



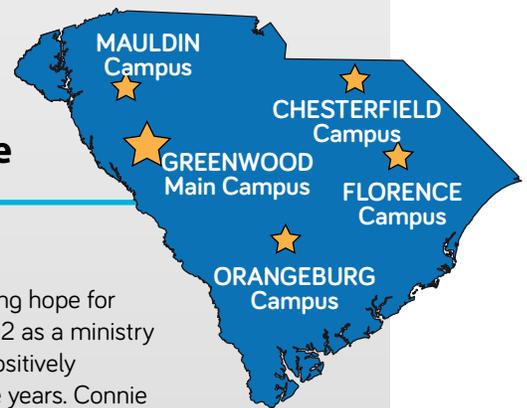
CALL TO CONVERSATION

GUIDING THE FUTURE FOR CONNIE MAXWELL CHILDREN'S HOME

www.ConnieMaxwell.com



About Connie Maxwell Children's Home



For 126 years Connie Maxwell Children's Home has been providing hope for South Carolina's children and families in need. Established in 1892 as a ministry of the South Carolina Baptist Convention, Connie Maxwell has positively impacted more than 17,000 children and families throughout the years. Connie Maxwell has five campus locations across S.C., and is accredited by the Council on Accreditation (COA). Each year, more than 200 children and their families participate in one of our core programs: residential care, crisis care, family care, and foster care. Some of our programs and services are only offered at certain campus locations.

MISSION: The mission of Connie Maxwell Children's Home is to **care for children** while developing and strengthening positive relationships in a **Christian environment**.

VISION: Connie Maxwell accomplishes its purpose by **offering hope and healing to children and families** through child care, counseling, and family service programs designed to meet physical needs; to improve personal, family and spiritual relationships; to teach the skills needed for wholesome and productive living; and to encourage acceptance of and growth in the **Christian faith**.

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Holdfast to Dreams

"There is a moment in time when the door opens and lets the future in."

That moment for Connie Maxwell Children's Home is now.

Since September 1, 2017, Debra and I have been prayerfully and patiently standing on the front porch of our new home, intently watching the door of Connie Maxwell's future crack open ever so slowly. At times, we would peek through the windows hoping to catch a glimpse of what's inside, only to once again fix our eyes on the old bronze doorknob to see it turning slightly towards the right. The anticipation continued to build through the months and then—a ray of light penetrated the opening and a glimpse of her bright and promising future was revealed in the blink of an eye.

Our journey towards this sacred dream began with personal phone calls to alumni, friends, and donors on the very first day we arrived. Those initial greetings were followed by a listening tour where we visited each and every corner of our five campuses. A **New Beginnings Celebration** with Ruth Graham and many longtime friends carried us across the threshold and into our journey together. We packed our bags and launched a **For the Dreams of Children Tour** which carried us to five cities across South Carolina, ultimately landing on the front steps of the State House in Columbia, hand in hand with our children. The **Forgiveness Initiative** ushered in a God led adventure of seeking unity and "oneness of purpose" amongst our family. In the meantime, interviews with alumni, surveys of staff, excursions to children's homes across the nation, as well as tedious research and data collection informed our minds and hearts about the current state of our work while keeping a constant eye on the horizon...watching for the Son.

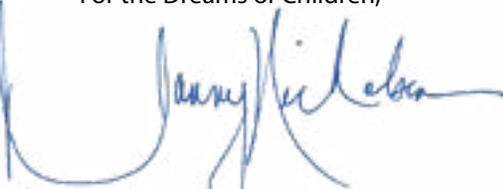
This parade of colorful and meaningful activities culminated with the construction of **Connie Maxwell Children's Home: A Plan for the Future**. Five committees were formed and capably led by a leadership team that represents history, experience, expertise, and dedicated, compassionate hearts. Over a four-month period, these committees, comprised of over 60 individuals, meticulously carved out a vision—a preferred future that will guide our efforts to become the very best children's home in the nation, ministering with excellence to broken, abandoned children and families in Jesus' name.

We now invite each of you to walk through this door with us. This spring, we will be conducting a **Call to Conversation Tour** across South Carolina to share a preliminary draft of our strategic plan and encourage productive dialogue and feedback on Connie Maxwell's future direction and dreams. In addition to these visits, a steering committee of 12 will prepare a formal proposal to present to the Board of Trustees on May 19. We anticipate and desire unanimous approval from the board, and after receiving such, we will embark upon an exciting, challenging, and joyous journey towards the future.

Dreams are the lifeblood of the soul. Dreaming big is God's business. Our relentless pursuit of that which man cannot do is evidence of our faith in a God that makes the impossible possible. The defining moment for us all will be to exercise the courage and steadfast belief in something bigger than ourselves. Something that is eternal. Something that truly matters.

