



Family Services

To Support Everyone's Right to Thrive

December 2023

Strategic Plan

2024 - 2027

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Acknowledgements

The 2024-27 Strategic Plan was developed with participation of many team members of Family Services and our Board. We value the insights contributed by our funders, government leaders, philanthropic supporters and community partners.

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The Strategic Plan was facilitated by Kristin Woodlock of Woodlock & Associates

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Family Services Strategic Plan Timeline

June 2023	July	August	September
Kick- Off Strategic Plan Subcommittee	Strategic Plan Subcommittee	Full-Day Strategy Retreat With Board and Staff Team	Strategic Plan Subcommittee
Stakeholder Interviews Completed	Review Feedback from Stakeholder Interviews and Landscape Analysis	Review Feedback from Stakeholder Interviews and Landscape Analysis	Success Looks Like:
Landscape Analysis Completed	Draft a WHY Statement for Family Services – Sharing our Purpose.	Refine and Propose a WHY Statement for Family Services – Sharing our Purpose.	Finalize a Family Services WHY statement.
	Draft HOW Statements – How We Live into our WHY	Refine and Propose HOW Statements – How We Live into our WHY	Finalize HOW Statements
		Identify WHAT – Strategic Priorities	Finalize WHAT Statements - Strategic Priorities with Clear Statements of What Success Looks Like.



Family Services

To Support Everyone's Right to Thrive

Landscape Analysis

Landscape Analysis – Key Sources

Federal:

- SAMHSA
- Centers for Medicare and Medicaid Services

New York State:

- Office of the Governor
- Office of Mental Health
- Office of Addiction Supports And Services
- Office of Children and Family Services
- Department of Health
- Office for the Prevention of Domestic Violence
- Council on Children and Families

County:

- Local 5.07 Plans for Dutchess, Ulster and Orange Counties

Associations & Foundations:

- Annie Casey Foundation
- Open Minds
- National Council for Mental Wellbeing
- Child Welfare League of America
- NYS Coalition for Children's Behavioral Health

Other:

- The New School Center for New York City Affairs
- ICAN (Organization in Utica, NY)

Major Trends – Health & Behavioral Health

- Continued high demand for services
 - Medicaid & commercially insured
 - Uninsured and migrant populations
 - Child & adolescent population
 - Overdose from opioids
- Focus on Whole Person health
- Telehealth for behavioral health moving mainstream
- Technology based adjuncts to treatment more relevant to populations we serve and more available
- “In-home” care more prevalent
- Greater awareness and action on healthcare’s historical structural racism and inequity. Doing what drives engagement and better outcomes.
- Greater awareness and action on the impact of social determinants of health

Major Trends – Social Support

- Youth & Families struggling at home & school
- Economic pressures on families raising likelihood of homelessness, hunger, violence
- Critical capacity to adjust to end of the COVID Public Health Emergency
 - Expertise to support benefit acquisition for our community members
 - Medicaid Redetermination
 - Reduced supports for Housing, Food and Employment

Opportunities – Federal

- SAMHSA Strategic Priorities
 - Preventing Overdose
 - Enhancing Access to Suicide Prevention and Crisis Care
 - Promoting Resilience and Emotional Health for Children, Youth and Families
 - Integrating Behavioral and Physical Health Care
 - Strengthening the Behavioral Health Workforce
- Continued Health Care Reform
- Certified Community Behavioral Health Clinic's (CCBHCs) as the vehicle for creation of a new "operating system" nationally.
 - Potential for rapid regulatory reform
 - Cost-based rate
 - 9 core services
 - Statewide strategies in Rhode Island, Missouri, Indiana of note

Opportunities – New York State

- \$1B investment in Mental Health
 - CCBHC Triple Availability
 - Working to implement requirement for commercial insurance providers to pay for school-based services at a level equal to the higher paying Medicaid rate
 - Housing, ACT and Children's Specialty Program Rate Enhancements
 - Supported Housing expansion
- Preventive referrals increasing in New York
- Opioid Settlement funds
- OASAS investments
 - Prevention
 - Harm Reduction
 - Co-Occurring Treatment

