

# FAMILY PATHS, INC.

## INTERIM STRATEGIC PLAN 2015-2016



Family Paths strengthens family relationships by providing mental health treatment and supportive services with respect, integrity, compassion, and hope.

# TABLE OF CONTENTS

Welcoming Statement	3
Introduction	3
Who We Are - Mission, Vision, Values, Beliefs and Guiding Principles	4
Mental Health Services	5
Family Support Services	5
Internal Strengths, Challenges and External Opportunities, Challenges	6
Strategic Overview	7
Strategic Areas of Focus	8
Goals and Strategies	9
Board of Directors	11
Management Team	11
Contact Information	12

# WELCOMING STATEMENT

Family Paths is a welcoming and inclusive agency dedicated to strengthening family relationships by providing mental health treatment and supportive services with respect, integrity, compassion, and hope. It is important to us that every client feels welcome and safe, and that they receive treatment in a non-judgmental fashion.

We are a caring service agency that is willing to go the extra mile to support our clients and each other. We acknowledge that our clients come to us with many strengths and we begin work “where they are” in order to reach their desired goals. We know there is more than one path to reach a goal and we are here to support that journey.

We define a “parent” as anyone who emotionally and physically protects and is raising a child, regardless of biological ties. We know that each parent who seeks support from Family Paths is affected by their socio-economic context, and we value diversity in family structure.

We are committed to serving all families: This includes families that are multiracial, foster families, LGBTQIA-2S (Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual/Ally, 2 Spirit) families, and families led by single parents, and kinship caregivers. We acknowledge that many of today’s families look different from traditional family structures and we recognize the particular needs and strengths of all families.

## INTRODUCTION

Founded in 1972, Family Paths has a long and rich history, which began as a 24/7 Parent Support Hotline. In the ensuing years we’ve become an agency that provides a wide range of mental health and supportive services for children and families. Our Parent Support Hotline, continues to be the backbone of the agency, and is what makes Family Paths unique among mental health and family support services in Alameda County by providing a ***strong, ever-present safety net for children and families.***

This Interim Plan is a bridge between our previous Strategic Plan for 2009-2014 and our intended next Strategic Plan for 2016-2020. Earlier work on a Strategic Plan for 2015-2020 was suspended due to Family Paths’ unanticipated change in leadership when long-time Executive Director Marcella Reeves retired for medical reasons. After an open search, we were fortunate to be able to name former Clinical Director Barbra Silver as Family Paths’ new Executive Director, thereby ensuring both continuity and strong leadership. Nonetheless, the leadership change made it impractical to continue the previous planning process uninterrupted. Instead, we chose to incorporate the work already completed into an Interim Plan while extending the longer term planning process to enable articulation of new priorities as appropriate.

# Mission

Family Paths strengthens family relationships by providing mental health treatment and supportive services with respect, integrity, compassion, and hope.

# Vision

A safe home for every child.

# Values

Respect in our communications.  
Integrity in our actions.  
Compassion for our struggles.  
Hope for the future.

# We Believe

- ❖ As an agency serving the wider community, it is essential that Family Paths aligns itself with social justice issues which affect our clients and families.
- ❖ Providing a caring and supportive work environment helps us support and care for clients.
- ❖ A relationship must have trust.
- ❖ Taking care of the parent and having the parent take care of him/herself makes a safe life for the child.
- ❖ There are larger forces at work that contribute to a person's sense of safety and security.
- ❖ Successful treatment meets the clients "where they are."
- ❖ Socio-cultural context affects each individual's experience
- ❖ Striving toward social justice and change supports our clients.
- ❖ Fostering healthy families enhances social justice.
- ❖ Hope is a driver for our work. Hope moves clients to seek our assistance.

# Guiding Principles

- ❖ We nurture and promote emotional well-being, safe and healthy children and families, and a fair and socially just community with equality of opportunity.
- ❖ We appreciate our diverse clients and their families, who allow us to enter their lives in partnership. We are humbled by their dignity and challenges, heartened by their courage and resiliency.
- ❖ We value and cherish our dedicated staff that is committed to the highest standards of cultural competence, dynamic leadership, ethics, and leading-edge practice.
- ❖ We are responsible to our funders and donors to ensure effective and lasting outcomes with gratitude for their continuing supports.
- ❖ We are committed to providing support to families 24 hours a day.

