

2021-2025 STRATEGIC PLAN



MASONIC HOME FOR CHILDREN AT OXFORD



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1. EXECUTIVE SUMMARY

This Strategic Plan identifies the main strategies that MHCO will use in the next four years to increase sustainability, address challenges, and navigate threats to existence. The plan builds on foundations of success and is based on an analysis of MHCO’s achievements to date, the strategic areas in which MHCO can have most impact in the future, and the organizational arrangements that best supports MHCO’s role and value as a residential child care provider. The Strategic Plan was developed through a collaborative process that included: interviews with key stakeholders, analysis conducted by Armstrong McGuire and Garrison Group to identify critical issues and core concepts of MHCO, internal and external literature reviews, and a retreat where 27 key board members and staff discussed the collected data and developed specific goals. During the strategic planning process, MHCO identified the main challenges facing families that utilize its services, issues involved in providing care, barriers to addressing these challenges, and key interventions that are needed. Over the next four years, MHCO will focus its work around four strategic priorities:



- increasing the census,
- team building,
- financial development, and
- programming.

This document details many aspects of determining strategies to increase sustainability of MHCO. The first section details the mission, vision, and focus on quality. The next section provides an organizational profile to include the organization’s historical value, description of current programs and services, and a description of the current service population. Organizational mandates and critical issues and challenges are then outlined. Specific goals and objectives are detailed in the final section. Appendices contain a description of the strategic planning process, assessment of strengths, weaknesses, opportunities, and threats, gap analysis, the current organizational chart and board member profiles, and the first annual plan. Each year, MHCO will update the organizational annual plan to reach the main strategic goals. The annual plan will detail the responsibilities of each department and committee. Each employee’s annual professional development goals, work objectives, and performance appraisal will be based upon departmental annual plan objective achievement.

AUTHORIZATION

The Masonic Home for Children at Oxford’s 2021-2025 Strategic Plan was approved by the Board of Directors on May 14, 2021.

Board Chairman

Date

Administrator

Date



2. ORGANIZATIONAL PROFILE AND HISTORY

HISTORY OF MHCO

The Masonic Home for Children at Oxford, Inc. (MHCO) is the oldest Masonic home for children in the country still in its original location and one of few left in operation. Since its founding in 1872, MHCO has offered distressed children a balanced home program of traditional values and morals. Originally opened as an orphanage in 1873, MHCO has gone through an evolutionary transition from orphanage to its present state as a residential child care facility offering social services to children and their families. Over 10,000 children have been served by MHCO. Graduates of the former John Nichols School at MHCO and alumni can be found in every walk of life and in every profession. A large and active alumni association and Masons across the state contribute to the care and keeping of our large family.

DESCRIPTION OF PROGRAMS AND SERVICES

MHCO offers residential foster care services to North Carolinian children and young adults in need. Programs include:

- direct care individualized for children, pre-adolescents, and adolescents with assistance skill development, academic assistance and remediation, and vocational counseling;
- independent living skill development for young adults;
- referral services for families, other agencies, and the community at large;
- coordination of medical, recreation, wellness, spiritual, educational, food, and clothing needs;
- child and family advocacy at the local, state, and national level; and
- aftercare services.

MHCO strives to ensure the best possible care for residents. MHCO provides residents with a homelike setting to develop into productive citizens. Every attempt is made to maintain the individuality and identity of each resident served. Services offered include residential foster care and preparation for

MISSION STATEMENT

Providing a safe, nurturing home for children and young adults in need with opportunities to maximize their potential.

VISION STATEMENT

MHCO is a haven where children and young adults develop and flourish here and beyond.

QUALITY STATEMENT

MHCO is committed to high quality care for children and young adults in need through:

- highly qualified personnel,
- continuously evolving evidence informed model of care, and
- active engagement with community and stakeholders.

