



## **Strategic Plan July 2021 – June 2024**

|   |               |
|---|---------------|
| <b>Introduction</b>                         | <b>pg. 1</b>  |
| <b>Overview and History of MountainStar</b> | <b>pg. 2</b>  |
| <b>1-page Strategic Plan Overview</b>       | <b>pg. 3</b>  |
| <b>Workplan</b>                             | <b>pg. 4</b>  |
| <b>Success Metrics</b>                      | <b>pg. 8</b>  |
| <b>3-Year Budget</b>                        | <b>pg. 9</b>  |
| <b>Pair of ACEs</b>                         | <b>pg. 10</b> |

## Introduction

Every day, young children come to MountainStar who need our help. They live in homes characterized by toxic stress, instability, violence and trauma, distractions and chaos. They live in communities where there are systemic barriers to their success such as racism, various types of discrimination, high housing costs, and social disruption that has been exacerbated by COVID. Parents of children at MountainStar love their children, but their actions often reflect conflicting priorities and impulses, an inability to ensure their child's safety and security, and a psychology shaped by their own trauma and negative early life experiences.

All of these factors impact young children at a time when their brains are developing as fast as one million new neural connections per second – creating patterns that will be active the rest of their lives and that can have detrimental consequences for a child's future health and success in school (see *Harvard Center for the Developing Child* and the *Pair of ACEs* by Milken Institute for Public Health for more info.)

MountainStar's goal for the last 20 years has been to sustain and further develop our community's efforts to keep children safe through a robust partnership between public and private sectors. Early childhood development is a "blind-spot" where public investment is low, but the opportunity to create change is high. MountainStar is committed to providing strength-based, high-quality, therapeutic services that help vulnerable children and their families in Central Oregon increase resiliency, heal from trauma and toxic stress, and grow to fulfill their potential.

We are excited to share MountainStar's current strategic thinking about our organization, action plans to achieve our goals, and the high-level metrics we will use to track our progress. This strategic plan describes MountainStar's work to: 1) make equity a priority in our organization; 2) increase services in rural communities; 3) create more community awareness of our mission; and, 4) focus on engaging community members to provide the financial support needed to support our work.

Beginning August 2021, Kara Tachikawa will lead the implementation of this plan as MountainStar's new Executive Director. Kara was previously the Program Director at MountainStar and comes to this position with business knowledge, experience with boards, strong and well-recognized leadership in our community, expertise in trauma-informed early childhood work, and a penchant for fundraising. We hope you will find our vision for the future compelling, ambitious, compassionate, and inviting.

Every day matters for children - especially young children. We hope that you will join us in making Central Oregon a place where children facing overwhelming obstacles find the safety, support, and care they need to thrive.

In partnership,



Tim Rusk  
Executive Director (outgoing)



Jessica Sayers  
Board President



Kara Tachikawa  
Executive Director (incoming)

## Overview and History

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MountainStar Family Relief Nursery's (MountainStar) mission is to prevent child abuse and neglect through community support and therapeutic services that help vulnerable children and families succeed. We are the only program in Deschutes, Jefferson, and Crook Counties providing therapeutic classrooms, parenting education services, and family support targeted at protecting babies and young children who are at significant risk for abuse and neglect. We envision communities that support each parent's efforts to nurture their children's emotional, physical, and intellectual development in a safe environment.

MountainStar was formed in 2001 in response to the community need for comprehensive services for distressed families with very young children and the organization has grown steadily over the years. Our Relief Nursery services include 1) Therapeutic Early Childhood Program consisting of high-quality, therapeutic early childhood classes for children ages 0-3 years old, home visits, and parent education classes, and 2) Outreach services which provide crisis intervention and ongoing services to high-risk families who are not enrolled in our classes. In 2020, we added publicly funded Preschool Promise classes in Bend, Madras, and Prineville serving children ages 4-5 years old. All families receive basic needs support such as food boxes, diapers, clothes, and referrals to community services. Following is a timeline of MountainStar's program expansion:

2001 – Bend Relief Nursery opens and serves 34 babies and toddlers in our first year

2002 – MountainStar's first Board of Directors forms

2011 – Outreach services expand with bilingual/bicultural focus

2013 – Juniper Junction Relief Nursery in Madras becomes part of MountainStar

2015 – Prineville Relief Nursery opens

2016 – La Pine Outreach services begin

2020 – COVID-19 Pandemic affects our programs; classes close temporarily; staff support families through video calls, front yard visits, and dropping off food boxes, diapers, and activity bags

2020 – Redmond Relief Nursery opens

2021 – MountainStar celebrates 20 years of providing strength-based child abuse and neglect prevention services to 5,000 children ages 0-5 years old and 20,000 of their family members in Central Oregon.