# FAMILY PATHS SERVICES

## Mental Health Services

**Treatment, Intervention & Prevention Services (TIPS)** provides office-based therapy for children, parents, and families. Treatment addresses a range of issues including divorce, loss, and stress, as well as, exposure to trauma, abuse, and family and community violence.

**Families in Transition program (FIT)** provides a flexible and comprehensive model of mental health services aimed at supporting children, adolescents and their families who are experiencing complex traumas and instability in their lives. The flexibility of our program allows us to work with children in the environment that best meets the child and family's needs.

**Early Childhood Mental Health (ECMH)** provides relationship-based mental health services to toddlers and pre-school-aged children who are experiencing emotional or behavioral difficulties. Our therapists work with children and their parents and caregivers together in child-parent therapy to promote safety and security in their relationships, and to help caregivers understand and meet their children's developmental, emotional, and behavioral needs.

**CalWORKs Case Management and Therapeutic Services** are designed to assist parents transitioning from welfare to work. We provide counseling, referrals to parenting and life skills classes, and connections to community and job resources to remove barriers to self-sufficiency. Our priority is helping parents meet their personal, educational and financial goals in order to attain stable lives for themselves and their families.

**Victims of Crime (VOC) Therapeutic Services** provides specialized trauma treatment to individuals who qualify for state funded VOC treatment services. Clients may have experienced domestic violence, sexual abuse, rape, street or gang crimes, carjacking, assault or other crimes against their physical, mental or emotional well-being.

**Preschool Mental Health Consultation** places consultants in the preschool classroom for weekly observations to collaborate with staff and parents to promote children's healthy emotional and social development and help transform challenging behaviors.

**Finding Peace Within** is a skill-based support group for women who are experiencing symptoms of past trauma. We teach trauma survivors simple and practical steps toward living more calmly and at ease in their daily lives.

## Family Support Services

The **Parent Support Hotline** is staffed 24 hours a day by professional and volunteer counselors to assist parents and caregivers with over-the-phone counseling, crisis intervention, assistance in finding community resources, and referrals to Family Paths' services. To support our callers and clients for whom English/Spanish is not their primary language, we have access to a 24-hour translation service providing translation in over 400 languages.

**Foster Parents Advice Line (FosterPAL)** is our 24-hour advice line that provides the same support as our Parent Support Hotline. It is tailored to meet the specific needs of foster parents and kinship caregivers. The line includes additional case management accessible through Family Paths' Foster Parents Advocate.

**Positive Parenting Classes** are appropriate for all types of families – *expecting parents, parents of children of all ages, foster and kinship care providers, adoptive parents, LGBTQIA-2S families and others involved in parenting roles.* Our curriculum is designed to provide parents with an understanding of parenting skills and knowledge particularly in the areas of child development, communication, discipline and self-awareness, while emphasizing the importance of self-care. Our goal is to provide parents with the tools they need to create a healthy, safe and nurturing environment. Classes are offered in both English and Spanish and in several locations throughout Alameda County. Free childcare is provided onsite.

**The Family Yoga Project** has parent classes as well as separate parent/child classes. The parent yoga classes benefit parents by offering personal time for them to be led in gentle stretches, and breathing exercises, giving space for calm, deep relaxation. The parent/child classes create safe, fun, relationship-enhancing activities to increase regulation skills in parents and children. The activity improves family functioning by strengthening the parent-child bond, by teaching parents to be more attuned, nurturing and responsive to their young child, and by reducing parenting stress.

Our services are offered in both English and Spanish when possible.



## Our Strengths—Internal

Our Parent Support Hotline is the only such service in Alameda County and has been in service since our founding year. Our support line is answered “live” by both staff and dedicated volunteers. We understand that sometimes parents just need someone to listen. We’re here for them 24/7.

We have long-term staff within a culture that emphasizes both support and accountability.

We bring a rich history and commitment to cultural competency. We understand that culture, power and privilege impacts our community, our clients, and our staff.

Clients feel welcomed and engaged at Family Paths. Client surveys reveal they are highly satisfied with our services.

