

# FAMILY SERVICES OF GREATER WATERBURY, Inc.

## CURRENT SITUATION

Mission: To strengthen families and individuals through quality services, community collaboration and social advocacy.

Vision: A healthy community where all families and individuals are valued and can develop their unique strengths and achieve their full potential.

Services: FSGW currently operates in three major service areas:

1. **Employment Programs** - Helping families deal with issues of poverty: employment initiatives, language (ESL), vouchers, training, substance abuse, transportation, etc.
2. **Children's Programs** - Stabilizing children who have been abused or neglected
3. **Behavioral Health Programs** - Helping people with behavioral health issues (counseling and workshops both on an outpatient basis and special environments such as UCONN, VNA, education for divorcing parents, and dealing with high conflict divorce.)

## STRATEGIC PLAN 2006 - 2010

### POSITION STATEMENT

Family Services of Greater Waterbury, Inc. (FSGW) is a multi-service agency which offers a range of complementary social services to strengthen families and individuals of all ages and at all stages of life, regardless of their economic or social resources.

### SOCIAL ADVOCACY

FSGW will champion those individuals and families who are unable to satisfy their basic human needs. The agency will monitor such situations, and represent those individuals or groups vis a vis the organizations which can improve the situation.

### QUALITY ASSURANCE

FSGW will monitor and manage the quality of each service/program, using existing measures, to identify:

- whether the program is meeting its goals
- what corrective action is needed to meet the goals
- what financial adjustments are needed to make the program self-sustaining
- highlights of the program's success

## INTEGRATION

The agency will integrate all systems, so that everyone has the same information and resources are used efficiently.

## FINANCIAL VIABILITY

FSGW as an agency will generate enough income to ensure its overall viability, even if some of its individual programs do not do so.

The agency will work toward a financial situation which allows it to:

- deliver high quality professional services
- maintain an infrastructure which can support the programs and staff in a professional way.
- offer a compensation package that will attract and keep high-quality staff members.

The agency will review each program annually to determine:

- does this program make sense to continue as it is now funded?
- can we increase funding by renegotiating fees with the funder (comparison with others providing same service)?
- can we get additional funding through other grants, etc.?

Gaps in the agency's operating budget will be managed through:

- new programs which bring in more than their costs
- renegotiation of fees for current programs
- managing the numbers better
- accepting a loss on paper (due to depreciation) in anticipation of new funds from a capital campaign.
- Finding new sources of funds for specific costs not covered by income.

## UNDER-FUNDED PROGRAMS

When any program consistently incurs more costs than are covered by funding, the following steps will be taken:

- Step 1: Identify extent of shortfall and how long situation has existed.
- Step 2: Review and implement possible ways to remedy the situation, including a) alternate or supplementary funding, b) proactively renegotiating reimbursement rates, or c) cutting back on contract requirements.
- Step 3: Make a conscious responsible decision either to continue or drop the program, based on a) the level of shortfall, b) community climate, c) alternate providers and d) potential effect on agency's relationships with funders.

## GROWTH

It is essential for FSGW to grow. However, it must do so within the limits of existing financial viability and the acquisition of new funding. Any growth must provide for the necessary increase in the agency's infrastructure, including facilities space and technological capability. Growth may come in the following ways:

1. Initiating new services that support their own costs and the resulting increases in infrastructure costs.
2. Expanding existing services as funding and facilities allow.
3. Offering existing or new services in a wider geographic area, as possibilities arise which the agency feels can be effectively managed.
4. Offering new programs which do not cover their costs, if additional funding can be found to close the gap.
5. Generation of increased facility space, either belonging to the agency or rentals for the life of a program.
6. Maximization of existing facility use through additional hours or use of existing space not now used at all times.
7. Creating a for-profit arm which would draw on the experience, resources and location of the agency to provide profit-making services. These profits would then be donated to the not-for-profit activities of the agency.

