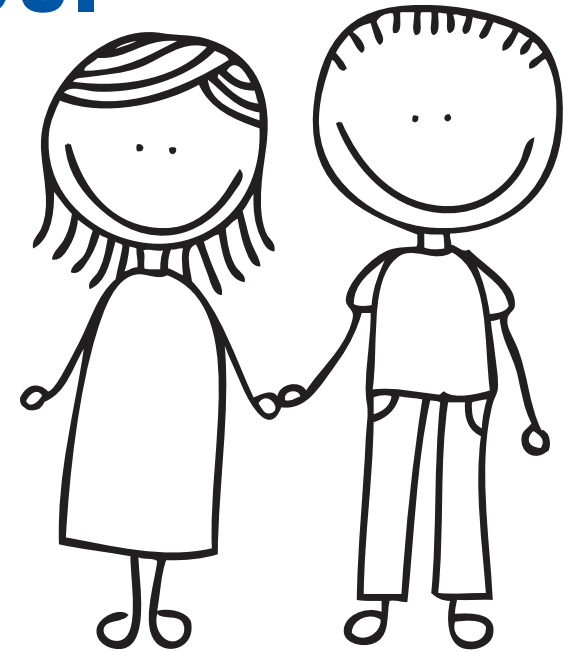
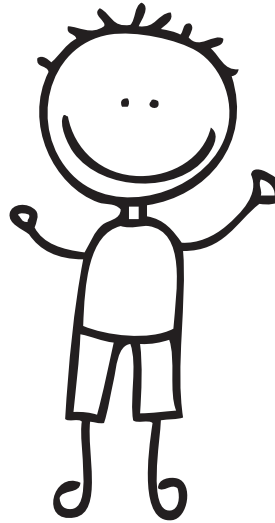
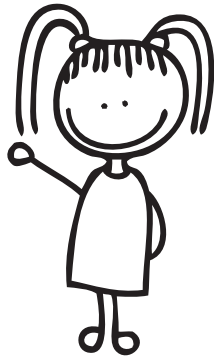


OUR VISION: Elevate 10,000 families to self-sufficiency by 2030.



