

PARTNERSHIP FOR STRONG FAMILIES'  
STRATEGIC PLAN  
2016-2017-2018



PARTNERSHIP FOR  
**STRONG**  
**FAMILIES**



## Executive Summary

When I took the helm as the third CEO for Partnership for Strong Families, the last Strategic Plan was well underway. Staff had already achieved many of the goals, and my role was largely to ensure the agency did not lose focus of those remaining. Now having been leading the agency for more than 18 months, I welcomed the opportunity to offer a guiding force behind the creation and implementation of a new plan.

Many of the challenges facing PSF are not unique to our agency. Rather, they are being grappled with by state and national workgroups and legislative bodies. Our vision, then, becomes impacting these areas with an innovative and community-based approach in hopes of moving the needle as much as it is within our power to do so. We cannot wait for the experts to solve the problems for us; we must act as if the solution depends solely upon us.

Truly, for the children in our communities, it does.

PSF cannot do it alone though. Our local system of care is much more than our agency. Our community has many assets we will continue to build upon to affect change and ensure North Central Florida continues to be a place where strong families build strong communities.

Join us in this vision.



Stephen Pennypacker, Esq.  
President/CEO



# Organizational Description

## Brief History

In 1998, the Florida legislature mandated that all foster care and related services be privatized, or provided through contract by private, non-profit agencies across the state. This transition was to begin in January, 2000 and be completed over a three-year period. The concept was dubbed Community-Based Care (CBC), with the intent of building a stronger, more effective system through a community-driven process that was to be advocacy-based, locally organized and empowered. The initial contract between DCF and PSF was signed on June 29, 2003. Since that time, PSF has been the lead agency for child welfare services in North Central Florida, providing comprehensive child welfare services for Judicial Circuits 3 and 8, which consist of Alachua, Baker, Bradford, Columbia, Dixie, Gilchrist, Hamilton, Lafayette, Levy, Madison, Suwannee, Taylor and Union Counties.

While PSF is the lead agency for this community, we are by no means the only agency. For example, dependency case management services are provided by subcontracted providers (Camelot Community Care, CDS Family and Behavioral Health Services, Children's Home Society, Devereux Florida and Providence Human Services of Florida), and the local system of care depends upon the work of all of the agencies in the community. We utilize a network of 300 service providers, including major mental health, substance abuse and domestic violence agencies.

Beginning in 2009, PSF embarked on a new endeavor to strengthen families in hot spot communities in hopes of preventing child abuse before it starts. The Resource Center Model has evolved immensely, and there are now four community Resource Centers, which have become a shining example of successful child abuse prevention in this state and beyond.

PSF is licensed by the state of Florida and serves more than 5,000 children annually. PSF is accredited by the Council on Accreditation and was awarded re-accreditation in 2015, which included PSF's Resource Centers for the first time.

## Description of Services

As the Lead Agency, PSF is the single point of organizational accountability for developing and managing child welfare services to achieve desired outcomes for children. PSF is responsible for:

- Providing family-strengthening child abuse prevention services;
- Managing intake, referral and case transfer in collaboration with the Department of Children and Families and the courts;
- Developing a comprehensive array of community-based services and resources through a provider network;
- Providing Family Support Services that reduce risk and reduce the need for further system involvement;
- Facilitating placements that match children's needs when children do need to enter out-of-home care;
- Enhancing the role of licensed caregivers;
- Ensuring consumer involvement and satisfaction at all levels of case management and service delivery;
- Managing grievance and appeals by all stakeholders, including consumers, members of the community, providers and any other interested parties;
- Overseeing court-related processes in collaboration with case management agencies and Children's Legal Services;
- Establishing a quality assurance system to ensure continuous improvement in client outcomes and system performance;
- Using state-of-the art Information Systems to collect and manage data;
- Reviewing and reconciling provider's claims, ensuring prompt payment;
- Monitoring resource utilization and addressing problems of under or over utilization;
- Managing eligibility and Revenue Maximization; and,
- Managing the fixed funds and addressing cost overruns

## Mission, Vision and Core Competencies

**Mission:** PSF's mission is to enhance the community's ability to protect and nurture children by building, maintaining and constantly improving a network of family support services.