Horizontal

- Medicaid 1115 Waiver Amendment near approval
 - Strategy #1: Building a more resilient, flexible and integrated delivery system that reduces health disparities, promotes health equity, and supports the delivery of social care
 - Social Determinant of Health Networks (SDHNs) Development and Performance
 - Advanced Value Based Payment (VBP) Models that Fund the Coordination and Delivery of Social Care via an Equitable, Integrated Health and Social Care Delivery System
 - Capacity Building and Training to Achieve Health Equity Goals
 - Strategy #2: Developing and strengthening transitional housing services and alternatives for the homeless and long-term institutional populations
 - Strategy #3: Redesign and strengthen system capabilities to improve quality, advance health equity, and address workforce shortages
 - Strategy #4: Creating statewide digital health and telehealth infrastructure
- Value Based Payment – State continues to advance. Still likely 3 to 5 years out for Family Services.
- Establishing data systems and metrics critical to entry and success in VBP.

Mid-Hudson Valley Community Profiles

A community indicator project for regional action.

Profiles for the following counties:

- Dutchess
- Ulster
- Orange
- Sullivan
- Putnam
- Greene
- Columbia

<https://mhvcommunityprofiles.org/>

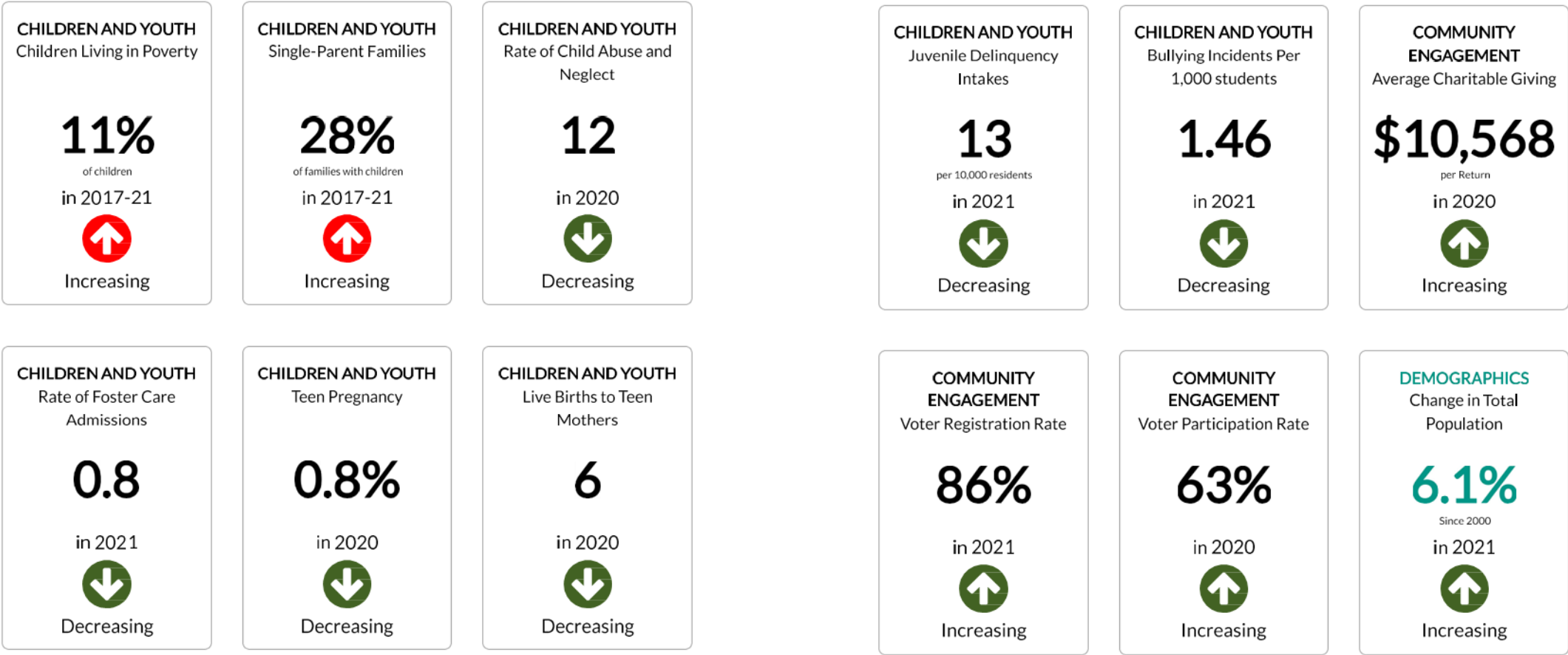
OUR SPONSORS

The Mid-Hudson Valley Community Profiles project is sponsored by the following organizations:

