



**Methodist Children's Home**

Offering Hope Since 1890

# **STRATEGIC PLAN 2017-2019**

**A VISION OF HOPE**





# STRATEGIC PLAN 2017-2019

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**METHODIST CHILDREN'S HOME**  
**1111 Herring Ave., Waco, TX 76708**

ADMISSIONS ————— 800-964-9226  
 MCH BOYS RANCH ————— 254-799-2434  
 MCH FAMILY OUTREACH — 800-853-1270  
 DEVELOPMENT ————— 800-853-1272



# PRESIDENT'S LETTER

## A VISION OF HOPE



Tim Brown

This is an exciting time at Methodist Children's Home (MCH). God's continued guidance of this ministry as evidenced throughout our history and the possibilities that exist in this Strategic Plan lead me to believe that even greater days are still to come.

Throughout 127 years of ministry at MCH, the methods by which we have carried out our mission have changed, but MCH has remained relevant and thrived through our ability to adapt our programs, services and facilities to best serve the changing needs of society. MCH has never wavered from our commitment to offer hope to children, youth and families through a nurturing, Christian community.

In the early days MCH functioned as an orphanage providing basic needs of shelter, food and clothing to children living in dormitory-style housing in Waco. Many things have changed since that time. Today we serve more than 5,000 individuals each year through our Waco campus, Boys Ranch, transition services and MCH Family Outreach offices where we offer community-based and in-home services to families needing assistance.

For an organization the size and scope of MCH to remain relevant, it is critical that we stay attuned to the needs of the communities we serve. We must continue to plan for and be ready for change. We must embrace new practices, and hold ourselves accountable to carry out our mission wisely and effectively, making the most of the generous support of our faithful benefactors and advocates. MCH must continually meet the daily needs of those in our care while always examining what may come next.

This new Strategic Plan will serve as our roadmap for the next three years. Some aspects of this plan will be groundbreaking. Other components will appear to stay relatively the same, building on the framework and planning set in motion in our previous strategic initiatives. Certain aspects may be implemented quickly, while others may not be completed or even attempted in the next three years. However, the discussions and critical planning must, and will, begin now.

What you will learn as you read through this Strategic Plan is that MCH is committed more than ever to being an organization on the cutting-edge of service, education and innovation. This plan is a new starting point for initiatives that have the potential to save and change thousands of lives. The decisions we will make now will help shape the direction of this ministry for the next three years and beyond. I am honored to partner with a talented staff, dedicated members of our Board of Directors, and generous supporters as we consider the dynamic and ever-evolving vision for MCH.

I thank God in advance for the great things that will be accomplished through this plan for the children, youth and families of Texas and New Mexico.

## VISION

*Empowering children, youth and families to meet life's challenges.*

## 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.*



# WHY MCH?

## EXPERTISE

MCH is committed to using evidence-based practices in partnership with the Institute of Child Development at Texas Christian University. In addition, residential staff and staff in our MCH Family Outreach offices are trained in advanced trauma-informed care.

## ACCREDITATION

MCH is recognized by the Council on Accreditation (COA) as an organization that delivers a high-quality level of services.

## SPIRITUAL DEVELOPMENT

MCH provides a faith-based community focused on the holistic growth of each child through spiritual, physical and educational opportunities.

## COMMUNITY SERVICES

MCH Family Outreach offices serve children and families across Texas and New Mexico through foster care and other in-home and community-based services.

## EDUCATION

MCH provides educational opportunities for all children in our care, including attending the University of Texas–University Charter School located on our Waco campus.

## TRANSITION SERVICES

MCH offers additional support services through an independent living program and scholarship opportunities to our former residents and foster children as they transition to life on their own.

## LIFETIME CONNECTIONS

Youth at MCH have the opportunity to build strong, lasting relationships and have a safe place to call home. The MCH Alumni Association is active in keeping these lifelong relationships connected.

