

## **VISION, MISSION and VALUES**

### **VISION**

White Fields' vision is to help the most severely abused and neglected boys of Oklahoma, one child at a time, by giving them a place of permanency where they can heal and lead a more healthy and normal life. We strive to meet the physical, emotional, education and spiritual needs of these boys by giving them a long-term home, therapy and guidance.

### **MISSION**

The mission of White Fields is to give hope to boys who have been abused or neglected, empowering them to be productive citizens.

### **VALUES**

White Fields' goal is to change an entire life, one child at a time. Our relationship with each child is one we hope will endure a lifetime and will affect generations of victims of abuse. It is not enough to make a temporary impact on a life that has been so severely traumatized. In order to make a person whole again we must make a long-term commitment to helping that child overcome his past and face a brighter future.

## **INTRODUCTION**

### **THE WHITE FIELDS STORY**

Tom Ward and Trent Ward's original inspiration for White Fields came from an old group home in Guthrie, Okla. Wondering how the child placement system had improved over the years, the Wards began researching the Oklahoma Department of Human Services "DHS" and how the placement options for abused and neglected children had changed.

The Wards created White Fields after studying the current Department of Human Services child placement needs in Oklahoma. In their four-year research process, they discovered that some children are unable to manage in foster care or adoptive homes and consequently make many moves within the DHS system.

The Wards specifically researched the only boy's home in the state that accepts 6- to 12-year-old severely abused and neglected boys. These boys require intensive therapy to overcome their emotional, behavioral and/or adjustment problems. The Wards noticed that once these boys arrived in a group home setting and realized they would not be moved to another home for misbehavior, they began to show dramatic improvement. However, the boys eventually became too old for the home and had to move yet again. The fears associated with starting all over in unfamiliar surroundings were often too great, and the progress made while in treatment was quickly abandoned. The Wards concluded that Oklahoma needed a continuum of care home for severely abused and neglected children.

## **THE NEED FOR A STRATEGIC PLAN-2011 AND BEYOND**

Our initial strategic plan focused on creating a mission, establishing a Board of Directors devoted to the cause, building a top rate facility, hiring the best in the business, and opening our doors so we could begin helping the most severely abused and neglected children in Oklahoma. As we reach our 5<sup>th</sup> year in operation, it has become evident that the time has come to revise our strategic plan. Having accomplished what we hoped and having the results to prove what we are doing actually works, we are now able to modify that preliminary plan and expand it even further. As we enter this next phase for White Fields, our basic goal remains the same. Our mission has not changed. Our values have not changed. We intend to continue to serve the most severely abused and neglected boys in Oklahoma. We will continue to hire the best and the brightest. We will continue to provide a top rate facility. But, now our goals will be to maintain the same level of care, increase the number of children we serve and expand in the areas where we have truly excelled.

## **GOALS AND RATIONALS IDENTIFIED**

The main goals and purpose of this strategic plan are straightforward. As an organization, we would like to increase the number of children we serve. In order to do so and to maintain the same high level of care, we must be able to raise sufficient funds and properly work within the federal limitations of the Rule of 16 (later stated and defined in depth). In the next 5-10 years, it is our goal to increase the number of children from 14 to 40-80. It is an ambitious goal (approximately 5 children per year) but one we feel certain we can meet if we raise sufficient funds.

We also have more specific goals with regard to our continuum of care model, education,

programming, staff, facility, development department and marketing. All of these goals go hand in hand with our top goals listed in the above paragraph: increase number of children we serve and raise sufficient funds to do so.

## **IMPLEMENTATION STRATEGY**

### **EX DIRECTOR TASK FORCE**

In the fall of 2010, a task force was created to devise a strategic plan to be presented to the Board in February 2011 for its approval. This task force included: Rob Braver, Board Member, Ken Davidson, Board Member, Frank Alberson, Co-Director, Jerry Fry, Co-Director, and Carrie Leonard, Development Director. All five individuals collectively worked with the Board of Directors, the Founders of the organization, staff and others to determine the goals of the organization and the strategies that would be implemented to achieve these goals.

