



People inc.

Building Futures, Realizing Dreams™

Strategic Roadmap

2025 - 2028



Building Futures, Realizing Dreams



Executive Summary

This strategic roadmap for People Incorporated of Virginia (People Inc.) serves as a comprehensive roadmap for the next three years for advancing community development and strengthening leadership across the community action service regions of Greater Prince William, Northern Piedmont, Northern Shenandoah Valley, and Southwest Virginia. This plan outlines the organization's vision, mission, and strategic pathways, each with specific goals, indicators of success, and conditions for effective implementation and impact.

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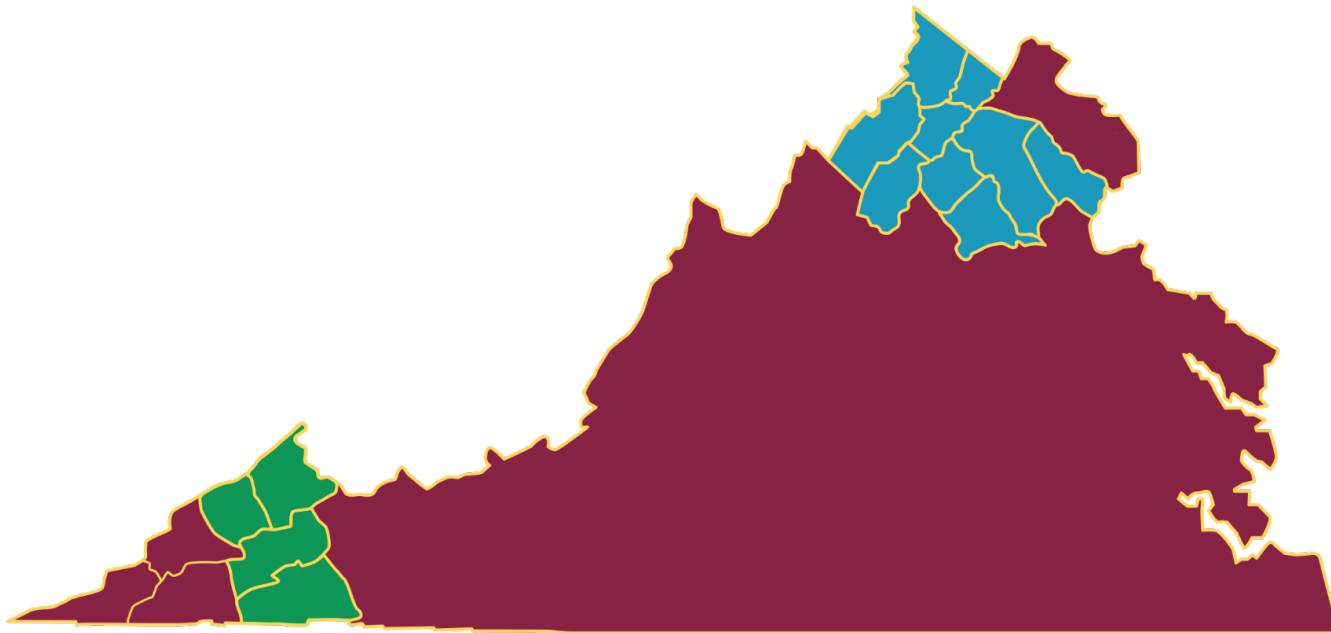
Introduction

People Incorporated began as Hayter's Gap Community Club in Washington County, Virginia, in 1964 to provide education, recreation, and daycare for local residents. By December of that year, the community club had been chartered as one of the nation's first community action agencies, designated to serve economically disadvantaged community members throughout Washington County and the neighboring City of Bristol. Today, what began as a small community-based organization is now People Incorporated of Virginia, currently offering approximately 30 services designed to "give people a hand up, not a handout" throughout their community action service regions of Greater Prince William, Northern Piedmont, Northern Shenandoah Valley, and Southwest Virginia. Throughout its long history, People Inc. has worked tirelessly to achieve the same mission: To provide opportunities for economically disadvantaged people to improve their lives, their families, and their communities.

This report outlines the **People Incorporated Three-Year Strategic Roadmap: 2025-2028**, providing a clear and actionable framework to carry out its work. The roadmap identifies key strategic pathways, each with specific goals, indicators of success, and conditions, ensuring the organization's efforts are aligned, measurable, and responsive to community needs and needs of the state's community economic development field. By articulating People Inc.'s direction and focus, the strategic roadmap aims to foster greater collaboration among stakeholders, optimize resource allocation, and enhance the overall effectiveness and impact of People Inc.'s work.