MountainStar has knowledgeable staff, active board members and advisory board members, and dedicated volunteers. We consistently seek to maximize our impact on child safety and parent success through partnership with early learning centers, social service agencies, government and private funders, and other organizations across the tri-county region. We partner closely with the Oregon Association of Relief Nurseries, Early Learning Hub of Central Oregon, United Way of Central Oregon, Central Oregon Health Council, OSU-Cascades Diversity, Equity and Inclusion Laboratory, and others. We participate in Spark, Oregon's early learning quality program, and achieve a 5-star rating for our Bend and Prineville centers.

Most importantly, MountainStar successfully engages families with young children who are furthest from opportunity and who are at risk for abuse/neglect. Services are provided at no-cost and participation is voluntary. The children we serve live in households with an average of 14 risk factors, including unstable housing, substance abuse, mental health issues, a history of family violence, and exposure to toxic stress. Relief Nursery programs work. At MountainStar, we consistently report that 98% of the children we serve remained free from confirmed cases of abuse and neglect. In a recent longitudinal study, Oregon's DHS/Child Welfare documented 90% of the children who exited the Eugene Relief Nursery between 2010 and 2017 had no record of subsequent removal from the home by Child Welfare up to nine years after enrolling in services despite the many challenges they were experiencing.

To sustain these programs and services, we have built a successful, diversified fundraising program. Over the past five years, we have increased our annual budget from \$1.7M to \$2.5M while continuing to secure 40% of our income from the private sector. We believe the best long-term strategy to strengthen families and keep young children safe is through a robust partnership with the public and private sectors working together with community volunteers and parents who want the best for young children.

**Vision:**

We envision communities across Central Oregon where child abuse and neglect are reduced and where all parents are supported in nurturing their children's emotional, physical, and intellectual development in a safe environment.

**Mission:**

The mission of MountainStar is to prevent child abuse and neglect through community support and therapeutic services that help vulnerable children and families succeed.

**Values:**

- **Caring** – welcoming, trauma-informed, non-judgmental, family-focused, compassionate, honest, and fun.
- **Collaborative** – engaged with clients, supporters, program partners, and communities.
- **Excellence** – committed to quality programs, current research, continuous learning, and robust evaluation.
- **Inclusive** – seek out and value diverse perspectives; understand and address systemic barriers equitably.

| <b>PRIORITY AREAS:</b>   | <b>Goals:</b> What we will accomplish toward this priority (outcome focused).   |
|--|---|
| <b>PROGRAMS:</b><br><i>Increase effective, high-quality, and inclusive services that reduce the risk of child abuse/neglect and promote resiliency in children and their families.</i>             | <ol style="list-style-type: none"> <li>1. Continue to evolve the quality of services to ensure that we reach our communities' most vulnerable families.</li> <li>2. Seek opportunities to increase services especially in rural communities.</li> <li>3. Enhance connections to health and mental health systems.</li> <li>4. Strengthen the equity lens used in our work with children, families, and communities.</li> </ol>  |
| <b>COMMUNITY ENGAGEMENT:</b><br><i>Enhance community awareness of child abuse and neglect and increase engagement in this vital work.</i>  | <ol style="list-style-type: none"> <li>1. Increase our visibility as a leader in prevention services in local communities.</li> <li>2. Strengthen relationships with groups and program partners including a focus on connecting with BIPOC, LGBTQ+, and rural communities.<sup>1</sup></li> <li>3. Develop a strong board and community-level leadership to support regional services.</li> <li>4. Strengthen volunteer engagement to support program success and reflect community investment.</li> <li>5. Visibly demonstrate a commitment to diversity, equity, and inclusion.</li> </ol>           |
| <b>FUNDRAISING &amp; FINANCE:</b><br><i>Build upon our strong base of funding to support planned growth and long-term success of tri-county services.</i>  | <ol style="list-style-type: none"> <li>1. Cultivate donors to increase transformational giving (gifts of \$5K to \$100K).</li> <li>2. Secure funding to grow services in rural communities.</li> <li>3. Develop a capital campaign to support the growing needs of children and families in MountainStar's service region by increasing capacity and services.</li> <li>4. Secure funding from individual and business donations, foundation grants, and public sources.</li> <li>5. Utilize strong financial management systems and plan for the organization's long-term financial health.</li> </ol> |
| <b>OPERATIONS, FACILITIES, &amp; HUMAN RESOURCES:</b><br><i>Ensure strong business practices, human resources, and organizational infrastructure to support the staff and services we provide.</i> | <ol style="list-style-type: none"> <li>1. Develop career paths and leadership pipeline for MountainStar staff.</li> <li>2. Maintain MountainStar as an "employer of choice".</li> <li>3. Work pro-actively on equity and inclusion issues in MountainStar's culture, practices, and positions.</li> <li>4. Provide welcoming, aesthetically pleasing, safe, and functional facilities and infrastructure.</li> </ol>  |

