

Family Centers

Strategic Directions 2026-2029



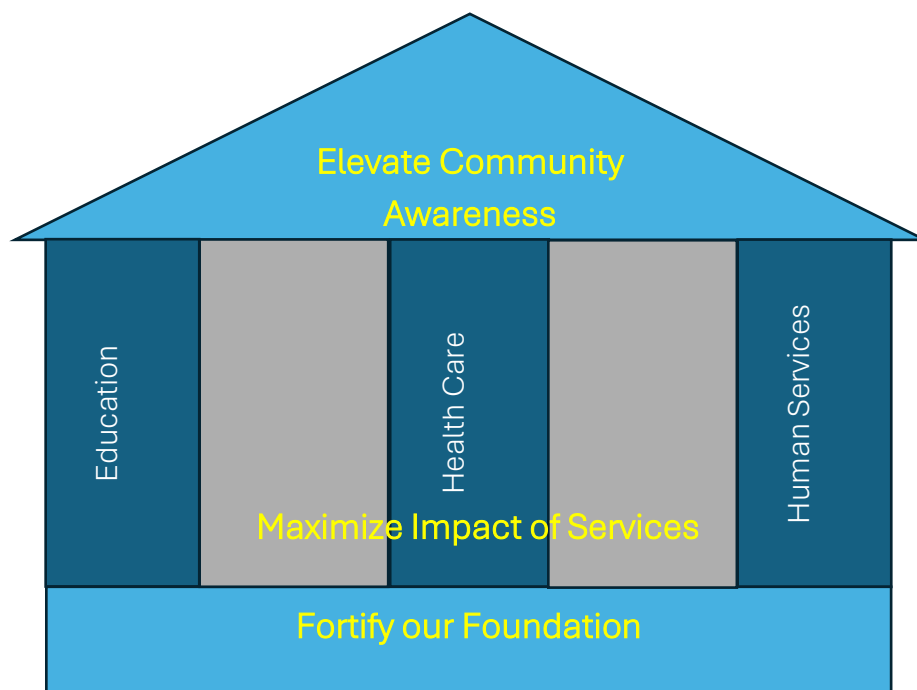
Introduction: Family Centers has developed this strategic plan with input from its board, management, employees, and external stakeholders. The plan is in effect from early 2026 through early 2029. It is designed to be a living document used daily to affirm the focus and direction of Family Centers and, it should be regularly updated to account for progress and major market or organizational shifts.

Mission: Empowering children, adults, families, and communities to realize their potential

Vision: Creating a community that provides opportunity for all

Values: As a mission-driven organization dedicated to positive change and built on a culture of care, trust and belonging, Family Centers believes in (we will):

- Partner with our clients fulfill their goals and dreams
- Collaborate to deliver services that respectfully meet our clients' needs
- Advocate for a more equitable agency and community



Goal 1 – Maximize impact of services – leverage expertise to meet evolving community needs

Success – Family Centers will continue to deepen its roots, furthering awareness of changing community needs and to leverage services it is uniquely qualified to provide in addressing those needs.

Supporting Actions	Timeline	Owner(s)	Status
1. Complete an assessment of each existing program that quantifies impact, effectiveness, and funding strength.	CY2027 – Q2		Not Started
2. Develop and implement tactics to better connect Family Center programs, especially between early childhood education, behavioral and physical health, and human services. – Cross program case management?	CY2027 – Q4		Not Started
3. Coordinate leadership involvement in community initiatives that aim to address relevant problems.			Not Started
4. Develop a universal approach to new client intake and referral coordination.			Not Started
5. Expand support for families navigating student learning differences and special needs and explore partnerships for assessments and advocacy.			Not Started

Metrics: EXAMPLES

- Total clients served (increases by service line, or set a specific target by service line)
- Client retention = client internal referral to FC/total client referrals for services offered by FC (set goal based on baseline measurement from objective 6)
- Unutilized capacity = service utilization/service capacity with current resources by service line
- Community involvement = leadership, board member, and employee time spent participating in community-wide initiatives aimed at addressing community problems
- Client satisfaction scores
- Measure external and internal cross-service referrals of existing clients

Goal 2 – Elevate and broaden and elevate community awareness to match our stature as an organization

Success – Family Centers will be known as Fairfield County’s premier organization for behavioral and physical health care, education, and social services.

Supporting Actions	Timeline	Owner(s)	Status
1. Engage stakeholders and external expert(s) to shape a clear, cohesive message describing what Family Centers offers and where the organization is going. a. Improve clarity so board and staff can articulate services and direction consistently b. Develop a concise tagline c. Create simplified, accessible fact sheets for donors and the public d. Improve public relations and storytelling e. Leverage social media and digital media			Not Started
2. Equip stakeholders with messaging, media, and training to communicate offerings and direction to the community.			Not Started
3. Develop a core set of Key Performance Indicators that communicates (1) program reach and outcomes, (2) financial health, (3) trends in funding sources, and (4) workforce excellence.			Not Started
4. Coordinate leadership and board efforts to maintain existing donor support and pursue new development opportunities, specifically to geographies beyond Greenwich. a. Set specific expectations for leadership and board b. Engage schools, families, and volunteers as donor pipelines c. Increase community-based donor cultivation events d. Increase tours and experiential engagement of donors and partners			Not Started

Metrics: EXAMPLES

- Measure brand awareness before marketing and set goal based on baseline
- Market share by service line – measure before and set service-specific targets
- Donor retention and growth
- New client acquisition – in Greenwich, Stamford, Darien and other targeted communities

Goal 3 – Optimize our foundation: people and infrastructure.

Success – Family Centers will enhance its depth on the Board and Management teams supported by best-in-class tools.

Supporting Actions	Timeline	Owner(s)	Status
1. Continue investing in staff as the primary expression of mission a. Apply data from recent salary survey to have compensation and benefits that support recruitment and retention b. Create clear advancement pathways for employees c. Invest in professional development d. Reward tenure with and loyalty to the organization e. Strengthen supports for employees to create a healthier workplace	CY 2027 – Q2		Not Started
2. Develop opportunities to cultivate future board members; (advisory groups, auxiliaries, volunteering, other involvement)			Not Started
3. Focus board recruitment to be more strategic and to broaden geographic representation and target professional needs. a. Conduct a skills-based assessment of board needs b. Formalize board expectations and align onboarding and training accordingly c. Create and maintain board succession plan that allows reasonable on/off ramps for members d. Adopted yearly formal board self-evaluation			Not Started
4. Build a plan for leadership and board succession.			Not Started
5. Ensure leadership balances time commitment between internal and external needs of the organization.			Not Started
6. Proactively develop a comprehensive infrastructure and support services plan using internal and external stakeholders, and possibly external expertise, to include: a. Information technology that fills needs, increases capacity, or supports strategic and operational decision-making b. Human resources staffing to support investment in staff c. Facilities planning and space utilization d. Ongoing planning capacity to avoid “firefighting” e. Finance infrastructure for both technology and staffing f. Development staff and tools			Not Started

Metrics: EXAMPLES

- Employee turnover (industry benchmark for health, education, human services is 10%-15%)
- Support services FTEs benchmarked to industry standards