

ENGAGE 2025

THE STRATEGIC PLAN FOR FAMILY SERVICE OF ROANOKE VALLEY



Family Service
of Roanoke Valley

JULY 2021

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I EXECUTIVE SUMMARY

This strategic plan is a culmination of efforts by the Family Service of Roanoke Valley (FSRV) Board of Directors, Executive Committee, Strategic Planning Committee, CEO Linda Hentschel, FSRV leadership team and Kathy Stockburger Consulting. The plan incorporates both quantitative and qualitative data obtained through the following sources:

- Board of Directors strategic planning meetings
- Planning Committee meetings
- Review of organizational documents, carry-over from previous strategic plans, sector and community trending data
- Email, telephone, questionnaire and one-to-one virtual discussions and interviews with staff, community and faith-based partners, funders, businesses, and volunteers
- Consultant observations and recommendations

Data collection and review of existing organizational information served to both affirm FSRV's direction and challenge assumptions. The planning effort, while tailored to align with 2020 pandemic protocols, remained inclusive and followed a carefully designed process.

The plan will assist FSRV in defining:

- FSRV's unique identity, role in the community and competitive advantage.
- the scope, quality and implementation of FSRV's programs and services.
- increased marketing and awareness potential.
- heightened opportunities for support and community collaboration.
- outcomes for which FSRV wishes to be held accountable.

This is a functioning plan that will serve to guide FSRV as the organization moves into the future building resiliency in individuals and the community. The plan's format flows from key strategic directions through defined goals and action steps, while allowing agility in implementation. The Board of Directors and Leadership Team will regularly re-evaluate and adapt the plan as required, maintaining focus on organizational excellence and FSRV's mission. Overarching strategic areas address operating a financially stable organization, elevating the awareness of FSRV in all sectors of the community, continuing a commitment to program excellence and responsiveness, and ensuring alignment with the community's changing demographic and unmet needs.

II MISSION, VISION, CORE VALUES

Mission:

The mission of Family Service of Roanoke Valley is to transform lives by healing trauma and restoring hope for families and individuals of all ages through mental health counseling, case management and life skills education.

Vision:

A community invested in health and well-being, recognizing inherent strengths and respecting the honor and dignity of all.

Core Values:

We recognize inherent strengths in every individual and assume positive intent in every interaction.

We value:

- professional and ethical behavior.
- consistent, purposeful communication to promote engagement.
- creativity and innovation.
- quality in our program services and our interactions with the community.
- diversity and cultural sensitivity.
- being a part of a caring community.

III BUSINESS MODEL AND COMMITMENT TO QUALITY

Business Model Statement

Family Service of Roanoke Valley serves the greater Roanoke Valley region through counseling, case management and life skills education available regardless of age or ability to pay. We provide accessible and holistic services to strengthen individuals and families, heal trauma and restore hope. People in our community are able to access services thanks to investments by state and federal agencies, United Way, fees for direct service, and the generous support of corporate, faith-based, foundation and individual donors.

Commitment to Quality

The mission, vision and values of Family Service provide the basis for an organizational culture that values quality in all we do. The rich history of the organization and service to the community are based on consistently assessing community, family and individual needs and providing services to meet those needs. These priorities drive how we deliver our business model and assess service delivery and agency administration to ensure we are keeping up with trends in human service delivery that lead to positive results.

III HISTORY

Founded in 1901 as the *Charity Organization Society*, the agency soon became known as *Associated Charities*. Associated Charities was the first Social Work agency in Roanoke, and its primary function was to assess the needs of those who needed financial assistance, and to distribute that assistance.

Over time, it became clear that families often needed more than simply financial assistance, and in 1929 Associated Charities got a new name, a new structure and an expanded mission, taking the name *Family Welfare Society*. However, the Great Depression created a crisis for charitable funding in Roanoke. With no funding, the Family Welfare Society closed its doors in 1935. The Family Welfare Society Board had the foresight NOT to dissolve the organization in 1935, but rather to suspend operations, awaiting the call of the Board President to reconvene.

In 1938, at the urging of, and with the funding of, Roanoke's Junior League, the agency amended its Charter and renamed itself the *Family Service Association*. It focused on services other than financial assistance as a "Generalized Casework agency". In 1966, a merger with the local Traveler's Aid Agency brought about another name change for the agency - now known as the *Family Service - Traveler's Aide Association of the Roanoke Valley, Inc.* In 1984 the name was changed once again to *Family Service of Roanoke Valley*.

Today, Family Service of Roanoke Valley has almost 60 full and part-time staff members and serves more than 2,000 individuals and families throughout the Roanoke Valley in two main service areas, Mental Health Services and Community Services.

IV PROGRAM DESCRIPTION

Family Service of Roanoke Valley provides programs and services through a trauma informed lens in two areas, Mental Health Services and Community Services. Services are provided to self-defined families, couples, individuals, and school and/or community groups as appropriate.

Mental Health Services

We provide affordable counseling for all ages in our office, in community settings and in the home of our clients. Our Mental Health Services team has a wide variety of lived and academic experience. Our office based staff hold graduate degrees in a human services field and are registered with their appropriate licensing board. Each member of our team has received continuing education in trauma informed care and in a wide range of other clinical and therapeutic strategies and modalities.

