



Foster & Adoptive Care Coalition
FOR EVERY CHILD... A PLACE TO CALL HOME

2022-2023 Strategic Plan

About the Planning Process

Foster & Adoptive Care Coalition began its strategic planning process in the spring of 2021. The process paused in the summer months as the Coalition worked with the State of Missouri to finalize a major contract that significantly expands the breadth and depth of the Coalition's supports to area foster and adoptive families.

The process resumed in the fall, with the planning team developing a program and organizational structure to successfully execute the Coalition's new contract. The planning team also established goals and an action plan for the year ahead.

Given the magnitude of the changes to the organization, longer-term priorities and goals will be established in mid 2023 with the benefit of year's experience executing the Coalition's new contract.

Planning Team

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1. Stakeholder Input
2. Foundation of the Plan: Mission & Values
3. Goals & Priorities

Collaborative Strategies conducted a series of focus group interviews with Coalition stakeholders to ensure their perspectives informed the new strategic plan.

- 3 sessions with staff
- 2 sessions with board
- 1 session with ReFresh team
- 1 session with funding community (20+ in attendance)
- 1 session with community partners (20+ in attendance)

Recruit and Train More Foster/Adoptive Families



- ▼ **Recruit more F/A parents**
 - Restart RESPOND
 - Actively recruit families who want to adopt teens (focus has been on fostering)
- ▼ **Support the development of more treatment foster care homes as an alternative to residential settings.**
- ▼ **Increase continuing education to support greater placement success**
 - Additional training for supporting children with elevated needs
 - Managing/supporting different types of trauma
 - Parenting a child of a different race
 - “A Day in the Life of a Foster Parent”
- ▼ **BHAG: In a few years, youth multiple options for placement!**

Greater Support For Current F/A Families and Youth



▼ More training and supportive services

- Connect parents and youth to additional health services (social, emotional, mental, medical)
- Additional respite care and/or crisis response to support placement stabilization
- Training on trauma, difficult behaviors (including DDP, TBRI and other models)
- Training on gender identity
- Additional support for kinship parents
- Cultural training for white F/A parents of non-white youth
- Training on navigating school systems and educational supports

▼ Expand family finding beyond kids newly coming into care

▼ Greater financial support and/or basic needs support

- Help families cover unexpected expenses
- Financial support for basic needs items
- Find new ways to get goods to F/A families (donation center, virtual store, delivery network, etc.)

▼ BHAG: Reach all 4,500 kids in our region!

Greater Support for Youth Aging Out



▼ Vocational support

- Raise awareness of career and higher education options; career counseling
- Skills/job training
- Connect youth to work-study or internship programs (SLIP, STL Youth Jobs)
- Connect to scholarship opportunities

▼ Other Transition Support

- Help youth find housing
- General transition counselling (youth have lost much of their old support network)
- Connect with mental health resources

Training and Advocacy for Partners



▼ Support change in the judicial system

- Train/raise awareness among judges, lawyers, court personnel about the special challenges that foster/adoptive youth face (including but not limited to trauma training) AND all the resources available to F/A youth and families.
- Address racial inequities in the system
- Evaluate new ways to support CASA's former guardian ad litem program
- Legal support for parents with difficulties getting licensed
- Prevent the mistreatment of parents who don't know their rights – especially fathers
- Advocate for changes to the legal system to benefit foster children and parents

▼ Increase training with school administrators

- Similar to topics above
- Reduce frequency with which F/A youth are suspended/expelled

▼ Support and train case managers

- Offer training in advanced facilitation skills (facilitating difficult meetings, team-based decision-making) and developing stronger relationships with families
- Explore opportunities to reduce stress, vicarious trauma, and avoid burnout

▼ Increase efforts to educate legislators and policy-makers as turnover occurs

Stakeholder Input

Prevention



- ▼ **Support biological parents in maintaining placement**
 - Provide training/coaching similar to what we offer F/A parents
- ▼ **Explore starting family recruitment efforts earlier to keep youth with families and avoid foster placements or residential care**

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Mission & Values



The planning team affirmed the Coalition's existing mission and values.

