METHODIST CHILDREN’S HOME
Strategic Plan 2011-2015

OFFERING HOPE TO CHILDREN, YOUTH AND FAMILIES THROUGH A NURTURING, CHRISTIAN COMMUNITY
The community services program at MCH supports families during crisis situations through foster care or other family services.
METHODIST CHILDREN’S HOME

Strategic Plan 2011-2015

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The work of seven focus groups, along with input from residents, members of the Board of Directors and Commissioners, served as the foundation for the Strategic Plan.
The mission of Methodist Children’s Home is clear and remains uppermost in our mind as we offer hope to children, youth and families through a nurturing, Christian community.

Children cannot fulfill their potential and achieve greatness if they do not have hope for their future. As a Christian child care agency, we believe hope comes through a personal relationship with Jesus. We also believe youth develop hope through trusting relationships with their caregivers, and by using their personal strengths, gifts and talents to achieve success.

In his book, *Good to Great*, Jim Collins writes that one of the main factors that separates the “good” agencies from the “great” ones is the unrelenting commitment to their Core Values. As we seek God’s guidance for Methodist Children’s Home through our new Strategic Plan, we will not stray from our Mission and six Core Values: Christian Principles, Relationships, Responsibility, Growth, Service and Hope.

Our Strategic Plan calls us to continue doing what we do well, while taking bold steps to increase our impact as one of the leading child care agencies at the local, state and national levels. I look forward to watching how God continues to guide our steps in the coming days, and I realize He will call us to take risks and face challenges.

One area that holds great potential for significantly increasing the effectiveness and impact of our ministry is a partnership with the Institute of Child Development at Texas Christian University. This relationship will provide an exciting opportunity for us to gain insight into new methods, techniques and ways to interact with children that will impact their brain development. TCU’s work in attachment and healing relationships is consistent with our mission and strength-based philosophy of care, and I am confident this partnership will enable us to serve children more effectively and impact future generations.

To be successful as a child care agency, we must move forward as a team. We must accept and fulfill our specific roles and responsibilities and support each other for the benefit of the children, youth and families we serve. Our Strategic Plan is challenging us to learn and grow professionally as we incorporate new information into the ways we work with children, youth and families. In some ways, we will appear very much the same as we do now, but in other ways we may be significantly different than we are today.

My vision for Methodist Children’s Home is that we will realize our full potential in helping children and their families experience healing and restoration that science, neuroscience and evidence-based practices offer. I believe our agency will continue to flourish and that we will gain a new sense of energy and pride in our work as we further develop and utilize research and new techniques in working successfully with at-risk populations. I also look forward to developing opportunities that will enable us to share our knowledge and expertise with others, so that Methodist Children’s Home can expand our influence throughout Texas and New Mexico.

As employees of Methodist Children’s Home, I am counting on you to join me in this great new adventure. I am committed to being active in this process, and I will not expect anything of you that I do not expect of myself. I hope you will embrace this opportunity and participate enthusiastically. I am counting on you, as part of this community of care, to find new ways to incorporate joy and fun in the process as we offer hope to our children and teach them what it means to become a good person and live a good life.

I also ask our benefactors, United Methodist churches and other friends to continue your support of our ministry and Strategic Plan as we work together to impact communities throughout Texas and New Mexico. Please pray for our children and staff as we seek God’s will for this great ministry.

God bless each of you and Methodist Children’s Home as we continue to honor Him, those who have gone before us, and those who will come after us in His service.

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Our Strategic Plan calls us to continue doing what we do well, while taking bold steps to increase our impact as one of the leading child care agencies at the local, state and national levels.

— TIM BROWN, President
Vision

Methodist Children’s Home will be a leading child care agency and resource at the local, state and national level through our innovative strength-based and trauma-informed care and services, and we will significantly impact current and future generations and communities of at-risk children, youth and families.

Mission

Methodist Children’s Home offers hope to children, youth and families through a nurturing, Christian community.

Core Values

Christian Principles
Apply the principles of the Christian faith which serve as the foundation for this ministry.

Relationships
Build healthy relationships through communication, respect, trust, and love.

Responsibility
Be accountable for self and others.

Growth
Provide opportunities for spiritual, emotional, physical, and intellectual development.

Service
Show compassion through generosity and care.

Hope
Believe in the possibilities of the future.
Methodist Children’s Home

Founded in 1890, Methodist Children’s Home offers hope to more than 1,400 at-risk children and youth from Texas and New Mexico through a variety of programs and services. Following is an overview of our ministry:

Residential Services
MCH offers residential care on the Waco campus, Boys Ranch and Waxahachie campus. Group care enables youth to build positive relationships with caring staff members who are committed to their personal growth and success.

Residents range in age from 12 to 18, however youth must be younger than 18 to be considered for admission. The average length of stay in our residential programs is 15 months. Youth live in homes served by homeparents and a unit manager or in homes supervised by a unit manager and a youth care staff that rotates throughout the day.

CAMPUS: Waco
The Waco campus consists of 130 acres in the northwest part of the city. The campus is the original location of the Home. MCH can serve up to 180 youth in 16 homes on the Waco campus, which also includes administrative offices and a chapel, charter school, gym and other recreation facilities.

CAMPUS: Boys Ranch
MCH serves up to 50 youth at our 500-acre Boys Ranch, which is located about 10 miles northeast of Waco. The Boys Ranch includes six home units, administrative offices, a recreation and activities center, a variety of livestock pens and barns, horse arena and dining hall.

CAMPUS: Waxahachie
MCH serves more than 30 youth on the campus of Presbyterian Children’s Homes and Services. MCH utilizes our strength-based philosophy that is consistent with the program of care offered on the Waco campus and Boys Ranch. Youth and staff often come to Waco to participate in activities with other MCH residents.

Spiritual Development
MCH offers a comprehensive religious education program to meet the spiritual needs of youth. Activities include weekly worship services, discipleship opportunities, summer camps and mission trips. Youth on the Waco campus and Boys Ranch attend worship services at Harrell Memorial Chapel. Youth in the Waxahachie program attend worship services and youth activities in their community.

Education
MCH is committed to meeting the individual educational needs of residents. Most youth who live on the Waco campus and Boys Ranch attend the University of Texas Charter School on the Waco campus, while other students attend public
METHODIST CHILDREN'S HOME

schools. Childcare staff and school personnel work together to determine the most appropriate educational plan for residents. Residents in the Waxahachie program attend public schools.

Serving the Community
MCH youth volunteer to serve their local communities throughout the year. One of the most important lessons youth learn while in our care is the importance of sharing their gifts, talents and time with others.

Extracurricular Activities
Youth at all three campuses participate in leadership organizations, academic competitions, recreation and community service. MCH provides a comprehensive recreation program, and activities are scheduled that enable residents and staff from all campuses to spend time together.

Waco campus and Boys Ranch youth who attend the University of Texas Charter School can participate in competitive sports through the Texas Christian Athletic League. The school offers UIL academic competition and an Ag program and FFA for youth who want to work with animals at the Boys Ranch. MCH youth regularly win awards at area livestock competitions.

Community Services
The community services staff supports families during crisis situations, while strengthening the family and supporting each child’s healthy development.

