



Strategic Plan 2006-2011

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A Message from United for Families

United for Families is the community-based lead agency providing foster care and related services in District 15. United for Families intends to work tirelessly to bring prevention services to our community, spearhead successful family interventions, and provide permanency for children who cannot return home, despite our diligent efforts. We are also determined to strengthen the families in the four counties of Indian River, Martin, Okeechobee and St. Lucie. We intend to work closely with our community partners to make certain that community-desired outcomes for families are met and children and parents receive the services they need, while remaining safe and protected. All children deserve a clearly defined future, either in the guiding love of their biological parents or in the love of an adoptive home.

PROCESS OVERVIEW

United for Families' (UFF) strategic planning process is tied very closely to the strategic planning of the Florida Department of Children and Families. United for Families' performance measures have been contractually determined through negotiations with the Florida Department of Children and Families and are stated in Contract ZJ184, Amendment 003, executed February 3, 2006.

Apart from these measures, UFF's strategic planning process did not follow the typical format in many ways. Strategic meetings were held with all staff, supervisors and above, to clearly determine not only the mission of UFF, but where we wanted to go in the next five years. Clearly, the staff of United for Families envisioned themselves as key stakeholders in the prevention of child abuse and neglect, key stakeholders in the intervention services necessary to curb child abuse and neglect, and finally key stakeholders in the area of permanency, and the requisite supporting services that assure every child has a quality life, abounding love, safety, and security

Phase I: The Planning/Mission Phase - was completed with one three hour Management Team meeting. During this meeting many key elements were discussed. The focus of this meeting was to discuss our mission, which led to our vision and values.

Phase II: The Analytic Phase - was completed during three Executive Management Team Meetings. The focus of these meetings was to examine the relationship between UFF and our many stakeholders, both internal and external. A good sense of the factors influencing the organization both internally and externally was reached.

Phase III: The Executive Management Team met to discuss strategic issues in the following areas:

- A. Fiscal
- B. Development
- C. Programming
- D. Leadership
- E. Quality
- F. Human Resources
- G. Contracts

The Executive Management Team will serve as the strategic planning oversight committee, to ensure the implementation of the operational strategic plan. The Executive Management Team will also be responsible for the reassessment of

strategies, monitoring and reviewing implemented policies, plans and programs that resulted from the strategic planning process. The Executive Management Team will continue to meet regularly to make certain that the plan is being followed and that it has not become redundant.

Mission Statement

To break the cycle of child abuse through a diverse network of community partners and innovative services.

Vision

United for Families will be a recognized statewide leader providing a continuum of dynamic and innovative services for all children and families in our four county community.

Core values

Integrity

Honesty

Dedication

Respect

Confidentiality

Core Values

Core values serve as the foundation upon which United for Families stands as an agency. These values are fundamental to our sustainability and to our mission.

Integrity:

By this we mean.....

- We are dedicated to child safety and nurturing and we will take innovative approaches to secure these rights for children.
- We value the efficient stewardship of our resources and recognize the significance of their origin.

Respect:

By this we mean....

- We respect all individuals with whom we work.
- We respect the rights of families.
- We respect the rights of children to grow up without fear of harm.
- We respect all cultures.
- We value the diversity among our staff.
- We value collaboration with staff, our board members, the community and the Department of Children and Families.

Courage:

By this we mean.....

- We are uncompromising in the realm of child protection.
- We are on the cutting edge of service provision.
- We will manage our business with facts, not just emotion.

Caring:

By this we mean.....

- We care about children enough to make decisions about their future welfare as carefully as if they were our own.
- We care enough about the concept of "family" enough to protect its sanctity.
- We care enough about our staff to make certain they receive the training necessary to make the best decisions on behalf of the children and families we serve.

Confidentiality:

By this we mean.....

- We will maintain confidentiality when discussing children and their families with our coworkers.
- We will not discuss business in hallways and public places.
- We care enough about each other to make certain our discussions remain confidential.