<sup>1</sup> In this document "BIPOC" indicates Black, Indigenous, and People of Color (including Latinx individuals), and "LGBTQ+" indicates Lesbian, Gay, Bisexual, Transgender, Queer, and people with other gender identities or sexual orientations.

| <p><u>Priority</u> (highest-level): Where we intend to focus our attention over the next three years, all equally important.</p> <p><u>Goal</u> (numbered): What we will accomplish toward this priority (outcome-focused).</p> <p><u>Strategy</u> (letters): what we do to achieve each goal (action-focused).</p> <p>ED – Executive Director, OD/HRD – Operations/HR Director, PD - Program Director, DD – Development Director,<br/>FD – Finance Director, SMT- Senior Management Team, Incl Team – Inclusion Team, LT – Leadership Team</p> |   |  |          |                |
|---|---|--|----------|----------------|
| PRIORITY AREA #1: PROGRAMS:   |   |  | Timing   | Owner          |
| <i>Increase effective, high-quality, and inclusive services that reduce the risk of child abuse/neglect and promote resiliency in children and their families.</i>  |   |  |          |                |
| <b>1.</b>   | <b>Continue to evolve the quality of services to ensure we reach our communities' most vulnerable families.</b> |  |          |                |
|   | a.  | Re-establish program services to full capacity and continue beneficial processes learned from COVID.   | Sept 21  | PD             |
|   | b.  | Develop options to align Preschool Promise services with Relief Nursery model.   | 2021-22  | PD             |
|   | c.  | Work with Oregon Assoc. of Relief Nurseries on new service standards.  | 2022     | PD/ED          |
| <b>2.</b>   | <b>Seek opportunities to increase services especially in rural communities.</b>                                 |  |          |                |
|   | a.  | Hire staff or contract services to alleviate teaching staff burden (such as bus driving, meal preparation, facility cleaning, etc).  | ongoing  | SMT            |
|   | b.  | Add at least 0.5 FTE Outreach worker in each community served.   | Sept '22 | PD/ED          |
|   | c.  | Open Preschool Promise services in Redmond with 9 children enrolled.   | Sept '22 | PD             |
|   | d.  | Open classroom services in La Pine for at least weekly respite classes or Therapeutic Early Childhood Program for up to 18 children.   | Mar '23  | PD/ED<br>Board |
|   | e.  | Explore options for Relief Nursery services with the Confederated Tribes of Warm Springs.  | Mar '24  | PD/ED<br>Board |
| <b>3.</b>   | <b>Enhance connections to health and mental health systems.</b>   |  |          |                |
|   | a.  | Adopt the use of shared referral platform connecting health and social services.   | Sept '21 | PD             |
|   | b.  | Determine and adopt path for offering on-site mental health services for children, families, and classrooms (incl. potential for on-staff services).                         | 2021-22  | PD/SMT         |
|   | c.  | Coordinate MountainStar services with new universal home visiting services.  | Mar '22  | PD/ED          |
|   | d.  | Investigate potential for Community Health Worker status (and potential OHP reimbursement) for services. Implement as indicated.   | Sept '22 | PD/FD          |
| <b>4.</b>   | <b>Strengthen the equity lens used in our work with children, families, and communities.</b>                    |  |          |                |
|   | a.  | Provide staff and board training on the culture, values, and norms of families.  | annually | SMT            |
|   | b.  | Engage staff and board in continuous learning about their own biases, assumptions, and stereotypes.  | annually | SMT/Board      |
|   | c.  | Evaluate client recruitment using community-level demographic information.   | annually | PD             |
|   | d.  | Survey client families and community partners about their experience related to our diversity, equity, and inclusion (DEI) practices and policies.                           | annually | PD/Board       |
|   | e.  | Develop and continually refine a service delivery climate that promotes acceptance, inclusion, and respect for cultural and linguistic diversity and differences in ability. | annually | PD/ED          |