Services are offered through offices in Abilene, Bedford, Corpus Christi, Crockett, Dallas, El Paso, Houston, Lubbock, San Antonio, Tyler, Waco, and Albuquerque, NM.

Each outreach office provides support to families through Partnership in Parenting. Should families need foster care, each outreach office in Texas has supportive case management staff to provide foster care services and help in the efforts toward family stability and reunification.

Partnership in Parenting (PIP)
The goal of Partnership in Parenting is to prevent family separation and assist families in crisis. The program helps families build a network of support and find local resources to meet identified needs. In addition, PIP provides service planning, case management and tangible services to help families become self-sustaining.

Foster Care
The MCH foster care program is licensed by the Texas Department of Family and Protective Services to provide foster care in Texas. The program is also accredited by the Council on Accreditation (COA).

Foster care provides a safe and nurturing home to support families while they work on family goals supporting reunification. If reunification is not possible, outreach offices help each child find a safe, stable, and nurturing permanent home.

The foster care program can place children, ages 0-17, with licensed foster families in or close to their home communities. Foster care is meant to be short term, ranging from 6-18 months, until parents can stabilize their circumstances and resume parenting. MCH accepts voluntary placements, in addition to placements through the Texas Department of Family and Protective Services for children removed from their homes due to allegations of abuse or neglect.

Staff members work closely with parents to move toward reunification and/or permanency. Parents are encouraged to participate with their children on a regular basis, including visitation, service planning and educational planning.

Other Services

Transition Services Program
The Transition Services Program helps graduates make a successful adjustment to independent living, college or the workforce. The program serves former residents ages 18 to 25 through discharge planning, case management, counseling, crisis intervention, independent living training and financial assistance.

Grandparents As Parents Program
Grandparents who serve as the primary caregivers for their grandchildren can receive support through GAPP, which is offered through the Waco campus and outreach offices. Services include case management, access to community resources, support groups, assistance with legal issues, workshops, and limited financial assistance.
“I learned that becoming a Christian is not about being perfect; it’s about God accepting us for who we are.”
— JOSH, MCH GRADUATE

“If I hadn’t come to the Boys Ranch, I don’t think I would be in school or have hope for attending college. The Home has helped me grow, and it has provided so many opportunities for me.”
— DENZEL, BOYS RANCH

“I wouldn’t be where I am today if it weren’t for the Home. I would probably still be on the streets.”
— MALCOLM, MCH GRADUATE

“Having the support of my foster parents has been amazing. The only reason I am looking toward college is because of Methodist Children’s Home.”
— MONICA, FOSTER CHILD

“Instead of giving me black and white answers, my caseworker made me ask the tough questions. She made me confront my past and helped me find peace.”
— BEN, MCH GRADUATE

“Being at Methodist Children’s Home has really opened me up to a lot of things. I found my potential here.”
— AUSTIN, WACO CAMPUS RESIDENT

“I was blessed that my family found Methodist Children’s Home. Not only did the Home give me hope for a new life, it also gave me a passion to use my life to serve others.”
— HEATHER, MCH GRADUATE
MCH: Five-Year Review

Methodist Children’s Home achieved significant growth since our last Strategic Plan in 2006. Below are some of the key decisions that were made in the last five years that served as a strong foundation for the new Strategic Plan.

<table>
<thead>
<tr>
<th>Year</th>
<th>Key Decisions</th>
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<tbody>
<tr>
<td>2006</td>
<td>- Initiated a plan to begin renovating all home units on the Waco campus, the first significant renovation of the homes since the late 1980s. - Opened outreach offices in El Paso, Tyler and Corpus Christi and reopened the Waco office.</td>
</tr>
<tr>
<td>2007</td>
<td>- Created the Transition Services Program to better prepare high school graduates for independent living, college and work programs. - Residential Services adopted four outcomes to measure program effectiveness. - Implemented the Grandparents As Parents Program to support grandparents raising their grandchildren. - MCH charter school added fine arts and foreign language components needed to offer the recommended graduation plan for students.</td>
</tr>
<tr>
<td>2008</td>
<td>- Achieved goal of doubling the number of children in care from 500 to 1,000. - Opened outreach offices in Abilene, Sulphur Springs and Bedford. - Served 46 children in the care of the State of Texas who were removed from the YFZ Ranch.</td>
</tr>
<tr>
<td>2009</td>
<td>- Moved Boys Ranch students to the Waco campus charter school, significantly increasing educational and extracurricular opportunities for all youth. - MCH charter school began offering vocational agriculture classes, providing an opportunity for Waco campus residents to participate in the ag program. - Increased efforts to serve more children through our Partnership-in-Parenting program throughout Texas and New Mexico.</td>
</tr>
<tr>
<td>2010</td>
<td>- Restated the MCH retirement plan as a 401K plan, providing greater benefits and services to employees. - Built the Recreation and Activities Center at the Boys Ranch. - Formed relationship with Presbyterian Children’s Homes and Services to begin a residential program in Waxahachie. - Secured a residential contract with the State of Texas for the Home’s three residential campuses. - Began competitive athletics program through the Texas Charter School Academic and Athletic League. - Moved to a seven days on/seven days off schedule for homeparents.</td>
</tr>
<tr>
<td>2011</td>
<td>- MCH charter school joined the University Interscholastic League (UIL) and began participating in fine arts and academic competitions. - Opened foster care group home in Jayton. - Completed renovation of the Administration Building on the Waco campus. - Developed 12 Strength-Based Principles to support the MCH Mission Statement and Core Values. - Purchased and integrated Revolve, an electronic client information system.</td>
</tr>
<tr>
<td>2012</td>
<td>- Initiated a plan to begin renovating all home units on the Waco campus, the first significant renovation of the homes since the late 1980s. - Opened outreach offices in El Paso, Tyler and Corpus Christi and reopened the Waco office. - Created partnership with the Christian Women’s Job Corps to provide space for their program on the Waco campus.</td>
</tr>
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</table>
Perkins Home on the Waco campus
Strategic Priority 1
Increase the impact MCH has on children, youth and families in Texas and New Mexico.

| Goal 1: | Document and develop MCH core competencies. |
| Goal 2: | Research and develop new core competencies to position MCH to have greater impact on the challenges facing children, families and helping organizations. |
| Goal 3: | Develop future program master plan to meet the growing demand for services. |
| Goal 4: | Develop a master facilities plan to support the identified program needs and future program plan. |
| Goal 5: | Develop a financial resources plan to support the identified program needs and future program plan. |

Strategic Priority 2
Strengthen the organizational culture and sense of community to support employee development, retention and morale.

| Goal 1: | Integrate the MCH mission, core values and strategic goals into daily operations, actions and decision-making. |
| Goal 2: | Evaluate the current organizational structure and infrastructure and make adjustments based on current needs, future development and growth goals. |
| Goal 3: | Reevaluate processes and tools for employee participation and feedback in the strategic direction and culture of MCH. |
| Goal 4: | Develop communication methods that encourage and support meaningful multi-site, interdepartmental communication. |
| Goal 5: | Fully embrace diversity at all levels of the organization. |
| Goal 6: | Implement professional learning community model. |

Strategic Priority 3
Develop a technology plan to position MCH to provide more effective and efficient services.

| Goal 1: | Conduct a complete technology assessment that provides recommendations for needed technology and positions MCH for future expansion. |
| Goal 2: | Increase effectiveness and impact of MCH through the implementation of technology recommendations. |

Strategic Priority 4
Increase impact of MCH on children and families through partnerships with like-minded child care agencies and churches.

| Goal 1: | Collaborate with child care agencies to enhance our services and reduce costs for program development, program evaluation and training. |
| Goal 2: | Develop and market programs and services to help churches meet the needs of their communities and congregations. |

Strategic Priority 5
Increase visibility and awareness of MCH in all current and targeted future locations.

| Goal 1: | Develop a comprehensive marketing plan for MCH to support current and future program plans. |
| Goal 2: | Increase awareness and utilization of services through implementation of approved marketing plan. |
Strategic Priority 1.