Community Services

We provide a variety of services and groups. Youth Development supports for elementary, middle and high school students through skills and strengths-based groups. We also provide groups for adults who have a history of using violence. Our Guardianship program meets the health and safety needs of vulnerable adults who are unable to secure services for these needs on their own. Personal Affairs Management helps individuals manage funds received through Social Security Administration or the Veterans Administration to help prevent homelessness and to ensure their basic needs for food and/or shelter are met.

V ORGANIZATIONAL PROFILE

A. Staffing Design

Family Service of the Roanoke Valley is led by the President and CEO who is hired by the organization's Board of Directors. The President/CEO supervises the Executive Leadership Team. Each member of this team is assigned to a specific area of focus within the organization and is responsible for the hiring of employees and management of programs/services within their respective area.

B. Leadership Staff

The organization is led by the Executive Leadership. Members of this team include the President/CEO, Director of Finance, Chief Development Officer, Director of Mental Health Services, and the Director of Community Services. In addition to this team, all supervisors of the organization meet with the Executive Leadership team to form the All Leadership Team.

The Leadership of Family Service is dedicated to providing Trauma Informed Leadership and Supervision. As such the following Leadership and Supervisor Charter was adopted in 2020:

A leader/supervisor at Family Service of Roanoke Valley,

- is trustworthy and ethical;
- balances autonomy and direction;
- upholds accountability and growth;
- is kind and respectful;
- is a confident decision maker;
- navigates through uncertainty;
- is mission focused.

C. Board of Directors

The Board of Directors has a fiduciary responsibility to Family Service of Roanoke Valley to provide multifaceted leadership to the organization and accountability to the public. Each board member is nominated and elected by the board and serves a three-year term renewable for a second term. The board meets every other month and board committees meet in the alternating months. The members of the board represent a variety of professions, service fields and the community at large. Board members serve on standing and ad hoc committees, attend events, act as ambassadors for FSRV and support the organization financially.

D. Regulatory Affiliations

Family Service of Roanoke Valley has been accredited with the Council of Accreditation (COA) since 2010. The Intensive In-Home and Therapeutic Day Treatment Programs are licensed through the Department of Behavioral Health and Developmental Services (DBHDS). The Guardianship program contracts with the Department of Aging and Rehabilitation Services (DARS) to provide services.

VI STRATEGIC DIRECTIONS

STRATEGIC DIRECTION 1

Strengthen the people and culture of Family Service of Roanoke Valley.

Goal 1.1

Build, promote, and steward an organizational culture of engagement.

Action steps:

- a. Define the desired organizational culture (values, beliefs and behaviors) that shapes how work gets done at FSRV, recognizing that engagement is a direct outcome of a strong, positive culture.
- b. Ensure board, leadership and management actions prioritize building a positive, diverse inclusive culture, and a climate of reciprocal trust.
- c. Design operational processes to support core values and continuous improvement principles.
- d. Implement knowledge sharing strategies to tap into individual and collective expertise.
- e. Encourage opportunities for internal collaboration.

Accountability:

Leadership Team/Executive Committee

Target Implementation:

July 2021, ongoing

Funding Required:

Staff time

Funding Source:

Budget

Goal 1.2

Provide opportunities for training and professional development and maintain an internal knowledge base.

Action steps:

- a. Offer professional development, resources and training opportunities aligned with staff needs and continuing education requirements to the extent feasible.
- b. Maintain an up-to-date and accessible internal knowledge base including manuals, policies, procedures, etc. using appropriate platforms.

Accountability:

Leadership Team/Executive Committee

Target Implementation:

July 2021, ongoing

Funding Required:

Staff time

Professional development and training resources, possible software upgrades

Funding Source:

Budget

Goal 1.3

Maintain efforts to recruit and retain employees supported by FSRV's organizational culture, professional development and benefit attributes.

Action steps:

- a. Identify any changes necessary in current recruitment and retention strategies.
- b. Regularly evaluate scope of employee total rewards, benefits and recognition.
- c. Identify unacceptable staff turnover threshold and develop strategies to address issues when needed.

Accountability:

Leadership Team/Executive Committee

Target Implementation:

July 2021, ongoing

Funding Required:

Staff time

Professional development and training resources, possible software upgrades

Funding Source:

Budget

STRATEGIC DIRECTION 2

Reinforce the programs and impact of Family Service of Roanoke Valley

Goal 2.1:

Analyze and improve methods of service delivery for target populations.

Action steps:

- a. Continue to explore services for families and individuals of all ages to ensure maximum efficiency and effectiveness.
- b. Communicate FSRV's focus on underserved populations while emphasizing the organization's high-quality services available to all.
- c. Review intake, billing, service delivery and utilization review processes to ensure client access and progress toward goals.
- d. Ensure seamless cross agency referral processes and enhance community referrals and collaborations.
- e. Function as a convener of important conversations around current societal issues and challenges, highlighting FSRV's long role in leading the community as a trusted partner.
- f. Explore efficiencies in service delivery, making adjustments where required to effectively meet the needs of all clients and program participants.
- g. Maintain and comply with all regulatory authorities including but not limited to DBHDS, DARS, and COA.