*The residential program of care at Methodist Children's Home enables youth to build positive relationships with their peers and staff members.*



## OUR APPROACH TO CARE

Methodist Children's Home exists because we do not live in a perfect world. For a wide variety of reasons, individuals come to us needing a safe place. At MCH they will find care, shelter, understanding, and compassion.

In large measure, what's causing this crisis of American childhood is a lack of connectedness. We mean two kinds of connectedness – close connections to other people, and deep connections to moral and spiritual meaning.

Where does this connectedness come from? It comes from groups of people organized around certain purposes — what scholars call social institutions. Because in recent decades we as a society have not been doing a good job of meeting these essential needs, large and growing numbers of our children are failing to flourish. What can help most to solve this crisis are **authoritative communities**.

Authoritative communities are groups that live out the types of connectedness that our children increasingly lack. These communities are filled with caring adults who model and pass on at least part of what it means to be a good person and live a good life. Building authoritative communities is the key to improving the lives of children and adolescents.

Caregivers who are defined as authoritative are warm, involved and accepting, and establish clear-cut and reasonable guidelines, consequences and expectations. Research has consistently demonstrated that children are more likely to experience healthy emotional development when they are reared by parents who practice an authoritative approach.

Authoritative communities don't just happen. They are created and sustained by dedicated individuals with a shared vision of building a good life for the next generation.

## 10 CHARACTERISTICS OF AN AUTHORITATIVE COMMUNITY

1. It is a social institution that includes children and youth.
2. It treats children as ends in themselves.
3. It is warm and nurturing.
4. It establishes clear limits and expectations.
5. The core of its work is performed largely by non-specialists.
6. It is multi-generational.
7. It has a long-term focus.
8. It reflects and transmits a shared understanding of what it means to be a good person.
9. It encourages spiritual and religious development.
10. It is philosophically oriented to the equal dignity of all persons and to the principle of love of neighbor.

(Adapted from "Hardwired to Connect: Nurturing 'Authoritative Communities,' Part 1" by Robert Brooks, Ph.D.; and "Hardwired to Connect: The New Scientific Case for Authoritative Communities" executive summary.)

**VISIT [MCH.ORG](http://MCH.ORG) OR CONTACT AN OUTREACH OFFICE NEAR YOU TO LEARN MORE ABOUT OUR SERVICES FOR CHILDREN AND FAMILIES.**

**ABILENE**  
1 VILLAGE DRIVE  
SUITE 102  
ABILENE, TX 79606  
**325-672-9398**

**ALBUQUERQUE**  
6755 ACADEMY RD. NE  
SUITE A  
ALBUQUERQUE, NM 87109  
**505-255-8740**

**BRYAN/  
COLLEGE STATION**  
4001 E. 29TH ST.  
SUITE 108  
BRYAN, TX 77802  
**979-704-6691**

**CORPUS CHRISTI**  
5350 S. STAPLES  
SUITE 150A  
CORPUS CHRISTI, TX 78411  
**361-334-2255**

**DALLAS**  
8330 LBJ FREEWAY  
SUITE B-375  
DALLAS, TX 75243  
**972-480-8772**

**EL PASO**  
1514 N. ZARAGOZA RD.  
SUITE B-3  
EL PASO, TX 79936  
**915-781-0005**

**LAS CRUCES**

**EL PASO**

**ABILENE**

**KILLEEN**

**SAN ANTONIO**

**LUBBOCK**

**WACO**

**CORPUS CHRISTI**

**BRYAN / COLLEGE STATION**

**DALLAS**

**TYLER**

**HOUSTON**

# MCH FAMILY OUTREACH OFFICES

**HOUSTON**  
5005 MITCHELLDALE  
SUITE 119  
HOUSTON, TX 77092  
**713-682-8911**  
**877-716-8535 (TOLL-FREE)**

**KILLEEN**  
3202 SOUTH W.S. YOUNG DR.  
SUITE 104  
KILLEEN, TX 76542  
**254-245-9911**

**LAS CRUCES**  
230 SOUTH ALAMEDA ST.  
SUITE 201  
LAS CRUCES, NM 88005  
**575-222-0177**

**LUBBOCK**  
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6800 PARK TEN BLVD.  
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SAN ANTONIO, TX 78213  
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**866-532-4453 (TOLL-FREE)**

