



**YOUTH  
OPPORTUNITY  
CENTER**  
INCORPORATED  
Muncie, Indiana



**YOUTH OPPORTUNITY CENTER**  
**STRATEGIC PLAN 2016-2020**  
ADOPTED AUGUST 2016

# PROJECT SUMMARY

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The Board of Directors and Management of Youth Opportunity Center, Inc. has undertaken a period of review and planning with the goal of creating a strategic framework that will ensure the continued relevance, sustainability and growth of the organization. The outcomes of this plan will guide the organization's activities and decision making as we seek to serve kids and families, connect with current and future clients, engage our communities and create meaningful outcomes. This is a four-year plan designed to guide the organization from 2016-2020.

Through this process, we have rigorously evaluated our programs and the value we add to those we serve through internal discussion, extensive surveying, and industry research. This resulted in a more complete interpretation of the services we provide.

With enhanced clarity, the value of the organization can be more easily communicated, resulting in greater understanding and support. The investment of time resulted in an honest evaluation of our internal strengths and weaknesses as an organization, as well as the external opportunities and threats present in the market today.

Our balanced and comprehensive approach was invaluable in defining focus areas and setting strategic objectives that are challenging and achievable.



# PROJECT PLANNING

## THE PURPOSE

- Establish measurable long-term goals based on actionable data and experience
- Prioritize activities and resource allocation towards the most impactful initiatives
- Allow Senior Management to hear from internal and external stakeholders
- Establish a strategic mindset that influences nimble decision-making
- Learn more about our organization and ourselves through the process
- Rally our entire team toward a common direction
- Demonstrate good stewardship and intentionality to external stakeholders

## CORE PLANNING TEAM

This project was led by the following core planning team members who met on a regular basis to keep the project moving forward. Numerous internal and external stakeholders were engaged to contribute to this process.

### STAFF COMMITTEE MEMBERS

Rick Rowray, CEO Youth Opportunity Center  
Lynn Doppler, COO Youth Opportunity Center  
Melissa Ells, CFO Youth Opportunity Center

### BOARD COMMITTEE MEMBERS

David Clevenger  
Jeff Parsons  
Marilyn Scales

### CONSULTANTS

Richard Crist, Managing Director Whiting Strategic Services  
Amy Leffingwell, Account Manager Whiting Strategic Services



# BOARD OF DIRECTORS

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**MR. DAVID BAHLMANN**

Retired – Ball State University  
Foundation

**MS. NANCY BAREFOOT**

Retired – Youth and Family Advocate

**MR. ROBERT BEASLEY**

PAWS, Inc., and Beasley Law

**MR. STEVE CALDEMEYER**

Retired – Circuit Court Judge

**MR. DAVID CLEVINGER**

Retired – Maxon Corporation and  
Youth Advocate

**MR. JOSEPH EVANS**

Construction Trades Central Indiana  
District Council of Carpenters

**MR. JEFFREY PARSONS, CHAIR**

First Merchants Bank

**MR. GARY PHILLIPS**

Ontario Systems

**MR. RICHARD ROWRAY**

Youth Opportunity Center

**MS. MARILYN SCALES**

Retired – Youth and Family Advocate

**MS. CAROL SEALS**

Ball Associates

**MRS. SYLVIA SEARIGHT, VICE-CHAIR**

Retired – Youth and Family Advocate

**MR. KELLY STANLEY**

Retired- Healthcare and  
Manufacturing Executive

Director Emerita

**MRS. PHYLLIS SHAFER\***

Muncie Power Products

\*deceased

# FOUNDATIONAL ELEMENTS

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## Vision

If we can help save a child, then why couldn't that child save the family, the neighborhood, the community, the world?

## Mission

We help catch children who have fallen...

Fallen on hard times,  
Fallen between the cracks,  
Fallen from grace.

We pick them up.

We stand up for them.

We teach them to stand on their own.  
Then we watch them give back  
to their families, their neighborhoods,  
their communities,  
their world.

## Core Values

### **A HEART FOR KIDS**

With genuine concern, care and compassion,  
I am committed to helping children.

### **A WINNING SMILE**

I communicate positively, knowing my encouragement  
will bring hope.

### **BROAD SHOULDERS**

Knowing that others depend on me,  
I take ownership of my responsibilities  
and embrace new challenges.

### **HELPING HANDS**

I think of others first, reaching out to serve and support  
with patience.

### **A STRONG BACKBONE**

With confidence and respect,  
I am firm, fair, and consistent.



