



EPHESIANS 3:20



# Imagine

# 2028

**STRATEGIC PLAN 2023 - 2028**

## THOUGHTS FROM THE PRESIDENT



*Trey Oakley  
President and CEO*

The strategic plan theme, Imagine 2028, is inspired by Ephesians 3:20, an important promise that has sustained Methodist Children's Home since 1890: "Glory to God, who is able to do far beyond all that we could ask or imagine by His power at work within us."

This scripture reminds us that we are not alone as we carry out this strategic plan, and that God's power is working in and through us to achieve far beyond what we could ask or imagine. It is also a reminder that we, as Christ-followers, must give our best for the children, youth and families we serve. "Imagine" is what we are called to do through this strategic plan as we have the opportunity to dream big for what MCH can accomplish during the next five years. What an encouragement, what a vision and what an amazing God who empowers us to do great things!

As we advance through this strategic plan, we must remain faithful in prayer and think intentionally about who God is calling MCH to be in this season. We know God can fulfill our goals and objectives far beyond what we are capable of imagining if we are disciplined stewards of His plan. This is great news for those we serve, as well as our staff, supporters, communities, and all connected to the future of our ministry.

In addition to the reminders contained in this scripture, the Imagine 2028 logo incorporates elements of the four strategic commitments in ONE MCH: Authentic Accountability, Culture of Learning, Five-Star Service, and Focused and Flexible Ministries. The ONE MCH logo was inspired by the stained-glass window depicting Jesus as the Good Shepherd in the Harrell Memorial Chapel on the MCH Waco campus. ONE MCH brings staff together by developing a culture necessary to achieve the important outcomes contained in the strategic plan. The ONE MCH culture and mindset will remain a key part of how this ministry advances the priorities, goals and action steps of this plan.

I am grateful to our staff, Board members, supporters, and other stakeholders who spoke into and helped influence the creation of this plan. I have no doubt that when we look back in 2028 at where we began and what we expected from this plan, we will once again be amazed and grateful that God did so much more than we could have ever imagined. In my quarter of a century connected to MCH and in my current role as president since 2019, this is the most confident and excited I have been that great days are ahead for this ministry.

## OUR VISION

*We empower all we serve to experience life to the fullest.*

## OUR MISSION

*We equip children, youth and families to flourish by offering hope through Christ-centered relationships, services and support.*

## OUR CORE VALUES

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### 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.

## OUR STRATEGIC COMMITMENTS: ONE MCH

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We created a collection of strategic commitments that we call ONE MCH. We believe ONE MCH brings us together as a ministry and is vital to developing the culture needed to achieve the important outcomes contained in our strategic plan.

### FIVE-STAR SERVICE



We commit to serving others at the highest level. We provide personal attention and expertise from the point of contact until the need is met – regardless of job title and role. We commit to going above and beyond to meet a family's needs. We serve others in ways that reflect how Christ models service for us.

### AUTHENTIC ACCOUNTABILITY



We commit to measuring outcomes to hold ourselves accountable for identifying areas of improvement while celebrating our strengths. The MCH Core Values and Life Skills are guiding principles for our interactions with supporters, colleagues and those we serve. As a learning organization, we are committed to continuous quality improvement to achieve strategic and intentional growth.

### FOCUSED AND FLEXIBLE MINISTRIES



We commit to achieving our strategic plan, guided by best practices, to ensure we remain focused on our vision and mission. While we are committed to planned change, we are blessed with expertise and resources that enable us to respond quickly to unanticipated challenges and new opportunities in communities throughout Texas and New Mexico.

### CULTURE OF LEARNING



We commit to being relevant as we continually learn and collaborate to meet unique needs and challenges of families and communities in Texas and New Mexico. We seek diverse insights and opportunities to grow in our mission. There is no chain of command on ideas at MCH in order to create a free flow of learning.





PRIORITY 1:

# CONTINUUM OF CARE

GOAL 1: Update service delivery to meet current and emerging needs.

KEY PERFORMANCE INDICATOR: Service delivery fidelity rate	
CUMULATIVE TOTAL:	TARGET: 80%
ACTION STEPS	
Continue to enhance capital improvements in service locations.	
Develop wrap-around strategies for ONE MCH from initial contact to discharge.	
Utilize technology to provide creative and inclusive services.	

GOAL 2: Increase effectiveness of service delivery through all programs.

KEY PERFORMANCE INDICATOR: Service delivery effectiveness rate	
CUMULATIVE TOTAL:	TARGET: 80%
ACTION STEPS	
Develop or strengthen program models to increase effectiveness of service delivery to changing populations.	
Expand pilot for counseling services as staffing capacity supports clinical functions and supervision.	
Develop strategies to address Spanish-speaking cultural implications to service delivery, case management and agency-wide translation services.	
Create centralized training calendar to enhance foster parent training and recruitment.	

PRIORITY 2:

# ORGANIZATIONAL CULTURE & COMMUNICATION

GOAL 1: Foster a culture rooted in unified purpose, employee empowerment and agency-wide teamwork.

