

Family Services, Inc.

Contents

Vision.....	3
Mission.....	3
1. Quality Programs and Services.....	4
1.a. Best Practices.....	4
1.b. Training, Technology, Infrastructure, and Administration.....	4
1.c. Client Needs.....	4
2. Community Needs and Partnerships.....	5
2.a. Children and Families.....	5
2.b. Behavioral Health Services.....	5
2.c. Parent and Community Education.....	5
2.d. Partnerships and Mergers.....	5
2.e. Expansion Opportunities.....	5
3. Community Diversity.....	6
3.a. Staff Training.....	6
3.b. New Division.....	6
3.c. Employees and Board Members.....	6
3.d. Collaborations and Partnerships.....	6
4. Awareness and Support.....	7
4.a. Messaging Approach and Languages.....	7
4.b. 100th Anniversary Events.....	7
4.c. Community Meetings and Advisory Groups.....	7
4.d. Media Outreach.....	7
5. Funding Base.....	8
5.a. Fundraising Culture.....	8
5.b. Corporations.....	8
5.c. Endowment.....	8
5.d. Foundations.....	8
5.e. Individual Donors.....	8
5.f. Planned Giving.....	8
5.g. Donor Recognition.....	8
5.h. Fee for Service.....	8
6. Financial Management.....	9
6.a. Operating Margin.....	9
6.b. New Ventures.....	9
6.c. Billing Accuracy.....	9
6.d. Flexibility.....	9
6.e. Proven Programs.....	9
7. Supportive Environment.....	10
7.a. Internal Communications.....	10
7.b. Employee Services Committee.....	10
7.c. Operations Manual.....	10

DEMONSTRATION ONLY



Family Services, Inc. (FSI)

Vision

Family Services, Inc., will be at the forefront in the development and delivery of services that meet the needs of a cultural diverse and evolving community.

Mission

Family Services' mission is to foster strong and healthy individuals and families through innovative education, behavioral health, child development, and social services that address the needs in the home, school, and the community.

DEMONSTRATION ONLY

1. Quality Programs and Services

Sustain high quality programs and services

1.a. Best Practices

Adopt Best Practices in the field based on research and proven outcomes

i. The OMHC will provide EBP in treating adults with dual mental health and substance abuse diagnoses and in treating depression and anxiety disorders by obtaining funding to train staff in IDDT(Integrated Dual Disorders Treatment) and in Cognitive Behavioral Therapy (CBT) ii. MS will continue to provide EBP in Supported Employment and will partner with the OMHC to provide EBP with adults with dual diagnoses of substance abuse and mental illness. iii. MS will obtain accreditation from CARF (The Commission on Accreditation of Rehabilitation Facilities) iv. EHS will obtain accreditation from NAEYC (National Association for the Education of Young Children) v. HFM will sustain accreditation with Healthy Families America

1.b. Training, Technology, Infrastructure, and Administration

Enhance training, technology, infrastructure, administrative and other internal processes

1.c. Client Needs

Advocate to ensure individual client needs are met

2. Community Needs and Partnerships

Expand programs and services to meet evolving community needs and partner to ensure comprehensive and integrated services

2.a. Children and Families

Expand Children's and Family Services

1. Expand home visiting program and visibility in Silver Spring area, ideally with down county office/facility 2. Offer comprehensive after school program for parenting teens – (eg. The Keys/Las Llaves al Excito) 3. Expand substance abuse prevention services to families with children ages 10 to 17 (Strengthening Families Program now underway) 4. Increased consultation to Montgomery County government drawing on Early Childhood program expertise 5. Expand Pre-K offerings, collaborating with community partners

2.b. Behavioral Health Services

Expand Behavioral Health Services

1. Expand client volume by 20%. Strategy: 1) Open Saturday and additional evening hours, by hiring additional staff. 2) Advertise the clinic's services 2. Expand Day Program/Outreach services by finding space upcounty (Clarksburg area) and/or downcounty (Wheaton—possibly serving Spanish-speaking population). 3. Expand Supported Living program by purchasing additional housing to offer low-income housing for individuals ready to move out of residential rehabilitation.

2.c. Parent and Community Education

Expand Parent and Community Education Services

1. Train Parent Educators in the Parents as Teachers (PAT) Curriculum 2. Train Parents Using the Evidence Based PAT Approach 3. Conduct "Parent Leadership Institute" Training Programs for School Systems 4. Conduct "Family Supporting Achievement" Workshops 5. Conduct "Families and Schools Together" (FAST) Interventions for Schools "In Need of Improvement" under NCLB 6. Provide Parent Workshops/Seminars in Child Development 7. Provide luncheon series at business workplaces

2.d. Partnerships and Mergers

Expand Services Through Partnerships and Mergers

1. Partner with Somatic Care providers 2. Target non-profits with expertise in diversity 3. Seek a regional/state presence for economies of scale 4. Promote our stability and infrastructure with small/emerging non-profits 5. Partner With Montgomery County Public Schools to offer a Parent Leadership Institute funded through joint grants.

2.e. Expansion Opportunities

Explore Additional Expansion Opportunities

1. After School Programs 2. Seniors

3. Community Diversity

Provide services that reflect the diverse cultures of the community

3.a. Staff Training

Provide staff training with outside experts on cultural diversity

3.b. New Division

Establish a new division dedicated to diverse populations

3.c. Employees and Board Members

Seek additional employees and Board members that reflect the diversity of the communities being served

3.d. Collaborations and Partnerships

Develop collaborations and partnerships (see II. Above)

DEMONSTRATION ONLY

4. Awareness and Support

Increase awareness of services and secure additional support

4.a. Messaging Approach and Languages

Develop and implement a new messaging approach in literature, web site, press relations, etc. and provide materials in different languages, as appropriate

4.b. 100th Anniversary Events

Implement a series of 100th Anniversary events

4.c. Community Meetings and Advisory Groups

Enhance networking and visibility through a systematic approach by Leadership Team members to meet with members of the community and participate in community meetings and advisory groups

4.d. Media Outreach

Undertake outreach in media serving various cultures

DEMONSTRATION ONLY

5. Funding Base

Diversify our funding base

5.a. Fundraising Culture

Develop a culture of fundraising in the Leadership Team and Board of Directors

5.b. Corporations

Seek strong corporate support

5.c. Endowment

Initiate a 10 year Endowment Plan

5.d. Foundations

Seek foundation support to initiate new, innovative programs within areas of FSAI expertise

5.e. Individual Donors

Build stronger individual donor base

5.f. Planned Giving

Institute a Planned Giving Program

5.g. Donor Recognition

Create Donor Recognition Program

5.h. Fee for Service

Investigate “fee for service” possibilities

6. Financial Management

Continue to ensure the fiscal health of the agency through sound financial management.

6.a. Operating Margin

Maintain a 2-3% margin on total operations of the agency

6.b. New Ventures

Develop business plans for all significant new ventures

6.c. Billing Accuracy

Self-monitor billing accuracy through Corporate Compliance

6.d. Flexibility

Maintain flexibility to adapt to changes in funding streams

6.e. Proven Programs

Full court press to preserve programs with proven outcomes

DEMONSTRATION ONLY

7. Supportive Environment

Sustain an emotionally supportive environment in which employees' contributions are recognized and valued

7.a. Internal Communications

Enhance internal communication from top management & across programs

7.b. Employee Services Committee

Maintain the Employee Services Committee

7.c. Operations Manual

Develop an Operations Manual for the agency

DEMONSTRATION ONLY