Critical Issues

- 1. Funding** – United for Families believes our ability to provide an excellent continuum of care would be greatly enhanced by increased funding.
- 2. Developing a True Continuum of Care for Services** – United for Families service provision to families has been meager at best, due to the limited funding. Prevention and intervention programs are needed to stem the tide of the number of children entering out of home care. We will strive to research successful child welfare programs world-wide and attempt to adapt new programs to the unique needs of our diverse communities.
- 3. Preventing Children from Entering Out of Home Care** – United for Families needs additional foster homes. Therapeutic and deep end therapeutic placements could be lessened if United for Families had the prevention and intervention wrap around services necessary to keep children safe and in their home.
- 4. Reducing the Number of Children Currently in Out of Home Care** – United for Families believes children should be with their families whenever possible and every effort must be made to reunite the family. Far too many children are removed from their homes and then linger indefinitely in foster care.
- 5. Diversity in Funding** – United for Families must increase our funding base to include multiple fund sources.
- 6. Staff retention** – United for Families values its staff and the staff of the many providers within the service network it supports. Our staff needs to know how important they are in the protection and permanency of children.
- 7. Rate of Payment to Providers** – United for Families recognizes that its limited funding has prevented the optimum rate payment to the residential providers within our district. We must support our local providers.
- 8. Over-representation of Minority Children in out of home care** - United for Families will analyze the client population to determine if there is an over-representation of minority children in the system and then address the issue if one exists.

Strategic Goals

1.) Leadership:

- A. Create a staff developed mission statement;
- B. Move from a "provider" Board of Directors to a "community" Board of Directors;
- C. Move to the board approved management model;
- D. Provide staff development trainings;
- E. Provide in-service training for UFF staff and DCF staff;
- F. Supplement pre-service training with additional locally-developed curriculum;
- G. Hire an attorney to represent UFF;
- H. Explore successful practices in child welfare from other states and implement;
- I. Write a strategic plan;
- J. Update the system of care;
- K. Develop and nurture community relations (e.g. Alliance, providers, foster parents, etc.);
- L. Develop, reinvigorate and nurture UFF staff;
- M. Assure all staff are able to achieve their full potential;
- N. Develop a staff recognition program.

2.) Development Department Goals:

- A. Promote goodwill;
- B. Develop credibility;
- C. Create a favorable public image;
- D. Cultivate local financial support;
- E. Locate alternative financial resources to meet currently unfunded and under funded organizational needs.

3.) Program Services Department Goals:

- A. Assure every child is placed in the most appropriate setting;
- B. Identify and develop needed programs;
- C. Enhance quality of casework activities;
- D. Decrease length of stay in out of home care;
- E. Reduce the number of children in out of home care;
- F. Expedite time to adoption for children without identified placements.

4.) Quality/Data Management Goals:

- A. Meet or exceed the established contract outcome measures;
- B. Reduce the number of children under supervision by 20%;

- C. Implement the agency's system of care to focus on the first thirty (30) days of care;
- D. Utilize out-of-home care reports to monitor length of stay in care and focus on cases that remain as 'open' status beyond twelve (12) months as well as plan for the provision of services regarding cases that are approaching twelve (12) months in care;
- E. Improve court document timeliness and quality;
- F. Increase Dependency Case Manager retention;
- G. Measure effectiveness of provider services;
- H. Develop enhancements for the record management system;
- I. Achieve accreditation status through Council on Accreditation (COA); and
- J. Develop and implement an internal system of monitoring.

5.) Information Technologies and Facilities Department:

- A. Assure optimum communication within United for Families and the provider network.
- B. Maintain existing network while switching over to the new MyFlorida.net (MFN) backbone;
- C. Provide better response times for all users on our network;
- D. Provide more reliable backup solutions to protect our data;
- E. Establish controls necessary to better monitor our network usage;
- F. Eliminate threats to our existing systems and data;
- G. Enhance inventory tracking (hardware/software) system;
- H. Provide state of the art computer equipment to our users (i.e. computers, printers);
- I. Provide state of the art wireless solutions to our users (i.e. Blackberries);
- J. Provide checks and balances to ensure peak performance of all IT equipment;
- K. Create as many redundant processes as possible to eliminate single points of failure;
- L. Maintain existing service centers and corporate offices;
- M. Provide support and assistance for events as designated by Development Director;
- N. Provide recommendations for renovations and new sites;
- O. Review and revise as needed Disaster Preparedness Plan;
- P. Work in harmony with DCF and (Zone) in strategic planning for Facilities;
- Q. Locate and secure office space as needed;
- R. Develop and monitor preventative maintenance schedules for service center and corporate;
- S. Provide checks and balances to ensure peak performance of all IT equipment;

6.) Personnel:

- A. Develop a pay scale/step system;

- B. Implement new pay scale/step system;
- C. Review current benefit package;
- D. Improve employee benefit package;
- E. Hire vacancies.