People Inc.'s Community Action Service Regions

Headquartered in Abingdon, Virginia, People Inc. serves 16 cities and counties across Virginia with offices in Abingdon, Bristol, Culpeper, Grundy, Lebanon, and Woodstock, Virginia. People Inc. provides approximately 30 services centered around Community Services, Workforce Development, Community Economic Development, Housing Services, and Child & Family Development.



The Strategic Planning Process

The strategic planning process for People Inc. was a multi-layered collaborative effort designed to ensure that the organization's initiatives are impactful and aligned with community needs. The process began with pre-planning sessions involving representatives from the organization's leadership team, staff, and board members. These initial meetings helped to refine the strategic roadmap and set the stage for broader stakeholder engagement.

Stakeholder engagement was a core component of the planning process. Internal stakeholders, including executive leadership, staff members, and board members of People Inc., completed an internal evaluation survey assessing People Inc.'s organizational health and culture, leadership, programming, policies and procedures, and equity practices. External stakeholders, including community leaders, funders, partners, and previous program participants, completed a survey providing their input on People Inc.'s strengths, values, challenges, vulnerabilities, and current or desired programs and services. Stakeholder data was analyzed and used to complete an organizational SWOT analysis and inform the planning of the strategic planning retreats.

During two multi-day retreats, People Inc.'s staff, leadership, and board members engaged in in-depth discussions and collaborative activities about People Inc.'s mission, vision, values, and strategic pathways. These sessions shaped the three-year goals, indicators of success, and long-term impact outlined in the strategic roadmap. The finalized roadmap was approved by the Board of Directors in January 2025 and will serve as the guiding document for People Inc.'s work moving forward. Through this rigorous and inclusive strategic planning process, People Inc. has created a roadmap that is data-driven and deeply rooted in the needs and aspirations of its staff and the communities it serves.

Mission>>>Strategic Pathways>>>Vision

People Inc.'s mission is carried forward through five interconnected strategic pathways. Over time, the collective impact of these pathways advances us toward our long-term vision.



Long-Term Impact

Each strategic pathway addresses a critical community need, and together, they create a synergistic effect that amplifies their impact to drive lasting change. United, these pathways foster sustainable progress and empower communities to achieve People Inc.'s long-term vision.



Community Services



Workforce Development



Community Economic Development



Housing Services



Child & Family Development

Because of our work in these pathways, we will see the follow long-term impact...

Stronger, more effective partnerships, enhanced community support, and supportive policies that drive progress and ensure access to essential services for the people and communities we serve.

Community members build and maintain stable careers, earn living wages, increase family incomes, and achieve greater self-sufficiency.

Simultaneously, communities and businesses thrive with a reliable pipeline of skilled workers, driving economic growth and attracting new businesses to the region.

Vibrant communities with guaranteed access to capital and essential financial education for individuals and small businesses - creating economic opportunities, building local wealth, and improving quality of life.

Reduced housing costs improve the quality of life for clients and families while creating opportunities for lasting financial stability, emotional well-being, and stronger, thriving communities.

Children and families in our service area achieve school success, break the cycle of poverty, and build a foundation for successful lives.

Vision: Our communities are safe and healthy places where people live with dignity, build futures, have a true sense of belonging, and realize their hopes and dreams for themselves, their families, and their communities.

Strategic Goals | 2025-2028

People Inc. partners with communities to improve quality of life by empowering leaders, building collaboration, amplifying the stories of the communities where we live and work and tackling barriers to community development.

Strategic Pathways

Community Services

Workforce Development

Community Economic Development

Housing Services

Child & Family Development

Internal Development

Our Goals: Over the next 3 years we aim to create the following conditions.

A restructured Community Services Pathway that supports People Inc.'s core areas of focus (i.e. CED, Workforce, Affordable Housing, Early Childhood Development)

Work within the Community Services Pathway increases the support, capacity, and impact of People Inc.'s Core Work

A high-capacity Workforce Development team that possesses the knowledge and skills needed to achieve our goals and advance in their careers.

A Workforce Team with the resources and capacity to expand client services.

Workforce participants with the skills and support to secure and keep living-wage jobs.

Easy client access to a full range of workforce development and support services that strengthen skills, meet basic needs, and enhance employment success.

