



Founded in 1959 by Sara O'Meara and Yvonne Fedderson  
PREVENTION *and* TREATMENT of CHILD ABUSE



# STRATEGIC PLAN

Fiscal Years 2017 - 2020



## CHILDHELP NATIONAL CHILD ABUSE HOTLINE

1-800-4-A-CHILD® (1-800-422-4453)

## CHILDHELP NATIONAL HEADQUARTERS

4350 E. Camelback Road, Building F250  
Phoenix, Arizona 85018

Telephone (480) 922-8212 Fax (480) 922-7061

[www.childhelp.org](http://www.childhelp.org)

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# Authorization & Executive Summary

## Authorized Signatures:

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Sara O'Meara, Chief Executive Officer

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Yvonne Fedderson, President

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Jim Hebets, Board Chair

## EXECUTIVE SUMMARY

Childhelp's 2017 – 2020 strategic planning process builds on past accomplishments to continue Childhelp's position as the national leader for the prevention and treatment of child abuse. A collaborative effort of both the Board and staff, the strategic plan was approached with a shared vision of continued commitment to the mission, and dedication to the children and families served by Childhelp and its strategic partners.

Childhelp is an established national business entity in a changing marketplace. Market-responsive strategies will maintain growth and provide for Childhelp's long-term stability and vitality. Childhelp seeks to continue as a national market and quality leader in the child welfare marketplace. Childhelp defines its market in terms of the child welfare service markets. Total expenditures on child welfare services in the United States exceed \$30 billion dollars annually and include prevention services, family preservation, child protective services, in-home services, residential, and adoption and guardianship services and supports.

Federal legislation and individual State reform requires a reduction of children's time in out-of-home care by expediting reunification with birth parents or facilitating adoption when reunification is not safe or possible. State Child Welfare Departments across the country have focused on permanency for children through policy changes intended to reduce more costly out-of-home placements.

Childhelp faces an obvious contraction in federal social spending. States and local governments seek to reduce both costs and responsibility for child services. This pressure to improve the cost effectiveness of services to youth has led to a number of trends facing providers in this environment, including:

Locating and maintaining the long-term funding necessary to offer a sustained level of services to children, youth, and families requires extensive program planning and the ability to adapt to changes over time. Competition is substantial in many of Childhelp's markets and affects business lines at both a local (state-based or region-based) and a national level. New capabilities are needed to attain Childhelp's strategic objectives and maintain Childhelp's reputation as a national leader in bringing national awareness and prevention, intervention and treatment of child abuse.

# Mission, Vision and Values

## Our Mission

Childhelp exists to meet the physical, emotional, educational, and spiritual needs of abused, neglected and at-risk children. We focus our efforts on advocacy, prevention, intervention, treatment and community outreach.

## Our Vision

The founders of Childhelp, Sara O'Meara and Yvonne Fedderson, have guided the organization to help the lives of millions of children across the world. We credit our success at Childhelp to our founders' visionary beliefs, which are the heart of the organization:

- Childhelp believes that every child has a unique contribution to make to the world. We do everything within our power to help children heal and develop self-esteem to reach their God-given potential.
- We believe unconditional love is the foundation on which all healing begins. The entrance of each Childhelp facility features the words "**All Who Enter Here Will Find Love.**"
  - These children, who have seen the worst that life has to offer, deserve the best that we can provide while they are in the care of Childhelp.



These beliefs stay close to the hearts of all involved in Childhelp to ensure the aspirations for the organization's future are consistent with those from its first day.





## Organizational Profile and History

Founded over 58 years ago, Childhelp began with the work of co-founders, Sara O'Meara and Yvonne Fedderson, two actresses on a benefit tour in Japan, who found their lives' mission when they happened across a group of abandoned children seeking shelter from a typhoon. These boys and girls were vulnerable mixed-heritage orphans known as "throwaway children" because no country would claim them. Sara and Yvonne rescued the 11 children and went on to establish orphanages, a hospital and a school in both Japan and Vietnam. In 1975, Sara and Yvonne worked with the US Military to save thousands of children from war-torn Vietnam in what became known as "Operation Baby Lift".

After being called by Nancy Reagan to address "America's best kept secret," the focus of their efforts moved stateside to protect US children from abuse and neglect. The two raised funds for a residential village that pioneered art and animal therapies for recovering children. The organization would grow to become a leading authority on abuse intervention, treatment and prevention. Childhelp's advocacy centers, villages, foster care and adoption agencies, group homes and other programs stand in California, Arizona, Tennessee and Virginia, while the Childhelp National Child Abuse Hotline (1-800-4-A-CHILD) meets the needs of abused, neglected and at-risk children nationally. Childhelp Speak Up Be Safe prevention education curriculum is taught throughout the country and internationally to stop abuse before it happens. Childhelp employs over 650 individuals and has annual revenues of \$45 million.

From the original 11 orphans to the 10 million children served, Childhelp's story has been featured in the film *For the Love of a Child*, regularly broadcast on the Lifetime Network, and its Founders have been nominated multiple times for the Nobel Peace Prize. Through its various programs and partnerships, Childhelp raises public awareness of abuse; provides the necessary intervention and treatment services for victims; offers training in the detection of signs/symptoms of child abuse and neglect to mandated reporters; offers prevention/education outreach, and works with political allies to ensure public policy is shaped following Childhelp's motto: **for the love of a child.**

## CHILDHELP TIMELINE

- 1959** International Orphans was founded by Sara (Buckner) O'Meara and Yvonne (Lime) Fedderson to support 11 Japanese-American children found homeless during a typhoon in Tokyo.
- 1960s** Five orphanages, a hospital and a school were built and maintained in Japan and Vietnam.
- 1975** In coordination with the US Military, Sara and Yvonne organized what became known as "Operation Baby Lift".
- 1976** Campaign against child abuse was launched called the Children's Village USA.
- 1978** Children's Village USA, in Beaumont, California opened.
- 1979** Through Childhelp's continued advocacy for child abuse awareness and prevention, President Jimmy Carter designated the first National Child Abuse Prevention Month.
- 1982** National campaign for the prevention of child abuse and neglect was launched. Children's Village USA started the first national toll-free child abuse hotline, 1 800 4 A Child. Children's Village USA co-sponsored an International Conference on Child Abuse and Neglect with NATO.
- 1983** International Alliance on Child Abuse and Neglect, helping prevent child abuse on an international level, is established.
- 1984** Childhelp produces and airs a national telethon on child abuse, Will We Hear Their Cry?
- 1986** After-care program for children who require support as they transition home from the village is established.
- 1987** Group homes in Orange County, California are opened.
- 1989** Specialized foster care program in California opened.
- 1993** Alice C. Tyler Village of Childhelp East opens in Lignum, Virginia.
- 1994** Childhelp Children's Center of East Tennessee opens in Knoxville, TN.
- 1996** Children's Advocacy Center of Manhattan opens in Manhattan, New York.
- 1997** Non-Public School and expansion of residential services open at the Alice C. Tyler Village of Childhelp in Lignum, Virginia.
- 1998** Childhelp Children's Center of Arizona opens in Phoenix, AZ.
- 1999** Children's activity centers are opened at both Villages (Beaumont, California and Lignum, Virginia).
- 2000** The U.S. House of Representatives passes House Concurrent Resolution 76 supporting the Childhelp National Day of Hope.
- 2001** Mobile Children's Advocacy Center opens in Tennessee, the first of its kind in the US.
- 2002** The Merv Griffin Village of California and the Childhelp Children's Advocacy Center of Virginia open.
- 2003** Childhelp Children's Mobile Advocacy Center begins services in northern Arizona.
- 2005** Childhelp opens a therapeutic foster care program in Michigan for abused and neglected children.
- 2006** Childhelp initiates legislation to authorize the establishment of a national registry following child abusers from state to state. The registry is enacted by President George W. Bush. Expansion of foster care programs in Tennessee and California.
- 2007** Childhelp River Bridge Advocacy Center opens in Glenwood Springs, Colorado. Childhelp launches a Childhelp Alert System which proactively notifies subscribers when a registered sex offender moves into their neighborhood.
- 2010** At the Governor's Convention, Childhelp spearheads successful anti-abuse legislation. In an unprecedented show of bipartisan support, each governor from every state in the Union signs the Governor's Resolution to Eradicate Child Abuse.
- 2011** Childhelp partners with Arizona State University to create Childhelp "Speak Up Be Safe!" focused on the prevention of abuse.
- 2012** Childhelp launches "Speak Up Be Safe! for Athletes" curriculum in response to abuse in youth athletics.
- 2014** The Childhelp Community Center begins offering Strengthening Families Program. The Childhelp Hollywood Resource and Training Center begins offering its after school program.
- 2015** Childhelp Speak Up Be Safe continues to expand and enrich its offerings with age-appropriate content now for students Pre K-12.
- 2016** Arizona Governor Doug Ducey signs proclamation formally acknowledging the Childhelp National Day of Hope in the State of Arizona.

