Children's Service Society of Utah
Strategic Plan
FY 2020 - FY 2025
INTRODUCTION

Vision
To ensure every child has a safe, loving home.

Mission
Children’s Service Society of Utah empowers families, professionals and caregivers through services supporting the safety and well-being of children.

Our History
On October 13, 1884, thirty-four ladies met to organize a day nursery in Salt Lake City to help the working poor and provide a safe place for children while the parents worked. One week later a baby was left on the doorstep and the need for adoption services was clear. In the early days, the mission was to provide relief to destitute children and “to obtain such temporary and permanent homes as may be practicable.” Local merchants donated bread, meat, produce, and milk. Children in daycare were admitted as early as 5:30 a.m. and remained as late as 6:00 p.m. Parents were charged 10 cents daily for one child and less for each additional child. Through the years Children’s Service Society has evolved its programs according to the needs of the children and families they serve in the community.

Our Present
Children’s Service Society of Utah (CSS) serves our community through four different programs helping families, caregivers and professionals to ensure safe and caring environments for children. We believe the emotional, social and physical development of young children has a direct effect on their overall development and the adults they will become. CSS demonstrates its long-standing dedication to the community by providing meaningful programs that have attracted the attention of private and government entities. CSS is making progress in becoming the agency present at decision-making boards where programs and services are established for the families in Utah. Even with a 135 year history, CSS is continually growing, and always seeking secure funding to ensure the viability of its programs.

Our Future
Children’s Service Society (CSS) is looking forward and actively seeking funding to support programs that will allow the agency to respond to the needs of the families and the community at large. CSS is working diligently to become the “go to” agency for information regarding early care and welfare issues. CSS acknowledges the uniqueness of each family we serve and hopes to serve all families regardless of their composition. CSS continues to work towards becoming an influencer of public policy and key members of our community to ensure programs continue to support those who need it most. CSS continues to explore innovative approaches to new societal issues and trends (i.e. Grandfamilies). The goal is always to positively affect children and families in our communities and neighborhoods.
Children's Service Society - Values

Children's Service Society believes in pioneering meaningful programs for families and children that improve our communities, prevent child abuse and promote resilient families.

Our Core Values

The staff of Children’s Service Society recently renewed its commitment to the core values and principles that guide our services and behaviors. Below are the top values that best represent our passion for helping families and children. As an agency with a rich heritage, dedicated staff members and mindful leaders, we are dedicated to practice our mission with five core values.

- **Integrity** - To live his or her values of honesty and trust in relationships, with coworkers, customers and stakeholders. Honesty and trust are central to integrity.
- **Mutual Respect** - Acceptance of all individuals, as well as organizations and circumstances, should be based on their unique ideas, beliefs, cultures, situations, resources, values, priorities and objectives.
- **Accountability** - The obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted properties.
- **The Pursuit of Knowledge** - The understanding that we are always learning and a to keep cultivating love for learning to move us forward.
- **Passion for our Mission** - Believing in our mission and always being inspired by it.
Children’s Service Society has selected three strategic pillars or areas of work that will move forward to support our mission and vision statements.

**Community Position**
Over our 135-year history, CSS has helped tens of thousands of people, yet it is largely unknown to the public. Key to our five year plan, is the importance of branding and messaging that can turn the public into engaged and supportive volunteers and funders. It is critical for the agency to communicate a message that conveys professionalism, is clear, passionate and that indicates how CSS makes a difference in the lives of others. The various marketing activities and events will rally and inspire people and businesses to join the CSS cause. Community involvement includes putting CSS in the forefront of public policy, advocacy, thought-leadership, experienced innovator and acting as a liaison with similar organizations.

**Financial Safety**
Nonprofit organizations are constantly looking and working towards finding funding sources to ensure the viability of its programs. Nonprofits are often judged by the ability to carry on its mission effectively, that is the critical need for secure and stable funding. Over the next five years, CSS will concentrate on obtaining contracts and donors that can support and grow the agency’s services and programs, as well as explore the possibility of meaningful Fee For Service (FFS) programs. In addition to Medicaid, CSS will explore its expertise and knowledge to create opportunities for new income-generating possibilities including establishing and managing child care services for the homeless and others in need.