Increase the impact MCH has on children, youth and families in Texas and New Mexico.

### Goal 1: Document and develop MCH core competencies.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Facilitator</th>
<th>Time Frame</th>
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</thead>
<tbody>
<tr>
<td>Document core services and their effectiveness in meeting the diverse needs of at-risk children, youth and families.</td>
<td>Program Vice Presidents</td>
<td>October 2011</td>
</tr>
<tr>
<td>Define meaningful outcomes and data collection methods for each core service for use in evaluation and future planning.</td>
<td>Program Vice Presidents</td>
<td>October 2011</td>
</tr>
<tr>
<td>Define and document the existing continuum of care, including the scope, size, cost, populations served, programs and locations.</td>
<td>Program Vice Presidents</td>
<td>January 2012</td>
</tr>
<tr>
<td>Develop and implement best practices and evidence-informed models that support program development based on our core values, mission and vision statements.</td>
<td>Program Vice Presidents</td>
<td>April 2013</td>
</tr>
</tbody>
</table>

### Goal 2: Research and develop new core competencies to position MCH to have greater impact on the challenges facing children, families and helping organizations.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Facilitator</th>
<th>Time Frame</th>
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</thead>
<tbody>
<tr>
<td>Identify and develop supporting competencies that have the potential for greater impact, balancing prevention and intervention needs of children, youth and families with the resources that we predict will be available to MCH to meet needs.</td>
<td>Executive Team</td>
<td>April 2013</td>
</tr>
<tr>
<td>Develop and implement a plan to build capacity in identified competencies.</td>
<td>Executive Team</td>
<td>April 2014</td>
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</table>

### Goal 3: Develop future program master plan to meet the growing demand for services.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Facilitator</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and document current and emerging program models, including anticipated outcomes to be measured and gained.</td>
<td>Program Vice Presidents</td>
<td>April 2012</td>
</tr>
<tr>
<td>Determine the future continuum of care based on mix of core and new competencies and projected available resources. This will include the scope, size, cost, populations to be served, services and locations.</td>
<td>Executive Team</td>
<td>April 2013</td>
</tr>
<tr>
<td>Develop training based on documented program models to guide program implementation, growth and replication.</td>
<td>Program Vice Presidents</td>
<td>April 2014</td>
</tr>
</tbody>
</table>
**Goal 4:** Develop a master facilities plan to support the identified program needs and future program plan.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Facilitator</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Based on the development of our continuum of care, evaluate and assess the quality and effectiveness of facilities in all programs and locations.</td>
<td>Executive Team</td>
<td>April 2014</td>
</tr>
<tr>
<td>Evaluate and address the aging facility infrastructure on the Waco campus.</td>
<td>Executive Team</td>
<td>April 2014</td>
</tr>
<tr>
<td>Develop a design for the ideal residential campus and outreach office facilities.</td>
<td>Executive Team</td>
<td>April 2014</td>
</tr>
<tr>
<td>Develop a master facilities plan to meet current and projected needs based on the future program plan and results from the assessment of the Waco campus.</td>
<td>Executive Team</td>
<td>April 2015</td>
</tr>
</tbody>
</table>

**Goal 5:** Develop a financial resources plan to support the identified program needs and future program plan.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Facilitator</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and document MCH revenue strategy to support the development of programs, services and facilities, including partnerships/collaborations, grants, and state contracts.</td>
<td>Executive Team</td>
<td>April 2012</td>
</tr>
<tr>
<td>Develop fundraising strategies that appeal to a younger generation of givers who want a hands-on experience with our ministry.</td>
<td>Vice President for Development</td>
<td>April 2012</td>
</tr>
<tr>
<td>Manage use of current financial resources through education of employees and benefactors on issues related to stewardship of financial resources.</td>
<td>Executive Team</td>
<td>April 2012</td>
</tr>
</tbody>
</table>
Strategic Priority 2.

Strengthen the organizational culture and sense of community to support employee development, retention and morale.

<table>
<thead>
<tr>
<th>Goal 1: Integrate the MCH mission, core values and strategic goals into daily operations, actions and decision-making.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action Step</strong></td>
</tr>
<tr>
<td>Incorporate our mission and core values into hiring practices, supervision tools, employee meetings, and annual employee evaluations.</td>
</tr>
<tr>
<td>Develop orientation training, supervision tools, and on-going training that integrate our mission, core values and strategic priorities into daily operations.</td>
</tr>
<tr>
<td>Continue to develop employee recognition expressions, awards and celebrations to emphasize our mission and core values.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goal 2: Evaluate the current organizational structure and infrastructure and make adjustments based on current needs, future development and growth goals.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action Step</strong></td>
</tr>
<tr>
<td>Review and improve systems of internal control that support accountability, efficiency and transparency.</td>
</tr>
<tr>
<td>Review current job descriptions, salary ranges, and job titles to ensure equality across the organization, and propose and implement approved changes.</td>
</tr>
<tr>
<td>Centralize and formalize processes for developing and updating organizational policies and procedures.</td>
</tr>
<tr>
<td>Develop an organizational structure that supports approved strategic priorities/goals and implement changes to position MCH for future development and growth.</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th>Goal 3: Reevaluate processes and tools for employee participation and feedback in the strategic direction and culture of MCH.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Action Step</strong></td>
</tr>
<tr>
<td>Reevaluate and design the employee satisfaction survey to capture results that are more meaningful and encourage more participation.</td>
</tr>
<tr>
<td>Continue to develop Continuous Quality Improvement processes that allow for employee participation and feedback on quality and outcome indicators.</td>
</tr>
<tr>
<td>Develop intentional communications around the results of employee surveys and other data collection results to gain input and participation in program and organizational improvements.</td>
</tr>
</tbody>
</table>
### Goal 4: Develop communication methods that encourage and support meaningful multi-site, interdepartmental communication.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Facilitator</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and improve strategies and tools that increase communication across the organization and support the mission statement and core values. These could include use of the MCH blog, website, and possible development of a staff page that is used as a hub for information about events, trainings, and policies and procedures.</td>
<td>Vice President for Development</td>
<td>October 2011</td>
</tr>
<tr>
<td>Implement and sustain regular communication in and between program and functional teams that supports each employee’s ability to have information that affects their areas of responsibility.</td>
<td>Executive Team</td>
<td>January 2012</td>
</tr>
</tbody>
</table>