### **BOARD OF DIRECTORS**

The Board of Directors for White Fields, Inc. has unanimously approved this strategic plan, created in 2011 for implementation by the Board, staff and others. The Board of Directors include:

Chairman	Tom Ward, CEO SandRidge Energy, Inc. P.O. Box 54525 Oklahoma City, OK 73154-1525
Vice President	Trent Ward 123 Robert S. Kerr

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Crescent Services, LLC  
5749 NW 132<sup>nd</sup>  
Oklahoma City, OK 73142

### **IMPLEMENT**

White Fields will implement this 2011 Strategic Plan immediately and will carry out all agreed upon goals over a time period not to exceed five years.

### **WHO WE SERVE**

Far too many Oklahoma children are victimized by neglect, abuse or life-threatening situations each year. 17,000 new and reported cases of abuse or neglect each year cross the desk of the Department of Human Services. For the many taken into custody, the

Department of Human Services has the enormous responsibility of placing them with relatives, foster care homes, adoptive homes, specialized community homes, a residential treatment facility or group home care.

But some of these children are so severely traumatized by physical, sexual and/or emotional abuse, they are unable to succeed in the foster care system. They've lost all faith in their chance for stability and are crippled by their feelings of hopelessness, fear and abandonment. Unlikely candidates for adoption, they move from foster home to foster home, falling through the cracks.

These children are victims of severe abuse and neglect and require 24 hour supervision and intensive therapy to overcome their emotional, behavioral and/or adjustment problems, and most of all, stability. This is where White Fields steps in to restore hope in these abused and neglected boys by providing them a long-term home, therapy and guidance. We help these boys learn to develop relationships, grow and move on to lead productive, independent lives.

White Fields serves boys ages 8-12 that are placed in the custody of the Oklahoma Department of Human Services. Once living on our campus, they may stay with White Fields until the age of 18, and in many cases, age 19 to complete high school. White Fields offers 3 levels of care that will enable a child to get better, yet, stay on our campus, where he calls home. The crucial time element is they must arrive at White Fields between the key ages of 8 and 12.

## CONTINUUM OF CARE MODEL

The continuum of care model at White Fields is what truly makes our organization unique. In a nutshell, it is a model where a child may receive all of his required care and treatment at one single campus, White Fields. There is no other program in place like ours in Oklahoma. Too often a child will “age out” or improve and then be transferred to a different facility where they are better equipped to handle that particular child. This is not the case at White Fields. We are fully prepared and equipped to help a child from the time he arrives at White Fields until adulthood. Why is this so important? We believe that stability and consistency paired with the right kind of treatment and care enables a child to feel safe again, allowing him the chance to lead a normal life. We believe that a child that knows that he has a permanent place to call home and people he can call family will be able to trust, face the dark issues of his past and begin to heal.

The 3 levels of care offered at White Fields are the D+, C and Foster care programs. The D+ level of care requires 24 hour awake care staff. It is a high level of care where the boys are supervised around the clock. All boys initially are placed in this care and receive all of the love, treatment and support imaginable. The C level of care allows a boy to live in a home like setting with houseparents. While they are still supervised heavily, it is not 24 hour awake care and feels more like a home environment. They still continue to receive the same therapy and treatment as in the D+ level of care. The Foster Care program is our lowest level of care. The boy, indeed, becomes part of a family and receives all the privileges that a normal boy his age receives.

## **The Rule of 16 Defined**

### **Goal:**

1. Explore our options as a group home and the limitations imposed on us by the Rule of 16.

### **Rationale:**

The Rule of 16 is a federal mandate which prohibits federal money from being used for group homes that have more than 16 children. In a home like White Fields, we could choose to stop at 16 and help only 16 children. However, the landscape and facility at White Fields could help so many more.

### **Implementation:**

1. As an organization, the Co-Directors will meet with the proper officials to explore our options with regard to the Rule of 16.
2. The Co-Directors will report their findings and make a formal recommendation to the Board of Directors of White Fields.