**Innovative Programs**
Children’s Service Society has always been at the front of innovative and pioneering programs adapting to the needs of our community. CSS will make every effort to stay at the forefront of the services needed and will focus on early care and education, as well as human and family services. As programs become sustainable, CSS has an obligation to our society and the community to keep investing in programs that will ensure a better future for all. In addition, will invest in new services to engage families prior to a crisis. CSS will set the stage as a prevention agency and demonstrate that investing in prevention programs is worthwhile.
"You have brains in your head. You have feet in your shoes. You can steer yourself any direction you choose."

Dr. Seuss

Community Position

Goal: Raised the public profile of the agency through enhanced communications and marketing efforts.

- Increase our ability to tell our story in a more effective way and increase brand recognition.
- Create a Social Media plan that grows the agency's social presence and keeps CSS in front of our followers.
- Explore the possibility of creating a blog that will share our expertise with the community and positioned as a thought leader.
- Participate in state and out-of-state child-related boards to leverage our programs.
- Create agency events that engage the community in positive and meaningful ways.
- Create a system to be alerted of TV, Radio, and other opportunities to promote our message and brand.
- Explore smaller and more frequent events to drive donations, including booths at other community events.
- Grow the CSS team with the addition of a social media specialist.
- Create a network of volunteers to support events and activities throughout the year.
“To every child – I dream of a world where you can laugh, dance, sing, learn, live in peace and be happy”. 

Malala Yousafzai

Financial Safety

Goal: Grow and maintain the agency’s funding sources

- Ensure alignment of organizational budget, strategic plan and staff needs.
- Develop and execute a plan to increase the board to 20 members with diverse background by December 2022.
- Create a professional advisory council and a Succession Plan for key CSS executives.
- Create a plan and goals for the Development Director that contemplates new funding streams and the discovery of new donors.
- Increase fundraising by 50% in 2020 and 30% annually after and through 2025.
- Work to fully fund the salary of a full time Executive Director by 2023.
- Conduct a feasibility study to look into CSS owning and operating its own building.
- Explore and execute plans for self-generating revenue; fee for service, program licensing, Medicaid reimbursement, and child care services.
- Establish Medicaid services as another core program for CSS.
- Explore becoming a business leader invested in employee benefits.
"History will judge us by the difference we make in the everyday lives of children".

Nelson Mandela

Innovative Programs

Goal: Lead Utah early childhood and family services field with programs that answer and relate to the needs of the community.

- Review core programs to ensure mission statements, updates to reflect community needs and trends, and allow for future expansion.
- Engage board members in each CSS program by establishing a board ambassador network.
- Establish a system to receive feedback from clients, partners and the community at large.
- Explore new programs that will appeal and engage a new generation of parents and the issues they face.
- Annually reassess the values and culture of CSS to ensure they align with the mission and vision of the agency.
- CSS leadership and board members stay up to date on latest research and family trends nationally and locally to inform our programs.
CSS offers services via four main programs: Adoption, Care About Childcare, Grandfamilies and Home Visitation. Additionally, CSS now provides two new programs; one that provides services to families who are enrolled in the Air Force with children who have Special Needs, and a second program that supports child care programs to establish healthy practices for young children.
Goal: Lead Utah early childhood and family services field with programs that answer and relate to the needs of the community.

Since 1884, Children’s Service Society has provided services for the community that have been designed to respond to the needs of those we serve. Expansion of services in the State of Utah have brought new players to the field, and CSS remains a leader to trust, and an agency to include in statewide decisions and conversations.
What we do for ourselves, dies with us. What we do for others and the world remains immortal.

Being part of CSS is not just working for a nonprofit. It means we are engaged in making sure that future generations have an opportunity to blossom and to create a better world than the one we live in. Integrity, Mutual Respect, Accountability, the Pursue of Knowledge and Passion for our Mission are values that make our agency a place full of care and dedication to supporting and bettering family relationships.