

Second Story Strategic Plan

Fiscal Years 2016-2021

Our Mission

Second Story transforms the lives of children, youth and their families by providing safe havens and opportunities for them to grow and thrive. Our programs provide support at critical turning points in their lives.

Our Vision

Second Story will be the foremost provider of services, ongoing support and expertise for at-risk and in-crisis youth and their families in Northern Virginia. Second Story will:

- Create an environment where all children and youth in need of assistance receive it and can grow to their full potential.
- Be an efficient, effective, highly reputable non-profit organization with strong external funding, able to sustain economic fluctuations.
- Have a reputation for impeccable business management and commitment.
- Be able to clearly demonstrate the positive impact it has on young people's lives.
- Maintain a dynamic, agile business environment, enabling it to expand, contract and redirect as appropriate, to address the changing needs and diverse demographics of the community.
- Maintain an outstanding reputation as a teaching organization for future mental health professionals.

Overview of Mission & Activities

Mission

Second Story transforms the lives of children, youth and their families by providing safe havens and opportunities to grow and thrive. Our programs provide support at critical turning points in their lives.

Second Story for Teens in Crisis:

Providing Safe Shelter to homeless, runaway or abused youth

Second Story for Homeless Youth:

Providing appropriate housing to homeless, unaccompanied Fairfax County high school students and homeless youth ages 18 - 21.

Second Story for Young Mothers:

Providing Safe Shelter for homeless young women and their children while they gain the skills they need to be a nurturing and self-sufficient parent.

Second Story in the Community:

Providing youth access to a safe place on a regular basis, and youth and families with lessons to develop skills needed to succeed.

Mission & Activities

Mission:

Second Story transforms the lives of children, youth and their families by providing safe havens and opportunities to grow and thrive. Our programs are aimed at support during critical turning points in their lives.

Second Story for Teens in Crisis:

Goal 1: Provide Safe Shelter to homeless, runaway or abused youth.

Goal 2: All youth exit to a safe living arrangement when they leave the Shelter.

Goal 3: Provide services that help young people and their families resolve the issues that caused the crisis.

Second Story for Homeless Youth:

Goal 1: To provide appropriate housing to homeless, unaccompanied Fairfax County high school students.

Goal 2: Maximize the number of program participants graduating from high school.

Goal 3: To provide appropriate housing to homeless youth ages 18 to 21.

Goal 4: To provide case management and counseling services to increase young people's abilities to live independently.

Goal 5: Prevent long-term homelessness of youth in program.

Second Story for Young Mothers:

Goal 1: Safe shelter will be provided for homeless young women and their children.

Goal 2: 2S for Young Mothers residents will gain the skills they need to live independently.

Goal 3: 2S for Young Mothers residents will gain the skills they need to be a nurturing parent.

Goal 4: 2S for Young Mothers residents will move on to a safe, secure living situation when they leave the program.

Goal 5: Children show an progress towards age-appropriate development.

Second Story in the Community:

Goal 1: Youth have access to a safe place on a regular basis.

Goal 2: Youth acquire skills needed to succeed.

Goal 3: Neighborhood Centers operated by Second Story will meet or exceed contract requirements of Fairfax County.

Second Story for Teens in Crisis

Goal 1: Provide Safe Shelter to homeless, runaway or abused youth.

- Eight (8) beds available.
- At least 1,500 bed-nights provided.
- 130 youth sheltered.

Goal 2: All youth exit to a safe living arrangement when they leave the Shelter.

- 95% of youth will exit to a verifiable safe living situation.

Goal 3: Provide services that help young people and their families resolve the issues that caused the crisis.

- All youth receive daily individual counseling >85% of the time.
- All youth receive daily group counseling.
- Family counseling sessions offered to all families, & provided if desired.
- 80% of youth surveyed when they leave the shelter are satisfied with services. Surveys are conducted again at 45 days, six months and one year after youth leave the shelter.

2015 Performance:

Goal 1:

- 108% of goal of 1500 bed-nights
- 102% of goal of 130 youth sheltered

Goal 2:

- 104% of goal of 95% of youth in verifiably safe destination (99%!)