# ORGANIZATION OVERVIEW

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The YOC is a premier outpatient and residential treatment facility located in Muncie, Indiana which provides on-going programs such as:

## **OUTPATIENT PROGRAMS**

The Youth Opportunity Center Outpatient Programs provide clients with easy access and availability to services, which is crucial when dealing with life's challenges. Our philosophy is to provide a safe, positive setting that focuses on the individual and/or family unit. Using best practice treatment methods for all our clients, we are able to work with children, teens, adults and families who exhibit signs of distress with daily living.

## **RESIDENTIAL PROGRAMS**

The YOC Residential Treatment Programs incorporate individualized treatment programs, an on-grounds accredited school, recreation facilities, support buildings, and nature areas. The YOC works with youth, ages 6-18, with complex and diverse clinical and behavioral challenges through a multi-dimensional team approach using empirically supported practices. These practices include cognitive behavioral therapy (CBT), trauma-focused cognitive behavioral therapy (TF-CBT) and dialectical behavioral therapy (DBT) strategies as core elements of the daily milieu.

## **DETENTION SERVICES**

The Juvenile Detention Center is licensed by the Department of Corrections, accredited through the Council on Accreditation (COA), and utilizes Performance-based Standards (PbS) to ensure the highest quality practices and most effective research-based services are offered to all youth placed within the facility. Juveniles may be placed twenty-four hours a day, seven days a week, as authorized by Juvenile Probation or the juvenile courts.



# STRATEGIC FOCUS AREAS

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## *Serving Our Kids & Families*

Youth Opportunity Center recognizes that our service to children in our care is the reason we exist. We are committed to the continuous quality improvement of all current and future programs based on three key factors: positive impact on kids and families, demand from the marketplace, and financial sustainability. Keeping these elements in mind we will ensure the organization is in a position to deliver the highest level of care.

## *Building Our Team*

It will be a key part of our culture to ensure that every member of the Youth Opportunity Center team will passionately and selflessly work to create a culture that is known for caring and competency so that YOC is known throughout our community and industry as a preferred place of employment. We will recruit and retain the very best staff members to work with our kids and families, invest in each person on our team through training and professional development, celebrate performance that reflects our vision and values, and reward our staff appropriately.

## *Sharing Our Story*

Consistent with our role as a leader in our industry and community, the YOC will proudly share our story of impact on the lives of kids and families in innovative and strategic ways. To encourage more child placements, stronger staff recruitment, more contributions and better good will, we will communicate, educate and engage our many stakeholders including families, placing agents, donors, staff members and community.

## *Leveraging Our Resources*

Youth Opportunity Center recognizes the importance of financial vitality to the ultimate realization of our vision. Sustainability and long-term impact will be possible only when we identify, monitor, cultivate and steward a variety of resources. Our pledge is to keep in mind that resources are simply a means to the end and not the end in and of themselves.

# FOCUS AREA 1: SERVING OUR KIDS & FAMILIES

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## **GOAL #1:** POSTURING FOR THE NEW NORMAL

The YOC's child profile can change rapidly and has become more acute physiologically and behaviorally. The YOC must organize and respond to the fluid effects of this reality relating to campus stability, child and staff safety and facility/equipment requirements. The organization will structure itself to prepare for, and react to new realities such as:

- Program adjustments of treatment protocols
- Cottage service profiles and utilization
- Facility priorities and equipment adjustments
- Crisis response systems
- Internal awareness, response, and planning

## **GOAL #2:** ASSESSING AND IMPLEMENTING OPPORTUNITIES FOR SERVICES

As funding and priorities for certain placing needs adjust at the state level, the YOC needs to advance steps already taken to identify, screen, vet and implement new service opportunities.

Appropriate staffing, operational processes, philosophical alignment, and various resource needs must be considered in order to be prepared to respond in a rapidly changing market with ever-tightening funding windows. Investment and return standards will be a key part of this evaluation process.





# FOCUS AREA 2: BUILDING OUR TEAM

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## **GOAL #1: RECRUITING THE BEST INDIVIDUALS**

We will enhance our strategic approach to staff recruitment to ensure the appropriate quantity and quality of staffing levels in all departments. Due to the challenging employment landscape within our industry and across the nation, it will be necessary to utilize a variety of tools to attract, onboard and retain new team members.

## **GOAL #2: INVESTING IN PEOPLE**

We will enhance our strategic approach to staff training and development by focusing on training content and sequencing, improved use of technology, and flexibility of scheduling in order to ensure that each team member is properly trained within a reasonable timeframe. We will provide orientation, initial training, and mentoring for new staff as well as ongoing professional development throughout their tenure with the organization.