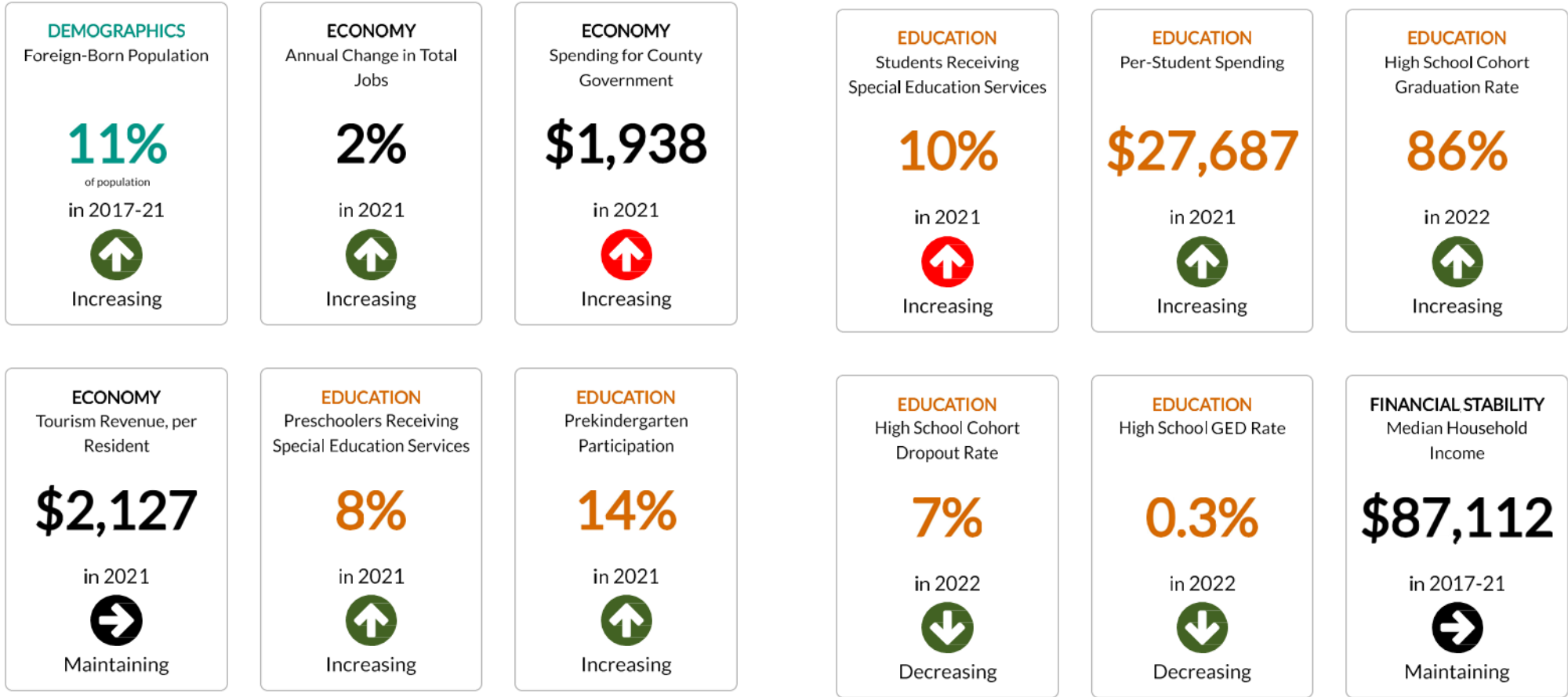


INDICATOR DASHBOARD

Featured Indicators for Dutchess County



Featured Indicators for



Featured Indicators for

FINANCIAL STABILITY People Living in Poverty

9%

of population

in 2017-21



Increasing

FINANCIAL STABILITY Elderly Living in Poverty

7%

in 2017-21



Increasing

FINANCIAL STABILITY Children Receiving Subsidized Child Care

1.3%

in 2021



Maintaining

HEALTH

People Without Health
Insurance

5%

in 2020



Decreasing

HEALTH

Drug Overdose Mortality
Rate

36.6

per 100,000 Residents

in 2021



Increasing

HEALTH

Low Birth Weight Babies

7.6%

in 2020



Increasing

FINANCIAL STABILITY Veterans Living in Poverty

4%**

in 2017-21



Maintaining

FINANCIAL STABILITY Economically Disadvantaged Students

38%

in 2022



Increasing

FINANCIAL STABILITY Earned Income Tax Credit Participation

10%

in 2020



Decreasing

HEALTH

People Living with HIV

109

per 10,000 Residents

in 2021



Decreasing

HEALTH

Mental Health Clinic Visits

5.8

per 1,000 Residents

in 2019



Decreasing

PUBLIC SAFETY Victims of Domestic Violence

28

per 10,000 residents

in 2021



Decreasing

Featured Indicators for

PUBLIC SAFETY Violent Crimes

18

per 10,000 residents

in 2021



Decreasing

HOUSING Homeownership Rate

69%

of occupied housing units

in 2017-21



Maintaining

HOUSING Homeless Persons

20.0

per 10,000 Residents

in 2020



N/A

HOUSING Housing Affordability for Homeowners

3.5