TAGLINE

Growing Hearts, Brighter Futures

CORE VALUES

Compassion
Child-Centered
Integrity
Adaptable
Teamwork



independence. MHCO is committed to providing emotional, physical, spiritual, and social development in a trauma informed and culturally competent manner. The program introduces and supports youth in normal, age-appropriate life activities such as attending public schools, participating in school and community activities, and gaining part-time employment. Criteria for admission to the MHCO Direct Care program includes youth in North Carolina from birth to twenty-one (21) years old who need placement, have been determined to be low to moderate risk level, and are capable of functioning in the public-school setting. Youth over eighteen (18) years old are eligible for the Direct Care program if they are still in public school. Residents must attend public school while in care.

The Independent Living Program (ILP) meets the needs of young adults or residents aging out of the Direct Care program that need a safe, stable environment to successfully transition to permanent independence. MHCO believes that these young adults need a chance to improve their independent living skills, obtain further education, and secure employment in order to achieve self-sufficiency for positive long-term outcomes. ILP residents are required to be enrolled and participate in a GED program, college program, certificate program, or other vocational training to assist in gaining job skills. ILP residents are also required to have at least a part-time job while in the program to gain or enhance employment skills, learn responsibility, gain independence, and develop good work, money, and time management skills. Criteria for admission to ILP includes individuals in North Carolina from age eighteen (18) to twenty-two (22) years old who need placement and assistance in obtaining independent living skills. The target population for this program is youth who are in transition from previous placement or are homeless.

MHCO does not accept applicants who are perpetrators of violent crime, sex offenders, have a history of setting fires, actively using substances, pregnant or parenting teens, actively involved in the criminal justice system, or deemed a danger to themselves or others. MHCO does not discriminate based on race, creed, sex, disability, or religion. Accommodations are made for limited physical and mental impairment. MHCO is not capable of providing one-on-one care and supervision for special needs.

DESCRIPTION OF SERVICE POPULATION

In the Direct Care program, there were 58 children served in 2020 to include 19 admissions, 30 discharges, and 2 deferrals. The demographic profile for residents of the Direct Care program in 2020 include: 71.5% male, 36.1% female; 41.3% African American, 49.8% Caucasian, 13.4% Multi-racial, 2.3% Hispanic; and 11.1% 0-5 years old, 45.2% 6-12 years old, 49.8% 13-17 years old, 0.1% 18 years and older. The average age was 11.6 years old and the average length of stay was 1078.3 nights. English is the major language group for residents. A small portion (2.3%) of residents were bilingual and spoke Spanish. Currently, there are 25 residents in the program. The campus average grade is 83.5, there are 10 residents on the honor roll.

In the Independent Living Program, there were 23 young adults served in 2020 to include 12 admissions, 15 discharges, and 5 deferrals. The demographic profile for the residents of the Independent Living Program in 2020 include: 51.3% male, 54.0% female; 66.4% African American, 26.5% Caucasian, 2.2% Multi-racial, 8.9% Hispanic; and 48.7% 18-19 years old, 36.3% 20-21 years old, 20.4% over 21 years old. Currently, there are 9 residents in the program. There are 4 residents in college and 2 in high school. There are 6 residents currently employed.



ORGANIZATIONAL MANDATES

MHCO must follow mandates of North Carolina state licensure for residential child-care (10A NCAC 70I) and standards of accreditation by the Council on Accreditation. The Board of Directors mandates organizational policies and procedures. MHCO is mandated by comply with corporation bylaws and articles of incorporation, file and pay Social Security, maintain worker's compensation insurance, and fulfill employer responsibilities of the Family and Medical Leave Act, Americans with Disabilities Act, Health Insurance Portability and Accountability Act, Equal Employment Opportunity Commission, Rehabilitation Act, Sarbanes-Oxley Act, NC False Claims Act, American Psychological Association Code of Ethics, American Counseling Association Code of Ethics, and Electronic Communication Privacy Act.



