



Dana's House

Love and Hope in Adversity



Love, Hope, and Adversity



Dana's House, Inc. Strategic Plan—2023-2027

Adopted March 1, 2023

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Executive Summary

Dana's House provides quality care in a safe and secure residential care facility to serve the individual needs of dependent/neglected children.

Since November of 2000 we have provided services to 1,000 plus children placed in our care by the Department. We have met all performance objectives for this term and have continually assessed our quality of services.

Dana's House is committed to the philosophy that children are entitled to an environment that is safe, wholesome, and conducive to emotional growth and stability. Dana's House provides not only the necessary services of food and shelter, but also strives to enhance the emotional well being of each child placed in our care. We have continuous twenty-four-hour care provided by trained staff. We strive to provide all services and care in a "home like" environment. All children are provided with the necessary clothing, hygiene, and school supplies. All meals are preplanned to meet the nutritional needs of the children and are provided at routine, scheduled times.

To make placements at Dana's House as successful as possible, open and frequent communication with caseworkers is encouraged. Dana's House makes every effort to stay in close contact with all parties involved with our resident's welfare. This helps to prolong placement by rectifying negative client behavior and praising positive behavior whenever possible.

All children are transported to and from nearby local schools by bus daily. After school, residents at Dana's House receive tutoring. Tutoring occurs at least three days a week for 1 1/2 hours each session. Tutoring is required for any student completing credit recovery or those who have a grade of c or less in a class.

On weekends, Dana's House offers a variety of recreational activities including arts and crafts, physical education, and various local and out of town field trips. Residents are also given leisure time to spend as they like.

All residents are seen for individual counseling as needed. Our therapists are equipped for individual counseling and family counseling services. The residents participate in group therapy and individual therapy once a week.

Based on results of PACE evaluations provided by the Department, and as a child's health determines, Dana's House schedules and transports residents to health care providers within the county. These appointments may include: dentists, counselors, primary care physicians, eye doctors, ear doctors, specialists, etc.

Dana's House provides areas for weekly-supervised visitation for family members/friends approved by DHS. These visitation sessions and their outcomes are recorded for use by DHS.

Dana's House strives to make all residents in our care feel as at home as possible. We have seen many children that do not do well in large facilities adapt well to the small home style of Dana's House. In everything we do, we strive to make the residents feel like they are at a home away from home and in the care of people who have their well-being at heart.

Dana's House is committed to the philosophy that children are entitled to an environment that is safe, wholesome, and conducive to physical development and emotional stability. Dana's House was established to serve the needs of children, which through no fault of their own, have been taken from their homes for their own protection. Ironically, this protection from beatings, sexual abuse, humiliation, and neglect all occurs at the hands of those that are meant to protect them. Dana's House nurtures, protects, counsels, and heals broken spirits; it is a refuge of new beginnings for many of these children.

The vision of Dana's House, Inc. is to provide superior services for the greatest number of children through competent, caring adults who are trained in the most effective, research based methods of child and family care.

The purpose of Dana's House Inc. is to break the destructive cycle of abuse, neglect and shame and to replace it with an opportunity for each individual to live a life of self-respect, responsibility, and productivity.



**Children are the world's most valuable resource and
its best hope for the future.**

John F. Kennedy

Dana's House currently has a contract with the Department of Human Services. All children eligible for our program must be in DHS custody upon entrance. Each child has a DHS caseworker with whom we cooperate with to ensure that each child is getting their needs met daily. DHS financially supports each child and provides Dana's House with the bulk of the funding to pay for our general operating expenses. We also follow the guidelines from the Arkansas Department of Higher Education and the Historic Preservation Society, as they both fund grants to our program.

The Educational Coordinator at Dana's House also works closely to ensure that any child going through the program here receives an adequate education. The same is true for the local branch of the University of Arkansas, which also works to ensure that Dana's House children receive the education they need. The DeWitt Public School System is charged with the basic education of all the children at our facility, as they all attend public school in DeWitt. The school system makes attempts to work with residents and offer alternate education plans, such as credit recovery or summer school as needed.

Dana's House works with many local churches, City Government and Law and Fire Officials on many special projects throughout the year, along with many private foundations and public civic organizations.

