

Forever Kings, Inc. 2021-2024 Strategic Plan Compiled by Scale Strategic Solutions

Planning Process Overview

Forever Kings, Inc. initiated its strategic planning process in Spring 2021 with a current state review that included a review of participant and family survey data, stakeholder interviews, and an environmental scan. The Forever Kings board of trustees reviewed the current state data and identified themes on which to design a desired state for the next three years. Two additional sessions were held with board members to revise the mission and vision and identify strategic priorities. This plan is a result of the process and covers the strategy for October 2021- September 2024 . The planning process was facilitated by Scale Strategic Solutions, www.scalestrategicsolutions.com .

Mission

The mission of Forever Kings is

To create a culture of brotherhood among young men of color, while providing dynamic tools and resources, that empowers them to redefine, reshape, and reimagine the outcomes for their lives.

Vision

The vision of Forever Kings is

To see young men of color have an equitable opportunity to achieve personal and professional success.

Core Values

Our core values drive our operations:

- Authenticity
- Joy
- Unity
- Balance
- Integrity
- Love
- Excellence
- Equity

Core Pillars

Our core pillars are the foundation of our programming and service to young men of color:

- **Brotherhood**
- **Kinghood**
- **Servanthood**

Current State

Forever Kings, formed in 2019, offers its nine-month development program Boyz to Kings; an academic support program Every King Succeeds, and a Christian discipleship program Kings for Christ. Forever Kings has served 74 kings in its core program an additional 316 boys in complementary programming since its inception. Most of the kings are Black/ African American boys.

Less than a year after the program was initiated, the COVID-19 pandemic ensued which affected program delivery and design. However, interest and program participation of boys continues to grow. Four schools now have school-based Boyz to Kings programs in addition to the community-based version delivered in Forever Kings facilities. Kings and their parents are attracted to the brotherhood, social skills, and opportunities for self-determination on personal goals informed by role models of color and unique experiences. Several kings noted that they associate Forever Kings with being a place/ safe space for young men of color. A funder of the organization noted the value of the wholistic approach to youth development and of the inclusion of post-secondary options to enroll in college, enlist in the military, be employed, or become an entrepreneur.

Forever Kings operates in a context where high school graduation for boys are lower than that for girls. Latinx high school graduation rates are lower than those Black students (all genders) in three of four school districts in Hamilton County with significant numbers of students of color. Nationally black men, compared to white men, are more likely to fall into poverty as adults regardless of their economic background growing up. Males of color often encounter teachers and health care practitioners who lack the cultural competency to work effectively with them according to national research. While other programs, such as Y Achievers and Cincinnati Public Schools MORE, operate in the region to serve young men of color, Forever Kings competes most with sports programming for the involvement of young men.

A full presentation of the 2021 current state review is in the Appendix.

Objectives, Goals, Strategies, and Measures

Objectives, goals, strategies, and measures are outlined based on initial board planning and synthesis by Scale Strategic Solutions and targets set by the Forever Kings Executive Director.

Based on the key themes that emerged in the strategic planning process, the following objectives anchor the strategic plan:

- A. Meet academic needs of kings
- B. Support wholistic development of kings
- C. Examine program and operations to identify long-term growth opportunities
- D. Increase financial sustainability and security

The objectives, goals, strategies, and measures for each objective are in the following table.

Objectives	Goals	Strategies	Measures
1. Meet Academic Needs of Kings	100% of high school seniors graduate on time between 2022-2024.	<ul style="list-style-type: none"> a. Deliver Every King Succeeds tutors that can assist with high school level courses when needed b. Impact coordinators connect at least monthly with seniors outside of Boyz to King group activities c. For every 0.25 FTE of high school impact coordinators, no more than 18 students are assigned 	On-time graduation rate as evidenced by copies of high school diplomas or transcripts
	At least 95% of kings engaged in Forever Kings are promoted to the next grade on time between 2022-2024.	<ul style="list-style-type: none"> d. Continue to provide Every Kings Succeeds Academic Support in school-based setting e. Identify appropriate Every King Succeeds Academic Support tutors for kings in community-based programs who need academic support. 	Grade promotion from final report cards
	At least 95% read at grade proficiency after at least one year in the program between 2022-2024.	<ul style="list-style-type: none"> f. Secure academic tutors in Every Kings Succeeds who can support English/ Language Arts skills. g. Maintain collective group reading of one novel in Boyz to King program per academic year that encourages love of reading and promotes reading/ literacy resources. 	Reading proficiency levels on standardized tests
2. Support Wholistic Development of Kings	At least 95% of high school seniors enlist, enroll, are employed, or become an entrepreneur (4Es) within six months of graduation between 2022-2024.	<ul style="list-style-type: none"> a. Continue Boyz to King programming through high school. b. Provide incentives to students based on achieving milestones to their selected post-secondary goal. c. Have every 10th-12th grade student participate in at least one annual career exposure or experiential learning opportunity related to their interests or desired 4E. 	Post-secondary enrollment and registration documents Military enlistment confirmation Employment verification authorization Copy of business article of incorporation