EARLY LEARNERS

Ages 0-12

Goal

Increase 3rd graders reading at grade level from 79% to 90%

SUCCESSFUL YOUTH

Ages 13-18

Goal

Increase graduation rate from 91% to 95%

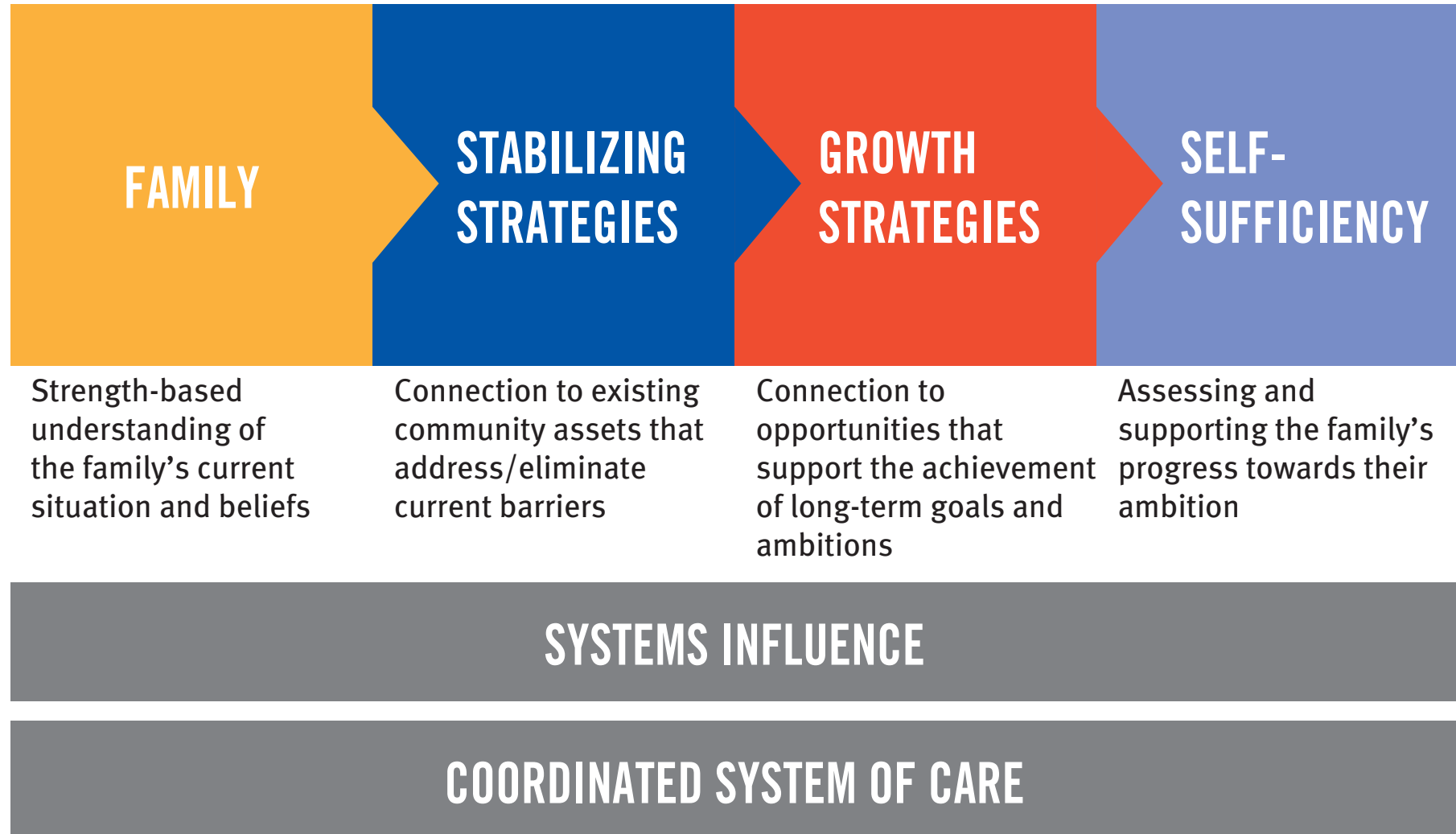
HEALTHY ADULTS

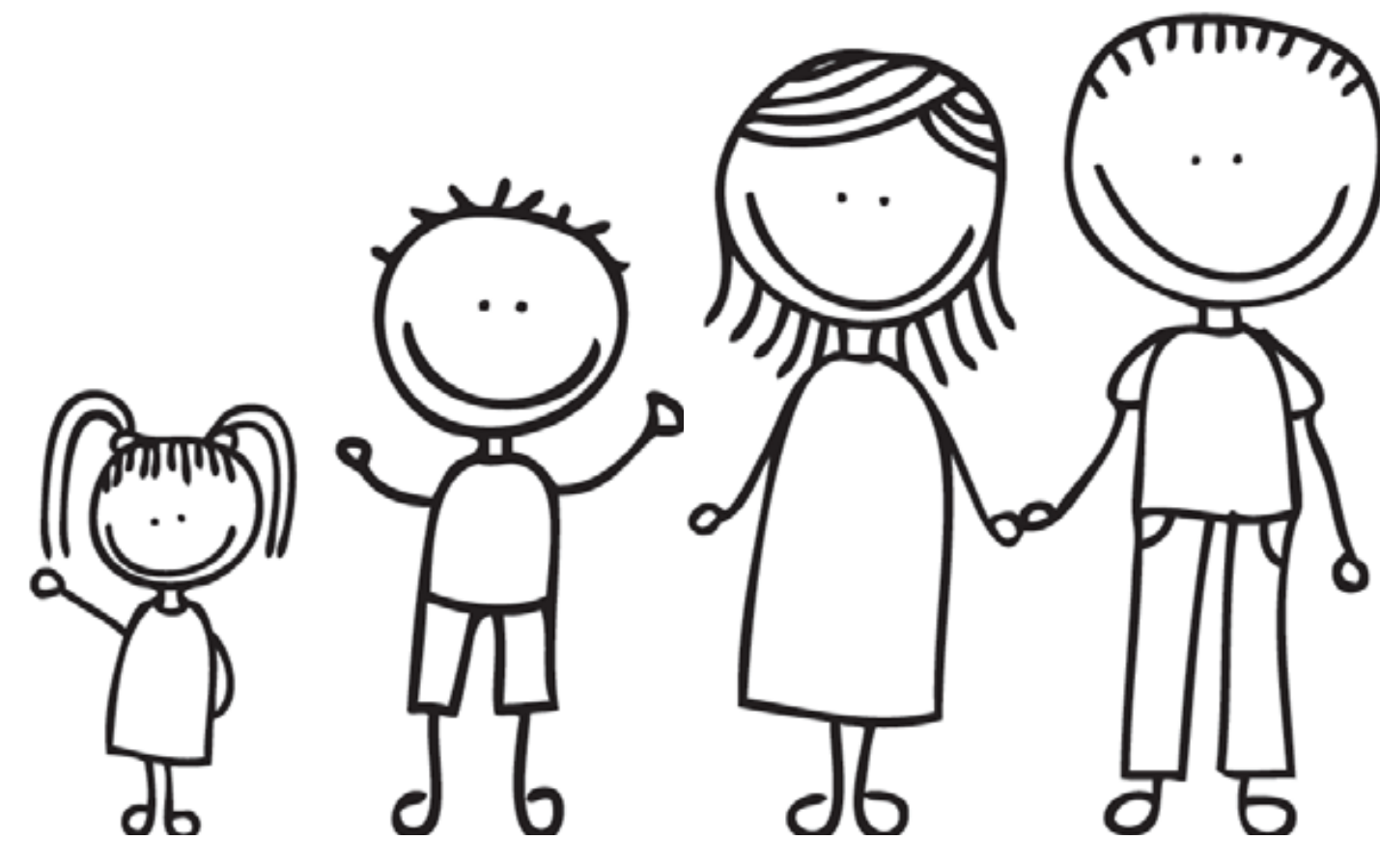
Ages 18+

Goal

Reduce poverty rate from 13% to 9%

FAMILY-LED SELF-SUFFICIENCY MODEL



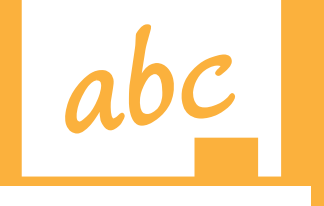


CONTINUUM OF SUPPORT

STABILIZING STRATEGIES

GROWTH STRATEGIES

EARLY LEARNERS



SYSTEM INFLUENCE

- Mobilize diverse mentors and coaches
- Family sustaining wages
- Tiered reimbursement for quality childcare & out of school care
- Access to affordable quality childcare & out of school care
- Alignment of funds to expand school readiness efforts

- Seamless basic needs network
- Safe and healthy homes
- Health services for children and mothers

- Train and retain quality childcare workforce
- Nurture healthy habits in young children
- Quality early learning environments
- Quality summer and out-of-school learning
- Elementary/middle school transition support
- Partner with parents/guardians to ensure child's success and well-being

GOAL: Increase 3rd graders reading at grade level from 79% to 90%

SUCCESSFUL YOUTH



SYSTEM INFLUENCE

- Early warning response systems to identify at-risk students
- Increase and monitor quality of out-of-school programs
- Foster college and career goals for youth

- Seamless basic needs network
- Safe and healthy homes
- Academic support for at-risk students
- Mental and physical health services

- Middle and high school transition support
- Development of life and social skills
- Risky behavior prevention
- High school/college/career transition support
- Partner with parents/guardians to ensure youth's success and well-being
- Nurture healthy habits

GOAL: Increase graduation rate from 91% to 95%

HEALTHY ADULTS



SYSTEM INFLUENCE

- Affordable, quality childcare accessible to working families
- Adequate safe housing
- Incentives for access to healthy food
- Comprehensive health insurance coverage for all
- Equal access to financial products, education and programs
- Integration of affordable primary care, oral health and behavioral health services
- Protection of rights for seniors, adults with disabilities and survivors of domestic violence
- Cultivate safe, vibrant neighborhoods