# The External Market

## Child Welfare Service Market

The child welfare industry includes enterprises primarily engaged in providing one or more of a variety of individual and family social, counseling, welfare, or referral services, including out-of-home placement, child abuse and neglect prevention, refugee, disaster, and temporary relief services. Key statistics related to this industry include:

- About 427,910 children were in foster care in the US on September 30, 2015. This is down from approximately 520,000 children in May 2006, but up from 397,605 in 2011.
- The median age of the children in foster care on September 30, 2015, was 7.8 years and the median age of children entering foster care during FY 2015 was 6.3 years.
- The adoption and child welfare industry (NAICS 62411) has a revenue of \$14 billion and employs approximately 203,783 people; while the orphanages and group homes industry (NAICS 62399) has a revenue of \$9 billion, employing 150,855.
- Industry estimates suggest that funding for child welfare, which has seen some improvement since 2015, will nevertheless remain lax at both federal and state levels. However, corporate and private donations are expected to increase, reflecting an anticipated rise in both per capita disposable income and corporate profits.
- There has been great variance in child welfare spending from state to state in the past that can be explained by different state-specific issues. Childhelp must look at the dynamics of each state to understand where each state is moving in terms of policy and fiscal direction.
- The adoption and child welfare services industry is in the mature stage of its industry life cycle. In the 10 years leading to 2020, industry value added (a measure of the industry's contribution to the US economy) is projected to increase at an average annual rate of 3.1%, while industry revenue is projected to grow 2.1% annually. These figures are in line with GDP growth in the United States over the period, which is expected to average 2.5%.
- The orphanages and group homes industry is expected to continue its decline in upcoming years, as fewer children are placed in congregate care in the face of government policies such as the federal Fostering Connections to Success and Increasing Adoptions Act of 2008, which increasingly encourage non-congregate care placements. Meanwhile, a growing body of research points to better outcomes and reduced expenses from placements within families.
- Each year in the United States, between 20,000 and 25,000 young people “age out” of the foster care system upon reaching adulthood, usually at the age of 18.

The Child Welfare industry suggests both risks and opportunity. Family preservation efforts and aging out funding are opportunity trends to monitor.

<sup>1</sup>U.S. Dept. of Health and Human Services, AFCARS Report

<sup>2</sup>Ibid

<sup>3</sup>IBISWorld Industry Report

<sup>4</sup>Ibid

<sup>5</sup>State Policy Advocacy and Reform Center. “Child Welfare Financing in the United States.” 2012. Retrieved from: <https://childwelfaresparc.files.wordpress.com/2013/02/child-welfare-financing-in-the-united-states-final.pdf>

<sup>6</sup>IBISWorld Industry Report

<sup>7</sup>National Conference of State Legislatures. Congregate Care, Residential Treatment and Group Home State Legislative Enactments 2009–2013. 2017. Retrieved from: <http://www.ncsl.org/research/human-services/congregate-care-and-group-home-state-legislative-enactments.aspx>

<sup>8</sup>KidsCount, The Annie E. Casey Foundation. “Every Kid Needs a Family: Giving Children in the Child Welfare System the Best Chance for Success”.

2015. Retrieved from: <http://www.aecf.org/m/privy/embargoed-everykidneedsafamily-2015.pdf>

<sup>9</sup>U.S. Dept. of Health and Human Services, the AFCARS Report

# Market Trends

The major trends facing Childhelp as well as the child welfare industry include:

- 1. Uncertainty and Contraction of State and Federal Funding:** The failed attempt to pass the Family First Prevention Services Act (FFPSA) through Congress this year leaves a great deal of uncertainty about the future of child welfare reform. The new presidential administration and leaders in Congress have shown a sustained determination to cut entitlements. Though to date, few have directly targeted Title IV-E Foster Care and Adoption, in a climate where dismantling entitlements enjoys broad support, it could become a target for reduced federal spending, which would result in a cost-shift to state and local governments and increase the likelihood of reduced access to services and diminished quality of care.
- 2. Privatization of Services:** States and counties across the U.S. are embracing privatization as a strategy for improving the cost effectiveness of child welfare and youth services. In the past, noncompetitive quasi-grant arrangements typified the relationships between public agencies and private, not-for-profit child welfare agencies. Over the past few years, however, new types of arrangements—in which private agencies have assumed more responsibility and risk for what were formerly public functions—have become more common.
- 3. Market Consolidation in Child Welfare:** The child welfare industry is experiencing a process of provider consolidation. Observed trends and opportunities supporting cost-effective mergers and acquisitions are evident amid fiscal pressures, changes in operations, and changes in funding mechanisms. Small child welfare service operations may be at a business crossroads as they compete with these forces. Opportunities for larger and adaptive entities to consolidate these smaller service providers may be significant in this environment.
- 4. Customer Preference for “One-Stop Shopping”:** Bundling of services allows a provider to offer comprehensive evidence-based services through the continuum of care for a child with the goal of reducing both short-term and longer-term placement and service costs. The bundling of proven effective services may make the company more attractive to funders because of ability to match and mix services for participants.
- 5. Funder Insistence on Cost-Efficiencies and Evidence-Based Effectiveness:** There is strong pressure by funders to reduce costs and demonstrate outcomes and cost savings through demonstrated cost efficiencies. Rigorous performance measures are often required in service bids with clear outcomes defined and cost-benefit documentation required. The child welfare and youth services field is increasingly focused on scientifically proven strategies that will keep children from re-entering foster care and recidivating in the youth services system once they complete their initial programming.
- 6. Funding Premium on Transitional Services (i.e. Youth Leaving Foster Care):** Children who have been a part of the foster care system benefit from a comprehensive set of services. These transitional services support human linkages among care entities. Whether it is graduating from high school, college or becoming employed, transitional services allow for a complete system and prevent major setbacks once placement services end for an individual. Research suggests these transitional services may have a strong relationship to both child welfare treatment outcomes and efficiencies.
- 7. Shift in Demand from High-Cost Residential Services to Lower-Cost Community-Based Prevention Services:** With the decline of institutional care models by funders in both child welfare and youth service market segments, newer community care models have emerged that reduce need for centralized infrastructure and offer the promise of reduced costs through effective prevention. The goal of immediate and long-term reduction in costs requires effective community programming and monitoring and must be subject to objective cost-benefit analysis to document cost savings to be credible.

<sup>10</sup> Debra Schilling Wolfe, executive director of the Field Center for Children’s Policy, Practice, and Research at the University of Pennsylvania

<b>Trend</b>	<b>ANTICIPATED IMPLICATIONS</b>	<b>ADAPTIVE STRATEGIES REQUIRED BY CHLDHELP</b>
<p><b>1</b> <i><b>Uncertainty and Contraction of Federal and State Spending</b></i></p>	<p>Premium upon reducing costs; future of funding for Federal programs at-risk</p>	<p>Diversify services and develop new funding streams re: private payment, modularization of services, new efficiencies, Foundation support, etc.</p>
<p><b>2</b> <i><b>Privatization of Services</b></i></p>	<p>Opportunities to provide new services, but large service entities might enter market increasing competition.</p>	<p>Create partnerships with emerging 501(c)3 entities, State entities, new advocacy coalitions to States, etc.</p>
<p><b>3</b> <i><b>Market Consolidation in Child Welfare</b></i></p>	<p>Increased merger and acquisition activities; market consolidation; increased capacities for competitors who consolidate.</p>	<p>Increase capabilities to compete as top player in State markets. Acquire smaller agencies leaving market.</p>
<p><b>4</b> <i><b>Demand for “One Stop Shopping”</b></i></p>	<p>Requires new marketing and selling strategies to compete for larger “master” services contracts.</p>	<p>Diversify and increase services to meet requirement for Child/Youth Services services center model.</p>
<p><b>5</b> <i><b>Demand for Cost and Program Effectiveness</b></i></p>	<p>Move beyond intuitive program claims to practices based upon scientific proof; increased requirements for performance measurement.</p>	<p>Develop capacity to initiate both cost-benefit analysis and efficiency measures.</p>
<p><b>6</b> <i><b>Demand for Transitional Services for Aging Out Youth</b></i></p>	<p>Shifting of funding toward services for older youth and youth in transition.</p>	<p>Develop new human resource and programming capacity to meet needs of new target market.</p>
<p><b>7</b> <i><b>Demand for Community-Based Prevention Services</b></i></p>	<p>Shifting of funding and funding models to non-placement related services.</p>	<p>Build expertise, possibly through M&amp;A efforts, to meet requirements of community prevention.</p>



# Strategic Growth Initiatives



# #1: Financial Accountability and Efficiency

## Background

Childhelp's annual revenue is approximately \$46 million. Our trend of Net Profitability is anticipated to continue, and our strategy of expansion through select accretive acquisitions is expected to strengthen our financial performance.

Budgeting and cash management are extremely important areas of financial management. Childhelp must build its cash reserves and increase its emphasis on controlling expenditures. One of Childhelp's financial strengths is its ability to fundraise and to demonstrate stewardship of donated resources. Childhelp has a high reliance on fundraising, with 30% of its total annual revenue being obtained through fundraising efforts. Childhelp can decrease its reliance on fundraising by continuing to ensure programs are financially efficient in their operations while delivering effective programmatic outcomes.

