



# Sunnybrook Children's Home Strategic Plan

## Vision

Every child and youth in Mississippi will experience the advantages associated with growing up in a healthy Christian family environment.

## Mission

Sunnybrook provides support to foster parents and children and prepares older youth to succeed in life by developing independence through education, job training, self-discipline, and a strong Christian foundation.

## Core Values

- We are a Christian organization, and we will promote spiritual growth and religious community
- We will create a space where residents are safe and respected as they realize their fullest potential in life
- We will equip residents to have reconciliation with their past, zeal for the present and hope for the future
- We will model a healthy family living environment
- We will change lives in a measurable way that last

## Goals

**Staff** – Establish a clear Vision and communicate the expectations internally and externally while providing the support necessary to provide the standard of care to meet desired outcomes.

**Residents** – Help residents create life change that breaks the generational cycles.

**Board** – Actively engage with the board to provide leadership in the community and to support the long-term goals of Sunnybrook.

**Funders** – Clearly communicate the Vision and help them understand how they can impact success and participate in the mission of the organization.

**State Partners** – Maintain positive relationships and provide information and perspective to help them make good decisions.

## Assumptions

- CPS will always be in a state of change due to politics and other factors
- Sunnybrook can use its experience, knowledge, and relationships to influence the process
- Serving the older youth in the TLP will require changing the way we operate
- There are successful organizations and program models we can learn from
- There will be competition from other organizations wishing to serve the same population
- For the program to be successful, we will have to be selective of those who participate
- Our priority for program participants will be CPS but private placement will also be considered

## Strengths

- Location
- Name recognition
- Relationships
- Christ-centered
- Family-based model
- Assets/financial resources
- Strong team/Staff

## Weaknesses

- Limited fundraising track record
- Board engagement
- Communications – internal and external
- Fundraising infrastructure
- Internal systems
- Changing staff requirements

## Opportunities

- Economic growth in the community
- Communicate and educate decisionmakers in the foster care system
- Develop new relationships in support of older youth
- Growing need for foster care
- New funding sources
- Private placement

## Threats

- Dependence on the changing state requirements and priorities
- Competition
- Relatively small pool of appropriate youth for the TLP
- Funding impact has shifted away from focus on young children

## Objectives

	2021	2024
<b>Transitional Living Program</b>		
# of Participants	20	24
Average Stay (mo.)	18-24	12-18
# Participants Graduating/yr	5	15
Success rate at Graduation	50%	80%
Success rate after 12 months *	75%	90%
<b>Fundraising (Thousands)</b>		
Churches	75	95
Individuals	100	125
Mail Campaigns	80	140
Corp/Assoc/Business (75 Tax Credit)	90	100
Grants/Foundations	55	85
Sponsorships (Residents)	50	60
Champions for Children Event	85	90
Memorials (All)	15	15
Total	550	700
<b>Foster Family Support</b>		
<b>Sunset Hills:</b>		
Unique Foster Families Overnight	40	55
Event Participants	4	150
	Events	Families
<b>Ridgeland and other:</b>		
# Participants (Training? Church Support?)	150	200

## Action Plans

### TLP Program

- Clearly define criteria for residents
  - Behavior, medical, history, violence, drugs
  - Share criteria with referring agencies
- Establish program components in three areas
  - House parents
  - Resident development (Ed./Fin./Prof./Personal)
  - Clinical support
- Hire and train staff to support the new program requirements
  - Update job descriptions (core competencies)
  - Define and recruit required staff
    - House parents for 2 houses
    - Transportation
    - Backup for house parents
  - Evaluate performance
  - Develop and deliver training

- Develop the partnerships needed to deliver the services
  - Define the plan for success for each resident
  - Schools, referring agencies, employers, churches
- Update facilities for requirements of new program
  - Update cottages
  - Organize computer lab (spec. requirements)
  - Repurpose library (spec requirements)
- Define the After-care process
  - Establish optimum placement
  - Define the stages of progress
  - Develop a support system including regular visits
- Quality control and improvement
  - Define program success for TLP \*
  - Identify other successful programs
    - Evaluate programs for ideas to incorporate into the TLP
  - Use regular Treatment Team Meetings to share ideas for improving results
  - Develop a system to track success and identify ways to improve the program
- Leverage program success by identifying other ways to support the transition process
  - Evaluate off-campus options such as apartments to place and support participants
  - Partner with community colleges to support students at risk
  - Support foster parents who need help with the transition to college

### Fundraising

- Existing fundraising activities
  - Evaluate current fundraising activities and prioritize for return on effort and utilization of resources
  - Evaluate fundraising resources and recommend changes as needed (Communications Specialist)
  - Develop metrics to help evaluate the effectiveness of fundraising program
    - Develop contact structure and format
    - Develop annual schedule of contacts
- Communication
  - Develop a process to communicate the Vision and new focus on TLP to current and potential donors
    - Develop timeline for rollout of new Vision/Mission
  - Develop video and other communication support materials
  - Provide staff training for representing Sunnybrook
  - Explore ways to raise awareness of Sunnybrook through partnerships in the media
  - Continue to build the Social Media presence
    - Define activities/develop metrics (3K followers)
    - Integrate Sunnybrook Cares/Sunset Hills on FB
- Leverage internal resources
  - Work with the board to expand the network of community supporters
    - Develop a contact list of potential supporters
    - Ask board members to sign appeal letters

- Additional fundraising strategies
  - Investigate the potential for a Jr. Board or Friend of Sunnybrook as a fundraising asset
    - Develop a list of potential members
    - Get Board approval
- Explore a Planned Giving or Estate Planning option
  - Develop list of prospects

### Foster Family Support

- Programs
  - Focus on core program of respite for foster families
  - Support and participate in the foster family community while building awareness of Sunnybrook and Sunset Hills
  - Evaluate additional programs that focus on foster families, build the foster family community, and maximize the Sunset Hills facility (primarily during weekdays)
    - Training, conference, counseling, Moms' night out, campouts, seasonal activities for foster children
- Support Fundraising Department
  - Work with the fundraising staff to tap into the generosity of the foster community to raise money
    - Formalize the intake process (collect contact info)
    - Ask foster families for referrals
- Counseling
  - Define and grow counseling services at Ridgeland and online
  - Provide required continuing ed for foster families
- Community
  - Build partnerships with organizations that could support the foster community
    - Training facilities
    - Evaluate the need for childcare services
    - Review cancelled events from 2020 and evaluate

### Shared Vision

- Organizational culture
  - Build and reinforce a culture that supports the Vision and Mission of Sunnybrook
    - Share the plan with the staff
    - Use the staff meetings to build accountability by reviewing the progress on the plan
- Build teamwork
  - Use staff meetings to increase communications
  - Encourage more cooperation and interaction among departments
  - Consider team-building activities for the staff
- Celebrate successes
  - Share experiences across departments
  - Highlight successes of the participants who graduate the program