



# Strategic Plan 2015 – 2020

Approved by the Board of Directors on March 10<sup>th</sup>, 2015

**Hope Center for Children**

Office Address: 202 Hudson L. Barksdale Boulevard, Spartanburg, SC 29306

Mailing Address: P.O. Box 1731, Spartanburg, SC 29304

864.583.7688 [www.hopecfc.org](http://www.hopecfc.org)

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## Introduction

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February 2015

Dear Friends and Partners of Hope Center for Children:

We are pleased to share this strategic plan for Hope Center for Children that will guide our work over the next several years.

Hope Center for Children was formed from two strong organizations with a common theme of high quality services for children since the 1970s. These organizations— the Ellen Hines Smith Girls' Home and the Children Shelter of the Upstate—merged in 2013 to form Hope Center for Children, providing a true continuum of care to meet the needs of the children and families in our community. Our name captures what is at the heart of each of our many programs - providing hope to children and families.

Today our services include: home visiting support, group parenting classes and prevention focused case management when a child is able to live at home; an emergency shelter for when children are removed from their home due to abuse and neglect; longer term residential care for girls in foster care or homeless youth; and occasionally, if a child is adopted or re-unified with kin, our services are able to support this transition back to family life and better ensure that the child is able to thrive.

### Highlights of the Strategic Plan

This plan was developed through the participation and dedication of our Board of Directors, stakeholders and staff at Hope Center for Children. We are grateful for the generous support of The Mary Black Foundation for this strategic planning process.

We believe that the strategic plan provides the following highlights:

- ✓ A deep commitment to our vision and mission and the children and families we serve;
- ✓ Clear goals that provide direction and flexibility for the next several years;
- ✓ Core values that reflect the beliefs that undergird and inform our work;
- ✓ Emphasis on compliance and accountability to our mission in the implementation of the strategic plan.

This document includes the vision and mission statements, core values, and goals, strategies and objectives. The appendix includes a summary of the planning process; the Strengths, Weaknesses, Opportunities, and Threats/Challenges (SWOT) Analysis that was developed through this process; and a list of the members of the Board of Directors.

Please share your comments and ideas about this plan with us and other members of our Board of Directors. We look forward to an ongoing dialogue as we implement this plan.

Warm regards,



Chamlee Loscuito, MSW  
Executive Director



Will Yancey  
Chair, Board of Directors  
Director, Project Manager, Henkel Corporation

**Our Vision:** All children will be safe and thriving.

**Our Mission:** The mission of Hope Center for Children is to build stable, healthy families and provide children a safe place from abuse and neglect.

**Core Values:**

- Integrity and honesty will guide all our decision and all our practices.
- We will be transparent regarding the nature of our services, the impact our services are making, and the way that money is spent.
- We will provide only services that are based on best practices and are focused on outcomes.
- We will hire only staff of excellent quality and will provide the training needed to make them most effective.
- We will regularly assess how well the values of the board and management team match values held or taught at the service level.
- We will value each person (client, staff member, and volunteer) and the input that he or she offers.
- We will regularly evaluate services and community need, and we will be open to change based on best practices and demonstrated need.
- We will seek to understand the needs and struggles of those we serve so that we can respond appropriately.
- We will act only in the best interests of the children and families we serve, and their needs will be our primary concern.

## Priority Goals and Strategies:

This strategic plan is designed to ensure compliance and accountability to our mission through implementing the following goals and strategies.

### **Goal #1: Ensure high-quality and responsive programs.**

Strategy A. Continue quality improvement of current programs using evidence-based approaches.

Strategy B. Plan potential areas of programmatic growth based on community needs and use of organization resources.

Strategy C. Pursue certification of evidence-based programs.

### **Goal #2: Increase and diversify funding.**

Strategy A. Ensure sufficient financial resources to implement our evidence-based programming.

Strategy B. Implement the current, diversified fundraising plan, with particular emphasis on increasing major donors.

Strategy C. Continue to grow board members' involvement with all aspects of the fundraising process.

### **Goal #3: Expand community awareness of the Hope Center brand and range of programs.**

Strategy A. Increase marketing and public awareness activities.

Strategy B. Further expand connections with community partners.

Strategy C. Advocate for issue awareness as appropriate.

### **Goal #4: Enhance internal capacity through staffing and board development that meets COA and TFA standards.**

Strategy A. Ensure HCFC has competitive human resource policies, benefits and salary scales (Staff and board strategy).

Strategy B. Develop annual staff training calendar development plan (Staff only strategy).