New Pool 2019



3. CRITICAL ISSUES AND CHALLENGES



Through a capacity building grant awarded to MHCO from the SECU Foundation, Armstrong McGuire and Associates completed an organizational assessment in 2019 and identified the strengths, weaknesses, opportunities, and threats to existence for MHCO. Additionally, the Garrison Group held focus groups with staff and Board members in 2021 to help identify core values for MHCO and further delineate the SWOT analysis. Some critical issues and gaps were identified through the situational analysis to include:

SECU Foundation Grant 2019

- Identifying referral sources or differing programming for prospective service recipients that do not qualify for other existing services
- Widespread community-market image
- Employee retention and team building
- Financial development activities

STRENGTHS

Child-centered

- Stability and opportunities for children
- Continuous caring and commitment to the kids
- Service to children who might not be served elsewhere (niche), from across the state, don't take guardianship

Staff

- educated, experienced, diverse
- compassionate, well-equipped, dedicated childcare workers
- Lots with child welfare expertise

History

- 150 years of service; strong legacy still going strong

Relationships

- Strong history and connections with Masons and Alumni
- Strong relationships with external organizations/local agencies

Programming

- Family-centered model of care; flexibility in parenting style

- Strong academic supports
- Independent Living Program is unique-format, age range, long-term care, continuous structure
- Life skills and training for residents and staff
- Social skills development through varied experiences

Funding/Resources

- Strong financial oversight
- Financially responsible, significant endowment, nonprofit solely funded through donations
- Large, dedicated donor base made up of Alumni, Masons, community and more
- Well-maintained, beautiful facilities and campus

WEAKNESSES

Child-centric versus family-centric

- Families often distant, not involved
- Reunification dependent on family connections and addressing root issues
- Children need their families with them, supporting them



- Children in some cases not a good fit for our programs due to lack of information given at admission

Capacity

- Low number of residents
- Population growth and retention
- Empty buildings on campus

Functional silos

- Excellent work in different departments but not always in agreement or coordinated
- Time constraints dependent on demands
- Follow through on decisions that may be controversial or disputed
- COVID staggered shifts

Communication / Marketing / Outreach

- Awareness is limited; the best kept secret in North Carolina
- Misconception about services (e.g., orphanage vs children's home)
- Marketing to Masonic lodges and surrounding communities
- Time constraints dependent on demands-limited bandwidth and expertise
- Not always dealing with issues directly
- Effective communication (not always coordinated or pre-planned before sending), cohesiveness/consistency, and follow through between departments / staff / residents
- Outreach to community via newsletters and mailings; may feel it's more like junk mail rather than personalized

Resources

- Financial resources challenging to raise based on the type of services provided
- Lack of diversification in funding model
- Time constraints of what the job requires prevents best delivery of top-notch childcare
- Short-sighted view of tackling today's issues and sacrificing the potential of tomorrow
- Dependence on outside resources (e.g., mental health); COVID has limited resources
- Diversity, cultural training and understanding to increase effectiveness
- Safety and risk management

- Need updates to buildings and grounds- Cottages and buildings need repairs and remodeling, Underground water pipes and sewer

OPPORTUNITIES

Family First Prevention Services Act (FFPSA)

- Funding focused on in-home programming
 - Other children homes' dependence on service fees significant; not MHCO
- ILP/TLP can increase and include funding
- In-home services
- Family Resource Center – services for the community

Communications / Marketing

- Use of social media and technology for awareness building, communications
- Increasing awareness of what's changing
- Market program offerings to community agencies and target markets outside of Masonic network

COVID

- Additional trainings for new threats like COVID
- Increase in census resulting from impact of COVID (e.g., layoffs)

Staff

- Recognition
- Team building

Fundraising

- Online funding opportunities; new avenues of fundraising
- Funding through corporations

Growth

- Ability to meet needs through Independent Living Program and Transitional Living-more of our community understanding the value and benefits MHCO can offer
- Exploit our Mission and Value by getting the word out that we can help
- Look out for other businesses/organizations that offer complimentary services (e.g., day care, tutoring) for potential partnership