7.) Contracts:

- A. Review and improve standardized contract;
- B. Develop purchasing and procurement policies;
- C. Develop contract expense tracking;
- D. Develop Risk Assessment Tool;
- E. Develop structured grant management process.

8.) Finance:

- A. Develop new agency budget format and tracking system;
- B. Tie spending plan to revenue streams;
- C. Establish company spending plan brief with all levels of management;
- D. Develop grant tracking system;
- E. Outsource accounting services to local CPA firm;
- F. Hire positions needed;
- G. Assume Client Master Trust;
- H. Secure Independent Line of Credit;
- I. Secure local bank

9.) Community Action:

- A. Develop relationship with Florida Coalition for Children;
- B. Develop relationship with Legislators;
- C. Develop advocacy and lobbying skills;
- D. Develop a community issue agenda;
- E. Develop branding for name recognition.

Strategies

Leadership Plan

2006-2011

Five year summary

United for Families is a new corporation, striving for name recognition and acceptance by the community it serves. United for Families' mandate is crucial to the welfare of children and their families. Our staff must be empowered to be community leaders in the area of child abuse and neglect. We must design a system of care that lifts the energy of the community and helps everyone understand that child abuse and neglect is a social and health issue, and does involve them all.

Year 2006

United for Families must complete a five-year Strategic Plan. Method to accomplish this has been described in previous section.

United for Families staff have weathered the initial growth struggle and now must be encouraged to:

- a. Develop their potential
- b. Feel reinvigorated to succeed
- c. Feel company support
- d. Know they are appreciated – improve morale

Staff needs a clear mission statement that defines the company's work. The statement needs to be referenced when confusion arises regarding UFF's scope of duty. The statement needs to be staff created and then Board approved.

- a. Create mission statement.
- b. Seek Board approval of new mission statement.

United for Families' has been directed by the Secretary of the Department of Children and Families to change from Board of Directors consisting of the providers with who UFF contracts for services, to a true Community Board of Directors consisting community stakeholders.

- a. Divest current Board of Directors
- b. Seek new Board members from the four county area
- c. Update by-laws to reflect Board changes

United for families must develop and nurture community relations to achieve true community based care (e.g. Alliance, providers, foster parents, etc.);

- a. Visit foster homes
- b. Prepare comprehensive monthly Alliance Report
- c. Visit with local providers
- d. Develop trainings regarding the many UFF functions to assist other providers with their portion of the child welfare system.

Year 2007

United for Families has been plagued by financial issues and as a result did not institute the Board approved organizational structure.

- a. Hire COO
- b. Hire CFO

United for Families staff-created mission speaks to innovative services. We will directly provide programs that will allow success for children and their families as we empower people to help themselves.

- a. Explore successful practices in child welfare from other states and countries
- b. Analyze their feasibility for our area
- c. Implement programs by counties

United for Families will provide community in-service trainings of relevance. The training will result from the specific survey results provided by case management and protective investigations.

- a. Review survey results
- b. Locate national experts in the desired field
- c. Secure a location
- d. Promote trainings

United for Families staff needs development trainings

- a. Bring a noted certification program, such as Project Management, to United for Families to enhance staff's value in the workforce and at United for Families
- b. Arrange for other certification programs and invite community stakeholders

There are noted deficiencies in the pre-service training for staff. United for Families will increase the time of pre-service training by two weeks to address these noticeable training deficiencies.

- a. Write the Curriculum, to include:
 1. Courtroom Training
 2. Visitor in the Home Training
 3. How to look at a case file

4. The case plan and judicial review
5. Cultural sensitivity
6. A new approach to poverty and chronic neglect

United for Families is not represented by an attorney and needs an attorney for training, contempt charges and permanency.

- a. Hire an attorney to represent UFF

United for Families will continue to directly provide programs that will allow success for children and their families, as we empower people to help themselves.