### Goal 5: Fully embrace diversity at all levels of the organization.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Facilitator</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop strategies to identify, recruit, employ and retain an employee population that is reflective of our service population/communities.</td>
<td>Vice President for Human Resources</td>
<td>January 2012</td>
</tr>
<tr>
<td>Develop events, training, and activities that promote cultural awareness and competence.</td>
<td>Executive Team</td>
<td>January 2012</td>
</tr>
<tr>
<td>Strengthen program service delivery by hiring or training more staff to be bilingual and by producing program materials in English and Spanish.</td>
<td>Vice President for Human Resources; Program Vice Presidents</td>
<td>April 2012</td>
</tr>
</tbody>
</table>

### Goal 6: Implement professional learning community model.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Facilitator</th>
<th>Time Frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop and implement a mentoring program for new employees to assist in their transition to MCH.</td>
<td>Training Task Force</td>
<td>April 2012</td>
</tr>
<tr>
<td>Develop recommendations for a system to provide continuous learning and employee development to the entire organization including off-site locations.</td>
<td>Training Task Force</td>
<td>April 2013</td>
</tr>
<tr>
<td>Research and implement collaborative training opportunities with other child care agencies.</td>
<td>Training Task Force</td>
<td>April 2013</td>
</tr>
<tr>
<td>Evaluate and implement a plan for continuous learning and employee development, including orientation, annual training, management training, and on-line training opportunities.</td>
<td>Executive Team</td>
<td>April 2014</td>
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</tbody>
</table>
### Strategic Priority 3.

**Develop a technology plan to position MCH to provide more effective and efficient services.**

<table>
<thead>
<tr>
<th>Goal 1:</th>
<th><strong>Conduct a complete technology assessment that provides recommendations for needed technology and positions MCH for future expansion.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Step</td>
<td>Contract for a third-party technology assessment to provide additional support, expertise, and recommendations in review of our needs.</td>
</tr>
<tr>
<td>Facilitator</td>
<td>Executive Team IT Department</td>
</tr>
<tr>
<td>Time Frame</td>
<td>October 2011</td>
</tr>
<tr>
<td>Action Step</td>
<td>Develop a plan for technology advancement, support and use that includes implementation of recommendations, training support for employees, and maintenance support and projected cost.</td>
</tr>
<tr>
<td>Facilitator</td>
<td>Executive Team</td>
</tr>
<tr>
<td>Time Frame</td>
<td>April 2012</td>
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<table>
<thead>
<tr>
<th>Goal 2:</th>
<th><strong>Increase effectiveness and impact of MCH through the implementation of technology recommendations.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Step</td>
<td>Implement approved recommendations for technology advances.</td>
</tr>
<tr>
<td>Facilitator</td>
<td>IT Department</td>
</tr>
<tr>
<td>Time Frame</td>
<td>April 2013</td>
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### Strategic Priority 4.

**Increase impact of MCH on children and families through partnerships with like-minded child care agencies and churches.**

<table>
<thead>
<tr>
<th>Goal 1:</th>
<th><strong>Collaborate with child care agencies to enhance our services and reduce costs for program development, program evaluation and training.</strong></th>
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</thead>
<tbody>
<tr>
<td>Action Step</td>
<td>Identify opportunities for collaboration and partnerships with agencies that are compatible with our mission, continuum of care and strategic priorities.</td>
</tr>
<tr>
<td>Facilitator</td>
<td>Program Vice Presidents; Executive Team</td>
</tr>
<tr>
<td>Time Frame</td>
<td>April 2012</td>
</tr>
<tr>
<td>Action Step</td>
<td>Implement approved collaborations.</td>
</tr>
<tr>
<td>Facilitator</td>
<td>Program Vice Presidents</td>
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<tr>
<td>Time Frame</td>
<td>April 2013</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Goal 2:</th>
<th><strong>Develop and market programs and services to help churches meet the needs of their communities and congregations.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Action Step</td>
<td>Identify and/or develop opportunities for MCH to form partnerships with churches to meet the needs of children and families within our core competencies.</td>
</tr>
<tr>
<td>Facilitator</td>
<td>Executive Team</td>
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<tr>
<td>Time Frame</td>
<td>April 2012</td>
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<tr>
<td>Action Step</td>
<td>Implement approved collaborations.</td>
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<tr>
<td>Facilitator</td>
<td>Executive Team; Program Vice Presidents</td>
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<tr>
<td>Time Frame</td>
<td>April 2013</td>
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Strategic Priority 5.

Increase visibility and awareness of MCH in all current and targeted future locations.

Goal 1: Develop a comprehensive marketing plan for MCH to support current and future program plans.

<table>
<thead>
<tr>
<th>Action Step</th>
<th>Facilitator</th>
<th>Time Frame</th>
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<tbody>
<tr>
<td>Develop a marketing plan that includes organizational, program and location materials. The plan should define who we are and what we do; enhance external communication about who we are and support internal communication; promote all programs and services; support program growth or changing goals; solicit participation and support for programs; assist in employee recruitment; and attract and maintain current and new donors.</td>
<td>Vice President for Development</td>
<td>April 2012</td>
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</table>

Goal 2: Increase awareness and utilization of services through implementation of approved marketing plan.

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<th>Action Step</th>
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<tbody>
<tr>
<td>Implement marketing plan and strategies that support existing programs.</td>
<td>Vice President for Development; Executive CQI</td>
<td>April 2012</td>
</tr>
<tr>
<td>Implement marketing plan and strategies that support new programs, locations, and services.</td>
<td>Vice President for Development; Executive CQI</td>
<td>April 2013</td>
</tr>
</tbody>
</table>
MCH employees are committed to our mission of offering hope to children, youth and families.
As part of the strategic planning process, focus groups studied seven key issues: Residential Services, Community Services, Financial Resources, Technology, Diversity and Cultural Issues, MCH Culture and Community, and External Factors and Trends. The work of the focus groups served as the foundation for the Strategic Plan. The following section highlights reports and findings from the focus groups.