We own our Oakland Grove building, with the mortgage to be paid in full February 1, 2017.

## Our Challenges—Internal

The agency’s technological infrastructure strains under the need for ongoing updates and enhancements without adequate in-house technical staffing.

The agency faces financial pressures due to costs that rise faster than long-term contract revenues and lack of strong supplementary revenue streams.

It is sometimes challenging, in the competitive Bay Area employment market, to honor our deep commitment to hiring staff that reflect our diverse community, primarily African American and Latino clients.

Our salaries are typically 40% lower than those for similar positions at large institutions and in the public sector, which makes recruitment difficult in an increasingly expensive cost of living area.

## Opportunities—External

We are now staffed to access social media as a powerful tool for marketing and public relations initiatives to share who we are with the community.

The Family Paths Board of Directors is actively recruiting new members with an emphasis on building diversity and wide-ranging skill sets.

Family Paths’ strong track record and reputation position us well to obtain newly available resources, including through the Affordable Care Act, to expand innovative services to respond to unmet community needs in Alameda County. Examples include programming for fathers, LGBTQIA-2S clients and incorporating parent partners into our clinical services.

## Challenges—External

Our two largest funding entities, Alameda County Behavioral Health Care Services Agency (BHCS) and Alameda County Social Services, are undergoing system-wide changes as they adapt to new opportunities and requirements under the Affordable Care Act and the State’s budgetary realignment. At the same time, the legacy of the Great Recession and uncertain future public policy directions require flexibility and the ability to adapt rapidly.

# Strategic Overview

We know from experience, including our previous Strategic Plan process, that an idea or a goal that comes from a place of commitment and passion is almost impossible to stop from becoming a reality. But the reverse is also true. If a new idea or goal is generated as a “should” and is not internalized to the organization, the idea or goal is likely to fail. We also know that we need to “dream big” in aspirational early planning, but that big dreams can be empty statements if we cannot answer the questions: Do we have the will to see this through? Do we have the resources to make this dream a reality? Who has the capacity, the passion, and the vision to take the lead on this goal? Will other departments lend their support?

In this Interim Plan and our process for the future, we specifically address these potential problems. We are using the planning process to foster collaboration between programs and departments, creating a shared vision with shared responsibility for follow through. We are also working collaboratively to identify external trends in clinical, political, economic, societal, and technological arenas. Among other steps, we have identified internal strengths, needs, and resources to enable us to clearly define realistic goals and objectives consistent with our mission.

We believe that this Interim Plan reflects this approach and anticipate developing it in greater depth as we resume long-term planning for 2016-2020.

# Strategic Areas of Focus

The following are the five areas of focus of Family Paths' Strategic Plan for 2015-2016.

Under each area of focus we have developed specific strategies that we will implement to achieve the larger goals. Each area of focus will have its own measurements of success and deadlines tracked internally.

**1 - AGENCY CULTURE AND MORALE:** Maintain our strength as an agency that creates a welcoming and supportive environment for culturally diverse staff and balances accountability with training, professional development, growing leadership skills and self-care. Within the larger frame of preserving our agency culture and prioritizing parity, reassess the salary structure in the context of available resources, internal and external pressures, and maintaining strong morale.

**2 - CLIENT SERVICES:** Affirm Family Paths' role as a leader in strengthening families and social justice arenas that impact our clients' lives with a focus on father inclusion, LGBTQIA-2S welcoming, cultural and linguistic response practices, and parent partnership. Client services will continue to be trauma-informed, using evidence-informed and evidence-based approaches with measurable outcomes.

**3 - TECHNOLOGY AND INFRASTRUCTURE:** Evaluate infrastructure needs across the agency to determine which priority must be met in the near term and what resources are most appropriate to do so.

**4 - MARKETING:** Formulate a marketing plan to raise our visibility among multiple constituents, including clients, the professional mental health community, potential volunteers and board members, funders and potential funders.

**5 - FUNDRAISING:** Lay the groundwork for a long-term fundraising plan to address financial goals through diverse means, such as grants and corporate giving, annual campaigns, passive giving, networking, donor cultivation, special events and more while maximizing near-term opportunities to enhance fundraising.