- a. Continue to explore successful practices in child welfare from other states and countries
- b. Continue to analyze their feasibility for our area
- c. Continue to implement programs by counties

Update the system of care document (SOC) to reflect the practices in place. Document has not been updated since 2003.

Continue to develop and nurture community relations.

Develop a staff recognition program specific to case management (Employee of the Quarter Award)

Serve on community boards and committees as invited.

Year 2008-11

Continue to provide staff development trainings

Continue to explore and implement successful practices in child welfare from other states and implement

Continue to develop and nurture community relations (e.g. Alliance, providers, foster parents, etc.)

Continue to develop, reinvigorate and nurture UFF staff

Continue to improve the public image of United for Families

Continue to serve on boards and committees as invited

Development and Public Relations Plan

2006-2011

Five year summary

The success of United for Families' development program depends largely on its ability to create a high-profile and positive identity within the local community. Recognition and trust must be established prior to any large-scale fund-raising campaign. For this reason, the initial development plan covers a three-year period, emphasizing public relations and community outreach in the first two years and expanding into the third year with both an a sustainable giving program that encompasses both large-gifts and planned giving through individual donors.

a. Strategy Summary

United for Families' Development strategy consists of three main parts: Grants, Special Events and Appeals. Development of a mission-based sustainable giving program based on the individual donor will begin in year 2 of the plan and eventually become the cornerstone of all development activity.

Grants: The Development Director will put United for Families on a grant-writing schedule, which will include proposals to all local United Ways and Children's Services Councils. The schedule also will include appeals to community, private and corporate foundations as well as federal and state grants. As few foundations accept proposals for unrestricted funds, the Development Director will work closely with the Board of Directors, Executive Director and other department directors to establish needs and specific outcomes for future programs.

Special Events: Development will establish 3 large community events that will serve first as a point-of-entry for sustainable donors and second as a short-term fund-raiser. Smaller events, including organizational tours, recognition and award ceremonies and community appreciation events will be coordinated regularly throughout each year of the plan. United for Families also will develop a presence throughout the community by participating regularly in all local chamber of commerce activities and other community activities where the agency can operate an education and awareness booth.

United for Families events established in years 1-2 of the plan include:

- Le Bal Masque
- Teeing Off Fore Kids Charity Golf Tournament

- Stop the Tears 5K Fun Run and Family Festival

Appeals: United for Families will develop a sustainable giving program beginning in year 2 of the plan. The program is a systematic approach to donor cultivation based on a series of point-of-entry events that introduce donors to the agency and lead to a bi-annual ask event. United for Families will design all events to increase community awareness and support of the agency, which will prepare it for a more aggressive capital campaign in the future.

Other non-financial appeals include:

- Corporate holiday campaign (Making Christmas Bright)
- Small business holiday campaign (Adopt A Family Foster Good Will)
- Business discount directory
- Community resource drives (needs identified on a yearly basis)

Year 2006

United for Families will take a systematic approach to creating a strong and positive public image by incorporating the following elements into its Development program:

- 1) Media relations
- 2) Special events
- 3) Public speaking
- 4) Staff involvement
- 5) Community newsletter
- 6) Agency newsletter

a. Media Relations

The Development Department will promote United for Families through a story corp. This program will consist of individual client stories and organizational success stories, which development will spin into regularly scheduled press releases.

Furthermore, development will work with local media to secure occasional guest columns and editorials from which the Executive Director or Board of Directors can present his or her vision for United for Families.

b. Events

United for Families will attend all regularly scheduled community events and operate education and outreach booths in each of its four counties. The first of three scheduled special events and two community book fairs will be unveiled.

c. Public Speaking

Development will create a speakers bureau and speaking tour. Possibilities include networking events hosted by the chambers of commerce and service groups, church functions and corporate donations drives.

d. Staff Involvement

When members of staff get involved in community outreach, they show a fundamental belief in their own mission. Development will help coordinate staff involvement in community events by promoting awareness of upcoming events, leading and organizing employee participation in those events and soliciting personal stories for news releases.

e. Volunteer Program

United for Families will establish and formalize a volunteer program. Volunteer orientation and training will be coordinated on a monthly basis. A volunteer coordinator will assess agency needs for volunteer, identify volunteer opportunities within the organization, recruit and train volunteers, maintain volunteer paperwork and coordinate regular volunteer appreciation activities.