| PRIORITY AREA #2: COMMUNITY ENGAGEMENT  |  |   | Timing    | Owner     |
|---|--|---|-----------|-----------|
| <i>Enhance community awareness of child abuse and neglect and increase engagement in this vital work.</i> |  |   |           |           |
| <b>1.</b>   | <b>Increase our visibility as a leader in prevention services in local communities.</b>  |   |           |           |
|   | a.   | Provide training for staff, board, and advisory board on consistent messaging to the community about our mission, programs, and issues facing families.                           | annually  | DD, Board |
|   | b.   | Increase staff and resources dedicated to marketing and social media.   | 2021-22   | DD        |
|   | c.   | Create focused marketing materials for each community served.   | annually  | DD        |
| <b>2.</b>   | <b>Strengthen relationships with groups and program partners including a focus on connecting with BIPOC, LGBTQ+, and rural communities. <sup>1</sup></b> |   |           |           |
|   | a.   | Regularly attend community meetings such as early learning groups, health committees, chamber of commerce, and service clubs.   | On-going  | LT, Board |
|   | b.   | Seek out and connect with groups or work being done that is focused on BIPOC, LGBTQ+, and rural families. <sup>1</sup>  | Quarterly | ED        |
|   | c.   | Continue diversity, equity, and inclusion learning among staff, volunteers, and board.  | Quarterly | SMT       |
|   | d.   | Further develop relationships with referring partners.  | On-going  | PD        |
| <b>3</b>  | <b>Develop strong board and community-level leadership to support regional services.</b>   |   |           |           |
|   | a.   | Maintain an 8-15-member governing board that is well connected to local communities.  | On-going  | Board     |
|   | b.   | Support Advisory Boards for satellite centers in Madras and Prineville and create Advisory Board for Redmond program by June 2022.  | On-going  | DD, ED    |
|   | c.   | Engage board members in their role as ambassadors and advocates.  | On-going  | Board, ED |
|   | d.   | Continue local and statewide advocacy for vulnerable families, young children, and Relief Nursery services.   | On-going  | ED, Board |
| <b>4.</b>   | <b>Strengthen volunteer engagement to support program success and reflect community investment.</b>  |   |           |           |
|   | a.   | Refine 'paths to engagement' for all volunteer levels: fairy godparent, classroom volunteer, fundraising committee, and community advocate.                                       | On-going  | DD, PD    |
|   | b.   | Create a La Pine volunteer program and cultivate potential advisory board members.  | On-going  | DD        |
|   | c.   | Grow internship program to support classrooms, strengthen connections with local institutions of higher education, and continue to promote trauma-informed care in our community. | 2021-22   | DD/PD/HRD |
| <b>5.</b>   | <b>Visibly demonstrate a commitment to diversity, equity, and inclusion.</b>   |   |           |           |
|   | a.   | Assess marketing materials and communications for racial and other bias and update as needed.   | On-going  | DD        |
|   | b.   | Incorporate equity statement on materials and regularly present our perspective on equity, inclusion, and diversity on internal and external platforms.                           | Dec '21   | SMT       |

<sup>1</sup> "BIPOC" stands for Black, Indigenous, People of Color (including Latinx individuals) and "LGBTQ+" stands for Lesbian, Gay, Bisexual, Transgender, Queer, and those with other gender identities or sexual orientations.