**Vision:** PSF's vision is to be a recognized leader in protecting children and strengthening families through innovative, evidence-based practices and highly effective, engaged employees and community partners.

**Core Competencies:** PSF strives to achieve excellence in the following core competencies:

**Core Competency #1: Services to Protect Children and Strengthen Families** - PSF will provide services that protect children and strengthen families. We will model a family-centered, strength-based approach in working collaboratively with those we serve. We will make available individualized, flexible services to meet the unique needs of children and families.

**Core Competency #2: Innovative, Evidence-Based Practices** - PSF will focus on providing innovative, evidenced-based child welfare practice approaches within the system of care. This will include both making evidence-based practice a priority and developing effective methods to assess and document practice outcomes internally. Innovations will support the improvement of PSF's overall system of care, and strive for improved outcomes. This will include the progressive use of technology within our practice in secure yet responsive ways.

**Core Competency #3: Recognized Leadership** - PSF will engage the larger community in the organizational vision and become known on local, state and national levels for excellence in child welfare service provision.

**Core Competency #4: Highly Effective, Engaged Employees and Community Partners** - PSF will develop an effective, engaged workforce through collaborative efforts with its staff and community partners. We will create an organizational culture that promotes a supportive yet stimulating work environment and encourages open, meaningful communication with employees, community partners and families.

## An Update on the Last Strategic Plan (2013-2014-2015)

**Goal #1** Increase presence and outreach to PSF's outlying service areas.

**Update:** In 2013, PSF established five Children's Partnership Councils to support each of the regional areas. These Councils are chaired by community leaders but supported by a PSF staff member. The Councils have representation from local social service providers, law enforcement, school boards, clergy and more.

In 2014, they were each allocated \$10,000 of PSF funding to work together to creatively meet local needs to strengthen families and reduce risk of children entering the child protection system. Funds have been used for community priorities such as clothes for homeless school children, pack-n-plays for safe sleep support, start-up funds for a community-initiated Resource Center, transportation assistance for families needing to get to medical appointments and job interviews, emergency housing and utility assistance and more.

In 2015, due to a need to reduce costs system-wide to support an increase in the out-of-home care population statewide, each Council allocation was reduced to \$7,500. Council members agreed to use these funds wisely and lean on other existing community resources, which highlighted a successful outcome of the Councils' creation: enhanced community and support amongst existing community partners.

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**Goal #2** Increase community engagement by raising public awareness and visibility of PSF beyond immediate system stakeholders.

**Update:** In 2013, PSF launched an aggressive campaign to highlight the agency's 10 Year Anniversary and the success of the system since PSF took over child protection services. The campaign, "10 Years and Growing," featured an anniversary celebration where the new Strategic Plan was unveiled. It was important to the agency to demonstrate the drastic improvements in child protection outcomes since PSF was established while also casting a vision for the future. The campaign featured a revised agency logo that was utilized throughout the year as well as a docu-video that highlighted major campaign focuses. The video footage was condensed to two 30 second commercials that were aired in every county the agency serves. "10 Years and Growing" received an Image Award from the Florida Public Relations Association Gainesville Chapter.

In 2014, in an effort to build upon this momentum without having any dedicated funds for the project, PSF's Community and Government Relations team turned inward and created several no-cost campaigns complete with logos and social media hashtags. The campaign for National Adoption Month, "30 Days of Amazing Local Kids," as well as the holiday campaign for Wish Upon a Star both received awards from the Florida Public Relations Association Gainesville Chapter.

In 2015, PSF's Director of Community and Government Relations was appointed as co-Chair of the Communications Council for the Florida Coalition for Children, positioning PSF as an expert on raising public awareness and communicating the system message to a broad audience. This also provided an opportunity to be a presenter at the annual FCC Foundation Conference.

**Goal #3** Prevent child abuse and neglect by promoting cost-effective and research-based prevention and intervention programs that are focused on the 0-5 age population.