2007

The second year of the development plan continues to promote United for Families through the activities and campaigns developed in year 1 with the following key additions:

- 1) Sustainable giving program
- 2) Federal RFP cycle

f. Sustainable giving program

A sustainable giving program serves two purposes: It raises awareness of an organization's mission and related needs by carefully cultivating individual donors and it raises long-term funds for those identified needs through a systematic, mission-based approach that ultimately will generate contributions to the agency's planned giving program. Sustainable giving will feature four components:

Point of Entry events: These are events that introduce individuals to the agency

Follow up: Each donor will be assigned a donor representative and placed on a contact schedule

Ask Event: The community will be invited to a one-hour, free, ask event during which they will be asked to join a multi-year giving club

Re-entry:

g. Federal RFP cycle

The grant focus in year 1 was to establish local support among local funders. Once accomplished, development will pursue larger federal grants to offset agency expenses.

2008 - 2011

The final years of the development plan continues to promote United for Families through the activities and campaigns developed in years 1-2 with the focus on the agency's sustainable giving and planned giving programs.

Program Services Plan

2006-2011

Five year summary

Program Services will look at placement in a manner consistent with operating always in the best interest of children. Each placement will be made with complete regard for the child's family, school, socialization needs and health services.

The program development component of program services will seek world-wide innovative and successful practices, as well as creating new programs ourselves to better serve families and meet our unique needs. We will not operate within a vacuum of established practices that do not lead to successful outcomes.

Five year Plan

Decrease the length of stay for children in out of home care

- a) Meaningful engagement of families/children in case planning
- b) Empower families through developing the plan jointly
- c) Develop family group conferencing

- d) Utilize concurrent case planning, mediation, etc.
- e) Develop kinship support program
- f) Routine and regular communication planning and information sharing between supervisors and counselors to address the family's safety, service needs and progress towards permanency in relation to stability of foster care placements
- g) Continue to work in partnership with legal and other stakeholders to address challenges to timely achievement of reunification and permanency.
- h) Provide considerable support, training and technical assistance to the case management agencies

Expediting Adoptions

- a. Increase Recruitment efforts
- b. Assure recruitment activities are centered in communities that are representative of the ethnic and cultural needs of the children.

Quality/Data Management Plan

2006-2011

Five year summary

United for Families Quality and Data Management System endeavors to strengthen practice, improve timeliness, accessibility, quality, effectiveness and increase natural and enduring community support for our corporation. We are challenged to become a statewide leader providing a continuum of dynamic and innovative programs and services that result in family stability and permanency for all children and families in our community.

Five year Plan

- Meet or exceed the established contract outcome measures.
- a. The Quality Management Team will monitor District 15 contract performance measures through the Performance Dashboard.
 - b. The Quality Management Team will analyze all measures that did not meet the target and determine root causes. Through the use of Performance Improvement Teams (PIT), the Quality Management Team will create processes to enhance performance.

Reduce the number of children under supervision by 20%.

- a. The Quality Management Team will gather information from reviewing the dependency records to identify reasons why children are lingering in care.

- b. Information will be reviewed by the Quality Management Team and processes will be developed in coordination with provider agencies and the United for Families Permanency Director.

Implement the agency's system of care to focus on the first thirty (30) days of care.

- a. The Quality Management Team will review Dependency Case Management records for relevant, timely referrals.
- b. The Quality Management Team will monitor the case transfer staffings for efficiency.
- c. The Quality Management Team will access the Florida Safe Families Network (FSFN) for evidence of compliance with process.

Utilize out-of-home care reports to monitor length of stay in care and focus on cases that remain as 'open' status beyond twelve (12) months as well as plan for the provision of services regarding cases that are approaching twelve (12) months in care.

United for Families' Executive Management will meet with the Executive Directors of the case management agencies, on a monthly basis, to discuss current barriers within identified cases.

Improve court document timeliness and quality.

- a. The Quality Management Team will consult with Child Welfare Legal Services to identify over-due court documents in order to determine the root cause for the delay in submission of the court documents.
- b. The Quality Management Team, along with United for Families Chief Legal Counsel, will develop training curriculum based on findings.