| PRIORITY AREA #3: FUNDRAISING & FINANCE  |   |   | Timing   | Owner  |
|--|---|---|----------|--------|
| <i>Build upon our strong base of funding to support planned growth and long-term success of tri-county services.</i> |   |   |          |        |
| 1.   | <b>Cultivate donors to increase transformational giving (gifts of \$5,000 to \$100,000).</b>  |   |          |        |
|  | a.  | Implement fundraising strategies that engage new community members.   | annually | DD     |
|  | b.  | Utilize board connections to present the case for transformation.   | annually | DD, ED |
| 2.   | <b>Secure funding to grow services in rural communities.</b>  |   |          |        |
|  | a.  | Find/develop funding streams to increase outreach services in Prineville, Madras, and La Pine   | 2022-23  | DD, ED |
|  | b.  | Secure funding to develop classroom services in La Pine.  | 2023     | DD, ED |
|  | c.  | Based on options identified in collaboration with the Confederated Tribes of Warm Springs, secure funding as needed to support services in the community. | 2024     | ED, DD |
| 3.   | <b>Develop a capital campaign to support the growing needs of children and families in MountainStar's service region by increasing capacity and services.</b> |   |          |        |
|  | a.  | Create an initial case statement and budgets for capital and operating costs.   | 2022     | SMT    |
|  | b.  | Conduct a feasibility study to refine the scope and timing of a project.  | 2023-24  | SMT    |
|  | c.  | Conduct 'silent' portion, announce, and seek funders for final 'cap-off.'   | 2024-25  | SMT    |
| 4.   | <b>Secure funding from individual and business donations, foundation grants, and public sources.</b>  |   |          |        |
|  | a.  | Secure 35-40% of income from individual and business donations.   | annually | SMT    |
|  | b.  | Secure 10-15% of income from private foundation grants.   | annually | SMT    |
|  | c.  | Secure 50-55% of funding from public sources.   | annually | SMT    |
|  | d.  | Identify and utilize a preferred/best method for collecting quantitative and qualitative program data for fundraising purposes.                           | 2021-22  | DD     |
| 5.   | <b>Utilize strong financial management systems and plan for the organizations long-term financial health.</b>   |   |          |        |
|  | a.  | Maintain at least 6 months operating expenses secured with cash reserves and committed funding using 12-month rolling cash flow report.                   | annually | SMT    |
|  | b.  | Develop and implement a plan to replace capital items when necessary.   | annually | FD     |

| PRIORITY AREA #4: OPERATIONS/FACILITIES & HR  |   |   | Timing             | Owner            |
|---|---|---|--------------------|------------------|
| <i>Ensure strong business practices, human resources, and organizational infrastructure to support the staff and services we provide.</i> |   |   |                    |                  |
| <b>1.</b>   | <b>Develop career paths and leadership pipeline for MountainStar staff.</b>                                 |   |                    |                  |
|   | a.  | Successfully launch and support our new Executive Director.   | Dec '21            | ED/SMT/<br>Board |
|   | b.  | Create paths for leadership and professional development within all levels of the organization.   | Jun '22            | ED/SMT /<br>LT   |
| <b>2.</b>   | <b>Maintain MountainStar as an “employer of choice”.</b>  |   |                    |                  |
|   | a.  | Enhance employee experience through consistent review of retention, onboarding and training.  | ongoing            | HRD/PD           |
|   | b.  | Increase wages to be competitive with other early childhood programs and to attract and retain staff especially given the rapidly increasing cost of living in Central Oregon and availability of higher paying jobs. | annually           | ED/HRD           |
|   | c.  | Strengthen on-boarding practices especially for leadership staff.   | ongoing            | HRD              |
|   | d.  | Retain and further develop benefits for staff (e.g. professional development opportunities, working from home, and flexible work schedules).  | annually           | ED/HRD           |
|   | e.  | Regularly assess staff satisfaction and engagement.   | annually           | HRD              |
| <b>3.</b>   | <b>Work proactively on equity and inclusion issues in MountainStar’s culture, practices, and positions.</b> |   |                    |                  |
|   | a.  | Adopt an equity statement and update other governance documents.  | Aug '21            | SMT,<br>Board    |
|   | b.  | Adopt an equity lens for use in decision-making, with a strong focus on inclusion and communication with staff and leadership teams.  | Aug '21<br>ongoing | SMT,<br>Board    |
|   | c.  | Re-establish an Inclusion Team charged with accelerating work toward diversity, equity and inclusion goals and being a trusted advocate for equity issues.  | Aug '21<br>ongoing | HRD/DD,<br>Board |
|   | d.  | Take concrete steps to diversify the board and leadership teams.  | ongoing            | Board            |
| <b>4.</b>   | <b>Provide welcoming, aesthetically pleasing, safe, and functional facilities and infrastructure.</b>       |   |                    |                  |
|   | a.  | Train staff and create system for maintaining facilities that are trauma informed and welcoming to everyone.  | ongoing            | OD/PD            |
|   | b.  | Complete the conversion from family-based to childcare center in Redmond.   | Sept '22           | OD/PD            |
|   | c.  | Maintain safe, properly operating buses and vans for transportation, upgrade and purchase new vehicles as necessary.  | ongoing            | OD               |
|   | d.  | Continue to develop IT systems especially in the areas of data security, communication, and workflow collaboration across multiple sites.   | ongoing            | ED/OD            |
|   | e.  | Address deferred maintenance at leased facilities in Madras & Prineville.   | ongoing            | OD               |
|   | f.  | Evaluate benefits of leasing vs owning facilities to determine future for purchasing or ongoing leasing (esp. Prineville in 2021).  | Dec 21             | ED/OD            |