Resources must be allocated to ensure program and organizational structure focuses on delivering the highest quality of care for children and families. Further financial analysis will continue to ensure resources are strategically used to achieve organizational, financial, and operational goals. Methodical tracking and classification of program revenue and expenditures allows management to report on service efforts and accomplishments. A strong infrastructure for strengthening financial management capabilities enables training staff and creating financial management tools for those responsible for financial performance throughout the organization. The infrastructure to strengthen financial management must include tools and training for all staff, especially those most responsible for financial performance.

## Operational Tactics Required

- a. Cash management, Investment, and Accounting Processes
  1. Negotiate favorable terms existing line of credit.
  2. Execute a new Visa purchase card program to gain efficiencies in the A/P process.
  3. Property Management
    - a. Tennessee Property - Determine proper use of properties and explore potential opportunities to sell part or all land to purchase property closer to, or in, Knoxville.
    - b. Pro bono Partners - Establish pro bono relationships with architectural and engineering firms to save \$100K in FYE 17, or obtain grant(s) to defray costs.
  4. Implement paperless workflow for purchase and procurement of all goods and services.
- b. Improve financial stability of Program Operations
  1. Examine low-performing programs and develop plan to address deficiencies.
  2. Improve financial-performance program while maintaining operational requirements and quality.
- c. Create a More Permanent Funding Stream for the National Child Abuse Hotline
  1. Aggressively pursue short-term funding from large corporate foundations
  2. Lay groundwork for future federal funding through U.S. DHHS
- d. Timely and accurate financial information that contributes to the improved quality of financial decision making
  1. Implement more robust budget process
  2. Provide more effective fiscal management tools for program/department leaders
  3. Provide financial information and training to all program/department leaders
  4. Implement Monthly Financial Reviews with Program/Department leaders
  5. Provide organizational financial information to Executive Leadership
  6. Implement a financial reporting package with drill down capabilities to transactional level detail

## Expected Level of Investment and Returns

Childhelp must dedicate the time and resources needed to analyze current financial operations and reconfigure services that meet financial expectations, while ensuring all licensing, contractual and regulatory requirements are attained to achieve high levels of outcomes. Financial training and accountability at the lowest level will result in an increase to financial performance across the organization. Regular monthly monitoring and review of financial performance with program and executive leadership will create a culture that strives to ensure resources are used most effectively and will advance organizational objectives.

## #2: Enhance Quality Improvement & Data Collection

### Background

Childhelp is dedicated to providing the highest quality of care to children, families, and communities it serves. Childhelp has become a national leader in best practices and evidence-based programs and strategies for the children we serve. Throughout the organization's history, Childhelp has taken its core vision and philosophy and become one of the preeminent national organizations providing services to youth with some of the most severe behavioral issues related to being abused.

Childhelp is continuously reviewing and aligning the organization for maximum efficiency, reporting to stakeholders and responding to the needs of the community's children and families. Childhelp must provide structured feedback on client progress to stakeholders, with the goal of establishing confidence that Childhelp attains desired outcomes, building direct business relationships and encouraging repeat referrals.

Childhelp will expand its data collection to include organization-wide key performance measurement, reporting, and data-informed decision making in all areas, including Operations, Finance, Human Resources, and Development. Childhelp must build a culture in which tasks and functions of quality improvement are integrated into all staff and manager functions.

### Operational Tactics Required

- a. Obtain COA accreditation for California, Tennessee foster program, and national corporate headquarter operations.
- b. Implement an Organizational Performance and Quality Assurance Plan.
- c. Develop key performance measures for the agency as a whole that include performance measures for Operations, Finance, Programs, Development and HR.
- d. Develop New Policy and Procedure Manual that consolidates updates and creates needed policies and procedures that are consistent organization-wide.
- e. Incorporate the latest evidence-based treatment modalities and national best practices into all programs, residential and community-based. Childhelp will constantly strive to incorporate the latest treatment trends and research into our programs and services.
  1. Continually monitor and research new evidence-based models for all Childhelp service lines.
  2. Assure model fidelity in all Childhelp's evidence-based programming.
  3. Assess results attained from Childhelp programs using rigorous scientific methods and improve programs based upon Childhelp operational research.
  4. Market the attained evidence-based Childhelp program outcomes and efficiencies to constituents and communicate to funders and policy makers the methodology used to make this claim.
- f. Establish expert-driven, child welfare advisory body to National Childhelp Board of Directors.

### Expected Level of Investment and Returns

Childhelp must dedicate staff time across all departments and programs as well as technology resources to build and maintain a structured, systematic approach to data collection and reporting. Key performance measures will help Childhelp learn and improve, report externally, demonstrate compliance, hold managers and staff accountable, equip employees with the information they need to make better informed decisions and challenge strategic assumptions leading to continuous improvements.

# #3: Optimizing Human Capital – Driving an Engaged Workforce

## Background

Childhelp will build a workforce rich in diversity and talent and will continue to engage, train and nurture our employees to effectively advance our mission and our response to the needs of the community's children and families. Childhelp will employ best practices, empowering our professional staff to enhance services provided to children and families.

## Operational Tactics Required

- a. Cash management, Investment, and Accounting Processes
  1. Address comprehensive issues of compensation, internal and external equity, and opportunities for financial growth for employees.
  2. Improve the recruitment and hiring process, streamlining our resources and enhancing the capacity for leaders to make effective hires.
  3. Develop tools and opportunities for professional development
    - a. Implement Learning Management System
    - b. Develop and deploy comprehensive Leadership Development Program
      - i. Key managers will identify high performers to serve as management trainees and provide ongoing leadership and management training to current and prospective managers to ensure they have the tools needed to perform their jobs optimally.
      - ii. Establish an effective tool to assess leadership qualities and styles in an effort to better match people/skills with positions, reduce turnover/absenteeism, training, minimize disruptions, improve workforce productivity, and grow the organization.
      - iii. Train supervisory staff in positive discipline, grievance procedures, hiring process, interviewing, leadership development, promoting positive performance, etc.
- b. Improve organizational insight into our workforce dynamics by providing an array of workforce labor metrics;
- c. Reduce voluntary turnover using a variety of methods, including;
  1. Improved operational infrastructure
  2. Improved access to labor metrics
  3. Increased accountability and action planning for metrics that are in unacceptable variance.
- d. Implement a robust organization-wide employee evaluation process that is consistent and effective throughout the agency.
- e. Develop and deploy a comprehensive talent management strategy that includes:
  1. Succession planning
  2. Competency modeling and mapping
  3. Career ladders and lattices
  4. Professional development
- f. Consolidate and standardize all Human Resources Policies and Procedures to ensure national compliance with best HR practices;
- g. Improve organizational communications;
- h. Review staffing to ensure our workforce is able to meet and exceed the needs of the children we serve.

## Expected Level of Investment and Returns

Returns will be long term, three to five years, and will be difficult to precisely quantify. The positive fiscal impact of an engaged workforce is profound and is expected to exceed any financial investments that will need to be made. Investments will vary based on the decisions made relative to specific tactics and cannot be accurately estimated at this time.

# #4: Business Development

## Background

Locating and maintaining the long-term funding necessary to offer a sustained level of services to children, youth, and families requires extensive program planning and the ability to adapt to changes over time. Currently, Childhelp provides services throughout the continuum of care for children and families (Attachment 1). However, in order to remain competitive and stay current with the needs and demands of our customer base, Childhelp should develop a more robust continuum of care services provided in the child welfare continuum of care (Attachment 2). Childhelp must develop and implement core competencies to position itself for major growth and transformation. While some growth can be accomplished “organically” over time, Childhelp can also achieve the level of growth desired over the next 5 years with the finalization of one or more large-scale mergers or acquisitions.

## Operational Tactics Required

- a. Diversify funding streams through expansion of services aligned with the mission throughout the continuum of care. Currently, approximately 75% of Childhelp’s annual operating revenue is from residential services.
- b. Cultivate Qualified Merger and Acquisition Opportunities
  1. Develop a merger/acquisition strategy for each of Childhelp’s service markets that identify potential acquisition/merger candidates for each service market.
  2. Actively promote Childhelp in the industry as an agency open to mergers and acquisitions.
  3. Identify smaller organizations which complement our programs/services and provide targeted growth opportunities.
- c. Build Business Development Capability - Develop the internal capacity for a proactive business development capability in the organization enabling us to compete for new business in a competitive nonprofit business environment.
- d. Prospect Analysis
  1. Gather the necessary information and data to identify opportunities.
  2. Develop capacity to analyze business decisions/opportunities.
  3. Develop financial analysis protocol to ensure it is the best interest of Childhelp to pursue a particular contract.
  4. Ensure we have the proper programmatic analysis.
- e. Develop More Strategic Partnerships - Engage in more strategic partnerships with other national nonprofits and other national associations. Especially in light of the evolution and development of Childhelp City, it is imperative to bring in partners and collaborators who can assist us in diversifying our services and build a more comprehensive system of care.
- f. Childhelp City
  1. Solidify agreement for future site of program.
  2. Develop Childhelp City Therapeutic Model.
  3. Establish a separate legal entity that will not consolidate into Childhelp, Inc.