- Family sustaining employment
- Quality, affordable childcare
- Safe and affordable housing
- Access to financial services
- Access to healthy food
- Affordable, quality healthcare
- Safe care for seniors and adults with disabilities
- Support system for survivors of domestic violence
- Assistance to navigate the judicial system

- Higher education, job-skills training and/or career pathways
- Home ownership in safe, diverse neighborhoods
- Financial education and coaching
- Nurture healthy habits
- Comprehensive health insurance coverage
- Holistic, patient-centered care
- Independence for seniors and adults with disabilities

GOAL: Reduce poverty rate from 13% to 9%

10,000 Families to Self-Sufficiency by 2030

EARLY LEARNERS

GOALS:

Increase 3rd graders reading at grade level from 79% to 90%

Stabilizing Strategies

- Provision of holistic family supports that help families with young children meet their basic physical needs.
 - #/% of families engaged in 2-generation programs (i.e. child attending childcare/out of school time programs while parents are receiving employment/education supports and services)
 - #/% of families referred and accessing additional services as barriers impacting children's success are identified (e.g. food, rent assistance, employment supports, access to benefits, legal services, etc.)
- Health services for children and moms
 - #/% of children who are up-to-date on well-baby
 - #/% of pregnant mothers regularly accessing prenatal care
 - #/% children connected to a medical home, and accessing medical, oral and mental health services
 - #/% of children who improve their health status from services received
 - # of children screened for developmental delays
 - #/% of children identified as at-risk for delays referred to, and receiving early intervention services
- Safe and healthy homes
 - #/% of victims of violence who are connected to supportive services
 - #/% of parents/caregivers that demonstrate an increased awareness of the behaviors associated with protective factors that lower the risk of child abuse and neglect
 - #/% of parents/caregivers without further reported incidences of abuse and neglect

Growth Strategies

- Train and retain quality childcare workforce
 - #/% of childcare providers connected to and receiving financial support to pursue career development pathways (CDAs scholarships through DSS/SBGR/HS, Project Pathfinders, Davenport Institute, etc.)
 - #/% of providers completing at least 20 hours of professional development/year
 - #/% of child care providers who remained employed in the same VQ sites for 12 months (conversely, the % staff turn-over at VQ sites)
- Access to health education on a variety of topics that promote the development of healthy habits in young children
 - #/% of children (and their families) consistently participation in health-related programming (80% of the time)
 - #/% of children (and their families) demonstrating increased knowledge or improved related healthy habits/behaviors (e.g. oral health, healthy eating, increased physical activity, etc.)

- Access to quality early learning environments for children
 - #/% of children enrolled in quality care settings (i.e. VPI, Head Start, VQ sites)
 - #/% consistently attending the program during the year (90% of the time)
 - #/% of low-income children at VQ sites receiving scholarships or other financial subsidies
 - #/% of childcare programs in the area actively participating in quality improvement efforts through VA Quality, ITSN, etc. (e.g. % market penetration in the area)
 - #/% of children ages 3-4 who are demonstrating age-appropriate milestones for their development (e.g. Ages & Stages, Teaching Strategies – Gold, PALS preK)
 - #/% of children who are entering kindergarten ready to learn (PALS K results)
- Access to quality summer learning and out of school time programs focused on literacy and STEAM
 - # of students participating in out of school time programs focused on literacy and STEAM at least 80% of the time
 - #/% of students who exhibit age-appropriate literacy skills (e.g. meet benchmarks in math by 5th grade)
 - #/% of children who are promoted to the next grade
 - #/% of children who attend school consistently (miss 10% of school days or less)
 - #/% of students in summer learning programs
 - #/% of students enrolled in summer programs that maintained or improved level skills in reading and math at the end of the period
- Inform and engage parents to support their child’s healthy development
 - #/% of parents/guardians that demonstrate increased knowledge of age-appropriate child development, needs and behaviors (e.g. also includes able to support child at transition points from preK to kindergarten, and elementary to middle school)
 - # of parents/guardians of students in programs, participating in at least 4 parent engagement activities throughout the year
 - #/% of parent/guardians who engage in learning/educational activities with their child (e.g. reading to children at least 20 minutes, 3x a week; interacting with their child using Learning Games concepts, supporting socio-emotional well-being)