Children Served –

It is the goal of Dana's House to remain at contract capacity of residents always; placing as many children in need as possible. Annual numbers will vary based on length of stay and necessary discharges from the program. To date, Dana's House has served over 1,000 children placed in foster care since 2000.

Demographic Breakdown –

Many of the children who received services at Dana's House have been removed from their homes due to financial neglect, as well as moderate to severe physical or sexual abuse; as many of them live at or below the poverty level. Most of the residents are an equal distribution of Caucasian and African American children, however, there are commonly Hispanic and Asian American children as well. There is also an equal distribution of male and female residents and all residents must be between the ages of thirteen and seventeen.

In 2022, Dana's House, Inc. Board of Directors, in conjunction with the Executive Director and Administrator made a commitment to develop a strategic planning process that would guide the organization toward the strategic initiatives needed to provide desired outcomes. The Dana's House strategic Plan is a result of an ongoing process that is formally updated on a 5 year cycle and drives the development of Dana's House's Performance and Quality Improvement Plan.

The Strategic Plan is developed through the following ongoing evaluation of the organization's operations.

- ◆ **Annual Organization—Wide SWOT Analysis**—*during the early months of each new calendar year Dana's House engages in an organization-wide evaluation of Strengths, Weaknesses, Opportunities, and Threats.*
- ◆ **Annual Staff Engagement and Satisfaction Survey** - *during the second quarter of each calendar year eligible staff are given the opportunity to participate in an engagement and satisfaction survey. Following the survey completion and data processing, the Executive Director conducts a small group open forum to provide staff with the opportunity to share any additional feedback not gathered from the survey.*
- ◆ **Stakeholders Surveys**—*are conducted on an ongoing basis throughout each calendar year. Feedback gathered from the surveys are used to inform service delivery. The frequency of stakeholders surveys is unique to individual programs.*
- ◆ **Client Surveys**—*are conducted on an ongoing basis throughout each calendar year. Feedback gathered from the surveys is used to information service delivery. The frequency of client surveys is unique to individual programs.*
- ◆ **Community Service Surveys**—*Dana's House conducts information assessments of community needs to ensure access to care and assist in program development to address community needs.*



Missional Impact

To establish and strengthen existing and new partnerships that expand the missional footprint through a comprehensive array of services.

- *Continue the Expansion of the Clear Counseling Center*
- *Provide Superior Care of Clients Placed Here by The Department of Human Services*
- *Mobilization of Local Organizations and Child Based Programs and Providers*

Financial Sustainability

To identify and secure financial opportunities that will sustain and grow programs allowing for continued services to children, youth, and families.

- *Financial Stabilization for All Programs*
- *Grants and Diversification of Funding Streams*
- *Engage and Connect with External Stakeholders*

Diversity, Equity, Inclusion

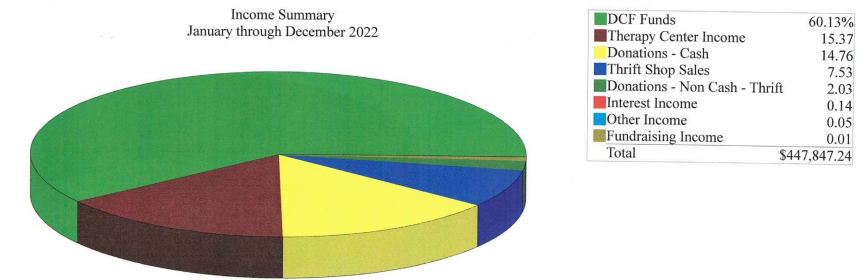
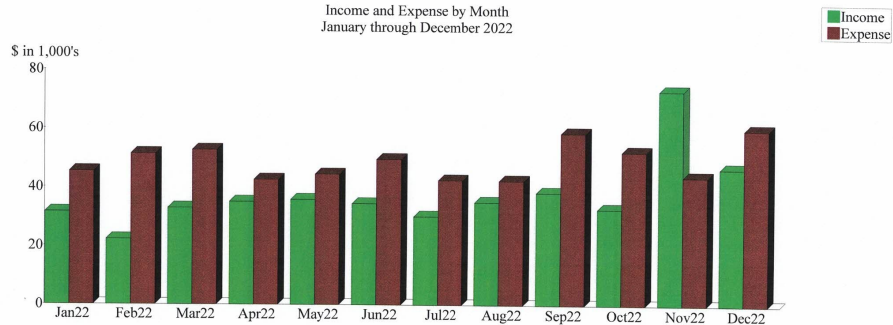
To create a mission-focused organization where diversity is valued, inclusion is embraced, and equity is embedded in all practices.

