



2021 BUSINESS PLAN





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Overview

Infant and early childhood mental health has been the foundation of Center for Child Counseling's (CFCC) mission and expertise since being founded in 1999 to meet the social-emotional needs of babies and children impacted by adversity and trauma. Research shows that adversity and toxic stress in childhood can lead to disruption in the brain that impacts emotional and physical health throughout the lifespan. Early, effective intervention creates healthy outcomes that can change the course of a child's life.

Our programs and expertise, now spanning from prenatal to age 18, is grounded in research about brain development and the impact of adversity and trauma on development, family systems, and generations. Violence and abuse in the earliest years of life are forms of "toxic stress" or trauma that can fundamentally change the developing brain, impacting wellness in adolescence and throughout the lifespan.

Secure, stable, supportive relationships between children and caring adults in the family and community contribute significantly to children's healthy brain development by buffering the brain from damage due to high stress while simultaneously creating environments that promote healthy social-emotional, cognitive, and health outcomes.

Center for Child Counseling provides multilayered prevention, early intervention, and mental health treatment for children and adolescents at-risk for or struggling with social-emotional or behavioral difficulties related to general mental health concerns, abuse, violence, and other forms of toxic stress or trauma that impact healthy development and learning. Services focus on the timely identification, through screening and observation, of concerns and provision of comprehensive assessment, consultation, and support for children and adolescents exposed to a variety of factors, including:

- Use of harsh parenting strategies, including physical and verbal abuse or neglect.
- Exposure to domestic and/or community violence.
- Caregiver arrest, incarceration, or absence from the home due to separation or divorce.
- Caregiver or family history of trauma, substance abuse or misuse, and/or mental illness.
- Homelessness or lack of housing stability and safety.
- Family member's chronic illness or sudden death.
- Separation from parent(s) or placement in foster care or relative caregiver.
- Exposure to chronic, toxic stress, and Adverse Childhood Experiences (ACEs).
- Maternal depression, anxiety, or trauma.



II. Vision, Mission, Core Values

Vision, Mission

Vision Statement

Healthy, resilient children and families through ACEs-aware and trauma-informed communities.

Mission Statement

Center for Child Counseling is building the foundation for playful, healthful and hopeful living for children, families and communities.



III. Key Milestones/Accomplishments

Awards

Center for Child Counseling has been recognized for excellence in programming, including being the recipient of the following awards and recognition:

- 2005 National Easter Seals Award of Excellence;
- 2008 Florida Blue Foundation Sapphire Award;
- 2018 Nonprofits First 'Hats Off' Award Nonprofit of the Year;
- 2018 Palm Beach County Medical Society "Heroes in Medicine" Award: Best Community Organization;
- 2018 4 programs included in '[A Showcase of Florida's Cutting Edge Trauma Initiatives](#)' published by Florida State University's Center for Prevention and Early Intervention.
- 2019 Published "[A Public Health Approach to Fighting ACEs in Palm Beach County](#)"
- 2020 4th Publication of "[A Way of Being with Children: Managing Feelings and Behaviors in the Classroom and Beyond](#)," a manual used to provide teachers and caregivers with a model for effectively responding to children's social-emotional and behavioral concerns.
- [Platinum-level Guidestar](#) Exchange recipient and a Top Rated Nonprofit through [Great Nonprofits](#) each year since 2012, showing our commitment to transparency and excellence as an organization.
- 2021 Nonprofits First 'Hats Off' People's Choice Award



Strategic Planning

A leadership team meeting was held in January 2021 to discuss the long-term vision of the organization. The overall goal was to build a 3-year plan that focused on continuing to provide exemplary services. Staff feedback was reviewed by the leadership team to guide the plan.

The Board of Directors was surveyed and their feedback was incorporated into the plan. Prior to adopting the plan, a cross-section of employees representing diverse functions, time with the organization and experience, provided input. Ultimately, the plan was presented to the Board of Directors and the employees in February 2021.