Accountability:

Leadership Team/Program Committee

Target Implementation:

July 2021, ongoing

Funding Required:

Staff time

Funding Source:

Budget

Goal 2.2:

Explore the unmet needs of the Roanoke Valley.

Action steps:

- a. Identify areas of potential unmet needs aligned with FSRV's mission as identified in the data collected in the planning process.
- b. Explore strategies to specifically address issues around trauma, diversity, equity and inclusion.
- c. Study possible expansion of programs unique to FSRV, including PAM, domestic violence programs, and services for older adults.

Accountability:

Leadership Team/Program Committee

Target Implementation:

July 2021, ongoing

Funding Required:

Staff time

Potential professional development and training costs

Funding Source:

Budget

Goal 2.3:

Explore methods to improve overall client experience and outcomes.

Action steps:

- a. Tap the power of program alumni/beneficiaries to communicate FSRV's value and impact to potential clients, program participants, referral sources, supporters and funders.
- b. Evaluate the counseling wait list and determine effective, viable strategies for addressing availability and capacity.
- c. Identify programs or services with additional capacity and potential to maximize revenue.
- d. Determine gaps in technology which impact adversely on client experience or outcomes.
- e. Assess the facility's impact on client experience and outcomes, including location and accessibility as well as its use by staff.
- f. Investigate (and continue where appropriate) innovative and flexible approaches to service delivery.
- g. Continue the movement to heighten trauma-informed care and DEI initiatives.

Accountability:

Leadership Team/Development and Finance Committees/Program Committee

Target Implementation:

July 2021, ongoing

Funding Required:

Staff time

Funding Source:

Budget

STRATEGIC DIRECTION 3

Ensure the vitality and financial stability of Family Service of Roanoke Valley.

Goal 3.1:

Promote partnerships that are consistent with our mission and priorities and bring the potential for greater impact, increased program revenue, and more substantial corporate and private funding.

Action steps:

- a. Identify key strategic partners for program delivery and sponsorship support.
- b. Serve as a convener with strategic partners to explore shared services and collaborations to strengthen FSRV's position in the community.
- c. Establish a plan for continuing engagement with strategic program delivery partners and strategic funding partners to ensure we maximize the potential of these key relationships in achieving FSRV's priorities.
- d. Engage the board, community members and staff in exploring specific issues unique to the post-COVID community, including the importance of mental wellness and the need for investment in that area.
- e. Continue to stay apprised of grant and funding trends, including cross-sector and non-traditional opportunities and partnerships.

Accountability:

Leadership Team/Development Committee/Program Committee

Target Implementation:

July 2021, ongoing

Funding Required:

Staff time

Funding Source:

Budget

Goal 3.2:

Maintain a healthy balance of funding streams, including fee-for-service programs and strong community support based on FSRV's rich legacy, proven ability to respond to individual and community needs.

Action steps:

- a. Monitor funding sources for better balance and identify untapped or under-sourced revenue streams.
- b. Along with assessing the building's alignment with program and staff use, continue to study the facility's value as an asset.
- c. Identify areas of fund development appropriate for underscoring FSRV's legacy and impact in the region, as well as the widespread external opinion that FSRV is an excellent steward of community resources.

Accountability:

Leadership Team/Development Committee/Finance

Target Implementation:

July 2021, ongoing

Funding Required:

Staff time

Funding Source:

Budget

STRATEGIC DIRECTION 4

Communicate Family Service of Roanoke Valley's unique longevity, role and responsiveness to individual and community needs.

Goal 4.1:

Create messaging that connects the agency across programmatic areas and communicates a central identity in the community and is reflected on the website.

Action steps:

- a. Clearly articulate how FSRV wants to present itself in its messaging, and captures its central identity, and how the name "Family Service of Roanoke Valley" affects that identity and perception.
- b. Review current messaging for inconsistency or gaps in messaging.
- c. Highlight FSRV's many excellent services in addition to counseling.
- d. Balance the messaging to include both pro-active and preventive services and programs.
- e. Identify how messaging can include the stakeholder observation that FSRV is seen as being responsive to its "neighbors."

Goal 4.2:

Use FSRV's presence on its website and social media platforms to effectively and dynamically share the organization's message.

Action steps:

- a. Review and evaluate current platforms for message consistency and use, using tools to determine social media usage and effectiveness.
- b. Identify gaps in current media platforms, and potential for increased, creative and effective messaging.
- c. Ensure consistency across all platforms.
- d. Where appropriate, highlight personal experiences (clients, participants, volunteers, supporters, community partners, etc.) stories to tell the larger FSRV story.

Accountability:

Leadership Team/Development and Marketing Committees

Target Implementation:

July 2021, ongoing

Funding Required:

Staff time

Funding Source:

Budget

APPENDICES

(To be added once plan is finalized – see table of contents for items that will be contained in this section.)