**TYLER**  
921 SHILOH RD.  
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TYLER, TX 75703  
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**866-509-1171 (TOLL-FREE)**

**WACO**  
1111 HERRING AVE.  
WACO, TX 76708  
**254-750-1263**



*Our MCH Family Outreach office in Killeen celebrates its open house and ribbon-cutting ceremony on Sept. 7, 2016.*



*Methodist Children’s Home achieved significant growth since our last Strategic Plan in 2011. This is a look at some of the key decisions that were made in the last six years that served as a strong foundation for the new Strategic Plan.*

# SIX-YEAR REVIEW

## 2011

- MCH implements Trust-Based Relational Intervention (TBRI) through partnership with TCU’s Institute for Child Development
- Block schedule introduced to charter school for 2011-12 school year to allow classes at Boys Ranch
- Trust-Based Relational Intervention (TBRI) implemented into charter school
- Plan for Heritage Park born after receiving gifts from benefactors to create Bulldog Field

## 2012

- Family Solutions implemented in six outreach offices
- Parenting education implemented in outreach offices
- Independent Living program begins in two home units on Waco campus
- New telecommunications system added to campus (Office 365)
- Spiritual Development structure changes to provide diverse, uniquely talented individuals similar to youth ministers
- MCH Life Skills (10) developed
- Employee intranet launched
- Perkins Heritage Home opens with Visitors Center to host tours and other guests

## 2013

- First MCH 5K held
- First MCH Golf Classic held
- Street signs and building numbers added to Waco campus
- Recreation program receives Program of the Year by Texas Experiential Resources Association
- Greater Waco Advanced Manufacturing Academy (GWAMA) offered at charter school through Waco ISD
- MCH charter school recognized as Innovative Education Program of the Year by Coalition for Residential Education
- Phone system and network printer upgrades completed for Waco campus; streamlined software to enhance ability to offer virtual meetings to reduce travel costs
- Concession stand and restrooms constructed at Heritage Park

## 2014

- Created Vice President for Quality Improvement position
- New MCH logo launched
- Council on Accreditation (COA) reaccreditation
- Family Solutions program incorporated into all Outreach locations
- MCH exceeds \$3 million in unrestricted gifts for first time
- MCH receives four-star rating from Charity Navigator

## 2015

- MCH breaks ground on new home unit on Waco campus
- Clay Commons opens to begin off-campus Independent Living program
- Greater Waco Advanced Health Care Academy (GWAHCA) offered at charter school through Waco ISD
- MCH celebrates 125th anniversary
- MCH receives four-star charity rating from Charity Navigator for second consecutive year
- Training department expands to serve agency as a whole

## 2016

- MCH joins organizations in support of MCH Family Outreach programs – National Foster Parent Association and Generations United
- MCH opens new outreach offices in Bryan/College Station and Killeen, Texas, and Las Cruces, New Mexico.
- Capital Campaign announces plans for building additional homes on Waco campus
- The new home is completed and named “Dr. Jack Kyle and Evelyn Daniels Home” after former MCH resident turned president and his wife
- Circle of Security added to parent education services for MCH Family Outreach



*MCH began its capital campaign in 2015 to raise funds for constructing new state-of-the-art housing on the Waco campus in order to better serve today's youth.*

## **PRIORITY 1** *Increase the impact MCH has on children, youth and families.*

**GOAL 1:**

*Develop future program master plan to meet the demand for services.*

**GOAL 2:**

*Strengthen agency efforts to support the operation of efficient and effective programs.*