**FOCUS GROUP PARTICIPANTS**

**RESIDENTIAL SERVICES**
- Candice Darwin, Facilitator; Administrator, Waxahachie *
- Charlotte Batson, Facilitator; Administrator, Waco *
- Laura Bonner, Unit Manager, Waco
- Phyllis Carlson, Unit Manager, Waxahachie
- Trenia Cooper, Admissions/Intake Coordinator
- Clarence DeGrate, At-Risk Coordinator, Charter School
- Robert Johnson, Youth Care Supervisor, Waco
- Shelia Kendricks, Unit Manager, Waco
- Jeanane Slonaker, Homeparent, Boys Ranch
- Jean Taylor, Lead Youth Care Counselor, Waxahachie

**COMMUNITY SERVICES**
- Jennifer Gregory, Facilitator; Regional Administrator *
- Kelly Smith, Facilitator, Regional Administrator *
- Dana Bearden, Lubbock Outreach Office Director
- Alicia Carter, Caseworker, Albuquerque Outreach Office
- Helen Crossland, Caseworker, Lubbock Outreach Office
- Jerushah Du Toit, Caseworker, Tyler Outreach Office
- Joshua Duran, Caseworker, San Antonio Outreach Office
- Abbie Garcia, Caseworker, Lubbock Outreach Office
- Genie Greer, Western Regional Secretary
- Rehan McNeil, Grandparents As Parents Program, Waco
- Melissa Opheim, Vice President/Community Services *
- Annie Rice, Director, Corpus Christi Outreach Office
- Traci Wagner, Director, Tyler Outreach Office
- Nicole Washington, Caseworker, Houston Outreach Office
- Theresa Wilson, Director, Abilene Outreach Office
- Foster Parents and other staff as needed

**FINANCIAL RESOURCES**
- Tim Fredo, Facilitator; Plant Services Director *
- Don Scott, Facilitator; Admin./Support Services, Waco *
- Tommy Benson, Homeparent, Waco
- Jeff Creel, Unit Manager, Waco
- Sonia King, Unit Manager, Boys Ranch
- Trey Oakley, Vice President/Development *
- Russell Rhodes, Youth Care Counselor, Waco
- Ron Schwartz, Vice President/Finance *
- Kelly Smith, Regional Administrator, Community Services *
- Nancy Teagardner, Director of Dietician Services *

**TECHNOLOGY**
- Cristy Cunningham, Facilitator; Principal/Charter School *
- Chuck Russell, Facilitator; Administrator, Waco *
- Mike Baxley, Director of Technology *
- Nicole Ehler, Director of Program Services, Boys Ranch
- Melanie Flanagan, Director of CQI *
- Jennifer Gregory, Regional Admin., Community Services *
- Steve Heyduck, Chaplain *
- Patrice Hightower, Clinical Services Secretary
- Erica Reyes-Rosas, Unit Manager, Waco
- Philippa Whitfield, Unit Manager, Waxahachie

**DIVERSITY AND CULTURAL ISSUES**
- Kenneth Alexander, Facilitator; Transition Services Coord. *
- Dottie Briggs, Facilitator; Administrator, Boys Ranch *
- Mary Carpenter, Director, Dallas Outreach Office
- Tim Collier, Kitchen Supervisor, Boys Ranch
- Amy Grisham, Lead Facilitator, Charter School
- Kim Hammett, Religious Education Director
- Mary Langrum, Compliance Manager, Human Resources
- Yolanda Rodriguez, Youth Care Supervisor, Waco
- Julie Spiech, Unit Manager, Waco
- Pablo Villanueva, Admissions Intern
- Veronica Whalner-Peters, Director, Houston Outreach Office

**MCH CULTURE AND COMMUNITY**
- Catie Capp-Hays, Facilitator; Director of Admissions/Intake *
- Lindy Dehm, Facilitator; Director of Transition Services *
- Judy Broadway, Vice President/Human Resources *
- Helen Crossland, Caseworker, Lubbock Outreach Office
- Suzanne Frerich, Unit Manager, Waco
- Kevin Henry, Athletics Director
- Lisa Katzness, Unit Manager, Waco
- Bob Luedke, Director of Security
- Rachel Montgomery, Youth Care Supervisor, Waco
- Charmayne Hollis Moore, Homeparent, Waco
- Brooke Rasco, Caseworker, Waco Outreach Office

**EXTERNAL FACTORS AND TRENDS**
- Moe Dozier, Facilitator; Vice President/Residential Services *
- Melissa Opheim, Facilitator, Vice President/Comm. Services *
- Kim Burks, Clinic Coordinator
- Robert Douglas, Youth Care Counselor, Waxahachie
- Rosemary Hinojosa, Dallas Outreach Office/Wesley-Rankin
- Stephanie Lewis, Development Specialist
- David Lynch, Unit Manager, Waco
- Sandy Matus, Admin. Assistant, Executive Management *
- Elise Pinney, Director of Psychological Services
- John Warren, Training Coordinator
- Katie Wolfe, Volunteer Coordinator

**ADDITIONAL PARTICIPATION**
In addition to the employee focus groups, the MCH Board of Directors and the Home’s Commissioners contributed to the strategic planning process through either a survey or focus group. Student leadership groups from the Home’s Waco campus and Boys Ranch participated in surveys.
In our society, there is a pronounced need for services to youth defined by society as “at-risk.” In a recent report to the nation, the Commission on Children at Risk, a committee comprised of 33 doctors, researchers, mental health professionals and youth workers, offered insight into the current state of America’s youth. The report posits that, in America, “we are witnessing high and rising rates of depression, anxiety, attention deficit, conduct disorders, thoughts of suicide and other serious mental, emotional and behavioral problems among U.S. children and adolescents.”

The report attributes the cause of this crisis to “a lack of connectedness.” The researchers define connectedness in two ways: close connected relationships with other people, and deep connectedness to moral and spiritual meaning.” The commission also provides a suggestion in how to combat this growing crisis: an “authoritative community.” This community includes a group of people united for a common purpose, who are committed to role modeling to youth while striving to make lasting connections with youth in need.

In reading this description, one has to wonder if the researchers have had experience in residential care, or if they unknowingly provided a remarkably paralleled description to the work of residential care providers. In what other setting can one find a group of adults working to establish meaningful relationships with a group of youth in need while also working to model healthy coping skills and enhance the spiritual attachment of the children?

The Commission on Children at Risk is not the only group to recognize the great need for intervention with America’s youth. The Reclaiming movement has fostered research and awareness of the growing crisis in youth and families. While the concept of reclaiming is closely associated with the work of Larry Brendtro, Martin Brokenleg and Steve Van Bockern, the first person to use the phrase “reclaiming” was Martin Wolins.

Wolins’ description of a community ideally equipped to assist children and youth in need fits many contemporary residential care communities. The focus of residential care is to involve the family and child in the process of setting goals and growth. Plans for children are developed to be specific to the child, not general to the agency. Residential care also focuses on development of life skills and giving to others. One can conclude that residential care fits Wolins’ criteria of the solution to the needs of at-risk youth and their families.

Current research foci in the field of at-risk youth include attachment,
brain/behavior connection and the effects of trauma on brain development. A central theme in these current topics is the importance of emotionally healthy caregivers with the desire and ability to develop a trusting relationship with children and meet children where they are.

Researcher and child care advocate Henry Maier (1987) describes attachment as a basic life requirement that involves mutual dependence shared by individuals and provides rootedness. Maier states that attachment experiences are vital for successful development.

The work of Dr. Karyn Purvis and Dr. David Cross of the Institute of Child Development at Texas Christian University supports Maier’s definition and furthers the case for stable attachments. Purvis and Cross assert that humans are born to attach and that attachment as a basic life requirement that involves mutual dependence shared by individuals and provides rootedness. Maier states that attachment experiences are vital for successful development.

In their 2007 work, The Connected Child, Purvis and Cross emphasize the need of a “reliable caretaker” who works to keep children “consistently safe and nurtured.” Central to the programming of residential care is the focus on relationship. Research into the mission and core values of top agencies provides evidence to support that residential care promotes relationships. Unique to residential care is the availability of numerous adults. A child in need has the opportunity to interact and attach with adults from various areas of their campus. In residential care, attachment does not hinge solely on the outcome of one or two dyadic relationships. The community approach provides numerous opportunities for successful intention-
al healing relationships.