## **EDUCATION**

Our boys are usually far behind academically when they arrive at White Fields. Many times, they are several grades behind. Therefore, initially, all residents attend the private school on the White Field's campus. The residents are assessed in the school in the areas of reading and math. The school then develops an education plan for each resident to ensure their unique education needs are met, including classroom and curricular accommodations and modification. While attending school on campus the residents work on social skills, behavior management skills as well as academic skills including remedial skills training when necessary. The school follows the Oklahoma State Department of Education curriculum guidelines including the Priority Academic Skills for Students (P.A.S.S.).

One of the many goals for each resident is to be able to attend public school. The residents are evaluated by Deer Creek Public Schools for special education services, when that is determined to be appropriate, prior to their enrolling. The identification and subsequent development of an Individualized Education Program allows the residents consistent support in the public school environment in academics and behavior support as well as provides necessary modifications and accommodations in the classroom.

### **Goals:**

1. Attend Public School.
2. Improve Social and Behavioral Skills in School Environment.
3. Continue to work with the Deer Creek Public School System to ensure White Field's boys are earning the best education possible.

4. Define Personal and Professional Goals for Boys' Future.
5. Continue to increase in number our Tutor and Mentoring Program at White Fields.
6. Work to have the White Field's school accredited.

**Rationale:**

When a child has been bounced from home to home and transferred from school to school, he is certain to fall way behind in school. Developmental delays and learning disabilities often also are a direct result from the abuse this same individual suffered as a child. A key component of helping this abused child recover is to help him realize his best potential both educationally and socially. For this reason, White Fields will continue to offer an on campus school and private tutoring to help best prepare the child for public school. Once it is determined he is prepared for integration into the public school system, White Fields will work closely with the teachers and administration at Deer Creek Public Schools to ensure the educational needs of the child are being met.

**Implementation:**

1. Employ private school teacher and follow the guidelines of the Oklahoma Department of Education.
2. Hire a teacher's assistant or a second teacher as the number of boys on campus increases.
3. Build Education building (to include possible recreational facility) on campus to provide more classrooms and a better school facility.

4. Continue to apply for educational grants so that the best educational material is at the fingertips of our boys.
5. Keep up to date technology in the classrooms through grants and computer updates.
6. Update our library annually with books for all reading levels to encourage reading in and out of the classroom.
7. Continue our Volunteer Tutoring and Mentoring programs so the boys receive the extra support needed both academically and socially.
8. Work with the boys to teach them about the many options they will have professionally as adults. Implement annual visits from individuals in the vo-tech and college industries.
9. Apply for school accreditation.

### **TRAUMA INFORMED CARE**

#### **Goals:**

1. To continue to teach the White Fields boys to resolve conflicts in a non-violent, healthy and effective manner.
2. To continue to teach White Fields boys the importance of positive, stable, good relationships.
3. To continue to train the White Fields staff using the Safety, Emotional Management,

Loss and Future (SELF) concepts.

**Rationale:**

Trauma victims tend to keep repeating the same destructive patterns without any conscious awareness. They have difficulty regulating their emotions, which interferes with their ability to problem solve, resolve conflict in a healthy manner and communicate their needs effectively.

For these children to heal, they must understand their emotional reactivity and learn good decision-making and problem-solving skills.

White Fields uses a trauma informed approach to help children heal from their previous life experiences. Some of the unique characteristics we use include:

- Establishing a culture of nonviolence
  
- Teaching and modeling affect management skills
  
- Building and modeling cognitive skills
  
- Creating and modeling a community of self control, self discipline and healthy authority
  
- Overcoming barriers in healthy communication, reducing acting-out behaviors and enhancing self-protective and self-corrective skills
  
- Rebuilding social connections and healthy relationships

- Restoring hope, meaning and purpose to each child

These characteristics are combined by teaching the residents and the staff to implement the Safety, Emotional Management, Loss and Future (SELF) concepts. This unique approach allows the community to grow together and be seen as a supportive system to help children heal from their traumatic pasts. Along with this model, the boys will learn mediation skills to improve their ability to resolve conflict appropriately.