## Success Metrics



|  | FY 21-22    | FY 22-23    | FY 23-24    | Notes  |
|--|-------------|-------------|-------------|--|
| <b>Relief Nursery Services</b>   |             |             |             |  |
| # Children served <sup>1</sup>   | 250         | 305         | 325         | Children served and "slots" used in OARN funding formula<br><u>Key events:</u><br>• Re-establish services to full capacity. Sept '21<br>• Add 0.5 FTE Outreach worker at each site. Sept '22<br>• Open respite classes in La Pine. Mar '23<br>• Explore options for srvs at Warm Springs. Mar. '24 |
| Bend   | 110         | 125         | 125         |  |
| Madras   | 50          | 60          | 60          |  |
| Prineville   | 35          | 45          | 45          |  |
| La Pine  | 20          | 30          | 35          |  |
| Redmond  | 35          | 45          | 45          |  |
| Warm Springs   | X           | X           | 15          |  |
| # Therapeutic Classroom slots <sup>2</sup> / Percentage filled   | 96          | 106         | 110         | Percent enrolled compared to program capacity.<br><u>Key events:</u><br>• Open TECP in La Pine. Mar '23<br>• Hire staff to alleviate burden on teachers. Dec. '22<br>• Improve connections w/health & MH srvs. Jun '22   |
| Bend   | 34          | 34          | 34          |  |
| Madras   | 26          | 26          | 26          |  |
| Prineville   | 18          | 18          | 18          |  |
| Redmond  | 18          | 18          | 18          |  |
| La Pine  | X           | 10          | 14          |  |
| % Safe from confirmed abuse/neglect  | 95%         | 95%         | 95%         |  |
| % of children in TECP meeting expectations for social-emotional development <sup>3</sup>   | 80%         | 80%         | 80%         |  |
| % of parents with children in TECP reporting improvements in family functioning and resiliency <sup>4</sup>  | 40%         | 40%         | 40%         | • Increased parent education (Circle of Security)  |
| % of parents with children in the TECP reporting improvements in nurturing and attachment <sup>4</sup>   | 30%         | 33%         | 36%         |  |
|  |             |             |             |  |
| <b>Preschool Promise</b>   |             |             |             |  |
| # Preschool Classroom slots / Percentage filled  | 34          | 50          | 50          | Goal: 100% enrolled compared to program capacity.<br><u>Key events:</u><br>• Open Preschool Promise class in Redmond and La Pine. Sept '22<br>• Align PSP services to better meet RN stds. Dec. '22<br>• Potential 2nd PSP class (11 children) in Bend. ('24-'25)                                  |
| Bend   | 16          | 10          | 10          |  |
| Madras   | 9           | 10          | 10          |  |
| Prineville   | 9           | 10          | 10          |  |
| Redmond  | X           | 10          | 10          |  |
| La Pine  | X           | 10          | 10          |  |
| % of children meeting expectations for social-emotional development <sup>3</sup>   | 80%         | 83%         | 85%         |  |
| % of children meeting expectations for language <sup>3</sup>   | 80%         | 83%         | 85%         |  |
| <b>Diversity, Equity &amp; Inclusion</b>   |             |             |             |  |
| % Organization leadership (staff, board, advisory boards) who identify as Person of Color, "lived experience" like clients, or other diverse group | 40%         | 53%         | 55%         | Baseline 09/2021 is 50% identify as a Person of Color, a member of LGBTQ+ community, as having a disability, and/or as having lived experience similar to clients<br><br>Includes Equity Team mtgs and trainings   |
| Paid staff hours and board time invested in diversity, equity & inclusion learning and work  | 400         | 420         | 450         |  |
| <b>Development</b>   |             |             |             |  |
| Private donations, endowment, grants and in-kind   | \$1,111,000 | \$1,242,000 | \$1,366,000 | Grow volunteer & Advisory Boards in La Pine & Rdm.   |
| Fundraising and Marketing expense  | \$264,615   | \$279,240   | \$295,709   |  |
| Cost per \$1 raised (donations/grants) <sup>5</sup>  | \$0.24      | \$0.22      | \$0.22      |  |
| # active donors  | 850         | 900         | 925         |  |
| % of donors who upgrade  | 15%         | 15%         | 15%         |  |
| # of donors who give at least \$10K  | 18          | 19          | 20          |  |
| # Volunteer hours  | 4,500       | 4,750       | 5,000       |  |
|  |             |             |             |  |
| <b>Finance</b>   |             |             |             |  |
| Total revenue  | \$2,610,685 | \$2,898,000 | \$3,249,000 |  |
| Months of cash on-hand <sup>6</sup>  | 5.0         | 5.0         | 5.0         |  |
| Rolling cash flow "cliff" in months <sup>7</sup>   | 10          | 10          | 10          |  |