- Enhanced or contract staff available to meet the mental health needs of residents
- Finding ways to be more inclusive in other communities, school systems, etc.
- Before- and after-school programs
- Diversified learning atmosphere
- Youth sports
- Exploring foster care, parenting

Residential Academy

- On-campus education for residents
- Students come to MHCO for academy & other supports
- Vocational education track
- MHCO resident additional needs track
- Scholarships already exist to support continued education

Sustainable Ag program with VGCC

- Sustainable resources for our campus
- Education; vocational education opportunities

THREATS

Family First Prevention Services Act (FFPSA)

- Risk to all residential programs related to licensing constraints/expectations
- Congregate care includes MHCO even though we are unique

Funding

- Low number of residents affects fundraising
- Dependent on planned gifts
- Diminishing stakeholder groups (e.g., Masons, Alumni) and declining engagement
- Time constraints to market
- Dependence on stock market

COVID

- Highlights health, economic and social issues in our society
- Economic threat and need for safety
- Lack of normal socializing can cause physical and mental illness

Perception of DSS and other agencies

- View Home as an agency; prefer to place children in different settings
- Perception of group living contradicts the image of a family model

Competition

- Other childcare facilities (e.g., location, employee benefits)
- Movement in childcare away from residential

Technology

- Unwillingness to embrace modern practices / technology
- Cybersecurity concerns

Staffing

- Challenge to find compassionate and loving childcare workers
- Competition with other childcare facilities



Internal	Strengths	Weaknesses
	<ul style="list-style-type: none"> • Genuine care of residents and community • A safe and loving community for children • High level of support services available for each child • Family environment • Willingness to partner with local agencies • Beautiful facilities and large assets • Increased level of social work expertise • Seeking to evolve the program toward best practice • Community meetings to share the strategic vision • History of Masonic support 	<ul style="list-style-type: none"> • Serving a smaller number of children compared to historical numbers • Empty buildings on campus • Resistance to change for evolving program model becoming “trauma-informed” • “Orphanage” connotation still tied to the model • Declining funding and endowment • Lack of development expertise and structure • Limited bandwidth and expertise for communications and marketing • Retention and recruitment of childcare workers
External	Opportunities	Threats
	<ul style="list-style-type: none"> • Market program offerings to community agencies • Market MHCO to target markets outside of the Masonic network to increase engagement • Build an annual fund program to support funding needs • Seek grant opportunities to support program expansion 	<ul style="list-style-type: none"> • Declining Masonic engagement and support • Impact of Family First Preservation Act on the program model
	Positive	Negative

SWOT Analysis Summary by Armstrong McGuire and Associates 2019



Terry Gilliland HDR Bridge 2019



4. STRATEGIC GOALS AND OBJECTIVES

OBJECTIVE 1A

Hire professional marketing firm to provide recommendations to increase census and implement strategies

OBJECTIVE 1B

Enhance the co-parenting partnership to include reunification and increased aftercare support

OBJECTIVE 1C

Establish relationships with and involve external stakeholders (e.g. appendant bodies, faith community, law enforcement, hospital associations, district attorneys, etc.) to market for referrals

OBJECTIVE 1D

Develop virtual mentoring, outreach program, and census committee to include a current resident

OBJECTIVE 1E

Examine previous census decreases for trends and pitfalls and incorporate improvement ideas into daily practice

STRATEGIC GOAL 1

Maximize use of resources by operating at or near capacity in Direct Care (64) and the Independent Living Program (18)

STRATEGIC GOAL 2

Promote an engaged workforce by providing opportunities for team building and recruiting strong candidates for open positions

OBJECTIVE 2A

Expand recruitment opportunities and efforts (e.g. job fairs, community colleges, local events, networking, partnership with schools and community organizations, etc.)

OBJECTIVE 2B

Enhance employment information available to the public (e.g. “day in the life”, videos, pictures, virtual tours of campus facilities, marketing plan to engage Masonic lodges, employee ladder, etc.)