## **GOAL #3: RECOGNIZING AND REWARDING OUR TEAM**

We will enhance our strategic approach to recognizing and rewarding team members who personify the values of the organization in the daily performance of their duties. This includes formal and informal recognition, as well as improved processes to review compensation and benefit plans, that demonstrate their value for a job well done.



# FOCUS AREA 3: SHARING OUR STORY

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## **GOAL #1:** DEVELOPING AREAS OF DISTINCTION

We will make Branding, Communication, and Business Development “areas of distinction” for the organization through focused leadership, rigorous planning, and consistent execution.

## **GOAL #2:** ENHANCING INTERNAL COMMUNICATION

Understanding that our first line of communication is with and through our team members, we will refine and enhance our internal communication strategies including the purpose, method, and frequency of all activities.

## **GOAL #3:** DELIVERING STORIES OF IMPACT

We will consistently develop and deliver YOC stories of impact to external audiences and measure the effectiveness of our efforts on awareness and actions taken such as placements and donations.



# FOCUS AREA 4: LEVERAGING OUR RESOURCES

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## **GOAL #1:** MAINTAINING FULL PROGRAMS

We will constantly evaluate current and projected census levels and referral trends for all programs. We will maintain targeted marketing strategies and nurture strategic relationships to maximize our capacity in each program.

## **GOAL #2:** OBTAINING MAXIMUM FUNDING

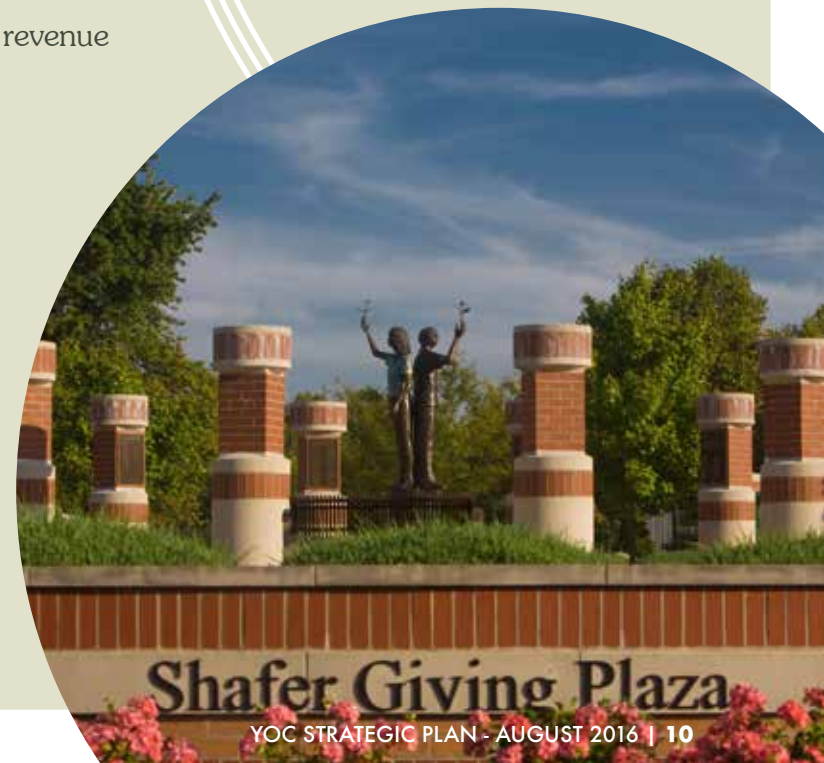
We will maintain strong relationships and participate in dialogue at the state level to deepen our knowledge of the cost report and rate setting process in order to obtain maximum funding.

## **GOAL #3:** MAXIMIZING CURRENT FUNDING STREAMS

Through effective forecasting and performance monitoring, we will ensure maximum revenue potential is realized from current funding streams. This includes, but is not limited to, Counseling, Skill Building, Diagnostics, and IBI Services.

## **GOAL #4:** EXPANDING SUPPORT THROUGH THE YOC FOUNDATION

Through coordinated efforts and consistent communication of the mission and priorities of the Youth Opportunity Center, we will work with the YOC Foundation to significantly increase the percentage of our annual operating budget coming from contributions, grants, planned gifts, and events. We will establish short and long-term fundraising goals targeted towards specific needs of the organization. The YOC would encourage that a complementary YOC Foundation Strategic Plan is completed by the end of first quarter 2017.





**YOUTH OPPORTUNITY CENTER**

YOCINC.ORG

**STRATEGIC PLAN FACILITATED BY:**