ratio of home value to income

in 2017-21



Maintaining

HOUSING Rent as Percentage of Household Income

32%

in 2017-21



Increasing

Poughkeepsie Children's Cabinet

- Close to release of Comprehensive Strategic Plan
- Prioritizing Federal Grant and Funding Opportunities to Achieve Priority Goals
- Using Harlem Children's Zone as a model to build/tailor Poughkeepsie Strategy



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Full-Service Community Schools Program (FSCS)

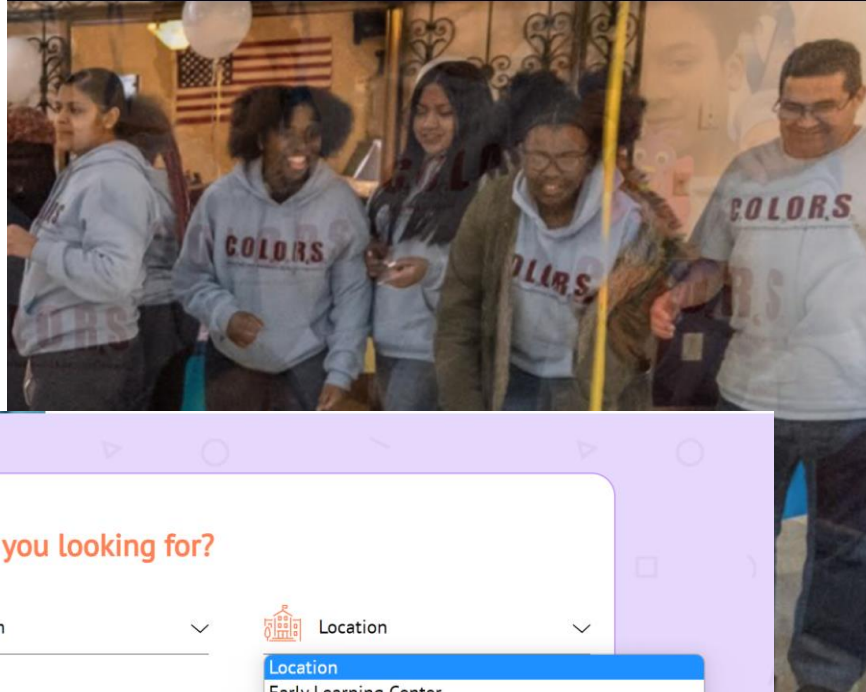


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U.S. Department of Education
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POUGHKEEPSIE YOUTH COALITION

Explore organizations that provide support and resources to Poughkeepsie's Youth



Welcome to the Directory!

Find information about local programs for students and families to experience and enjoy, close-to-home:

- After-school tutoring
- Health and wellness
- Material needs
- Arts and culture
- Recreation
- Leadership
- Social and emotional support

Select your areas of interest in the form below and find amazing, affordable, and attainable resources.

What are you looking for?

Grade Level Program Location

Location

- Early Learning Center
- Clinton School
- Krieger School
- Morse School
- Warring School
- Poughkeepsie Middle School
- Poughkeepsie High School
- Poughkeepsie Academic and Career Excellence (PACE)
- Offsite

Together we're stronger, and our impact is greater.

