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CAROLINA

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FAMILY

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SERVICES

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**STRATEGIC PLAN**  
2017–2020



[www.carolinafamily.org](http://www.carolinafamily.org)

**CFS  
STRATEGIC  
PLAN**

Carolina Family Services, Inc. undertakes a strategic planning process every three years. The process is an opportunity for the Board and staff to take a step back, reaffirm our mission, and examine what we do and how to do it better, while carefully assessing the organizational, financial and professional challenges ahead.

CFS's Strategic Plan for 2017-2020 maps out a course of action to keep CFS in the forefront of human service organizations, while maintaining our commitment to providing excellent family based services. Our overarching strategic goal is to live up to our potential to be great and produce life-changing results for the families we serve.

**LEVERAGE  
OUR SIZE  
AND  
PROGRAM MIX**

We will anchor our programmatic decisions to a consistent set of criteria to determine expansion, reductions, and new opportunities, focusing on programs where we can provide high-quality services aligned with our mission in a financially effective manner. To make sure the families we serve are at the center of all we do and that they receive the best of all we offer, we will increase coordination, collaboration, and information sharing across programs to share best practices and approaches.

**ENHANCE  
FINANCIAL  
SUSTAINABILITY**

We'll strengthen our financial capacity to ensure we are prepared to navigate the changing and competitive funding environment for nonprofit human service providers. We'll increase fundraising and more effectively market CFS to funders, donors, and the public and strategic partners. We will utilize state of the art financial management information systems and automate key business processes. As the quality of frontline work increasingly drives reimbursement, we will support our staff in this critical role. The Board and leadership will play a pivotal role in a revitalized fundraising plan built around new donors, foundations and corporate partners.



“EVEN THE MOST TROUBLED  
FAMILIES REVEAL LOVE  
BENEATH THE CHAOS AND  
AN ENORMOUS RESILIENCE  
OF HUMAN SPIRIT”

– Jill Kenney  
Co-founder, homebuilders



**IMPROVE  
QUALITY,  
PERFORMANCE,  
AND  
OUTCOMES**

To raise the quality of our programs from great to the best, we will establish baseline outcome metrics framed by our philosophy of working within the family system to bring about the change necessary to promote strong, positive, and healthy families. Our goal is to meet and exceed government performance and compliance standards, knowing that public and private funders have become more evidence-driven and that successful organizations of the future will be those that consistently produce the strongest outcomes for the people they serve. As we re-commit ourselves to program excellence, staff experience and expertise will be at the core of all we hope to achieve.

**FOCUS ON  
DEEPENING  
ROOTS IN  
TARGETED  
COMMUNITIES**

Our RBHS services are available to families in the Upstate and Midlands of South Carolina. We've committed to make the most of every opportunity to deliver services in underserved communities and geographic areas, ensure access to the full mix of CFS programs and services, and join and build provider networks to meet all the needs of the people we serve.

**MAKE  
CFS A  
GREAT  
PLACE  
TO WORK**

Our staff comes to the work with resilience, heart, grit and expertise in serving challenging populations. We will support our employees by providing competitive compensation and benefits and a culture of learning. We'll develop core competencies and reward strong performance. We'll redouble our efforts to attract and retain staff, volunteers, and interns who are drawn to CFS because we cultivate strong staff and develop inspiring leaders who want to work in an organization where people have a passion for their work and everyone can make a real contribution.

***Because ALL families matter.***



“KELLEY HELPED OUR CHILD IMPROVE HIS SELF ESTEEM AND LEARN TO MANAGE HIS ANGER BETTER. WE HAVE IMPROVED OUR COMMUNICATION AND UNDERSTAND EACH OTHER MORE.”

– Parent

