



STRATEGIC PLAN 2021-2024

OUR VISION

Our vision is a world where all children are safe - physically and emotionally - and have the resources and support to guide them and their caregivers through life's difficult moments.

OUR MISSION

Exchange Family Center makes children's lives better by strengthening their families, teachers, and communities through proven counseling, coaching, and training.

OUR VALUES

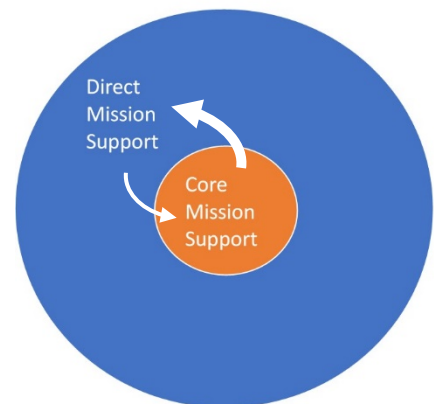
The values that drive the Exchange Family Center are rooted in the commitment to improving the lives of all children and their families. All of our goals come out of these values. These values include:

- Respect - We work to affirm the individual uniqueness, self-determination, worth, life experiences, and capability of each young person, family, staff, and volunteer.

- Positive Culture - We strive to create safe, supportive, and nurturing relationships that promote trust, honesty, direct communication, balance, humor, teamwork, and professional growth.
- Equity and Inclusion - We celebrate the richness created by a variety of cultures, beliefs, and life experiences. We value diversity, fairness, justice, and openness and respect for difference.
- Families - We believe every person deserves a family or support network that can provide safety, nurturance, a sense of belonging, teaching and guidance, and connection to the larger world.
- Creativity - We encourage creativity, innovation, and risk-taking to respond to the rapidly changing needs of children, youth, families, and the community.
- Partnership - We actively maintain, build, and expand internal and external collaborative partnerships that work to strengthen our community, increase resources for families, provide advocacy, and ensure quality delivery of services to children, youth, and caregivers.
- Quality - We strive to improve the quality, efficiency, and effectiveness of our work in order to be responsible stewards of community resources. Our work is guided by integrity and authenticity.

OUR PHILOSOPHY

Exchange Family Center recognizes that as we grow direct mission support (e.g., programs and services) our core support (e.g., business operations, financial management, and resource development) needs also increase. In turn, investing in our core mission support contributes to Exchange Family Center's ability to grow programs. Together, healthy levels of direct and core mission support ensure high-quality outcomes for those we serve.



Goal 1. SERVICE DELIVERY

Properly align resources and personnel to maximize effective capacity—in both core and direct mission support—of service delivery.

HIRING

Add additional staff members to ease work burden and maximize service offerings.

Reduce inefficiencies and the cost of turnover by decreasing or eliminating hiring short-term, temporary staff to carry out staffing tasks or roles that are ongoing, long-term capacity needs.

ADMINISTRATIVE CAPACITY

Create an administrative support solution that meets the ongoing administrative and office support needs across (in alphabetical order): board operations, core operations, finance, management, programs, and resource development.

STAFFING

Incentivize both the acquisition of relevant additional expertise and employment longevity through pay raise, promotion, and leadership path opportunities.

CLINICAL LEADERSHIP

Explore (and design) a structure for in-house clinical management (e.g., clinical supervision; licensure support and supervision; model training, fidelity and adherence) as well as leadership and management growth tracks for program, including both clinical and non-clinical, staff.

To be measured through: evaluation of staffing plan implementation, employee satisfaction surveys

Goal 2. RANGE OF SERVICE

Grow our range of services in providing a comprehensive and holistic approach to building up the skills and capacities of caring adults, creating safe spaces and responsive environments, and developing resilience in children so they thrive now and as they grow.

CASE MANAGEMENT

Create a solution for ensuring a more streamlined approach for client intake, screening, and waitlist management and providing new or ongoing wraparound client supports including case management and crisis financial support.

ADULT INTERVENTION

Explore the implications and mechanisms for the expansion of therapeutic services offered to include therapy options for parents or other adult caregivers among families served by Exchange Family Center.

TRAINING

Build mission-focused capabilities and capacities of parents, educators, professional practitioners, supporters, and community members.

To be measured through: evaluation of staffing plan implementation; training evaluation; positive trends in program participation and graduation and family reunification; assessment of adding adult intervention completed

Goal 3. PROFESSIONAL GROWTH

Strengthen our internal company culture and provide staff with professional growth opportunities across core and direct mission support staffing tasks/roles to diversify or broaden skill sets and in alignment with staffing capacity needs.

PROGRESSIVE LEARNING PATHS

Expand in-service learning opportunities for all staff and formally integrate professional development into annual work planning and performance evaluation.

COMPETITIVE SALARIES

Set a clear goal for raising salaries across all salary grade levels in alignment with Exchange Family Center’s values and to maintain competitiveness as an employer.

To be measured through: availability of and participation in professional development opportunities (number and diversity); salary adjustment goal is established and implemented

Goal 4. BOARD DEVELOPMENT

Build a board that supports the agency with talents, testimony, time, and treasure.

REPRESENTATIVE OF COMMUNITY

Prioritize the recruitment and engagement of board members to reflect the community we live in and the families we serve.

STRONG AMBASSADORSHIP

Prepare board directors to champion the mission of the agency.

BOARD SUPPORT AND ENGAGEMENT

Cultivate board directors to bring their best selves to carrying out their roles and responsibilities.

To be measured through: diversity in board member demographics, board member participation in racial equity training, evaluation of board members’ onboarding, evaluation of board-staff communication, annual fulfillment of board member participation plans, board volunteer time contributed, ease of board succession

Goal 5. FINANCIAL STRENGTH

Ensure adequate resources and the agency's financial sustainability as well as its continued growth.

SUFFICIENT RESERVES

Implement robust financial planning policies based on a goal of developing a two-month reserve.

UNRESTRICTED FUNDING GROWTH

Diversify funding base to generate more unrestricted funds.

RESOURCE DEVELOPMENT STAFFING

Add dedicated staffing to the Resource Development team focused on grant development (coordination and writing) and grant management (coordination, relationship management, and reporting) to work in partnership with both program staff and finance staff as needed.

FINANCE TEAM STAFFING

Expand Exchange Family Center's Finance team to ensure adequate capacity for the organization's fiscal planning and management.

Expand Exchange Family Center's Resource Development capacity to ensure that the Resource Development team is able to lead the planning of resource development activities and employ strategic communication and relationship building internally and externally, while also building out the ability to tackle: donor outreach and cultivation, fundraising campaigns, development administration, event management, volunteer outreach and management, and social media management.

To be measured through: the reserves balance compared to the dollar value of two-months based on audited financials annually; progress from 18.6% in 2019-2020 toward 22% of funding is unrestricted; evaluation of staffing plan implementation