The leadership team discussed the following current reality:

Planning Scenarios:

- More racial tension
- Increased need for services
- More attention to government assistance
- Heightened anxiety going into homes
- Increased vaccination hysteria
- Heightened division and polarization
- Struggles related to transition to in-person services
- Collective burnout – highly emotional environments
- Profound uncertainty
- Continued support using telehealth



IV. Strategic Planning

What has Changed?

Internally:

- Constant anxiety
- Remote workers
- Less connectivity
- Constant adaption
- Revenue flux
- Pre-COVID performance indicators
- Lines between personal life/work blurred

Externally:

- Everything! (lifestyle, healthcare, sanitation, education, etc.)
- Social media messaging
- Skewed boundaries (We live at work!)
- Changing ways in which we manage stress
- Erosion of respect for experts
- Changing emotions
- We are all in it together – pandemic
- Access to resources is inconsistent
- Conversations have become “landmines”
- Politically divided landscape

As a result, the following areas will be the focus for the next three years:

Areas of Focus

- Community Awareness
- Employee Experience
- Operational Excellence
- Sustainable Growth
- Client Experience



SWOT Analysis

Strengths

What we do exceptionally well

family amount children team organization company
management helping trainings expertise supportive
Positive work mission staff supervision support
agency leadership environment provided strength
community care flexibility Passion clients
level Great therapists employees

Weaknesses

What we need to improve

limited agency weaknesses staff members
need communication work opportunities
time employees service Lack
staff Sometimes therapists
pay program funding



Opportunities

What we need to explore

employees expectations better professionals therapists need

Continue meet staff new training increased

program agency work growth opportunities team clients



Steering Committee for the Strategic Plan (SCSP)

Insert names of the leadership team members who attended the Riviera Beach session and the cross section of employees who provided input.



The following is our
2021 - 2023 Action Plans
which highlights our key strategies and objectives that will lead
CENTER FOR CHILD COUNSELING to greater success!



2021 Action Plan

Objectives	Action Steps	Who	Partners	Completion Date	Status
AREA OF FOCUS: Community Awareness					
<ul style="list-style-type: none"> • Strengthen and expand partnerships in support of the mission. • Enhance promotion of our organization (tell our story). • Deepen engagement with key stakeholders (i.e., donors, grant organizations, parents). • Design and implement a robust employee ambassador program. 	Growing Relationships: Corporate Sponsors, Family foundations, and Formal MOUs with Community Organizations (El Sol, My Clinic, Guatemalan Mayan Center, etc.)	Fund Development Committee Leadership Team		2021	
	a. Enhance communication with stakeholders through distribution of information: <ul style="list-style-type: none"> • Annual Impact Report • A Way of Being with Children b. Recruit a PR Professional to help tell our story.	Communications & Development			
	a. Finalize 2021-2022 Development and Communications Plan b. Develop detailed internal and external communications plan using Planner	CEO			
	a. Develop Strengths Finder Curriculum for CFCC Staff b. Roll out SF for all departments and staff c. Identify employee 'champions' using strengths and how they tie into their role at CFCC. d. Develop social media committee	CEO & Communications Development Leadership Team & Directors Leadership Team CEO Communications			



2021 Action Plan

Objectives	Action Steps	Who	Partners	Completion Date	Status
AREA OF FOCUS: Community Awareness					
	e. Develop book from Fighting ACEs articles f. Partner with The Children’s Movement Of Florida	CEO/Leadership Team			
<ul style="list-style-type: none"> Promotion program - Roll out to school districts (state). 	a. <i>A Way of Being with Children</i> – package and market (ELCs, CSCs, etc.) <ul style="list-style-type: none"> Build website page Package options and pricing Printed and electronic marketing package b. Build constant contact lists including lists for co-location sites to send targeted information	Development & Communications; GROW Consultants; PR Consultant		2022	
<ul style="list-style-type: none"> Maximize the utilization of social media with a focus on featuring real stories. 	Create annual Communications Plan outlining strategies and tasks in Planner.	Communications Team		2021	
<ul style="list-style-type: none"> Promotion program - Roll out nationally. 	<i>A Way of Being with Children</i> – expand marketing nationally.	Communications, GROW & PR Consultants		2023	