## Expected Level of Investment and Returns

Acquisitions and mergers require cash outlays of varying levels depending on the terms and conditions of the opportunity. Cost drivers may include: negotiation expenses, due diligence, contracting and costs related to the effective merging of two different organizations. This strategy requires the use of staff resources to conduct research and initial due diligence activities on targets. It will almost always require the use of contracted legal services and auditors to conduct more extensive negotiations and due diligence. Similarly, startup of new programs requires cash outlays of varying levels depending on the terms and conditions of the opportunity. Typical startup costs include hiring staff, training, facility, supplies, etc needed prior to and during the initial ramp up of a new program. Profitability is also expected to increase through expansion of services and economies of scale.

The expected returns from these initiatives are extremely difficult to predict. Childhelp could acquire agencies as small as \$1.0 million in annual revenues or could merge with agencies as large as \$10 million in annual revenues. Fundamentally, it is expected that a successful merger or acquisition would result in increased profitability for the combined agencies as they would experience greater economies of scale and consolidation of overhead.



# #5: Build Public Awareness Through Policy Engagement

## Background

Since the inception of Childhelp in 1959, Childhelp's programs and services have impacted more than 10 million children nationally and internationally, including victims of severe emotional, physical, and sexual abuse, parental neglect, bullying, and a myriad of other crimes against children. As the two most recognizable faces globally against child abuse, Childhelp founders Sara O'Meara and Yvonne Feddersen have been seated in the Oval Office with five U.S. Presidents, as well as Senators, Congress members and policymakers to shape child-centered legislation. They mobilize citizens across the country in the fight against child abuse by shaping *National Child Abuse Prevention Month* and the *Childhelp National Day of Hope*. After drafting the Childhelp Governors' Resolution against Child Abuse, they got each governor's signature on the unprecedented document committing them to eradicating child abuse in their state, and were instrumental in the authorization of a national registry of abuse offenders.

Awareness of abuse and neglect is growing in the public arena. Schools, community centers, businesses and corporations look to Childhelp to help them take a stand against the mistreatment of children, and end of the cycle of child abuse. A National leader, Childhelp must continue these efforts and focused on increasing the awareness, prevention and intervention of child abuse and neglect through social media, print publications, television, radio and social advocacy opportunities.

There is significant potential for Childhelp to grow its influence on shaping public policy, including systematically engaging political and community leaders to educate and build effective coalitions. While Childhelp is an active member in the industry advocacy organizations in states in which we operate, more can be done to directly build relationships with public officials and other child welfare decision makers. Childhelp must build connections to have access to key community and national influencers and decision makers to impact local, state, and national initiatives.

## Operational Tactics Required

- a. Establish government affairs/public policy team and begin regular meetings/calls.
- b. Establish and maintain relationships with governmental agencies and elected officials on the local, state, and federal level.
- c. Develop annual legislative plan for legislative and awareness efforts in states with existing programs, other targeted states, and nationally.
- d. Grow and develop strong State Advisory Councils in each Childhelp state to increase community connections.
- e. Develop a consolidated database of important business contacts and stakeholder information including state, local, and federal agency contacts; partnering organizations, important vendors; layers and accountants.
  1. Gather information/data in our field.
  2. Monitor trends in child welfare in each Childhelp state and at county level.
  3. Obtain/read each state's and county's child welfare strategic plans and monitor legislative activity.
- f. Coordinate efforts between team members who interface with public officials, community leaders, and provider associations.
- g. Participate in public- and private-sector coalition-building efforts, including alliances, task forces, and government advisory boards.

## Expected Level of Investment and Returns

Policy advocacy and engagement efforts will help maintain Childhelp's influential role in child-welfare issues throughout the Nation. Additionally, strategic and deliberate engagement with policymakers and community leaders will result in increasing opportunities for Childhelp fulfill its mission of helping at-risk children.



# #6: Enhance Technology, Performance Metrics and Other Evolving Tools

## Background

Childhelp recognizes investing in advancing technology can make work more efficient, facilitate communication, eliminate duplication, reduce workload and ultimately help Childhelp make better decisions about the care of our children and families. Technologies and evaluation approaches are needed to standardize Childhelp services and communicate to stakeholders the effectiveness of its services. Several strategic IT goals are in-process, such as the new electronic medical record system (EMR) currently being implemented and representing a first phase of information automation needed to manage multiple programs in different states. Meeting these goals will also provide for a fully-integrated clinical and billing system, enabling more sophisticated cost-benefit analysis, accountability and reporting.

Another high-profile IT initiative being implemented is an organization-wide e-procurement application, enabling designated staff to create, manage, and approve requisitions and purchase orders while checking against budgets, processing receipts and matching invoices. The application will aid in controlling spending and defining purchase practices to streamline and manage its supply chain.

Childhelp facilitates the use of information technology services and employs digital infrastructure to deliver and communicate specialized core services by combining processes and functions of software, hardware, networks, data, internet, and telecommunications. Childhelp's technological strategy is to ensure that information management systems and underlying technology have sufficient capability and resources to support the organization's operations, planning, collecting, sharing, tracking, securing, risk prevention and management, communication, information dissemination, data storage, and evaluation.

## Operational Tactics Required

- a. Implement electronic records management information system throughout the organization.
- b. Develop an intranet site that provides staff, chapter members and board members access to key information such as policies and procedures, HR forms and documents, Board materials and documents, project management documents, contracts/agreements, organizational marketing materials, event planning and other key organization plans and documents.
- c. Incorporate a web-based Learning Management System (LMS) to facilitate a training process framework in administering e-learning and competency-based training to our stakeholders. The LMS will deliver, manage, and track instructional content, organizational learning, performance management services, and fulfilling compliance training across a wide array of subject matters.
- d. Consider deploying predictive analytics strategies once appropriate data is available. This will support reporting program accomplishments and outcomes to customers in a timely manner.
- e. Identify an industry partner to assist with technology growth, both for providing staff and program-focused information tools, i.e. Gates Foundation, Cisco Foundation, corporate partnerships, etc.

## Expected Level of Investment and Returns

Investment in technology is typically an expensive endeavor. In many cases organizations must bring in pricey IT consultants and costly proprietary software solutions to meet objectives. Cost factors may include: software expenses and licenses, additional hardware and networking infrastructure, updates, training, maintenance, service and consulting costs. Resources must also be devoted to train staff on new systems, updates and maintenance.

The IT strategic plan must include a cost benefit analysis, weighing the ability to convince funders and policymakers about Childhelp's outcome success. These should be weighed in terms of cost savings, i.e. employee retention and reducing redundant data entry. If employed strategically and effectively the returns on technology investments can be very high.

# #7: Build Childhelp's Brand and Fund Development Capacity

## Background

Sara O'Meara and Yvonne Fedderson founded Childhelp in 1959, establishing it as the leading national non-profit organization dedicated to helping victims of child abuse and neglect. Childhelp's core approach focuses on intervention, treatment and prevention while strengthening communities through legislation and education. For more than 58 years, Childhelp has led the nation in service to children who have experienced abuse and neglect, impacting the lives of more than 10 million children in their history. For each dollar expended, over 90 cents is invested into serving the children in need of Childhelp's program services.

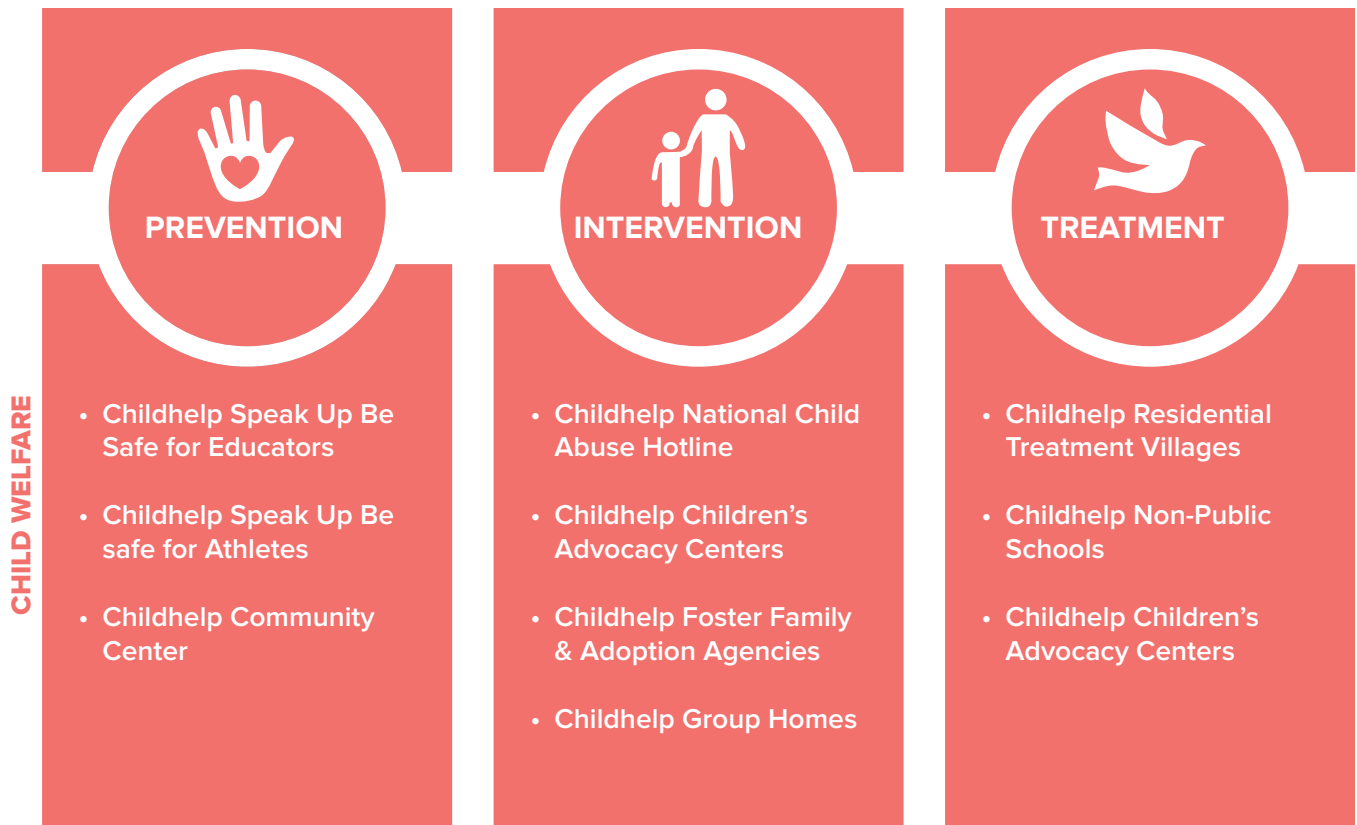
Childhelp has developed a very specific guideline for their brand standards. A complete account of Childhelp's brand standards can be reviewed in the attached document, "Childhelp Brand Standards Guide" which was last updated in May of 2015.