Current research in residential care and programs is based in rich theory developed by respected members of academia. These theoretical assertions undergird the basis of contemporary child care work.

Urie Bronfenbrenner, a noted developmental psychologist, coined the oft-quoted phrase, “Every child needs at least one person who is really crazy about him.” Charles Applestein (1994) adapts this statement saying, “All children need at least one adult to believe in them no matter what.” Mary Ainsworth, a pioneer in attachment research, states that “nurturing care experiences are essential for the healthy development of all children.”

Many residential care agencies base their programs on the findings of these theorists. A review of CORE (Coalition for Residential Education) criteria for designation as a residential education program supports this statement. The second criteria for a residential education program states, “(the program) maintains a youth development approach; not a treatment/medical approach.” Leaders in residential care recognize the importance of the work of past researchers and incorporate these findings in their programs.

While the information provided thus far is on a more broad, or national level, there are sobering statistics from our own state. The 2009 Texas Department of Family and Protective Services Data Book reported that 17,512 children were served in out-of-home care during 2009. This number only represents children in the custody of the state, and does not include those youth privately placed or those placed by the juvenile system. Of the 17,512 children reported, the largest age group represented was adolescents ages 14 to 17. This group made up 26% of all children in care. The report also showed recent trends. From 2006 to 2009, the number of children ranging in age from birth to age nine has been trending downward, while children ranging from 14 to 21 has increased each year. These numbers are alarming, and demonstrate the need for adolescent care providers.

In addition to benefits already mentioned in this report, residential care provides a safe environment for children, and it offers the benefit of working with the parents to teach new skills and how to work together as a family.

Family collaboration is an integral part of residential care, as families are given the opportunity to see their child and work with trained professionals toward reunification. Maier (1987) states that children do not lay aside their previous attachments and relationships just because they are placed out of their home. He further states, “old relationships continue; they impact the quality of new ones.”

Residential care allows for a safe and healthy evaluation of old relationships. Children are allowed interaction with their parents, siblings and friends, and this interaction can be monitored in a safe and healthy manner. Social skills, communication skills and management of emotions can all be worked on with a professional whose primary responsibility is to help the child and family reach the goals they have established.

The following pages highlight specific benefits Methodist Children’s Home provides youth and families through residential care.
Reasons to choose MCH for residential care

This information was provided by the following focus group and facilitators:
RESIDENTIAL SERVICES — Charlsie Whitney, Waco campus administrator; Candice Darwin, Waxahachie campus administrator

- Methodist Children’s Home is a Christian organization with a strong spiritual component.
- Our strength-based philosophy of care is innovative and proven to be effective.
- Services are diversified and we offer an individualized plan of development, including education, for all youth.
- MCH exhibits longevity and financial security.
- Our program is affordable for anyone because of our sliding scale fee.
- No youth is ever turned away due to financial concerns.

- Through recent collaboration and expansion at Waxahachie, MCH offers another choice for youth to be in closer proximity to their families.
- MCH’s residential services provides a continuum of care that extends to a strong transition services program for youth.
- MCH offers one of the most successful residential service programs in the state. Thus, our program should be strongly considered as a positive alternative for youth who need out-of-home care and as a family reunification approach to child care.
- MCH is committed to using outcome data and evidenced-based approaches through our innovative strength-based and trauma-informed care.
CHRISTIAN ORGANIZATION

We are a Methodist children’s home affiliated with the seven United Methodist conferences in Texas and New Mexico. Our chaplain is appointed by the Central Texas Conference, and Commissioners from Methodist churches actively support MCH. Our residential program is entrenched in spiritual values, services and opportunities.

- Regular Sunday services
- Wednesday night youth group meetings and activities
- Summer camps and mission trips
- Ambassador program
- Musical opportunities
- Special Christmas and Easter celebrations
- Perkins School of Theology interns
- Religious education work experiences

PHILOSOPHY OF CARE

Our strength-based approach to child care is steeped in staff intentionally building trusting and caring relationships with youth and their families. This model of care was implemented in 1995 and our youth have thrived in this setting as supported by outcome data. We purposefully provide individualized plans and opportunities for each youth we serve.

- Highly-trained professional care providers
- Experienced and well-trained, tenured direct care staff
- Exceed state licensing standards
- Diverse educational opportunities through public school and our on-campus University of Texas Charter School
- Enhanced and individualized educational opportunities
- Enrichment opportunities such as driver’s education, student workers and mentors
- Community service experiences
- Family work, collaboration and reunification
- Both on and off-campus athletic opportunities
- Therapeutic recreation
- Community approach to child care
- Student leadership organizations
- Success celebrations, such as Senior Ring Sunday, Senior Sunday, awards program and graduation ceremonies
- Leadership development opportunities
- Positive Peer Culture Groups
- Peer mediation
- Program flexibility
- Connectivity of departments
- Proactive approach to child care
- Youth have an active voice and role in their future

OUTCOMES

Outcome measurements of our residential program demonstrate and support that we serve youth and their families successfully. The following data reflects gains youth have made on average during specified periods of time.

- Developmental Gains - 57.5% (Jan. 2009-Sept. 2010)
- Safety - 99.6% (Jan. 2009 - Sept. 2010)
- Educational Gains - 85.25% (Jan. 2009-May 2010)
- Successful Completions - 64.4% (Jan. 2009-Sept. 2010)
- Graduation Rates - 84.3% (2008-2010)

AGENCY LONGEVITY AND FINANCIAL SECURITY

MCH has been in operation since 1890 and has successfully adapted and changed as the needs of youth have changed. In addition, due to sound investments and charitable donations, our agency is financially sound.

- Transitioned from an orphanage to a comprehensive program of care, including the Waco campus, Boys Ranch and Waxahachie residential campuses
- One of the most successful and affordable residential service programs in the state
- Good reputation in the field
- Regarded as leaders in the field of child care
- Tenured, knowledgeable staff
- Flexibility to meet changing needs of youth
- Dedication to maintaining accreditations by use of best and safe practice child care
- Sliding scale fee
- Well-maintained facilities
- Alumni organization
- Unique admissions process
- Collaboration with agencies
- Improved technology and communication
- Innovative Development Department
- Strong donor base
- Improved retirement and benefit plans
- Excellent investment portfolio

CONTINUUM OF CARE

MCH’s residential services program offers families and their youth the opportunity to work with professionals in an effort to resolve conflict and set positive goals.

- Low ratio of professional staff serving youth
- Staff serve as advocates, mentors and teachers
- Positive relationships between staff and stakeholders
- Opportunity for quality education
- Availability of community resources
- Opportunity for youth to learn from a diverse population of peers and staff
- Individualized educational environment
- Continuation of care after graduation through transition services and after care programs
- College and trade opportunities with support staff
- Independent living skills with guidance and support
- Partnership In Parenting
- Outreach services
- Grandparents As Parents Program (GAPP)
- Medical services
- Diversity of programs to meet needs of each child

COLLABORATION AND EXPANSION

MCH partnered with Presbyterian Children’s Homes and Services in Waxahachie to create a shift-work strength-based model of care for boys and girls from surrounding areas near Dallas.