Systems Influence

- Diverse mentors, coaches to support teachers/childcare centers, and to help with outreach efforts in the community
 - #/% of diverse mentors, raters, coaches recruited, trained and deployed to work with target population/sites
- Alignment of private and public funds to expand school readiness efforts for low-income families
 - # of funders, and amount of funding leveraged from public-private sources to further shared goals towards quality childcare and out of school time care
- Single point of entry for families seeking care to be connected to quality care options that meet their needs (VPI, Head Start, Mixed Delivery classrooms, other VQ sites)
 - #/% of referrals to VQ sites received through single point of entry
 - #/% of families connected to quality preschool that meets their needs

- Early childhood data collection, sharing and tracking involving all local school systems, and linked with state entities and efforts
 - # of institutions with agreements in place, who are actively sharing data elements
 - # of institutions who are using shared data elements to inform decision-making
 - \$\$ value investments, mini-grants, etc. made as a result of data-informed decision-making
- Tiered reimbursement
 - #/% of VQ sites that are DSS subsidy vendors
 - \$\$ value of prioritized investments, mini-grants made to VQ/DSS subsidy vendors to retain and reward consistent participation
- Access to affordable and consistent quality childcare for families working towards self-sufficiency
 - #/% of families receiving childcare subsidies that are connected to quality childcare options that meet their needs
 - #/% of children who have consistent quality care throughout the (at least 90% of the year) as a result of supportive family policies, and blending/braiding of funding
- Livable wage – as a key strategy to address teacher retention in childcare settings, and stabilizing families with children
 - #/% of early childhood providers and families served at UW programs who are connected to supports to increase their income (e.g. EITC, Tax Clinic, My Free Taxes, Bank On checking accounts, IDAs, benefits bank, employment, etc.)
 - #/% of early childhood providers and families served living at or below 200% of poverty

Youth Development

Goal:

Increase graduation rate from 91% to 95%

Stabilizing Strategies

- OST programs provide academic support for at-risk students (homework help, tutoring, literacy support)
 - #/% of students who improve academic performance
 - #/% of students who demonstrate math and reading proficiency
 - #/% of students who maintain satisfactory school attendance
- Provision of holistic family supports that help families with children meet their basic physical needs
 - #/% of families engaged in 2-generation programs (i.e. child attending childcare/out of school time programs while parents are receiving employment/education supports and services)
 - #/% of parents/guardians that are more knowledgeable about community resources to address barriers impacting children’s success are identified (e.g. food, rent assistance, employment supports, access to benefits, legal services, etc.)

- #/% of families referred and accessing additional services as barriers impacting children's success are identified (e.g. food, rent assistance, employment supports, access to benefits, legal services, etc.)
- Access to safe and healthy homes
 - #/% of victims of violence who are connected to supportive services
 - #/% of parents/caregivers who participate consistently in the program (80% of the program series classes)
 - #/% of parents/caregivers that demonstrate an increased awareness of the behaviors associated with protective factors that lower the risk of child abuse and neglect
 - #/% of parents/caregivers without further reported incidences of abuse and neglect
- Parent education and engagement – support schools and OST programs to implement family engagement
 - #/% of parents who attend 4 or more engagement events
 - #/% of parents/guardians that demonstrate increased knowledge of age-appropriate child development, needs and behaviors (including risky behaviors)

Growth Strategies

- Enrichment support: one-on-one support of mentors and tutors
 - #/% of students who are matched with a mentor or tutor
- Enrichment support: mentors, service learning, life skills, social skills, social and emotional learning, risky behavior prevention, physical and mental health education and supports
 - #/% of students who demonstrate improved life or social skills
 - #/% of students who participate in four or more service learning projects
 - #/% of students who gain knowledge about the risks of substance abuse or sexual activity
 - #/% students who gain knowledge about good physical health
 - #/% of students who gain knowledge about good mental health
 - #/% of students who have access to a medical home
 - #/% of students who access physical health services
 - #/% of students who access mental health services
 - #/% of students who have had a wellness check up in the last 12 months
- Advancement Support: College and career preparation, STEAM education, Summer jobs, Career internships, mentorships, job shadowing, College credits, trade school/education, certification programs
 - #/% of students who visit a college
 - #/% of students who visit a career opportunity
 - #/% of students who participate in four or more STEAM learning opportunities
 - #/% of students who demonstrate increased interest in STEAM careers
 - #/% of students who are connected to job coaches, internships, or other career mentors
 - #/% of students who get summer jobs
 - #/% of students who are complete trade school, certificate programs, college courses, etc...