Goal 3:

- 80% of goal of 100% receive daily individual counseling, excluding intakes, family and assessments
- (estimated) >95% of goal of 100% receive daily group counseling
- ?% of goal of 100% of families offered 2x family counseling (not tracked)
- 96% of goal of 80% of youth report satisfaction with services

2016-2021 Goals: Maintain 8 beds available, grow to 1800 bed-nights used, and 130 sheltered.

Second Story for Homeless Youth

Goal 1: To provide appropriate housing to homeless, unaccompanied Fairfax County high school students.

- 35 youth receive safe shelter through host homes, rent vouchers and group homes.

Goal 2: Maximize the number of program participants graduating from high school.

- 90% of eligible seniors achieve diplomas
- 80 homeless, unaccompanied Fairfax County high school students receive counseling and case management through Second Story for Homeless Youth annually

Goal 3: Prevent long-term homelessness of youth in program.

- Maintaining contact with 70% of youth one year after leaving the program

2015 Performance:

Goal 1:

- 97% of goal of 35 youth served, plus 6 children

Goal 2:

- 111% of goal of 90% of seniors achieve diplomas (8 of 8)
- 109% of goal of 80 students receive counseling

Goal 3:

- ?% of goal of 70% of youth maintain contact (not currently tracked)

2016-2021 Goals: Increase to 45 students receiving safe shelter, and 100 homeless, unaccompanied students receive counseling.

Transitional Living Program (TLP)

Goal 1: To provide appropriate housing to homeless youth ages 18 to 21.

- 15 youth receive safe shelter through host homes, rent vouchers and group homes.

Goal 2: To provide case management and counseling services to increase young peoples' abilities to live independently.

- 15 youth demonstrate increased skills on Ansell Casey life skills assessments.
- 70% of youth find full-time employment or a combination of school and work.
- 70% of youth exit the program to a safe living situation.

Goal 3: Prevent long-term homelessness of youth in program.

- Maintaining contact with 70% of youth one year after leaving the program
- 30 program participants receiving case management and counseling sessions

2014 Performance:

Goal 1:

- 153% of goal of 15 youth served (plus 6 children)

Goal 2:

- ?% of goal of 15 youth increase Ansell Casey scores (not tracked)
- 111% of goal of 70% of youth find full-time employment or school-work combo
- 107% of goal of 70% of youth exit to safe living situation

Goal 3:

- ?% of goal of 70% of youth maintain contact
- 230% of goal of 30 participants receive case management and counseling (1-time or ongoing)

2016-2021 Goals: Increase to **20** youth receiving safe shelter, and **40** homeless, youth receive counseling.

Second Story for Young Mothers [Slide 1 of 2]

Goal 1: Safe shelter will be provided for homeless young women and their children.

- Maintain at least three three-bedroom townhouses and two condominiums for homeless pregnant and parenting youth and their children.
- Provide housing and support services to 15 young women and their children.
- Provide services to 250 non-residential young women and their children.

Goal 2: Second Story for Young Mothers residents will gain the skills they need to live independently.

- 90% will show increased life skills abilities as measured by the Ansell Casey Life Skills index.
- 90% of the young women will be employed or in school 30 hours a week within 90 days of entering the program.
- 80% of residents will obtain their high school diploma or GED and 50% will go on to post-secondary education or vocational training.
- 80% of residents and 100% of their children will be enrolled in medical insurance in the first six months in Second Story for Young Mothers.
- 70% of residents will decrease their debt load and save 30% of their income annually.

2015 Performance:

Goal 1:

- 100% of goal of 3 3BR townhouses and 2 condos available
- 113% of goal of 15 young mothers served
- 172% of goal of 250 non-residential clients served

Goal 2:

- ?% of goal of 90% increase Ansell Casey scores (not tracked)
- 84% of goal of 90 clients employed or in school 30 hrs/wk w/in 90 days
- 95% of goal of 80% receive diploma or GED and 50% go on to post-secondary
- ?% of goal of 80% of residents and 100% of children enrolled in medical insurance (not tracked)
- ?% of goal of 70% decrease debt load and save 30% of income (not tracked)

Second Story for Young Mothers [Slide 2 of 2]

Goal 3: Second Story for Young Mothers residents gain the skills they need to be a nurturing parent.