**Implementation:**

1. Require a non-violent approach to conflict resolution.
2. The staff will serve as role models for good conflict resolution.
3. Praise those that effectively resolve their conflicts in a positive way.
4. Staff will continue training on an ongoing basis so they are readily able to implement the SELF concepts.
5. As required by contract with the Department of Human Services, continue to offer all therapy services as needed by each individual child.

## **BEHAVIOR MANAGEMENT**

### **Goals:**

1. Continue to use and implement the Therapeutic Crisis Intervention system for behavior management.
2. Receive up to date training on the Therapeutic Crisis Intervention system for behavior management.

### **Rationale:**

At White Fields, each boy is viewed as a unique individual who responds to life circumstances in his own distinct manner. For this reason, White Fields uses the Therapeutic Crisis Intervention system as its behavioral management component. TCI was developed by Cornell University in the early 1980s. This crisis intervention system enables White Fields to learn methods of preventing crises, removing potential critical situations, and restoring the child, staff and program to a higher level of function. It emphasizes teaching our young residents adaptive coping skills to weather crises in a proactive manner.

### **Implementation:**

1. Send designated staff persons for ongoing training opportunities so our organization is current and up to date on behavior management techniques.

## **STAFF**

### **Goals:**

1. Increase number of staff at White Fields as the number of boys continues to grow.
2. Investigate Rule of 16 limitations and whether we restructure our leadership staff to accommodate more children.
3. Maintain positive work environment where staff continues to feel they are a part of something truly great and meaningful.
4. Continue to go above the minimum requirements in training our staff in ways that are timely and applicable to their job duties.

### **Rationale:**

As the number of boys increases, White Fields will need to increase and the number of staff in order to continue the top notch care we offer to our current residents. Continued expansion of the programs would also give employees a sense of a stable and progressing agency, where an employee would have the opportunity to advance and/or move positions that might best fit their abilities.

### **Implementation:**

1. Continue extensive background checks and top level hiring procedures.
2. Continue to offer the very best salaries and benefits to attract the best and the brightest

to help abused and neglected children recover from their past.

3. Continue annual reviews and evaluations of all employees.
4. Continue SandRidge Family Model Training and character development training.
5. Hire additional staff as the number of boys increases on campus to keep the child to staff ratio low.
6. Increase funding at White Fields in order to maintain same high standard of care.
7. Consider additional employee benefits such as vision insurance, establishment of a wellness center/work out facility, or tuition incentives for additional education opportunities.
8. Investigate whether our Co-directors will divide responsibilities in order to increase number of children, pursuant to the Rule of 16 limitation.

### **VOLUNTEER PROGRAMS**

Volunteers have a positive impact on the boys. Not only do they give of their time, they set a tremendous example of what it means to “give back,” something White Fields teaches and encourages the boys to do. It is a commitment we value and never take for granted.

**Goals:**

1. To increase number of volunteers at White Fields, especially as the number of boys increases throughout the upcoming years.

**Rationale:**

There are many ways one can help at White Fields. Our mentors meet one on one with each child several times a month. They establish relationships of trust and commit to building a lasting relationship with each mentee. White Fields has tutors, reading assistants, and special skills volunteers, such as musicians, art teachers and others. Church groups and many other organizations are also generous, especially during the holiday season. As the number of boys increases, so will the demand for more of these volunteer positions, which are indeed very valuable time commitments. We will need more volunteers to help our boys heal.

**Implementation:**

1. Increase our visibility in the community. The more people know about White Fields, the more they will want to help.
2. Update our website to include specific needs on a monthly basis.
3. Use marketing techniques to communicate needs through social media.

## **PHYSICAL PLANT AND FACILITIES**

### **Goals:**

1. Maintain current building structures in good condition.
2. Build education/art building.
3. Build more cottages in order to anticipate growth on campus.
4. Utilize all current buildings on campus.

### **Rationale:**

The facility at White Fields is top notch and one of the finest in the region. The facility enables White Fields to provide the very highest level of care to abused and neglected boys that need it most. In order to maintain that same level of care, we must continue to keep our facilities in good condition. There is far more wear and tear in a building where healing from abuse and neglect takes place.

In order to increase the number of children we serve, we will also need to build more cottages within the next 10 years. The saying, ‘if you build it, they will come’ is especially true as there are far too many abused and neglected children that would benefit from the care White Fields offers its residents.