**Update:** In 2013, Partnership for Strong Families and Kids Central launched the Family Connections Collaborative to better serve families in North Florida. Families who need assistance during times of crisis or who are under stress are recommended to receive services during the intake and screening process with the Department of Children and Families. Families must have an open investigation with the department and have high/very high risk factors to participate in the program. Family Connections provides services to help with emergency needs, family support, counseling and community resources.

The program continues to provide Family Support Services to families who would otherwise be at risk of falling through the cracks of the child protection system.

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**Goal #4** Improve placement capacity for foster children in the local community.

**Update:** Between 2013 and 2014, the process by which Partner Families are licensed by PSF underwent a major revamping. The traditional way of licensing homes was a long and tedious process for the family, taking upwards of six to nine months once a family began classes. The process was transformed so that rather than waiting until a family completes P.R.I.D.E. training to begin the home study and licensing process, this is now done concurrently, cutting the licensure time in half.

In 2015, leaning on the successes of a sister agency, PSF shifted the Partner Family recruitment efforts under the Community and Government Relations Department in order to facilitate a more marketing-driven approach. Instead of relying heavily on community events and referrals from current Partner Families, the new approach utilizes social media advertising to promote the need within a target demographic. Within the first two months, more than 100,000 individuals within our community saw the ads, and more than 2,000 individuals came to the recruitment page of PSF's website.

In addition, the Partner Family Orientation, which was traditionally provided as part of the P.R.I.D.E. courses, was shifted to an online format, ensuring families understood what it meant to be a Partner Family before they ever occupied a seat in the course. The amount of classes offered by the Licensing Team was nearly doubled to ensure families would not have to wait long once beginning the process.

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**Goal #5** Create formal and informal partnerships with other entities that serve a population similar to PSF's.

**Update:** PSF continues to embark upon strategic partnerships that will enhance and build upon work being done by agencies with shared vision. One outgrowth of the Children's Partnership Councils has been an enhanced network within the regional areas PSF serves where agencies are better informed about what each partner offers and are able to better support one another. The most successful example of this has been with the opening of the Tri-County Community Resource Center in 2015. The CPC enhanced growing momentum in the region and partnerships were developed to open and provide ongoing support to a Resource Center to support the region.

Additionally, in Alachua County, an enhanced partnership with the School Board is pushing forward a pilot that will allow better record-sharing between the school systems and PSF. This will enable case managers to have more accurate data available on children's school progress and will alert school administrators when a child they are serving is also being served by PSF.

**Goal #6** Continue primary DCF contract in good standing by offering best value and through advocacy and strong partnerships.

**Update:** In 2013, PSF participated in a competitive procurement process with DCF. PSF participated in community forums in each Circuit jointly with DCF to gain feedback on what has worked well and what could be improved.

PSF's reputation within the community was so strong that no other entities bid on the contract to challenge PSF as the lead agency. The contract was amicably renewed without incident.

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**Goal #7** Ensure sufficient funding to meet community need through legislative advocacy, fundraising and grants.

**Update:** In 2013, PSF partnered with the Florida Coalition for Children to raise awareness of the need to update the allocation formula by which funds are dispersed to lead agencies. This resulted in a tweak in the formula that benefited PSF's system of care.

In 2015, PSF partnered with the Florida Coalition for Children to request additional funding for child welfare case managers similar to what DCF had received as an increase in 2014. Although the legislature appropriated a substantial increase, only a nominal amount was directed to PSF due to fiscal crises at five lead agencies around the state who received the bulk of the new funds.

PSF continues to be successful in efforts to obtain grant funding, particularly for smaller grants that support Resource Center programming, as well as cash and in-kind sponsorships for the child welfare population around the Back to School and Wish Upon a Star drives. Although fundraising by staff continues to be prohibited by legislation, in 2015 PSF recruited several board members and a fundraising intern to enhance these efforts to generate additional revenue.

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**Goal #8** Diversify company revenue so that 25% of total budget is non-DCF revenue within 5 years.