- Transition support: post-secondary entrance and transition supports for incoming students (registration, financial support, onboarding), academic and social-emotional supports (peer mentoring, tutoring), basic needs supports (transportation, childcare, healthcare, etc..)
 - #/% of students who secure a job after high school
 - #/% of students who are accepted into post-secondary education
 - #/% of students who are still enrolled or working after 6 months/a semester
 - #/% of students who receive supports or referrals for barrier removal (transportation, childcare, healthcare, etc...)
 - #/% of students who receive academic and social supports
 - #/% of adolescents who transition to self-sufficiency

Systems Influence

- Starting an Early Warning Response Systems: implement system to identify students at-risk of not graduating as early as middle school based on three warning signs: poor attendance, behavioral issues, failure in math or English
 - #/% of students identified through EWRS
 - #/% of students screened for needs
 - #/% of students who are connected with services
 - #/% of EWRS students who advance to the next grade level
- Increasing quality of QST care programs
 - #/% of programs measuring shared outcomes
 - #/% of programs implementing evidence based academic strategies
 - #/% of programs implementing evidence-based social skills/life skills strategies
- Creating a 'college-going' culture at OST programs
 - #/% of programs implementing college-going culture strategies

Healthy Adults

Goal:

Reduce poverty rate from 13% to 9%

Specific to Financial Stability

Stabilizing Strategies

- Access to steady employment to sustain families
 - #/% of individuals who improve job readiness and employability skills
 - #/% of individuals who obtain employment
- Access to affordable, reliable housing
 - #/% of individuals who were able to secure safe and affordable housing
 - #/% of individuals who were able to maintain safe and affordable housing
 - #/% of individuals connected to subsidized housing
 - #/% of individuals receiving rapid rehousing
 - #/% of individuals securing Permanent Supportive Housing
 - #/% of individuals who transition out of emergency shelter to housing in less than 90 days

- Access to no or low cost checking accounts
 - #/% of unbanked or underbanked individuals opening no or low cost checking accounts
- Access to affordable/reliable childcare
 - Use similar indicators for Early Learners and Youth

Growth Strategies

- Access to higher education, job-skills training and/or career pathways
 - #/% of individuals receiving job training for family-sustaining employment (livable wage?)
 - #/% of individuals achieving family-sustaining employment (livable wage?)
 - #/% of individuals who obtain a high school diploma or GED
 - #/% of individuals who complete an educational program
 - #/% of individuals accessing higher education
- Access to opportunities for homeownership in safe, diverse neighborhoods
 - #/% of clients receiving housing, home ownership, or renter education
 - #/% of clients securing safe housing (new housing or improved current housing)
- Access to financial education opportunities
 - #/% of individuals demonstrating improved financial knowledge
 - #/% of individuals demonstrating improved savings
 - #/% of individuals demonstrating an improved credit score
 - #/% of individuals utilizing a budget
- Access to financial coaching opportunities
 - #/% of individuals accessing a one on one financial coach
 - #/% of individuals demonstrating improved financial knowledge
 - #/% of individuals demonstrating improved savings
 - #/% of individuals demonstrating an improved credit score
 - #/% of individuals utilizing a budget
- Access to financial products to increase savings
 - #/% of individuals completing an Individual Development Account
 - #/% of individuals completing other matching savings products
- Access to EITC (Earned Income Tax Credit)
 - #/% of individuals accessing free tax prep online
 - #/% of individuals accessing free tax prep in person
 - #/% of individuals accessing EITC
- Access to remedies in the judicial system
 - #/% of individuals resolving legal issues