		<ul style="list-style-type: none"> d. Have 7th-9th grade students explore careers in a Boyz to Kings program unit. e. Connect high school students to ACT/SAT prep courses through Every King Succeeds. f. Confirm information release is on file for every junior and senior to receive post-secondary enrollment, enlistment, or employment verification 	
	80% of kings completed a full school year with no suspensions, expulsions, or other serious discipline incidents between 2022-2024.	<ul style="list-style-type: none"> g. Make one hour of mental health and wellness counseling available per month to kings by 2022-23 academic year. h. Offer professional development to educators in school-based Boyz to Kings program on classroom management and engaging black boys. i. Maintain self-discipline and self-determination content in Boyz to Kings program. j. Connect students to spiritual support of their choosing such as Kings for Christ. 	Number of serious discipline issues on student record
	At least 95% of kings and parents who complete the satisfaction survey report an average satisfaction rating of 4 or higher annually between 2022-2024.	<ul style="list-style-type: none"> k. Maintain current Boyz to Kings and Every Kings Succeeds activities. l. Offer safe space for kings to meet, visit, or socialize ad hoc. m. 	Average of satisfaction questions on annual survey.
	Forever' Kings culture of brotherhood has a development process that is operationalized by 2024.	<ul style="list-style-type: none"> n. Define culture of brotherhood o. Document elements for facilitating brotherhood in addition to formal programming. 	Culture of Brotherhood process document
	Increase independent and financial literacy skills of 7 th -12 th grade kings from 2022	<ul style="list-style-type: none"> p. Maintain financial literacy components in Boyz to Kings 	Scores on life skills test

	baseline score to 2024 scores.	<ul style="list-style-type: none"> q. Offer an applied learning experience for life skills and financial literacy in the Boyz to Kings program. r. Assess student financial literacy and life skill development with a reliable instrument 	
3. Examine program and operations to identify long-term growth opportunities	Create a capacity plan by March 2022.	<ul style="list-style-type: none"> a. Outline five-year projection to address service delivery design for enrollment patterns. b. Identify key non-academic development points to differentiate by ages and stages for students. c. Design capacity to manage projection and differentiated service delivery. 	Written capacity document.
	Establish 5 -year facilities plan by September 2022	<ul style="list-style-type: none"> d. Document current space use and visits including number of people in space and organic, unstructured use of space. e. Conduct analysis of options to receive space in-kind, lease space, or own space. f. Choose desired strategies and outline plan for achieving facilities plan and maintaining space. 	Facilities plan
	Quantify business operations metrics for staffing ratios and internal cost per season for services by September 2023.	<ul style="list-style-type: none"> g. Review multiple years of data to refine a maximum king to impact coordinator ratio. h. Review multiple years of data for average cost per season for school-based Boyz to Kings. i. Review multiple years of data for average cost per season for community-based Boyz to Kings. j. Review multiple years of data to look at average cost per season for Every Kings Succeeds program. 	Business Operations Metrics documented
	Identify a growth strategy by June 2025 that will increase participation in Boyz to Kings	<ul style="list-style-type: none"> k. Identify and build relationships with community champions to help Forever Kings understand the interest and needs of Latino boys and their 	Growth strategy plan

	by at least 10%.	<p>families for Forever King services.</p> <p>l. Identify the value of and service needs if Forever Kings were to expand to serve 2nd and 3rd grade.</p> <p>m. Determine priority growth strategy based on quantitative and qualitative data about recruiting Latino boys and serving 2nd-3rd grade.</p> <p>n. Write growth strategy plan including resource needs to support growth</p>	
4. Increase financial sustainability and security	Have at least six months advance of program operations in reserves, contracted programming, or formal grant commitments by January 2024.	<p>a. Raise \$x in unrestricted funds</p> <p>b. Secure \$x in multi-year or renewable grant commitments</p>	Funds in cash reserve, contracted programs, or formal grant commitments
	Secure funding and in-kind resources to maintain Boyz to Kings and Every Kings Succeed programs through 2025.	<p>c. Find sponsors or grants for transportation to events and retreats.</p> <p>d. Structure school-based contracts to cover x portion of administrative costs in addition to direct expenses.</p> <p>e. Establish an alumni relationship maintenance strategy</p>	Continuous operation of Boyz to Kings and Every Kings Succeeds

Implementing Strategic Plan

To implement the strategic plan, the Forever Kings executive director will need to create quarterly action steps to achieve strategic milestones. The board of trustees should build in annual monitoring and strategic update mechanisms to track progress of the strategic plan. If factors arise that significantly alter the environment or operations, the strategic plan should be revisited and revised.