An efficient, high-capacity CED team that strategically uses our time, talent, and resources to achieve the best results for the businesses and communities we serve.

Profitable small businesses that fuel local economies and create jobs for our community members.

Access to a wide range of investment capital for businesses at all stages - start-up, growth, or retention.

Increased awareness among entrepreneurs and local decision about the opportunities and benefits associated with the green economy.

Individuals have the training, coaching, and support needed to build credit and financial stability.

More opportunities for homeownership among LMI households.

The expansion of both new construction and rental/ownership opportunities is steadily increasing the availability of workforce housing and housing for extremely low-income individuals.

Improved operating efficiency of our affordable housing management portfolio.

Communities are better able to respond to increased homelessness and housing insecurity.

Children and families receive consistent, high-quality ECE services and programming across all program options.

Kids and their families are ready to start and succeed in school.

Children receive strong support and engagement from their families and the broader community.

Parents actively participate and invest in our programs, creating a collaborative environment that promotes continuous growth, development, and long-term success for the children.

A collaborative, inclusive, transparent, People First culture that empowers all staff to actively contribute to the organization's mission.

Achieve long-term financial sustainability, ensuring the organization has the resources to fulfill its mission and adapt to future needs.

People feel in the know about all things People Inc.

Internal operations are efficient and continuously improving in ways that free-up time, capacity, and resources.

Staff have the clarity, support, and structure needed to perform their jobs effectively.

Members of the senior leadership team are actively embracing their organizational leadership roles and collaborating effectively to implement our strategic plan and drive the organization into its next phase of development.

Pathway 1: Community Services

The Community Services pathway supports People Inc.'s core competencies by focusing on:

- Partner engagement and development that help advance People Inc.'s core areas of work.
- Community listening and engagement to support People Inc.'s core areas of work.
- Advocate for People Inc.'s core areas of work at local, state, and national levels.

Goals & Indicators of Success

Because of our work in this pathway, in three years, we will see...

- 1. A restructured Community Services Pathway that supports People Inc.'s core work (i.e. CED, Workforce, Housing, Child & Family Development).**
 - a. A need assessment across PI's core areas of work has been completed to understand partner development, community engagement, and advocacy needs.
 - Use the assessment to inform the future work within the Community Services Pathway.
 - b. Community Services has an updated road map to include clear program areas, updated goals, and indicators.
 - c. Community Services has an updated staffing configuration.
 - d. New competencies and skills are built among staff to perform new work.

- 2. The Community Services Pathway increases the support, capacity, and impact of People Inc.'s Core Work.**
 - a. Increase in the # of new partners supporting core work areas.
 - b. Increase in the effectiveness of partnership across core work areas.
 - c. Increased community presence leading to a better understanding of our work & enhanced pipeline of clients.
 - d. Increased engagement & collaboration with local/state policymakers (e.g. mtgs., endorsements, or partnerships).
 - e. A measurable increase in public awareness and support for the issues critical to core work.

Programs & Services

The vehicles that will achieve our goals and amplify our impact.

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|---|--|--|
| <ul style="list-style-type: none"> ● CHIP (Comprehensive Health Improvement Program) ● VITA (free tax prep) | <ul style="list-style-type: none"> ● VA CARES ● Project Discovery Service ● Domestic Violence ● CASA | <ul style="list-style-type: none"> ● Partner engagement and development ● Community listening and engagement ● Advocacy |
|---|--|--|

Long-Term Impact & Necessary Pre-Conditions

Because of People Inc.'s community-level work in this pathway, in 10-15 years, we will see:

Stronger, more effective partnerships, enhanced community support, and policies that drive progress in Community Economic Development, Workforce Development, Housing, and Child & Family Development - ensuring greater access to essential services for the people and communities we serve.

Pre-Conditions

The big-picture, macro-level things that must be in place for our long-term impact to be true.



- 1. Economic:** Local, State, and Federal funding.
- 2. Political:** Legislative support (funding). Local governments see the importance of People Inc.'s core work.
- 3. Partners:** Effective leadership and collaboration from partners.
- 4. Policies:** Supportive State & Federal policies for People Inc.'s core work.
- 5. Attitudes:** Others see People Inc. as a partner and not a competition.
- 6. Social:** People Inc. has widespread community support and a trusted reputation across our service regions.

Pathway 2: Workforce Development

This pathway describes People Inc.'s strategy of enabling workforce development services to create highly skilled workforces tailored to the specific needs of local employers, resulting in more living wage jobs in the communities served and empowering individuals to achieve independence and self-sufficiency.