- Smaller facility and less children per home
- More cost effective by use of shared facilities
- Closer proximity to families for family services and reunification work
- Partnership with local church
Community Services

A strategic planning focus group looks at ways MCH is meeting needs throughout Texas and New Mexico.

Children and families experience trials and tribulations every day. Families are struggling with high divorce rates, underemployment, unemployment, poverty, homelessness, addictions, family violence and incarceration. As families struggle and support systems fail, children are too often the direct or indirect victims.

The latest statistics show that in Texas more than 280,000 children were the alleged victims of abuse/neglect in 2009, more than 68,000 were confirmed victims, and more than 9,000 children were removed from their homes due to the threat of on-going victimization. According to the 2009 Texas Department of Family and Protective Services (TDFPS) data book, 15,932 children entered into residential care and 11,022 of them went into contracted foster homes like ours. The ages most represented were children 0-9 and youth 14-17.

MCH values the opportunity to work with families and to try to help strengthen their resiliency and build skills and a network of support. Our family preservation services are designed to prevent or begin to heal the trauma of family crisis or separation. The Partnership In Parenting (PIP) program is an effort to reach out to families to intervene and offer support to prevent the trauma caused by abuse/neglect and family separation. Although that is our goal, the crisis requires out-of-home placement for many families. In these cases, we try to work toward voluntary placement for children. Voluntary placement, in itself, reduces the trauma of separation as the parent makes the choice and is a full partner in working toward reunification.

High-quality foster care is the answer for many children, especially those who are in the 0-9 age range, where they need individualized care with consistent caregivers. Foster care offers the opportunity for children to best experience a home-

During the past year, MCH served over 200 children through the foster care program, spanning 64 counties in Texas.
like and normalized environment. Children become part of a family, community, church, school and extended family, and they are able to experience normal childhood activities while they continue the relationship and regular visitation with their biological family.

Our first goal is to mend, strengthen and increase support for each family we serve, and our secondary goal is to help children find permanency as quickly as possible so that they can experience a safe, secure and wonderful childhood.

**Foster Care**

MCH foster care is defined by our dedicated foster parents and staff. MCH has enjoyed a wonderful foster care reputation for excellence because the families who serve with us are stable, warm, inviting, and dedicated to the health and well-being of each child placed in their homes.

MCH foster families are best described in the following ways:

- faith-based and ministry-oriented;
- strong and positive family relationships;
- financially independent;
- stable and nurturing home environments;
- active members of a church;
- open to different backgrounds and culturally competent;
- willing to learn;
- flexible and patient;
- transparent, ethical and truthful;
- mature and non-judgmental;
- healthy attachment styles;
- good communications skills;
- team players;
- willing to coach, guide, and encourage biological families; and
- willing to support and encourage family reunification.

During the past year, MCH served over 200 children through the foster care program, spanning 64 counties in Texas. The average daily census fluctuates between 150-170 with 45-50 of those children being placed through the TDFPS and the remaining being voluntary placements.

**Family Preservation**

The Family Preservation program offers services to families in their homes and communities to try to support a strong and resilient family structure. The multi-faceted program offers individualized assessment, case management, parenting support, and concrete services to meet basic needs and promote child safety and family stability.

Our caring and professional staff partners with families to help them overcome their individual challenges through a service plan, skill-building opportunities, and encouragement and support. In addition, we help families build a safety plan by developing a network of support.

The following pages highlight benefits MCH offers families through the foster care program.
Reasons to choose MCH for foster care

This information was provided by the following focus group and facilitators:
COMMUNITY SERVICES — Melissa Opheim, Vice President for Community Services; Kelly Smith, Western Region administrator; Jennifer Gregory, Eastern Region administrator

- We carefully screen, train and support foster families who will care for the children.
- We are faith-based.
- Families have a voice in the care of their children, and they are included in the decisions that affect their children while they are in foster care.
- We genuinely care about families, children and family reunification.
- Families are treated with dignity and respect.
- Families are provided with on-going updates about their children through letters and pictures from our foster parents, weekly communication with a case-worker, and regular visitation with their child in a comfortable and kid-friendly place.
- Foster care staff responds quickly and professionally to all correspondence from foster and biological families.
- Foster parents and staff members understand and value the importance of family connections and how a child’s identity builds from his or her relationships with parents and other caregivers.

Foster care offers the opportunity for children to experience normal childhood activities.
Reasons foster parents choose MCH

This report was written by the following focus group and facilitators:
COMMUNITY SERVICES — Melissa Opheim, Vice President for Community Services; Kelly Smith, Western Region administrator; Jennifer Gregory, Eastern Region administrator

- Our foster parents report that they were attracted to MCH because we are a faith-based ministry.
- Many of our foster parents choose MCH because they were referred by a friend.
- Foster parents report being attracted to MCH because they see that the agency is committed to meeting the needs of children that are being served.
- MCH has an excellent reputation and is financially stable.

Reasons foster parents remain with MCH:

- Foster parents express that they stay with MCH because they are supported by case managers who care about them and work with them to meet the needs of children in our care.
- Our staff members take extra steps to match children to homes based on information shared about the child and the knowledge of each foster family’s strengths.
- Our foster care staff provides personal service, offering a network of support for foster families.
- Foster families have 24-hour access to casework support.
- Our foster care staff communicates regularly with foster parents.
- Foster parents are valued and esteemed for the care they provide children.
External Factors and Trends

This information was provided by the following focus groups and facilitators:

EXTERNAL FACTORS AND TRENDS — Moe Dozier, Vice President/Residential Services; Melissa Opheim, Vice President/Community Services

CULTURE AND DIVERSITY — Dottie Briggs, Boys Ranch administrator; Kenneth Alexander, Transition Services Coordinator

TECHNOLOGY — Chuck Russell, Waco campus administrator; Cristy Cunningham, Charter School principal

FINANCIAL RESOURCES — Don Scott, Support Services administrator; Tim Fedro, Plant Services director

Profile of future children and youth Methodist Children’s Home will serve:

- Will range in age from birth to 25.
- May have suffered abuse and neglect at the hand of their primary caretakers.
- May be from a family traumatized by poverty, homelessness, drug addiction, military deployment or other stressors.
- May have significant health and mental health needs.
- May have parents who are under-educated and unemployable at a rate that cannot support the family.
- May have serious academic deficiencies.
- May have independence and self-sufficiency deficits.