### Footnotes:

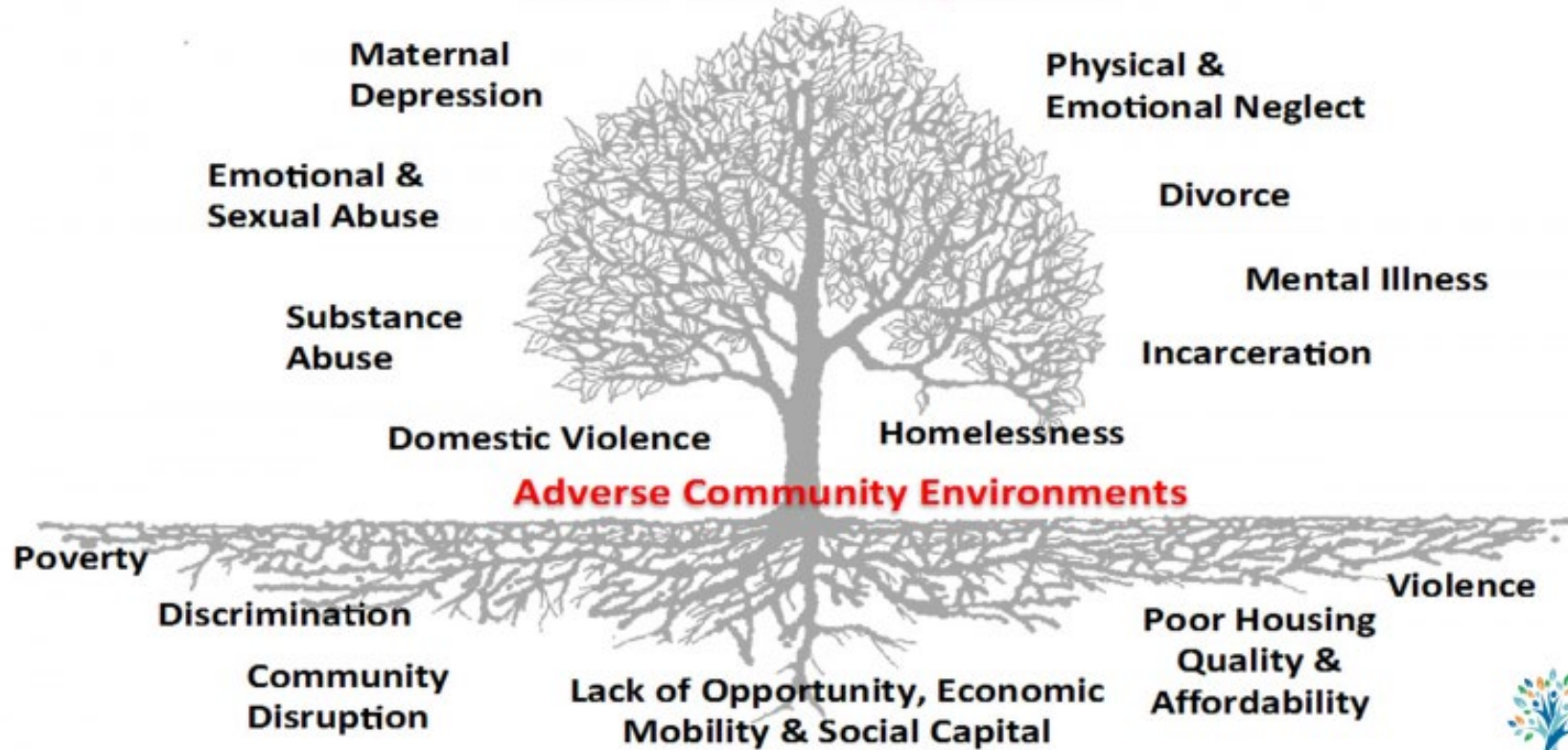
- Number of children served in either therapeutic early childhood or outreach (safety net) programs
- "Slots" in therapeutic early childhood program (TECP) which includes classroom, home visiting, and support services
- Measured quarterly using Teaching Strategies Gold from September to August of the following year
- Measured annually using Protective Factors Survey
- Total fund raising and marketing expenses (staff and non-personnel) divided by private revenue including donations and corporate/private grants
- Checking and savings accounts divided by cash burn rate of \$201,000
- Number of months MountainStar can operate using checking and savings accounts plus funding committed through grants and contracts

