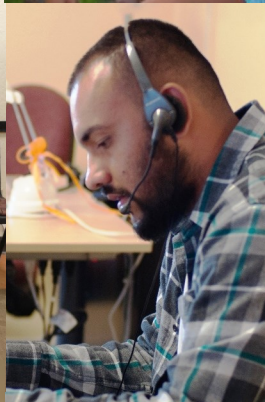




45th Anniversary • 1972-2017

STRATEGIC PLAN

2017-2020



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

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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 each other and our clients. 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/resource families, LGBTQIA-2S (Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual/Ally, 2 Spirit) families, single parents, and kinship caregivers.

INTRODUCTION

Founded in 1972, Family Paths has a long and rich history, which began as a 24/7 volunteer run 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 2017-2020 Strategic Plan is a follow up to the Interim Plan of 2015-2016. In February 2016, Family Paths hired a new Executive Director and a transition in leadership unfolded. It was the intention of the Board of Directors to use this transitional year to review the goals previously established and allow for more reflection on the priorities of the agency and what opportunities and challenges continue to emerge as we plan for the future.

Over the course of 6 months, the leadership of Family Paths met with a variety of key stakeholders in Alameda County who are important partners to achieve Family Paths' mission. This included city officials in Oakland, Hayward and San Leandro, and leaders at the Alameda County Office of Education, First 5 Alameda County, Oakland Starting Smart and Strong Initiative, Alameda County Fathers Corp, the Center for Healthy Schools and Communities, The Alameda County Department of Child Support Services and the Alameda County Public Health Department.

What we learned during these important conversations is there is still a strong opportunity for partnership to align the work that Family Paths does, and the unique assets that we provide, with the various organizations or institutions where many families engage. We continued to discover that most of our community partners did not have a strong understanding of all of our services or lost touch with us when we changed our name from Parental Stress Service to Family Paths in 2005.

We also took the opportunity to look closely at emerging or growing trends in Alameda County and how they fit into our current planning. In addition, we assessed all of our current programs using a SWOT analysis and determined if we need to plan for any changes now that will impact our program viability in the future. We also analyzed our Interim Strategic Plan goals and assessed for current risks and opportunities in each category. With all of that in mind, we have determined that much of what we saw as strategic decisions in our Interim Plan still holds true, however some new risks and opportunities have emerged which warrants some additional strategies in the current goal areas. We also saw that we accomplished a lot in the 2015-2016 year and we can move to the next stage in building on those accomplishments.

As we contemplate this upcoming 4-year cycle, we must look beyond our county. The new Presidential administration is having a significant impact on our clients, communities, staff and possibly our funding. This changing environment requires us to plan to be as forward thinking as possible, while still remaining flexible and ready to adapt to new challenges. We hope, most of all, to always retain our defining culture of support that leads to a high level of staff retention and morale. We will continue to be vigilant to make sure our voices and actions are used to represent the needs and concerns of the vulnerable communities we serve and in alignment with our mission to strengthen families and support a just and equitable society.

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 support.
- ❖ 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 infants, toddlers and preschool-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/resource parents and kinship caregivers. The line includes additional case management accessible through Family Paths' Foster Parent Advocate.

Positive Parenting Classes are appropriate for all types of families – *expecting parents, parents of children of all ages, foster/resource 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.

Strategic Overview

As a result of our internal and external analyses, we have come up with 3 key priorities which will be integrated across our Strategic Plan goals:

Position ourselves strongly in the **Strengthening Families Framework™** with an emphasis on trauma-informed and diversity-informed practice, and with an intention to integrate family driven care principles.

Increase visibility and connection in the communities we serve and establish collaborative relationships with other key partners that support low-income families.

Address threats to sustainability: these include financial, technological, changing community demographics and the increasing cost of living in the Bay Area that impacts staff recruitment and retention.

We have concluded that the previous strategic areas of focus still guide us to the goals that will enable us to address our most pressing priorities:

- ◆ **Agency Culture and Morale**
- ◆ **Client Services**
- ◆ **Community Visibility and Collaboration (previously named “Marketing”)**
- ◆ **Technology and Infrastructure**
- ◆ **Fundraising**

The fundamentals of each goal remain the same, but we have updated both their descriptions and their implementing strategies to reflect progress made in 2015-16 and newly identified challenges and opportunities. Each strategy will have its own measurement of success and timelines tracked internally and monitored by our Board of Directors.

Strategic Areas of Focus:

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, on an annual basis reassess the salary structure in the context of available resources, internal and external pressures, and maintaining strong morale.

UPDATE: These values still remain, however we acknowledge that stresses on our agency culture are growing due to the effects of vicarious trauma on our staff and a dramatic increase in the cost of living that is driving an emerging workforce crisis in Alameda County.

Strategy 1:

Maintain salaries at or above parity as determined by the annual Compensation and Benefits for Fair Pay for Northern California Nonprofits.

Strategy 2:

Monitor and address impact of vicarious traumatization on staff and increase opportunities to diffuse the impact of trauma through such means such as professional development opportunities, reflective supervision practice and best practice trauma stewardship.