*"Holdfast to Dreams.... For if Dreams die
Life is a broken-winged bird that cannot fly
Holdfast to Dreams... For if dreams go
Life is a frozen field covered with snow.
Holdfast to Dreams...."*

For the Dreams of Children,


William D. Nicholson II, Ph.D
President



Debra and Danny Nicholson

ASPIRE TO BE THE **BEST YOUTH** MINISTRY IN S.C.



We know the foundation of healing and wholeness is only found through having a relationship with Christ. That is why our #1 priority is our church. Through creative music, camps, guest speakers, and worship leaders, our church will be a dynamic source of hope for all youth and families across South Carolina.

Our goals:

- ▶ Aspire to be the best youth ministry in South Carolina.
- ▶ Implement and strengthen the nine covenants of church ministry.
- ▶ Support, integrate, and collaborate with the initiation of the Healing Center to create a higher, more in-depth level of addressing ministry needs of children and staff.
- ▶ Missions/Camps/Trips Endowment and annual schedule to ensure that every child has the opportunity for missions and spiritual growth experiences.
- ▶ "For the Dreams of Children" concert series to support ministry and education outreach for strengthened worship and evangelism opportunities.
- ▶ Christian leadership series that funds guest speakers to communicate and teach about leadership.



STRENGTHEN AND INCREASE
ENDOWMENT
 TO SECURE
 CONNIE MAXWELL'S
 FUTURE



A strong endowment is integral to Connie Maxwell's financial sustainability. Through a comprehensive capital campaign, we will secure Connie Maxwell's future by increasing donor support and strengthening all areas of giving to include the endowment, major gifts, planned giving, and the annual fund.

Our goals:

- ▶ Plan, prepare and conduct a comprehensive capital campaign that is focused on strategic initiatives from the Connie Maxwell Children's Home: A Plan for the Future.
- ▶ Strengthen and increase endowment to secure Connie Maxwell's bright and promising future.
- ▶ Transform and enhance Advancement Services to strengthen the database, reporting, acknowledgment process, research, and overall stewardship consistency and quality.
- ▶ Increase the annual fund to minimize use of endowment allocations for operating budget.
- ▶ Strengthen major gifts area to support endowment, capitol projects, and student centered programs.
- ▶ Focus on, personalize, and strengthen planned giving activities to build long term financial security.
- ▶ Strengthen volunteer and church relations to address volume of work and needed relationship building with over 2000 churches.
- ▶ Update and develop policies addressing in-kind/donated property and services including financial assets such as stocks and securities, land and buildings, volunteer labor, etc.

3. Capital Projects

EXPLORE THE NEED FOR **THE CENTER FOR MINISTRY AND HEALING**



A comprehensive look at facilities and space is necessary to ensure that we are being efficient with our resources and not missing out on opportunities for revenue. In addition, we believe the chance to unify our services by bringing all of our departments under one roof would enhance collaboration and reinforce a Bible-centered approach of healing.

Our goals:

- ▶ Explore the best uses for the property at Oasis Farm, considering concepts like a village, conference center, outdoor leadership course, and amphitheater which could turn OASIS into a S.C. destination.
- ▶ Explore the need for creating The Center for Ministry and Healing to benefit children and families. By bringing all areas of the Connie Maxwell ministry under one roof this concept would strengthen unity, campus communication and collaboration, and foster a comprehensive approach to ministry. Our children and families will heal through Bible-centered therapy and lectures that will address relevant issues like drugs, depression, trauma, and forgiveness.
- ▶ Explore the need for a welcome center and Dreams Cafe to create a central check-in point for more than 2000 volunteers that visit the Greenwood campus each year. The Dreams Cafe would offer snacks and lunch, as well as a Connie Maxwell Gift Shop that could showcase unique items like our children's art and other homemade treats.
- ▶ Conduct an assessment of facilities and equipment across all campuses to determine the need for additional equipment and renovations, as well as ensure that our campuses are safe and secure, and reflect a level of excellence for our children, staff, families, and other constituencies. The assessment would help us determine if all assets are being used in the best possible way.
- ▶ Explore the expansion of the Food Distribution and Clothing Center. Research the need for a retail clothing store, training, job counseling, and potential distribution of meals, diapers, etc... (Ex: Florida Baptist Children's Home). Strengthen the Food Service area for campus activities including, VIP lunches, alumni events, and receptions.



SHOWCASE OUR HISTORY WITH
A HISTORY WALK
DOWN MAXWELL AVE
TO UPTOWN GREENWOOD

"The human soul is hungry for beauty; we seek it everywhere—in landscape, music, art, clothes, furniture, gardening, companionship, love, religion, and in ourselves."
~John O'Donohue~

Our goals:

- ▶ Enhance the partnership between the City of Greenwood and Connie Maxwell and symbolically showcase our history with a "history walk" down Maxwell Avenue towards the main entrance of campus. This could be a starting point for the creation of a brochure that guides visitors through a tour of historical and present facts.
- ▶ Develop campus signage for all entrances and throughout campus (cottages and buildings) to provide a quality and consistent recognition of Connie Maxwell Children's Home. Coordinate this initiative with discussion of a possible new branding initiative.
- ▶ Explore the creation of a campus landscape design that links the history and beauty of our campuses. Example ideas: Jamison and Smith gardens with bronze statues that spotlight the history of Connie Maxwell and their lives. Also, Legacy Gardens could be created to spotlight a waterfall monument listing all the names of individuals who leave planned gifts towards strengthening the future and legacy of ministering to children in Jesus' name.