## EXPANSION OF SERVICES

We will consider new programs/services, in our existing service areas or outside of them, using the following criteria:

1. Does this service fit our mission?
2. Does this service complement or enhance existing services we provide?
3. Do we have the competencies to delivery the service in a high-quality professional way?
4. Does this service play to our existing strengths or require a learning curve to acquire those strengths?
5. Will provision of this service present an opportunity for staff to learn and develop new knowledge or skills?
6. What is the effect on the agency's financial viability? (Will income support required increase in infrastructure?)
7. Is there enough funding to deliver this service in a high-quality way?
8. Is the funding stable enough to make it worth the effort: do we know how we would handle the service if/when funding ends?
9. Can we provide the required facilities and equipment (including licensed space if required)?
10. Can we realistically find the personnel needed to deliver this service?
11. Does this service bring a liability risk, a risk to our reputation, or a risk to clients or facilities?
12. Are the contractual obligations realistic (volume of work, outcomes, management required)?

13. Do we have the infrastructure (including technology) to deliver and manage this service? If increased infrastructure is required, does the funding of this service allow for it?
14. Would we be able to measure our success, evaluate the impact of the service?
15. Is there someone else who can do as good or better a job providing this service?

## FUNDING

We will decrease our dependence on government funding through:

1. Managing our own financial health, including:
  - a. Increasing fees for services on existing programs as long as the increase doesn't jeopardize the client's access to services.
  - b. Taking on programs with fees which cover or exceed costs.
2. Development (see below)
3. Marketing (see below)

## TECHNOLOGY

The agency will identify proven technologies which will clearly enable the agency to do its job more efficiently. Such technologies will be adopted if financially possible.

## DEVELOPMENT

The agency will increase its existing development activities:

- Capital campaign
- Development of major donor base
- Management of donor base (ongoing contact, thanks, involvement, etc.)
- Pursuing candidates for planned giving
- Fundraising events
- Provision of speakers to outside organizations and events
- Solicitation of smaller gifts
- Application for grants from foundations
- Seeking support from civic organizations
- Seeking of in-kind donations (materials or labor)

## CAPITAL CAMPAIGN

A capital campaign is essential to the continued viability and growth of FSGW. The campaign will be completed by 2010 and will use the agency's 100<sup>th</sup> anniversary as a central concept. The goal of the campaign and the focus of its appeal are to be determined.

The agency will complete the first two steps in a capital campaign by the beginning of 2006.

1. Pick a campaign consultant from several candidates to be interviewed.
2. Estimate upfront expenses and identify the source of those funds.

## MARKETING

FSGW will expand its marketing program, consistent with existing plans and initiatives. The rate of this expansion will depend on funding and the availability of professional expertise.

A formal market plan will be created, outlining the work already in place and the details of future activities planned. These will include but not be limited to:

- Determine if Agency will change its name and logo
- Finalization of logo design with tag line
- Establish standards for our brand identity to include look, logo and messaging and key elements of our elevator speech
- Design new marketing materials
- If Agency name changed, schedule coordinated events to introduce new name and logo
- Increase in events for both visibility and fundraising.
- Expansion of website to include such items as events, jobs, capabilities, etc.
- Activities to increase awareness of the agency in the general population
- Activities to increase awareness of the agency in geographic areas where the agency is just beginning to offer services.
- Newsletter

## COMMUNITY COLLABORATION

The agency will choose community or professional groups to participate in, within the limits of staff time, based on whether the groups do one or more of the following:

1. Involve the populations served by the agency.
2. Initiate or support legislation or bonding issues which favor the agency's mission.
3. Facilitate building of relationships with other professionals in the field.
4. Help the agency monitor developments in its field and the community.
5. Allow the agency to increase its visibility as professionals and advocates for its clients.
6. Increase the agency's cultural awareness and sensitivity.
7. Advocate the agency's priorities.
8. Allow for professional development of agency staff.
9. Allow agency staff and board members to establish contacts for fundraising, or in-kind contribution (donors, service organizations, faith-based organizations).

The agency will not participate in groups that:

1. Are directly involved in lobbying
2. Have political agendas
3. Discriminate on the basis of race, age, religion, gender, national origin, disability, sexual orientation or veteran status

## COLLABORATION WITH OTHER AGENCIES

FSGW will consider collaboration or partnership on a case-by-case basis, with other social agencies that:

- provide high quality services

- have agendas similar to that of FSGW
- have solid reputations.

Collaboration might be on one of the following levels:

- direct referral in either direction
- partnering on a specific program
- providing services that complement each other
- sharing knowledge and resources

#### IMPLEMENTATION OF STRATEGIC PLAN

A Strategic Operating Plan will be established each year, identifying actions planned to move toward fulfillment of the Strategic Plan.