- *Employee Recruitment and Retention*
- *Training and Equipping Staff*
- *Equitable Access to Care*

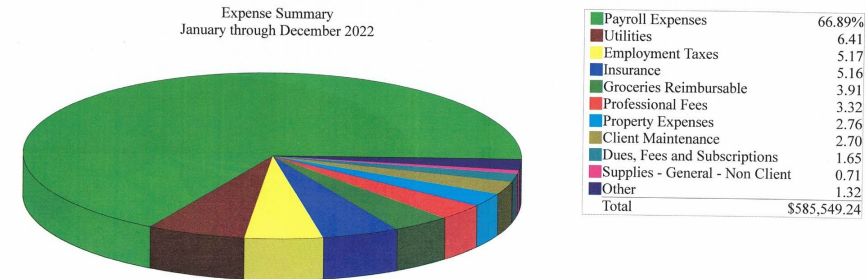
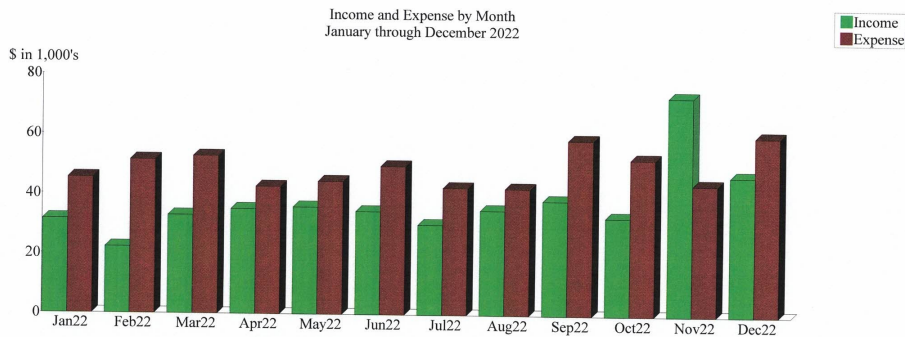


2022 Operational Budget

The total operating budget for 2022 was \$447,824.



By Account



By Account

1. Align our programs to maximize the impact of our work for youth, adults, families, and communities.
2. Strengthen our relationships with community partners, community leaders, and funders to advance our mission and increase our sustainability.
3. Improve human resources related systems and professional development to support organizational growth.
4. Invest in our internal capacity to support the evolution of our organization.
5. Continually develop our Board of Directors to further drive impact and support our vision.

Goal 1:

Enact Agency Wide initiatives that support all programs.

Action Steps:

1. Explore strategies to make Dana’s House even more welcoming to clients and families.
2. Catalogue and ensure agency wide awareness of our current resources.
3. Identify gaps and develop new partnerships / relationships with other organizations.
4. Continue providing basic needs and wraparound supports through existing agency services where possible, new agency services where practical, and partnerships with community agencies where necessary.
5. Increase our community presence and program visibility by getting our experts out into the community to do community education and training.
6. Explore partnering with City of DeWitt and Stuttgart to become a trauma-informed community.
7. Adjust strategies to serve youths, adults, and families with various diversities.
8. Develop organizational supports in the following areas: data, policies and procedures, community engagement, collaboration and performance management.
9. Seek opportunities for public recognition of agency work and impact.

Goal 2.

Enact Program Level Enhancements to Support Growth and Competitive position.

Action Steps

1. Collaborate with DHS/DCFS to expand programs.
2. Explore multi-year grant and other funding sources to grow programs.
3. Increase consultation and training to collaborative partners.
4. Strengthen organizational culture in areas of accountability and innovation.
5. Strengthen relationships with third parties to increase referrals and reimbursements.
6. Strengthen transition services for older teens by developing program components specifically for older adolescents to meet their age-appropriate and developmental needs.
7. Strengthen organizational culture in areas of accountability and innovation.
8. Continue to increase the use of technology in the learning center so students keep pace with in-school peers.

Goal 3.

Strengthen our relationships with community partners, community leaders, and funders to advance our mission and increase our sustainability.

