



# STRATEGIC PLAN

2021-2023

Goshen Valley Foundation, Inc. | [goshenvalley.org](https://goshenvalley.org)





# SUMMARY

GOSHEN VALLEY ENGAGES IN A STRATEGIC PLANNING PROCESS EVERY 3 YEARS TO EVALUATE OUR MISSION, VISION, VALUES AND STRATEGIC GOALS.

THIS PROCESS IS DONE IN COLLABORATION WITH OUR BOARD OF TRUSTEES, EXECUTIVE STAFF, LEADERSHIP AND STAKEHOLDERS.

PRELIMINARY RESEARCH INCLUDES AN ENVIRONMENTAL SCAN, SWOT ANALYSIS AND STAKEHOLDER SURVEY REVIEWS. WE ARE CONFIDENT THAT OUR PROCESS IS COLLABORATIVE, COMPREHENSIVE AND FORWARD THINKING AS WE CONTINUE TO SERVE OUR COMMUNITY AND BEYOND.

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Goshen Homes  
Goshen New Beginnings  
Goshen Therapeutic Services  
Goshen Valley Boys Ranch  
Administration  
Development





## ENVIRONMENTAL SCAN

- What external factors impact our reach?
- What is our place in our local community, region, state and nation?



## SWOT ANALYSIS

- Internal analysis of Strengths, Weaknesses, Threats and Opportunities
- First done per department then as a whole



## SURVEY RESULTS

- COA comprehensive and comparative survey results
- Stakeholder
- Client
- Personnel

# PRELIMINARY RESEARCH

## ENVIRONMENTAL SCAN

Through a broad environmental scan, Goshen Valley identified external trends, competition, technology, customers, economy, labor supply and political/legislative impacts on our current circumstance and future decisions.

### TRENDS

- *Work from home will become normalized by Covid 19 impact*
- *Telehealth services will continue to grow*
- *Diversity, Equity and Inclusion will be ongoing topics and goals for clients, staff and the greater community*
- *National focus on preventative care and foster homes*
- *Continued national focus on ILP*
- *Changing client base as a result of Covid 19 over the next 1-2 years*

### COMPETITION

- *Economic downturn will lead to more competition for donors*
- *Budget cuts impact the viability of less financially solvent competitors*

### TECHNOLOGY

- *Data security will continue to increase as a key threat to business, prompting increased levels of security*
- *Opportunities for increased technology use may improve efficiencies and data tracking/analysis*

### CUSTOMERS

- *Covid 19 and legislative changes have impacted the number of potential placements in residential/foster settings*
- *Resources will continue to be driven toward programs that focus on keeping families intact rather than removing children*

### ECONOMY

- *The economic impact from Covid 19 is likely to continue for 1-2 years*
- *State resources will continue to be strained, with the threat of additional budget cuts in future years*

### LABOR SUPPLY

- *Unemployment due to Covid 19 will remain high (6-8%), however, this is still more industry specific and key talent may still be market-driven*

### POLITICAL/LEGISLATIVE

- *The state will continue to deal with budget shortfalls due to Covid 19 unless federal aid is received by the states*
- *The impact of economy and Covid 19 on the Families First Act rollout is still to be determined*



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# SWOT ANALYSIS

## STRENGTHS

- Reputation/branding within region
- Strong relationships with partners
- Accreditation through COA: quality risk management, PQI, training
- Lack of reliance on a single program to drive revenue and growth
- Financial strength and leadership discipline around finances
- Committed and involved donor base and partnerships
- Community education
- Client outcomes and audit scores
- Nimble when adjusting to industry changes, community needs and organizational goals
- Maintain high standards of excellence and outcomes
- Sense of community and family within many programs/departments
- Compensation and benefits

## WEAKNESSES

- Reputation strongest in limited geographical areas
- Abundance of manual processes that are difficult to maintain/scale
- Growing pains in new programs and scaled departments
- Lack of leadership experience in entry and mid-level management
- Tendency to have programs and departments more “siloed” than unified
- Physical office working environment for Admin, GNB and GH (unappealing but cost effective)
- Ethnic diversity in leadership as well as some program/department areas

## OPPORTUNITIES

- Growth of GTS including beyond state revenue to Medicaid and Private Pay
- Expansion of DJJ relationship
- Expansion of partner relationships to drive foster parent recruiting and donor base
- Development of a community-based service model to capitalize on Goshen strengths and expertise
- Continued improvements to the use of technology, training and streamlining processes
- Working with biological families for all programs
- State-level impacts due to reputation and influence