VII. Action Plans

2021 Action Plan

Objectives	Action Steps	Who	Partners	Completion Date	Status	
AREA OF FOCUS: Employee Experience						
<ul style="list-style-type: none"> • Conduct a training needs assessment and develop/implement a comprehensive training plan (skills training, cross-training; consider training needed organization-wide vs. unique skills like EMDR and other specialized training needed for specific areas); identify and consider best practices. • Design and implement staff wellness initiatives. • Enhance performance management system including a competency model for all employees/leadership; Integrate into other systems as appropriate; Ensure it is clear, concise, consistent and measurable. 	<ul style="list-style-type: none"> a. Each department and program will complete a training needs assessment. b. Each Director will complete an annual learning plan for staff. c. Develop general, onboarding orientation training using Litmos for organizational level information, for example mission and vision. d. Create timeline for training for 1st 90 days of employment. e. Formalize benefits package and agreement for each program, including commitment related to training and/or clinical supervision. f. Create internal training calendar using Planner g. Monitor compliance with plans 	<p>Directors</p> <p>Directors</p> <p>Leadership Team</p> <p>CQI Committee</p> <p>CEO, CPO, and Operations</p> <p>CEO, CPO, and Operations</p> <p>CQI Committee</p>		2021		
	<p><i>Healing the Healer</i> training for all staff with wellness kits</p>	<p>Education & Prevention Services (EPS)</p>				
	<ul style="list-style-type: none"> a. Updated job descriptions clearly outlining competencies. b. Updated performance evaluations using measurable, competency-based model c. Employee salary compensation package based on experience and certification in interventions 	<p>CPO & Operations</p> <p>CEO, CPO, and Operations</p> <p>CEO, CPO, Clinical Director, & Operations</p>				



VII. Action Plans

2021 Action Plan

Objectives	Action Steps	Who	Partners	Completion Date	Status
AREA OF FOCUS: Employee Experience					
<ul style="list-style-type: none"> Assess and improve 2-way communication system. Create a plan to develop a culture defined by OWN IT! Continue to focus on safety practices as a key priority. Assess benefits and create an awareness of the value proposition. Assess and enhance overall recognition programs (consider team vs. individual). Continue to build a high-performance workplace by 	<ul style="list-style-type: none"> a. Formalize orientation into Litmos with specific timeline and targets for first 30-60-90 days. b. Develop formal, strategic communication plan from leadership team to all staff, including formal schedule of meetings c. Build Management Retreat agenda around Strategic Plan areas of focus. a. Create CFCC ‘OWN IT’ campaign, including visuals and printed materials, etc. b. Incorporate OWN IT into messaging, including onboarding staff. c. Development of Onboarding videos for staff Review of benefits package and revamp summary presented to staff Formal review of overall recognition program. Employee salary compensation package based on experience and certification in interventions 	<ul style="list-style-type: none"> CQI Committee Communications 			



VII. Action Plans

2021 Action Plan

Objectives	Action Steps	Who	Partners	Completion Date	Status
AREA OF FOCUS: Employee Experience					
attracting seasoned, diverse and local talent. <ul style="list-style-type: none"> Develop and implement plans to cultivate and maintain our unique culture. 	a. roll-out formal reflection supervision training for all Directors b. Update job descriptions and annual performance reviews with career path for positions c. Story collecting and regular staff surveys for feedback and communication to employees d. Leadership attending staff meetings as needed to communicate information. e. Update value sheet f. Regular use of Kudos tab in Teams g. Explore various staff recruitment tools and ways to advertise positions (e.g. CSC and Nonprofits First) h. Monthly Leadership meetings i. Structured CQI schedule overseeing Strategic Plan and other initiatives.				
<ul style="list-style-type: none"> Conduct employee engagement survey and develop plans to continue to build a high-performance workplace. 	a. Plan on annual agency-wide survey each January. b. Menti at all-staff meetings for regular check-in/take the temperature/communication from leadership.	CQI Committee		2022	
<ul style="list-style-type: none"> TBD 				2023	