## Operational Tactics Required

- a. Increase National Brand Visibility – Develop, plan and execute strategy related to attracting new donors and constituents, as well as new national brand and market placement opportunities with celebrities and corporate partners. Efforts to be supported through vendor relationship with outside public relations firms. Strategy to include:
  1. Leverage corporate and celebrity support through national and regional special events and campaigns for improved community awareness and fundraising;
  2. Develop and execute corporate cause-marketing campaigns to provide program service growth in new communities where corporate partners have vested interests;
  3. Develop and execute celebrity involved public service announcements to attract new national and regional constituents and donors to Childhelp. Public service announcements to be created and formatted for television, print, radio, film, social media and special event usage;
  4. Explore fund development opportunities with private and corporate foundations and planned and estate giving; and
  5. Expand Childhelp's social media following specifically through Facebook, Instagram, Twitter and YouTube.
  
- b. Increase donor base and communication – Develop, plan and execute strategy related to improving consistent communication with existing donors, and efforts to attract new donors in existing and new markets nationally. Strategy to include:
  1. Consistent electronic and traditional mailing appeals for the purpose of growing an annual fund for Childhelp. Elements to be built on "storytelling" from Childhelp program service experiences, and to include direct calls-to-action for engagement and giving;
  2. Development of a professional annual report consistent with audited financial reporting, organizational accomplishments, donor acknowledgements, and updated strategic direction; and
  3. Development of a comprehensive Childhelp Constituent Communications plan for the purpose of growing donor contributions and donor engagement annually, aligning donor interests with organizational needs.
  
- c. Increase National Credibility and Online Profile (Website) – Grow and improve relevant content and information related to child abuse and service delivery through Childhelp on the organizational website ([www.childhelp.org](http://www.childhelp.org)). Strategy to include:
  1. Consistently update and report via the website new national research findings and statistics relevant to child abuse;
  2. Grow and develop search engine optimization keywords to increase the ease and ability for online researchers to find and discover Childhelp;
  3. Improve and grow "experience" website visitors have with Childhelp by consistently updating website content with new and relevant information, presented in visually appealing and compelling ways. Elements to include new and engaging landing pages with clear call-to-action; video testimonies and stories to replace lengthy written copy; and hyperlinks to connect visitors with different learning opportunities throughout the website, that are expanded through social media, blog and SEO strategies.
  4. Grow call-to-action capabilities through the incorporation of mobile text connectivity and giving

# Attachment 1:

## Childhelp's Continuum of Care for Children and Families



# Attachment 2: Continuum of Care of Children and Families

**CHILD WELFARE**



**PREVENTION PROGRAMS**

- Speak Up Be Safe for Educators
- Speak Up Be Safe for Athletes
- Community Center
- Family Group Conferencing
- Nurturing Parent



**COMMUNITY BASED INTERVENTION**

- National Child Abuse Hotline
- Children's Advocacy Centers
- Respite Care
- Positive Parenting Program
- Family Preservation Programs
- Wraparound Case Management Services
- Vocational Education/ Training
- Brief Strategic Family Therapy (BSFT)



**OUT-OF-HOME TREATMENT PROGRAMS**

- Residential Treatment Villages
- Non-Public Schools
- Independent/ Transitional Living
- Short term Crisis Stabilization
- Foster Family Care
- Treatment Foster Care
- Multi-Dimensional Treatment Foster Care
- Group Homes
- Adoption Programs



# Appendix 1: Description of Programs



# International



## National Childhelp Child Abuse Hotline – 1-800-4-A-CHILD

Childhelp’s National Child Abuse Hotline began in 1982. The Hotline is a multi-site response network with access to regularly updated databases of local service providers and a sophisticated call-information tracking system, with a growing capacity to respond over text or web in addition to phone calls.

Professional crisis counselors are staffed 24 hours a day, seven days per week to respond to over 100,000 calls and texts received annually from children at risk for abuse, distressed parents seeking crisis intervention and concerned individuals who suspect child abuse may be occurring. Through interpreters, these crisis counselors can provide assistance in over 170 languages. Services provided by the Hotline include:

- Crisis intervention, stabilization and next steps action planning
- Initial needs assessment and localized resource referrals
- Child abuse prevention education and instruction on behavior modification techniques
- Effective parenting skills training and assistance
- Information and counseling for adult survivors to strengthen protective factors and reduce risk

For more information: <https://www.childhelp.org/hotline/>

## Childhelp Speak Up Be Safe

In partnership with a team of researchers from Arizona State University, Childhelp with the support of a U.S. Department of Education grant developed the Speak Up Be Safe prevention education curriculum to be comprehensive, research based, and culturally and developmentally appropriate for children Pre Kindergarten through 12th grade. It is the only prevention curriculum that is nearing completion of the evidence-based process.

Childhelp Speak Up Be Safe equips students and their adult community with skills to prevent or interrupt cycles of neglect, bullying, and child abuse—physical, emotional, and sexual. The school-based curriculum utilizes web-based tools with a focus on building self-esteem and safety skills within the child while addressing today’s societal risks such as internet and cell phone safety. The curriculum focuses on adult responsibility for the child’s well-being, and encourages parent and caregiver skill-building by engaging states, schools, facilitators, teachers, parents and designated safe adults to protect the children near them. The program meets many state standards for health and safety education, allowing a complementary curricular approach to combating child maltreatment.

In fiscal year 2015-2016, Childhelp Speak Up Be Safe was provided to over 60,000 children and teens across 20 US states, Canada, France, and Germany.

For more information: <https://www.childhelp.org/subs/childhelp-speak-up-be-safe/>





# Arizona

## **Childhelp Children’s Center of Arizona (Phoenix, AZ)**

In operation since 1998, the Childhelp Children’s Center of Arizona, with its multi-disciplinary team partners, provides onsite integrated services including investigative resources, forensic interviews, forensic medical exams, pet therapy programs, evidence-based and specialized mental health treatment, a teen room as well as a playroom, and advocacy support services. Designated as a “Best Practices” facility by the U.S. Department of Justice, the Center continues to serve as a national model for advocacy centers. The largest children’s advocacy center in Arizona, the Center serves approximately 4,000 children per year. The Center is NCA Accredited.

For more information: <https://www.childhelp.org/advocacy-centers/childrens-center-of-arizona/>

## **Childhelp Mobile Advocacy Center of Northern Arizona (Flagstaff & Gila County)**

Originally established in 2003 by a federal Victims of Crime Act (VOCA) grant, the Childhelp Mobile Advocacy Center provides crisis intervention, forensic interviews, and local community advocacy support service referrals in remote locations. The 38-foot specially outfitted motor home makes it possible for members of a multi-disciplinary team (MDT) to take help “on the road,” attending to remote maltreatment victims. The Childhelp Mobile Advocacy Center provides a model for other rural communities that want to provide services locally but cannot afford the cost of a building that is used solely for the purpose of an advocacy center.