Mission

The Foster & Adoptive Care Coalition strives to create permanency in foster children's lives by recruiting and supporting foster and adoptive families in the metropolitan St. Louis region.

Equity: We insist on fairness and respect. We are deliberate in ensuring everyone has safety, opportunity, access, and support to be heard.

Family: We are family. We are connected and support one another in meeting the needs of our own families and the families we serve. We assume the best and are committed to each other.

Diversity: We celebrate differences and harness the power that diversity brings. Every viewpoint is heard and honored. We are stronger because of our differences.

Innovation & Excellence: We are intentional about knowing better and doing better, using innovative and solution-focused approaches with courageous passion and excellence.

Inclusion: We respect, leverage, and engage everyone's unique strengths and talents so each individual can contribute to their full potential.

Integrity: We are an agency built on integrity, maintaining a culture of trust, respect, transparency, and honesty. We walk in our truth and uphold ethical standards.

Courage: We stand up for each other and what is right for our clients and stakeholders with truth, vulnerability, and accountability.

Teamwork & Collaboration: We develop and maintain authentic relationships by being flexible and open-minded and maximizing the strengths of each individual in the team to accomplish the best outcome for our children and families.

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Goals

Foster & Adoptive Care Coalition has secured a major new contract with Missouri.

This new contract enables breakthrough growth in support of the State's foster and adoptive families.



1

Rapidly Increase the Number of Foster Parents

Every child in foster care will have a family who meets their unique cultural, behavioral, and emotional needs by expanding the number of African American, medical/behavioral, and respite foster homes. **Grow capacity by 133%.**

2

Permanent Families for Children as Quickly as Possible

Recognizing that every moment in foster care is too long, children will reach a permanent family as quickly as possible by reducing waitlists for 30 Days to Family® and Extreme Recruitment®, and providing expanded family finding services to partner agencies. **Grow capacity by 62%.**

3

Wraparound Support & Training

Caregivers and professionals will have timely, effective access to the best support and training to meet children's mental health and cultural needs, including the areas of trauma, transracial parenting, and LGBTQIA+ support. We will bolster services in rural, underserved counties. **Grow capacity by 88%.**