Increase Dependency Case Manager retention.

- a. The Quality Management Team will provide Service Center Support days to assist with tasks identified by the Case Management Agencies.
- b. United for Families provides quarterly in-service training to enhance staff professional development.
- c. United for Families awards an outstanding Dependency Case Manager on a quarterly and annual basis.
- d. The Quality Management Team will assess Dependency Case Managers' needs, through the use of surveys.

Measure effectiveness of provider services

- a. Through recidivism research, the Quality Management Team will explore process improvement.
- b. The Quality Management Team will provide annual contract monitoring of all service providers.

- c. The Quality Management Team will provide monthly provider service days.

Improve the UFF Dependency Case Management record management system.

- a. Develop a web-based system.
- b. Scan all documents to create an electronic record.
- c. Provide on-going training to Data Management staff to enhance knowledge of record contents.

Achieve accreditation status through Council on Accreditation (COA).

- a. Complete self-study for District 15.
- b. Prepare for site visit.

Develop and implement an internal system of monitoring.

- a. Review the contracts from the Department of Children and Families.
- b. Develop and implement protocol for monitoring internal departments.
- c. Analyze data for departmental improvement.

Information Technology and Facilities Plan

2006-2011

Five year summary

Information Technology will continue to stay abreast of the changing technologies and provide our end users with the tools necessary to perform their jobs. We will continue to work closely with the Department of Children and Families to ensure compliance and continuity with all IT related systems and software.

Facilities Management will continue to provide a safe and stable work environment for our staff at all locations. We will continue to develop strategic plans for growth and expansion as the dynamics of our company changes. We will continue to work closely with the Department of Children and Families in all facility related issues.

Five year Plan

Maintain existing network while switching over to the new MyFlorida.net backbone

- a. New sites will go on MFN effective 9/2007
- b. Existing sites will install new equipment (routers, switches, etc.)

- c. Install MFN backbone
- d. Test MFN backbone
- e. Cutover to MFN

Provide better response times for all users on our network

- a. Better control of internet access through Group Policy ¹pushes
- b. PM Schedules for all equipment
- c. Reduce unnecessary traffic on network during peak periods
- d. Provide local access to local servers to store and save data

Provide more reliable backup solutions to protect our data

- a. Install Data Warehouses ²in each service center and corporate
- b. Install Backup Domain Controllers (BDC) in each service center
- c. Install WSUS³ servers in each service center, thereby reducing network resources
- d. Establish procedures for each site to backup each other during overnight hours to reduce load on network

Establish controls necessary to better monitor our network usage

- a. Perform an analysis of existing network tools that monitor network usage and make recommendations for purchase
- b. Establish procedures to review performance logs and properly maintain network so that it is running at peak performance

Eliminate threats to our existing systems and data

- a. Perform an analysis of existing network tools that monitor network access and security and make recommendations for purchase
- b. Establish procedures to review access and security logs to properly eliminate threats to our network

Inventory Tracking (Equipment and Software)

- a. Recommend for purchase Asset Tags for tracking UFF equipment
- b. Inventory and Tag all UFF equipment and record software per unit
- c. Perform periodic and annual inventories

Provide state of the art computer equipment to users (i.e. computers, printers)

- a. Stay abreast of current technology as it applies to computer equipment and operating systems making recommendations as needed
- b. Stay abreast of latest technology as it applies to servers and operating systems making recommendations as needed

¹ Group Policy is a Windows tool to group like computers/users for standardization

² Data Warehouse is a physical piece of equipment that stores electronic data in large quantities

³ WSUS is service that is used to push antivirus definitions to all pc's on the network

- c. Stay abreast of latest technology as it applies to document workflow and processing and making recommendations as needed

Stay on top of changing technology to provide best service possible to our end users

- a. Stay abreast of latest technology as it applies to wireless communications making recommendations as needed
- b. Provide end users with cost effective tools and services

Provide checks and balances to ensure peak performance of all IT equipment

- a. Develop and maintain schedules for proper preventative maintenance of all IT equipment
- b. Develop processes that monitor usage and maintain logs for reporting discrepancies
- c. Monitor and report issues with network usage and user violations of resources

Create as many redundant processes as possible to eliminate single point of failure

