

STRATEGIC ROADMAP FY2026



SHORT MISSION

Family & Children's Services (FCS) promotes, supports and strengthens the well-being and behavioral health of adults, children and families.

LONG MISSION

FCS restores children's well-being, heals victims of abuse and trauma, strengthens individuals and families, provides recovery support for adults suffering from mental illness and addictions and diverts individuals from the criminal legal system.

As both a Community Mental Health Center and a Certified Community Behavioral Health Clinic, FCS offers comprehensive mental health care and MORE through essential physical health coordination, and robust social services.



FCS ROADMAP SUMMARY

This strategic roadmap outlines a transformative vision for Family & Children’s Services (FCS) aimed at adapting and growing to meet evolving community needs. Its framework encompasses five core pillars:

1. **Influence and Advocacy:** This pillar emphasizes FCS’s commitment to being a leading force in delivering compassionate, client-centered mental health services. By prioritizing accessible care, advocacy, and support systems, FCS aims to empower clients at every level, ensuring they receive inclusive, high-quality services tailored to their unique needs. This involves proactive partnerships, community collaborations, and a focus on creating equitable pathways to well-being for all.
2. **Ensuring Access and Opportunity:** FCS is dedicated to expanding services to ensure every client has accessible, personalized mental health support. This means opening new locations closer to where clients live, strengthening crisis intervention to provide immediate care when it’s needed most, and creating innovative programs tailored to unique community needs. FCS also addresses essential support systems, such as housing and transportation, to remove barriers, making it easier for clients to receive the comprehensive care they deserve.
3. **Engagement and Connections:** FCS is committed to creating a caring environment by building strong connections both within the organization and with the communities we serve. By focusing on a supportive, engaged workplace, FCS ensures that every staff member is empowered to provide compassionate, high-quality care. This includes fostering partnerships that enhance our ability to serve clients holistically and making sure every client interaction reflects our dedication to their well-being and success.
4. **Vision and Adaptation:** Aiming for a culture of adaptability, this pillar addresses workforce flexibility, technology integration, and strategic growth. Through telehealth, predictive analytics, and data-driven approaches, FCS seeks to remain responsive to industry shifts and broaden its service reach.
5. **Performance and Accountability:** Operational excellence is foundational to FCS’s strategy, ensuring robust risk management, continuous staff development, and enhanced clinical outcomes. By focusing on compliance, infrastructure, and productivity, FCS prioritizes sustainable, high-quality care and efficient operations.

Overall, this roadmap serves as a guide adaptable to future changes, focused on creating a resilient, accessible, and high-impact organization that continuously improves to serve its mission.



FOCUS AREAS

- 01 Influence and Advocacy
- 02 Ensuring Access and Opportunity
- 03 Engagement and Connections
- 04 Vision and Adaptation
- 05 Performance and Accountability (Operational Excellence)



01 INFLUENCE AND ADVOCACY

Strategic Focus: Legislative engagement, policy influence, and public positioning

Opportunities: Legislative outreach and policy development; Industry thought leadership and social justice advocacy; Strategic presence and name recognition

Threats: Legislative changes and misalignment with business opportunities; Public opinion and crisis communication risks

We proactively shape public policy and community narratives to ensure equitable access to care, leveraging our legislative relationships, data-informed advocacy, and deep commitment to social justice to amplify the voices of those we serve.

Legislative and Regulatory Impact

- » Develop a proactive legislative advocacy plan with clear goals and talking points
- » Expand relationships with lobbyists and policymakers
- » Monitor public sentiment and prepare crisis communication protocols

KPIs

- » Number of legislative meetings held and tracked
- » Lobbyist engagement outcomes (e.g., bills influenced)
- » Engagement metrics from public awareness campaigns (e.g., impressions, shares)
- » Expand relationships with lobbyists and policymakers
- » Monitor public sentiment and prepare crisis communication protocols

Influence and Thought Leadership

- » Create a process to track and plan out opportunities for staff to lead trainings, present at conferences, or otherwise share industry expertise
- » Prepare and disseminate articles and policy briefs

KPIs

- » Number of trainings, presentations, opportunities to share expertise
- » Number of articles and policy briefs prepared and disseminated

Social Justice Advocacy

- » Build internal staff education and data governance to support advocacy
- » Create a workplan for local and state legislative engagement for varying staff levels
- » Continue fostering a diverse and inclusive workplace and community presence

KPIs

- » Advocacy goals achieved (e.g., policy changes, funding wins)
- » Staff trained on advocacy and data governance
- » Number of public policy briefs or position statements published
- » Employee Engagement survey scores
- » Project outcomes from Employee Resource Groups



02 ENSURING ACCESS AND OPPORTUNITY

Strategic Focus: Service expansion, telehealth, and equitable access

Opportunities: Expansion of telehealth and mobile services; Strategic satellite clinic locations and facility growth; Partnerships and M&A opportunities with external agencies – Local, State and National

Threats: Transportation barriers and competition from other organizations; Data gaps in identifying community needs.

We are committed to removing barriers and expanding pathways to care by investing in innovative service models, strategic partnerships, and inclusive infrastructure that meet people where they are—geographically, culturally, and clinically.