**Update:** While a diversification of revenue amounting to 25% of total budget has proven to be a grandiose goal, progress has been made toward generating unique funding streams. PSF continues to receive income for Information Technology services sold to another lead agency.

In 2014, PSF also secured a contract with Community-Based Care Integrated Health to receive a disbursement for children enrolled in Medicaid services in the Sunshine Health Specialty Plan. Efforts are also underway to offer fee-for-service training services through the Staff Development department. And finally, a self-insured partnership with other lead agencies is being explored that would not generate income, but would considerably reduce the costs and inherent fiscal risks associated with annual insurance premiums.

## 2015 Strategic Assessment Process and Findings

As the 2013-2015 Strategic Plan entered its final year, plans were made to draw on the experience of the last planning process and enhance the means by which a new plan would be established. Fortuitously, around the same time, PSF welcomed a new board director, Dr. Muthusami Kumaran, a University of Florida professor in the Family, Youth and Community Sciences Department who is an international expert on non-profit management, risk management and strategic planning. Dr. K, as he prefers to be called, agreed to spearhead the process on behalf of the Board.

PSF also enlisted the assistance of a local partner, Advantage Publishing, to serve as an outside consultant for the planning phase and to facilitate a community survey as a third-party to avoid any perceived bias.

### Community Survey

During the last strategic planning cycle, one-on-one interviews were conducted with key system stakeholders to assess the community perception of the agency's progress over its first decade of service. Since this was a time-intensive process for all involved and had been done just a few years prior, a modified means of collecting this input from key partners and community leaders was devised with the guidance of Advantage Publishing. PSF provided a list of system stakeholders and community leaders outside of the system of care, and Advantage Publishing worked with the agency to create a brief survey tailored to each group. Advantage Publishing then sent the survey and analyzed the results, allowing for candid and anonymous feedback from this key external audience.

The survey design was a mixture of Likert scale and free response questions.

### System Stakeholders

The following questions were sent to System Stakeholders, who could be considered partners with PSF to accomplish this work.

1. In your words, please describe what Partnership for Strong Families (PSF) does.
2. Describe the current nature of your relationship with PSF.
3. How would you rate your experience with PSF? <i>Very Poor Poor Acceptable Good Excellent</i> Comment:
4. What is the criteria you use to judge PSF performance? How well does PSF perform against these criteria?
5. How would you rate PSF's performance in serving the children who come to them? <i>Very Poor Poor Acceptable Good Excellent</i> Comment:
6. What do you think are PSF's strengths?
7. What do you think are PSF's weaknesses?
8. What major obstacles do you see to the success of PSF?
9. What are the gaps that you think might exist in the child welfare system and what role should PSF be filling in meeting these gaps? Are there additional or increased services/programs that PSF should be offering if resources were available?
10. Who else should PSF be talking to that could inform their strategic planning process? Is there anything else PSF needs to know when proceeding with their strategic planning process?

The following system partners were given the opportunity to respond to this survey:

Janice Thomas, Assistant Secretary for Child Welfare  
David Abramowitz, (then) DCF Regional Director  
Alan Abramowitz, State Director, Guardian Ad Litem  
Kurt Kelly, CEO of Florida Coalition for Children  
Francine Turney, Managing Attorney, Children's Legal Services  
Steven Murphy, CEO, Devereux Florida  
Donna Eprifania, State Director, Providence Human Services of Florida  
Jennifer Anchors, Executive Director, Children's Home Society  
Mike Dibrizzi, CEO, Camelot Community Care  
Jim Pearce, CEO, CDS Family and Behavioral Health Services  
Johnny Evans, CEO, Resolutions Health Alliance  
Maggie Labarta, CEO, Meridian Behavioral Health  
Judge Mark Feagle, Circuit 3 Courts  
Ashley Sharpless, Circuit 3 Partner Family  
Linda Dedge, Guardian Ad Litem Program Director, Circuit 3  
Donna Fagan, Executive Director, Another Way  
General Magistrate Nancy Wilkov, Circuit 8 Courts  
Paul Crawford, Northwest Regional Director, Guardian ad Litem  
Pastor Derek Lambert, Circuit 8 Partner Family  
Theresa Beachy, CEO, Peaceful Paths  
Sherry Kitchens, CEO, Child Advocacy Center  
Angie Armstrong, Guardian Ad Litem Program Director, Circuit 8  
Brooke Bass, Child Protective Investigations Supervisor, DCF  
Judge Bill Blue, Circuit 3 Courts  
Robert Edelman, CEO, Village Counseling Center  
Stephanie Cox, Team Coordinator, UF Child Protection Team