Strategy C. Implement systems for staff recognition and appreciation (Staff and board strategy).

Strategy D. Focus on Board development (Board only strategy).

Strategy E. Pursue and maintain COA and TFA accreditation.

**Objectives for Accomplishing the Priority Goals and Strategies:**

*Goals Strategies*

*Objectives*

<b>1. Ensure High-Quality and Responsive Programs.</b>	
A. Continue quality improvement of current programs using evidence-based approaches.	<ul style="list-style-type: none"> <li>i. Remain responsive to political changes that affect DSS.</li> <li>ii. Assist with advocacy at the state level.</li> <li>iii. Regularly review programs and results.</li> </ul>
B. Plan potential areas of programmatic growth based on community needs and use of organization resources.	<ul style="list-style-type: none"> <li>i. Expand prevention focus through Family Strengthening programming.</li> <li>ii. Increase programming for sibling groups and possible emergency shelter needs as well.</li> <li>iii. Evaluate ways to increase sustainability for the Transitional Living program.</li> </ul>
C. Pursue certification of evidence-based programs.	<ul style="list-style-type: none"> <li>i. Pursue accreditation from Council on ACC.</li> </ul>
<b>2. Increase and Diversify Funding.</b>	
A. Ensure sufficient financial resources to implement our evidence-based programming.	<ul style="list-style-type: none"> <li>i. Pursue funding to relocate offices from shelter to administrative building in order to increase shelter capacity.</li> <li>ii. Monitor funding projections for Empowering Families and Transitional Living programs while also diversifying funding options for these programs.</li> <li>iii. Consider options for using the Cedar Springs property including rezoning, to generate revenue and/or provide additional mission-based or related services.</li> <li>iv. Develop policy for criteria for strategically using reserves.</li> </ul>
B. Implement the current, diversified fundraising plan, with particular emphasis on increasing major donors.	<ul style="list-style-type: none"> <li>i. Implement Major Donor Initiative.</li> <li>ii. Focus on donor retention and upgrades.</li> <li>iii. Develop strategies for donor acquisition.</li> <li>iv. Conduct additional strategies for securing donations.</li> <li>v. Maintain best practices in fundraising operations.</li> </ul>
C. Continue to grow board members' involvement with all aspects of the fundraising process.	<ul style="list-style-type: none"> <li>i. Broaden board members' ideas and expectations for fundraising participation.</li> <li>ii. Involve board members in cultivating, soliciting, and stewarding current donors.</li> <li>iii. Involve board members in connecting new contacts and prospective donors with HCFC.</li> <li>iv. Encourage board members' participation in friend-raising and fundraising events.</li> </ul>

<b>3. Expand Community Awareness of the Hope Center for Children Brand and Range of Programs.</b>	
A. Increase marketing and public awareness activities.	<ul style="list-style-type: none"> <li>i. Develop a marketing/branding plan for a singular identity of HCFC.</li> <li>ii. Promote the impact and array of programs.</li> </ul>
B. Further expand connections with community partners.	<ul style="list-style-type: none"> <li>i. Develop plan for cultivating and expanding community partners.</li> <li>ii. Implement plan for cultivating and expanding community partners.</li> </ul>
C. Advocate for issue awareness as needed.	<ul style="list-style-type: none"> <li>i. Develop more comprehensive advocacy plan.</li> <li>ii. Implement plan for advocacy.</li> </ul>
<b>4. Enhance internal capacity through staffing and board development that meets COA and TFA standards.</b>	
A. Ensure HCFC has competitive human resource policies, benefits and salary scales (Staff and board strategy).	<ul style="list-style-type: none"> <li>i. Continue annual review of job descriptions and employee satisfaction surveys.</li> <li>ii. Ensure with finance that each budget year allows enough staffing resources to implement best practices.</li> </ul>
B. Develop annual staff training calendar development plan (Staff only strategy).	<ul style="list-style-type: none"> <li>i. Training calendar will include SC DSS contract requirements, Teaching Family Model Accreditation (TFA) requirements, Council on Accreditation (COA) requirements and will show response to gap areas in PQI.</li> <li>ii. Ensure budget allows regular attendance at Teaching Model Accreditation (TFA) annual and mid-year conferences as well as any other professional development needs.</li> </ul>
C. Implement systems for staff recognition and appreciation (Staff and board strategy).	<ul style="list-style-type: none"> <li>i. Expand variety of options used to recognize staff.</li> <li>ii. Implement systems that encourage staff feedback.</li> <li>iii. Continue the annual staff review process.</li> </ul>
D. Focus on Board development (Board only strategy).	<ul style="list-style-type: none"> <li>i. Expand board recruitment.</li> <li>ii. Enhance board meeting processes to increase board education and involvement.</li> <li>iii. Continue to implement board management processes.</li> </ul>

*Goals Strategies*

*Objectives*

E. Pursue and maintain COA and TFA accreditation.

- i. Pursue COA (Council on Accreditation) accreditation as an indication of high standards for all programs.
- ii. Maintain TFA (Teaching Family Model Accreditation) to substantiate evidence-based programming.
- iii. Communicate accreditations to stakeholders and the community.