## THREATS

- Covid 19 – placement and census, economy and development, exposure/illness of clients/personnel
- State budget cuts and unique rate structures
- Families First impact to CCI's
- Staff turnover
- Insurance





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## SURVEY RESULTS

Goshen Valley conducts a number of internal and external surveys on an annual and semi-annual basis. Annually, Goshen Valley surveys our clients, staff, foster parents, contractors, referral sources, community partners, biological families and the Board of Trustees. Every 4 years ahead of our re-accreditation process, the Council on Accreditation conducts similar, organization and community-wide surveys to garner anonymous feedback. These results are then compared to similarly accredited organizations throughout the United States.

Client, biological family and foster parent survey results are analyzed by our Performance and Quality Improvement (PQI) team as well as program leadership. Needed changes are made to programs through PQI improvement plans as well as established operational or strategic goals. Goshen Valley consistently receives good to excellent marks on all survey questions asked.

Staff survey results are analyzed by the Administration department who may implement staff-led work groups to research and resolve immediate problems or long-term needs. Needed changes are reflected in operational and strategic goals.

Goshen Valley consistently receives excellent feedback from our professional partners, referral sources and community partners in annual surveys.

In our comprehensive, anonymous surveys done through COA, Goshen Valley ranked consistently, statistically higher in positive responses to all of our surveys than other similarly accredited organizations throughout the United States. Examples of the top 20 positive, higher than average responses (in a statistically meaningful way) for Goshen Valley include:

1. For Ranch clients: Overall, I like being here (25.9% higher)
2. For Ranch clients: I feel comfortable here (21.1% higher)
3. For Ranch clients: There is enough for me to do here when I am not in school (20.8% higher)
4. For personnel: I am notified when positions that I may be qualified for become available within the organization (19.1% higher)
5. For foster parents: The organization provided me with specific information about the children I care for prior to placement in my home (18.7% higher)
6. For the Board of Trustees: Our governing body is representative of the community we serve (18.6% higher)
7. For Ranch clients: Adults who work here are fair to everyone (17.9% higher)
8. For personnel: Goshen Valley implements change based on the feedback received from personnel (17.3% higher)
9. For Ranch clients: The rooms and buildings here are clean (17.3% higher)
10. For personnel: At least annually, employee satisfaction is assessed by the organization (16.8% higher)
11. For personnel: I participate in quality improvement activities within Goshen Valley (16.7% higher)
12. For Ranch clients: Adults who work here listen to me (16.4% higher)



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13. The organization conducts public education program to make its presence known to the community (16.3% higher)
  14. For Ranch clients: I have a say in the kind of services I receive (16.3% higher)
  15. For Ranch clients: Adults here treat me with respect (16.0% higher)
  16. For Ranch clients: There is a good school program here (15.9% higher)
  17. For Supervisors/Managers: Goshen Valley's services are well coordinated (15.2% higher)
  18. For Supervisors/Managers: Goshen Valley has effective quality improvement programming (14.6% higher)
  19. For Supervisors/Managers: Goshen Valley facilitates timely and easy access for consumers (14.4% higher)
  20. For Ranch clients: I feel safe living here (14.2% higher)



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## MISSION

- Why we exist
- Our purpose and direction



## VISION

- Forward looking, what we intend to achieve
- Aspirational and inspirational



## VALUES

- Core principles that guide and direct
- Guides decision making
- A standard of organizational assessment

# MISSION, VISION & VALUES

## MISSION

*Goshen Valley provides hope and healing to foster youth and vulnerable families through relational, trauma-responsive services to cultivate personal healing and generational change.*

## VISION

*Goshen Valley will be a respected leader in the provision of excellent trauma-responsive, evidence based services that create positive, generational life change for vulnerable foster children, youth, individuals and families in North Georgia.*

## VALUES

FAITH • FAMILY • SAFETY • SERVICE

WELLNESS • LEARNING • EXCELLENCE

INTEGRITY • INNOVATION





# FOUNDATION GOALS

## MISSION

1. Increase client served through our community services program, Goshen Therapeutic Services, including children, youth and families not yet receiving social services but who are at risk of removal or intervention.
2. Research, review and implement new Diversity, Equity and Inclusion principles and practices into all areas of our organization with the goal of offering these services to our greater community by 2023.
3. Create purpose statements for each program that allows the development of program outcomes to ensure excellence and best practices.
4. Utilize evidence-based models, practices and programs in all areas in order to make data-driven decisions for organizational quality improvement.
5. Expand organizational reach through community services by establishing regional satellites by the end of 2023.
6. Align direct care services with federal and state child welfare policies and trends.