For more information: <https://www.childhelp.org/advocacy-centers/mobile-advocacy-center-of-northern-arizona/>

## **Childhelp Community Center (West Phoenix, AZ)**

Founded in 1993, the Childhelp Community Center in partnership with the Littleton Elementary School District (LESD) provides a wide range of services to over 2,500 school-aged children and families annually. Services include, but are not limited to:

- Strengthening Families Program
- Childhelp Speak Up Be Safe prevention/education curriculum in LESD classrooms
- School Based Programs – Before and after school enrichment programs
- Community Education and Outreach Services

For more information: <https://www.childhelp.org/community-center/>

## **Childhelp Speak Up, Be Safe for Athletes**

Underwritten by the Foundation for Global Sports Development, this innovative program is a direct response to abuse in youth athletics. Designed as a positive and fun way to embed lifesaving concepts through activity and motion, the program educates coaches, parents, educators and community members about the signs and symptoms of child abuse while teaching children how to respond if they don’t feel safe, so they can reach their full potential.

During the first 10 months of implementation, this program impacted 8,700 children and adults.

For more information: <https://www.childhelp.org/subs/speak-safe-athletes/>



# California

## **Childhelp Merv Griffin Village (Beaumont, CA)**

In operation since 1978, the CA Village is licensed to provide residential treatment services for up to 84 abused, neglected, and at-risk children, ages 6-15. Services include developing individualized treatment plans which may include clinical, art, recreational, and animal-assisted therapy. Abused and neglected children are referred to the Village by child welfare offices throughout Southern California (Santa Barbara County and south thereof).

The goal is to see a child move to a less restrictive, positive placement including being reunited with family, adopted, placed with a foster family, or relocated to a less intensive treatment facility. Our team of therapists, teachers, behavioral health specialists, nurses, physicians, case managers, and chaplain work together to restore the mind, body and spirit of every child.

In fiscal year 2016, 172 children were served with an average length of stay of 10 months.

For more information: <https://www.childhelp.org/residential-treatment-facilities/merv-griffin-village/>

## **Childhelp Academy at Childhelp Merv Griffin Village (NPS) (Beaumont, CA)**

The Childhelp School at Village West, a non-public school, is designed for school-aged children, grades K 12 with socio-emotional and behavioral needs that cannot be accommodated in a public school. The Childhelp School at Village West offers special education instruction, Behavior Modification Plans development, behavior intervention, and Language and Speech Development and Remediation.

The NPS has developed contractual partnerships with school districts in the surrounding communities in response to increased need for these special education services. Beaumont Unified, the local school district, does not have sufficient capacity to serve all children with severe learning disabilities, behavioral disorders or children on the autistic spectrum. Fortunately, the Village NPS helps close this service gap.

The Childhelp School at Village West is staffed with more than 35 highly qualified teachers, administrators and other professionals and paraprofessionals. Each classroom is taught by a fully credentialed teacher with a special education certificate, and many have additional credentials including mild/moderate, moderate/severe, and autism specialization.

In fiscal year 2016, 91 students were served with approximately 75% of these being community students placed by a Local Education Agency and 25% placed at the Village.

For more information: <https://www.childhelp.org/schools/merv-griffin-village-school/>

## **Childhelp Group Homes of California (Costa Mesa, CA)**

Childhelp operates three 6-bed licensed group homes in residential neighborhoods of Costa Mesa, CA. The Baker Home serves girls, ages 9-16; Joann Home serves boys, ages 9-16; Johnson Home serves girls, ages 12-18. The Johnson Home also provides short-term stabilization services.

For more information: <https://www.childhelp.org/group-homes/>

## **Childhelp Foster Family & Adoption Program (Redlands & Hollywood, CA)**

For more than 20 years, Childhelp has provided foster care and adoption services to children, ages 0-17, and families throughout LA, San Bernardino, Riverside, Imperial and Orange Counties. Services include foster family recruitment, certification and training; S.A.F.E. adoption home studies; preparing families for adoptive placement; weekly case management and individual and family counseling; crisis intervention; assistance in accessing community-based programs for the family; and foster family paid respite. Clinical Coordinators are LMFTs, LCSWs, or Master's level under clinical supervision. Caseload ratio is 1:15 children.

In fiscal year 2016, 126 children were served with three (3) adoptions completed.

For more information: <https://www.childhelp.org/foster-adoptive-care-services/foster-family-adoption-programs-of-california/>



# Tennessee

## **Childhelp Children's Center of East Tennessee (Knoxville, TN)**

In operation since 1995, the Childhelp Children's Center of East Tennessee, with its multi-disciplinary team partners, provides onsite integrated services including investigative resources, forensic interviews, forensic medical exams, trauma-focused and evidence-based specialized mental health treatment, a teen room as well as a playroom, and advocacy support services. The only children's advocacy center in Knox County, the Center serves approximately 1,500 children per year. The Center is NCA Accredited and holds a Mental Health license with the State of Tennessee.

For more information: <https://www.childhelp.org/advocacy-centers/childrens-center-of-east-tennessee/>

## **Childhelp Foster Family Agency & Adoption of East Tennessee (Knoxville, TN)**

Since 1999, Childhelp has provided foster care services to children, ages 0-17, and families throughout Knox County. Services include foster family recruitment, certification and training; home studies; weekly case management and individual and family counseling; crisis intervention; assistance in accessing community-based programs for the family; supervised visits; and foster family paid respite. The agency also promotes successful reunification with biological parents, working with foster youth and their biological parents through positive parenting training and supervised child visitations. Clinical Coordinators are LMFTs, LCSWs, or Master's level under clinical supervision. Caseload ratio is 1:15 children. The program received national accreditation from the Council on Accreditation (COA) in 2009. Approximately 17% of youth entering the program achieve permanency through adoption annually.

In fiscal year 2016, 126 children were served.

For more information: <https://www.childhelp.org/foster-adoptive-care-services/foster-family-adoption-programs-of-california/>







## **Childhelp Alice C. Tyler Village (Lignum, VA)**

In operation since 1993, the Village is licensed as a psychiatric residential treatment facility for up to 67 abused, neglected, and at-risk children, ages 5-14. Children are referred by schools, parents, judicial authorities and child welfare offices from throughout the state of Virginia and West Virginia, often arriving with severe emotional and behavioral problems as a result of abusive or neglectful situations. Services provided are tailored to the child's individual needs and may include clinical, art, music, recreational, and animal-assisted therapy.

Childhelp provides specialized clinical services for children who have suffered severe abuse, employing a full-time child psychiatrist, 24-hour medical nursing care, and a full-time staff psychologist. Individualized treatment plans and an in-patient sensory integration program are given to all children with developmental needs. The VA Village is a Virginia and West Virginia Medicaid provider, and is accredited with the Joint Commission as a behavioral health care provider.

In fiscal year 2016, 143 children were served with an average length of stay of 9-12 months.

For more information: <https://www.childhelp.org/residential-treatment-facilities/alice-c-tyler-village/>

## **Village Academy of Childhelp (NPS) (Lignum, VA)**

The Village Academy of Childhelp, a non-public school, is designed for school-aged children, grades K-8. Core Curriculum consists of instruction in reading, language arts, mathematics, science, and social studies. Content is aimed at addressing current Virginia Department of Education's Standards of Learning and utilizes their Scope and Sequence and Curriculum Framework as a guide. Related services offered at Village Academy encompass therapeutic areas that are determined appropriate as part of their program, these include: individual and group counseling, speech and language therapy, and occupational therapy.

The Village Academy utilizes benchmarking scores to identify those students who may require additional small group or one-to-one support to make educational gains. Remediation services are offered by our reading specialists, reading buddies, math specialist and volunteers from within our community. Group Students all participate in daily specials activities consisting of one of the following per day: Library, Equine Program, Art Group, Music Group, and Nature/Agricultural activities.

The Academy is staffed with more than 50 highly qualified teachers, administrators and other professionals and paraprofessionals. Each classroom is taught by a fully credentialed teacher with a special education certificate, and many have additional credentials including mild/moderate, moderate/severe, and autism specialization.

In fiscal year 2015-2016, 140 students were served with approximately 55% of these placed at the Village and 5% being community students.

For more information: <https://www.childhelp.org/schools/alice-c-tyler-village-school/>

# Appendix 2:

## Location of Services & Physical Property

### Program



### Current Area Served

- San Bernardino County
- Los Angeles County
- Riverside County
- Orange County
- San Diego County
- Imperial County
- Ventura County
- Santa Barbara County

### Physical Property & Use

- Beaumont, CA** - 121 acre property. CA Village 84 bed residential, NPS and Stables cover approx. 40 acres with remaining 80 acres unused. *(Owned by Childhelp)*
- Costa Mesa, CA** - Three 6-bed residential group homes in community neighborhoods *(Owned by Childhelp)*.
- Hollywood, CA** - 10,000 square foot building. FFA office, foster family training, afterschool program (6 youth), community events. *(Owned by City of LA)*
- Redlands, CA** - FFA office *(rented)*



- Maricopa County
- Apache County
- Coconino County
- Navajo County
- Gila County

- Phoenix, AZ** - over 21,000 square foot building housing all functions of CAC and community partners. *(Owned by City of Phoenix)*
- Avondale, AZ** - 1,400 square feet building housing the community center staff on LESD property *(rented)*
- Phoenix, AZ** - 12,900 square foot office housing all administrative functions and National Child Abuse Hotline. *(rented)*
- Flagstaff, AZ** - 38-foot Motor Home - Mobile Advocacy Center. *(Owned by Childhelp)*



