



Victory Family Services

2025 Strategic Plan

During the Victory Family Services Board of Directors Meeting, the directors met to discuss the Strategic Plan for 2025. The following are the results of a SWOT analysis performed, and the input provided at that meeting.

Mission Statement

Victory Family Services supports foster children and families through continuous training, education, and development, because every child deserves Victory.

Vision Statement

Victory Family Services strives to provide safe, secure, and nurturing homes for children and youth who have been separated from their families. We reach for this vision because we believe all children deserve loving families and hopeful futures.

Competitive Advantages

- Many licensed and proven Resource Family Approved (foster) Homes
- Available, responsive staff that are fully committed to and engaged in their work
- Involved in the local community with many support partners
- Available housing for the Transitional Housing Placement Program
- Good relationships with landlords
- Adoptions license has been achieved, and we are processing internal adoptions.
- Supervised County Visitation Program shows strong growth and relationship with Kern County

Strategic Issues

- Cost of Living increase more rapidly than wage increase allows
- Pressure to provide employees with incentives against competitors
- Lack of diversity within the Board of Directors
- The increase in staffing has led to the need for more Human Resources time taken from the office administrative staff
- Many Resource Family Approved (foster) homes have moved to our agency, which requires extensive time in training and transitioning
- A decrease in the census for the Transitional Housing Placement Program
- More competition now in Kern County with the addition of new Transitional Housing Placement Programs
- An increase in the costs associated with utilities and maintenance of our available Transition Housing Placement Program units

- Minimal growth resources for the Adoptions Program
- Challenges in maintaining the Supervised County Visitation Program space in Mojave; many cancelled visits due to transportation issues of the families
- Relying primarily on single-source funding from local/regional counties

Growth Opportunities

- Potential to open a Short-Term Residential Therapeutic Program (STRTP)
- Increasing the number of grants applied for and received to diversify funding
- Potential purchase of a residential apartment building to lower costs associated with the Transitional Housing Placement Program
- Engaging more with Counties outside of Kern County, which is our primary funding source
- More interest has been shown by the local community in Foster Care, increasing the number of Resource Family Approved (foster) homes
- Acquiring more space is possible to make room for the County Supervised Visitation Program

Challenges

- The increase in the minimum wage coupled with the increase in the cost of living makes it difficult to pay employees a competitive salary
- Retaining staff during the challenging economic environment
- NAIC – the National Association of Insurance Commissioners, which formerly insured our agency, has stopped offering insurance to nonprofit FFAs in California, causing the agency to switch insurers at an increased cost
- County payments arriving late and county budgets are being trimmed
- Increase pressure on County Social Workers to reunify families, reducing the amount of time placements stay in foster care
- Increased legal fees and litigation risk