OBJECTIVE 3B

Provide team building activities through internal and external resources



OBJECTIVE 3A

Hire professional marketing firm to provide recommendations and implement strategies for 150th anniversary campaign

OBJECTIVE 3B

Examine financial development personnel resources needed

OBJECTIVE 3C

Identify and communicate with new channels to increase knowledge of MHCO (e.g. Our State Magazine, 150th anniversary stories, TV, direct mail, general public, corporate, etc.)

OBJECTIVE 3D

Develop new entrepreneurship and in-kind donation sources (e.g. property as revenue stream, partnership with NC State, in-kind services donations, etc.) to increase revenue and reduce spending for operating expenses

STRATEGIC GOAL 3

Improve short- and long-term financial sustainability by increasing the endowment to \$50M toward providing perpetual care for children in need

STRATEGIC GOAL 4

Expand programming to impact more youth through collaboration and community-based programs

OBJECTIVE 4A

Explore possibilities and rebranding for Oxford Academy and daycare facility

OBJECTIVE 4B

Collaborate with community-based programs (e.g. Youth Villages, etc.)

OBJECTIVE 4C

Develop and incorporate the Transitional Living Program into daily operation



5. APPENDICES

DESCRIPTION OF STRATEGIC PLANNING PROCESS

Stakeholder interviews and focus groups were conducted by Armstrong McGuire in 2018 and Garrison Group in 2021 to develop the SWOT analysis and organizational profile. Management staff reviewed previous strategic initiatives and objectives. The SWOT analysis, organizational profile, gap analysis were finalized by management staff and prepared for the Strategic Planning Retreat.

A Strategic Planning Retreat was held March 6, 2021 with 12 personnel, 14 board members, and the Chair of the Vision Committee of the Board of Directors in attendance via Zoom. Activities included reflecting



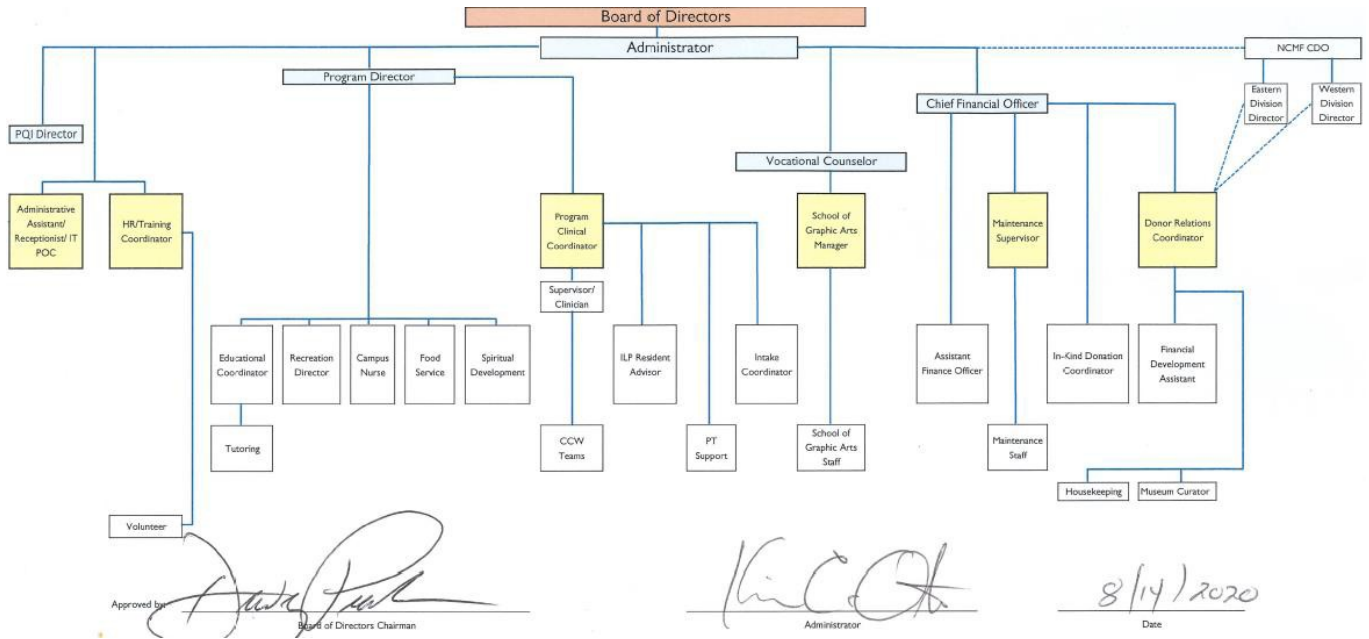
on MHCO's past, discussing the current organizational profile, analyzing where MHCO stands currently including internal strengths and weaknesses and external threats and opportunities for growth, envisioning the future, and strategizing how to close the gap between MHCO's operations in 2021 and vision for 2025. Polling showed that revisions may be needed to the mission and vision statements and was discussed in the Vision Committee of the Board of Directors at the May 2021 Board meeting. The Vision Committee of the

