

**Child &
Family
Services**



of Northwestern Michigan

July 2025

Strategic Plan Update

Mission and Vision

Mission Statement

Our Mission is to ensure the safety and well-being of those we serve in times of crisis, challenge, and life transition.

Vision

Create resilient, strengths-based communities where people of all ages are safe, healthy, and thriving.

Core Values *(Mission and Vision in action)*

Respect	We will treat all stakeholders—clients, volunteers, staff, referral sources, and all members of our community—with compassion and dignity.
Innovation	We will respond to client and community needs with forward-thinking, trauma-informed, and evidence-based best practices in education and programming.
Service	We will serve by providing high-quality, efficient, and versatile training and programs for the greatest benefit of all stakeholders in a clean, inviting environment.
Excellence	We will conduct ourselves with the highest standards of integrity, ethics, and fiscal responsibility.
Stability	We will work together consistently to maintain a stable organization to accomplish our mission.
Sustainability	We are committed to environmental responsibility and to protecting the world in which we and our stakeholders live.

Goals + Strategies

S

Satisfied, Supported People

P

Professional, Compassionate
Programs + Services

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Infrastructure Planning +
Facilities Management

F

Fiscal Stability + Sustainability

Goal 1: Satisfied, Supported People

Communication

- ◆ Update marketing/communications plan
- ◆ Develop consistent messaging for board/staff to use with all audiences
- ◆ Develop crisis management communication plan (aka Business Continuity Plan)
- ◆ Increase mentoring, training, and supervision to enhance communication skills with clients, foster parents, and each other, a priority from our staff survey

Goal 1: Satisfied, Supported People

Communication (continued)

- ◆ Create annual internal communications plan
- ◆ Communicate programs to community using all available media
- ◆ Increase advocacy efforts with government officials and agencies on issues of importance to CFS and community

Goal 1: Satisfied, Supported People

Succession Planning

- ◆ Review and update agency succession plan
- ◆ Review and update transition plan for key management positions
- ◆ Create professional development plan for leaders, both rising and current, including training goals in each evaluation

Goal 1: Satisfied, Supported People

Recruitment + Retention

- ◆ Develop employee recruitment and retention plan
- ◆ Revive retirement and wellness benefits
- ◆ Support employee training/professional development and assure their preparedness for new positions
- ◆ Right-size program + admin staff and workloads to prevent burnout

Goal 1: Satisfied, Supported People

General HR Review

- ◆ Review all job descriptions for clarity and consistency
- ◆ Continue to refine onboarding process as key to retention/job satisfaction
- ◆ Continue to review and implement appropriate wage increases and benefits

Goal 2: Professional, Compassionate Programs + Services

General

- ◆ Understand and promote inter-connectedness across all CFS programs/systems, including housing/weatherization, transportation, childcare, mental/behavioral health, and substance abuse
- ◆ Assist with revival of Grand Traverse Human Services Collaborative Body or similar group to help evaluate and prepare for changes coming resulting from federal/state cuts in services

Goal 2: Professional, Compassionate Programs + Services

General (continued)

- ◆ Enhanced communication across all programs and people, regularly reminding all of vehicles at their disposal, including Things To Know This Week newsletter, meeting minutes, eblasts, website, supervisors as fonts of information, and social media posts
- ◆ Implement strategic program goals and evaluation at monthly strategic Roundtable meetings

Goal 2: Professional, Compassionate Programs + Services

Behavioral Health

- ◆ Build Safe Haven North program to full utilization in line with resources
- ◆ Advocate for revival of the TC Crime Victims Partners' Group led by Prosecutor's Office
- ◆ Prepare for PIHP changes and other changes such as loss of Medicaid and develop response
- ◆ Participate in community mental health access efforts + advocacy on Medicaid rates and related issues

Goal 2: Professional, Compassionate Programs + Services

Third Level Youth Services

- ◆ Recruit and license 2 Host Homes for runaway/homeless youth aged 12-17
- ◆ Increase clients by 25% of last FY's numbers
- ◆ Implement FLAC survey with 25% rate of return
- ◆ New Char/Em contract: explore need in service area with at least 10 groups in Year 1

Goal 2: Professional, Compassionate Programs + Services

Development

- ◆ Expand donor base in Harbor Springs
- ◆ Institutionalize CFS Impact & Honors Night as a cornerstone of staff engagement/ appreciation
- ◆ Deepen strategic relationships with financial advisors

Goal 2: Professional, Compassionate Programs + Services

Child Welfare

- ◆ Next Level Program at healthy capacity
- ◆ Fully utilize respite contract with all counties in service area
- ◆ Explore avenues for funding to maintain Family Time Coaching after conclusion of pilot
- ◆ Explore other income streams for Respite
- ◆ Continue to stabilize current programs by strengthening and nurturing staff to avoid burnout and seeking efficiencies and opportunities for improvement

Goal 2: Professional, Compassionate Programs + Services

YouthWork

- ◆ Continue to implement Conservation work via stable crews, partnership with National Park Service and other partners, and develop fee for service side of program
- ◆ Successfully implement Weatherization program within 5-county region with first crew in 2025 season; second crew after 3-4 months of fully understanding costs and labor needed for various projects; potential expansion beyond region to Detroit area and Upper Peninsula
- ◆ Build fee for service agriculture and GoatWork projects

Goal 2: Professional, Compassionate Programs + Services

Access for All

- ◆ Increase internal efforts to train and accommodate all staff for increased job performance and satisfaction
- ◆ Enhance robust recruitment efforts across programs, including with GT Band and other tribes
- ◆ Increase staff and board skill sets to better represent community populations and to enhance job performance
- ◆ Continue to improve website with simpler design/content to increase ease of use for many populations

Goal 3: Infrastructure Planning + Facilities Management

Information Technology

- ◆ Continue robust fundraising effort for IT/cybersecurity needs
- ◆ Improve data collection and reporting systems/KPI information for all programs
- ◆ Educate staff on IT tools
- ◆ E-track all tech and tool assets: Asset Panda purchased for this purpose (currently in implementation phase)
- ◆ Increase cybersecurity and improve breach protocols and policies

Goal 3: Infrastructure Planning + Facilities Management

Facilities Improvement

- ◆ Maintain Cedar Run and Veterans physical plants for maximum efficiency and usage by staff
- ◆ Identify opportunities for green and general improvements at all locations

Goal 4: Fiscal Stability + Sustainability

General

- ◆ Improve communication to Admin team on monthly and annual/audit results, funding streams, general financial policy
- ◆ Perform annual risk management review
- ◆ Right-size staffing
- ◆ Additional accounting training for staff to offset increased capacity

Goal 4: Fiscal Stability + Sustainability

Budget

- ◆ Maintain a net zero budget
- ◆ Build and maintain 6-month operating reserve (2 months as of 7/25)
- ◆ Implement new cash reserve strategy (new ICS accounts will gain 4-5% interest, and all FDIC-insured)
- ◆ Create an Endowment account as an option for donors
- ◆ Right-size programs
- ◆ Increase fundraising

Goal 4: Fiscal Stability + Sustainability

Budget (continued)

- ◆ Increase staff compensation, including retirement and wellness benefits
- ◆ Implement long-term financial strategic plan
- ◆ Continue to improve grants management process