## **PRIORITY 2**

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

**GOAL 1:**

*Provide a workplace that promotes connection, communication and collaboration.*

**GOAL 2:**

*Develop a professional learning community model.*

**GOAL 3:**

*Enhance cultural competency throughout the organization.*

## **PRIORITY 3**

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

**GOAL 1:**

*Increase awareness of MCH as a leader in faith-based child and family services and as an exemplary nonprofit organization.*

**GOAL 2:**

*Support Program staff and designated departments in their promotional efforts.*

**GOAL 3:**

*Increase giving from a diverse donor demographic.*

*“Vision, commitment and service have been hallmarks of Methodist Children's Home. Going forward, I am confident they will continue to serve as the basic foundations of this Christian ministry as we carry out our mission across Texas and New Mexico.”*

**-TIM BROWN**  
PRESIDENT & CEO

# **STRATEGIC PLAN 2017-2019**



STRATEGIC PLAN 2017-2019

# PRIORITY 1

*Increase the impact MCH has on children, youth and families.*

## GOAL 1

### DEVELOP FUTURE PROGRAM MASTER PLAN TO MEET THE DEMAND FOR SERVICES.

STRATEGY	ACTION STEPS	TARGET DATE	FACILITATORS
<b>Strengthen the connection between MCH and children, youth and families in need of services.</b>	<i>Strengthen relationships with churches, schools and other community agencies.</i>	<i>June 2018</i>	<i>Programs and Development</i>
	<i>Develop a community center approach for the delivery of prevention and early intervention services and to serve as a gateway to more intensive MCH services.</i>	<i>TBD</i>	<i>Programs</i>
<b>Expand the continuum of care to include new services for preschool children and young adults.</b>	<i>Develop new program for young adults ages 18-22 who have not graduated from high school.</i>	<i>June 2018</i>	<i>Programs</i>
	<i>Pilot daycare program to be operated as part of Waco MCH Family Outreach Center.</i>	<i>Dec. 2018</i>	<i>Programs</i>
<b>Build state-of-the-art facilities specifically designed to support the operation of MCH programs.</b>	<i>Design prototype of MCH Family Outreach Center facility.</i>	<i>March 2017</i>	<i>Exec. Management</i>
	<i>Identify location for Waco MCH Family Outreach Center.</i>	<i>June 2017</i>	<i>Exec. Management</i>
	<i>Evaluate Boys Ranch facilities for hands-on educational opportunities.</i>	<i>June 2017</i>	<i>Exec. Management</i>
	<i>Construct Waco MCH Family Outreach Center.</i>	<i>June 2018</i>	<i>Exec. Management</i>
	<i>Complete Waco Campus Capital Improvement project.</i>	<i>TBD</i>	<i>Exec. Management</i>

# GOAL 2

## STRENGTHEN AGENCY EFFORTS TO SUPPORT THE OPERATION OF EFFICIENT AND EFFECTIVE PROGRAMS.

STRATEGY	ACTION STEPS	TARGET DATE	FACILITATORS
<b>Ensure agency policies and procedures are current, accessible and easy to use.</b>	<i>Review and update policies and procedures for content and clarity.</i>	<i>June 2017</i>	<i>Exec. Management</i>
	<i>Organize policies and procedures in user-friendly format.</i>	<i>June 2017</i>	<i>Exec. Management</i>
	<i>Ensure policies and procedures are accessible to all staff.</i>	<i>June 2017</i>	<i>Exec. Management</i>
<b>Increase the impact of Grandparents As Parents Program and residential programs.</b>	<i>Incorporate evidence-based practices into the Grandparents As Parents Program.</i>	<i>June 2017</i>	<i>Programs</i>
	<i>Transition focus of residential programs from child welfare to education.</i>	<i>TBD</i>	<i>Programs</i>
<b>Expand use of data to adjust the continuum of care and drive program decisions.</b>	<i>Conduct analysis of existing MCH services to identify trends in utilization and cost per day.</i>	<i>March 2017</i>	<i>Programs</i>
	<i>Review and update outcome measures used in each program.</i>	<i>June 2017</i>	<i>Programs</i>
	<i>Enhance capacity to analyze and report outcome data to external stakeholders.</i>	<i>June 2017</i>	<i>Programs</i>



**ABOVE-RIGHT:** Grandparents As Parents Program (GAPP), offered through our MCH Family Outreach offices, supports second-generation caregivers as they navigate their unique challenges.