- 90% will show increased parenting skills when leaving the program as demonstrated by observations of staff documented in the client files & Ansell Casey Life Skills Assessments.
- 90% of eligible young mothers will enroll with Healthy Families Fairfax which provides supportive services for three years after the child's birth.

Goal 4: Second Story for Young Mothers residents will move on to a safe, secure living situation when they leave the program.

- 90% of residents will exit to a safe living situation. (Verified by Second Story for Young Mothers case management staff.)
- Contact will be maintained with 80% of mothers for at least one year after they leave the program.

Goal 5: Children in Second Story for Young Mothers will show an increase in progress towards age-appropriate development.

- 90% show progress on Ages and Stages assessment and by Mothers' and staff observations
- 100% of those ID'd as 'special needs' children by physicians or staff are referred to resources for individualized support

2015 Performance:

Goal 3:

- 91% of goal of 90% show increased parenting skills (staff observations)
- ?% of goal of 90% enroll with Healthy Families Fairfax (only 2 enrolled; eligibility is an issue)
- ?% of goal of 90% show increase in Ansell Casey scores (not tracked)

Goal 4:

- 98% of goal of 90% exit to safe living situation
- 95% of goal of 80% of mothers maintain contact

Goal 5:

- ?% of goal of 90% show progress on Ages and Stages (not tracked)
- ?% of goal of 100% of special needs ID'd. (not tracked)

2016-2021 Goals: Increase housing to 4 3BR townhouses and 3 condos supporting 20 young women and 300 non-residential clients.

Community-Based Services & Neighborhood Centers

Goal 1: Youth have access to a safe place on a regular basis.

- The Culmore Teen Center will be open a minimum of 32 hours/week
- 250 teens will access programs at the Teen Center
- Safe Youth Projects will run 17 hours/week.
- 80 children will participate in the Safe Youth Projects (3 locations)
- 80% of youth in Second Story programs will remain clear of local gangs as verified by staff interactions, discussions with police and school counselors.

Goal 2: Youth acquire skills needed to succeed

- 100 youth will access homework help, 100 youth will acquire computer skills, 100 youth will participate in skills groups
- 75 youth will participate in community service learning
- 85% of youth responding to pre- and post- surveys will show increased connectedness to their community

Goal 3: Neighborhood Centers operated by Second Story will meet or exceed contract requirements of Fairfax County.

- Positive annual review by county program auditors.
- 500 clients served, 20 programs offered each week.
- Partnerships formed with 20 other organizations.

2015 Performance:

Goal 1:

- 92% of goal of being open 32 hrs/wk
- 109% of goal of 250 teens access pgms
- 118% of goal of SYP run 17 hrs/wk
- 125% of goal of 80% gang-free

Goal 2:

- 339% of goal of 100 youth access hwk, computer and 224% of skills group svcs
- 249% of goal of 75 youth in community svc learning
- 118% of goal of 85% show connectedness

Goal 3:

- Positive annual reviews (to-date)
- 1033% of goal of 500 clients served
- 110% of goal of 20 programs / wk
- 105% of goal of 20 partnerships formed

2015-2020 Goals: Increase to **300** teens using the center, and **100** children in SYPs. **125** use homework, computer and skills groups, and **600** clients served at NCs.

Key Board-level Focus Areas

1. Programs

- ID any areas for overlap and synergies
- Assess / Ensure viability and need/uniqueness of offerings
- Implement organizational re-branding and marketing campaign
- Can Board help with HVAC, tech skill presentations or apprenticeships for Community Centers?

2. Staffing

- Review admin and management needs vs. current status
- Succession planning strategy
- Staff development plan and associated performance metrics

3. Finances

- Evaluate success of “sustainable funding model” and focus on ensuring longevity of that model by current and planned expenses

4. Infrastructure

- ID ‘next two best investments’, be they additional ‘crisis’ beds, housing for Second Story, or rooms and infrastructure for centers
- Should we explore moving from current shelter to a more cost effective location in area of more need, such as South County?

Back-Up Slides

Our Values Statement

Second Story operations and programs are guided by values in which we believe:

Community

Commitment

Resourcefulness

Respect

Personal Growth

Passion

Advocacy

Optimism

Outstanding Service

Safety

Diversity

Care

Integrity