The Poughkeepsie Youth Coalition helps youth succeed by increasing access to high quality after-school and summer programs that bolster learning and creative processes. Our work leads to substantial academic and personal growth for students, supports working families, and



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Home > Departments > County Executive > Executive Department News > 2023 News Releases > County Legislature Receives Update on YOU Project

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County Legislature Receives Update on YOU Project

Published: 5/8/2023

**This release has been edited.*

Poughkeepsie, NY ... The upcoming countywide

“Alongside partners such as the nationally acclaimed Harlem Children’s Zone and the Poughkeepsie Children’s Cabinet, Dutchess County remains focused on a comprehensive and holistic approach to youth development and eliminating intergenerational poverty while concentrating on children, their families and the



1115 Waiver Update

Social Care Networks

Draft: Subject to CMS Negotiations

DOH will award one Social Care Network (SCN) per region (with up to five awards in New York City). Each SCN will be a designated Medicaid provider and serve as the lead entity in their region for:

Next, we'll look at:

Scope of
HRSN
Services

Screening and
Referral
Process Flow

SCN Flow



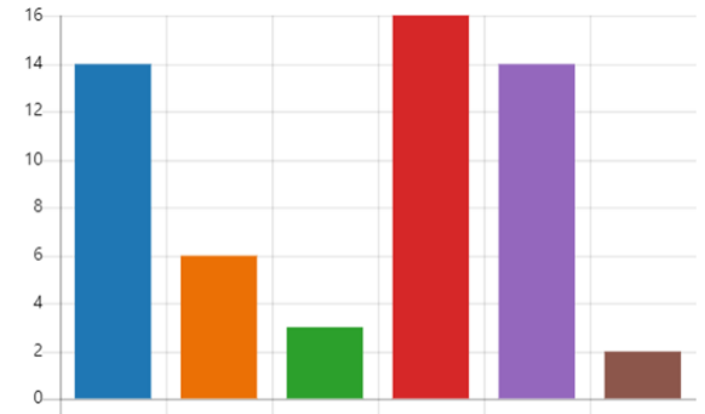
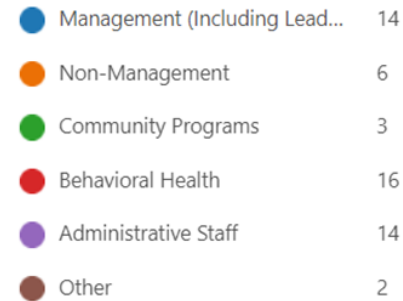
What lessons learned from DSRIP by stakeholders will help form successful SCNs?

Staff Survey

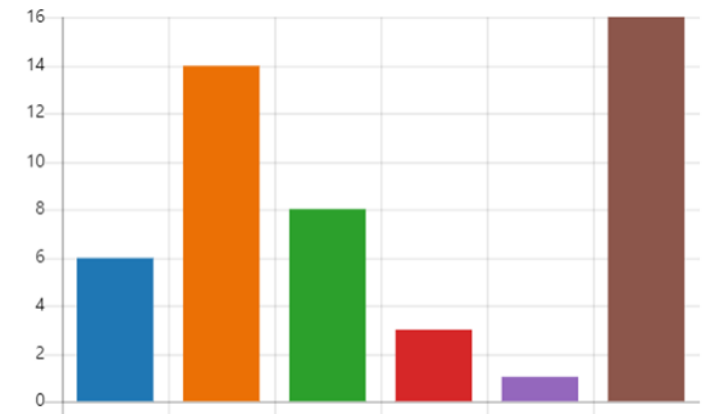
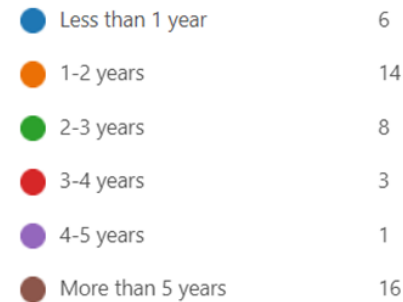
June 2023

N=48

1. What is your current role in the organization? (select all that apply)



2. How long have you been in the organization?



What do you see as
Family Services'
KEY strength?



What do you consider
Family Services' KEY
weakness or area of
opportunity?



What gets in the way of doing amazing work?



What should Family
Services do more
of?