**RIGHT:** The new Daniels Home is a one-story building with an open layout to increase visibility and supervision.





STRATEGIC PLAN 2017-2019

# PRIORITY 2

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

## GOAL 1

### PROVIDE A WORKPLACE THAT PROMOTES CONNECTION, COMMUNICATION AND COLLABORATION.

STRATEGY	ACTION STEPS	TARGET DATE	FACILITATORS
<b>Improve and develop strategies to strengthen communication and support MCH's mission and core values.</b>	<i>Evaluate and enhance agency events, all-staff meetings and employee recognition.</i>	<i>Aug. 2017</i>	<i>Exec. Management</i>
	<i>Develop a plan to provide inter-departmental trainings, meetings and activities to build relationships, share information and increase agency knowledge.</i>	<i>Dec. 2017</i>	<i>Exec. Management</i>
	<i>Develop processes and procedures that facilitate effective communication between teams, departments and service locations.</i>	<i>Feb. 2018</i>	<i>Exec. Management</i>
	<i>Continue to integrate technology advances to improve agency communication and service delivery.</i>	<i>Ongoing</i>	<i>Finance and Technology</i>
<b>Develop new opportunities for employees to participate in planning, decision-making and leadership activities that support the agency's mission and their professional growth.</b>	<i>Equip supervisors to effectively evaluate and empower employees to achieve professional growth.</i>	<i>May 2017</i>	<i>Exec. Management</i>
	<i>Develop a plan to provide opportunities for employees throughout the agency to lead trainings, discussion groups or other continuous learning activities.</i>	<i>Dec. 2017</i>	<i>Quality Improvement</i>
	<i>Utilize focus groups, employee surveys and Continuous Quality Improvement committees to enable staff to participate in the strategic planning process.</i>	<i>Ongoing</i>	<i>Exec. Management</i>

**DEVELOP A PROFESSIONAL LEARNING COMMUNITY MODEL.**

STRATEGY	ACTION STEPS	TARGET DATE	FACILITATORS
<b>Expand training and educational resources to support continuous learning and professional development for all employees.</b>	Determine the feasibility of a mentor program based on results from the Mentor Committee Pilot Study completed in 2016.	March 2017	Exec. Management
	Evaluate the need and benefits of a supervisor handbook.	Dec. 2017	Exec. Management
	Evaluate the effectiveness of current resources and employee benefits that support the educational, licensure and continuing education needs of staff.	Feb. 2018	Exec. Management
	Create and implement a leadership training program.	Aug. 2018	Exec. Management
	Continue to develop and implement the agency-wide training plan.	Ongoing	Quality Improvement

**ENHANCE CULTURAL COMPETENCY THROUGHOUT THE ORGANIZATION.**

STRATEGY	ACTION STEPS	TARGET DATE	FACILITATORS
<b>Equip employees to provide culturally-appropriate care and services.</b>	Develop a plan to offer training, special events and other activities that promote cultural awareness and competence.	Oct. 2017	Quality Improvement
<b>Maintain an employee population that reflects the diversity and needs of the children, youth and families served by MCH.</b>	Develop strategies to recruit and retain employees that reflect MCH's service population and communities.	Feb. 2018	Exec. Management

“Methodist Children’s Home has always had a reputation for leading in child care rather than following. We’ve always held ourselves accountable to a standard of excellence. I’m particularly excited about the prospect of us doing more and being more impactful with our work in the future because of the things we’re learning now.”