KEY PERFORMANCE INDICATOR: ONE MCH culture rate	
CUMULATIVE TOTAL:	TARGET: 90%
ACTION STEPS	
Promote a culture of valued employees committed to the mission of this ministry and ONE MCH.	
Increase organizational development by fostering the sharing of knowledge, ideas and employee resources.	
Implement a plan to expand efforts to recruit, develop and support a diverse workforce.	
Strengthen ongoing training for the Board of Directors to support their leadership roles and responsibilities.	

## GOAL 2: Create professional learning opportunities for employees.

KEY PERFORMANCE INDICATOR: Professional development milestone rate	
CUMULATIVE TOTAL:	TARGET: 100%
ACTION STEPS	
Implement best practices, procedures and initiatives to offer growth opportunities for employees.	
Utilize community learning resources to enhance professional development of staff.	
Develop current and emerging leaders by providing intentional experiences and paths to strengthen employees' skills, increase knowledge and build on their interests.	

## GOAL 3: Enhance performance measures throughout the organization.

KEY PERFORMANCE INDICATOR: Performance gap improvement rate	
CUMULATIVE TOTAL:	TARGET: 80%
ACTION STEPS	
Ensure job descriptions, training and supervision provide clear and consistent expectations for roles and responsibilities.	
Implement additional policies, procedures and/or performance measures to enhance authentic accountability for employees, teams and departments.	

## PRIORITY 3:

# FUNDING, STEWARDSHIP & COLLABORATION

## GOAL 1: Increase funding from a variety of sources.

KEY PERFORMANCE INDICATOR: New source funding rate	
CUMULATIVE TOTAL:	TARGET: 10%
ACTION STEPS	
Explore diverse funding sources that could fit with MCH's goals to support the continuum of care.	
Explore strategic fundraising opportunities to support capital projects and collaborations in outreach communities.	

See Priority 3, Goals 2 and 3 on next page

GOAL 2: Ensure the highest level of stewardship of resources.

KEY PERFORMANCE INDICATOR: Stewardship of utilization rate	
CUMULATIVE TOTAL:	TARGET: 85%

KEY PERFORMANCE INDICATOR: Stewardship of cost rate	
CUMULATIVE TOTAL:	TARGET: 85%

KEY PERFORMANCE INDICATOR: Stewardship of programs rate	
CUMULATIVE TOTAL:	TARGET: 85%

ACTION STEPS
Assess capital resources and daily operations throughout the agency to create efficiencies and maximize ministry impact.
Collaborate with churches, providers and other community partners to host, lead or sponsor workshops, trainings and conferences.

GOAL 3: Increase investment of resources in collaborations with like-minded, transformative organizations.

KEY PERFORMANCE INDICATOR: Collaboration investment rate	
CUMULATIVE TOTAL:	TARGET: 75%

ACTION STEPS
Continue to develop agency volunteer and mentor guidelines and procedures.
Identify new opportunities to invest agency resources in community collaborations.
Refine and create new marketing strategies to increase community engagement and collaboration.

# SERVICE LOCATIONS

## ABBREVIATIONS

<b>RC</b>	<i>Residential Care</i>
<b>CS</b>	<i>Charter School</i>
<b>TS</b>	<i>Transition Services</i>
<b>FC</b>	<i>Foster Care</i>
<b>FS</b>	<i>Family Solutions</i>
<b>PE</b>	<i>Parent Education</i>
<b>GAP</b>	<i>Gap Program</i>



### ABILENE

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

### ALBUQUERQUE

3876 MASTHEAD ST. NE  
ALBUQUERQUE, NM 87109  
**505-255-8740**

### BRYAN/ COLLEGE STATION

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

### CORPUS CHRISTI

4102 BALDWIN BLVD.  
CORPUS CHRISTI, TX 78405  
**361-334-2255**

### DALLAS

8820 N. MACARTHUR BLVD.  
SUITE 102  
IRVING, TX 75063  
**972-480-8772**

### EL PASO

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

### HOUSTON

5005 MITCHELLEDALE  
SUITE 119  
HOUSTON, TX 77092  
**713-682-8911**

### KILLEEN

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

### LAS CRUCES

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

### LUBBOCK

5424 19TH ST.  
SUITE 500  
LUBBOCK, TX 79407  
**806-792-0099**

### PERMIAN BASIN

706 ADAMS AVE.  
ODESSA, TX 79761

### SAN ANTONIO

4606 CENTERVIEW DR.  
SUITE 100  
SAN ANTONIO, TX 78228  
**210-733-3904**

### TYLER

1904 W. GRANDE BLVD.  
TYLER, TX 75703  
**903-509-1171**

### WACO OUTREACH CENTER (SECOND FLOOR)

524 WEST WACO DR.  
WACO, TX 76701  
**254-750-1263**

## RESIDENTIAL CARE

### WACO CAMPUS

1111 HERRING AVE.  
WACO, TX 76708  
**1-800-964-9226**

### MCH BOYS RANCH

1439 METHODIST RANCH RD.  
WACO, TX 76705  
**254-799-2434**



**Methodist Children's Home**

Offering Hope Since 1890