What makes any job
(Family Services or otherwise)
the "Best place to work"?



A word cloud of factors that make a job the "Best place to work". The words are arranged in a circular pattern, with some words appearing more frequently than others. The words include: authenticity, relationships, development, freedom, professionalism, happy, team, remotework, benefits, values, coworkers, trust, mission, attitude, special, friendly, friendliness, recognition, appreciation, management, clients, environment, helping, leadership, impact, salary, supervisors, rewarding, support, and values.

What steps could Family Services take to establish themselves as the top choice for service excellence in our communities?



Share what you think we
need to know as we develop
a strategic plan for the next 2
- 3 years.



Stakeholder Interview Questions

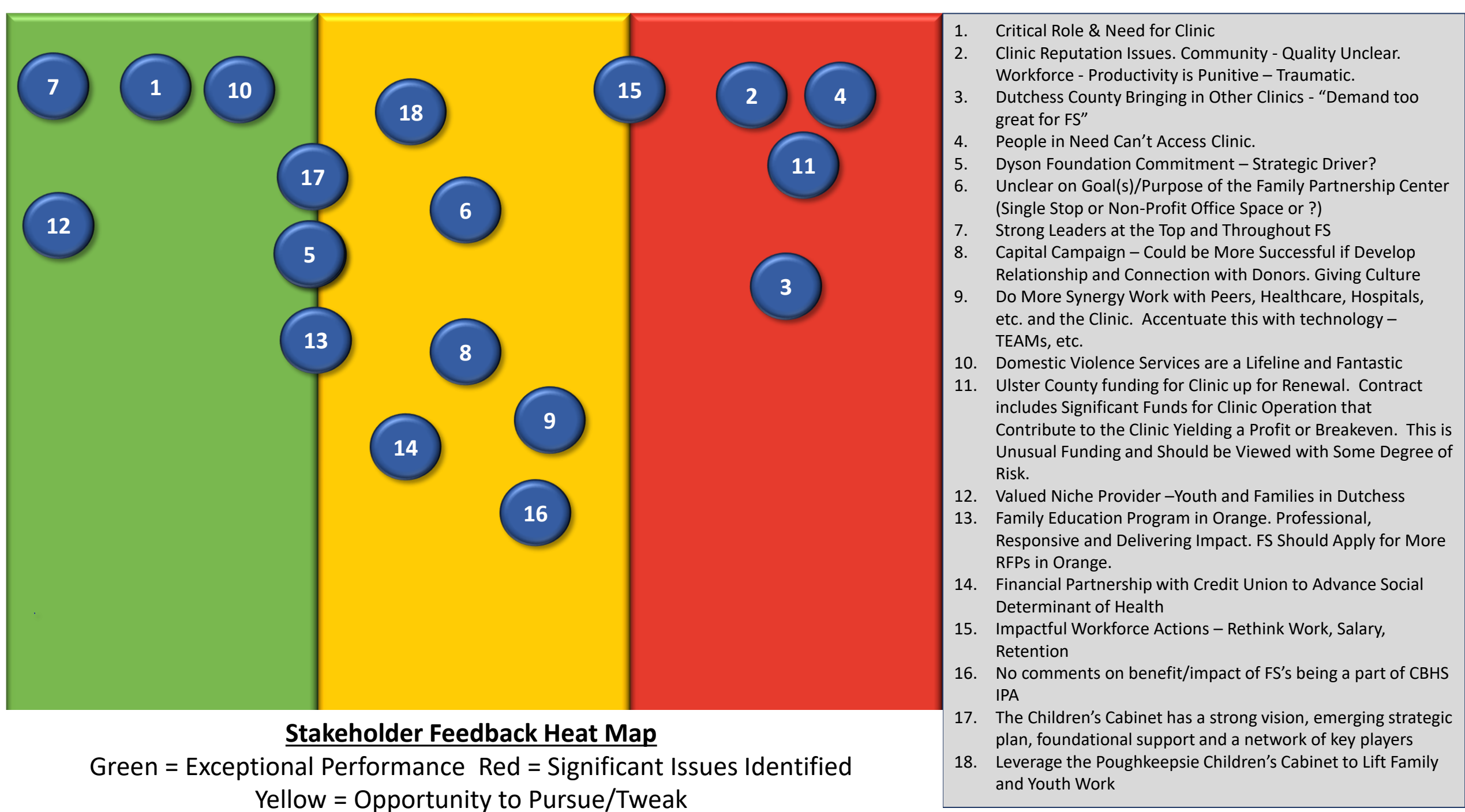
*****Interviews were a free-flowing conversation. The following questions were used a guide.***