**-TIM BROWN**  
PRESIDENT & CEO





STRATEGIC PLAN 2017-2019

# PRIORITY 3

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

## GOAL 1

**INCREASE AWARENESS OF MCH AS A LEADER IN FAITH-BASED CHILD AND FAMILY SERVICES AND AS AN EXEMPLARY NONPROFIT ORGANIZATION.**

STRATEGY	ACTION STEPS	TARGET DATE	FACILITATORS
<i>Create a new campaign and marketing plan to specifically speak to the Waco community.</i>	<i>Increase the number of campus visitors who experience MCH and learn more about this ministry.</i>	<i>June 2017</i>	<i>Development and Programs</i>
	<i>Become more active in local sponsorships and targeted advertisements.</i>	<i>June 2017</i>	<i>Development</i>
	<i>Find ways to connect and give back to the Waco community.</i>	<i>June 2017</i>	<i>Development</i>
<i>Explore ways to maximize communication regarding important agency collaborations and alliances across MCH's service area to increase its role as a leading, outcome-based organization.</i>	<i>Create a clear reporting process so that all alliances are monitored for possible promotion within MCH and/or externally.</i>	<i>June 2017</i>	<i>Development</i>
	<i>Create events where key persons within or connected to MCH are highlighted to the community.</i>	<i>Jan. 2018</i>	<i>Development</i>
	<i>Explore additional opportunities to apply for and receive designations from charity watchdog and other accredited groups that reward exemplary organizations.</i>	<i>Jan. 2018</i>	<i>Development</i>

*“We have challenged ourselves to remain leaders in our field of care and services, rather than simply be followers. As we continue to ascribe to this level of learning, scrutiny, direct practice, growth and accountability, we pledge to remain compassionate, accountable, expansive and relevant.”*

**-TIM BROWN**  
PRESIDENT & CEO

**SUPPORT PROGRAM STAFF AND DESIGNATED DEPARTMENTS IN THEIR PROMOTIONAL EFFORTS.**

STRATEGY	ACTION STEPS	TARGET DATE	FACILITATORS
<b>Create a promotional process to build awareness of all current and future services.</b>	Work with childcare staff to determine ways to increase connection between our communities and the MCH mission.	June 2017	Development and Programs
	Create a universal reporting metric to document and measure ongoing effectiveness of specific publications or promotions.	June 2018	Development and Programs
	Connect utilization goals and program-specific achievements to the allocation of marketing funds.	June 2018	Development and Programs
	Explore setting funding goals for designated programs related to marketing expenses.	Jan. 2019	Development and Programs

**MCH hosts an annual golf tournament and invites members of the community as well as MCH staff and students to participate in support of the ministry.**



**INCREASE GIVING FROM A DIVERSE DONOR DEMOGRAPHIC.**

STRATEGY	ACTION STEPS	TARGET DATE	FACILITATORS
<b>Develop campaigns to better engage MCH's targeted demographics that include younger donors, United Methodists, other denominations and planned giving.</b>	Collaborate with Program staff and designated departments for micro-funding opportunities that highlight specific areas of the ministry and encourage first-time or immediate achievement gifts.	June 2017	Development and Programs
	Reimagine presentations for church and community speaking events and increase the emphasis to identify solicitation opportunities at these events.	June 2017	Development
	Examine and improve the current annual fund giving society to encourage renewals and upgrades in giving.	June 2017	Development
	Create a detailed and measurable pledge system for the annual fund and other selected giving opportunities.	Jan. 2018	Development
	Evaluate the impact recent and future campaigns will have on MCH's efforts to expand and retain current donor base.	June 2019	Development
	<b>Establish new connections by hosting community events to generate support from donors and advocates.</b>	Reimagine the structure, roles and goals of Commissioners and identify other advisory groups that could promote MCH and solicit gifts in local communities.	June 2017
Create donor-centric events such as estate planning or trust management seminars.		Jan. 2019	Development



# Methodist Children's Home

Offering Hope Since 1890

## MISSION STATEMENT:

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

## CORE VALUES:

*Christian Principles • Relationships • Responsibility • Service • Growth • Hope*

**Methodist Children's Home • 1111 Herring Ave. • Waco, TX 76708**

**MCH.org**