The respondents to the survey demonstrated a solid working knowledge of PSF's role in the community and scope of work. There were diverse answers to the nature of their relationship to the agency, which demonstrate respondents from a wide breadth of partnering work. Nine respondents classified their experience with PSF as "Good," three classified it as "Excellent" and three classified it as "Acceptable."

A few of PSF's strengths listed by respondents include strong leadership, excellent staff, community relations and support, outside-the-box thinking and a genuine commitment to changing the system. A few weaknesses identified by respondents include over-extended personnel, some departments appearing to work in silos, challenges within case management agencies PSF oversees, not enough foster homes and lack of funding resources to provide everything that is needed.

Obstacles standing in the way of PSF's success that were identified by respondents include insufficient funding, turnover amongst case management staff, challenges associated with the newer Safety Methodology, challenges with system partners within DCF or the courts and not enough foster homes.

Below are a few positive highlights taken from the free response questions that were provided to PSF as anonymous submissions via Advantage Publishing:

*"We feel a part of a team and not driven by a top down entity. We are all as good as the weakest link in the group so we are in it together. As an entity, they are available, provide technical assistance, listen, true partners in a solution focused environment."*

*"PSF recognizes that all the stakeholders share in success and let us all celebrate it."*

*"We work with many lead agencies around the state and PSF in most cases is the most collaborative and responsive to the subcontractor needs."*

*“UM staff are a pleasure, caring and send complete referral packets. Marketing department seems strong with good newsletters and emails. Resource centers seem like a positive idea but my staff and I don’t know much about them and how to access their services.”*

*“Children’s Partnership Council participation is extremely meaningful.”*

### Community Leaders Outside the System of Care

The following questions were sent to Community Leaders who may be less familiar with the ins-and-outs of our System of Care.

1. In your words, please describe what Partnership for Strong Families (PSF) does.
2. What do you perceive PSF’s role to be in the child welfare system?
3. How would you rate your experience with PSF? <i>Very Poor Poor Acceptable Good Excellent</i>
4. What has your experience, either directly or indirectly, been with PSF over the past three years?
5. What do you think PSF should be doing more or less of?
6. How can PSF effectively partner with you to accomplish our mission? Are there key allies PSF should be working more closely with?
7. Do you think that PSF is supported in the community? Do you have any ideas about how PSF might increase our visibility to improve our image?
8. Who else should PSF be talking to that could inform their strategic planning process? Is there anything else PSF needs to know when proceeding with their strategic planning process?

The following external partners were given the opportunity to respond to this survey:

Deborah Bowie, CEO, United Way of North Central Florida  
Diane Pearson, Department of Juvenile Justice  
State Representative Liz Porter, FL House of Representatives  
Tony Delisle, Ph. D., (then) Chair, SouthWest Advocacy Group (SWAG)  
Shaney Livingston, Director, Alachua County Library District  
Lee Pinkoson, Alachua County Commissioner  
Sally Johnson, Healthy Families  
Captain Brad Smith, Chief of Operations, Bradford County Sheriff’s Office  
Marjorie Rigdon, Community Health Nursing Dir., Columbia Co. Health Dept.  
John Hancock, Asst. Chief Probation Officer, FL Department of Juvenile Justice  
Judy Benton, Eligibility Specialist, Early Learning Coalition  
Leah Gamble, Enrollment/Student Services, College of Central Florida  
Marcia Bass, Case Manager Supervisor, Apalachee Center  
Reverend George Hinchliffe, St. Luke’s Episcopal Church  
Colleen Cody, Florida Department of Health - Suwannee and Lafayette Counties  
Representative Keith Perry, FL House of Representatives

Respondents to this survey demonstrated a general knowledge of the work PSF does but without using as much field-specific technical language. There were only four responses to the ratings question, and they ranged from Acceptable to Excellent. Several respondents indicated that their experience with the agency was primarily through Children’s Partnership Councils and specifically stated that PSF should continue these efforts. Most respondents indicated that PSF does have community support, but that some misperceptions about PSF’s role versus DCF’s still exist.

