



Family Service Agency
Strengthening Individuals & Families

STRATEGIC PLAN

2022-2025

Values:

- **Respect:** We treat everyone as an individual, with their unique backgrounds, experiences and needs, with particular attention to the needs of those who are most vulnerable and under-resourced.
- **Professional Service:** We serve individuals and our community with the highest ethical and professional standards.
- **Equity, Diversity and Inclusion:** We respect the inherent dignity of all people to foster a sense of inclusion and belonging for our staff, volunteers, clients, and community partners.
- **Responsiveness:** We serve the whole family unit, adapting to meet the needs of families where they are, with what they need, and when they need it, through collaborative leadership.

Vision:

The overall vision of FSA is to meet the needs of individuals and their families in DeKalb County with a particular focus on those who are most vulnerable and under-resourced. To do this, FSA will be a collaborative leader to advocate for children, to provide youth mentoring, to offer counseling services, to support seniors to live independently with dignity, and to help low-income families achieve and maintain the highest level of self-sufficiency.

Mission:

Family Service Agency exists to strengthen people and communities through hope, healing, empowerment, and engagement.

Strategic Priorities

Our strategic priorities focus our attention to achieve our vision.

STRATEGIC ISSUE #1: CULTURE OF PHILANTHROPY

FSA has grown and evolved a great deal over the past several years, including moving to a new and upgraded building, adding additional staff, and assuming leadership of the Community Action Program all while securing grant funds and earned revenue for operations. FSA has been responsive to community needs and the needs of individuals impacted by these crises. We want to ensure the long-term financial sustainability of the organization to meet the needs of our community. We need to build a strong culture of philanthropy, donor-centered, inside and outside the organization so that everyone understands that each person has a role to play in fund development.

Goal 1: Develop a donor-centered development program with clearly defined roles of staff and board, and regular and consistent reporting of donor engagement to the board that will be supported by a development plan.

Goal 2: Reduce the capital debt through planned organizational surpluses and community donations.

Goal 3: Develop a planned giving program with a focus on unrestricted funds and endowment growth.

STRATEGIC ISSUE #2: COMMUNITY LEADERSHIP AND OUTREACH

Because of the growth of FSA and the leadership roles that FSA has played in recent years, we wish to address the lack of awareness and perception of the organization's size, key programs, and commitment to serve across DeKalb County. We need to build on our reputation as a community leader and increase outreach through a comprehensive marketing strategy including branding, advocacy, and public relations.

Goal 4: Develop a cohesive and comprehensive branding initiative that clearly expresses the organization's current size, offering, and reach as it relates to the five key programs and builds long-term relationships.

Goal 5: Provide collaborative leadership and advocacy to support the mental health of county residents particularly in the area of prevention services.

Goal 6: Create a public relations strategy that communicates program outcomes internally and externally.

STRATEGIC ISSUE #3: STAFF RECRUITMENT AND RETENTION

FSA is experiencing a shortage of key professionals necessary to fill available positions which will limit growth and affect retention. FSA seeks to be an employer of choice, to partner with community and educational institutions to recruit and retain high quality and talent staff.

Goal 7: Evaluate staff compensation, benefit packages and professional development support to ensure competitiveness in the county and region.

STRATEGIC ISSUE #4: GEOGRAPHIC ACCESS TO PROGRAMS

DeKalb County is a large geographic area yet services are concentrated in the DeKalb/Sycamore area. Other areas are isolated and demand is even greater for services even if the number of individuals are lower. To truly meet the needs of all county residents, FSA is committed to ensuring equitable access for all county residents.

Goal 8: Evaluate and seek opportunities to expand services outside of the DeKalb/Sycamore area.

Goal 9: Ensure all programs and services have clear methods and processes in place to collect and report on outputs and outcomes.