- a. Develop procedures and provide hardware for each service center and corporate to provide backup capabilities for our network
- b. Redundant data backup
- c. Redundant data circuits
- d. Redundant Domain and Backup Domain Controllers
- e. Purchase reserve server(s) as backup units in case of server failure at corporate or service centers
- f. Develop procedures and provide hardware for each service center and corporate as it applies to backup power solutions

Maintain existing service centers and corporate offices

- a. Provide services as request through IT/Facilities Support Ticket system
- b. Ensure that working environment is safe and clean
- c. Respond to issues on a timely basis
- d. Provide furniture as needed
- e. Coordinate moves of IT equipment and furniture

Provide support and assistance for Events as designated by Development Director

- a. Assist with the setup and tear down of event structures
- b. Provide electric connectivity as needed
- c. Provide IT services as needed (i.e. speaker, podiums, VA equipment)

Provide recommendations for renovations and new sites

- a. Design Visio layouts for potential renovations and new sites

- b. Develop Cost Analysis for renovations and/or new sites
- c. Put out for bid, costs for General Contractor services, furniture
- d. Coordinate with DMS changes or additions to network and telephones
- e. Find office spaces as needed or requested
- f. Negotiate Letter of Intent and Lease requirements for CEO and SMT approval

Review and revise as needed Disaster Preparedness Plan (DPP)

- a. Review Plan and revise as needed
- b. Coordinate DDP activities with community partners
- c. Attend local Hurricane Preparedness symposium being held at Civic Center

Work in harmony with DCF in strategic planning for Facilities

- a. Provide DCF with known space availability as needed or requested
- b. Co-locate where possible or within reasonable distance
- c. Share as many resources as possible

Locate and secure office space as needed

- a. Locate available office space in geographical area needed
- b. Negotiate Letter of Intent with landlord or realtor and review with CLC
- c. Negotiate lease agreements and review with CLC before submitting to CEO
- d. Design Visio layouts for SMT approval
- e. Provide cost analysis for renovations or new construction
- f. Perform bidding process and recommend general contractor
- g. Perform bidding process and recommend furniture vendor
- h. Coordinate project as it moves through phases of completion and report to SMT
- i. Coordinate movers and oversee occupancy of building

Develop and monitor preventative maintenance schedules for service center and corporate

- a. Where all inclusive leases are not available provide:
 - 1. Preventative maintenance for all HVAC equipment
 - 2. Janitorial services
 - 3. Utility needs (hookup, deposits, maintenance)
 - 4. Any grounds maintenance that might be necessary

Personnel Plan

2006-2011

Five year summary

United for Families will work to retain its staff and provide benefits that are competitive with the most successful work environments. We will make certain

our staff has been properly screened and able to be held to the highest of standards that we must necessarily set for our employees, given the significant and visible role we play in the lives of children. We will be examples in the community.

Year 2006

United for Families will research secure and competitive benefits.

- a. Develop a pay scale/step system
- b. Review current benefit package
- c. Hire vacancies

Year 2007

United for Families will provide staff with secure and competitive benefits.

- a. Implement new pay scale/step system
- b. Improve employee benefit package

Year 2008

Continue to secure the best staff available when vacancies occur.

Year 2009-11

Continue to secure the best staff available when vacancies occur.

Contract Plan

2006-2011

Five year summary

United for Families will strive to produce contracts that are performance based. Contracts will be multiyear for the successful provider, thus freeing more time to assist the contracts that are struggling. Grant dollars will be managed thoroughly.

Year 2006

Contracts do not currently capture the information needed to assure outcome achievement. Implement subcontracting guidelines

- a. Formalize Contract Administration
 1. Establish standard contract file maintenance

2. Negotiation File
3. Contract File
- b. Establish Contract Database
 1. Tracking contract number
 2. Track program
 3. Track license and insurance coverage
 4. Track audit due dates, etc.

Year 2007

United for Families will divide their Standardized Contracts into 4 Category Templates

- a. Program Services
- b. Out of Home Care
- c. Administrative Services
- d. Unit Cost agreements (Ancillary Services)

United for Families will establish specific purchasing and procurement policies.

United for Families will establish contract specific expense tracking to identify fiscal variances

Year 2008

United for Families needs a Risk Assessment Tool to simplify contracting with successful providers.