### Intensive SWOT Analysis

After receiving a brief training on conducting SWOT (Strength – Weakness – Opportunity – Threat) Analyses provided by Advantage Publishing, staff from each department engaged in a thorough process of assessing their own areas in relation to the agency as a whole. Care was taken by each member of the Executive Leadership Team to ensure that staff at every level of the organization were included and had the opportunity to provide their own insight and perspective. Strengths and Weaknesses were to be based upon internal factors, while Opportunities and Threats were to be based upon external factors. Each category was to be limited to five responses, which would then be brought to the Leadership Team for discussion.

Each department conducted a research phase that best suited their unique composition and focus. For example, the Information Technology department solicited user satisfaction and feedback information via an agency-wide survey; whereas the Clinical and Community Services department, which covers diverse sub-areas of focus, allowed each team leader to determine their research phase that ultimately included surveys, focus groups and round-table discussions involving the entire team. Board Directors were invited to each of the departments' meetings.

The final roll-up presentation from each department was made at the regularly scheduled Leadership Team Meeting held on October 13, 2015. Several board members were in attendance, including the Strategic Planning Committee Chair. On October 28, 2015, the Executive Leadership Team along with the project lead for PSF, Jenn Petion, met to identify key themes across all the department SWOT analyses and to determine the areas of priority focus to be recommended to the Board for the Strategic Plan.

The following represents the overall agency SWOT Analysis based upon each departments' input and the Executive Leadership Team's summation.

<b>Strengths</b> <ol style="list-style-type: none"><li>1. Strong national reputation for innovation</li><li>2. Knowledgeable, competent and dedicated staff</li><li>3. Utilizing technological advances to improve our work</li><li>4. Strong provider and partner network</li><li>5. Community Resource Centers</li></ol>	<b>Weaknesses</b> <ol style="list-style-type: none"><li>1. Operational accountability and teamwork of contractors</li><li>2. Working in silos and not communicating across departments</li><li>3. Overdependence on individual employees with specialized knowledge and skills</li><li>4. Limited resources – staff and financial</li><li>5. Diminished communication with Partner Families</li></ol>
<b>Opportunities</b> <ol style="list-style-type: none"><li>1. Exploration of alternative resources and funding</li><li>2. Quantify case management agency performance as part of contract management</li><li>3. Improve organizational outcomes and enhance current organizational models</li><li>4. Expansion and replication of Resource Center Model</li><li>5. Innovation in recruitment of Partner Families</li></ol>	<b>Threats</b> <ol style="list-style-type: none"><li>1. Diminished communication with external stakeholders</li><li>2. Insufficient and non-diverse funding source with increased out-of-home care expenses</li><li>3. Case management agency turnover</li><li>4. Increase in high trauma and human trafficking population with intensive service needs</li><li>5. State and federal policy shifts that impact our local policies</li><li>6. Legal issues and risks</li></ol>

### Board Strategic Planning Retreat

At the conclusion of the research phase and analysis by the Executive Leadership Team, PSF's Board of Directors conducted an annual Board Retreat on November 20, 2015. Retreat activities included a Governance SWOT analysis wherein the Board challenged itself to look inwardly and determine areas they would like to focus on to take the agency's top oversight to the next level. The board articulated several areas they would like to focus on that relate to governance of the organization and also acknowledged that they will have a role in the Action Plan for several agency-wide objectives as well.

This day of strategic dialogue helped frame the strategic direction for PSF for coming years.