- May have a parent in the legal system or be involved with the legal system.
- May be from an immigrant (documented and undocumented) family.
- May be from a family with multi-generational systemic dependence.
- May have sexual identity issues.
- May have a multi-racial identity and will view race and ethnicity differently than their parents.
- Will depend on technology more and more.
- MCH will become increasingly involved both with the child/youth and the family. Many or most of the descriptors that were placed on the children and youth we serve also apply to their families.
**ECONOMIC FACTORS**

State budget shortfalls, reduction in state services, competition for available state funds, reduction in the number of residential providers, and an increase in demand for services are creating many challenges. Implications for MCH include the following:

- We will see increases in the demand for services and clients who do not qualify for existing services.
- We anticipate an increase in the number of families with multiple needs, increase demand for services for clients with intensive or complex needs, and an increased need for prevention services (with little to no public funding sources).
- MCH will face pressure to “do more with less” due to available resources, i.e. manpower and finances.
- MCH may need to explore new funding streams and partnerships in response to the demand for expanded services, the escalating cost of providing services and to meet the varied needs of children and families.
- MCH will need to research and implement evidence-informed practices (i.e. neuroscience and trauma-informed care) and be able to collect outcome information in order to communicate return on investment and secure funding from available resources.
- In response to best practices and contracting requirements of potential payors, MCH will need to work more closely with the family and offer services in close proximity to children and families needing services.
- Oversight and performance-based contracts, and the need for published outcomes and transparency, will require more attention by MCH to collect data and publish outcomes.
- MCH will need to become more visible and relevant to stakeholders, including funders, donors, collaborating agencies, clients board, foster parents, schools, and referring agencies.
- Significant population growth outside current MCH sites may require MCH to explore opening smaller residential programs and/or outreach offices, either independently or in partnership with other agencies.
- We will be competing for available funds through competitive bidding and formal contracting processes.
- MCH will need to find efficiencies in our organizational structure to meet more needs with little-to-no increase to the budget.
- MCH may need to consider social wealth ventures to continue to build sustainability. There is a new legal form of organization, an L3C corporation, a nonprofit/profit hybrid which is developing through strategic mergers and acquisitions.
- MCH will need to consider new trends in fund development, including the use of social media.

**CHANGES IN CHILD WELFARE INDUSTRY**

Significant changes in the child welfare industry include competitive performance-based contracting, foster care redesign and an increased demand that services be evidence-based practices. Implications for MCH include the following:

- We anticipate an increase in the number of children and youth who will need services. The client profile will include families with multiple needs, increased intensive or complex needs, and an increased need for prevention and residential services with little to no public funding sources.
- MCH will need to adopt or develop evidence-based services within our continuum of care. We will need to be able to prove impact on the lives of our clients and in our communities.
- MCH may need to restructure services, identify niche areas and develop a continuum of services throughout Texas and New Mexico.
- In response to best practices and contracting requirements of potential payors, MCH will need to work more closely with families and offer services in close proximity to those being served.
- Technology advances will be critical to gathering and supporting outcomes and impact in the coming years.
- MCH may need to explore new funding streams and partnerships in response to the demand for expanded services and the escalating cost of providing services to meet the varied needs of children and families.
- MCH will benefit from continuing accreditation and participation with national benchmarking initiatives in order to gain access to the cutting-edge best practices and research supporting programs.

**FINANCIAL RESOURCES**

There is a significant increase in competition among nonprofits. In early 2008, there were 596,200 501c(3) organizations. By the end of 2008, the number increased to 974,337, or +32.7% (National Center for Charitable Stats, 2008). Implications for MCH include:

- MCH must be diligent in preserving our endowment.
- MCH is facing significant changes in our donor base, which makes fundraising even more of a challenge.
- We should be open to partnerships that allow our mission to grow and are financially viable.
- MCH must be willing to pursue grants that are compatible with our mission and expertise.
- We must continue to stay updated on changes in the state contract process.
- MCH must develop fundraising strategies that appeal to a younger generation of givers and consider increasing the use of volunteers.

(Continued next page)
TECHNOLOGY

Several trends in technology that will impact MCH include: youth will always be ahead of staff in the use of technology; more services and users are moving online; rapid growth of devices that are connected to the internet; a shift to the use of portable and wireless devices; and a movement to become a more paperless business practice. Implications for MCH include:

• We must continue to embrace technology, and utilize technology to deliver an integrated information services system that enables us to meet all technological needs and future expansion and growth.

• We must address the existing infrastructure supporting the needs of the agency. Our infrastructure should unify information systems, promote efficiency, generate cost-savings, facilitate consistency, and provide for future organizational and technological growth.

• We must have a technology system that is safe, secure and encoded that can protect confidentiality and maintain HIPPA regulations.

• MCH must deploy a similar level of technology across all departments, offices and locations.

• MCH should use technology to enhance our work with youth and their families, including the ability for youth to stay connected to their families.

• We will be required to have the ability to gather, report and provide outcome data in order to secure funding.

• MCH should find ways to utilize technology to improve organizational communication and support organizational culture, helping employees to feel a part of the whole and increasing morale.

• We should address the strong trend toward using social media to raise awareness and funds, telling the story and allowing people to immediately participate to meet the need.

GREEN MOVEMENT

The green movement is a growing interest with foundations, donors, volunteers and accrediting agencies. Implications for MCH include:

• We may be able to benefit from the interest in organizations “going green” with foundation support to help transition buildings and possibly reduce costs through some of the following resources: The Green Start Program, local universities, U.S. Environmental Protection Agency, and the Institute for Sustainable Development.

• We should review our work plans, purchasing policies, use of energy and water, and waste management, and develop an environmental policy for MCH to meet best practice standards and to see if we can capture any cost savings.

HUMAN RESOURCES

Demographic and generational shifts that will impact nonprofits include: younger generations, which bring new values and expectations, comprise an increasing percentage of the workforce; the recession and changing attitudes about retirement have slowed the leadership deficit that was expected by the retirement of “baby boomers” and the diversity of the millenial generation. Implications for MCH include:

• Qualified applicants will be in greater demand in response to internal and external competency requirements. Competitive market salaries will be needed to attract qualified applicants interested in being a part of the community where MCH offers services.

• Continue to develop career tracks and training that support employees in their current job function and help prepare employees for their career objectives.

• Continue to develop management training tracks and other project based incentives to help young professionals build their resumes.

• In order to maximize resources, organizations and possibly churches may need to collaborate together to deliver social service work, expanding reach through mixed funds and maximized human resource.

• Continue to develop volunteer opportunities to help with special projects that support the overall mission.

DEMOGRAPHICS

Research conducted by the Pew Research Center in February 2008 reports that the Hispanic population will rise to 128 million in 2050, which will account for 60% of the nation’s population growth from 2005 to 2050. By 2050, the nation’s population will be 13% African-American, about the same share in 2005. The Asian population will have grown from 5% in 2005 to 9% in 2050. Implications for MCH include:

• MCH must employ a diverse child care staff to serve children and youth from different ethnic backgrounds. The potential growth of our Hispanic student population projects a need to evaluate our staffing and programming plans for the future.

• We must equip staff to serve a diverse group of children and youth through residential group care, foster care and community services.

• MCH must provide opportunities for youth to remember and experience their cultural heritage within the principles of the Christian framework of our organization.

• MCH should address the need to print applications, placement documents and promotional literature in Spanish.
MCH youth regularly win awards for their work with animals and shop projects through our Ag program.
I want this Strategic Plan to be a defining moment for Methodist Children’s Home. I want people to be able to say, ‘They did the right thing’ by changing. We are going to respect our history, but we are going to change so that we can serve more children more effectively.

— TIM BROWN, President, Methodist Children’s Home