VII. Action Plans

2021 Action Plan

Objectives	Action Steps	Who	Partners	Completion Date	Status
AREA OF FOCUS: Operational Excellence					
<ul style="list-style-type: none"> Assess need for new/ revised standardized policies and procedures and take action as needed. Promote the understanding and training of dashboard. Add, review, revise and buildout KPIs. 	<ul style="list-style-type: none"> Formal, annual review of policies for approval by the Board of Directors Create policies to define new processes. Share policies with staff on a regular basis as a formal reminder. Update Employee Handbook. Regular training and communication about dashboard rollout to staff KPI Dashboard 	CQI Committee & Operations			
<ul style="list-style-type: none"> Integrate TIEL (Trauma-Informed Equity Lens). 				2022	
<ul style="list-style-type: none"> TBD 				2023	



2021 Action Plan

Objectives	Action Steps	Who	Partners	Completion Date	Status
AREA OF FOCUS: Sustainable Growth					
<ul style="list-style-type: none"> Diversify revenue streams. Create an understanding and promote adoption of business model (indicators based on position). Actively engage the board in fundraising efforts. Promote planned giving opportunities. 	<ul style="list-style-type: none"> Annual Development & Communications Plan Monthly Fund Development Committee Corporate Sponsorship Packet KPI Dashboard Contract Compliance Productivity 	CEO & Development		2021	
<ul style="list-style-type: none"> Grow financial reserves. 				2022	
<ul style="list-style-type: none"> Re-imagine and host events. 				2023	



2021 Action Plan

Objectives	Action Steps	Who	Partners	Completion Date	Status
AREA OF FOCUS: Client Experience					
<ul style="list-style-type: none"> • Expand virtual services. • Conduct virtual outreach. • Identify opportunities to enhance/add/change client interactions and experiences with the agency. • Review and revise client engagement/termination process – OWN IT! • Develop continuity of care plan for school-based programs. • Ensure consistent customer service is demonstrated with all clients (TIEL – Trauma-Informed Equity Lens). • Highlight the credentials and talent of the therapists providing services. 	Centralized scheduling Communication with clients Videos on website – what to expect/enhancing on resources/emails Formal client surveys			2021	
<ul style="list-style-type: none"> • Continue to offer virtual services. 				2022	
<ul style="list-style-type: none"> • TBD 				2023	



2021 Action Plan

Objectives	Action Steps	Who	Partners	Completion Date	Status
ACTION PLANNING:					
<ul style="list-style-type: none"> • Create and inspire a shared vision for your area by January 22, 2021. • All departments to prepare plans in support of five key Areas of Focus by: • Include Renée on invitations to staff meetings/events. • Utilize Microsoft Teams as the prime, informal communications system; assess training needs under your area of control by January 14, 2021. • Within the next two days, send each other an email – What you appreciate about that person. • Renée to send a note to all employees regarding the leadership planning session on January 12th. 				2021	



2021 Action Plan

Objectives	Action Steps	Who	Partners	Completion Date	Status
ROLL OUT OF PLAN AND MONITORING PROCESS:					
<ul style="list-style-type: none"> • Conduct an all staff meeting. • Include updates at each team meeting at all leadership levels at a minimum of two times per month. • Share information on Microsoft Teams and Share Point. • Prepare a video regarding the vision and theme utilizing all levels of employees. • Prepare and execute a plan to promote internally/externally. 				2021	



2021 Action Plan

Objectives	Action Steps	Who	Partners	Completion Date	Status
QUICK WINS:					
<ul style="list-style-type: none"> A meeting will be scheduled with national AFLAC rep within the next ten business days. Be deliberate about utilizing KUDOS once a week – use KUDOS channel. 				2021	



Scorecard



The Strategic Plan Review Process

Strategic Plan 2021

Upon approval the plan will be monitored and updates will be provided to the Senior Staff on a monthly basis.

Strategies *(Check One)*

Objectives: _____

Date: _____

Objectives	Action Steps	Results	Red/Yellow/Green
Barriers:			
Plan Adjustments:			
Pending Items with due date:			