Action Steps

1. Engage marketing expertise to assist the agency in developing its brand identity; consider factors related to agency name vis a vis its services and populations served.
2. Implement recommendations, including updated materials.
3. Develop and resource a marketing communications plan for the agency that identifies customers, messaging, and tactics to “Get the word out”.
4. Transform the website and create a social media presence to highlight agency activities and impact.
5. Initiate an e-newsletter to update the community on agency activities and accomplishments.
6. Cultivate relationships with key community leaders and political influencers.

Goal 4.

Improve human resources related systems and professional development to support organizational growth.

Action Steps

1. Review benefit plans to become more responsive to employee needs by exploring a cafeteria-style plan.
2. Explore wellness programs that compensates staff for keeping themselves healthy.
3. Enhance and formalize relationships with colleges and universities in the region.
4. Provide leadership development opportunities for staff.
5. Create a talent assessment program to identify emerging leaders and strategies to retain them.
6. Identity in-house career opportunities that go beyond a single program or department.
7. Assess organizational structure to identify opportunities to create more capacity and greater programmatic alignment.
8. Explore the potential of hiring a Director or Programs to oversee and coordinate programs operations.

Goal 5.

Invest in our internal capacity to support the evolution of our organization.

Action Steps

1. Complete a facility assessment process and continue to strengthen the work of the Buildings and Grounds upgrades.
2. Expand data-reporting, monitoring, and assessment of high risk practices.
3. Continue annual risk reporting to the Board of Directors, and engage them in more active discussion regarding risk.
4. Develop an information management plan for the organization and review risks on an annual basis.
5. Ensure the capital budget includes investment in IT infrastructure and software to maintain currency.

6. Ensure annual staff training on privacy and data security.
7. Develop and implement an agency-wide client feedback system.
8. Work with managers to use results for training and program improvement.
9. Develop clear, formal systems for data collection and reporting.
10. Review and streamline administrative policies and procedures to ensure that they are efficient, leverage technology and promote collaboration between departments.
11. As program models mature, seek out partnerships to develop outcomes studies to measure longer term effectiveness.

Goal 6.

Continually Develop our Board of Directors to further drive impact and support our vision.

Action Steps

1. Engage current Board members to assist with relationship cultivation and development, making introductions and making connections prior to and at events.
2. Adopt best practices to assist with moving donors intentionally from one level of giving to the next.
3. Increase personal contact with donors.
4. Develop and implement intentional donor retention and stewardship strategies.
5. Develop a planned giving program to support endowment building.
6. Engage national funders as it relates to the agency's promising and evidence-based practices.
7. Free up Executive Director to be able to spend more time on developing efforts.
8. Explore creating dedicated grant writing capacity.
9. Establish clear expectations regarding fund development role of Board members.
10. Identify specific fundraising efforts as part of the agency's budget.
11. Provide training, tools, and support to Board members to serve as agency ambassadors and to support community relations efforts.
12. Recruit new Board members based on needs and gaps in support.

Monitoring Our Progress

Implementation Approach

The Strategic Plan is a living document that is a road map by which the Executive Director, Administrators, and Board of Directors should be held accountable. It is utilized to create annual goals and detailed written work plans that identify who is responsible, due dates and measures of success. Progress against annual goals is monitored through regular and documented updates on plan progress internally among administration, and at Board of Directors meetings. Desired key results, noted below, guide our concrete measures of success in annual work plans. A Strategic Plan Progress Presentation is additionally held annually with all staff and Board members invited.

Key Results

The implementation of the Strategic Plan is envisioned to enact a set of measurable key results. For each goal, an outline of key areas of measurement and proposed key results should be established. Annual work plans identify measures of success guided by these areas wherever possible. In some areas, baseline data, as well as management capacity to measure and report on progress will need to be created as part of the strategic plan implementation. It is envisioned that a dashboard of key results would be created to track progress against key results and be reported to the Board of Directors.



Strategic Plan Signature Sheet

2023-2027 Strategic Plan

Your signature designates your approval and full support of the 2023-2027 Dana's House, Inc. Strategic Plan, adopted on March 1, 2023.

Christina Boyd, President

Rufus T. Buie, Vice President

Jon Hornbeck, Treasurer

Jarad Simpson, Board Member

Suzette Boyd, Board Member

Elizabeth Skinner, Executive Director

Tammy Pfaffenberger, Administrator