## MANPOWER

1. Decrease staff turnover to 25% annually, organization-wide.
2. Implement formalized organizational succession planning and leadership development tracks within all programs and positions.
3. Increase the diversity of staffing and leadership in ethnicity, gender, skill, experience and profession to fully represent diversity of clients with a minimum of 25% ethnic and gender diversity in each program.
4. Ensure a high staff morale through excellence in work environment, compensation, flexibility, training and collective purpose.

## MARGIN

1. Continue to diversify revenue sources
2. Create long-term debt reduction strategy and incremental cash-on-hand goals for each year.
3. Continue to increase private funds raised by 5% each year.
4. Invest in areas important to mission and reduce spending in areas that do not align with the mission, vision and values.
5. Annually evaluate quality and cost of vendors for high investment areas such as insurance, facilities and fleet.



# PROGRAM/DEPARTMENT GOALS

## **GOSHEN HOMES**

1. Maintain a diverse workforce
2. Incorporate perspectives of Diversity, Equity and Inclusion in staff training
3. Implement Together Facing The Challenge (TFTC) program
4. Continue to train in Trust Based Relational Intervention (TBRI) through Empowered to Connect conference
5. Continue Nurturing Parenting curriculum for PSSF services
6. Expand reach into Bartow and Paulding counties
7. Expand outcome tracking of sibling group placements through PQI
8. Continue to and expand licensing of Kinship and Fictive Kin Homes
9. Focus on initiation of clinical service referrals in a timely way
10. Continue with Employee of the Quarter Initiative
11. Implement team building activities
12. Invest in leadership development training
13. Cross-train existing staff members
14. Maintain census goals
15. Monitor external spending
16. Work with development team to educate the community on the “Goshen Homes” story

## **GOSHEN NEW BEGINNINGS**

1. Research and contemplate different program structures that will allow the highest level of service to our young adult population
2. Continue to be an expert and a resource in local, state and national trends for ILP and DJJ
3. Evaluate PQI data and trends, adding new or revised tracking categories, in order to pursue best outcomes and implement risk reduction strategies
4. Ensure all clients have an identified, consistent mentor within the community to promote successful permanency
5. Re-define client and program outcomes with corresponding measurements and timelines
6. Explore and implement evidence-based practice models
7. Refine staffings as they relate to implementation of training topics, programs and evidence based practice models
8. Evaluate all current residences annually and explore topics of risk, financial investment, location and quality of service
9. Increase collaboration with youth in program culture, services and ISP goals
10. Re-cast program training and topics including set calendars and external resources
11. Shore-up job descriptions and responsibilities

12. Plan for gaps or future needs, including any re-purposing of staff in the coming years, aligned with program changes or needs
13. Be intentional in establishing a program culture, staff comradery and performance incentives
14. Explore additional certifications or trainings that would be valuable and specific to the target population
15. Manage expenses and create consistent accountability for expenses
16. Build realistic annual budgets within projected census
17. Adjust spending and expenses if census drops consistently below expectations

## **GOSHEN THERAPEUTIC SERVICES**

1. Market Private Pay services with a goal of increasing services
2. Obtain Medicaid numbers for all service locations
3. Credential with CMOs
4. Ensure diversity within the workforce
5. Continue Evidence Based Parenting curriculum
6. Explore other Evidence Based Practices
7. Create marketing plan
8. Identify community outreach approach with staffing
9. Create contractor recognition
10. Create connection among contractors
11. Crosstrain in all positions
12. Maintain diversity within contractors
13. Send kudos out or kudos board
14. Implement contractor of the quarter
15. Implement exit surveys for feedback
16. Create contractor satisfaction survey
17. Explore other revenue avenues
18. Ensure sufficient insurance on an annual basis and adhere to requirements
19. Ensure control and monitoring of expenses
20. Ensure monitoring of productivity