Board of Directors suggested verbiage changes to the statements and the changes were accepted by the Board of Directors. Goals, objectives, and initiatives were developed to enhance the sustainability of MHCO including increasing the census, team building, financial development, and programming.

The ideas gathered from the retreat were compiled and discussed for feasibility and implementation at various board committee meetings in early May 2021. The Board of Directors approved the current version of the Strategic Plan on May 14, 2021. Organizational and departmental annual plans will be developed annually before budget decisions for the following year are discussed. Annual employee work plans and performance appraisals will incorporate strategic goals developed from each departmental annual plan.



2021 ORGANIZATIONAL CHART



Outdoor Classroom Built at the Granville Athletic Park 2018



MASONIC HOME FOR CHILDREN AT OXFORD

2021 BOARD MEMBER LIST AND PROFILES

Mr. Dewey R. Preslar, Jr.

- Board Chair
- Executive Committee Chair
- Serves on Finance Committee
- Consultant, Preslar Risk Services, Inc.

Mr. Speed Hallman

- Board Vice Chair
- Financial Development Committee Chair
- Serves on Finance Committee, Program Planning, and Executive Committee
- Special interest in communications, fundraising, and community relations

Mr. Luther Starling, Jr.

- Board Treasurer
- Chair of Finance Committee
- Serves on Financial Development Committee and Executive Committee
- President, Smithfield Chicken and Barbeque

Mrs. Kathy Johnson

- Chair of Marketing Committee
- Serves on Program Planning and Vision Committees
- Trainer/Professor, UNC Chapel Hill
- Special interest in child welfare issues, policy and procedure development, and program development

Mr. Jon Welborn

- Chair of Audit Committee
- Serves on Policy and Personnel Committee
- Lawyer, Welborn Law Firm, PLLC

Dr. Tony Cozart

- Serves on Masonic Homecoming Festival, Nominations, and Audit Committees
- Educator, Franklin-Granville-Vance Smart Start
- Special interest in early childhood education

Mr. Tim Norris

- Serves on Policy and Personnel and Audit Committees

Dr. Carla Emerson

- Chair of Program Planning Committee
- Serves on Nomination Committee
- Clinical Program Manager/Counselor, Wake Forest University

Mr. Anthony Sessoms

- Serves on Audit and Nominations Committees
- CPA, Denning, Herring, Sessoms & Company, PA, CPAs

Mrs. Maria Lowder

- Serves on Finance Committee and Vision Committee
- Executive Director, North Hills Christian School

Mrs. Tracy Armwood

- Board Secretary
- HR Director for WhiteStone: A Masonic and Eastern Star Community
- Chair of Policy and Personnel Committee
- Serves on Executive Committee

Mr. Kevan Frazier

- Serves on Financial Development and Vision Committees
- Western Carolina University

Mr. David Wicker

- Grand Master of Grand Lodge of NC
- Serves on Policy and Personnel and Executive Committees
- Attorney with Roberti Wittenburg et al.