- Knox County

- Knoxville, TN** - 50 acre farm surrounded by foothills. FFA office. The property has a newly completed barn and cabin used for respite retreats and foster youth recreation. *(Owned by Childhelp)*
- Knoxville, TN** - 6,500 square foot building housing all functions of CAC and community partners. *(Owned by Childhelp)*



- Virginia
- West Virginia
- Pennsylvania

- Lignum, VA** - 270 acre property. VA Village 67 bed residential, NPS and Stables cover approx. Three acres with remaining 267 acres unused. *(Owned by Childhelp)*

# Appendix 3:

## National Board of Directors

NAME	POSITION ON BOARD	CURRENT/FORMER PROFESSIONAL POSITION	LOCATION	KEY AFFILIATIONS
<b>George Argyros, Jr.</b>	Vice President	President and CEO, Elite Financial Group and G2 Capital Community Activist	Newport Beach, CA	Business Owner
<b>Jill Babb</b>	Vice President	Changes Interior Design Community Activist	Flagstaff, AZ	Business Owner
<b>Jimmy Buckner</b>	Vice President	Scarecrow Foundation Community Activist	Knoxville, TN	Business Owner
<b>Joe Ciolli</b>	Vice President	Chairman of the Board CEO, Grimaldi's	Paradise Valley, AZ	Business Owner
<b>Sandy Crippen</b>	Vice President	Owner & CEO, Sandra L. Crippen Corp.	Great Falls, VA	Community Activist
<b>Bill Eckholm</b>	Vice President	Chairman, Firetrace International	Scottsdale, AZ	Board of Directors- Camp Soaring Eagle
<b>Patti Edwards</b>	Vice President	Edwards Affiliated Holdings, LLC Community Activist	Newport Beach, CA	Business Owner Community Activist
<b>Dru Hammer</b>	Vice President	Community Activist	Dallas, TX	Armand Hammer Foundation Mercy Ministries Hammered Heart Foundation
<b>Yvonne Fedderson</b>	Founder/President	President, Childhelp	Paradise Valley, AZ	Co-Founder & President of Childhelp
<b>Jim Hebets</b>	Executive Vice President	President, The Hebets Company, LLC.	Paradise Valley, AZ	Business Owner
<b>Carol Hebets</b>	Vice President	Community Activist	Paradise Valley, AZ	Heart Ball, Celebrity Fight Night, March of Dimes
<b>Sharon Lechter</b>	Vice President	Founder & CEO, Pay Your Family First	Paradise Valley, AZ	CPA, Author & Business Owner
<b>Ralph Ochoa</b>	Vice President	Principal, The Ochoa Law Firm	Sacramento, CA	Principal, The Ochoa Law Firm
<b>Connie Olsen</b>	Vice President	MSW, Social Worker	Bozeman, MT	Social Worker/Therapist
<b>Sara O'Meara</b>	Founder/Chairman/CEO	Chairman & CEO, Childhelp	Paradise Valley, AZ	Co-Founder, Chairman & CEO of Childhelp
<b>Dr. Pamela Peeke</b>	Vice President	The Peeke Performance Center for Healthy Living®	Rockville, MD	Business Owner
<b>David Purvis</b>	Vice President	CEO, HealthOne Owner, Farragut Wine & Spirits	Knoxville, TN	Business Owner
<b>Scott Schirmer</b>	Vice President	Principal, M3 Companies	Phoenix, AZ	The Boys & Girls Club of Scottsdale SARCC The Anasazi Foundation The Solid Rock Foundation
<b>Steve Twist</b>	Secretary/Treasurer Vice President	V.P. & General Counsel Services Group of America	Scottsdale, AZ	V.P. & General Counsel Services Group of America
<b>Honorary Board Members</b>	Gloria Sutherland, Don Zimmer, Vita Cortese, Val Halamandaris			

**NATIONAL ADVISORY BOARD**

General James Abrahamson

The Honorable & Mrs. Lamar Alexander

The Honorable Governor Janice Brewer

Mrs. George H. W. Bush (Barbara Bush)

Mrs. George W. Bush (Laura Bush)

Mrs. Jimmy Carter (Roslyn Carter)

The Honorable Dan Coats

The Honorable and Mrs. Christopher Cox

The Honorable John C. Danforth

Father Ralph DiOrio

The Honorable and Mrs. Christopher Dodd

The Honorable Elizabeth Dole

The Honorable Dianne Feinstein

The Honorable and Mrs. William Frist

Rev. Billy Graham

The Honorable James M. Inhofe

The Honorable and Mrs. Jon Kyl

The Honorable and Mrs. Trent Lott

The Honorable Barbara Mikulski

Reverend Lloyd Ogilvie

Mr. Bill O'Reilly

Admiral William Owens

The Honorable Harry Pregerson

Mrs. Ronald Reagan (Nancy Reagan)

The Honorable Matt Salmon

The Honorable John Warner

The Honorable and Mrs. Pete Wilson

The Honorable Frank Wolf

The Honorable Ron Wyden

In Memory of:

Walt and Lillian Disney

Dale Evans & Roy Rogers

The Honorable Jack Kemp

C. Everett Koop, M.D

Mr. Randolph C. Wood

Mr. Efrem Zimbalist, Jr.

# Appendix 4: Advisory Boards & Members

## **GREATER WASHINGTON AREA ADVISORY BOARD**

**Abbey Ayanian**  
**Laura Keyser Brunner**  
**Rebecca Cooper**  
**Sandy Crippen**  
**Leslie Dupree Culman**  
**Nina Doherty**  
**Karen Fitzgibbon**  
**Jennifer Fritzeen**  
**Valerie and Joe Hadeed**  
**Rich Hozik**  
**Linda Eatmon Jones**  
**Stephen McPhail**  
**Christine Rales**  
**Trudy Simmons**  
**Dr. Lolita Mancheno-Smoak**  
**Joshua Zecher**

Government Liaison

**Jim Brown**  
**Catherine Sloan**

## **CHILDHHELP TENNESSEE BOARD MEMBERS**

Board of Reference  
**Michelle “Chelly” Clayton**  
**Sheriff Jimmy “JJ” Jones**  
**Honorable Charme Knight**  
**Police Chief David Rausch**  
**Barbara Ashton Wash**

Advisory Board Officers/  
Executive Committee

**Janette Burgin, President**  
**Melissa Bosi, Secretary/  
Treasurer**  
**Rebecca Williams, Vice  
President**  
**Michael Sayne, Past  
President**

Advisory Board Members

**Laura Benton**  
**Darby Campbell**  
**Cory Dickson**  
**David Fielder**  
**Jimmy Buckner**  
**Scott Cassity**  
**Phil Dortch**

**Sam French**  
**Kim Friar**  
**Eric Hamilton**  
**Valerie Lamb**  
**Andy Moss**  
**Robin Pate**  
**David Purvis**  
**Chris Goodrich**  
**Dametraus Jagers**  
**Lou Moran**  
**Hugh Nystrom**  
**Fred Perkinson**  
**Chad Schollaert**  
**Kristin K. Seabrook**  
**Brad Sweet**  
**Robert Suggs**  
**Frank F. Venable**

## **ARIZONA STATE ADVISORY BOARD**

**Orin Anderson**  
**Paul Penzone, County Sheriff**  
**Brian Boals**  
**Pat Bondurant**  
**Kathryn E. Bosco**  
**Paul Boyer, Arizona Representative**  
**Janice Brewer, Former Governor**  
**Mark Brnovich, Attorney General**  
**Ivy Ciolli**  
**Joseph (Joey) Ciolli**  
**Joe Dicks**  
**Bill Eckholm**  
**Laurie Eckholm**  
**Yvonne Fedderson**  
**Joyce Haver**  
**Carol Hebets**  
**Celeste Amato Hopkins**  
**Char Hubble**  
**Timothy Jeffries**  
**David M. Kozak**  
**Caryll Kyl**  
**Leah Landrum Taylor**  
**Greg McKay, Director, Dept. of Child Safety**  
**Kate Brophy McGee, Senator**  
**Carol McElroy**  
**Rita A. Meiser**  
**Bill Montgomery, County Attorney**  
**Cindi Nannetti**  
**Sara O'Meara**  
**Jessica Pacheco**  
**Deborah (Debbie) Pshebniski**  
**Michele Reagan, Secretary of State**

