Family Paths’ Strategic Plan FY 2020-2021*
*continued through FY2023 due to Covid-19 pandemic.

Core Competencies:
- Embracing Diversity
- Ensuring Accountability
- Fostering Learning and Development
- Nurturing Innovation

1: Upgrade Technology
**Goal:** Staff is able to efficiently work from anywhere, reach clients in more ways and improve data collection process.

**Strategies:**
- Improve IT security.
- Upgrade to cloud-based file server and phone system.
- Improve efficient utilization for data collection.
- Determine staff technology training needs and how that will be addressed.

2: Hire, support and retain diverse, adequate staff
**Goal:** By end of FY 20/21, identify workforce trends, improve job satisfaction, and make improvements on workflow.

**Strategies:**
- Prioritize increases in salaries to meet/exceed parity.
- Implement project management workflow system.
- Assess workforce trends and create reporting on workforce demographics and job satisfaction.
- Build upon and expand creative ways to support staff and help them to feel connected to the agency and each other while working remotely.
- Implement and hold accountable the use of respectful communication tools and understand and address microaggressions.
3: Diversify Funding

Goal: Focus on higher level grants and other revenue streams to increase revenue to be 20% higher than program expenses.

Strategies:

• Hire a new Development manager with strong experience in grant writing.
• Target larger grant opportunities ($100k+).
• Engage in development training and create new strategies based on current best practices.
• Conduct a social media fundraising campaign with an external sponsor/high # of followers.
• Explore new contracts with other healthcare providers/Employee Assistance Programs.

4: Stabilize, Evaluate, Innovate Programs

Goal: Stabilization will be a focus for FY 20-21, as we hire, evaluate what is working, and innovate programs that have the capacity to pivot and grow during COVID-19.

Strategies:

• Develop strategies to increase enrollment.
  o portable hot spots to support internet for families for telehealth
• Explore relationships with tech companies for expansion for parent education.
• Innovate Helpline for best outcome with RFP March 2021.
  o Gather data on best practice for 24/7 lines.
  o Track data on peak hours.
  o Increase helpline engagement through parent feedback on what works for them – e.g., scheduled appointments.

5: Visibility

Goal: To increase views in social media platforms (Facebook, Instagram, Tik Tok, Twitter) to promote agency visibility and access to services during COVID-19 and moving forward.

Strategies:

• Each program will have deadlines to submit regular videos and/or content highlighting their program that will be sent to SM Committee.
• Social Media committee will recommend additional tools to boost agency visibility (ex. Blog needed)- announced at manager meetings.
• Update current website.
• Create new tag line and one-liners to improve brand recognition (per HBS marketing and branding project recommendations).

6: Respond to the needs of our diverse communities and address systemic inequalities

Goal: Provide mental health and support services to clients in our diverse community during Covid-19 that meets them where they are at.

Strategies:
• Survey clients and clinicians to better understand what resources they already have and determine what else is needed.
• Identify specific areas that our services don’t match the needs of the community (as well as where they do). Identify what we can do to address where there is a mismatch.
• Be flexible in using various forms of treatment (telehealth, phone, in person when needed).
• Increase culturally relevant staff training, including using trainers from non-clinical settings, related to engaging & providing remote services (e.g. social justice, community workers, restorative justice, etc.)
• Explore retention rates among different demographic groups and in particular impact on African American clients. (this is in goal #4 as well).