EXPLORE THE NEED TO EXPAND & STRENGTHEN OUR CORE PROGRAMS

What sort of impact is our ministry having on the critical needs of children and families in South Carolina and beyond? As legislation continues to change the landscape of child and family care, are we maximizing our opportunities to help those families in need? Should we consider expanding our programs and services? Do we need to add additional locations beyond Greenwood, Florence, Greenville, Chesterfield and Orangeburg? An in-depth look at these questions will ensure that we are on the right track and making a difference for children and families in Jesus' name.

Our goals:

- ▶ Expand and strengthen our referral initiative to increase awareness of Connie Maxwell services statewide.
- ▶ Explore the need to expand Connie Maxwell's reach into strategic geographical locations in South Carolina and beyond (Columbia, Charleston, Global, etc.)
- ▶ Strengthen Residential Care as our primary service and trademark.
- ▶ Explore the need for expanding Foster Care and creating Foster Care homes.
- ▶ Explore the need to expand Family Care services on campus and across the state.
- ▶ Expand Crisis Care services/Intake Process.
- ▶ Explore the need to develop a Wilderness Ranch program.
- ▶ Explore opportunities to partner and collaborate with others in addressing teen pregnancies, human trafficking, etc.
- ▶ Explore a global initiative to partner with local churches to support children around the world.
- ▶ Enhance and build a robust recreational ministry to collaborate with spiritual and educational priorities.





- ▶ Enhance and build a robust educational ministry to collaborate with spiritual and recreational priorities. Focus on an individualized plan of progress for each student.
- ▶ Enhance and build a robust health ministry that includes educational programs on nutrition, heart health, diabetes, etc. Partner with the recreation department in meeting these objectives.
- ▶ Enhance and build a robust Higher Education/Independent Living program. The objective is to ensure that every student that pursues higher education graduates.
- ▶ Explore becoming a licensed Qualified Residential Treatment Center (QRTP).



SHARE OUR CONNIE MAXWELL STORIES WITH THE WORLD



The marketplace is noisy. Are we doing what we can to bring awareness to our ministry and share the dreams of our children and families with the world? Awareness is critical for us to achieve maximum impact through our program and services, as well as our ability to receive support from passionate donors and volunteers.

Our goals:

- ▶ Increase marketing and communications budget to adequately address exposure, recruitment, and fundraising goals (Target 3.5 %).
- ▶ Enhance the marketing and communication department with additional staff and resources to ensure excellence in increasing awareness of Connie Maxwell services and reputation.
- ▶ Launch a new branding initiative in coordination with the strategic plan and future campaign.
- ▶ Focus on and strengthen our stories that spotlight our programs, children, alumni, and donors.
- ▶ Provide resources to ensure our website is dynamic, user friendly, and technologically advanced.
- ▶ Continue development of key print collateral, including our magazine, and annual report.



HIRE NEW STAFF THAT ARE CRITICAL TO OUR MISSION

Employees are the lifeblood of our ministry. An in-depth analysis of our positions and job descriptions will ensure that we have the right people in the right places, so that our ministry and employees can thrive.

Our goals: ●

- ▶ Hire a Vice President for Human Resources to assist in developing the human resources area in order to improve personnel practices, assure HR compliance, salary assessment, job descriptions and job roles, an evaluation process that promotes accountability based on appropriate skill sets required, and staff orientations to communicate expectations, policies, benefits, etc.
- ▶ Update and strengthen accounting policies and procedures to utilize Blackbaud's "Financial Edge" and "Raiser's Edge" on the highest level. Create an Accounting Policy and Procedures Manual to include, credit card policy, vendor consortiums, purchasing policies, and use of contracts, etc.
- ▶ Examine the need to adjust and broaden the scope of the Work-Set Program, while continuing to make sure that it serves the needs of the children. Enhance partnerships with Piedmont Tech and local businesses for student internships and learning trades. These partnerships can be an introduction of Connie Maxwell to businesses and garner their financial support for our children. (Greenwood City Campaign)
- ▶ Strengthen the maintenance area by using technology to develop schedules for the maintenance of facilities, grounds, and landscape, and explore the need for additional staff while updating and developing new job descriptions.



NEXT STEPS: CONTINUE THE CONVERSATION WITH US



Visit www.ConnieMaxwell.com to learn more about our ministry or view this plan online.

Other ways to get connected:



Call (864) 942-1400 or (800) 868-2624 Toll Free



Email: info@conniemaxwell.com