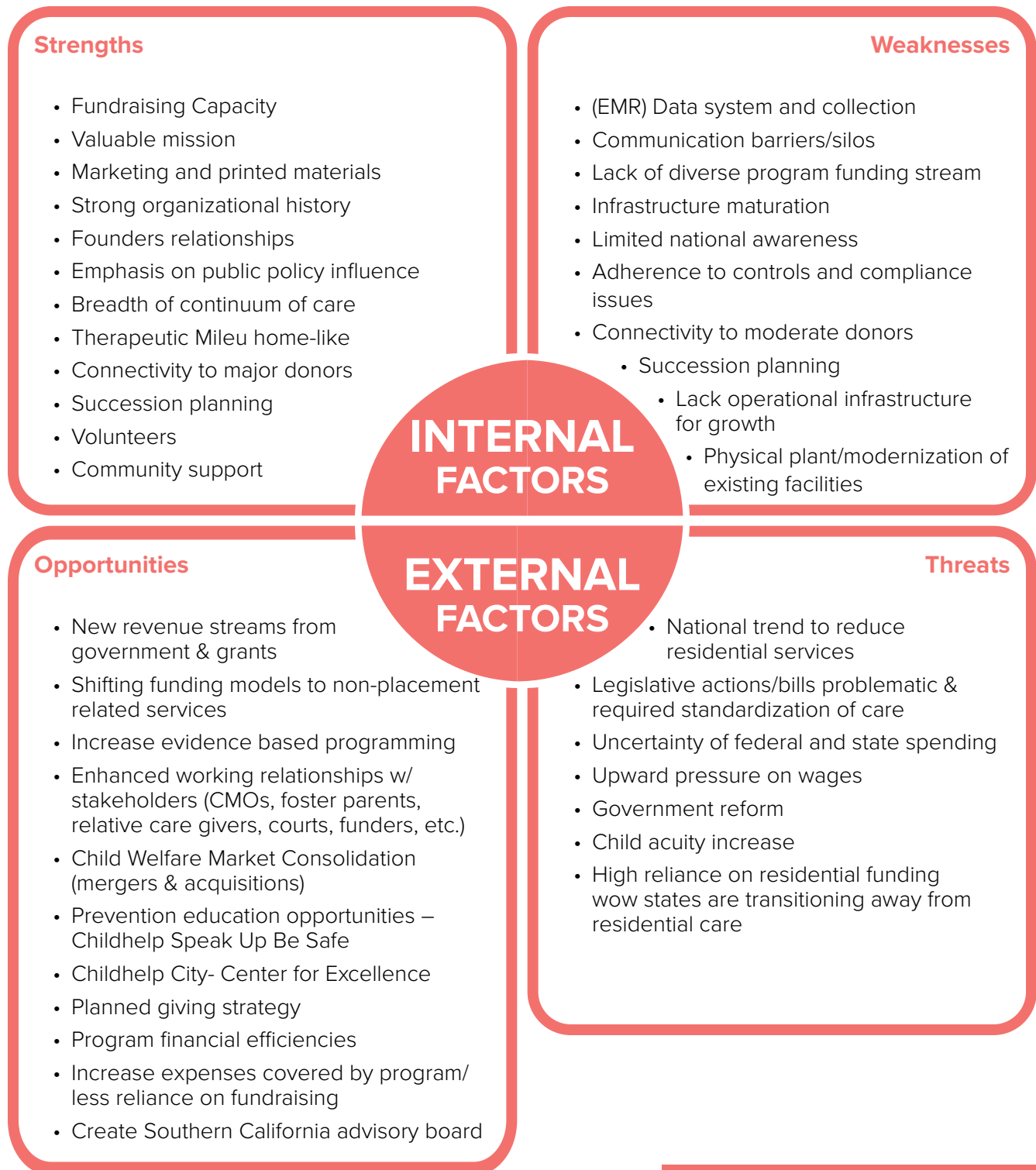
**Jinger Richardson**  
**Beatrice "Bea" Rocklin**  
**Matt Salmon, Congressman**  
**Joseph Sciarrotta, Jr.**  
**Greg Stanton, Phoenix Mayor**  
**Peter G. Thomas, CPA**  
**Steven J. Twist**  
**Kevin Weber**  
**Jeff Weninger, State Representative**  
**Erika Williams**  
**Thelda Williams, City Councilwoman**  
**Jeri Williams, Chief of Police - Phoenix**

### **Board Emeritus Members**

**Betsey Bayless**  
**Herman Chanen**  
**Tammy Crawford**  
**Sean Cunningham**  
**Sara Dial**  
**Sharon Dupont-McCord**  
**Deb Gullett**  
**Craig Jackson**  
**Sharon Lechter**  
**Alfredo J. Molina**



# Appendix 5: SWOT Analysis



# Appendix 6:

## Childhelp Priorities 2016 - 2017

**Childhelp City** - Further evolve and develop the model of care for the creation of Childhelp City. Advocate for state/federal legislative support, engage local/national partners, and create innovative practices. Childhelp City will strive to advance groundbreaking treatment modalities with the goal of becoming a global best practices model for child welfare.

**Create a Childhelp National Child Abuse Hotline Presence in DC** - Develop a small physical presence of the Childhelp National Child Abuse Hotline in Washington DC to establish an operational hub that will engage important stakeholders, donors and Congressional supporters with the Childhelp mission.

**Create a More Permanent Funding Stream for the Childhelp National Child Abuse Hotline** - Lay the groundwork for future federal funding through the US DHHS and aggressively pursue short term funding from large corporate foundations.

**Expenses/Revenue Project** - Examine programs, review revenue generating/billing practices and develop plans to address any deficiencies. By assessing the needs of the communities we serve and bolstering support for the programs that reach at-risk populations, we will continue showing successful outcomes for the children entrusted to our care.

**Tennessee Property Decisions** - Determine proper use of the Tennessee properties and put the plan into motion. Explore potential opportunities in selling part or all of the land in Tennessee for the purposes of purchasing other property that is closer to, or in, Knoxville, Tennessee. This could move us from a rural area serving less children to a more populated region of greater need.

**Complete Outcome and Success Measures Project** - Develop a reporting system that identifies key outcome measures documenting the success of our impact with children during their stay with us and 12 months after.

**Elevate HR in the Organization** - Make recommendations on an organization chart that can support efficiency and transformation. Help establish a culture of communication within the organization and support staff development opportunities.

**Build a Better Business Development Capability** - Cultivate the internal capacity for a proactive business development capability in the organization. We can compete for new business in a competitive nonprofit environment by gathering the necessary information and data to identify opportunities, building the internal capacity to respond to Requests for Proposals (RFP) and developing the internal capacity to execute winning proposals and programs.

**Develop More Strategic Partnerships** - Engage in more strategic partnerships with other national nonprofits and associations. In light of the evolution of Childhelp City, it is imperative to bring in partners and collaborators who can assist us in diversifying our services and building a more comprehensive system of care.

# Appendix 7: Childhelp Volunteers

Volunteering with Childhelp can take several shapes. With many opportunities available through corporate, Childhelp Chapters, and treatment centers – there’s something for everyone. As a non-profit, Childhelp relies heavily on community support and the volunteer programs we have are designed to enrich the lives of the children under our care.

One of the most hands on areas to become involved with is our Childhelp Children’s Advocacy Center of Arizona. This location makes it possible for community members to work directly with children in our playroom demonstrating what a healthy relationship between a child and a caregiver looks like.

Volunteers can also opt to participate in special events through our Headquarters. While there is no one on one contact with children, our National Events are responsible for over \$1 million dollars in funds raised to keep Childhelp’s lifesaving programs and services up and running. Without volunteers, our organization simply would not have the manpower to see these events come to fruition.

Companies have also gotten involved with Childhelp by offering their services to the children living in the Childhelp Villages in Virginia and California. Providing activities and experiences the children otherwise wouldn’t have the opportunity to encounter improve outcomes by nurturing the whole child. Surf lessons, hair cutting and styling, art lessons, and off site excursions are all examples of how volunteers have helped to enrich the children’s lives at our residential treatment centers.





# Appendix 8: Founder's Awards and Achievement



## **Sara O'Meara Awards and Achievements:**

Sara has received more than 100 awards for her service to children, including the Arizona Foundation for Women's Sandra Day O'Connor Award received in 2004. Others include an award for international collaboration to prevent child abuse presented by the Queen of England; a U.S. Department of Justice award presented by President Ronald Reagan; the Kiwanis World Service Medal and an award from the National Federation of Business and Professional Women's Clubs. She has been the recipient of several awards in Washington, DC, including the National Caring Award and The Hubert Humphrey Memorial Award at the Touchdown Club, and the Lifetime Achievement Award at the National Charity Awards Dinner. Most recently, Sara, along with co-founder Yvonne Fedderson, have been nominated for the eighth time for the Nobel Peace Prize. Endorsements for the prestigious nomination include letters from U.S. Supreme Court Justice Sandra Day O'Connor and former first lady Barbara Bush, along with numerous politicians, educators, and corporate executives. Just recently she was awarded an honorary doctorate from Northcentral University.

## **Yvonne Fedderson Awards and Achievements:**

Yvonne has received more than 100 honors and awards for her service to children, some of which include the National Children's Alliance's Champions of Children Award, the State of California's Legislature's Woman of the World Award, and the Women's International Center's Living Legacy Award. She and Mrs. O'Meara have been given the Kiwanis World Service Medal, the American Ireland Fund Humanitarian Award, The University of California Riverside Chancellor's Founder's Award, and Family Circle Magazine's "Women Who Make a Difference." Most recently, Yvonne, along with co-founder Sara O'Meara, have been nominated for the eighth time for the Nobel Peace Prize. Endorsements for the prestigious nomination include letters from U.S. Supreme Court Justice Sandra Day O'Connor and former first lady Barbara Bush, along with numerous politicians, educators and corporate executives. Just recently she was awarded an honorary doctorate from Northcentral University.

# Appendix 9: Organization Chart