- How do you interact with Family Services?
- What value does Family Services bring to your community?
- In Family Service's current configuration, what do you see as the most important services they offer?
- What do you see as your community's main challenges?
- What would strengthen the connection, impact or trust between you/ your organization and Family Services?
- Are there impact measures that are front of mind to show the needs or improvement for the people in your community?
- Are there particular age groups – such as kids, adolescents, young adults, adults, older people - who are underserved or who need different types of services than what is currently provided by Family Services?
- Are there any specific reports we should review to gain more insight?
- Anything we didn't ask you that we should?

Stakeholder Interview Heat Map

Importantly, the information
gleaned from this work is
actionable by the organization.

- A heat map reflects common themes shared during the stakeholder interviews.
- Inclusion of a topic on the map is a function of the topic being raised multiple times and/or raised as the most significant area of feedback by the informant.
- Items noted in the green area of the map are strengths of the organization from the lens of those interviewed. As the strategic plan is developed, we should work to preserve or expand these successes.
- Items noted in the yellow area of the map are either opportunities to pursue or areas needed greater clarity or action from the lens of those interviewed. As the strategic plan is developed, we should work to include any needed action for these items.
- Items noted in the red area of the map are items of importance and concern from the lens of those interviewed. As the strategic plan is developed, we should work to prioritize understanding and addressing these items.





Family Services

To Support Everyone's Right to Thrive

WHY Statement



Family Services

To Support Everyone's Right to Thrive

To Support Everyone's Right to Thrive



HOW Statements

(How we live into our WHY)

Empowering People: We support adults, children, and families in their right to thrive from crisis services to enrichment programs. We provide accessible services, spanning behavioral health, family support, youth programs, victim services, prevention, and community safety.

Beacon of Hope: Our Poughkeepsie Family Partnership Center (FPC) symbolizes our mission, offering hope to the Mid-Hudson Valley through collaboration and community connections.

Inclusivity and Diversity: We promote safe, connected communities with equal growth opportunities. We foster diversity, equity, inclusion, and belonging, both internally and in the communities we serve, aiming for a fair and just society where every voice counts.

Strong Partnerships: Collaboration is central to our approach, uniting government, nonprofits, businesses, and communities. We work alongside individuals and families as equals to enhance lives and create new opportunities. Our enduring partnerships at all government levels, in communities, and with philanthropic partners drives our growth.

Driving Social Change: We are leaders in advocating for person-centered systems change in areas like law enforcement, criminal justice, and healthcare. We actively engage in policy and legislation to promote positive social change and enable individuals to lead fulfilling lives.

Quality: We commit to evidence-based practices and ongoing innovation. Our person-centered approach tailors each program to individual needs, with continuous evaluation for effectiveness.

Responsibility: We manage limited resources responsibly by allocating funds wisely, optimizing efficiency, and prioritizing sustainable outcomes. Data guides our commitment to integrity, accountability, quality, and impact in all our efforts. Our enduring partnerships across government and communities, combined with responsible stewardship, define our organization's values, emphasizing the importance of maximizing our limited resources' impact.



Family Services

To Support Everyone's Right to Thrive

WHAT We Do to Live into Our WHY
Strategic Priorities

Strategic Priority #1

All services are easy to access, lead people to thrive and are financially sustainable.

What would success look like?

- We improve access, deliver on our promises, and do so in a financially sustainable way.
- People can access services when they are ready and in ways of their choosing. If we cannot help, we make a warm handoff.
- We recruit, train and retain excellent staff at the levels we need.
- We leverage technology in creative and impactful ways.
- We use best practices in everything we do
- We demonstrate how diversity, equity, inclusion and belonging look like in action, not just words.
- We understand and have an ability to leverage new sources of revenue, like value-based payment, contracts with insurance companies and/or specialty grant funders.
- We look to expand our services throughout the Mid-Hudson Valley once we have solid fundamentals for the service. Expansion may occur through new programs, collaborations and/or mergers.

Strategic Priority #2

What would success look like?