Mr. Raul Herrera

- Serves on Program Planning and Finance Committees
- Senior Loan Officer for New American Funding Inc

Mr. Larry Thompson

- Chair of Nominations Committee
- Serves on Financial Development Committee
- NC Department of Transportation



2021-2022 ANNUAL PLAN

STRATEGIC GOAL 1

Maximize use of resources by operating at or near capacity in Direct Care (64) and the Independent Living Program (18)

OBJECTIVE 1A

Hire professional marketing firm to provide recommendations to increase census and implement strategies

- The Marketing Committee of the Board of Directors will hire a marketing firm and determine specific objectives from the strategy prepared by Angel Oak Creative by December 31, 2021
- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The Finance and Financial Development departments will assist with coordinating marketing efforts toward increasing census and donations by June 30, 2022

OBJECTIVE 1B

Enhance the co-parenting partnership to include reunification and increased aftercare support

- The Program Department will perform a needs assessment and compile a listing of needed support resources by December 31, 2021
- The Program Department will enlist community resources to provide co-parenting education and activities by June 30, 2022
- The Program Department will develop a reunification program outline of activities to put in place by June 30, 2022
- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The Program Department will implement CARE principles into daily work with residents and their families by December 31, 2021

OBJECTIVE 1C

Establish relationships with and involve external stakeholders (e.g. appendant bodies, faith community, law enforcement, hospital associations, district attorneys, etc.) to market for referrals

- The Administrator and Program Department will compile a listing of external stakeholders and begin making contact about referrals by December 31, 2021
- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The Administrator will educate and provide resources for Ambassadors and Lodges to help market in their communities by December 31, 2021
- The Program Department will explore virtual mentoring with alumni and residents and possibilities for an outreach program to market for referrals and further establish relationships with external stakeholder by June 30, 2022



OBJECTIVE 1E

Examine previous census decreases for trends and pitfalls and incorporate improvement ideas into daily practice

- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The Program Director and Program Planning Committee will discuss trends and pitfalls of previous census decreases and develop a plan to incorporate improvement ideas into daily practice by June 30, 2022
- The Program Department will identify and implement a more efficient referral and intake process to decrease the amount of time from initial referral to placement by June 30, 2022
- The Program Department will begin implementing CARE principles into daily programming and identify strategies to address challenges to limit unplanned discharges and maintain census stability by December 31, 2021
- The Program Department will explore developing a census committee to include current residents and alumni to examine census changes and pitfalls by June 30, 2022



STRATEGIC GOAL 2

Promote an engaged workforce by providing opportunities for team building and recruiting strong candidates for open positions

OBJECTIVE 2A

Expand recruitment opportunities and efforts (e.g. job fairs, community colleges, local events, networking, partnership with schools and community organizations, etc.)

- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The HR Specialist will develop and present a plan to the Policy and Personnel Committee to determine ways to expand recruitment practices by June 30, 2022

OBJECTIVE 2B

Enhance employment information available to the public (e.g. “day in the life”, videos, pictures, virtual tours of campus facilities, marketing plan to engage Masonic lodges, employee ladder, etc.)

- The Marketing Committee and Financial Development will develop a virtual tour of the cottages for employment recruitment by December 31, 2021
- The Administrator will educate and provide resources for Ambassadors and Lodges to help market in their communities by December 31, 2021
- CARE educators will train staff in CARE principles to provide opportunities and strategies to address challenges in working with youth in a team environment by December 31, 2021

OBJECTIVE 2C

Provide team building activities through internal and external resources

- Leadership will participate in training and round table groups with the Garrison Group by December 31, 2021
- The HR Specialist will explore and recommend resources for team building with various departments and all staff by June 30, 2022