# Goals

**AGENCY CULTURE AND MORALE:** Maintain our strength as a culturally diverse agency that balances accountability with support, training, and self-care. Contain staff turnover to 10% or less.

**Strategy 1:** Maintain salaries at parity. If the budget allows, raise salaries between 2% and 5% above current parity as determined by the annual county salary survey.

**Strategy 2:** Explore adding professional development opportunities for staff and unpaid interns.

**Strategy 3:** Revise Multicultural Organizational Development (MOD) strategies to monitor, develop, and support culturally and linguistically responsive priorities, as outlined in the MOD Assessment Tool developed by Mayeno Consulting.

**Strategy 4:** Continue to build a diverse board through board recruitment.

**CLIENT SERVICES:** Affirm Family Paths' role as leaders in strengthening families and participating in social justice arenas that impact our clients' lives.

**Strategy 1:** Increase participation of fathers. Identify current baselines and policies related to the fathers we serve, compare to best practices, and determine where current practices need to be maintained and where we can improve.

**Strategy 2:** Identify ways to increase welcoming to LGBTQIA-2S community members and assure that clinical staff is following best practices to support the mental health needs of LGBTQIA-2S youth and families.

**Strategy 3:** Continue to stay abreast of and utilize best practices in effective trauma-informed treatment approaches and outcome measures.

**Strategy 4:** Complete move to new location in Hayward and ensure that client services are not disrupted during the transition.

# Goals

**TECHNOLOGY AND INFRASTRUCTURE:** Evaluate infrastructure needs across the agency to determine near-term priorities and identify resources for meeting them.

**Strategy 1:** Evaluate the best long-term financial strategies for maintaining a physical presence in South County, including the option of buying a building in, or around, Hayward.

**Strategy 2:** Continue building a unified Electronic Health Records system for all programs.

**MARKETING:** Formulate a marketing plan to increase Family Paths' visibility to multiple constituents, including clients, the professional mental health community, potential volunteers and board members, funders and potential funders.

**Strategy 1:** Expand Family Paths' social media presence with messaging on all marketing platforms to accurately convey our stance on such social justice issues as health disparities, impact of poverty, LGBTQIA-2S clients, the Black Lives Matter movement, and father-specific inclusion.

**Strategy 2:** Determine whether potential strategic corporate partners can increase Family Paths' name recognition.

**FUNDRAISING:** Formulate a fundraising plan to address financial goals through diverse means, such as grants and corporate giving, annual campaigns, passive giving, networking, donor cultivation, special events and more.

**Strategy 1:** Establish a measurable, financially impactful annual goal for the fiscal year, based on a feasible combination of an annual campaign, grants, individual donors, corporate support, and special events.

**Strategy 2:** Increase donor cultivation efforts and develop tracking tools for future recalibration.

**Strategy 3:** Secure 100% Board giving and staff engagement through annual Development education training, which includes diverse ways to give or be involved.

**Strategy 4:** Expand community outreach and engagement opportunities for meaningful interactions through special events, such as annual Women's Leadership Luncheon.

# Family Paths Board of Directors

President - Willard Ogan

Vice President - Maya Hart

Secretary - Martha Winnacker

Treasurer - Anne Dixon

Directors - LaToya Bradford, Katie Fisher, Yvette Renteria, Wanda Thrower

# Family Paths Management Team

Barbra Silver—Executive Director (February 2016 - present)

Marcella Reeves—Executive Director (2007-2015)

Misa Trotman—Clinical Director

Lyda Mata—Chief Financial Officer

Debbi Sack—Human Resources Manager

Shay Black—Administration/Facilities Manager

Christopher Palmer—MIS Director

Andrea Makunje—Clinical Operations Manager

Nancy Morosohk—Treatment, Intervention and Preventive Services Program Manager

Rene DValery—Families in Transition Program Manager

Lois Gray—Families in Transition Program Manager

Sarah Pilgrim—Families in Transition Program Manager

Kimberly Porter-Leite—Families in Transition Program Manager

Kimberly Cohn—Development Manager

Vincenza Baldino—Family Support Manager

Julianne Rositas—Family Support Manager



**24-HOUR PARENT SUPPORT HOTLINE:  
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