

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)

1-page Strategic Plan Overview – FY 2021-24

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.

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

¹ 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.
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