Goals & Indicators of Success

Because of our work in this pathway, in three years, we will see...

- 1. A high-capacity Workforce Development team that possesses the knowledge and skills needed to achieve our goals and advance in their careers.**
 - a. Workforce staff have increased knowledge, skills, and support that results in more effective service delivery.
 - b. Career pathways are clearly defined within the Workforce Development department (and across People Inc.).
- 2. The Workforce Team has the resources to enhance internal capacity and expand services for clients.**
 - a. Increase in unrestricted and/or general operating funds.
 - b. Increase in the number and type of funding sources.
- 3. Workforce participants have the skills and support to secure and keep living-wage jobs.**
 - a. Increase the range of services to provide more holistic support to our clients.
 - b. Clients consistently rank our training and services as being high-quality and valuable.
 - c. Increase in the number of workforce participants who secure a living wage job.
 - d. Increase in the number of clients that retain employment over time.
 - e. Increase in the number of clients who obtain a credential.
 - f. Increase in the number of clients that report an increase in earnings.
- 4. Clients have easy access to a full range of workforce development and support services that strengthen skills, meet basic needs, and enhance employment success.**
 - a. Increase in the number of partnerships with resource providers, trainers, and community leaders.
 - b. Existing partnerships are enhanced and/or maintained.
 - c. Increase in the number of partnerships outside our current service area.
 - d. Increase in the number of partners providing services in "core" areas within our workforce service area.
 - e. Increase in referrals to partner programs and more client enrollments from outlying communities.
 - f. Increase in the # of workforce participants who obtain reliable transportation and get other basic needs met.
 - g. Increase in working relationships with employers who hire our clients.

Workforce Development: Programs & Services

How we cultivate outcomes that move us closer to our goals.

<ul style="list-style-type: none"> • WIOA • Dislocated worker • Adult • TANF (employment services) • Youth 	<ul style="list-style-type: none"> • Career exploration and recommendations • Paid/unpaid work experiences • Training, tuition, test fees, books, etc. leading to credentials • Supportive services such as required uniforms/tools to work 	<ul style="list-style-type: none"> • Coaching • Basic skills testing/remediation • Interest/aptitude assessments • Financial literacy • Resume development 	<ul style="list-style-type: none"> • Interview preparation • Digital literacy • Incumbent worker training • On the job training • Soft skills/communication • GED prep and attainment
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Long-Term Impact & Necessary Pre-Conditions

Because of People Inc.'s Workforce Development Efforts, in 10-15 years, we will see:

Workers build and maintain stable careers or advance toward them, earning living wages, increasing family incomes, and achieving greater self-sufficiency. At the same time, communities & businesses thrive with a reliable pipeline of skilled workers, driving economic growth and attracting new businesses to the region.

Pre-Conditions

The big-picture, macro-level things that must be in place for our long-term impact to be true.



1. Job seekers have basic needs met:
 - Affordable Housing, Transportation, and Childcare
2. Community agreement on key economic growth sectors and priority areas for development.
3. Community infrastructure is in place to attract new businesses.
4. Effective training is in place for target sectors/in-demand jobs.
5. Living wage jobs are available and continue to increase over time.

Pathway 3: Community Economic Development

Through this pathway, People Inc. will create the conditions (i.e. support, training, capital, and a business-friendly environment) for individuals and small businesses to succeed.

Goals & Indicators of Success

Because of our work in this pathway, in three years, we will see...