*Note: In order to accomplish the objectives, each committee has developed action steps to elaborate the work necessary to accomplish the objectives.*



## Appendix A

### Strategic Planning Process

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With the support and direction of the Board of Directors of Hope Center for Children, a formal planning process was conducted from December 2014 – March 2015.

The organization's leadership determined that the formal planning process objectives were:

- a) Develop a 5-year strategic plan (2015-2020) through a streamlined planning process.
- b) Seek internal and external feedback to identify community needs.
- c) Determine priorities, contingencies, and a framework for decision-making and assessing risks, and define potential impact on programming, funding, and capacity.
- d) Create a plan that provides direction and focus while remaining flexible to respond to community needs and new opportunities.
- e) Engage board members and staff in a process that develops consensus for future priorities for Hope Center for Children.
- f) Agree on committees and timing to elaborate the action steps.

A Strategic Planning Committee was established to lead and conduct the planning process. This committee met 4 times. Members included:

- Will Yancey, Chair, Board of Directors
- Cheryl Lang, Past Chair, Board of Directors
- Chamlee Loscuito, Chief Executive Officer
- Lisa Hemond, Director of Development
- Vernon R. Hayes, Director of Administration
- Crystal McMillan, Director of Programs
- Angela Kemper, HunterKemper Consulting (facilitator)

The Board of Directors was actively involved in developing and approving this plan, and 1 retreat and 2 planning sessions were conducted with the board. A list of members of the Board of Directors is included in Appendix B.

#### **Organizational Information that Informed the Planning Process**

The following information was gathered, reviewed or generated by the group to inform the planning process.

##### Organizational Information:

1. Strategic Planning Process Overview
2. Board Survey Summary
3. SWOT Analysis from January 2014 Retreat

4. Financial Review document
5. Program Assessment

Community Indicators:

6. Highlights from Spartanburg Community Indicators Project

Constituent/Stakeholder Input:

7. Summary of Stakeholder Input

Interviews were conducted with several key stakeholders in person or by phone in December 2014 and January 2015. Participants included:

- Thomas Barnet, Community Volunteer
- Ethan R. Burroughs, Wells Fargo Bank
- Corie Culp, AFL
- Kim Gist, Spartanburg DSS, along with Kim Mathis and Fonda Chandler
- Jason Gosnell, American Credit Acceptance
- Jennifer S. Parker, Ph.D., Associate Dean, College of Arts and Sciences and Director, Center for Child Advocacy Studies
- Caroline Smith, Community Volunteer
- Heather Witt, United Way of the Piedmont

## Appendix B

### Strengths, Weaknesses, Opportunities, and Threats/Challenges (SWOT) Analysis

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At the February 2015 retreat, board members reviewed board survey data, input from stakeholder interviews, and organization and program trends. Based on this review, they then developed this summary of Strengths, Weaknesses, Opportunities, and Threats/Challenges for the organization.