## Strategic Goals 2016 - 2017 - 2018

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As a result of the strategic assessment process outlined above, PSF's Board of Directors has identified the following goals for calendar years 2016 to 2018.

**Rationale:** PSF's success is highly dependent upon the performance of contracted case management partner agencies, yet these agencies must juggle often competing priorities and messaging on priority areas of focus. Turnover within these agencies has a direct correlation to successful case outcomes.

**Goal #1:** **Formalize assessment and accountability measures for PSF's contracted case management partners by utilizing the annual contract management process to identify and incentivize or penalize contractors based upon those stated goals and priorities.**

**Rationale:** PSF has seen an increase in what can be classified as "high-trauma youth" who enter the system after experiencing years of extensive trauma. This includes victims of human trafficking who are now served by our system. These youth need more intensive services and more high-end placements and are more at-risk of languishing in care.

**Goal #2:** **Work with DCF and key system partners who serve these high-trauma youth to explore programs, services and partnerships that could improve short and long-term outcomes for these youth while also lessening the resource burden and risk assumed by PSF.**

**Rationale:** One of PSF's most critical resources are the Partner Families who open their homes to children who have experienced trauma. Without ample, quality homes to support the out-of-home care population, children may be placed out of area, endure unnecessary placement moves and have worsened outcomes around family visitation and sibling separation.

**Goal #3:** **Take a lead role in working to enhance the relationship between Partner Families, PSF, DCF, Children's Legal Services and contracted provider agencies, ensuring all system partners esteem these families as professional members of the team.**

**Goal #4:** **Expand upon network of current homes to ensure there are a variety of placement options available so that children and families are matched in a way that meets their individual needs and does not strain these critical relationships.**

**Rationale:** PSF's workforce is stable, but numerous roles are filled with "position experts" who carry a deep history of the agency and may possess sole working knowledge of their function. This specialization is both an asset and a risk, and it may contribute to workplace silos and communication pitfalls.

**Goal #5:** **Provide opportunities to inform PSF's workforce of each team's critical function and how their role contributes to the agency's ability to achieve its mission while also exploring opportunities for cross-training and sharing of information capital within teams.**

Rationale: PSF is largely dependent upon legislative funding, which presents an inherent risk, particularly when the legislature is unable to appropriate funds according to the system's need. There are also expenditures and projects worthy of funding that cannot be allocated due to strict contract guidelines.

**Goal #6: Explore additional funding streams that can support the agency's mission in addition to the agency's contract as a lead agency. This should include an exploration of an independent arm of the agency that can generate its own funds through marketing of PSF's unique and innovative approaches to common child welfare needs.**

Rationale: PSF's soundness as an agency is strongly influenced by the strength, relevant knowledge and commitment of its governing body. PSF's Board of Directors should continually assess their own structure to determine if improvements could be made that would help the agency achieve its mission.

**Goal #7: Ensure PSF has a Board of Directors and Advisory Board members who are involved, well-trained and a diverse representation of the counties served by the agency. (Advisory board members, who do not have to meet the full requirements of active board participation as stated in PSF Bylaws, help PSF ensure geographical coverage and career field representation and contribute to the agency's governance knowledge.)**

**Goal #8: Increase the community visibility and engagement of PSF's Board Directors by enhanced representation in community and civic groups or community advisory boards.**

**Goal #9: Implement a recognition program or activity for PSF and its contracted case management agencies to demonstrate the Board's appreciation for their work and increase interaction between front-line staff and the governing body.**

Upon adoption of a final Strategic Plan for calendar years 2016-2017-2018, an accompanying Action Plan will be developed that adds specific steps to be taken, deadlines for completion and the person or persons responsible for each step as it relates to the goals set forth in the plan.

This Plan is intended to serve as a guiding document for all major agency decisions and budget priorities set during the term of the Plan. These goals and progress on the accompanying Action Plan will be reviewed regularly at Executive Leadership Team Meetings, Leadership Team Meetings and at PSF board meetings. Formal progress updates will be made available at PSF's Annual Meeting of the Board of Directors.