- a. Develop risk assessment tool to determine when to use multi-year contracts
- b. Implement risk assessment tool

United for Families will use performance-based contracting.

- a. Develop new performance measures for contracts
- b. Assure they measure the actual tasks/steps that lead to the state required outcomes

Year 2009 -2011

United for Families will receive a larger number of grants yearly.

- a. Create a structured Grant Management Process (all funding streams) that blends diverse funding streams with innovative procurements

Finance Plan

2006-2011

Five year summary

United for families will manage its finances in a manner transparent at all times and assure that every level of staff is familiar with the budget and realizes the significant role they play in its successful execution.

Year 2006

United for Families will secure its finances and afford staff the opportunity to assist in the financial management process.

- a. Establish agency budget and tracking through interim financial reporting
- b. Establish agency spending plan tied to revenue streams
- c. Review spending plan with supervisor level and above on a monthly basis

Year 2007

United for Families will continue to secure its finances and expand its scope to meet its contractual mandate.

- a. Develop new operating budget format consistent with financial statement line items utilizing senior management team in the development stages
- b. Mirror Spending Plan format with financial statements
- c. Develop Grant Funding Tracking Sheets
- d. Systematize spending plan function
- e. Solicit local accounting firm for outsourced accounting services
- f. Add Financial Manager position in house to assist with the day to day fiscal operations
- g. Assume Client Master Trust responsibilities

Year 2008

United for Families will expand its position in the community through the use of a local financial institution and accounting firm.

- a. Secure Independent Line of Credit
- b. Secure local banking institute to facilitate agency banking needs
- c. Establish accounting services with local CPA firm
- d. Establish on-line request system (flex funds and master trust withdrawals)

- e. Designate Client Master Trust Specialist
- f. Eliminate subcontractor debt arrangements
- g. Community Board education through the establishment of separate Finance Committee

Year 2009-2011

Continue to improve internal processes to ensure the least restrictive use of funds is utilized to secure the most innovative services while preserving integrity and transparency in all daily transactions.

Hire Grant Director

- a. Oversee the contract with DCF (fiscal and contract requirements)
- b. Responsible for understanding all funding restrictions and allowance to allow for the procurement of innovation services to support agency System of Care
- c. Responsible for Spending Plan projections and make recommendations to Senior Management Team

Community Action Plan

2006-2011

Five year summary

United for Families will attempt to further unite the community and create greater awareness of the social and health issues associated with child abuse.

Year 2006

Develop advocacy and lobbying skills

- a. Identify current issues with staff, so one message is spoken
- b. Work with the Treasure Coast Coalition for Children

Develop relationship with Florida Coalition for Children

- a. Attend Annual Conference
- b. Continue membership

Develop relationship with Legislators

- a. Meet with local legislators

Develop a community issue agenda

- a. Identify current gaps in system of care

- b. Research possible programs to fill these gaps

Develop community partnerships

- a. Create comprehensive Alliance report
- b. Attend Alliance meetings monthly
- c. Meet with Executive Directors of provider agencies
- d. Visit foster home in all four counties

Year 2007

Maintain relationship with Florida Coalition for Children

- a. Continue to attend meetings and conferences

Maintain relationship with Legislators

- a. Remain in contact with local legislators
- b. Invite legislators to special events

Practice advocacy and lobbying skills

- a. Management staff will be prepared to speak to all UFF issues
- b. Staff will be encouraged to find and attend speaking engagements

Promote community issue agenda

- a. Implement new programs
- b. Continue research for additional innovative services to support system gaps

Nurture community partnerships

- a. CEO to serve on community provider Boards
- b. Staff to serve on local workgroups and committees

Develop branding for name recognition

- a. Design campaign for name recognition
- b. Implement campaign– Stop the Tears.

Year 2009-11

Maintain relationship with Florida Coalition for Children

Maintain relationship with Legislators

- a. Meet regularly with legislators

Increase advocacy and lobbying skills

- a. Management staff will continue to speak to all UFF issues

- b. Management staff and other designated staff will be encouraged to find and attend speaking engagements

Maintain a community issue agenda

- a. Continue to implement new programs
- b. Continue research for additional innovative services to support system gaps

Continue to nurture community partnerships

Maintain branding for name recognition