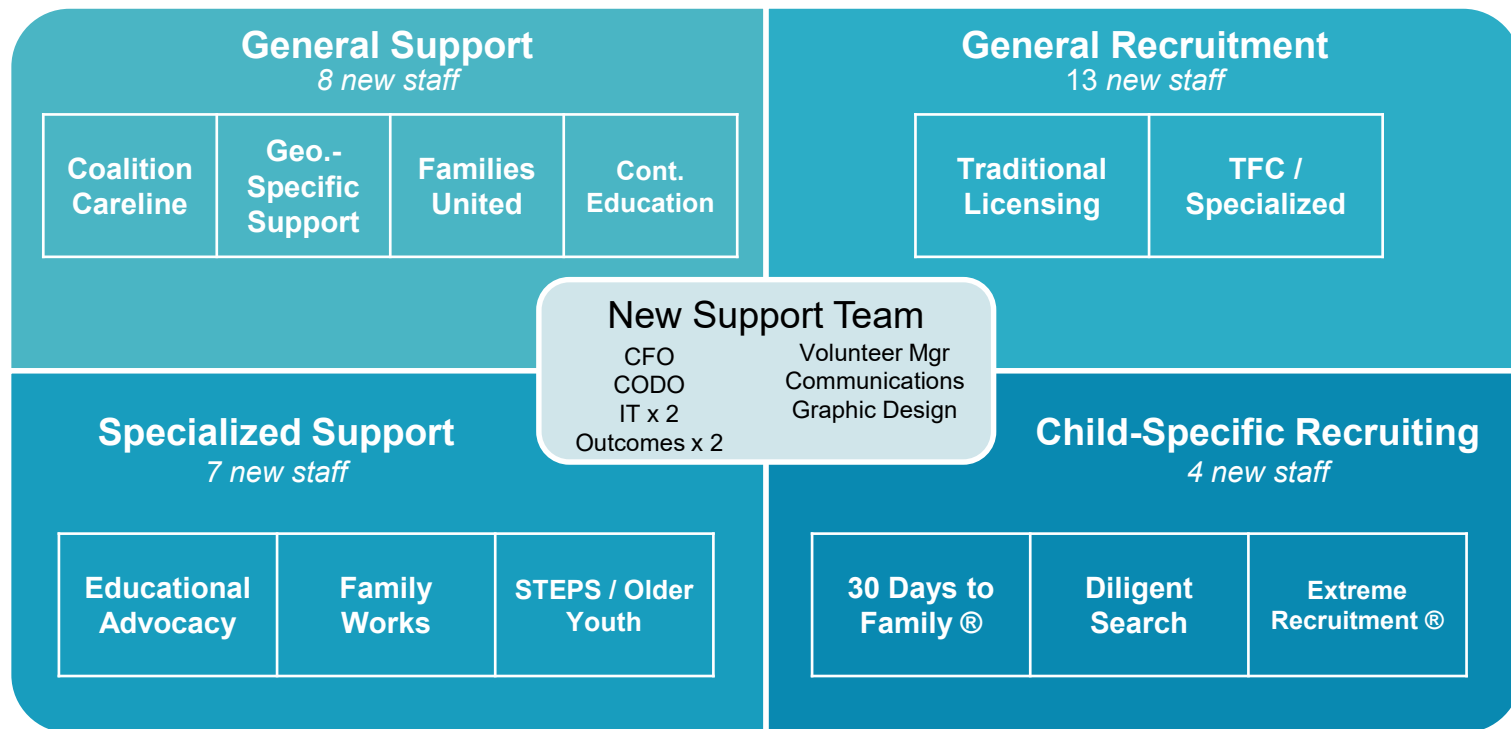
4

Tailored Services for Families & Older Youth

Ensure no child falls through the cracks by eliminating current waitlists for educational and mental health systems navigation, as well as crisis intervention, and supporting older youth with housing and workforce development needs. **Grow capacity by 62%.**

New Structure

In order to expand its services and fulfill its new contract, the Coalition will be restructuring and significantly growing its team.



Program Goals for 2022



General Support	Coalition Careline	Provide more proactive advocacy services.
	Geographic-Specific Support	Expand rural services.
	Families United	Expand support services for relatives.
	Continuing Education	Elevate our child welfare community's knowledge and skills
General Recruitment	Traditional Licensing	Expand the number of traditional foster homes, with an emphasis on African-American foster families.
	TFC / Specialized	Develop foster families and supports to meet the needs of all children in foster care.
Specialized Support	Educational Advocacy	Eliminate Educational Advocacy waitlist.
	Family Works	Eliminate Family Works (crisis) waitlist.
	STEPS / Older Youth	Eliminate STEPS waitlist & increase services for older youth.
Child-Specific Recruitment	30 Days to Family ®	Maintain 30 Days to Family ® level of service.
	Diligent Search	Serve children not eligible for 30 Days or Extreme Rec.
	Extreme Recruiting®	Eliminate Extreme Recruitment® waitlist.

2022 Work Plan



	Dec 21 & Q1 2022	Q2 2022	Q3 2022	Q4 2022
Program Initiatives	<ol style="list-style-type: none"> 1. Hire Sr. Directors 2. Fill Supervisor positions 3. Launch RESPOND and expand to rural areas 4. Continue DEI training 	<ol style="list-style-type: none"> 1. Tighten up program development for all 2. Hire 1/3 of remaining program positions 3. Continue DEI training 4. LGBTQ+ training 	<ol style="list-style-type: none"> 1. Hire 1/3 of remaining program positions 2. Complete DEI training 3. Implement LGBTQ+ program 	<ol style="list-style-type: none"> 1. Hire 1/3 of remaining program positions 2. Older youth training
Capacity Building Initiatives	<ol style="list-style-type: none"> 1. Right-size salaries to maintain and attract staff 2. Decide lease vs buy 3. If buy, plan capital campaign 4. Begin new hardware technology rollout (phones/computers) 	<ol style="list-style-type: none"> 1. Begin capital campaign 2. Complete hardware rollout 3. Investigate financial software 	<ol style="list-style-type: none"> 1. Continue capital campaign 2. Implement financial software 	<ol style="list-style-type: none"> 1. Continue capital campaign