**Family Services
recruits, trains and
retains excellent
staff at the levels we
need. .**

- Salary and benefits are competitive (government, schools, etc.)
- Staff levels in place that give everyone opportunities to work on new initiatives, develop themselves, engage in agency initiatives, etc.
- Workforce development and succession planning is prioritized
- Morale and agency culture is “Best of...”
- Flexibility and work/life balance are recognized and valued
- Our staff mirror our community and have opportunities to lead.

Strategic Priority #3

What would success look like?

A long-term plan is developed and implemented to ensure the Family Partnership Center is a regional example of outstanding, holistic family and community services and is financially sustainable.

- The FPC has a clear vision, a business model that is aligned with our WHY and financial sustainability.
- A consistent identity, role and purpose of the FPC is held by the Board, Staff, Funders, Community Leaders and those we serve.
- The FPC is seen as an essential partner in Dutchess County's work to strengthen community, families and youth.
- Developing the FPC does not come at the expense of our broader purpose. We make sure we have the bandwidth for FPC success and Family Services success overall.

Strategic Priority #4

What would success look like?

There is a culture of philanthropy established to support the work of Family Services.

- Family Services defines marketing needs and develops a long-term strategy for marketing at our program levels and for philanthropy goals. Doing both strengthens our communication, name recognition, builds community and will lead to a philanthropic culture.
- Develop a deep history of financial support from other sources of funding (endowment, legacy giving, major gifts from new donor groups, etc.).
- Board engagement.



Family Services

To Support Everyone's Right to Thrive

Strategic Priorities Strategies

Strategies

1	All services are easy to access, lead people to thrive and are financially sustainable.
1.1	Assess all programs/departments provided by Family Services against this strategic priority and create action plans to address areas of opportunity and necessary shifts
1.2	Develop and implement a plan (train, recognize and reinforce) to ensure that all personnel, policies, and programs reflect our WHY/HOW.
1.3	Assess how we could use technology better to achieve this priority. Implement based on assessment.
1.4	Review our practices and their impact on access and quality of care. (How do our practices align with our client population?)
1.5	Develop/propose value proposition to Ulster County for continued behavioral health contract
1.6	Maximize the value and impact of our CBHS membership.
1.7	Explore and identify opportunities for expansion of services and fiscal sustainability, i.e. CCBHC application, expansion of footprint, mergers, Health Home, etc.
1.8	Assess our progress and success for Strategic Priority #1, determine any need to change our strategies or tactics (develop assessment tool)

Strategies

2	Family Services strategically prioritizes how to recruit, train and retain excellent staff at the levels we need.
2.1	Assess DEI+ strengths and weaknesses then develop an action plan.
2.2	Develop communication strategy to share the Strategic Plan Priorities with staff (we hear you and are doing something about it). Create connectivity and excitement in the WHY.
2.3	Intentionally incorporate discussion of the WHY and HOW into hiring, on-boarding, annual performance plan/review, team meetings, celebrations of work, gratitude's and performance metrics.
2.4	Assess organizational structure for optimization of resources and achieving strategic priorities (consider efficiency, staffing levels and succession planning).
2.5	Identify actions and elements for a shared culture of wellness and work/life balance. (i.e. email etiquette and response times, accessibility when on vacation, support asking for help, etc.)
2.6	Understand our salary structure and its impact. (i.e. salary study)
2.7	Assess our progress and success for Strategic Priority #2, determine any need to change our strategies or tactics (develop assessment tool)

Strategies

3	A long-term plan is developed and implemented to ensure the Family Partnership Center is a regional example of outstanding, holistic family and community services and is financially sustainable.
3.1	Commission a FPC Task Force with a Charter to develop a 5-year Business Plan. The Plan to include a clear role, community support, sustainable operation and capital maintenance and contingency capacity.
3.2	Implement FPC Task Force recommendations.
3.3	Assess our progress and success for Strategic Priority #3, determine any need to change our strategies or tactics (develop assessment tool)
4	There is a culture of philanthropy established to support the work of Family Services.
4.1	Assess current needs, resources, and challenges/opportunities for marketing and philanthropy.
4.2	Develop and implement a plan to build a culture of philanthropy at Family Services.
4.3	Assess our progress and success for Strategic Priority #4, determine any need to change our strategies or tactics (develop assessment tool)