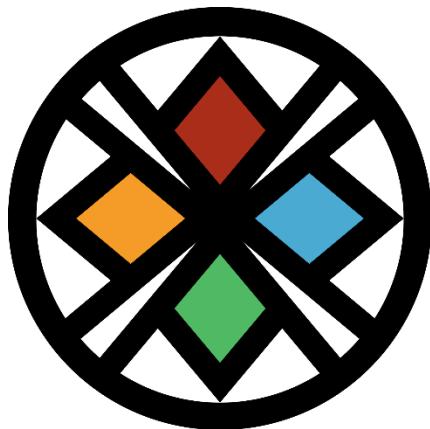


VisionQuest Morning Star Youth Academy (MSYA)

July 2025 – June 2026 Strategic Plan



OUR MISSION

VQ is a national comprehensive child, youth and family services organization, committed to providing successful and effective services while adhering to the highest professional standards.

With nearly 50 years of experience. VQ provides children, youth and families with a trauma-informed and guided centering practice to promote their highest potential.

Our services are designed and delivered with these foundations and principles:

Children and Youth are safe, respected and honored
Families are protected, strengthened and educated
Our team is developed, supported and encouraged
Communities are engaged, valued, and involved

OUR CORE VALUES

North: We value our circle

It promotes mentorship, unity, integrity, a balanced team, accountability and our unique legacy of ceremony and innovation.

East: We value a safe environment

It creates an opportunity for youth, staff and families to heal, openly communicate and reach their highest potential.

South: We value our youth and staff: past, present and future

We are committed to high quality services, fidelity and fairness. Staff are our most valuable resource.

West: We value growth and change

It positively impacts staff, youth, families and community, promoting spiritual maturity.

COMMITMENTS

Youth Commitments

1. The circle is our mentor
2. Commitment to self-centering
3. Commitment to guided-centering

Staff Commitments

1. Commit to maintaining a safe environment
2. Commit to being a role-model
3. Commit to being a paraphraser

Senior Professional Staff (SPS) Commitments

Promote the circle is our mentor

Create and maintain a safe environment

Keep the youth at the center of our circle

Teach VisionQuest fabric and ceremonies

VISIONQUEST MSYA STRATEGIC GOALS FOR 2025 – 2026

NORTH - CULTURE

Create an internal and external culture of open communication that promotes growth, innovation, and collaboration.

1. STRATEGIC INITIATIVES

- Improve communication with our customers, stakeholders, and families
 - Distribute quarterly newsletters
 - Host an annual open house and showcase for our customers, stakeholders and families
 - Invite DJS, family and other monitoring agencies to program sponsored events
 - Host at least an annual on site open to the community event for local at risk youth
- Revisit the responsibilities of the SPS, their intention and responsibility to CQI
 - Conduct monthly recognition circles
 - Develop current and potential SPS
- Promote more staff involvement in the youth's treatment process
 - Encourage staff participation in direction boards
 - Actively participate in staff training
 - Encourage staff participation in Treatment Planning Conferences
- Strengthen the responsibility and impact of the program's student government
 - Conduct monthly student government meetings and encourage their inclusion in MSYA administration meetings
 - Encourage student government participation to all youth
 - The program administration team is receptive to student government feedback and recommendations

EAST

GOAL 2: HIGH QUALITY SERVICES

Meet or exceed all regulatory requirements for service delivery

STRATEGIC INITIATIVES

- Increase on site somatic care services through local partnerships
- Partner with local Mental Health provider and increase offered and consistent services
- Expand provided services through contracted PRP providers.
- Explore different ways to recruit qualified staff
- Continue to utilize VisionQuest's HR department to assist with the program's recruitment process
- Utilize the Rippling system to streamline all HR needs.
- Better program technology capabilities to increase efficiency and productivity
- Transition to a fully electronic youth records system
- Look at society trends to identify any changing needs of our population

SOUTH

GOAL 3: PROGRAM SUSTAINABILITY & GROWTH

Sustain and grow services and staff in Maryland to better impact more youth and families

STRATEGIC INITIATIVES

- Promote more open communication to stakeholders
 - Solicit quarterly feedback from stakeholders regarding program communication and interaction
- Research and explore other potential referral sources (out of state and other in state sources)
- Develop a partnership and explore contracts with other agencies to increase referrals.
- Explore local community RFP's to include but not limited to Alternative Educational Programming, Female programming and Outpatient Clinic.
- To maintain or exceed an average daily census of 10 youth
- To maintain ongoing communication with DJS probation and resource teams
- To increase and diversify program opportunities within the state of Maryland
- Research and explore need community-based programs
- Monitor and track all legislative and regulatory changes
- To maintain sound fiscal management to sustain and grow services
 - Monitor and track the program's payroll to revenue
 - Monitor and track the program's overtime

WEST

GOAL 4: Continuous Quality Improvement

Develop and measure program outcomes

STRATEGIC INITIATIVES

- Develop quarterly progress reports to monitor identified annual outcomes
 - Utilize CQI meeting to monitor progress monthly
 - Administer quarterly surveys to obtain feedback from customers, staff, parents, and stakeholders
- Develop partnerships with community organizations to increase community service opportunities
 - Utilize existing community advisory board to solicit feedback and recommendations on future opportunities and outreach - The Board will meet at least quarterly; Provide input regarding the operation of the program and compliance with COMAR regulations; Assist the program with its relations with the surrounding community; and perform such other duties as the program shall request.
- Develop an updated Quality Management Plan to address current trends in the field and a mechanism to implement analysed data.