## MountainStar - 3-yr Budget FY 22, 23, 24

|                                     | <b>FY22<br/>Revised<br/>Budget</b> | <b>FY23<br/>Budget</b> | <b>FY24<br/>Budget</b> |
|-------------------------------------|------------------------------------|------------------------|------------------------|
| <b>Revenue</b>                      |                                    |                        |                        |
| Private Donors Total                | 838,000                            | 945,000                | 1,054,000              |
| Endowments                          | 1,000                              | 10,000                 | 10,000                 |
| Private Grants                      | 220,000                            | 235,000                | 250,000                |
| Government Grants Total             | 1,499,685                          | 1,656,000              | 1,883,000              |
| In Kind Donations                   | 50,000                             | 50,000                 | 50,000                 |
| Earned revenues                     | 2,000                              | 2,000                  | 2,000                  |
| <b>Total Revenue</b>                | <b>2,610,685</b>                   | <b>2,898,000</b>       | <b>3,249,000</b>       |
| <b>Expenses</b>                     |                                    |                        |                        |
| <b><u>Total Personnel</u></b>       | <b>1,883,361</b>                   | <b>2,224,644</b>       | <b>2,464,041</b>       |
| <b><u>Nonpersonnel Expenses</u></b> |                                    |                        |                        |
| Contingency Expense                 |                                    | 29,000                 | 32,500                 |
| Donated Services/Materials          | 50,000                             | 50,000                 | 50,000                 |
| Dues & Fees                         | 30,000                             | 30,000                 | 30,000                 |
| Emergency Family Fund               | 3,000                              | 3,000                  | 4,000                  |
| Equipment & Furniture               | 6,000                              | 30,000                 | 15,000                 |
| Fund Raising Expense                | 20,000                             | 22,500                 | 25,000                 |
| Insurance                           | 37,800                             | 42,500                 | 45,000                 |
| Marketing                           | 29,000                             | 32,500                 | 37,500                 |
| Total Occupancy Cost                | 136,996                            | 151,500                | 159,000                |
| Office Supplies & Printing          | 20,000                             | 22,500                 | 22,500                 |
| Total Professional Services         | 162,220                            | 174,500                | 178,500                |
| Total Program Expenses              | 81,500                             | 172,500                | 186,000                |
| Staff Development                   | 17,990                             | 21,100                 | 22,150                 |
| Staff Travel                        | 13,000                             | 15,000                 | 15,000                 |
| Redmond Remodel Project             | 75,000                             |                        |                        |
| <b>Total Non-Personnel</b>          | <b>682,506</b>                     | <b>796,600</b>         | <b>822,150</b>         |
| <b>Total Expenses</b>               | <b>2,565,867</b>                   | <b>3,021,244</b>       | <b>3,286,191</b>       |
| <b>Net Income/(Loss)</b>            | <b>44,818</b>                      | <b>(123,244)</b>       | <b>(37,191)</b>        |
| Multi-year Grants Released          |                                    | 170,000                | 111,000                |
| <b>Cash Flow w/ Released Grants</b> | <b>44,818</b>                      | <b>46,756</b>          | <b>73,809</b>          |

## The Pair of ACEs

### Adverse Childhood Experiences



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