## **GOSHEN VALLEY BOYS RANCH**

1. Explore and implement residents receiving therapeutic services at school
2. Create and implement a common behavior management system across the Ranch
3. Develop a coordinated process for assisting families in achieving permanency in collaboration with DFCS
4. Repair fencing in pastures
5. Install electronic monitoring at public locations
6. Complete exterior repairs to the log cabin
7. Hire a Family Intervention Specialist to assist biological or adoptive families in achieving permanency
8. Empower department leadership to provide oversight and accountability to his/her area of expertise
9. Develop ongoing houseparent training and mentorship program in the first year of service
10. Complete renovation of the 4 large homes
11. Identify second home that can be designated for MWO youth
12. Complete entrance area beautification Phase 2

## **ADMINISTRATION**

1. Redefine Goshen Valley's Human Resource department responsibility, strategies and overall plan for managing its human capital in alignment with Goshen Valley's mission.
2. Reduce turnover and improve productivity and employee morale
3. Streamline and become more efficient and innovative in tracking employees, recruitment, training standard, PQI and payroll while enhancing employee onboarding
4. Diversify recruitment strategies
5. Streamline all Goshen Valley technology infrastructure plans and processes through the Administration Department
6. Research and adjust finance department, processes and personnel to accommodate growth and new potential billing structures with the expansion of Goshen Therapeutic Services
7. Collaborate in developing debt reduction and cash-on-hand strategic goals

## **DEVELOPMENT**

1. Implement and refine monthly system of KPIs
2. Implement lead generating PDF on website homepage
3. Run a successful planned giving campaign
4. Reach \$23,000 recurring monthly giving by 2023
5. Grow email list to 10,000 active email addresses by 2023
6. Development reach \$1.5 million raised annually by 2022
7. Monitor department workforce and assist HR with planning any additional needs or changes each year
8. Continue to assist all program areas in community education and awareness



A full-page photograph of a person running away from the camera on a paved path. The path is flanked by dense green trees and foliage, with sunlight filtering through the leaves. In the background, a grassy field and more trees are visible under a bright sky.

# OPERATIONAL PLAN

2021



# GOSHEN HOMES

## ***New Annual Goals***

1. Develop relationships with community churches to increase exposure
2. Launch a Goshen Homes Service Day to facilitate community engagement
3. Host family events to increase agency cohesion
4. Improve Christmas donation process
5. Decrease the number of RCC citations
6. Increase score on comprehensive audit
7. Offer a minimum of 3 Safety Care courses per calendar year
8. Stagger training deadlines for foster parents
9. Extend community outreach to Bartow and Paulding counties

## ***Ongoing Annual Goals***

1. Maintain positive relationships with churches to ensure facility usage for program events
2. Implement Nurturing Parenting seamlessly into PSSF services
3. Maintain A+ ratings on PBP scores



# GOSHEN NEW BEGINNINGS

## ***New Annual Goals***

1. Implement daily and weekly staff meeting structure to improve communication, productivity and team collaboration
2. Develop clear job descriptions to formalize expectations for each role
3. Schedule monthly brainstorming sessions with staff around programming and encourage team ownership and innovation
4. Host the first youth quarterly meeting to increase youth engagement and collaboration with ILP
5. Introduce FYI Binder to increase youth involvement in their case plans
6. Introduce Youth Thrive Survey to better understand youth strengths
7. Re-define desired youth and program outcomes
8. Explore concepts from evidence-based curriculum: SPARK, Youth Thrive, Motivational Interviewing and Cognitive Behavioral Theory
9. Create six month training calendar with HR team
10. Explore recruitment strategies for ILP youth

## ***Ongoing Annual Goals***

1. Conduct monthly audits of residences
2. Implement employee performance tools



# GOSHEN THERAPEUTIC SERVICES

## ***New Annual Goals***

1. Complete car seat training for all providers who transport
2. Begin and maintain quarterly safety audits
3. Review and teach 2-3 Evidence Based programs for providers
4. Utilize various recruitment methods and will track how contractors reach the program
5. Panel therapists for Medicaid, CMOS and BCBS
6. Panel psychologists for Medicaid, CMOS and BCBS
7. Evaluate HER for insurance work
8. Increase profits and have positive net income
9. HR will audit charts on a routine basis
10. Increase to 50 contractors in 2021
11. Work with community engagement staff to increase community awareness
12. Create a library of materials for contractors to utilize

