



STRATEGIC PLAN 2020-2022

Adopted January 2020

ORGANIZATION OVERVIEW

Morningstar Children and Family Services, Inc. was founded in 1996 to provide residential, foster care, and community counseling services to children, youth, and their families. These programs provide quality therapeutic services to children and youth who have multiple diagnoses often including intellectual disabilities. We specialize in connecting Georgia's children with brighter days.

Morningstar Children and Family Services, Inc. is a not-for-profit 501(c)(3) organization licensed by the State of Georgia, and is accredited by the Commission on Accreditation on Rehabilitative Facilities, International. CARF accredits organizations in areas such as Behavioral Health and Child and Youth Services.

The **Morningstar Youth Estate Campus and Residential Care Facility** resides on 25 acres of Coastal Georgia. Our Residential Program serves some of Georgia's most in-need children and youth ages 12-18 with IQs of 40-80. We provide a unique special education program in conjunction with the Glynn County Independent School District. Each resident receives individualized services that address their physical, psychological, social, educational, and spiritual needs.

Morningstar's Community Counseling Clinics are located in Brunswick and Reynolds, Georgia. Each clinic provides comprehensive child and adolescent mental health assessments, treatment planning, crisis intervention, therapy services, and medication management.

Our **Foster Care Services** are based in Brunswick, Georgia, and provide training, child placement, and ongoing case management for area foster families. We are actively working to expand our foster family base to meet the growing needs of children in Coastal Georgia.



STRATEGIC PLANNING TEAM

VISION, MISSION, VALUES

BOARD OF DIRECTORS

Dean Bare, Chairman
Nick Doster, Vice Chairman
Barbara Atchley, Secretary
Chip Beaton
Jeff Shadrick
Jerry House
John Turner
Kate Sabbe
Kelly Combs
Linda Sewell
Rick Shelnut
Vickie McClinton



STRATEGIC PLANNING CONSULTANT

Mark Tilghman

LEADERSHIP STAFF

Beth VanDerbeck, CEO
Cara Burban
Gary Brown
Jenna Caldwell
Jennifer Edison
Jessica Johnson
Josh Johnson
Josh Lairsey
Katrina Chisholm
Lisa Johnson
Melinda Massey
Robin Robinson

VISION

Brighter futures for all Georgia children

MISSION

Morningstar is a sanctuary where transformative teaching and healing affirms our children through real relationships

VALUES

We look toward the stars....

believing that we are a part of something bigger than ourselves.

We shine like the stars...

reflecting the goodness and light that is in all of us.

We reach for the stars...

knowing our best effort makes a difference, every day.

We guide like the stars...

mentoring those in our care through positive words and actions.

We connect like the stars...

linking together to create a community of hope and encouragement for all.



STRATEGIC PROJECT SUMMARY

Morningstar Children and Family Services, Inc. has developed a strategic focus and strategy following a multi-month process of organizational review and planning led by staff leadership and our Board of Directors. Guided by the Marty Nuemeier process highlighted in his top business book, *ZAG*, our goal was to look at both how we approach work and our specific program services in new ways. As Marty would say, “when others zig, we sought ways to zag.”

The Morningstar Planning Team worked through a 17-step checklist to create a strategic plan that will remind us each day why we exist and drive us to achieve the best results in creating brighter futures for those we serve. While much planning in business and non-profit environments is simply to do the same things a little better or bigger, our process enabled us to create a plan with a new focus, **THEM**. We believe this new focus will be our biggest “zag.”

We have set three strategic priorities which represent our goals for those receiving service and those joining us as staff, volunteer, or donor: Belief, Loyalty, Investment. We will collaborate to meet each goal by working toward strategic objectives, participate in regular tactical reviews to adjust course as needed, and perform an annual update to keep us on track for success. This plan will guide us starting today through 2022.

Our plan is intentionally inspirational and practical, as we believe both elements are needed to move an organization forward. We aim to inspire staff, board, and donors to step in with time, talent, and resources to support children through our program services. And we endeavor to ensure continued relevance, sustainability, and growth of the organization as we use this plan as a practical working document for actions and decisions. **Come ZAG with us!**

-Beth VanDerbeck, CEO, January 2020



STRATEGIC FOCUS

Our Strategic Focus is **Them.**

They are the reason we exist. **They** are children in need. **They** are families facing unimaginable challenges. **They** are daughters, sons, mothers, fathers. **They** are our clients. **They** are our employees. **They** are volunteers. **They** are partner organizations. **They** are donors. **They** are our leaders. **They** are the communities we serve. **They** are people with needs. Each one of **them**. Our strategy is to understand **them**. To help **them**. To educate **them**. To meet **their** needs.

Because only by focusing first on **them** will Morningstar grow and thrive.



THEM

Their Hope Energizes Me.



THEM

Their Hope Energizes Me.

BELIEF

To believe in Morningstar is to have faith that what we provide makes a difference in the lives we touch. Morningstar's demonstration of our capabilities and excellence precedes formally engaging with them. This strategic priority reminds us that everything we do must be of highest excellence. Since belief, like faith, comes before action, we intend to be an organization they can confidently believe in because they acknowledge our genuine expertise; they see positive outcomes in the lives of the children and families we touch, and they feel the passion we have for the life-changing work that we do.

STRATEGIC OBJECTIVES

We will bring expertise to every area of service

We will deliver the highest level of care, supported by measurable outcomes

We will share the Morningstar story with passion and consistency



LOYALTY

Creating an environment that drives loyalty within them has meaningful impact on Morningstar's success as an organization. Loyalty begins with understanding and meeting their needs. We actively listen to them to create programs that meet people where they are. And the genuine connections we create with them yield new opportunities and inspire our people to be their best. Not only do new opportunities mean new revenue sources but also create positive word of mouth, improve our brand image, minimize service cost, and increase the accuracy of our financial forecasts.

STRATEGIC OBJECTIVES

We will listen and react to legislation, trends, and client voices to stay current and responsive in service delivery

We will expand our reach and impact through increased opportunities and access to mission-aligned services

We will innovate; challenging ourselves to embrace new partners, processes and programs

Target goals set annually for each objective.



INVESTMENT

Serious donors view their gifts as investment, and they expect the time and money they give to deliver a return. There are countless worthwhile organizations and causes. Morningstar effectively communicates the meaningful impact of investing in the lives of the children and families we serve, always understanding that our donors have choices. Our job is to clearly communicate the life-changing work made possible by our donors and volunteers. We will inspire confidence by aligning with trusted partners, growing our portfolio of giving opportunities tailored to the varied interests of donors, and creatively pursuing in-kind donations that meet specific organizational needs. The confidence we build with donors influences them to prioritize their gifts to Morningstar because they give with purpose and they see the difference their gift makes. And they become loyal givers to Morningstar because they feel the importance of their part in creating brighter futures together.

STRATEGIC OBJECTIVES

We will cultivate and steward funding for programs through a growing portfolio of giving opportunities (FUNDS)

We will create meaningful and structured ways for individuals and groups to engage with Morningstar (TIME)

We will target in-kind donations to meet organizational needs (RESOURCES)

Target goals set annually for each objective.





MorningStar

children & family services

connecting kids with brighter days

Morningstar Strategic Plan
2020-2022