- 1. An efficient, high-capacity People Inc. CED team that strategically uses our time, talent, and resources to achieve the best results for the businesses and communities we serve.**
 - a. Increased and improved technology infrastructure; and enhanced internal staff capacity to use technology.
 - b. Updated/revised lending policies and procedures are in place.
 - c. Additional partnerships in place that expand training, support, and capital access for small businesses.
 - d. Increase in the number of lenders and trainers; lenders increase their knowledge and expertise.
 - e. Improved data collection and evaluation processes; data is used to inform decisions, improve services & showcase success.
- 2. Small businesses fuel local economies and create jobs for our community members.**
 - a. Increase in the number of business training and education opportunities offered.
 - b. Growth in the number of business owners who receive training.
 - c. Business owners whom we support report having new & helpful skills and knowledge after training.
 - d. Businesses we serve report increased profitability because of our training and support.
 - e. Businesses we serve increase their number of employees.
- 3. Businesses at all stages - start-up, growth, or retention - have access to a wide range of capital.**
 - a. Capture New Market Tax Credits (NMTC) allocation.
 - b. Increase in total lending capital captured and increase in the overall # and types of funding and capital.
 - c. Increase in the number of loan options and products available to small businesses.
 - d. Increase in total capital deployed; and growth in the volume of consumer lending outside of Southwest Virginia.
 - e. Growth in the number of minority-owned businesses served.
 - f. Diversify and grow the types of sectors and industries in our portfolio.
- 4. Entrepreneurs and local decision-makers are aware of the opportunities/benefits within the green economy.**
 - a. Increase in the number of loans to green/clean energy businesses.
 - b. Businesses that receive green/clean energy funds report increased savings and efficiencies.
- 5. Individuals have the training/coaching they need to build credit and financial stability.**
 - a. More individual-focused financial literacy and credit training offered.
 - b. Quality and amount of training, content, and resources within our training/coaching services increase.

Community Economic Development: Programs & Services

How we cultivate outcomes that move us closer to our goals.

- New Market Tax Credits
- Small business lending
- Consumer loans
- Training & education

Long-Term Impact & Necessary Pre-Conditions

Because of People Inc.'s ecosystem-level work in this pathway, in 10-15 years, we will see:

Vibrant communities with guaranteed access to essential financial education and resources for individuals and small businesses, creating economic opportunities, building wealth and improving quality of life.

Pre-Conditions

The big-picture, macro-level things that must be in place for our long-term impact to be true.



1. Reasonable regulatory environment that supports:
 - Affordable Housing
 - Green Economy
 - Small Businesses
2. Businesses are ready to receive capital.
3. Increased inventory of affordable housing.
4. People Inc. has continued access to flexible capital.
5. National/state and local government support for industry-specific investment capital and support programs.

Pathway 4: Housing Services

This pathway describes People Inc.’s efforts to create, maintain, & ensure access to affordable, high-quality housing.

Goals & Indicators of Success			
Because of our work in this pathway, in three years, we will see...			
<ol style="list-style-type: none"> 1. Opportunities for homeownership among Low and Moderate-income households are increasing. <ol style="list-style-type: none"> a. Our capacity to produce affordable housing units for homeownership is growing. b. Increase in the number of HUD Certified Housing Counselors on staff. 2. The availability of workforce housing and extremely low-income housing is steadily increasing, both through new construction and expanded rental and ownership opportunities. <ol style="list-style-type: none"> a. Increase in new funding streams for housing development. b. Growth in strategic partnerships that result in housing development. c. Increased investment in internal capacity (more staff and enhanced skills/knowledge/expertise) to enable People Inc. to pursue more development opportunities. 3. Improve the operating efficiency of our affordable housing management portfolio. <ol style="list-style-type: none"> a. Successful recapture of existing projects so that they are operating profitably. b. Increased profitability of housing management portfolio. c. Assist our residents in building self-sufficiency and connecting with other community supports and resources. 4. Communities are better able to respond to increased homelessness and housing insecurity. <ol style="list-style-type: none"> a. Participate in coalitions and local/regional Continuum of Cares (CoCs) as part of the response network. b. Increase in the number of Publicly Supported Housing units. 			
Programs & Services			
How we cultivate outcomes that move us closer to our goals.			
<ul style="list-style-type: none"> ● Homeless services: <ul style="list-style-type: none"> ○ PSH ○ Rental Assistance 	<ul style="list-style-type: none"> ● Housing voucher ● Housing counseling - home ownership 	<ul style="list-style-type: none"> ● Weatherization ● Housing development (new and rehab) 	<ul style="list-style-type: none"> ● Affordable rental housing

Long-Term Impact & Necessary Pre-Conditions

Because of People Inc.'s systems-level work in this pathway, in 10-15 years, we will see:

Reduced housing costs—the largest expense for individuals—improving the quality of life for our clients and their families while creating opportunities for lasting financial stability, emotional well-being, and stronger, thriving communities.

Pre-Conditions

The big-picture, macro-level things that must be in place for our long-term impact to be true.



1. Local governments are development & affordable housing friendly.
2. Greater availability of land (or properties to be rehabbed).
3. More creative financing options/products are available.
4. Strong local, regional, and state partnerships are in place that support development efforts (lenders, continuum of financing).
5. The number of qualified general contractors and subcontractors continues to grow.