## ***Ongoing Annual Goals***

1. Ensure all contractors hold the recommended auto insurance
2. Ensure agency insurance meets all state requirements
3. Contractors complete Safety Care training
4. Maintain 7 social service contracts





# GOSHEN VALLEY BOYS RANCH

## ***New Annual Goals***

1. Advertise for and hire a houseparent-in-training couple
2. Add Program Director position
3. Transition therapists to Goshen Therapeutic Services
4. Obtain CDBG monies to facilitate renovation for the Redeemer, Messiah, Resurrection and Good Shepherd homes
5. Complete self-awareness training with all staff
6. Establish behavior programs for each house
7. Complete James House Renovation (Part 1)
8. Establish DFCS Outreach Program to increase accurate knowledge regarding GVBR and dispel myths regarding group home stereotypes
9. Develop family outreach element of GVBR programming
10. Build a barn/shelter for the horses
11. Purchase and implement Dude software for maintenance tracking
12. Facilitate houseparent/staff counseling
13. Establish a meeting schedule for committees, houseparents, on-call staff, bus monitors, case managers and all staff
14. Establish relationship with new internet/phone company
15. Identify a different cleaning company option
16. Hire or internally promote an individual into the role of Case Management Supervisor
17. Establish on-call protocol including reporting responsibilities
18. Improve standard of physical care in the houses regarding cleanliness and audit compliance
19. Add Clinical Director to Amerigroup Insurance Board in order to streamline initial assessments process and bill for this service through GTS
20. Establish a communication and reporting process for all staff
21. Complete Entrance Improvement Project – Phase 1

# ADMINISTRATION

## ADMINISTRATION

### *New Annual Goals*

1. Develop and implement new leadership and emerging leadership curriculum and implement a year-long orientation and training, "Goshen Leadership Academy"
2. Inventory all Goshen Valley computers and printers
3. Implement security upgrades on email and access to computers
4. Educate employees on the Goshen Valley network, including guidelines and policies

### *Ongoing Annual Goals*

1. Full implementation of Diversity, Equity and Inclusion training
2. Manage IT vendor relationship

## HUMAN RESOURCES

### *New Annual Goals*

1. Increase the HR expertise within the function
2. Formalize the role and responsibilities of HR functions within the Foundation, beginning with senior leadership to add value, reduce risk and improve results.
3. Employee Enhancement and Engagement
4. Review and Enhance the Performance Appraisal and PIP Process
5. Research and formalize core HR technology needs (payroll, LMS, Timecard and ease of auditing)
6. Redesign onboarding process to move towards relationship building and support for new employees
7. Expand recruitment efforts through targeted, comprehensive strategies

### *Ongoing Annual Goals*

1. Improve relationships to ensure ongoing effectiveness and build trust

## FINANCE

### *New Annual Goals*

1. Standardize per diems for Goshen Homes, both proctor and standard
2. Collaborate with RJ Young to develop a server for documentation storage, sharing and security
3. Hire and fully train a Financial Assistant, capable of auditing and maintaining financial records
4. Coordinate with South State Bank to build an advanced credit card system that will allow credit card management, and budget management, easier to oversee and document
5. Restructuring financial protocols for Goshen New Beginnings, ensuring everyone is on the same page and spending/reporting according to budget and policy

### *Ongoing Annual Goals*

1. Continue to be in compliance with all Generally Accepted Accounting Principles (GAAP) and all internal audits
2. Continue to follow all Cost Reporting requirements from DHS and submit by deadline
3. Continue to make financial decisions based on faith and ethical principles
4. Ensure a high staff morale through regular communication, training and flexibility

5. Continue training in Excel, QuickBooks and any necessary program software to improve systems and efficiencies
6. Maintain a financial Operational Plan for Goshen Valley's ability to sustain operations for all programs
7. Continue to have the Next Fiscal Year budget complete and board approved prior to January 1
8. Continue to involve each program's leadership in the creation of their annual budget in a spirit of collaboration and responsibility
9. Continue to host monthly meetings with each program's leadership to discuss the previous month's financial performance and discuss accountability



# DEVELOPMENT

## ***New Annual Goals***

1. 80 first-time donors by June 30, 2021
2. Refine and use 10+ monthly KPI system
3. Implement lead-generating PDF on website homepage
4. Raise \$1.4M by December 31, 2021