#### Strengths

<p><i>Programs and Facilities</i></p> <ul style="list-style-type: none"> <li>• Age continuum served</li> <li>• Breadth of impact and needs addressed</li> <li>• Combination of residential programs and prevention programs</li> <li>• Facilities</li> <li>• Number of clients served</li> <li>• One of only two facilities in state using evidence-based teaching methods</li> <li>• Positive feedback from community stakeholders about our programs</li> <li>• Program outcomes</li> <li>• Programs are well-run and provide a nurturing environment</li> <li>• Serve a large number of children and parents in the community</li> <li>• Serve a unique niche in community, with minimal duplication</li> </ul> <p><i>Mission/Vision/Planning</i></p> <ul style="list-style-type: none"> <li>• Clear vision</li> <li>• Concise mission statement</li> <li>• Forward looking leadership</li> <li>• Merger improved efficiency and sustainability</li> <li>• Mission-driven</li> </ul> <p><i>Finances and Fundraising</i></p> <ul style="list-style-type: none"> <li>• Financial stability/diversity of fundraising</li> <li>• Fiscally responsible and adaptable to change</li> <li>• Fundraising strengths</li> <li>• Events!</li> </ul>	<p><i>Board of Directors</i></p> <ul style="list-style-type: none"> <li>• Board members are committed to mission</li> <li>• Board and staff work well together</li> <li>• Board feels prepared to solicit contributions</li> <li>• Communication between board and staff (appears to be at right level)</li> <li>• Engaged and committed board</li> <li>• Info received is appropriate</li> <li>• Leadership</li> </ul> <p><i>Staff</i></p> <ul style="list-style-type: none"> <li>• High confidence in and appreciation of leadership of Executive Director</li> <li>• Excellent staff leading changes in organization</li> <li>• Modest staff turnover rate</li> <li>• High standards</li> <li>• Outstanding staff—at all levels—quality and creative thinkers</li> <li>• Professionalism of Hope Center and doing the right thing</li> <li>• Staff strength/talents</li> </ul> <p><i>External/Communication</i></p> <ul style="list-style-type: none"> <li>• Advocacy</li> <li>• Community value and impact</li> <li>• Communication with stakeholders</li> <li>• Newsletter is appreciated</li> <li>• Patron’s Society provides opportunities for young adults to get involved</li> <li>• Stakeholder feedback—positive view of HCFC in community</li> <li>• The way we get information about us to stakeholders (flow sheet, etc.)</li> </ul>
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## Challenges/Priorities to Address

<p><i>Mission/Vision/Planning</i></p> <ul style="list-style-type: none"> <li>• Mission statement</li> <li>• Liability given mission; how do we best safeguard</li> <li>• Low education impacts service needs <u>and</u> staff recruitment</li> <li>• Troubling community indicators</li> </ul> <p><i>Programs/Facilities</i></p> <ul style="list-style-type: none"> <li>• Continue to adapt to changes from DSS</li> <li>• How do we address the <u>increased kids in foster care</u> (while remaining flexible to community and system changes)</li> <li>• How do we better serve siblings, particularly larger sibling groups?</li> <li>• Are there other unmet community needs (e.g., boys, other ages)?</li> <li>• Regions to serve—potential to serve more areas</li> <li>• Early detection of neglect/abuse (training)</li> <li>• Determine how to provide more residential services</li> <li>• Expand on prevention activities and communication</li> <li>• Determine options for the additional property</li> <li>• Consolidation results in lower number of beds in region</li> </ul>	<p><i>Finances and Fundraising</i></p> <ul style="list-style-type: none"> <li>• Be aware/forward thinking on potential funding changes</li> <li>• Broaden donor base</li> <li>• Funding levels are variable, particularly in federal and state reimbursement rates and funding levels</li> <li>• Funding stability and staff turnover</li> </ul> <p><i>Board of Directors</i></p> <ul style="list-style-type: none"> <li>• Promote community awareness of who is on the Board</li> <li>• Board diversification and recruitment; continue to fill “board member pipeline” with qualified, committed folks</li> <li>• Board familiarity with range of programs</li> <li>• Board needs to balance broad focus with priority-setting</li> <li>• Consider board engagement—10 minutes dedicated to strategic planning type questions</li> </ul> <p><i>Staff</i></p> <ul style="list-style-type: none"> <li>• Address any personnel recruitment challenges, including competitive positions</li> <li>• Funding stability</li> <li>• Matching staffing levels with needs/demands—enough cushion for growth and time off</li> <li>• Staff needs, retention and recruitment; increase staff—appreciation and recognition</li> <li>• Increased training to attract and retain new/current staff</li> </ul>
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## Appendix C

### List of the Board of Directors

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<b>Name</b>	<b>Organization</b>
Clarence Batts	Community Volunteer
Jane Easler	Milliken
Elizabeth Epps	PriceWaterhouseCooper
Vicki Force	Community Volunteer
Mike Kennedy, Vice Chair	Converse College
Cheryl Lang	Tindall Corporation
Lisa Lefebvre	Wofford College
Jenny Moore	Community Volunteer
Marsha Moore	Community Volunteer
Maggie Nowell	Ruth Cate Law Firm
Klay Peterson	USC Upstate
Rex Russell	JBR Environmental Services
Clancy Self	Tindall Corporation
Wayne Sewell, Treasurer	Arthur State Bank
Taylor Smith	Contec, Inc.
Sheryl Turner-Watts, Secretary	USC Upstate
Camille Wolfe	Community Volunteer
Will Yancey, Chair	Henkel Corporation