An education/art building will be built with donations from a foundation specifically allocated for that purpose. As the number of boys increases, the need for a bigger on-campus school will be vital. All of the boys benefit on a weekly basis from the art

therapy they receive. A designated area just for that purpose will be used.

**Implementation:**

1. White Fields Business Manager will continue to oversee the maintenance of the buildings on campus and will update the White Fields Board of Directors on any out of the ordinary expenses throughout the year.
2. White Fields Business Manager will continue to negotiate the best contracts with Insurance providers, and others to ensure White Fields is receiving the best protection of its assets for the best price.
3. The Board will determine when new cottages are appropriate as they watch to see increase funding on an annual basis.
4. The new building will be erected under the direct supervision of the Co-Directors, Business Manager and the White Fields Board of Directors.

**DEVELOPMENT**

**Goals:**

1. To increase number of donors, large and small.
2. To increase dollars raised on an annual basis to one million dollars.
3. To recruit ten to fifteen top level donors to commit 100,000 annually.

4. To increase number of corporate participants.
5. To increase visibility of organization and our mission.
6. To increase dollars and number of participants in our annual fundraising events.
7. To create an endowment fund and ensure longevity of our organization.

**Rationale:**

Initial capital and monies raised primarily came from the Ward Family Foundation and other large donors as well as our annual golf tournament, which has become the largest in the region. It is imperative that we reach out to more donors, both large and small, as we grow our organization. It is also important that we reach donors in and outside of Oklahoma as we increase corporate participation in helping the mission of White Fields continue to be a reality. Our annual events will continue to raise awareness of the importance of the issues facing our community with regard to abused and neglected children. As the events grow, the money that is raised will also increase, as will the message of helping one child at a time be shared with all who participate. An endowment fund will be established to ensure that the mission of White Fields is perpetual.

**Implementation:**

1. Find 10-15 corporate partners to give 100,000 annually.
2. Set up endowment fund of 20 million dollars to ensure longevity of the organization's mission.

3. Devise marketing plan to better reach and motivate donors, including but not limited to updated video, brochures, social media, etc.
4. Continue annual report to update donors on how their dollars are spent each year.
5. Increase number of annual fundraising events.
6. Increase fundraising efforts to raise 1 million dollars annually through private donations and grants.

### **IMAGE, MARKETING, EXTERNAL RELATIONS**

#### **Goals:**

1. Increase visibility of White Fields in the community and around the country.
2. Demonstrate to community in an effective way why helping one child change his whole life is far more powerful than helping that same child in a one or two time brief encounter.
3. Effectively market the White Fields message on the Internet.
4. Update our story. Inform donors and the community why “White Fields works.”

#### **Rationale:**

White Fields has entered the non-profit world with a smashing start. White Fields website is first rate. The White Fields Invitational golf tournament is widely known as the single largest nonprofit tournament in the region. Our story has changed, however. We now have results we can share with the community proving what we are doing truly

works. With success stories, we must market ourselves differently. We are no longer a dream. We have the actual stories and results to demonstrate our model works and is making a true difference in the community. Additionally, social media increasingly is becoming a tested market that works in reaching donors both in and outside of the community. It is a market we have yet to truly test and plan to do so in the upcoming months and years ahead.

### **Implementation:**

1. Develop new marketing campaign for corporate donors.
2. Develop new social media marketing campaign for our website, facebook and twitter.
3. Share the success stories in an effective and meaningful way.

## **CONCLUSION**

As we enter this next phase for White Fields, our basic goals remain the same. Our mission has not changed. Our values have not changed. We intend to continue to serve the most severely abused and neglected boys in Oklahoma. We will continue to hire the best and the brightest. We will continue to provide a top rate facility. But, now our goals will be to maintain the same level of care, increase the number of children we serve, raise sufficient funds to do so and expand in the areas where we have truly excelled.

With the support of the Board of Directors, the staff and members of the community, White Fields will work diligently to accomplish the mission of the strategic plan so that the boys will continue have *a place to call home*.