Pathway 5: Child and Family Development

This pathway describes People Inc.'s efforts to provide high-quality early childcare and education experiences.

Goals & Indicators of Success

Because of our work in this pathway, in three years, we will see...

- 1. Children and families receive consistent, high-quality early services across all program options.**
 - a. Increase in the number of highly skilled and experienced staff
 - Turnover rates are reduced and staff are with the team for two or more years.
 - Pathways to competitive salaries are established for all staff.
 - b. All program models align with state and federal standards.
 - c. We have consistent implementation of high-quality experiences across program options.
 - d. Clear processes are in place for collecting data; data is being used to make informed program decisions.
 - e. Our service model is clear and continuously enhanced through ongoing assessment, learning, and improvement; there are clearly defined service plans in place.
- 2. Kids and their families are ready to start and succeed in school.**
 - a. Individual kids show continued improvement in their academic, social, and emotional readiness domains.
 - b. A greater proportion of kids served demonstrate academic, social, and emotional readiness.
 - c. Kids continue to succeed in school after kindergarten.
- 3. Children receive strong support from their families and the broader community creating a collaborative environment that promotes continuous growth, development, and long-term success for children.**
 - a. Increased parent engagement and participation in our programs.
 - b. Increase in the number of community partners engaged in program activities.
 - c. We have a community partnership rubric that is used to identify, rate, recruit, and retain partners.
 - d. Parents receive additional support from community partners & organizations outside of programs.

Programs & Services

How we cultivate outcomes that move us closer to our goals.

- | | | | |
|---|---|--|---|
| <ul style="list-style-type: none"> • Head Start Centers and home-based | <ul style="list-style-type: none"> • Early Head Start Centers and home-based | <ul style="list-style-type: none"> • Private childcare - fee for service, mixed delivery, subsidy | <ul style="list-style-type: none"> • Parent and Community Engagement |
|---|---|--|---|

Long-Term Impact & Necessary Pre-Conditions

Because of People Inc.'s systems-level work in this pathway, in 10-15 years, we will see:

**Children and families in our service area achieving school success, breaking the cycle of poverty,
and building a foundation for successful lives.**

Pre-Conditions

The big-picture, macro-level things that must be in place for our long-term impact to be true.



1. Community partners work collaboratively on early childhood education and wrap-around support for kids and families.
2. Accessible options exist for all early childhood education needs/preferences.
3. Parents are central to programs; they are partners in education and getting the services they need.
4. A shared understanding of what "high quality" service provision means.
5. Continued bi-partisan support and funding.

Pathway 6: Internal Development

This pathway encompasses People Inc.'s internal development work. People Inc.'s internal goals are essential to realizing the full potential of our mission and ensuring the long-term sustainability of our work. The priorities below are not just about sustaining our operations and creating a healthy and supportive work environment; they are about enhancing our capacity to respond to the needs of under-resourced communities effectively.

Priority Goals

Because of our work in this pathway, in three years, we will see...

- 1. Culture:** A collaborative, inclusive, transparent, People First culture that empowers and supports all staff to actively contribute to the organization's mission.
- 2. Finance:** An aligned effort to achieve long-term financial sustainability, ensuring the organization has the resources to fulfill its mission and adapt to future needs.
- 3. Communications:** Our internal and external stakeholders are in the know about all things People Inc.
- 4. Internal Development:** Internal operations are efficient and continuously improving in ways that free up staff time, organizational capacity, and financial resources.
- 5. Staff Development:** Staff have the clarity, support, and structure needed to perform their jobs effectively.
- 6. Leadership:** Members of the senior leadership team actively embrace their leadership roles and collaborate effectively to implement our strategic plan and drive the organization into its next phase of development.

Guiding Values and Principles

People Inc.'s Strategic Road Map will guide our efforts over the next several years. Equally important is our approach to carrying out this work. Our values are not just statements; they are the foundation of our Community Action approach and are essential to achieving our mission:

Values

Core Behaviors

The things we consistently **DO** to put our principles into action.

Progress

We consistently plan for the future and support each other while exploring new and innovative approaches.

Excellence

We are accountable for our actions, follow through on our commitments, and pay attention to the details.

Openness

We create a safe environment that encourages participation and new ideas.

Partnership

We foster inclusion, collaboration, and teamwork.

Learning

We celebrate success, openly discuss missteps, and share lessons learned.

Execution

We focus on solutions, opportunities, and forward movement.