OBJECTIVE 2D

Align Human Resources initiatives, recruitment, onboarding, and employee retention to address needs and employee development

- The HR Specialist will expand the staff workload and qualifications report to identify and clarify department needs by June 30, 2022
- The HR Specialist will develop a plan to provide training, coaching, and supervision to support identified needs by June 30, 2022
- Administration will develop succession plans for identified key positions (i.e. Administrator, Program Director, Chief Financial Officer, SGA Manager, Maintenance Director, and Program Clinical Coordinator) and include possible internal candidates, development objectives, training and education opportunities, and timeframes for increased delegation of duties and transition dates by June 30, 2022



STRATEGIC GOAL 3

Improve short- and long-term financial sustainability by increasing the endowment to \$50M toward providing perpetual care for children in need

OBJECTIVE 3A

Hire professional marketing firm to provide recommendations and implement strategies for 150th anniversary campaign

- The Marketing Committee of the Board of Directors will hire a marketing firm or contract with advertising through media by December 31, 2021
- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022
- The Finance and Financial Development departments will assist with coordinating marketing efforts toward the 150th anniversary campaign by June 30, 2022

OBJECTIVE 3B

Examine financial development personnel resources needed

- The Finance and Financial Development Committee determine additional resources needed for recording of gifts and donation acknowledgment and incorporate into 2022 budget by December 31, 2021

OBJECTIVE 3C

Identify and communicate with new channels to increase knowledge of MHCO (e.g. Our State Magazine, 150th anniversary stories, TV, direct mail, general public, corporate, etc.)

- The Finance and Financial Development Committee will increase knowledge of MHCO in the Triangle area by contracting with advertising through media by December 31, 2021
- The Finance and Financial Development Committee will identify and list possibilities of new channels to increase knowledge of MHCO by December 31, 2021

OBJECTIVE 3D

Develop new entrepreneurship and in-kind donation sources (e.g. property as revenue stream, partnership with NC State, in-kind services donations, etc.) to increase revenue and reduce spending for operating expenses

- The Finance and Financial Development Committee will have two meetings with stakeholders to identify possible mission focused donation sources by June 30, 2022
- The Finance and Financial Development Committee will revise and update the in-kind donation wish list to include top needed items and services for the residents and MHCO December 31, 2021



STRATEGIC GOAL 4

Expand programming to impact more youth through collaboration and community-based programs

OBJECTIVE 4A

Explore possibilities and rebranding for Oxford Academy and daycare facility

- The Marketing and Vision Committees of the Board of Directors will explore possibilities for Oxford Academy and daycare facility by June 30, 2022
- The Program Department will perform a needs assessment for community needs for educational and daycare opportunities by June 30, 2022
- The Program Department will identify stakeholder and community resource collaboration opportunities by June 30, 2022
- The PQI Director and groups will collect data to examine trends and provide recommendations for improvement by June 30, 2022

OBJECTIVE 4B

Collaborate with community-based programs (e.g. Youth Villages, etc.)

- The Program Department will negotiate collaboration with Youth Villages and determine impact of collaboration on residents and MHCO by June 30, 2022
- The Program Department will plan space to develop to meet needs of collaboration with Youth Villages by June 30, 2022
- The Administrator will analyze needs and develop plans for Outreach Coordinator by December 31, 2021
- The PQI Director will discuss possibility of capital improvement grants (e.g. SECU Foundation and Duke Endowment) for outreach expenses by December 31, 2021
- Administration will continue to develop a partnership with Baptist Children's Homes to recruit and supervise foster homes in the local community by June 30, 2022

OBJECTIVE 4C

Develop and incorporate the Transitional Living Cottages into daily operation

- The Program Department will determine staffing needs, prepare existing buildings, develop curriculum and marketing materials, and determine grant funding opportunities for the Transitional Living Cottages by December 31, 2021
- The PQI Director and groups will write for grants for Transitional Living Cottages based on recommendations from Program Department by June 30, 2022