Systems Influence

- Advocating for rebuilding families to gain access to financial personal and auto loan products
- Advocating for rebuilding families to gain access to financial mortgage products
- Advocating for affordable and safe childcare for working families
- Advocating for increased landlord responsibilities to provide safe and adequate housing
- Advocating for adequate paid family leave to allow families to secure income during pregnancy or other family medical emergencies

Specific to Health

Stabilizing Strategies

- Access to coordinated care that connects health and social services
 - #/% of individuals who receive coordinated services
 - #/% of individuals who receive referrals and secure services
- Access to reliable and adequate transportation
 - #/% of individuals reporting they are able to meet their transportation needs
 - #/% of individuals receiving financial assistance for transportation
- Access to affordable, quality healthcare
 - #/% of individuals receiving access to affordable care (including medical, dental, mental/behavioral, vision, and medication assistance)
 - #/% of individuals demonstrating improved health outcomes
 - #/% of pregnant individuals who receive prenatal care during the first trimester
 - #/% of babies who are born at a normal birth weight
 - #/% of children who are referred for additional assistance for potential developmental delays
- Access to healthy and affordable foods
 - #/% receiving food assistance
 - #/% receiving financial assistance for purchasing food
 - #/% who increase consumption of healthy foods
- Access to safe and affordable elder care, and care for adult dependents with disabilities
 - #/% of older adults who receive assistance with basic needs.
 - #/% of adults with disabilities who are assessed and develop a personal treatment plan.
 - #/% of adults with disabilities who achieve two or more goals in their treatment plan
- Access to support systems for victims of violence
 - #/% of individuals who experience violence in the home and obtain safe shelter
 - #/% of victims of violence who access supportive services
 - #/% of victims of violence who receive and complete referrals for support services

Growth Strategies

- Access to holistic, patient-centered care
 - #/% of providers who report increased knowledge of integrated care models
 - #/% of individuals who report increased knowledge of integrated care models (i.e. law enforcement officials reporting increased knowledge of mental health issues)
 - #/% of adults receiving recommended preventive care and screenings
 - #/% of children receiving recommended preventive care and screenings
 - #/% of individuals accessing affordable preventive dental services (dental hygiene)
 - #/% of children who are referred for additional assistance for potential developmental delays
- Access to comprehensive health insurance coverage
 - #/% of individuals who have health insurance
 - #/% of individuals who receive assistance to apply for healthcare benefits

- Nurture healthy behaviors in families
 - #/% of individuals who demonstrate increased knowledge related to healthy behaviors
 - #/% of individuals who demonstrate an increase in healthy behaviors
 - #/% of individuals who demonstrate decreased risky (negative) behaviors.
 - #/% individuals who demonstrate increased knowledge of positive caregiving/parenting skills
 - #/% of individuals are educated about physical, emotional, and/or sexual abuse
 - #/% of individuals who report a greater understanding of abusive behaviors and how to prevent violence in their lives.
 - #/% of individuals who demonstrate improved knowledge and behaviors related to healthy relationships
 - #/% of individuals enrolled in programs for abusers who successfully complete the program
 - #/% of individuals enrolled in programs for abusers who do not recidivate in the first 6 months of completion
- Access to active transportation and other opportunities for physical activity in safe neighborhoods
 - #/% of individuals who were provided access to physical activity
 - #/% of individuals who increased their physical activity level
 - #/% of individuals who engage in physical activity at least three times per week
 - #/% of individuals who use active transportation
- Access to programs that support independent living for older adults and individuals with physical and intellectual disabilities
 - #/% of older adults who remain in their homes
 - #/% of older adults receiving home health services who are discharged to independent living in their own homes.
 - #/% of individuals with physical and intellectual disabilities who successfully live in the community
 - #/% of individuals with physical and intellectual disabilities who learn employment skills
 - #/% of individuals with physical and intellectual disabilities who obtain employment

Systems Influence

- Advocating for continued advancements in local public transportation opportunities including public buses, ride share, zipcar, and other opportunities for better transportation to employment for our target population
- Advocating for increased food access in communities where our target population live and work
- Advocating for comprehensive health insurance coverage for all
- Advocating for industry-wide integration of affordable primary care, oral health and behavioral health services
- Advocating for the protection of rights for seniors, persons with disabilities, and victims of domestic violence.