Strategy 3:

Revise Multicultural Organizational Development strategies to monitor, develop, and support culturally and linguistically appropriate services and organizational governance and practice.

Strategy 4:

Plan accordingly for senior management succession planning.

Strategic Areas of Focus:

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

UPDATE: In 2016 we were active participants in Alameda County's Fathers Corp and continue to see an increase in father engagement in our various programs. We also were the first agency to implement the Abriendo Puertas/Opening Doors evidence-based Parent Education Curriculum in Alameda County. There continues to be opportunity to grow our programs in innovative ways to address the emerging needs of families. We are aware that the Bay Area continues to have shifting demographics, with new immigrant communities and new parenting challenges that might require different approaches. We will work diligently to hold parents as experts, and encourage their leadership and incorporate their feedback, as we develop new program strategies.

Strategy 1:

Continue to stay abreast of and utilize best practices in effective trauma-informed treatment approaches and outcome measures in order to meet or exceed the standard of care set by Family Paths and the professional community, which is data driven and evidence-based/evidence-informed.

Strategy 2:

Increase participation of fathers and father specific programming, implement Father Friendly Principles, and determine where current practices need to be maintained and where we can improve.

Strategy 3:

Continue to increase welcoming and appropriate service delivery to LGBTQIA community members and assure that clinical staff is following best practice to support the mental health needs of LGBTQIA youth and families.

Strategy 4:

Increase integration of parent partners as staff members by evaluating Family Paths' policies and practices in the context of family-driven care principles established by the National Federation of Families for Children's Mental Health.

Strategy 5:

Enhance and/or adjust our Family Support Program services to address current and emerging needs within the various communities we serve.

Strategic Areas of Focus:

COMMUNITY VISIBILITY AND COLLABORATION: Strongly position Family Paths as a leader and essential partner in the community efforts to strengthen families and decrease parenting stress. Our services will be well known and understood by community members and key partners throughout Alameda County to meet community wide goals that impact the well-being of families and children.

UPDATE: We launched a new marketing campaign in 2016 that included new brochures, hotline cards and bus shelter ads that coordinate with our new website design. We also met with key organizational leaders in the community to create new opportunities for partnership and collaboration.

Strategy 1:

Continue refining our communication strategies to convey the work of Family Paths to community members, social service organizations and supporters.

Strategy 2:

Expand Family Paths' social media presence with messaging on all marketing platforms to accurately convey our stance on such social justice issues that impact children and families, such as health disparities, impact of poverty, LGBTQIA-2S issues, racial justice and immigration.

Strategy 3:

Advocate on public policy issues at the County, State and Federal level as they impact the well-being of our clients especially on issues related to social justice and equity for vulnerable children and families.

Strategy 4:

Strengthen current and create new collaborations with key partners to help move forward Family Paths' mission to help support families in the various settings where children and parents interact.



Strategic Areas of Focus:

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

UPDATE: We have moved into new office in Hayward which has increased our sense of safety and security in the building structure. We have also paid off our mortgage on the Grove Building in Oakland and will continue to need to make upgrades to the structure to keep it safe and well maintained. We have also made progress on our integration of electronic health records system into one internal database.

Strategy 1:

Address safety and aesthetic enhancements at the Grove Building to build an environment that is welcoming to staff, clients and tenants.

Strategy 2:

Identify possible technology solutions to address current challenges (both programmatic and administrative) that could benefit workflow, communication, consumer/worker experience.

FINANCIAL STABILITY: Implement 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.

UPDATE: Our fundraising efforts have grown stronger in the past year with an increase in relationship building in the business community through Oakland Rotary and Oakland Chamber of Commerce and a deepening connection to major individual donors who support our mission. Our Women's Leadership Luncheon has created a higher level of visibility in the business community that can be leveraged for future fundraising efforts.

Strategy 1:

Continue to establish measurable, financially impactful goals for each fiscal year, based on a feasible combination of an annual campaign, grants, individual donors, corporate support, and special events.

Strategy 2:

Increase major donor cultivation efforts and develop and maintain internal tracking tools for ongoing stewardship.

Strategy 3:

Secure 100% Board giving and staff engagement through annual Development education training.

Strategy 4:

Expand community outreach and engagement opportunities for meaningful interactions through special events, and optimizing Grove Building as a revenue source.

Family Paths Board of Directors

President - Willard Ogan

Vice President - Anne Dixon

Secretary - Yvette Renteria

Treasurer - La'Toya Bradford

Directors - Samsarah Morgan, Alanna Rayford, Wanda Thrower, Lisa Valles

Family Paths Management Team

Barbra Silver—Executive Director

Misa Trotman—Clinical Director

Lyda Mata—Chief Financial Officer

Zainna Reed—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

Kruti Patel—Families in Transition Program Manager

Sarah Pilgrim—Families in Transition Program Manager

Kimberly Porter-Leite—Families in Transition Program Manager

Kimberly Cohn—Development Manager

Julianne Rositas—Family Support Manager



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