Comprehensive Expansion

- » Conduct feasibility studies for telehealth and mobile units
- » Formalize partnerships to address service gaps
- » Diversify funding sources beyond Medicaid

KPIs

- » Increase in telehealth/mobile unit utilization rates
- » Number of new satellite clinics or service locations launched
- » Number of strategic partnerships or M&A initiatives completed, Local, State and National
- » Change in funding makeup (%Medicaid, %philanthropic, %new/other)

Enhanced Client Experiences

- » Streamline client onboarding processes
- » Consolidate services for efficiency and client experience
- » Expand pharmacy delivery and RideCare education

KPIs

- » Client access metrics by geography and demographic
- » Client satisfaction scores related to access and intake
- » Reduction in wait times for services

Innovative Programming

- » Expand services for IDD/DD ASD

KPIs

- » Increase in clients served within the IDD/DD ASD category

Social Drivers and Support

- » Explore partnerships for housing/transportation
- » Formalize agency-wide systems for sharing community resources

KPIs

- » Number of partnerships established with housing and transportation providers.
- » Number of clients benefiting from these partnerships
- » Frequency of resource sharing across the agency
- » Staff and client feedback on the effectiveness of the resource-sharing system



03 ENGAGEMENT AND CONNECTIONS

Strategic Focus: Internal communication, brand alignment, and community engagement

Opportunities: Brand development and public awareness; Charitable fund expansion and grant diversification; Staff engagement and shared purpose

Threats: Lack of cohesive internal communication; Limited visibility across departments

We cultivate meaningful relationships with staff, clients, and the broader community through transparent communication, brand alignment, and shared purpose—fostering a culture of belonging, trust, and collective impact.

Brand Strengthening

- » Complete a brand refresh
- » Complete external website redesign

KPIs

- » Brand awareness metrics (e.g., website traffic, social media reach)

Staff Engagement

- » Create spaces (physical or virtual) for staff interaction
- » Strengthen onboarding and trauma-informed practices
- » Continue developing the Kaleidoscope initiative

KPIs

- » Staff engagement survey scores (e.g., belonging, communication)
- » Onboarding satisfaction and retention rates for new hires
- » Participation rates in internal engagement initiatives (e.g., Kaleidoscope)

Organizational Enhancement and Integration

- » Reimagine grant and finance structures for sustainability
- » Launch internal campaigns to foster shared ownership of goals
- » Redesign intranet and implement chatbot

KPIs

- » Change in funding makeup (%Medicaid, %philanthropic, %new/other)
- » Revenue growth rate and profitability margins
- » Fundraising success rate and donor retention
- » Budget variance and financial forecasting accuracy
- » Staff feedback on usability and effectiveness of the new intranet and chatbot
- » Frequency of chatbot usage and resolution rates for common queries

Strategic Alliances for Client Care and Collaborative Partnerships

- » Address internal customer service and referral processes

KPIs

- » Number of internal referrals
- » Referral conversion rates
- » Customer satisfaction survey data



04 VISION AND ADAPTATION

Strategic Focus: Innovation, technology, and future-readiness

Opportunities: AI & RPA for clinical and operational efficiency; Business development and financial planning; Scenario planning and innovation capacity – Local, State and National

Threats: High cost and uncertain ROI of technology investments; Risk of strategic misalignment and leadership transitions

We cultivate a future-ready organization that champions workforce creativity and agility, leverages flexible and anticipatory technologies, and drives sustainable growth.

Workforce Creativity and Agility

- » Increase scenario planning and innovation capacity
- » Increase financial literacy and mentoring across teams

KPIs

- » Scenario planning sessions completed and documented
- » Staff trained in financial literacy and innovation tools

Flexible and Anticipatory Technology

- » Pilot AI/RPA applications in clinical supervision

KPIs

- » Number of AI/RPA pilots launched and evaluated
- » ROI on technology investments (e.g., cost savings, efficiency gains)
- » User adoption rates of new systems or platforms.
- » Impact of technology on service delivery and client outcomes

Growth and Enhancements

- » Expand dashboard usage for transparency and decision making
- » Monitor performance and adjust based on outcome data
- » Restructure entities and operational processes

KPIs

- » Dashboard adoption rate across departments (target: 100% by Q4)
- » Number of new business development initiatives launched

Market Awareness and Mission Expansion

- » Pursue mergers, acquisitions, and partnerships
- » Remain adaptable to industry changes

KPIs

- » Number of strategic partnerships or M&A initiatives completed



05 PERFORMANCE AND ACCOUNTABILITY

Strategic Focus: Talent alignment, data-driven decisions, and compliance

Opportunities: Talent alignment and leadership development; Data-driven decision-making and outcome tracking; Compliance and governance enhancements

Threats: Inconsistent performance and data terminology; Staffing challenges and lack of structure in scenario planning

We hold ourselves to the highest standards of excellence by aligning talent, data, and outcomes with our mission, ensuring that every action is measurable, every role is empowered, and every result drives meaningful progress.

Risk and Reputation Management

- » Launch a compliance department and audit compliance levels across the agency

KPIs

- » Compliance audit completion and issue resolution rates

Staff Development

- » Activate performance expectations and develop robust KPIs
- » Champion curiosity and recognize non-traditional leadership

KPIs

- » Leadership development participation and promotion rates
- » Staff alignment with performance expectations (via 360 reviews or manager assessments)

Infrastructure and Process

- » Empower data VP and strengthen governance structures
- » Build cross-functional education around data and outcomes

KPIs

- » Number of outcome reviews conducted per quarter
- » Data quality and reporting accuracy scores

Clinical and Health Outcomes

- » Implement Collaborative Service Goals

KPIs

- » Productivity metrics (dosage, productivity, triggers)

